



Norfolk Southern Corporation  
1200 Peachtree St NE  
Atlanta, GA 30309

**Michael J. Wheeler**  
EVP & Chief Operating Officer

March 11, 2020

Mr. Reginald A. Vincent  
General Chairman, ATDA  
229 Settlers Grove Lane  
Salisbury, NC 28146-1606

Mr. Dewayne L. Dehart  
General Chairman, BLET  
2117 West Alto Road  
Kokomo, IN 46902

Mr. L. Randy Fannon  
General Chairman, BLET  
P. O. Box 1711  
Abingdon, VA 24212

Mr. J. G. Sturdivant  
General Chairman, BLET  
P. O. Box 38  
Independence, KY 41051

Mr. Sam J. Alexander  
General Chairman, BMWED-IBT  
P. O. Box 24068  
Knoxville, TN 37933-2068

Mr. Dale E. Bogart, Jr.  
General Chairman, BMWED-IBT  
3321 Vestal Parkway East  
Vestal, NY 13850

Mr. Jack E. David, Sr.  
Senior General Chairman, BMWED-IBT  
9300 Runyon Road  
Catlettsburg, KY 41129-8753

Mr. Jason E. Graham  
General Chairman, BMWED-IBT  
9835 South Avenue, Unit 2  
Poland, OH 44514

Mr. Anthony C. Sessa  
General Chairman, BMWED-IBT  
421 North 7<sup>th</sup> Street, Suite 299  
Philadelphia, PA 19123

Mr. Carl G. Lakin  
General Vice President &  
National Representative, BRC  
P. O. Box 71026  
Knoxville, TN 37938

Mr. John R. Feltz  
International Vice President  
Director Railroad Division, TWU  
167 Diamond Spring Drive  
Monroe Township, NJ 08831

Mr. Carlton G. Everett  
General Chairman, BRS  
P. O. Box 67  
Ryland, AL 35767

Mr. Jeff Lindenbaum  
General Chairman, BRS  
308 South McKinley Street  
Mansfield, IL 61854

Mr. Jason Worcester  
General Chairman, BRS  
106 Longwood Drive  
Portland, ME 04102



Mr. James B. Orwan  
General Chairman, IAMAW  
25 Basin Hill Road  
Duncannon, PA 17020

Mr. Chris Browning  
International Representative – ISO, IBBB  
1039 Big Branch Road  
Harts, WV 25524

Mr. Mike Wood  
General Chairman, NCFO  
System Council No. 6  
1212 Bath Avenue, Floor F&O  
Ashland, KY 41101

Mr. James E. Ball, Jr.  
General Chairman, SMART-TD  
817 Kilbourne Street  
Bellevue, OH 44811-9407

Mr. John Laws  
General Chairman, SMART-TD  
521 SW 60<sup>th</sup> Street  
Des Moines, IA 50312-1521

Mr. Brad Queen  
General Chairman, SMART-TD  
335 Aubrey Merrell Road  
Mocksville, NC 27028-7102

Mr. Daniel Weir  
General Chairman, SMART-TD  
1231 S. 6<sup>th</sup> Avenue  
Kankakee, IL 60901-4841

Mr. Kyle Bruckman  
President – Local 1913, ILA  
P.O. Box 236  
Kingsville, OH 44048

Mr. Tom Owens  
General Chairman, IBEW  
3620 Betty Lane  
Knoxville, TN 37931-2709

Mr. Joe Fraley  
General Chairman, SMART  
SMART General Comm No. 1  
33 Rotterdam Drive  
Glenmont, NY 12077

Mr. Thomas P. Gholson  
General Chairman, SMART-TD  
802 North Main Street  
London, KY 40741

Mr. David W. Phillips  
General Chairman, SMART-TD  
1960 Electric Road, Suite C  
Roanoke, VA 24018

Mr. James Stewart, Jr.  
General Chairman, SMART-TD  
103 Bagley Drive  
Eatonton, GA 31024

Mr. Michael Goodyear  
National Representative, TCU  
TCU Unit 96  
5885 Richard Street  
Jacksonville, FL 32216

All,

I'm writing today to update you on the actions Norfolk Southern is taking, as well as the actions our employees should take, to best position all of us to stay healthy and maintain a safe workplace, while ensuring the continuity of our operations.

With the ongoing spread of COVID-19, the health and safety of our employees, customers and surrounding communities remain our top priority. Norfolk Southern's senior leadership team, including our Chief Medical Officer and NS Health Services (NSHS), are actively monitoring the situation. An internal Task Force has been formed and is



exercising our response plan while continuing to review it based on on-going developments.

NS is following guidance from the World Health Organization (WHO) and Centers for Disease Control (CDC) and taking appropriate actions to maintain a safe workplace for our employees and to ensure the continuity of our business operations. For instance, NS has implemented CDC recommendations for workplaces by encouraging employees to (1) practice good hygiene like handwashing and the use of hand sanitizer, (2) limit nonessential travel and consider social distancing, and (3) stay home and seek medical attention if you are sick or have flu-like symptoms. Social distancing is a concept that uses available space to reduce the risk of infection, including foregoing attendance at social events like a concert and postponing non-essential business events like a retirement party or buffet luncheon.

We are also requiring any employee who is confirmed to have COVID-19, or any employee with a household member who has tested positive for COVID-19, to alert their supervisor and Dr. Francesca Litow, our Chief Medical Officer. The required notification also applies if any employee or a household member was directed by a health care or public health professional to quarantine. The attendance policy is not in conflict with these recommendations/requirements, as attendance is reviewed on a case-by-case basis. Employees are expected to use customary procedures to mark-off, including timely and complete communication with crew management, where applicable, and their supervisors.

In addition to general actions like posting information about the importance of hand washing and good hygiene, limiting office visits from non-employees, increasing cleaning regimens, and ordering additional cleaning supplies like soap and sanitizer, we have restricted access to our Network Operations Center (NOC) to assigned and essential personnel. We've also stood up alternate locations, which slightly decentralizes the operation and creates additional space between employees working in the NOC. We've also taken similar actions for our Operations Support team (OSS).

For our field employees, NS is taking proactive action throughout the network. While the list is not exhaustive, I will highlight some of our efforts:

- We have ensured the locomotive servicing process includes the use of an antimicrobial/disinfecting cleaner (with EPA approved ingredients for use against Novel Coronavirus SARS-CoV-2, the cause of COVID-19) on common surfaces;
- Our crew kits for T&E employees contain three individual packs of sanitizing wipes that can be used to clean surfaces and/or hands while at work and/or on the locomotive. These wipes meet or exceed CDC guidance and contain 70% alcohol and kill nearly 100% of germs. We are also making these crew kits available for machine operators in Engineering;
- Where appropriate, we are staggering our morning meetings to line-up work groups in waves as opposed to one group setting;
- We are postponing large or nonessential gatherings when possible;



- For our employees in large program maintenance gangs that travel, we are providing disinfectant wipes in each camp car, setting up hand washing stations at each dining location;
- In Engineering, we are working with vendors so that company provided meals are distributed on an individual "grab and go" basis rather than family/buffet style;
- We are working with our vendors and alternate suppliers to make hand sanitizer and disinfecting surface wipes available in areas such as meeting rooms, dining areas, and office facilities;
- We have contacted contractors who provide lodging and crew haul services to ensure they are following CDC's guidance on prevention and initiating their own awareness campaigns, to include encouraging employees to keep hand sanitizer available, promoting proper cough and sneeze etiquette and disinfecting common surfaces, including food preparation areas.

With the onset of COVID-19 in the U.S., NS also recognizes the potential for employee stress and even confusion due to the unfolding situation. With that in mind, and to help ensure the sharing of credible and actionable information, NS is providing employees with resources from credible sources like the WHO and CDC and is standing up an internal website for employees to access for information. In addition, we are reminding employees about the availability of certain benefits under any applicable collective bargaining agreement and/or corporate policies and benefits, including our Employee Assistance Program (EAP) to help employees in identifying and resolving personal concerns, including mental health, emotional, stress and other personal concerns.

We will continue to keep you and our employees informed with open and transparent communications regarding on-going developments.

Thank you for your partnership in safeguarding the health of our employees while ensuring the continuity of operations.

Very truly yours,

A handwritten signature in black ink, appearing to read 'Michael J. Wheeler', written in a cursive style.

Michael J. Wheeler  
EVP & Chief Operating Officer