



Norfolk Southern Corporation
Three Commercial Place
Norfolk, Virginia 23510-2191

Scott R. Weaver
Vice President
Labor Relations
(757) 629-2453

March 2, 2021

Dear Norfolk Southern General Chairmen:

As you may know, Norfolk Southern Railway is a federal government contractor subject to the nondiscrimination and affirmative action compliance requirements of Executive Order 11246, as amended, the Rehabilitation Act of 1973, as amended, and the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended. The implementing regulations of these laws require federal contractors to communicate and work with their labor union officials to inform them of the company's nondiscrimination and affirmative action policies, and to request their cooperation in complying with applicable nondiscrimination and affirmative action requirements.

Because you are an official of a union representing Norfolk Southern Railway employees, I want to take this opportunity to inform you of Norfolk Southern Railway's commitment to compliance with these important nondiscrimination and affirmative action requirements, and to ask for your support and cooperation in helping us remain compliant. In this regard, I am pleased to attach for your review our Corporate Policies 305 and 328, which contain important information about our nondiscrimination and affirmative action policies and our obligations as a federal government contractor.

Your support of these policies and cooperation is greatly appreciated. Should you have any questions or wish to discuss these policies in greater detail, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read 'Scott R. Weaver'. The signature is written in a cursive, flowing style.

Attachments

CORPORATE POLICY 305

EQUAL EMPLOYMENT OPPORTUNITY

STATEMENT OF POLICY

It is the policy of Norfolk Southern Corporation ("Corporation") to comply with all applicable laws, regulations, and executive orders concerning equal opportunity and nondiscrimination, and to offer employment, training, remuneration, advancement, and all other privileges of employment on the basis of qualification and performance regardless of race, religion, color, national origin, gender, age, status as a covered veteran, sexual orientation, gender identity, the presence of a disability, genetic information, or any other legally protected status.

Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in or may engage in: filing a complaint; opposing an unlawful practice; assisting, testifying, or participating in an investigation, compliance review, proceeding or hearing related to federal, state, or local laws requiring equal opportunity; or inquiring about or discussing pay.

The explicit intention is to assure equal treatment and opportunity for all employees and employment applicants beyond simple compliance with the letter of civil rights legislation, and to make every effort through affirmative action to comply fully with the spirit of equal employment opportunity.

ADMINISTRATION

The Vice President Human Resources is responsible for the interpretation and administration of this Policy and for maintaining an audit system to measure the effectiveness of this Policy.

IMPLEMENTATION

This Policy is implemented by Procedure 305.2, Equal Employment Opportunity Process.

See also: Policy 311, Accessibility of Corporate Facilities to
Individuals with Disabilities
Procedure 305.1, Collection and Maintenance of
Employee Medical Records
Procedure 305.3, Accommodating Employees and
Applicants with Physical or Mental
Impairments
Procedure 311.1, Accessibility of Corporate
Facilities to Individuals with Disabilities
Policy 328, Prohibition Against Workplace
Harassment

APPROVED:

J.A. Squires

Chief Executive Officer

CORPORATE POLICY 328

PROHIBITION AGAINST WORKPLACE HARASSMENT

STATEMENT OF POLICY

Norfolk Southern Corporation ("Corporation") has a strict policy against all types of workplace harassment, including sexual harassment and other forms of unlawful harassment based upon an individual's race, religion, color, national origin, gender, age, status as a covered veteran, sexual orientation, gender identity, the presence of a disability, genetic information, or any other legally protected status. All forms of harassment of, or by, employees, suppliers, visitors, customers, and clients are strictly prohibited and will not be tolerated.

Sexual Harassment

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: (1) submission to such conduct is made either explicitly or implicitly as a term or condition of an individual's employment; (2) submission to, or rejection of, such conduct by an individual is used as the basis for employment decisions affecting such individual; or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

Other Forms of Harassment

In addition to sexual harassment, the Corporation prohibits all other harassment, including unlawful harassment based upon an individual's race, religion, color, national origin, gender, age, status as a covered veteran, sexual orientation, gender identity, the presence of a disability, genetic information, or any other legally protected status.

All forms of harassment of, or by, employees, suppliers, visitors,

customers, and clients are strictly prohibited and will not be tolerated.

Harassment of any type is prohibited, whether perpetrated by a manager, co-worker, supplier, client, or other person with whom you interact as part of your job.

Reporting Discrimination and Harassment and Prohibition against Retaliation

The Corporation cannot respond to harassment about which it is not aware. Thus, it is not only your right, but also your obligation, to report harassment in the manner described in this policy.

Any employee who feels that he or she has witnessed or been subject to any form of harassment, retaliation, or any conduct inconsistent with this policy is required to immediately notify their immediate nonagreement supervisor or the Corporation's EEO office. It is not sufficient to report concerns to any other individual, including supervisors to whom an individual does not immediately report, supervisory agreement employees, or co-workers. If you have made or attempted to make a report to your immediate nonagreement supervisor, but your immediate nonagreement supervisor is unavailable or is part of the complaint, you are uncomfortable with reporting the complaint to your immediate nonagreement supervisor or are dissatisfied with his or her handling, or you feel that harassment has continued despite your initial report, it is both your right and your responsibility to report your concerns to the Corporation's EEO office. Reports to the Corporation's EEO office must be made using the toll free number 1-888-TALKEEO (825-5336) or by email to eeo@nscorp.com.

The Corporation will promptly and thoroughly investigate any claim and take appropriate action where we find a claim has merit. Corrective action for violation of this policy may include, but is not limited to verbal, written, or final warnings, demotion, transfer, and termination. If the Corporation determines that a violation of this policy has occurred, corrective action up to and including termination will be taken to effectively end the harassment.

Employees can raise concerns and make reports of discrimination and harassment without fear of reprisal. Retaliation against an individual who in good faith raises a complaint or concern

regarding harassment, otherwise opposes discrimination or harassment, reports unlawful harassment or retaliation, or participates in an investigation is prohibited and will not be tolerated. Any employee found to have engaged in retaliatory behavior in violation of this policy will be subject to disciplinary action, up to and including termination of employment.

ADMINISTRATION

The Vice President Human Resources is responsible for the interpretation and administration of this Policy.

IMPLEMENTATION

This Policy is implemented by Procedure 305.2, Equal Employment Opportunity Process.

See also: Policy 305, Equal Employment Opportunity

APPROVED:



Chief Executive Officer