



May 23, 2023

To Norfolk Southern employees and union members:

Every day, America depends on union railroaders at Norfolk Southern to deliver the goods and materials that drive the U.S. economy. We are proud of that important work. We understand that our essential role comes with the responsibility to operate safely.

Protecting the safety of workers is one of the founding values of labor unions, and union leadership advocates tenaciously on behalf of the safety and wellbeing of our people. Management at Norfolk Southern shares that deeply held value, and invests time, energy, and resources to provide our people with the training, equipment, and technology to support safe operations. As a result, railroads are the safest way to move freight over land.

We can do better.

Today, national labor leaders and Norfolk Southern management are committing to work together to enhance rail safety for our people and the communities we serve. We won't agree on everything. That's okay. Our belief in the importance of safety unites us. We want our people to show up to work every day knowing their employer and their union are working diligently to help them do their jobs safely.

We will collaborate, consult experts, review best practices, and listen to the people closest to the work. Working together – and broadening the conversation to ensure **everyone** plays a part – is the best way to achieve meaningful improvement. We will remain open-minded, nimble, and fact-based, making changes as we learn. Along the way we will continue to look for other ways to collaborate to improve the quality of life for our colleagues.

To the employees and union members who are the heart and soul of Norfolk Southern – thank you for your work, your pride in serving customers, and your unwavering commitment to safety.

Alan Shaw  
President and CEO, Norfolk Southern

Michael Baldwin  
President, BRS

Tony Cardwell  
President, BMWED

Jeremy Ferguson  
President, SMART-TD

Edward Hall  
President, BLET

Arthur Maratea  
President, TCU

Leo McCann  
President, ATDA

LEADERS OF THE SHOPCRAFT COALITION

Chris Browning  
International Representative – ISO, IBB

Jason Cox  
National Representative, BRC

John Feltz  
International VP and Director Railroad Division, TWU

John McCloskey  
Directing General Chairperson, SMART-MD

Tom Owens  
General Chairman, IBEW

Travis Prothro  
General Chairman and Asst. Director of Railroads, NCFO