

Norfolk Southern's Four Principles of Diversity

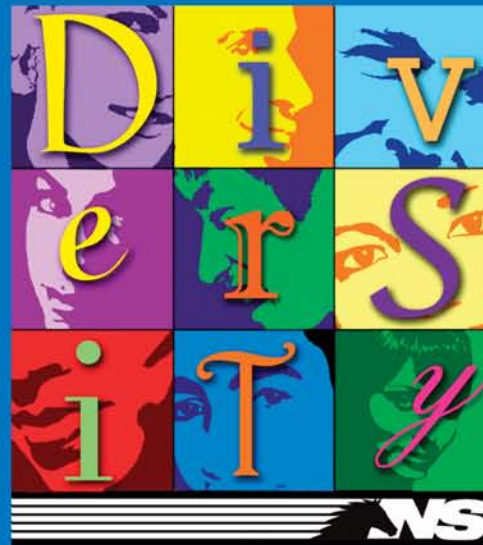
- Diversity is achieved through inclusion and respect for others.
- Diversity works best when everyone participates.
- Diversity fosters creativity and innovation.
- Diversity is a critical business asset.

What is diversity?

- Diversity is the collective mixture of similarities and differences that impact NS' workforce, workplace and marketplace.
- Managing diversity is a continuous process to recognize, cultivate and use all the best talents of our employees so that NS can achieve its vision to be the safest, most customer-focused and successful transportation company in the world.
- Diversity produces better business outcomes by using everyone's talents and perspectives to improve service and the bottom line.

"Every one of us at Norfolk Southern has valuable insights and skills to contribute to the enterprise – that's why we are on the team in the first place. Our challenge is to sustain an atmosphere in which everyone can be his or her best. When we do that, we truly will be a world-class transportation company."

– Wick Moorman,
chairman, president and
chief executive officer



There's More to

Diversity

Than Meets the Eye



“May you live in interesting times.”

We railroaders find ourselves in interesting times.

On the plus side, railroad service is dependable, safe and environmentally-friendly. Business is strong. People are starting to see railroading as a growth industry.

On the minus side, our work force is shrinking through natural attrition. And, as baby boomers retire, competition is heating up among American businesses for a diminishing number of qualified job candidates.

What’s the answer?

One response to this scenario is diversity. By getting the most from everyone’s talents, by fostering a climate of fairness and professionalism, by creating an atmosphere in which everyone can contribute, Norfolk Southern can keep our best people, attract new ones and deliver on our safety and service promise. In fact, that’s the very meaning of diversity.

There’s More to Diversity

We have many interests and talents that go beyond our work life. It is important that we identify and recognize those unique interests and talents and bring them together to foster understanding, generate creativity and develop critical business strategies to grow our business in the global economy.

A broad perspective

Two customer-related reasons prompt us to practice diversity.

First, most top-flight companies already embrace it as a way to improve their bottom lines. This is the kind of company we want to keep.

Second, Norfolk Southern’s customers are located throughout the globe, and our perspective must be inclusive if we hope to compete for all the business that’s out there.

New faces, different faces

Half our Norfolk Southern work force could be new by 2020.

New talent and leaders will come from a variety of backgrounds. We’ll have more women, people of color, ethnic backgrounds, bi-lingual people and middle-age hires. Traditionalists, baby boomers, Generation X-ers and Generation Ys – we’ll have four generations working side by side for the first time.

Our new people will be more focused on work/life issues. They’ll want to advance on merit rather than tenure. They’ll be technologically savvy, well-informed and accustomed to risk.

It makes sense that we leverage this diversity of people and thought.

It’s nothing new.

Diversity is not a new business tool at Norfolk Southern. Familiar examples are the Thoroughbred Operating Plan and Six Sigma quality improvement. Both are supported by widely-diverse cross-functional teams on which everyone has a chance to contribute to better business outcomes.

What can I do?

The best way is to be active and direct. Learn about diversity and how it affects our jobs. Be vocal about the diversity business case. Treat everyone fairly and on the merits.

Be an example.

Visit the Diversity website through the ERC for more information

Your ideas are needed.

Your ideas about putting diversity to work for NS are needed and welcome. You can contact any member of the company’s Diversity Council or write to diversity@nscorp.com.

