



Corporate Responsibility Report



Sustainability Reimagined

OUR CHIEF SUSTAINABILITY OFFICER, JOSH RAGLIN, IS LEADING THE CHARGE TO INTEGRATE SUSTAINABILITY WITHIN EVERY ASPECT OF OUR BUSINESS.

Raglin brings front line experience, including over a decade leading innovative conservation initiatives at Brosnan Forest, the company's 14,400-acre conference and conservation center. He heads a Corporate Sustainability Advisory Council comprised of 18 ambassadors from different departments and positions, collaborating to advance sustainable business practices companywide.

We are gratified that our efforts are earning recognition, including being listed on the Wall Street Journal's 100 Most Sustainably Managed Companies in the World for 2020.

For more information on Norfolk Southern's carbon footprint and how we are lessening our environmental impact, please see our latest voluntary CDP filing and 2019 greenhouse gas emissions report at [norfolksouthern.com/environment](https://www.norfolksouthern.com/environment).

We also welcome your ideas on how we can improve our environmental, social, and governance performance. Send your ideas to footprints@nscorp.com.

PUBLISHED SEPTEMBER 2020

This report covers calendar year 2019 and Q1/Q2 of 2020

Message from our CEO

THE PAST YEAR TESTED NORFOLK SOUTHERN IN WAYS THAT WOULD PREVIOUSLY HAVE BEEN HARD TO IMAGINE. A GLOBAL PANDEMIC, SEVERE ECONOMIC DISRUPTION, AND DIFFICULT QUESTIONS OF SOCIAL JUSTICE CONVERGED IN WAYS THAT WILL HAVE LONG-TERM IMPACTS ON CORPORATE AMERICA.



Squires at the March 2019 groundbreaking for our new corporate headquarters in Atlanta.

I am proud to work with a team of 20,000 employees who never lost focus on our responsibility to those who count on us.

These challenging times underscore the changing expectations for corporations. Our investors desire transparency and increased economic value with lower risk. Our employees want to work for a company that has a stake in making our communities better places to live and work. Our customers want to reduce their supply chain emissions as they look to satisfy their customers and environmental commitments. The communities we serve expect us to operate safely, be a good neighbor, and contribute to their well-being.

As Norfolk Southern strives to continuously improve our company and drive long-term value, we embrace these challenges as opportunities.

In this report, we share some of the highlights of our efforts:

- The essential role Norfolk Southern plays in the U.S. economy, moving the goods and materials that power growth, enabling commerce, and providing access to international markets.
- Our substantial investments in the nation's transportation infrastructure—maintaining

and modernizing our extensive rail network, and investing in advanced technologies.

- Our efforts to promote diversity, equity, and inclusion in the workplace and in the communities we serve—valuing the unique experiences, perspectives, and contributions of all our people.
- How we run our business more efficiently to reduce emissions, and how we are identifying ways to protect the natural environment where we operate.
- The central role that public and employee safety plays in everything we do.

By this time next year, we will have moved to our new Atlanta headquarters, scheduled for completion in the third quarter of 2021. This LEED-certified building is more than brick and mortar. It's designed to support a diversity of individual work styles and encourage collaboration in-person and virtually, prioritizing health, safety, and inclusion. It reflects our commitment to building a more sustainable future.

As always, we welcome your feedback.

Regards,

James A. Squires
Chairman, President and CEO
Norfolk Southern

Driving the U.S. Economy

THE MEN AND WOMEN OF NORFOLK SOUTHERN KEEP THE ECONOMY MOVING 24/7, TRANSPORTING GOODS AND MATERIALS ACROSS A 22-STATE TERRITORY THAT INCLUDES A MAJORITY OF U.S. CONSUMERS, MANUFACTURING, AND ENERGY CONSUMPTION.

In 2019 we:

SHIPPED						
INTERMODAL	CHEMICALS	COAL	AGRICULTURAL PRODUCTS	METALS AND CONSTRUCTION	AUTOMOTIVE	FOREST AND CONSUMER
\$2.8 billion	\$1.9 billion	\$1.7 billion	\$1.6 billion	\$1.5 billion	\$994 million	\$846 million
SUPPORTED						
EMPLOYEES	RETIREES	EMPLOYEE COMPENSATION AND BENEFITS	GOODS AND SERVICES SPEND	LOCAL AND STATE TAXES PAID		
21,043 <small>(as of Dec. 31, 2019)</small>	19,600+	\$2.8 billion	\$3.8 billion	\$348 million		

TRANSPORTED

				
↑ 826 million gallons of propane, enough to heat 1.3 million homes for a year	↑ Enough metallurgical coal used in steel to build the Empire State Building 31 times	↑ 27,500 tons of polypropylene, enough to manufacture 6.2 billion surgical masks	↑ 3.5 million vehicles, 1 of every 5 cars sold in the U.S.	↑ Enough corn to feed 1.25 billion chickens for a year

Delivering During the Pandemic

WHEN THE CORONAVIRUS PANDEMIC EXPLODED IN EARLY 2020, COMMUNITIES ACROSS AMERICA COUNTED ON THE RAILROADERS OF NORFOLK SOUTHERN TO DELIVER NEEDED SUPPLIES. OUR COMPANY ROSE TO THE CHALLENGE.

Protecting our employees

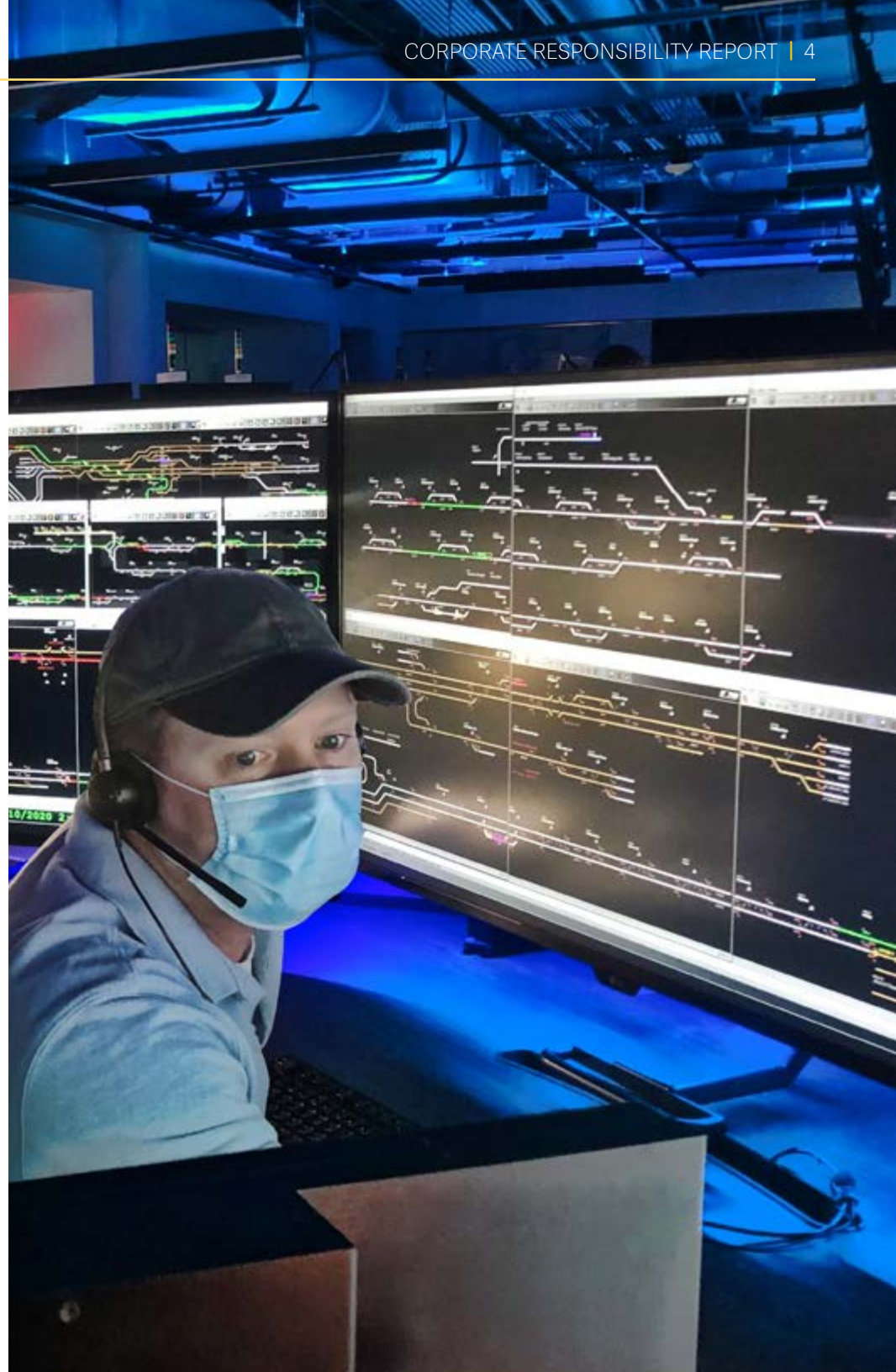
Our first responsibility was protecting our people. We acted quickly based on CDC guidelines and took extensive measures to keep employees safe. We transitioned most of our office staff to remote work in a matter of days. For employees whose jobs required them to work on-site, we implemented social distancing and established rigorous cleaning protocols for their work environments. In addition to routine audits, we created a hotline that empowers employees to identify conditions they believe to be unsafe so the company can respond.

Serving our customers

Our customers needed to make rapid adjustments to their operations due to the impacts of the coronavirus, and we were right there with them every day as a valued partner. We delivered reliable service, close collaboration, and nimble operational adjustments.

Strong financial discipline

The successful execution of our strategic plan, including implementing precision scheduled railroading, made us an even more resilient and agile company to navigate the sudden and unforeseeable economic disruption.



Investing in the Future

OUR RAIL NETWORK IS A VITAL PART OF THE NATION'S CRITICAL TRANSPORTATION INFRASTRUCTURE. IN 2019, WE INVESTED \$2 BILLION TO PROMOTE SAFE, EFFICIENT OPERATIONS, MODERNIZE OUR TECHNOLOGY, AND SUPPORT ECONOMIC GROWTH IN THE COMMUNITIES WE SERVE.

IN 2019:

2.4 million crossties installed

5,012 miles of
track surfaced

449 miles of
rail installed

Investing in technology such as data analytics, artificial intelligence, and machine-learning algorithms gives us the ability to improve outcomes in business-critical areas. We can use predictive analysis to monitor rail wear, replacing track only when needed, and prevent costly locomotive engine failures that disrupt train traffic and customer service.



Virtual welding at our training center.

“

Every steel wheel and every mile of track will be backed—not just by train and engine employees, track workers, and mechanical employees—but also by data scientists and mathematicians, advanced sensors, lightning-fast computers, and artificial intelligence.”

– ANNIE ADAMS, chief transformation officer



Protecting Employees and the Public

SAFETY IS A WAY OF LIFE AT NORFOLK SOUTHERN, EXTENDING BEYOND OUR RAIL OPERATIONS AND INTO THE COMMUNITIES WHERE WE LIVE AND WORK.

2019 safety snapshot

- Invested \$1.8 billion to date in positive train control safety technology
- 17% decline from 2018 in serious injuries and 8% drop in lost work days from workplace injuries
- Led the industry in tapping into Waze, a mobile navigation app, providing alerts to motorists approaching highway-rail grade crossings
- Won TRANSCAER national award past 18 consecutive years for exceptional achievement in voluntary efforts to help communities prepare for and respond to hazardous material transport incidents

Norfolk Southern provides free training to first responders on our safety train, a rolling learning lab that helps communities stay safe after potential rail incidents. When the pandemic hit, we quickly shifted to a virtual format to continue this important service.

CLASSROOM AND HANDS-ON TRAINING

5,800 first responders
across 21 states

Safety train visited 23
cities in 14 states

Diversity, Equity, and Inclusion

“What I can do, as the leader of our company, is to make clear that Norfolk Southern stands against racial injustice and hate in all its forms. We’re not perfect, but we’ll work with renewed energy to make Norfolk Southern a place that values the unique experiences, perspectives, and contributions of all our people.”

—JIM SQUIRES, CEO

Key facts

- 55% of trainee and intern hires for 2020 were a racial minority and/or female
- Norfolk Southern was named a 2020 “Military Friendly® Company”
- We were named a top-scoring company on the 2020 Disability Equality Index
- The Human Rights Campaign listed us as one of the world’s Best Places to Work for LGBTQ Equality in 2018
- Norfolk Southern spent \$126 million with diverse suppliers in 2019

A few of our DEI initiatives

- Our summer 2020 engagement survey focused on the drivers of an inclusive work environment, giving employees an opportunity to share their views and concerns. Leaders acted on the results by facilitating further dialogue and professional development around inclusive practices.
- In 2018, Norfolk Southern became the first Class I railroad to join the CEO Action for Diversity and Inclusion coalition, pledging to cultivate a workplace that values all individuals for their unique perspectives and experiences.
- Our flexible holiday program enhances the employee experience by providing employees with the choice to observe holidays that have personal significance.
- Our recruiting program maintains partnerships with diverse organizations including Historically Black Colleges and Universities, the Society of Hispanic Professional Engineers, Women in Engineering, and many other opportunities to connect with diverse talent.





Norfolk Southern was named one of the 2020 “75 Green Supply Chain Partners”

– **INBOUND LOGISTICS**, a supply chain, logistics, and transportation publication

Efficiencies achieved with Precision

Scheduled Railroading

- Retired nearly 1,000 older, less efficient locomotives
- Consolidated traffic into fewer trains
- Turned rail cars 30% quicker, ran trains 17% faster

The Competitive Rail Advantage: Efficiency and the Environment

RUNNING OUR NETWORK EFFICIENTLY IS GOOD FOR OUR BUSINESS AS WELL AS THE ENVIRONMENT.

SUPPORTING CLEANER AIR AND A HEALTHIER ENVIRONMENT

Achieved efficiency gains of more than **25%** since we first began tracking fuel economy in 1987

Helped customers avoid almost **15 million** metric tons of carbon emissions every year versus highway shipping — equivalent to saving approximately 1.5 billion gallons of truck diesel

Diverted **66%** of waste generated at our rail facilities from landfills

Reduced emissions intensity by **14%** over the past decade (emissions intensity=grams of CO₂ per revenue ton-mile of freight)

Equipping **100%** of our road locomotive fleet with advanced energy management technology

Converting **525** older DC locomotives into more reliable and efficient AC traction-motor technology

Environmental Stewardship

PRESERVING NATURAL HABITATS

Oysters, river otters, shore birds, and other wildlife have a new place to call home along an industrial stretch of the Elizabeth River that Norfolk Southern has reclaimed as a living shoreline. The innovative sustainability project transformed a stretch of severely eroded shoreline at the railroad's Lamberts Point terminal into a green oasis in an area where ship repair and port businesses operate.

Reducing plastic waste



We joined the Operation Clean Sweep Pledge to eliminate plastic pollution, aiming for zero loss of plastic resin into the environment.

Capturing carbon

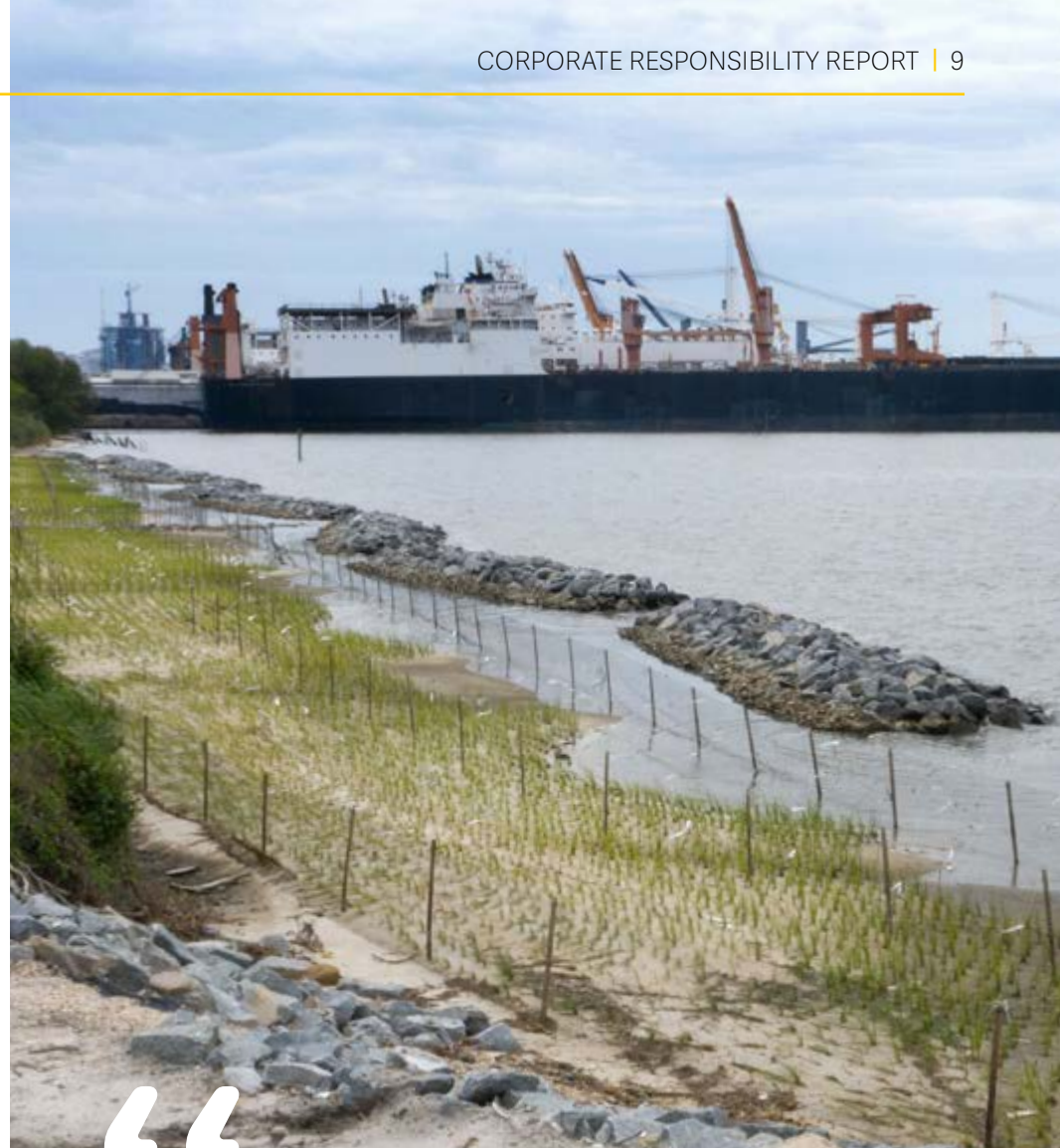


Our Trees and Trains 10,000-acre reforestation project has captured over 250,000 metric tons of CO₂ from the atmosphere. The carbon credits offer opportunities for us to offset rail emissions generated by our customers' shipments.

Partnering with local communities



We are converting 1980s-model yard and local switchers into "Eco" locomotives through a public-private partnership, modernizing and equipping them with new, low-emission engines to improve air quality and help communities comply with federal Clean Air Act standards.



“

Norfolk Southern's project is entirely voluntary and is a great example of a corporation giving back to a river it depends on.”

– MARJORIE MAYFIELD JACKSON, executive director of the Elizabeth River Project



Local Support, Big Impact

IN 2019, WE CONTRIBUTED \$8.7 MILLION TO SUPPORT THE COMMUNITIES WE SERVE.

Gave **\$1.2 million** in matching gifts
to causes selected by our employees



Provided grants to **350+**
organizations

Contributed to **100+** public
safety organizations, including
police and fire

Helped **30** food banks serve urban centers in Atlanta, Chicago,
Pittsburgh, and rural communities in Virginia, Tennessee,
Pennsylvania, and elsewhere



"We truly appreciate the long-term partnership of Norfolk Southern and its Foundation with our mission to ensure that all Central Pennsylvanians have enough healthy food each day to live healthy lives. This is the power of strong corporate citizenship."

– **JOE ARTHUR**, executive director of the Central Pennsylvania Food Bank

“

I'm a third-generation railroader, and this is my dream job. You work safe, you work hard, come home a little tired, a little dirty, but you're happy and ready to go back to work the next morning.”

– JORDAN CRAFT, pipefitter, Lamberts Point Terminal/Norfolk, Virginia



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2019 DATA. PERCENTS ARE ROUNDED.

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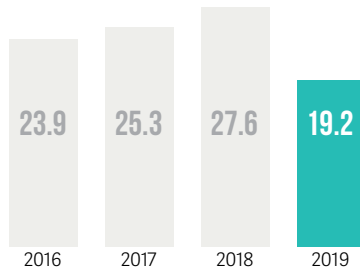
Corporate Responsibility Report Data Scorecard



TERMINAL DWELL* ↓ 30%

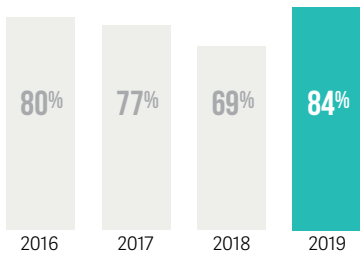
IMPROVED

in average hours 2019 vs. 2018

**COMPOSITE SERVICE**** ↑ 21%

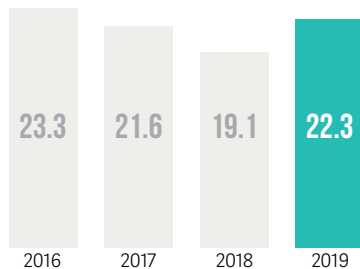
IMPROVED

2019 vs. 2018

**TRAIN SPEED†** ↑ 17%

IMPROVED

in average mph 2019 vs. 2018

**CAPITAL INVESTMENT**

A snapshot of NS track roadway additions and replacements over the past 5 years to support safe and efficient operations and growth.

	2017	2018	2019
Track miles of rail installed	466	416	449
Miles of track surfaced	5,368	4,594	5,012
Crossties installed (millions)	2.5	2.2	2.4

SUPPLY CHAIN SPEND

	2017	2018	2019
Approved suppliers	6,816	7,233	7,633
Minority and disadvantaged suppliers	276	261	255
Spend with minority vendors	\$123M	\$169M	\$126M
Total	\$3.4B	\$3.8B	\$3.8B

* Terminal dwell is a measure of rail yard efficiencies. Dwell is the average amount of time rail cars spend in a terminal before departing on an outbound train for customer delivery. The shorter the dwell time, the better.

** Each rail car has a trip plan, and composite service measures how well it keeps to schedule based on three metrics: percentage of trains arriving at destination as scheduled; percentage of customer carload pickups and setouts completed as scheduled; and percentage of carloads making scheduled connections for customer delivery.

† Train speed is an indicator of network efficiency and velocity. With a more fluid network, we can turn assets faster, move more freight with fewer locomotives and rail cars, and add network capacity for business growth. We improve service, lower operating costs for us and our customers, and benefit the environment by reducing locomotive fuel use and emissions.

NORFOLK SOUTHERN'S 2019 ECONOMIC IMPACT (\$ in thousands)

State	Total Number of Employees Paid (A)	Total Payroll (A)	Total Taxes, Purchases & Other Payments (B,C)	Miles of Road Operated 12/31/2019	Industry Investment in Facilities on NS Network	New Customer Jobs	Additional Customer Carloads
ALABAMA	1,660	\$118,962	\$136,376	1,304	\$5,508	31	20,301
DELAWARE	67	4,745	4,804	82			
DISTRICT OF COLUMBIA	6	789	16,148	19			
FLORIDA	183	13,158	87,169	148	2,500	3	120
GEORGIA	4,972	456,855	552,982	1,706	525,660	475	3,735
ILLINOIS	1,421	104,046	1,215,458	1,263	4,500	11	2,201
INDIANA	2,437	187,264	130,919	1,441	68,550	76	6,301
IOWA	11	781	3,673	43	3,000	7	60
KENTUCKY	1,040	74,807	134,497	429	690	8	166
LOUISIANA	83	6,255	6,091	76			
MARYLAND	108	7,184	50,374	259			
MICHIGAN	647	48,621	61,746	487			

(A) Employment numbers based on W-2s by state of residence and includes those who left NS before year-end.

(B) Taxes include state income, property, sales and use, franchise, and other miscellaneous taxes.

(C) Total purchases include capital items, rolling stock, joint facility, employee claims, legal fees, and other payments.

NORFOLK SOUTHERN'S 2019 ECONOMIC IMPACT (\$ in thousands)

State	Total Number of Employees Paid (A)	Total Payroll (A)	Total Taxes, Purchases & Other Payments (B,C)	Miles of Road Operated 12/31/2019	Industry Investment in Facilities on NS Network	New Customer Jobs	Additional Customer Carloads
MISSISSIPPI	237	\$16,913	\$33,135	211	\$856,150	10	6,159
MISSOURI	549	41,741	166,946	409	15,000	200	681
NEW JERSEY	166	11,939	116,770	904			
NEW YORK	451	32,647	131,056	839	6,793	18	322
NORTH CAROLINA	1,173	84,713	356,757	1,187	14,500	7	3,296
OHIO	3,588	263,490	531,757	2,021	10,318	31	3,697
PENNSYLVANIA	4,236	313,560	1,022,612	2,420	91,093	185	10,550
SOUTH CAROLINA	659	52,143	55,874	762	304,515	445	1,063
TENNESSEE	1,514	108,851	116,743	829	29,612	74	155
VIRGINIA	3,678	309,121	196,016	1,990	9,620	37	3,516
WEST VIRGINIA	798	53,912	41,139	618			
ALL OTHER	81	5,456	821,051	4			
Total	29,765	\$2,317,953	\$5,990,093	19,451	\$1,947,558	1,618	62,323

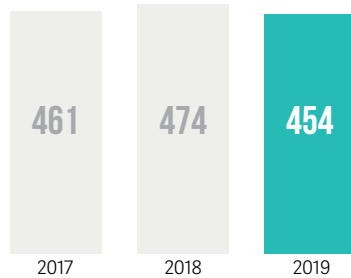
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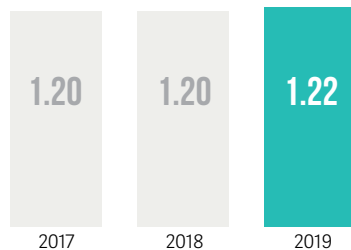
LOCOMOTIVE DIESEL FUEL USE

in million gallons



FUEL EFFICIENCY HOLDS STEADY

gallons of diesel consumed per 1,000 gross ton-miles



NS 2019 EMISSIONS

CO₂ equivalents in metric tons

	SCOPE 1*	SCOPE 2	SCOPE 3
CO ₂	4,742,672	200,175	2,432
CH ₄	10,132	531	4
N ₂ O	31,244	769	5
CO _{2e}			7,383
Total	4,784,047	201,474	9,823**

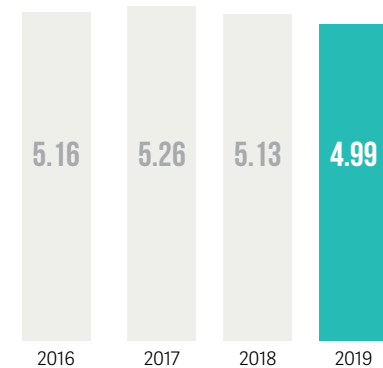
* Scope 1 emissions exclude 95,255 tons of direct CO₂ emissions from the use of biofuels, which was 2% of our total fuel usage.

** Emissions related to employee commercial air flights on business travel. The total emissions for Scope 3 are not included here.

ABSOLUTE GHG EMISSIONS

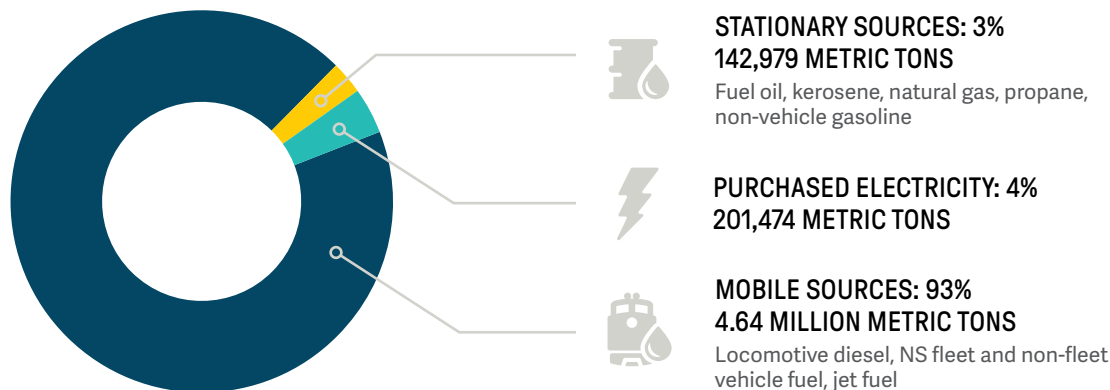
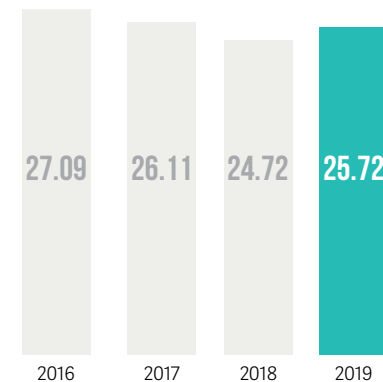
total Scope 1/Scope 2

CO₂ equivalents (in million metric tons)



GHG EMISSIONS INTENSITY

CO₂ equivalents per revenue ton-mile (in grams)



NS WASTE SCORECARD 2019

Summary*	TONS**	Materials reused or recycled	Tons**
Waste generated	433,622	Crossties for energy	185,237
Waste to landfill	149,502	Mixed scrap metal/steel	90,670
Waste diverted	284,120	Reclaimed used oil/grease	6,092
RCRA hazardous waste***	350	Recycled trash/cardboard	1,467
Total waste diverted from landfill	66%		
Battery recycling	Tons**	Other recovered materials	Tons**
Lead acid	64	Fluorescent light bulbs	7
Nickel-cadmium	65	Solvent recovery/paint recycle	285
GNB absolyte	153		
Other	8		

* NS hired an independent consultant to collect and quality-check waste stream data.

** Numbers are rounded to the nearest ton.

*** Resource Conservation and Recovery Act wastes are managed by NS according to applicable federal and state laws governing hazardous waste.

NS ENERGY SCORECARD

2019	442.4 million kilowatt hours
2018	414.9 million kilowatt hours
2017	419.8 million kilowatt hours

2019 vs. 2018
7% increase
 in kilowatt hours

ELECTRICITY COST

2019	\$40.5 million
2018	\$41.5 million
2017	\$43.8 million

2019 vs. 2018
2% reduction
 in energy costs

NS EMPLOYEE SAFETY SNAPSHOT				
	2017	2018	2019	YoY change 2018 to 2019
Reportable injuries*	337	349	355	1.7% ↑
Employees who lost work days due to injury	262	251	232	7.6% ↓
Reportable injury ratio per 200,000 employee-hours	1.33	1.37	1.50	9.5% ↑
Work-related fatalities	0	0	2	2 ↑
Fatality rate**	0	0	.01	.01 ↑

* Three most frequent: strain, bruise/contusion, and sprain.

** Measured by number of fatalities divided by total employees.

SERIOUS INJURIES*				
	2017	2018	2019	YoY change 2018 to 2019
Serious injury count	61	60	50	16.8% ↓
Ratio	0.24	0.24	0.21	12.5% ↓

* A serious injury involves death, or one of the following injury types resulting in 7 or more lost days: amputation, concussion, dislocation, fracture, internal injury, laceration, one-time exposure to fumes or chemicals, burns, electric shock, rupture/tear, crushing injury.

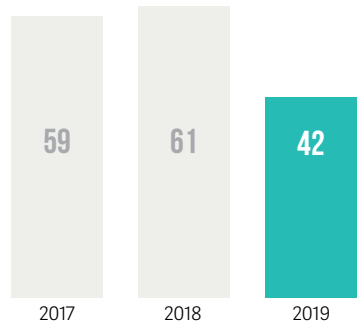
NS FRA TRAIN ACCIDENTS			
	2017	2018	2019
Total number	220	240	266
Incidents per million train miles	2.33	2.60	3.02

HIGHWAY-RAIL GRADE-CROSSING INCIDENTS			
	2017	2018	2019
Injuries	79	91	85
Fatalities	23	27	29
Highway-rail incidents	332	364	358
Incidents per million train miles	3.5	3.9	4.1

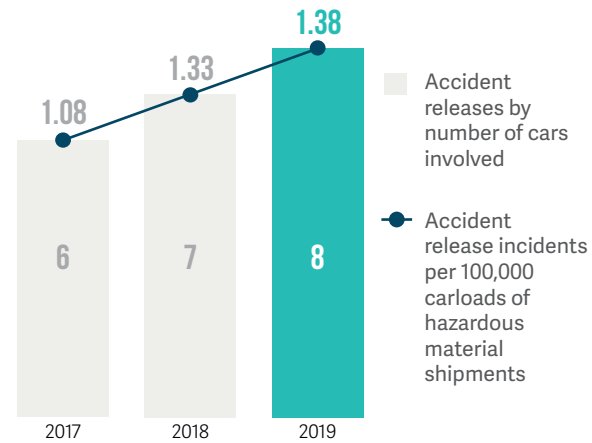
TRESPASSER INCIDENTS			
	2017	2018	2019
Injuries	68	69	71
Fatalities	53	52	77
Incidents per million train miles	1.3	1.3	1.8

TOTAL REPORTABLE HAZMAT INCIDENTS

includes accident and nonaccident releases

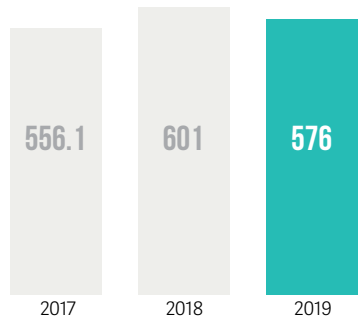


HAZMAT ACCIDENT RELEASES

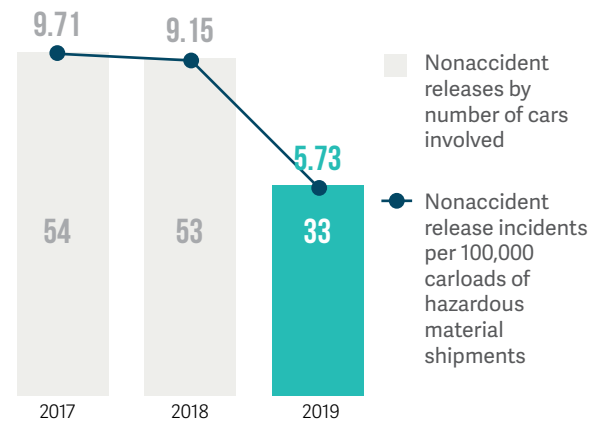


NS CARLOADS OF REGULATED HAZARDOUS MATERIAL

carloads in thousands



HAZMAT NONACCIDENT RELEASES



WORKFORCE DEMOGRAPHICS

as of 12/31/2019

Craft (unionized) workforce			Management workforce			Senior management		
Female	801	4.7%	Female	773	20.2%	Female	4	17%
Male	16,386	95.3%	Male	3,059	79.8%	Male	20	83%
Total	17,187	100%	Total	3,832	100%	Total	24	100%
Age under 30	1,794	10.4%	Age under 30	442	11.5%	Age under 30	-	-
30 to 50	10,185	59.3%	30 to 50	2,317	60.5%	30 to 50	6	25%
Over 50	5,208	30.3%	Over 50	1,073	28.0%	Over 50	18	75%
Total	17,187	100%	Total	3,832	100%	Total	24	100%
White	14,536	84.6%	White	2,856	74.5%	White	22	92%
Black or African American	2,119	12.3%	Black or African American	711	18.6%	Black or African American	1	4%
Hispanic/Latino	286	1.7%	Hispanic/Latino	88	2.3%	Hispanic/Latino	1	4%
Asian	39	0.2%	Asian	120	3.1%	Asian	-	-
Other	207	1.2%	Other	57	1.5%	Other	-	-
Total	17,187	100%	Total	3,832	100%	Total	24	100%

WORKFORCE DEMOGRAPHICS

as of 12/31/2019

NS board of directors			2019 new hires			2019 new hires		
			Craft (unionized) workforce			Management workforce		
Female	3	23%	Female	43	4.9%	Female	140	34.3%
Male	10	77%	Male	827	95.1%	Male	268	65.7%
Total	13	100%	Total	870	100%	Total	408	100%
Age under 30	-	-	Age under 30	443	50.9%	Age under 30	238	58.3%
30 to 50	-	-	30 to 50	395	45.4%	30 to 50	133	32.6%
Over 50	13	100%	Over 50	32	3.7%	Over 50	37	9.1%
Total	13	100%	Total	870	100%	Total	408	100%
White	10	77%	White	585	67.2%	White	198	48.5%
Black or African American	2	15%	Black or African American	209	24.0%	Black or African American	76	18.6%
Hispanic/Latino	1	8%	Hispanic/Latino	46	5.3%	Hispanic/Latino	14	3.4%
Asian	-	-	Asian	3	0.3%	Asian	29	7.1%
Other	-	-	Other	27	3.1%	Other	91	22.3%
Total	13	100%	Total	870	100%	Total	408	100%

2019 EMPLOYEES WHO LEFT NS*

Craft (unionized) workforce			Management workforce		
Female	126	5.3%	Female	221	27.4%
Male	2,263	94.7%	Male	587	72.6%
Total	2,389	100%	Total	808	100%
Age under 30	569	23.8%	Age under 30	271	33.5%
30 to 50	1,084	45.4%	30 to 50	269	33.3%
Over 50	736	30.8%	Over 50	268	33.2%
Total	2,389	100%	Total	808	100%
White	1,853	77.6%	White	536	66.3%
Black or African American	423	17.7%	Black or African American	131	16.2%
Hispanic/Latino	70	2.9%	Hispanic/Latino	14	1.7%
Asian	6	0.3%	Asian	26	3.2%
Other	37	1.5%	Other	101	12.5%
Total	2,389	100%	Total	808	100%

*Includes employees who were discharged, resigned, left due to disability or workforce reduction, and retired.

NS FOUNDATION & CORPORATE GIVING

		2015	2016	2017	2018	2019
Total NS Foundation	\$	7,353,170	7,280,423	6,731,009	6,340,683	6,214,249
Total corporate giving	\$	6,432,808	4,387,724	3,427,828	2,491,094	2,452,866
Total	\$	13,785,978	11,668,147	10,158,837	8,831,777	8,667,115

2019 NS FOUNDATION

Community relations	\$	2,997,746
Education	\$	754,580
Matching gifts	\$	1,192,423
Culture and arts	\$	676,000
Civic and environment	\$	578,500
Other	\$	15,000
Total	\$	6,214,249

2019 CORPORATE GIVING*

Corporate giving	\$	116,500
Sponsorships	\$	629,160
Memberships	\$	964,156
Good Government Fund	\$	743,050
Total	\$	2,452,866

*Corporate includes Good Government Fund (GGF, Norfolk Southern's Political Action Committee) matching, corporate memberships, corporate sponsorships, non-cash donations, and other charitable contributions that do not align with the Foundation's mission and recipient requirements.