



# *Amtrak® 2014 Sustainability Report*



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#### About this report

The Amtrak 2014 Sustainability Report details our company’s sustainability performance, including environmental, economic and social efforts. Information and data reflect performance in calendar year 2014, unless otherwise noted as fiscal year 2014 (FY14), which ran from October 1, 2013, through September 30, 2014. For feedback, questions or additional information about this report, please contact [AskEnvironmental@amtrak.com](mailto:AskEnvironmental@amtrak.com).



# President's letter—The future rides with us



Welcome to the Amtrak 2014 Sustainability Report. At Amtrak, we call ourselves “America’s Railroad®,” because our national network provides the nation with vital transportation choices and connectivity options that extend from one coast to the other—and cover the country in between. With 21,000 route miles in 46 states, the District of Columbia and three Canadian provinces, Amtrak operates more than 300 trains each day to more than 500 destinations. Our sustainable transportation infrastructure connects families, communities and economies. Our system’s continental reach presents a unique opportunity to make a lasting impact in the communities we serve, and we are pleased to share our journey toward greater environmental, financial and social sustainability with you.

The company’s Sustainability Policy, as described on pages 9–10, was put in place in 2013 and is the foundation of the Amtrak Sustainability Program, recently branded as “AmtrakSustains<sup>SM</sup>.” Our external commitments, which include the American Public Transportation Association Sustainability Commitment and reporting through the Carbon Disclosure Project, ensure that our program serves a greater national purpose. Our program aligns with our Strategic Plan and supports our three corporate strategic goals—Safety and Security, Customer Focus and Financial Excellence. We designed these goals to make our operations safe, efficient and successful, and to provide a more sustainable travel choice for the nation.

The sustainability of Amtrak is highly dependent on our safety and security performance. Safety programs are a fundamental building block within our plans, facilities, equipment and procedures, which are supported by the commitment of all our employees. While we are proud of our safety performance for 2014, we cannot look back without acknowledging our deep sadness for the loss of life and injuries to Amtrak passengers and employees as a result of the derailment of *Northeast Regional Train #188* in May 2015. The safety and security of our passengers and employees are—and will remain—our top priorities.

We are also striving to improve our customers’ experience. In 2014, we finalized the development of the Amtrak Customer Experience (ACE) program of customer service training for front-line employees. This program will document and define our standards for great service. A comprehensive training program will ensure that employee performance meets a universally high standard. By building the appeal of train travel, we provide an attractive opportunity for people to reduce their carbon footprints and reduce our national emission levels. We can offer this because we know train trips are more energy-efficient than either air or highway travel.

Finally, we will continue to improve our day-to-day operational efficiency so that we can continue to meet our goals at the lowest possible cost and strengthen the financial sustainability of our company. Since 2000, ticket revenues have nearly doubled, reaching a record \$2.2 billion in FY14. Amtrak covered 93 percent of our FY14 operating costs with ticket sales and other revenues, up from 89 percent the prior year. Long-term debt has been reduced by approximately 61 percent over the past seven years to \$1.3 billion. We are also taking a closer look at our business risks, such as the resiliency of our assets on the Northeast Corridor.

We value input from our stakeholders, and encourage you to reach out to us with feedback regarding our efforts and this report. Together, we can create a sustainable future for America’s Railroad.

Sincerely,

A handwritten signature in black ink, reading "Joseph H. Boardman".

Joseph H. Boardman  
Amtrak President and CEO





*Amtrak Cardinal Train # 51 passes under the scenic New River Gorge Bridge near Fayetteville, W.Va., on its way to Chicago, Ill.*



# About Amtrak®

The National Railroad Passenger Corporation (Amtrak) manages a 46-state network of intercity long-distance, shorter commuting distance and high-speed passenger rail services. Amtrak provides a sustainable alternative to air and automobile travel across America. Nearly 30.9 million riders traveled on Amtrak in FY14, allowing the company to earn an all-time record \$2.2 billion in ticket revenue.

Amtrak owns and/or maintains 363 miles of the 457-mile Northeast Corridor (NEC) connecting Washington, Philadelphia, New York City and Boston, the busiest passenger line in the country; a 60.5-mile track segment from New Haven, Conn., to Springfield, Mass.; 104 miles of track in Pennsylvania between Philadelphia and Harrisburg; and a 96-mile segment of track in Michigan and Indiana. Outside the NEC, Amtrak contracts with freight railroads for the use of their tracks and other resources required to operate Amtrak trains. These host railroads are responsible for the condition of their tracks and controlling train movements. Approximately 72 percent of Amtrak train miles are run on tracks owned by other railroads. Amtrak owns most of the maintenance and repair facilities for its fleet.

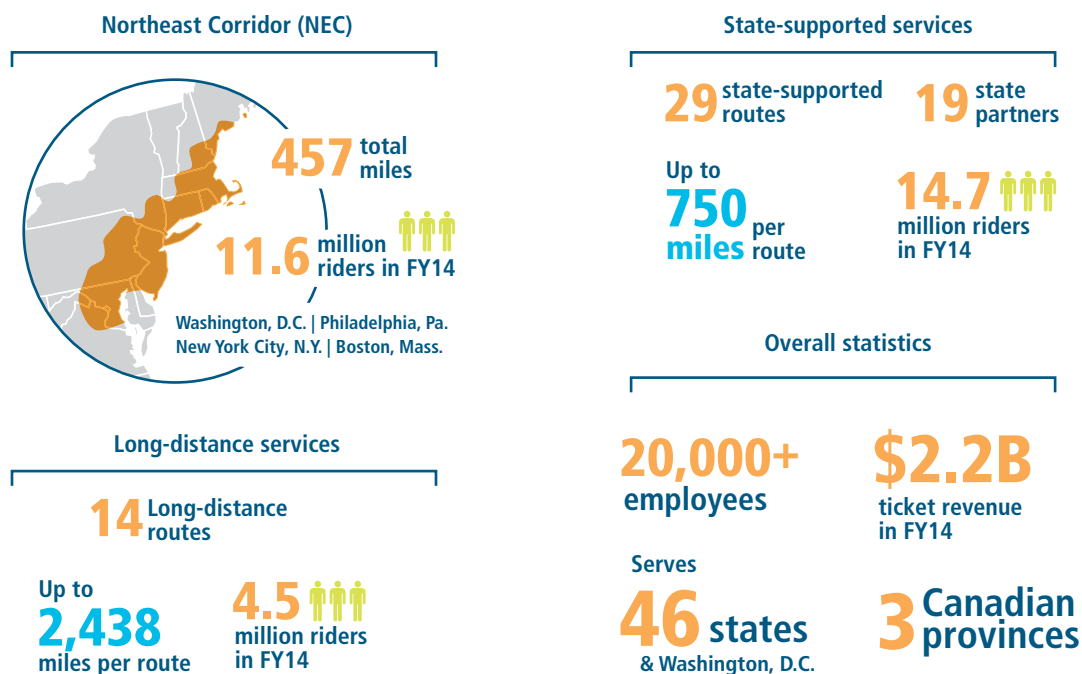
Amtrak is organized into three business lines: NEC, Long-Distance Services and State-Supported Corridors. The NEC is the busiest rail segment in North America, with more than 2,200 regional, long-distance and commuter trains operating each day. The NEC features the *Acela Express*, the only high-speed rail service in America, reaching speeds up to 150 miles per hour. Since 1998, ridership on the NEC has increased by nearly 50 percent.



Our long-distance trains operate across the country on 14 different routes. These routes are particularly important in many rural areas, where we provide the only available alternative to vehicular transportation. Ridership on our long-distance routes continues to grow; we have seen an almost 12 percent increase in passengers since 1998.

State-supported corridors outside of the NEC—routes that are 750 miles or shorter—make up our fastest-growing business line. Over the past 16 years, ridership has increased by nearly 90 percent on these routes. We partner with states and other commuter agencies to support these routes in states such as California, Illinois, Michigan and New York, among many others.

## Amtrak by the numbers

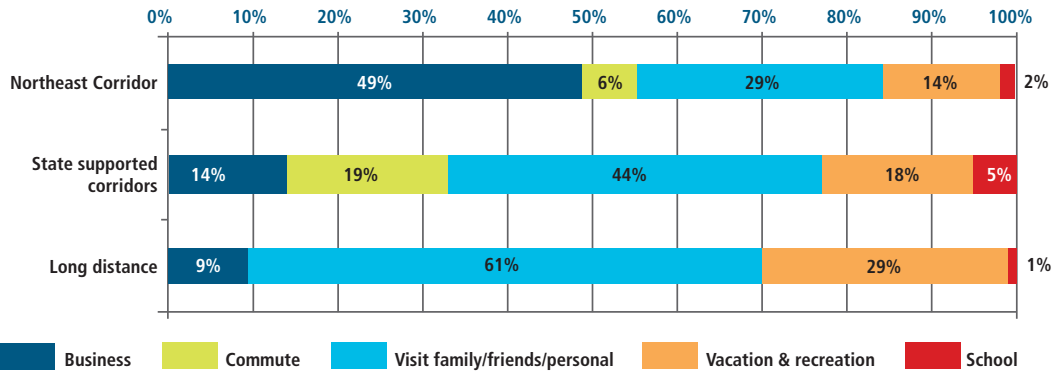


## ECONOMIC AND SOCIAL BENEFITS OF RAIL

The Amtrak national network of intercity passenger rail service supports the development of state and local economies, and connects rural, small-town and urban America to the national economy. In key markets such as the NEC, Amtrak bolsters the productivity of the U.S. business sector, supports the long-term economic growth of the region and enhances the global competitiveness of the U.S. Amtrak also connects communities that may not have other easily accessible forms of public transportation. Our network serves 40 percent of America's rural population, an important service in an era when rural intercity bus service continues to decline.

Our rail corridors all have different demographics and personalities, but each serves to connect people to jobs, family, school or recreational activities. The graphic on the following page shows the breakdown of why our passengers are traveling with Amtrak across our three business lines.

## Trip purpose by business line



Across the U.S., Amtrak employs more than 20,000 people in 46 states, generating an annual payroll exceeding \$1.5 billion. Nearly six jobs are created across the country for every job in the rail transportation industry. These jobs are particularly beneficial to local economies because the passenger rail industry and the benefits that it generates are not subject to cyclical swings as seen in many other industries.

Amtrak meets “Buy America” standards, which generally require that 51 percent of components come from local or U.S. suppliers. For example, when Amtrak purchased 70 new locomotives to replace parts of our aging fleet, the equipment was assembled in California, with major components built in Ohio and Georgia. The supplier and production chain for these new locomotives included more than 60 suppliers, manufacturers and distributors from more than 50 U.S. cities and 20 states.

Amtrak undertakes significant construction activity each year to repair, maintain and replace our aging infrastructure. Dollars spent on construction support the communities where the work activities take place. Amtrak spent more than \$800 million in 2014 on infrastructure renewal and station construction work. For every \$1 million Amtrak spends on this work, 23 jobs are supported across the U.S. economy. These jobs include the direct construction work as well as suppliers and the re-spending of these wages throughout the economy.

Additional information can be found in the company’s [Economic Contribution brochure on the Amtrak website](#).

## Economic contributions

**100,000**  
jobs through  
daily operations

**\$6.5 billion**  
to the U.S. economy  
when adjusted for federal funding

**\$1.6 billion**  
annually purchased goods and services  
Supporting additional jobs in  
manufacturing, service, transportation  
and other industries

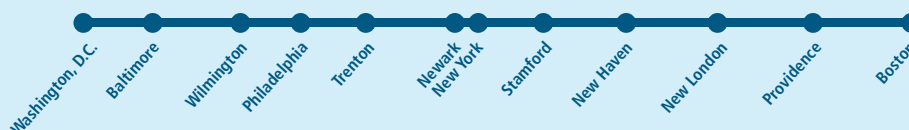


### STATE SNAPSHOT: CALIFORNIA

In every state in which we operate, Amtrak makes a significant positive contribution to the state economy and population. For instance, in California, we operate eight routes, including both state-supported and long-distance trains, which serve 102 stations. One of these routes, the *Pacific Surfliner*, was the third-busiest route (behind the *Northeast Regional* and *Acela Express*) in the U.S. in FY14, transporting more than 2.6 million passengers. Our operations in California support 15,200 jobs and more than \$600 million in salaries. Ninety-five percent of Californians live within 30 miles of a rail or bus station served by Amtrak, and 11 percent of our passengers would not travel at all if Amtrak was unavailable in the state. While California's population has grown nearly 5 percent over the past five years, Amtrak ridership in the state has risen by 13 percent. For similar information about other states in the Amtrak network, please visit the Facts and Services section of [our website](#).

### SPOTLIGHT ON THE NORTHEAST CORRIDOR

The NEC is shared by eight commuter railroads and Amtrak, whose trains provide Americans with access to jobs and business opportunities to help power the U.S. economy. The NEC moves a workforce that contributes \$50 billion annually to the American economy. Seven million jobs—almost one-third of all jobs in the NEC region—are within five miles of an NEC station. As rail service is often faster and more reliable over longer distances than automobiles, the NEC expands the number of communities within reasonable commuting distance of these job centers. Additionally, the rail-air balance of business travel along the Washington-New York City segment is dominated by rail travel—77 percent of passengers are traveling by rail compared with 23 percent by air.



**750,000**

Daily commuter rail and Amtrak passengers on the NEC

**\$50 billion**

Annual contribution to the national economy by workers who use the NEC

### GOVERNANCE AND ETHICS

Amtrak operations are managed by our Company Operating Team and our Executive Leadership Team and overseen by our Board of Directors. The company's leaders come from diverse backgrounds and bring extensive railroad experience to govern effectively, grow the company and provide benefits to our stakeholders. Sustainability-specific governance is managed by our Environment and Sustainability Oversight Committee, led by our Chief Legal Officer and Chief Operating Officer and supported by general managers and department heads throughout the company.

At the end of 2013, Amtrak released a corporate Strategic Plan for FY14 through FY18. The Plan identified three core goals: Safety and Security, Customer Focus and Financial Excellence. These three corporate strategic goals are integrally linked to our sustainability objectives and our company vision and mission. The Strategic Plan includes key metrics and performance targets to measure our

progress. To accomplish our goals, we have defined the values and leadership philosophies that we believe are necessary for success. We have also established corporate-level strategies, such as identifying and investing in systems and technologies that will reduce both energy usage and operating expenses. The Amtrak Strategic Plan for FY14–FY18 is available on [Amtrak.com](http://Amtrak.com).

Operating with the highest expectations for ethics and integrity is ingrained in our corporate culture. All employees are required to abide by the Amtrak Standards of Excellence (Standards), which mandate the highest professional standards. The main expectations in our Standards include honesty, trust and respect; legal compliance; ethical conduct; and socially and environmentally responsible conduct. These Standards also remind employees of their responsibility to report any actual or suspected misconduct promptly. Every year, all non-agreement employees are required to sign a certificate of compliance to disclose relationships that may present a conflict of interest with Amtrak business and operations.

Amtrak has implemented a non-retaliation policy that prohibits retaliation against an employee for raising a concern and/or reporting actual or suspected misconduct in good faith. There are also multiple avenues through which ethics concerns can be reported confidentially by employees, including through the Amtrak ethics information hotline, Chief Legal Officer and Amtrak Office of the Inspector General.



## THE AMTRAK SUSTAINABILITY JOURNEY



*Amtrak President Joseph Boardman serves on a panel at On Track for Clean and Green Transport, September 2014.*

Amtrak has embraced sustainability throughout various facets of our business for years. The foundation of our sustainability approach is our company-wide Sustainability Policy. We strive to operate in a way that creates long-term value by balancing the needs of the organization with the needs of future generations. The policy lays the groundwork for incorporating the three pillars of sustainability—environmental, economic and social considerations—into our decision-making processes.

Our Sustainability Policy is endorsed at the highest levels of the organization. For example, President Boardman participated in the On Track for Clean and Green Transport event in New York City in September 2014. This event was jointly organized by the United Nations Department of Economic and Social Affairs, the International Union of Railways, Amtrak and the Partnership for Sustainable Low Carbon Transport. This event brought together key stakeholders to discuss the role of sustainable transportation as part of the solution to climate change.

Our Sustainability Policy has led us to implement a corporate-wide Sustainability Program. The goal of this program is to integrate sustainability practices throughout our operations in a transparent and measurable way. Each year, we set goals and targets to guide us toward meaningful improvement. These specific goals are also linked to our three corporate strategic goals of Safety and Security, Customer Focus and Financial Excellence.



## AMTRAK SUSTAINABILITY POLICY HIGHLIGHTS

The Amtrak Sustainability Policy guides the company to:

- Conduct our passenger rail business and operations in a manner that incorporates the three pillars of sustainability into decision-making and risk management processes for all planning, development, operations, maintenance and capital improvements, while supporting the corporate strategic goals, values and leadership philosophy of the company.
- Set continuous improvement targets by which sustainability performance goals will be set and performance of and adherence to the Sustainability Program will be demonstrated and measured.
- Report publicly on initiatives and accomplishments under the Sustainability Program.
- Utilize the Environmental and Sustainability Management System (ESMS) as the framework to guide the inclusion of sustainability throughout the organization.

This report is one way in which we are fulfilling the objectives of our Sustainability Policy and corporate-wide Sustainability Program. Amtrak is committed not only to continual improvement in our operations, but also to sharing the company's sustainability successes and challenges with our stakeholders annually. We have been reporting on our environmental performance for several years, and more recently, on our economic and social performance. Last year marked our first comprehensive, cross-company sustainability report, covering a broader range of topics. For this 2014 Sustainability Report, we are striving to provide a better balance among environmental, social and economic topics based on the [Global Reporting Initiative \(GRI\) G4](#) guidelines. GRI is the de facto sustainability reporting framework used by companies around the world, including other transportation and rail entities. We self-declare this report to be in accordance with the core level of GRI G4 guidance. Our GRI index is available on page 57.

Sustainability efforts are widespread throughout our company. Our employees are constantly looking for ways to maximize efficiencies and benefits across our operations. Some highlights throughout this report include:

- Centralizing the safety function within the company to provide employees in all our business units with comprehensive safety initiatives and training sessions—page 13
- Finalizing the development of the Amtrak Customer Experience (ACE) program of customer service training for front-line employees—page 20
- Using life cycle preventive maintenance to improve reliability of trains—page 33
- Implementing energy-reducing technologies, such as efficient LED lighting—page 47
- Setting a goal for 2015 that 25 percent of our new, external hires will be veterans—page 52

## RISK MANAGEMENT AND MATERIALITY ASSESSMENT

Risk management is a key focus area for the company. Our enterprise risk management process, introduced in 2013, helps us to achieve our business objectives while also protecting the interests of our stakeholders. We methodically identify and address risks within each key activity across the portfolio of our business. We do this by conducting a periodic risk-ranking exercise to identify our largest risks and the owners for each. The ranking helps define which risks to manage more closely.

Amtrak is committed to continuous improvement of our sustainability reporting processes each year. To more closely align this report with our enterprise risk management results, as well as the GRI G4 guidelines, we conducted a materiality assessment—a process to guide the inclusion of specific content in the report and to inform our overall sustainability strategy—to identify the aspects that we deem most material. GRI defines “material aspects” as those that reflect the organization’s significant economic, environmental and social impacts, or substantively influence the assessments and decisions of stakeholders. We utilized the results of our risk-ranking exercise as well as the prior years’ materiality assessment results to identify a broad list of potential issues. We then engaged a cross-functional team from all three business lines and a wide variety of functional areas to rank these issues and identify the most important topics to Amtrak and our stakeholders. Through this process, we identified the following issues as most material to Amtrak and cover each in detail throughout this report:

- Customer service
- Energy
- Funding availability
- Infrastructure protection and resiliency planning
- Next generation service planning
- Operational efficiency
- Passenger safety
- Regulatory compliance
- Security and emergency preparedness
- Worker safety
- Workforce planning, talent acquisition and retention

## STAKEHOLDER ENGAGEMENT

Stakeholder engagement is an ongoing process at Amtrak. We value the input of our stakeholders and work diligently to have meaningful dialogues with all interested parties. Our external engagement efforts stretch from social media and onboard communications with customers to briefings with Congress and local legislators. Internally, we reach employees through in-person workshops, training sessions and a variety of digital communications.

Stakeholder group	Methods of engagement	Example topics of interest	Stories within 2014 Sustainability Report
<b>Passengers</b>	<ul style="list-style-type: none"> <li>• <a href="http://Amtrak.com">Amtrak.com</a></li> <li>• Service in stations and aboard trains</li> <li>• Social media</li> <li>• Amtrak blog</li> <li>• Media and marketing, such as posters and commercials</li> </ul>	<ul style="list-style-type: none"> <li>• Safety and security</li> <li>• On-time performance</li> <li>• Food and beverage service</li> <li>• Recycling</li> </ul>	Amtrak Customer Advisory Committee, page 22
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Company intranet</li> <li>• Training sessions</li> <li>• Digital and print communications, such as newsletters and “tip of the day” emails</li> </ul>	<ul style="list-style-type: none"> <li>• Safety and security</li> <li>• Professional development</li> <li>• Compensation and benefits</li> <li>• Company challenges and achievements</li> </ul>	Improved employee training offerings, pages 14 and 53
<b>Governments</b>	<ul style="list-style-type: none"> <li>• Briefings and testimony before Congress</li> <li>• In-person meetings with local legislators</li> </ul>	<ul style="list-style-type: none"> <li>• Safety and security</li> <li>• Funding and financial performance</li> <li>• Regulatory compliance</li> </ul>	Government Affairs field staff, page 30
<b>Communities</b>	<ul style="list-style-type: none"> <li>• Community meetings</li> <li>• Brochures and newsletters</li> <li>• Social media</li> </ul>	<ul style="list-style-type: none"> <li>• Safety and security</li> <li>• Service offerings</li> <li>• Environmental impacts</li> </ul>	National Train Day, page 55



Crew at Ivy City Maintenance Facility in Washington, D.C., mounted special Wi-Fi antennas to help improve the customer experience for the Midwest routes.





# Safety and security

Safety and security are integral parts of our daily activities, and together are one of our three corporate strategic goals. Safety and security are fundamental responsibilities that we have to two core stakeholder groups—our employees and our passengers—and are a significant component of the social pillar of sustainability. Our safety program is focused on the concept of all employees working together. We believe safety is everyone's responsibility, and we thank the dedicated men and women of Amtrak who work hard to maintain a safe and secure railroad and who look out for their coworkers and passengers every day. We encourage passengers to have safety in mind and if they see something, say something. We play safety and security videos in many of our stations to spread awareness and knowledge of what suspicious activities may look like and how to report them. In addition to ensuring that employees and passengers are safe, this idea extends to our neighbors, including those who live, work, travel or play near our rights-of-way or any other Amtrak property.

## EMPLOYEE SAFETY

In order to meet our high expectations for safety and security, we set out to create a full-service safety function that more effectively serves all our employees. In 2014, Amtrak centralized the safety function within the company to provide employees in all our business lines with comprehensive safety initiatives and training. We also introduced a safety analytics group as part of the centralized function. The group monitors a wide array of safety data to understand safety trends and emerging issues on an ongoing basis. Through these efforts, we are better equipped to manage emerging safety issues and improve safety performance.

### Safety performance

In 2014, we celebrated the fifth year of our behavior-based Safe-2-Safer program. Safe-2-Safer is a multiyear risk-reduction approach to safety and security that aims to reduce injuries by creating a more collaborative environment as well as bridge gaps between departments across the company. This program complements our existing safety programs by providing training and coaching and fostering greater accountability for supervisors as well as broader employee engagement through peer-to-peer feedback. In 2014, Safe-2-Safer observers identified more than 3,500 barriers to performing safely in the workplace. Employees worked hard to safely remove or address more than 2,700 of these barriers and continue to address those remaining. We also developed a three-hour Safe-2-Safer overview course. More than 6,800 Transportation employees, 3,300 Engineering employees and 3,800 Mechanical employees received the overview training in 2014. For more on our safety training, please see the following page.

Safe-2-Safer places emphasis on reporting all potential incidents or injuries regardless of the perceived severity. Because of this, we have seen an increase in communication of injuries and potential hazards in the past few years. To address this, we combined all of our safety functions under one umbrella with a purpose to identify persistent themes and take steps to eliminate risk of recurrence. We experienced a downward trend in injuries in 2014, and are working to ensure that trend continues into 2015 and beyond.



As part of our continued journey to safety excellence, Amtrak has embarked on a process to more fully understand incidents and injuries that have potential for serious injury or fatality (SIF) and how to reduce them. In December 2013, Amtrak formed an interdepartmental team to develop a process to understand and reduce SIF incidents.

The team has developed a working definition of serious injuries, a decision tree on how to classify incidents for SIF potential, a metric to track our SIF potential rate and a path forward to implement this process. While prevention of all injuries is important and remains our primary goal, as we measure incidents that have SIF potential we will be better able to tailor our prevention efforts. We need to better understand both where and how the SIF exposures are occurring and their frequency of occurrence. In 2014, we recorded 105 total SIF events, and we will continue to track this metric in the coming years.

In 2014, Amtrak reported 4.00 injuries per 200,000 hours worked. This represents a decrease of more than 2 percent from the previous year. With much regret, we experienced one employee fatality in 2014.

## Safety training

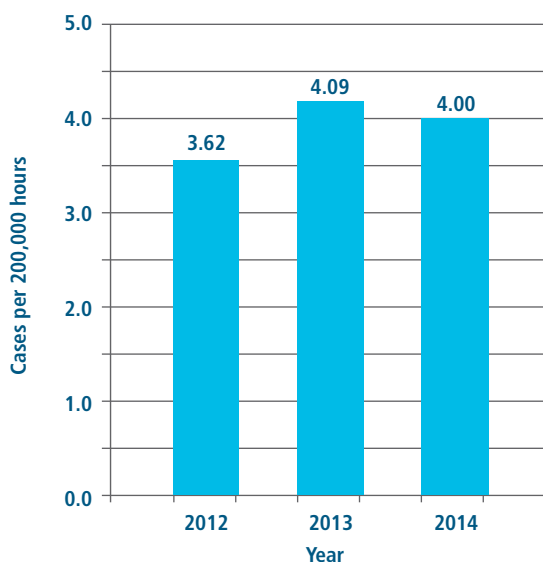
To ensure safety is embedded in our culture, we provide numerous safety training opportunities and are continuously implementing ways to improve our safety performance. When agreement-covered employees join the Amtrak team, they are required to attend safety training as part of the onboarding process. In our Engineering and Mechanical groups, each new employee attends up to two weeks of safety orientation training. We also require employees to attend annual refresher training and other new sessions as needed. Furthermore, Amtrak expanded our online repository of safety information in 2014, providing employees 24/7 access to any safety materials or information they may need.

In 2014, Amtrak began planning for renewing the MoveSMART® program after we noticed an increased trend of strains and sprains on the job. MoveSMART® teaches employees techniques and strategies that can increase useable strength, improve balance and control, increase body awareness and enhance judgment to help reduce the frequency and severity of injuries incurred as a result of pushing, pulling, lifting and repetitive work motions. These techniques instill safe behaviors for employees at work and at home.

To provide the most effective training possible, we must ensure we have enough certified individuals to conduct high-quality training sessions. We focused our 2014 efforts on providing additional training and skills-building to develop safety trainers. Highlights are listed below:

- 50 Transportation instructors were trained in Safe-2-Safer overview tenets for inclusion in the 2014 Block Training classes.
- 18 Engineering instructors were trained in Safe-2-Safer overview principles for inclusion in the 2014 Roadway Worker Training.
- 865+ managers were trained in various Safe Align modules.

### Number of reported employee injury cases



## Fatigue modeling

We want all employees to feel rested enough to perform their best work every time they are on duty. Because of this, optimal shift scheduling is an ongoing focus at Amtrak. In 2014, we started assembling a fatigue management strategy and utilizing a fatigue modeling tool called FAID®. Amtrak follows federal regulation, which states that employees cannot work shifts longer than 12 hours. However, when shifts are not evenly spaced apart, employees may not have the opportunity to sufficiently rest between shifts. To minimize these instances, we are running employees' schedules through the FAID® tool. The tool estimates work-related fatigue based on hours of work and predicts whether rest periods between shifts provide adequate opportunities for sleep. We also use a modeling tool whenever a safety-related incident occurs to determine if the employee was fatigued at the time of occurrence. Through interpretation of this data, we are working on putting together an intricate fatigue mitigation strategy to address any potential issues we discover.

## PASSENGER SAFETY

All of our employees' safety and security efforts serve the ultimate goal that each passenger who rides with us arrives at their destination safely. Our business is about people—we don't transport trains filled with goods and services, we transport people. Amtrak employees work hard every day to maintain a safe network in order to get our customers where they need to go.

In 2014, a passenger safety specialist position was created within our System Safety department to address passenger injuries on trains and platforms and in stations. This position focuses on three areas to identify, assess and resolve issues pertaining to safety:

- Mobile equipment, such as railcars and work equipment.
- Passenger handling processes, including passengers' interaction with trains and stations.
- Facilities, including physical stationary assets.

In 2014, the Amtrak Police Department (APD) continued the "Txt-a-Tip" program, a new method for passengers and employees to report suspicious activity, crime or emergencies via SMS text messaging. This initiative is part of a continued effort by Amtrak to provide additional communication options, particularly for passengers and employees who are deaf or may have hearing loss, allowing easy and efficient communication of emergency information to the APD.

## Train #188 derailment

On May 12, 2015, Train #188 traveling from Washington, D.C. to New York City derailed in a tragic accident. The Amtrak family mourns the eight passengers who died in the derailment. Amtrak is thankful to the people of Philadelphia, including first responders, hospital personnel, municipal officials and residents who rushed to assist passengers and crew, render aid, assess the situation and implement a clear response plan following the derailment. Prior to the derailment of Train #188 at Frankford Junction, the company's last fatal passenger accident on the NEC from a derailment or collision occurred 28 years ago and, since then, Amtrak trains have safely carried millions of passengers. In addition to a thorough training, oversight and coaching system for our crews, we have a layered signal system that provides trains with multiple levels of protection.

The safety systems along the NEC are the best in the country, but we must continuously work to improve them. For example, the company's positive train control (PTC) system is now operational

from New Haven, Conn., to Boston, Mass., and at points between Washington, D.C. and New York City where trains exceed 125 miles per hour. PTC is a system that combines GPS, wireless radio and computers to monitor trains and prevent them from colliding, derailing or speeding. Specifically, PTC, as mandated by Congress in the Rail Safety Improvement Act of 2008, must prevent train-to-train collisions, derailments caused by excessive speed, unauthorized incursions by trains onto sections of track where maintenance activities are taking place and movement of a train through a track switch left in the wrong position. PTC is in service on the NEC north of New Haven, and Amtrak expects to have it in service on the Amtrak-owned and maintained segments of the NEC by December 31, 2015.

## SECURITY AND EMERGENCY PREPAREDNESS

The Amtrak passenger rail transportation system spans 21,000 route miles from coast to coast. Unlike airlines with single points of staffed access, the Amtrak rail system has multiple points of access and shares facilities with commuter rail operations and city transit systems handling millions of daily passengers at hundreds of stations. In such an open system, Amtrak must devise effective strategies to meet our commitment to safety and security.

### Emergency Management and Corporate Security

The Amtrak Emergency Management and Corporate Security (EMCS) department provides for the safety and security of Amtrak customers, employees and stakeholders through:

- A multi-hazard planning and risk management process that involves emergency preparedness and protection activities;
- Preparedness planning with host railroads and training first responders on rail emergency protocols;
- Meeting requirements of the Rail Passenger Disaster Act of 2008;
- Management of Amtrak employee and contractor identification program;
- Mitigating vulnerabilities across the rail network through infrastructure protection programs, and;
- Overseeing public security awareness campaigns, security training and exercises for employees and external stakeholders.

Amtrak has plans in place to swiftly and effectively respond to a wide range of scenarios. In 2014, we completed an all-hazards enterprise-wide risk assessment of 150 rail assets throughout the country. These assessments evaluated criticality, threat (terrorism, natural hazards, technical failure), vulnerability, consequence, and risk at the enterprise and asset level, allowing us to be better prepared in emergency situations, implement target-hardening solutions and plan sustainable strategies for resiliency.

Also in 2014, we began the planning and implementation of a new video surveillance system (VSS). The new VSS platform ensures that critical infrastructure—platforms, bridges, facilities, stations and tracks—is covered by one centralized system.

To increase our effectiveness as an organization, we have implemented the Amtrak Ambassadors program. Ambassadors are Amtrak employees who provide important customer service by supporting a range of preparedness activities to ensure the safety and security of customers and employees during increased ridership events, such as holiday travel, or unplanned emergencies that lead to



service disruptions. Amtrak Ambassador training includes customer service, all-hazards preparedness, facility emergency plans, incident procedures and station awareness modules.

## Amtrak Police Department

The APD is a national police force of more than 500 sworn and civilian personnel at more than 30 locations in 46 states that conduct a range of behind-the-scenes and front-line security measures. APD's mission is "Protecting America's Railroad®". APD is responsible for ensuring the safety of more than 30 million passengers traveling throughout the Amtrak system.

APD partners with local and regional law enforcement agencies to provide a police presence at a majority of Amtrak stations and along the rights-of-way. APD's K-9 teams and Special Agents work in conjunction with the Transportation Security Administration (TSA) to conduct random passenger baggage screenings and patrol high-risk areas of critical infrastructure. APD Patrol and Special Operations Unit Officers also conduct proactive patrols of passenger trains.

APD Detectives are located throughout the nation and are responsible for investigating major crimes, assisting with locating missing persons, following up on train accidents and providing aid to passengers aboard disabled trains. The Detectives also serve on interagency task forces to combat specific types of crime that threaten homeland security.

Operation RAILS SAFE (Regional Alliance Including Local, State and Federal Efforts) was developed in partnership by the APD, New York City Police Department and the TSA. During these operations, Amtrak Police, TSA personnel and law enforcement officers from federal, state, local, rail and transit agencies deploy at passenger rail and transit stations and along the right-of-way to exercise counterterrorism and incident response capabilities across the U.S. and in Canada. Operation RAILS SAFE is an ongoing, organized exercise to enhance protection of our nation's rail and transit systems through the presence of law enforcement personnel. This coordinated effort involves activities such as heightened station and right-of-way patrols, increased security presence onboard trains, explosives detection canine sweeps, random passenger baggage screening, plainclothes operations and counter-surveillance, as well as marine and air support from participating agencies.

The goal of Operation RAILS SAFE's partner training component is to strengthen coordination and integration between and among Amtrak stakeholders (e.g. emergency responders, host railroads, transit agencies, law enforcement officials, municipalities, etc.) and improve the security of passengers, employees and infrastructure from acts of terrorism.

By enhancing response, information sharing and collaboration capabilities, the training is also consistent with the National Infrastructure Protection Plan, Transportation Sector Specific Plan and the National Response Framework. It is also aligned with the planning, prevention, protection and community resilience core capabilities outlined in the National Preparedness Goal.

Community safety is important, as well; APD community resource officers attend local events and spread safety tips to communities and schools on a regular basis. For more information on community outreach, please see the Operation Lifesaver spotlight on page 24.

APD has remained a partner in the Department of Homeland Security's (DHS) human trafficking campaign by participating in yearly stakeholder events and has continued to make human trafficking training available to all employees on a yearly basis. Amtrak has shown the DHS Blue Campaign 30-second human trafficking public service announcement videos on television screens located in major stations throughout the Amtrak system.



*Fitting securely between the rail car and platform, new bridge plates will employ a lightweight laminate design, improved slope and an anti-slip surface.*





# Customer focus

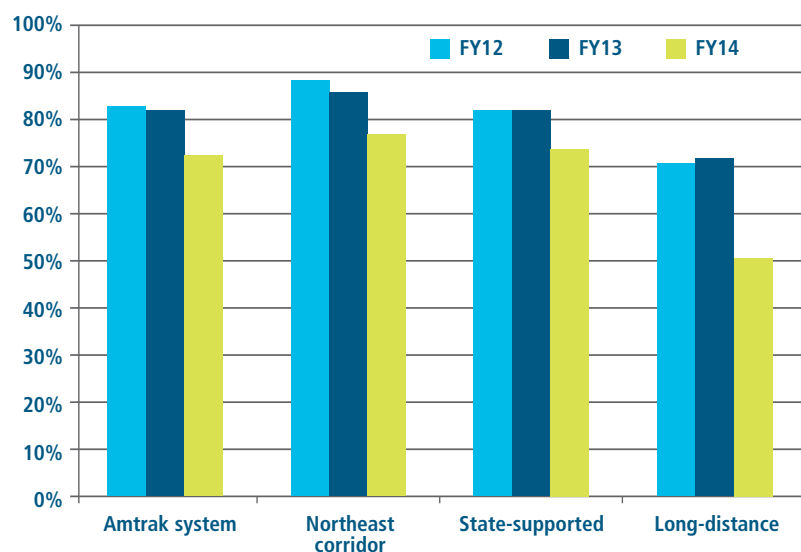
Everyone at Amtrak is here to serve our customers or support colleagues who serve customers. Delivering superior customer service is paramount to our success and long-term sustainability as a transportation company and a major part of the Amtrak strategic plan. Amtrak is currently undertaking efforts to create a comprehensive and multi-dimensional framework that redefines, elevates and transforms our customer service culture. We strive to set a new travel industry standard that will drive revenues, develop leaders and brand Amtrak as the national transportation option of choice.

## RELIABILITY OF SERVICE

Our goal is to provide reliable service to each and every passenger who uses Amtrak across our entire operating network. We know that on-time performance is an important component in providing quality customer service. The tracks on which Amtrak trains travel outside of the NEC are owned by various host freight and commuter railroads that control the movement of Amtrak trains. This can lead directly to delays due to schedule conflicts and other issues between different carriers. On our website, we offer information regarding the on-time performance of every route, for the most current month and the preceding year. We offer this information as an opportunity for passengers to track our performance and assist individuals when planning trips.

A variety of situations can delay or stop trains. In 2014, harsh winter conditions across parts of the U.S. and a number of infrastructure maintenance projects being completed by Amtrak and other host railroads challenged our on-time performance. When delays occurred, we increased our focus on providing accurate and frequent information to passengers. For example, we asked our conductors to make an announcement within 30 seconds of an unscheduled stop to explain the issue and when the train will resume service. We are committed to being transparent when trains are running late so everyone is informed and can plan accordingly. We are also focusing on pre-boarding passengers 20 to 30 minutes prior to departure to help keep our trains on schedule.

Amtrak endpoint on-time performance





#### CHICAGO GATEWAY BLUE RIBBON PANEL

In Chicago—the most important interchange point in the national freight rail network, and the hub of Amtrak long-distance and Midwest state-supported corridor services—rail network congestion adversely impacts the reliability of current Amtrak services, and impedes plans for future growth and the development of higher speed services. In October 2014, Amtrak created the Chicago Gateway Blue Ribbon Panel, comprised of railroad policy experts, to identify infrastructure and operational improvements to address this problem, and ways of advancing them. For information on the Panel's work, see [Amtrak.com/chicagogateway](http://Amtrak.com/chicagogateway).

### PROVIDING QUALITY SERVICE

We strive to provide high-quality service to retain our existing customers and acquire new customers of all types—passengers, commercial partners, states and commuter partners, and the federal government.

To measure and improve customer service, we actively track the following metrics: customer praise-to-complaint ratio, customer and partner satisfaction indices, and ridership. To achieve our customer service goal, we focus on developing a culture aligned with meeting and exceeding customers' needs and expectations. Our efforts and performance measures are described throughout this section.

To help move toward our ideal customer service vision, we developed the Amtrak Customer Experience (ACE) Program and launched this four-year program in 2014. The ACE program will document and define what Amtrak considers to be great service and communicate it across the organization consistently as part of a comprehensive training program. The ACE curriculum will include material on:

- **Amtrak values**—the beliefs we hold and the culture we create to serve our customers.
- **Customer knowledge**—how to better understand our passengers and use that knowledge to serve them better.
- **One Amtrak team**—how we can work more effectively across departments to ensure that we provide a seamless experience for our customers.
- **Ownership**—ensuring that our employees are accountable and responsible for the experiences our customers have with us.

To embark on a successful culture change, we believe everyone must be involved. Even if employees do not directly interface with customers, they most likely work with individuals who do. Because of this, every Amtrak employee will receive ACE training within the next four years. This training includes several in-person sessions for maximum engagement and retention. In 2015, we plan to pilot ACE on three routes. We will also begin putting approximately 100 employees per week through the training program.

In addition to ACE, we launched service excellence teams for long-distance services in 2014. This new initiative has led to the assemblage of 14 teams consisting of representatives from labor and management. Each team's objective is to identify and work on issues around customer service, revenue generation and station experience, among others.

## Ridership

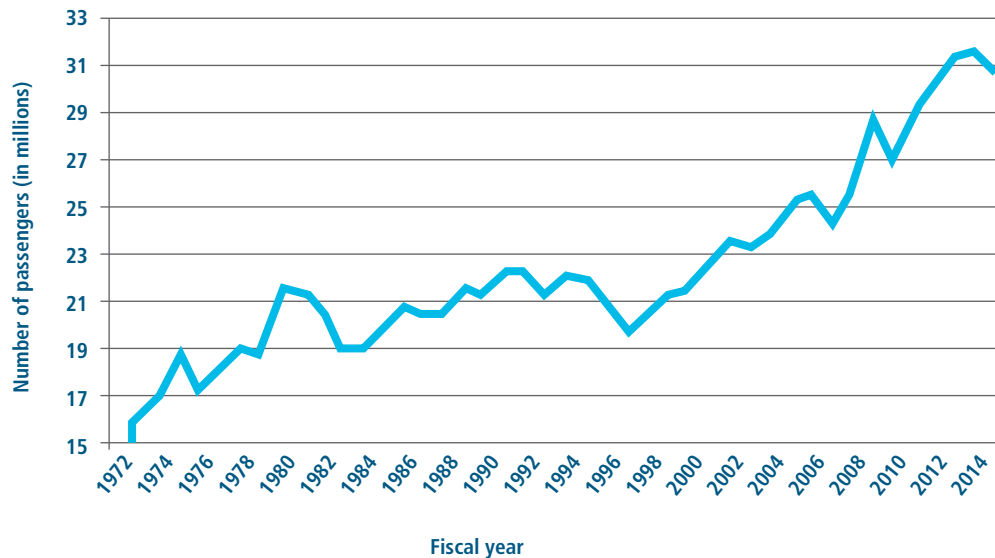
Our ridership continues to increase over time, as seen in the chart below. We have set system-wide annual ridership records in 12 of the past 14 years, marking a 50 percent increase since 1998. In 2014, ridership throughout the NEC hit an all-time high, with both *Acela Express* and *Northeast Regional* services setting ridership records. Additionally, two of our long-distance services and six state-supported services also served a record number of passengers.

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*We have set system-wide annual ridership records in 12 of the past 14 years, marking a 50 percent increase since 1998.*

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### Amtrak total ridership



## Customer satisfaction

Amtrak has a survey program in place to measure and monitor customer satisfaction. While all attributes are important to customers, several key topics tend to drive a customer's overall satisfaction score. Based on our correlation analysis and customer feedback, we have identified the following key drivers of overall customer satisfaction:

- On-time performance and reliability
- Friendliness and helpfulness of front-line staff
- Travel information and announcements

Our FY14 goal was to achieve an average customer satisfaction survey score of 84 percent. Although we worked hard to achieve this, we missed our goal and reported an average of 81 percent. Through implementation of new training and other customer service initiatives, we aim to increase our score and meet future goals.

In 2014, Amtrak began the process of transitioning from paper customer satisfaction surveys to online surveys distributed via email. The paper survey process was in place for nearly 20 years and provided a consistent framework to measure customer satisfaction on Amtrak routes. However, as customers have continued to move to electronic communications, Amtrak has transitioned our approach. The two processes were conducted in parallel in 2014 so a new baseline could be set using the electronic process. See the spotlight box on the next page for more details.

In 2014, we piloted a new, separate customer satisfaction survey and metric, the Service Recovery Satisfaction Index (SRSI), in an effort to communicate with customers that have experienced service disruptions. We plan to fine-tune this new survey for full implementation in 2015.

#### **OVERVIEW OF THE ELECTRONIC CUSTOMER SATISFACTION INDEX (ECSI) PROGRAM**

The Amtrak eCSI program, initiated in 2014, is intended to measure changes in customer satisfaction over time on various aspects of a customer's trip via a weekly survey. This includes topics such as satisfaction with on-time performance, customer service on trains and in stations, food and beverages, onboard comfort, cleanliness, announcements and the overall trip experience. The benefits of eCSI compared to the traditional paper survey are a shorter time between trip and receipt of survey, responses that are better representative of all passengers, reduced turnaround time of results, reduced cost, reduced paper usage and the ability to send a greater volume of surveys. Other attributes of eCSI include:

- A survey personalized to the customer, which refers to an origin/destination and date of a specific train trip.
- An online link to the survey sent by email to customers on all routes.
- Scores summarized at the route level. Scores for the three business lines and overall Amtrak scores are calculated by weighted average based on route ridership.
- Monthly, three-month rolling and fiscal year-to-date scores.

In total, about 98,000 emails go out each month via weekly mailings to a random sample of customers throughout our 46 train routes. Of these, Amtrak receives back about 13,700 total surveys each month. This response rate of approximately 14 percent is well above the industry average.

### **Amtrak Customer Advisory Committee**

For more than 20 years, a committee consisting of approximately two dozen rail passengers has provided Amtrak with invaluable feedback to help us improve our services. Each time Amtrak Customer Advisory Committee (ACAC) members ride one of our trains, they provide detailed reports about their experience on a particular route. These committee members travel at their own expense, and meet with Amtrak employees on a regular basis via conference calls and semiannual face-to-face meetings. The group's feedback has led to improvements such as the origination of the Quiet Car, a designated space for passengers to rest or work quietly; the development of customer service tips that are emailed daily to employees; and the creation of customer service awards for employees who go above and beyond expectations to serve our customers.

### **Food and beverage service**

Whether it is a full sit-down meal or informal food service, many trains have one or more options for onboard dining. We utilize customer feedback to continually improve our food and beverage offerings. For example, in 2014, we increased the number of vegan meal options and began offering cage-free eggs. We also offer specialized meal service for passengers with disabilities.

In order to minimize food waste, we work with local foodbanks across the country to serve community members in need by donating food that remains at the end of a trip. Our partners include:



Amtrak location	Charitable recipient
Boston	The New England Center for Homeless Veterans
New Orleans	The Bridge House
New Orleans	Kingsley House Mission
Seattle	Northwest Harvest
Oakland	St. Vincent DePaul Society
Oakland	Operation Dignity
Los Angeles	St. Francis Center
Los Angeles	Pacific Garden Mission
Washington, D.C.	Central Union Mission
Chicago	The ARK (Shelter)
Chicago	Chicago Park District
New York	City Harvest

In order to verify compliance with Food and Drug Administration (FDA) regulations, a group of internal inspectors periodically visits all of our food service areas such as warehouses and train cars to conduct inspections using FDA guidelines. Amtrak is also subject to inspections by state, local and FDA examiners.

#### AMTRAK CULINARY ADVISORY TEAM

Amtrak has enlisted the expertise of prominent, well-respected chefs, restaurateurs and authors to create, refine and differentiate our onboard menus by creating exciting, flavorful food with a regional focus. Amtrak Culinary Advisory Team members meet once or twice per year for three-day sessions in which they develop new menu concepts and present them to an Amtrak management team for inclusion in future menus.

Members of the team include James Beard Award-winning chef Michel Richard of Washington, D.C., chef Tom Douglas of Seattle and New York City-based chefs Roberto Santibanez and Sara Jenkins.



*Participants in a March 2014 workshop from left to right: Christian Hannah from Amtrak culinary product development, Miami onboard service chef Matt Franklin, New York onboard service chef John Long, Los Angeles onboard service chef Paulina Enrico, Northeast Regional chef Dia Wilson, west regional chef Paulette Starwood, central regional chef Hashim Abdul-Salaam, and long-distance services executive chef Daniel Malzhan.*

## PASSENGER HEALTH AND WELLBEING

The health and wellbeing of our passengers is an issue Amtrak takes very seriously; we have a team of public health professionals dedicated to monitoring this issue. We have five functions of public health: food safety, potable water safety, pest control, communicable disease prevention and general health support. Public health personnel communicate regularly with our onboard services team members.

The Senior Director of Public Health heads our Serious Communicable Disease Protocol committee, which meets monthly to discuss trends and potential implementation of precautions and communication to the public. In 2014, the Ebola outbreak presented a public health concern to many Americans. To address concerns among our passengers and employees, the Serious Communicable Disease Protocol committee ensured that procedures were in place to handle any Ebola-related public health emergencies. The procedures include communications to all onboard personnel and passengers in the case of an apparent illness.

In 2012, we modified our longstanding water-testing program to meet a deadline imposed by a consent decree from the U.S. Environmental Protection Agency (EPA). The program enables Amtrak to verify that we provide clean drinking water on all trains at all times. Modifications resulted in collecting and testing a water sample from every passenger car in our fleet by year-end 2014. As our trains are constantly traveling all over our network, cross-functional coordination was key to this effort.

### OPERATION LIFESAVER



**OPERATION  
LIFESAVER®**

**Look, Listen & Live**

Amtrak works with Operation Lifesaver, the Association of American Railroads and other railroads to raise awareness about safety near railroad tracks through the *See Tracks? Think Train!* campaign.

The national campaign seeks to educate the public about the deadly consequences of trespassing on railroad property and failing to obey grade crossings signs and signals. *See Tracks? Think Train!* was triggered in part by increases in trespassing and grade crossing deaths and injuries along railroad rights-of-way. According to the Federal Railroad Administration (FRA), a person or vehicle comes into contact with a train every three hours.

Amtrak is one of several partners with Operation Lifesaver, a national, nonprofit safety education group working to eliminate deaths and injuries at railroad crossings and along railroad rights-of-way. The organization has programs in all 50 states and has trained volunteers who provide free safety presentations to community groups, school bus operators, truckers and student drivers. An Amtrak staff member serves on the Operation Lifesaver board of directors and is responsible for planning, directing and overseeing the safety activities and standards at Amtrak to protect passengers and employees.

## Accessibility

In order to ensure sustainable transportation options for all passengers, Amtrak is working to improve the national intercity passenger rail system so that it is accessible to and more convenient for all travelers. Our goal is to bring all Amtrak-served stations into compliance with the Americans with Disabilities Act (ADA) through our ADA Stations Program. Partnering with station owners, stakeholders from the disability community and state and federal governments, we are enhancing

station components to increase passenger accessibility. Over the next five years, priorities include stations with known or potential deficiencies regarding train access, passenger information display systems (PIDS) and building and key building amenity access. Work includes the installation or rebuilding of station entrances, restrooms, ticket counters, PIDS and signage, as well as ensuring accessible pathways between the parking lot, station building and platform.

In 2014, new electronic, ADA-compliant PIDS were installed at stations in Baltimore, Md.; Denver, Colo.; and Minot, N.D. Additionally, we upgraded PIDS at Washington Union Station in the District of Columbia. The signs communicate real-time train status, general boarding announcements and security messages in both audible and visual formats so they can be understood by passengers with sight or hearing impairment. In 2014, we also entered the design phase to put many more of these systems in place in other stations over the next few years. These projects can be significant; for example, in Baltimore, more than 30 PIDS were installed on the platforms and concourse of the historic station. The \$1.8 million project, which began in July 2013 and was completed in 2014, was co-funded by Amtrak and the Maryland Transportation Administration through the Joint Benefits Agreement between the two agencies.



*Passenger Information Display Systems (PIDS) is an integrated audio-visual messaging system that provides train information and messaging (including boarding announcements, passenger paging, general announcements and emergency messages) at both staffed and unstaffed stations.*



Passengers board a southbound train at the historic King Street Alexandria, Va. station.





# Financial excellence

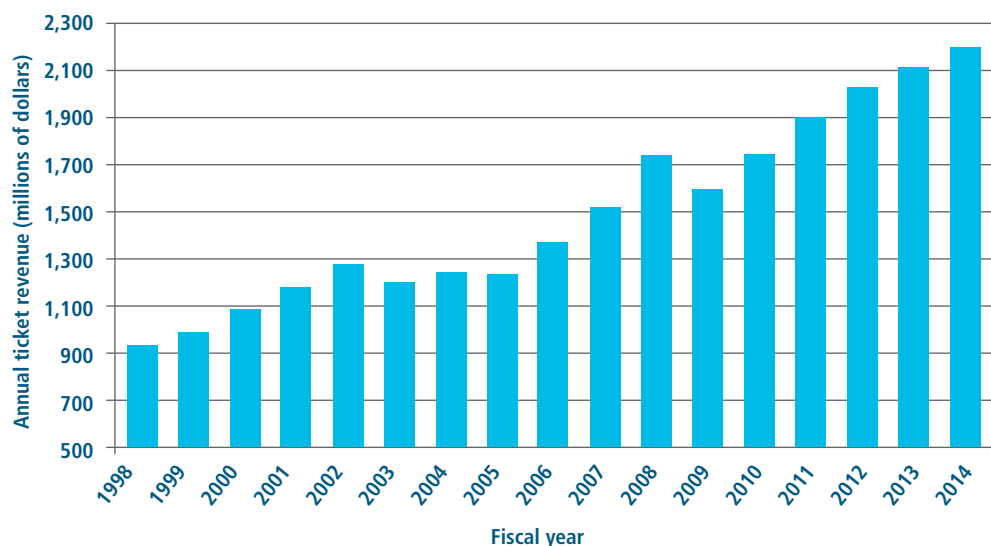
In order to ensure safe and sustainable transportation with exceptional customer service now and in the future, it is essential that Amtrak secure sufficient, multiyear funding. One of our core corporate strategic goals is to achieve financial excellence: to be profitable on an operating basis and be good stewards of capital to secure our long-term sustainability as a company. Our efforts to maximize revenues and reduce expenses each year span every department in our company—from running more efficient trains to reducing energy costs and using innovative technology to improving outdated processes. Additionally, we are partnering with other rail companies to improve on-time performance.

## OPERATIONAL EFFICIENCY

A key part of our culture and a shared commitment from our employees is doing more with less: continuing to maximize the revenue and funding we receive and minimize expenses wherever possible. We are proud of our employees' efforts, which are reflected in our results over the past decade.

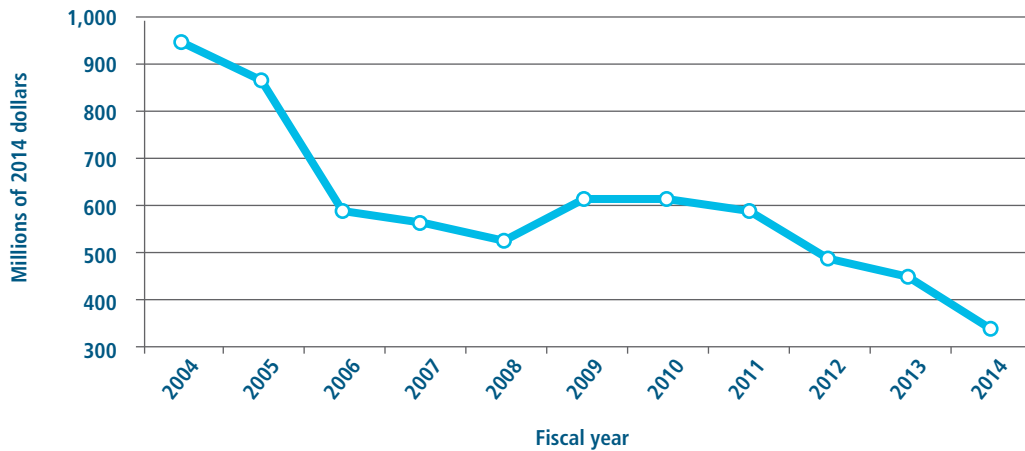
By providing a safe, efficient method of intercity transport with strong customer service, we have seen ridership and ticket revenue rise nearly every year since 1998.

Amtrak ticket revenue, FY98–FY14



By increasing ridership, we are able to cover more of our operating costs through increased revenues, thereby reducing operating cost funding needed from Congress.

## Amtrak declining federal operating support requirements, FY04–FY14



Although we are trending in the right direction, and the Amtrak-owned NEC is profitable, revenues from the NEC are not enough to cover the operating costs of our long-distance and state-supported services. We continue to rely on government funding in order to provide intercity rail service across the U.S. In order to operate our business effectively given our funding challenges, we are focused on improving operational efficiency. We use an operating ratio to track our progress; this metric is the ratio between total operating expenses and total operating revenues. In FY14, we achieved an operational efficiency ratio of 1.06, and we continue to work to reduce this number.

### FUNDING AVAILABILITY

Each year, Amtrak submits grant and legislative requests to the federal government. These requests include the company's funding needs for the upcoming fiscal year for both operating and capital expenditures. We specify areas where we expect to utilize the funding; as an example, we highlighted the need for capital funds to repair infrastructure from Superstorm Sandy in our FY14 grant request. Our recent grant requests are available on [Amtrak.com](http://Amtrak.com).

Amtrak submits our grant and legislative funding requests to Congress each February for operating and capital funding for the following fiscal year, starting October 1. Often, appropriations laws are not passed by the time a given fiscal year begins, introducing financial uncertainty and inhibiting planning processes. For example, we did not know the amount of capital available for FY14 until January 17, 2014, one-third of the way through the fiscal year.

Unlike transit and commuter rail, or other forms of transportation, there is no reliable, multiyear source of funds for Amtrak capital investment projects. So, we must undertake capital planning without knowledge of how much capital will be provided from one year to the next. Under the current approach, if Amtrak were to make a multiyear commitment to acquire needed equipment, and the appropriations we rely on for capital were less than anticipated, other critical investments would have to be deferred or Amtrak would have to pay penalties for breach of contract. Either scenario would result in increased operating expenses. The lack of predictability in the timing and levels of capital investment have, in the past, prevented Amtrak from systematic, long-term strategic planning and investment in favor of short-term solutions.

#### Amtrak funding requests, including capital and operating funding

Fiscal year	Funding requested (million dollars)	Funding received (million dollars)
FY13	\$2,157	\$1,344
FY14	\$2,650	\$1,390
FY15	\$1,620	\$1,390

The Passenger Rail Investment and Improvement Act of 2008 (PRIIA) contained important changes to funding for our NEC infrastructure, and for Amtrak corridor services of less than 750 miles outside of the NEC. Section 212 of PRIIA called for Amtrak and other users of the NEC to jointly develop a consistent cost-sharing methodology for the infrastructure costs of the NEC. Similarly, Section 209 of PRIIA called for Amtrak and states to develop a consistent cost-sharing methodology for corridor services of less than 750 miles outside the NEC.

PRIIA Section 209 was implemented at the beginning of FY14 and affected 29 routes supported by 19 states and agencies. All affected states agreed to assume the necessary funding to continue operations of the existing routes, allowing for less reliance on the federal government and a greater diversity of funding. Amtrak and the states continue to work out some of the details associated with the cost-sharing formula. PRIIA Section 212 is scheduled to be implemented in FY16 and calls for increased contributions for capital investments in Amtrak NEC assets from the multiple commuter railroads using the NEC to transport millions of commuters and other passengers on a daily basis.

Over the past 10 years, we have used the NEC's revenues to partially fund the operating needs of the state-supported and long-distance trains. We did this because these business lines play critical roles connecting America's small cities and rural towns, providing economic development opportunities and carrying interstate trade and commerce. Our national system supplies effective and efficient connections for people and businesses in these communities so they can access the national transportation infrastructure of airports, highways and buses that they pay for and wish to use.

### Economic sustainability of the NEC

Amtrak has successfully sustained our national system for four decades, thanks to growing ticket revenue, strong freight railroad support and the federal grants designed to ensure national connectivity throughout the U.S. Because the NEC continues to see a strong and growing demand for services, Amtrak will continue to expand NEC capacity in the short term by optimizing operations of the current infrastructure and acquiring new high-speed trainsets. Long-term investment in infrastructure is also critical to the NEC mission, and developing stronger state and federal support of the other business lines will allow us to reinvest more of the NEC's operating profits back into the NEC. To this end, our recent appropriations requests call for using NEC operating profits for NEC capital investment and a higher operating grant dedicated to the other business lines.

We look forward to working together with our stakeholders to help fashion a solution that could increase investment in the NEC through strategies such as debt financing, grants of assistance, public-private partnerships and state and commuter rail partnerships. All of these will help, but to achieve full capitalization of the NEC, we need a significant and reliable multiyear capital commitment from the federal government. Only this type of funding will allow us to plan and undertake major long-term projects like bridge and tunnel replacements.



#### ENGAGEMENT WITH THE FEDERAL GOVERNMENT ON KEY TOPICS

Amtrak engages with the federal government on a continual basis, covering a variety of topics, and answers many requests for information from public officials. In addition to our engagement on funding, our experts provided informational briefs and testimony to the federal government on the following important issues in 2014:

**Best practices in preventing international human trafficking.** In January, Amtrak Chief of Police Polly Hanson testified to the House Foreign Affairs Committee about lessons learned from our preparations to prevent international human trafficking throughout our network.

**On-time performance of Amtrak long-distance trains.** In April and September, Executive Vice President of Operations DJ Stadtler testified before the Surface Transportation Board (STB) about our challenges with on-time performance on long-distance routes. The STB has oversight responsibility of balancing passenger traffic and freight traffic on shared tracks.

**The future of passenger rail service in the U.S.** In December, Chairman of the Board Anthony Coscia testified to the Senate Commerce, Science and Transportation Committee about the importance of improving passenger rail infrastructure and services now and in the future.

For full transcripts of our testimony, please visit [our website](#).

#### Engagement with local governments

For Amtrak, it is key that we maintain relationships with and garner support from local, state and regional governmental bodies to achieve a more sustainable rail transportation system. Our Government Affairs team has a staff of regional field officers that regularly travel throughout our network and engage with mayors, state legislators and communities. These dedicated field officers have a goal to visit every community in their territories at least once per year. During their visits, the field officers attend community meetings, meet with mayors and check on local station facilities and customer service performance. These visits provide an opportunity for Amtrak to share information on our progress with interested local parties, such as new routes or new stations. Community members are welcome to provide feedback or ask questions during these sessions, which provide an opportunity for Amtrak to engage in constructive, two-way dialogue with our stakeholders across the country in their own communities.



*Amtrak President and CEO Joseph Boardman was among several transportation leaders who cut the ribbon inaugurating Amtrak Empire Builder service to Union Depot in downtown St. Paul, Minn.*



*In February 2014, Amtrak inaugurated the new Cities Sprinter electric locomotives (ACS-64) that operate on Northeast Regional trains at speeds up to 125 mph between Washington, D.C., New York City and Boston. It also powers Keystone Service® trains and all long-distance trains operating on the NEC.*





# *Planning for the future*

**A**s our ridership continues to grow each year, Amtrak is committed to increasing innovative and sustainable service offerings. We have conducted long-term planning for our routes, particularly along the NEC, to add more frequent and higher-speed service and to introduce newer and more efficient locomotives and train cars to our fleet. Our Northeast Corridor Infrastructure and Investment Development (NECIID) group works to plan for major improvements and service innovations along the NEC. However, we can only achieve our vision for the Amtrak of the future if we take actions today to ensure our network of tracks, bridges, tunnels and trains is fully secure and resilient.

## **FLEET MANAGEMENT**

Amtrak is coupling efforts to improve the resiliency of our current infrastructure and expand our system with efforts to manage our fleet of locomotives and train cars with maximum efficiency. Amtrak owns and operates roughly 500 locomotives and 1,500 railcars across the country, most of which will run 150,000 miles in an average year. Amtrak is working diligently to extend the useful life of our existing fleet while procuring new, high-efficiency trainsets to replace outdated equipment and expand service. We continually demonstrate our ability to keep our existing equipment running on a reliable basis—some of our train cars are more than 40 years old—maximizing the company's limited resources.

### **Management of existing fleet**

The Amtrak Mechanical Department has a robust preventive maintenance (PM) program in place for our fleet. We conduct daily inspections—mandated both by the FRA and our standards of reliability and safety—of all our locomotives before they enter service. Every 92 days, each locomotive is taken out of service for two or three days to receive scheduled PM. We also have 180-day and 365-day maintenance during which additional work is conducted to ensure the locomotives are operating safely and efficiently. We track the performance of all of our locomotives while they are running, allowing us to identify the maintenance required for each locomotive before it even enters a maintenance yard. We also use this data to track performance of our different locomotive models to identify any issues that may be specific to that fleet. These efforts allow us to improve reliability and minimize the amount of time that locomotives are not in service.

We continue to innovate our PM process and have recently shifted to a more efficient, life cycle PM approach. Amtrak maintenance teams have evaluated the life span of major components on locomotives so that we perform maintenance or replace parts at appropriate points in the life cycle. For example, we used to complete overhauls of equipment every seven years. After adopting life cycle PM, we realized that alternators have a life span of 15 years, so we keep those components in service until the end of their useful life. This sustainability-focused approach to maintenance leads to real dollar savings for Amtrak.

Additionally, we seek ways to make our trains more efficient. In 2014, we began an electronically controlled pneumatic (ECP) brake application program on our diesel-powered equipment. Trains equipped with ECP

braking systems provide gradual application and release of brakes on all railcars within a train, resulting in shorter stopping distances. Trains equipped with ECP brakes provide engineers with better train control and the ability to run longer trains at higher speeds, leading to increased fuel efficiency and reduced emissions.

Going forward, our P42 diesel locomotives, used on routes outside of the electrified NEC, will be the focus of an extension program in 2015. We will evaluate the feasibility of extending the life of these trains for another 20 years to see if rehabilitating the existing fleet will be economically feasible versus replacing with new locomotives.

## Strategic fleet initiative

To ensure a sustainable operation in the future, our strategic rail fleet initiative focuses on developing a long-term plan for our equipment. We are currently in the process of introducing 70 ACS-64 energy-efficient electric locomotives into service on the NEC. From December 2013 through the end of 2014, we placed a total of 25 ACS-64 locomotives in service, with the remainder on track to be delivered and tested within the next year. Before these locomotives begin carrying passengers, we rigorously test them for 1,000 miles to verify their safety and reliability. Adding these new locomotives will improve the efficiency of our service along the NEC, replacing units that are 25 years old. We expect to save nearly \$300 million in energy costs as well as reduce GHG emissions over the next 20 years based on the higher efficiency of the new locomotives and their regenerative braking capabilities that return power to the electricity grid. For more information, see the spotlight on page 44.

Another strategic fleet planning initiative in 2014 was focused on our high-speed *Acela Express* equipment. The *Acela Express* fleet is currently 15 years old, and the technology of high-speed trainsets has advanced significantly since the *Acela Express* came into service. In 2014, we began the process of procuring the next generation high-speed trainsets by issuing a request for proposals for new trainsets. The evaluation criteria include energy consumption and efficiency, weight of equipment and high-performance characteristics, among others. We anticipate finalizing the contract for these high-efficiency trainsets in early 2016.

## NEXT GENERATION SERVICE PLANNING

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*About 80 percent of the region's population lives within 25 miles of the NEC rail line.*

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While infrastructure age and condition are major considerations, long-term plans must also consider the growing capacity needs of the NEC. The Northeast is a highly productive and densely inhabited region of the U.S., supporting 17 percent of the nation's population on 2 percent of its land area and generating 20 percent of its GDP. About 80 percent of the region's population lives within 25 miles of the NEC rail line. This population is expected to grow significantly in coming years, and that growth is forecasted to translate into increased demand for passenger rail service.

In response, Amtrak has developed a vision for next generation (NextGen) high-speed rail service on the NEC. The first of many phased improvements—the introduction of new high-speed trainsets that will supplement and ultimately replace the *Acela Express* fleet—is expected to be introduced into revenue service in 2019. Full build-out of the NextGen high-speed rail vision could be achieved in 2040. Developed in consultation with its international peers, the Amtrak NextGen Vision pro-

poses dramatic trip time reductions between major cities, more frequent trains and new, dedicated infrastructure for high-speed trains, while upgrading and enhancing existing infrastructure for the 2,000 commuter trains, 140 Amtrak trains and 60 freight trains that use the NEC each day.

Introducing NextGen high-speed rail service in 2040 will require an implementation strategy that addresses short-term needs of existing infrastructure as well as long-term investments. Amtrak is already moving forward with improvements to the existing corridor, detailed in the improvement projects section of [NEC.Amtrak.com](http://NEC.Amtrak.com). Many of these improvements are in planning or under construction. All investments related to NextGen high-speed rail must await the outcome of the NEC FUTURE process, which includes the environmental impact statement (EIS) as required by the National Environmental Policy Act (NEPA). The outcome of this process is expected in 2016 and will ensure consistency with the comprehensive vision developed for the corridor through this public process. For more information on NEC FUTURE, see page 38.

#### KINGSTON STATION CAPACITY EXPANSION



Amtrak is collaborating with the Rhode Island Department of Transportation to improve train operations and the passenger experience at Kingston Station. The \$41 million project includes the construction of two new high-level platforms that will create a safer, more efficient boarding process for all passengers, including full access for those with disabilities. The project also features the construction of a third track at Kingston Station that will enable higher speed *Acela Express* trains to safely bypass regional trains

stopping at Kingston. These improvements could also accommodate expanded commuter service in the future. The track improvements will also reduce congestion and minimize delays at a critical chokepoint in western Rhode Island, improving reliability and efficiency for all users of the busy NEC. We expect final completion of this project in 2017.

### Major station planning

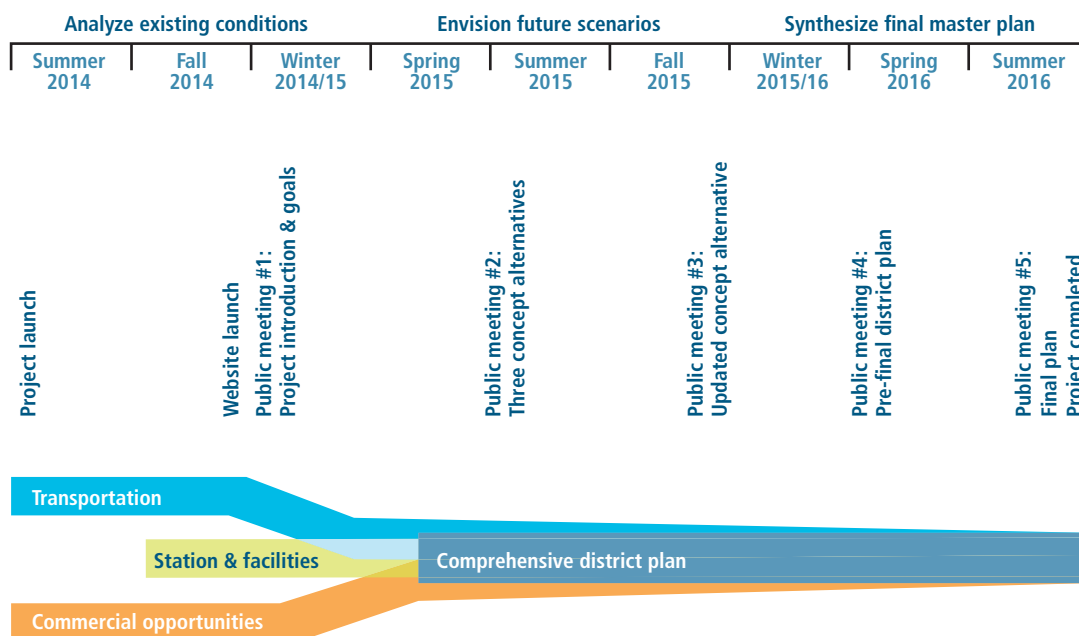
Amtrak has initiated master planning efforts at our major stations, with focus along the busy NEC, recognizing that these stations act as critical urban gateways and regional hubs. These efforts acknowledge the growing importance of cities, demographic shifts and reinvestments now taking place at major rail stations across the nation. In addition, these plans look to address the capacity constraints found at many NEC stations due to increased ridership and aging infrastructure. Amtrak currently has major planning initiatives underway in New York City, Philadelphia, Baltimore, Washington, D.C. and Chicago. To learn more about these station projects or other stations throughout the Amtrak network, please visit [NEC.Amtrak.com](http://NEC.Amtrak.com) or [greatamericanstations.com](http://greatamericanstations.com). Key planning advancements in 2014 are summarized below.

**Philadelphia 30th Street Station.** In 2014, Amtrak and our partners launched the Philadelphia 30th Street Station District Plan. This plan is a two-year project to conduct a planning study with partner



landowners—Brandywine Realty Trust, Drexel University, the Pennsylvania Department of Transportation and the Southeastern Pennsylvania Transportation Authority (SEPTA), among other public and private partners—to develop a future vision not only for the station, but for the surrounding district. This planning process aims to connect different modes of transportation, find ways to elevate the customer experience at the station and determine the feasibility of development over the tracks, known as overbuild. The project partners are engaging with the surrounding community by offering five public open houses throughout the duration of the project, as seen in the project timeline below.

### 30th Street Station District Plan project timeline



The three goals of the planning process are:

- **Community**—Build a vibrant community full of opportunities to live, learn, work and play.
- **Connectivity**—Celebrate 30th Street Station as a premier multi-modal transportation hub where people can seamlessly connect to resources and attractions in the local community, the city and the region.
- **Identity**—Create a high-quality network of active, attractive and safe places to welcome residents and visitors into a place of memorable identity and character.

For more information about the Philadelphia 30th Street Station District Plan, please visit [phillydistrict30.com](http://phillydistrict30.com).

**Baltimore Penn Station.** Planning for Baltimore Penn Station is advancing as Amtrak seeks a master developer partnership for the comprehensive redevelopment of the station and the surrounding area. In 2014, Amtrak and our partners completed four key studies covering state of good repair, facilities and rail infrastructure and commercial development—which served as key inputs for the station’s near-term improvement program and long-term expansion.

**Washington Union Station.** In 2012, Amtrak, with key Union Station stakeholders, released the Union Station Master Plan. Renamed to reflect the plan's lasting impact, Washington Union Station's 2nd Century Plan is a comprehensive expansion and improvement initiative projected to triple passenger capacity and double train capacity by modernizing and expanding station facilities over the next 20 years.

Significant planning and feasibility initiatives were advanced in 2014 toward the implementation of 2nd Century's Phase 1 tasks—most notably concept design for Terminal Rail Yard Infrastructure Improvements and the Claytor Concourse Expansion. Union Station's intercity and commuter concourse will be expanded and modernized to alleviate congested conditions, doubling its present capacity. The project will enhance passenger comfort and accessibility, while enlivening the space with new architectural finishes and natural light. The Concourse Expansion will reach 100 percent design in 2015 and advance the relocation of key support services in advance of 2016 construction.

While the Concourse Expansion will be the first set of improvements to come to life as part of Phase 1 of Washington Union Station's 2nd Century Plan, ongoing design, feasibility and environmental compliance work to advance the 2nd Century Plan continues simultaneously.

#### AMTRAK STATIONS RECEIVING LEED CERTIFICATION



In 2014, Amtrak participated as a partner and/or stakeholder in the design and construction of new stations and improvements to existing stations incorporating sustainability criteria in multiple communities. Designs for new facilities incorporate many green building elements that will qualify projects for Leadership in Energy & Environmental Design (LEED) ratings, whether or not the project sponsor seeks LEED certification. Our efforts in 2014 included:

- The opening of new LEED-certified stations, replacing outdated facilities with modern multi-modal centers. The stations in Michigan included Grand Rapids (LEED Certified), Troy (LEED Silver) and Dearborn (LEED Silver); also opening in 2014 were a new LEED Silver station in Winter Park, Fla., and a LEED Platinum station in Anaheim, Calif.
- The City of Sacramento started construction of Phase 2 of the Sacramento Valley Station rehabilitation of its historic Santa Fe depot. Amtrak ticket and baggage services and offices will be relocated into newly renovated spaces; the waiting room and façade are being restored; and commercial retail and office space will be incorporated. Project requirements include achieving LEED Silver certification at a minimum, energy performance at least 15 percent better than the California Energy Code and meeting historic preservation criteria. The project is on track to achieve LEED Gold certification.
- The North Carolina Department of Transportation and the City of Raleigh started the design for a passenger train station in downtown Raleigh. This is one of several improvements to the railroad corridor between Raleigh and Charlotte geared to increase railroad capacity, efficiency and safety. The new facility, designed to LEED Gold standards, will repurpose a large industrial steel fabrication warehouse that has been vacant since 2005.

## INFRASTRUCTURE PROTECTION AND RESILIENCY PLANNING

Our country-wide infrastructure traverses a wide variety of terrains and climates. Understanding current and future potential threats to keeping our system running is imperative to the sustainability of our business. We have seen in recent years the increasing frequency of extreme weather events brought about by changing climate conditions. Such weather events have caused major disruptions to transportation systems like ours. In 2014, we conducted several major projects to address impacts from severe weather events; one example is our continuing work to repair tunnels damaged by Superstorm Sandy in New York and New Jersey. For future planning, we have established groups focused on the long-range resiliency of our assets and infrastructure.

The Amtrak NECIID group has embarked on a multiyear effort to understand the risks and impacts to NEC assets as a result of predicted climatic changes, including temperature extremes, storm and precipitation intensification, and the potential for sea level rise. This information is intended to help Amtrak anticipate and prepare for the operational challenges of future climate changes and help shape capital investment priorities along the corridor. In 2014, we completed the first phase of this program, conducting a literature review of climate change data and a benchmarking study of how other transportation agencies are addressing vulnerabilities.

With this review came a deeper understanding of potential risks and vulnerabilities and, in November 2014, Amtrak created a cross-functional subcommittee to specifically look at climate change issues. This committee—composed of representatives from NECIID, Environment and Sustainability, Engineering and Emergency Management and Corporate Security—is developing the second phase of the vulnerability assessment to begin in 2015. Phase II involves a pilot study of climate change vulnerabilities within a 10-mile area along a key segment of the NEC.

We also partner with others to manage infrastructure protection and resiliency along our shared tracks. The FRA launched NEC FUTURE in 2012 to determine a long-term vision and investment program for the NEC. As part of this initiative, Amtrak is working with the FRA to conduct an environmental impact assessment in compliance with NEPA. This programmatic EIS will take a broad look at the entire NEC and gather feedback from all operators along the corridor to determine various alternatives for future investment in the corridor to improve capacity and service. Amtrak supported the FRA in this study by conducting public outreach via workshops and open houses along the corridor. For more information and to see the final EIS when published, visit [NECfuture.com](http://NECfuture.com).



## GATEWAY PROGRAM OVERVIEW

The Amtrak Gateway Program aims to preserve service along the busiest stretch of the NEC and double capacity to respond to growing demand. Amtrak introduced the Gateway Program in 2011 and planning is ongoing. One of the main program principles is resiliency. Through this program we plan to rebuild existing infrastructure, provide storm protection and address the state of good repair of our infrastructure.

This stretch of territory sees about 450 train movements a day and is one of the most constrained areas of the NEC. As seen in the map below, the Gateway Program covers roughly 10 miles from Newark, N.J., to Penn Station in New York City. The aim of the Gateway Program is to go from a two-track right-of-way to a four-track right-of-way, which involves several large projects, including:

- Construction of a new, two-track Hudson River tunnel
- Replacement of the existing two-track Portal Bridge with two new fixed bridges providing a combined four tracks
- Expansion of New York Penn Station to provide eight additional tracks and platforms
- Addition of two tracks through the Meadowlands in New Jersey and renewal of the existing two tracks

Amtrak has contributed more than \$300 million toward this initiative. We expect to participate in the environmental review process for the new tunnel under the Hudson River in early 2016, which will be led by the FRA and NJ Transit. We hope to achieve our vision for this program by 2030. For status updates on this important project, please visit [NEC.Amtrak.com](http://NEC.Amtrak.com).



*Given their greater fuel efficiency, locomotives equipped with GenSet technology typically use 50 percent less fuel and produce 50 percent less emissions than older switch locomotives.*





# Environment

Not only are we continually looking for ways to make our operations more sustainable, but our business is also inherently a sustainable transportation option. Based on the U.S. Department of Energy *Transportation Energy Data Book Edition 33-2014*, intercity train travel is 11 percent more energy efficient than airline travel and 31 percent more efficient than automobile travel on a per-passenger basis. Travelers using Amtrak significantly reduce their personal carbon footprints and contribute to lowering transportation-related emissions across the U.S. Amtrak is focused on identifying and investing in emissions and energy reduction projects to further reduce our footprint and environmental impacts, as well as reduce operational costs.

The Amtrak Environmental Policy describes our commitment to full compliance with all applicable environmental laws and regulations and the adoption of practices that increase efficiency, reduce environmental impacts and promote the sustainable use of resources. Our Environmental Policy is based on the principles of compliance, leadership, stewardship and a commitment to continuous improvement. In addition to the policy, our strategic goals and our Environmental and Sustainability Management System (ESMS) drive environmental performance. We remain focused on initiatives that reduce our operating costs while providing environmental benefits for generations to come.

## ENVIRONMENTAL AND SUSTAINABILITY MANAGEMENT SYSTEM

We use the ESMS as the guiding framework for governing and advancing our corporate Environmental Policy. The ESMS supports environmental compliance by maintaining environmental procedures and training programs for Amtrak personnel across the corporation. We provide communications, compliance guidance, regulatory reports and field operations management to support business operations.

The ESMS provides a framework and governance structure for our Sustainability Program, which seeks to integrate environmental, economic and social sustainability considerations into Amtrak strategic planning, business decision-making processes and operations.

The Environmental Audit Program, which is managed independently within the Amtrak Law Department, provides a systematic review of compliance with environmental regulations and ensures conformance with ESMS procedures and goals. Please see page 48 for more about our Environmental Audit Program.

## Environmental and sustainability goals

Driven by our Environmental Policy, our Sustainability Policy, our commitment to environmental compliance and our corporate strategic goals, we maintain a clear focus on reducing energy, carbon emissions and fossil fuel consumption across our operations. To drive performance, minimize operating costs and improve operating efficiency, these goals are established on a fiscal year basis to align with financial and operating goals. Each year, we review these goals and performance measures and adapt them to better reflect the current operations and capabilities of our organization.



## 2014 goals

Goal	Progress	Notes
Reduce our electricity use by 1 percent in our largest 20 facilities (company-wide) in comparison to our usage in FY13.	<b>Not achieved</b> – In FY14, the largest 20 facilities had a combined year-over-year increase of 1.64 percent when compared to FY13. However, 10 of the 20 facilities did attain the 1 percent goal, resulting in a combined reduction of 5.98 percent for those 10 facilities. Some facilities did not achieve this goal due to winter temperatures which were much colder than the 10-year average in November through March, and record snowfall experienced by the Northeastern and Midwestern states, which caused high energy usage. The record snow amounts and number of snow events also required prolonged use of electric switch heaters on the tracks.	Supports corporate energy efficiency and climate-related objectives and our strategic goal of Financial Excellence.
Reduce our revenue train locomotive diesel fuel by 1 percent over FY13, or 627,233 gallons in FY14.	<b>Not achieved</b> – Due to the harsh winter throughout the Eastern and Midwestern United States, our diesel locomotive fleet could not be shut down. This led to increased consumption of fuel.	Revenue trains are defined as locomotives that move passengers and generate income. Diesel locomotive fuel is the largest contributor to our greenhouse gas (GHG) emissions and is a major operating cost.
Reduce our GHG emissions by 1 percent per year over five years using our emissions from 2011 as a baseline (measured on an intensity basis). There are two metrics associated with this goal: 1) metric tons of GHG emissions per million seat miles, and 2) metric tons of GHG emissions per million passenger miles.	<b>Not achieved</b> – We did not meet this goal in 2014. This was due to the harsh winter throughout the Eastern and Midwestern U.S., which led to increased consumption of natural gas and other fuels.	Our 2011 emissions profile is used as the baseline for this goal. Our GHG emissions are calculated based on the actual use of locomotive diesel fuel as well as the purchase, estimated purchase, or estimated use of other forms of energy, fuel and refrigerants. Intensity measures are derived by dividing total GHG emissions by seat miles (a measure of carrying capacity equal to the number of seats available multiplied by the number of miles traveled) and passenger miles (a statistical unit denoting one mile traveled by one passenger, used in measuring the volume of passenger traffic).
Achieve an average environmental audit score of 83.5 for audits conducted at Amtrak facilities in FY14.	<b>Achieved</b> – During FY14 (October 2013 through September 2014), 20 environmental audits were performed as part of the Amtrak ESMS. The national average for Facility-wide Environmental Audit Scores for FY14 was 84.1.	Incorporating sound environmental management practices into our operations ensures responsible management of environmental risks, reduces our environmental footprint, and reduces the potential for penalties and fines for non-compliance.

## ENERGY

The procurement of energy to operate our trains and facilities is one of the company's largest operating costs. Amtrak focuses on identifying and investing in systems and technologies that will reduce both energy usage and operating expenses. Since 2011, capital funding has been included in our budget for energy reduction projects such as lighting upgrades at facilities and other more efficient technologies. Projects such as these improve our operational efficiency and cut costs, resulting in reduced GHG emissions.

Additionally, Amtrak implemented a new green power purchasing policy in 2014. The policy provides guidelines for the purchase of power from environmentally preferable sources and technologies, including but not limited to, power from solar, wind, geothermal, biogas, biomass and low-impact hydroelectric sources for use within Amtrak operations. This initiative supports the company's commitment to reduce its environmental impacts and make train services even more sustainable. As stated in the current policy, aggregate costs for green power premiums on all energy purchase contracts for Amtrak are limited to \$100,000 in one year.

### Energy consumption

Amtrak reports energy consumption by fuel and energy type. The majority of the company's energy consumption—71 percent of our total 2014 consumption—is the diesel fuel we use to power our locomotives on state-supported and long-distance routes. Electricity is our next largest consumption type; two-thirds of the electricity we use powers our trains along the NEC, and the remaining third is used in our buildings and facilities.

The harsh winter conditions across the Eastern and Midwestern U.S. in 2014 led to an increase in total consumption of natural gas and fuel. Amtrak continues to promote fuel conservation through locomotive shut down, use of ground power and improved train handling to reduce GHG emissions and reduce costs. Please see the next page for an example of how we are working to adapt to extreme cold weather and maintain continuity of our operations.

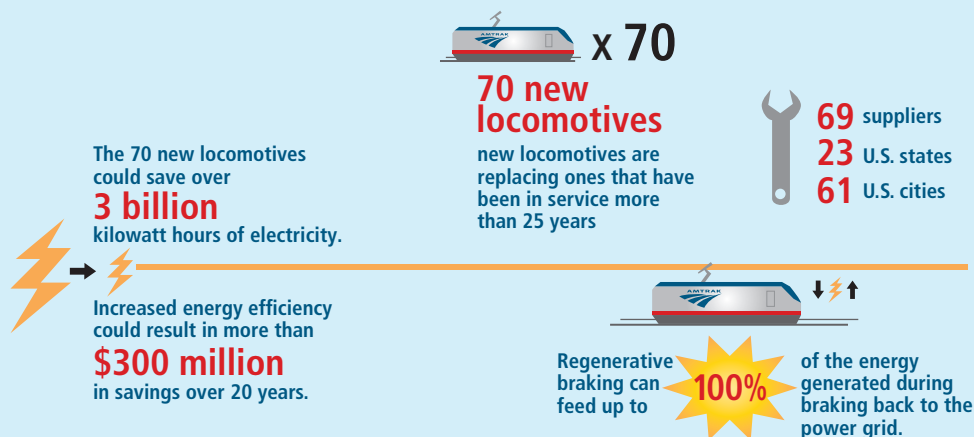
Amtrak energy consumption

Energy consumption type	Total megawatt hours (MWh) 2014	Total MWh 2013
Diesel fuel and heating oil	2,697,890	2,518,633
Electricity	833,481	845,981
Natural gas	136,325	132,602
Gasoline	96,859	90,763
Steam	19,805	21,672
Kerosene	2,708	1,381
Propane	2,703	2,310
Ethanol (E85)	262	229
Biodiesel (B20)	2.88	3.83
Vehicle CNG	0.29	0.76
<b>Total</b>	<b>3,790,036</b>	<b>3,613,576</b>

### NEC FLEET IS ADDING 70 NEW LOCOMOTIVES

A new era of more reliable and energy efficient Amtrak service for NEC passengers is coming to fruition as 70 advanced technology electric locomotives will be coming into service in the coming years. These new locomotives will save us the cost of about 3 billion kilowatt hours (kWh) of electricity and related GHG emissions reductions over the next few decades. They are designed for easier maintenance and will improve energy efficiency by using a regenerative braking system that will feed energy back into the power grid.

Using Siemens' innovative and proven rail technology, the Amtrak Cities Sprinter (ACS-64) locomotives are being assembled exclusively in the U.S. The new locomotives will operate at speeds up to 125 mph on the NEC along the Washington-New York City-Boston route and at speeds up to 110 mph on the *Keystone* Corridor from Philadelphia to Harrisburg, Pa. In addition, all long-distance trains operating on the NEC will be powered by the new locomotives. As of year-end 2014, we had commissioned 25 of these efficient locomotives and expect the remainder to be added to service before year-end 2016.



### "SWITCHING" TO MORE EFFICIENT SWITCH HEATERS

To help prevent issues during cold, snowy and icy weather, we use electric switch heaters on the tracks to prevent switches from freezing. While this helps keep trains running more smoothly, this technology requires a tremendous amount of energy. Replacement of existing round switch heaters with new, more efficient stainless steel flat heaters will save Amtrak approximately \$20 million in materials and labor over a 10-year period due to higher energy efficiency and longer life span of the new heaters. In 2014, we replaced a number of switch heaters along our tracks in Massachusetts, using available rebates from the state to reduce our costs. This upgrade will also increase reliability of switching operations and help improve our on-time performance in winter months.

## Emissions

Amtrak is committed to measuring, monitoring and improving our carbon footprint. We have been calculating and reporting GHG emissions using the rigorous standards of The Climate Registry's General Reporting Protocol (GRP) since 2010. Additionally in 2013, Amtrak began reporting our



GHG emissions and other climate change initiatives and strategy information to CDP, a non profit organization that collects voluntarily report climate change information. Each year, our GHG inventory undergoes a third-party verification process to ensure accuracy. See below for highlights from the emissions data submitted in the company's 2014 CDP response.

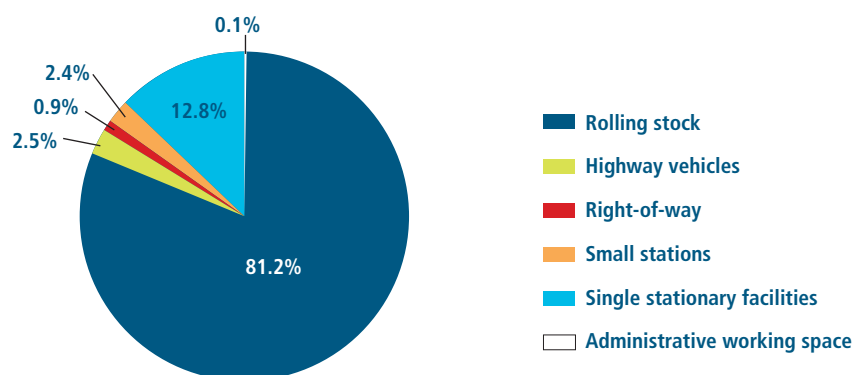
Increased fuel consumption during the winter of 2014 led to an increase in many emissions categories. We will continue focusing on emissions reduction initiatives that should show decreases over time.

#### Amtrak GHG emissions

Emissions source category and Intensity	2014 result	2013 result	Trend
Scope 1 (direct emissions)	776,634 metric tons CO <sub>2</sub> e	725,714 metric tons CO <sub>2</sub> e	+7.0%
Scope 2 (indirect emissions)	368,825 metric tons CO <sub>2</sub> e	373,948 metric tons CO <sub>2</sub> e	-1.4%
Total Scope 1 and 2 emissions	1,145,459 metric tons CO <sub>2</sub> e	1,099,662 metric tons CO <sub>2</sub> e	+4.2%
Scope 3 (other indirect GHG emissions)*	34,504 metric tons CO <sub>2</sub> e	31,526 metric tons CO <sub>2</sub> e	+9.5%
GHG emissions intensity	171.6 metric tons CO <sub>2</sub> e/million passenger miles	161.5 metric tons CO <sub>2</sub> e/million passenger miles	+6.3%
	99.1 metric tons CO <sub>2</sub> e/million seat miles	93.2 metric tons CO <sub>2</sub> e/million seat miles	+6.3%

\* Our quantified Scope 3 emissions for 2013 included only transmission and distribution (T&D) line losses from electricity and natural gas. Our quantified Scope 3 emissions for 2014 included T&D line losses from electricity and natural gas as well as emissions from upstream and downstream leased assets.

#### Amtrak 2014 Scope 1 and 2 GHG emissions by facility group



The operation of rolling stock, including locomotives and passenger cars, is by far the largest contributor to our Scope 1 and 2 emissions (approximately 81 percent). This is why it is imperative that we continue to innovate and find efficiencies in our existing fleet while also introducing new, state-of-the-art technologies wherever practicable.

#### Air emissions

The company's largest source of emissions results from the combustion of diesel fuel in the engines of our locomotives. On the next page, we provide estimates for emissions of criteria pollutants and hydrocarbons from our diesel locomotives. We now utilize ultra-low-sulfur diesel (ULSD) across our entire fleet, which reduces emissions from diesel engines.

### Amtrak air emissions profile

Emissions type	2014 total emissions (metric tons)	2013 total emissions (metric tons)	Trend
PM <sub>10</sub>	445.2	425.5	+4.6%
Hydrocarbons	730.7	700.5	+4.3%
NOx	13,304.3	13,680.1	-2.7%
Carbon monoxide	1,853.1	1,714.5	+8.1%
SO <sub>2</sub>	6.5	33.5	-80.5%

#### SWITCHER LOCOMOTIVE IMPROVEMENTS



Amtrak and Washington, D.C. are receiving the benefits of a Diesel Emissions Reduction Act grant awarded through EPA's National Clean Diesel Funding Assistance Program to replace the existing diesel engines in two switcher locomotives with GenSet engines for operation at Union Station. Switcher locomotives are the workhorses of the rail yard, moving locomotives and cars and assembling trainsets.

Unlike existing switchers that have one large engine that idles continuously when in service, the GenSet has two smaller, independently controlled engines that shut down when not needed.

This engine configuration helps reduce fuel consumption requirements. Compared to the engines in a typical switcher in service, the new GenSet engines will require approximately 50 percent less fuel and produce significantly less pollutant emissions. The improved air quality will benefit 1,400 rail employees, 34 million travelers and residents throughout the D.C. metropolitan region.

Amtrak is working in partnership with the Metropolitan Washington Council of Governments and the Brotherhood of Locomotive Engineers and Trainmen—District of Columbia State Legislative Board. The D.C. Department of the Environment and the NOMA Business Improvement District supported the collaboration as stakeholders concerned with neighborhood development and air quality within the District. The project represents a Labor/Management/Regional collaboration supporting local and regional air quality and environmental sustainability.

### Energy and emissions reduction projects

In order to achieve our energy and environmental goals, cut costs and improve efficiency, we are evaluating and investing in a number of energy and emissions reduction projects. Across our operations, Amtrak conducts periodic energy audits to identify opportunities to enhance efficiency. To encourage employees to participate in identifying efficiency improvements, we host an annual con-

test for specific locations to reduce energy consumption. Our New Orleans maintenance facility won the contest by reducing overall energy and fuel consumption by 30 percent between FY13 and FY14. The facility conducted energy audits at each building site and identified key improvement areas. They increased employee engagement around energy efficiency by sharing information at meetings and making energy consumption data publicly available

*Our New Orleans maintenance facility reduced overall energy and fuel consumption by 30 percent between FY13 and FY14.*

on screens in the facility. The 30 percent reduction in energy usage is equal to 1 million kWh of electricity and \$82,000 saved in annual operating costs.

In addition to its energy achievements, to save fuel the New Orleans maintenance facility found opportunities to disconnect locomotives not in active service and still maintain the temperature needed for operations. The facility also found opportunities to shut down locomotives instead of relying solely on automatic stop/start controls to further reduce fuel usage. All of these initiatives resulted in reducing diesel fuel usage by nearly 5 percent. We continue to share these success stories with all of our sites to find similar efficiencies across our network.

#### INSTALLATION OF NEW LED LIGHTING IN SEATTLE



At the Amtrak Seattle yard, the lights shine a little brighter and the power bill is a lot smaller thanks to energy-efficient strategies created through collaboration between the railroad and Seattle City Light. Last fall, Amtrak retrofitted 508 light fixtures with LED and T8 fluorescent lights, replacing high-intensity discharge lamps and T12 fluorescent fixtures. The new lights are more powerful, increasing line of sight and security. LEDs also last four times longer than the previous lighting and offer efficient dimming capabilities. This project will save 1 million kWh of electricity per year—enough to power more than 100 homes for a year. Timers and light motion detectors, which keep lights off until people are present, were also installed. Lastly, existing compressed air lines were repaired and an energy-reducing air compressor was

purchased. The total cost of the project was \$544,000, and Seattle City Light provided \$312,000 in energy efficiency incentives. This project is a good example of Amtrak employees working to maximize available grant and incentive opportunities to improve operating efficiency and reduce our reliance on government funding.

#### AMTRAK RENSSELAER FACILITY COLLABORATES WITH SIERRA CLUB AND EPA



Amtrak has been partnering with the Sierra Club since 2013 on ways to reduce noise and emissions from locomotives operating at the Amtrak Rensselaer yard and station in New York. In 2014, the Sierra Club offered to fund some equipment necessary to allow locomotive air compressors on our P-32 DM locomotives to operate on ground power as a way to help Amtrak reduce noise and emissions. Once installed, the kits will save approximately three hours of engine idling per locomotive per day. With seven locomotives in total, the Rensselaer Maintenance Facility will avoid the use of more than 150,000 gallons of diesel fuel per year. The emissions savings will come from the reduced combustion of locomotive diesel fuel that would be necessary to power the air compressors.

To demonstrate our ongoing commitment to reducing diesel emissions, we plan to reinvest the money donated by the Sierra Club into additional emissions reductions projects related to Amtrak operations in the Rensselaer area. We will work with the Sierra Club and EPA representatives to identify potential projects for consideration. Amtrak is also moving ahead with a major construction project at the Rensselaer Station that will include the installation of additional ground power for station tracks.



#### **BUILDING AUTOMATION SYSTEM ROLLOUT**

In 2014, we implemented our first building automation system (BAS) at Bear Car Shop in Bear, Del., to facilitate cost-saving utilities monitoring, control and analysis. The BAS design encompasses heating oil, diesel and gas tank monitoring. By metering and monitoring utilities, it provides a true understanding for corporate-wide savings at site locations.

Rollout of the system at Bear occurred in the middle of 2014, and by drastically cutting the amount of heating needed, it saved the facility \$54,000 in only six months. In October, November and December 2014 alone, when compared to the previous year, heating fuel consumption was reduced by approximately 52 percent. In 2015, we are planning a similar rollout of BAS at our Chicago Midway station, and hope to make progress at other locations as well.

#### **WASTE REDUCTION AND RECYCLING**

At Amtrak, we strive not only to reduce waste, but also to recycle wherever possible. We generate both industrial materials and municipal-type wastes. These two very distinct waste streams require different approaches to how we manage and track data.

Amtrak mechanical and engineering maintenance facilities recycle industrial materials generated through train repair and upgrades, track repair and routine maintenance. These materials include steel parts such as wheels and axles, scrap steel, other metals (such as brass and aluminum), used oil and other materials such as polycarbonate windows and mattress foam. The amount of materials generated depends on the volume of maintenance work and capital improvements undertaken in a given year. Amtrak has established vendor contracts for recycling of these materials and tracks the quantities recycled each year. Our goal is to continue to identify recycling opportunities for our unusual industrial waste streams, like carpet and curtains from our refurbished trains. This year, our Environment and Sustainability group worked with the Procurement group to recycle foam seat cushions that could no longer be reused, saving 14,000 cushions from being sent to a landfill, and reducing our expected disposal costs by more than \$4,000.

For municipal-type wastes such as office paper and used beverage containers, our goal in 2014 was to complete the centralization of the majority of waste accounts and to quality-check the data to ensure the accuracy of tracking these wastes going forward. As of the end of 2014, we are approaching a full year of data on all these accounts and for the first time will be able to run company-wide reports on the total waste stream, the total amount recycled and the diversion rate (amount recycled or otherwise diverted from landfill divided by the total amount of materials generated). In addition, moving toward centralization of these waste accounts will allow us to set goals to improve efficiencies in handling these waste streams and to implement new source reduction and recycling initiatives.

#### **ENVIRONMENTAL COMPLIANCE**

Amtrak has a rigorous internal auditing program to monitor environmental compliance. In FY14, 20 environmental audits were performed at Amtrak facilities: the average environmental audit score was 84.1, which exceeded our corporate goal of 83.5. The environmental audit program measures performance against regulatory and management standards, reports findings of

non-conformance, and requires the implementation of corrective action plans (CAP) so that a facility addresses all issues promptly and transparently. The audit program currently includes 32 large and medium facilities that are audited on a biennial basis unless an unsatisfactory score is received, in which case a follow-up audit may be conducted the following year.

Based on a systematic review of the previous year's environmental audit program results, the Environment and Sustainability Group focused attention in 2014 on three main areas: hazardous waste, training and recordkeeping requirements.

The Sustainability-Environmental Conservation Protocol was established in FY13. We evaluate each facility's sustainability initiatives to determine whether or not sustainable practices are implemented and maintained, where practicable. Specifically, facilities are evaluated to determine whether or not they have investigated and implemented practices to promote sustainability initiatives in the areas of waste reduction, air leaks, lighting, idling and others.

Positive findings are also given for areas where facilities are going above and beyond regulation. For example, at our Beech Grove facility in Indiana, positive findings included:

- **Storm water pollution prevention enhancements.** Snow fencing was installed around the exterior of the storm water basin to prevent trash and debris accumulation within the basin. Also, concrete around drains was repaired to maintain their integrity.
- **Energy improvements.** The facility relocated its maintenance department to the training center building to reduce energy consumption. It also continued to install new, improved lighting throughout the facility and energy goals were communicated during monthly employee briefings. The facility also installed new energy efficient air compressors.
- **Enhanced reuse and recycling.** The facility initiated a mattress foam recycling program resulting in more than 45,725 pounds of foam recycled in 2014. The facility also initiated a Lexan window recycling program with approximately 40 tons recycled in 2014.

In addition to the full environmental compliance audits, 45 small facility assessments were performed as part of the Amtrak ESMS in FY14. These assessments cover facilities and operations that present a lower environmental risk than sites included in the audit program. As with environmental audits, these assessments require the responsible Amtrak official for the facility to develop a CAP for any issues identified, and to provide regular reports until all findings are closed.

In 2014, Amtrak received fines for environmental non-compliance at two locations, totaling \$25,000.

## Spills

In 2014, Amtrak recorded a total of 55 environmental incidents involving a spill, including equipment leaks and accidental spills. All spills were cleaned up and remediated by Amtrak employees or an environmental contractor managed by Amtrak, and residual materials were disposed of in accordance with environmental regulations. The Environment and Sustainability Group tracks each spill from initial report to final cleanup, in order to appropriately manage these events and look for opportunities to reduce the risk of spills in the future. Amtrak routinely trains operating employees on proper material handling techniques as well as spill cleanup procedures in order to reduce spill incidents and impacts.



Amtrak front line employees at Union Station in Washington, D.C. This group represents various onboard and station employees.





# Human capital

To maintain and operate the nation's intercity passenger rail network, Amtrak employs more than 20,000 people across the country in a variety of roles. Our employee culture is built upon a shared focus of safety and providing quality customer service. We seek to support and develop leaders throughout the company through a wide variety of training and development programs. In 2014, we reorganized our human capital (HC) function to better support our business. Amtrak reviews our HC vision annually to ensure alignment with our corporate strategy.

In 2014, HC's mission was to:

- Lead the development and delivery of organization structure, talent and lean processes providing a competitive advantage in delivering the business strategy and reinforcing aspects of financial excellence.
- Deliver a pipeline of talent fitting organizational needs with the right values and competencies.
- Serve as a catalyst creating the environment to attract and leverage workforce talent.

HC functions range from leadership development to labor relations to wellness. We are committed to being an equal opportunity employer, and we adhere to all labor and employment laws in the jurisdictions in which we operate.

Amtrak is committed to seeking out, hiring and promoting those people who embody the characteristics necessary for high performance. Individual behaviors that Amtrak values in its employees are:

- **Commitment to safety**—The understanding that the health and personal well-being of oneself, coworkers and customers come before all else.
- **Integrity**—The resolve to do the right thing for Amtrak, for one's colleagues and for one's customers even when no one is looking.
- **Spirit of service**—The best way to lead is to serve. Amtrak seeks out and rewards employees who demonstrate an understanding of our collective responsibility to serve customers, partners, coworkers and other stakeholders.
- **Desire to improve**—We expect our employees to constantly seek ways to improve as professionals and as leaders, and by doing so, improve our ability to achieve our goals.
- **Respect**—The ability and self-control to recognize the value of every individual and treat them with dignity.
- **Entrepreneurial spirit**—A passion for seeking constant improvement and to capitalize on opportunities that help Amtrak achieve its vision and goals.
- **Accountability**—The courage to take ownership of problems, mistakes, successes and failures. The identification of problems is important at Amtrak—and the delivery of solutions is vital to our success.
- **Humility**—Amtrak serves a national need, and our employees must have the humility to understand their role in a mission that is greater than any individual. No one person is more important than another, and no one person can do his or her job without the team around them.
- **Forgiveness**—We believe that good team members must have the ability to forgive each other. Mistakes will happen and unpopular decisions will be made, and we have to have the ability to move forward quickly and collegially.

## WORKFORCE COMPOSITION



*Employees in front of the Veterans Locomotive #42 at the Beech Grove maintenance facility in Indiana.*

We seek to foster a diverse workforce that mirrors the diversity of the passengers we serve. Women represent 23 percent of our workforce, and 42 percent of our workforce are minorities. We have partnerships with a variety of affinity groups such as the Society of Women Engineers in order to help us attract diverse, qualified candidates.

Hiring veterans is another company priority. Veterans bring unique skillsets that help them be successful in their careers at Amtrak. We set a goal for 2015 to hire veterans—25 percent of our new, external hires will be former military members. Currently, Amtrak employs nearly 1,000 veterans.

### Diversity

FY14 employee diversity	Male	Female	Total
Asian	423	147	570
Black or African American	3,753	2,069	5,822
Hispanic/Latino	1,233	461	1,694
Native American	80	34	114
Native Hawaiian or Other Pacific Islander	29	11	40
Non-Hispanic/Latino	32	6	38
Two or more races	150	76	226
Undisclosed/Unknown	23	11	34
White	9,898	1,857	11,755
<b>Total</b>	<b>15,621</b>	<b>4,672</b>	<b>20,293</b>

### Succession planning and talent acquisition

At Amtrak, we have a dedicated workforce with extensive institutional knowledge about our operations. We recognize that many of our employees are nearing retirement age, and we have been focusing on succession planning and talent acquisition in recent years to ensure the sustainability of our operations. We are identifying succession plans for many roles throughout the company, focusing on the most critical roles first. In our hiring processes, we are focusing on hiring those who reflect the values listed on the previous page and working to train and develop them so they are successful in their careers at Amtrak.

## Labor relations

Of our more than 20,000 employees, approximately 17,250 are represented by 12 different labor unions. Employee turnover is very low amongst these employees. The Amtrak Labor Relations team is committed to labor and management collaboration and problem resolution to allow us to continue to meet the operational and business needs of the company. Additionally, the Labor Relations team covers everything from contract negotiations to labor arbitration to training.

## EMPLOYEE TRAINING AND DEVELOPMENT

The HC Training and Development Department supports all technical skills training for employees in customer service, engineering and mechanical departments, as well as provides core training programs that ensure compliance with regulatory training mandates and improve employee performance. Amtrak has training and development staff located in 19 facilities across the U.S. In 2014, we introduced the following new training programs to our employees:

- Designed and developed an enterprise-wide Amtrak Leadership Development Excellence Program for leaders, both agreement and non-agreement employees. We will launch this program in 2015.
- Successfully piloted a variety of professional development programs for individual contributors and leaders in the IT division.
- Launched targeted selection interview training across Amtrak to set standard and consistent practices for hiring managers and interview panelists.
- Continued delivering new hire, regulatory, safety and recertification training to technical craft employees.

## EMPLOYEE WELLNESS

The Amtrak Employee Wellness Program offers confidential onsite biometric screenings and online health assessments, hosting flu shot clinics and offering an incentive program that awards gift cards for staff participation. The Wellness Program continued the “Keep Walking” challenge that distributed pedometers to employees, enabling them to track the number of steps they walk and provided rankings through electronic reporting software. This initiative challenged employees to meet a corporate-wide goal for steps logged and promoted the creation of employee teams that fostered a sense of camaraderie. Additionally, the MoveSmart™ program was renewed in 2014 to help our employees prevent sprains and strains on the job.

Amtrak offers competitive benefits packages to our employees. We focused on improving our Amtrak Total Rewards program in 2014, which offers integrated total rewards including salaries and benefits. This program is competitive with programs offered by many Fortune 500 companies and reflects compensation linked to employee performance and goal achievement.



## COMMUNITY GIVING AND INVOLVEMENT

We travel through many communities throughout the country and aim to work with and support these communities wherever possible. Community involvement is an important part of our employee culture.

### AMTRAK EMPLOYEES CELEBRATE THE HOLIDAY SEASON BY GIVING AND SHARING

Amtrak employees across the nation celebrated the holidays by embracing the holiday spirit of sharing and giving. In some stations and on select train routes, Amtrak employees worked with the U.S. Marine Corps Reserve Toys for Tots Program to collect toys and other gifts for needy children and families in those communities. In December 2014, Amtrak and Maryland Area Regional Commuter (MARC) passengers at Washington Union Station donated toys and cash, collecting more than \$39,000 and 1,200 toys. Meanwhile, Amtrak and Canadian Pacific came together in the spirit of the holiday season to operate the 15th annual Toys for Tots holiday train that made 12 stops through upstate New York distributing more than 1,000 bundles of collected toys. Amtrak employees provided the volunteer crews for the two specially designed trains.



## NATIONAL TRAIN DAY

For the past seven years, Amtrak has hosted a National Train Day to share the benefits of train travel with communities across the country. On May 10th, 2014, the event included 17 Amtrak sponsored events and more than 300 grassroots events in communities in all 50 states and the District of Columbia. This was our largest Train Day to date, with more than 210,000 attendees. Participants were able to tour trains, embark on special Train Day excursions and learn about the benefits passenger rail travel offers to communities. Nearly 550 Amtrak employees volunteered time to support these celebrations.





Maple Leaf travels past Niagara Falls on the Whirlpool Rapids Bridge. Photo courtesy Ed Coutermann.





# GRI index

The indicators below are from the Global Reporting Initiative's (GRI) G4 guidelines. We self-declare this report to be in accordance with G4's core model. Our 11 material issues are mapped against the GRI aspects for specific standard disclosures.

General standard disclosures		Report section or external reference
<b>Strategy and analysis</b>		
G4-1	CEO message	President's letter
<b>Organizational profile</b>		
G4-3	Name of organization	About Amtrak
G4-4	Primary brands, products, services	About Amtrak
G4-5	Location of headquarters	Washington, D.C.
G4-6	Number of countries	About Amtrak
G4-7	Ownership and legal form	About Amtrak; Funding availability
G4-8	Markets served	About Amtrak
G4-9	Scale of organization	About Amtrak
G4-10	Total workforce	Workforce composition; Statistics on contractor workforce are not collected at this time
G4-11	Workforce covered by collective bargaining agreements	Labor relations
G4-12	Organization's supply chain	The Amtrak supply chain procures both goods and services needed for the company's continued operations. A majority of Amtrak spending (approximately \$1.2 billion annually) is on indirect spending, which includes contractor services. The company's annual direct spend (approximately \$300 million) includes items that support ongoing daily operations. Amtrak suppliers are global, although the company meets Buy America standards. The Amtrak Supplier Code of Conduct governs our contracts with our suppliers.
G4-13	Significant changes in organization	No significant changes in 2014
G4-14	Precautionary approach	Risk management and materiality assessment
G4-15	External initiatives	American Public Transportation Association Sustainability Commitment, UIC Sustainability Declaration
G4-16	Memberships in associations	American Association of Railroads, American Public Transportation Association
<b>Identified material aspects and boundaries</b>		
G4-17	Operational structure	About Amtrak
G4-18	Process for defining report content	Risk management and materiality assessment
G4-19	Material aspects	Risk management and materiality assessment
G4-20	Aspect boundaries—within organization	Risk management and materiality assessment
G4-21	Aspect boundaries—outside organization	Risk management and materiality assessment; This report only addresses data and topics from the perspective of Amtrak control.

General standard disclosures		Report section or external reference
G4-22	Restatements of information	No restatements for 2014
G4-23	Significant changes in scope and boundaries	No significant changes in 2014
<b>Stakeholder engagement</b>		
G4-24	Stakeholder groups	Stakeholder engagement
G4-25	Identification of stakeholders	Stakeholder engagement
G4-26	Approaches to engagement	Stakeholder engagement; Amtrak Customer Advisory Committee; Amtrak Rensselaer facility collaborates with Sierra Club and EPA
G4-27	Response to stakeholder concerns	Stakeholder engagement
<b>Report profile</b>		
G4-28	Reporting period	About this report
G4-29	Date of previous report	The Amtrak sustainability journey
G4-30	Reporting cycle	The Amtrak sustainability journey
G4-31	Contact point	About this report
G4-32	GRI index	GRI index
G4-33	External assurance	Amtrak seeks external assurance of the company's Scope 1, 2 and 3 emissions. This assurance statement is available in our CDP response.
<b>Governance</b>		
G4-34	Governance structure	Governance and ethics
<b>Ethics and integrity</b>		
G4-56	Values, principles, standards	Governance and ethics

Specific standard disclosures				
Material aspect	Amtrak material issue	Indicator		Report section or external reference
Economic				
Economic performance	Funding availability; Operational efficiency	G4-DMA*	Economic performance	Operational efficiency
		G4-EC1	Direct economic value	Operational efficiency
		G4-EC2	Climate change financial implications	Infrastructure protection and resiliency planning; CDP response
		G4-EC4	Financial assistance received from government	Funding availability
Indirect economic impacts	Next generation service planning; Infrastructure protection and resiliency planning	G4-DMA	Indirect economic impacts	Economic and social benefits of rail
		G4-EC7	Infrastructure investments	Economic and social benefits of rail; Next generation service planning; Infrastructure protection and resiliency planning
		G4-EC8	Indirect economic impacts	Economic and social benefits of rail
Environmental				
Energy	Energy	G4-DMA	Energy	Energy
		G4-EN3	Energy consumption—within organization	Energy consumption
		G4-EN6	Reduction of energy consumption	Energy and emissions reduction projects; Amtrak stations receiving LEED certification
Emissions	Energy	G4-DMA	Emissions	Emissions
		G4-EN15	Direct GHG emissions	Emissions
		G4-EN16	Indirect GHG emissions	Emissions
		G4-EN17	Other indirect GHG emissions	Emissions
		G4-EN18	GHG emissions intensity	Emissions
		G4-EN19	Reduction of GHG emissions	Energy and emissions reduction projects
		G4-EN21	NOx, SOx and other air emissions	Air emissions
Effluents and waste		G4-DMA	Effluents and waste	Waste reduction and recycling
		G4-EN23	Waste by type and disposal	Waste reduction and recycling
		G4-EN24	Significant spills	Spills
Compliance	Regulatory compliance	G4-DMA	Compliance	Environmental compliance
		G4-EN29	Significant fines and sanctions	Environmental compliance



Specific standard disclosures				
Material aspect	Amtrak material issue	Indicator		Report section or external reference
Labor practices and decent work				
Occupational health and safety	Worker safety	G4-DMA	Occupational health and safety	Employee safety
		G4-LA6	Injury and absenteeism rates <sup>1</sup>	Safety performance
Training and education	Workforce planning, talent acquisition and retention	G4-DMA	Training and education	Employee training and development
		G4-LA9	Average hours of training	Safety training
		G4-LA10	Programs for skills management	Employee training and development
Diversity and equal opportunity		G4-DMA	Diversity and equal opportunity	Workforce composition
		G4-LA12	Employee diversity <sup>2</sup>	Workforce composition
Human rights				
Security practices	Security and emergency preparedness	G4-DMA	Security practices	Security and emergency preparedness
		G4-HR7	Percentage of personnel trained in human rights	Human trafficking
Society				
Compliance	Regulatory compliance	G4-DMA	Compliance	Governance and ethics
		G4-SO8	Significant fines and sanctions	Food and beverage service; Accessibility
Product responsibility				
Customer health and safety	Passenger safety	G4-DMA	Customer health and safety	Passenger safety
		G4-PR1	Percentage of products reviewed <sup>3</sup>	Passenger safety; Infrastructure protection and resiliency planning
Product and service labeling	Customer service	G4-DMA	Product and service labeling	Customer focus
		G4-PR5	Customer satisfaction	Customer satisfaction

#### Omissions

In several cases, Amtrak does not meet every aspect of a GRI indicator requirement; these omissions are explained below.

\*DMA indicates disclosures on management approach.

1. Amtrak cannot currently break out injuries by gender as requested by GRI and reports the safety measures the company manages, but does not have data for all of the indicators requested.
2. At this time, Amtrak does not disclose employee breakdown by job category as requested by GRI.
3. Since Amtrak transports people and not products, the percentage of products reviewed is not applicable. However, Amtrak describes its approach to ensure passenger safety and wellbeing on all trips.



Photo by Steve Ostrowski.



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