

Sam's Update - June 12, 2015

We received good feedback on last week's update concerning contract negotiations. The response was overwhelmingly positive, and I believe flight attendants appreciate the information. You are obviously enthusiastic about a new agreement and want to bring the workgroups together. We share your enthusiasm and are working to make this happen.

There's a lot of work to be done – both now, and in the future. Once AFA and United reach agreement, AFA will begin the ratification process. Company and union representatives across the system will answer questions and help flight attendants understand the tentative agreement's terms. AFA will also present United with a single seniority list. With a ratified agreement and seniority integration complete, United and AFA will then focus on the complex and important task of implementing the contract.

We've been preparing for the integration of flight attendant workforces and systems since the merger: ensuring that everyone has common training records and that the majority of flight attendants are trained on all equipment types; harmonizing our FAA-approved Continuing Qualification program; aligning the Inflight Safety Action Program, United Voices and *Flight Attendant Operations Manual*; harmonizing safety policies and procedures; introducing common uniforms, service procedures, inflight medical emergency forms and MedAire; consolidating the flight attendant service center to expedite administration and non-operational scheduling issues; utilizing flight attendants from each group for recruiting and training; and (beginning this week and continuing through the summer) making Link available to all flight attendants. All of this work positions us to move forward operationally with a joint agreement.

Implementing a joint agreement is a huge, time-consuming and complex project. We have a team in place, and we're making sure AFA is fully embedded right from the start. We've already begun the planning and timeline for combining the workgroups, recognizing we won't know the extent of the changes required until we have a combined contract. The more complex the changes, the more time those changes will take to implement. We'll work closely with AFA and departments within the company, including information technology, financial planning and payroll, human resources and, of course, all of the inflight functions such as staff planning, scheduling, crew communications, policies and procedures, and training. This requires a major investment of time and money, and it's essential that United and AFA work together with open communications and full transparency at every step.

Reaching a joint agreement is important. Implementing that agreement is important. Most important – for the long term interests of flight attendants, AFA and United – is our commitment to developing, nurturing, valuing and preserving relationships of mutual trust and respect with AFA and flight attendants. Working together, we'll continue to build an airline and a culture where we can all be proud and enjoy coming to work.

I'm confident we can make this happen. Thanks again for all you do.

Sam