



UNITED 

Inflight Leadership Update

November 5, 2018

Message from John

United Flight Attendant team,

As I mentioned in my note the week before last, I hope you all had a chance to watch our Earnings Live presentation last month, or catch the recap on [Flying Together](#). I also hope you take pride in your part in driving the great results that Oscar and Scott highlighted. For the first time in many years, we are a growing airline and producing great results – both operationally and financially.

As we've talked about since announcing our growth plan earlier this year, growth only works if we can do it efficiently. You've already seen us make changes to streamline the Polaris service flow and address feedback from our customers that they value rest above all else. For example, we reduced the number of three-tiered carts and folded our Bloody Mary offering into the general beverage service. Those were important steps, but there is more work to do. That's why, starting February 1, 2019, we will begin repacking galleys and our Catering team will plate entrées ahead of time, further speeding up the meal service and eliminating the need for the mid-galley position on certain international widebody flights.

This decision was made after months of effort during which we listened to our customers and analyzed our competitors' staffing levels. For example, we added an incremental position on the 777-300ER, when load factors warrant, matching American. However, on the 787-8 and -9, American operates with one fewer Flight Attendant than United. Similarly, Delta has one fewer Flight Attendant on some of its 777 and 767-400 flights. We'll be matching their staffing level on these aircraft, along with removing one Flight Attendant in the economy cabin on international 757 routes to operate more efficiently and align with our peers.

Based on the conversations I've had with many of you who regularly bid the international premium cabin, I know this is difficult news. However, this is a necessary step for us to stay competitive and continue growing. Ultimately, our Inflight team will be one of the biggest beneficiaries of that growth – in fact, we're in the process of hiring more than 2,000 additional Flight Attendants to meet our needs in 2019.

You can expect to hear more about these changes as we get closer to February 1. Again, thank you for your effort and understanding.

Sincerely,
John

