

Thursday, November 30, 2017



Special Jetwire

A Message from Doug Parker

American's Commitment: Leading on Diversity, Inclusion and Equality

Dear Fellow Team Members,

Earlier today, Kerry Philipovitch, Patrick O'Keeffe and I met with NAACP President Derrick Johnson, Tamika Mallory, co-President of the Women's March, NAACP General Counsel Brad Berry, NAACP Legal Defense Fund Senior Counsel Ajmel Quereshi, President and CEO of the National Coalition on Black Civic Participation and Black Women's Roundtable Melanie Campbell, attorney Royce Russell, and Justice League NYC member Mysonne Linen.

Last month, these civil rights leaders told us that they and others aren't always satisfied with how we serve them. Their perspective, while hard to hear, prompted us to engage in an effort to better understand this view. As we said at the time, we are proud of the diversity and inclusion initiatives already in place at American, but we know we can do even better. So we viewed the feedback as an opportunity. Diversity and inclusion are key principles of what we do at American – we fly over borders and walls and divisiveness to connect people with each other. That is important work in a world that is becoming increasingly divided. We think corporate America can make a difference and we at American want to be leaders in that regard.

That attitude is resulting in some exciting work. Our engagement with NAACP and Tamika Mallory has led to conversations both with external organizations and our own team members that we may not have otherwise had. Our team has embraced the opportunity and we are eager to become global leaders in diversity and inclusion – and we are energized by the actions we plan to take as a result.

Today, we discussed four specific actions American Airlines is taking to make our airline a more diverse and inclusive company. We will:

1. **Conduct a diversity and inclusion gap analysis**, led by an independent firm that will review our diversity and inclusion practices, including hiring, promotion, training, customer and team member experience, and make recommendations where gaps exist compared to industry best practices. With that knowledge in hand, we will develop an action plan to become world class in all areas.
2. **Implement company-wide implicit bias training** to examine ways to recognize – and begin to correct – implicit bias. This training will start with our leadership team, and include each of our 120,000 team members.
3. **Overhaul our customer discrimination claims process** and create a new customer resolution team

that will specialize in managing discrimination complaints to improve response, visibility and coordination across the company.

4. **Sharpen our focus on team member concerns** by increasing awareness of work environment policies and the process to report concerns, and improve our internal oversight and resolution of team member discrimination claims.

I am personally grateful for the thoughtful input we have received thus far, especially from Tamika Mallory, Derrick Johnson, American's internal African American Diversity Network and other American team members who have volunteered to help. We will continue to meet as our work progresses.

American Airlines can set a new standard in corporate diversity and inclusion, and we are humbled by the opportunity before us to do so. We couldn't be more proud of the 120,000 team members who will embark upon this journey with us, and we thank you for all you do to serve our customers safely, professionally and inclusively every day.

A handwritten signature in black ink, appearing to read "Don".