



Regarding the Treatment of Three Female Passengers

March 28, 2017

We at United are upset to hear of yesterday's events regarding the three female passengers who were blocked entry to a United flight due to a dress code policy. This is unacceptable and we want to sincerely apologize and recognize the effects our policy had on everyone involved. We understand that by enforcing this policy, we have failed not only these passengers, but women everywhere. As a company dedicated to serving our customers and making sure everyone feels as safe and welcome on our flights as possible, we deeply regret the way we have treated these passengers. The policy, which was never intended to repress or restrict our passengers in any way, has done just that. Therefore, we have taken immediate action in making reparations to all those involved and ensuring that this never happens again.

The dress code was instated for those passengers flying as a part of our standby program offered to employees. We believed that as a part of the United community, those flying in this program are representing the United brand and should be held to a standard fitting the company. However, we now realize how targeted it is toward women and anyone choosing to wear leggings, which is unacceptable. Our passengers should feel welcome to dress to their comfort, especially in a travel setting. The sexist undertones to this policy encourage the sexualization of our female passengers by deeming spandex leggings as inappropriate attire. We are ashamed that our policy has participated in the ongoing restriction of women, and we have taken steps to change that.

Each passenger affected has received monetary compensation for the flight and any other inconveniences that may have followed the event, as well as a \$300 credit for future flights. Though we know this cannot repair the emotional damage these women endured, we hope that by moving forward with our policies we can prevent anyone from feeling that way again.

We have also taken immediate action to change our dress code policy to include clothing of comfort, and have begun a formal audit of all our policies and how our company communicates as a whole to make sure that we live up to the standard United has set for itself as an inclusive and equitable company.

United would like to apologize again and thank everyone involved for their patience and understanding.



March 28, 2017

Dear _____,

We at United are deeply disappointed to hear about yesterday's events. The way you were treated by not only our United employees but by the policies themselves was unjust and we recognize the financial and emotional burdens the experience must have put on you and your family. We would like to extend our deepest and most sincere apologies to you. United believes in making the entire flight experience feel as safe and welcoming as possible, and we failed to deliver on that promise to you.

We hope you will accept along with our apologies full compensation for your ticket as well as any other travel or boarding expenses that you accrued because of your experience. We also would like to offer you a \$300 credit toward any future flight. You will be receiving another email shortly with details on how to redeem those credits.

In addition, we want you to know that our efforts at reparation will not stop there. We intend to run a complete, comprehensive audit not only of all our policies to ensure they are all written to in alignment with our company values, but also of our company's communication structure. We want to provide all our employees with the tools necessary to give every passenger the experience they deserve. The dress code policy has already been changed.

This experience has been the wake-up call our company needed to re-evaluate if and how our policies reflect our values. You did not deserve to be a part of that, but we hope we can use this experience to move forward and hold ourselves to a higher standard. We are proud of our airline and hope you and all of our customers will be able to say so as well.

With our continued apologies and gratitude,

A handwritten signature in black ink that reads "OSCAR".

Oscar Munoz
CEO
United Airlines