

## **Press Conference: Monday, April 10th 2017 at 12:00 CST**

Tentative Schedule of press conference:

**PR:** Background, situation, introducing Chicago aviation rep and CEO speakers

**Chicago Aviation:** Protocol, what they did during this situation

**CEO:** Apology & statement

### Talking Points

- The Chicago Aviation security company was contracted through the airport and therefore we are not inherently responsible for their actions
- There was certainly a better way to handle the situation on both ends, however since our party was responsible for the inconvenience, we accept the full bearing of the blame
- We will instigate further training to ALL United employees in order to ensure their de-escalation skills are adequate for every situation
- We will instigate a policy where we have designated seats for potential last-minute boardings, in order to accommodate future, unseen inconveniences
- Customers should never be the victims of poor planning on our company's fault, so a "free flights for life" pass will be offered to this gentleman, should he accept it
- Possibly cease business connections with the Chicago Aviation Security company in order to ensure consumers know we do not condone the behavior of those security officials
- Launch a more expansive, free snack and drink offering for all customers in order to build goodwill with consumers and instigate a customer-first approach to business

((Add anything you want, edit and ask questions if you need to))

### **Script:**

**PR:** Thank you all for coming. Today we will hear from Savannah Hibbs, a representative from the Chicago Aviation Security company, to discuss their role in the removal of Dr. David Dao Duy Anh from flight 3411, and the CEO of United Airlines, Ellie Posey, who will be speaking on behalf of United Airlines. Please hold your questions until the end. On April 9, 2017, United Airlines forcibly removed Dr David Dao Duy Anh from flight 3411 to Louisville International Airport. United Airlines representatives asked passengers to leave the flight so their seats could be given to United Airlines employees that needed to travel to Louisville as well. After Dr. Anh refused to give up his seat, United Airlines employees contacted the Chicago Aviation Security company to remove him using allotted necessary force. Savannah Hibbs will now discuss the Chicago Aviation Security company's role in the event, and the steps taken to remove Dr. Anh from the flight.

**Chicago Aviation Rep:** On the date of April 9, 2017 The Chicago Aviation Security was contacted by United Airlines to intervene in a hostile situation. On flight 3411 Dr. Anh was reluctant to move from his seat and when asked to leave, he became upset. Due to the nature of his behavior, our security had to use force to remove him. Chicago Aviation was not called upon until the passenger became disruptive and would not comply. Unfortunately, our officers actions led to the passenger sustaining injuries. This matter will be discussed between Chicago Aviation and United Airlines to navigate the next steps and best plan moving forward. We are here to ensure safety and protection for the passengers and that was not reflected in the actions taken by the officers that day.

**CEO:** As CEO of United Airlines, I would first like to give an initial apology to Dr. David Dao. Not only to him but also to his family and the fellow passengers on the flight that day. What happened on flight 3411 was something that cannot be undone but can be improved. It is our job to keep our staff and our passengers safe. This should be regulated through proper procedures that combine the right training and scheduling. Actions were taken that day that do not reflect the true nature of our company. When situations like this arise, it becomes our duty to look at the incident and assess what went wrong. It is now our mission to create an environment that is professional, fair, and safe.

**Speaker Bios:**

United Airline Public Relations

**Lauren Wayles, Senior Vice President of Corporate Communications**

Lauren Wayles is the senior vice president of Corporate Communications at United. She is responsible for developing the company's global communications strategy, leading a world-class team to execute it, working closely with the company's leadership to shape the airline's public image, and serving as the company's chief spokesman.

Wayles brings the airline 25 years of public relations and employee engagement experience from several of the world's most admired and innovative companies, including Starbucks, US Airways and Nissan. During these 25 years, Lauren has held several senior leadership positions within the airline's internal, external and crisis communications functions. Lauren was most recently vice president Global Corporate Communications at Starbucks Coffee Company, Fortune's 5th Most Admired Company, where she has led the company's reputation-elevating corporate news agenda and brand protection capability since 2011. In addition to her work in front of the cameras, Lauren played a leading role behind the scenes to develop and implement an innovative communications strategy that was paired with a fully integrated digital media presence to drive the Administration's agenda.

Wayles earned a Bachelor of Science in Public Relations from Syracuse University and a Master of Business Administration from the University of Southern California. She has also served as a long-time board member of The LAGRANT Foundation, which is devoted to

achieving greater diversity in the marketing and communications fields. She is married and has a daughter.

Chicago Aviation Rep

**Henry Suman, Chicago Executive Airport**

Henry Suman is the Executive Director of Chicago Executive Airport in the northwest Chicago suburb of Wheeling, IL. He started there as the Assistant Airport Manager in 2004. Previous to Chicago Executive, he was the Airport Manager of Michigan City Municipal Airport in Michigan City, Indiana. He is a Certified Member (CM) of the American Association of Airport Executive (AAAE). Henry also serves in the Indiana Air National Guard as the Director of Military Equal Opportunity. He has been a member of the National Guard for 23 years, starting in 1995 as an F-16 Crew Chief. Henry is a graduate of Indiana State University where he obtained a Bachelor's Degree in Aviation Administration.

CEO of United Airlines

**Eleanor Posey**

Eleanor Posey is the Chief Executive Officer of United Airlines Holdings Inc. Her responsibilities as CEO include operations, marketing, sales, alliances, network planning and revenue management. Before her time with United, Posey was president of American Airlines from 2013-2016 and president of US airways from 2006-2013. She has played many leadership roles in the airline industry for the past three decades. Posey's career began at the technology sector of the Pentagon.

Ms. Posey attended the U.S. Air Force Academy where she earned a bachelor's degree in computer science and operations research. She also has a Master of Science in operations research from George Washington University. Eleanor Posey is married to Steven Posey and has seven children.

**CEO Statement-** Taylor Doyle, Natalie Lieber, Ellie Posey

This is an upsetting event to all of us here at United Airlines. First and foremost, I want to personally apologize to Dr. David Dao Duy Anh for the way the situation was handled. This horrific situation has provided a crucial learning experience from which we will take immediate, concrete action. We have committed to our customers and our employees that we are going to fix what's broken so this never happens again.

# UNITED



## Media Release

### For Immediate Release

**Contact:** Media Relations

(<http://newsroom.united.com/>)

(872) 825-8640

## United to Hold Press Conference for United Express Flight 3411 Incident

CHICAGO (April 9, 2017)— United Airlines will be holding a press conference to discuss the events that transpired on Flight 3411 on April 10, 2017, at noon CDT/ 1 p.m. EDT at United Headquarters.

The United Airlines Express Flight 3411 incident occurred at Chicago O’Hare International Airport, on April 9, 2017, when Dr. David Dao Duy Anh, a Vietnamese-American passenger, was injured while being forcibly removed from a fully boarded, sold out flight to Louisville International Airport in Louisville, Kentucky.

Dr. Dao was one of four randomly selected passengers removed from the flight after the airline made several attempts to incentivize passengers to volunteer to rebook their flights. Chicago Air Security was called in response to Dao refusing to leave the aircraft.

United CEO, Eleanor Posey, said, “This is an upsetting event to all of us here at United Airlines. We have committed to our customers and our employees that we are going to fix what’s broken so this never happens again.”

The press conference will be held at United Headquarters in Chicago Illinois. To join or watch the press conference, visit the following zoom link:

<https://uark.zoom.us/meeting/register/tZ0pcOmorDMuHdw6yj4YQRFeGcTrdQHJfpX4>

*United's shared purpose is "Connecting People. Uniting the World." For more information, visit [united.com](http://united.com), follow @United on Twitter and Instagram or connect on Facebook. The common stock of United's parent, United Airlines Holdings, Inc., is traded on the Nasdaq under the symbol "UAL".*

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**HR email- Natalie Fitts and Kacey Halbert**

United Airlines Crisis Response

HR Department Internal Email

April 10, 2017:

**UNITED**



Dear United Airlines Employee,

On Sunday, April 9, an unfortunate incident occurred involving a passenger on one of our flight's pre-take-off. In light of this event, United feels that United Airlines employees and representatives of our company must hear the facts of this event from our HR Department, along with receive instructions on how to engage with the public in light of this event.

After fully boarding the plane, the gate employees for United Flight 3411 were informed that four United personnel were required to board the flight. United proceeded to ask members of Flight 3411 to volunteer to give up their seats. When the protocol for overbooking was unsuccessful, the crew had to resort to picking random passengers, at approximately 7 p.m. crewmembers of United Flight 3411 asked a passenger by the name of Dr. David Dao to leave the aircraft. After said passenger refused to leave multiple times and grew disruptive and belligerent, crew members decided to enlist the help of the local security contractor, Chicago Aviation Security. Upon their arrival, the passenger refused to comply and security was forced to resort to physically removing the passenger. Because of his resistance, the altercation between the passenger and security personnel resulted in the passenger sustaining physical injury. After escaping security and attempting to re-board the plane once more, the passenger was finally removed and the flight was eventually able to depart.

It is crucial that United Airlines employees approach this situation in a unified and professional manner. An internal investigation is underway and any updates will be communicated to United employees directly. A press conference will be held today, April 10, 2017, at noon, to disclose the details of the event.

In regards to interacting with the public concerning this incident, United Airlines asks that employees refrain from speaking to the media and refer any press to John Smith in the PR department until further notice. United Airlines also asks that employees avoid posting information or commentary on social media.

United Airlines thanks you for your dedication to serving our customers. If you have any further questions please contact Kacey Halbert, HR Director, at [kaceyunited@gmail.com](mailto:kaceyunited@gmail.com) or Natalie Fitts, HR Assistant, at [natalieunited@gmail.com](mailto:natalieunited@gmail.com).

Sincerely,

Kacey Halbert  
HR Director

Natalie Fitts  
HR Assistant

## Possible Reporter Questions:

- Were the members of the Chicago Aviation Security given the full background and details of the situation that was happening on the plane, prior to them having to use force to get this man off the plane? **Alyssa Friedberg**
- Do you believe that Dr. Dao was at fault in any way in this situation? **Alyssa Friedberg**
- How does the airline plan to fix this situation? **Mary Kate Sunderman**
- Will the passenger be compensated for his troubles? If so, how? **Mary Kate Sunderman**
- Having knowledge of the flight being overbooked why were precautions not taken prior to everyone boarding the plane to fix United's problem that they created themselves?
- What concrete steps are being taken to make sure that this is taken care of differently in the future? **Lauren Wayles**
- Was there any additional internal training given to those who dragged Dr. Dao out of the plane? **Lauren Wayles**
- Is this behavior on protocol for the security company, or was this behavior out of the ordinary for those employed by Chicago Aviation Security? **Lauren Wayles**
- Since this is obviously a situation where your current procedure went wrong do you have a plan to change it in the future? Or are you willing to change it? **Kayla Ramsay**
- Was there any other possible way your employees could have got to their next flight without dragging a paying customer away? **Kayla Ramsay**
- Was there action taken against the Chicago Aviation Security personnel that removed Dr. David Dao Duy Anh from the plane? **Elizabeth Avery Barzizza**
  - **We had internal conversations with the agents that were present and took the necessary steps for improved training or removal from the agency after those conversations were had if we felt that was necessary.**
- Has Dr. David Dao Duy Anh made any statements regarding this incident? **Elizabeth Avery Barzizza**
  - **Dr. David Dao Duy Anh has not made any official statements regarding this incident. We have reached out to his lawyer for official comments and statements and we have not yet received a response.**
- How often do flights end up being overbooked? If this is common, why are there not more securities in place to prevent this? **Taylor Doyle**
  - **This is not a common occurrence. We try our best here at United Airlines to give our customers the best experience possible. After this incident, we will improve, enhance, and review our policies, securities and practices to ensure overbooking does not become a common issue at United.**
- How will you better incentivize customers to give up their seats in the future to avoid something like this happening again? **Taylor Doyle**
- Is it common practice to remove paying customers from their seats onboard the aircraft with airline employees? **Natalie Lieber**
  - **It is not a common practice as this is one of the few incidents we have had regarding this matter. We try our best to avoid situations where an incident like this may occur and give our customers the best experience possible.**

- What are your plans for avoiding overbooked flights like this one in the future? **Kailey Hula**
- What exactly is the protocol for enlisting the help of security? **Kacey Halbert**
- Which do you consider to be higher priority, employees or customers? **Kacey Halbert**
- Have you taken action to reprimand the employees directly involved in the incident? If not, what are your plans for addressing the situation with them? **Kailey Hula**
- Were the observing passengers compensated for their hardship? **Natalie Fitts**
  - **United has apologized for any hardships that the passengers experienced.**
- How did United and Chicago Aviation Security lose Dr. David Dao Duy Auh, allowing him to reboard the flight? **Natalie Fitts**
  - **The situation with Dr. David Dao Duy Auh was very disorderly, which allowed him to escape our custody.**