



## To: American Airlines CEO Robert Isom

## From: The 14,000 Pilots of American Airlines

Dear Mr. Isom,

As you begin your new role as American Airlines' CEO, we have a few questions for you:

- American Airlines' operational performance has been consistently poor for years, plagued by delays, cancellations, and lost baggage. You have been the airline's president since 2016, giving you a significant voice in decision-making. **What do you now plan to do differently to remedy this chronic underperformance?**
- Inclement weather disrupts every airline's flight schedule, but it invariably takes longer for American Airlines to recover. **Why is that?**
- American Airlines and its competitors all need to hire thousands of pilots in the coming years. Unfortunately, many aspects of our pilots' current contract – including total compensation, disability benefits, and scheduling provisions – are inferior to what pilots at some carriers enjoy. We think these disparities put American Airlines at a disadvantage in the competition for the next generation of aviators. **Do you agree?**
- As pilots, we're committed to spending the balance of our careers at American Airlines, and we believe a major course correction is required for the airline to succeed long term. **Will you partner with us to make American Airlines the airline of choice for passengers, investors, and new-hire pilots?**



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