



Association of Professional Flight Attendants

*Proudly Representing the **Flight Attendants** of American Airlines*

Office of the President

April 1, 2008

Dear Fellow Flight Attendant:

I am writing you today to ask for your participation in a membership action that your newly elected APFA Leadership is initiating. Over the course of the last three years, AA senior management has enriched themselves with executive bonuses far exceeding anything imagined by our Flight Attendants, while we continue to suffer from the sacrifices we've made since 2003 and continue to make every single day. This is simply unacceptable.

I have sent a letter to Gerard Arpey and his four top executives today, my first day in office, challenging them to keep the promises they made to us in 2003 during the Restructuring Participation Agreement. As you know, AA's senior management team made a promise to us in March of 2003, during the Restructuring Participation Agreement, to share in the rewards when we returned to profitability. At that time, AA Senior Vice President of Human Resources forwarded a letter to all AA employees stating that the restructuring of wages, benefits, and work rules would be "a time for shared sacrifice(s), and management will continue to do its part." In September of 2003, **Gerard Arpey wrote, "My strongest hope and expectation is that everyone will share in the rewards that our ongoing efforts will produce in the future." The future is now.**

In my letter, I urge AA's top five management leaders to forgo their bonuses until the membership of APFA, APA and TWU have ratified new collective bargaining agreements. At that time and only at that time will management's promise of shared success be realized. These bonuses would pay out on April 16, 2008, and so I have asked these executives to notify me of their decision by April 15, 2008. In addition to Mr. Arpey, these executive officers are: Daniel Garton, Executive Vice President – Marketing of American and Executive Vice President of AMR; Thomas Horton, Executive Vice President of Finance and Planning and Chief Financial Officer of AMR and American; Robert Reding, Executive Vice President – Operations for American and Executive Vice President of AMR; and Gary Kennedy, Senior Vice President and General Counsel of AMR and American. **Should they refuse to decline**

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their bonus, I have asked them to resign their positions with AMR Corp and American Airlines. I do not believe the trust you placed in them in 2003 can be restored if, yet again, they accept their bonuses.

Your APFA Leadership, and your Negotiating Team, would like you to join us in our challenge to them by wearing the hangtag enclosed in this letter with the words "DECLINE" under your AA ID badge beginning today. If they refuse, we would like you to turn it around, asking them, as your APFA Leadership has done, to "RESIGN."

Your Negotiating Team has been and will continue to be preparing for our openers beginning the bargaining process. We will be asking management to restore, with interest, all that we gave. It is imperative we send the message that we have sacrificed enough. Now is our time and our turn to restore our lost wages and benefits, as management has already restored theirs. This membership action is only our first step; it is their "Career Decision Day" - DECLINE or RESIGN!

In Unity,

A handwritten signature in cursive script that reads "Laura R. Glading". The signature is written in black ink and is positioned above the typed name and title.

Laura Glading
APFA President