



September 30, 2009

Dear Fellow Employee,

We'd like to thank everyone who did something different this summer in the name of safety. You may have taken action to correct an unsafe situation, done something to keep yourself safe, or even reported an unsafe condition that avoided an incident.

Back in June, we talked about the "summer spike" - a predictable and notable rise in the number of injuries during June, July and August. We challenged you to help reverse the trend by putting an added focus on safety. Stations reinforced standard operating procedures (SOP) and started other programs to raise safety awareness, for example:

- ORD IAM safety representatives started a safety advocate program enlisting a number of frontline employees to become safety advocates in their work areas.
- IAD ramp employees participated in safety stand-down meetings where they discussed and implemented best practices for aircraft receipt/dispatch and safe driving.
- DEN employees participated in "B-safe Bingo" in which they completed activities on a safety related Bingo card and were awarded prizes that accumulated for each injury-free day.

After reviewing Airport Operation's summer safety data, we're proud to report that you were up to the challenge, despite the heavy loads. We fell short of the division's goal, but were better than last year, effectively reducing the summer spike which had become a long-term, recurring trend.

In the end, statistics don't tell the human side of the story. Each reported injury represents a person who left work in worse shape than when they arrived, and that's just not acceptable. We want everyone to return home after their shift in the same shape as when they arrived. The only truly acceptable number of injuries is zero.

We now challenge you to continue to foster and grow a sustainable safety culture - a culture where we question each other and correct unsafe situations immediately. A culture where we are bothered by complacency and we feel naturally compelled to act because it's the right thing to do. These are attributes of a true safety leader.

Everyone can make a difference by rectifying unsafe situations. If there are safety issues that are systemic or more difficult to fix on your own, we urge you talk to you supervisor or use our Station Operations Safety Action Program (SOSAP). SOSAP allows you to report observed safety concerns discreetly and directly to Corporate Safety who will work with Airport Operations, IAM and FAA representatives to investigate and identify issues with tools, equipment, processes or training.

So far this year 1,542 SOSAP reports have been submitted - 23 percent of the company total. The pace of reports has increased since reporting became remotely accessible though SkyNet.

With the summer behind us, it's now time to look forward. Historical data tells us that injuries will spike again as we move closer to the holidays and each of those "statistics" will represent a person injured on our collective watch. We owe it to ourselves, our families, colleagues and customers to ensure we stay healthy and diligent about safety as we wrap up the year.

Thank you for your continued contribution to a safe operation.

Handwritten signature of Scott Dolan in black ink.

Scott Dolan  
SVP – Airport Operations, Cargo and UAX

Handwritten signature of Richard Delaney in black ink.

Richard Delaney  
President - IAMAW 141