

IE Update Script – Season II, Episode 7 December 2022

Hello everyone, and thanks for tuning in to our final edition of Inflight Experience Update for 2022. I hope everyone had a nice Thanksgiving holiday, and I sincerely appreciate everyone's efforts getting our customers to their destinations during what has been a very busy holiday travel season. It was great to see many of our crewmembers on Thanksgiving Day as I had the pleasure of joining our Orlando Inflight leadership team at the airport during the early morning hours.

I know that many of you have had questions about our recent focus on consistently collecting fees for carry-on baggage and personal items, so I've asked our Vice President of Airport Sales and Operations, Randy Ruggieri to join us for this month's update. Randy will share a bit more information about how our Customer Service team is managing this renewed focus and ensuring our Customer Service team members are set up for success to handle what can be a challenging discussion with some customers.

Before I turn things over to Randy, I'd like to share a couple of updates as we wind down what has been an amazing year for Frontier and Team Inflight.

First, I'd like to thank everyone who took the time to complete our 2022 Employee Engagement Survey. Over 600 crewmembers completed this year's survey, and I sincerely appreciate the candid feedback provided, as it will guide the Inflight leadership team's focus on the year ahead. During our Fall Inflight Planning Session, which took place on November 29th, we met with members of the Human Resources team to review the engagement survey feedback and began mapping out our 2023 business plan and initiatives, focusing on those specific themes and areas of opportunity identified in the survey. Those themes include a more consistent focus on recognition and valuing the contributions our flight attendants make to Frontier, seeking input from flight attendants and providing opportunities to be involved in procedural or product changes that are being considered, finding better ways to communicate and explaining the "why" behind decisions that are made.

We also heard you clearly about needing the necessary tools to successfully do your jobs. I fully recognize that we've had challenges with catering throughout much of 2022 and we will continue working closely with the leadership team at Retail inMotion to gain a more consistent catering operation and onboard retail experience moving forward. You also shared concerns about the support provided by our Crew Scheduling colleagues and your frustrations with long hold times and the overall scheduling experience. We will share all this feedback with the Crew Scheduling leadership team and partner with them to formulate an action plan to address your concerns.

One last area of concern that was identified involves the cleanliness of our airplanes, and specifically, the inconsistencies in cleaning that takes place in various stations. We will also work with the Airport Sales and Operations team to discuss these concerns and seek ways to improve the cleaning process during overnights and in our outstations.

Again, a big thanks to those who completed the Engagement Survey. I'll share more details in the New Year as to specific actions and initiatives we will include in our 2023 Inflight Experience business plan, aimed at addressing your concerns and ensuring you have what you need to deliver an exceptional experience for our customers.

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For those that attended one of our Inflight Experience base roadshow events, you'll recall that I shared an update on how Team Inflight is performing with respect to our 2022 goals and initiatives. While we are right on track and, in many cases performing above goal in nearly all of our performance areas, we still continue to struggle a bit with our Inflight rate of absenteeism. In fact, over the summer months and until just a few weeks ago, we experienced weekend absence spikes of up to 36% in some crew base locations. That percentage represents over one out of three flight attendants not coming to work as scheduled – and as you can imagine, when this happens, it places a tremendous strain on the operation and on those crewmembers who are working during the weekend periods.

These weekend spikes also require a significant number of reserves to be assigned to cover the open flying. I hope you appreciate that we have to find a way to reduce these weekend absence spikes and return to the level we were at pre-COVID, where we outperformed other US airlines with one of the lowest Inflight absence rates. Our customers and fellow crewmembers are counting on us to do so.

Over the past few months, we've spoken with many of you, AFA's leadership team, and Inflight Leaders to gather feedback and suggestions on how we can return to a more manageable absence rate moving forward. During our discussions, we've identified new, more meaningful incentives to reward those crewmembers who achieve perfect attendance, or who remain in a "self-managed" and acceptable level within the Inflight Dependability Program.

Beginning this month, we're reworking how you will view your dependability points by introducing three color-coded dependability levels – green, yellow and red. Recognizing that sick leave is a benefit for us all and that 85% of our workforce is currently at a self-managed, or green level of dependability, we will assign a "green" level color to anyone who has zero to three points. For a point value of 3.5 to 6.0, a yellow designator will be assigned, and 6.5 to 8 points will be viewed as a red level. The new color-coded dependability levels are meant to provide a snapshot of where a crewmember stands at any given time within the Dependability Program.

We've also heard from many crewmembers that having the ability to request personal off days throughout the year is important to your quality of work life. I am happy to share that work is underway to introduce such a program in the year ahead. For the many flight attendants who consistently achieve perfect attendance each year, we are working on a process where you can earn up to two personal off days to be used together or separately within a year of earning them. This is going to require some additional programming, and work is underway to introduce this incentive as soon as possible in the new year. We are also working out a process and programming to provide positive-space travel during busy operational times throughout the year for our commuting population, who maintain a green dependability level. For flight attendants who reside locally at your base, do not commute, and maintain a green dependability level, we're exploring offering positive-space travel for a friend, family member, or loved one to join you on a couple of trips a year, including holiday periods.

Over the past few weeks, we've seen a notable improvement in the overall rate of absenteeism. With this improvement, the Crew Resources team has been able to reduce overall line averages, reduce the

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number of reserves in some crew bases and open the trade/drop/pick-up grid a bit more throughout the month.

Please be on the lookout for a separate communication posted in DocuNet that will provide more details about the recent and future updates to the Inflight Dependability Program. I am hopeful that by coming together and focusing on this important goal, we will quickly return to a more manageable dependability level, and in doing so, we'll see decreases in the number of reserves, more line holders, a greener grid for dropping, trading and picking up trips and less strain on our weekend travel periods and those who are out there supporting the operation.

Thanks to everyone for doing your part. I fully recognize this is not a popular topic to discuss, but I know we can get back to where we once were, and you have my commitment that we will continue to look for more meaningful ways to recognize everyone who is out there reliably getting our customers to their destinations.

And now, I am happy to turn things over to Randy.

Randy:

Thanks, Stephen. I appreciate the opportunity to share a little more insight into our carry-on baggage and personal item program. I recognize that many of you have had to de-escalate situations onboard from customers who were just not happy about paying a baggage fee before boarding the aircraft, and I sincerely appreciate your continued professionalism in handling these situations.

First, it's important to understand that the renewed focus on collecting baggage fees is about *equity*. The fact is... most of our customers do exactly what we've asked of them by paying baggage fees in advance of their flight or bringing a compliant personal item that meets our published sizing guidelines. I'm sure you'll agree that it's unfair to those customers that comply for us to allow a small number of people onto every flight who have not.

Secondly, know that our customers understand the rules we have in place. There are several notifications throughout the booking and check-in processes online and when using the Frontier app, yet, even so, some customers choose to forego paying the fees in hopes of boarding the flight without doing so. Again, collecting these fees is truly about equity and doing the right thing for ***all*** of our customers.

Lastly, I know you can appreciate that our airport agents have a tough job. It isn't easy to get between a customer and their wallet, especially before boarding a flight. We ask our team members to accomplish a tough task, and while rude or aggressive behavior isn't tolerated, our agents *are* human, and they do their best in what often is a very problematic situation. We continue to provide support and training for our airport team members to help them better handle these situations as they arise.

I would ask one thing from our colleagues in Inflight.. while we recognize that you can be put in a difficult position having to fly with frustrated customers for long periods, we ***must*** present a united front. If a bag doesn't fit in the sizer or if the items a customer carries are too numerous for our regulated carry-on baggage program, we must charge to ensure equity and consistency across the network. Questioning an agent's decision or action after the fact only serves to confuse and further frustrate our customers. As a reminder, "under the seat" is not the size standard! Even if a personal item fits under the seat, it may be assessed a fee as the sizer box is the only size standard for a personal item.

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In closing, I want to assure you that Airport Sales and Operations is your friend. Our team has a tremendous amount of respect for you and your colleagues, and we thank you for what you do every day. Let's continue to work together to make Frontier the premier ULCC in the sky. Thanks so much for allowing me an opportunity to visit with you today and share more insight into this program.

Wishing you and yours a wonderful holiday season.

Stephen:

Thanks for being with us today, Randy, and for sharing your insights about the personal item and carry-on baggage program. We understand the importance of this initiative and appreciate you and your team's support of Team Inflight.

One more bit of great news, I want to share is that we have received formal approval from our Principal Operating Inspector at the FAA to officially transition to the eFAM effective December 15th! Please be on the lookout for a Must Read communication with details and a transition timeline and until the effective transition date, please continue carrying your paper FAM, along with your FlyTab and eFAM. A huge thanks to our amazing team of Inflight Support Coaches, Inflight Instructors, Inflight Operational Support team members, and Inflight leaders for supporting this effort and spending countless hours coaching and guiding us all through the validation period. And an even bigger congratulations to all of our flight attendants for making this happen! I am so proud of team Inflight, as this is an amazing accomplishment that has been years in the making!

Well, that wraps it up for this month's update and our final update for 2022. On behalf of the entire Inflight leadership team, we wish you and your family a beautiful holiday season filled with joy, kindness, and love. We'll be back in the new year with our next edition of Inflight Experience Update.

Until then, please continue to take good care of yourselves, our customers, and each other, and as always, many thanks for continuing to deliver Low Fares, Done Right.