

January 15, 2024

Inflight Experience Update

As we embark on this new year together, I want to acknowledge the upcoming significant change in our operational model which will help us shape the way we work and fly.

As communicated by our CEO Barry Biffle, our airline will transition this spring to an out-and-back model, where 85% of our flights will become single duty periods. This change will strengthen our position as a market leader, by maintaining a laser focus on our costs and deliver a dependable operation for our customers and employees.

This proven business model, adopted by most LCC/ULCCs around the world as well as some of our competitors, will help deliver the efficiency needed for our future exciting growth.

I understand that change, especially one of this magnitude, can be challenging and may bring a mix of emotions and concerns, and it's important to recognize that this decision wasn't made lightly.

Our business is fully committing to this long-term strategy to safeguard our future.

As your Vice President of Inflight Experience, I am deeply aware of the impact this will have on many of you, particularly our commuting crew members. On a personal level, I also want to give you comfort that by having lived and experienced this model in previous roles as Flight Attendant working under the out-and-back schedule, this model truly enables our crew to have a greater work-life-balance. Our goal is to navigate these changes together, with transparency and support at every step.

Here's why we are making this shift:

- **Increased Operational Stability:** This model enhances our reliability for customers and creates a more stable work environment for everyone. With planes coming back to base each night, our maintenance teams will have improved touch time with those aircraft, driving fewer maintenance-related delays and cancellations.
- **Market Competitiveness:** Staying competitive is vital for our growth and job security. This model helps us maintain our position as an industry leader in cost efficiency.
- **Future Growth and Opportunities:** With more destinations, increased frequency, and new team members, our potential for growth is significant. This stability is crucial for our collective future.

There are tangible benefits to you, our crew members, such as:

- **Productivity and Earnings:** We're designing flying days to be more productive so that you can grow your earnings by working fewer days.
- **Improved Quality of Life:** Coming home to your own bed after each duty period has profound benefits on your social life, rest, health, and overall well-being.

We're not just making changes; we're also making commitments. We understand the challenges of relocating and commuting and we want to make sure we provide you with the necessary support to make this transition easier by:

- **Providing Positive Space Passes:** Beginning in March and running through the Summer, we'll offer positive space commuting to make it easier to get to your domicile.
- **Partnering with Local Communities:** For those of you who are considering moving to one of our bases, we're working with many of our domiciles to line up housing information and relocation resources to make the process easier.

- **Remaining Open to Feedback:** For those of you who participated in our survey, thank you. Our goal with the survey was to listen to your concerns and to respond. Your voice matters and your leadership team is here to help. Please keep the questions and feedback coming.

Change is never easy, but it also brings opportunities. This shift is about creating a sustainable future for all of us at Frontier Airlines – a future where we continue to grow, thrive, and lead in this industry.

I am committed to making this transition as smooth and supportive as possible.

You are the heart of Frontier Airlines, and your dedication, resilience, and professionalism have never gone unnoticed.

Let's embark on this journey together, embracing the changes with the knowledge that we are building a stronger, more stable future for everyone in our Frontier family.

Thank you for your continued commitment and understanding. We are here to support you every step of the way.

Warm regards,

Gilles

Link: <https://vimeo.com/903110137/72c28c139f>

