A DIVERSE and inclusive workforce is just as vital as any other competitive advantage we focus on and absolutely necessary to our success.

Mission
At United, we define diversity as the range of differences that make individuals unique, including ability, age, ethnicity, gender identification, race, sexual orientation, religious belief and veteran status. Inclusion is how we leverage these differences to form a genuine community and expand business opportunities.

Our approach is treating diversity and inclusion as a core leadership competency, taking diversity well beyond compliance. The goal is for leaders to create a culture in which acceptance and appreciation of everyone is the norm and each employee is comfortable bringing his or her full self to work. Our mission is to create an inclusive work environment, characterized by dignity and respect, that empowers every employee to serve the global marketplace and contribute to our success.

Strategy
Through our diversity and inclusion strategy, we find innovative and effective solutions to engage employees from diverse backgrounds and cultures in taking our flyer-friendly service around the globe. We are driving to become recognized as an airline where:

- Leaders embrace diversity and inclusion as a business advantage;
- Employees feel highly valued, are actively engaged, and are treated with dignity and respect; and
- Customers value our inclusive approach to delivering flyer-friendly service.

Our diversity and inclusion strategy focuses on four drivers and three outcomes that reflect our strategic priorities.

- Drivers
  - Recruit Divers Talent
  - Develop Leaders
  - Maximize Engagement
  - Expand Brand Awareness

Our fundamental purpose as a company is to connect people and unite the world. That is why we strive to ensure the United family is as diverse as the communities we serve around the globe, representing every background and belief, origin and orientation, color and creed. Our commitment to diversity and inclusion is more than just a core value; it creates excellence, sparking creativity and innovation and fostering a welcoming environment in which talented people thrive.
Impact
• Attract Talent
• Develop Talent
• Retain Talent

Outcomes
• Talent Ensure the organization reflects the diversity of the market place.
• Markets Maximize the Diversity of the customers and communities we serve.
• Culture Develop and sustain a diverse and inclusive environment.

As part of our commitment to a diverse and inclusive workforce, we have taken specific actions to guarantee the well-being of our employees as well as their personal and professional development. Some of these actions include:

Understanding the numbers.
• We analyze the breakdown of our workforce, from sourcing to hiring, including retention and promotion, with an emphasis on demographic characteristics such as race/ethnicity and gender in order to identify areas of opportunity and to develop the strategic action plans necessary to increase diversity representation across all levels of the organization.

Including diversity as part of our executive performance expectations.
• We have taken on diversity and inclusion as a strategic initiative that will be driven by our CEO and his direct reports. The results will be part of our performance discussions.

Positioning our Business Resource Groups (BRGs) as a key business function.
• For each of our five BRGs, we have created a joint task force, which includes current BRG leaders, a human resources partner and a talent acquisition recruiter. The task force’s goal is to identify and execute ways in which we can increase the internal recruitment, retention and development of our employees across the system.

Expanding our commitment to recruitment of external diverse talent.
• We are committed to expanding upon our existing partnerships to implement a more deliberate recruiting strategy that positions United as an employer of choice. Our new strategy focuses strongly on metrics, applicant tracking and sourcing to make sure we leverage the talent pools we encounter beyond a single day, event, conference or career fair.

• 2018 outreach to date:
  • National Gay Pilots Association (NGPA; January)
    • Five pilot hiring briefs from 300 total attendees
  • Women in Aviation International (WAI; March)
    • Three pilot hiring briefs from 250 total pilot attendees
  • National Society of Black Engineers (NSBE; March)
    • 10,000 attendees
    • 664 resumes collected
    • More than 100 job applications submitted
    • 20 job offers so far with more to come

Encouraging diversity slates.
• We recognize in order to achieve our strategy it is pivotal for our leaders to ensure that diverse candidates — both internal and external — are considered for open roles. For this reason, we are strongly encouraging the use of diversity slates across the organization.