

A Rich Tapestry

Walking into the airplane today, you may have noticed the tapestry on the bulkhead wall leading into the cabin. Multitextured and richly woven in varying strands of blue and white, that wall is more than just artwork. It's a visual representation of who we are as an airline—people with varied backgrounds, experiences and know-how. ■ As a company that proudly displays a Native Alaskan image on our planes, that helped

develop tourism to Mexico and pioneered friendship flights to Russia, and that employs people from all walks of life and from all across the map, diversity is more than a corporate buzzword. It's something we're seeking to amplify by creating a work environment in which everyone—whatever their race, creed, gender, age or favorite college football team—feels at home.

who are gay, lesbian, bisexual or transgender, to share ideas and reach out to educate their co-workers.

Learning from the successful efforts of other companies has helped us, too. For the past 10 years, I've met with a group called BOLD (Business Opportunity Leadership Development) that comprises Seattle-based CEOs committed to moving

others' cultures while working side by side to create a rich and open environment." —Lizbeth McNeil of Alaska Airlines' Native American Employee Resource Group.

"It's about getting better ideas from individuals who may see things in a different light." —Keith Dussell, leader of Alaska Airlines' Gay, Lesbian, or Bisexual and Transgender Employees group.

"It's recognizing the differences and creating an atmosphere for those differences to thrive. It's not about being color-blind! Diversity in action is stepping out of comfort zones to acknowledge and learn about varied ways of thinking." —Laurinda Bellinger, leader of Alaska's Black Employee Resource Group.

While there's always more we can do, we're honored that Alaska Airlines recently received a perfect score in the 2010 Corporate Equality Index for our GLBT workplace policies and benefits. This is the second year in a row we've scored 100 in the index, published by the Washington, D.C.-based Human Rights Campaign Foundation.

We realize there's no magic formula for diversity. But we believe that striving to build a more diverse and inclusive workplace is not only the right thing to do, it makes good business sense. After all, you and your fellow travelers come from a variety of backgrounds, ethnicities and experiences. Whether you notice our colorful tapestry on the bulkhead wall or not, we hope you'll always feel the warmth, spirit and welcome that it represents.

Thanks for flying with us. ▲



Bill Ayer
Chairman and CEO



Employee Resource Group leaders rely on their diverse backgrounds to contribute a variety of perspectives on business and other issues at Alaska Airlines.

This is a long-term effort, and we still have a lot of work to do, but we've taken some meaningful steps. Courses help new employees appreciate and leverage the differences among us. Brown-bag lunches regularly spark insightful discussions among employees about diversity and cultural awareness.

Employees have also formed resource groups that bring together African-Americans, Hispanics, Native Americans/Alaskans, Pacific Islanders, the younger generation and the "over-50" crowd, employees with disabilities, and employees

the needle on corporate diversity and inclusion efforts in the Pacific Northwest.

Luckily, we have some great employee-led examples right here at Alaska, such as Aviation Career Education (ACE) Academy camps, which are supported by several of our pilots and introduce underserved kids to careers in aviation. We also support Women in Aviation, the Organization of Black Airline Pilots and Alaska Native groups, among others.

Why so much focus on diversity? Our employees explain it best:

"It means sharing and accepting each