



AN INTERVIEW WITH SCOTT KIRBY

VIDEO TRANSCRIPT

Q: What solutions are driving United's sustainability efforts?

We're focused on carbon sequestration at United, because carbon sequestration is real. It's taking carbon out of the atmosphere that would otherwise stay in the atmosphere and burying it underground for tens of millions of years.

At United Airlines our commitment to Sustainable Aviation Fuel is more than double all of the rest of the world's airlines combined, and it's still well less than 1% at United Airlines, so this is an industry that we need to grow.

Q: How can businesses make travel more sustainable?

You've got to make it less about marketing and more about doing the right thing. And we have to get executives learning what is really zero as opposed to what is a marketing effort for zero.

I think almost all CEOs in aviation, if they really understood, could find the resources within their companies to make a real difference and to do the same kind of things that United is doing.

Q: How does a better employee experience lead to a better customer experience?

I think doing the right thing for our employees translates directly into our employees taking care of our customers.

I actually said to our board in my annual review at the end of the year that I really only have one job, which is to make our employees and our customers proud, because if our employees are proud, they're gonna go above and beyond to make sure you, the customer, feel the same way that they do about United Airlines.

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