

jetBlue®

BUSINESS  
SOCIAL  
ENVIRONMENTAL  
RESPONSIBILITY



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This report contains Standard Disclosures from the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines

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# CEO LETTER

**2015** was a year JetBlue focused on inspiring humanity with huge results. At airports and on airplanes, we continued to make progress toward rolling out industry-leading NextGen technology with the FAA and opened a first-of-its-kind airport farm and rooftop park at JFK Terminal 5. In the community, we promoted literacy with groundbreaking book vending machines and launched JetBlue Scholars to help crewmembers achieve their higher education goals. On top of it all, crewmembers themselves volunteered about 150,000 hours for their favorite nonprofits. The narrative that drives JetBlue's story is built around our core values

## SAFETY, CARING, INTEGRITY, PASSION & FUN.

This report demonstrates how we live these values and integrate them into our business practices. To illustrate the humanity that drives JetBlue's approach to responsibility, we present these and other highlights in graphic novel style.

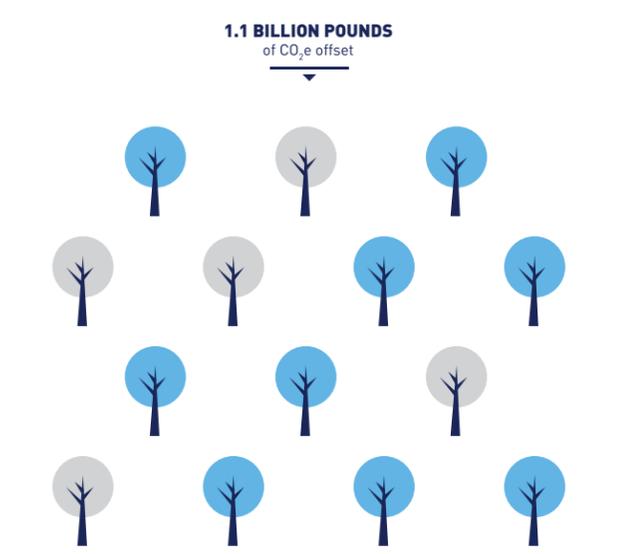
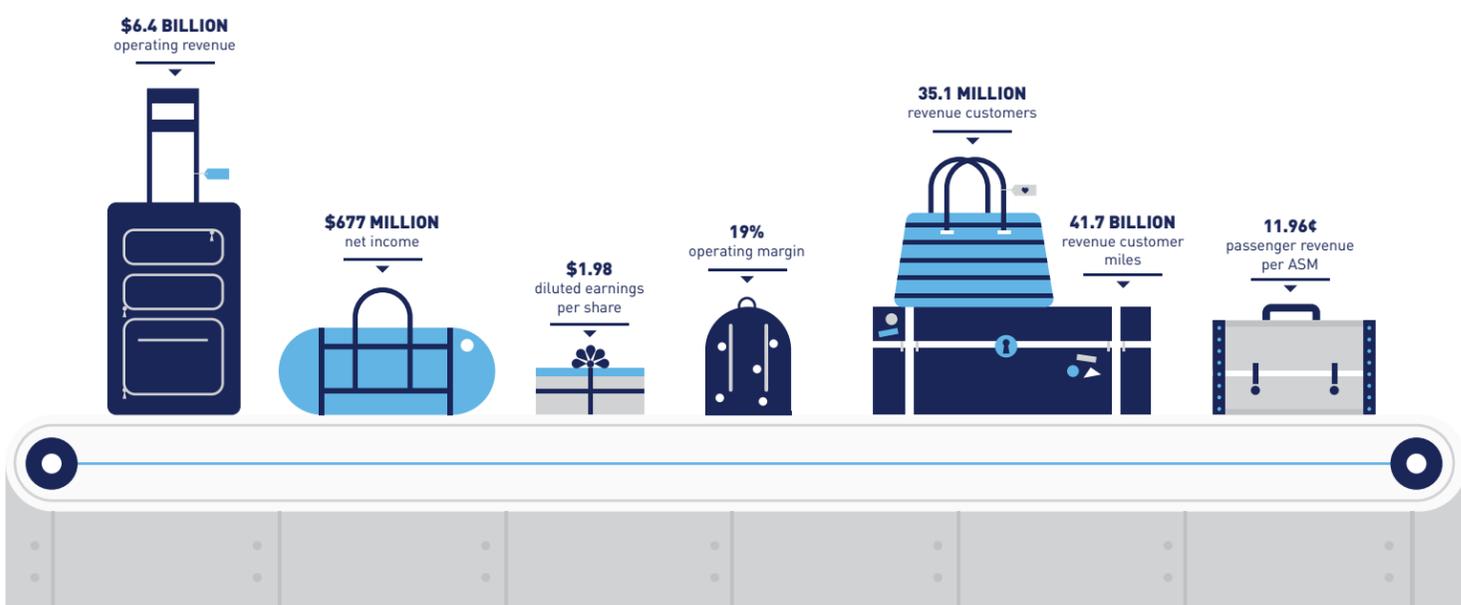
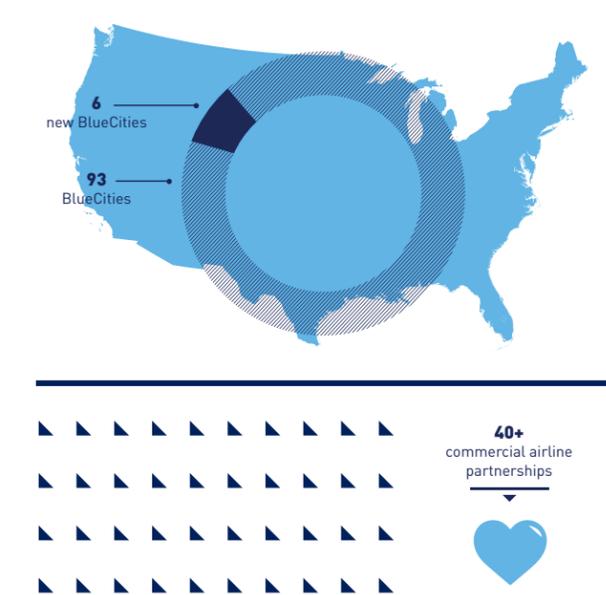
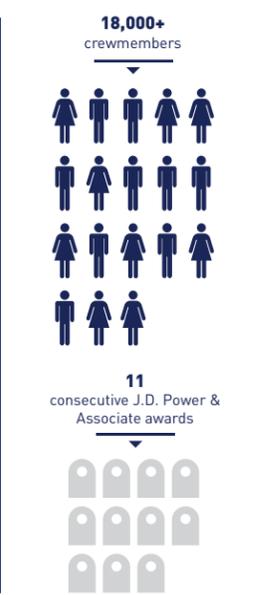
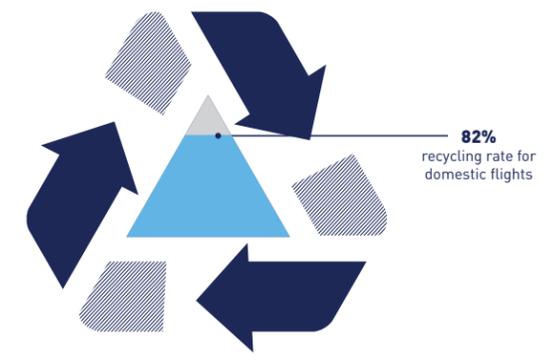
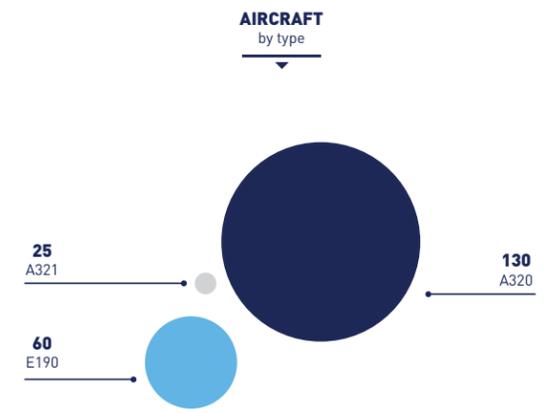
I hope you enjoy this annual review, and the unique way it is presented. As JetBlue's story continues, we want all of our stakeholders to play a part in it. Please send us your feedback at [sustainability@jetblue.com](mailto:sustainability@jetblue.com). We'd love to hear from you.

*Robin*



Based off a true story.

# JETBLUE BY THE NUMBERS



# CREWMEMBER EXPERIENCE

## CREWMEMBERS CARE: ON THE GROUND, IN THE AIR

Passionate and engaged crewmembers are essential to the success of JetBlue. Just as crewmembers care for our customers, we also care for each other. From providing education and growth opportunities to supporting crewmember diversity groups, we strive to live our values of Safety, Caring, Integrity, Passion and Fun every day. This starts internally, and carries through to our customers.

### ENGAGING CREWMEMBERS

We communicate with crewmembers openly and often, just as we do with our customers. Through The Leadership Connection program, JetBlue leaders visit BlueCities and Support Centers at least once a quarter to interact with crewmembers, answer questions and deliver business updates in person. We also conduct annual and monthly SpeakUp surveys to assess crewmember engagement and the quality of the JetBlue work experience. This feedback informs our efforts to improve crewmembers' time with us — for example, by creating JetBlue Scholars.

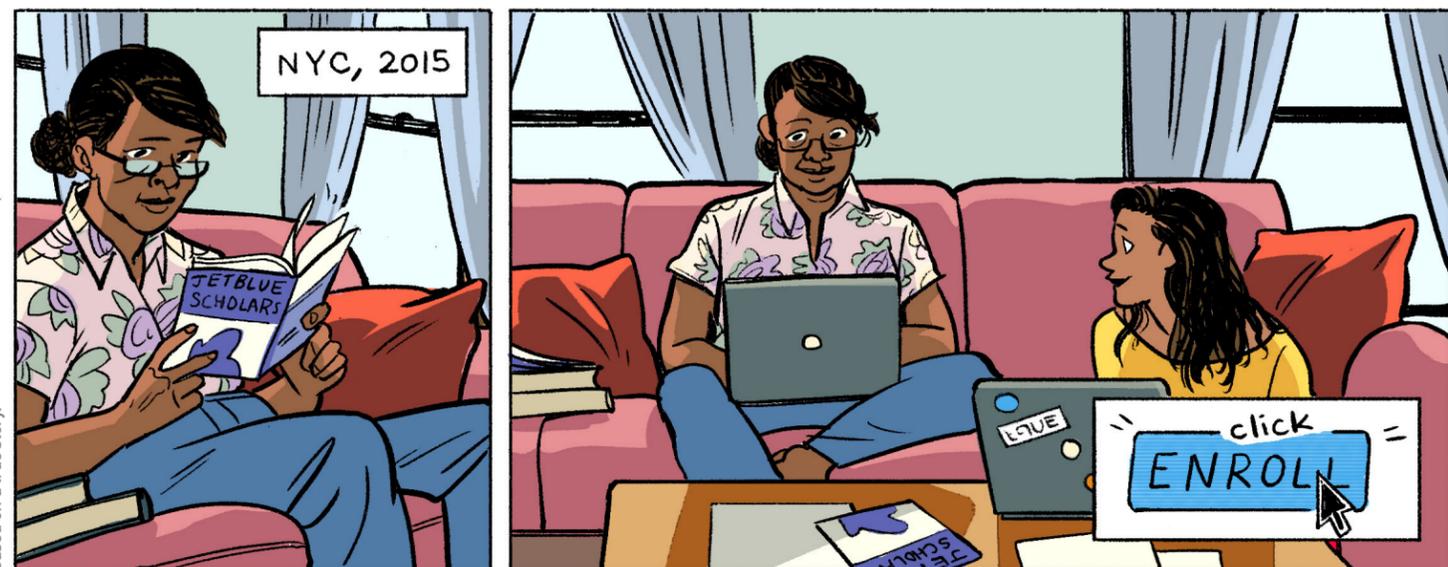
"Crewmembers told us through SpeakUp Surveys and Values Committees that they want more opportunities for education and development. We listened — creating JetBlue Scholars in 2015. Through online college courses provided by JetBlue partners, eligible crewmembers can now earn an undergraduate degree for less than \$3,500, with the company covering the remaining cost. Hundreds of crewmembers are already enrolled and making great progress toward their degree."

Bonny Simi,  
President, JetBlue Technology Ventures

### ADVANCING A DIRECT RELATIONSHIP

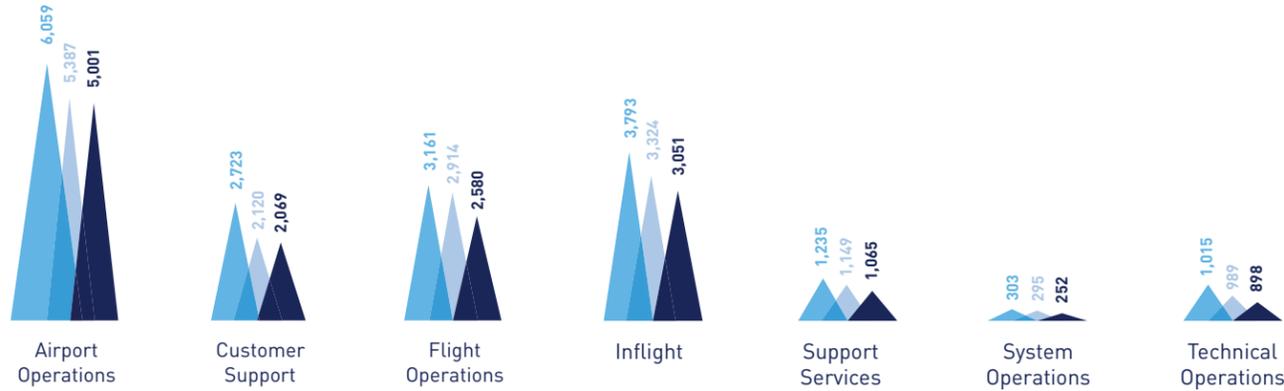
Crewmembers directly shape JetBlue's success. We value this direct relationship and advance it by actively supporting six crewmember-led Values Committees. These forums enable crewmembers, elected by their peers, to influence company policies, work with leadership, identify and advocate for resolutions to challenges and help maintain our company culture.

For example, Values Committees offer valuable feedback to new initiatives or policies. When JetBlue creates a program or solution, leaders look for feedback from Values Committees to help shape the best option for crewmembers and JetBlue.

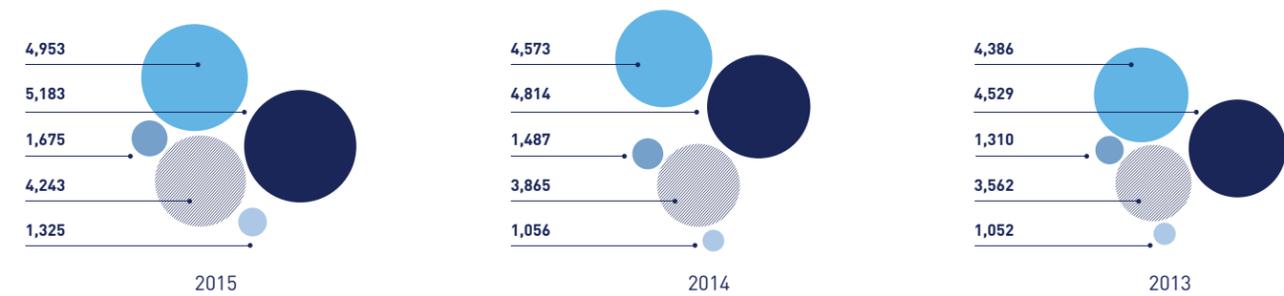


Based off a true story.

## CREWMEMBERS BY WORKGROUP



## CREWMEMBER HEADCOUNT BY AGE GROUP



## BY THE NUMBERS

As JetBlue continues to grow, so does the crew. Most crewmembers are located in the United States. We are increasingly hiring crewmembers and business partners in Latin America and the Caribbean as our business expands.

### TURNOVER

JetBlue's direct relationship with crewmembers helps limit turnover — a common challenge in our industry — and is important to JetBlue's success.

## GROWING WORKFORCE



## CARING FOR CREWMEMBERS

JetBlue takes care of crewmembers so that they can take better care of our customers. That's just good business. We offer competitive compensation and a comprehensive package of financial benefits and health coverage.

### RETIREMENT: WE'LL MATCH THAT

Saving for retirement is important for securing a quality future and gaining peace of mind today. We deposit 5 percent of each eligible crewmember's earnings into a 401(k) retirement account every quarter — regardless of profitability. We also offer a dollar-for-dollar match of up to 5 percent for all crewmember contributions. Crewmembers who purchase JetBlue stock receive a 15 percent discount through our Stock Purchase Plan. We also provide annual profit-sharing for eligible crewmembers.

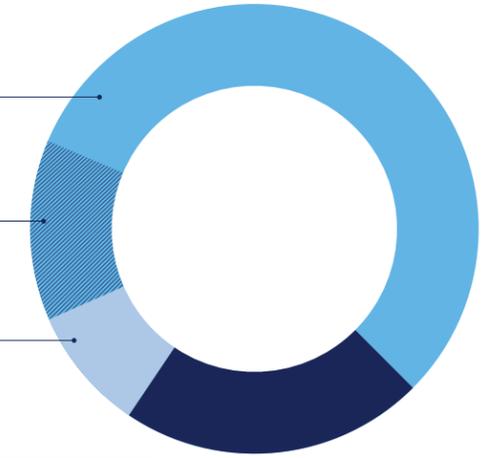
## CREWMEMBERS IN INTERNATIONAL LOCATIONS

351  
Puerto Rico (U.S.)

48  
Other

25  
Bahamas

71  
Dominican Republic



**JETBLUE HEALTH BENEFITS:**  
THE BLUECARPET TREATMENT YOU DESERVE

Dear Crewmembers,  
We want you to be happy and healthy at work and be able to access healthcare wherever and whenever you need it.

### Which Plan Should You Choose?

- Learn about the subsidized health benefits available through Anthem Blue Cross Blue Shield and UnitedHealthcare by talking with your HR representative.

### Need Extra Cash for Care?

- We automatically contribute \$400 to you individually and \$800 to participating families through your Health Reimbursement and Health Savings Accounts. You can double this amount by participating in our Healthy Rewards program, which pays you to take part in healthy lifestyle activities.

### Need to Talk to a Doctor Right Now?

- You and your family can connect face-to-face with a doctor anytime, anywhere, through our LiveHealth Online program.

### Unclear about Your Health Benefits?

- Call the BlueCarpet hotline to get an expert who can help you navigate your benefits. You can also go to the BlueBenefits smartphone app or [lifeisbetterinblue.com](http://lifeisbetterinblue.com).

## DIVERSITY AND INCLUSION

JetBlue customers come from different backgrounds and life experiences. A diverse workforce helps us to better understand and respond to their needs.

In 2015, we reaffirmed our commitment to recognize the many aspects of diversity at JetBlue. We held activities throughout the year including our annual Respectful Workplace Week, diversity trainings for JetBlue leadership and celebration of traditional heritage and awareness months.

In 2015, JetBlue achieved a perfect score on the Human Rights Campaign's Corporate Equality Index.

### CONNECTING CREWMEMBERS

Organized and led by crewmembers, Crewmember Resource Groups (CRG) help raise awareness and an appreciation for diversity while strengthening connections between crewmembers. Our four active groups host a variety of activities throughout the year:

- JetPride educates crewmembers about issues that affect the LGBT community. In 2015, JetBlue celebrated the historic Supreme Court ruling legalizing same-sex marriage and participated in the NYC Pride March with more than 500 crewmembers and families marching.
- Women in Flight promotes professional development and camaraderie among JetBlue women in blue. In 2015, Women in Flight invited young girls to our Fly Like a Girl event in NYC where JetBlue leaders spoke firsthand about their experience working in aviation.
- Vets in Blue supports Veteran crewmembers and Veteran initiatives. In 2015, we hosted our fourth

Veterans Career Expo and honored current and former service members with a special charter flight from New York to the World War II Museum in New Orleans.

- Blue Conexión is JetBlue's newest CRG, which represents our growing Latino crewmember base. Blue Conexión hosted their kickoff event this year as part of Hispanic Heritage Month.

### REACHING BLUE HEIGHTS: ALL ABILITIES, PLEASE APPLY

JetBlue is committed to growing diverse talent through our Reaching Blue Heights disability initiative. We encourage individuals with disabilities to apply for vacancies and offer mentorships and internships to students and job seekers with disabilities. Through The Viscardi Center and other nonprofit partners,

JetBlue provides career coaching creating a talent pipeline for people of all abilities. For four years, JetBlue has also participated in national Disability Mentoring Day. In 2015, we hosted speakers and provided shadowing opportunities across eight BlueCities.

### CHAMPIONING EQUALITY FOR TRANSGENDER CREWMEMBERS

Prioritizing equality and making all crewmembers feel valued has pushed us to rethink how to best provide support to all crewmembers. In 2015, JetBlue began providing in-network health coverage for gender reassignment surgery to enrolled crewmembers and their dependents. We also continued to provide support, through gender transition guidelines, for crewmembers transitioning in the workplace.

“Knowing that my fellow Crewmembers care enough to show interest in my technical skills and my culture – my way of life – makes JetBlue feel like mi segundo hogar (my second home).”

Claudia Fucci,  
Blue Conexión Co-Chair



Based off a true story.

# CREWMEMBER-TO-CREWMEMBER SUPPORT

JetBlue crewmembers support each other as well as our customers, including through financial assistance for colleagues in need.

Since 2002, the JetBlue Crewmember Crisis Fund (JCCF) has provided crewmembers and their families with short-term assistance during times of personal crisis such as injuries, extended illnesses or losses due to natural disasters. JCCF grants help cover food, rent and other essential expenses. In 2015, 58 percent of crewmembers contributed monthly to JCCF with additional funds donated by the JetBlue Board of Directors, business partners and fundraisers. In 2015, JCCF provided more than \$330,000 to more than 120 crewmembers and their

families. In total, more than 1,700 crewmembers have received around \$4.9 million in grants.

## INVESTING IN CREWMEMBERS

Personal and professional development helps crewmembers remain inspired and productive every day at work and promotes company loyalty. JetBlue University (JBU) in Orlando provides a one-stop shop to help crewmembers perform on the job and reach their potential through orientation, training and ongoing development. Crewmembers completed an average of 13 classes and 51 hours of instruction at JBU in 2015, taking courses ranging from customer service training to inflight simulation and safety.

## Five Ways JetBlue Invests in Crewmember Leadership

Knowing that engaged and fulfilled crewmembers are the best performers, JetBlue's People department provides in-person professional and leadership development. Approaches include:

1.

Hiring from within, providing on-the-job development and building a pipeline of future leaders

2.

Providing high-performing managers with training on strategic companywide projects through our six-month Leadership Horizons program

3.

Immersing leaders in Caribbean culture to better serve customers outside the United States

4.

Training all crewleaders on leadership style and career management through JetBlue's Principles of Leadership Inspiring Others program

5.

Offering captains two-day Leading Edge classes on teamwork, operational leadership and customer focus



Based off a true story.

# SAFETY AND SECURITY

For everyone at JetBlue, from senior leaders to crewmembers on the ground and in the air, safety is our number one value. We invest in systems, processes and technology that help identify safety risks, prevent incidents from occurring and keep our customers, crewmembers and the public safe. When incidents do occur, we respond quickly, assess what went wrong and use this information to improve.

## ENHANCING SAFETY AT JETBLUE

In early 2015, the Federal Aviation Administration (FAA) passed a rule mandating that all U.S. commercial airlines have a Safety Management System (SMS) in place by March 2018. JetBlue was proud to be the first commercial carrier accepted into the FAA's voluntary program for developing an SMS plan. We began implementation this year, three years ahead of the FAA deadline, with the launch of our new Safety Policy.

As an integral part of our SMS, in 2015, we launched a Fatigue Risk Management System (FRMS) to better identify, assess and manage the safety risks associated with fatigue-related error. The system is data-driven and utilizes crewmember reports, scheduling information and scientific research to identify fatigue risks within JetBlue.

## A Safe Space for Reporting Safety Concerns

Got a safety concern? Online Safety Action Reports (SAR) make it easy for crewmembers to disclose safety concerns confidentially and for JetBlue to respond quickly.

For example, in 2015, a crewmember submitted a SAR regarding a new procedure that put one crewmember in charge of monitoring several operational E190 aircraft while on auxiliary power. His report highlighted that in the rare event of a fire, the E190s do not have an automatic fire-extinguishing feature. In response, we updated requirements so that one person monitors each E190 on auxiliary power as an extra precaution.

In February 2015, we launched an iPad app to make submitting safety reports even easier. Already, we have seen an improvement in communications with a 17 percent increase in reporting among pilots.

## LIVING OUR VALUES: CREWMEMBER SAFETY

Safety comes first at an airline. In 2015, we implemented a new crewmember safety program to improve how we track injury information and isolate high-risk areas for improvements. Our Safety department and JetBlue University also introduced an injury-prevention training program called SAFE Movement to educate crewmembers on proper lifting techniques. The program contributed to a 5 percent reduction in airport injuries to crewmembers in 2015.

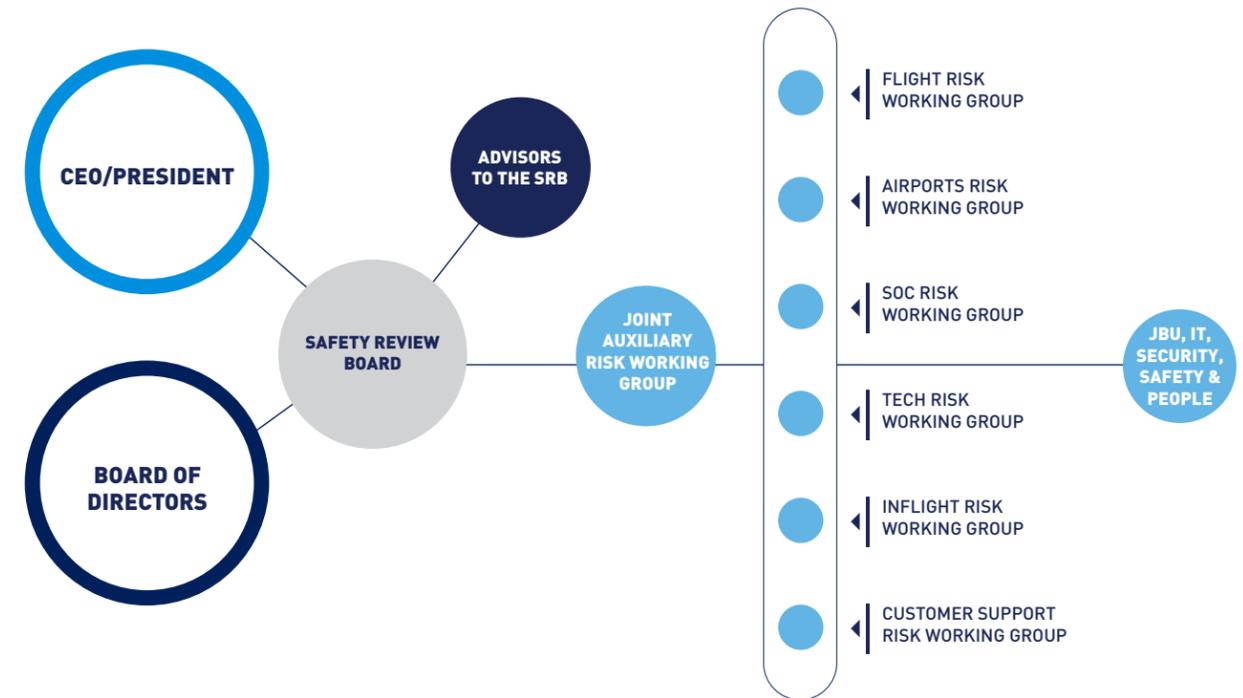
In 2015, our injury rate was 4.20 incidents per 100 full-time crewmembers compared to 4.62 in 2014, and the lowest in our history. The decrease in injuries demonstrates positive results of our commitment to reduce injuries.

In 2015, we provided more than 25,000 hours of mandatory job safety training to 13,000 captains, inflight crewmembers, ground security and other crewmembers. Topics range from job-specific safety measures to self-defense and handling hazardous materials.

## REDUCING SAFETY RISKS

On an airplane, there is no room for error. To safeguard our operations, we prepare contingencies by identifying possible risks ahead of time and ensuring frequent communication between our operational sites and senior leaders. Every crewmember is considered a safety official, and their eyes and ears are an extension of the Safety department.

Safety at JetBlue is overseen by the Chief Executive Officer, who also serves as Chief Safety Officer, and the Board of Directors' Airline Safety Committee. The information received from reports submitted by crewmembers and internal investigations plays a critical role in keeping our airline safe. Five Risk Working Groups (RWG) analyze risks across our operations, led by departmental vice presidents and a Safety team facilitator. High-level risks are escalated to our Safety Review Board, which includes all RWG chairs, Safety leadership and members of JetBlue leadership.



## CRISIS RESPONSE

Preparedness is essential when a crisis hits. JetBlue maintains two emergency operations centers that can be activated on a moment's notice. Our Emergency Command Center is equipped to respond to aircraft accidents, and our Incident Operations Center addresses non-aircraft events such as natural disasters or disruptive weather events. Additionally, JetBlue has developed a fully functioning backup System Operations Center in case we ever need to temporarily relocate after a crisis.

## EMERGENCY TEAMS

Four JetBlue teams provide support to the company, customers and crewmembers following an aircraft disaster:

- The Emergency Command Center directs JetBlue's corporate response.
- The Go Team carries out emergency directives at the accident site.
- The Family Support team assists family members of people involved in aircraft accidents via phone and confirms manifest information.
- The Care Team provides in-person support and resources to family members and customers.

Nearly 2,600 crewmembers make up these four Emergency Response teams, including more than 1,300 Care Team members.

# CUSTOMER EXPERIENCE

We didn't earn our reputation for exceptional service overnight. Since our first flight, we have worked every day to gain the loyalty and trust of our customers, one interaction at a time. For 11 years in a row, JetBlue has been ranked "Highest in Customer Satisfaction among Low-Cost Carriers in North America" by J.D. Power and Associates according to their North America Airline Satisfaction Study.

We are inspired by the great things our customers can do when they travel. Flying it Forward recognizes them for their commitments to giving back. On a single ticket, customers are "flying it forward"—passing on the opportunity to spread good and make a meaningful impact. Each recipient nominates another deserving traveler to keep flying it forward and keep the goodwill going.

## EASING TRAVEL FOR CHILDREN WITH AUTISM

Inspiring humanity includes making travel possible for those who might think flying is out of their reach. Travel can be particularly stressful for children with autism as well as their families. In September and October 2015, JetBlue hosted more than 750 autistic children at JFK, Fort Lauderdale-Hollywood International Airport and Orlando International Airport to practice air travel simulations in the actual airport environment. Hear from families who attended the annual Blue Horizons for Autism event. JetBlue offers several autism programs throughout its network.

## Three Ways Customers Experience JetBlue Values

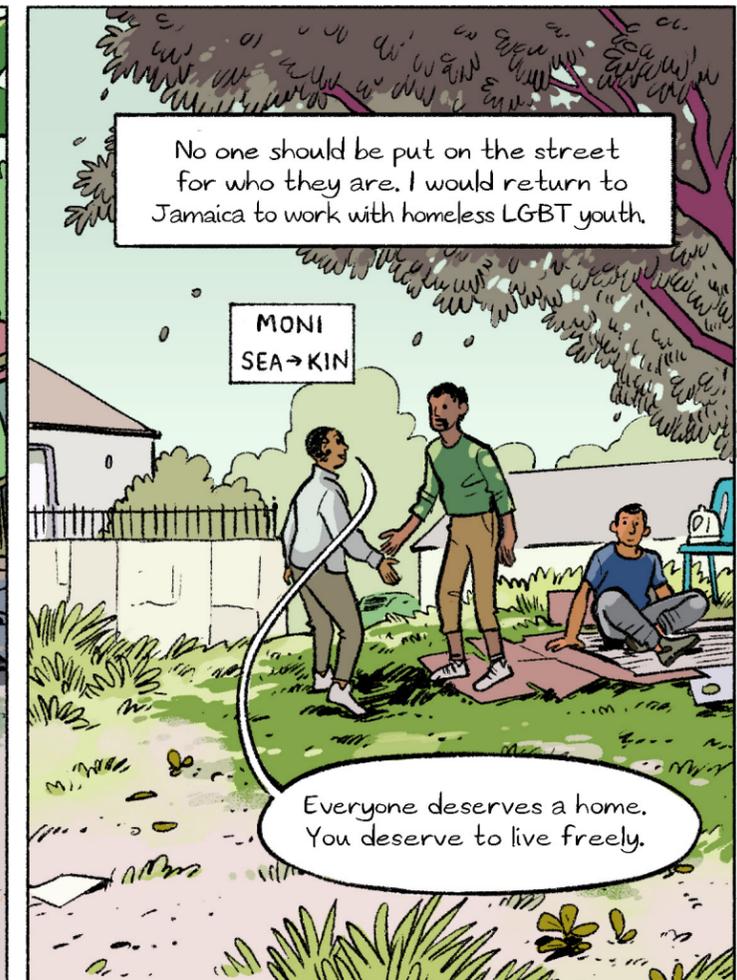
- 1. Customers always come first:** See our Customer Bill of Rights
- 2. No hidden fees:** Travel information and fares are always transparent
- 3. There's something for everyone:** Vegetarian, kosher, gluten-free, allergen-friendly and locally sourced foods

## Researchers Uncover "The JetBlue Effect"

A phenomenon known as "The JetBlue Effect" was documented in a 2013 study by the Massachusetts Institute of Technology. Which of the following did they find to be true about JetBlue's presence in a city?

- A) It's one of the strongest factors determining which airports have lower fares.
- B) It's associated with a decrease of about \$32 for an average one-way fare.
- C) JetBlue attracts more customers to an airport through a decrease in fares.
- D) JetBlue attracts more customers to an airport through an increase in the number of destinations offered.
- E) All of the above!**

For example, after JetBlue joined the Boston—Detroit market in March 2014, fares dropped 39 percent, and passenger traffic more than doubled.



Based off a true story.

## BLUE HEROES

We know we're doing something right when customers take the time to applaud crewmembers who made their travel experiences exceptional. Here are some of their stories:

"On a recent flight, my autistic son was anxious about our six-hour trip and began to get verbally upset. The flight attendant stepped in, told me I was doing a great job, and quickly handled the situation. We took off and landed without further incident. Thank you for intelligently and humanely helping my son." – JetBlue customer

"During a sad time, a JetBlue supervisor assisted me in booking a last-minute flight on a busy holiday weekend to attend a police officer's funeral. She was sincere and caring over the phone and I want to thank her for helping me during my time of need. Also, an enormous thanks to JetBlue for assisting our brothers in blue!" – JetBlue customer

## IN TIMES OF LOSS

JetBlue flies people in difficult circumstances and makes the experience as positive as possible. In 2015, we formalized our Fallen Officers guidelines to provide free and reduced rate airline travel to:

- Immediate family members of fallen public service professionals
- Active-duty officers who wish to attend the funerals of fallen colleagues

In 2015, nearly 1,500 family members and public service professionals received free or reduced rate flights.

## BRINGING BLUE SKIES TO CUSTOMERS OF ALL ABILITIES

We take extra care to deliver the same great JetBlue experience to people of all abilities. In 2015, we flew hundreds of thousands of customers who requested wheelchairs, including nearly 10,000 who self-identified as immobile. Customers receive information about how we will accommodate them ahead of their flights, and airport crewmembers prepare 24 hours in advance to assist them.

Our Disability Task Force develops programs to better address customer accessibility needs and regularly invites advocacy groups and customers with disabilities to provide input and insights. In 2015, the task force influenced our decision to make 100 percent of all newly purchased JetBlue check-in kiosks handicapped accessible.

Internationally, we replaced airstairs with wheelchair-accessible turboways in seven BlueCities, allowing for more accessible boarding on our aircraft. Turboways are planned for seven more international locations in 2016.

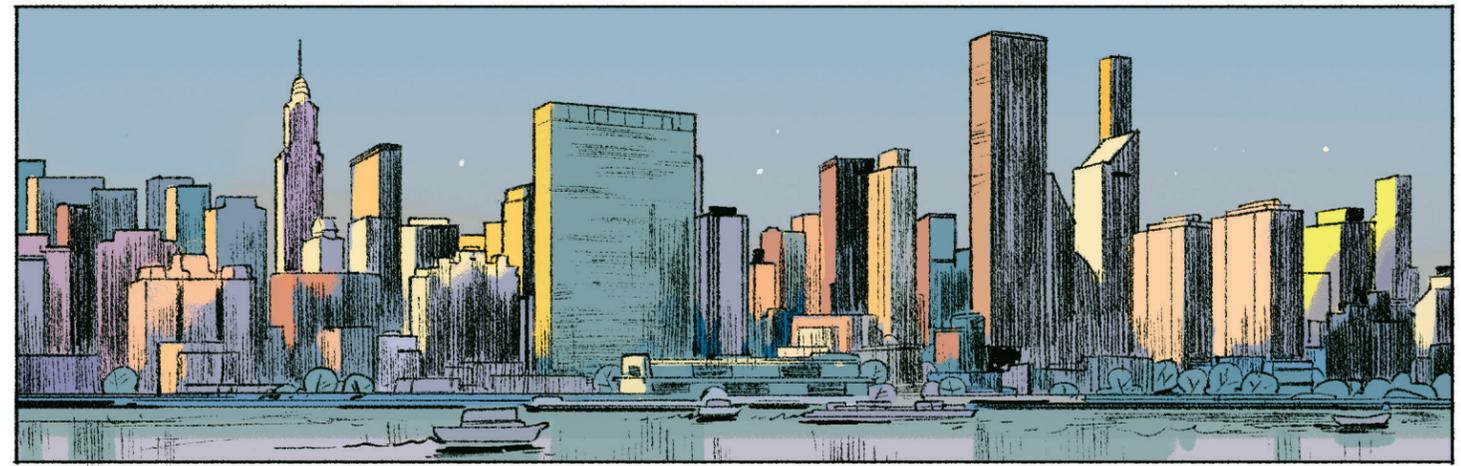
## FOOD FOR THOUGHT

Our EatUp boxes provide vegetarian, kosher, gluten-free and allergen-friendly options. We also support food producers in New York State by partnering with nonprofits, farms and businesses to provide local food and beverage options inflight.

## HELPING BUDDING COMPANIES BLOOM

We remember what it's like to be a small business and know how difficult it can be to get through the door at a big company. In 2015, we launched the BlueBud (Buddies + Budding New Companies) mentoring program to help small food start-ups from New York grow. Our first BlueBud mentee was Hot Bread Kitchen, a social enterprise bakery in New York City that empowers women to build economic security.

The mentorship program is designed to help small businesses navigate the logistical challenges of scaling production to get food into an airline, a process that is quite different from expanding to local supermarkets. Through facility tours, training and hands-on coaching, we can advise small companies like Hot Bread Kitchen on how to work with airlines. We look forward to choosing another BlueBud mentee in 2016.



Based off a true story.

<Spanish>

## WHAT'S ON THE MENU

### Healthy:

- Quinoa and kale salad
- Fresh fruit and vegetables
- Greek yogurt (low in sugar and without added growth hormones)
- Espresso coffee that is Fair Trade, Rainforest Alliance certified and organic

### Something for everyone:

- Vegetarian: Red pepper hummus & olives
- Kosher: Enlightened® roasted broad beans
- Gluten-free: KIND oats & honey granola bars
- Allergen-friendly nut free: Skeeter Nut Free chocolate chip cookies

### New York focused:

- Blue Marble organic ice cream, Brooklyn, NY
- Mah-Ze-Dahr Bakery, New York, NY
- Chobani yogurt, New York, NY
- Brooklyn Roasting Company, Brooklyn, NY

There's more onboard! This is a small sample of food items we offer on JetBlue flights. Come taste for yourself!

# JFK T5 EXPERIENCE

## THE T5 GREEN EXPERIENCE

Too often airports are concrete jungles. We don't think people should be detached from nature just because they are waiting for a flight.

### FARM-TO-AIR

In 2015, JetBlue revealed a first-of-its-kind 24,000 square foot airport farm at JFK's Terminal 5 (T5). The project is a partnership with nonprofit partner GrowNYC to promote local agriculture and enrich the airport customer experience with green space.

An environmental resource for the community, the farm provides produce that JetBlue distributes out to City Harvest and food banks in Queens and Brooklyn. Our produce includes more than 2,000 pounds of blue potatoes annually and other plants such as kale, carrots, leeks, arugula, beets, garlic, mint, basil and other herbs.

### ROOFTOP PARK

Also in 2015, JetBlue unveiled a 4,046 square foot landscaped park, post-security on the roof of T5. Open to all customers traveling through T5, the green space features native plants, seating, a children's play area and the first post-security dog walk on a USA airport rooftop.

## T5 Farm Donations

**600**  
POUNDS OF BLUE POTATOES

**85**  
POUNDS OF HERBS

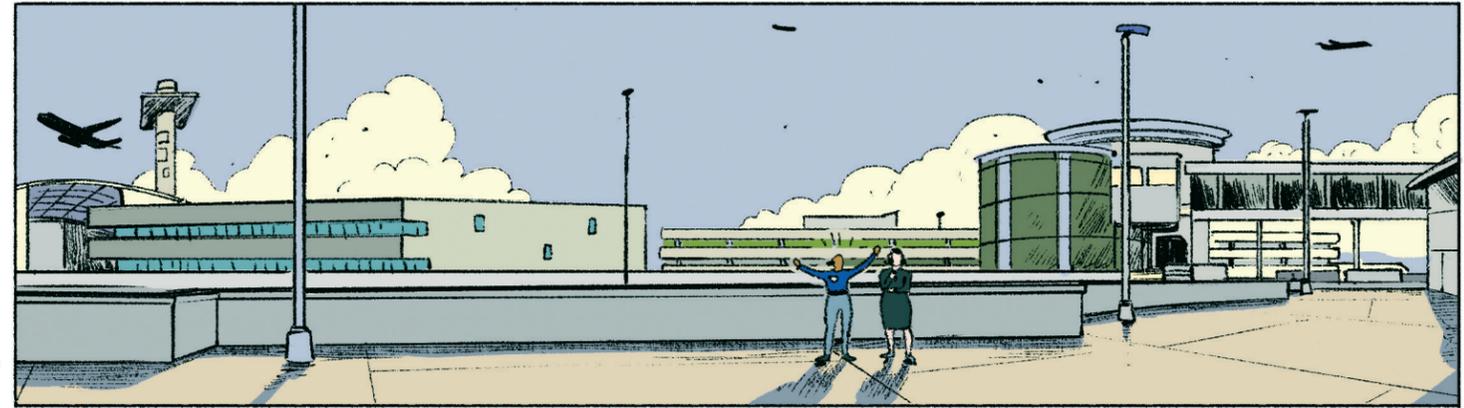
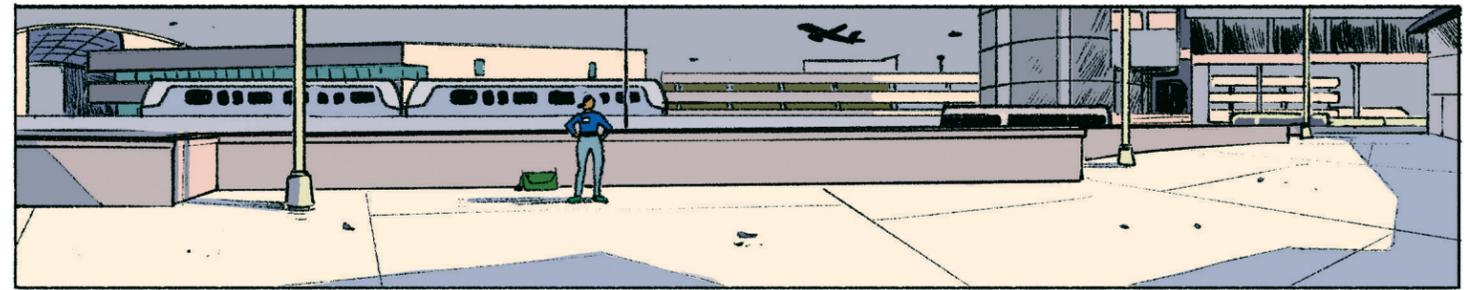
**100**  
CREWMEMBERS VOLUNTEERED BY WEEDING AND HARVESTING

**HUNDREDS OF POUNDS OF PRODUCE**  
ALL HARVESTED AND DONATED TO LOCAL NYC FOOD BANKS

## T5: Energy Smart Innovation

At JetBlue's state-of-the-art T5 terminal at JFK, we've made significant investments to deliver both exceptional customer experiences and great environmental performance.

- Strategic window placement, light monitors and daylight sensors increase natural lighting and reduce energy.
- Reflective roofing repels solar radiation and reduces cooling needs.
- Smart heating and cooling systems save energy and maintain customer comfort.



Based off a true story.

# ENVIRONMENTAL SUSTAINABILITY

We depend on natural resources and a healthy environment to keep our business running smoothly. Natural resources are essential for us to fly, and tourism relies on having beautiful, natural and preserved destinations for our customers to visit. Therefore we take an active approach to shrinking our greenhouse gas (GHG) footprint, reducing pollution and waste.

## CLIMATE CHANGE — CHANGING OUR IMPACT

It's important to have a frank discussion about climate change and our business. Like other fossil fuel-based forms of transportation, planes and ground equipment release carbon dioxide (CO<sub>2</sub>) into the atmosphere, which traps heat in the form of a GHG. JetBlue is focused on minimizing our impact by shrinking our carbon footprint.

A changing planet creates unpredictable weather patterns, contributes to sea level rise and affects ecosystems, for example, by bleaching coral reefs, a tourist attraction critical to the Caribbean. These changes could impact our operations and harm our communities and customers.

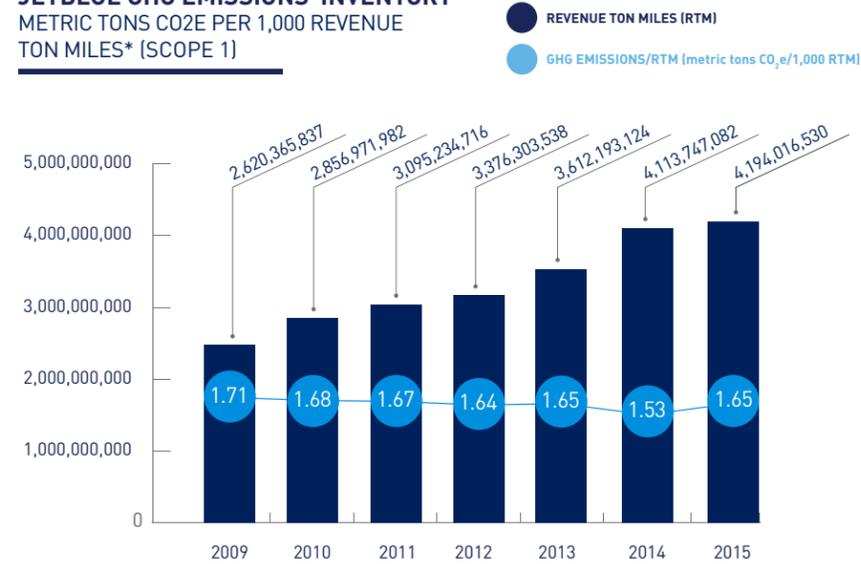
### MEASURING OUR PROGRESS

To track our progress and stay on course, we measure the emissions of our aircraft

and operations using conversion factors from the Climate Registry. In addition to CO<sub>2</sub>, we track other heat-trapping gases such as methane through a standard CO<sub>2</sub>e conversion factor, which puts other GHGs in terms equivalent to the warming impact of CO<sub>2</sub>.

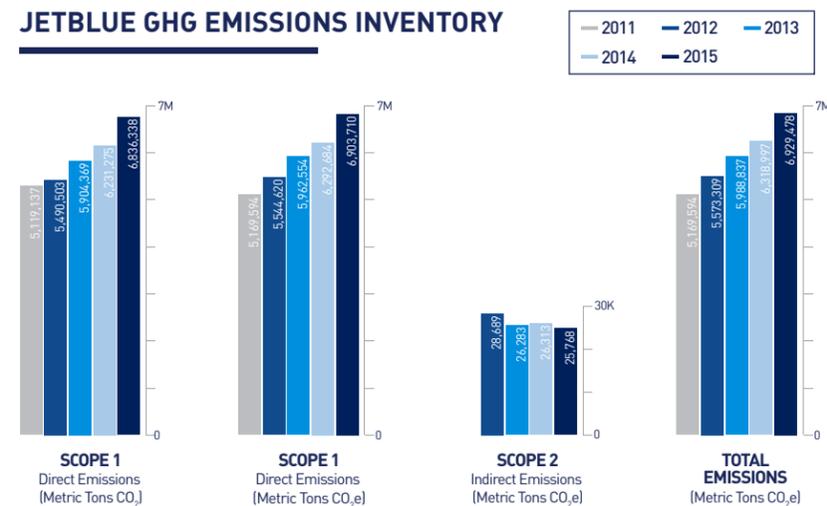
To better understand how efficiently we use energy resources, we normalize our emissions using revenue ton miles (RTM), a common airline efficiency metric that looks at weight in tons of customers and cargo multiplied by miles flown. Since 2009, we have reduced our Scope 1 emissions intensity ratio by 3.7 percent.

**JETBLUE GHG EMISSIONS INVENTORY**  
METRIC TONS CO<sub>2</sub>E PER 1,000 REVENUE TON MILES\* (SCOPE 1)



\*Revenue ton miles = weight in tons of revenue traffic transported (customers and cargo) multiplied by miles flown.

**JETBLUE GHG EMISSIONS INVENTORY**



# CLIMATE CHANGE at 36 000 ft

I've been a pilot for the past 32 years — 16 of them in the Air Force.

I've flown the smallest bush planes in Alaska and been the captain of wide-bodies.

I've carried over 100,000 troops and returned from warzones with flag-draped coffins in my cargo hold.

I've flown to exactly 100 countries and seen the real effects of climate change over the years.

We save more emissions by adding special tips to the wings, reducing wind resistance.

I made myself a promise a long time ago to always be a force pushing sustainable practices wherever I could. It's one of the big reasons I'm here at JetBlue.

And now research tells us that jet fuel can be made safely out of biomass. The only question is how much can we make how fast?

Those powerful experiences created a sincere, uncompromising desire to do everything I can to decrease my own environmental impact and the impact of the business I work for.

Our NextGen technology helps us fly more efficiently, saving emissions.

Based off a true story.

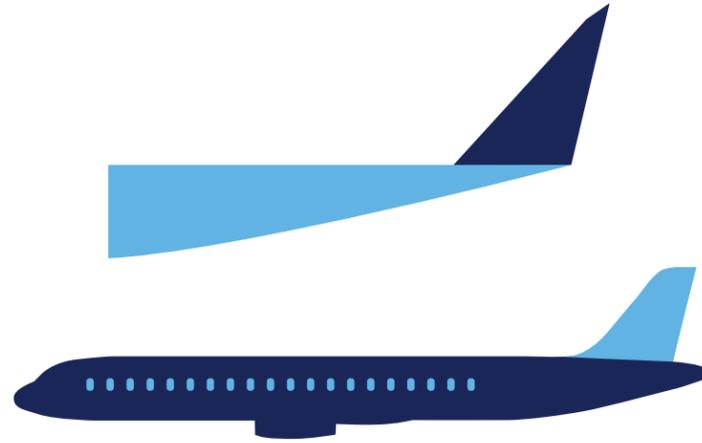
# IMPROVING EFFICIENCY THROUGH TECHNOLOGY AND INFRASTRUCTURE MAKING OUR PLANES MORE EFFICIENT IS JUST PLAIN SMART.

## SHARKLETS

Sharklets improve plane aerodynamics and increase long-haul flight efficiency by about 3 percent.

## AIRBUS "NEO"

We are placing orders for new Airbus "neo" planes to be delivered in 2018. The planes combine the benefits of Sharklets with newly designed engines and cabin changes that improve fuel economy by 15 percent.



## REDUCING EMISSIONS THROUGH NEXTGEN INVESTMENTS

JetBlue is flying more efficiently by investing in Next Generation (NextGen) navigation technology. As a result, we can fly more direct routes, optimize flight speeds and improve descent patterns to reduce fuel use. In 2015, we saved more than 150,000 gallons of fuel and 3.2 million pounds of CO<sub>2</sub>e through the use of NextGen technology.



Through new real-time data text communications systems, we are wasting less taxi time talking on radios which saves fuel at the gate. We've committed to installing data text technology into 100 percent of our A321s by 2018.



Through new broadcast equipment, we can now communicate with ground control over water, flying more direct routes over the Gulf of Mexico. We've committed to \$55 million in surveillance broadcast technology investments in 2015.



Through more accurate measurements of wake turbulence at JFK, LaGuardia and Newark airports, our planes are taking off closer together and wasting less fuel without compromising safety.



Through new computer performance monitoring systems and GPS, we are flying more precise routes and approaches that save fuel. In 2015, we trained all pilots and equipped 100 percent of our planes at JFK with this technology.

## SAVING PAPER, MAKING PLANES LIGHTER

In 2015, JetBlue became the only airline exclusively to use digital en-route charts instead of paper, which removed four tons of paper charts from our fleet, lowering annual jet fuel usage by approximately 125,388 gallons and reducing emissions equivalent to more than 425 cars for a year.

# REDUCING OUR CARBON FOOTPRINT

Our approach to reducing our greenhouse gas emissions includes:

- Improving flying and landing technology and infrastructure
- Using the newest, most efficient engine options
- Offsetting carbon on behalf of crewmembers and customers

In the medium to long term, we believe alternative fuel sources have great potential for the airline industry. In 2015, JetBlue began actively researching biofuel options for commercial use.

## SETTING THE DESTINATION FOR REDUCTIONS

To support carbon reductions across the airline industry and to reduce our own footprint, we have adopted the following GHG-reduction targets from the International Air Transport Association:

- Improve fuel efficiency across all operations by an average of 1.5 percent per year from 2009 to 2020
- Cap CO<sub>2</sub> emissions from our planes in 2020 (post-2020 growth must be carbon neutral)
- Reduce total CO<sub>2</sub> emissions by 50 percent by 2050, relative to 2005 levels

## TAKING A CLIMATE PLEDGE AND FOCUSING ON BIOFUELS

JetBlue was the only commercial airline to sign the White House's 2015 American Business Act on Climate Pledge, demonstrating our support for an international climate agreement toward a low-carbon, sustainable future. Meeting our goal to reduce emissions through technology and biofuels will be easier and less costly if governments and business globally are united behind a low-carbon future.

### Our "BluePledge" is to:

- Develop a biofuel commitment in 2017
- Support and invest in new technology that decreases flight emissions including a \$30 million commitment towards data and satellite communications to improve efficiency
- Transition our owned ground service equipment to electric equipment

JetBlue is aggressively following these goals and also plans to use market-based measures to offset its emissions.

### OFFSETTING OUR IMPACT

Investing in GHG or carbon offsets is another important way that JetBlue reduces its climate impact. An offset is a reduction of CO<sub>2</sub>e that counterweights emissions made elsewhere. In 2015, JetBlue offset over 1.1 billion pounds of CO<sub>2</sub>e including all our flight emissions during Earth Month (April). We continued to provide our customers with the option to offset the carbon footprint of every flight they take through our website. In 2015, we reached nearly 1.5 billion pounds (more than 665,000 metric tons) of CO<sub>2</sub>e offsets since the program began.

Our program funds carbon-offset projects through our partnership with Carbonfund.org.

### PROTECTING THE AMAZON WITH CARBONFUND.ORG

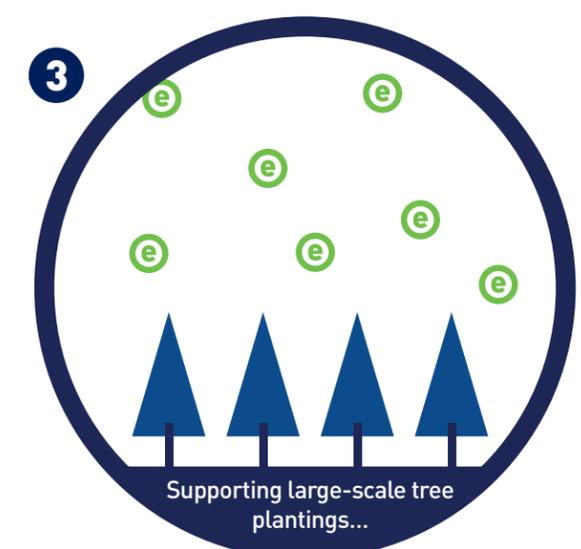
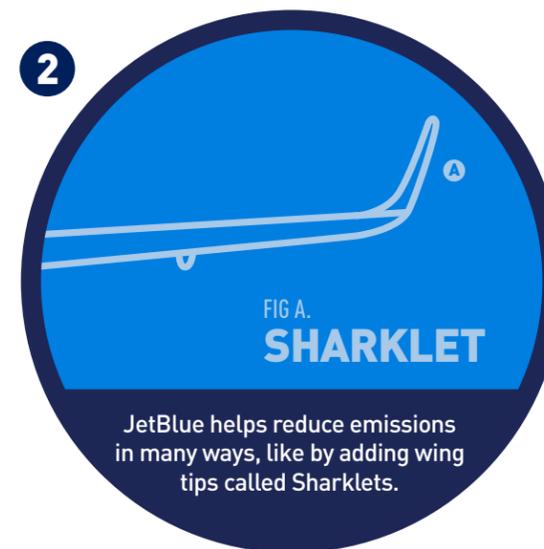
In 2015, JetBlue's offset program supported the Amazon Tropical Rainforest Conservation Project located in Acre, Brazil. The project protects approximately 494,000 acres of highly threatened tropical rainforest in one of the most biologically diverse regions on the planet. By preventing conversion to cattle pasture, the project prevents the release of millions of metric tons of carbon dioxide while protecting threatened animal and plant species from losing habitat.

## JetBlue Offsets by the Numbers

- Offset the CO<sub>2</sub>e emissions for all JetBlue flights throughout Earth Month (April), leading by example in asking customers, crewmembers and the public to change one behavior to benefit the environment
- Offset the flights for almost two million customers, saving more than 1.15 billion pounds of CO<sub>2</sub>e
- Offset more than 350 million pounds of CO<sub>2</sub>e from crewmember travel
- Inspired thousands of customers to offset their own flights
- Supported seven carbon offset projects through Carbonfund.org from tree planting in the US to rainforest protection in Brazil

# READY, OFFSET, GO!

Here's how we stay down to earth, even in the air.



## WASTE IS BAD FOR BUSINESS

Waste is inefficient. So we make it our business to reuse materials whenever possible, recycle materials that can't be reused and compost food waste for use as valuable nutrients.

For more than a decade, JetBlue helped lead a massive undertaking to enhance recycling capacity at more than 50 U.S. airports and bring recycling infrastructure to airports where it didn't exist. For example, in 2015, crewmembers at Richmond International Airport (RIC) noticed challenges preventing JetBlue from successfully recycling inflight waste. In response, JetBlue brought in a new partner to help implement a recycling program at the airport for the first time. RIC Airport supported the initiative and soon began expanding the program to offer recycling to all airlines in the terminal.

### RECYCLING INFLIGHT

We recycle, track and measure our waste on all domestic flights and in all domestic airports. In 2015, we introduced a recycling tracking system at dozens of airports. The tool helps us record inflight recycling compliance — including sorting — and monitor whether crewmembers on the ground bring recycling bags to the correct containers. In 2015, our recycling adoption rate for domestic flights was 82 percent. Across all U.S. JetBlue flights, we estimate that we have recycled nearly 60 million bottles and cans since 2013.

### UPCYCLING UNIFORMS INTO ECO-CONSCIOUS BAGS

In 2014, JetBlue introduced new crewmember uniforms for the first time. This change left tens of thousands of pounds of fabric slated for landfill. To prevent waste, we recycled old and unworn uniforms into new material used for the trunk-liners of cars.

In 2015, we turned to Manhattan Portage, the brand that pioneered New York's bicycle messenger bags, for additional ideas on putting unworn older uniforms to good use. The results — a line of eco-conscious bags made from the recycled fabric that saved reusable textiles from landfill.

**In 2015, we collected approximately 110,000 pounds of food waste at JFK, the equivalent weight of over 4,000 32-inch flat-screen TVs, and donated it to a farm in upstate New York to be made into organic compost. The effect of composting the waste instead of sending it to a landfill prevents over 17,000 pounds of CO<sub>2</sub>e from entering the atmosphere.**

## CONNECTING ECOSYSTEM AND BUSINESS HEALTH

Destinations in Latin America and the Caribbean contribute significantly to our revenue. The ecosystem health and natural appearance of these destinations have a direct impact on our business. Oceans plays a key role in attracting tourists to coastal cities, while impacts like beach pollution, algal blooms and coral bleaching act as a deterrent.

In partnership with The Ocean Foundation, JetBlue is quantifying the value that shoreline health brings to our customers. In 2015, we published a joint report, titled *EcoEarnings: A Shore Thing*, on the results from our study linking JetBlue's revenue to clean and healthy ocean ecosystems. Our goal is to influence greater ocean-protection efforts by business, government and individuals. Already, the U.S. National Oceanic and Atmospheric Administration (NOAA) has shared our approach as an example of how to value natural resources. We are working to find further correlations between our revenue and ecological factors.

### Ocean Foundation EcoEarnings Study Results

**Our study found a correlation between ecological factors and JetBlue revenue. Revenue was stronger across JetBlue destinations where:**

- Mangrove health was better
- Trash volume on beaches was lower
- Water quality was high (due to less chemicals, pathogens and eutrophication)

### Sustainable Tourism Grants Address Climate Change in Coastal Economies

Too often the people most affected by climate change are not trained or invited to participate in international conversations on the subject. For this reason, JetBlue launched the Sustainable Tourism Grant program in 2015. The goal is to bring students from the Caribbean into the conversation on climate change and island economies.

During the year, JetBlue provided two students from Barbados and Trinidad and Tobago with grants to attend a regional think tank on climate change and costal tourism. Held in the Dominican Republic, the event brought together leading practitioners in responsible tourism and climate change

### Q & A with 2015 Grant Recipients

#### How do you plan to apply what you learned at the conference once you return home?

"I feel inspired and motivated as a young lawyer to redouble my efforts to advocate for astute policies relating to sustainable development. This was undoubtedly one of my most treasured experiences."

- Stefan Knights from Hugh Wooding Law School in Barbados

#### What was the most important takeaway that you came away with from the experience?

"The event showed that by human interaction, and data, any field can be traversed, any issues can be smoothed over and anyone can be inspired. This grant is guiding us professionally and made my dreams come true."

- Katrina Khan from University of West Indies in Trinidad and Tobago

## Climate Change and Pollution Are Threatening JetBlue Destinations in the Caribbean

The summer of 2015 was no walk on the beach for many Caribbean countries. Since 2011, increasing amounts of decaying seaweed, known as sargassum, have been piling up on beaches, causing lawmakers to release emergency funds to clean up what some states called a "natural disaster."

Scientists believe that warming oceans caused by climate change may be contributing to this crisis by triggering a change in ocean currents. They also believe that pollutants such as nitrogen fertilizers and sewage waste are entering the ocean, driving larger algal blooms through a process called eutrophication. The result has been increased sargassum blooms that are reducing the desirability of local beach destinations, negatively affecting local island businesses, hotels and even JetBlue.

# JETBLUE IN THE COMMUNITY

## WHEN HOME IS EVERY CITY YOU FLY TO

Inspiring humanity begins at home. We focus our community efforts on our 93 BlueCities in the United States, Caribbean and Latin America. Led by crewmembers, our community programs embody our values of caring, passion and fun.

We partner with community-based and national organizations on issues close to our heart including children's literacy, community infrastructure and science, technology, engineering and math (STEM) and aviation

education. Our support comes from donations, matching grants and crewmember volunteering.

### FUNDING THE FUTURE OF AVIATION

The JetBlue Foundation is unique in our industry, because it focuses solely on supporting tomorrow's aviators. Set up in 2013, the Foundation is legally independent but company sponsored. It funds aviation-related and STEM educational opportunities for high school and college students. Since fewer than 5 percent of commercial pilots are female or minorities, the Foundation particularly looks to support programs that encourage women, students and veterans to seek careers in aviation.

To date, the JetBlue Foundation has awarded nearly \$200,000 in grants and provided immeasurable in-kind support, internships and much more. Grantees in 2015 included universities, high schools and organizations supporting aviation professionals. For more details about our six 2015 grantees, see Our Giving page on the JetBlue website.

The JetBlue Foundation is building lasting relationships with many of these programs beyond just grants and financial support. These efforts include mentoring high school and college students and continuing to develop our University Gateway Program, which leads students to positions as pilot trainees with JetBlue.

### HELPING FUTURE AVIATORS AIM HIGH

JetBlue Captain Jovan O'Bryant grew up in Queens, New York, where neighbors called his ambition to fly planes an impossible dream. Today, he mentors future aviators — including those from communities like where he grew up — as Director of the Organization of Black Aerospace Professionals (OBAP).

In 2015, JetBlue supported OBAP's Aviation Career Education Academy in New York by providing tours of JFK and JetBlue's Hangar, Support Center and more. Participants also experienced flying and shadowing an air traffic controller.

JetBlue support expanded the program beyond New York and Orlando to Los Angeles/Long Beach; Jacksonville, FL; the U.S. Virgin Islands and San Juan, PR.



Based off a true story.

# SOAR WITH READING: DEVELOPING SOLUTIONS FOR "BOOK DESERTS"

Reading helps children's imaginations soar and supports academic success. Youth and education are core pillars of our community programs. We do all we can to get age-appropriate books to kids who need them most and provide children with the resources and tools to read. Working with partners including First Book and Random House Children's Books, JetBlue has donated more than \$2 million worth of books to kids in need over the past five years.

In 2014, JetBlue commissioned research by U.S. childhood literacy expert Dr. Susan Neuman, which revealed the growing challenge of "book deserts." Working with an advisory board of childhood literacy and development experts, JetBlue's corporate social responsibility team came up with a unique and innovative solution — free books delivered via public vending machines.

We successfully piloted the project during summer 2015 in the Anacostia community of Washington, DC, where research found only one in 830 children had access to an age-appropriate book. Thousands of children flocked to the vending machines located in a community center, a supermarket and a local church to select nearly 30,000 books to take home. In all, we gave away 100,000 books throughout Washington, DC, in 2015, targeting toddlers through young teens.

## Book Review: Best of 2015

**#BOOKBATTLE REVEALS WINNER**  
Customers, crewmembers and community members cast nearly 1.3 million online votes for one of five "book deserts" to follow Anacostia in receiving free book vending machines. Detroit, MI, won — beating out Fort Lauderdale, FL; Houston; Los Angeles and New York. In summer 2016, we will distribute 100,000 free children's books across Detroit.

**SOAR WITH READING TAKES OFF IN ANTIGUA**  
In November, launching our Antigua service, we delivered 500 books to Pigotts Primary School students who were able to take home a book of their very own.

**CREWMEMBERS HELP YOUNG READERS SOAR**  
Two hundred and fifty crewmembers volunteered at six Soar with Reading events across 37 BlueCities, including at aquariums in New York, Fort Lauderdale, FL, and Long Beach, CA. More than 6,000 children participated in Soar with Reading programs across the Americas.



Based off a true story.

\* JetBlue commissioned a study in 2014 to find out how many books are available to children in underserved communities.

## CONNECTING COMMUNITIES

Crewmembers volunteer for a wide range of local nonprofits. Every time they log 50 hours of volunteer time, JetBlue donates two travel certificates, good for roundtrip travel, to the charity of their choice through our Community Connection program. Nonprofits use the travel certificates to raise funds or offset travel costs. In 2015, we donated \$586,994 worth of travel certificates. We also partnered successfully for the second year with VolunteerMatch, connecting crewmembers with local charities. In all, 2,287 crewmembers donated over 147,000 hours, up from 1,573 crewmembers in 2014.

### 2015 HIGHLIGHTS

- Our seventh annual Swing for Good charitable fundraising campaign raised \$750,000 for three youth- and community-focused nonprofit organizations, including a new partner, Together We Rise, which is changing the way children experience America's foster care system.
- JetBlue flew 75 high school and college aviation students to the Sun 'n Fun aviation expo in Lakeland, FL, where they learned tips of the trade from dozens of volunteer crewmembers. Attendees also toured a plane built by students from Circle Christian School in Orlando with help from JetBlue captains, technicians and JetBlue University instructors.
- In Santiago, Dominican Republic, crewmembers volunteered at Gurabito Summer Camp during July and returned a month later, surprising 67 children with school supplies.

## Five Ways We Are Building Community with KaBOOM!

JetBlue and KaBOOM! have partnered for the past ten years to create play spaces for children across JetBlue's communities. Together we have:

1. Provided more than 50,000 children with access to play
2. Built 23 playgrounds in communities from San Juan, PR, to Oakland, CA
3. Engaged 5,000 volunteers at KaBOOM! playground builds
4. Funded and built a play space for a LGBTQ community center at The Pride Center in Fort Lauderdale, FL in 2015
5. Restored Crespi Park in Miami Beach, FL, and Simms Park in Bellflower, CA in 2015

**Subject:** How Can Customers Give Back?

Dear JetBlue, I fly with you often. Can I use my TrueBlue points to support good causes?

**Subject:** RE: Can Customers Give Back?

Dear Customer, Yes, you can! Use our TrueBlue Points Donation program — [JetBlue.com/donate](http://JetBlue.com/donate) — to give to a wide range of worthy charities. And by the way, we do our bit, too. During the 2015 holiday season, we matched customer point donations — nearly 354,000 in all.



**GRI G4 INDEX**

| INDICATOR                       | LOCATION   |   |
|---------------------------------|--|---|
| GENERAL STANDARD DISCLOSURES    |  |   |
| STRATEGY AND ANALYSIS           |  |   |
| G4-1                            | Statement from most senior decision maker.   | CEO Letter, page 3  |
| G4-2                            | Key impacts, risks and opportunities.  | Not Reported  |
| ORGANIZATIONAL PROFILE          |  |   |
| G4-3                            | Name of the organization.  | JetBlue Airways Corporation   |
| G4-4                            | Primary brands, products and services.   | Form 10-K   |
| G4-5                            | Location of the organization's headquarters.   | 27-01 Queens Plaza North, Long Island City, New York 11101  |
| G4-6                            | Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.   | JetBlue by the Numbers, Page 3  |
| G4-7                            | Nature of ownership and legal form.  | Form 10-K   |
| G4-8                            | Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).   | Form 10-K<br>Where We Jet: <a href="http://www.jetblue.com/wherewejet/">http://www.jetblue.com/wherewejet/</a>  |
| G4-9                            | Scale of organization.   | Form 10-K   |
| G4-10                           | Total workforce by employment contract and gender.   | JetBlue by the Numbers, Page 3  |
| G4-11                           | Percentage of total employees covered by collective bargaining agreements.   | Not Reported  |
| G4-12                           | Describe the organization's supply chain.  | Not Reported  |
| G4-13                           | Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.  | Form 10-K   |
| G4-14                           | Whether and how the precautionary approach or principle is addressed by the organization.  | JetBlue does not follow the precautionary approach.   |
| G4-15                           | Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.<br>Social Charters – rights, minimum wages, hours worked<br>Environmental Charters – complex infrastructure, environmental, or water issues                                  | Reducing Our Carbon Footprint, Page 30  |
| Measuring Our Progress, Page 31 |  |   |
| G4-16                           | Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization:<br>• Has positions in governance bodies;<br>• Participates in projects or committees;<br>• Provides substantive funding beyond routine membership dues; or<br>• Views membership as strategic. | Enhancing Safety at JetBlue, page 16<br>Easing Travel for Children with Autism, Page 21<br>Food for Thought, Page 22<br>The T5 Green Experience, Page 25<br>Setting the Destination for Reductions, Page 30<br>JetBlue in the Community, page 35-38 |

**GRI G4 INDEX**

| IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES |   |   |
|--|---|---|
| G4-17                                      | All entities included in the organization's consolidated financial statements or equivalent documents and whether any of these entities is not covered by the report.   | Not Reported  |
| G4-18                                      | Explain the process for defining the report content and the Aspect Boundaries and how the organization has implemented the Reporting Principles for Defining Report Content.  | Not Reported  |
| G4-19                                      | All the material Aspects identified in the process for defining report content.   | Not Reported  |
| G4-20                                      | The Aspect Boundary within the organization for each material Aspect.   | Not Reported  |
| G4-21                                      | The Aspect Boundary outside the organization for each material Aspect.  | Not Reported  |
| G4-22                                      | The effect of any restatements of information provided in previous reports, and the reasons for such restatements.  | Not Reported  |
| G4-23                                      | Significant changes from previous reporting periods in the Scope and Aspect Boundaries.   | No significant changes since 2014, unless otherwise noted   |
| STAKEHOLDER ENGAGEMENT                     |   |   |
| G4-24                                      | A list of stakeholder groups engaged by the organization.   | Not Reported  |
| G4-25                                      | The basis for identification and selection of stakeholders with whom to engage.   | Not Reported  |
| G4-26                                      | The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.            | Engaging Crewmembers, Page 7  |
| Diversity and Inclusion, Page 10           |   |   |
| G4-27                                      | Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. The stakeholder groups that raised each of the key topics and concerns. | Engaging Crewmembers, Page 7  |
| REPORT PROFILE                             |   |   |
| G4-28                                      | Reporting period for information provided.  | January 1, 2015 – December 31, 2015   |
| G4-29                                      | Date of most recent previous report (if any).   | 2014  |
| G4-30                                      | Reporting cycle.  | Annual  |
| G4-31                                      | The contact point for questions regarding the report or its contents.   | Sophia Leonora Mendelsohn<br>Head of Sustainability<br><a href="mailto:sustainability@jetblue.com">sustainability@jetblue.com</a> |
| G4-32                                      | Report the 'in accordance' option the organization has chosen; the GRI Content Index for the chosen option and the reference to the External Assurance Report, if the report has been externally assured.   | This report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines.         |

## GRI G4 INDEX

|            |   |   |
|------------|---|---|
| G4-33      | The organization's policy and current practice with regard to seeking external assurance for the report.  | We do not currently pursue external assurance for this report.  |
| GOVERNANCE |   |   |
| G4-34      | The governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.   | Proxy Statement<br>Corporate Governance: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/management-team.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/management-team.aspx</a><br>Governance Documents: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a> |
| G4-35      | The process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.   | Proxy Statement<br>Governance Documents: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a>  |
| G4-36      | Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.   | Corporation Governance Guidelines: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a>  |
| G4-37      | Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.   | Corporation Governance Guidelines: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a>  |
| G4-38      | Report the composition of the highest governance body and its committees by:<br>•Executive or non-executive, •Independence, •Tenure on the governance body, •Number of each individual's other significant positions and commitments, and the nature of the commitments, •Gender, •Membership of under-represented social groups, •Competences relating to economic, environmental and social impacts, •Stakeholder representation. | Proxy Statement   |
| G4-39      | Whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).  | Corporation Governance Guidelines: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a>  |
| G4-40      | The nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.  | Code of Business Conduct: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a>   |
| G4-41      | Processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders.  | Code of Business Conduct: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a>   |

## GRI G4 INDEX

|       |   |  |
|-------|---|--|
| G4-42 | The highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.  | Not Reported   |
| G4-43 | The measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.  | Not Reported   |
| G4-44 | a. The processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics and whether such evaluation is independent or not, and its frequency. b. Actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice. | Not Reported   |
| G4-45 | a. The highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. b. Whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.                            | Not Reported   |
| G4-46 | The highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.  | Not Reported   |
| G4-47 | The frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.  | Not Reported   |
| G4-48 | The highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.  | Chief Executive Officer  |
| G4-49 | The process for communicating critical concerns to the highest governance body.   | Corporation Governance Guidelines: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a> |
| G4-50 | The nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.   | Not Reported   |

**GRI G4 INDEX**

|       |  |  |
|-------|--|--|
| G4-51 | a. The remuneration policies for the highest governance body and senior executives.<br>b. How performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.  | Corporation Governance Guidelines: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a> |
| G4-52 | The process for determining remuneration. Whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.                                    | Proxy Statement  |
| G4-53 | How stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.  | Corporation Governance Guidelines: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a> |
| G4-54 | The ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.   | Not Reported   |
| G4-55 | The ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country. | Not Reported   |

**ETHICS AND INTEGRITY**

|       |   |   |
|-------|---|---|
| G4-56 | The organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.  | Code of Business Conduct: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a> |
| G4-57 | The internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.   | Code of Business Conduct: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a> |
| G4-58 | The internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines. | Code of Business Conduct: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a> |

**SPECIFIC STANDARD DISCLOSURES**

|                 |   |   |
|-----------------|---|---|
| DMA             | Economic                                | Form 10-K   |
| Proxy Statement |   |   |
| DMA             | Environmental                           | Environmental Sustainability, Pages 24-34<br>Defining JetBlue Sustainability: <a href="http://www.jetblue.com/green/sustainability/">http://www.jetblue.com/green/sustainability/</a> |
| DMA             | Social: Labor Practices and Decent Work | Crewmember Experience, Pages 6-14   |
| DMA             | Social: Human Rights                    | Not Reported  |
| DMA             | Social: Society                         | JetBlue in the Community, Pages 35-38   |

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|                         |  |  |
|-------------------------|--|--|
| DMA                     | Social: Product Responsibility   | Safety and Security, Pages 15-17   |
| Indicators by Aspects   |  |  |
| CATEGORY: ECONOMIC      |  |  |
| Economic Performance    |  |  |
| G4-EC1                  | Direct economic value generated and distributed  | Form 10-K  |
| G4-EC2                  | Financial implications and other risks and opportunities for the organization's activities due to climate change   | Form 10-K<br>Connecting Ecosystem and Business Health, Page 27<br>Climate Change and Pollution are Threatening JetBlue Destinations in the Caribbean, Page 27<br>Climate Change – Changing Our Impact, Page 29 |
| G4-EC3                  | Coverage of the organization's defined benefit plan obligations.   | Form 10-K  |
| G4-EC4                  | Financial assistance received from government.   | Not Reported   |
| Market Presence         |  |  |
| G4-EC5                  | Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.  | Not Reported   |
| G4-EC6                  | Portion of senior management hired from the local community at significant locations of operation.   | Not Reported   |
| G4-EC7                  | Development and impact of infrastructure and services supported.   | JetBlue in the Community, page 35-38   |
| G4-EC8                  | Significant indirect economic impacts, including the extent of impacts.  | JetBlue in the Community, page 35-38   |
| Procurement Practices   |  |  |
| G4-EC9                  | Proportion of spending on local suppliers at significant locations of operation.   | Not Reported   |
| CATEGORY: ENVIRONMENTAL |  |  |
| Materials               |  |  |
| G4-EN1                  | The total weight or volume of materials that are used to produce and package the organization's primary products and services during the reporting period. | Not Reported   |
| G4-EN2                  | The percentage of recycled input materials used to manufacture the organization's primary products and services.   | Not Reported   |
| Energy                  |  |  |
| G4-EN3                  | Energy consumption within the organization.  | Not Reported   |
| G4-EN4                  | Energy consumption outside of the organization.  | Not Reported   |
| G4-EN5                  | Energy Intensity.  | Not Reported   |
| G4-EN6                  | Reduction of energy consumption.   | Measuring Our Progress, Page 31  |
| G4-EN7                  | Reduction in energy requirements of products and services.   | Not Reported   |
| Water                   |  |  |
| G4-EN8                  | Total water withdrawal by source.  | Not Reported   |

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|                                |  |   |
|--------------------------------|--|---|
| G4-EN9                         | Water sources significantly affected by withdrawal of water.   | Not Reported                                      |
| G4-EN10                        | Percentage and total volume of water recycled and reused.  | Not Reported                                      |
| Biodiversity                   |  |   |
| G4-EN11                        | Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.   | Connecting Ecosystem and Business Health, Page 27 |
| G4-EN12                        | Significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.   | Connecting Ecosystem and Business Health, Page 27 |
| G4-EN13                        | Habitats protected or restored.  | Connecting Ecosystem and Business Health, page 27 |
| Offsetting Our Impact, Page 34 |  |   |
| G4-EN14                        | Total number of IUCN red list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.   | Not Reported                                      |
| Emissions                      |  |   |
| G4-EN15                        | Direct greenhouse gas (GHG) emissions (Scope 1).   | Measuring Our Progress, Page 31                   |
| G4-EN16                        | Energy indirect greenhouse gas (GHG) emissions (Scope 2).  | Measuring Our Progress, Page 31                   |
| G4-EN17                        | Other indirect greenhouse gas (GHG) emissions (Scope 3).   | Not Reported                                      |
| G4-EN18                        | Greenhouse gas (GHG) emissions intensity.  | Measuring Our Progress, Page 31                   |
| G4-EN19                        | Reduction of greenhouse gas (GHG) emissions.   | Measuring Our Progress, Page 31                   |
| G4-EN20                        | Emissions of ozone-depleting substances (ODS).   | Not Reported                                      |
| G4-EN21                        | NOx, SOx, and other significant air emissions.   | Not Reported                                      |
| Effluents and Waste            |  |   |
| G4-EN22                        | Total water discharge by quality and destination.  | Not Reported                                      |
| G4-EN23                        | Total weight of waste by type and disposal method.   | Waste is Bad for Business, Page 26                |
| G4-EN24                        | Total number and volume of significant spills.   | Not Reported                                      |
| G4-EN25                        | Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention <sup>2</sup> Annex I, II, III, and VIII, and percentage of transported waste shipped internationally. | Not Reported                                      |
| G4-EN26                        | Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.                                       | Not Reported                                      |
| Products and Services          |  |   |
| G4-EN27                        | Extent of impact mitigation of environmental impacts of products and services.   | Waste is Bad for Business, Page 26                |

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|  |   |                                |
|--|---|--------------------------------|
| Reducing Our Carbon Footprint, Page 30 |   |                                |
| G4-EN28                                | Percentage of products sold and their packaging materials that are reclaimed by category.   | Not Reported                   |
| Compliance                             |   |                                |
| G4-EN29                                | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.  | Not Reported                   |
| Transport                              |   |                                |
| G4-EN30                                | Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.       | Not Reported                   |
| Overall                                |   |                                |
| G4-EN31                                | Total environmental protection expenditures and investments by type.  | Not Reported                   |
| Supplier Environmental Assessment      |   |                                |
| G4-EN32                                | Percentage of new suppliers that were screened using environmental criteria.  | Not Reported                   |
| G4-EN33                                | Significant actual and potential negative environmental impacts in the supply chain and actions taken.  | Not Reported                   |
| Environmental Grievance Mechanisms     |   |                                |
| G4-EN34                                | Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms.  | Not Reported                   |
| CATEGORY: SOCIAL                       |   |                                |
| LABOR PRACTICES AND DECENT WORK        |   |                                |
| Employment                             |   |                                |
| G4-LA1                                 | Total number and rates of new employee hires and employee turnover by age group, gender, and region.  | JetBlue By the Numbers, Page 8 |
| G4-LA2                                 | Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operations.                                       | Caring for Crewmembers, Page 9 |
| G4-LA3                                 | Return to work and retention rates after parental leave, by gender.   | Not Reported                   |
| Labor/Management Relations             |   |                                |
| G4-LA4                                 | Minimum notice periods regarding operational changes, including whether these are specified in collective agreements.   | Not Reported                   |
| Occupational Health and Safety         |   |                                |
| G4-LA5                                 | Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advice on occupational health and safety programs. | Not Reported                   |

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|   |   |  |
|---|---|--|
| G4-LA6                                  | Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.                    | Living Our Values: Crewmember Safety, Page 14                                      |
| G4-LA7                                  | Workers with high incidence or high risk of diseases related to their occupation.   | Not Reported   |
| G4-LA8                                  | Health and safety topics covered in formal agreements with trade unions.  | Not Reported   |
| Training and Education                  |   |  |
| G4-LA9                                  | Average hours of training per year per employee by gender, and by employee category.  | Investing in Crewmembers, Page 12<br>Living Our Values: Crewmember Safety, Page 14 |
| G4-LA10                                 | Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.                          | JetBlue Scholars, Page 6   |
| Investing in Crewmembers, Page 12       |   |  |
| G4-LA11                                 | Percentage of employees receiving regular performance and career development reviews, by gender and by employment category.   | Not Reported   |
| Diversity and Equal Opportunity         |   |  |
| G4-LA12                                 | Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity. | Diversity and Inclusion, Pages 10-11   |
| Equal Remuneration for Women and Men    |   |  |
| G4-LA13                                 | Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.   | Not Reported   |
| Supplier Assessment for Labor Practices |   |  |
| G4-LA14                                 | Percentage of new suppliers that were screened using labor practices criteria.  | Not Reported   |
| G4-LA15                                 | Significant actual and potential negative impacts for labor practices in the supply chain and actions taken.  | Not Reported   |
| Labor Practices Grievance Mechanisms    |   |  |
| G4-LA16                                 | Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms.  | Not Reported   |
| HUMAN RIGHTS                            |   |  |
| Investment                              |   |  |
| G4-HR1                                  | Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.                      | Not Reported   |
| G4-HR2                                  | Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.  | Not Reported   |

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|  |  |  |
|--|--|--|
| Non-discrimination                               |  |  |
| G4-HR3   | Total number of incidents of discrimination and corrective actions taken.  | Not Reported   |
| Freedom of Association and Collective Bargaining |  |  |
| G4-HR4   | Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk and measures taken to support these rights. | Not Reported   |
| Child Labor                                      |  |  |
| G4-HR5   | Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.                               | Not Reported   |
| Forced or Compulsory Labor                       |  |  |
| G4-HR6   | Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.  | Not Reported   |
| Security Practices                               |  |  |
| G4-HR7   | Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations.  | Not Reported   |
| Indigenous Rights                                |  |  |
| G4-HR8   | Total number of incidents of violations involving rights of indigenous people and actions taken.   | Not Reported   |
| Assessment                                       |  |  |
| G4-HR9   | Total number and percentage of operations that have been subject to human rights reviews or impact assessments.  | Not Reported   |
| Supplier Human Rights Assessment                 |  |  |
| G4-HR10  | Percentage of new suppliers that were screened using human rights criteria.  | Not Reported   |
| G4-HR11  | Significant actual and potential negative human rights impacts in the supply chain and actions taken.  | Not Reported   |
| Human Rights Grievance Mechanisms                |  |  |
| G4-HR12  | Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms.  | Not Reported   |
| SOCIETY  |  |  |
| Local Communities                                |  |  |
| G4-S01   | Percentage of operations with implemented local community engagement, impact assessments, and development programs.  | BlueBud, Page 23<br>Connecting Ecosystem and Business Health, Page 27<br>JetBlue in the Community, Page 35 |
| G4-S02   | Operations with significant actual and potential negative impacts on local communities.  | Not Reported   |

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|   |  |                                  |
|---|--|----------------------------------|
| Anti-corruption                             |  |                                  |
| G4-S03                                      | Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.   | Not Reported                     |
| G4-S04                                      | Communication and training on anti-corruption policies and procedures.   | Not Reported                     |
| G4-S05                                      | Confirmed incidents of corruption and actions taken.   | Not Reported                     |
| Public Policy                               |  |                                  |
| G4-S06                                      | Total value of political contributions by country and recipient/beneficiary.   | Not Reported                     |
| Anti-competitive Behavior                   |  |                                  |
| G4-S07                                      | Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.  | Not Reported                     |
| Compliance                                  |  |                                  |
| G4-S08                                      | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.   | Not Reported                     |
| Supplier Assessment for Impacts on Society  |  |                                  |
| G4-S09                                      | Percentage of new suppliers that were screened using criteria for impacts on society.  | Not Reported                     |
| G4-S010                                     | Significant actual and potential negative impacts on society in the supply chain and actions taken.  | Not Reported                     |
| Grievance Mechanisms for Impacts on Society |  |                                  |
| G4-S011                                     | Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms.  | Not Reported                     |
| PRODUCT RESPONSIBILITY                      |  |                                  |
| Customer Health and Safety                  |  |                                  |
| G4-PR1                                      | Percentage of significant products and service categories for which health and safety impacts are assessed for improvement.  | Safety and Security, Pages 15-17 |
| G4-PR2                                      | Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.   | Not Reported                     |
| Product and Service Labeling                |  |                                  |
| G4-PR3                                      | Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements. | Not Reported                     |
| G4-PR4                                      | Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.   | Not Reported                     |

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|                          |  |                              |
|--------------------------|--|------------------------------|
| G4-PR5                   | Results of surveys measuring customer satisfaction.  | Customer Experience, Page 19 |
| Marketing Communications |  |                              |
| G4-PR6                   | Sale of banned or disputed products.   | Not Reported                 |
| G4-PR7                   | Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes. | Not Reported                 |
| Customer Privacy         |  |                              |
| G4-PR8                   | Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.   | Not Reported                 |
| Compliance               |  |                              |
| G4-PR9                   | Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.  | Not Reported                 |





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