

2019-2020

jetBlue®

**ENVIRONMENTAL  
SOCIAL  
GOVERNANCE  
REPORT**

**About This Report**

Emerging from the COVID-19 pandemic, JetBlue remains focused on continuing to lead in ESG, through ambitious target-setting, clear actions and strategy, and transparent reporting.

After providing an abridged report for our 2019 performance, we are providing a full disclosure that aligns to the frameworks of the Taskforce for Climate-Related Financial Disclosures (TCFD) and Sustainability Accounting Standards Board (SASB).

While these frameworks, particularly TCFD, are focused on climate change and emissions, we have integrated their recommendations across all ESG areas and include potential social impacts and other environmental impacts alongside climate-related impacts.

This report will cover our:

- Governance structure and how we have integrated ESG considerations
- Environmental investments, impacts, and metrics
- Social responsibility in regard to labor practices and health & safety

In the appendix of this report, you will find full tables on our disclosed SASB metrics and mapping to our TCFD disclosures.

For additional reporting on JetBlue’s work in philanthropy, volunteerism, disaster response, and general social responsibility and environmentalism, please refer to our annual financial [reports](#) and [website](#), where we have publicly released general information on social and environmental efforts since 2006.

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THIS IS YOUR  
**CAPTAIN  
SPEAKING**

EXECUTIVE LETTER

**OUR EXPERIENCES  
IN 2020 ONLY  
REINFORCED THE  
IMPORTANCE OF  
MITIGATING RISKS  
THAT THREATEN  
THE HEALTH OF OUR  
BUSINESS. WE HAVE  
SHARPENED OUR  
FOCUS ON ALL  
THINGS ESG.**

Dear Friends,

The events of 2020 radically altered life for many of us, with ramifications that will be felt for years to come.

The global pandemic shifted how we work, how we socialize, and of course – how we travel. It also exposed and exacerbated broader trends in society, bringing to light our role in confronting inequalities associated with systemic racism and historical disadvantages that people of color face.

After we parked aircraft, adjusted policies and procedures, and ensured a healthy and safe operation, we quickly shifted our focus to rebounding stronger and seizing new opportunities made available from the pandemic to better position JetBlue once travel returned. How could we apply lessons learned in responding to the pandemic to the mitigation of future risks?

Ultimately for us, our experiences in 2020 only reinforced the importance of mitigating risks that threaten the health of our business. Although at times challenging, we have only sharpened our focus on all things ESG – including identifying, tracking, and responding to the wide variety of threats our business may face in the future.

As such, 2020 was not just the year of COVID-19 – it was also the year that we became the first U.S. airline to achieve domestic carbon neutrality, realized today through large-scale carbon offsetting. It was also the year we began flying regularly on sustainable aviation fuel (SAF) from San Francisco International Airport – allowing us to reduce lifecycle emissions up to 80% per gallon of delivered neat fuel.

2020 was also the year we launched our Diversity Leadership Council and a reimagined company-wide focus on confronting and correcting potential biases and inequalities in our communities and workplace. It was also the year we stood up our ESG Subcommittee of our Board of Directors, allowing for more focused discussion and advancement of key ESG issues at the highest level of company leadership.

As we move forward, we see substantial business opportunity associated with the climate transition and movement toward a more just, diverse and inclusive business. We are inspired by our crewmembers' and industry's resiliency and the unparalleled focus and commitment from other corporations, governments, and individuals to work together and do better. We have learned our business and industry is made of incredibly courageous, resilient, and imaginative leaders – and we're ready and excited to help lead the way to a stronger and more responsible future of aviation.

Sincerely,



Robin Hayes  
CEO



Joanna Geraghty  
President & COO

Short and Medium Term ESG Targets

ENVIRONMENTAL	SOCIAL	GOVERNANCE
<p><b>Emissions ex-offsets</b> Reduce aircraft emissions 25% per available seat mile (ASM) by 2030 from 2015 levels, excluding offsets</p> <p><b>Emissions with offsets</b> Achieve net zero carbon emissions by 2040, including offsets</p> <p><b>Sustainable Energy</b> 10% of fuel to be from sustainable aviation fuel (SAF) by 2030  40% of 3 most common owned ground service equipment vehicle types to be converted to electric by 2025, and 50% by 2030</p> <p><b>Waste</b> Eliminate single use plastics within service ware where possible. Where not possible, ensure plastic is recyclable  Maintain at least an 80% recycling rate for audited domestic flights</p>	<p><b>Leadership Diversity</b> Double our race and ethnic minority representation at the officer and director level, from 12.5% to 25% by 2025</p> <p>Increase our female representation at the officer and director level, from 32% to 40% by the end of 2025</p> <p><b>Business Partner Engagement</b> Engage with 80% of top active business partners by spend on ESG principles within the Business Partner Code of Conduct by 2023</p>	<p><b>Board ESG Oversight</b> An ESG subcommittee of the Board, consisting of at least 3 members, meets 3 times a year by 2021</p> <p>Board-level accountability and areas of ESG oversight published by 2021</p> <p><b>Board ESG Fluency</b> Integrate ESG and DEI into Board member selection process by 2021</p> <p><b>Executive Compensation</b> Establish ESG goals tied to senior leadership compensation by 2021</p>

**WE SEE ROBUST ESG OVERSIGHT MADE OF CLEAR, MEASUREABLE ACTION. AS WE LOOK FORWARD, WE HAVE SET SHORT AND MEDIUM TERM TARGETS THAT WILL HOLD US ACCOUNTABLE IN ACHIEVING OUR LONG TERM GOALS.**

# 2

# GOVERNANCE

## GOVERNANCE

JetBlue’s mission is to Inspire Humanity. We strongly believe that in order to achieve our mission, good governance fosters our sustained business success over the long term. At JetBlue, we strive to conduct our business in ways that are principled, transparent, and accountable to key stakeholders. We have safeguarded our values of Safety, Caring, Integrity, Passion and Fun since our first flight.

We focus our efforts where we can have the most positive impact on our business and the communities we serve, including issues related to climate change and environmental sustainability, the community, culture, and human capital.

In this section, we outline our Board level and management level approach to the governance of ESG related-topics and JetBlue’s overall risk management strategy.

### Our Approach to Strong Corporate Governance

We strongly believe that strong corporate governance, informed by engagement directly with our stakeholders, creates the foundation that allows us to pursue our mission of Inspiring Humanity. At JetBlue, we strive to conduct our business in ways that are principled, transparent, and accountable to key stakeholders.

1. POLICY & PROCEDURE	2. RISK EVALUATION	3. TRANSPARENCY
We regularly develop, evaluate, and reshape company policies and procedures to ensure fairness and alignment to our values.	We take a proactive approach to tracking, operationalization, and mitigation of risks facing JetBlue. This includes climate risk scenario planning and internal response protocols in response to ESG trends.	We are dedicated to disclosing accurate and granular data across a variety of material topics such as Board governance, executive pay, company emissions, workforce diversity, and more.

### Board’s Oversight of ESG Risk and Opportunities

We recognize that ESG issues touch all parts of our business. To ensure we are appropriately identifying and managing potential ESG-related risks and opportunities, such as the risks associated with climate change, we have incorporated ESG considerations into our core business functions starting at the top with our Board functions.

At JetBlue, the Board has ultimate oversight of enterprise risks and is informed of these risks quarterly by the Board Audit Committee and at least annually by the Governance and Nominating Committee.

In late 2019, our Board formed an ESG Subcommittee to the Governance and Nominating Committee to ensure the Board is aware of the JetBlue ESG strategy and has a comprehensive understanding of ESG matters.

The chart below shows how we have integrated ESG oversight across the structure of the Board and our Committees. We view the ESG Subcommittee as the ‘convener’ – ultimately responsible for the Board’s oversight of ESG matters, identification of material ESG issues, and ensuring progress on ESG targets and metrics. The subcommittee will then work with these other committees to ensure that ESG risks are integrated in the Board’s decision making on matters such as risk management policies, annual budgets and compensation, and setting performance objectives. One major outcome from these meetings in 2020 was the setting of our new ESG targets (see [page 8](#)). To learn more about our ESG subcommittee, check out our case study *Elevating the Board’s Oversight*.



### Full Board Responsibilities

- Awareness of the JetBlue ESG strategy
- Ensure ESG competency and fluency of Board

AREAS OF OVERSIGHT		COMMITTEE				
		ESG	GOVERNANCE & NOMINATING	AUDIT	COMPENSATION	AIRLINE SAFETY
<b>GOVERNANCE RISK</b>	ESG risk assessment and response	X		X		X
	Executive compensation tied to ESG metrics	X			X	
<b>SUPPLY CHAIN RISK</b>	Supplier ESG diversity, natural resources conservation, code of conduct audit	X		X		
<b>HUMAN CAPITAL RISK</b>	Workforce diversity	X	X	X	X	
	Integrate ESG competency into executive succession planning		X	X	X	
	Talent management / leadership development			X	X	
<b>PHYSICAL &amp; REPUTATIONAL RISK</b>	Environmental management climate change, emissions, waste	X		X		
<b>REGULATORY RISK</b>	Understand risks and opportunities relating to ESG regulations and reporting	X		X		

### CASE STUDY

#### Elevating the Board's Oversight

Prior to the formation of the ESG Subcommittee, the JetBlue Board oversaw ESG matters via the Governance and Nominating Committee and regular updates to the broader Board. As internal and external focus on ESG matters continued to accelerate, the need to dedicate Board time and focus to ESG oversight became clear. This call for action is why in 2019, the Board voted to add a new subcommittee to the Board structure focused on the integration of ESG across key business decisions for the benefit of JetBlue.

When originally formed, the ESG subcommittee's charter called for at least two meetings a year to assess and understand the materiality of specific topics. During 2020, the subcommittee picked up momentum, identifying the external factors that can expose us to risks and determining how we can mitigate the risks and turn them into opportunities. This culminated into our new environmental and social strategies. The former being a short-term focus on capital-light low-carbon and energy-savings advancements given the financial impact of the pandemic and a medium to long-term vision of decarbonizing aviation through the transition to a low-carbon future. The latter focused on creating more representation within leadership positions and engaging our business partners on DEI (Diversity, Equity, and Inclusion) issues.

ESG subcommittee meetings typically start with a review of recent trends – what our key stakeholders are expecting in terms of disclosure and action, and a survey of best practices from companies leading in ESG. Due to these reports, the ESG Subcommittee directed management to fulfill these best practices, including the development of our robust short, medium, and long term ESG targets; the integration of ESG oversight across key Board committees; and the linking of our senior leadership's executive compensation to key ESG targets.

To be able to effectively manage our ambitious targets within these strategies, we increased the number of meetings for the ESG subcommittee to three times a year and to include at least one ESG and DEI update to the full Board. Now as we move through 2021, to keep the momentum generated in 2020, we moved our subcommittee meetings off-cycle. Having the subcommittee meet off-cycle allows for a more singular and intent focus on ESG, rather than the topic being one of many covered throughout a week of Board meetings.

**Management’s Role in Assessing and Managing ESG Risks**

We employ a dedicated Sustainability and ESG executive and team to oversee the efforts of the business and keep our management team and Board aware of climate-related risks and opportunities when developing strategy, performance, and budgets. Our Sustainability and ESG group leads risk and opportunity assessment efforts across a broad range of ESG topics on an on-going basis.

Risks are identified by the Sustainability and ESG team, which shares initial scoping of the issue with the General Counsel/Corporate Secretary. From there, the risk may be defined as transition or physical, and identified as short-, medium-, or long-term. Areas of risk that the ESG team and General Counsel/Corporate Secretary evaluate as possibly material are escalated to Enterprise Risk Management. From there, Enterprise Risk Management liaises with the relevant business functions to propose, assess, and implement actions to mitigate the risks. The Enterprise Risk Management processes continually monitors those risk and mitigation measures on an ongoing basis.

Other risks that could cause immediate, short-term disruptions are managed by our Business Continuity and Crisis Management Teams. Business Continuity conducts quarterly meetings with department heads and other senior leaders to assess the potential impacts from risks such as increased extreme weather events. Crisis Management performs quarterly contingency planning exercises with department leadership to help prepare for significant operational events and risks, including the integration of complications from climate change into standard business continuity and business planning. In this way, the impacts of climate change are realistically woven into operational concerns and not treated as a stand-alone topic.



**THE IMPACTS OF CLIMATE CHANGE ARE REALISTICALLY WOVEN INTO OPERATIONAL MATTERS AND NOT TREATED AS A STAND-ALONE TOPIC.**

**CASE STUDY**

**Trend Tool: Evaluating Materiality of Emerging Trends or Events**

If 2020 taught us anything, it is that despite our best planning there can be an incident or event that emerges which can disrupt our way of doing business. For these types of events, or ‘micro trends’, we have adapted our macro trend tool (an internally developed tool used to assess materiality of an emerging ESG trend to JetBlue) to evaluate emerging trends or events that can affect our day to day business. The purpose of this tool is to assess relevance and impact of a micro trend to JetBlue quickly and thoroughly, allowing for an expedited response or action.

The first major event analyzed through the updated micro trend tool occurred when the Biden Administration announced its list of day one priorities and expected Executive Orders. To analyze the potential impacts of these shifts in policy, we triggered the four-phase process of the trend tool.

**Phase 1 – Activation**

Once the incoming Biden administration made their day one priorities known, we triggered our communication tree alerting key crewmembers from across ESG, DEI, Marketing, Corporate Communications, Government Affairs and People departments to solicit quick feedback on potential relevance to our operations, crewmembers, or customers. Simultaneously, the ESG team reviewed the topics associated with the executive orders through our micro trend tool, generating materiality scores.

After gathering initial feedback, the Activation Team targeted six anticipated Executive Orders for further analysis. For each of these six potential Executive Orders, our Activation Team reviewed the potential impacts on each area of the business, assessing materiality and the potential outcomes from action or inaction. This assessment was then sent to the Recommendation Team for phase two.

**Phase 2 – Recommendation**

In phase two, the Activation Team escalates the findings to the expanded Recommendation Team which adds Investor Relations, Business Continuity, and Legal to the assessment process.

After reviewing the findings of the Activation Team, the Recommendation Team elevated the Executive Order of the U.S. rejoining the Paris Climate Agreement as it scored highly from our tool, and was a topic aligned with a strategic focus for JetBlue. Climate action is an area JetBlue continues to lead on, and felt it important to express support internally and externally for this significant moment in U.S. policy.

**Phase 3 – Executive Decision**

Leaders from Corporate Communications, Marketing, and ESG proposed a statement of recommendation for Senior Leadership, detailing a summary of the Executive Order and outcomes of the materiality assessment from the Trend Tool. The Senior Leadership Team quickly reviewed the recommendations and discussed possible actions and agreed this was an opportunity for JetBlue to be a leader and that further action should be taken.

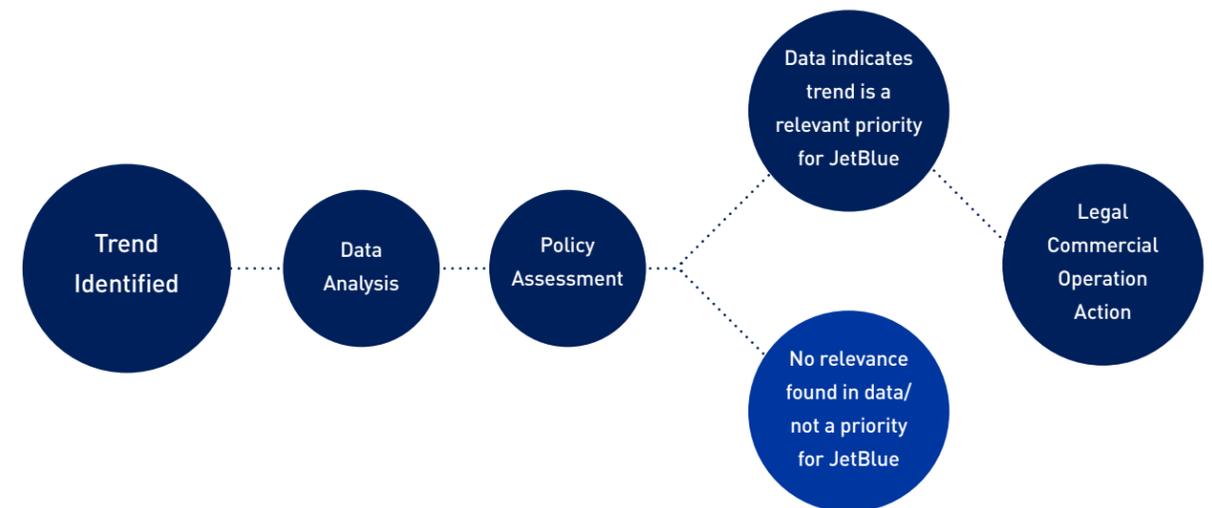
**Phase 4 - Action**

When the announcement of the U.S. rejoining the Paris Climate Agreement was made, JetBlue had already committed to achieving net zero carbon emissions by 2040. This is not only in line with the Paris Climate Agreement, but it places JetBlue 10 years ahead of schedule.

With these plans in place, JetBlue decided to issue statements to both internal and external stakeholders. Considering our influence with key partners, we believed it was important to voice our support in favor of rejoining to reassure that both JetBlue and the aviation industry are ready to transition to a low carbon economy. JetBlue issued an internal note from our CEO Robin Hayes, an external blog post and social media posts.

**How it Works**

It starts with Trends. Trends are changes in social and environmental patterns over time that may influence JetBlue operations, policy and communications.





### Management’s Role in Assessing and Managing ESG Opportunities

In addition to identifying and managing social and environmental risks, Management is responsible for identifying and realizing potential opportunities. The process illustrated below details how opportunities are escalated and prioritized.



The Sustainability and ESG team report directly to the General Counsel/Corporate Secretary, who raises the issue with the President and CEO, followed by the relevant Board committee, if appropriate. As opportunities are escalated upwards, the ones with the most potential impact are chosen to be investigated further and then pursued by the relevant business unit and team.

### Risk Management Strategy

To assess the materiality of all identified risks and opportunities, we examine the likelihood of an event happening against the potential financial or reputational impact of the event. The criteria for materiality are set by the relevant business leaders, through the guidance of the Enterprise Risk Management and Audit team, who then create the strategy for addressing the most material risks and opportunities.

All risks are then categorized as being either:

#### Short-Term (1-5 years)

These are risks, that if not addressed, will have a material impact in the near term such as a not addressing gaps in racial, ethnic or gender representation and a lack of ESG oversight at the Board level.

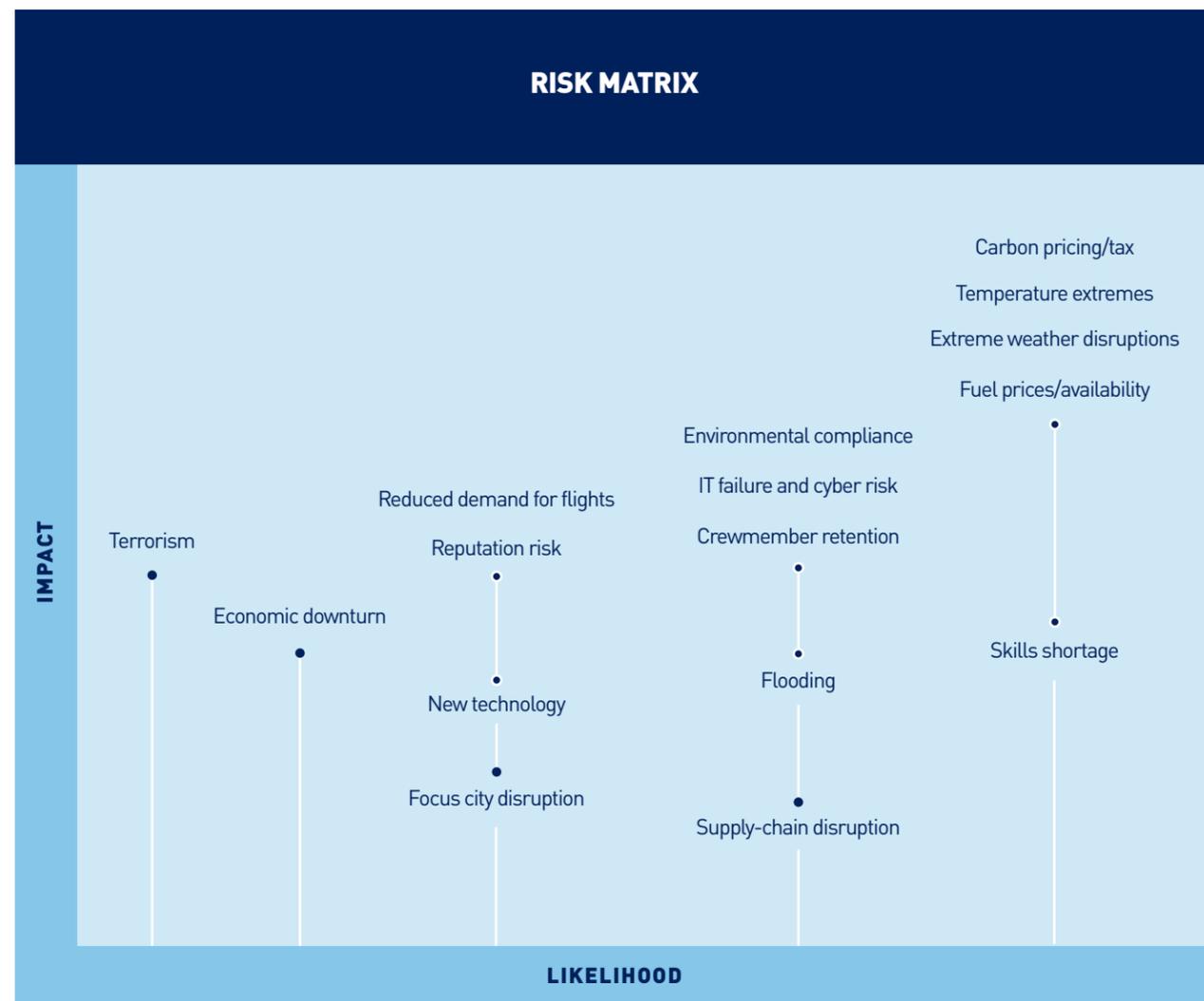
#### Medium-Term (5-10 years)

These are risks that are in the near horizon that we must plan for now to be able to address in the near future. This includes preparing for emerging regulations, changes in immigration and migration patterns due to political or environmental factors, and dealing with an aging air fleet.

**Long-Term (10-20 years)**

These are risks projected further off in the future that do not pose an immediate risk to JetBlue, however, should be monitored for materiality. As mitigating long-term risks often requires early preparation (such as securing long-term contracts with favorable terms), we continue to roadmap and plan for mitigation of these risks. One of our biggest long-term risks to the company is a failure to respond and adapt to climate change. To ensure we are prepared for future emissions requirements and improve our resiliency, we have aligned our net zero goal with our long-term planning horizon of 2040.

The Risk Matrix below shows the top ESG risks we have identified facing JetBlue. In 2020, ESG related risks such as Climate Events and Policy, Culture and Human Capital Strategy, and Market Shifts are included in the top 5 risks to the organization. In the sections that follow, we will go into more detail on how we are addressing specific Environmental and Social risks as well as opportunities.



In 2020, JetBlue redeveloped our company-wide strategic priorities to respond to the changing environment due to the pandemic. Our leaders identified 28 focus areas across 5 key goals. ESG goals included within the redeveloped priorities include goals to launch and grow DEI initiatives, reduce emissions per ASM, and grow usage of sustainable aviation fuels. By identifying these as top company priorities, there is a greater and more integrated focus on tracking and advancing toward these targets, and it also allows for improved access to resources and capital that may help reach the goals. In addition, the goals and metrics associated with them map to the long-term incentive plan (LTIP) for which our executives receive, linking for the first time executive compensation with a set of strategic short and medium-term ESG KPI's.

For risks and opportunities associated with climate change, we partner with a third-party climate risk modeling company to conduct a climate risk scenario analysis to provide further assessment of their medium- and long-term impacts. You can find more information on this process and those risks and opportunities in the Environment section of this report.

**Competitive Behavior**

From our founding over 22 years ago, JetBlue has consistently advocated for expanded access for new entrant carriers. History has shown that when JetBlue has access to new markets and can compete with legacy carriers, customers ultimately benefit with lower fares and more options. JetBlue's Government Affairs team advocates for strong pro-competition policies that create more sustainable growth, increased innovation, and better customer service. In 2020, we paid no material regulatory fines or settles associated with anticompetitive practices and continued to be active members of airline trade associations, such as Airlines for America, IATA, and the Latin America and Caribbean Air Transport Association, which lobby on local, state, federal, and international policy issues.

**Partnerships**

Airlines frequently participate in commercial partnerships with other carriers in order to increase customer convenience by providing connectivity via interline-, codeshare, compatible flight schedules, frequent flyer program reciprocity, and other joint marketing activities. As of December 31, 2020, we had 46 airline commercial partnerships.

In July 2020, we announced a strategic relationship with American Airlines Group Inc. ("American"), entitled the NEA (Northeast Alliance). This arrangement, once fully implemented, includes an alliance-type agreement with reciprocal code sharing on domestic and international routes from or connecting through New York (John F. Kennedy International Airport, LaGuardia Airport, and Newark Liberty International Airport) and Boston, excluding JetBlue's future London flying. This partnership will create more capacity, seamless connectivity for travelers in the northeast, and offer more choices for customers across the networks of both airlines. In addition, we believe this relationship will also accelerate our recovery as the travel industry adapts to new trends as a result of the COVID-19 pandemic.

## Political Contributions

Our Policy for Political Contributions states that, in rare cases, we can make financial contributions to candidates for office. We made no such corporate contributions in 2019 or 2020.

JetBlue is a member of three industry trade associations, Airlines for America (A4A), International Air Transport Association (IATA), and Association of Latin American Airlines (ALTA). We do not make financial contributions to our trade associations other than in the form of customary dues and charges. Our dues to each for 2019 and 2020:

	2019	2020
International Air Transport Association (IATA)	\$72,712	\$73,842
Latin American and Caribbean Air Transport Association (ALTA)	\$5,000 plus 12 R/T tickets	\$5,000 plus 12 R/T tickets
Airlines for America (A4A)	\$2,697,479	\$1,836,200
Percentage of Dues Attributable to Lobbying Expense	15%	24%

The JetBlue Airways Corporation Crewmember Good Government Fund (JetBlue PAC) is a political action committee funded with voluntary crewmember contributions that operates pursuant to extensive government regulation. JetBlue PAC keeps crewmembers aware of important issues and decisions made by government officials that can affect our business, and allows crewmembers to pool their financial resources to support qualified political candidates, campaigns and political committees to further the interests of the company, our crewmembers and our customers.

Political contributions made by JetBlue PAC are funded entirely by the voluntary contributions of JetBlue crewmembers (no corporate funds are used), and decisions about participation in JetBlue PAC have no bearing on a crewmember's career at JetBlue. JetBlue PAC files monthly reports with the Federal Election Commission which are publicly available (see <http://www.fec.gov>), and provide an itemization of JetBlue PAC's receipts and disbursements. For a full list of our political contributions see the appendix.

## Current and Emerging Regulation

Airlines are heavily regulated, with rules and regulations set by various federal, state and local agencies. In this section, we discuss regulations that are relevant to ESG related topics, primarily climate change and environmental regulations. For a full summary of all major regulations facing JetBlue, please see our [Annual Report](#).

### CORSIA (Carbon Offsetting and Reduction Scheme for International Aviation)

Concern over climate change, including the impact of global warming, has led to significant U.S. and international legislative and regulatory efforts to limit GHG emissions, including our aircraft and ground operations emissions. In October 2016, the International Civil Aviation Organization ("ICAO") passed a resolution adopting the Carbon Offsetting and Reduction Scheme for International Aviation ("CORSIA"), which is a global, market-based emissions offset program intended to promote carbon-neutral growth beyond 2020. Annual international emissions reporting is required via CORSIA as of the 2019 reporting year, and offsetting compliance is scheduled to be implemented through multiple phases beginning in 2021. In 2020, given the impacts of COVID-19 which dramatically reduced 2020 emissions, The ICAO Council agreed that the baseline from which the industry achieves carbon neutral growth would be from 2019 only, rather than an average of 2019 and 2020 as originally intended. This retains the spirit of CORSIA and still holds the industry to an ambitious baseline as travel rebounds. We expect compliance with CORSIA will incur some increase in operating expenses, though we also plan to mitigate compliance costs through approved emissions-reducing actions such as adopting and growing sustainable aviation fuels.

### Sustainable Skies Act

JetBlue views sustainable aviation fuel (SAF) as one of the most promising avenues to achieve our short, medium, and long term emissions reduction goals. While the technology is well proven and airlines have been flying regularly on SAF for years, there has long existed a cost and supply issue, limiting the availability and uptake of the fuel. Today, all SAF regularly used in the US is delivered into California airports, largely due to the California Low Carbon Fuel Standard (LCFS) that offers additional environmental revenues to produce the renewable fuel cost-effectively. While JetBlue does operate out of California airports and is regularly flying on SAF out of San Francisco International Airport (SFO), our longer-term strategy is to grow SAF into our Northeast locations, where the majority of our jet fuel is loaded into our aircraft. We are therefore supportive of both state-level incentive programs such as the LCFS in additional states, as well as federal opportunities that would extend to all airports in the U.S. and allow for potential growth of SAF availability.

JetBlue participates in the SAF Blender's Tax Credit Coalition, a group of airlines, fuel producers, airports and more entities advocating for policy solutions that would help address this challenge and enable SAF to grow in availability.

In May 2021, Representatives Brad Schneider (D-IL), Dan Kildee (D-MI), and Julia Brownley (D-CA) introduced the SAF Blenders Tax Credit bill, referred to as the Sustainable Skies Act, to amend the Internal Revenue Code of 1986 to provide a tax credit for SAF. Under the proposal, SAF that achieve a 50% or greater reduction in lifecycle GHG emissions would be eligible to receive a tax credit ranging from \$1.50/gallon to \$2.00/gallon.

JetBlue is supportive of the proposed bill and considers this an exciting and meaningful development to help spur the production of SAF so that it is more affordable and widely available – an important step in helping the U.S. airline industry reach its goal of achieving net zero carbon emissions by 2050, while also supporting U.S. jobs and energy security.

#### **Global Aviation Emissions Policies**

While JetBlue's operation remains based in North and Central America, with the exception of our network expansion to London in Q3 2021, we continue to track emerging environmental aviation policy that impacts airlines in other parts of the world. Climate change and emissions from aviation both have global implications, and we view sustainable policy development in any part of the world as relevant to our operation and strategy.

#### **French Aviation Climate Law**

In June 2020, France passed a new set of climate laws which specifically impacted aviation and emissions management in the transportation industry. The set of laws includes a ban on all domestic flight routes that can be covered by train in under two and half hours with an exclusion of connecting flights, a ban on the construction of new airports or expansion of existing airports beyond necessary developments, and an investment of 3.4 billion Euros into the development of biofuels.

#### **Sustainable Aviation Fuel Mandates**

The scale up of SAF interest in 2019 and 2020 has also been met with emerging policies throughout Europe and North America. In 2020, Norway introduced a mandate requiring 0.5% of all jet fuel sold to be SAF, increasing to 1% in 2021 and set a target of 30% by 2030. Sweden and Finland have proposed mandates, while UK and Netherlands offer incentives for SAF on an "opt-in" basis. In addition, the EU Renewable Energy Directive (RED II) includes a 14% renewable energy fuel supplier obligation for transport. Aviation fuels can opt in to contribute to the target but are not subject to an obligation, contributing 1.2 times their energy content.

In March 2020, the European Commission published a proposal for a European legislation to help meet its 2050 climate neutrality objective. The European Commission also announced intention to raise the 2030 GHG emission reduction target to at least 55% compared to 1990 levels. The Commission has proposed several measures to achieve its strategy including a SAF blending mandate, European trading system for fuel carbon credits across transportation modes, and measures to accelerate research and innovation for sustainable aviation fuels.



**GOVERNMENT  
AND INDUSTRY  
COLLABORATION  
IS KEY IN HELPING  
OUR INDUSTRY  
REACH OUR  
STRONG  
ASPIRATIONAL  
GOALS.**

# 3

# ENVIRONMENT

## ENVIRONMENT

JetBlue is an industry leader in mitigating climate risk and our environmental vision is to lead the way toward a lower-carbon operation.

Over the last year, we have elevated our focus on environmental mitigation, setting the ambition to ‘decarbonize our business’ as one of our key company-wide strategic priorities and integrating key emissions-reduction metrics and milestones within our business-wide KPIs. The following section will outline the specific environmental risks and opportunities we’ve identified, our key environmental metrics and targets, and environmental investments.

### Our Approach to Decarbonizing Our Business

Addressing aviation emissions should not be about flying less—but flying smarter. Our strategy is to simultaneously pursue six key levers to decarbonize our business. Those levers are as follows:

1. AIRCRAFT EFFICIENCY	2. FUEL OPTIMIZATION	3. SUSTAINABLE AVIATION FUEL
Our investments in new aircraft increase fuel efficiency and drive down costs.	We continuously fine-tune our operation to ensure adherence to fuel savings procedures.	We are regularly flying on SAF that drops into our existing aircraft and reduces lifecycle emissions up to 80%, and seeking out growth opportunities.
4. ELECTRIC GROUND OPS	5. TECHNOLOGY PARTNERSHIPS	6. CARBON OFFSETTING
Minimizing our fuel and emissions use on the ramp by converting our Ground Service Equipment (GSE) to electric (eGSE) and maximizing electric ground power and air systems for aircraft.	Through our subsidiary JetBlue Technology Ventures, we support and invest in alternative energy aircraft such as electric- and hydrogen-fueled aircraft.	For unavoidable emissions today, we purchase high-quality, verified offsets.

### Climate Risk Scenario Analysis

In 2020, JetBlue conducted its first climate risk scenario analysis. The purpose is to elevate our analysis of climate-related risks and opportunities by assigning a financial value to potential climate impacts to the business. Through this process, we analyzed the potential physical and transitional risks and opportunities of a “High Emissions” scenario (in which there is limited global focus on mitigating GHG emissions and we experience warming between 4.2 to 5.4° by 2100) and a “Low Emissions” scenario (in which there is a coordinated, global effort to reduce emissions and warming is capped at 1.7 – 3.2° by 2100) on over 100 JetBlue assets across North America, Central America, and Europe.

To conduct this report, JetBlue partnered with The Climate Services for use of their Climonomics software. The sophisticated software utilized terabytes of climate and socioeconomic data on hazards from public (including IPCC, NASA, NOAA), academic and commercial sources, and proprietary models to assess the vulnerability of individual assets to individual climate-related risks. The outputs of this analysis will inform JetBlue’s financial planning and overall strategy for mitigating and adapting to climate change. Top modeled risks include, for the 2030s decade, in order of impact, Carbon Pricing, Temperature Extremes, Coastal Flooding, Technology, Reputation, Market and Litigation. Top modeled risks include, in order of impact, Products and Services, Energy Source, Resource Efficiency, Resilience, and Markets. For a full breakdown of the modeled risks and opportunities, including financial estimates associated with each risk and opportunity, please see the charts on [page\(s\) 84-87](#) of this report.

### Climate Related Risks

To identify and track climate risk, JetBlue incorporates consideration of the topic into multiple enterprise-wide general systems:

- **Enterprise Risk Management.** The Audit department coordinates enterprise risk management efforts to mitigate identified strategic risks, including those from climate change.
- **Business Continuity.** The Business Continuity department develops cross-departmental plans and exercises in conjunction with the Crisis Management team.
- **Climate Risk Scenario Analysis.** The climate risk scenario analysis is conducted by a third-party where outcomes are communicated to the wider business through the ESG team.
- **Regulatory Risk.** We actively participate in regular meetings held by our trade associations to monitor, advocate, and plan for reasonable climate change regulation. JetBlue does not instinctively or immediately oppose climate regulation. We have supported physically and financially viable climate regulation.

CLIMATE RELATED RISKS (PHYSICAL)					
RISK TYPE	DESCRIPTION OF RISK	SECTOR AND GEOGRAPHICAL SPREAD	POTENTIAL IMPACT	TIMEFRAME	BUSINESS CONTINUITY, MITIGATION, AND ADAPTION
Acute Physical	The risk of increasing severity of extreme weather events such as hurricanes, typhoons, wildfires and rainstorms.	Products and Services, Operations, Supply Chain  Atlantic and Caribbean	Reduced revenues from the delay and cancellation as well as reduced demand for flights due to reduced reliability. Impact to operations and on-time performance.	Short to long term	Severe weather is beyond the scope of what JetBlue can reasonably address. Instead, we are actively engaging with local governments on measures to maintain the viability of their airports. We hold pre- and post-hurricane season preparedness sessions for operational leaders. We minimize revenue loss by redeploying flights to other Caribbean destinations in the wake of infrastructure damage from a localized storm or hurricane.
			Increases in costs due to rising fuel costs caused by the disruptions in the supply chain.	Short to long term	JetBlue's Irregular Operations (IROPs) program was developed to deal with extraordinary weather events. Use of accurate IROPs hurricane forecasting models allows us to move planes out of storm paths earlier, which subsequently allows us to resume service earlier than in the past. Our focus cities model, which features more direct point-to-point flights, increases our ability to handle major weather events (compared to the hub-and-spoke model our competitors use.)

CLIMATE RELATED RISKS (PHYSICAL)					
RISK TYPE	DESCRIPTION OF RISK	SECTOR AND GEOGRAPHICAL SPREAD	POTENTIAL IMPACT	TIMEFRAME	BUSINESS CONTINUITY, MITIGATION, AND ADAPTION
Chronic Physical	Rising temperatures and sea levels.	Products and Services, Operations  Specific Airports	Increased operating costs due to increased costs of maintenance at airports exposed to sea-level rise.  Reduced revenue from reduced flight schedules due to increased temperatures and reduced air density.	Long term	Through our climate risk scenario analysis, we have identified extreme temperatures to be the biggest physical risk to JetBlue's operation.  To mitigate this risk, we are investing in the resiliency of our assets. For example, all new designs for our JFK Hangar consider the Port Authority of New York and New Jersey's guidance on changes in temperature and precipitation, as well as sea-level rise.  Quarterly planning exercises with department heads and senior business leaders may incorporate this scenario as primary and/or additional elements.

CLIMATE RELATED RISKS (PHYSICAL)					
RISK TYPE	DESCRIPTION OF RISK	SECTOR AND GEOGRAPHICAL SPREAD	POTENTIAL IMPACT	TIMEFRAME	BUSINESS CONTINUITY, MITIGATION, AND ADAPTION
		Products and Services, Operations, Supply Chain  Tropics	A rising mean temperature and humidity levels could increase the likelihood of the transmission of malaria, dengue fever, West Nile virus, or other diseases. This could lead to decreased revenue due to reduced consumer demand or possible travel restrictions to certain locations. It could also increase costs associated with maintaining a workforce and implementing safety measures.	Short to long term	Quarterly planning exercises with department heads and senior business leaders may incorporate this scenario as a primary and/or additional element.

CLIMATE RELATED RISKS (TRANSITION)					
RISK TYPE	DESCRIPTION OF RISK	SECTOR AND GEOGRAPHICAL SPREAD	POTENTIAL IMPACT	TIMEFRAME	BUSINESS CONTINUITY, MITIGATION, AND ADAPTION
Current & Emerging Regulation	Existing and emerging regulations and legal requirements aimed at addressing climate change and the transition to a low carbon economy.	Products and Services	Increased fuel costs due to taxes or carbon pricing on fossil fuels and fossil manufacturers.  Increased operational costs due to additional reporting obligations or a direct carbon tax on the aviation industry.  Loss of license to operate.	Medium term	We are proactively setting multi-year contracts for low-carbon services such as sustainable aviation fuel and verified carbon offsets, in anticipation of emerging sustainable policy to minimize regulatory risks and compliance cost in a low-carbon economy. We have proactively implemented voluntary reporting efforts to minimize transition risk and cost of potential requirements. We have already been reporting on SASB metrics since 2016, and TCFD since 2017, and publishing our greenhouse gas inventory annually. We engage with regulators and industry organizations, e.g., IATA, A4A, and ICAO to advocate for reasonable climate policy.

CLIMATE RELATED RISKS (TRANSITION)					
RISK TYPE	DESCRIPTION OF RISK	SECTOR AND GEOGRAPHICAL SPREAD	POTENTIAL IMPACT	TIMEFRAME	BUSINESS CONTINUITY, MITIGATION, AND ADAPTION
Technology	Emerging technology aimed at supporting the transition to a low-carbon technology.	Products and Services Operations	<p>Increased costs to transition existing assets such as the air fleet to more efficient models.</p> <p>Reduced revenue because new low-carbon transportation options.</p>	Short to long term	<p>We've committed to introducing over 155 new fuel efficient aircraft across two new aircraft types, both of which will bring dramatic improvements in per-seat emissions, which we will strategically introduce over the coming years to replace older aircraft and adapt to our changing operational needs.</p> <p>We have invested in electric and hydrogen fueled aircraft startup companies, to help us more easily and efficiently transition to alternative fueled aircraft in the future. These partnerships allow us insight as these emerging zero-emission industries develop and access to favorable pricing and supply when introduced to market.</p>

CLIMATE RELATED RISKS (TRANSITION)					
RISK TYPE	DESCRIPTION OF RISK	SECTOR AND GEOGRAPHICAL SPREAD	POTENTIAL IMPACT	TIMEFRAME	BUSINESS CONTINUITY, MITIGATION, AND ADAPTION
Market	A shift in supply and demand as economics transition to a low-carbon economy.	Products and Services Operations	<p>An increase in demand increases cost for sustainable aviation fuels, carbon offsets, and low emissions aircraft technology.</p> <p>Changes in consumer behavior leads to reduced revenue and demand for flights and other carbon-intensive forms of travel.</p>	Long term	<p>We continuously monitor consumer demand and expectations, procurement, and strategy development to anticipate market shifts.</p> <p>We have proactively committed to introduce increasingly fuel efficient aircraft, and have locked in favorable pricing for these deliveries since 2018. We have also proactively sourced multiyear contracts for carbon offsets, SAF, and fuel efficient aircraft, ensuring we are able to pay favorable pricing for high quality product over a multiyear period.</p>

CLIMATE RELATED RISKS (TRANSITION)					
RISK TYPE	DESCRIPTION OF RISK	SECTOR AND GEOGRAPHICAL SPREAD	POTENTIAL IMPACT	TIMEFRAME	BUSINESS CONTINUITY, MITIGATION, AND ADAPTION
Reputation	Damage to brand value and loss of customer base from shifting public sentiment about climate change.	Products and Services	Reduced customer demand due to increased “flight-shaming” because of the industry or airline’s carbon intensive reputation.	Short to long term	<p>We continue our history of strong corporate citizenship in the communities we serve.</p> <p>Our company mission and culture has been instrumental in developing industry-leading environmental and social strategies for the past decade, and we continue to embrace sustainability as part of our identity and contributing to our social license to operate.</p>

### Climate Related Opportunities

Potential opportunities arising from climate change are as plausible as risks, yet they tend to be overlooked by both issuers and investors. At JetBlue, taking into account climate change may increase both our resiliency and competitiveness. The following table shows the most material opportunities we have identified.

CLIMATE RELATED OPPORTUNITIES					
OPP TYPE	DESCRIPTION OF OPPORTUNITY	SECTOR AND GEOGRAPHICAL SPREAD	POTENTIAL IMPACT	TIMEFRAME	BUSINESS CONTINUITY, MITIGATION, AND ADAPTION
Resilience	Diversification of operational bases and improved asset mobility.	Products and Services	Reduced costs during extreme weather events and the ability to keep higher percentage of flights from being cancelled.	Short to long term	JetBlue’s focus cities model means we have several major airports rather than operating from a single or small number of hubs. This helps facilitate moving the fleet in response to weather events or to meet changing customer demand and allows our aircraft assets to continue to be productive.

CLIMATE RELATED OPPORTUNITIES					
OPP TYPE	DESCRIPTION OF OPPORTUNITY	SECTOR AND GEOGRAPHICAL SPREAD	POTENTIAL IMPACT	TIMEFRAME	BUSINESS CONTINUITY, MITIGATION, AND ADAPTION
Products and Services	Increased revenue from customers seeking more sustainable travel.	Product and Services	Improve competitiveness amidst shifting consumer and producer preferences.	Short to long term	Leading in sustainability is a part of our brand and something our customers know to expect from us. Our company mission and culture has been instrumental in developing industry leading sustainability strategies for the past decade, and we continue to embrace sustainability as part of our identity as we deliver the most forward thinking sustainability strategies possible.
Resource Efficiency	Investment in a more efficient fleet.	Products and Services, Organization, Supply Chain	Lower fuel costs, increased efficiency, better products for customers.	Short to long term	We have made investments in fuel-efficient, cost-saving aircraft engines and bodies. We continue to fine-tune our operation to reduce fuel use all across our operation via our Fuel Optimization program.

CLIMATE RELATED OPPORTUNITIES					
OPP TYPE	DESCRIPTION OF OPPORTUNITY	SECTOR AND GEOGRAPHICAL SPREAD	POTENTIAL IMPACT	TIMEFRAME	BUSINESS CONTINUITY, MITIGATION, AND ADAPTION
Energy Source	Investment in Sustainable Aviation Fuels (SAF).  Cost reduction from renewable or alternative energy at airports, ground vehicles, and jet fuel.	Products and Services, Organizational, Supply Chain	Ahead of sector in engaging in sustainability issues; likely to be more resilient to regulator changes.	Short to long term	JetBlue was an early leader in the U.S. in setting a long-term sustainable aviation fuel purchase agreement and believes early engagement will allow for more favorable contract terms as we grow use of SAF across our network.  Today we operate fleets of electric ground vehicles in JFK and California, with more fleets expected to rollout in BOS and EWR in coming years.
Markets	Investment in carbon offsets, sustainable aviation fuel, and low emission aviation technology.	Products and Services, Organizational, Supply Chain	Proactively seek opportunities in new markets to be better positioned in a lower-carbon economy.	Short to long term	We have proactively sourced multiyear contracts for carbon offsets, SAF, and fuel efficient aircraft, ensuring we are able to pay favorable pricing for high-quality product over a multiyear period.

## CASE STUDY

### Sustainability-Linked Loan

Sustainability linked loans are a financial instrument that a lender can use to reward a borrower's sustainable performance, by tying more favorable financial terms of the loan to ESG metrics. In 2020, JetBlue became the first-ever airline to deploy a Sustainability-Linked Loan. In partnership with BNP Paribas, we amended an existing \$550 million revolving credit facility (RCF) to link the borrowing costs of the facility to whether we achieve a pre-determined ESG score. The ESG scoring will be provided on an annual basis by a third party data specialist Vigeo Eiris, who provide ESG research and services for investors and other organizations. In our most recent assessment, we achieved a score of 50, which allows us the highest pricing benefit and is the highest score in the Travel & Tourism Industry for North America.

## CASE STUDY

### JetBlue Technology Ventures: ESG Sprint

JetBlue Technology Ventures (JTV) is JetBlue's venture capital subsidiary created to identify and support innovation opportunities in the travel and hospitality industries. To keep up with the constant and rapid evolution of technology, JTV regularly partners with JetBlue to conduct 12-week "innovation sprints." The goal is to uncover and connect relevant startups to a specific business unit. This year JTV worked together with the ESG team to execute an in-depth innovation sprint. JetBlue's investors, customers, and crewmembers are increasingly demanding heightened ESG standards in almost everything JetBlue does, and this sprint allowed us the opportunity to explore the latest game-changing ideas in the business.

At the beginning of the sprint, JTV and ESG invited several stakeholders from across JetBlue to participate in a day-long exercise, which helped us narrow the scope to five guiding themes:

- Sustainable operations
- Crewmember engagement tools
- Customer-facing technology (including carbon offset innovation)
- Data accessibility
- Data generation

With these themes in mind, JTV sourced over 150 startups from around the world. Over the course of the next several months, the working team selected six that were emblematic of the most exciting innovation taking place in the field.

### Investment in Research and Development and Financial Planning

JetBlue continuously investigates means of mitigating climate risk exposure and introducing new forms of lower-carbon technologies and innovations. The table below details some of the investment opportunities across the short, medium, and long term. In 2020, we strengthened the focus on sustainability with our subsidiary JTV, who led the investments in alternative energy aircraft companies detailed within the New Technology section below.

INVESTMENT IN R&D					
CLIMATE RISK/ OPPORTUNITY	ITEM	DESCRIPTION	START DATE	TIME PERIOD	TIME FRAME OF INVESTMENT RETURN
<b>RESILIENCE</b>	Focus cities	Further investment in diversifying our operations to allow for better asset mobility	Ongoing	Ongoing to long term	1-3 years
	Climate Risk Scenario Analysis	Modeling to assess our resilience to climate change	Ongoing	Short term	N/A
<b>EMISSIONS MITIGATION</b>	New engine option (NEO) aircraft	New engine technology: Fuel efficiency	2020	Short to medium term	Fuel savings immediate, aircraft
	Airbus A220 aircraft	New fleet: Fuel efficiency	2020	Short to medium term	Fuel savings immediate, aircraft
	Sustainable Aviation Fuel	Lower carbon intensity fuel	Ongoing	Medium term	N/A
	Electric ground service equipment	Lower carbon intensity ground equipment	Ongoing	Short term	2 years
	NextGen navigation	New navigation system: Increased flight and fuel efficiency	2013	Ongoing to long term	Realized in 2014
	Electric Ground Power and Air Units	Powering aircraft at gates and remote locations without jet fuel (APU)	Ongoing	Short term	2 years

INVESTMENT IN R&D					
CLIMATE RISK/ OPPORTUNITY	ITEM	DESCRIPTION	START DATE	TIME PERIOD	TIME FRAME OF INVESTMENT RETURN
<b>NEW TECHNOLOGY</b>	Joby Aviation	Developing regional electric eVTOL aircraft	2017	Long term	N/A
	Universal Hydrogen	Carbon-free aviation fuel alternative	2021	Long term	N/A
<b>CARBON OFFSETTING</b>	Domestic Carbon Neutrality	Voluntary emissions offsets	2020	Ongoing	N/A

**CASE STUDY**

**JetBlue Technology Ventures’ Investments in Low Emission Aircraft Technologies**

While our ESG team’s current strategy of expanding our fuel-efficient aircraft fleet, streamlining ground operations, and sourcing sustainable aviation fuels are effective, it is simply not enough to help JetBlue reach our ambitious goal of net-zero carbon emissions by 2040. To support the airline’s sustainability strategy and targets, JTV invests in technology focused on advanced methods of measuring and reducing emissions, improved environmental protections, and game-changing transportation. This mindset is the driving force behind JTV’s most notable sustainability investments: Universal Hydrogen (UH2) and Joby Aviation.

Joby Aviation is building a fully electric vertical take-off and landing (eVTOL) passenger aircraft optimized to deliver air-transportation-as-a-service. The piloted, four-passenger aircraft travels at speeds up to 200 miles per hour, flies 150 miles on a single charge, and will be significantly quieter than existing rotorcraft or small planes during takeoff and landing. JTV and Joby have worked closely together since JTV’s initial investment in 2017. Joby recently became a publicly traded company on the New York Stock Exchange and plans to launch commercial operations in 2024.

Universal Hydrogen (UH2) is a startup decarbonizing aviation by making hydrogen a viable alternative to traditional jet fuel. As a pioneer in hydrogen containment, distribution, and powertrain technology, UH2 plots a clear trajectory for helping to decarbonize aviation and eventually other forms of transportation like maritime, trucking, and rail. Recently, JTV announced its investment in UH2 as part of its \$20.5 million Series A funding round.



**WE ARE  
RE-INVENTING  
OUR FLEET WITH  
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MOST FUEL-EFFICIENT  
TECHNOLOGY-  
INTRODUCING  
A COMBINED 155  
NEXT GENERATION  
AIRBUS AIRCRAFT.**

The financing allows UH2 to accelerate the development of its hydrogen logistics network and regional aircraft conversion kits and bolsters its burgeoning commercial activities.

Hydrogen has long been heralded as a game-changing technology in transportation that is a decade or more away from widespread adoption. It would make an ideal fuel source for aviation because it emits only water as a byproduct and has roughly three times the energy of jet fuel. Today, production is the primary challenge, considering that most hydrogen is generated using fossil fuels, and, until recently, electrolyzer efficiency availability and costs have been prohibitive. Eventually, however, experts believe hydrogen can price at — or better than — jet fuel. And likely sooner than later: UH2 intends to offer long-term hydrogen supply contracts to airlines at cost parity by 2024.

### **CASE STUDY**

#### **New, Fuel-Efficient Aircraft**

We recognize that our greatest impact is from emissions associated with the combustion of jet fuel. While our approach to minimizing our footprint is multi-faceted, our top priority is to avoid the emissions being generated in the first place, where we safely can. The most immediate and effective way we can achieve this is by continuously upgrading our fleet to introduce the most advanced and fuel-efficient technologies, and proactively retiring our least fuel-efficient aircraft. In recent years, we announced our intention to introduce a combined 155 new Airbus A220 and Airbus 321neo aircraft, aircraft which deliver best-in-class fuel efficiencies. Despite the significant impact from COVID-19 on our business strategy and investments, we protected the delivery of many of our new most fuel-efficient aircraft, detailed below.

#### **A220s**

In 2018, we announced the selection of the Airbus A220 aircraft to eventually replace our existing Embraer E190 aircraft. Despite the pandemic that disrupted much of 2020, we stood committed to upgrading our fleet and improving fuel efficiency while reducing emissions. This past year, we took delivery of the first of our 70 new A220 fleet, a major milestone for JetBlue and the future of our airline. The A220 has an estimated 40 percent lower fuel burn per seat than the E190. We expect to continue taking delivery of these aircrafts through 2025 and began revenue flights on our first A220 in 2021.

The A220 is powered by Pratt & Whitney geared turbofan engines, one of the most quiet, fuel efficient, and modern engines on the market, and features aerodynamic-enhancing Sharklets on the wings. This results in an approximated 20% lower fuel burn per seat, a reduction of 5,000 tons CO2 per year, and a 50% reduction in noise for our customers, crewmembers, and communities served. Engines have a long lifespan, and it's essential that we get the most up to date technology available today to power us well into the future.

### A321neo

In addition to the A220, we have invested in purchasing 85 Airbus A321neo aircraft, the first of which was delivered at the end of 2019. The A321neo is also powered by Pratt & Whitney geared turbofan engines and fitted with the curved Sharklet wingtips for improved aerodynamics. This translates to an estimated average of 15% lower fuel burn and a corresponding 15% reduction in CO<sub>2</sub> emissions, compared to our existing engine models. The A321neo also provides JetBlue with increased range, making it a key part of our strategy to service longer haul markets with greater efficiency and lower emissions.

TAKING JETBLUE'S FLEET INTO THE NEXT GENERATION									
AIRCRAFT TYPE	2019	2020	2021	2022	2023	2024	2025	2026	2027
<b>A321NEO DELIVERIES</b>	6	7	8	3	11	13	11	12	14
<b>A220-300 DELIVERIES</b>		1	7	9	18	22	12	1	

### ENVIRONMENTAL METRICS & TARGETS

#### 2019 and 2020 Greenhouse Gas Inventory

Below is our 2019 and 2020 carbon footprint, both before and after our voluntary purchase of carbon offsets. As with airlines across the globe, JetBlue saw a drastic reduction in the total number of flights in 2020 due to the COVID-19 pandemic and associated travel restrictions. Starting July 1, 2020, we began offsetting 100% of our domestic flights – honoring our industry-leading announcement to achieve domestic carbon neutrality in January 2020. This represents approximately a third of all flights in 2020, and nearly three quarters of our flying in the second half of 2020 and throughout 2021 to date. Moving forward, we remain committed to offsetting all emissions from domestic flights with high-quality, carbon offsets.

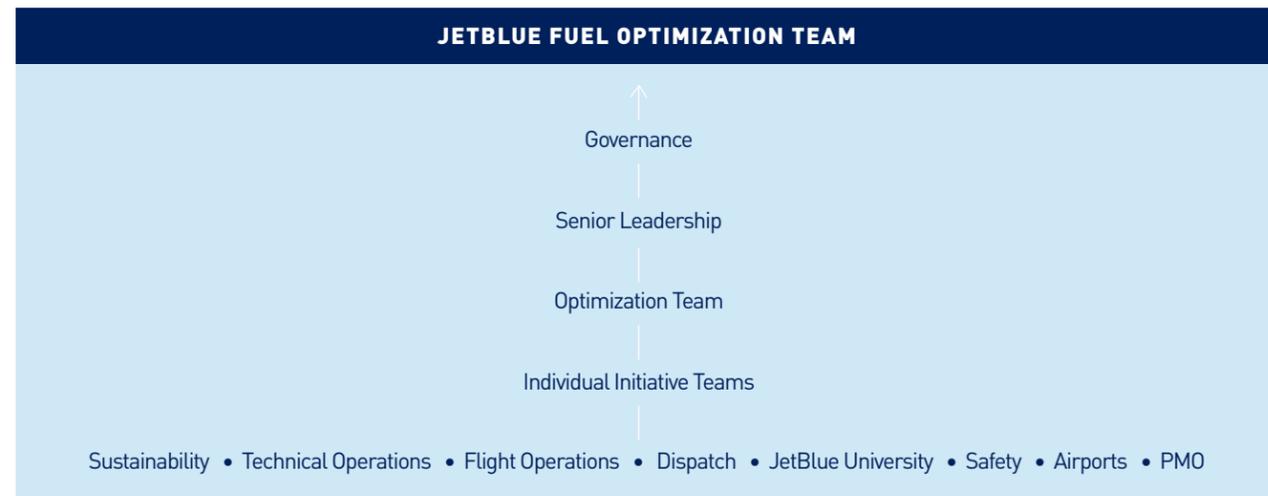
ACTIVITY	2019	2020	YOY % CHANGE (2019-2020)				
<b>TYPE OF EMISSIONS (tCO<sub>2</sub>e)</b>	<b>tCO<sub>2</sub>e</b>	<b>tCO<sub>2</sub>e</b>	<b>YOY % CHANGE (2019-2020)</b>				
<b>DIRECT (SCOPE 1)</b>	Ground Fuel	15,431	9,016	-41.6%			
	Jet Fuel	8,715,326	4,054,523	-53.5%			
	Subtotal	8,730,756	4,063,538	-53%			
<b>INDIRECT ENERGY (SCOPE 2)</b>	Purchased Electricity	25,944	23,758	-8.4%			
	Subtotal	25,944	23,758	-8.4%			
	<b>INDIRECT OTHER (SCOPE 3)</b>	Ground Fuel WTT	3,736	2,181	-41.6%		
Jet Fuel WTT		1,764,998	821,997	-53.4%			
Electricity WTT & T&D		4,251	3,736	-12.1%			
Subtotal		1,772,985	827,914	-53%			
<b>TOTAL (tCO<sub>2</sub>e)</b>	10,529,685	4,915,210	4,915,210				
<b>CARBON OFFSETS*</b>	0	1,377,966	-53%				
<b>TOTAL MINUS OFFSETS (tCO<sub>2</sub>e)</b>	10,529,685	3,537,244	-66%				
SCOPE 1 EMISSIONS ON AN INTENSITY BASIS					YOY % CHANGE		
EMISSIONS	2017	2018	2019	2020	2017-2018	2018-2019	2019-2020
tco2e/Available Seat Miles (000,000)	139	140	137	124	0.3%	-2.2%	-9.1%

From 2019 to 2020, we experienced a reduction of 53% in Scope 1 emissions, as well as a reduction of roughly 9.1% per available seat mile. While much of this improvement can be attributed to short-term operational changes from COVID-19 (less congested airspace and low load factors resulting in lighter aircraft), there were also changes within JetBlue’s control that contributed to this improvement. First, at the onset of the pandemic in the U.S., we began parking aircraft not in use. We specifically selected our most fuel-efficient aircraft to continue flying throughout the pandemic, giving us a glimpse into the fuel efficiency we can expect as our fleet turns over. In addition, with fewer flights, we were able to introduce new, and fine-tune existing, fuel savings procedures.

**CASE STUDY**

**Fuel Optimization During COVID-19**

While COVID-19 all but grounded our operations and reduced flying to historically low rates, it also gave us an opportunity to analyze our operation like never before, and identify areas to eventually ramp our flying back up better and smarter. While optimizing fuel use has always been a priority at JetBlue, we took this opportunity to formalize some of our common best practices into a program guided by statistical analysis and led by a group of relevant stakeholders from across the company.



A more widely scoped governance structure was put into place to capture a larger groups of stakeholders and perspectives. The breadth of these stakeholders spans from Sustainability & ESG, to training groups at JetBlue University, to operationally critical teams such as Safety, Dispatch, and Flight Ops. The purpose of this structure is to streamline the identification of risks and opportunities of our fuel optimization practices, and expedite the implementation of improvements. This structure provides individual stakeholders throughout our operation with a clear and defined roadmap to access decisions from company leadership, and ultimately with the opportunity to enhance how we fly. This group meets bi-weekly to determine work streams, resolve scope, budget, and timeline issues, and discuss senior leadership recommendations and feedback. Senior leadership meets monthly to discuss the ongoing projects and topics related to fuel optimization, and provide the optimization team with guidance and decisions where necessary.

FUEL OPTIMIZATION – 2021 FOCUS INITIATIVES	
PROJECT TITLE	DETAIL
Leadership and Structure	Fuel Management Council developed, overseen by Senior Leaders, incorporating work groups that impact fuel use and efficiency.
Single Engine Taxi (SET) and Single Engine Taxi without APU (SETWA)	Increasing single engine taxi and single engine taxi without APU (SETWA) rates.
APU Off Strategy	Increase rates of using ground power and air instead of jet fuel powered auxiliary power units (APU).
Ground Power Strategy	More ground power and air infrastructure at maintenance and airport operations. Rental opportunity.
Fuel Smarter	Optimize fueling process and quantities.
Potable H <sub>2</sub> O	Optimize potable water carried onBoard to reduce weight and fuel burn.
New GSE electrification	Investigate new aircraft towing and ground support equipment technologies to reduce ground fuel use.

**Our Short and Medium Term ESG Targets**

While long-term targets are important, so are the short and medium term milestones that prove strategy and progress along the way. In 2020, management, and the Board led by the ESG Subcommittee, agreed to set new short-and-medium-term ESG targets which were released in early 2021. Among these are ambitious targets designed to mitigate our impact on climate and the environment. This section will provide an update of where we stand with each of our targets and their underlying metrics.

**EMISSIONS EXCLUDING OFFSETS**

**Reduce Aircraft Emissions 25% Per Available Seat Mile (Asm) From 2015 Levels, Excluding Offsets**

JetBlue chooses to measure ourselves against ASM because it provides a consistent and comparable figure for us to measure our progress. It does not rely on our ability to sell a ticket or fluctuations in revenue or ridership from events such as COVID-19, like metrics such as revenue passenger mile (RPM). By the end of 2020, we decreased emissions per ASM by 10.7% compared to 2015 levels (138.8 scope 1 emissions per ASM). As discussed above, much of this recent reduction can be attributed to temporary operational changes from COVID-19, so we are expecting some increase in emissions per ASM as we recover.

**EMISSIONS WITH OFFSETS**

**Achieve Net Zero Carbon Emissions by 2040, Including Offsets**

We envision a re-invented, low-emission future of aviation. To hold us accountable, in 2020 we announced our aspirational target of achieving net zero carbon emissions by 2040. This is 10 years earlier than the timeframe outline in the 2016 Paris Climate Accords and the generally agreed upon time by climate scientists to avoid the worst effects of climate change. To achieve this, we plan to aggressively reduce direct emissions via investments in fuel efficient aircraft and operations, sustainable aviation fuels, support and embrace low-and-zero-emission aircraft technologies of the future, and invest in high-quality carbon credits to offset the unavoidable, remaining emissions.

**CASE STUDY**

**Carbon Neutrality to Net Zero**

OUR PROGRESS		
DOMESTIC CARBON NEUTRALITY SINCE 2020	NET ZERO X 2040	SUSTAINABLE ENERGY
In 2020, JetBlue became the first U.S. airline to achieve carbon neutrality for all domestic flights—achieved today through large-scale carbon offsetting.	We have further committed to achieve net zero carbon emissions by 2040, continuously innovating to directly reduce emissions and usage of carbon offsets.	We are aggressively converting our ground support equipment to electric and expanding sustainable aviation fuels in our operation.

**Carbon Neutrality**

Early in 2020, before the large-scale impact of the COVID-19 pandemic, JetBlue became the first major U.S. airline to commit to offsetting its emissions and achieve carbon neutral domestic flying. Despite the debilitating effect COVID-19 had on our business, and on the aviation sector in general, JetBlue upheld its commitment to the environment, and on July 1, 2020 began offsetting carbon dioxide (CO<sub>2</sub>) from jet fuel for all domestic JetBlue-operated flights.

JetBlue made this industry-changing move to demonstrate real, immediate action toward reducing its contribution to global warming – something our customers, own crewmembers, investors, and general public have been increasingly asking for. For us, a healthy environment is more than a nice goal – it’s crucial for our business and the destinations we fly to. And we wanted to make a very significant move to prove that.

JetBlue’s new carbon offsetting partners include two experts in climate solutions and carbon offsetting – [South Pole](#) and [EcoAct](#), in addition to our long-term offsetting partners since 2008, [Carbonfund.org](#). Through these partners, JetBlue purchases high-quality, verified carbon credits that adhere to a strict set of standards. Projects are registered with third-party internationally recognized verification standards, including the Gold Standard, Verra’s Verified Carbon Standard (VCS), Social Carbon and Climate, Community and Biodiversity Standards (CCBS), or standards verified by the UNFCCC. These standards also help highlight different benefits while ensuring that the project is real, verified, permanent and additional.

JetBlue and its sourcing partners follow the below principles when selecting projects:

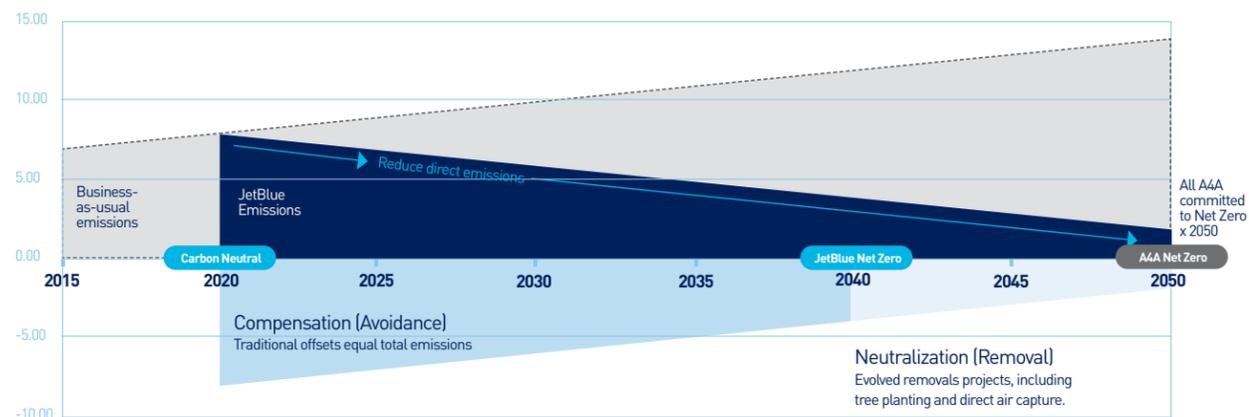
- **Real:** All GHG emission reductions must be proven to have occurred.
- **Measurable:** All GHG emission reductions must be able to be quantified.
- **Permanent:** Steps must be in place to ensure a minimal risk of reversing the project emissions reductions, and if reversal takes place, a plan to rebalance the expected reduction.
- **Additional:** All GHG emission reductions must be in addition to what would have happened if the project were not developed.
- **Independently Audited:** An accredited verification entity experienced in the relevant sector and location has assured all stated emissions reductions have occurred.
- **Unique:** No double counting of carbon credits has occurred, with each assigned a unique serial number.
- **Transparent:** All GHG-related information must be disclosed.
- **Conservative:** Approaches and assumptions are conservative to avoid over-estimation.

As part of its offsetting program, JetBlue selects projects around the globe that balance the emissions from its jet fuel. Many projects operate in developing countries where a bigger community impact can be made. JetBlue will support carbon offsets projects focused on but not limited to:

- **Landfill Gas Capture (LFG):** Landfill gas is a natural byproduct of the decomposition of organic material in landfills. Instead of escaping into the air, LFG can be captured, converted and used as a renewable energy resource. LFG energy projects generate revenue and create jobs in the local community and beyond.
- **Solar/Wind:** These projects develop expansive solar and wind farms, generating power that otherwise would have been supplied by fossil fuels like coal, diesel and furnace oil. These projects also create jobs and revenues for local communities.
- **Forestry:** Forest conservation projects prevent deforestation by helping voluntarily forego plans that would have converted forests for other purposes, while having additional co-benefits for communities and local wildlife.

We cannot simply offset what we emit. JetBlue is committing to reducing emissions along the recommendations of the Science-Based Targets Initiative (SBTi). Once sector guidance has been approved, we plan to set a Science-Based target to provide a roadmap for our annual year on year reductions in absolute emissions to complement our ambition for net zero.

**JetBlue’s Net Zero Roadmap (Illustrative)**



**SUSTAINABLE ENERGY**

**10% Of Fuel to Be From Blended Sustainable Aviation Fuel (Saf) By 2030**

At the same time we made our domestic carbon neutrality announcement, in 2020 we also announced that we began regularly flying on sustainable aviation fuels (SAF) from our partner Neste out of San Francisco International Airport (SFO). Neste is the world’s largest producer of renewable diesel and a pioneer in renewable jet fuel, and the ‘MY SAF’ we are taking delivery of is produced 100 percent from waste and residue raw materials. While this represents a small portion of our total fuel consumption, it is an important step in introducing SAF into our regular operations.

Over its lifecycle, Neste’s SAF has up to an 80% smaller carbon footprint compared to traditional fossil-based jet fuel. It is for this reason that JetBlue views SAF as one of the most promising tools to reducing our footprint as an airline in the near and long term. As our operation was severely impacted due to COVID-19 and the demand for flights out of SFO was temporarily and sharply reduced, we forecast our purchase and use of SAF, and the associated emissions benefits from this program will grow immensely in the coming years. JetBlue is actively seeking out further opportunities to grow its use of SAF across its network.

As with many new technologies and markets, there exists a supply and cost issue today, limiting the up-take available to the industry at large. SAF can cost 2-3 times that of conventional jet fuel, and as of the time of publication, there are only two active producers of SAF delivering. In the U.S., all regular deliveries are made within California, due to California’s Low Carbon Fuel Standard that offers further incentives to producers in addition to the federal programs available today. To scale up supply at a commercially competitive level, further positive policy measures such as SAF-specific incentives that enhance cost-competitiveness will be critical. JetBlue is supportive of positive policy incentives to help spur the sustainable aviation fuel market and help achieve commercial SAF at scale, which will be instrumental in helping us reach our 2030 target.

**40% Of Most Common Owned Ground Service Equipment (GSE) Vehicle Types to Be Converted to Electric (eGSE) By 2025, and 50% By 2030**

We are also focused on reducing emissions from our ground operations and improving local air quality for our crewmembers and communities surrounding the airports we fly to. In 2018, we announced our commitment to convert 40% of our three most common ground service equipment (baggage tractors, belt loaders, and push backs) to electric by 2024 and 50% by 2030.

The chart below details the progress we have made to date. At 18% of units fully in the operation, we are just under halfway to our 2025 goal. To achieve that interim target, we have executed contracts to fully convert the three most common vehicles at our Newark (EWR) and Boston (BOS) operations to electric powered. We anticipate this, along with incremental increases at other locations, to allow us to achieve both targets.

GSE INVENTORY AS OF 2020			
GSE TYPE	DIESEL	GAS	ELECTRIC
Baggage Tractor	0.3%	79.1%	20.1%
Belt Loader	3.5%	70.6%	25.9%
Ground Power Unit	92.7%	N/A	7.3%
Push Back Tug	98.4%	N/A	1.6%
Total	26.6%	55.4%	18%*

\*3.4% of eGSE are currently out of service while transitioning to LAX from other airports JetBlue no longer operates

PROGRESS TOWARD EGSE FLEET GOALS (40% BT, BL, PB ELECTRIC BY 2025; 50% BY 2030)	
Total equipment 2021	778
Current electric equipment	147
Current % electric – JFK, CA	19%
EWR new eGSE	38
Post EWR – Fleet % electric	25%
BOS new eGSE	94
Post BOS – Fleet % electric	39%

For all, bag tugs, belt loaders, push backs only

Assumes retirement of select conventional units and introduction of new electric BT, BL, PBs only

**Waste Maintain at Least 80% Recycling Rate for Audited Domestic Flights**

Since 2013, it has been our policy to recycle bottles and cans served inflight for all domestic flights – where safe and feasible. We had continuously audited our recycling rates through both regular checks with inflight as well as by our Airports Operations crewmembers who audit arriving flights. We have consistently maintained above an 80% domestic recycling rate, which we define as having achieved inflight sorting of bottles and cans.

One of the many challenges brought on by the COVID-19 pandemic was the increase of non-recyclable plastic packaging and PPE needed to maintain a safe and healthy travel experience. We also significantly altered our inflight service to reduce touch points, resulting in a bag of items distributed inflight and limiting inflight waste collection. Due to these changes and the focus on maximizing health and safety, we did not audit waste diversion on domestic flights through most of 2020; however, we expect that due to the need of increased single use items our recycling rates would have dropped below our target 80%.

As we emerge from the pandemic, we expect to see the amount of non-recyclable PPE on flights drop and our recycling rates improving to pre-pandemic levels. During this time, we will work with our suppliers and crewmembers to continually improving the recyclability and recycling of items on our flights.

**Eliminate single use plastics within service where possible. Where not possible, ensure plastic is recyclable.**

Though the pandemic saw a rise in the use of single-plastics, we took this time to experiment with some of our offerings to reduce single-use plastics in other areas. This is perhaps most noticeable in the launch of our Mint 2.0 service – a total refresh of our premium business-class product we refer to as ‘Mint’.

We made several changes to our premium Mint offering, including a complete revamp of our food service. Mint meals are now plated in our galleys by crewmembers on reusable plates and accompanied by reusable cutlery, significantly reducing the number of plastic containers and crockery used on flights. Coffee and tea service has also been moved to reusable mugs, and cocktails are prepared in flight reducing the need for single serving alcohol bottles and allowing our customers the ability to have alcohol free mocktails. In addition, we redesigned the packaging that contains our laundered pillows and blankets to be reusable, zip-able fabrics rather than from single use plastic films.

These positively received changes will help us identify further opportunities for us to phase single use plastics out of our operations and further reduce our environmental impact from waste.



# SOCIAL

## SOCIAL

JetBlue produces an annual Social Impact Report using Global Reporting Initiative (GRI) Standards, the most widely adopted voluntary corporate responsibility reporting framework in the world. That report, which can be found on our [JetBlue for Good website](#), focuses on its corporate responsibility and impact through community partnerships; corporate giving; diversity, equity and inclusion; safety; and employment and relevant human resources data.

In this ESG report, we focus on the disclosure of information relevant to the recommendations of the Sustainable Accounting Standards Board (SASB) such as labor and accident & safety management practices.

### Our Approach to Diversity, Equity, and Inclusion

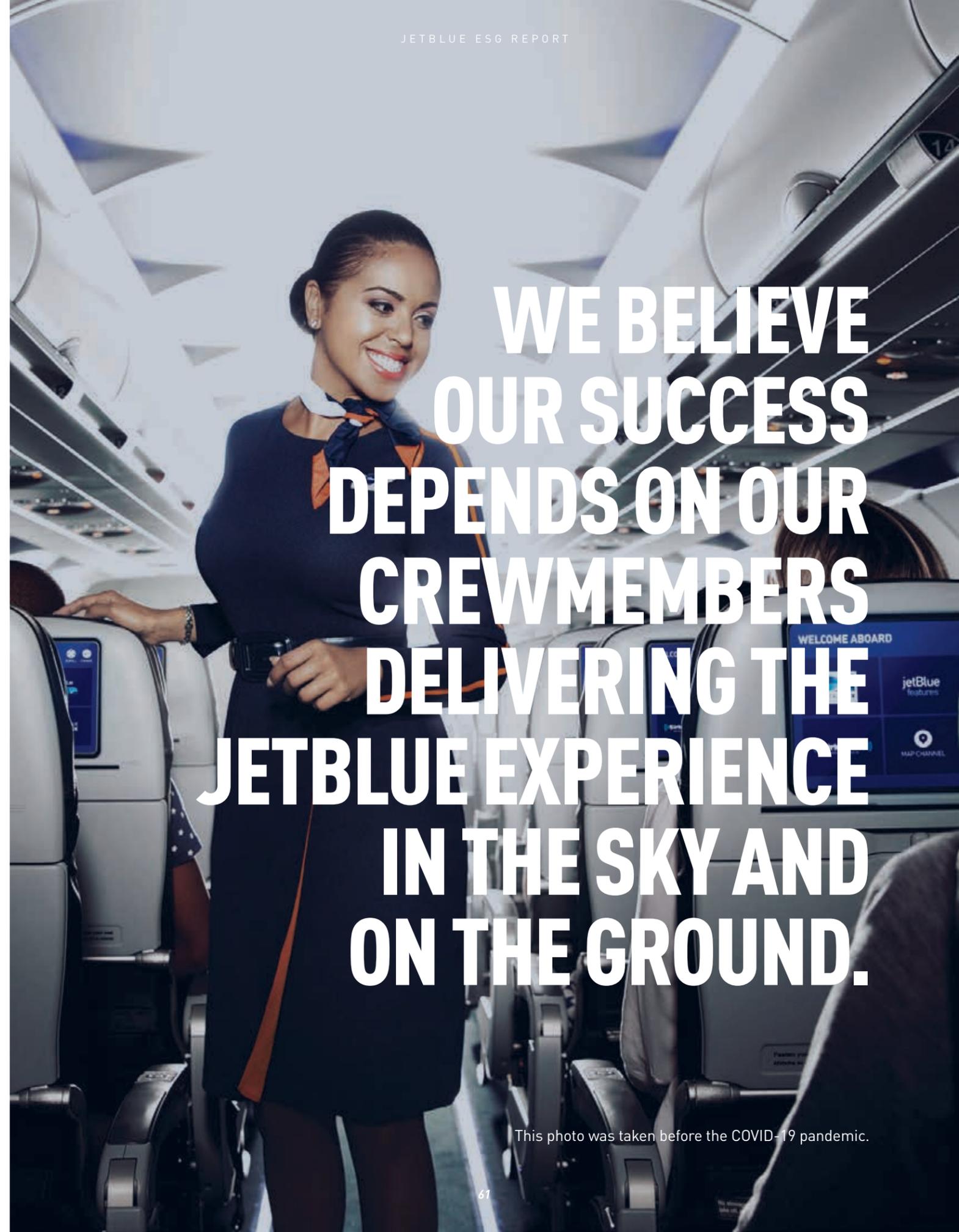
DEI's mission is to contribute to JetBlue's growth and sustainability by embedding the shared and unique identities, backgrounds, and perspectives of our crewmembers, customers, and communities into all the ways we do business.

1. PEOPLE	2. SOURCING	3. BRAND
DEI initiatives in JetBlue's People department include the development of a hiring process that mitigates and reduces bias to improve representation of talent at all levels, focus on current crewmembers to promote and invest in diverse talent, and educate and inform on DEI through formal learning and review of practices and policies.	DEI is ingrained in JetBlue's sourcing process by engaging and using minority and women owned business enterprises (MWBE) business partners with a proven commitment to DEI in their lines of business.	DEI works to enhance JetBlue's brand by improving our trust among customer and community segments, source for and among the communities we serve, and generate revenue among diverse customer segments.

### Labor Relations

We believe our success depends on our crewmembers delivering the JetBlue Experience in the sky and on the ground. One of our competitive strengths is a service-oriented culture grounded in our five key values: Safety, Caring, Integrity, Passion, and Fun. We believe a highly productive and engaged workforce enhances customer loyalty.

Our commitment to supporting our crewmembers is a big reason why JetBlue was recognized as the top employer for women and one of the top employers for diversity in the transportation and logistics industry by Forbes. One of the biggest examples of our commitment to crewmembers is our no furlough policy.



**WE BELIEVE  
OUR SUCCESS  
DEPENDS ON OUR  
CREWMEMBERS  
DELIVERING THE  
JETBLUE EXPERIENCE  
IN THE SKY AND  
ON THE GROUND.**

This photo was taken before the COVID-19 pandemic.

**CASE STUDY**

**Upholding Commitment to No Furlough**

Since JetBlue’s founding in 2000, we have been committed to a no furlough commitment for all of our frontline crewmembers. Through the aftermath of 9/11, the financial crisis in 2008, and now the impacts of COVID-19, JetBlue’s no furlough commitment remains a top priority, particularly in these difficult times.

While our operation at the worst of the pandemic was reduced a staggering 75%, through a number of cost-cutting initiatives and with help from our federal government, JetBlue managed to become the only major U.S. carrier to avoid furloughs or sending warnings of possible furloughs for its crewmembers in 2020. This is no small feat, and it’s a commitment to our crewmembers that we are proud of.

To uphold our commitment in a time of uncertainty and unprecedented economic downturn, JetBlue and our crewmembers took the following actions to best allow our company to protect crewmember jobs:

- Leadership pay cuts
- Crewmember voluntary opt-out program
- Early retirement program
- Short- and long-term voluntary time off options

**Collective Bargaining**

We believe a direct relationship between crewmembers and our leadership is in the best interests of our crewmembers, our customers, and our shareholders; however, we proudly support our crewmembers’ choice to participate in unions and collective bargaining agreements.

In 2014, JetBlue’s pilots voted for, and the National Mediation Board, or NMB, certified the Air Line Pilots Association, or ALPA, as the representative body for JetBlue pilots after winning a representation election. We reached a final agreement for our first collective bargaining agreement which was ratified by the pilots in 2018. The agreement is a four-year renewable contract effective August 1, 2018. In April 2018, JetBlue inflight crewmembers elected to be solely represented by the Transport Workers Union of America, or TWU. The NMB certified the TWU as the representative body for JetBlue inflight crewmembers. In November 2020, our inflight crewmembers voted to decline the ratification of a tentative collective bargaining agreement between JetBlue and TWU. We are currently working with TWU to determine next steps. As of December 31, 2020, there were no work stoppages or idles, and we do not expect any stoppages as we continue negotiations.

The following tables set forth our crewmember groups, coverage by a collective bargaining agreement, and where they are located. For insight into our crewmember diversity, please see our [Social Impact Report](#).

CREWMEMBERS BY WORKGROUP		
	% OF TOTAL JETBLUE WORKFORCE	% OF WORKGROUP UNION REPRESENTED
Airports	28.80%	0%
Customer Support	7.23%	0%
Flight Ops	20.07%	98.90%
Inflight	28.18%	98.29%
Support Services	6.72%	0%
Sys Ops	1.79%	0%
Tech Ops	6.28%	0%
JetBlue Travel Products	0.87%	0%
JetBlue Tech Ventures	0.05%	0%
Total	100%	47.55%

CREWMEMBERS BY LOCATION	
	% OF TOTAL
Caribbean	0.62%
Latin America	0.13%
United States	99.25%

## ACCIDENT & SAFETY MANAGEMENT

For 20 years, JetBlue has raised the bar and set new standards in the industry. You can count on us to keep doing that—and on a healthy and safe travel experience—both in the air and on the ground.

### Safety Risk Management

To stay ahead of potential safety issues, we have developed a formal process for analyzing, assessing, and mitigating safety risks. Through this Safety Risk Management (SRM) process, we evaluate the probability and severity of adverse safety outcomes and determine the resources needed to prevent or mitigate them. This has led to the creation of our best in class safety programs (listed below) including our Safety from the Ground Up program.

SAFETY PROGRAMS	
JETBLUE SAFETY PROGRAM	DESCRIPTION
Safety Management Software Platform (JEMS/AQD)	The safety management software platform—known as the JetBlue Event Management System (JEMS) or Aviation Quality Database (AQD)—is an online tool application and database to collect crewmember reports and SMS data. This includes voluntary and required safety reports, are submitted in accordance with JetBlue’s Safety Policy. AQD is an official record and supports the continuous monitoring requirement of JetBlue’s Safety Management System (SMS).
Safety Action Report Program	The purpose of the Safety Action Report Program (SARP) is to provide a confidential system which crewmembers can use to report hazards, issues, concerns, occurrences, incidents, as well as possible solutions and safety improvements without the fear of reprisal, in accordance with JetBlue’s Safety, Security and Compliance Policy

SAFETY PROGRAMS	
JETBLUE SAFETY PROGRAM	DESCRIPTION
Safety Promotion Program	The purpose of the Safety Promotions Program (SPP) is to create and implement all promotional strategies and tactics for the entire Safety Department as well as to coordinate with Corporate Communications in the composition of Safety Communications to the entire company. The Safety Promotions Program supports the Safety Communications element of the Safety Management System (SMS)
Safety Evaluation and Audit Program (SEAP)	The Safety Evaluation and Audit Program (SEAP) is an element of JetBlue’s overall Safety Management System (SMS). The SEAP/IEP at JetBlue is designed utilizing the FAA AC 120-59B, which incorporates Industry Standards, Recommended Practices and applicable local and international regulations. The FAA encourages air carriers to establish and conduct internal evaluations of all operational areas. JetBlue’s SEAP/IEP, administered through the Safety Standards and Oversight team, is one element of a proactive system approach to safety management and safety assurance. The SEAP/IEP conducts several different evaluations and audits through the year. Additionally, SEAP/IEP team is the main point of contact and coordinating department for External Audits, including DOD, IOSA, CRAF, and Code Share Surveillance Audits.

SAFETY PROGRAMS	
JETBLUE SAFETY PROGRAM	DESCRIPTION
Environmental Regulatory Program	The Environmental Regulatory Program (ERP) covers various environmental programs with the objective of maintaining compliance with international, federal, state and local regulations to protect the environment. Programs under the purview of ERP include but are not limited to ground service equipment (GSE) and aircraft emissions, aircraft noise, aircraft potable water, stormwater and non-stormwater discharges for BlueCities and JetBlue occupied facilities, wildlife strike reporting, and alignment with Best Management Practices (BMPs).
Crewmember Health and Safety Program	The Crewmember Health and Safety Program (CHSP), through ongoing monitoring of the operations procedures and events, investigations, Blue Health and Safety Committees at BlueCities and JEMS safety reports, identifies hazards and non-compliance issues and assists the operational departments and support centers with remaining compliant with the Occupational Safety and Health Administration (OSHA) standards that apply to JetBlue. The CHSP includes corporate tracking, trending, monitoring and reporting of injury and illness data information and generates regular dashboards for Operational Leadership. The CHSP also includes the airline's Communicable Disease and Pandemic Program, aligning closely with the Business Continuity and Emergency Response Department. This program has provisions to ensure JetBlue's facilities (infrastructure and resources) and work environments (services and equipment) meet, and where practicable, exceed regulatory requirements to deliver a safe and secure operation for its crewmembers, customers and business partners. The Safety Management System has many methods to accomplish this, including hazard identification, risk assessment, management review, change management, and reporting for all Crewmembers. The Safety Management System considers safety rules and guidance within the following parameters, including but not limited to the use of engineering/administrative controls, protective equipment, workplace location(s), workplace temperature, humidity, light, air flow, cleanliness, noise, and pollution (air quality).

SAFETY PROGRAMS	
JETBLUE SAFETY PROGRAM	DESCRIPTION
Safety Investigations Program	Safety Investigations is an element of JetBlue's Safety Management System (SMS) and supports the investigation requirement. The Safety Investigations Team also oversees the Safety Department's emergency response processes and the JetBlue Accident Investigation Team (AIT). The objectives of JetBlue Safety Investigations are safety risk mitigation and accident prevention.
Fatigue Risk Management	Both JetBlue and its Flight crewmembers have a shared responsibility for managing fatigue risk as outlined in the Fatigue Policy. The Fatigue Risk Management Team is responsible for the oversight of fatigue risk in JetBlue's Flight Operations. The Fatigue Risk Management Team utilizes a data-driven system, combined with scientifically based principles on human physiology, to continuously monitor and assess the safety risks associated with fatigue-related error.

SAFETY PROGRAMS	
JETBLUE SAFETY PROGRAM	DESCRIPTION
Flight Operations Safety Program	The Flight Operations Safety Program oversees the management and success of the department's Safety Management Systems (SMS). Flight Operations defines the protocols of the program and is responsible for continuous development and enhancement of SMS. The objectives of the Flight Operations Safety Program include Flight Operations departmental safety reporting and investigations, change management, and continuous improvement thru Safety Risk Management.
Aviation Safety Action Program (ASAP)	The Federal Aviation Administration (FAA) and JetBlue are committed to improving safety. Each party has determined that safety would be enhanced if there were a systematic approach to promptly identify and correct potential safety hazards. The primary purpose of the Aviation Safety Action Program (ASAP) is to identify safety events, and to implement corrective measures that reduce the opportunity for safety to be compromised. In order to facilitate flight safety analysis and corrective action, JetBlue and its crewmembers join the FAA in voluntarily implementing the ASAP for Pilots, Dispatchers, and Tech Ops crewmembers to improve flight safety through self-reporting, cooperative follow-up, and appropriate corrective action.

SAFETY PROGRAMS	
JETBLUE SAFETY PROGRAM	DESCRIPTION
Flight Operational Quality Assurance (FOQA) Program	Flight Operational Quality Assurance (FOQA) Program collects, monitors, trends, and analyzes aggregate, de-identified flight data recorded automatically by the aircraft during routine flight operations in the form of time serialized parameters. FOQA is an element of JetBlue's overall Safety Management System (SMS) and supports the continuous monitoring requirement.
Safety Analytics Program (Analytical Safety Assurance)	The Safety Analytics program's role within the Safety department is to objectively determine where risk may lie within the JetBlue operation, across all operational departments. This is performed with a variety of analytic techniques and incorporates elements of reactive, proactive, and predictive measures. This is done primarily through Analytical Safety Assurance.
Line Operations Safety Audit (LOSA) Program	The Line Operations Safety Audit (LOSA) Program is a voluntary safety program that provides a Threat and Error Management (TEM) based assessment of line operations and a way to measure JetBlue's safety culture. LOSA is designed to document the most significant threats encountered by our pilots during normal operations and identify how successful they are at managing those threats using existing policy and procedures. Under this program, Flight Crew performance in a normal line environment is observed from the Flight Deck jump seat by individuals who have been specially selected and trained.

SAFETY PROGRAMS	
JETBLUE SAFETY PROGRAM	DESCRIPTION
Inflight Safety Program	The Inflight Safety Program encompasses the management and success of Inflight's Safety Management System (SMS). Inflight defines the protocols of the program and is responsible for continuous development and enhancement of SMS.
Technical Operations Safety Program	Technical Operations encompasses Line Maintenance, Hangar Maintenance, Maintenance Control, Quality Assurance, Quality Control, Engineering, Maintenance Programs, Maintenance Planning and Contract Line and Heavy Maintenance. As such the Technical Operations Safety Program is developed to assist the Technical Operations Department in protecting crewmembers from injury, and the aircraft and equipment from damage during maintenance operations.
System Operations Safety Program	The System Operations Safety Program conducts investigations of System Operations and Dispatch related events, oversees the external audit programs (IOSA, DOD, Codeshare), conducts audits of System Operation processes as required, facilitates the SOC Risk Working Group (RWG) and tracks and trends System Operations related JEMS safety reports to identify hazards and non-compliance issues.

SAFETY PROGRAMS	
JETBLUE SAFETY PROGRAM	DESCRIPTION
Ground Safety Program	<p>The Ground Safety Program maintains the official organizational aircraft ground damage metrics and rates. The program also encompasses the following:</p> <ul style="list-style-type: none"> <li>• Conducts investigations of ground damage events and oversees the Blue Health and Safety Committees (BHSC) at BlueCities,</li> <li>• Oversees the frontline leadership audit program (Quality Control Audits) and conducts unannounced audits of BlueCities as required,</li> <li>• Facilitates the Airports Risk Working Group (ARWG) and tracks and trends ground related JEMS safety reports to identify hazards and non-compliance issues.</li> </ul>

## CASE STUDY

### Safety From the Ground Up

The safety of our customers and crewmembers has always been a priority at JetBlue. As the COVID-19 pandemic developed, we harnessed the power of all leaders in the business; dissolving the standard hierarchy and creating a structure that embraced an all-hands mentality and all-ideas-considered approach.

Through the leadership of our SVP of Safety and Security, we established the Health & Safety Governance working group. This dynamic group was comprised of members from all aspects of the business which met at least twice weekly. While focusing on the development of a collective understanding to the key issues facing the organization, we were able to quickly and efficiently respond as new information emerged.

This group's success in implementing novel, practical and effective safety measures was supplemented by information gathered through our partnership with A4A (Airlines for America), our ability to interpret complex and often conflicting guidance, and also the recommendations of our staffed expert epidemiologist. All of these resources culminated into a progressive and open dialogue which manifested our "Safety From the Ground Up" program; a science driven, multi-layer approach that encompasses enhanced safety measures on our flights, at our airports and in our offices.

The Safety From the Ground Up program researched and implemented the following best practices:

- Hospital-grade HEPA air filters,
- Increased frequency and scope of cleaning protocols,
- Mandatory mask policies for all travelers and crewmembers,
- Temperature checks for all crewmembers,
- Strict contact tracing protocols,
- Crewmember paid leave programs,
- COVID-19 testing pop up centers,
- Vaccination incentive programs, and
- Exposure prevention communication campaigns

These practices were found by researchers at [Harvard University](#) to significantly reduce the risk of COVID-19 exposure and illness, making our JetBlue sites safer than other public settings such as grocery stores or indoor restaurants.



**RESPONDING  
TO COVID-19, WE  
TOOK A SCIENCE  
DRIVEN, MULTI-  
LAYERED APPROACH  
THAT ENCOMPASSES  
ENHANCED SAFETY  
MEASURES ON OUR  
FLIGHTS, AT OUR  
AIRPORTS AND  
IN OUR OFFICES.**



## HUMAN TRAFFICKING

Unfortunately, human traffickers use aviation to facilitate their atrocious crimes. Therefore, commercial airlines are in a unique position to help identify potential human trafficking situations.

### JetBlue Training and Reporting

We ensure that all airport operations, flight, and inflight crewmembers are equipped with the knowledge to identify and respond to potential cases of human trafficking through their initial training and subsequent annual recurrent training. In addition, all crewmembers can take an online human trafficking course. Crewmembers are taught what human trafficking is, who the victims typically are, what signs to look for, and how to report information of suspected human trafficking.

When crewmembers observe behaviors that might indicate human trafficking, they report the sighting using JetBlue's 24/7 security hotline. From there, a trained JetBlue security professional documents relevant information internally and reports it as appropriate to local and federal law enforcement authorities for follow-up. In 2018, concerns and/or reports of potential human trafficking incidents increased by 38% from the previous year. The training offered to our crewmembers has contributed to the overall awareness of this issue.

In January 2018, JetBlue aimed to increase customer awareness and reporting of the issue by adding a link for addressing and reporting human trafficking to our website's homepage.

### Government Partnerships

In May 2013, JetBlue was one of the first airlines to sign on to the United States Department of Homeland Security's and Department of Transportation's Blue Lightning Initiative, which provides training and awareness materials, such as posters, to airlines across the country on the signs of human trafficking.

In 2018, the Combating Human Trafficking in Commercial Vehicles Act (Pub. L. No. 115-99) required the establishment of a Department of Transportation Advisory Committee on Human Trafficking to make recommendations on actions the department can take to help combat human trafficking and to develop recommended best practices for states and state and local transportation stakeholders to adopt in combatting human trafficking. JetBlue holds an appointment on this committee and is working alongside other transportation sector stakeholders to finalize a report that will be submitted to the Secretary of Transportation this summer.

### Accidents

Once again in 2020, JetBlue had no accidents as defined according to Annex 13 to the International Civil Aviation Organization Convention on International Civil Aviation. Additionally, JetBlue had no material government enforcement actions in 2020 from the FAA, the EASAI, or equivalent national authority relating to aviation safety, including but not limited to, maintenance, transportation of hazardous materials, drug testing, records and reports; training, and noise.

5

**LOOKING  
FORWARD**

## LOOKING FORWARD

As we navigate throughout 2021, we worked toward this being a year of building back to doing what we love to do - serving our customers and communities. We have weathered what the COVID-19 pandemic has presented us thus far and have used that time to reflect and rethink what the standard JetBlue experience could be.

We have upgraded our fleet, invested in new sources of low-emission fuels, and redesigned what airline safety meant. We've created a new set of ambitious ESG targets along the pathway to net zero carbon emissions by 2040. In 2021, you can expect real action as we deliver on the necessary steps to help reach our targets. We also intend to work diligently on and release a Science-Based Target for emissions reductions.

Our road to recovery will not happen overnight, but it will be one driven by our vision to inspire humanity.

We look forward to seeing you aboard.



**OUR ROAD  
TO RECOVERY  
WILL NOT HAPPEN  
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INSPIRE HUMANITY.**



# APPENDIX

SASB ACTIVITY METRICS				
SASB CODE	ACTIVITY METRIC	2018	2019	2020
TR-AL-000-A	Available Seat Miles (ASM)	59,881 million	63,841 million	32,689 million
TR-AL-000-B	Passenger Load Factor	84.8%	84.0%	56.9%
TR-AL-000-C	Revenue Passenger Miles (RPM)	50,790 million	53,617 million	18,598 million
TR-AL-000-E	Number of departures	366,619	368,355	168,636
TR-AL-000-F	Average age of fleet	9.8 years	10.6 years	11.3 years

SASB ACCOUNTING METRIC MAPPING				
TOPIC	SASB CODE	ACTIVITY METRIC	JETBLUE REPORT HEADING	PAGE
<b>GREENHOUSE GAS EMISSIONS</b>	TR-AL-110a.1	Gross Global Scope 1 Emissions	Environmental Metrics & Targets	49
	TR-AL-110a.2	Strategy to manage scope 1 emissions	Sustainable Energy	55
	TR-AL-110a.3	Total fuel consumed by type	Environmental Metrics & Targets	49
<b>LABOR PRACTICES</b>	TR-AL-310a.1	Percentage of active workforce covered under collective bargaining agreements (including crewmember breakdown)	Collective Bargaining	62
	TR-AL-310a.2	(1) Number of work stoppages and (2) total days idle	Collective Bargaining	62
<b>COMPETITIVE BEHAVIOR</b>	TR-AL520a.1	Amount of legal and regulatory fines and settlements associated with anticompetitive practices	Competitive Behavior	62
<b>ACCIDENT &amp; SAFETY MANAGEMENT</b>	TR-AL540a.1	Safety management system implementation & outcomes	Safety Risk Management	66
	TR-AL540a.2	Number of Accidents	Accidents	75
	TR-AL540a.3	Number of governmental enforcement actions of aviation safety regulations	Accidents	75

TCFD ACCOUNTING METRIC MAPPING			
SECTION	TCFD DISCLOSURE RECOMMENDATION	JETBLUE REPORT HEADING	PAGE
<b>GOVERNANCE</b>	Describe the Board's oversight of climate-related risks & opportunities	Board's Oversight of ESG Risk and Opportunities	13
	Describe the management's role in assessing and managing climate-related risks and opportunities	Management's role in assessing and managing ESG Risks Management's role in assessing and managing ESG Opportunities	16, 21
<b>STRATEGY</b>	Describe the climate-related risk and opportunities the organization has identified over the short-, medium-, and long-term (consider providing by sector and/or geography as appropriate)	Climate Related Risks Climate Related Opportunities	31, 39
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	Risk Management Strategy Investment in Research & Development and Financial Planning Metrics & Targets	21, 43-45, 48
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Climate Risk Scenario Analysis	31
<b>RISK MANAGEMENT</b>	Describe the organization's processes for identifying and assessing climate-related risks	Management's role in assessing and managing ESG risks Climate Risk Scenario Analysis	16, 49
	Describe the organization's processes for managing climate-related risks	Management's role in Assessing and Managing ESG Risks	16
	Describe how processes for identifying, assessing, climate-related risks are integrated into the organization's overall risk management	Management's role in Assessing and Managing ESG Risks Risk Management Strategy	16, 21
<b>METRICS AND TARGETS</b>	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	Metrics & Targets	48
	Disclose scope 1, scope 2, and, if appropriate, scope 3 GHG emissions, and the related risks	2019 and 2020 Greenhouse Gas Inventory	49
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	Metrics & Targets	48-57

## CLIMATE RISK SCENARIO ANALYSIS

### Corporate Engagement

Climate risk is a business risk, and JetBlue management addresses climate risk like any other by working to understand, disclose, and ultimately manage material hazards in very specific terms. In order to help us take the first step to quantify the climate risks we face, JetBlue partnered with The Climate Service (TCS), a team of climate scientists, technologists, economists, data scientists and finance professionals, who have built a world class climate risk modeling software. Together, we have generated this climate risk scenario analysis report to enable us to go beyond simply asking, “What are we doing about climate change?” and instead begin to answer the question, “How do we prepare for climate risks most hazardous to us?”.

### Scope

The outputs of this study are fully aligned with TCFD. This study assessed not just exposure, but vulnerability and financial data. It was previously best in class to conduct a rating/exposure analysis, but this is not easily translatable into actionable insight. The translation of these risks into financial metrics makes it easier to take effective action to mitigate risk.

It is important to note that the financial risk results of this study are an assumed annual loss only in a scenario where JetBlue does not take any action to limit the emissions from our operation from 2019 onwards. This, of course, is not the case. We have a robust sustainability program that we fully expect to grow and leverage to decarbonize our business and reduce our emissions, and thus address the risks presented in this study. That being said, it is important we understand the potential cost of these hazards to our company at a baseline level when modeling potential future risk. For this reason, it is important not to view the modeled financial risk as an unavoidable assumed loss, but rather as a materiality tool to help JetBlue develop a roadmap to minimize these losses in the coming decades.

### Methodology

The methodology of this study is built on principles similar to catastrophe risk models but is driven by climate model and socioeconomic model data. Inputs include terabytes of climate and socioeconomic data on hazards from public (including IPCC, NASA, NOAA), academic and commercial sources, and proprietary TCS models. This study was conducted with a software platform that quantifies climate risk in financial terms by integrating terabytes of climate and socioeconomic data on climate-related hazards, driving econometric models with hazard inputs and business data, and translating risk into financial terms to provide decision-relevant insights.

The study used physical risk assessment models to measure the impact of hazards including extreme temperature, drought, wildfire, coastal flooding, fluvial flooding, water stress and more, combined with a sophisticated understanding of the vulnerability of each type of asset to each type of hazard. Transition risk assesses changing legal, regulatory, and market conditions, such as carbon pricing, legal liabilities, reputational risks, and new technologies. The opportunities assessment incorporates energy efficiency, materials use efficiency, energy resilience, and renewable price stability.



For this report, we analyzed 102 of JetBlue’s assets including airports, hangars, and support centers (corporate offices). For each asset, JetBlue provided a revenue value or rent value depending on the asset type, an annual emissions or energy use value depending on the asset type, and an operational value (meaning how much of our annual operation is attributed to an asset). This data, which served as the input data into the Climonomics software, was then integrated with climate and socioeconomic data to model risks and financial impact functions unique to each location.

### Results

The results shared in this report are outputs of a Representative Concentration Pathway 4.5 (RCP 4.5), or more simply put, a “Low Emissions” scenario. Applying this scenario within the software implies coordinated action to limit greenhouse gas emissions to achieve a global temperature-warming limit of approximately 1.7 – 3.2°C. This range of global temperature increase is what is projected should the world meet voluntary emissions targets laid out in the Paris agreement. The RCP 8.5, or “High Emissions” scenario within the software, assumes that no major global effort to limit greenhouse gas emissions will go into effect. Under this scenario, it is estimated that end-of-century increases in global mean surface temperature will be in the range of 4.2 to 5.4°C. Given the growing sustainability trends, commitments, and actions in recent years, we felt that reporting results under a RCP 8.5 “High Emissions” scenario was less realistic, and that results modeled under a RCP 4.5 “Low Emissions” scenario were more accurate and relevant to the world we expect to operate within in the coming decades.

The following results represent the modeled annual average loss, in relative and absolute terms.

- Relative risk (in % risk) is the percentage of the total asset value at risk, and is a function of:
  - Hazard: Likelihood and impact of hazard
  - Vulnerability: Sensitivity of assets to hazard
- Absolute risk (in \$M) is the modeled financial impact of risk, and is a function of:
  - Hazard: Likelihood and impact of the hazard
  - Vulnerability: Sensitivity of assets to hazard
  - Value: The combined value of assets

**Top 7 Risks in the 2030's**

Inaction exposes a potential loss of \$369M per year. However, inaction is not an option, and we view these loss values as indicators rather than an inevitability.

RISK	CAUSE OF FINANCIAL IMPACT	% OF ASSET VALUE AT RISK	MODELED ANNUAL AVERAGE LOSS
Carbon Pricing	Regulatory compliance costs	5.0%	\$222.5M
Temperature Extremes	Business interruption	1.8%	\$117.6M
Coastal Flooding	Business interruption	1.4%	\$13.1M
Technology	New technology reduces competitiveness, production efficiency, or demand	.12%	\$5.8M
Reputation	Negative perception affecting consumer demand, shareholder value, employee costs, and supplier costs	.09%	\$4.1M
Market	Supply and demand changes in a lower carbon economy	.08%	\$3.6M
Litigation	Facing increasing costs to defend against climate related litigation	.02%	\$1M

**Top 5 Opportunities in 2030's**

OPPORTUNITY	CAUSE OF FINANCIAL IMPACT	% OF RELATIVE REVENUE GAIN	MODELED ANNUAL GAIN
Products and Services	Improve competitiveness amidst shifting consumer and producer preferences	.29%	\$13.6M
Energy Source	Potential energy savings from shifting to low emission energy sources	.23%	\$10.3M
Resource Efficiency	Optimize costs by improving efficiencies and materials management	.16%	\$6.7M
Resilience	Adaptive capacity to respond to climate change to better manage risks and seize opportunities	.08%	\$3.9M
Markets	Proactively seek opportunities in new markets to be better positioned in a lower carbon economy	.07%	\$3.4M

**Key Words**

**Hazards** - changes in environmental or economic conditions associated with climate change. These are expressed as specific metrics that change through time.

**Vulnerabilities** - responses of an asset or entity to changes in the climate-related hazards. These are sensitive to the levels of the hazard metrics.

**Risks** - financial measures of impacts induced by the hazards via the vulnerabilities. This is based on the combination of the degree of vulnerability (at a given hazard level) and the valuation of an asset.

**Impact Functions** - The Climonomics® methodology begins with an analysis of the hazards facing specific assets. The asset's vulnerability to each hazard is then characterized based on asset type and specific ways ("impact pathways") in which a particular asset is impacted by a given climate hazard. Finally, impact functions, comprised of impact pathways, are assigned to model the risk based on the hazard and vulnerability. TCS has developed an extensive library of detailed impact functions based on peer-reviewed published research and papers published by government and industry sources.

**Risk Calculations** - Climonomics® quantifies the financial impacts caused by climate change in a metric known as Modeled Average Annual Loss (MAAL). As the name suggests, Climonomics® reports financial losses on an annual basis, in order to provide decision-relevant insights in terms of other key financial metrics, such as revenue.

**JETBLUE PAC CONTRIBUTIONS 2019-2020****2019**

DeFazio for Congress (Rep. Peter DeFazio D-OR)	\$6,000
Elise for Congress (Rep. Elise Stefanik R-NY)	\$1,000
Byrne for Congress (Rep. Bradley Byrne R-AL)	\$5,000
Espaillet for Congress 2020 (Rep. Adriano Espaillet D-NY)	\$1,000
Nadler for Congress, Inc. (Rep. Jerrold Nadler D-NY)	\$1,500
Sinema for Arizona (Senator Kyrsten Sinema D-AZ)	\$2,500
Val Demings for Congress (Rep. Val Demings D-FL)	\$1,000
Citizens to Elect Rick Larsen (Rep. Rick Larsen D-WA)	\$1,500
Maloney for Congress (Rep. Carolyn Maloney D-NY)	\$2,000
Citizens for John Rutherford (Rep. John Rutherford R-FL)	\$6,000
Doug Jones for Senate Committee (Senator Doug Jones D-AL)	\$1,000
Capito for West Virginia (Senator Shelley Moore Capito R-WV)	\$1,000
Darren Soto for Congress (Rep. Darren Soto D-FL)	\$1,000
Pallone for Congress (Rep. Frank Pallone D-NJ)	\$1,500
Graves for Congress (Rep. Sam Graves R-MO)	\$2,000
Team Graham (Senator Lindsey Graham R-SC)	\$1,000
Ted Cruz for Senate (Senator Ted Cruz R-TX)	\$1,000
Wicker for Senate (Senator Roger Wicker R-MS)	\$6,000
Joe Kennedy for Congress (Rep. Joe Kennedy D-MA)	\$3,500
Rick Scott for Florida (Senator Rick Scott R-FL)	\$2,000
Friends of Paul Mitchell (Rep. Paul Mitchell R-MI)	\$1,000
Hoyer for Congress (Rep. Steny Hoyer D-MD)	\$2,500
Mast for Congress (Rep. Brian Mast R-FL)	\$2,500
Julia Brownley for Congress (Rep. Julia Brownley D-CA)	\$500
Nita Lowey for Congress (Rep. Nita Lowey D-NY)	\$5,000
Meadows for Congress (Rep. Mark Meadows R-NC)	\$1,000
Friends for Gregory Meeks (Rep. Gregory Meeks D-NY)	\$2,000
Alan Lowenthal for Congress (Rep. Alan Lowenthal D-CA)	\$1,000
Jeffries for Congress (Rep. Hakeem Jeffries D-NY)	\$5,000
Friends of Jim Inhofe (Senator Jim Inhofe R-OK)	\$1,000
Mike Rogers for Congress (Rep. Mike Rogers R-AL)	\$1,000
Alaskans for Dan Sullivan (Senator Dan Sullivan R-AK)	\$1,000
Ross Spano for Congress (Rep. Ross Spano R-FL)	\$1,000
Cohen for Congress (Rep. Steve Cohen D-TN)	\$1,000
Titus for Congress (Rep. Dina Titus D-NV)	\$1,000
Garret Graves for Congress (Rep. Garret Graves R-LA)	\$5,000
Rosen for Nevada (Senator Jacky Rosen, D-NV)	\$2,000

Price for Congress (Rep. David Price D-NC)	\$1,000
Jenniffer for Congress (Rep. Jenniffer Gonzalez R-PR)	\$1,000
Shaheen for Senate (Senator Jean Shaheen D-NH)	\$1,000
Nevadans for Steven Horsford (Rep. Steven Horsford D-NV)	\$1,000
Michael Waltz for Congress (Rep. Michael Waltz R-FL)	\$1,000
Kevin McCarthy for Congress (Rep. Kevin McCarthy R-CA)	\$2,500
Peters for Michigan (Senator Gary Peters D-MI)	\$1,000
Re-Elect Vice Mayor Dee Andrews to Long Beach City Council 2020	\$200

**2020**

Maloney for Congress (Rep. Carolyn Maloney D-NY)	\$1,000
Garret Graves for Congress (Rep. Garret Graves R-LA)	\$1,000
Citizens for John Rutherford (Rep. John Rutherford R-FL)	\$1,000
The Reed Committee (Senator Jack Reed D-RI)	\$1,000
Val Demings for Congress (Rep. Val Demings D-FL)	\$1,000
Friends for Gregory Meeks (Rep. Gregory Meeks D-NY)	\$1,000
Friends for Chris Stewart, Inc. (Rep. Chris Stewart R-UT)	\$1,500
Virginia Foxx for Congress (Rep. Virginia Foxx R-NC)	\$1,000
Collins for Senator (Senator Susan Collins R-ME)	\$1,000
Rick Scott for Florida (Senator Rick Scott R-FL)	\$1,000
Price for Congress (Rep. David Price D-NC)	\$1,000
Richard E. Neal for Congress (Rep. Richard Neal D-MA)	\$1,000
Welch for Congress (Rep. Peter Welch D-VT)	\$1,000
DeFazio for Congress (Rep. Peter DeFazio D-OR)	\$4,000
Citizens to Elect Rick Larsen (Rep. Rick Larsen D-WA)	\$2,500
Carper for Senate (Senator Tom Carper D-DE)	\$1,000
Re-Elect Vice Mayor Dee Andrews to Long Beach City Council 2020	\$200
Graves for Congress (Rep. Sam Graves R-MO)	\$2,000

**EQUAL EMPLOYMENT OPPORTUNITY**

**2020 EMPLOYER INFORMATION REPORT EEO-1 - Consolidated Report**

**SECTION B - COMPANY IDENTIFICATION**

1a. JETBLUE AIRWAYS CORPORATION HQ  
27-01 QUEENS PLAZA NORTH, 6<sup>TH</sup> FLOOR  
LONG ISLAND CITY, NY 11101

2a. JETBLUE AIRWAYS CORPORATION HQ  
27-01 QUEENS PLAZA NORTH, 6<sup>TH</sup> FLOOR  
LONG ISLAND CITY, NY 11101

2c. EIN = 870617894

**SECTION C - TEST FOR FILING REQUIREMENT**

1- Y 2-Y 3-Y DUNS = 089002799

**SECTION D - EMPLOYMENT DATA**

JOB CATEGORIES	HISPANIC OR LATINO				NON-HISPANIC OR LATINO - MALE						NON-HISPANIC OR LATINO - FEMALE				OVERALL TOTALS
	MALE	FEMALE	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKA NATIVE	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKA NATIVE	TWO OR MORE RACES	
Exec/Sr. Officials & Mgrs	1	0	31	1	0	2	0	0	9	1	0	0	0	0	45
First/Mid Officials & Mgrs	152	99	340	79	2	45	2	10	199	47	2	24	0	6	1007
Professionals	461	112	3322	189	7	168	7	75	303	44	1	76	1	9	4775
Technicians	43	2	67	6	0	49	2	2	11	3	0	5	0	1	191
Sales Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Administrative Support	398	1128	247	240	8	70	6	29	1038	607	49	106	11	112	4049
Craft Workers	211	17	222	103	3	55	2	9	3	1	0	1	0	0	627
Operatives	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Laborers & Helpers	811	136	375	725	9	76	6	64	56	132	3	7	0	8	2408
Service Workers	672	888	556	297	11	53	4	53	1605	747	9	114	4	161	5174
Total	2749	2382	5160	1640	40	518	29	242	3224	1582	64	333	16	297	18276
Previous Year Total	2986	2747	5501	1827	43	585	31	273	4191	1741	103	394	27	330	20779



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**Independent Third Party Assurance Statement**

**To the Board and stakeholders of JetBlue Airways Corporation:**

iCompli Sustainability, a division of BPA Worldwide, was commissioned by JetBlue Airways Corporation (JetBlue) to provide independent assurance of specific sustainability performance data from its business activities during the period January 1, 2020, to December 31, 2020.

**Scope**

The organizational boundary of the verification was JetBlue’s global aircraft fleet and ground facilities, as defined using the financial control approach. Emissions sources include jet, diesel and gasoline fuel, and electricity consumption, to verify the following specific sustainability performance data:

- Scope 1 GHG emissions
- Scope 2 GHG emissions
- Additional GHG emissions - Biogenic Accounting

**Standards & Objectives**

Our assurance was managed in accordance with ISO 14064-3:2019 - *Greenhouse gases – Specification with guidance for the verification and validation of greenhouse gas statements*. The objective was to provide JetBlue stakeholders with an independent ‘limited’ level assurance opinion on whether:

- The specific sustainability performance data within JetBlue reports adheres to the ISO 14064-3 principles of relevance, completeness, consistency, accuracy, and transparency.
- The specific sustainability performance data within JetBlue reports are reported according to the requirements of The Climate Registry General Reporting Protocol (May 2019).

**Approach and Limitations**

iCompli Sustainability conducted the verification in accordance with the requirements of ISO 14064-3:2019 - *Greenhouse gases – Specification with guidance for the verification and validation of greenhouse gas statements*. iCompli Sustainability reviewed JetBlue’s corporate “JetBlue FY20 Footprint Calculation v0.3” (dated April 20, 2021) and evaluated the data for conformity with the requirements of The Climate Registry General Reporting Protocol. JetBlue’s reported Scope 1, Scope 2, and Additional GHG emissions - Biogenic Accounting GHG emissions were considered free of material misstatement if found to be within the defined materiality threshold of 5%. JetBlue’s assertion was tested according to a risk-based approach and the review of controls to manage these risks, including:

- Management system and procedural review for data accuracy, reliability and reproducibility;
- Verification of representative sources and processes, including audit of a sample of original source activity records of jet fuel and energy consumption representative of JetBlue’s operations;
- Quantification testing and re-calculation assessments; and,
- Interviews with corporate personnel and designated representatives.

Certain Scope 1 and Scope 2 GHG emissions sources (energy for heating and cooling of ground facilities, fugitive emissions from ground facility refrigerant use, sustainable aviation fuel) are excluded from the verification, due to the minor contribution of the sources to JetBlue’s total GHG emissions.

**Conclusions**

JetBlue reported the following specific sustainability performance data totals for the 2020 calendar year:

SUSTAINABILITY DATA INDICATOR	REPORTED TOTAL
Scope 1 GHG emissions	4,061,189 tonnes CO2e
Scope 2 GHG emissions	23,758 tonnes CO2e

Based on the process and procedures conducted, there is no evidence that JetBlue’s GHG emissions assertion:

- is not materially correct; and
- is not a fair representation of GHG data and information; and
- has not been prepared in accordance with The Climate Registry General Reporting Protocol.

**Recommendations**

As part of the assurance engagement, iCompli Sustainability has provided JetBlue with a series of recommendations to ensure the continual improvement of the collection, storage, analysis, and reporting of specific sustainability performance data at the corporate and facility level.

iCompli Sustainability, a division of BPA Worldwide  
 Shelton, CT US

April 29, 2021

jetBlue

