

2020

jetBlue®

SOCIAL IMPACT REPORT

About This Report

This report shares our 2020 social impact both within our company and in our communities. It is created for a wide array of audiences, and as a complement to our annual [Environmental Social Governance \(ESG\) Report](#). The content within the report references the Global Reporting Initiative (GRI) Standards. GRI is the most widely adopted voluntary corporate responsibility reporting framework in the world. Our GRI Standards Index references GRI indicators that are fulfilled entirely or partially by the information in this report and documents and website links cited within it.

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THIS IS YOUR
**CAPTAIN
SPEAKING**
EXECUTIVE LETTER

Dear friends,

Last year was certainly one for the books. In fact, I am sure most of us were more than happy to see 2020 take off with a one-way ticket. The COVID-19 pandemic created hardships and heartbreak for many as we lost beloved colleagues, friends and family members. We saw our daily lives completely transformed as we watched demand for air travel evaporate practically overnight. It was a year that will be impossible to forget, even as we prefer to look forward to bluer skies ahead.

But even with the unique challenges of 2020, JetBlue celebrated its 20th anniversary last year by continuing to do what we do best: inspiring humanity, in the air and on the ground. Our mission became more important than ever, serving as a rallying cry. Humanity depends on compassion, generosity, equality and empathy and that is how we showed up. Our dedicated crewmembers went above and beyond to keep themselves and our customers safe when they needed to travel throughout the year. And we throttled up a range of initiatives to support our people, our customers, our communities and our planet. The pandemic threw some turbulence our way, but it did not alter our path for good focused on youth and education, community and the environment.

Beginning in 2020, we reaffirmed our commitment to invest in our talent. We're proud to have been the only major U.S. airline to avoid furloughs, involuntary separations or Worker Adjustment and Retraining Notification Act (WARN) notices in 2020. We launched a range of initiatives to support crewmembers through challenging times and took meaningful actions to accelerate our journey to becoming more representative and inclusive in every aspect of our business.

This included an evolution of our diversity, equity and inclusion (DEI) strategy, which now concentrates on three areas: people, sourcing and brand. In early 2021, we announced new goals to double race and ethnic minority representation at the officer and director level within our business, from 12.5% today to 25% by the end of 2025, and to increase representation of women at the officer and director level, from 32% today to 40% by the end of 2025.

Our communities required more support than ever in the wake of the COVID-19 pandemic, and we responded by donating both resources and flights to nonprofits to get much needed supplies and medical professionals to the areas in most need. We took on these efforts while still building and maintaining some of our signature programs focused on youth and education and increasing diversity with aviation and STEM fields.

On top of our concerted efforts to support our crewmembers, customers and communities, we continued to make headway with our sustainability goals. Our vision is to lead the way to a lower-carbon future for aviation. Our environmental stewardship work in 2020 enabled us to become the first U.S. airline to achieve carbon neutrality for all domestic flying, accomplished, for now, primarily through the purchase of carbon offsets as the industry develops lower-carbon technologies to reduce direct emissions. This milestone sets the stage for us to announce even more ambitious goals in 2021, including a target to achieve net-zero carbon emissions by 2040. We will also advance multiple initiatives to increase the use of renewable energy and to keep our business partners accountable for sustainable business practices.

It is certainly good to have 2020 behind us. But, as 2021 unfolds offering renewed hope for people and communities (and yes, travel!), we will look back at a year that certainly challenged us, but also saw us grow stronger and even better positioned to serve our stakeholders in the years ahead. The incredible passion of our 20,000 crewmembers alone makes me very optimistic. I hope you will take the opportunity to review this report to learn more about the important programs and initiatives that power our progress. Thank you for continuing to stand with us as our mission and culture are tested like never before.

Sincerely,



Robin Hayes
CEO



Joanna Geraghty
President & COO

**HUMANITY DEPENDS
ON COMPASSION,
GENEROSITY, EQUALITY
AND EMPATHY
AND THAT IS HOW
WE SHOWED UP.**



2

20 YEARS REALLY FLY BY

WHEN YOU'RE HAVING FUN
- AND MAKING A DIFFERENCE



This photo was taken before the COVID-19 pandemic.

20 YEARS REALLY FLY BY WHEN YOU'RE HAVING FUN — AND MAKING A DIFFERENCE

At JetBlue, we're driven by our mission to inspire humanity, in the air and on the ground. In 2020, we celebrated our 20th anniversary as the airline that originally set out to bring humanity back to air travel and beyond. Starting at our main support center in Long Island City, New York, and spanning our operations, six focus cities, 20,000 crewmembers and nearly 100 destinations, we have disrupted the aviation industry by keeping people and culture first. The JetBlue Experience is built around comfort, convenience and award-winning service, even implementing the first-ever airline [Customer Bill of Rights](#) to build transparency with our customers around our values.



JetBlue At A Glance

LONG ISLAND CITY, NY

MAIN SUPPORT CENTER

\$2.95B
2020 REVENUES

20K+
CREWMEMBERS

~100
BLUECITIES

Guided by the simple belief that value, quality and low fares do not have to be mutually exclusive, the JetBlue Experience delivers on all fronts, for all our stakeholders. While we spent less time in the air than usual in 2020, that didn't stop us from going above and beyond to deliver on our promises. TripAdvisor travelers awarded us #1 for Passenger Comfort and #1 Low-Cost Airline in North America in the 2020 Travelers' Choice Awards.

Despite the unique challenges of 2020, we continued building on the JetBlue Experience our customers have come to expect and love, adding more flights to the places our customers want to go. We announced expansion efforts throughout the U.S. and Latin America. In the first half of 2021, we are adding services to four all-new destinations and 24 new nonstop routes, including Guatemala, making it the 25th country served by JetBlue.

Part of the JetBlue Experience is ensuring the health and well-being of our crewmembers and customers. As a result of the COVID-19 pandemic, we adapted our processes. To help provide peace of mind and increased flexibility, we waived flight cancellation and change fees. We also implemented a new multi-layer approach called Safety from the Ground Up (see [pages 106-107](#)), which requires masks for all travelers and a stringent cleaning and disinfecting process. Based on the U.S. industry average, we offer the most leg room in core than any other U.S. airline¹ — providing even more distance between travelers.

We are always striving to improve the JetBlue experience by investing and upgrading our offerings, not only to stay competitive but to stay true to our values. Our TrueBlue loyalty program, flexible-fare options, and free onboard Wi-Fi and entertainment are some of the perks that make us stand out. In 2020, we announced a refresh of our award-winning [Mint® experience](#) and teamed up with like-minded partners to elevate how travelers dine, sleep and pamper themselves. And, we did this with sustainability in mind, giving our retiring products a second life. We donated unused and gently used Mint products, such as blankets, pillows and dishes, to those in most need, diverting waste from landfills in the process.

Whether it is on the airplane, on the ground or virtually, we hold ourselves to high standards. Staying true to our mission guides us, even through difficult times. Our customers are the reason we fly as high as we do, and we are grateful to continue on our journey together.

¹Based on avg. fleet-wide seat pitch of U.S. airlines.



Northeast Alliance

To fuel growth opportunities and accelerate recovery efforts as a result of the pandemic, JetBlue and American Airlines formed the [Northeast Alliance](#). This partnership will give our customers in New York and Boston more connectivity, flight options and benefits by pairing our domestic network with American's international routes. We formed a codeshare relationship, so customers can book a single itinerary combining flights from both airlines. This introduces JetBlue customers to more than 60 new routes operated by American.



BEST AIRLINE FOR NORTH AMERICAN TRAVEL

BUSINESS TRAVELER USA - 2020

BEST DOMESTIC U.S. AIRLINE

CONDÉ NAST TRAVELER READERS' CHOICE AWARDS - 2020

TRAVEL + LEISURE WORLD'S BEST AWARDS - 2020

AMERICA'S BEST CUSTOMER SERVICE COMPANIES (#2 IN LOW COST AIRLINES)

NEWSWEEK - 2020

BEST AIRLINE ONBOARD

THE POINTS GUY - 2020

BEST NORTH AMERICAN AIRLINE FOR CUSTOMER SATISFACTION

THE POINTS GUY - 2020



Our Subsidiaries

To continue creating a positive impact for years to come, we're making significant investments throughout our wholly owned subsidiaries.

jetBlue | technology ventures

JetBlue Technology Ventures is focused on investing and partnering with early-stage startups aiming to improve the technology, travel and hospitality industries. The companies we work with are committed to changing travel for the better. See [page 70](#) for more information.

jetBlue | travel products

JetBlue Travel Products is setting out to make travel easier and more enjoyable with innovative new technology and award-winning customer service. Our current product portfolio includes flights and hotel packages, along with travel insurance, car rentals and more to shake up the travel industry. We are excited to continue developing new travel concepts and expect these investments to deliver value for all of our stakeholders and our business in the years to come.



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JETBLUE FOR GOOD

CHARTING NEW COURSES IN 2020

JETBLUE FOR GOOD: CHARTING NEW COURSES IN 2020

When we first kicked off our corporate social responsibility platform, our intention was simple: leave the people and places that JetBlue comes into contact with each day better than they were before. We wanted to support initiatives, programs and causes not just close to our runways, but more importantly — close to our hearts. Including the areas where we live, work and call home. This is what JetBlue for Good is all about.

Our mission took on a whole new meaning for us when the pandemic hit. In an instant, the whole world — from international flights high in the sky, down to in-school learning — paused. Suddenly, there was much more at stake than just our planes running on-time. Virtually everything was affected by the pandemic and mitigation efforts. The social impact programs and partnership we love and support were no exception.

But we didn't give up. As the year progressed, we pivoted to providing our resources and supporting our partners with virtual platforms and creative innovations so we could continue to deliver even better support in our three focus areas: Youth and Education, Community and the Environment.





jetBlue FOR GOOD

Our corporate social responsibility strategy, JetBlue For Good, focuses on three areas that customers and crewmembers are passionate about.



YOUTH & EDUCATION



COMMUNITY



ENVIRONMENT

YOUTH & EDUCATION



INCREASING ACCESS TO STEM

One way JetBlue works to bring its mission to life is by inspiring students and making them aware of the various possibilities within aviation, from careers as pilots and engineers to air traffic controllers. The organizations we partner with and support help us not only to spark interest in science, technology, engineering and math (STEM), but also break down barriers that block or prevent underrepresented youth from achieving their dreams.

One positive development that emerged from the COVID-19 pandemic is a renewed global spotlight on the importance of science, resulting in a surge of interest in pursuing STEM careers. Now is a critical time to provide accessible opportunities for youth to learn more and grow their skills in STEM fields as early as possible.

Although most of our Youth and Education initiatives moved to virtual formats in 2020, that did little to stop us from connecting with future aviators and explaining to them why we think airplanes are so neat. From virtual classrooms to emergency grant donations, JetBlue's support of STEM education programs helped make a difference for students in a uniquely challenging year.

The engine that drives these efforts to ever-greater heights is our 501(c)(3) nonprofit organization, the JetBlue Foundation. The Foundation worked nonstop last year to ensure our initiatives and partnerships to encourage STEM interest in youth continued to soar.



The JetBlue Foundation: The Wind Beneath Our Wings

For seven years, the [JetBlue Foundation](#) has worked with partners, organizations and communities to raise awareness and increase access to opportunities for girls and women, students of color and other underrepresented groups to STEM and aviation careers.

The JetBlue Foundation doesn't just operate from the top down. We involve all crewmembers, community members, partners and organizations, mobilizing them to build long-lasting relationships. We focus on four primary areas:

- Identify and partner with organizations to provide access to STEM programs for students and communities that have unequal access to them.
- Create equal opportunities and equal access for all students to find their passion for STEM.
- Invest in students from diverse backgrounds to turn them into lifelong STEM students.
- Build diversity in the aviation industry by developing and improving our talent pipeline

Travel may have slowed down in 2020, but the [JetBlue Foundation](#) remained steadfast in its efforts. Here are a few examples of our accomplishments:

JetBlue Foundation Impact

500+

VIRTUAL VOLUNTEER HOURS

LOGGED IN 2020

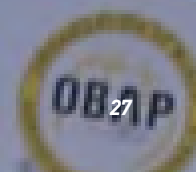
160

LAPTOPS DONATED TO STUDENTS AND PROGRAMS
TO ASSIST IN VIRTUAL LEARNING



**TRAVEL MAY HAVE
SLOWED DOWN
IN 2020, BUT THE
JETBLUE FOUNDATION
REMAINED STEADFAST
IN ITS EFFORTS.**

KEEP
SOARING TO
NEW HEIGHTS



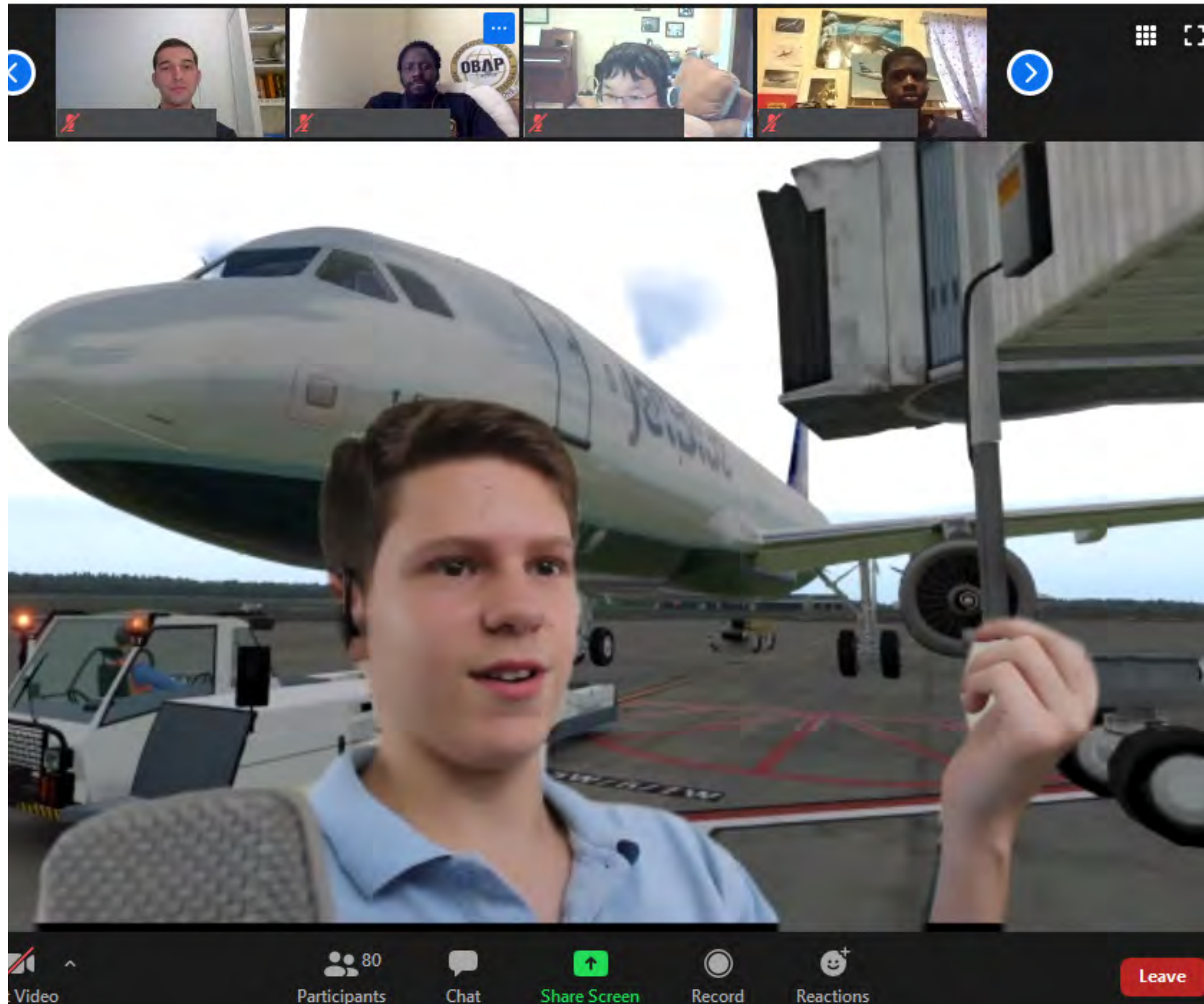
Aviation Career Exploration (ACE) Academy

Every summer, the JetBlue Foundation partners with the [Organization of Black Aerospace Professionals \(OBAP\)](#) to host the Aviation Career Exploration (ACE) Academy in select JetBlue cities, connecting youth from underrepresented backgrounds with in-person and hands-on aviation and airline experiences. When the pandemic created a need to shift to virtual classrooms, the JetBlue Foundation rose to the occasion to support OBAP’s idea for virtual programs, and even provided emergency grants to help organizations continue their work.

In 2020, 71 students ages 13-18 attended the revised online program – Aerospace Virtual Education (AVE), a two-day academy featuring NASA experts, an overview of JetBlue careers in STEM and aviation, and virtual tours of a JetBlue maintenance hangar and an FAA tower. The sessions not only sparked interest in aviation and STEM among these students, but also yielded valuable insights on specific student interests, helping us to further refine and improve future sessions with our partners with OBAP.

AVE was the first of multiple virtual programs the JetBlue Foundation hosted over the course of the summer. And while we were disappointed we couldn’t connect with future aviators in person, the virtual platform allowed for opportunities and reach that wouldn’t have materialized otherwise.



**STEM Expedition Summer Academy**

JetBlue crewmembers volunteered their time to educate and inspire 120 female students from Los Angeles and Charlotte as part of our annual partnership with [Project Scientist](#), an organization that champions inclusion and empowers girls and young women to pursue their passions in STEM. Crewmembers from JetBlue University, Flight Operations, System Operations, Technical Operations and our People team gave presentations on topics such as weather and the forces of flight — even showcasing virtual in-flight training!



Tools & Tiaras

On National Aviation Day, one of our pilots presented to 15 girls at a virtual session hosted by [Tools & Tiaras](#). This organization works to champion the interests of young girls who want to pursue mechanical, industrial, technical, trades (MITT) careers. As a female pilot, she spoke about her career path and what led her to the flight deck, serving as an inspiration to the group of girls looking to make a difference in the world.





Artists for Humanity

In November, several JetBlue Foundation crewmembers spent an afternoon virtually chatting with graphic design students from [Artists for Humanity](#), an initiative that connects underrepresented teens with employment opportunities in the arts. Our crewmembers answered all sorts of questions from the 40 students in attendance, sharing what a day in the life of JetBlue’s senior product designer is like and the role design plays in the JetBlue onboard experience.

Historically Black Colleges and Universities (HBCU) Week STEM Panel

JetBlue teamed up with its credit card issuer partner Barclays to present a discussion panel during HBCU Week, highlighting careers in STEM. More than 6,200 students logged on that week to learn how STEM can lead to a fulfilling career in finance or aviation (we’re rooting for aviation, of course!). “Don’t Be Stumped By STEM” is available to stream anytime. Check out the recording [here](#).

Emergency Response Grants

The COVID-19 pandemic exposed the deep-seated inequalities and socioeconomic disparities that exist in our country. While a virus cannot tell the gender, skin color or income of the person it’s infecting, these things can shape the way the virus impacts different communities. This means, a disproportionate number of underrepresented Americans, communities of color, women and girls bear a greater negative impact from COVID-19.

Atlantic Technical College Virtual Mentorship Program

[Prosperity Broward](#), an initiative that fights to break down systemic racial barriers, joined forces with us to launch an aviation mentorship program with students at Atlantic Technical College in South Florida. This ongoing mentorship program is a pipeline for students to connect with JetBlue leaders about aviation, career advice, JetBlue’s operations, what it’s like to be a crewmember and more.

Knowing that the efforts of many organizations to advance diversity, social justice and racial and gender equity were severely impacted by the weight of the pandemic, the JetBlue Foundation issued an emergency granting cycle to help past grantees continue to advance their important work. These organizations included a crop of previous JetBlue partners:

- America on Tech — New York, NY
- Artists for Humanity — Boston, MA
- Aviation High School — Queens, NY
- Broward County Schools — Fort Lauderdale, FL
- Columbia Memorial Space Learning Space — Downey, CA
- Girls Inc. of Worcester — Worcester, MA
- Latino Pilots Association — Atlantic Beach, FL
- Lower East Side Girls Club — Manhattan, NY
- Oliver Scholars — New York, NY
- Project Scientist — Laguna Beach, CA
- Reach the World — New York, NY
- Variety Boys and Girls Club — Queens, NY



Soar with Reading and STEM Learning Resources

JetBlue's Soar with Reading initiative captures kids' imaginations with reading materials and educational tools. Since school closures meant children did not have easy access to new, physical books, Soar with Reading made several resources free for anyone to download and dive into. From [stories of space exploration and the history of aviation](#) to [STEM resources and college career guidance for women](#), JetBlue's Soar with Reading seeks to provide educational reading material for anyone who is looking for it during the pandemic.

The digital infrastructure we have in place now is not flying away anytime soon. As in-person learning comes back, these technologies can be used in combination to take STEM education to even greater heights.



before the COVID-19 pandemic.



Virtual Learning Resources
During COVID-19

Much like a school classroom needs desks, chairs, textbooks, a whiteboard and teachers, the virtual classroom also requires resources and instructors to create a comfortable and effective learning environment. To help foster such an environment, we:

- Volunteered more than 500 hours in virtual classrooms and activities.
- Amassed almost 45,000 views across all our virtual learning resources, such as [JetBlue Jr.](#), a series of educational videos geared toward children interested in aviation.
- Donated 160 [refurbished laptops](#) to ensure students passionate about STEM could continue their education from home.
- Engaged with 25 different organizations via virtual programming, grants and in-kind support.
- Connected with 1,875 students across the country through our efforts.



COMMUNITY



SPREADING KINDNESS EVERYWHERE WE GO

The year 2020 was like no other. On one hand, we were apart — whether it was staying home instead of traveling, working from home or meeting in person but staying six feet apart. On the other hand, we were still together — gathering online, chatting in Microsoft Teams and Zoom rooms or meeting in person but staying six feet apart. Community is more than just important for us — it is essential. By supporting our communities in small and big ways, we make the world a better place.

In the fall, JetBlue joined with the [Partnership for New York City](#), a nonprofit organization dedicated to the improvement of the city through its work with civic, business, labor and government leaders to commit to the safety and future of our hometown of New York City. Our CEO, Robin Hayes, signed a pledge with other business leaders across industries asking the federal government to take on quality-of-life issues that jeopardize economic recovery.

JetBlue For Good Month

Four years ago, JetBlue created JetBlue For Good Month, which takes place during National Philanthropy Month, to further spread kindness in every location we touch down in. In a year of uncertainty, unrest, tensions and stress, celebrating good deeds was needed more than ever. From donations and grants to volunteering to simple warm smiles, we focused on spreading kindness.



**BY SUPPORTING
OUR COMMUNITIES
IN SMALL AND
BIG WAYS,
WE MAKE THE WORLD
A BETTER PLACE.**

Getting Supplies to In-Need Communities

We donated much needed supplies, such as blankets, pillows and amenity kits to the City of New York and its Department of Social Services at the end of 2020 to help clothe and care for people without housing and other vulnerable communities. We donated headphones to the JetBlue Foundation's education partners, like [Big Brothers Big Sisters of Broward County](#), to assist in virtual schooling, and provided toiletry kits to homeless shelters. Dishware and cutlery were sent to local soup kitchens through a partnership with the [United Way of Broward County](#), as well as local soup kitchens in Boston.

TrueBlue Point Donations

JetBlue donated 3 million TrueBlue points to multiple charities, including Autism Speaks, Make-A-Wish®, Together We Rise and World Central Kitchen. TrueBlue members have the option to donate unused TrueBlue points directly to a charity by going to trueblue.jetblue.com/donate-points.

Giving back is part of JetBlue's DNA and is core to its mission of inspiring humanity. Thanks to our customers, crewmembers, partners and communities, we made 2020 a little brighter and helped those in need to fly a little higher.





Our 2020 Impact

17,179,729

TOTAL POINTS OF FLIGHT DONATED

63,105

TOTAL HOURS VOLUNTEERED

\$755,100

IN-KIND VALUE OF DONATIONS



Supporting Our Communities on the Ground

We love to travel. Touching down in new cities and meeting new people is one of life's greatest activities. It's the reason why we care so much about building relationships with local communities and organizations. Whether it's an educational initiative we support, a grant we provide to a local nonprofit or the jobs we create in our terminals, we are dedicated to serving our communities so we can keep coming back.

We listen to residents in our communities about how we can do better, like with airplane noise. Some local residents who live near airports are more aware of the noise of jets as they take off and land. We've worked — and continue to work — to reroute our runways to point away from where clusters of residents live. And as of 2021, the entire JetBlue fleet sports new noise-reducing vortex generators that lessen the sound of our arrivals and departures. Residents, business owners and local authorities who have thoughts or new ideas on how JetBlue can best serve the community are always welcomed aboard.



ENVIRONMENT



FLYING GREEN

Our vision is to lead the way to a lower-carbon future for aviation. To get there, we are focused on innovations that offer meaningful reductions in emissions — and we're setting clear targets along the way. Our primary environmental goal is to reduce and manage carbon emissions from jet fuel. It's no secret that commercial aviation adds significant carbon emissions to the atmosphere, which in turn, contributes to global climate change. By investing in fuel-efficient technologies, sustainable aviation fuels, and carbon offsets, we became the first U.S. airline to achieve domestic carbon neutrality. We are proud of this achievement, providing peace of mind for customers looking to fly with a smaller carbon footprint.

Ascending to Carbon Neutrality in 2020

In 2020, we proudly became the first airline to achieve carbon neutrality for all U.S. domestic flights. By offsetting carbon dioxide (CO₂) emissions from jet fuel and flying with sustainable aviation fuel (SAF), we are taking major steps to reduce our impact on the environment.

Our journey to carbon neutrality goes back to 2008 — when we first started offsetting CO₂ emissions from customer flights at specific times in the year. Since then, we have offset more than 3 million metric tons of CO₂ emissions, and we plan to continue offsetting all our domestic flying, indefinitely.

By purchasing carbon offsets, which finance projects that avoid climate-warming emissions, or in some cases pull climate-warming CO₂ out of the atmosphere, both businesses and individuals can help compensate for environmental impact. By purchasing a credit, we're investing in a project that avoids or removes one ton of carbon dioxide emissions, such as:

- **Forestry:** Our forest conservation projects prevent deforestation. In turn, CO₂ emissions are absorbed by trees and soil rather than remaining in the atmosphere, while also benefitting natural habitats and local communities.
- **Landfill Gas Capture (LFG):** When organic materials break down in landfills, gas is a natural byproduct. That landfill gas can be captured and converted into a renewable energy resource. LFG energy projects help create jobs in many communities and prevent additional greenhouse gases from entering the atmosphere.
- **Solar and Wind:** We support projects that develop expansive solar and wind farms, which generate clean energy without harmful emissions and create jobs and revenue for local communities.




WE BECAME THE
FIRST U.S. AIRLINE
TO ACHIEVE
DOMESTIC CARBON
NEUTRALITY.



New ESG Targets

We recently announced several environmental targets:

- Achieve net zero carbon emissions by 2040, including carbon offsets.
- Decrease aircraft emissions 25% per available seat miles by 2030 from 2015 levels, excluding offsets.
- Convert 10% total jet fuel to blended sustainable aviation fuel by 2030.
- Convert 40% of three main ground service equipment vehicle types to electric by 2025 and 50% by 2030.
- 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.

Please see our [ESG Report](#) for more information.





Environmental Health and Safety Program

We carry customers to nearly 100 destinations in the U.S., Caribbean and Latin America. Like all businesses, we rely on many natural resources to facilitate operations. Our Environmental Policy is designed to optimize our practices and achieve ambitious sustainability goals.

The IATA Environmental Assessment (IEnvA) is a voluntary program that assesses and improves an airline's environmental management. We are in the process of becoming a certified participating member. This means we're pursuing a comprehensive and structured approach to addressing sustainability risks and mitigating environmental impacts. Rather than managing environmental matters as an external risk, we have committed to embedding Environmental and Social Governance (ESG) in all decision-making. Please see our [ESG Report](#) for more information.

Going Electric with Ground Equipment

To address ground emissions, we converted a fleet of conventional ground support equipment — including baggage tractors and belt-loaders at New York’s JFK International Airport — to electric vehicles. We introduced 118 electric vehicles and 59 charging stations. The initial rollout at JFK represented the largest fleet of electric ground service equipment of any airline at JFK. To keep that momentum going, we completed construction in Boston this year, including installing charging stations. Newark is next on our list as we continue moving toward our goal of electrifying 40% of our most common ground service equipment vehicles.



**Fuel-Efficient Aircraft**

Saving fuel is a top priority for JetBlue, and that starts with a more fuel-efficient fleet. While we flew less in 2020, causing a drop in overall fuel use, our new fuel-efficient aircraft will continue to drive down emissions per seat as we return to regular departure schedules. To achieve this, we're replacing many of our older 100-seat E190 aircrafts with new A220s, which reduce greenhouse gas emissions per seat by about 40% in comparison. The A320neo also improves fuel economy by 15-20% per seat through newly designed engine technology and cabin changes. The A320neo offers additional environmental benefits with nearly a 50% reduction in noise footprint compared to previous aircraft.

Sustainable Aviation Fuel

We began purchasing and flying on sustainable aviation fuel (SAF) for flights from San Francisco International Airport (SFO) in 2020. Now, many flights from SFO, including our own, are fueled with SAF. Neste, the world's largest producer of renewable diesel, supplies us with low-emission, high-quality fuel shipped via pipeline. SAF is produced from renewable and sustainably sourced waste and residue materials. It has up to 80% smaller carbon footprint compared to conventional fossil jet fuels. With this initiative, we can drastically reduce our greenhouse gas emissions. We are expanding use of SAF in our operation as it becomes available, working toward our target of 10% of total fuel use to be from SAF by 2030.





Reducing Waste from Mint® 2.0

Recycling onboard has always been the standard at JetBlue, and we continue to sort cans and bottles on domestic flights as part of our regular service. But we've taken a bigger step toward eliminating single-use items by enhancing our Mint® service in 2020. Blankets and pillows, once supplied in single-use plastic, have been replaced by washable and reusable fabric cases. To avoid creating additional waste, we began providing unused and gently used and cleaned items like blankets and pillows to those who need them most. See [page 44](#) for more information.

An Ode to The T5 Farm

John F. Kennedy International Airport covers 4,930 acres in the Jamaica Bay neighborhood of New York City. We decided to do something innovative and environmentally friendly with a 24,000-square-foot pocket of space to promote urban farming and establish more green space among the tarmacs. At our award-winning Terminal 5, we partnered with [GrowNYC](#) in 2015 to build the first functioning farm at an airport: The T5 Farm. This interim urban farm provided a viable outlet for 2,000 pounds of composted food waste. After harvesting thousands of pounds of herbs and plants, the farm retired in 2020 and we found a second life for the materials: we donated the soil, milk crates and all equipment within the farm. Volunteers helped break down materials and we donated produce, soil, compost and equipment to community gardens.



**Sustainability-Linked Loans**

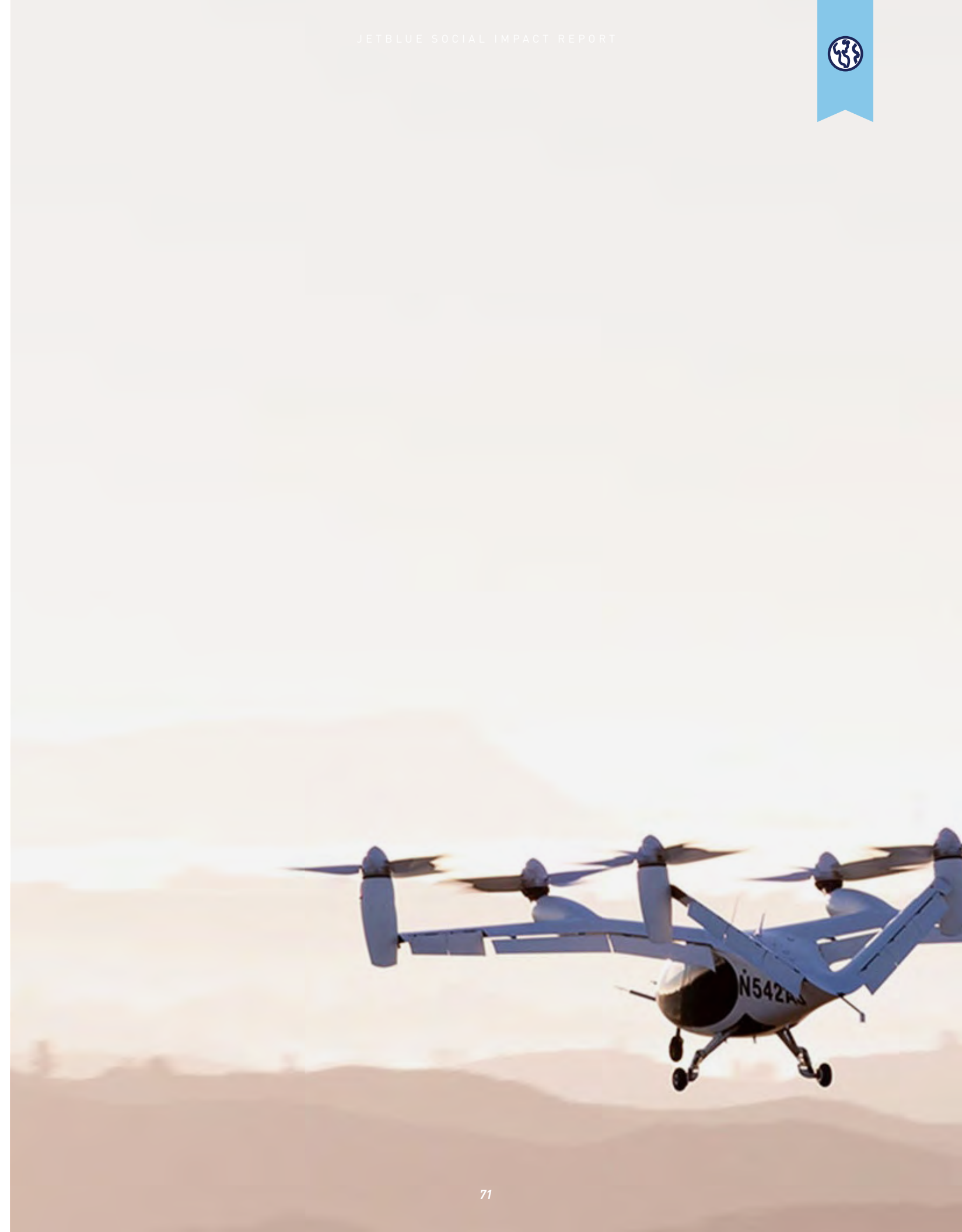
Sustainability linked loans are a financial instrument that a lender can use to reward a borrower's sustainable performance, by tying more favorable financial terms of the loan to environmental, social, and governance (ESG) metrics. Development of an SLL requires collaboration between our internal finance and sustainability teams, and an external structuring agency and lenders.



Transforming the Future of Travel

JetBlue is fueled by innovation, which is why we are committed to investing in early-stage startups focused on technology and travel through a close partnership with our technology subsidiary, JetBlue Tech Ventures (JTV). JTV's goal is to ultimately help JetBlue chart its path toward net-zero emissions. In 2021, JTV became a Series A investor for Universal Hydrogen, a company that is using hydrogen-powered fuel to decarbonize the airline industry to help meet the Paris Agreement emissions targets. Its first commercial flights are planned no later than 2025.

JTV also invested in [Joby Aviation](#), which is working to make air transportation with zero carbon emissions an on-demand service. Piloted, four-seat electric aircraft could reduce vehicle transportation emissions, a large source of greenhouse gas emissions in the United States, and save people from the hassles of sitting in traffic. The company's vehicles fly 150 miles on one charge and are 100 times quieter than existing rotorcraft. We recognized Joby Aviation as an emerging leader and backed them with an early investment.





HELPING CREWMEMBERS

TO NAVIGATE TURBULENT TIMES



HELPING CREWMEMBERS NAVIGATE TURBULENT TIMES

The public health measures and period of uncertainty brought on by the COVID-19 pandemic had a particularly severe impact on the airline industry. At the same time, the past year sadly brought us powerful reminders of the need to use our voice to push for social justice and equality.

JetBlue weathered the pandemic storm thanks to some quick thinking, creative support structures and resiliency from our crewmembers. We are making meaningful progress in our efforts to advance diversity, equity and inclusion in every aspect of our business.



SUPPORTING OUR TEAM THROUGH COVID-19

Despite dramatic travel disruptions in 2020, JetBlue was the only U.S. airline to avoid furloughs, involuntary separations or Worker Adjustment and Retraining Notification Act (WARN) notices. In fact, our 2020 attrition rate was comparable to those observed in recent years.

While we added new hires to our ranks in 2020, the bulk were brought on in January and February. As the COVID-19 pandemic began to significantly disrupt travel in late February, only critical hires reviewed and approved by a smaller group of senior leaders through a Critical Hiring Committee were onboarded.

Careers Taking Flight: A Closer Look at Hiring and Retention

HIRING	NEW HIRE TOTALS	PERCENT OF NEW HIRES	ATTRITION	TOTAL	OVERALL TURNOVER RATE**
TOTAL	736	100%	TOTAL	3195	14.7%
*MALE	302	41.7%	*MALE	1144	9.7%
*FEMALE	423	58.3%	*FEMALE	2042	20.7%
18-24	133	18.1%	18-24	144	20.0%
25-34	341	46.3%	25-34	880	13.6%
35-44	145	19.7%	35-44	903	14.1%
45-54	85	11.5%	45-54	595	11.9%
55-64	30	4.1%	55-64	477	18.1%
65+	2	0.3%	65+	196	46.7%

To adjust to the pandemic and subsequent decline in travel, we offered a voluntary leave program where crewmembers who wanted and were able to take a break or retire early could do so with perks. The voluntary leaves allowed us to navigate the COVID-19 crisis without having to furlough a single crewmember. Those who took long-term or short-term leaves that had benefits coverage from JetBlue had their portion of the premiums paid in full.

In support of those who voluntarily left JetBlue, we partnered with Indeed.com to launch Indeed Next, an online resource to help separated crewmembers find their next career role. Crewmembers who took opt-out packages were also given access to JetBlue’s career development virtual webinars focused on mapping career goals, building a professional reputation, showcasing professional skills and standing out during resume reviews and interviews. In 2020, more than 650 total crewmembers participated in one of eight career development webinars offered.

For crewmembers who stayed on during 2020, we offered a variety of resources to ensure as much safety and peace of mind as possible, including free COVID-19 testing, guaranteed paid time off for anyone quarantining after exposure, testing positive or caring for a family member with COVID-19, and mental health benefits. To simplify access to appropriate health and wellness resources, we launched a specialized COVID-19 Support page on our benefits website with a direct link from the homepage. Resources featured on the site included:

- Wellness Wednesdays:** Crewmembers had on-demand access to recordings of weekly webinars from our BlueBenefits department and business partners, highlighting a range of important topics during the pandemic, including meditation and mindfulness, achieving better sleep, starting an emergency fund, exercising at home, grieving in the COVID-19 environment, navigating parenting challenges, accessing virtual therapy and more.
- LiveHealthOnline:** This telemedicine portal allows crewmembers to conduct virtual doctor visits and use a coupon code to pay a special JetBlue rate of \$20 per service. From March to September 2020, JetBlue covered the service fee for any crewmembers who chose to use LiveHealthOnline to consult with a doctor virtually.
- Findhelp.org:** A social care network by Aunt Bertha, a public benefit corporation, that connects people seeking help with the verified social care providers in their communities that serve them.
- Navigator:** This crewmember assistance program provides six free virtual sessions with a licensed therapist per year.
- Time Off Support:** A one-stop-shop of information for crewmembers to understand how COVID-19 impacts their leave-of-absence and pay policies.
- 401(K) Loan Options:** Eligible crewmembers received easy-to-digest information on how to tap their 401(K) balances, including a new ability to take out a second 401(K) loan, to help manage sudden financial hardships brought on by the pandemic. Crewmembers also received information on how to pay back their COVID-19-related distributions early to avoid penalties and maximize their 401(K)-retirement savings.
- Family Learning Resources:** A section devoted to helping parents with efforts to keep kids learning and engaged at home.
- Other Free Resources:** Crewmembers were given free access to digital mental health support apps, including a free premium subscription to INSCAPE, a \$99 value giving crewmembers easy access to guided meditation and breathing tools to help them quiet the mind, reduce stress and sleep better. The COVID-19 Support page also offered useful tips for working from home, staying healthy and managing finances.

A Spotlight on Mental Health

After a successful pilot in 2019, Talkspace — a mobile therapy company — became a covered provider under JetBlue’s Crewmember Assistance Program and behavioral health benefits in 2020. Talkspace has received resoundingly positive feedback from JetBlue crewmembers who particularly appreciate its ability to provide mental health support at crewmembers’ convenience.

In addition, JetBlue offers crewmembers up to six free, confidential counseling sessions with a therapist each year, either in person, virtually or through Talkspace. We also promoted our Crewmember Assistance Program weekly, launched weekly virtual events focused on mental health topics to help crewmembers cope with the stress and uncertainty brought on by the COVID-19 pandemic, and promoted other mindfulness resources, such as Headspace.

JetBlue Crewmember Crisis Fund (JCCF)

JetBlue Crewmember Crisis Fund helps crewmembers and their loved ones with short-term financial support in times of crisis and unexpected emergencies when other resources are not available. JCCF is funded by paycheck donations from JetBlue crewmembers. In 2020, JCCF provided more than a quarter million in aid to JetBlue crewmembers, the majority helping support loss of income and health crisis.

For example, JCCF supported crewmember Mariana, whose baby, Samantha, was born early at 31 weeks and needed to stay in the NICU. The weekend before Samantha was born, Mariana’s husband was laid off and the family was five days away from being evicted. JCCF covered the family’s rent so they could focus on Samantha and her health. Hear from Mariana [here](#).



“It’s not only the financial help. It’s knowing that the person taking care of your case is listening to you, and you are important to the company. That is something not everyone can say.”

— MARIANA, JCCF GRANT RECIPIENT

**THE PERSON
TAKING CARE OF
YOUR CASE IS
LISTENING TO YOU,
AND YOU ARE
IMPORTANT TO
THE COMPANY.**



Steering Support to Crewmembers

We have always cared about the health and wellness of our crewmembers, but 2020 created even more urgency to ensure our people had easy access to the pay, benefits and resources they needed to stay well.

Our compensation philosophy is to pay all crewmembers fairly, competitively and in a manner that is sustainable for everyone's benefit. All hourly pay scales start above the minimum wage and pay is based on a sliding scale determined by years of experience, not demographic factors. Salaried wages are determined by market pricing, experience and performance.

Though disruptions from the pandemic were dramatic, we maintained our commitment to competitive pay and benefits. We entered the 2020 crisis with one of the stronger balance sheets in the industry, and our participation in the CARES Act Paycheck Protection Program allowed us to protect crewmembers' health and preserve jobs at JetBlue. We received \$935.8 million in CARES Act funding, with \$685.1 million in direct support and the other \$250.7 million in the form of a low-interest loan. Every dollar of these funds went directly to salary, wages and benefits for our crewmembers.

We also boosted health benefits for crewmembers or dependents with existing medical conditions. Anyone enrolled in a JetBlue Medical Option who consulted with a BlueCarpet nurse for their medical condition could earn up to \$300 in Healthy Reward dollars, compared with \$250 the previous year. We also added an Expert Medical Opinion service for crewmembers with cancer or spinal conditions enrolled in a JetBlue Medical Option. The service allows crewmembers to engage with physicians at the Mayo Clinic for a second opinion on their diagnosis at no additional cost.



This photo was taken before the COVID-19 pandemic.



Crewmember Benefits


Crewmembers are eligible for valuable benefits, including:

- Dental Insurance
- Vision Insurance
- Healthy Rewards
- Flexible Spending Accounts
- Navigator Crewmember Assistance Program
- BlueCarpet Advocacy
- HealthyMoms Happy Babies
- Adoption Assistance
- LiveHealth Online Telemedicine
- Life and AD&D Insurance
- Short-Term Disability Coverage
- Group Legal
- Crewmember Stock Purchase Plan
- 401(k) Plan
- Roth 401(k) Plan
- Profit Sharing
- Voluntary Discount Programs
- Free Standby Travel on JetBlue Flights

For detailed information regarding the above benefits, visit lifeisbetterinblue.com.

Ensuring that Everyone Is Welcomed Aboard

JetBlue's north star is inspiring humanity. We exist to connect people with each other, a purpose which inherently prioritizes diversity, equity and inclusion (DEI). The year 2020 was pivotal, as it accelerated our efforts in reimagining our approach to DEI. We've sharpened our corporate vision to support JetBlue's journey to becoming more representative, courageous and inclusive. Our 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 everything we do.



**WE EXIST TO
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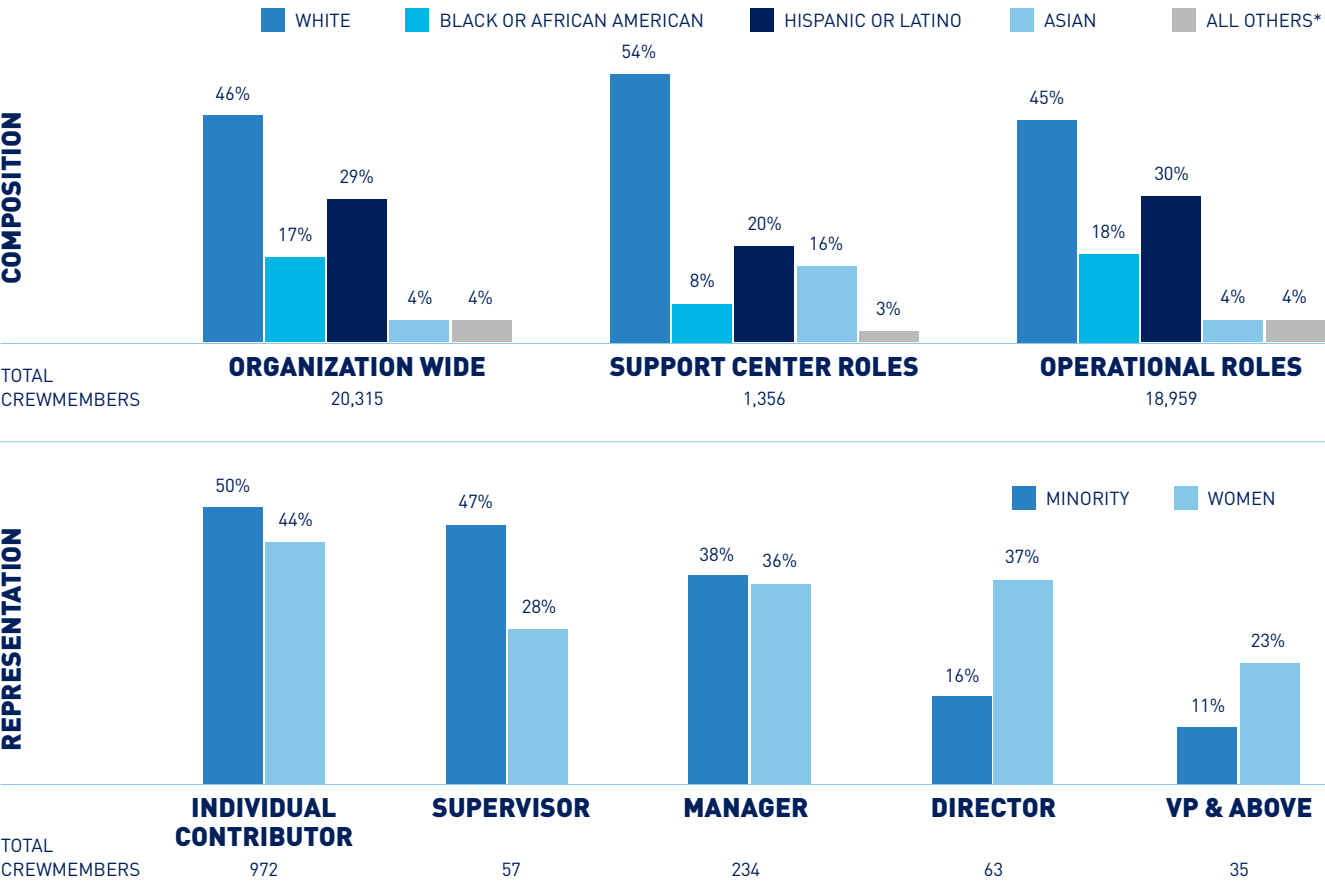
Reinforcing DEI Across JetBlue

Leadership buy-in is key to the success of DEI within a business. To support JetBlue’s goal of being the most inclusive travel partner, we established the Diversity Leadership Council in 2020. Our Diversity Leadership Council is composed of 11 key leaders across the organization including leaders from Legal, Sourcing, Marketing, People, Communications, Network and Airports. As members of the Diversity Leadership Council, these leaders execute DEI goals within their business units. With this structure in place, we are better positioned to make DEI an integral part of our DNA.

The Council undertakes actions to:

- Develop, implement and cascade initiatives that incorporate DEI into member’s respective business units.
- Provide thought leadership, feedback and recommendations to advance enterprise DEI efforts.
- Measure and report back on implemented changes within business units and enterprise DEI progress.

The first leg of JetBlue’s transformational journey to advance DEI required a deeper look at the gender, racial and ethnic makeup of our organization. While our frontlines closely matched the diversity of the United States at large, equitable representation of crewmembers became stagnant primarily in positions found in our Support Center.



For a deeper breakdown of our U.S workforce demographics, please refer to our ESG report.

The data made clear that JetBlue still has work to do and we’ve set goals to help address this. Creating new pathways and resources for all of our crewmembers to succeed is an opportunity for JetBlue to attract and retain diverse talent, creating a pipeline of well-rounded leaders.

Through 2025 and beyond, JetBlue DEI initiatives will roll out in three areas to support JetBlue’s crewmembers, customers and communities:

PEOPLE	SOURCING	BRAND
Develop a hiring process that mitigates harmful biases in order to improve representation of talent at all levels.	Engage Minority and Women-owned Business Enterprises (MWBE) with a proven commitment to DEI in their lines of business.	Ensure inclusivity in our offerings by capturing the diverse needs across our customer base.
Educate and inform on DEI through formal learning and review of practices and policies.		Partner with values-aligned businesses and organizations within the communities we serve.
Focus on our people so we continue to promote and invest in diverse talent.		Evaluate social and market shifts and their impact on our customers' experience.

To hold ourselves accountable to making meaningful progress in these core areas, we set a series of new five-year goals to achieve bold and measurable change in our approach to people, sourcing and brand:

PEOPLE GOALS	SOURCING GOALS	BRAND GOALS
Double our racial and ethnic minority representation at the officer and director level, from 12.5% today to 25% by the end of 2025.	Attend a minimum of three Women’s Business Enterprise National Council and/or National Minority Supplier Development Council events per year.	Add an inclusivity question to JetBlue’s quarterly brand health tracker to deliver a regular pulse on how JetBlue is perceived compared with other travel brands. Using this, we will set benchmarks for growing our inclusivity perceptions in key markets.
Increase our female representation at the officer and director level, from 32% today to 40% by the end of 2025.	Require RFPs to include at least one partner from an underrepresented group in the selection process.	
	Grow our spend with businesses owned by underrepresented groups by 5% annually.	

Spreading Our Wings with New Leadership Initiatives

2020 created a need for many to step outside of their comfort zone and regular work assignments. Many crewmembers took on expanded or first-time leadership roles as a result of work and talent movement or changing priorities for the business. We launched several new leadership development support programs designed to help our diverse leaders grow and thrive.

New career pathways

We launched two development programs focused on creating greater access to select career paths, fostering equity by removing barriers to entry and increasing representation in senior leadership (see also, [page 95](#)):

- A new pathway from frontline operational jobs to corporate services roles that will include hands-on experience, two rotational job placements and job placement assistance upon completion of the program.
- Opportunities for crewmembers to pursue careers as pilots or aircraft maintenance technicians, alleviating barriers to entry such as financing and fears of leaving a permanent job.

Inclusive Leadership Series

Societal shifts created an even higher sense of urgency to equip leaders with tools that would help them lead through inclusive behaviors. In response, our Organizational Effectiveness and DEI teams created and hosted a four-part “Leading Inclusively” series for crew leaders.

Courageous Conversations Series

We continue to have tough, yet needed, conversations around race, gender and equity, utilizing platforms like town halls and pocket sessions to gain better perspective, understanding and ideas for moving JetBlue forward. To reinforce the importance of these conversations, we developed resources and guides for crew leaders to learn how to start courageous conversations with their teams and help build a more inclusive culture.





Propelling Racial Justice Forward

The tragic and unnecessary deaths of George Floyd, Breonna Taylor and others in 2020 ignited difficult conversations within our organization about systemic racism and the inequities that people of color continue to face. We recognized that JetBlue, along with other corporations, plays an important role in fighting these injustices and reducing barriers for those that have been traditionally marginalized.

In recognition of the injustices our Black crewmembers and other crewmembers of color personally face daily, we tapped our DEI team as well as our JADE Crewmember Resource Group (JetBlue African Diaspora Experience) to convene virtual discussions on inequality and ways to chart a better, more equitable path forward.

In addition to facilitating more dialogue, we accelerated our plan to support people of color in our business by continuing our concerted effort for leadership diversity; reviewing our crewmember and crew leader training modules for cultural sensitivity; supporting leadership development for diverse crewmembers; identifying opportunities to reshape our crewmember policies and talent processes to reduce bias and to demonstrate inclusivity; expanding opportunities for minority and women-owned business partners; and, through the JetBlue Foundation, investing in students from underrepresented communities to reduce barriers to entry and create educational and employment opportunities across our industry (see [pages 24-39](#) for more information).

Real change starts through honest conversation among people from different backgrounds and perspectives, and continues through actions that can make a better future, community and world for all.

In JetBlue's Crewmember Resource Groups, the Sky's the Limit

To help crewmembers feel a sense of belonging, we encourage them to celebrate their culture, heritage and individuality and build allyship through our various Crewmember Resource Groups (CRGs). CRGs spearhead programs to embrace and encourage different perspectives, thoughts and ideas. Last year, our CRGs partnered to launch a "Get Out the Vote" series to champion civic participation. In July, JetPride activated their allyship by sharing the love with BIPOC communities in the fiercest way possible: in drag! Their first-ever virtual drag show was a huge success and helped raise funds in support of the Black transgender community. Any crewmember can participate in as many of our six CRGs as they want.



Blue Aviasian

Celebrates the history and heritage of Asians, Asian Americans and Pacific Islanders.



Blue Conexión

Shares the Latinx culture and language in the workplace and community.



JADE (JetBlue African Diaspora Experience)

Explores the rich cultures of the African diaspora.



JetPride

Offers professional development and networking opportunities for LGBTQ+ crewmembers and allies.



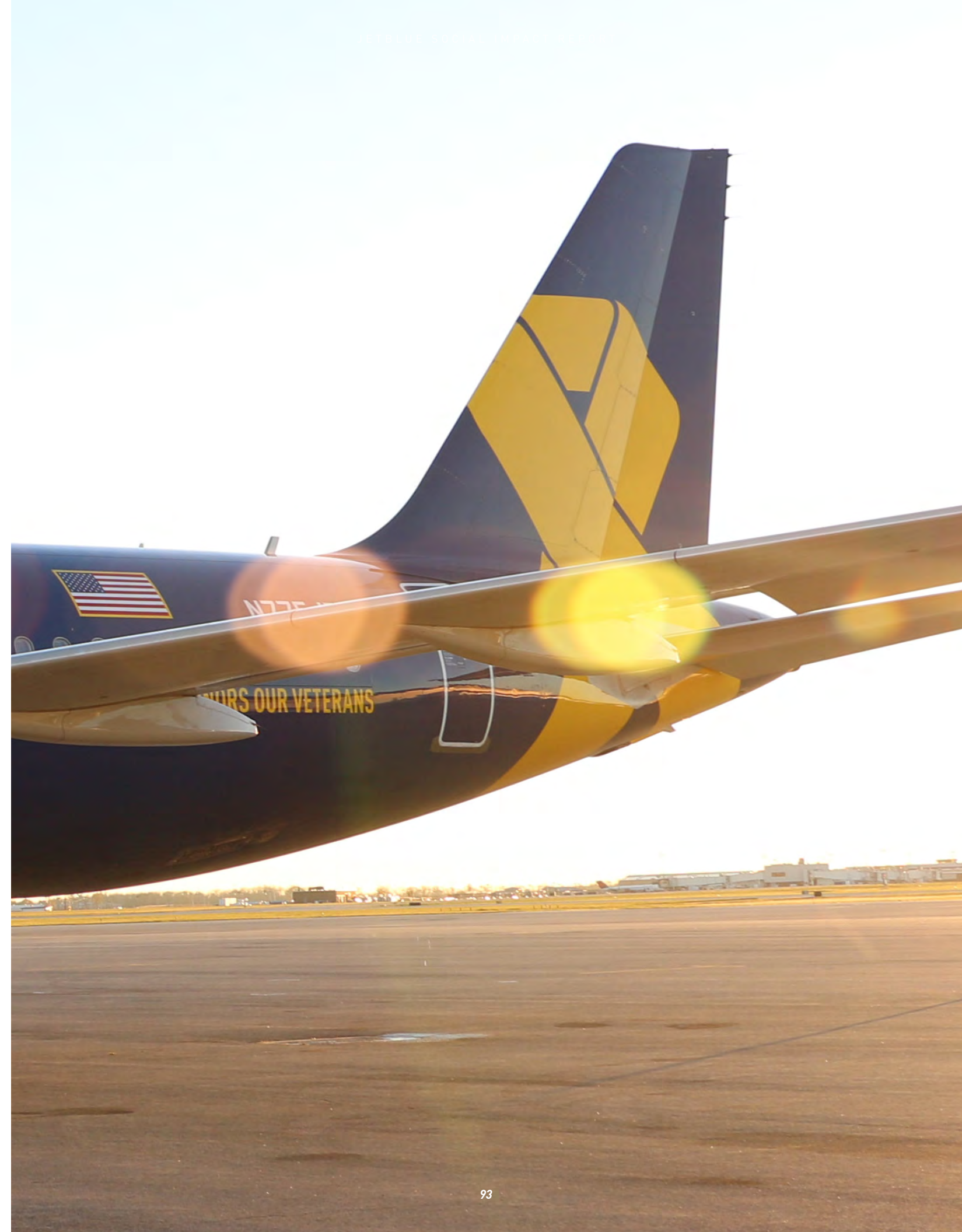
Vets in Blue

Provides a forum for crewmembers that honorably serve or have served in the Armed Forces.



Women in Flight

Provides members with networking and mentoring opportunities that inspire career and personal growth.



Careers Destined for High Altitude

We want all crewmembers to grow with our company and find fulfillment in taking on new responsibilities and challenges. A deeper dive into our employment data revealed that women and certain minority groups at JetBlue are facing steeper challenges to achieving higher-level roles within JetBlue. One way we started to tackle that problem was transforming our training and development programs to meet crewmembers where they are. Despite the challenges in 2020, our ability to deliver virtual training and development opportunities that were easily accessible and often more convenient for our crewmembers set us on a path where our talent goals are destined to really take off.

An Open Sky of Opportunity: JET (JetBlue Emerging Talent)

In 2020, JetBlue launched several new talent development initiatives and maintained a focus on supporting crewmembers in the midst of uncertainty, including:

- Jobs for the Future (JFF)**
 JetBlue joined the (JFF) Recover Stronger Coalition, a group of America's largest companies that share a commitment to embracing business values and practices that prioritize the economic well-being and mobility of their people. Through the Coalition, JetBlue has pledged to double down on investing in its crewmembers, in part by supporting diversity, equity and inclusion efforts and creating more pathways for career development and mobility.
- JET OPS to Support Services Pathway Program**
 We announced plans to launch a new year-long development program specifically designed to prepare more internal operations and frontline crewmembers for corporate opportunities in JetBlue's Support Center. Participants will receive holistic on-the-job training in skill areas they may otherwise not have exposure to in the field, including finance, marketing and HR. We plan to welcome our first Support Services Pathway class in the Summer of 2021.
- JetBlue Manager Experience**
 We welcomed our second cohort of managers for an interactive, blended learning program, culminating in a multi-day learning workshop that was converted into a fully virtual experience to keep crewmembers safe during the pandemic. More than 59 JetBlue managers participated in 2020, with 26 completing the entire program.
- Special Assignment Board (SPA Board)**
 SPA Board is a specialized website where leaders can post projects in need of extra support and crewmembers with extra capacity can lend a hand to the effort. Although it was initially developed to help redeploy underutilized talent to critical business areas during the COVID-19 pandemic, SPA Board has been so helpful that it has become a permanent JetBlue resource. Managers gain extra help when they need it most, while crewmembers have an opportunity to grow their skillsets, make new connections and expand their career possibilities within JetBlue. More than 80 crewmembers have participated, supporting 53 projects across 17 departments.



JetBlue Pilot Gateway Programs Help Careers Take Off

The JetBlue Pilot Gateway Programs have helped crewmembers and students find their way to the right seat at JetBlue for many years. The lauded University Gateway Program is the most robust, student-focused gateway in U.S. aviation industry. For existing JetBlue crewmembers interested in becoming pilots, we offer specialized support and mentorship necessary for them to realize their career goals.

We continued to see great interest from potential new recruits, and we continued to support all pilots that are in each program. Gateway Programs offered in 2020 included:

- **The University Gateway Program** allows college aviation students from partner schools to go from student to flight instructor to flying with one of our airline partners to JetBlue first officer. In 2020, we shifted all University Gateway engagement to virtual sessions and maintained strong student attendance throughout the virtual transition. In the fall, we made conditional job offers to 11 University Gateway participants.
- **The Gateway Select Program** encourages aspiring pilots with little to no flight experience, from any background, to learn with JetBlue, following our rigorous four-year training curriculum. Once meeting all program requirements, program graduates go on to become new-hire pilots at JetBlue. In October 2020, we welcomed 18 students into the program — our largest Gateway Select class to date.
- **The Transition Gateway Program** supports crewmembers who have some flight training but not the requisite experience needed to become a JetBlue pilot. Through the Transition Gateway, they can earn a conditional job offer, step away from JetBlue to build flight experience and then return to JetBlue as a first officer. We made 10 conditional job offers through this program in 2020.

In 2020, we also announced we would be launching Gateway College, a new two-track training program for crewmembers interested in becoming pilots or technicians.

- **Gateway College Pilot Track:** Trainees earn an associate degree and all required flight certifications with a partner college, work two semesters as a flight instructor at the college, fly as a first officer and then captain at a partner regional airline and then come back to JetBlue as a first officer. The first Gateway College Pilot class will begin studies in August 2021.
- **Gateway College Technician Track:** Trainees attend a partner school to earn an Airframe & Powerplant (A&P) certificate, gain meaningful experience in technical operations and complete all training requirements with the goal of becoming a JetBlue technician. We plan to welcome the first Gateway College Technician class in 2022.

One of our primary motivations for launching Gateway College is our desire to provide a defined and affordable career path for crewmembers to transition into pilot and technician roles, with the goal of expanding access to a broader internal talent pipeline. By removing the barriers to entry, we can both help our crewmembers reach their career goals and increase the diversity within JetBlue's Flight and Tech Operations at the same time.

We believe one of the biggest barriers to achieving more diversity in flight and tech roles is expense. The average cost of traditional training programs for pilots can range from \$100,000 in a traditional flight training setting to \$300,000 for a four-year degree at a private university. With Gateway College, JetBlue will significantly reduce the cost of initial flight and technician training through our partnerships and will also provide more accessible payment options for students, including access to federal student loans and the ability to borrow from a lending partner with favorable loan terms and rates. By alleviating some of the financial burden, we hope to widen and diversify our applicant pool of prospective JetBlue pilots and technicians.



Taking to the Skies with Confidence: JetBlue University

Aspiring airline pilots and flight crews need practice operating in a real-world flight environment before taking off with real customers. Through state-of-the-art simulations, JetBlue University (JBU) provides crewmembers training to react and respond to high-stakes situations that can occur in the air without ever leaving the ground. In 2020, we completed a 153,600-square-foot expansion of our JBU campus located at Orlando International Airport. The addition includes an enlarged kitchen and serving area, a new Arrivals Hall, a 400-seat auditorium and a covered water training device large enough for multiple rafts. We completed construction of four new full flight simulator bays to complement our existing six Airbus A320, two Embraer E190, one A220 and two cabin simulators. With the expansion, JetBlue successfully trained more than 800 new hires, conducted 9,300 requalification events and facilitated 16,900 instructor-led training completions.



Number of JBU Training Completions in 2020

2,496
AIRPORT OPERATIONS

1,011
CUSTOMER SUPPORT

5,611
FLIGHT OPERATIONS

5,282
INFLIGHT

374
SYSTEM OPERATIONS

1,107
TECHNICAL OPERATIONS

1,031
HOSPITALITY





Sky-High Reviews for JBU

The results are in! JetBlue University 2020 trainings were another smashing success. Here are some of the rave reviews received from trainees who completed their coursework:

“Best aviation training I’ve ever had. Everyone is knowledgeable and eager to teach and share their experience with the new hires.”

“ALWAYS good. The Security Instructors always present with so much passion and knowledge, that I always feel like I’ve been briefed by the best team in the industry. Keep doing what you’re doing.”

“JetBlue may have the best safety program in the industry.”

“I absolutely loved the classroom training experience! Instructors are amazing and such naturals. Seems like they have been doing this for years! They have the wonderful ability to relate things to us or simplify them so we understand. While it was very intense and at times stressful, both instructors made it very enjoyable. They were the best introduction (after orientation) to the world of JetBlue!!!”

Broadening Horizons for JetBlue Scholars

Research has repeatedly shown that employees with a college degree enjoy significantly higher earnings and are significantly less likely to experience unemployment than employees our with no postsecondary education. In alignment with our mission to inspire humanity, our [JetBlue Scholars](#) program aims to make a college degree an accessible and affordable option for every JetBlue crewmember who does not yet have one.

JetBlue Scholars can claim credit for certain certifications, on-the-job experiences and completed coursework at other universities, then fill in the gaps toward a degree with flexible online coursework from JetBlue at no cost and a semester of online classes from one of JetBlue's partner universities at a discounted rate. In 2020, JetBlue Scholars had a record 919 crewmembers enrolled, conferred 120 degrees to graduates and saved crewmembers more than \$2.7 million in combined tuition costs.



This photo was taken before the COVID-19 pandemic.

Our #1 Value: Health and Safety

Customer and crewmember safety is our top priority. Everyone at JetBlue is responsible for identifying hazards, promoting safety awareness, complying with regulations and adhering to best practices.

JetBlue's health and safety efforts are formalized within our Safety Management System (SMS), an FAA-required, formal, top-down, organizational approach to managing safety risk and assuring effective safety-risk controls. For more information about our Safety Policy and training, please see our [2020 Environmental Social Governance Report](#) (pages 64-72).

Our Safety Review Board (SRB) and Risk Working Groups (RWGs) are responsible for ongoing oversight of the SMS. The SRB is composed of our executive leadership team and responsible for companywide safety decisions, risk acceptance and overseeing seven operational RWGs. The RWGs focus on flight operations, airports, systems, technical operations, in-flight risk and customer support. They also regularly review risk acceptance, mitigation and prevention.

Our Blue Health and Safety Committees include managers and frontline crewmembers at the facility level. Concerns and ideas raised at this level are formalized into Change Management Requests or Safety Action Reports, which are reviewed by a Safety Action Report review team and/or the RWGs.

Regular safety programs and audits keep our SMS updated and as efficient as possible. Mechanisms for crewmembers to report safety concerns, training and communications help ensure every crewmember understands their responsibility within the SMS. Please see our [2020 Environmental Social Governance Report](#) for more information.



In 2020, our total recordable injury rate was 1.53, based on 100 full-time crewmembers working a cumulative 200,000 hours.



2020 Definition of Safety: Addressing COVID-19

In the era of COVID-19, the importance of customer and crewmember safety intensified. Our actions included:

- Being the first airline to adopt a mandatory mask policy onboard and in our facilities for all customers and crewmembers.
- Creating the [Safety from the Ground Up](#) program to proactively identify and prevent the risks of COVID-19 exposure and transmission, informed by the CDC and FAA [Safety Alert for Operators \(SAFO\) 20009](#).
- Facilitating analysis of current and proposed risk controls through our SMS to ensure operational continuity, while minimizing the likelihood of COVID-19 exposure to the greatest extent possible.
- Developing a secure database for collecting, processing and reporting COVID-19 cases to internal stakeholders — this helped us evaluate Safety from the Ground Up and assist in contact tracing.
- Establishing crewmember and customer access to COVID-19 testing for early identification of asymptomatic and pre-symptomatic cases.
- Ensuring pay protection for crewmembers who tested positive or were directed to isolate by a healthcare provider due to concerns about close-contact exposure to COVID-19.
- Partnering with experts to develop timely and informed awareness towards disease prevention.



As part of
our 2020
Safety from
the Ground
Up program,
JetBlue:

Conducts temperature checks and a wellness survey for customer-facing crewmembers.

Provides EPA-listed disinfectant kits supplies and personal protective equipment for crew use.

Uses electrostatic sprayers to disinfect the inside of our aircraft.

Filters cabin air through hospital-grade HEPA air filters
— cabin air completely changes every three minutes.

Provides the most space between each row of seats of any U.S. airline.

Requires all travelers to complete a health declaration.

And, much [more](#).

5

OUR FLIGHT CONTROLS

GOVERNANCE AND ETHICS

OUR FLIGHT CONTROLS: GOVERNANCE AND ETHICS

At JetBlue, every leader and crewmember throughout our operations is expected to embody our values of integrity and transparency. We honor our commitments, accept responsibility for our actions and work toward bettering our JetBlue community every day, no excuses. We hold the bar high for each and every one of our crewmembers and partners.

Working in a highly regulated industry, it is important to have tools and guidance in our everyday activities when met with tough decisions. As such, our crewmembers are expected to always conduct business in accordance with our [Code of Business Conduct](#). We also expect our business partners to act in accordance with our [Business Partner Code of Conduct](#). The Code states key principles we must follow while also providing valuable resources to consult when questions do arise. The Code reminds us that respect, fairness, safety and honesty apply to every aspect of our business.



Know the Code

Every year, our goal is for crewleaders to reach 100% participation in Code of Conduct training. Crewleaders who did not participate in the training by the set date risked losing flight benefits, one of the great perks of working at a commercial airline. We are proud to say that 100% of our crew leaders completed the 2020 training.



Our Values

- Safety first
- Be caring
- Uphold integrity
- Work with passion
- Have fun

Ethics and Compliance

We are committed to the highest standard of ethics and compliance. Our Legal Compliance team and Legal Department ensure every aspect of our operations meets the compliance and legal obligations we are held to and aligns with our company values. We implement these obligations throughout our company through the following programs:

- The issuance of the company’s Code of Business Conduct and corporate compliance policies.
- Development of annual online training on the Code and corporate policies.
- Administration of the company’s hotline.

Anti-Bribery and Corruption

We have a high standard for our crewmembers and agents, which means we have a zero-tolerance policy for bribery, corruption or improper payments in business deals, no matter what country we are operating within. To maintain integrity in our payments, we record all transactions, ensure all transactions are legitimate and disclose the purpose of every payment.

Human Trafficking

The issue of human trafficking is one that hits close to home in our industry. Victims of this crime are often hidden in plain sight, including on aircraft and in airports. We work with the U.S. Department of Homeland Security and the U.S. Department of Transportation to support [Blue Lightning](#), an initiative aimed at stopping human trafficking. We educate our crewmembers on the issue and how to report suspicious activities. In 2020, JetBlue provided human trafficking training to 1,167 new hires and 17,313 recurrent crewmembers for a combined total of 18,480 completions.

We also established a cross-team working group to assess what additional policies and practices we can use to help combat this problem. As a result, JetBlue plans to introduce BlueSTARS (Stop Trafficking and Relieve Survivors) in 2021, which will use available technology to identify fraudulent financial activity.



#WearBlueDay

On National Human Trafficking Awareness Day (January 11), JetBlue crewmembers participated in the Blue Campaign’s #WearBlueDay initiative to raise awareness of human trafficking. The Blue Campaign is a national public awareness campaign created by the U.S. Department of Homeland Security.

Policy on Political Contributions

Our [Policy on Political Contributions](#) states that, in rare cases, we can make financial contributions to candidates for office. If they wish to, eligible crewmembers can make financial contributions to support political candidates, campaigns and committees that will be beneficial for our business through the JetBlue Airways Corporation Crewmember Good Government Fund (JetBlue PAC).

Board of Directors

We believe that strong corporate governance, informed by direct engagement with our stakeholders, creates the foundation that allows us to pursue our core mission to inspire humanity. Our board members have experience in a variety of disciplines, including business, finance and academia. Within our company, we are taking steps toward building a leadership pipeline that reflects our crewmember and customer base, including our board of directors. At the start of 2020, we announced changes to our board of directors based on new governance guidelines, including limits on tenure and an age-based retirement threshold. We have increased our gender diversity, with 40% of the board identifying as women. And we added two board members in their forties, increasing our age diversity as well.

Oversight of material ESG risks and opportunities at JetBlue starts with its board of directors. In 2020, JetBlue’s board established a dedicated [ESG subcommittee](#) to manage and address key environmental and social issues, including identifying, monitoring and mitigating climate-related risks and opportunities. Annually, beginning in 2020, this subcommittee meets three times and discusses ESG-related trends, risks and opportunities for JetBlue.

New ESG Targets	An ESG subcommittee of the board, consisting of at least three members, meets three times per year by 2021
	Board-level accountability and areas of ESG oversight published by 2021
	Integrate ESG and DEI into board member selection process by 2021
	Establish ESG goals tied to senior leadership compensation by 2021



Connecting Executive Compensation to ESG Metrics

JetBlue’s senior leaders have tied their 2021-2023 Long-term Incentive Plan compensation to key ESG metrics — becoming the first in the airline industry to do so. An ESG Index was developed that measures leadership payouts based on percent reduction in company emissions per available seat mile, volume of sustainable aviation fuel used, spend toward underrepresented business partners, long-term efforts to engage and work with minority and women owned businesses, and a more diverse slate of officers and directors.

Corporate Governance At-A-Glance

In 2020, nine of 10 board members were independent. JetBlue CEO Robin Hayes is the only member who is not independent.

There are five standing board committees: Airline Safety, Audit, Compensation, Corporate Governance and Nominating, and Finance. There is one board subcommittee for ESG.

As of 2020, our board has four female directors out of 10 total directors, and we have increased age diversity by adding two directors in their forties.

All members of each of the Audit, Compensation, Corporate Governance and Nominating Committee are independent.

Independent directors meet in executive session at least quarterly. Directors are elected by majority vote in uncontested elections.

All directors are elected annually.



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TITLE	DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	JETBLUE 2020 LOCATION/RESPONSE
General Disclosures	102-01	Name of the organization	JetBlue Airways Corporation
General Disclosures	102-02	Activities, brands, products, and services	JetBlue’s 2020 Annual Report on Form 10-K , Item 1 (Business)
General Disclosures	102-03	Location of headquarters	Long Island City, New York, United States
General Disclosures	102-04	Location of operations	JetBlue’s 2020 Annual Report on Form 10-K , Item 1 (Business: Network, Route Structure); JetBlue 2020 Social Impact Report, 20 Years Really Fly By When You’re Having Fun - And Making a Difference, Pages 13 and 14 .
General Disclosures	102-05	Ownership and legal form	JetBlue is traded on the NASDAQ Global Select Market under the symbol JBLU.
General Disclosures	102-06	Markets served	JetBlue’s 2020 Annual Report on Form 10-K , Item 1 (Business: Network); Website: Route Map
General Disclosures	102-07	Scale of the organization	JetBlue’s 2020 Annual Report on Form 10-K , Item 1 (Business: Our People and Culture, Network); Item 6 (Selected Financial Data); JetBlue 2020 Social Impact Report, 20 Years Really Fly By When You’re Having Fun - And Making a Difference, Page 13 (JetBlue At A Glance)
General Disclosures	102-08	Information on employees and other workers	Partially reported: JetBlue’s 2020 Annual Report on Form 10-K , Item 1 (Business: Our People and Culture); JetBlue 2020 Social Impact Report, Helping Crewmembers to Navigate Turbulent Times, Pages 86 and 87 (Reinforcing DEI Across JetBlue); Partially reported: JetBlue Environmental Social Governance Report 2019-2020 , Social, Pages 60-63 (Labor Relations)
General Disclosures	102-09	Supply Chain	JetBlue’s 2020 Annual Report on Form 10-K , Item 1A (Risk Factors)
General Disclosures	102-10	Significant changes to the organization and its supply chain	JetBlue’s 2020 Annual Report on Form 10-K , Item 1 (Business: The Coronavirus (COVID-19) Pandemic); Item 1A (Risk Factors)
General Disclosures	102-11	Precautionary Principle or approach	JetBlue Environmental Social Governance Report 2019-2020 , Governance, Page 16 (Management’s Role in Assessing and Managing ESG Risks); Pages 21-23 (Risk Management Strategy); JetBlue’s 2020 Annual Report on Form 10-K , Item 1A (Risk Factors)

General Disclosures	102-12	External initiatives	CDC, CDP, CORSIA: the Carbon Offsetting and Reduction Scheme for International Aviation, Department of Transportation Advisory Committee on Human Trafficking, FAA Safety Alert for Operators (SAFO) 20009, IATA Environmental Assessment, Task Force on Climate-related Financial Disclosures, United States Department of Homeland Security’s and Department of Transportation’s Blue Lightning Initiative
General Disclosures	102-13	Membership of associations	Some of our industry and other association memberships include: Airlines for America, Boston Pride, International Air Transport Association, Jobs for the Future Recover Stronger Coalition, Latin America and Caribbean Air Transport Association, National Gay Pilots Association, National Minority Supplier Development Council, Organization of Black Aerospace Professionals, Partnership for New York City, Women’s Business Enterprise National Council
General Disclosures	102-14	Statement from senior decision-maker	JetBlue 2020 Social Impact Report, This Is Your Captain Speaking: Executive Letter, Pages 6 and 7
General Disclosures	102-15	Key impacts, risks, and opportunities	JetBlue’s 2020 Annual Report on Form 10-K , Item 1 (Business); Item 1A (Risk Factors); JetBlue Environmental Social Governance Report 2019-2020 , Pages 16-22 (Management’s Role in Assessing and Managing ESG Risks); Environment, Pages 31-38 (Climate Related Risks); Pages 39-41 (Climate Related Opportunities)
General Disclosures	102-16	Values, principles, standards, and norms of behavior	The JetBlue Code of Business Conduct
General Disclosures	102-17	Mechanisms for advice and concerns about ethics	JetBlue maintains a number of channels for Crewmembers, Business Partners, and the public to raise concerns without reprisal.; For guidance on the Code of Conduct and questions concerning laws and acceptable business practices, stakeholders may contact JetBlue’s Legal department at 1-718-709-3005.;To anonymously report concerns and potential or actual violations of this Code, stakeholders may contact the JetBlue Business Integrity Hotline at 1-866-318-7453 or visit www.jblu.alertline.com . Our hotline is operated by an independent third party and is available 24 hours a day, 7 days a week. Concerns will be routed to the appropriate JetBlue Leadership for investigation.

TITLE	DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	JETBLUE 2020 LOCATION/RESPONSE
General Disclosures	102-18	Governance structure	JetBlue 2020 Proxy Statement , Page 14 (Corporate Governance at JetBlue); JetBlue Airways Corporation Governance Guidelines ; JetBlue Airways Corporation Environmental Social Governance Sub-Committee Charter
General Disclosures	102-19	Delegating authority	JetBlue Airways Corporation Environmental Social Governance Sub-Committee Charter ; JetBlue 2020 Social Impact Report, Our Flight Controls: Governance and Ethics, Page 112 (Board of Directors)
General Disclosures	102-20	Executive-level responsibility for economic, environmental, and social topics	JetBlue CSR and ESG responsibilities are divided into two roles: VP, Sustainability, Environmental Social Governance and Diversity & Inclusion, who reports to our General Counsel, and VP of Corporate Social Responsibility and Diversity, Equity & Inclusion, who reports to our Chief People Officer.
General Disclosures	102-22	Composition of the highest governance body and its committees	JetBlue 2021 Proxy Statement , Pages 15 (The Board of Directors)
General Disclosures	102-23	Chair of the highest governance body	JetBlue 2021 Proxy Statement , Pages 15-21 (The Board of Directors)
General Disclosures	102-24	Nominating and selecting the highest governance body	JetBlue 2021 Proxy Statement , Pages 25 (Director Nominee Selection Process), Page 26 (Board Membership Criteria)
General Disclosures	102-25	Conflicts of interest	JetBlue 2021 Proxy Statement , Page 26 (Director Independence)
General Disclosures	102-26	Role of highest governance body in setting purpose, values, and strategy	JetBlue Airways Corporation Environmental Social Governance Sub-Committee Charter ; JetBlue 2021 Proxy Statement , Page 9 (JetBlue’s Approach to Environmental, Social and Governance Matters)
General Disclosures	102-27	Collective knowledge of highest governance body	JetBlue 2021 Proxy Statement , Page 23 (Director Onboarding and Education)
General Disclosures	102-28	Evaluating the highest governance body’s performance	JetBlue 2021 Proxy Statement , Page 23 (Director Onboarding and Education)
General Disclosures	102-29	Identifying and managing economic, environmental, and social impacts	JetBlue Airways Corporation Environmental Social Governance Sub-Committee Charter ; JetBlue 2021 Proxy Statement , Page 9 (JetBlue’s Approach to Environmental, Social and Governance Matters)

TITLE	DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	JETBLUE 2020 LOCATION/RESPONSE
General Disclosures	102-30	Effectiveness of risk management processes	JetBlue Airways Corporation Environmental Social Governance Sub-Committee Charter ; JetBlue 2021 Proxy Statement , Page 9 (JetBlue’s Approach to Environmental, Social and Governance Matters)
General Disclosures	102-31	Review of economic, environmental, and social topics	JetBlue Airways Corporation Environmental Social Governance Sub-Committee Charter ; JetBlue 2021 Proxy Statement , Page 9 (JetBlue’s Approach to Environmental, Social and Governance Matters)
General Disclosures	102-32	Highest governance body’s role in sustainability reporting	JetBlue Airways Corporation Environmental Social Governance Sub-Committee Charter ; JetBlue 2021 Proxy Statement , Page 9 (JetBlue’s Approach to Environmental, Social and Governance Matters)
General Disclosures	102-33	Communicating critical concerns	JetBlue 2021 Proxy Statement , Page 24 (How to Communicate with Our Board)
General Disclosures	102-35	Remuneration policies	JetBlue 2021 Proxy Statement , Page 22 (Compensation Clawback), Page 32 (Director Compensation), Pages 36-42 (Named Executive Officer Compensation Discussion and Analysis)
General Disclosures	102-36	Process for determining remuneration	JetBlue 2021 Proxy Statement , Pages 36-42 (Named Executive Officer Compensation Discussion and Analysis)
General Disclosures	102-37	Stakeholders’ involvement in remuneration	JetBlue 2021 Proxy Statement , Page 35 (Management Proposal 2)
General Disclosures	102-38	Annual total compensation ratio	JetBlue 2021 Proxy Statement , Page 63 (Pay Ratio of Chief Executive Officer Compensation to Median Employee Compensation)
General Disclosures	102-40	List of stakeholder groups	JetBlue 2020 Social Impact Report, JetBlue for Good: Charting New Courses in 2020, Pages 24-38 (Youth & Education: Increasing Access to STEM), Pages 40-48 (Community: Spreading Kindness Everywhere We Go), Pages 50-70 (Environment: Flying Green); Helping Crewmembers to Navigate Turbulent Times, Pages 76-78 (Supporting Our Team Through COVID-19), Page 95 (An Open Sky of Opportunity: JET)
General Disclosures	102-41	Collective bargaining agreements	JetBlue 2020 Annual Report on Form 10-K , Page 11 (Human Capital Management)

General Disclosures	102-42	Identifying and selecting stakeholders	We engage with a variety of stakeholders based on their genuine interest in JetBlue and the airlines industry and their potential to impact our business, our crewmembers and the communities where we live and work. Stakeholder interaction takes many forms, with the intent being to better understand stakeholder priorities and how they factor into our operational decisions.
General Disclosures	102-43	Approach to stakeholder engagement	JetBlue 2021 Proxy Statement , Page 9 [JetBlue’s Approach to Environmental, Social and Governance Matters]; Page 14 (Corporate Governance at JetBlue); JetBlue 2020 Social Impact Report, JetBlue for Good: Charting New Courses in 2020, Page 48 (Supporting Our Communities on the Ground)
General Disclosures	102-45	Entities included in the consolidated financial statements	JetBlue’s 2020 Annual Report on Form 10-K , Exhibit 21.1 (List of Subsidiaries, As of December 31, 2020)
General Disclosures	102-50	Reporting period	January 1, 2020 - December 31, 2020
General Disclosures	102-51	Date of most recent report	JetBlue has been reporting since 2007. Our most recent Social Impact Report was published in July 2020. Our most recent Environmental Social Governance Report was published in May 2021.
General Disclosures	102-52	Reporting cycle	We plan on reporting on our ESG and/or our social impact annually.
General Disclosures	102-53	Contact point for questions regarding the report	jetblueforgood@jetblue.com
General Disclosures	102-54	Claims of reporting in accordance with the GRI Standards	This report references disclosures from the GRI Standards 2018.
General Disclosures	102-55	GRI content index	JetBlue Reporting Index
General Disclosures	102-56	External assurance	Specific sustainability performance data in our 2019-2020 Environmental Social Governance Report was externally assured by iCompli Sustainability.; See: 2019-2020 Environmental Social Governance Report , Page 93 (Independent Third-Party Assurance Statement).
Economic Performance	201-1	Direct economic value generated and distributed	JetBlue’s 2020 Annual Report on Form 10-K , Item 8 (Financial Statements and Supplementary Data)

TITLE	DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	JETBLUE 2020 LOCATION/RESPONSE
Economic Performance	201-2	Financial implications and other risks and opportunities due to climate change	JetBlue’s 2020 Annual Report on Form 10-K, Item 1A (Risk Factors) ; JetBlue 2019-2020 Environmental Social Governance Report, Environment, Pages 31-38 (Climate Related Risks); Pages 39-41 (Climate Related Opportunities)
Economic Performance	201-3	Defined benefit plan obligations and other retirement plans	JetBlue’s 2020 Annual Report on Form 10-K , Note 10 (Crewmember Retirement Plan); Note 11 (Commitments)
Management Approach	201-4	Financial assistance received from government	JetBlue 2020 Social Impact Report, Helping Crewmembers to Navigate Turbulent Times, Page 81 (Steering Support to Crewmembers)
Market Presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	JetBlue 2020 Social Impact Report, Helping Crewmembers to Navigate Turbulent Times, Page 81 (Steering Support to Crewmembers)
Market Presence	202-2	Proportion of senior management hired from the local community	75% of our senior management is hired from the local community. Senior Management is defined as Director level and above at JetBlue, approximately 130 Crewmembers. These numbers exclude our two subsidiaries: JetBlue Travel Products and JetBlue Tech Ventures.; We defined a local hire as any hire who’s assigned office and address at location are within the same greater metropolitan area.; For senior management, significant locations of operations are considered major support centers or any of our hubs: Support Centers (Long Island City, Salt Lake City, Orlando) Hubs (JFK, BOS, MCO, FLL, LAX, SJU); In 2020, we only hired 4 senior management level Crewmembers externally due to slowed hiring during the pandemic.
Indirect Economic Impacts	203-1	Infrastructure investments and services supported	JetBlue 2020 Social Impact Report, 20 Years Really Fly By When You’re Having Fun - And Making a Difference, Page 14 (Northeast Alliance); Page 16 , (Our Subsidiaries); JetBlue for Good: Charting New Courses in 2020, Page 34 (Emergency Response Grants); Page 48 (Supporting Our Communities on the Ground); Page 70 , (Transforming the Future of Travel)
Indirect Economic Impacts	203-2	Significant indirect economic impacts	JetBlue 2020 Social Impact Report, JetBlue For Good: Charting New Courses in 2020, Pages 20-47

Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	Partially reported: JetBlue 2020 Social Impact Report, Our Flight Controls: Governance and Ethics, Page 111 (Anti-Bribery and Corruption)
Anti-competitive behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In 2020, JetBlue paid no material regulatory fines or settlements associated with anti-competitive practices.
Emissions	305-1	Direct (Scope 1) GHG emissions	JetBlue 2019-2020 Environmental Social Governance Report , Environment, Page 49, (Environmental Metrics and Targets)
Emissions	305-2	Energy indirect (Scope 2) GHG emissions	JetBlue 2019-2020 Environmental Social Governance Report , Environment, Page 49, (Environmental Metrics and Targets)
Emissions	305-3	Other indirect (Scope 3) GHG emissions	JetBlue 2019-2020 Environmental Social Governance Report , Environment, Page 49, (Environmental Metrics and Targets)
Emissions	305-4	GHG emissions intensity	JetBlue 2019-2020 Environmental Social Governance Report , Environment, Page 49, (Environmental Metrics and Targets)
Emissions	305-5	Reduction of GHG emissions	JetBlue 2019-2020 Environmental Social Governance Report , Environment, Page 49, (Environmental Metrics and Targets). See also: Page 45 (CASE STUDY: JetBlue Technology Ventures' Investments in Low Emission Aircraft Technologies); Page 47 (CASE STUDY: New, Fuel-Efficient Aircraft); Page 50 (CASE STUDY Fuel Optimization During COVID-19); Page 52 (CASE STUDY Carbon Neutrality to Net Zero); Page 55 (40% Of Most Common Owned Ground Service Equipment (GSE) Vehicle Types to Be Converted to Electric (eGSE) By 2025, and 50% By 2030)
Environmental Compliance	307-1	Noncompliance with environmental laws and regulations	During the reporting period, JetBlue identified no noncompliance with environmental laws and/or regulations that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.
Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	JetBlue 2020 Social Impact Report, Helping Crewmembers to Navigate Turbulant Times, Page 76 (Careers Taking Flight: A Closer Look at Hiring and Retention)

Employment	401-1	New employee hires and employee turnover	Partially reported: As part of our request for proposal process to select new business partners, we ask about sustainability and/or environmental platforms and initiatives. Additionally, all potential business partners must review and acknowledge compliance to our JetBlue Business Partner Code of Conduct (www.jetblue.com/our-company/business-partners), which includes a commitment to environmental stewardship.
Occupational Health and Safety	403-1	Occupational health and safety management system	2020 JetBlue Social Impact Report, Helping Crewmembers to Navigate Turbulant Times, Page 104 (Our #1 Value: Health and Safety); JetBlue 2019-2020 Environmental Social Governance Report , Social, Pages 64-72 (Accident & Safety Management)
Occupational Health and Safety	403-2	Hazard identification, risk assessment, and incident investigation	JetBlue 2019-2020 Environmental Social Governance Report , Social, Pages 64-72 (Accident & Safety Management)
Occupational Health and Safety	403-3	Occupational health services	JetBlue 2019-2020 Environmental Social Governance Report , Social, Pages 64-72 (Accident & Safety Management)
Occupational Health and Safety	403-4	Worker participation, consultation, and communication on occupational health and safety	2020 JetBlue Social Impact Report, Helping Crewmembers to Navigate Turbulant Times, Page 104 (Our #1 Value: Health and Safety); JetBlue 2019-2020 Environmental Social Governance Report , Social, Pages 64-72 (Accident & Safety Management)
Occupational Health and Safety	403-6	Promotion of worker health	JetBlue 2020 Social Impact Report, Helping Crewmembers to Navigate Turbulant Times, Page 77 (Supporting Our Team Through COVID-19); Page 81 (Steering Support to Crewmembers); Page 83 (Crewmember Benefits)
Occupational Health and Safety	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	JetBlue's 2020 Annual Report on Form 10-K , Item 1 (Business: Fleet Structure, Fleet Maintenance, Response to the COVID-19 Pandemic, Regulation); JetBlue 2019-2020 Environmental Social Governance Report , Social, Pages 64-72 (Accident & Safety Management)
Occupational Health and Safety	403-9	Work-related injuries	2020 JetBlue Social Impact Report, Helping Crewmembers to Navigate Turbulant Times, Page 104 (Our #1 Value: Health and Safety)

TITLE	DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	JETBLUE 2020 LOCATION/RESPONSE
Training and Education	404-1	Average hours of training per year per employee	Partially reported: The number of crewmember training completions by employee category in 2020 are as followed: Airport Operations: 2,496 Customer Support: 1,011 Flight Operations: 5,611 Inflight: 5,282 System Operations: 374 Technical Operations: 1,107 Hospitality: 1,031 Total: 16,912
Training and Education	404-2	Programs for upgrading employee skills and transition assistance programs	JetBlue 2020 Social Impact Report, Helping Crewmembers to Navigate Turbulent Times, Page 95 (Careers Destined for High Altitude)
Training and Education	404-3	Percentage of employees receiving regular performance and career development reviews	Partially reported: JetBlue conducts performance reviews and ratings for our salaried crewmembers, which are about 13% of our organization. In 2020, 99.93% of salaried crewmembers recieved performance management.
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	JetBlue 2020 Social Impact Report, Helping Crewmembers to Navigate Turbulent Times, Pages 86 and 87 (Reinforcing DEI Across JetBlue); Our Flight Controls: Governance and Ethics, Page 112 (Board of Directors)
Diversity and Equal Opportunity	406-1	Incidents of discrimination and corrective actions taken	Partially reported: Our goal at JetBlue is to grow a sense of belonging and psychological safety. JetBlue’s Code of Conduct explicitly prohibits all forms of discrimination and our mandatory Respectful Workplace training reinforces this position. When an allegation of discrimination arises, we quickly investigate, and complainants, witnesses and respondents are confidentially interviewed. Remedial action is immediately taken as appropriate once the results of the investigation are finalized. In addition, we have a zero-tolerance policy for any retaliation that may occur if a crewmember raises a discrimination concern.
Non-discrimination			
Security Practices	410-1	Security personnel trained in human rights policies or procedures	JetBlue 2020 Social Impact Report, Our Flight Controls: Governance and Ethics, Page 111 (Human Trafficking); JetBlue 2019-2020 Environmental Social Governance Report , Social, Page 75 (Human Trafficking)
Human Rights Assessment	412-2	Employee training on human rights policies or procedures	JetBlue 2020 Social Impact Report, Our Flight Controls: Governance and Ethics, Page 111 (Human Trafficking); JetBlue 2019-2020 Environmental Social Governance Report , Social, Page 75 (Human Trafficking)

Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	Partially reported: JetBlue 2020 Social Impact Report, JetBlue For Good: Charting New Courses in 2020, Page 48 (Supporting Our Communities on the Ground)
Local Communities	413-2	Operations with significant actual and potential negative impacts on local communities	Partially reported: JetBlue 2020 Social Impact Report, JetBlue For Good: Charting New Courses in 2020, Page 48 (Supporting Our Communities on the Ground)
Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	Partially reported: As part of our request for proposal process to select new business partners, we ask about diversity, equity and inclusion efforts within their organization. Additionally, all potential business partners must review and acknowledge compliance to our JetBlue Business Partner Code of Conduct (www.jetblue.com/our-company/business-partners), which includes a commitment to human rights, fair labor practices, health and safety, and diversity and inclusion.
Public Policy	415-1	Political contributions	In 2020, JetBlue did not make any corporate political contributions. Contributions from our Crewmember Good Government Fund can be viewed in our 2019-2020 Environmental Social Governance Report , Appendix, Pages 88-89 (JetBlue PAC Contributions 2019-2020), or at http://www.fec.gov . Read our full policy on political contributions: JetBlue 2020 Social Impact Report, Our Flight Controls: Governance and Ethics, Page 112 (Policy on Political Contributions); See also: Policy on Political Contributions
Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	JetBlue 2019-2020 Environmental Social Governance Report , Social, Pages 64-72 (Accident & Safety Management)
Customer Health and Safety	416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	JetBlue had no material government enforcement actions in 2020 from the FAA, the EASAi, or an 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.
Marketing and Labeling	417-1	Requirements for product and service information and labeling	Partially reported: JetBlue’s 2020 Annual Report on Form 10-K , Item 1 (Business: Regulation, Other)
Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Partially reported: JetBlue’s 2020 Annual Report on Form 10-K , Item 1A (Risk Factors: Data and Information Security Related Risks)

