

2018

# INSPIRING HUMANITY

2019

jetBlue®

SOCIAL IMPACT REPORT

# Long Island City, NY

MAIN SUPPORT CENTER

jetBlue®  
—  
*AT A GLANCE*

\$7.7B

2018 REVENUES

22K+

CREWMEMBERS

42M

CUSTOMERS ANNUALLY

1,000+

DAILY FLIGHTS

6<sup>th</sup>

LARGEST AIRLINE IN U.S.

~100

BLUECITIES

1M+

VOLUNTEER HOURS SINCE 2011



# THE REPORT FLIGHT PLAN

- SOCIAL IMPACT REPORT
- PILOT BRIEFING
- VNR
- STOPOVER

TIME STARTED
SPECIALIST INITIALS

### About This Report

This report focuses on our 2018-2019 social impact, both within our communities and within our company, and is intended for a wide array of audiences.

It complements our annual [Environmental Social Governance \(ESG\)](#) Report, which is aimed primarily at the investor community.

This 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.

<p><b>1</b></p> <p><b>From The Flight Deck: Executive Letter</b></p> <p>Pages 8 - 9</p>	<p><b>2</b></p> <p><b>Gaining Altitude Since 1998</b></p> <p>Pages 10 - 17</p>	
<p><b>3</b></p> <p><b>JetBlue For Good: It's In Our DNA</b></p> <p>Pages 18 - 69</p>	<p><b>4</b></p> <p><b>Crewmembers' Sky-High Potential</b></p> <p>Pages 70 - 93</p>	
<p><b>5</b></p> <p><b>Our Compass: Governance and Ethics</b></p> <p>Pages 94 - 99</p>	<p><b>6</b></p> <p><b>The Reporting Index</b></p> <p>Pages 100 - 115</p>	
REMARKS	ESTIMATED READING TIME	
	HOURS	MINUTES

1

*FROM THE*  
**FLIGHT  
DECK**

—  
Executive Letter



**WE'RE A DIFFERENT  
KIND OF AIRLINE.  
WE DON'T JUST  
PROVIDE A SERVICE -  
WE SERVE,  
WE GIVE BACK.**

Dear Friends,

We're currently in an unprecedented time for our industry and world. While this report highlights JetBlue's social impact work in 2018-2019, the coronavirus pandemic is top of mind for many of us right now. Indeed, its influence will be felt for years to come.

This challenge has called for our airline to draw upon the strengths that make us who we truly are. During this time of uncertainty, JetBlue brought our mission of Inspiring Humanity to life, including providing free flights for medical professionals to areas in need, flying personal protective equipment to New York City and delivering critical supplies to our health care heroes.

Thank you to our 22,000+ crewmembers who continued to get travelers for whom travel was a necessity to their destinations safely. We don't take this responsibility lightly and couldn't be prouder of our crewmembers, partners and community for their collaboration. More details on our coronavirus pandemic response will be shared next year. In the meantime, we'd like to bring your attention to JetBlue's social impact in 2018-2019.

**A Look Back at 2018-2019:**

Over the past nine years, our crewmembers volunteered more than 1 million hours of caring in their communities. Doing good is in our DNA, and our culture of service is what makes JetBlue, well...JetBlue. We're pleased to share our 2018-2019 Social Impact Report— a complement to our 2019 Environmental Social Governance Report. This report looks at the many ways we've worked hard to become the airline of choice for customers and the employer of choice for our crewmembers.

In these pages, you'll see our mission come to life on a wide variety of fronts:

- **Supporting each other:** As our crewmembers and customers and crewmembers rose to the occasion to provide rescue flights, haul relief supplies and raise funds for our neighbors and customers throughout the Caribbean, in the wake of Hurricane Maria.
- **Engaging our communities:** With our Soar with Reading program that brings the power and magic of reading to children with little or no access to age-appropriate books.
- **Building the JetBlue Foundation:** In our aviation education programs and partnerships that are charting a course for the next generation of aviators.
- **Working toward a healthier planet:** Through our ongoing efforts to offset the carbon footprint of our operations.
- **Championing inclusion:** By celebrating diversity throughout our organization and working hard to create a culture where all crewmembers are empowered to express their true selves.

As we reflect upon these stories and more, we're immensely grateful to our crewmembers, customers and communities for making us a force for good – you inspire us. In turn, we hope this report inspires you to make a positive impact.

Sincerely,



Robin Hayes  
CEO



Joanna Geraghty  
President & COO

2

# GAINING ALTITUDE

*SINCE 1998*





## GAINING ALTITUDE SINCE 1998

When JetBlue (NASDAQ: JBLU) took flight now 20 years ago, it was with the belief that personal, human touches and kind, compassionate service could bring humanity back to air travel. We've been dedicated to inspiring humanity – in flight, on the ground and in our communities, ever since.

Guided by the simple belief that value, quality and affordability do not have to be mutually exclusive, we've successfully disrupted the industry by offering a distinct travel experience built around comfort, convenience and award-winning service. We call this the **JetBlue Experience** because it exemplifies our commitment to keeping people and culture at the heart of everything we do, in order to deliver value for all of our stakeholders.



### The JetBlue Experience

exemplifies our commitment to keeping people and culture at the heart of everything we do.





## Know Your JetBlue Rights

JetBlue was the first major U.S. airline to have a Customer Bill of Rights, which provides a framework for customers to keep us accountable if we fall short of their expectations.

In 2018-2019, this commitment continued to come to life across our operations. We continued to build relevance and local scale across our focus cities, with particular concentration on the three largest – New York, Boston and Fort Lauderdale - Hollywood. We added more flights to our destinations, which we call BlueCities, notably expanding routes between the Northeast and the Caribbean.

We've also been able to increase capacity with larger aircraft and through our three-year cabin restyling program that adds seating capacity without compromising our ability to offer the most legroom in coach, based on the industry average in the U.S.\*

Whether it's the flexibility of our different fare options, ways for our TrueBlue loyalty program members to earn and use points, free onboard Wi-Fi or the expansion of our award-winning premium Mint® experience complete with 16 fully lie-flat seats, we continue to make improvements to our customer experience in ways that allow us to remain competitive while staying true to our mission and values.

But the JetBlue Experience isn't only about the time that customers spend on the plane. We've made significant investments in technology that help to improve the experience customers have at the airport. With 23 self-service lobbies completed, more customers than ever can opt to check in, complete with bag-tagging, at one of the self-serve kiosks. This also gives our crewmembers more opportunities to step out from behind the counter and interact personally with customers.

Our approach has consistently earned us recognition from the industry for safety, our product offering and customer service. It's a reflection of the high standards that we set for ourselves, and we expect our customers to hold us to.

\*JetBlue offers the most legroom in coach based on average fleet-wide seat pitch for U.S. airlines.



## #1 U.S. Domestic Airline

TRAVEL + LEISURE 2019



## Best Airline for North American Travel

BUSINESS TRAVELER 2019



## Best in Passenger Comfort North America

TRIPADVISOR 2019



## Top Low Cost Airline for Customer Satisfaction

BUSINESS TRAVELER 2019





## The Blue Yonder

Looking toward the future, we're making significant investments through our wholly owned subsidiaries.

**jetBlue** | technology ventures.

**JetBlue Technology Ventures** is focused on finding and supporting early stage startups at the intersection of technology, travel and hospitality.

**jetBlue** | travel products

**JetBlue Travel Products** is positioned to successfully expand our non-air product portfolio including vacation package offerings with insurance, hotel, cruise and car rental partners and other offerings to innovate the travel industry. We expect these investments to deliver value for all of our stakeholders and our business in the years to come.



3

# JETBLUE FOR GOOD

*IT'S IN OUR DNA*





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



## JETBLUE FOR GOOD: IT'S IN OUR DNA

JetBlue works to inspire humanity, not just in the air or in the terminal, but everywhere we touch down. We want to leave a legacy of good in every city where we operate and beyond. To make this truly inclusive, we asked our customers and crewmembers to help us shape our social impact strategy. From that process came our umbrella platform, JetBlue For Good, which focuses on three key areas that our stakeholders are passionate about: Youth and Education, Community and the Environment.

JetBlue For Good focuses on education, sparking imagination through reading, building strong communities, restoring after natural disasters and working to conserve the environment. For 15 years, JetBlue For Good has impacted the lives of thousands of people across JetBlue's network in the U.S., Caribbean and Latin America.



### YOUTH AND EDUCATION: PREPARING FOR TAKEOFF

We're committed to fostering a world where young people, no matter their background, can reach their dreams. As a pillar of JetBlue For Good, our youth and education efforts focus on providing kids from underserved areas the resources needed to obtain a quality education and sustainable careers. We do this through various initiatives including donating age-appropriate books to areas where books are scarce outside of school walls. We also host regular career days that help expose young adults to the careers available to them upon graduation and beyond.

Specifically focused on instilling a passion for science, engineering and math (STEM) education and careers in aviation, the JetBlue Foundation is a pivotal part of our mission to reach minority youth through hands-on, educational experiences. The JetBlue Foundation works with various nonprofit partners, colleges, technical schools and our very own crewmembers to host events that inspire careers in STEM-related fields.

No career or level of education should be out of reach. So, together with our customers, crewmembers and community partners we're in the business of turning flights of fancy into reality.





**WE'RE FOCUSED  
ON INVESTING  
IN THE EDUCATION  
OF OUR CHILDREN  
AND THE FUTURE OF  
OUR INDUSTRY.**



### **The JetBlue Foundation: Inspiring the Future of Aviation**

One of the most important ways we are working to ensure the future of our industry is through the [JetBlue Foundation](#), a company-sponsored private foundation and 501(c)(3) nonprofit organization focused on raising awareness for careers in STEM and aviation.

Understanding that women and people of color are acutely underrepresented in the airline industry in careers such as pilots, engineers, mechanics and technicians, the JetBlue Foundation was created in 2013 to help close this gap. Since its inception, the JetBlue Foundation has built lasting relationships with more than 90 STEM and aviation-focused programs and provided over \$1.7 million in grants and in-kind support to help these programs take off.

"The JetBlue Foundation is creating clearer career pathways for the next generation in aviation. We're focused on investing in the education of our children and the future of our industry."

– Ursula Hurley, President, JetBlue Foundation

A career in aviation should never be out of reach. So, together with our customers, crewmembers and community partners we're in the business of turning dreams into reality. Here are just a few of the ways we do this.

The JetBlue Foundation focuses on four main areas:

- Partnering with organizations and communities to provide access to STEM programs for students from traditionally underserved communities;
- Investing in programs geared toward students from diverse backgrounds to create a lifelong interest in STEM as early as possible in a student's academic career;
- Creating equal opportunities and increasing access for all students to spark a passion for STEM; and
- Building a more diverse talent pipeline for the aviation industry.

Our mission is accomplished with a combined effort from crewmembers, and our nonprofit partnerships and business partners. From these resources, we provide grants to qualified education organizations in our BlueCities.





The time to create a better tomorrow for aviation is today. As the only airline to go on record to solely focus on supporting aviation education, the future of our industry is a responsibility we take very seriously.

**\$800K**

IN GRANTS  
2018-2019

**\$1.7M**

IN GRANTS FUNDED  
THROUGH DONATIONS  
FROM CREWMEMBERS  
AND BUSINESS PARTNERS  
AND IN-KIND SUPPORT  
SINCE 2013







#### Aviation Career Exploration (ACE) Academy

The JetBlue Foundation prepares the future talent pipeline of aviation by supporting the [Organization of Black Aerospace Professionals \(OBAP\)](#) and its ACE Academy. This program gives students ages 14-18, from traditionally underrepresented backgrounds, hands-on experience and the opportunity to learn directly from JetBlue pilots and other aviation professionals.

Each summer, the JetBlue Foundation and OBAP hosted seven ACE Academy programs within JetBlue's network. In total, more than 300 students participated in the programs. For many, ACE is the beginning of a lifelong love for aviation. Our future will be built by the brightest and most diverse students of today and we can't wait to see how high they soar.



**STEM Expedition Summer Academy**

In 2018 and 2019, JetBlue and the JetBlue Foundation partnered with [Project Scientist](#) to introduce STEM education and aviation careers to girls from traditionally underrepresented communities. Both the JetBlue Foundation and Project Scientist believe that a strong foundation of STEM education sets up girls for a successful future. Over the past two summers, the JetBlue Foundation hosted 60 Project Scientist girls each year as part of the STEM Expedition Summer Academy.

Girls ages 4-12 visited Long Beach Airport in Southern California for a behind-the-scenes look at JetBlue's operations. JetBlue pilots and other crewmembers volunteered to provide a hands-on experience to demonstrate what a career in aviation looks like. In 2019, the STEM Expeditions Summer Academy also included a tour of the University of California Los Angeles campus to provide a glimpse of what college life is like.







### Even More Girls – In Tech

In 2018, JetBlue, the JetBlue Foundation, JetBlue Technology Ventures and [Girls in Tech](#) collaborated on a special event, “Even More Girls – In Tech.” Girls in Tech is a nonprofit that focuses on empowering girls and women who are passionate about technology. Nearly 50 girls ages 12-15 learned leadership skills from JetBlue senior leaders and Girls in Tech CEO and Founder, Adriana Gascoigne. The event kicked off with a Power Breakfast panel featuring Oscar® nominee Ava DuVernay, director of Disney’s epic sci-fi adventure, “A Wrinkle in Time.” Throughout the day, attendees were introduced to technical skills such as coding that are critical for STEM-related careers.

The Even More Girls – In Tech event helped launch JetBlue’s “Even More Girls” career awareness programming which brings girls and women together to showcase the range of careers available with JetBlue.





### Soar with Reading – Landing Books Where Needed Most

Reading not only fuels knowledge, it inspires creativity and transports us to worlds beyond our present reality. In 2011, we created Soar with Reading, a program designed to stimulate the imagination by putting books into the hands of kids who need them most.

In an effort to make a greater societal impact, in 2014, JetBlue commissioned an ongoing study by Dr. Susan Neuman, a childhood literacy expert and one of the researchers of a 2001 study that illustrated there is access to only one age-appropriate book for every 300 children in underserved communities. Dr. Neuman was tasked with examining if the landscape of literature had become better or worse for our nation's children. Her research showed that the problem had become significantly worse. The study, which analyzed the literacy landscape of Anacostia, a neighborhood in Washington, D.C., revealed "book deserts" in high poverty areas where there was only one book for every 830 children in the summertime when schools were not in session. This is compared to the book supply in more affluent communities, where there was one book for every two children. From this research, we concluded that these book deserts were not unique to Anacostia but exist in low-income neighborhoods across the country. In response to these findings, JetBlue took an innovative approach to bringing books to underserved neighborhoods in JetBlue's network by creating fun and completely free book vending machines.

Filled with a wide array of children's books, these vending machines are placed in community centers and libraries in other cities including Detroit, Fort Lauderdale, New York, San Francisco and Oakland. By putting books into the hands of children during the summer months, this program helps alleviate the documented decline of reading scores in lower-income neighborhoods between school sessions.

## \$3.75M

IN BOOKS DONATED THROUGH SOAR WITH READING SINCE 2011

In 2018, Soar with Reading landed in San Francisco and Oakland. In partnership with Simon & Schuster Children's Publishing, JetBlue distributed 100,000 books to kids across the Bay Area. Vending machines were filled with books from award-winning authors and were offered in English, Spanish and Chinese to meet these communities' specific needs. That summer, we also invited customers, crewmembers and the community to #BookWithUs by voting for their favorite JetBlue city to win \$25,000 in children's books. The winning city also received a reading room makeover for a local community organization.

In 2019, we brought Soar with Reading to our hometown, New York City. Throughout the summer, vending machines were placed in the five boroughs: Brooklyn, Bronx, Manhattan, Queens and Staten Island. Kids and families were encouraged to take as many books as they wanted throughout the summer, free of charge. While the program is focused on encouraging book ownership, libraries are an important community resource and a critical part of our partnership strategy. The Queens Public Library distributed nearly half of all the books donated to the five boroughs, leading to an increase in library foot traffic and a surge of interest in reading across Queens. In 2020, we will bring this award-winning program to our Boston focus city.







### A Domino Effect

In Washington, D.C. –  
More parents started  
reading with their  
children

In Queens –  
The local library saw an  
increase in foot traffic

In Detroit –  
Book clubs were formed

In Fort Lauderdale –  
Test scores improved







**First Book**

As a part of our continued mission to increase access to books for children in need, we partnered with the nonprofit, [First Book](#). First Book works to remove barriers to quality education by making resources like books, sports equipment and winter coats affordable for programs and schools serving children from low-income communities. Together, JetBlue and First Book work with local communities and schools to donate books during JetBlue inaugural flight events and diversity awareness celebrations like Black History Month and Women's Heritage Month. Local education groups in select BlueCities benefit from the program by receiving more than 13,000 books that celebrate diverse heroes and themes.



**430K**

BOOKS DONATED THROUGH  
FIRST BOOK SINCE 2011



### COMMUNITY: LOVING THE PLACES WE LAND

At JetBlue, we have a longstanding tradition of supporting the dedicated community organizations that make our BlueCities better. We show our support through partnerships, donations and more than the 1 million-plus volunteer hours logged by our crewmembers since 2011. We want to leave a positive impact wherever JetBlue lands, whether through building playgrounds, supporting educational systems or just spreading kindness. What happens on the ground is just as important to us as what happens in the sky.



#### 100x35JetBlue – Immediate Response and Long-term Recovery

Hurricane Maria brought mass devastation to the island of Puerto Rico, ravaging its way through nearly everything in its path. As the largest airline in Puerto Rico and with more than 500 crewmembers calling the island home, we didn't think twice before stepping in to help restore normalcy for the island's 3 million-plus residents.

Even while the hurricane was still hovering over the island, we announced 100x35JetBlue, a multifaceted relief program that supported both short- and long-term relief on the island. To address immediate needs, we committed to 35 initiatives over the 100 days following the storm and beyond. The bulk of the long-term recovery efforts took place in 2018 and 2019.

### 100x35 - JetBlue Provides Immediate Relief

**450+**  
SPECIAL RELIEF FLIGHTS  
TO THE ISLAND

**3K**  
CUSTOMERS  
AIRLIFTED

**\$1.2M**  
IN GRANTS  
TO IMPACTED  
CREWMEMBERS  
LOCATED IN  
PUERTO RICO  
THROUGH  
THE JETBLUE  
CREWMEMBER  
CRISIS FUND

**\$1M**  
IN-KIND CONTRIBUTION  
TO TRANSPORT RELIEF  
WORKERS FROM NEW YORK

**51**  
CARE TEAM MEMBERS  
DEPLOYED FOR ON-THE-  
GROUND RELIEF EFFORTS

Each of those initiatives fell in one of six categories: airlift support, relief pricing, fundraising awareness, people deployment, unmet needs and rebuilding efforts. During this time, we also invited customers to help us reach \$1 million in donations, with one-to-one matching up to \$500,000 to GlobalGiving for relief efforts. GlobalGiving is a major global crowdfunding community connecting nonprofits, donors and companies. The organization distributed the donated funds to nonprofits making an impact on the ground, in hurricane-affected areas. Within our own operations, we gave crewmembers the option to participate in a voluntary payroll donation to benefit the JetBlue Crewmember Crisis Fund – a campaign that raised \$1.2 million for crewmembers who were impacted by the hurricane.

Our continued support of Puerto Rico beyond our initial response included \$135,000 in grants and in-kind support from the JetBlue Foundation toward the advancement of STEM education on the island. The Foundation also hosted a grant writing workshop to help local organizations navigate the application process and share best practices for applying. Grant recipients included:



In Spring 2018, JetBlue flights returned to pre-hurricane capacity. Puerto Rico has a special place in our hearts, and we will continue to ensure that we make a positive impact in this important region.

JetBlue made a firm commitment to the long-term development of the local economy and tourism of the island. We are dedicated to ensuring the island returns stronger than ever. By creating new jobs, giving through the 100x35JetBlue initiative, and providing wide visibility to the Puerto Rican culture with its specially designed Bluericua livery, JetBlue is with Puerto Rico for the long run.



#### JetBlue Crewmember Crisis Fund (JCCF)

The JCCF assists crewmembers and their immediate family members with short-term financial support in times of crisis and unexpected emergencies when other resources are not available. The JCCF is funded by paycheck donations from JetBlue crewmembers.





# WHAT HAPPENS ON THE GROUND IS JUST AS IMPORTANT TO US AS WHAT HAPPENS IN THE SKY.

## JetBlue For Good Month – 30 Days of Nonstop Kindness

Since 2016, JetBlue has celebrated giving back by dedicating an entire month to encouraging customers and crewmembers to help out in their local communities. Every November, JetBlue For Good Month is filled with hundreds of hours of volunteering, grants, free flights and funds raised for charities that mean the most to our communities.

In 2018, we kicked off the month with our JetBlue For Good Grant contest, which provided funds to nonprofits looking to make a difference in their communities. Three nonprofits were awarded a \$25,000 grant from JetBlue on World Kindness Day.

Winning organizations included:

- **Behind the Book**, a program that brings authors and their books into New York City public schools to get students excited about reading.
- **Heal The Planet**, a nonprofit with the mission of educating children and adults about the effect their daily choices have on the environment.
- **Sisterhood: No Boundaries**, a program created to prevent violence in Detroit through positive youth development and engagement.

## JetBlue For Good Month: Our Two-Year Impact, 2018-2019

19K+

VOLUNTEER HOURS LOGGED

1.2K+

PERSONALIZED SUITCASES ASSEMBLED FOR  
CHILDREN IN FOSTER CARE SYSTEMS IN BLUECITIES

\$135K+

DONATED TO SUPPORT STEM  
EDUCATION IN PUERTO RICO

\$1M+

DISTRIBUTED TO YOUTH- AND  
EDUCATION-FOCUSED CHARITIES

4K

CARE KITS ASSEMBLED FOR  
CHILDREN'S HOME SOCIETY

800

PACKAGES AND CARDS CREATED FOR OUR  
TROOPS IN PARTNERSHIP WITH THE USO

**Destination Good** – Among the most compelling activities during JetBlue For Good Month was “adding” a new destination to our network in 2019: Destination Good. JetBlue committed to flying winning customer volunteers and their guests, for free, to a volunteer experience on Giving Tuesday. The actual location of Destination Good wasn’t revealed to customers until moments before takeoff. To win a trip to Destination Good, U.S. customers could use the tag #CheckinforGood online or at surprise kiosk locations in New York City and Los Angeles. A total of 100 people were flown to the Dominican Republic to perform acts of kindness. While there, we partnered with:

- [The DREAM Project](#) to help beautify a local school for kids with special needs.
- [Escuela Básica Dos Jarda](#) school in partnership with Paradisus Meliá Resorts to paint murals.
- [FUNDEMAR](#) to construct mooring buoys, a defense mechanism in the protection of coral reefs.

Doing good is in our DNA, customers shared the same caring value as our crewmembers. JetBlue encouraged all customers and crewmembers to think about ways they could lend a hand in their own communities – whether that be donating loyalty points through JetBlue’s TrueBlue Point Platform to a charity of choice, volunteering for a local community or kicking off the holiday season with a generous act of kindness. Doing good has no expiration date.







### Community Connection

Connecting the communities in and around our BlueCities is an integral part of the JetBlue culture. Over the past nine years, our crewmembers have volunteered more than 1 million hours in the communities we serve. Through Community Connection, our crewmember volunteer program that helps align corporate giving with crewmember passions, crewmembers can celebrate caring every day by giving back and serving. Their commitment to inspiring humanity leaves a direct impact on each of the cities we serve.



#### JetBlue For Good Awards

JetBlue's annual volunteer recognition dinner celebrates the top 1% of crewmembers who collectively logged nearly 200,000 volunteer hours in the previous year, accounting for 67% of the company's total volunteer



#### Flights for Fifty

For every 50 volunteer hours logged, JetBlue provides grants to qualifying nonprofit organizations of their choice two roundtrip travel certificates.





### KaBOOM!

Play is an important component of childhood development. The [U.S Centers for Disease Control](#) recommends that kids should play for at least one hour per day. With many distractions and demands on their time, it's becoming harder to get kids outside, and difficult to find safe, updated places for play. For the past 15 years, JetBlue has partnered with [KaBOOM!](#) to build playgrounds in BlueCities to provide fun, safe places to play for kids living in communities where playground equipment is outdated or nonexistent. JetBlue and KaBOOM! have worked together to build more than 30 playgrounds bringing safe "PLAYces" to nearly 300,000 children by partnering with local community centers like the Boston Centers for Youth & Families (BCYF) Community Centers in Boston, the Richstone Family Center in Los Angeles and the New York City Housing Authority Pomonok Houses.

Every child deserves the opportunity to exercise their bodies and minds, and JetBlue believes that with every playground built, their right to play is honored.



**Swing for Good Golf Classic Fundraiser**

In 2019, JetBlue celebrated its 11th annual Swing for Good Golf Classic. This event brings together crewmembers and business partners for a full day of camaraderie and competition, all in the name of charity. Simultaneously, JetBlue hosts a Bid for Good online auction, which raises proceeds for a worthy cause. The 2019 campaign raised funds for [DoSomething.org](https://www.dosomething.org), First Book and the JetBlue Foundation.



**\$8M**

RAISED FOR YOUTH  
AND EDUCATION FOCUSED  
CHARITIES SINCE THE  
INAUGURAL SWING FOR GOOD  
AND BID FOR GOOD EVENT  
IN 2009





**Make-A-Wish®**

JetBlue is a proud partner of [Make-A-Wish](#) and supports the organization's mission to grant life-changing wishes for children with critical illnesses. More than 75% of Make-A-Wish wishes require air travel. Luckily, we know a few people who can make that happen. We help with making wishes come to life throughout our entire network with special send-offs. From the moment they step foot in the airport, to the moment they land, crewmembers make it their mission to give each wish kid a transformative experience. We also give our customers the opportunity to make wishes come true through our annual TrueBlue Points drive, a time when customers are encouraged to donate their mileage points to a charity of their choice. Every year, JetBlue customers donate over 2 million points to Make-A-Wish. In addition, JetBlue contributes \$1 million through in-kind travel to wish flights annually.

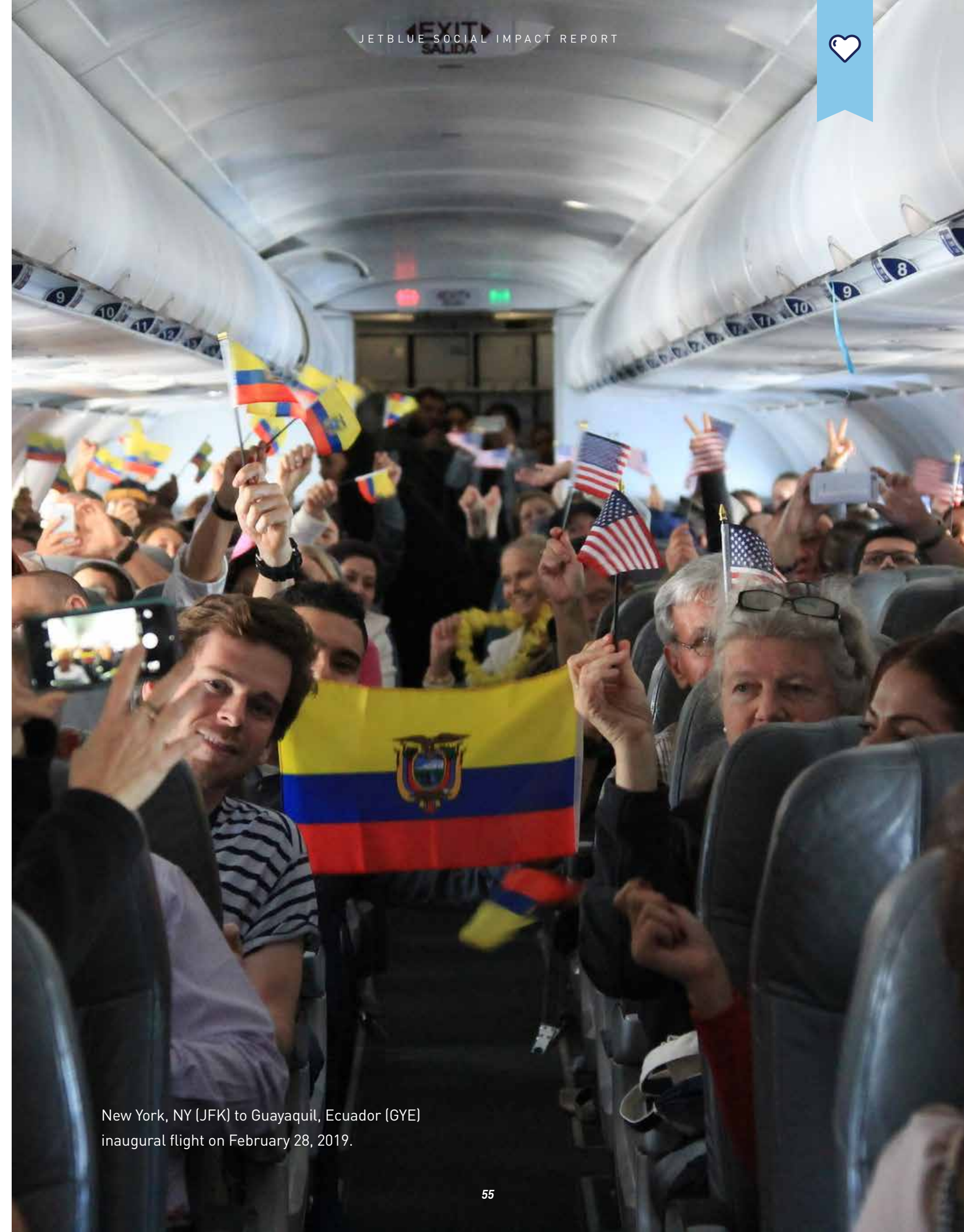




### Taking Community Engagement to New Heights

Each time JetBlue enters a new city, we host community activities centered around JetBlue For Good's education pillar to show our commitment to our new destination. We are also deeply entrenched in the fabric of the communities in and around many of our focus cities, where we serve on charitable and economic development boards and committees. Our presence, especially in our focus cities, create jobs, tax revenues and other positive impacts.

Of course, like any airline or virtually any other industry, we understand that we may create concerns for some portion of the population in the areas we serve. Among the most voiced of these impacts is noise from jets landing and taking off. To address this impact, by 2021, all our aircraft will be equipped with noise-reducing vortex generators that will better accommodate our nearby neighbors. In some cities, we have rerouted runways to minimize the number of people affected by the noise of our operations. We take these matters quite seriously, and we work with communities and local authorities in all our U.S. cities to create forums where the voices of residents and business owners can be heard.



New York, NY (JFK) to Guayaquil, Ecuador (GYE)  
inaugural flight on February 28, 2019.

# JETBLUE'S PRIMARY ENVIRONMENTAL SUSTAINABILITY PRIORITY IS REDUCING AND MANAGING CARBON EMISSIONS FROM JET FUEL.



## ENVIRONMENT: JETBLUE GOES GREEN

Commercial aviation is a fuel-intensive industry. JetBlue's primary environmental sustainability priority is reducing and managing carbon emissions from jet fuel. Carbon emissions contribute to global climate change, which is both our most significant impact and challenge for our industry and the environment. Extreme weather events spurred by a warming planet can disrupt our business and cause hardships for people around the world. That's why we're investing in more fuel-efficient technologies, renewable fuels, electric ground service equipment, logistics and other measures to reduce our carbon footprint.

### Benefits of Going Electric with Our Ground Equipment

4M

POUNDS OF GHG EMISSIONS CUT PER YEAR

200K

GALLONS OF GROUND FUEL SAVED PER YEAR

\$500K

IN GROUND FUEL SAVINGS ANNUALLY

Customers, crewmembers and communities are key to JetBlue's sustainability strategy. Their desire to engage with a responsible company is a main driver for the changes we are making to reduce our environmental impact. For an in-depth picture of how we're strategically addressing our climate footprint, please see our [2019 Environmental Social Governance Report](#).





## How We're Mitigating Our Contribution to Climate Change

### Electric ground service equipment

In 2019, we announced that JetBlue is converting its fleet of baggage tractors and belt loaders – the largest part of our ground service equipment fleet at New York's JFK International Airport – to electric power. With support from the Port Authority of New York and New Jersey and the New York Power Authority, JetBlue rolled out the largest fleet of electric ground service equipment of any airline at JFK. We are now setting our sights on our other focus cities to make the switch for enhanced operational efficiency. We expect to begin introducing an electric-powered fleet in Boston in 2020.

### Fuel-efficient aircraft

JetBlue has implemented a robust fuel savings strategy that starts with its new fuel-efficient fleet. The airline's incoming new Airbus A321neo aircraft will help reduce carbon emissions more than ever before. All A321neo aircraft improve fuel economy by 20% through newly designed engine technology and cabin changes. In addition, the acquisition of 70 Airbus A220s to replace older aircraft marks a major investment over several years, reducing greenhouse gas (GHG) emissions per seat by about 40% compared to the older aircraft they will replace.

### Air Traffic Control (ATC) Modernization

JetBlue continues to advocate for a more efficient ATC system. Currently, ATC inefficiencies account for as much as 12% of fuel burn and resulting emissions.







### Wheels Up with GreenUp™

GreenUp is our annual campaign to help local environmental nonprofits and create engagement around preserving the environment. Every April, also known as Earth Month, we ask customers and crewmembers to join us in this effort. Though we focus on sustainability year-round, Earth Month is a reminder that it takes a united effort to protect our shared planet.

In 2018, we kicked off Earth Month by asking crewmembers to nominate their favorite environmental causes and charities to receive a \$15,000 grant. Customers were then able to vote for their favorite nominee, while also being entered to win free roundtrip flights for two anywhere JetBlue flies. We also committed to offsetting the carbon footprint of those flights through our partner, [CarbonFund.org](https://www.carbonfund.org). Carbonfund.org is leading the fight against climate change by working with businesses and individuals to offset their carbon footprint through investments in renewable energy systems, energy-efficient projects and reforestation efforts.

In 2019, we upped the ante. We asked customers to nominate their charity of choice to win a \$20,000 grant, with each runner-up receiving a \$5,000 grant. Participating customers were entered into a drawing to have 3.6 million pounds of CO<sub>2</sub> emissions offset in their name, the average American's lifetime carbon footprint. Through our partnership with Carbonfund.org, we purchased these offsets by participating in projects including protecting nearly 500,000 acres of tropical rainforest in the Amazon.

To date, our partnership with CarbonFund.org has offset more than 2.8 billion pounds of CO<sub>2</sub> emissions apart from offsets our customers purchase on their own. JetBlue is also the first major U.S. airline to announce the offset of all CO<sub>2</sub> emissions from domestic flights, beginning in July 2020.



Carbon offsets achieved through our partnership with CarbonFund.org.

**2.8B**

POUNDS OF CARBON OFFSETS





But our GreenUp campaign went well beyond these efforts. Throughout the entire month of April our customers and crewmembers alike joined forces in cleaning up our BlueCities throughout the Americas. 2019 events included:

- **Boston:** JetBlue's New England crewmembers participated in the Charles River Cleanup, an annual Earth Day initiative that brings together more than 3,000 volunteers each year to pick up litter, remove invasive species and assist with park maintenance.
- **Fort Lauderdale:** JetBlue crewmembers in South Florida partnered with the Gumbo Limbo Nature Center for its annual beach and mangrove cleanup.
- **Long Beach:** JetBlue supported the City of Long Beach's sustainability initiative 'I Dig Long Beach.' Crewmembers helped plant 100 trees in Central Long Beach.
- **Orlando:** Through Keep Orlando Beautiful, JetBlue crewmembers based in Central Florida volunteered on a variety of tasks to spruce up the Rock Lake neighborhood.
- **New York:** In 2018 GrowNYC won a grant through the GreenUp campaign. In 2019, JetBlue partnered with the organization on volunteer opportunities in the Rockaways section of Queens to restore a local community garden. GrowNYC's mission is to improve New York City's quality of life through environmental programs that transform communities block by block and empower all New Yorkers to secure a clean and healthy environment for future generations.
- **San Juan:** JetBlue crewmembers participated in a variety of events, including a planting and gardening workshop, maintenance of a lettuce farm and tree nursery and a visit to a local coffee farm to learn about the importance of reforestation to the island.



**Recycling Onboard**

Part of our mission of inspiring humanity is the hospitality we show our customers in the sky, with free, unlimited drinks and snacks. We take our responsibility to manage the waste that comes of the service very seriously. Currently, JetBlue is one of the only airlines that sorts and recycles all bottles and cans served on domestic flights. Our efforts divert 30 million bottles and cans from landfills every year. We are also moving away from single-use utensils and other disposable items. It's a journey, but we're working to get it done.





**Composting Airport Food Waste**

With more than 60 million passengers every year traveling through New York's JFK, it is one of the largest, busiest airports in the United States. As New York's Hometown Airline®, we saw an opportunity to compost food waste from our award-winning Terminal 5 (T5). Ever since, we've collected and composted 2,000 pounds of food waste every week. In 2015, we opened the T5 Farm, an interim urban farm at the JFK Airport. The compost is then added to soil at the Farm, producing approximately 1,000 pounds of blue potatoes and 2,000 herb plants annually. Crewmembers are encouraged to help with the farm and in turn take home fresh produce. The surplus is donated to local food banks in Queens and Brooklyn. It's a win-win situation for the environment, airport businesses and customers.





## Preserving Natural Places

The Caribbean is among our most beautiful and important regions we serve. Its pristine beauty and warm climate draw in millions of people every year. Many of the areas within the Caribbean, however, are quite sensitive and face environmental degradation from climate change and other forces. To help address this, JetBlue is working with others to preserve and restore the natural splendor of this amazing region.

**The Nature Conservancy** – In 2019, we teamed up with [The Nature Conservancy](#), a global conservancy organization dedicated to the preservation of lands and waters, to donate 50 flights to scientists to conduct research on coral reefs in the Caribbean. From this research, we released our second study, “[Reef-Adjacent Tourism Value of Caribbean Coral Reefs](#),” to measure Caribbean ecosystems and correlate it to travel industry revenue.

This report, also supported by Microsoft and the World Travel & Tourism Council, used machine learning and artificial intelligence to quantify the significant value that reefs contribute to the Caribbean economy through reef-adjacent activities, such as sailing, diving and snorkeling, and the direct connection to tourism. The study showed that reef-associated tourism is estimated at more than \$7.9 billion annually, accounting for 23% of all tourism spend and equivalent to more than 10% of the region’s gross domestic product. The effects of pollution and climate change are endangering the economies of popular islands including the Bahamas, Jamaica and the Dominican Republic. Our partnership with The Nature Conservancy works to draw the correlation between active preservation efforts and a healthy tourism-based economy.

To learn more about our commitment to sustainable tourism, visit [www.jetblue.com/sustainability/sustainable-tourism](http://www.jetblue.com/sustainability/sustainable-tourism).

**The New York Botanical Garden** – In partnership with the [New York Botanical Garden](#), JetBlue announced the development of a Caribbean consortium in 2018. This combined effort addresses conservation and commerce in the Caribbean. JetBlue donated flights to the New York Botanical Garden scientists and staff members to travel throughout the Caribbean to build relationships with botanical gardens, botanical garden enthusiasts and research centers interested in conservation of the Caribbean and Central America region. These relationships will help spur further innovations, solutions and research to solve challenges faced by the region. JetBlue has also sent scientists from the New York Botanical Garden to Jamaica to study the origins and plant diversity of Jamaican root tonics.







*CREWMEMBERS'*

# **SKY-HIGH POTENTIAL**





## CREWMEMBERS' SKY-HIGH POTENTIAL

Inspiration is in our mission, and it starts with the people working here. On the ground and in the skies, our 22,000-plus crewmembers are inspiring humanity – one action at a time.

### TAKING DIVERSITY AND INCLUSION TO NEW HEIGHTS

Every day we live our mission of inspiring humanity, driving inclusion both inside and outside the company. And while we recognize that there's a lack of diversity in certain areas of the commercial aviation industry, we're taking steps to address that challenge.

Our work is centered around three key pillars: (1) representative leadership; (2) an open culture; and (3) commercial impact. JetBlue's dedication to creating an inclusive workplace is why Forbes named us the Best Employer for Diversity in the transportation industry in 2019.

This focus starts at the top. In 2018, we appointed our first female President and COO, Joanna Geraghty. Today, women account for more than one-third of our Board of Directors and roughly one-fifth of our senior leadership team.

As leadership opportunities emerge, we continue to seek diverse candidates who bring the smartest, freshest and most innovative ideas to propel our company forward. To this end, we've expanded our recruitment streams for diverse talent through partnerships with the National Gay Pilots Association, Boston Pride and the Organization of Black Aerospace Professionals, among others.

All JetBlue crewmembers have the right to an open and respectful workplace. Our Code of Conduct prohibits all forms of discrimination, and we promote open communication to resolve any discrimination concerns. Every JetBlue director and above is required to participate in unconscious bias training.

### Reaching Blue Heights

Reaching Blue Heights is JetBlue's commitment to creating job opportunities and promoting inclusion for individuals with disabilities. Throughout the year, we participate in disability career fairs, offer internships and engage in community outreach to fuel our talent pipeline, broaden the horizons of people with disabilities and enhance customer accessibility.

One of our signature partnerships is with The Viscardi Center in New York. Each year, JetBlue hosts students with disabilities from the Henry Viscardi School for an opportunity to explore and practice the airport and travel experience. The students check in at JFK, fly to Boston and then fly back home to New York. For many, it's their first experience flying. In addition to providing a memorable travel experience for students, our crewmembers identify ways to improve service and meet the needs of every traveler. Our partnership also includes career coaching to Viscardi students and alumni, mentoring days that educate Viscardi staff on critical disability-related topics in the workplace and participation in the Disability Pride Parade in New York City each summer.

We've partnered with Autism Speaks to host our annual Blue Horizons for Autism program, which provides families an opportunity to practice the full air travel experience in a realistic yet relaxed setting at the airport. Families start at the ticket counter, continue through TSA security and then go to the gate where they board one of JetBlue's planes. Onboard, crewmembers simulate the flight experience, including the sensory elements such as the aircraft taxiing around the runway before pulling back to the gate. The families disembark to silent claps, as volunteers greet them at the gate to celebrate.





## Crewmember Resource Groups: Where Inclusion Takes Flight

We encourage crewmembers to celebrate their individuality and build camaraderie through our various Crewmember Resource Groups (CRGs). CRGs spearhead programs to embrace and encourage different perspectives, thoughts and ideas. Any crewmember can participate in as many of our six CRGs as they want. Current CRGs include:



### Blue Aviasian

Celebrates the history and heritage of Asians, Asian Americans and Pacific Islanders. The group offers immersive cultural experiences and networking and career development events.



### Blue Conexión

Shares the Latino culture and language in the workplace and community. In 2019, Blue Conexión partnered with our airport experience team to develop an “Hablo Español” phrasebook for crewmembers to better assist Spanish-speaking customers.



### JADE (JetBlue African Diaspora Experience)

Explores the rich cultures of the African diaspora. JADE has led cultural events during Black History Month and hosts TravelCon, a day-long event for crewmembers to learn about the diverse experiences of Black travelers, among other events.



### JetPride

Offers professional development opportunities for LGBTQ+ crewmembers and their allies. During Pride Month, crewmembers march across the network to celebrate diversity, equality and acceptance.



### Vets in Blue

Provides a forum for crewmembers who honorably serve or have served in the Armed Forces. Vets in Blue strengthens JetBlue’s efforts to employ and retain members of the military through outreach, networking events, career fairs and mentoring opportunities. Many former service members enjoy second careers with JetBlue in airport operations, corporate security, inflight, flight operations and more.



### Women in Flight

Provides members with educational networking opportunities that inspire career and personal growth. The group hosts our annual Fly Like a Girl event, teaching young girls what it takes to run an airline.







### Nonstop Pride

In 2019, JetPride commemorated the 50th anniversary of the Stonewall riots, which is considered the starting point of the modern U.S. LGBTQ+ rights movement. On June 28, during Pride week in New York, JetBlue matched the cost of all drinks purchased at the Stonewall Inn with a donation to the [Stonewall Inn Gives Back Initiative \(SIGBI\)](#). SIGBI provides strategic and financial assistance to organizations that support LGBTQ+ people in communities where inequality creates a profoundly negative impact on their lives. This marked JetBlue's third year partnering with SIGBI.



**Fly Like a Girl: Inspiring Young Women to Soar**

To inspire more girls to consider a career in aviation, our Diversity and Inclusion platform, JetBlue Equals, our Women in Flight CRG and the JetBlue Foundation join forces to host the annual [Fly Like a Girl](#) event. The program invites more than 75 girls, ages 8-12, to one of our hangars to meet a cross section of female JetBlue crewmembers, representing our inflight and flight operations, technical operations and support center. The girls also get an up-close and personal tour of an airplane, including an opportunity to hop in the captain's seat, as well as learn about the mechanics of an aircraft.







## THE BENEFITS OF BEING BLUE

We want all JetBlue crewmembers to be well. That's why we provide competitive compensation and a comprehensive benefits package along with support and resources to make life better.

At JetBlue, our compensation philosophy is to pay all crewmembers fairly, competitively and in a manner that is sustainable for everyone's benefit. Most pay scales start above the minimum wage. Pay is based on a sliding scale determined by years of experience, not demographic factors.

Full-time crewmembers are also eligible for JetBlue's medical options, which include prescription drug coverage, behavioral health support, including for mental health and substance use. All crewmembers are eligible for a Healthy Rewards Account, where they can earn anywhere from \$250 to \$550 per year for completing eligible activities intended to improve health outcomes. Money earned through Healthy Rewards can be spent on eligible health expenses.

We know navigating healthcare can be overwhelming. That's why we offer BlueCarpet – a free concierge service staffed by specially trained experts who can help all crewmembers manage their health and healthcare benefits. It's our way of providing the same excellent service to our crewmembers that they provide to our customers.

We also offer an innovative Total Rewards Statement where crewmembers can check the value of all their JetBlue benefits, compensation, rewards and travel in a digital snapshot. The statement even points out opportunities for crewmembers to optimize their total rewards.

The generous pay, benefits and services we offer to all crewmembers from the start of their careers at JetBlue is one of the reasons Forbes named us the Best Employer for New Graduates in the transportation industry in 2019. It has also helped fuel our talent pipeline.

In 2019, we had 3,084 new hires with a 10.2% turnover rate.

JetBlue is a proud supporter of families – especially those of our crewmembers. When it comes to the birth or adoption of a child, eligible crewmembers can take advantage of federal and statutory leave options (unpaid and paid), which provide the opportunity to take time off for parental leave.







## Crewmember Benefits

All full-time and part-time 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 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](https://lifeisbetterinblue.com).





## HELPING CREWMEMBERS TAKE OFF

The way we develop our crewmembers – present and future – is one of the many things that sets JetBlue apart. From creating our talent pipeline to advancing people in their careers, we are committed to providing crewmembers with the most rewarding positions in the sky ... and on the ground.

### JetBlue Pilot Gateway Programs – Opening the Skies

Over the next decade, the airline industry is estimating that approximately 15,000 pilots will enter retirement. At the same time, fewer young pilots are going through training for a variety of reasons. While fewer JetBlue pilots will be retiring in that time frame compared to virtually all our major competitors, we are proactively building our own pilot pipeline by offering opportunities that make it easier to receive the necessary training to become JetBlue pilots.

To facilitate this, we offer different paths to success through our [JetBlue Pilot Gateway Programs](#). They offer aspiring JetBlue pilots the ability to choose the flight pattern that’s right for them, and at the same time, they serve as a best-in-class talent pipeline – opening the skies to more people than ever.

- **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. More than 70 graduates are now JetBlue pilots and 100% of successful program participants are still at JetBlue.
- **Gateway Select Program** encourages aspiring pilots with little to no flight experience, from any background, to apply and train to become a JetBlue pilot. Currently, 83 trainees are in Gateway Select.
- **Transition Gateway Program** supports crewmembers from other work groups – like Ground Operations and Inflight – who want to become pilots with a prescribed path and pilot mentoring.



## Number of Crewmember Training Completions 2018-2019

6,749

COCS (COLLEGE OF CUSTOMER SUPPORT)

7,616

COA (COLLEGE OF AIRPORTS)

8,261

COF (COLLEGE OF FLIGHT)

13,302

COI (COLLEGE OF INFLIGHT)

1,195

COS (COLLEGE OF SYS. OPS.)

4,929

COT (COLLEGE OF TECH OPS.)

6,951

HOSP (HOSPITALITY TEAM)





**Aviation High School Partnership –  
Advancing a New Generation of Aviators**

With the belief that it's never too early to begin developing our talent pipeline, we partner with [Aviation High School](#) in New York. This is the nation's largest public high school focused on aeronautics, and it's walking distance from JetBlue's support center in Long Island City. For more than a decade, we've worked with Aviation High School to offer students real world experience through our internship and apprenticeship programs, opening their eyes to all the possible paths they can pursue in the aviation industry. We also work to ensure the school is equipped with the tools, materials and capabilities to provide the most applicable skills to its students. With a grant from the JetBlue Foundation, Aviation High School was able to build a welding lab for student use – a critical skill for many careers in aviation.

Many of the students go on to join JetBlue, and we're proud to say that over the past three years, we've hired 90 Aviation High School alumni for a range of careers as pilots, mechanics and more.



### JetBlue Scholars – Learning That Never Stops

Today, there are more than 31 million Americans with some college credits but no degree. At JetBlue, we believe that everyone deserves a chance at completing a higher education degree. That's why we created **JetBlue Scholars**, a program that enables crewmembers to complete or pursue a college degree at a nominal cost, thanks to our program partner, Thomas Edison State University. Nationally recognized by the U.S. Department of Education, JetBlue Scholars was named winner of the "2018 Reimagining the Higher Education Ecosystem Challenge." Since its launch, JetBlue Scholars has saved crewmembers more than \$6.8 million in college costs.

In 2019, we expanded the program to offer pathways to master's degrees, in direct response to crewmember feedback. The Master's Pathways program directs JetBlue crewmembers to reputable institutions with affordable online master's programs. JetBlue partners with Thomas Edison State University, City University of New York School of Professional Studies, Louisiana State University Shreveport, Western Governors University and University of Maryland Global Campus. Crewmembers are responsible for all tuition and fees but are provided various discounts that decrease the cost of tuition to anywhere from \$12,000–\$25,000.

By the end of the 2019, JetBlue Scholars reached an exciting milestone: 250 degrees conferred in just three years, exemplifying our commitment to lifelong learning and support for crewmembers' professional and personal development.







**JetBlue Scholars**

**250**

DEGREES AWARDED SINCE 2015

**7K+**

COURSES COMPLETED

**16 months**

AVERAGE TIME TO COMPLETE A BACHELOR'S DEGREE

**93%**

AVERAGE COURSE COMPLETION RATE

**\$6.8M+**

SAVED IN TUITION

**13 months**

AVERAGE TIME TO COMPLETE AN ASSOCIATE DEGREE



## OUR POSITION ON SAFETY

At JetBlue, safety is our number one value and our top priority – for both customers and crewmembers. Everyone at JetBlue is responsible for identifying hazards, promoting safety awareness, complying with regulations and adhering to best practices.

### Managing Safety

Our health and safety efforts are formalized within our Safety Management System (SMS), an FAA-required, formal, top-down, organization-wide approach to managing safety risk and assuring effective safety-risk controls. Please see our [2018 Environmental Social Governance Report](#) (Pages 14-15) for more information about our Safety Policy and training.

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 six operational RWGs. The RWGs focus on flight operations, airports, systems, technical operations, inflight risk and customer support, as well as regularly reviewing risk acceptance, mitigation and prevention.

At the facility level, our Blue Health and Safety Committees include managers and frontline crewmembers. 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. For more information, please see our [2018 Environmental Social Governance Report](#) (Pages 32-34).



## Lowest

2019 TOTAL RECORDABLE INJURY RATE (TRIR) IN THE INDUSTRY





5

*OUR COMPASS*

**GOVERNANCE  
AND ETHICS**



## OUR COMPASS: GOVERNANCE AND ETHICS

Integrity is at the foundation of everything we do. We aim to be transparent, honor our commitments, and accept responsibility for our actions – and we're not just talking about leadership. Every crewmember embodies JetBlue values, whether at the gate, in the air or at our support centers. We expect our crewmembers to always conduct business in accordance with our [Code of Business Conduct](#) and our values. We also expect our business partners to act in accordance with our [Business Partner Code of Conduct](#).

Our industry is heavily regulated. We hold the bar high for each and every one of our crewmembers. Our Code is a tool that gives us guidance in our everyday activities and when met with tough decisions. It sets forth key principles we must follow while also providing valuable resources to consult when questions do arise. The Code reminds us that respect, fairness and honesty apply to every aspect of our business.



### Learn It or Lose Out

A goal is set every year for our crewleaders to reach 100% participation in our 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 crewleaders completed the 2019 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, along with our Legal Department, ensures that every aspect of our operations aligns with not only our company values but to the compliance and legal obligations to which we are held.

These obligations are implemented 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 in. To maintain integrity within our payments, we record all transactions, ensure all transactions are legitimate and disclose the purpose of every payment. To learn more, see our [Anti-Bribery and Corruption Policy](#).

### Human Trafficking

Human traffickers use numerous methods to recruit and exploit their victims, which makes this one of the most difficult crimes to combat. Unfortunately, they often use commercial airlines to transport their victims. At JetBlue, we aim to ensure that all our crewmembers are equipped with the knowledge to identify and respond to cases of suspected or actual human trafficking. As a result of our training initiatives and reporting protocols, we saw a 38% increase in 2018 in concerns and/or reports of potential human trafficking incidents. For more information about JetBlue's human trafficking training programs, see our [2018 Environmental Social Governance Report \(Page 24\)](#).

### Policy on Political Contributions

Our Policy on Political Contributions states that, in rare cases, we can make financial contributions to candidates for office. In 2018 and 2019, we made no such corporate contributions. If they wish to, 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). To learn more, see our [Policy on Political Contributions](#).





### Board of Directors

Our Board of Directors is made up of diverse leaders with experience in a variety of disciplines including business, finance and academia. Each Board member is selected to serve based on valuable insights they hold on the issues JetBlue faces. The Board also evaluates the integrity of nominees, along with past successes, business judgment, innovative thinking, respect for corporate governance and ability to commit to the responsibilities of being a Board member. This selection process is carried out by the Corporate Governance and Nominating Committee.

The Corporate Governance and Nominating Committee also oversees responsibility for ESG initiatives and reporting. Underscoring the importance of these functions to the company, in 2019, this committee met four times and discussed relevant ESG topics, such as corporate giving, sustainability and diversity.

### Corporate Governance At-A-Glance

In 2019, 9 of 10 Board members were independent, 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.

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.



6

*THE*  
**REPORTING  
INDEX**



DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	JETBLUE 2018	2019 RESPONSE
<b>GENERAL DISCLOSURES</b>			
102 - 01	Name of the organization	JetBlue Airways Corporation	
102 - 02	Activities, brands, products, and services	JetBlue's 2019 Annual Report on Form 10-K, Item 1 (Business)	
102 - 03	Location of headquarters	Long Island City, New York, United States	
102 - 04	Location of operations	JetBlue's 2019 Annual Report on Form 10-K, Item 1 (Business: Route Structure); JetBlue 2018-2019 Social Impact Report, JetBlue At A Glance, Page 3, Gaining Altitude Since 1998, Page 14	
102 - 05	Ownership and legal form	JetBlue is traded on the NASDAQ Global Select Market under the symbol JBLU.	
102 - 06	Markets served	JetBlue's 2019 Annual Report on Form 10-K, Item 1 (Business: Network/High-Value Geography); Website: Where We Jet	
102 - 07	Scale of the organization	JetBlue's 2019 Annual Report on Form 10-K, Item 1 (Business: Route Structure, Our People); Item 6 (Selected Financial Data); JetBlue 2018-2019 Social Impact Report, JetBlue At A Glance, Page 3	
102 - 08	Information on employees and other workers	Partially reported: JetBlue Environmental Social Governance Report 2018, Page 39 (Labor Breakdown)	
102 - 09	Supply Chain	JetBlue's 2019 Annual Report on Form 10-K, Item 1A (Risk Factors)	

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	JETBLUE 2018	2019 RESPONSE
102 - 11	Precautionary Principle or approach	JetBlue 2018 Environmental Social Governance Report; JetBlue's 2019 Annual Report on Form 10-K, Item 1A (Risk Factors)	
102 - 12	External initiatives	CDP, CORSIA: the Carbon Offsetting and Reduction Scheme for International Aviation, Department of Transportation Advisory Committee on Human Trafficking, Task Force on Climate-related Financial Disclosures, United States Department of Homeland Security's and Department of Transportation's Blue Lightning Initiative	
102 - 13	Membership of associations	Some of our industry and other association memberships include: Airlines for America, Boston Pride, International Air Transport Association, Latin America and Caribbean Air Transport Association, National Gay Pilots Association, Organization of Black Aerospace Professionals	
102 - 14	Statement from senior decision-maker	JetBlue 2018-2019 Social Impact Report, From the Flight Deck, Page 9	
102 - 15	Key impacts, risks, and opportunities	JetBlue's 2019 Annual Report on Form 10-K, Item 1 (Business); Item 1A (Risk Factors); JetBlue Environmental Social Governance Report 2018, Page 26 - 33 (Risk Management)	
102 - 16	Values, principles, standards, and norms of behavior	The JetBlue Code of Business Conduct	



DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	JETBLUE 2018 2019 RESPONSE
102 - 17	Mechanisms for advice and concerns about ethics	JetBlue Business Integrity Hotline
102 - 18	Governance structure	JetBlue 2020 Proxy Statement, Page 15 (Corporate Governance at JetBlue); JetBlue Airways Corporation Governance Guidelines; JetBlue Airways Corporation Environmental Social Governance Sub-Committee Charter
102 - 19	Delegating authority	JetBlue Airways Corporation Environmental Social Governance Sub-Committee Charter; JetBlue 2018-2019 Social Impact Report, Our Compass: Governance and Ethics, Page 99 (Board of Directors)
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 Director of Corporate Social Responsibility, who reports to our Chief People Officer.
102 - 22	Composition of the highest governance body and its committees	JetBlue 2020 Proxy Statement, Pages 16-20 (The Board of Directors)
102 - 23	Chair of the highest governance body	JetBlue 2020 Proxy Statement, Page 16 (The Board of Directors)
102 - 24	Nominating and selecting the highest governance body	JetBlue 2020 Proxy Statement, Page 26 (Director Nominee Selection Process), Page 27 (Board Membership Criteria)
102 - 25	Conflicts of interest	JetBlue 2020 Proxy Statement, Page 27 (Director Independence)

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	JETBLUE 2018 2019 RESPONSE
102 - 26	Role of highest governance body in setting purpose, values, and strategy	JetBlue Airways Corporation Environmental Social Governance Sub-Committee Charter
102 - 27	Collective knowledge of highest governance body	JetBlue 2020 Proxy Statement, Page 24 (Director Onboarding and Education)
102 - 28	Evaluating the highest governance body's performance	JetBlue 2020 Proxy Statement, Page 24 (Director Onboarding and Education)
102 - 29	Identifying and managing economic, environmental, and social impacts	JetBlue Airways Corporation Environmental Social Governance Sub-Committee Charter
102 - 30	Effectiveness of risk management processes	JetBlue Airways Corporation Environmental Social Governance Sub-Committee Charter
102 - 31	Review of economic, environmental, and social topics	JetBlue Airways Corporation Environmental Social Governance Sub-Committee Charter
102 - 32	Highest governance body's role in sustainability reporting	JetBlue Airways Corporation Environmental Social Governance Sub-Committee Charter
102 - 33	Communicating critical concerns	JetBlue 2020 Proxy Statement, Page 25 (How to Communicate with Our Board)
102 - 35	Remuneration policies	JetBlue 2020 Proxy Statement, Page 23 (Compensation Clawback), Page 33 (Director Compensation), Pages 37-43 (Named Executive Officer Compensation Discussion and Analysis)
102 - 36	Process for determining remuneration	JetBlue 2020 Proxy Statement, Pages 37-43 (Named Executive Officer Compensation Discussion and Analysis)



DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	JETBLUE 2018 2019 RESPONSE
102 - 37	Stakeholders' involvement in remuneration	<a href="#">JetBlue 2020 Proxy Statement, Page 36 (Management Proposal 2)</a>
102 - 38	Annual total compensation ratio	Partially reported: <a href="#">JetBlue 2020 Proxy Statement, Page 63 (Pay Ratio of Chief Executive Officer Compensation to Median Employee Compensation)</a>
102 - 40	List of stakeholder groups	JetBlue 2018-2019 Social Impact Report, JetBlue For Good: It's In Our DNA, <a href="#">Pages 22-39</a> (Youth and Education: Preparing for Takeoff), <a href="#">Pages 40-55</a> (Community: Loving The Places We Land), <a href="#">Pages 56-69</a> (Environment - JetBlue Goes Green); Crewmembers' Sky-High Potential, <a href="#">Page 72</a> (Reaching Blue Heights), <a href="#">Page 72-79</a> (Taking Diversity and Inclusion to New Heights)
102 - 41	Collective bargaining agreements	<a href="#">JetBlue 2018 Environmental Social Governance Report, Page 9 (Labor Relations)</a>
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.

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	JETBLUE 2018 2019 RESPONSE
102 - 43	Approach to stakeholder engagement	JetBlue 2018-2019 Social Impact Report, JetBlue For Good: It's In Our DNA, <a href="#">Page 24-25</a> (The JetBlue Foundation: Inspiring the Future of Aviation), <a href="#">Page 54</a> (Taking Community Engagement to New Heights); Crewmembers' Sky-High Potential, <a href="#">Page 72</a> (Taking Diversity and Inclusion to New Heights), <a href="#">Page 74</a> (Crewmember Resource Groups: Where Inclusion Takes Flight), <a href="#">Page 80</a> (The Benefits of Being Blue)
102 - 45	Entities included in the consolidated financial statements	<a href="#">JetBlue's 2019 Annual Report on Form 10-K, Exhibit 21.1 (JetBlue Airways Corporation, List of Subsidiaries, As of December 31, 2019)</a>
102 - 50	Reporting period	January 1, 2018-December 31, 2019
102 - 51	Date of most recent report	JetBlue has been reporting since 2007. Taken together, the 2018-2019 JetBlue Social Impact Report and the 2018 and 2019 JetBlue Environmental Social Governance Reports comprise our most recent report.
102 - 52	Reporting cycle	We plan on reporting on our ESG and/or our social impact annually.
102 - 53	Contact point for questions regarding the report	<a href="mailto:jetblueforgood@jetblue.com">jetblueforgood@jetblue.com</a>
102 - 54	Claims of reporting in accordance with the GRI Standards	This report references disclosures from the GRI Standards 2018.
102 - 55	GRI content index	JetBlue Reporting Index



DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	JETBLUE 2018 2019 RESPONSE
102 - 56	External assurance	Specific sustainability performance data in our 2018 Environmental Social Governance Report was externally assured by iCompli Sustainability.; See: 2018 Environmental Social Governance Report, Page 43 (Independent Third-Party Assurance Statement)
<b>ECONOMIC DISCLOSURES</b>		
<b>Economic Performance</b>		
201 - 1	Direct economic value generated and distributed	JetBlue's 2019 Annual Report on Form 10-K, Item 8 (Financial Statements and Supplementary Data)
201 - 2	Financial implications and other risks and opportunities due to climate change	JetBlue 2018 Environmental Social Governance Report, Pages 26-31 (Identifying Climate Risks); JetBlue's 2019 Annual Report on Form 10-K, Item 1A (Risk Factors)
<b>Market Presence</b>		
202 - 1	Ratios of standard entry level wage by gender compared to local minimum wage	Partially reported: JetBlue 2018-2019 Social Impact Report, Crewmembers' Sky-High Potential, Page 80 (The Benefits of Being Blue)
<b>Indirect Economic Impacts</b>		
203 - 1	Infrastructure investments and services supported	JetBlue 2018-2019 Social Impact Report, Community Connection, Page 40-41 (100x35 JetBlue - Immediate Response and Long-term Recovery), Page 54 (Taking Community Engagement to New Heights)

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	JETBLUE 2018 2019 RESPONSE
203 - 2	Significant indirect economic impacts	JetBlue 2018-2019 Social Impact Report, JetBlue For Good: It's In Our DNA, Pages 22-39 (Youth and Education: Preparing for Takeoff), Pages 40-55 (Community: Loving The Places We Land)
<b>Anti-corruption</b>		
205 - 2	Communication and training about anti-corruption policies and procedures	Partially reported: JetBlue 2018-2019 Social Impact Report, Our Compass: Governance and Ethics, Page 97 (Anti-Bribery and Corruption)
<b>Anti-competitive Behavior</b>		
206 - 1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In 2019, JetBlue paid no material regulatory fines or settlements associated with anti-competitive practices.
<b>ENVIRONMENTAL DISCLOSURES</b>		
<b>Energy</b>		
302 - 1	Energy consumption within the organization	Partially reported: 2018 JetBlue Environmental Social Governance Report, Page 37 (Total Fuel Consumed, Percentage Renewable)
<b>Emissions</b>		
305 - 1	Direct (Scope 1) GHG emissions	2018 JetBlue Environmental Social Governance Report, Page 35 (2018 Carbon Footprint)

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	JETBLUE 2018 2019 RESPONSE
305 - 2	Energy indirect (Scope 2) GHG emissions	2018 JetBlue Environmental Social Governance Report, Page 35 (2018 Carbon Footprint)
305 - 3	Other indirect (Scope 3) GHG emissions	2018 JetBlue Environmental Social Governance Report, Page 36 (2018 Carbon Footprint)
305 - 4	GHG emissions intensity	2018 JetBlue Environmental Social Governance Report, Page 35 (2018 Carbon Footprint)
305 - 5	Reduction of GHG emissions	2018 JetBlue Environmental Social Governance Report, Page 35 (2018 Carbon Footprint)
<b>Environmental Compliance</b>		
307 - 1	Non-compliance 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.
<b>SOCIAL DISCLOSURES</b>		
<b>Employment</b>		
401 - 1	New employee hires and employee turnover	Partially reported: JetBlue 2018-2019 Social Impact Report, Crewmember’s Sky-High Potential, Page 80 (The Benefits of Being Blue)
401 - 2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	JetBlue 2018-2019 Social Impact Report, Crewmember’s Sky High Potential, Page 80 (The Benefits of Being Blue)

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	JETBLUE 2018 2019 RESPONSE
<b>Occupational Health and Safety</b>		
401 - 3	Parental leave	Partially reported: JetBlue 2018-2019 Social Impact Report, Crewmember’s Sky High Potential, Page 80 (The Benefits of Being Blue)
403 - 1	Occupational health and safety management system	2018 JetBlue Environmental Social Governance Report, Pages 14-15 (Managing Health and Safety Risks); JetBlue 2018-2019 Social Impact Report, Crewmember’s Sky High Potential, Page 90 (Our Position on Safety)
403 - 2	Hazard identification, risk assessment, and incident investigation	2018 JetBlue Environmental Social Governance Report, Pages 32-33 (Safety Risk Management)
403 - 3	Occupational health services	2018 JetBlue Environmental Social Governance Report, Pages 32-33 (Safety Risk Management)
403 - 4	Worker participation, consultation, and communication on occupational health and safety	2018 JetBlue Environmental Social Governance Report, Pages 32-33 (Safety Risk Management); JetBlue 2018-2019 Social Impact Report, Crewmember’s Sky High Potential, Page 92 (Our Position on Safety)
403 -5	Worker training on occupational health and safety	2018 JetBlue Environmental Social Governance Report, Page 15 (Case Study: JetBlue’s Safety Management System), Pages 32-33 (Safety Risk Management)
403 - 6	Promotion of worker health	JetBlue 2018-2019 Social Impact Report, Crewmember’s Sky High Potential, Page 80 (The Benefits of Being Blue)



DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	JETBLUE 2018 2019 RESPONSE
403 - 7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2018 JetBlue Environmental Social Governance Report, Page 23 (Safety Strategy); JetBlue's 2019 Annual Report on Form 10-K, Item 1 (Business: Fleet Structure, Fleet Maintenance); Pages 32-33 (Safety Risk Management)
403 - 8	Workers covered by an occupational health and safety management system	2018 JetBlue Environmental Social Governance Report, Pages 14-15 (Managing Health and Safety Risks)
403 - 9	Work-related injuries	2018 JetBlue Environmental Social Governance Report, Page 34 (Safety Risk Management); JetBlue 2018-2019 Social Impact Report, Crewmembers' Sky-High Potential, Page 92 (Our Position on Safety)
403 - 10	Work-related ill health	JetBlue Environmental Social Governance Report 2018, Page 34 (Safety Risk Management)
<b>Training and Education</b>		
404 - 2	Programs for upgrading employee skills and transition assistance programs	JetBlue 2018-2019 Social Impact Report, Crewmembers' Sky-High Potential, Page 88-91 (JetBlue Scholars - Learning That Never Stops); 2018 JetBlue Environmental Social Governance Report, Page 11 (Case Study: Talent Pipeline)
<b>Security Practices</b>		
410 - 1	Security personnel trained in human rights policies or procedures	Partially reported: JetBlue Environmental Social Governance Report 2018, Page 24 (Human Trafficking); JetBlue 2018-2019 Social Impact Report, Our Compass: Governance and Ethics, Page 95 (Human Trafficking)

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	JETBLUE 2018 2019 RESPONSE
<b>Human Rights Assessment</b>		
412 - 2	Employee training on human rights policies or procedures	2018 JetBlue Environmental Social Governance Report, Page 24 (Human Trafficking); JetBlue 2018-2019 Social Impact Report, Our Compass: Governance and Ethics, Page 97 (Human Trafficking)
<b>Local Communities</b>		
413 - 1	Operations with local community engagement, impact assessments, and development programs	Partially reported: JetBlue 2018-2019 Social Impact Report, JetBlue For Good: It's In Our DNA, Page 54 (Taking Community Engagement to New Heights)
413 - 2	Operations with significant actual and potential negative impacts on local communities	Partially reported: JetBlue 2018-2019 Social Impact Report, JetBlue For Good: It's In Our DNA, Page 54 (Taking Community Engagement to New Heights)
<b>Public Policy</b>		
415 - 1	Political contributions	In 2019, JetBlue did not make any corporate political contributions. Contributions from our Crewmember Good Government Fund can be viewed at <a href="https://docquery.fec.gov/cgi-bin/forms/C00484584/1382809">https://docquery.fec.gov/cgi-bin/forms/C00484584/1382809</a> ; JetBlue 2018-2019 Social Impact Report, Our Compass: Governance and Ethics, Page 97 (Policy on Political Contributions); See also: <a href="#">Policy on Political Contributions</a>

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	JETBLUE 2018 2019 RESPONSE
<b>Customer Health and Safety</b>		
416 - 1	Assessment of the health and safety impacts of product and service categories	2018 JetBlue Environmental Social Governance Report, Pages 14-15 (Managing Health and Safety Risks), Page 23 (Safety Strategy), Pages 32-34 (Safety Risk Management)
416 - 2	Incidents of non-compliance concerning the health and safety impacts of products and services	JetBlue had no material government enforcement actions in 2019 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.





