

# THE BLUE REVIEW

ENVIRONMENTAL , SOCIAL AND BUSINESS RESPONSIBILITY



**THE**  
**BLUE REVIEW**  
ENVIRONMENTAL , SOCIAL AND BUSINESS RESPONSIBILITY

# BASED ON VALUES

Inspiring humanity is not a platitude or mission that we take lightly. It’s a natural extension of our founding principles. When our founders created our five core values – Safety, Caring, Integrity, Passion and Fun, they understood that it would define everything we do at JetBlue. In the 16 years since, those same values have kept us on track, and because of them our crewmembers inspire humanity among our customers and stakeholders every day.

Safety comes first. It’s every crewmember’s job to ensure safety for all.

**PG 10**

# SAFETY

# INTEGRITY

Integrity means doing the right thing – all the time. The only way to do business is by communicating openly and honestly. This way, we earn trust from each other and our customers.

**PG 40**

# PASSION

Passion is the enthusiasm we have for what we do and a great customer experience. Our passion is what keeps customers coming back, and why we do our part to keep our destinations beautiful for future generations.

PG 54

JetBlue is where people like to be. When crewmembers enjoy what they do, our customers enjoy traveling with us.

# FUN

# CARING

Caring is how a small company gets big without losing its soul. The JetBlue experience is about caring. It is delivered by crewmembers, and we look after each other so that we can care for our customers and communities.

**PG 22**

## Our Approach to Responsibility

Our core values guide what we see as our corporate responsibility. Operating responsibly – on the ground and in the sky – is inseparable from our success. It is the starting point for everything we do for society and the environment.

This year, we made progress in our responsibility strategy:

- 

**ENVIRONMENT**  
We focused on shrinking our greenhouse gas footprint, preserving the beautiful destinations we fly to and reducing waste.
- 

**COMMUNITY**  
We increased literacy in our communities and contributed to science, technology, engineering and math (STEM) education and volunteered in our communities.
- 

**CREWMEMBERS**  
We made it a priority to focus on diversity and inclusion to ensure that our culture fully reflects this commitment.

## Using the Blue Review

Our values are so central to the way we operate at JetBlue that we have organized this annual review around them.

This approach will help readers understand the unique JetBlue culture - why we do what we do and the way that we go about it.

The index on page 4 provides more detail about how this report

is organized. We have added features throughout that showcase how crewmembers bring our fun value to life.

Finally, there is a Global Reporting Initiative (GRI) index with G4 standard disclosures at the end of the review. See page 82 for more information. Information in the Blue Review pertains to the calendar year of 2014.

# JETBLUE IN 2014

## BY THE NUMBERS

15,500+

CREWMEMBERS

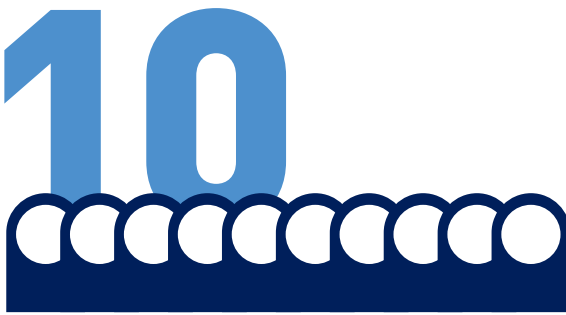
87

BLUECITIES



38

COMMERCIAL AIRLINE PARTNERSHIPS



825

NUMBER OF DAILY FLIGHTS ON AVERAGE

294,800

DEPARTURES

84%

LOAD FACTOR

196.2

AVERAGE NUMBER OF OPERATING AIRCRAFT

\$5.8 BILLION

OPERATING REVENUE

\$401 MILLION

NET INCOME

\$1.19

DILUTED EARNINGS PER SHARE

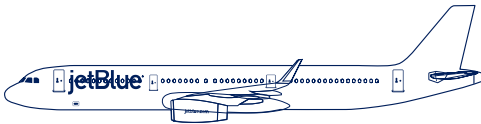
32 MILLION

REVENUE CUSTOMERS

37.8 BILLION

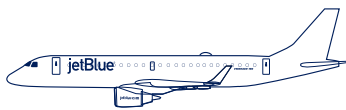
REVENUE CUSTOMER MILES

JETBLUE FLEET: NUMBER OF AIRCRAFT BY TYPE



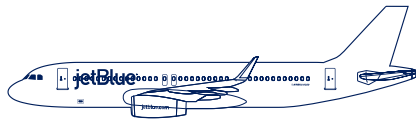
13

A321



60

E190



130

A320

5 NEW BLUECITIES ADDED IN 2014

8.9%

OPERATING MARGIN

AVAILABLE SEAT MILES (ASMs)

44.9

BILLION

11.88¢

CUSTOMER REVENUE PER ASM

AN INTERVIEW WITH:  
Robin Hayes, CEO and President / Wendy Rodriguez, Airport Operations Crewmember / Sophia Mendelsohn, Head of Sustainability

# CEO INTERVIEW

A CEO leads a company’s business strategy and the same is true when it comes to integrating values into business practices. In the interview below, crewmembers including JetBlue CEO and President Robin Hayes introduce The Blue Review and discuss how JetBlue walks-the-walk of corporate social and environmental responsibility.

**Sophia:** Robin, too frequently values and corporate responsibility are pitched against traditional business, in juxtaposition to what makes good financial sense. Can you talk about how you see those things actually being connected?

**Robin:** Our values - safety, caring, integrity, passion, and fun - are what we’re about. Inspiring humanity only works if both crewmembers and customers believe it’s a truly authentic mission.

Airlines, and particularly JetBlue, have to be part of each community that we serve, because our customers live there and crewmembers live there, and so the footprint of our brand in that community is very important as a test of authenticity.

**Wendy:** With technology changing so much about communications - for instance, the B6 Unselfie, the Fly it Forward campaign, and consumers going to social media as a soundboard - how do you see technology enhancing or changing JetBlue’s responsibility efforts?

**Robin:** Social media gives everyone a voice, and it allows individual customers to express opinions in a way that they’ve never had before.

Brands have played with corporate and social responsibility because they’ve felt they had to, as opposed to because they believe it to be the right thing to do. Social media is holding

brands to account. I almost have to do more than I say I will, because it’s so easy for me to be held accountable if I don’t.

When I look at my kids— I’ve got two teenagers— they are definitely on social media. Corporate social responsibility is really important to them, and they make purchasing decisions based on it, and they tell their friends about the brands they favor based on it.

**Wendy:** Every day is different at the airport. For example, when customers are checking in, if they feel that the line’s too long, they can become vocal about it and use smartphones to capture it. There’s a fine line, because you’re still providing the customer experience, you’re still speaking to them as a person, and they have a phone filming you, saying, “I’m putting this on social media.”

So it’s a give and a take with social media.

There’s also other experiences where you get to touch the lives of customers—we have a customer who has self-disclosed that he’s autistic, and he enjoys drawing JetBlue aircraft perfectly to a T - including the tail number, the windows, you name it. He gives them to all the different crewmembers he meets, and he says, “I absolutely love JetBlue. You’ve always treated me as a person.” And that’s his gift. He’ll have a pile of these aircraft drawings, so it shows that people take that passion of JetBlue with them.

**Sophia:** In this Blue Review, you are going to see a lot of quotes, quips, and outtakes from social media where customers told us what they thought about how we’re living up to our values.

**Robin:** The airline industry actually has been at the forefront of environmental responsibility and sustainability.

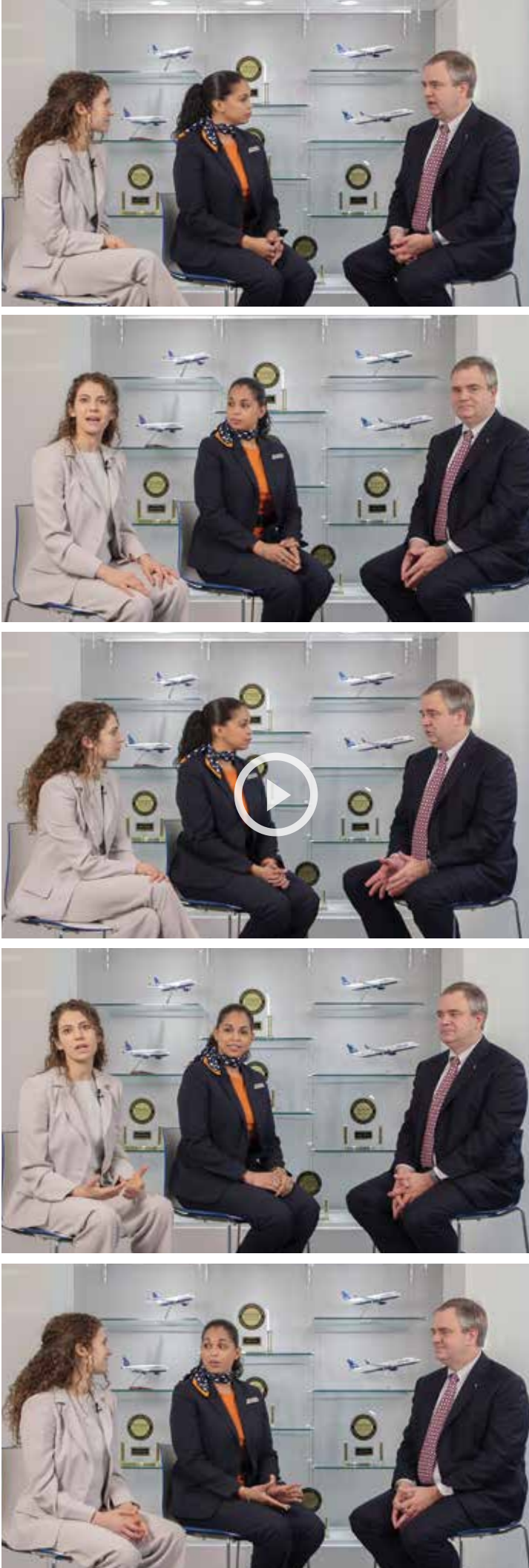
It’s about connecting communities, serving the global marketplace — we have to do so responsibly, because we know airplanes create carbon dioxide emissions, so this is where technology plays a huge role.

Take, for example, the work the engine manufacturers have done to create more efficient engines. The Airbus new engine option - we have 70 of these on order - has an engine that’s 15 percent more efficient.

The FAA is leading on NextGen technology to have planes in the sky for less time, to burn less fuel, and to create fewer emissions— these are really good things.

So, the question is going to be, how can we grow and take care of our future at the same time?

**Sophia:** The details of everything we talked about and much more are in the Blue Review, so let us know what you think, and you can always reach us on social media.





SAFETY

PASSION

INTEGRITY

CARING

INTEGRITY CARING PASSION

INTEGRITY

PASSION

SAFETY CARING

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INTEGRITY

**SAFETY** always comes first. It’s our most important value and our number one priority. Processes and systems help us to identify safety risks, respond efficiently when incidents occur, analyze what went wrong and avoid future incidents. Crewmembers train and communicate regularly on safety procedures and emphasize the importance of reporting incidents when something goes wrong. Our senior leaders are highly visible in promoting safety. In early 2015, we were rated among the top 10 safest low cost airlines worldwide by **AirlineRatings.com**.

OUR SAFETY SYSTEMS

We’ve incorporated the most sophisticated technologies and techniques to identify hazards and control risks into our systems. We’ve also developed a new Safety Policy, signed by our CEO in September 2014, which:

- ! **DEFINES OUR KEY SAFETY OBJECTIVES**
- 😊 **OUTLINES CREWMEMBERS’ RESPONSIBILITIES**
- 📊 **MANDATES REPORTING OF SAFETY INCIDENTS**

We also operate a military-grade analytics system, introduced in 2013, which studies accidents that occur on our property or planes and identifies how we can respond. This makes our safety program more predictive and proactive instead of reactive. After a year of collecting data, we’re seeing trends that pinpoint the causes of certain safety issues and developing solutions to help prevent them from happening in the future. For example, our Airports Risk Working Group (see How Reduce Safety Risks) is analyzing data that sheds light on the role of fatigue and procedural drift (a gradual shift in behaviors) that could be unsafe.

“Our culture is founded on ensuring the highest levels of safety. We continually hone our safety systems so our customers are safe, and they feel so.”

John Allen, Vice President, Safety

In early 2015, the Federal Aviation Administration (FAA) announced a new Safety Management Systems (SMS) regulation that will set the worldwide standard for safety management throughout the industry. Airlines have three years to fully comply. We’re ahead of the game. In November 2014, we became the first airline to be accepted by the FAA into its voluntary program after developing an SMS implementation plan.

We are also registered with the International Air Transport Association Operational Safety Audit - the established benchmark for global safety management in airlines.

Partnering with the Federal Aviation Administration (FAA)

We work with the FAA and other industry regulators on safety, data tracking and risk-management. We routinely report progress and seek their input into our SMS program.

We also join all voluntary FAA flight safety programs:

- Aviation Safety Action
- Flight Operations Quality Assurance
- Line Operations Safety Audit
- Voluntary Disclosure Reporting
- Advance Qualification
- Internal Evaluation
- Safety Management System



## Plane Safety on the Ground

Damage to aircraft can happen on the ground when they are moving around an airport or being loaded and unloaded. Reducing this damage means fewer late departures and potential flight cancellations. Our Aircraft Ground Damage Rate increased slightly from 1.13 damages per 10,000 departures in 2013 to 1.29 in 2014. Over the year, we worked on a number of initiatives that we believe will allow us to reduce our rate in 2015. These include:

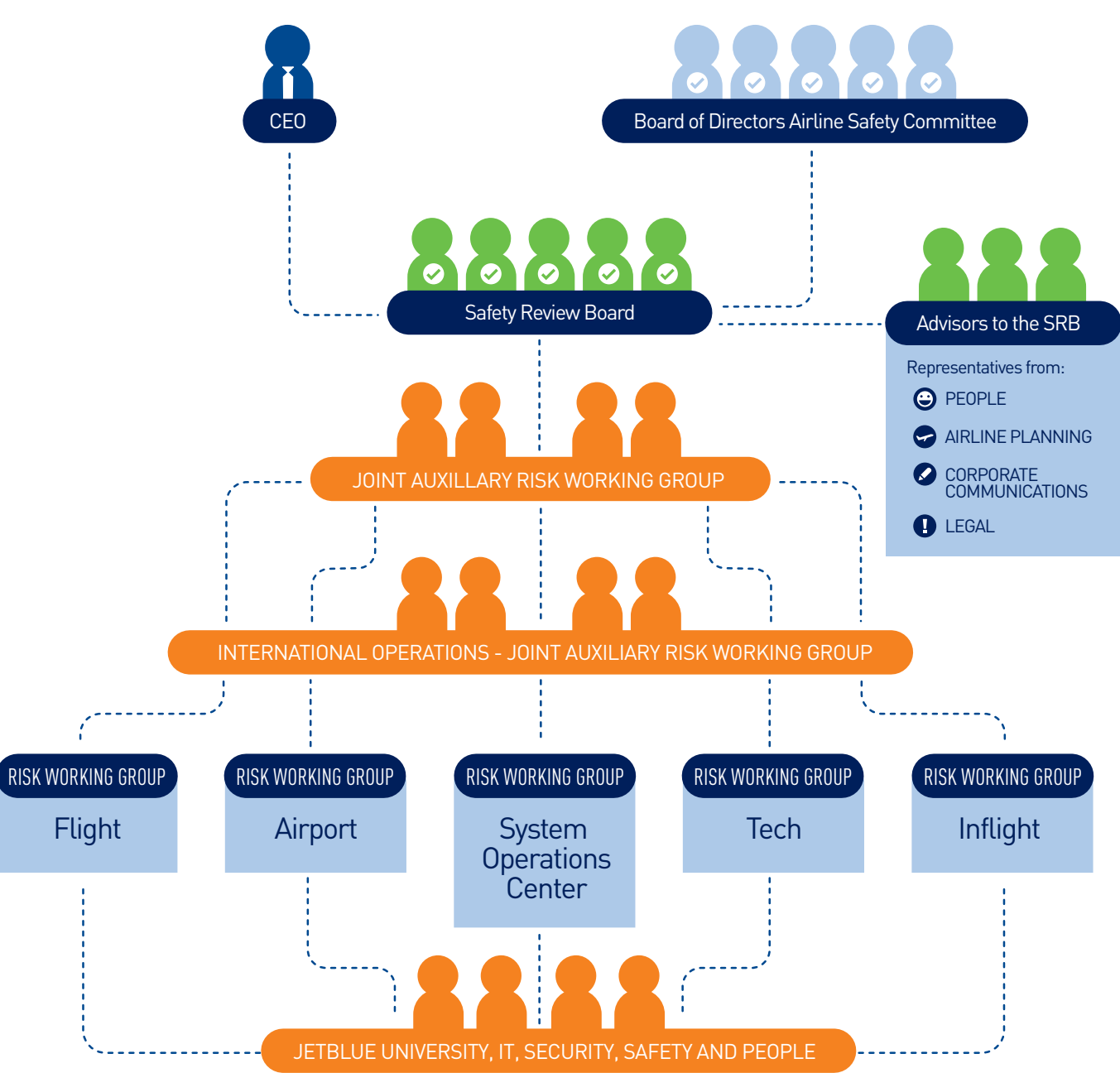
- A process for conducting local-level risk assessments
- Strengthening our investigation and audit processes through standardized terminologies and measurement systems to identify the root causes of incidents
- Addressing a number of underlying systemic risks identified from our investigations through the Airports Risk Working Group
- Preparing an enhancement to our Airports Ground Operation Safety training, which will be implemented beginning in 2015.

### HOW WE REDUCE SAFETY RISKS

To be ready for any eventuality, we need to identify every possible risk to our operations. We do this by having an open, regular flow of information among all operational areas and senior leaders so that all risks receive appropriate responses.

Our Board of Directors' Airline Safety Committee and our CEO oversee safety at JetBlue, supported by five Risk Working Groups covering all JetBlue operational areas (see diagram). They meet regularly to review risks and decide on and implement responses. High-level risks are escalated to the Safety Review Board, which met bimonthly during 2014. In addition, our BlueCity Health and Safety Committees (BHSC) cover risk management issues at a local level.

# SAFETY AND RISK MANAGEMENT AT JETBLUE



## SEE SOMETHING, SAY SOMETHING

We know that occasionally things can go wrong. When they do, we want to hear about it so we can learn from our mistakes. Our Just Culture, which is spelled out in our Safety Policy, gives crewmembers confidence to report risks, problems and mistakes without fear of retribution.

In 2014, we provided everyone on our Safety team and key leaders with Just Culture training and launched our new Safety Action Report, which increases reporting rates. The user-friendly online tool makes it easier to report safety issues and keeps crewmembers informed about the status of their submissions. We will also be launching an iPad app in early 2015 to provide another easy way of using the Safety Action Report.

Regular communication is also critical to keeping safety top of mind. During National Safety Month in June, we participated in a Stand Up to Safety Day. Members from our Safety team visited airports across our operations, providing safety presentations and Q&A Sessions for crewmembers, and distributing safety resources in preparation for our peak season.

## Spotlight on Safety Communication Boards

In early 2014, we installed Safety Communication Boards in every break room at every airport in our network to draw attention to safety issues. They display:

- Incident alerts - extremely important safety information, based on recent incidents
- Awareness alerts - timely safety issues such as recent findings from internal auditing or weather concerns
- Education alerts – reminders about operational procedures and what crewmembers should be doing

We celebrate crewmembers and BlueCities that go the extra safety mile. These role models' actions are highlighted company-wide through our Exceptional Safety Performance and Outstanding Achievement awards.

Our team at John F. Kennedy Airport in New York won the 2014 Outstanding Achievement Award for the lowest rate of reportable damages and recordable injuries in our network, and the commendable activities of their BlueCity Health and Safety Committee.

### A Mom-to-Be Gets Crewmember Care in the Air

Crewmembers are trained to respond to any eventuality. On a recent flight, we had to make an emergency landing because one of our pregnant customers started suffering complications. We were lucky to have a doctor onboard who helped out and wrote to us afterward to say:

"I just wanted to thank the entire crew. They were very responsive - by the time we emergency landed in Bermuda, we had successfully stabilized her. I was traveling with my fiancé, who was also pregnant, and would have appreciated the same level of service should something have happened."

We're happy to report that although the woman was in critical condition, she and her new baby are doing well. Since she was traveling alone, JetBlue flew her mother out to Bermuda to be with her.



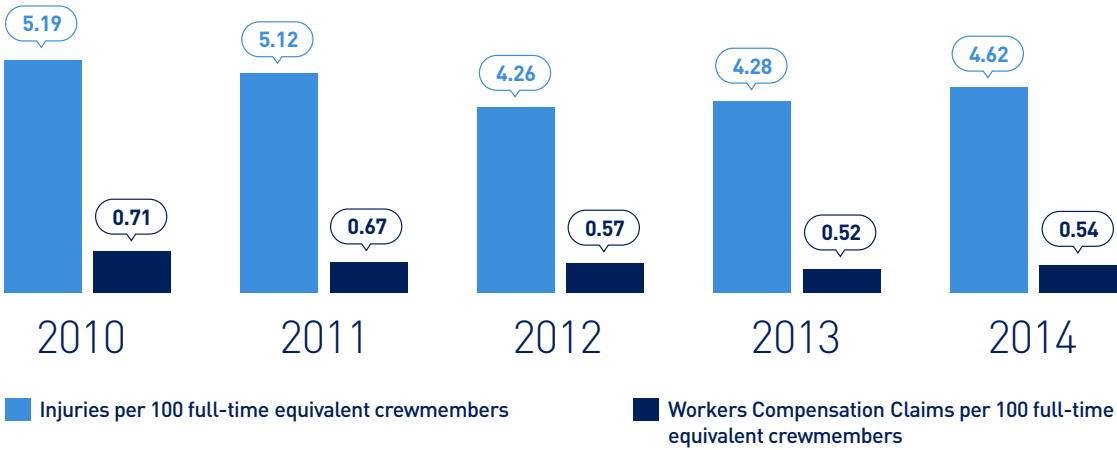
### SAFE AND SOUND – IN THE AIR & GROUND

Crewmembers are the face and the spirit of JetBlue and their own well-being is a key focus of safety. Every year, we set a goal to reduce our Occupational Safety and Health Administration (OSHA) recordable injury rates. This year, JetBlue's crewmember injury rate was 4.62 incidents per 100 full-time crewmembers,

compared with 4.28 in 2013. In 2015, we plan to implement a new injury prevention program with our airport and inflight crewmembers to track injury information with greater precision and target high-risk areas for improvement.



### JETBLUE OSHA RECORDABLE INJURY RATE



In 2014, our safety and security teams and JetBlue University (see Caring) provided more than 25,000 hours of mandatory training on job safety to about 5,000 pilots, Inflight crewmembers, ground security coordinators and other crewmembers. Crewmembers learned about self-defense, hazardous materials

and dangerous goods and job-specific safety. In 2015, we are adding injury-prevention training for airport crewmembers. In addition, all newly hired pilots and Inflight crewmembers must attend initial and recurrent training that includes face-to-face modules.



### POSTER CHILD FOR SAFETY IN LONG BEACH

The Long Beach (LGB) Safety Task Force wanted to bring a little creativity and California flair to safety communications. Videos and in-the-field training sessions provide training for crewmembers who couldn't attend monthly safety meetings. These sessions share new ideas, gather feedback and demonstrate new practices on the job. The team also designed some attention-catching safety posters for break rooms at LGB.



CREATING A BLUE HAVEN

No one should suffer from violence at work. We have zero tolerance for violence including physical aggression, threats of violence and intimidation while at work. Our “Blue Haven” program prevents workplace violence at JetBlue by setting clear procedures and guidelines for crewmembers to follow. We promptly investigate any reports of violent threats or incidents of violence in the workplace and take immediate action to stop, mitigate or prevent violent behavior.

During 2014, we prepared Workplace Violence Guidance for leaders and Security Guidance for crewmembers. Members of the security team provided training for crewmembers on what to look for, how to respond and whom to contact if they have information about workplace violence. We also train crewmembers on responding to an “active shooter” situation.

OUR APPROACH

While our CEO and Board of Directors are ultimately responsible for security, everyone at JetBlue plays a role in operating securely every day. In many BlueCities, Security Champions act as local ambassadors by working with local airport teams and authorities and assisting Corporate Security in conducting annual station security reviews. Any crewmembers who need security guidance or have concerns can immediately access our “Blue Watch” security desk 24/7.

As our growth continues in new markets, it brings security implications. Our risk mitigation accounts for geopolitical issues such as terrorism, political instability and corruption, as well as criminal activities including drug trafficking, theft and kidnapping. During 2014, we conducted comprehensive Risk Vulnerability Assessments to assist our decision making about potential new markets.

MAXIMIZING SECURITY

Criminal activities including fraud, corruption, smuggling and even terrorist acts are always a potential threat because they affect the security of our customers, crewmembers and corporate assets. We take every possible action to foresee and guard against such risks. Our Corporate Security team specializes in security issues at regional, national and international levels.

PARTNERING WITH LAW ENFORCEMENT

We comply fully with all Transportation Security Administration (TSA) and other government security regulations.

When incidents occur, we work with TSA, other federal agencies and relevant law enforcement and intelligence agencies to address potential risks. We actively participate in organizations that better position us to operate safely and securely in high-risk international markets. These include the Overseas Security Advisory Council, Airlines for America, International Security Management Association and the International Air Transport Association.

During the year, four JetBlue crewmembers were arrested for conspiracy to smuggle U.S. currency past security screening. JetBlue’s Corporate Security team was notified of this investigation by Homeland Security Investigations and cooperated fully with law enforcement agencies. Corporate Security also worked closely with the New York Police Department on a two-year investigation into an individual who promised jobs at JetBlue in exchange for money. He was arrested in November 2014 and charged with a number of crimes.

CONTAINING CRISES

When a major incident affects us, we activate one of two emergency centers. The Emergency Command Center is activated for aircraft accidents, and the Incident Operations Center for natural disasters or non-aircraft accidents. Nearly 2,000 crewmembers are trained and prepared for any scenario, who make up Emergency Response teams that provide support for affected individuals. These include our Go Team, which provides on-site support during an aircraft incident, and our Family Support Team, which assists affected family members via phone. In addition, more than 1,200 crewmembers, representing 26 different languages and 32 religions, are trained as Care Team members to assist customers and family members in person after an aircraft incident. For more on how the Care Team supports communities in crisis, see Caring.

During 2014, we carried out a full-scale drill in conjunction with many federal and New York City agencies that required all of our Emergency Response Teams to respond to an aircraft accident at JFK. The exercise provided vital experience for our team members in setting up a Family Assistance Center and nearby Go Command Center, as well as coordinating a response with government agencies. It also helped us test our processes and procedures and identify areas for improvement.

Learning from major storm events, we opened a new System Operations back-up center in January 2014 that kicks into effect in the event that something goes wrong at our main Systems Operations Center.



SAFETY PASSION

INTEGRITY

**CARING**

INTEGRITY CARING PASSION

INTEGRITY

PASSION

SAFETY CARING

**FUN**

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**CARING**

**CARING** is how a small company gets big without losing its soul. This means engaging crewmembers, letting their talents shine and rewarding hard work with fair compensation and benefits. Since caring is contagious, crewmembers in turn are motivated to provide award-winning customer service and spend thousands of hours volunteering in the communities we serve, which is good for our business, our brand and our stakeholders. For all these reasons, caring is one of our core values.



**Customer** Seriously just had the best customer service I think Ill ever have. My first flight out of Baltimore was delayed so I was going to miss my second flight home. The manager, Adrian, at JetBlue called to tell me as I was waiting at the gate. Went back to the counter and they got me the last flight to SF tonight out of DC after a little maneuvering. The manager himself literally drove me an hour and a half from Baltimore to the Dulles airport in DC so Id make the flight on time. That was after he called a bunch to make it tonights flight instead of one tomorrow morning so i wouldnt have to stay at a hotel. Im seriously amazed with JetBlue right now. High fives all around guys!!



**JetBlue Airways** Thank you so much for sharing this Alena! We're glad to hear that you've been taken care of. We'll be sure to pass this comment along so Adrian can hear the good word. Thanks for flying with us! -Kris



**Customer** Thank YOU for having such awesome employees! I swear he was awesome! Best first impression of an airline ever lol

### A Step in the 'Ride' Direction

We were delighted to see this Facebook post from a happy customer after a crewmember voluntarily drove her from Baltimore to Washington, DC to make her flight home.

## The Face of JetBlue

Our business is built on customer service. At the airport, on the plane and on the phone, crewmembers are on the frontline. Crewmembers deliver an award-winning experience. J.D. Power and Associates has honored JetBlue crewmembers with the highest award for airline customer satisfaction among low-cost carriers for 10 consecutive years.

IN 2014, WE WERE PRESENTED WITH THE **TALENT BOARD'S CANDE AWARD** FOR PROVIDING JOB CANDIDATES WITH AN EXCELLENT EXPERIENCE.

## WE WON WITH JUSTONE

Each crewmember’s attitude and actions makes a difference. That’s why our chief financial officer created JustOne, which encourages all crewmembers to use their expertise to make a positive financial impact on the company.

SINCE ITS INCEPTION IN 2013, JUSTONE HAS RECEIVED:



We’re still riding the tailwinds of saving nearly **\$200,000 per year** after a material specialist suggested replacing only the damaged cords of our E190 headsets, instead of purchasing new headsets.

At JetBlue headquarters in Long Island City, NY, an administrative assistant discovered that JetBlue pays a fee for each expense report that a crewmember submits. To help cut costs, she suggested that crewmembers consolidate their expenses into one report per month. Thanks to her initiative, this cost-saving tip spread company-wide.



### A LANDING PAD FOR CREWMEMBERS

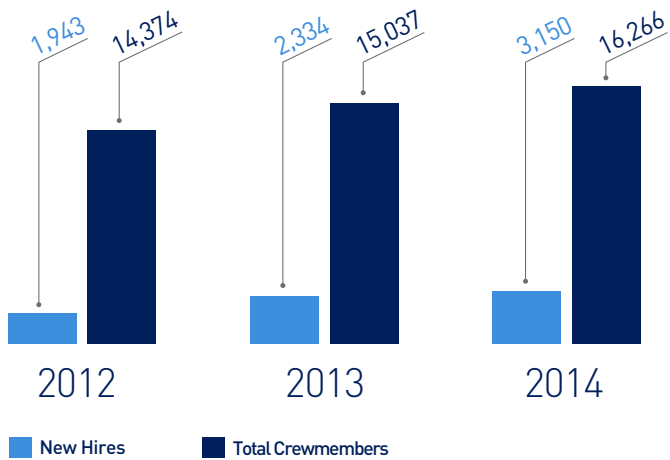
As the face of JetBlue, crewmembers are a huge part of what we do. In July, we unveiled **The Lodge at our Orlando Support Center**, a hotel built specifically to accommodate crewmembers-in-training at JetBlue University and crewmembers on business in the area. The Lodge is a comfortable crash pad with space for collaboration and community-building during off hours.

We built The Lodge with environmental sustainability in mind. Design elements reduce the

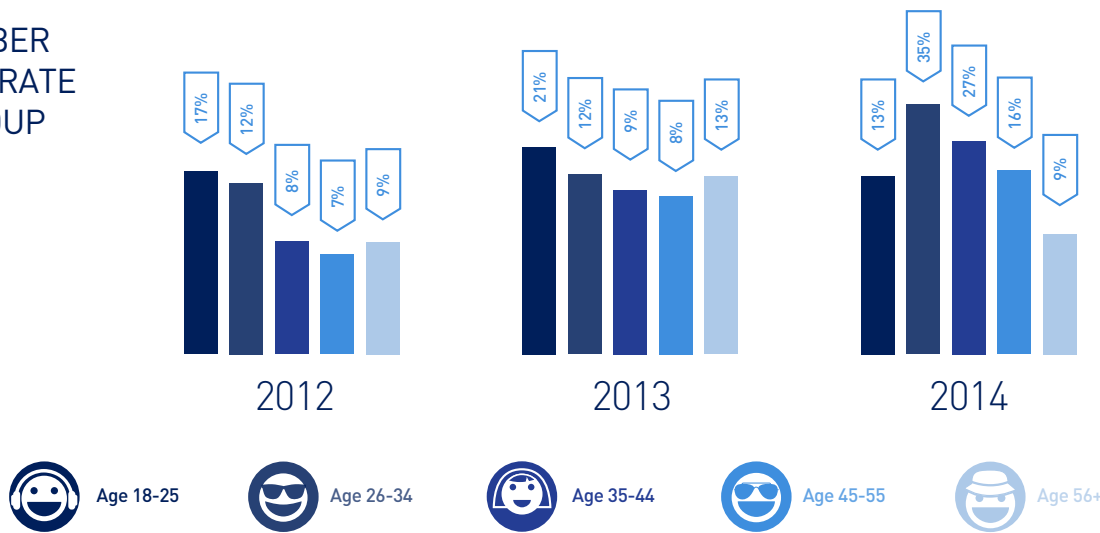
building’s energy use and create a pleasant space for crewmembers. A white roof reflects heat from the sun, keeping the building cooler in the summer, and we placed windows to light rooms naturally. We chose personal care products with natural ingredients for our guest rooms to keep crewmembers healthy from head to toe. Complete with meeting rooms, a fitness center, pool, basketball courts, an herb garden and 196 rooms, The Lodge is a major accomplishment in our effort to care for crewmembers.

As our business continues to grow, so does our workforce. In 2014, we hired 3,150 new crewmembers, bringing our total to 16,266 people. Most JetBlue crewmembers are in the United States, but as we continue to expand in Latin America and the Caribbean, so does JetBlue’s crewmember base. In 2014, we employed nearly 500 people outside the continental United States.

 TOTAL JETBLUE CREWMEMBERS  
(full-time and part-time, including seasonal crewmembers)

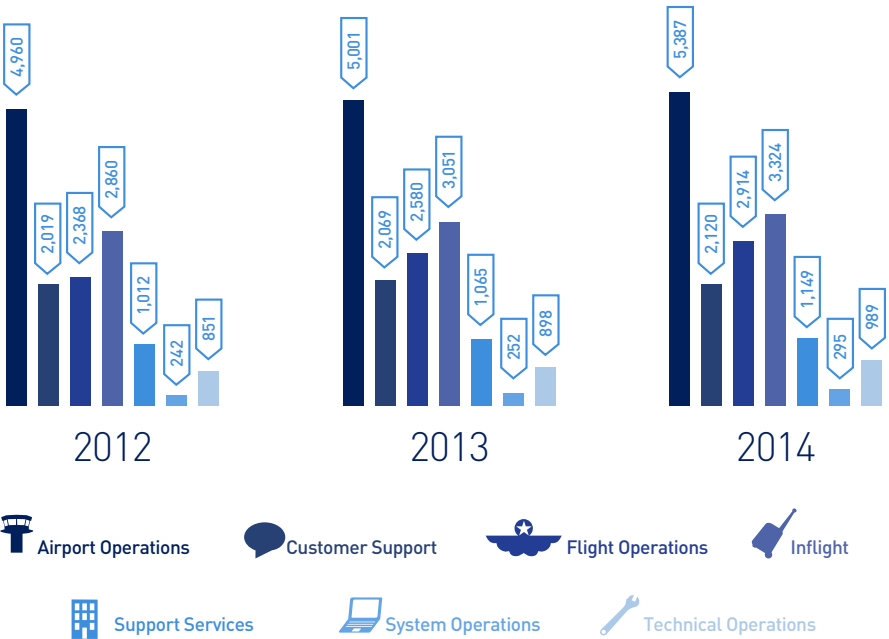


 JETBLUE CREWMEMBER TURNOVER RATE BY AGE GROUP

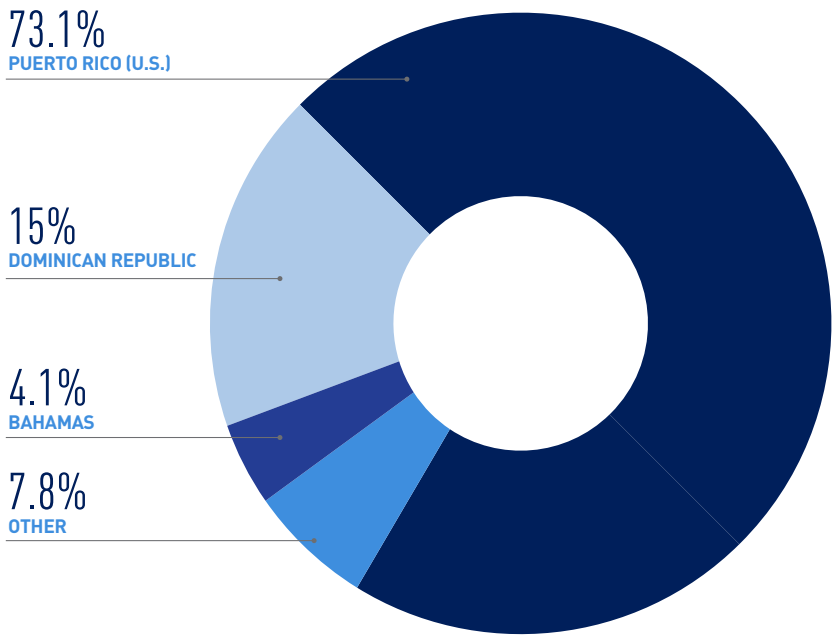


Not including seasonal crewmembers

 JETBLUE CREWMEMBERS BY WORKGROUP  
(not including seasonal crewmembers)



 JETBLUE CREWMEMBERS IN INTERNATIONAL LOCATIONS



## Hearing From Crewmembers

We engage crewmembers in a similar way to our customers, with a goal of delivering a positive and satisfying experience. We find creative ways to reward crewmembers and to learn from their honest feedback.

Through The Leadership Connection program, we pair a JetBlue leader with each of our BlueCities and Support Centers.

### VALUES COMMITTEES

One of the main ways we connect to crewmembers is through our Values Committees. They are organized by function, with committees for Airports, Customer Support, Inflight, Materiels Specialists, System Operations, and Technical Operations. These committees provide each crewmember with an opportunity to influence JetBlue’s business and direction. The committees are led by chairs and comprise frontline crewmembers who are elected by their workgroup peers. Varying in size depending on the workgroup, these committees also serve as advisory boards for crewmember issues, concerns and ideas. They allow all crewmembers to work with leadership to identify and resolve problems, and to have direct input into shaping and preserving

Each leader visits his or her assigned BlueCities on a quarterly basis to provide business updates and answer questions. These exchanges allow crewmembers to voice what is on their minds and break down the walls between crewmembers in different cities. The perspectives we gather are used to identify emerging needs and concerns.

the JetBlue culture. Values Committees meet with the Executive Leadership Team twice per year. In 2014, we began holding joint meetings with the chairs of all committees and the Executive Leadership Team to address opportunities and challenges that crop up across workgroups.

JetBlue also holds an annual Values Committee Summit that brings together committee leaders for three days of brainstorming, community service, trainings and one-on-one meetings with the Executive Leadership Team. Our 2014 summit in Fort Lauderdale, FL brought together 150 crewmembers.

 **AIRPORTS**  
**VALUES COMMITTEE**

 **MATERIELS SPECIALISTS**  
**VALUES COMMITTEE**

 **CUSTOMER SUPPORT**  
**VALUES COMMITTEE**

 **INFLIGHT**  
**VALUES COMMITTEE**

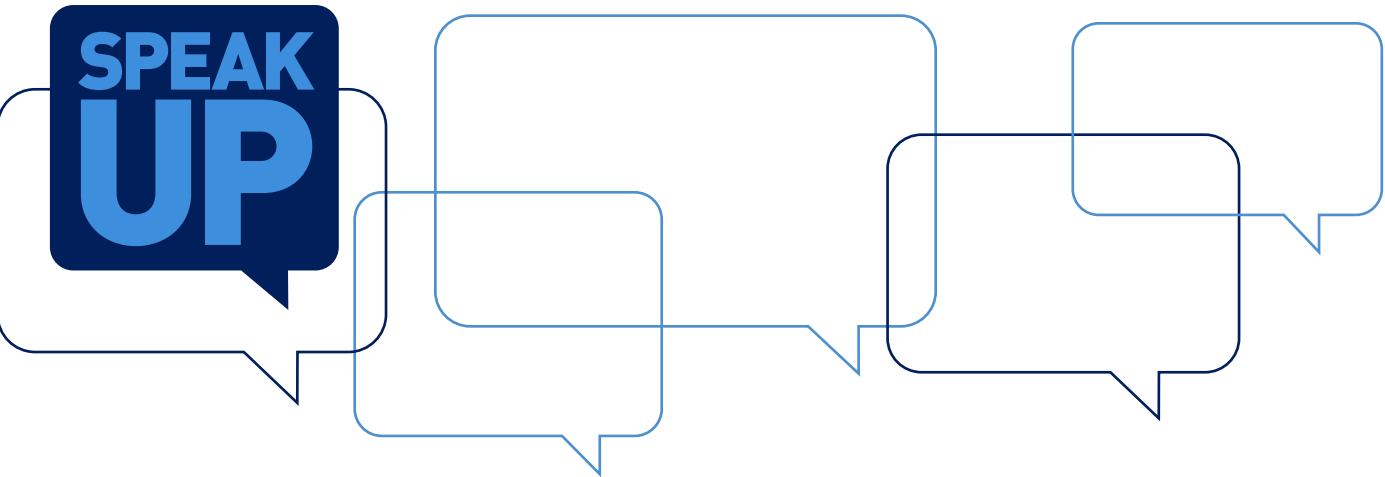
 **TECHNICAL OPERATIONS**  
**VALUES COMMITTEE**

 **SYSTEM OPERATIONS**  
**VALUES COMMITTEE**

### SPEAKUP SURVEY

We have been conducting our annual SpeakUp survey since 2001. This survey measures crewmember engagement and other important aspects of the JetBlue work experience and sheds light on where we can improve. Over the years, we have found that engaged crewmembers are more likely to excel and

provide the level of customer service that keeps our business flying. Based on the results of our 2014 survey, our engagement remains strong, and SpeakUp Ambassadors, who are appointed by JetBlue leadership, will examine the results and work with peers to develop an action plan for positive change.





Through SpeakUp surveys, crewmembers shared a desire for more rewards and recognition. The Lift recognition program, launched in 2012, meets this demand by providing a forum where crewmembers can nominate each other for living JetBlue’s values. Lift allows crewmembers to send thanks, and leaders can nominate others for cash awards in the form of gift cards. In 2014, we received more than 83,000 nominations for crewmembers who went above and beyond. We recognized all nominees and provided more than 16,000 crewmembers with cash awards.

# Rewarding Hard Work And Passion

At JetBlue, providing competitive compensation and benefits is an essential aspect of caring for crewmembers. We offer a full package that includes financial benefits and comprehensive health coverage. These benefits are administered by an in-house team to support a simple process. In 2014, benefit highlights included:

**BLUECARPET**

Access to BlueCarpet, a one-stop concierge program that helps crewmembers and families navigate JetBlue’s health and wellness offerings. BlueCarpet provides a team of benefit advocates and registered nurses who can answer questions or provide support. To ensure they understand our values and culture, all BlueCarpet representatives attend JetBlue University.

**MEDICAL BENEFITS**

Deposits made by JetBlue of \$400 for individuals or \$800 for families enrolled in full-time medical benefits into a healthcare account. As an incentive, crewmembers who provide evidence of a healthy lifestyle through activities such as getting a physical, running a race, coaching a youth sports team, taking a healthy cooking class or participating in any JetBlue sponsored Corporate Social Responsibility event can earn up to \$400 or \$800 extra annually through our Healthy Rewards program. Crewmembers not enrolled in JetBlue’s medical plans can earn up to \$250 in Healthy Rewards.

**401K**

Dollar-for-dollar matching of crewmember 401(k) contributions up to 5 percent of salary.

**RETIREMENT**

Quarterly Retirement Plus 401(k) contributions equaling 5 percent of salary that are guaranteed regardless of profitability.

**PROFIT SHARING**

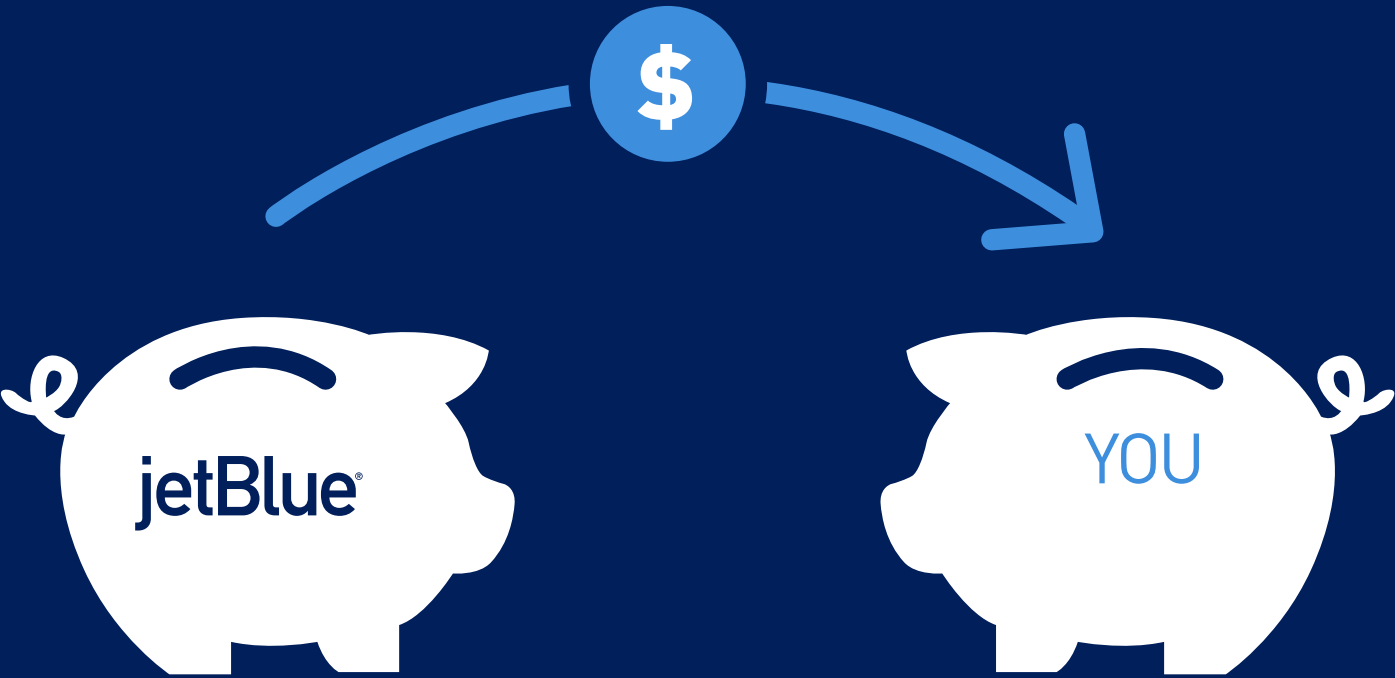
Annual profit-sharing for 100 percent of eligible crewmembers.

**STOCK**

A 15-percent discount on JetBlue stock purchased through after-tax payroll deductions through the Crewmember Stock Purchase Plan.

**HEALTH PLANS**

Health plans for full-time crewmembers that provide options and flexibility. Navigating benefits can be tricky. To help crewmembers make the most of these programs, JetBlue provides comprehensive benefit information on [lifeisbetterinblue.com](http://lifeisbetterinblue.com). We also provide BlueBenefits, a smartphone application that gives crewmembers access to information about their benefits and coverage at any time. To date, nearly 5,000 crewmembers have downloaded the app.



# GOING HIGHER AFTER BEING HIRED

As crewmembers succeed, so does JetBlue. We focus on crewmember development with regular, targeted training.



Core to our commitment to crewmember development is JetBlue University (JBU) in Orlando. JBU serves as our central training and development resource, and it helps crewmembers across different jobs succeed. The skills learned at JBU, including technical and customer service training, are foundational and essential for meeting regulatory requirements.

Training takes place at our support centers in Long Island City, NY; Orlando; and Salt Lake City. Crewmembers completed 200,171 JBU training classes over the course of 817,234 total hours in 2014.

## LEARN. LEAD. REPEAT.

On the basis that engaged and fulfilled crewmembers perform best, our People department provides continuing in-person professional and leadership-development courses for qualified individuals. Our Leadership Horizons program, for example, available by application for high-performing managers, provides up to 20 managers the opportunity to take an enterprise view of JetBlue over a 6-month period. Attending monthly 3-day classroom sessions, the class learns about JetBlue history, finance, operations, IT, people and culture. These managers are also brought to the Caribbean to learn about crewmember and customer cultures outside of the United States. During the third month, the class travels to Stanford University where they work on “action doing” projects developed with a goal to generate \$100,000 either in revenue or cost savings. The class concludes with a presentation to the Executive Leadership Team

about their projects. Since the program was launched in 2013, 37 crewmembers have completed the course.

We also offer Inspiring Others, a 2-day principles of leadership program, for all company leaders, facilitated by our Executive Leadership Team. Founded 10 years ago, the program focuses on leadership style and career management. In 2014 alone, 146 crewmembers attended the program.

Our captains can also participate in The Leading Edge, a 2-day leadership development workshop that focuses on teamwork, operational leadership and customer focus. We believe our captains are the best in the industry because they excel in these skills. In 2014, 62 captains participated in Leading Edge.

### JETBLUE’S PRINCIPLES OF LEADERSHIP

- Treat your people right
- Do the right thing
- Communicate with your team
- Encourage initiative and innovation
- Inspire greatness in others

“What a great flight to West Palm Beach, FL. The crew, especially the pilot, Joe, was phenomenal. When was the last time a pilot walked down the aisle and shook each passenger’s hand? Never! But Joe did. Great job JetBlue! Joe actually cared about each passenger’s safety!”

JetBlue Customer

## NURTURING THE NEXT GENERATION OF PILOTS

Our University Gateway program is designed to develop a pool of future JetBlue pilots. This comprehensive talent-development program combines academic training and regional airline experience with career-planning and mentorship resources for aspiring pilots. The program begins early in a student’s aviation college career and ends with the prospect of becoming a pilot at JetBlue after college, internships and two years of flight

experience with Cape Air or ExpressJet. Twenty students have finished the program and are now at JetBlue. An additional 205 are currently in the program.

In 2014, we expanded our University Gateways sponsorship program to promising students at Bridgewater State University in Massachusetts. The program continues at:



Women have been historically underrepresented in our industry, and we are working hard to reduce that gap. Likewise, veterans bring a special skill set that is well aligned with our business and values. Yet, for them, entering the civilian workforce can

be a challenge. See Integrity, pages 47 and 48, for more information about our work to support women and veterans in aviation careers.

# CARING IN THE COMMUNITY

JetBlue has a proud tradition of supporting dedicated community organizations in our BlueCities through partnerships, donations and crewmember volunteering.

## CARING FOR CREWMEMBERS

Through our Care and Emergency Response department, JetBlue supports crewmembers as they address challenges ranging from illness to natural disasters. The department runs LifeSolutions, our personal assistance program, offering free-of-charge mental health assistance, financial and legal resources and more to crewmembers and their families. The Peer Assistance Committee, made up of crewmembers with special training about JetBlue’s resources, helps guide crewmembers in need of support. The Care and Emergency Response department offers training and manages the JetBlue Ready Team that provides disaster-response services in partnership with the American Red Cross.

JetBlue also established the JetBlue Crewmember Crisis Fund (JCCF), an independent 501(c)(3) that provides confidential, short-term financial assistance to crewmembers and their families during times of need. The JCCF board, made up of 10 crewmembers from across the business, meets monthly to review applications.

ASSISTANCE IS DISTRIBUTED THROUGH GRANTS TO HELP WITH DAILY NEEDS, INCLUDING FOOD, RENT OR MORTGAGE PAYMENTS.



“Because of the help we received, our family was able to catch up with bills and not go into further debt. I can’t begin to express my gratitude for all the help. I am also thankful for the assistance I received before the grant to help put food on our table. That to me was going above and beyond. Thank you JCCF for all the help.”

Crewmember and JCCF grant recipient

## HELPING CREWMEMBERS AT HOME

THIS YEAR, JCCF HELPED ONE CREWMEMBER’S FAMILY KEEP THEIR HOME DURING DIFFICULT TIMES. WHEN THE CREWMEMBER’S SPOUSE LOST EMPLOYMENT, THE FAMILY FELL 3 MONTHS BEHIND ON MORTGAGE AND UTILITY PAYMENTS, FACING FORECLOSURE. WITH THE HELP OF A JCCF GRANT, THEY STOPPED THE FORECLOSURE, AND THE CREWMEMBER’S SPOUSE SECURED A NEW JOB. THEN, WHEN THE CREWMEMBER WAS DIAGNOSED WITH CANCER, A SECOND GRANT HELPED THE FAMILY GET AHEAD ON MORTGAGE PAYMENTS WHILE THE CREWMEMBER RECOVERED.

Funds are raised through crewmembers’ voluntary tax-deductible payroll deductions, fundraisers, the JetBlue Board of Directors and business partners. In 2014, 57 percent of crewmembers contributed monthly to the fund. These contributions allow JCCF to provide grants of up to \$7,500 to crewmembers in need. In 2014, contributions provided for \$157,607 in total grants (with an average of more than \$2,200) to 54 percent of crewmembers who applied. Since 2002, JCCF has made grants totaling more than \$4.4 million.

## NONSTOP COMMUNITY COMMITMENT

When crewmembers feel cared for, they can return the favor and care for their communities. Through JetBlue’s Community Connection program, crewmembers log the hours they volunteer with nonprofit organizations, and for every 25 hours logged, JetBlue donates a travel certificate to the charity of their choice. By providing travel certificates to nonprofits, crewmembers create an opportunity for these organizations to raise funds through raffles or to offset travel costs. In 2014, we donated tickets valued at \$562,500.

In 2014, more crewmembers than ever before signed up as community project leaders, arranged team volunteering events and gave back to communities, thanks to our new partnership with VolunteerMatch, a nonprofit that connects volunteers with charities. In total, 1,573 crewmembers volunteered 103,279 hours of their own time in 2014.

In December, dozens of crewmembers participated in #B6UnSelfie, a special week of volunteer work. They took to Twitter and posted selfies as they volunteered for various nonprofits. Each day, we randomly selected two of the charities to receive a \$1,000 prize. Winners of the prizes included **Texas Food Bank, Toys for Tots** and **Adopt a Family Detroit**, among others.

JetBlue also gives back to our communities as times of need arise. As an airline with a mission to inspire humanity, it was a privilege to pitch in and offer **FREE TRAVEL TO MORE THAN 1,900 POLICE** representatives attending the memorial services of New York City Police Officers Rafael Ramos and Wenjian Liu, who lost their lives in the line of duty in December 2014.



SPREADING THE LOVE WITH PB&J

IN AUGUST, OUR LGBT CREWMEMBERS PARTNERED WITH THE NONPROFIT LOVE IN THE MIRROR FOR A PEANUT BUTTER AND JELLY EVENT TO HELP THE HOMELESS IN THE LOS ANGELES AREA. OUR TEAM OF 25 MADE 1,200 PB&J SANDWICHES IN JUST OVER TWO HOURS AND THEN HEADED TO “SKID ROW” IN LOS ANGELES TO HAND OUT THE SANDWICHES ALONG WITH BOTTLED WATER, TOILETRIES AND PILLOWS AND BLANKETS TO AROUND 350 PEOPLE IN NEED.



In September, crewmembers across JetBlue got in on the **#IceBucketChallenge** action to raise money for ALS. Watch our CEO, Robin Hayes, soak up the fun in this video.



# SUPPORTING BUSINESS PARTNERS

We started as a small business, so we know the positive impacts small businesses bring to communities. Whenever possible, we seek to support small, local businesses and help them take flight.

We ask our major business partners to provide information about their own relationships with small and minority-owned enterprises. In line with our caring value, we aim to continue improving the way we target, track and manage our spending with diverse suppliers. For more information, see Food for Thought.



## TAKING A BITE OUT OF HUNGER

As part of our ongoing commitment to San Francisco and the Bay Area, we're proud to team up with the do-gooding San Francisco-based snack start-up, Two Degrees Food.

In 2010, founders Lauren Walters and Will Hauser created Two Degrees to address hunger and malnutrition affecting 200 million children across the world. With its powerful Buy-One-Give-One model, Two Degrees harnesses the power of customers' daily purchases, by donating a meal to a hungry child for every bar sold. Since its creation, Two Degrees has delivered more than 1,000,000 meals in developing countries.

In November, we brought the Two Degrees mission a bit closer to home by donating 1,000 meals per day to the homeless in San Francisco. But our support for this humanity-inspiring initiative doesn't end there. To date, JetBlue has ordered more than 70,000 bars to offer inflight.



## USING OUR INFLUENCE FOR GOOD

We believe that our sourcing activities can influence our culture and industry at large. JetBlue is developing goals and procedures to guide our sourcing efforts so we can make ethical decisions around what we buy.

When our Strategic Sourcing team sends out a Request for Information or Proposal (RFI or RFP), it's a signal to the market about what is important to JetBlue. As a result, when we ask about responsibility, business partners listen, and often adapt their purchasing habits and products to meet our expectations.

JetBlue's standard Business Partner Questionnaire includes a request for corporate responsibility information and industry-specific responsibility questions. For example, RFPs for our aircraft maintenance and modification programs require detailed

information about hazardous waste disposal and management of used materials and scrap waste. Our RFP includes questions on environmental platforms, where materials are sourced from and disposal of electronic waste. We also ask that our business partners use paperboard made from 100-percent recycled material, with 75 percent or more post-consumer material.

To build supplier capability and introduce them to the JetBlue culture and our values, we host periodic Supplier Day events. These events provide business partners an opportunity to learn about JetBlue's strategy, our procurement practices and how we can succeed together. In 2015, we will begin holding business partner summits for business partners that supply specific departments at JetBlue.

# CHARITABLE SHIPPING

JetBlue flies more than people. Through our cargo service we ship to more than 50 destinations, and in 2014, we shipped more than 26 million pounds of cargo.

JetBlue Cargo also makes charitable shipments. In 2014, we flew books and relief supplies to the Dominican Republic, Haiti, St. Lucia and Trinidad and Tobago. In 2014, we shipped more than 6,000 pounds of charitable goods for organizations, including **They Often Cry Outreach** and **First Book**. For They Often Cry Outreach's annual holiday toy drive, we shipped about 300 pounds of bicycles and helmets.

JetBlue's With Respect program flies human remains for families during a very vulnerable time. Requests usually come from funeral directors who have come to count on us for our excellent service. We also extend this service to crewmembers for free, and are proud to have flown the remains of military servicemen and women. JetBlue provided Military Honor Guards for four soldiers in 2014.



A word cloud on a dark blue background. The words are arranged in a dense, overlapping pattern. The words included are: SAFETY, PASSION, CARING, INTEGRITY, and FUN. The word 'INTEGRITY' is the most prominent, appearing in the largest font size and in white color. Other words like 'CARING' and 'PASSION' are also in large, bold, blue fonts. 'SAFETY' and 'FUN' are in smaller, blue fonts. The words are oriented in various directions, some horizontal, some vertical, and some at angles. The overall composition is a collage of these five words, with 'INTEGRITY' being the central and most emphasized term.

**INTEGRITY.** We live our values every day. From developing our business outlook to taking a stand on controversial issues like transgender equality, one question guides us: is it the right thing to do?

DOING THE RIGHT THING

Everyone at JetBlue - from our Board of Directors and CEO to crewmembers on the ground - is responsible for living and defending JetBlue’s core values. We actively protect the rights of crewmembers in return.

Acting with integrity at JetBlue includes governance, how we treat the natural environment, fostering a diverse, inclusive workplace and promoting human rights in our supply chain. By acting with integrity, we earn the trust of our customers, crewmembers and investors and the right and privilege to keep doing business.

SUPPORTING TRANSGENDER CREWMEMBERS

Every crewmember should feel equally welcome in the JetBlue family. In 2014, we extended our support for transgender crewmembers by adding in-network coverage for gender reassignment surgery to our U.S. medical plans. From January 1, 2015, we offer this coverage to enrolled crewmembers and their dependents in accordance with standards set by the World Professional Association for Transgender Health. In addition, our gender transition guidelines provide support for crewmembers transitioning in the workplace and their colleagues. In part as a result of this addition, we achieved a perfect score on the Human Rights Campaign’s 2015 Corporate Equality Index (see Diversity and Inclusion).



ACTING WITH RESPECT

Our approach is based on respect. In terms of everyday behavior, it means being open and transparent in the way we do business. Since we rely on crewmembers to uphold these principles, we communicate our ethics policies clearly and invest in training on good business conduct.

INDEPENDENT OVERSIGHT

We believe our company should be guided by a diversity of voices and balance authority between those who oversee our business and those who manage it daily. Our CEO is not chair of our Board of Directors and nine of 12 board members are independent as is the chair of our board. Three of our directors are women. We have four standing board committees: Audit, Compensation, Airline Safety and Corporate Governance and Nominating.

Our Board of Directors and Audit Committee receive quarterly reports on any concerns raised through our business integrity hotline, as well as regular reports on legal compliance training and activities. We require our board and senior leaders to complete training modules on anti-bribery, anti-corruption, insider trading and our Code of Business Conduct.

To learn more about JetBlue’s Board of Directors and governance practices, please see our **2014 Annual Report and Corporate Governance website**.

CODES FOR CREWMEMBERS

The JetBlue Code of Business Conduct and Code of Ethics, which we update most years, guide crewmembers in acting ethically on the job. To bring these policies to life, we provide a variety of fun and approachable training modules. They feature humorous

videos such as crewmembers rigging the market in their office in an attempt to sell the most Girl Scout cookies. We require all officers and directors to complete the training courses. We also urge crewmembers to report any conduct by others they suspect to be unethical through our confidential business integrity hotline.

HELPING OUR INDUSTRY SOAR

To protect the interests of our customers and business, we build relationships with government officials throughout our network and advocate for relevant, positive public policies. We are members of the trade associations Airlines for America, the International Air Transport Association and the Latin America and Caribbean Air Transport Association. These act to protect the interests of the industry and their members, including by lobbying on local, state, federal and international policy issues. Our **Policy for Political Contributions** states that, in rare cases, we can also make financial contributions to candidates for office. In 2014, we made no such 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). Read full details of 2014 contributions in our Federal Election Commissions report and filing.

## Campaigning for Composting

During 2014, we lobbied the Mayor’s Office of New York City to pass a law requiring commercial composting by businesses. Many other companies argued that it would be too difficult to implement, but we believe that it’s viable and the right thing to do. We wrote a letter in support of the law and asked for airports to be included. The law was successfully passed and will go into effect in 2015.

See Passion, page 73, for more information about our own composting efforts.



### EXPANDING OUR HORIZONS, SERVING CUSTOMER NEEDS

We make progress by responding to changing customer tastes and needs while growing in a disciplined, ethical and sustainable way. In 2014, we added three new domestic destinations – in Savannah, GA; Detroit, MI; and Hyannis, MA – and two international destinations in Trinidad and Tobago and Curaçao – to our roster. We’re also capitalizing on locations where we already have a strong presence such as Fort Lauderdale, FL; San Juan, PR; and Boston, MA. For example, over the past year, we’ve increased our daily departures from Fort Lauderdale by 13 percent compared with the previous year and are supporting the airport modernization plans of the local authority. In September 2014, we celebrated the opening of Fort Lauderdale’s new runway with a ceremonial JetBlue landing attended by local dignitaries. In November 2014, T5i (Terminal 5 international) opened at our hometown airport, John F. Kennedy (JFK) in New York City,

bringing U.S. customs and border protection into the terminal and making the travel experience more seamless for our international customers. We’ve invested nearly \$1 billion at JFK over the past decade to provide our customers with the best travel experience.

### REDUCING RISK

We operate in an extremely competitive industry, where low profit margins are the norm. A range of risks, such as fuel price volatility, threaten our business success. Our philosophy is that risk should be managed at every level of the organization and discussed openly with leadership in order to minimize the impact of foreseen and unforeseen events. For more information on how we manage risk, see our **Proxy Statement for 2014 Annual Meeting of Stockholders**.

## DIVERSITY AND INCLUSION

Valuing differences makes us stronger because it helps us understand the diverse needs of our customers, who represent a broad range of experiences and backgrounds. By exploring new ways of thinking, we strengthen our culture and identify opportunities to consistently deliver exceptional customer service.

We foster a work environment where everyone is equally respected and equally included. We encourage team leaders to model inclusive behavior by incorporating diversity and inclusion into the performance management process for senior managers. Our commitment to being an employer and airline of choice is tied to our ability to hire, promote and retain the best people

based on the quality of their experience, skills, work record and attitude – and nothing else.

### A DIFFERENT KIND OF WORKPLACE

From recruitment and promotion practices through to accommodating and supporting our diverse crewmembers’ needs, we embed inclusion in our workplace culture. To further embed and align our diversity and inclusion initiatives, we expanded the role of our Talent Management Director in 2014 to include oversight of these efforts.

“As we grow, we need to be responsive to our increasingly diverse workforce. We want to be prepared for the workforce and customers of the future.”

LaToya Ingram, Manager of Diversity and Inclusion

All leaders and new hires are required to take a “respectful workplace” training module that covers topics such as equal opportunity, discrimination, workplace harassment and disability accommodation. Additional training and seminars are offered during our annual Respectful Workplace Week, which also invites crewmembers to celebrate our diversity.

Crewmember Resource Groups (CRGs) provide support and networking opportunities, foster open communications and enhance our welcoming culture. We have three existing groups: JetPride, Women in Flight and Vets in Blue. In 2014, JetBlue crewmembers formed a fourth group focused on enhancing awareness of Latino culture and strengthening Latino connections across JetBlue. More than 50 crewmembers attended their first meeting to hear from JetBlue’s Latina

directors and discuss career development and JetBlue’s expansion into Latin America. We look forward to fully launching our Latino-focused CRG in 2015.

### OUR MULTICULTURAL MOSAIC

In 2014, 45.8 percent of crewmembers and 25.8 percent of managers and leaders were minorities.

To enhance crewmembers’ appreciation for other cultures, in 2014, we launched a Latino Culture training module, which provides an introductory look at Latin American cultures. Any team or department can request one of these short educational sessions. These sessions inspired teams to develop

more cultural awareness experiences for their crewmembers, for example, a fun and educational “Diversity Day” in Long Beach, CA, and a series of music and dance events that incorporated African-American and Latino influences at JFK.

Crewmembers in our 2014 Leadership Horizons professional development program (see Caring) participated in cultural immersion activities and were presented with business

challenges that reinforced sensitivity to the needs of diverse crewmembers and customers. The group of 17 managers from across the company traveled to San Juan, Puerto Rico, where they were introduced to the history of Puerto Rico and its development, and spoke with General Managers from across the Caribbean and Latin America to discuss the similarities and differences between the cultures of the different countries.



PRIDE IN ALL CREWMEMBERS

We support equal rights in the workplace, regardless of gender identity or sexual orientation. JetPride is our oldest CRG and continues to blaze a trail by educating crewmembers about issues that affect the Lesbian, Gay, Bisexual and Transgender (LGBT) community. Informative and eye-opening speakers in 2014 included Robina Asti, [A 92-YEAR-OLD TRANSGENDER WOMAN, PILOT AND WORLD WAR II VETERAN](#).

Last year, we stood up against The Defense of Marriage Act (DOMA), which discriminated against same-sex marriages. This year, we’ve extended our support for transgender individuals by including gender reassignment surgery in our U.S. medical plans (see feature on page 42). Our commitment to creating a great place to work for LGBT crewmembers was recognized in the **Human Rights Campaign’s 2015 Corporate Equality Index**. We were proud and honored to achieve a perfect score of 100.

WOMEN IN AVIATION

It’s high time to increase women’s numbers in aviation. In 2014, 42.8 percent of crewmembers and 33.6 percent of managers and above were women, and we are actively working to increase these numbers.

PROGRAMS THAT SUPPORT OUR FEMALE CREWMEMBERS INCLUDE:



Meeting about 600 attendees and collecting almost 500 resumes at the International Women in Aviation Conference in Lake Buena Vista, FL, in 2014. As a Gold Eagle Level event sponsor, we demonstrated our commitment to recruiting women and provided valuable professional development experience.

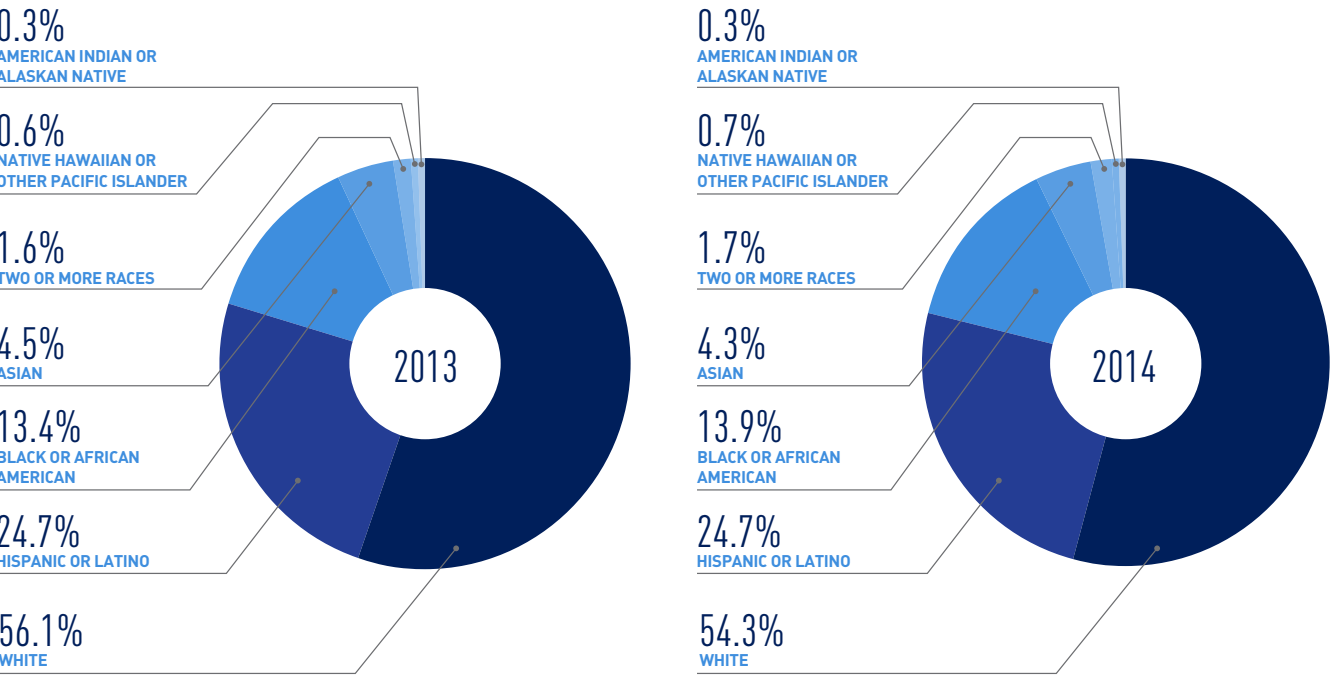


HealthyMoms HappyBabies is included in our full-time medical plans at no additional cost. The program connects expectant mothers with experienced maternity nurses who provide information and advice throughout pregnancy. In 2014, 121 crewmembers benefited from HealthyMoms HappyBabies.



Seeing and hearing from women in leadership positions is important. This year, our Women in Flight CRG heard from an inspiring panel of five female directors who all started their career as frontline aircraft or support center crewmembers and spoke about their career journeys with JetBlue. The CRG also hosted an “Own Your Own Career” session that included tips on using myCareer, an internal tool that provides information about development opportunities within the company.

JETBLUE WORKFORCE BY ETHNICITY\*



\* Totals may not equal 100% due to rounding.

SUPPORTING VETERANS

We recognize that hiring veterans is not only the right thing to do for servicemen and women, but also for our business - veterans offer specialized skills and unique experiences. In 2014, we hosted our third Veterans Career Expo to attract former servicemen and women to JetBlue. This year's event was attended by hundreds of prospective crewmembers, many of whom went on to interview for full-time positions. We also support the 100,000 Jobs Mission, an organization that helps

veterans transition out of military service into other careers. In 2014, we hired 240 veterans, bringing our total veteran headcount to 1,127 at the end of 2014.

Knowing the transition to a civilian job can be hard, we support new veteran crewmembers through VetConnect, pairing newly hired veterans with more experienced veteran crewmembers to help them succeed at JetBlue.

To honor our nation's veterans, in November 2014 we unveiled our Vets in Blue-themed plane. On Veterans Day, we christened the plane with a charter flight from JFK to Ronald Reagan Washington National Airport in Washington, D.C. The flight brought nearly 120 veterans and an all-vets Flight and Inflight crew to our nation's capital for a luncheon and VIP tour of national monuments.



ACCOMMODATING ALL ABILITIES

We also want differently-abled individuals to apply for jobs with JetBlue. For students and job seekers with disabilities we offer job shadowing, mentoring relationships, internships and employment opportunities.

In 2014, we ran three Disability Mentoring Days in our support centers in Orlando, Salt Lake City and Long Island City, NY. Crewmember mentors held developmental workshops on the JetBlue hiring process and developing a personal brand.



ENVIRONMENTAL INTEGRITY

We comply with all domestic and international environmental regulations. Our compliance program uses environmental management systems and procedures to effectively manage and track our activities. We run mandatory annual training on environmental, health and safety topics including storm water spill prevention and hazardous waste management to all our Airport Operations, Ground Operations and Flight Operations crewmembers, as well as biannual training for our Pilots.

AVOIDING FUEL SPILLS

Large fuel spills are unacceptable as they can be devastating to people and animals and no spill is ideal. In 2014, there were 31 spill incidents, with a total volume of 76 gallons occurring over all. None of these incidents was serious enough to be counted as a violation or regulatory noncompliance.

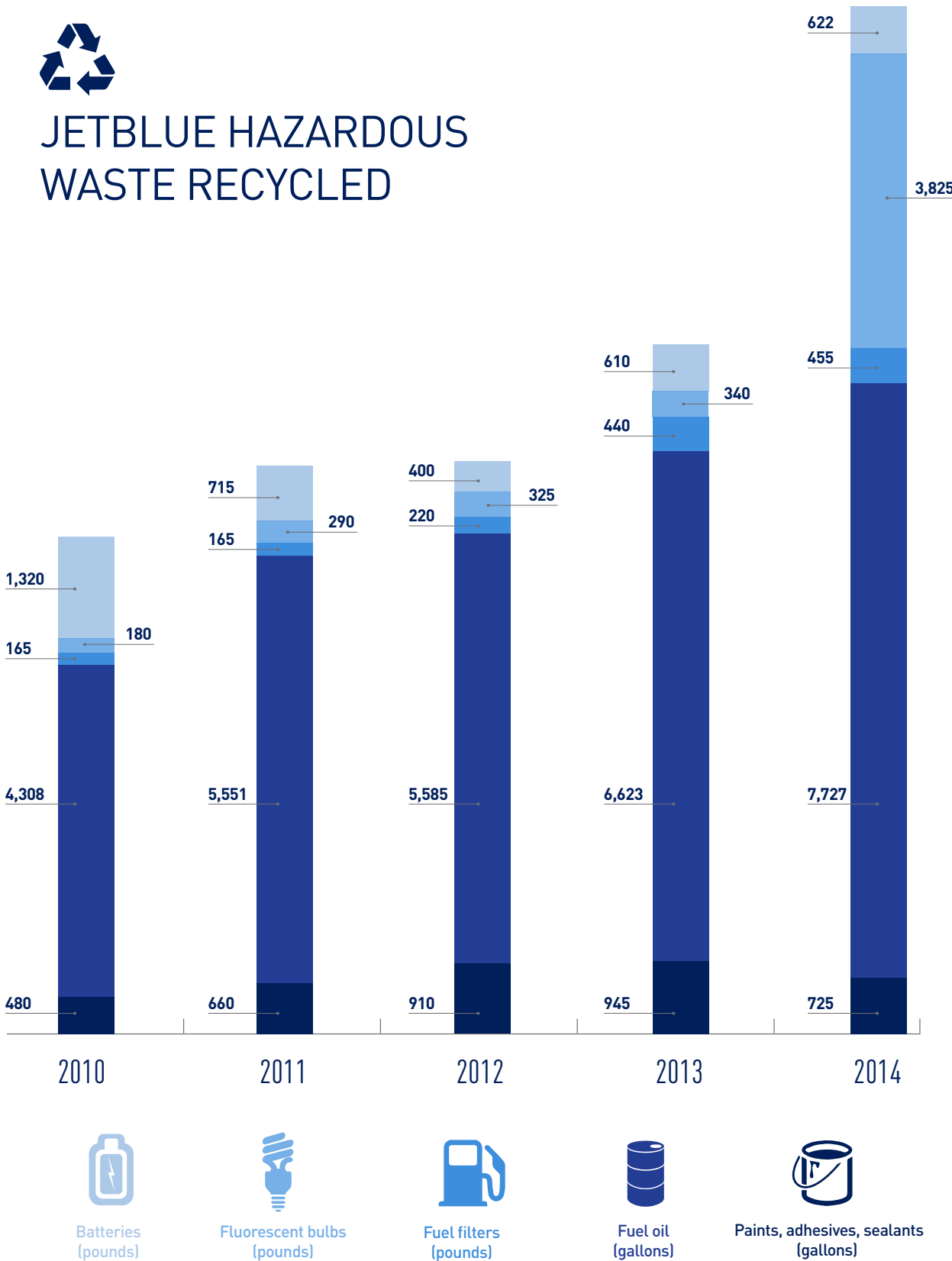
While no fuel incident is desirable, on average one A320 holds 7,000 gallons, helping to put into perspective 76 gallons.

MANAGING HAZARDOUS WASTE

Wherever possible, we try to recycle our waste (see page 71) – including spent jet fuel and oil and other materials (see table). A small amount of our industrial waste – mostly from specialized aircraft maintenance – needs to be disposed of as hazardous waste. We follow stringent storage, record-keeping and disposal requirements with these.



JETBLUE HAZARDOUS WASTE RECYCLED



## CAN'T GO WRONG WITH A BILL OF RIGHTS

Customers expect to be treated well when things go wrong as well as when they go right. That's why we let people know in advance exactly what they're entitled to if unexpected events cause travel delays and disruptions. Our **Customer Bill of Rights** explains simply and clearly what travelers can expect from us in terms of notifications, alternative arrangements and compensation in the event of delays, cancellations or other unplanned occurrences.

In the air and on the ground, each crewmember's main purpose is to provide the best JetBlue experience possible (see Passion, page 56). For example, we expect our 2,100 telephone customer support crewmembers to resolve issues on the first call. To make this happen, we empower crewmembers to consider each customer's needs individually and to make decisions that go above and beyond our policies when necessary. It isn't an easy job, and relevant crewmembers attend frequent training to help them think about meeting customer needs. Those that do so exceptionally well are celebrated as role models by receiving our Blue Heroes awards.



“You should be proud to have an employee like Gilly representing you. I have been flying JetBlue since your third month of existence. Gilly helped me with my reservation today. Because of my disability, I was not able to book a seat online. I followed the instruction to call JetBlue. Gilly was the most pleasant and competent person I have ever dealt with at JetBlue.”

JetBlue Customer

## CONFLICT MINERALS

TV service on our flights is important to our customers. Televisions require certain rare minerals that are mined in specific locations, some of which have become known as conflict mineral zones. These zones are African regions where mining companies engage in unacceptable human rights atrocities such as slave and child labor and are linked to brutal warfare. At JetBlue, we are determined that our supply chain will not support acts like these by purchasing conflict minerals. **WE FOLLOW A FIVE-STEP PROCESS TO AVOID HAVING CONFLICT MINERALS IN ANY COMPONENT OF OUR TVS, WHICH INCLUDES:**

1. Assigning a dedicated team to investigate our supply-chain.
2. Developing a conflict minerals policy compatible with other aspects of supplier conduct assessments and reporting.
3. Identifying and assessing risk in the supply chain.
4. Designing and implementing a strategy to respond to identified risks.
5. Reporting annually on supply chain due diligence and outcomes.

In 2013, we began a thorough audit of our TV manufacturing supply chain to identify any areas where conflict minerals may be present and find alternative sources if necessary. This audit included requiring our suppliers to inform us if they were buying any gold, tantalum, tungsten or tin from the Democratic Republic of Congo or a neighboring country.

In June 2014, we sold our LiveTV subsidiary, which manufactured the TVs for our planes. However, we will still be using LiveTV as our supplier, and requiring them to demonstrate that they source minerals from conflict-free smelters.



Travel is a **PASSION**. Our enthusiasm for what we do makes our work worthwhile and our business thrive. We have (at least) three types of passion:

- **PASSION FOR CUSTOMERS:** We make our passion contagious, put smiles on our customers’ faces and keep them coming back.
- **PASSION FOR THE NATURAL ENVIRONMENT:** Natural beauty inspires travel and our routes connect customers to it. It’s in everyone’s interest to keep destinations beautiful. That’s why we take a hands-on approach to addressing environmental concerns such as greenhouse gases, pollution and waste. We want to help make sure that future generations can also enjoy the special places we travel to now.
- **PASSION FOR COMMUNITIES:** Community is critical to our social license to operate. We deepen our relationships within these communities and make a positive impact.

## CUSTOMERS

Inspiring humanity means making every customer experience exceptional. We do this by treating each customer with respect, upholding our Customer Bill of Rights and providing exceptional inflight service.

### THE JETBLUE CUSTOMER EXPERIENCE

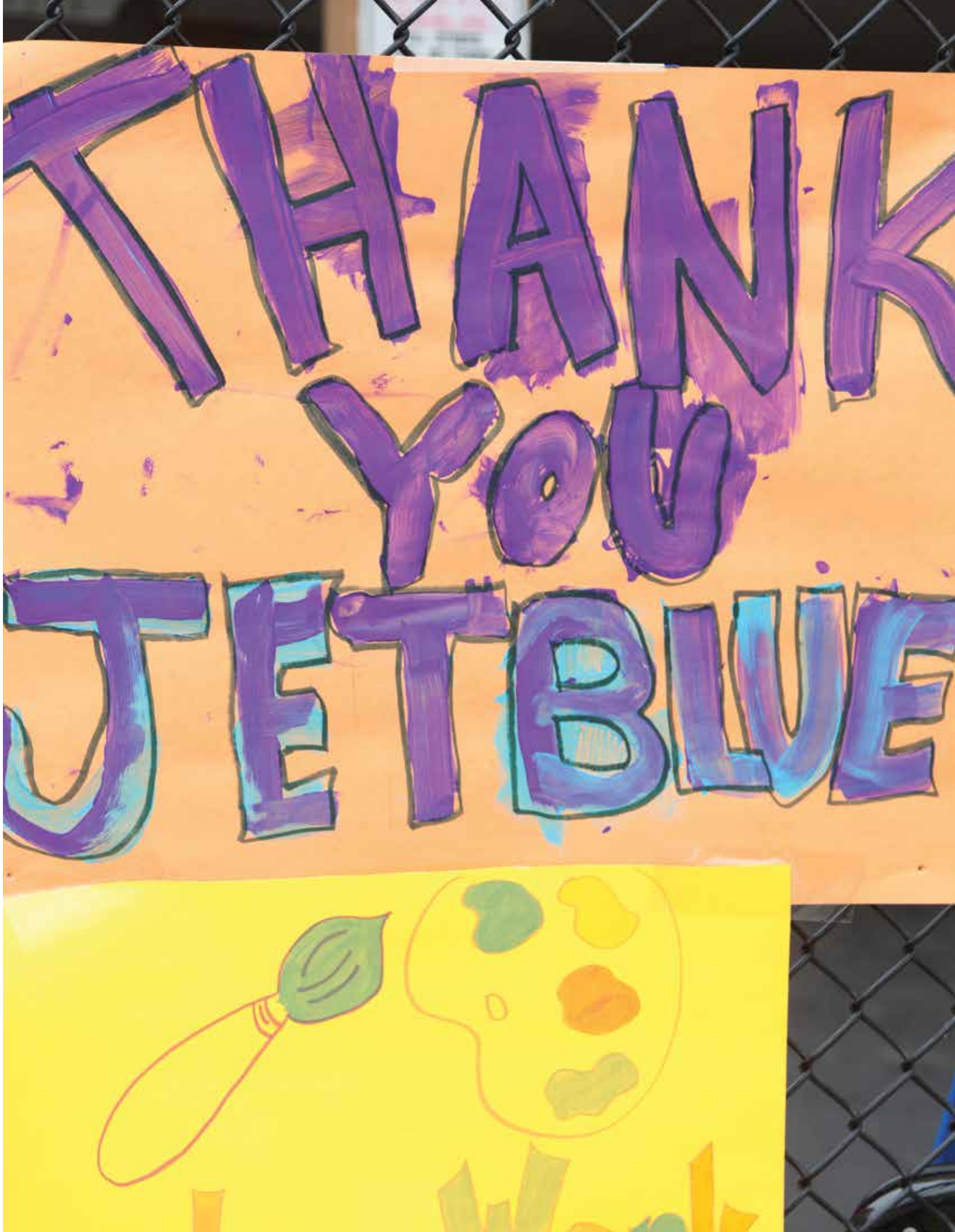
Our reputation for exceptional service is earned every day, through each customer interaction. We call this the “JetBlue Experience” and crewmembers deliver it through culture, products and services. Playing games with customers by using hidden fees is not a smart way to do business. We provide free snacks and beverages and offer DirecTV and XM Satellite Radio on all flights in the continental United States. In 2014, we installed Fly-Fi, our free high-speed Wi-Fi system, in more than 140 of our planes.

Traveling doesn’t have to involve fun-but-not-good-for-you food. We have a variety of healthy food choices including vegetarian, kosher, gluten-free and allergen-friendly nut-free options in our

EatUp boxes. We like to support local food producers and have partnered with GrowNYC and Ronnybrook Farms in New York to source fresh options like yogurt. To learn more about our efforts to support local, socially responsible food and drink producers, see Food for Thought. We also don’t think legroom should be a rare indulgence. That’s why we offer the most legroom in coach of any airline<sup>1</sup>.

It’s important for our customers to know exactly what they can expect from us. Unforeseen events and travel delays do occur and our Customer Bill of Rights spells out the protections we offer during delays, cancellations and other unplanned events. See Integrity, page 52, for more information.

<sup>1</sup> Most legroom in coach based on avg. fleet-wide seat pitch of U.S. airlines.



#MINTHUNT

We were so excited about our new service between San Francisco and New York (JFK), that we gave away an entire plane's worth of free trips through a scavenger hunt. Check out customer reactions to the #MintHunt!



BLUE HEROES TO THE RESCUE

We think it's important to recognize actions that exemplify our customer-first culture. That's why we acknowledge the team members who display exceptional passion on the job. We call them our Blue Heroes and here are their stories.



Customer Satisfaction:  
A Decade on Top

As a result of living our values, for ten consecutive years, we have been ranked Highest in Customer Satisfaction among Low-Cost Carriers in North America by J.D. Power and Associates.

More than 16,000 crewmembers and countless customers made this distinction possible. This award goes on a tour around our locations to acknowledge the contributions made by crewmembers. Crewmember-award selfies abound.



My 5 yr old knows whatsapp. Heard him telling someone “@otherairline doesn’t care about people so we fly @jetblue now!” #truth



@JetBlue Thanks for the gifts! Arrived today and he loved them. Your timing couldn’t have been better - he turned 6 today! #jetbluerocks



**Customer** Dear JetBlue: Thank you for getting me home tonight...We were delayed in Houston due to weather...and five people, myself included, were likely to miss my connection. I was so sure of that I switched to a Monday (later) direct flight...and was walking out [of the airport] when ground crew CAME AND FOUND ME to tell me that JFK was holding the connection for us! Let me repeat – they didn’t page me, or just say oh well she’s gone – FOUND ME – IN PERSON! She helped me back upstairs...a manager met me and helped me rush back to the plane that was waiting – on ME! I have been left stranded by so many airlines when far more than 5 people were missing their next flight. Bravo JetBlue. Bravo! We may be late – but we are home! And, let me also say – your ground crew at Hobby – an amazing group!! (As were your inflight crews as well).

CUSTOMER SATISFACTION

We closely track customer satisfaction through post-flight email surveys, customer phone calls and emails, social media and feedback from crewmembers. In 2014, we received feedback from more than 1 million customers. We also benchmark our internal measures alongside external sources such as the Satmetrix Net Promoter Airline Study®. This study is a standard benchmark used across the industry to compare the percentage

of customers who would or would not recommend us to a friend. Typically, airline industry Net Promoter Scores (NPS) range from slightly negative to the upper 60s in a -100 to +100 scale. The industry average is +26 and any score above +50 is considered outstanding. In 2014, we measured a NPS of +66.1, which is slightly above our target of +65.2.

"I just wanted to say we've had an incredibly difficult time since our daughter was killed in 2012 at Sandy Hook Elementary School. We've done a lot of traveling since her death - working in her name. And every experience with JetBlue, from the phone support to the inflight crew and pilots, has been amazing. There is a courtesy level with JetBlue that is unmatched by any other airline we have flown. Just wanted to say how important customer service is. Every traveler may not have our story, but every traveler has a story. Flying with an airline with a deep respect for customers may be the silver lining in someone's dreary day. It has been ours. Thank you for [your] kindness and generosity."

JetBlue Customer

## A VERY SPECIAL VALENTINE

Flying roundtrip can be exhausting for anyone, so when crewmembers stepped in to lend a hand to our customer on Valentine's Day 2014, our hearts melted even more than usual.



The customer was traveling with her son and father between Washington, D.C. and Boston for a busy day of medical appointments for her 13-year old son, who has multiple disabilities. With travel delays and an inaccessible family restroom making the long trip home even more of a challenge, three JetBlue crewmembers took her and her family under their wings and helped them get home smoothly.

"All three of you made a lasting impression on me, and I will forever be grateful. You could have easily walked past me like everyone else did, but you chose to stop."

"The most frustrating experience turned into the most positive one," this mom wrote of her experience with the crewmembers who pitched in.

The crewmembers even went so far as to follow up with her more than 6 months later when her son's next appointment was scheduled to assure her that arrangements had been made for them. "I want to make sure you and your colleagues know what a difference you made in my life."

Nothing makes us feel the love more than when our customers share their crewmember experiences with others. Click [here](#) to read the full story on **TheMighty.com**.



### HAPPY TRAVEL DAY

We turned our baggage claim into a prize carousel on Thanksgiving to turn the busiest travel day of the year into the happiest.



### FLIGHT ETIQUETTE

It's difficult to have a great flight if your neighbors don't practice good "flight etiquette." We thought a little humor could go a long way in getting customers to think about how their actions affect other passengers.

### CUSTOMER ACCESSIBILITY

We provide caring customer service to people with disabilities. JetBlue receives an average of more than 2,000 requests for special services every day. Important accommodation information is sent to customers ahead of their flights through emails with detailed instructions. The Special Service Requests codes advise airports 24 hours in advance of customers' special needs. Customer Support also oversees an Air Carrier Access Act Helpline [1-855-ADALINE] that customers can call for information and assistance.

**JetBlue's Disability Task Force** meets throughout the year to develop programs on customer accessibility needs. Customers with disabilities and advocacy groups are often invited to Task Force Meetings to add real life perspective. In 2014, we launched

new webpage content to make information on accessibility more easily obtainable by our customers with special needs.

In 2014, JetBlue added over 150 new Complaint Resolution Officials to the operation bringing the total to over 900. They are the eyes and ears in the operation for disability compliance and their reports help identify areas of improvement.

A level of awareness and knowledge of how best to assist customers with disabilities continues to grow. The NPS score for customers with disabilities was 8 points higher than all other JetBlue customers. **WE ARE PROUD TO SEE OUR EFFORTS AND CREWMEMBERS' PASSION BRINGING OUR VALUES TO THE LIVES OF THESE CUSTOMERS.**



### FOOD FOR THOUGHT

Nothing is quite like a home-cooked meal. As New York's Hometown Airline™, we are committed to serving New York-based food and beverages, even at cruising altitude. This year, we were proud to feature quinoa and kale salads, fresh fruit and vegetables, Blue Marble Ice Cream (Brooklyn's only certified organic ice cream brand) and Mah-Ze-Dahr Bakery in Mint service on select flights. For thirsty customers (21 and older), we now offer Brooklyn Brewery beer from our hometown.

In 2014, we also continued our partnership with Ronnybrook Farms in the Hudson Valley as part of our Fresh Foods program. This family farm is known for its longstanding sustainable and humane dairy farming practices, and JetBlue customers can enjoy their natural yogurt smoothies.

### A Taste of New York State

As New York's Hometown Airline™, we think it's important to support businesses in our city and state. In 2014, JetBlue partnered with I Love NY, Taste NY and Empire State Development for an event at JFK's Terminal 5 that offered customers complimentary wine, spirits, beer tastings and cheese and meat boards from across the Empire State.

### CERTIFIED ORGANIC ICE CREAM



BLUE HORIZONS FOR AUTISM

For many of us, our most precious childhood memories are made on family vacations. Yet, the experience of travel can be particularly stressful for children with autism and their families. That is why we continue to partner with Autism Speaks for the annual Blue Horizons for Autism airport rehearsal event. In September 2014, we hosted more than 250 families and individuals affected by autism at JFK so they could practice air travel simulations in a realistic environment. The event begins with check-ins, security screenings and plane boarding. Crewmembers then lead families through pre-takeoff procedures and taxi the jet around the jet-way before disembarking.

Behavioral therapists are on hand throughout the day, and crewmembers receive training from Autism Speaks in advance of the event. We also supported Autism Speaks to develop [ADVENTURES WITH AUTISM: THE AIRPORT EXPERIENCE](#), a guide to help families practice and prepare for travel.

jetBlue®  
BLUE HORIZONS



FLYING IT FORWARD

In 2014, we launched **Flying It Forward**, an idea inspired by our passionate crewmembers and carried forward by our customers. The program works by passing one plane ticket along on a continuous journey to make meaningful impacts on people’s lives. The program awards a flight to one deserving individual. Once his or her trip is completed, that flier then passes the opportunity on to another deserving traveler, creating a continuous chain of goodwill.



IF YOU WERE GIVEN ONE FLIGHT  
TO SPREAD GOOD,  
WHERE WOULD YOU GO?

Teena Katz was one of the first recipients of the program. For her, “traveling means getting back to normal” after being injured in a subway accident that required months in the hospital, 12 surgeries and a readjustment to life with prosthetic legs. Teena was nominated by a JetBlue crewmember and through the Flying it Forward program she chose to fly to Seattle, a city known for its handicap accessible activities and sites. “I hope that my traveling will make it less scary for those in a similar situation,” states Teena. “It’s also an honor to be able to pass my nomination on to somebody else.” Our Flying It Forward website documents each recipient’s story and encourages the public to share their own nominations. Winners are announced every other week on the site.

REDUCING OUR CLIMATE IMPACT

Airlines, like all other fossil fuel-based transport, release carbon dioxide (CO<sub>2</sub>), a greenhouse gas (GHG) that traps heat in the atmosphere. We work very hard to save fuel and minimize our impact.

CLIMATE CHANGE AND AVIATION

Science tells us that some variation in climate is normal, but it’s been widely reported that the rate in which we are experiencing change is not. Greenhouse gases trap heat from the sun into the atmosphere, which for millions of years, have helped maintain a warm habitable temperature for Earth. Yet, as additional greenhouse gases enter the atmosphere, more of the sun’s heat gets trapped increasing the temperature on the planet.

Every time people burn a fossil fuel for energy, such as jet fuel, GHGs are released. An unpredictable climate may mean changing weather patterns and events. Such changes not only harm our communities but can also interfere with our operations by disrupting flight schedules and threatening our physical infrastructure.

SHRINKING OUR CARBON FOOTPRINT

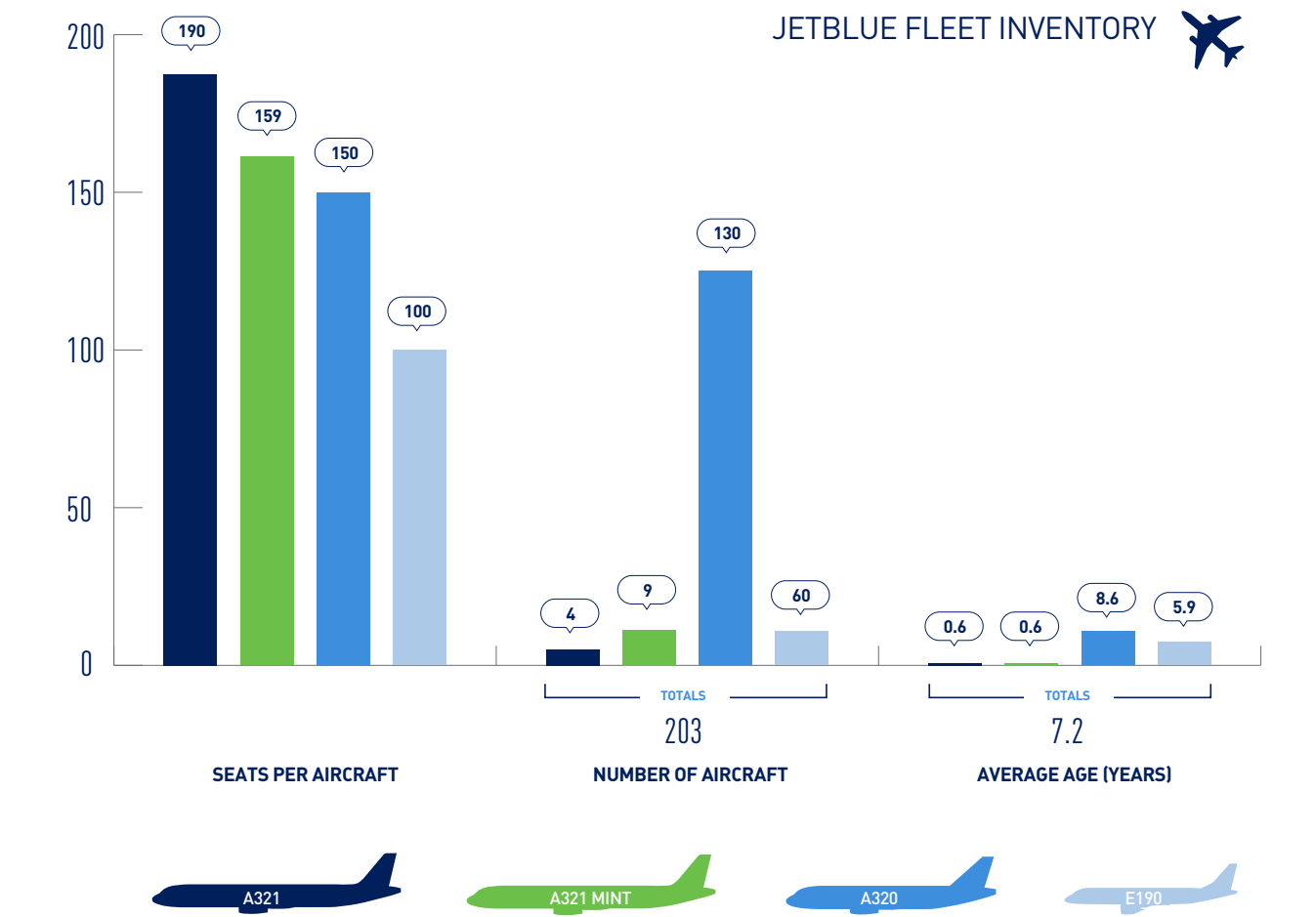
Our approach to reducing GHG emissions is to make key investments to improve technology and make our infrastructure and operations more efficient.

FIT FLEET

This effort starts with our fleet, which is already one of the youngest and most efficient in the industry. Additionally, we’ve worked in partnership with Airbus to retrofit older models to improve their fuel efficiency. Over the next several years, we will introduce even more fuel-efficient options. Beginning in 2015, we plan to retrofit our entire A320 fleet with Sharklets - curved extensions to airplane wings that improve aerodynamics. This

change will in turn boost fuel efficiency by around 3 percent on long-haul flights. We’ve also ordered 70 new engine option (NEO) aircraft from Airbus. The more efficient design of these aircraft will increase our fuel efficiency per flight by upwards of 15 percent. We have 25 A320NEOs on order that will begin arriving in 2020, and 45 A321NEOs that will join the fleet starting in 2018.





FUEL IS EVERYONE’S BUSINESS

To meet our goals we need everyone at JetBlue to be passionate about saving fuel. To make this possible, we started “Fuel is Everyone’s Business” in 2014, and we’re already seeing a shift in the way we purchase, consume and track fuel. In 2014 alone, crewmembers and leaders across JetBlue implemented more than half a dozen trials and new procedures that have added up to more than \$2.5 million in fuel savings.

For example, our engines consume up to 12.7 pounds of fuel per minute, so idling them for longer than needed creates unnecessary waste. By working with crewmembers to adjust

idling times per flight, we can reduce fuel use by millions of pounds annually. To accomplish these reductions, our maintenance crews have increased their coordination with inflight crewmembers to immediately connect planes to ground power once they reach the gate.

To support the initiative, we hosted a conference on fuel savings in 2014 and brought in our most efficient pilots and flight dispatchers to discuss strategies to improve conservation. Presentations showcased opportunities to alter aircraft routing, descent times and fuel variation to reduce consumption.

NEXTGEN NAVIGATION

We are always looking to employ new technology to reduce fuel use and emissions. In 2012, we began using Next Generation (NextGen) navigation technology to improve flight efficiency and are thrilled by its rapid expansion. By using satellite information instead of radar, NextGen allows our planes to communicate their positions more accurately to each other and to air traffic controllers. In doing so, we can fly more direct routes and better optimize descending patterns and flight speeds to save fuel.

For example, beginning in 2014, the FAA estimates that airlines will save at least 2.5 million gallons of fuel and reduce their CO<sub>2</sub> emissions by at least 25,000 metric tons annually by using newly installed NextGen technology across the three Washington, D.C., metro airports.

In 2014, we took advantage of the technology to fly more direct routes across the Gulf of Mexico, saving an average of \$500 in fuel per flight. We have equipped 35 aircraft with this technology since 2012 and have seen an overall reduction in fuel costs by \$300,000.

NextGen also enhances the precision of runway approaches which improves the ability to land in poor weather, reduces noise, cuts flying times including ground delays and helps save fuel. **Per flight, NextGen technology saves us about 18 gallons of fuel and 21 pounds of CO<sub>2</sub>.**

BARJR

In 2014, the FAA named a NextGen flight path after Dave Barger, our outgoing CEO at JetBlue. This extremely rare distinction honored Dave’s leadership in bringing the FAA together to move forward on NextGen technology. The specific landing approach, renamed “BARJR,” helps to save fuel and money and was designed and certified by JetBlue under Dave’s watch.



Saving Fuel in Boston

At Boston’s Logan Airport, we installed surface departure technology and displays in the FAA towers at the airport. This initiative will bring the triple benefit of improving our service offering and saving thousands of dollars in fuel for JetBlue and other carriers while reducing emissions.

TERMINAL 5 GROWS GREEN

In 2014, we opened an international extension to our world-class home at JFK’s Terminal 5. To complement the already environmentally friendly terminal, we incorporated reclaimed concrete for the base of the building, low volatile organic compound materials, low-flow water fixtures, water bottle-filling stations and time-of-day lighting controls.



LIGHTER FLIGHTS, LESS WATER

We use potable water on JetBlue fights to supply coffee and tea and to equip our lavatory sinks. On most flights, we arrive with plenty of water in reserve. We began a trial to examine the effects of carrying 25 percent less water. This action not only helps to save water, but also reduces the plane’s weight, which improves

efficiency and lowers emissions. As a result of this effort, we estimate an annual savings of 2.4 million gallons of water and 288,000 gallons of fuel across our A320 fleet. It became best-practice in December, 2014.

INVESTING IN OFFSETS

In addition to reducing our own emissions, we invest in GHG offsets to help reduce the impact of flying on the atmosphere. A GHG or “carbon” offset is a unit of carbon dioxide-equivalent that is reduced, avoided, or sequestered to compensate for emissions occurring elsewhere. In 2014, JetBlue offset more than 98.8 million pounds (about 44,800 metric tons) of CO<sub>2</sub> produced by crewmember business travel. Since the program began in 2008, we have offset more than **350 million pounds** (more than 158,000 metric tons) of CO<sub>2</sub>.

We also provided our customers with the option to offset their own carbon footprint with Carbonfund.org, a non-profit that supports renewable energy, energy efficiency and reforestation projects that reduce carbon dioxide emissions. We also promoted the opportunity through reservation emails to customers and the JetBlue website.

CELEBRATING SFO

This year, we launched a unique offset commitment to celebrate our new Mint flights between New York’s JFK Airport and San Francisco International Airport. For the entire year, we offset 28,674 metric tons of CO<sub>2</sub>, the equivalent of emissions generated by all our A321 flights between the two cities over 12 months.



SUPPORTING CLEAN ENERGY THROUGH OFFSETS

We fund carbon-reduction projects through Carbonfund.org as part of our carbon offset program. In 2014, we supported the Granger South Trans-Jordan Landfill in South Jordan, UT, to collect GHGs that would otherwise be released into the atmosphere. These include methane, whose global warming

potential is 21 times stronger than that of CO<sub>2</sub>. Granger Electric transports landfill-gas to its facilities and burns it in generators to create electricity. This process reduces the atmospheric warming potential of the gas while adding electricity to the grid. We also supported the Seneca Meadows Landfill Gas-to-Energy

Carbon Offset Project in Waterloo, NY, which mitigates climate change by capturing harmful GHGs and converting them into electricity.

Both projects brought clean energy to American homes while reducing greenhouse gases in the atmosphere.



TARGETS AND PERFORMANCE

Last year, our operations resulted in nearly 6.3 million metric tons of CO<sub>2</sub> equivalent (CO<sub>2</sub>e) emissions – carbon dioxide and other greenhouse gases.

To reduce our own carbon footprint and support reductions across the entire airline industry, we have adopted the International Air Transport Association targets for GHG emission reductions. Our focus is to cut carbon emissions

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

TRACKING PROGRESS

Making sure we stay on course to meet our targets requires accurate tracking of the emissions released by our aircraft and operations. We perform this task by using current conversion factors from the Climate Registry, a leading international standard for GHG accounting.

Our emission totals take into account all significant GHGs as CO<sub>2</sub>e. Conversions are based on the potential of each gas to trap

heat in the atmosphere and the length of time it will persist. For example, methane has roughly 21 times the global warming potential of CO<sub>2</sub>.

We determine emissions based on fuel consumption from planes and ground transportation as well as indirect emissions from electricity usage in our leased facilities. We group our emissions by standard Scope 1 and Scope 2 boundaries.

**SCOPE 1**

Emissions we directly produce, such as from the combustion of fuel in our planes or ground transportation equipment. Roughly 99 percent of our calculated GHG emissions come from jet fuel combustion.

**SCOPE 2**

Indirect emissions, such as from purchased electricity at our facilities. Since 2012, we have calculated Scope 2 emissions from three sites - JFK International Airport Terminal 5, the JFK Maintenance Hangar and Provisioning Warehouse and the Orlando Support Center.

PERFORMANCE AGAINST TARGETS

| TARGETS                                                                                                                                                                    | JETBLUE PERFORMANCE                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
|  Improve fuel efficiency by an average of 1.5 percent per year from 2009 to 2020          | 2.2 percent average annual efficiency improvement since 2009*                                                         |
|  Cap aviation CO <sub>2</sub> emissions in 2020 (post-2020 growth must be carbon neutral) | JetBlue is committed to meeting cap                                                                                   |
|  Reduce CO <sub>2</sub> emissions by 50 percent by 2050, relative to 2005 levels          | 110 percent increase in Scope 1 and 2 CO <sub>2</sub> e emissions to date (reductions slated to begin after 2020 cap) |

\*Calculated using Scope 1 CO<sub>2</sub>e emissions as a proxy for fuel consumption.

JETBLUE GHG EMISSIONS INVENTORY

| YEAR | SCOPE 1<br>DIRECT EMISSIONS<br>(METRIC TONS CO <sub>2</sub> ) | SCOPE 1<br>DIRECT EMISSIONS<br>(METRIC TONS CO <sub>2</sub> e) | SCOPE 2<br>INDIRECT EMISSIONS<br>(METRIC TONS CO <sub>2</sub> e) | TOTAL<br>EMISSIONS<br>(METRIC TONS CO <sub>2</sub> e) |
|------|---------------------------------------------------------------|----------------------------------------------------------------|------------------------------------------------------------------|-------------------------------------------------------|
| 2010 | 4,743,139                                                     | 4,789,889                                                      |                                                                  | 4,789,889                                             |
| 2011 | 5,119,137                                                     | 5,169,594                                                      |                                                                  | 5,169,594                                             |
| 2012 | 5,490,503                                                     | 5,544,620                                                      | 28,689                                                           | 5,573,309                                             |
| 2013 | 5,904,369                                                     | 5,962,554                                                      | 26,283                                                           | 5,988,837                                             |
| 2014 | 6,231,275                                                     | 6,292,684                                                      | 26,313                                                           | 6,318,997                                             |

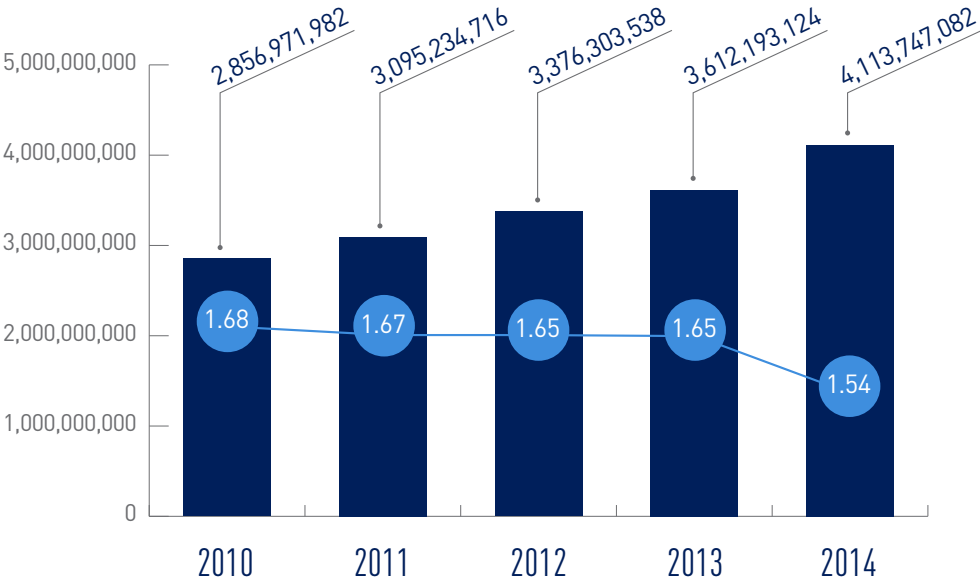
GHG EMISSIONS INTENSITY RATIO

Since absolute emissions only tell part of the story, we also normalize our emissions based on the volume of customers and cargo we transport, which allows us to better understand how efficiently we are using energy. Since 2010, our operations have become increasingly efficient, which has pushed the emissions intensity ratio down by nearly 8.4 percent.



METRIC TONS CO<sub>2</sub>E  
PER 1,000 REVENUE  
TON MILES\*

■ REVENUE TON MILES (RTM)  
● GHG EMISSIONS/RTM  
(Metric tons CO<sub>2</sub>e/1,000 RTM)



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

A CYCLE OF REDUCING WASTE

Making a mess is bad for people and business, especially the beautiful, natural destinations we call our BlueCities. That’s why we put so much energy into reusing and recycling materials.

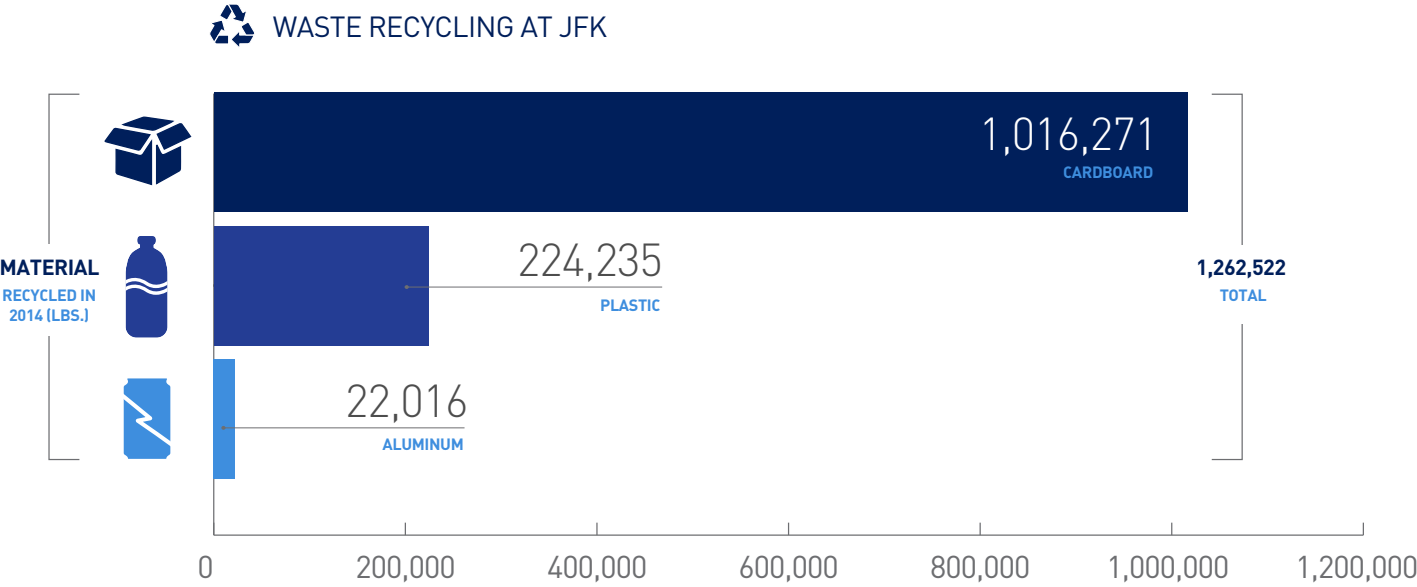
ONBOARD RECYCLING

Materials such as cans, bottles and paper waste are valuable commodities that should be used in new products, not dumped in landfills, so recycling is a big focus for JetBlue. What began as a grassroots effort by crewmembers in Long Beach Airport in California a decade ago has expanded into a massive undertaking across the organization. It now includes enhancing capacity for recycling processes in more than 50 of our domestic airports and bringing new recycling infrastructure to airports where no pre-existing systems existed.



With new systems in place, we have begun to measure our progress. During the first six months of 2014, we gathered data from more than 10,000 domestic flights and determined that we have a recycling-adoption success rate of approximately 84 percent. In JFK alone, we recycled a total of 1,262,522 pounds of cardboard, plastic and aluminum in 2014 that would have otherwise ended up in landfills.





RECYCLING IN ANY WAY, SHAPE OR (UNI)FORM

Each year, approximately 11 million tons of textiles are dumped into landfills in the United States alone. As they decompose, they release the harmful greenhouse gas methane and can leach dyes and chemicals into the soil. To prevent this, we began to collect old uniforms from our crewmembers in 2014 to be reused or recycled into something new.

This year, we collected 37,000 pounds of clothing from crewmembers, the equivalent of 98,666 t-shirts by weight. Approximately 11,538 pounds of the clothing was donated to nonprofits and given a new life while 25,462 pounds were recycled.

We worked with Planet Aid, a nonprofit that sends items acceptable for donation to countries with a high demand.



Clothing that is too worn to be reused is recycled into new products. For example, shirts can be turned into new fabric, pants into insulation and shoes into paving materials.

COMPOSTING

Most airport terminals send valuable food scraps to landfills every day. Composting food scraps not only reduces the amount of waste that goes to landfills but also decreases the production of GHGs and creates rich fertilizer for farms.

We partner with Air Ventures, HMS Host and Royal Waste Services to compost food waste from select restaurants in JetBlue’s Terminal 5 (T5) at JFK. Air Ventures, the franchisee that operates Jamba Juice and Dunkin’ Donuts, and HMS Host, the franchisee that operates Starbucks, coordinate with Royal Waste

Services to haul more than 350 pounds of food waste each day to be composted.

Compost from T5 is then used as fertilizer by local farms including McEnroe Organic Farm, an 800-acre farm in upstate New York that produces organic fruits, vegetables and meats. In 2014, we collected approximately 96,000 pounds of food waste. In 2015, we plan to extend this partnership to other vendors in JFK’s T5 and airports throughout the JetBlue network.

WATER

Recent droughts in California have reinforced the essential nature of water for human life, ecosystems and business. We optimize our operations to reduce water and take water efficiency into consideration before purchasing products. We want to raise awareness and target opportunities to increase our water efficiency.

 JETBLUE WATER USAGE AT OWNED FACILITIES

| FACILITY                                                                                      | 2012 (Gallons) | 2013 (Gallons) | 2014 (Gallons) |
|-----------------------------------------------------------------------------------------------|----------------|----------------|----------------|
| John F. Kennedy International Airport Terminal 5                                              | 63,078,092     | 71,473,644     | 79,665,740     |
| John F. Kennedy International Airport Maintenance Hangar and Provisioning/Materials Warehouse | 912,560        | 1,076,372      | 758,472        |
| Orlando Support Center                                                                        | 670,000        | 918,000        | 1,294,000      |
| Orlando International Airport Maintenance Hangar                                              | 260,000        | 226,000        | 131,000        |
| TOTAL WATER USED                                                                              | 64,920,652     | 73,694,016     | 81,849,212     |

PROTECTING OCEANS, PROTECTING BUSINESS

Approximately one-third of our flights go to or from the Caribbean, often from coastal cities like New York or Boston. Protecting oceans is not only important to our customers and crewmembers, but also to our long-term success. [QUITE SIMPLY, HEALTHY OCEANS ARE VITAL TO JETBLUE’S BUSINESS.](#)

Our thinking has shifted in recent years, and we have begun viewing all customers who fly to and from the Caribbean as eco-tourists in some capacity. The numbers speak for themselves. People are willing to pay more to go on vacation to places with white beaches and turquoise oceans.

Oceans bring a lot of value to our customers and to JetBlue, and we are beginning to track this with the help of The Ocean Foundation. We are working to statistically link revenue that is related to clean and healthy ecosystems per Caribbean route using a metric we call Revenue per Available Seat Mile (RASM). Through our research, we’ve observed a negative correlation between RASM and trash volume and a positive correlation between water quality and mangrove health with RASM. In short, our analysis showed that ecosystem health is linked to JetBlue’s profitability. Our goal is to increase interest and participation to protect the ecosystems we rely on. **A full report is available here.**



ONE THING THAT’S GREEN

In 2008, we launched the One Thing That’s Green program to encourage customers, crewmembers and the public to change one small behavior to make the planet greener. In every year since, we have encouraged the public to volunteer in their communities through tree-planting and beautification projects. In 2014, we launched a contest asking customers to vote for the

BlueCity where they wanted JetBlue to build a green space. The City of Hartford won with more than 40,000 votes, and in 2015, JetBlue will build a sustainable green space for the city. Under the One Thing That’s Green campaign, JetBlue has planted approximately [3,500 TREES.](#)

SUPPORTING BLUE CITIES

We belong to the communities we serve and we invest in them with passion. Our community efforts are focused on 87 BlueCities where we fly in the United States, Caribbean and Latin America. For more information on how crewmembers give back in BlueCities, see Caring, page 37.

JETBLUE FOUNDATION

We are making aviation careers accessible to those who share our passion. Through the JetBlue Foundation, we fund aviation-related and STEM (science, technology, engineering and math) education to support advancement in the industry by placing aviation as a top-of-mind career choice for students. Founded in 2013, the JetBlue Foundation is the first airline foundation to focus solely on supporting aviation-related education.



[Click here for a video about the JetBlue Foundation’s support of the Cradle of Aviation Museum.](#)

FLYING AT CAMP

The JetBlue Foundation partnered with the Organization of Black Aerospace Professionals for their annual Aviation Career Education Academy initiative to increase awareness of aviation-related careers among students from underserved areas.



In 2013, the JetBlue Foundation began with an investment of \$100,000 by JetBlue. The Foundation is legally independent from JetBlue, but company sponsored. Its Board of Directors and Advisory Committee comprise JetBlue crewmembers. In 2014, the JetBlue Foundation provided three \$25,000 grants to schools and educational initiatives that provide STEM and aviation-related programs geared toward underserved groups and communities. The Foundation will also provide support and special consultation to four developing programs to help them expand on fledgling aviation-focused initiatives.

We support programs in the following areas of study:

- FLIGHT TECHNOLOGY, ENGINEERING, OPERATIONS OR MAINTENANCE
- ENVIRONMENTAL SUSTAINABILITY
- WOMEN, VETERANS OR MINORITY GROUPS IN AVIATION

2014 FOUNDATION GRANTS

In 2014, we awarded \$25,000 in grant funding to each of the following nonprofits:

ORGANIZATION OF BLACK AERONAUTICAL PROFESSIONS (OBAP), CHICAGO: **Founded in 1976, OBAP’s mission is to enhance, advance and promote educational opportunities in aviation and aerospace and to develop and mentor youth. OBAP will use this grant money to provide underserved youth with exposure to careers in aviation. The goal is to inspire 14-18 year old students to pursue aviation careers.**

UTAH VALLEY UNIVERSITY, OREM, UT: **The mission of Utah Valley University’s (UVU) Aviation Sciences is to provide a stellar educational experience that prepares students for**

**successful careers and promotes responsible citizenship in a global aviation environment. The grant provided by the JetBlue Foundation will fund an Airline Dispatcher certification program, an Unmanned Aerial Vehicle (UAV) qualification program and a Flight Attendant training module.**

WINGS OF EAGLES DISCOVERY CENTER, ELMIRA, NY: **The Wings of Eagles Discovery Center (WEDC) serves as a regional STEM facility available in person or virtually. The JetBlue Foundation grant will help with construction costs for an interactive STEM classroom as well as field trips for area students to the completed NIFA-JetBlue Science-on-a-sphere room. The grant will also be used to create curriculum for a lab focused on creating renewable jet fuels from algae.**



A HOLE-IN-ONE FOR CHARITY

To support investment in our community priority areas, we host the airline’s annual Swing for Good Golf Classic fundraiser that brings approximately 180 JetBlue business partners and crewmembers together to raise funds at Bethpage State Park in Long Island, NY. In 2014, the fundraiser brought in \$600,000, for three nonprofit organizations - DoSomething.org, City Year and the JetBlue Foundation. Since starting this tradition in 2008, we have raised more than \$2.1 million for our partners.



YOUTH EDUCATION

At JetBlue, we are passionate about inspiring the next generation of JetBlue crewmembers to let their imaginations soar. To help accomplish this, we partner with nonprofits to create award-winning literacy programs.

THIS IS ONE FOR THE BOOKS

For the past four years, we have been helping children bring their imaginations to new heights through Soar with Reading. This year, we partnered with Mary Pope Osborne, the Random House Children’s Books and Magic Tree House author, and actress Victoria Justice to encourage reading and help get books in the hands of more children. Since the program’s inception, we have worked with our partners to donate more than \$1,250,000 worth of books to kids in need.

In 2014, we distributed more than 23,000 books in 30 of our BlueCities. Through our First Book program celebrating events around Martin Luther King Day, Black History Month and Women’s History Month, local education groups received more than 13,000 books valued at more than \$105,000. This year, we also launched programs in four new cities including Savannah, GA; Port of Spain, Republic of Trinidad; Detroit, MI; and Curaçao,

Curaçao. In total, we donated 2,000 books. Since beginning our partnership, First Book has distributed more than 433,000 books thanks to JetBlue’s support. Learn more about JetBlue’s work with First Book in Detroit, MI in this video.





SUPPORTING THE NEXT GENERATION OF LEARNERS

Children who are passionate about airplanes and aviation should have opportunities to pursue their dreams. That is why we strongly support STEM education programs for youth.

Our outgoing CEO, Dave Barger, is currently a Board Member and former Chair of PENCIL, a nonprofit that works with public school administrators and businesses to increase educational outcomes for students. Other JetBlue executives also work with four New York schools through PENCIL Partnerships.



SUPPORTING ART AND STEM EDUCATION IN NEW YORK

JetBlue is a proud supporter of Materials for the Arts (MFTA), a premiere reuse center in New York City that supports arts programming in public schools. In 2014, approximately 1,300 students participated in MFTA’s fall workshops focused on STEM curriculum. Students made birdhouses, masks and puppets out of recycled materials through project-based learning activities. With JetBlue’s support, MFTA also offered five professional development classes for public school educators including classes focused on integrating STEM education into project-based learning.

LOCAL COMMUNITIES

We partner with and raise funds for nonprofit organizations that are making the difference in our communities.

COMMUNITY PLAY

Children deserve safe places to play in their communities. Sadly, many children across the United States don’t have that chance. Since 2006, we have worked with KaBOOM!, a national nonprofit, to build 20 playgrounds across the United States and Puerto Rico, reaching more than 40,000 children by providing safe places to play.

Watch crewmembers build our 20th KaBOOM! playground with volunteers in Long Island, NY, here.



GET UP AND DO SOMETHING

JetBlue continues to partner with DoSomething.org, a nonprofit that empowers youth to get involved in causes that they are passionate about. As the national travel sponsor for DoSomething.org, JetBlue supports travel for staff and volunteers. In 2014, we donated 120 roundtrip tickets to the organization.

We also used our onboard resources to raise awareness for DoSomething.org’s 2014 Comeback Clothes campaign to encourage clothing recycling. Using our inflight TVs, we showcased the initiative which collected more than 341,000 pounds of clothing for recycling.

### Customers Give Back

Our customers call our BlueCities home too. Through our existing True Giving program, we have helped TrueBlue loyalty program customers donate TrueBlue points to nonprofits, especially for major events.

In December we launched our new Points Donation platform, allowing customers to directly donate their TrueBlue points to a select group of charities that correspond to our CSR pillars. During the 2014 holiday season, JetBlue announced a special campaign to match all TrueBlue points donated through the Points Donation platform, up to 1 million points. In total, JetBlue matched 669,128 points.

Visit the Points Donation platform at [JetBlue.com/donate](https://www.jetblue.com/donate).

| INDICATOR                                  |                                                                                                                                                                                                                                                                                                                                             | LOCATION                                                                                                                                                                        |
|--------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GENERAL STANDARD DISCLOSURES               |                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                 |
| STRATEGY AND ANALYSIS                      |                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                 |
| G4-1                                       | Statement from most senior decision maker.                                                                                                                                                                                                                                                                                                  | CEO Interview, page 8-9                                                                                                                                                         |
| G4-2                                       | Key impacts, risks and opportunities.                                                                                                                                                                                                                                                                                                       | Our Approach to Responsibility, page 5<br>Reducing Our Climate Impact, page 65<br>Shrinking our Carbon Footprint, page 65                                                       |
| ORGANIZATIONAL PROFILE                     |                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                 |
| G4-3                                       | Name of the organization.                                                                                                                                                                                                                                                                                                                   | JetBlue Airways Corporation                                                                                                                                                     |
| G4-4                                       | Primary brands, products and services.                                                                                                                                                                                                                                                                                                      | Form 10-K, page 1-13<br>JetBlue By the Numbers, page 6-7                                                                                                                        |
| G4-5                                       | Location of the organization’s headquarters.                                                                                                                                                                                                                                                                                                | 27-01 Queens Plaza North,<br>Long Island City, New York 11101                                                                                                                   |
| G4-6                                       | Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.                                                                                                                  | Form 10-K, page 1-4                                                                                                                                                             |
| G4-7                                       | Nature of ownership and legal form.                                                                                                                                                                                                                                                                                                         | Form 10-K                                                                                                                                                                       |
| G4-8                                       | Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).                                                                                                                                                                                                                                  | Form 10-K, page 1-4<br>Where We Jet: <a href="http://www.jetblue.com/wherewejet/">http://www.jetblue.com/wherewejet/</a>                                                        |
| G4-9                                       | Scale of organization.                                                                                                                                                                                                                                                                                                                      | Form 10-K, page 1-7                                                                                                                                                             |
| G4-10                                      | Total workforce by employment contract and gender.                                                                                                                                                                                                                                                                                          | The Face of JetBlue, page 28-29<br>Diversity and Inclusion, page 45                                                                                                             |
| G4-11                                      | Percentage of total employees covered by collective bargaining agreements.                                                                                                                                                                                                                                                                  | Not Reported                                                                                                                                                                    |
| G4-12                                      | Describe the organization’s supply chain.                                                                                                                                                                                                                                                                                                   | Supporting Business Partners, page 38-39                                                                                                                                        |
| G4-13                                      | Significant changes during the reporting period regarding the organization’s size, structure, ownership, or its supply chain.                                                                                                                                                                                                               | Form 10-K                                                                                                                                                                       |
| G4-14                                      | Whether and how the precautionary approach or principle is addressed by the organization.                                                                                                                                                                                                                                                   | JetBlue does not follow the precautionary approach.                                                                                                                             |
| G4-15                                      | Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.                                                                                                                                                                               | Using The Blue Review, page 5<br>Shrinking Our Carbon Footprint, page 65<br>Doing The Right Thing, page 42                                                                      |
| G4-16                                      | Memberships in associations (such as industry associations) and/or national/ international advocacy organizations in which the organization:<br>* Has positions in governance bodies;<br>* Participates in projects or committees;<br>* Provides substantive funding beyond routine membership dues; or<br>* Views membership as strategic. | Helping our Industry Soar, page 43<br>Partnering with The Federal Aviation Administration, page 13<br>Partnering with Law Enforcement, page 20                                  |
| IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES |                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                 |
| G4-17                                      | All entities included in the organization’s consolidated financial statements or equivalent documents and whether any of these entities is not covered by the report.                                                                                                                                                                       | Form 10-K, page 1<br>This report covers all entities included in JetBlue’s consolidated financial statements.                                                                   |
| G4-18                                      | Explain the process for defining the report content and the Aspect Boundaries and how the organization has implemented the Reporting Principles for Defining Report Content.                                                                                                                                                                | Based on Values, page 4                                                                                                                                                         |
| G4-19                                      | All the material Aspects identified in the process for defining report content.                                                                                                                                                                                                                                                             | Not Reported                                                                                                                                                                    |
| G4-20                                      | The Aspect Boundary within the organization for each material Aspect.                                                                                                                                                                                                                                                                       | Not Reported                                                                                                                                                                    |
| G4-21                                      | The Aspect Boundary outside the organization for each material Aspect.                                                                                                                                                                                                                                                                      | Not Reported                                                                                                                                                                    |
| G4-22                                      | The effect of any restatements of information provided in previous reports, and the reasons for such restatements.                                                                                                                                                                                                                          | Not Reported                                                                                                                                                                    |
| G4-23                                      | Significant changes from previous reporting periods in the Scope and Aspect Boundaries.                                                                                                                                                                                                                                                     | No significant changes since 2013, unless otherwise noted                                                                                                                       |
| STAKEHOLDER ENGAGEMENT                     |                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                 |
| G4-24                                      | A list of stakeholder groups engaged by the organization.                                                                                                                                                                                                                                                                                   | Not Reported                                                                                                                                                                    |
| G4-25                                      | The basis for identification and selection of stakeholders with whom to engage.                                                                                                                                                                                                                                                             | Not Reported                                                                                                                                                                    |
| G4-26                                      | The organization’s approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.                                                                                        | Hearing from Crewmembers, page 30-31<br>See Something, Say Something, page 17<br>Partnering with the Federal Aviation Administration, page 13<br>Customer Satisfaction, page 59 |

| G4-27          | Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. The stakeholder groups that raised each of the key topics and concerns.                                                                                                                                                                  | Not Reported                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| REPORT PROFILE |                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| G4-28          | Reporting period for information provided.                                                                                                                                                                                                                                                                                                                                                                                       | January 1, 2014 – December 31, 2014                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| G4-29          | Date of most recent previous report (if any).                                                                                                                                                                                                                                                                                                                                                                                    | 2013                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| G4-30          | Reporting cycle.                                                                                                                                                                                                                                                                                                                                                                                                                 | Annual                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| G4-31          | The contact point for questions regarding the report or its contents.                                                                                                                                                                                                                                                                                                                                                            | Sophia Leonora Mendelsohn<br>Head of Sustainability<br><a href="mailto:sustainability@jetblue.com">sustainability@jetblue.com</a>                                                                                                                                                                                                                                                                                                                                                    |
| G4-32          | Report the ‘in accordance’ option the organization has chosen; the GRI Content Index for the chosen option and the reference to the External Assurance Report, if the report has been externally assured.                                                                                                                                                                                                                        | This report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines.                                                                                                                                                                                                                                                                                                                                                            |
| G4-33          | The organization’s policy and current practice with regard to seeking external assurance for the report.                                                                                                                                                                                                                                                                                                                         | We do not currently pursue external assurance for this report.                                                                                                                                                                                                                                                                                                                                                                                                                       |
| GOVERNANCE     |                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| G4-34          | The governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.                                                                                                                                                                                                                        | Proxy Statement, page 14<br>Corporate Governance: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/management-team.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/management-team.aspx</a><br>Governance Documents: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a> |
| G4-35          | The process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.                                                                                                                                                                                                                                                                    | Proxy Statement, page 14<br>Governance Documents: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspxv">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspxv</a><br>Independent Oversight, page 43                                                                                                                                                                                      |
| G4-36          | Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.                                                                                                                                                                                                      | Independent Oversight, page 43                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| G4-37          | Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.                                                                                                                                                                                          | Corporation Governance Guidelines: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a>                                                                                                                                                                                                                                         |
| G4-38          | Report the composition of the highest governance body and its committees by: *Executive or non-executive, *Independence, *Tenure on the governance body, *Number of each individual’s other significant positions and commitments, and the nature of the commitments, *Gender, *Membership of under-represented social groups, *Competences relating to economic, environmental and social impacts, *Stakeholder representation. | Proxy Statement, page 10-14, 17-18                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| G4-39          | Whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization’s management and the reasons for this arrangement).                                                                                                                                                                                                                                       | Proxy Statement, page 14<br>Independent Oversight, page 43                                                                                                                                                                                                                                                                                                                                                                                                                           |
| G4-40          | The nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.                                                                                                                                                                                                                                                   | Proxy Statement, page 10-14                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| G4-41          | Processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders.                                                                                                                                                                                                                                                           | Code of Business Conduct: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a>                                                                                                                                                                                                                                                  |
| G4-42          | The highest governance body’s and senior executives’ roles in the development, approval, and updating of the organization’s purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.                                                                                                                                                                         | Independent Oversight, page 43                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                   |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| G4-43                       | The measures taken to develop and enhance the highest governance body’s collective knowledge of economic, environmental and social topics.                                                                                                                                                                                                                                                                                                                              | Not Reported                                                                                                                                                                                                                                                                      |
| G4-44                       | a. The processes for evaluation of the highest governance body’s performance with respect to governance of economic, environmental and social topics and whether such evaluation is independent or not, and its frequency. b. Actions taken in response to evaluation of the highest governance body’s performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice. | Not Reported                                                                                                                                                                                                                                                                      |
| G4-45                       | a. The highest governance body’s role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body’s role in the implementation of due diligence processes. b. Whether stakeholder consultation is used to support the highest governance body’s identification and management of economic, environmental and social impacts, risks, and opportunities.                            | Reducing Risk, page 44                                                                                                                                                                                                                                                            |
| G4-46                       | The highest governance body’s role in reviewing the effectiveness of the organization’s risk management processes for economic, environmental and social topics.                                                                                                                                                                                                                                                                                                        | Reducing Risk, page 44                                                                                                                                                                                                                                                            |
| G4-47                       | The frequency of the highest governance body’s review of economic, environmental and social impacts, risks, and opportunities.                                                                                                                                                                                                                                                                                                                                          | Reducing Risk, page 44<br>Independent Oversight, page 43                                                                                                                                                                                                                          |
| G4-48                       | The highest committee or position that formally reviews and approves the organization’s sustainability report and ensures that all material Aspects are covered.                                                                                                                                                                                                                                                                                                        | Chief Executive Officer                                                                                                                                                                                                                                                           |
| G4-49                       | The process for communicating critical concerns to the highest governance body.                                                                                                                                                                                                                                                                                                                                                                                         | Corporation Governance Guidelines: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a><br>Hearing from Crewmembers, page 30 |
| G4-50                       | The nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.                                                                                                                                                                                                                                                                                                           | How We Reduce Safety Risks, page 15<br>Maximizing Security, page 20<br>Hearing from Crewmembers, page 30<br>Independent Oversight, page 43                                                                                                                                        |
| G4-51                       | a. The remuneration policies for the highest governance body and senior executives. b. How performance criteria in the remuneration policy relate to the highest governance body’s and senior executives’ economic, environmental and social objectives.                                                                                                                                                                                                                | Proxy Statement, page 20-22, 26-46                                                                                                                                                                                                                                                |
| G4-52                       | The process for determining remuneration. Whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.                                                                                                                                                                                                       | Proxy Statement, page 26-46<br>Rewarding Hard Work and Passion, page 32                                                                                                                                                                                                           |
| G4-53                       | How stakeholders’ views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.                                                                                                                                                                                                                                                                                                 | Proxy Statement, page 15                                                                                                                                                                                                                                                          |
| G4-54                       | The ratio of the annual total compensation for the organization’s highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.                                                                                                                                                                                                              | Not Reported                                                                                                                                                                                                                                                                      |
| G4-55                       | The ratio of percentage increase in annual total compensation for the organization’s highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.                                                                                                                                                                    | Not Reported                                                                                                                                                                                                                                                                      |
| <b>ETHICS AND INTEGRITY</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                   |
| G4-56                       | The organization’s values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.                                                                                                                                                                                                                                                                                                                                                    | Code of Business Conduct: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a><br>Based on Values, page 4                    |

|                                      |                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                     |
|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| G4-57                                | The internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.                                                           | Code of Business Conduct: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a>                                 |
| G4-58                                | The internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines. | Code of Business Conduct: <a href="http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx">http://investor.jetblue.com/investor-relations/corporate-governance/governance-documents.aspx</a><br>Acting with Respect, page 43 |
| <b>SPECIFIC STANDARD DISCLOSURES</b> |                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                     |
| DMA                                  | Economic                                                                                                                                                                                                                              | Form 10-K<br>Proxy Statement<br>Integrity, pages 40-53                                                                                                                                                                                                              |
| DMA                                  | Environmental                                                                                                                                                                                                                         | Passion, pages 54-81<br>Defining JetBlue Sustainability: <a href="http://www.jetblue.com/green/sustainability/">http://www.jetblue.com/green/sustainability/</a>                                                                                                    |
| DMA                                  | Social: Labor Practices and Decent Work                                                                                                                                                                                               | Caring, pages 22-39                                                                                                                                                                                                                                                 |
| DMA                                  | Social: Human Rights                                                                                                                                                                                                                  | Not Reported                                                                                                                                                                                                                                                        |
| DMA                                  | Social: Society                                                                                                                                                                                                                       | Integrity, pages 40-53<br>Passion, pages 54-81                                                                                                                                                                                                                      |
| DMA                                  | Social: Product Responsibility                                                                                                                                                                                                        | Safety, pages 10-21<br>Supporting Business Partners, pages 38-39                                                                                                                                                                                                    |

**INDICATORS BY ASPECTS**

**CATEGORY: ECONOMIC  
ECONOMIC PERFORMANCE**

|        |                                                                                                                  |                                                                |
|--------|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| G4-EC1 | Direct economic value generated and distributed                                                                  | Form 10-K, page 49-54                                          |
| G4-EC2 | Financial implications and other risks and opportunities for the organization’s activities due to climate change | Form 10-K, page 20<br>Climate Change and Aviation, page 65     |
| G4-EC3 | Coverage of the organization’s defined benefit plan obligations.                                                 | Form 10-K, page 33<br>Rewarding Hard Work and Passion, page 32 |
| G4-EC4 | Financial assistance received from government.                                                                   | Not Reported                                                   |

**MARKET PRESENCE**

|        |                                                                                                                     |                                                                                                                                     |
|--------|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| G4-EC5 | Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation. | Not Reported                                                                                                                        |
| G4-EC6 | Portion of senior management hired from the local community at significant locations of operation.                  | Not Reported                                                                                                                        |
| G4-EC7 | Development and impact of infrastructure and services supported.                                                    | Caring in the Community, page 36<br>JetBlue Foundation, page 75<br>Local Communities, page 80                                       |
| G4-EC8 | Significant indirect economic impacts, including the extent of impacts.                                             | Caring in the Community, page 36<br>Helping Our Industry Soar, page 43<br>JetBlue Foundation, page 75<br>Local Communities, page 80 |

**PROCUREMENT PRACTICES**

|        |                                                                                  |              |
|--------|----------------------------------------------------------------------------------|--------------|
| G4-EC9 | Proportion of spending on local suppliers at significant locations of operation. | Not Reported |
|--------|----------------------------------------------------------------------------------|--------------|

**CATEGORY: ENVIRONMENTAL  
MATERIALS**

|        |                                                                                                                                                            |              |
|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| G4-EN1 | The total weight or volume of materials that are used to produce and package the organization’s primary products and services during the reporting period. | Not Reported |
| G4-EN2 | The percentage of recycled input materials used to manufacture the organization’s primary products and services.                                           | Not Reported |

**ENERGY**

|        |                                                 |                                         |
|--------|-------------------------------------------------|-----------------------------------------|
| G4-EN3 | Energy consumption within the organization.     | Not Reported                            |
| G4-EN4 | Energy consumption outside of the organization. | Not Reported                            |
| G4-EN5 | Energy Intensity.                               | Not Reported                            |
| G4-EN6 | Reduction of energy consumption.                | Shrinking Our Carbon Footprint, page 65 |

|                                          |                                                                                                                                                                                                                |                                                                                                 |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| G4-EN7                                   | Reduction in energy requirements of products and services.                                                                                                                                                     | Not Reported                                                                                    |
| <b>WATER</b>                             |                                                                                                                                                                                                                |                                                                                                 |
| G4-EN8                                   | Total water withdrawal by source.                                                                                                                                                                              | Water, page 73                                                                                  |
| G4-EN9                                   | Water sources significantly affected by withdrawal of water.                                                                                                                                                   | Water, page 73                                                                                  |
| G4-EN10                                  | Percentage and total volume of water recycled and reused.                                                                                                                                                      | Not Reported                                                                                    |
| <b>BIODIVERSITY</b>                      |                                                                                                                                                                                                                |                                                                                                 |
| G4-EN11                                  | Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.                                                                     | Protecting Oceans, Protecting Business, page 74                                                 |
| G4-EN12                                  | Significant impacts of actives, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.                                                        | Protecting Oceans, Protecting Business, page 74                                                 |
| G4-EN13                                  | Habitats protected or restored.                                                                                                                                                                                | Protecting Oceans, Protecting Business, page 74                                                 |
| G4-EN14                                  | Total number of IUCN red list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.                                                       | Not Reported                                                                                    |
| <b>EMISSIONS</b>                         |                                                                                                                                                                                                                |                                                                                                 |
| G4-EN15                                  | Direct greenhouse gas (GHG) emissions (Scope 1).                                                                                                                                                               | Shrinking Our Carbon Footprint, page 65                                                         |
| G4-EN16                                  | Energy indirect greenhouse gas (GHG) emissions (Scope 2).                                                                                                                                                      | Shrinking Our Carbon Footprint, page 65                                                         |
| G4-EN17                                  | Other indirect greenhouse gas (GHG) emissions (Scope 3).                                                                                                                                                       | Not Reported                                                                                    |
| G4-EN18                                  | Greenhouse gas (GHG) emissions intensity.                                                                                                                                                                      | Shrinking Our Carbon Footprint, page 65                                                         |
| G4-EN19                                  | Reduction of greenhouse gas (GHG) emissions.                                                                                                                                                                   | Shrinking Our Carbon Footprint, page 65                                                         |
| G4-EN20                                  | Emissions of ozone-depleting substances (ODS).                                                                                                                                                                 | Not Reported                                                                                    |
| G4-EN21                                  | NOx, SOx, and other significant air emissions.                                                                                                                                                                 | Not Reported                                                                                    |
| <b>EFFLUENTS AND WASTE</b>               |                                                                                                                                                                                                                |                                                                                                 |
| G4-EN22                                  | Total water discharge by quality and destination.                                                                                                                                                              | Not Reported                                                                                    |
| G4-EN23                                  | Total weight of waste by type and disposal method.                                                                                                                                                             | Managing Hazardous Waste, page 50<br>A Cycle of Reducing Waste, page 71                         |
| G4-EN24                                  | Total number and volume of significant spills.                                                                                                                                                                 | Avoiding Fuel Spills, page 50                                                                   |
| G4-EN25                                  | Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention2 Annex I, II, III, and VIII, and percentage of transported waste shipped internationally. | Managing Hazardous Waste, page 50                                                               |
| G4-EN26                                  | Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization’s discharges of water and runoff.                           | Not Reported                                                                                    |
| <b>PRODUCTS AND SERVICES</b>             |                                                                                                                                                                                                                |                                                                                                 |
| G4-EN27                                  | Extent of impact mitigation of environmental impacts of products and services.                                                                                                                                 | Shrinking our Carbon Footprint, page 65<br>A Cycle of Reducing Waste, page 71<br>Water, page 73 |
| G4-EN28                                  | Percentage of products sold and their packaging materials that are reclaimed by category.                                                                                                                      | Not Reported                                                                                    |
| <b>COMPLIANCE</b>                        |                                                                                                                                                                                                                |                                                                                                 |
| G4-EN29                                  | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.                                                                     | Avoiding Fuel Spills, page 50                                                                   |
| <b>TRANSPORT</b>                         |                                                                                                                                                                                                                |                                                                                                 |
| G4-EN30                                  | Significant environmental impacts of transporting products and other goods and materials used for the organization’s operations, and transporting members of the workforce.                                    | Not Reported                                                                                    |
| <b>OVERALL</b>                           |                                                                                                                                                                                                                |                                                                                                 |
| G4-EN31                                  | Total environmental protection expenditures and investments by type.                                                                                                                                           | Shrinking our Carbon Footprint, page 65<br>A Cycle of Reducing Waste, page 71<br>Water, page 73 |
| <b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b> |                                                                                                                                                                                                                |                                                                                                 |
| G4-EN32                                  | Percentage of new suppliers that were screened using environmental criteria. Significant actual and potential negative environmental impacts in the supply                                                     | Not Reported                                                                                    |
| G4-EN33                                  | chain and actions taken.                                                                                                                                                                                       | Supporting Business Partners, page 38                                                           |

ENVIRONMENTAL GRIEVANCE MECHANISMS

|         |                                                                                                                      |              |
|---------|----------------------------------------------------------------------------------------------------------------------|--------------|
| G4-EN34 | Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms. | Not Reported |
|---------|----------------------------------------------------------------------------------------------------------------------|--------------|

CATEGORY: SOCIAL  
LABOR PRACTICES AND DECENT WORK  
EMPLOYMENT

|        |                                                                                                                                             |                                          |
|--------|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| G4-LA1 | Total number and rates of new employee hires and employee turnover by age group, gender, and region.                                        | The Face of JetBlue, page 25             |
| G4-LA2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operations. | Rewarding Hard Work and Passion, page 32 |
| G4-LA3 | Return to work and retention rates after parental leave, by gender.                                                                         | Not Reported                             |

LABOR/MANAGEMENT RELATIONS

|        |                                                                                                                       |              |
|--------|-----------------------------------------------------------------------------------------------------------------------|--------------|
| G4-LA4 | Minimum notice periods regarding operational changes, including whether these are specified in collective agreements. | Not Reported |
|--------|-----------------------------------------------------------------------------------------------------------------------|--------------|

OCCUPATIONAL HEALTH AND SAFETY

|        |                                                                                                                                                                                   |                                                           |
|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| G4-LA5 | Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advice on occupational health and safety programs. | Our Safety Systems, page 12                               |
| G4-LA6 | Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.                      | Safe and Sound – In the Air and On the Ground, page 18-21 |
| G4-LA7 | Workers with high incidence or high risk of diseases related to their occupation.                                                                                                 | Not Reported                                              |
| G4-LA8 | Health and safety topics covered in formal agreements with trade unions.                                                                                                          | Not Reported                                              |

TRAINING AND EDUCATION

|         |                                                                                                                                                        |                                                                                                         |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| G4-LA9  | Average hours of training per year per employee by gender, and by employee category.                                                                   | Going Higher after Being Hired, page 34-35<br>Safe and Sound – In the Air and On the Ground, page 18-21 |
| G4-LA10 | Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. | Going Higher after Being Hired, page 34-35                                                              |
| G4-LA11 | Percentage of employees receiving regular performance and career development reviews, by gender and by employment category.                            | Not Reported                                                                                            |

DIVERSITY AND EQUAL OPPORTUNITY

|         |                                                                                                                                                                                 |                                                                    |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| G4-LA12 | Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity. | Diversity and Inclusion, page 45<br>Independent Oversight, page 43 |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|

EQUAL REMUNERATION FOR WOMEN AND MEN

|         |                                                                                                                     |              |
|---------|---------------------------------------------------------------------------------------------------------------------|--------------|
| G4-LA13 | Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation. | Not Reported |
|---------|---------------------------------------------------------------------------------------------------------------------|--------------|

SUPPLIER ASSESSMENT FOR LABOR PRACTICES

|         |                                                                                                              |                                       |
|---------|--------------------------------------------------------------------------------------------------------------|---------------------------------------|
| G4-LA14 | Percentage of new suppliers that were screened using labor practices criteria.                               | Supporting Business Partners, page 38 |
| G4-LA15 | Significant actual and potential negative impacts for labor practices in the supply chain and actions taken. | Not Reported                          |

LABOR PRACTICES GRIEVANCE MECHANISMS

|         |                                                                                                                |              |
|---------|----------------------------------------------------------------------------------------------------------------|--------------|
| G4-LA16 | Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms. | Not Reported |
|---------|----------------------------------------------------------------------------------------------------------------|--------------|

HUMAN RIGHTS  
INVESTMENT

|        |                                                                                                                                                                                |              |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| G4-HR1 | Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.                     | Not Reported |
| G4-HR2 | Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained. | Not Reported |

NON-DISCRIMINATION

|        |                                                                           |              |
|--------|---------------------------------------------------------------------------|--------------|
| G4-HR3 | Total number of incidents of discrimination and corrective actions taken. | Not Reported |
|--------|---------------------------------------------------------------------------|--------------|

FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

|        |                                                                                                                                                                                                        |              |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| G4-HR4 | Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk and measures taken to support these rights. | Not Reported |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|

CHILD LABOR

|        |                                                                                                                                                                          |                            |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| G4-HR5 | Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor. | Conflict Minerals, page 53 |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|

FORCED OR COMPULSORY LABOR

|        |                                                                                                                                                                                                       |                            |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| G4-HR6 | Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor. | Conflict Minerals, page 53 |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|

SECURITY PRACTICES

|        |                                                                                                                                     |              |
|--------|-------------------------------------------------------------------------------------------------------------------------------------|--------------|
| G4-HR7 | Percentage of security personnel trained in the organization’s human rights policies or procedures that are relevant to operations. | Not Reported |
|--------|-------------------------------------------------------------------------------------------------------------------------------------|--------------|

INDIGENOUS RIGHTS

|        |                                                                                                  |              |
|--------|--------------------------------------------------------------------------------------------------|--------------|
| G4-HR8 | Total number of incidents of violations involving rights of indigenous people and actions taken. | Not Reported |
|--------|--------------------------------------------------------------------------------------------------|--------------|

ASSESSMENT

|        |                                                                                                                 |              |
|--------|-----------------------------------------------------------------------------------------------------------------|--------------|
| G4-HR9 | Total number and percentage of operations that have been subject to human rights reviews or impact assessments. | Not Reported |
|--------|-----------------------------------------------------------------------------------------------------------------|--------------|

SUPPLIER HUMAN RIGHTS ASSESSMENT

|         |                                                                                                       |                                                          |
|---------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| G4-HR10 | Percentage of new suppliers that were screened using human rights criteria.                           |                                                          |
| G4-HR11 | Significant actual and potential negative human rights impacts in the supply chain and actions taken. | Conflict Minerals, page 53<br>Conflict Minerals, page 53 |

HUMAN RIGHTS GRIEVANCE MECHANISMS

|         |                                                                                                                     |              |
|---------|---------------------------------------------------------------------------------------------------------------------|--------------|
| G4-HR12 | Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms. | Not Reported |
|---------|---------------------------------------------------------------------------------------------------------------------|--------------|

SOCIETY

LOCAL COMMUNITIES

|        |                                                                                                                     |                                                                                                                                                                                                           |
|--------|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| G4-S01 | Percentage of operations with implemented local community engagement, impact assessments, and development programs. | Caring in the Community, page 36<br>Supporting Business Partners, page 38<br>Charitable Shipping, page 39<br>Supporting Blue Cities, page 74<br>JetBlue Foundation, page 75<br>Local Communities, page 80 |
| G4-S02 | Operations with significant actual and potential negative impacts on local communities.                             | Conflict Minerals, page 53                                                                                                                                                                                |

ANTI-CORRUPTION

|        |                                                                                                                          |                                                                            |
|--------|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| G4-S03 | Total number and percentage of operations assessed for risks related to corruption and the significant risks identified. | Not Reported                                                               |
| G4-S04 | Communication and training on anti-corruption policies and procedures.                                                   | Maximizing Security, page 20                                               |
| G4-S05 | Confirmed incidents of corruption and actions taken.                                                                     | Independent Oversight, page 43<br>Partnering with Law Enforcement, page 20 |

PUBLIC POLICY

|        |                                                                              |                                    |
|--------|------------------------------------------------------------------------------|------------------------------------|
| G4-S06 | Total value of political contributions by country and recipient/beneficiary. | Helping Our Industry Soar, page 43 |
|--------|------------------------------------------------------------------------------|------------------------------------|

ANTI-COMPETITIVE BEHAVIOR

|        |                                                                                                                     |              |
|--------|---------------------------------------------------------------------------------------------------------------------|--------------|
| G4-S07 | Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes. | Not Reported |
|--------|---------------------------------------------------------------------------------------------------------------------|--------------|

COMPLIANCE

|        |                                                                                                                              |              |
|--------|------------------------------------------------------------------------------------------------------------------------------|--------------|
| G4-S08 | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations. | Not Reported |
|--------|------------------------------------------------------------------------------------------------------------------------------|--------------|

SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY

|         |                                                                                                     |                                       |
|---------|-----------------------------------------------------------------------------------------------------|---------------------------------------|
| G4-S09  | Percentage of new suppliers that were screened using criteria for impacts on society.               | Supporting Business Partners, page 38 |
| G4-S010 | Significant actual and potential negative impacts on society in the supply chain and actions taken. | Supporting Business Partners, page 38 |

GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY

|         |                                                                                                                   |              |
|---------|-------------------------------------------------------------------------------------------------------------------|--------------|
| G4-S011 | Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms. | Not Reported |
|---------|-------------------------------------------------------------------------------------------------------------------|--------------|

PRODUCT RESPONSIBILITY

CUSTOMER HEALTH AND SAFETY

|        |                                                                                                                                                                                              |                             |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| G4-PR1 | Percentage of significant products and service categories for which health and safety impacts are assessed for improvement.                                                                  | Our Safety Systems, page 12 |
| G4-PR2 | Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes. | Not Reported                |

PRODUCT AND SERVICE LABELING

|        |                                                                                                                                                                                                                                            |                                |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| G4-PR3 | Type of product and service information required by the organization’s procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements. | Not Reported                   |
| G4-PR4 | Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.                                               | Not Reported                   |
| G4-PR5 | Results of surveys measuring customer satisfaction.                                                                                                                                                                                        | Customer Satisfaction, page 59 |

MARKETING COMMUNICATIONS

|        |                                                                                                                                                                                              |                                                                |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| G4-PR6 | Sale of banned or disputed products.                                                                                                                                                         | JetBlue does not sell banned or disputed products or services. |
| G4-PR7 | Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes. | Not Reported                                                   |

CUSTOMER PRIVACY

|        |                                                                                                              |              |
|--------|--------------------------------------------------------------------------------------------------------------|--------------|
| G4-PR8 | Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data. | Not Reported |
|--------|--------------------------------------------------------------------------------------------------------------|--------------|

COMPLIANCE

|        |                                                                                                                                             |                                                                                                                                               |
|--------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| G4-PR9 | Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. | JetBlue had no monetary fines for non-compliance with laws and regulations concerning the provision and use of products and services in 2014. |
|--------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|



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