



***spirit***<sup>®</sup>

**Sustainability**  
**Report 2021/2022**

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# | CEO Letter

We are proud to announce the publication of our second Sustainability Report. This report marks a meaningful milestone in our journey toward sustainability and reflects our dedication to environmental, social, and governance (ESG) initiatives and responsible business practices.

We have worked diligently to align our sustainability initiatives with our values and our purpose. We believe that sustainable business practices drive opportunities to create long-term value for our stakeholders, including our Team Members, shareholders, Guests, business partners, and the communities we serve.

This report discusses our accomplishments and ongoing initiatives across various aspects of sustainability, including environmental stewardship, social impact, and corporate governance. We are working towards reducing our environmental impact and managing resources effectively by transitioning towards a lighter, more fuel-efficient fleet. The launch of our Fit Fleet® A320neo aircraft in 2021 and its continued expansion in 2022 and 2023, along with the phased retirement of our A319ceo aircraft, means that Spirit has one of the youngest and most fuel-efficient fleets in the U.S.

Our social focus is centered on our commitments to fostering engagement and a sense of belonging for our Team Members, caring for our Guests, and supporting the communities we serve. We continue to emphasize a respect for human rights and an appreciation for a diverse workforce and supply chain, and we have implemented cross-functional programs to support those priorities. Our recognition on Newsweek's list of America's Greatest Workplaces for Diversity in 2023 is a testament to the hard work we have done to cultivate a workplace where diversity drives success.

Insights into our governance practices, ethical standards, and transparency measures promote accountability at all levels of our organization. Our strong governance also extends to our safety management system, enhancing Team Member and Guest safety.

I would like to thank our Team Members for their professionalism, positivity, and dedication throughout and beyond the pandemic. Their commitment to delivering the best value embodies Spirit's mission and shows our Guests what makes travel so rewarding.

I am proud of what we have achieved so far, but I also recognize that our sustainability journey is an ongoing one. This report highlights our willingness to be transparent about our progress and areas for improvement. It serves as a reminder that sustainability is not just a goal but a continuous pursuit of innovation. Thank you for your continued dedication to our shared vision of sustainability. Together, we can make a positive impact that extends far beyond our organization.



**Ted Christie**

*President and CEO*

December 8, 2023



# About Spirit Airlines



# | About Us

Spirit Airlines, Inc. (NYSE: SAVE) is committed to delivering the best value in the sky. We are the leader in providing customizable travel options, starting with an unbundled fare. This allows our Guests to pay only for the options they choose – like bags, seat assignments, refreshments, and Wi-Fi – something we call À La Smarte®. Our Fit Fleet® is one of the youngest and most fuel-efficient in the United States. We serve destinations throughout the U.S., Latin America, and the Caribbean, making it possible for our Guests to venture further and discover more than ever before. We are committed to inspiring positive change in the communities where we live and work.

## Our Values



**Safety:** Safety is our highest priority. Our responsibility is to keep each other and our Guests safe.



**Service:** Service is rooted in everything we do. We serve each other and our Guests in thousands of ways, big and small, every day.



**Savvy:** Savvy is our way of thinking - it's a mindset. We're forward thinkers that keep looking for the next way to make things better.



**Style:** Style is our unique way of doing things. It's how we brighten everyone's day in a special Spirit way.



## Spirit At A Glance (2022)

**We Live For More Go:** It's the big idea behind our business model, making it possible for more people to travel to more places, more often. It's what inspires us to Invest In The Guest, going beyond low fares to discover more ways to make our unique brand of customizable À La Smarte® travel a great experience too. More Go is our promise to those who wish to be well-traveled and to those who want to travel well.

### Our Mission

Deliver the Best Value in the Sky and Be the Most Successful Airline On Earth!

### Our Common Purpose

We SOAR by serving each other and our Guests, one journey at a time.

### Headquarters

Miramar, FL

### Our People

Over 12,000  
Team Members

Over 18,000  
Service Providers

### Average Age of Fleet

7 years

### Departures

597  
average daily  
departures in 2021

731  
average daily  
departures in 2022

### Key Cities Served

- ✈ Fort Lauderdale
- ✈ Orlando
- ✈ Las Vegas
- ✈ Atlanta
- ✈ Los Angeles
- ✈ Detroit
- ✈ Dallas/Fort Worth
- ✈ New Jersey
- ✈ Houston
- ✈ Chicago
- ✈ Miami
- ✈ Baltimore/Washington
- ✈ Philadelphia
- ✈ New York City/LaGuardia
- ✈ Tampa

### Total Destinations

- ✈ 92 destinations across the U.S., Latin America, and the Caribbean
- ✈ Destinations span 16 countries



# | Our Sustainability Commitments

Spirit is committed to sound environmental and social practices and to establishing the strong governance needed to integrate those practices into our business model and to drive the long-term resiliency of our company. While we operate one of the youngest and most fuel-efficient fleets, our commitment to sustainability goes beyond the environment. As good corporate citizens we seek to preserve our planet, contribute to building a better society, protect and promote our Team Members, and establish mechanisms to nurture long-term value – all while providing high-value service to our Guests.

## Environment

At Spirit, our commitment to environmental responsibility is woven into the fabric of our business, both in our operations and through the Spirit Airlines Charitable Foundation (Spirit Charitable Foundation), where environmental protection is one of our three designated pillars. This commitment extends to every aspect of our operations and reaches all our stakeholders, including Guests, Team Members, shareholders, and the communities we serve. Our operational environmental strategy is centered around three essential principles: maintaining one of the youngest and most fuel-efficient fleets in the U.S., focusing on operational excellence to minimize waste and enhance efficiency, and incentivizing light travel for our Guests. We are proud to be part of a collective movement toward a cleaner, more responsible future for aviation. For more information, review our [Environmental Policy](#).

## Social

We are committed to elevating a variety of social aspects across our operations, focusing on both our Guests and on the communities we serve. We Invest in the Guest, making each journey comfortable, efficient, and safe. Through the Spirit Charitable Foundation and our Corporate Social Responsibility (CSR) initiatives, we are committed to making a positive impact in the communities we serve.

## Workforce

Our Team Members are the core of our business model, delivering excellent service and ensuring safe travel on every flight for every Guest. Our Team Members' unwavering commitment to excellence and positive attitude reflect our service principles, and their diversity brings new ideas that help improve our Company and community programs. We are committed to diversity, equity, and inclusion to foster a sense of belonging in our Team Members, and leverage that culture to continue to attract, engage, develop, and retain diverse talent. This commitment also extends to our suppliers through the establishment of our Supplier Diversity program in 2021.

## Governance

Our corporate governance mechanisms include the systems of policies, practices, and processes by which we manage our business. These systems are critical to company-wide alignment with our forward-focused strategy. They ensure equitable decision-making processes that foster transparency and accountability in our disclosures, instilling trust in our shareholders, Team Members, and Guests. Our governance structures prioritize and maintain up-to-date safety standards, incentivize responsible practices, align our business with long-term sustainability goals, highlight the value of our diverse workforce, and promote ethical behavior across the Spirit Family. For more information on our Governance Policies and Committees, please review our [Governance Documents](#).

# | Our Sustainability Priorities

Sustainability is important to our business strategy as it mitigates associated risk and safeguards long-term stability. Additionally, it attracts socially conscious investors, Team Members, and Guests, ultimately driving growth and profitability. Focusing on the environmental, social, workforce, and governance aspects of our business aligns Spirit with global sustainability goals, contributing to a more sustainable and equitable future for people and the planet.

As part of the development of our 2020 Sustainability Report, we identified our sustainability priorities by leveraging key frameworks, including the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board's (SASB's) Airline Industry Standards. We also conducted peer reviews to gain a deeper understanding of how those themes affected the greater air travel industry and further inform our disclosures. This 2021/2022 Sustainability Report provides updated information on the topics we first introduced in 2020, with some refinements to address the changing nature of these topics.



## Environmental Sustainability

- ✈ Fleet Planning and Fuel Efficiency
- ✈ Climate and Emissions
- ✈ Environmental Noise
- ✈ Waste
- ✈ Environmental Compliance



## Guests and Communities (Social)

- ✈ Guest Satisfaction
- ✈ Operational Performance
- ✈ Community Engagement and Giving



## Team Members (Workforce)

- ✈ Attracting, Engaging, Developing, and Retaining Team Members
- ✈ Diversity, Equity, Inclusion, and Belonging
- ✈ Human Rights



## Governance

- ✈ Board of Directors
- ✈ Safety
- ✈ Ethics and Compliance
- ✈ Data Privacy and Cybersecurity



## Board Oversight

Sustainability considerations are integrated into our governance framework, a commitment reflected at the highest levels of our organization. The Board of Directors has empowered the Nominating and Corporate Governance Committee with oversight of the company's environmental and social strategy and practices, in coordination with the Audit Committee's oversight of any related risks. This governance structure ensures that environmental, social, workforce, and governance factors are routinely assessed and reported to the Board.

## Stakeholder Engagement

Stakeholder engagement is essential for Spirit, as it allows us to gain valuable insights into the diverse perspectives, needs, and concerns of our Team Members, Guests, communities, investors, regulators, and other key groups, which in turn informs strategic decision-making and enhances long-term sustainability. This engagement also fosters transparency and accountability, strengthening trust and credibility in our sustainability initiatives.

Involving stakeholders can also lead to innovative solutions and partnerships, driving more effective and impactful sustainability strategies that benefit Spirit and society at large. Our work with stakeholder groups such as the Airline Passenger Experience Association (APEX), educational institutions, Spirit Foundation partners, and our own Spirit Team Member Resource Groups informs our sustainability programs and initiatives, including our philanthropic giving, allowing us to ensure that our efforts are making the greatest impact.

## Partnerships and Memberships

Spirit has formed strategic partnerships with various organizations to advance our commitment to sustainability. Our corporate memberships enrich our safety and social welfare initiatives by providing access to a network of expertise and resources. These memberships facilitate the exchange of best practices, innovative ideas, and collaborative opportunities, ultimately strengthening Spirit's ability to ensure safety compliance, and drive social and environmental impact.

Spirit Charitable Foundation's partnerships with social welfare groups focus on enhancing community engagement and contributing to local initiatives related to the Foundation's key pillars of Children and Families, Service Members, and the Environment. These partnerships also support our commitments to the United Nation's (U.N.'s) Sustainable Development Goals (SDGs), focused on Goal 2: Zero Hunger, Goal 4: Quality Education, and Goal 16: Peace, Justice, and Strong Institutions.

Our collaboration with aviation safety organizations helps us to adhere to the highest industry safety standards and promote a culture of responsibility that resonates with broad U.N. SDG objectives. By prioritizing safety across operations, we contribute to Goal 8: Decent Work and Economic Growth, and Goal 9: Industry, Innovation, and Infrastructure.



# Awards and Recognition

At Spirit, our commitment to delivering a high-value Guest experience is recognized both within the industry and beyond. Year after year, we receive accolades for our safety, our operational performance, our Guest experience, and our consideration for communities.

## Safety Excellence:

- We earned Platinum Award status from the APEX Health and Safety initiative powered by SimpliFlying in 2021 by exceeding the partnership’s health and safety standards for Gold status.
- For the fifth consecutive year, we earned the U.S. Federal Aviation Association’s (FAA) Aircraft Maintenance Technician (AMT) Diamond Award of Excellence, emphasizing our focus on the safety and security of our Team Members and Guests in 2022.
- In 2023, we secured a spot on Airline Ratings’ Top Twenty Safest Low-Cost Airlines list. Airline Ratings assessed 385 airlines against safety and cost criteria including but not limited to incident reports dating back two years, crash reports dating back five, and results of the U.N. International Civil Aviation Organization (ICAO) audits.

## Customer Satisfaction and Guest Experience:

- We received further recognitions from APEX, Kayak, and WalletHub in 2021 and 2022, affirming our status as one of the industry’s best affordable airlines.
  - For the third consecutive year in 2022, we were awarded APEX’s Four-Star Low-Cost Carrier Official Airlines Rating™.
  - Spirit ranked second in Kayak’s Best Airline in Overall Experience for low-cost carriers in 2022 based on traveler feedback.
  - WalletHub acknowledged Spirit on its Best Airline list for the third consecutive year in 2023. We won the individual award for Most Affordable Airline in 2021 and 2023.

- SkyTrax recognized us as one of North America’s Best Low-Cost Airlines in 2021 based on our performance in the SkyTrax annual airline passenger satisfaction survey. Our Guests evaluated their experience flying Spirit and nominated us for our inflight Team Members, features, and airport service.
- In 2021, FORTUNE acknowledged Spirit as one of the World’s Most Admired® Companies for our commitment to innovation, talent, financial performance, and responsibility.
- Our biometric self-bag drop system won the Gold Stevie Award in Transportation, the Skift Idea Aviation Award, and the APEX/ International Flight Services Association (IFSA) award for Best Airport Innovation in 2021 for its innovation in preboarding efficiency and contactless program.
- Air Transport Weekly honored Spirit Airlines as the Value Airline of the Year in 2023, reflecting our consistent commitment to delivering exceptional service at great value.



### *Community Focus:*

- In 2022, we were recognized with the Los Angeles World Airports (LAWA) Fly Quieter Award and the Port of Seattle Fly Quiet Award for reducing noise pollution in residential areas near the airports.
- We were also awarded the San Diego International Airport Fly Quiet Award in the small domestic category in 2023.
- The Spirit Charitable Foundation was the 2023 Travel Weekly Magellan Awards Gold Winner in the Airline Overall-Giving Back Initiative category.

### *Diversity Leader:*

- In 2022, Spirit received recognition as one of America's Best Employers for Diversity from Forbes. Top performers were chosen from survey responses of 60,000 U.S.-based professionals.
- We earned two acknowledgements from Newsweek in 2023, recognizing Spirit as one of America's Greatest Workplaces for Diversity and for Parents and Families, underscoring our continued commitment to promoting diversity and equity for all Team Members.

This collection of awards underlines Spirit Airlines' commitment to our Team Members, our Guests, and the communities we serve.



# Sustainable Development Goals

In response to the U.N. SDGs, we have made the strategic decision to narrow our approach, focusing on a select set of goals that align closely with our core values and capabilities. This approach allows us to channel our resources and innovation toward making a more significant and meaningful contribution to the SDGs. By concentrating our efforts, we aim to maximize our positive impact on global sustainability while staying true to our mission and values.



## Goal 2: Zero Hunger

- We are continuing our work with Fútbol con Corazón (FCC) Escuela de Fútbol to address food insecurity amongst disadvantaged youth.
- The Foundation's investments in the Children's Diagnostic and Treatment Center's annual Thanksgiving Basket Brigade provided meals to 1,300 families caring for children with special health care needs.
- The Foundation has also invested in building urban farms within our network, including the Urban Roots program in Reno, Nevada in 2022. The nonprofit strives to change the way the community eats and learns through garden-based education.



## Goal 4: Quality Education

- We have continued to support education, athletic, and after-school programs for disadvantaged youth under our Foundation partnerships, principally with the YMCA, The First Tee, and FCC Escuela de Fútbol.
- Our flight academy partnerships with institutions like L3Harris, CAE (formerly Canadian Aviation Electronics Ltd.), and the U.S. Aviation Academy helped launch our Spirit Wings Pilot Pathway program, providing education and employment opportunities to aspiring pilots.



## Goal 5: Gender Equality

- We uphold gender equality in the Spirit Family from the tarmac to the boardroom, with three female Directors advising Spirit for above-average tenures.



## Goal 8: Decent Work and Economic Growth

- We prioritize gender equality by highlighting pay equity as an essential component to our Diversity, Equity, Inclusion, and Belonging (DEI&B) Equitable and Inclusive Total Rewards pillar.
- Our reimagined Pilot and Flight Attendant hiring programs and onboarding resources have helped us attract and engage new talent.
- We built out our mentorship, career counseling and leadership programs to support our Team Members and develop strong future Spirit leaders.



## Goal 13: Climate Action

- Our transition to the Airbus A320neo aircraft, including efficient engines and HAECO seats, highlights our commitment to reducing fuel burn and therefore reducing our climate impact.



## Goal 16: Peace, Justice, and Strong Institutions

- We uphold human rights through our Human Rights Policy commitment and updated training modules to promote awareness across the Spirit Family.
- Our Code of Business Conduct and Ethics training includes company policies on anti-corruption and bribery to familiarize Team Members with company guidance on ethical matters.
- The Supplier Diversity Program helps us support underrepresented groups in our supply chain and diversifies our Supplier pool.
- We continue to fight international injustices by training our flight attendants to recognize signs of human trafficking and by supporting organizations rescuing children from human traffickers in Honduras. The Foundation has also invested in Kids Not for Sale to combat the trafficking of youth in Las Vegas, Nevada.

# Environmental Sustainability At Spirit

An aerial photograph of a tropical coastline. The left side of the image shows steep, lush green hills covered in dense forest. The right side shows a coastline with several small, rocky bays and beaches. The water is a vibrant turquoise color near the shore, transitioning to a deeper blue further out. The sky is bright blue with some light clouds. The text 'Environmental Sustainability At Spirit' is overlaid in white on the left side of the image.

# Our Approach To Environmental Responsibility

At Spirit, we understand air travel is a carbon-intensive service and recognize the impact of our operations on the environment. Aviation accounts for two percent of global emissions, even at 80 percent of pre-pandemic capacity.<sup>1</sup> Although fuel efficiency per passenger increased by about 39 percent from 2005 to 2019, this progress still falls short of the U.N. ICAO's fuel efficiency goals.<sup>2,3</sup> Our prioritization of fuel and fleet efficiency initiatives is therefore key to reducing our emissions.

Spirit is committed to operating an environmentally responsible and climate conscious business. Please refer to our [Environmental Policy](#) to learn more about our commitments to environmental protection, sustainable practices, and compliance with applicable regulations.

Low-cost carriers account for one-third of the global market share and have been influential in increasing market-wide fuel efficiency efforts.<sup>4</sup> We are proud to play our part by prioritizing an environmentally responsible strategy, centered on our aircraft and our operational efficiency. Our cost structure, coupled with our ever-evolving, all-Airbus Fit Fleet®, are essential to our approach. We work to make it possible for our Guests to Go further and discover more in an environmentally conscious manner.



<sup>1</sup> Retrieved from International Energy Agency (IEA) Aviation Energy Systems <https://www.iea.org/energy-system/transport/aviation> December 4, 2023

<sup>2</sup> Retrieved from McKinsey, "Fuel Efficiency: Why Airlines Need to Switch to More Ambitious Measures" <https://www.mckinsey.com/industries/aerospace-and-defense/our-insights/future-air-mobility-blog/fuel-efficiency-why-airlines-need-to-switch-to-more-ambitious-measures> December 4, 2023

<sup>3</sup> Retrieved from the ICCT, "Fuel Efficiency Trends for New Commercial Jet Aircraft: 1960 to 2014" <https://theicct.org/publication/fuel-efficiency-trends-for-new-commercial-jet-aircraft-1960-to-2014/> December 4, 2023

<sup>4</sup> Retrieved from SimplyFlying, "How Much Market Share Do Low-Cost Carriers Hold?" <https://simpleflying.com/market-share-low-cost-carriers-hold/> December 4, 2023

# | Fleet Planning And Fuel Efficiency

Spirit has one of the youngest fleets in the U.S., bolstered by the A320neo family of aircraft. The adoption of the A320neo has led to a notable increase in fuel efficiency. In addition to our fleet profile, Spirit recognizes that operational efficiency and Guest behaviors also impact fuel efficiency and ultimately our impact on the environment.

## Fleet Planning

As of December 31, 2022, the average age of the Spirit fleet was 7 years. New planes mean better fuel efficiency and a better flying experience for our Guests, in addition to reduced environmental impact. We fly three Airbus models: the A319, A320, and A321, and we are the first domestic airline to fly the A320neo, a new generation of Airbus narrow-body aircraft. The A320neo includes fuel-saving Sharklet™ wingtip devices and a new engine option (NEO) which is an advanced engine that reduces fuel burn, associated emissions, and noise footprint. The geared turbofan (GTF) model engine is the most fuel-efficient single aisle aircraft engine on the market and represents a significant step towards reducing carbon emissions in the aviation industry. As early adopters of this cutting-edge technology, we operated 32 A320neo aircraft by the end of 2020, 48 by the end of 2021, and 69 by year end 2022. All aircraft purchases in 2022 were A320neos, and all future (2023+) planned aircraft deliveries are scheduled to be delivered with GTF engines.

Not only are we investing in more fuel-efficient aircraft through the integration of the A320neo into our fleet; we are also continuing a phased retirement of our A319neo fleet. We plan to retire all A319neo aircraft by the end of 2025, ensuring that our fleet consists of newer, more fuel-efficient models.



## Fuel Efficiency

Prioritizing operational efficiency is a strategic pursuit to better both our business and the planet. Our dense seating configurations and high-load factors translate into optimized fuel efficiency per passenger.

Innovative seat designs have enhanced fuel efficiencies as well as Guest satisfaction. Our latest models, the HAECO Vector Light™ and Vector Premium™ seats, are not only lighter, but also more comfortable. This ensures a pleasant journey for our Guests and increases fuel efficiency through the resulting weight reduction.

Single-engine taxiing facilitates reductions in our overall fuel consumption. We have also continued to reduce the usage of auxiliary power units during ground stops and maintenance activities, and we routinely wash the interior of our aircraft engines to reduce drag and increase efficiency.

Our fuel policy, adopted in 2019, is one of our commitments to smarter, more responsible fuel planning. This policy aims to eliminate excess fuel and reduce the weight on our flights, resulting in reduced emissions versus business as usual. Our monthly fuel efficiency meetings allow us to assess internal metrics, set performance targets, and foster a culture of continual improvement. These meetings serve to provide governance and drive our performance management.

Lastly, our À La Smarte® baggage policy promotes a culture of lightweight travel. By implementing charges for carry-on and checked bags and setting a relatively low 40-pound weight limit before applying overweight fees, we encourage responsible packing which subsequently reduces fuel consumption.

Our dedication to improving and managing fuel efficiency not only contributes to the reduction of our emissions, but also contributes to our ability to maintain ultra-low fares and to our long-term financial sustainability.

## Flight and Fuel Related Metrics

|   | 2018       | 2019       | 2020       | 2021       | 2022       |
|---|------------|------------|------------|------------|------------|
| Fuel<br>(thousands of gallons)                  | 412,256    | 470,939    | 289,401    | 435,174    | 527,290    |
| Revenue<br>Passenger Miles<br>(RPMs; thousands) | 30,623,379 | 35,245,285 | 19,319,410 | 32,124,200 | 39,775,253 |
| Revenue Ton Miles<br>(RTMs; thousands)          | 3,375,646  | 3,885,123  | 2,129,598  | 3,541,083  | 4,384,466  |
| Available Seat Miles<br>(ASMs; thousands)       | 36,502,982 | 41,783,001 | 27,718,387 | 40,749,334 | 48,567,978 |
| Fuel Efficiency:<br>ASMs/Gallon                 | 88.54      | 88.72      | 95.78      | 93.64      | 92.11      |
| Fuel Efficiency:<br>Gallons/100 RTMs            | 12.21      | 12.12      | 13.59      | 12.29      | 12.03      |
| Passenger<br>Load Factor (%)                    | 83.9       | 84.4       | 69.7       | 78.8       | 81.9       |



# Climate And Emissions

We recognize air travel is an emissions intensive industry and we have a responsibility to do our part to reduce the industry’s impact on the environment.

Fuel consumption is our primary source of greenhouse gas (GHG) emissions and our most substantial financial expenditure. Our strategies for fuel and fleet efficiency are designed to decrease total fuel consumption and therefore reduce our climate impact. As previously noted, these measures include dense seating configurations, weight-saving applications, and modern fleet deployment. Our approach helps us maintain our position as one of the most fuel-efficient airlines in the U.S., considering factors such as passenger seat miles, load factor, fleet age, and revenue miles.

## Climate and Emissions Impacts

Spirit is committed to reducing our impact on climate change and mitigating our GHG emissions in the short- and long-term through the careful management of jet fuel combustion. We calculate our Scope 1 emissions from jet fuel using the industry standard emissions factor established by International Air Transport Association (IATA) Recommended Practice guidance.

Our GHG emissions from jet fuel totaled 4,179,180 metric tons (MT) CO<sub>2</sub> equivalent (MT CO<sub>2</sub>e) in 2021 and 5,063,813 MT CO<sub>2</sub>e in 2022. Across the industry, aviation emissions rose in 2022 to reach nearly 80 percent of the pre-pandemic peak.<sup>5</sup> Spirit’s 2021 and 2022 Scope 1 GHG emissions generally reflect this trend and were expected to increase as the world returned to air travel.

<sup>5</sup> Retrieved from International Energy Agency (IEA) Aviation Energy Systems <https://www.iea.org/energy-system/transport/aviation> December 4, 2023

## GHG Emissions Metrics

|   | 2018      | 2019      | 2020      | 2021      | 2022      |
|---|-----------|-----------|-----------|-----------|-----------|
| Scope 1 GHG Emissions from Jet Fuel (MT CO <sub>2</sub> e)                  | 3,959,088 | 4,522,648 | 2,779,254 | 4,179,180 | 5,063,813 |
| Emissions Intensity: Revenue Ton Miles (MT CO <sub>2</sub> e/1,000 RTMs)    | 1.17      | 1.16      | 1.31      | 1.18      | 1.15      |
| Emissions Intensity: Available Seat Miles (MT CO <sub>2</sub> e/1,000 ASMs) | 0.11      | 0.11      | 0.10      | 0.10      | 0.10      |



While the adoption of the A320neo has led to a notable increase in fuel efficiency, we did not see a corresponding reduction in our absolute GHG emissions. This is in part due to our successful rebound from the pandemic and subsequent increase in miles flown and fuel consumed. Additionally, while we started taking delivery of A320neo aircraft in 2016, the transition to full operation in our fleet was delayed due to initial challenges with the new aircraft engine, resulting in fewer miles flown with aircraft powered by the more fuel-efficient GTF engines than initially planned.

However, although our absolute emissions increased with increased travel in 2021 and 2022, it is important to note that our GHG emissions per 1,000 RTMs have decreased – not only from the higher levels seen during the pandemic, mainly a result of reduced load factor, but from our pre-pandemic emissions rates as well. This intensity metric demonstrates that our fuel-efficient aircraft are making a positive impact. Our GHG emissions per 1,000 ASMs have remained steady for the last three years.

We are still evaluating the expansion of our emissions reporting to incorporate sources beyond jet fuel – for example, emissions related to ground service equipment (GSE) and emissions from purchased electricity. In addition to expanded reporting, we are evaluating options for emissions reductions, such as increased electrification of our GSE fleet.

## CORSIA

In October 2016, the member states of the U.N. ICAO adopted a global market-based measure for aviation emissions. The Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) is a global scheme whereby airlines and aircraft operators aim to offset any growth in CO<sub>2</sub> emissions above the baseline levels.

Spirit participated in the CORSIA program through the Baseline Period (2019 to 2020) and continues to participate through the Pilot Phase (2021 to 2023) through an annual process of monitoring, reporting, and verification of its international aviation emissions. The First Phase of CORSIA commences in 2024, during which participating operators will be required to offset

a portion of the international aviation sector’s emissions growth for the Pilot Phase. At the present time, Spirit Airlines intends to continue its participation into that voluntary phase, which is expected to run through 2026.

It is anticipated that CORSIA will mitigate approximately 2.5 billion metric tons of CO<sub>2</sub> between 2021 and 2035.<sup>6</sup>



<sup>6</sup> Retrieved from Air Transportation Group, "CORSIA Explained"  
<https://aviationbenefits.org/environmental-efficiency/climate-action/offsetting-emissions-corsia/corsia/corsia-explained/> December 5, 2023

# | Environmental Noise

Spirit Airlines continues to uphold its commitment to minimizing environmental noise, earning top recognition in both the Port of Seattle Fly Quiet Awards and the Los Angeles International Airport (LAX) Fly Quieter Program.

At Seattle-Tacoma International Airport (SEA), Spirit has been repeatedly honored with the Fly Quiet Award, reflecting our “remarkably low takeoff noise levels” made possible by our Fit Fleet®. This award, which Spirit received in 2019 and again in 2022, is determined by criteria such as operational sound levels and limitation of late-night noise. In 2022, Spirit was highlighted as the airport’s top-scoring Fly Quiet airline for operations in 2021, largely due to the use of the quiet Airbus A320neo.

Additionally, Spirit’s focus on community noise mitigation earned us the gold winner title in the 2021 LAX Fly Quieter Program, the highest in our category, and the bronze title in 2022. This acknowledgment by Los Angeles World Airports (LAWA) evaluated all airline operations at LAX, scoring them across five areas including aircraft noise levels in residential communities under LAX arrivals. In 2022, Spirit Airlines received further recognition from LAWA for retrofitting our A320 aircraft with noise-reducing technology. Spirit’s regular contribution to the LAX/Community Noise Roundtable further demonstrates our continuous efforts to reduce airport noise effects within the community.

In March of 2023, Spirit Airlines received the Fly Quiet Award for the small domestic carrier category by flying more than half of its overall flights at San Diego International Airport (SAN) with newer and quieter aircraft. The Fly Quiet Award recognizes airlines for their efforts to balance their operational needs with those of the community.

Together, these awards reinforce Spirit’s pursuit of excellence in operating low-noise, next-generation aircraft. Our achievements not only set us apart from other airlines but also underline our responsibility to the communities we serve, reflecting a broader commitment to sustainability that defines the Spirit way of flying.



# | Waste

In a bid to optimize efficiency and promote environmental sustainability, we manage waste at a local level and rely on contracted services from licensed waste management partners as part of our comprehensive waste management program. This strategic decision allows us to focus on providing a seamless air travel experience to our Guests while ensuring that our waste is properly handled.

Our on-site waste management Team Members follow applicable regulations for the collection, storage, and management of waste. In some cases, local teams have developed policies and procedures around the management of specific waste streams (e.g., used oil and other chemicals).

Our primary regulated waste is retired aircraft fuel that can no longer be reloaded and reused on our aircraft. Other regulated waste streams include used oil and spent chemicals (e.g., from maintenance activities). Our waste management partners take great care in the transport and disposal of our regulated waste streams.

We remain dedicated to instigating positive change in how we manage waste across our operations. Our À La Smarte® dining model reduces our inflight waste footprint relative to our peers by requiring Guests to purchase food and beverages. This minimizes the distribution of excess products and waste packaging. Spirit is working to implement further inflight waste reduction strategies and collaborating with internal and external stakeholders to minimize our environmental impact.



# | Environmental Compliance

At Spirit, environmental protection begins with regulatory compliance, and we seek to conduct our business in a manner that is environmentally conscious. We care about the impact of our operations on the environment, and we seek to pursue commercially viable options to improve the long-term sustainability of our business.

Spirit maintains careful maintenance of fuel and hydraulic aircraft systems, following U.S. FAA and Airbus recommendations, and applies best practices to prevent spills. Should a spill occur, our Regulatory Compliance Team is specifically tasked with providing rapid and effective response and oversight.

Spirit is committed to remain in compliance with the U.S. Environmental Protection Agency's Aircraft Drinking Water Rule (ADWR). Established in 2011, the ADWR aims to ensure that safe and reliable drinking water is provided to aircraft passengers and crew. In line with this rule, Spirit maintains Operations and Maintenance Plans for each aircraft water system. These plans include procedures for disinfecting and flushing aircraft water systems, water system sampling, inspections, and reporting and recordkeeping requirements. In 2021 and 2022, Spirit complied with the requirements of the ADWR and recently completed a compliance audit for records dating from 2018 through 2023 with no findings.

On the ground and in the air, Spirit is committed to environmental compliance and to continue improving the processes we have in place to manage and maintain compliance.



# Serving Spirit's Guests And Communities



# | Caring For Our Guests

Caring for our Guests is a top priority at Spirit as we strive to provide a comfortable and attentive experience that anticipates our Guests' needs inflight and on the ground. Our dedicated Team Members and the broader Spirit Family are committed to creating a welcoming atmosphere and delivering exceptional service to create a positive experience for all.

## Invest In The Guest®: Prioritizing Guest Satisfaction

Guest satisfaction is a critical measure of how well we meet our Guests' expectations and encompasses factors like cabin comfort, Team Member service, and overall travel experience. Understanding and addressing our Guests' feedback is essential for continually enhancing our service offerings and maintaining high Guest satisfaction. We use post-flight surveys to measure the inflight experience, and we analyze the results to develop new ways to enhance our Guests' experience, including preboarding processes and rewarding our most loyal Guests.

### *Inflight Comfort*

Our seating options showcase our commitment to Guest satisfaction. In 2021, we installed the Acro Series 6 Recline® seats in our aircraft, which improved the Guest experience through ergonomic innovation in legroom and seat recline availability. We continued those improvements in 2023 with the HAECO Vector Light™ seats in our A320neo aircraft.



## Preboarding Efficiency

Improved preboarding processes allow us to deliver an enhanced Guest experience year over year. Our award-winning self-bag drop baggage system streamlines the bag-checking process via a biometric scan to match Guests with their reservation and automate the remainder of the bag check process, reducing wait time in the check-in area.

In 2021, in addition to winning the Gold Stevie Award for the Transportation Category, our self-bag drop innovation was awarded the Skift Idea Aviation Award and the APEX/IFSA award for Best Airport Innovation.

## Operational Performance

Operational performance serves as a quantitative representation for how we care for our Guests, reflecting aspects such as punctuality, completion, and overall travel experience. A well-executed operational strategy not only contributes to positive Guest experience, but also demonstrates Spirit's commitment to delivering a smooth and reliable journey.

We strive for excellence in on-time performance and our completion factor, evident in our 2022 record summer season. Between June and August of 2022, we scheduled over 44,000 domestic and international flights and sustained a 99.2 percent completion factor, including 25 days with 100 percent completion. Meeting operational performance goals such as completed flights and on-time performance directly translates to heightened Guest satisfaction through consistent, reliable service, ultimately building trust in Spirit's ability to Go further.

## Operational Performance Metrics

|                       | 2018   | 2019   | 2020   | 2021   | 2022   |
|-----------------------|--------|--------|--------|--------|--------|
| On-time Performance * | 81.1%  | 79.5%  | 86.7%  | 76.74% | 72.96% |
| Completion Factor **  | 99.03% | 98.27% | 97.89% | 98.56% | 95.16% |

\* Percentage of reported flight operations arriving within 14 minutes and 59 seconds of the scheduled arrival time

\*\* Percentage of scheduled flights completed (i.e., not cancelled)

Like many of our peers, we are rebuilding our network following the pandemic. In mid-2021, due to a confluence of factors exacerbated by industry staffing challenges, including at Ft. Lauderdale airport (one of Spirit's largest operating stations), we canceled numerous flights over multiple days, which led to crew dislocations and impacted our ability to recover. The industry operating environment post-pandemic was further challenged by staffing shortages of seasoned Air Traffic Controllers. Following these disruptions, we implemented several changes to improve our adaptability, including adding new crew bases and introducing new approaches to Team Member scheduling.



# Community Engagement: Spirit Gives Back

At Spirit Airlines, we believe that change starts by giving back. We are steadfast in our commitment to fostering positive change in the communities where we live and work. Operating through three distinct yet complementary avenues—our CSR program, the Spirit Charitable Foundation, and the Better Spirits Fund—our engagement efforts span a wide range of social and environmental causes. All three of these programs involve our Team Members in the giving process, ensuring that our initiatives align with our values and objectives.

## Corporate Social Responsibility

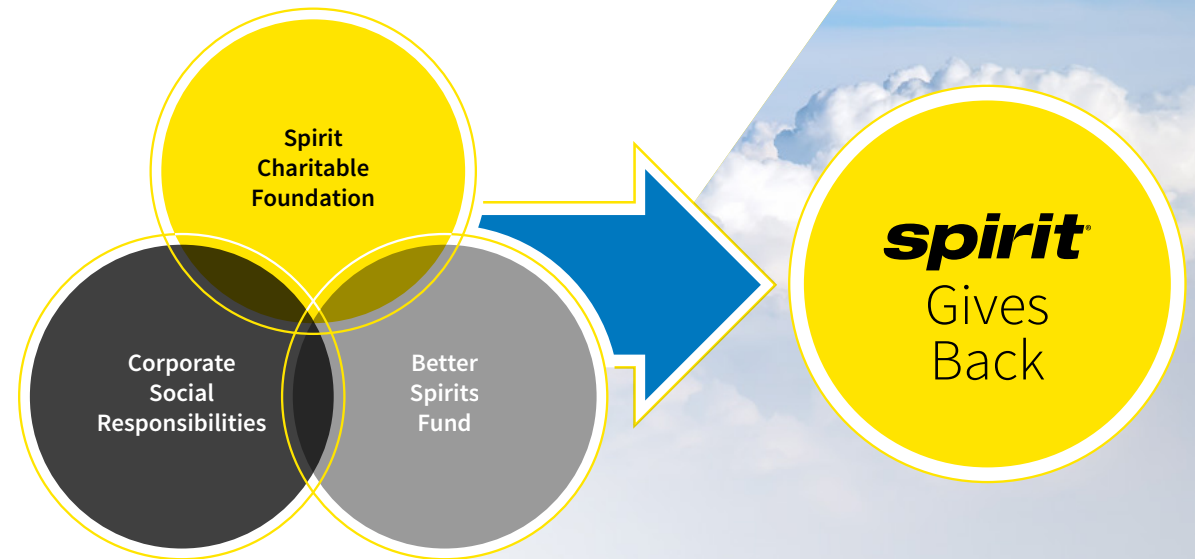
Our CSR program focuses largely on disaster relief, educating future aviators, and DEI&B.

### *Disaster Relief*

Building on our legacy of community involvement, we have transitioned our disaster relief efforts from the Spirit Charitable Foundation to our CSR team, allowing for a more agile and immediate response to emergencies.

A highlight of our disaster relief program has been our work with the American Red Cross. Spirit contributed to help families impacted by the earthquake that devastated Haiti on August 14, 2021. Our financial support helped to provide essentials including shelter, food, and relief supplies. Additionally, we provided flight vouchers to healthcare workers dispatched to Haiti to provide emergency aid.

We extended our support to our local communities in 2021 and 2022. We pledged donations towards aiding Louisiana residents after Hurricane Ida that made landfall on August 29, 2021. In September 2022, we also contributed to help the people of Puerto Rico and the Dominican Republic rebuild after the devastating impact of Hurricane Fiona.



## Education Pipeline Initiatives

In line with our ongoing mission to diversify talent in the aviation/aerospace industry, Spirit has established partnerships with flight academies such as L3Harris, CAE, and the U.S. Aviation Academy. These partnerships have given rise to the Spirit Wings Pilot Pathway program.

Beyond the Spirit Wings Pilot Pathway Program, our CSR team oversees the allocation of scholarships to support those interested in an aviation-related career but who may not have the means to pursue those dreams. The CSR team works with a number of institutions to establish regular scholarship programs, including the Spirit Airlines Denise Masella Aviation Scholarship in collaboration with the Embry-Riddle Aeronautical University. This scholarship provides an annual award to a female student experiencing financial need at Embry-Riddle Aeronautical University. Additionally, in 2021, we provided a \$50,000 donation to the Embry-Riddle Diversifying Our Industries Scholarship Fund, which supports underrepresented students at the university.

## Diversity, Equity, Inclusion & Belonging

The publication of Spirit's 2022 DEI&B Impact Report reaffirms our commitment to community outreach and social responsibility as one of the key pillars of our DEI&B program. Through our Resource Groups, Spirit Team Members identify charities and community groups that they would like to support through the Spirit Foundation-funded investments. These grants are channeled to organizations which serve the needs of veteran, LGBTQIA+, Latinx, Black, Asian, Women, and Third Culture Individuals. In 2023 and beyond, we will continue to build upon Team Member Resource Group allocations to increase engagement and champion impact in meaningful ways.

## Spirit Charitable Foundation

The Spirit Charitable Foundation is steadfast in its commitment to fostering meaningful social impact across three core pillars: Children and Families, Service Members, and the Environment. We seek to invest in organizations through Team Member volunteerism, monetary contributions, and in-kind donations, with allocations goals of 60 percent for organizations supporting children and families, 20 percent for organizations providing support for service members, and 20 percent for organizations focused on environmental initiatives. We invest in organizations that truly make an impact in these focus areas, centered in the communities in which we operate. We strategically seek smaller nonprofits across our network that are

making meaningful impacts in their communities. Our Foundation works closely with Spirit's Team Member Resource Groups to determine those charities and initiatives that align best with our mission and values.

## Charitable Highlights

The Spirit Charitable Foundation's achievements signify a thoughtful evolution, leaving a lasting legacy and building strong connections with the communities where we work and live.

### Children and Families

The Spirit Charitable Foundation demonstrates an unwavering commitment to children and families, a focus that accounts for roughly 60 percent of our charitable donations. In 2019, we established what has now become a long-term partnership with the Mano Amiga school and nonprofit in Zipaquirá, Colombia. We are continuing to support Mano Amiga in 2023 by sponsoring a 5th-grade class through high school graduation in 2026 through a \$100,000 investment.

In 2021, we supported [Project 150](#), a Las Vegas, Nevada-based organization focused on helping homeless, displaced, and disadvantaged teens. Our contributions helped to provide 400 students with full-size hygiene products and school supplies and weekly non-perishable family meal bags. Spirit has also continued our support of [Our Little Roses](#), an organization in Honduras that provides a residential home for girls who have lived through abuse, abandonment, and neglect, ranging from infancy to early adulthood. We have pledged to sponsor 30 girls through age 18 through \$30,000 in donations in 2022 and 2023.

Our commitment to children's success extends to our work with organizations like the [YMCA of South Florida](#), where – as part of a five-year partnership – we made a donation in 2022 to inspire positive change in the community and support a new state-of-the-art facility. In 2022, we also directed a significant grant to the [Children's Diagnostic and Treatment Center](#) in Fort Lauderdale, Florida, investing in their annual Thanksgiving Basket Brigade to provide Thanksgiving meals to 1,300 families caring for children with special healthcare needs. Additionally, we awarded grant funding to the Big Brothers Big Sisters of Broward County's Big Pride program, supporting mentoring opportunities for the LGBTQIA+ community youth in 2022.

Our approach to the Children and Families pillar weaves together nourishment, education, health care, and community support, uplifting lives and forging strong connections that leave a lasting legacy of hope and opportunity.

## Charitable Highlights

### Service Members

The Spirit Charitable Foundation takes immense pride in supporting U.S. service members. As the official airline for [Honor Flight South Florida](#), a 100 percent all-volunteer organization dedicated to honoring veterans in Broward, Dade, and Monroe counties, we fly veterans from World War II, the Korean War, and the Vietnam War to Washington, D.C. to visit their respective memorials.

Beyond these memorable journeys, the Foundation partners with local organizations to help past and current service members reconnect with their families, advance their education, and transition into new careers. These initiatives showcase our ongoing appreciation for those who have served our nation.

### The Environment

The Spirit Charitable Foundation prioritizes environmental stewardship, reflected in both our sustainable operations and our targeted philanthropic efforts. Partnering with the Community Foundation of Broward in Fort Lauderdale, Florida, our 2021 donation of \$50,000 supported four separate environmental initiatives focusing on coastal resilience, habitat protection, energy consumption, and water quality. This collaboration has enabled the planting of 2,000 seedlings and trees, the maintenance of habitat buffer zones, and the certification of 150 properties as wildlife habitats.

## The Better Spirits Fund

The Better Spirits Fund was established in 2004 to allow Team Members to assist their colleagues through a collection of monetary donations for those who may be experiencing an unexpected financial crisis. Team Members may elect a voluntary payroll deduction at a designated amount each pay period and/or make a lump sum donation to contribute to the fund.

### The Spirit Open

In 2022, the Spirit Charitable Foundation raised the bar for philanthropy with our annual Spirit Open event by raising \$1.6 million. The two-day event brought together over 300 sponsors, charity partners, aviation industry professionals, community leaders, and Spirit Team Members. Legendary golfer Nancy Lopez highlighted the Evening Off The Runway, setting the stage for impactful discussions on social change.



# Supporting Our Team Members



# | Our Team

At Spirit, our Team Members are our greatest asset that fuel our journey to success. The dedication, diversity, and innovation of our talented Team Members set us apart from other airlines. We prioritize:

- **Safety:** We maintain the highest standards of safety and adhere to regulations in order to protect our Team Members and our Guests.
- **Advancing DEI&B:** In 2022, we were recognized by Forbes as one of America's Best Employers for Diversity. We have worked hard to foster an inclusive environment for our diverse Team Members and to establish a DEI&B program that ultimately serves to promote a culture of belonging.
- **Attracting, Engaging, Developing, and Retaining Team Members:** Our Team Members are the core of our business, and we have transformed our approach to integrated talent management in order to establish a holistic, forward-looking approach to talent decisions.
- **Protecting Human Rights:** Our Human Rights Policy Standard establishes our core principles and commitments, aligned with the United Nations Universal Declaration of Human Rights and its Guiding Principles on Business and Human Rights.

We're proud of the strides made in 2021 and 2022, and we look forward to continuing to empower our Spirit Family to SOAR together.



# Attracting, Engaging, Developing, And Retaining Team Members

Spirit Team Members are an integral part of our business. In 2021, we developed an integrated talent framework comprised of six pillars – talent acquisition, talent operations, talent management and development, Team Member experience, DEI&B, and corporate social responsibility – to more effectively align our efforts to attract, engage, develop, and retain our Team Members. Under this framework, we function according to the following Talent Principles:

- Knowing our talent as well as we know our business
- Having a consistent, future-focused approach to talent decisions
- Making Spirit the place to build careers through rich experiences
- Transparently and fearlessly telling Team Members where they stand

## Attracting Top Talent

In 2022, Spirit shifted from a primarily outsourced to a primarily internal recruitment team, signifying our focus on nurturing and promoting our talent pool. Opting to insource our recruitment team has allowed us to closely align hiring practices with our company's culture and values, leading to a more personalized end-to-end candidate experience. Additionally, internalizing our recruitment function enhances our adaptability to changing talent needs and ensures candidate selection is aligned with a comprehensive understanding of our organizational requirements.



### *Highlight: Pilot and Flight Attendant Hiring: Spirit's Welcome Center*

Since the publication of our 2020 Sustainability Report, we have launched a variety of pilot and flight attendant programs to increase the candidate pool, elevate the experience, and increase the retention of new hires. The reimagined pilot program is aimed at attracting more pilot candidates and increasing pilot engagement and retention across all pilot classes through a concierge-type experience, while changes to the flight attendant program showcase the Spirit culture through interactive learning experiences to ensure realistic job previews and maximized readiness for Day 1. The programs were in the planning stages in 2022 and successfully launched in 2023.

The pilot program is designed with the goal of bridging new hires from the day of offer to Day 1 of training and paving the way for a successful training program.

The flight attendant program walks through a similar process leading up to the first day of training. Spirit introduces the new flight attendants – coined “NewBees” – to their Crew Talent Specialist upon offer receipt to assist the preboarding process. The Specialist engages with their NewBees weekly to ensure they are set up for success once training begins.

These programs have increased the number of new hires, onboarding efficiency, and engagement of our pilots and flight attendants.

## Engaging Our Team Members

Engaging our Team Members is an integral part of our business. We aim to foster a workplace where every individual's contributions are valued and acknowledged. We ensure our Team Members feel heard and empowered through open communication channels, regular feedback sessions, and inclusive decision-making processes. Our commitment is evident in our investments in professional growth opportunities which foster a sense of personal development within our corporate framework. By organizing team-building activities, workshops, and wellness programs, the company creates a cohesive and supportive environment that allows our Spirit Family to SOAR.

Our engagement communication channels and processes transformed in 2021 and 2022. Recognizing the need for more timely insights into Team Member perspectives, we replaced our Annual Engagement and Mid-Year Pulse surveys with quarterly Pulse surveys.

The insights received via the Pulse surveys allowed us to identify two key areas of focus for increasing engagement and retention: clear communication and thoughtful leadership. We have leveraged this data to make informed decisions that directly address Team Member concerns, leading to more inclusive and employee-focused policies.

## Developing Our Team Members

By actively investing in the development and growth of our diverse workforce, we create an inclusive environment where Team Members feel valued, empowered, and engaged and are equipped to succeed in their career at Spirit. Our commitment to Team Member development not only promotes Team Member retention but also seeks input from a wide range of perspectives, contributing to innovation and driving the company's long-term success.

We recognize the importance of investing in our Team Members and offer a comprehensive suite of professional development courses to assist them at all stages of their career trajectory. Our Spirit U platform continues to provide Team Members access to online courses and materials to complete self-driven, curriculum-based assessments on topics ranging from DEI&B to job-related training, while updates to our leadership programs assist them in team management, career planning, and exploration. Since the publication of our 2020 Sustainability Report, we have increased investments in leadership programs to cultivate skilled and effective leaders who can guide our Team Members through growth and challenge. We evaluate that effectiveness against our Leadership Success Profile to align performance and development with a consistent definition of success that will deliver our brand promise.

Our leadership development programs are tailored to empower and develop leaders at every career stage. Key programs include:

- **Leadership Altitude** is designed for Spirit Team Members in supervisory and management roles, and combines in-person, instructor-led workshops with individual activities to enhance their leadership abilities.
- **Leadership Accelerator** is a new leadership development program, intended to accelerate highly talented and experienced leaders in their roles and inspire innovation with their expanding responsibilities. This program establishes cross-functional teams and asks them to solve real-world business challenges – building upon their business knowledge, increasing exposure to senior executives, and enhancing executive presentation skills.



# Retaining Our Team Members

Engaging our Team Members and prioritizing Team Member development, as noted above, are core to our Team Member retention efforts, as is fostering an inclusive and supportive work environment. By recognizing individual contributions and providing opportunities for growth, Spirit enhances job satisfaction and loyalty, ultimately reducing turnover and maintaining a collaborative and dedicated workforce.

Beyond this, Spirit has taken proactive steps to enhance Team Member health benefits, ensuring comprehensive coverage and equitable access to resources. We have also amplified efforts around our Team Member Wellbeing program, taking a more holistic approach to Team Member wellness.



## Physical Wellbeing

- ✔ Day one eligibility for health benefits, dental insurance, vision insurance, and more
- ✔ Benefits Summaries and Detail Guides to assist in enrollment, soon to be available in multiple languages
- ✔ Enhanced Wellness website to provide potential candidates more information on Spirit's benefits offerings
- ✔ Weekly virtual fitness events



## Financial Wellbeing

- ✔ Financial Savvy webinars
- ✔ Identity Theft Benefit Offering (ID Watchdog)



## Emotional Wellbeing

- ✔ Wellness webinars and expert-led chats
- ✔ Support Center events extended to crew base-visits

## Team Member Benefits

We have developed extensive guides to our available benefits, featuring information on health saving accounts, out-of-pocket maximums, and more. The guides are available to Team Members on Spirit's intranet to encourage universal access. In 2022, we began drafting multilingual guides for benefits plans as a cross-disciplinary initiative, launched by the Latinx Resource Group. The additional language guides will be available on our intranet in 2023.

## Team Member Wellbeing

In addition to benefits updates, we have also enhanced our Team Member wellness offerings. Specifically, we have made virtual fitness, finance, wellness, emotional, and mental health trainings available to all Team Members to support their professional and personal development.



# Diversity, Equity, Inclusion, And Belonging

Diversity, Equity, Inclusion, and Belonging are core to Spirit's ethos, fostering a culture where every individual's unique background and perspectives are celebrated and valued. Through ongoing initiatives, we strive to create equitable opportunities for all Team Members, enabling them to thrive and contribute their best work. Spirit leverages the power of diverse voices to drive innovation, enhance decision making, and strengthen our position as a socially responsible market leader.

## Pillars of Our DEI&B Program

2022 marked the release of Spirit's first [DEI&B Report](#), highlighting what diversity, equity, and inclusion mean to us and how each element contributes to our resulting emphasis on belonging. The Report documents our strategy and introduces diversity activation programs under our four DEI&B Pillars.

### *Community Outreach and Social Responsibility*

We are actively committed to fostering community engagement and volunteerism by encouraging Team Members to participate in various local initiatives and philanthropic projects. Through dedicated efforts, we aim to amplify the impact of our Team Members' contributions while nurturing a sense of social responsibility and camaraderie. You can read more about our community engagement efforts in the Community Engagement: Spirit Gives Back section of this report.



## *Creating an Environment of Inclusion for All*

We are committed to creating an environment of inclusion where every individual, regardless of their background or identity, is empowered to contribute their best by fostering open dialogue, providing equal opportunities, and celebrating diversity.

Recognizing the fundamental role of effective leadership, Spirit is intensifying its efforts to expand leadership programs for Team Members, offering comprehensive training and development opportunities to nurture a new generation of capable and empowered leaders. These offerings will allow us to cultivate a leadership pipeline centered around long-term success through inclusivity and understanding.

## *Ensuring Equitable and Inclusive Total Rewards*

We continue in our commitment to periodically review and assess our pay practices, aiming to maintain and reinforce pay equity among Team Members. By proactively addressing potential disparities and implementing necessary adjustments, we promote a fair and inclusive compensation structure as a top priority.

We are working to enhance benefits to better support diverse Team Member groups. Through tailored initiatives and resources, we aim to create an equitable and inclusive benefits package to serve our Team Members and help them feel empowered to SOAR.

## *Fostering Belonging Through Representation*

We have taken proactive steps to bolster our recruitment efforts, aiming to attract and welcome a diverse spectrum of talent that reflects the communities in which we live and work. By implementing diverse interview panels and strategic relationships with professional organizations, we are changing the way we recruit talent to build a workforce that embraces different perspectives and experiences, fostering a more innovative and inclusive work environment.

We are poised to amplify our dedication to diverse talent development through expanding mentorship programs, introducing specialized training modules, and implementing cross-functional projects to foster a culture of continued learning. Our Spirit Resource Groups are also core to how we foster belonging across our organization.

## Spirit Resource Groups

Spirit Airlines remains committed to advancing DEI&B through our dedicated Resource Groups (formerly called Council Groups). These groups serve as critical forums for Team Members to express their voices, contribute to meaningful change, and foster a deep sense of belonging. The expansion of our Resource Groups has contributed to notable strides in DEI&B initiatives in 2021, 2022, and early 2023 as we have redefined our focus on goal creation and encouraged executive engagement that has resulted in positive transformation within our organization.

### *New Resource Groups*

At the request of our Team Members and in support of our ongoing commitment to DEI&B, Spirit introduced several new Resource Groups in 2021 and 2022. In addition to those groups launched in 2020, which included the Women's Resource Group, Black Resource Group, Latinx Resource Group, the new groups launched in 2021 and 2022 included the LGBTQIA+ Resource Group, Asian Resource Group, and Third Culture Individuals Resource Group. In 2023, the addition of a Veterans Resource Group further underscored Spirit's commitment to fostering an inclusive environment. Resource Groups meet regularly and welcome both members of the community and allies to participate in events and meetings.



## *Partnership for Impact*

In addition to serving as a source of belonging and camaraderie, Resource Groups have evolved into strategic advisors empowered to influence business and philanthropic strategies. Each Resource Group is paired with a DEI&B Executive Sponsor whose role is to facilitate accountability and bridge the connection between the invaluable work of the Resource Groups and executive leadership. Through this collaborative approach, leadership gains insights from the Resource Groups and actively responds to feedback, fostering a culture of open dialogue, learning, and action.

Since the publication of our 2020 Sustainability Report, the Resource Groups have helped spearhead a multitude of initiatives that foster positive impact both within and outside of the Spirit organization, including:

- **Providing Uniform Choice:** Offering the freedom to choose uniforms that align with individual identity rather than adhering to predefined gender norms.
- **Awarding Diversity Grants:** Allocating over \$200,000 per year towards diversity grants in partnership with the Spirit Charitable Foundation, advocating for equality and inclusivity within our communities.

Our Resource Groups help ensure our culture, policies, procedures, and initiatives reflect a range of perspectives and experiences and ultimately support Spirit in creating a workplace where all Team Members are accepted, respected, and empowered to make a lasting impact.



# Team Member Diversity

Spirit recognizes the immense strength of our Team Member's diversity as we place a high value on cultivating a workforce that encompasses a wide range of backgrounds, experiences, and perspectives. Our commitment to inclusivity ensures that each individual's unique strengths are harnessed, creating a dynamic work environment.

In 2022, Forbes recognized Spirit as one of America's Best Employers for Diversity. We were also acknowledged by Newsweek in 2023 as one of America's Greatest Workplaces for Diversity and for Parents and Families, a testament to our unwavering dedication to Team Member diversity and belonging.

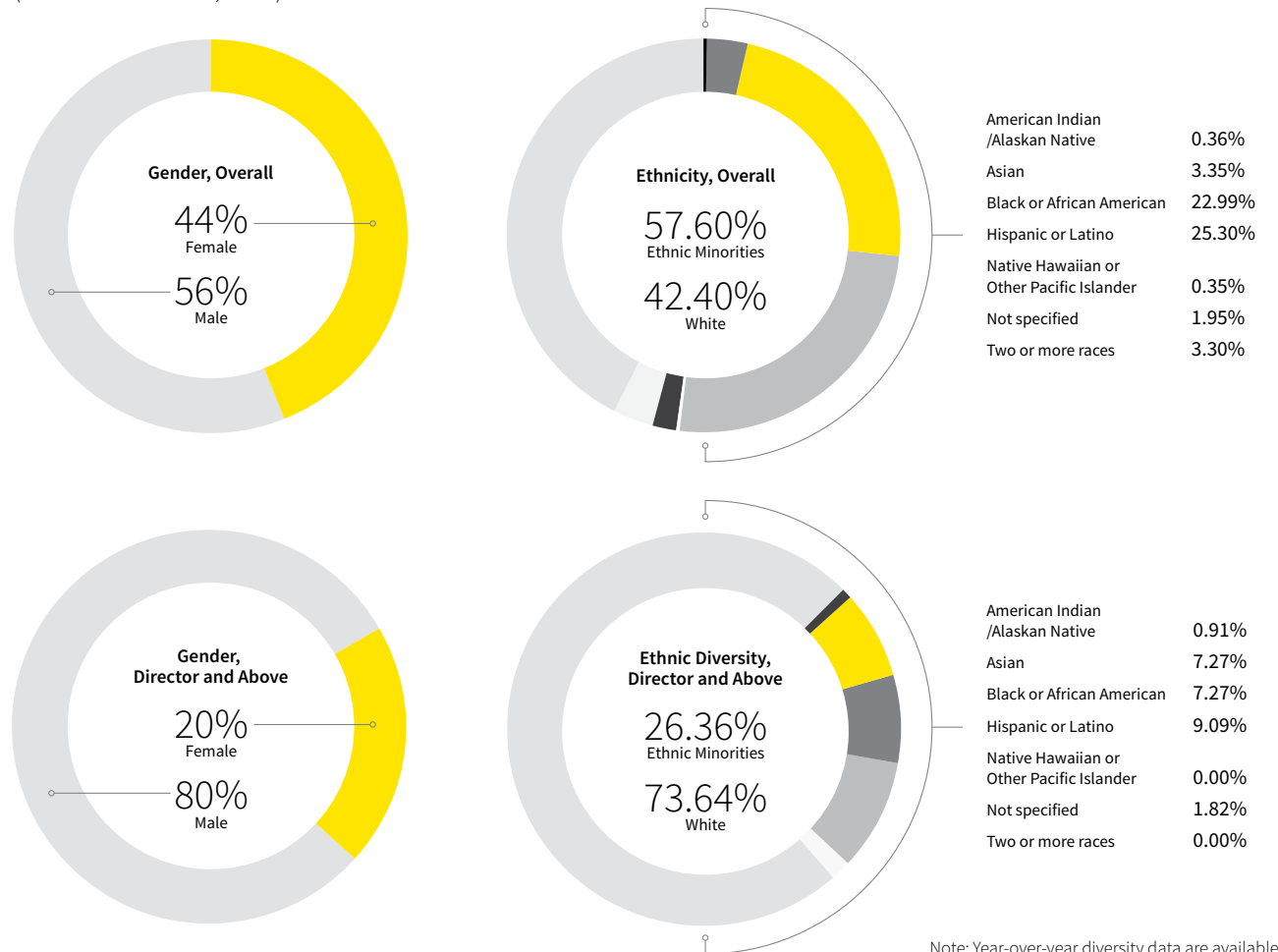
We used the Overall and Air Transportation values from the U.S. Bureau of Labor Statistics as industry comparisons as a reference to ensure we make meaningful progress. We are proud to report that female representation in Spirit Airlines has continued to increase, from 42 percent in 2020 to 44 percent in 2022. The racial and ethnic diversity of our Team Members has also increased from 2020. Even with these successes, Spirit continues to prioritize diversity as an important part of our DEI&B program.

## Team Member Gender

|        | 2018  | 2019  | 2020  | 2021  | 2022  |
|--------|-------|-------|-------|-------|-------|
| Female | 3,368 | 3,916 | 3,810 | 4,392 | 5,466 |
| Male   | 4,492 | 5,146 | 5,236 | 5,909 | 6,960 |

## 2022 Team Member Diversity Metrics

(as of December 31, 2022)



Note: Year-over-year diversity data are available in our DEI&B Report.

# Supplier Diversity

Spirit initiated our Supplier Diversity Program in 2021 with support from our CEO, executive team, and department leaders. To establish the program, we formed a Sponsor Team comprised of leaders from across the business to develop a methodology for engaging a more diverse network of suppliers. Participating departments include Supply Chain, Corporate Real Estate, Airport Operations, Human Resources, and Talent. Spirit expanded the Program in 2022 by appointing the Senior Manager of Supplier Diversity to work with the Sponsor Team on the development and execution of annual supplier diversity goals. These efforts underscore our dedication to ensuring diversity is an integral part of not only our own Team Members, but also our procurement decisions.

## *Program Establishment*

Our Supplier Diversity Program is guided by our Supplier Diversity Policy, which outlines the principles and strategies that drive our commitment to inclusivity and equitable business practices in procurement. This policy ensures that our supplier selection processes align with our values of promoting diversity and fostering opportunities for underrepresented businesses.

The Sponsor Team initiated the Program by conducting an industry analysis to define the strategic opportunity and assess the baseline condition. We leveraged our relationship with the National Minority Supplier Development Council (NMSDC) by using their network to identify minority suppliers and benchmark Spirit's performance to inform our Supplier Diversity Program. The NMSDC is a U.S.-based organization that supports supplier diversification by connecting minority business enterprises (MBEs) to member corporations. We are actively considering additional associations to support our Supplier Diversity Program.

Once we identified our baseline and goal, the Sponsor Team partnered with our IT function to create our Supplier Diversity Platform on the Apex vendor system to enable us to identify and qualify diverse suppliers. As of June 2021, when registering as a new Spirit supplier, entities can now identify as one or more of the following:

- Minority-Owned Business Enterprise
- Women-Owned Business
- Lesbian, Gay, Bi-Sexual, or Transgender-Owned Business
- Veteran-Owned Business
- Service-Disabled Veteran-Owned Business

In order for Spirit to recognize the supplier as diverse, suppliers must also provide evidence of the third-party certification as MBE (e.g., from NMSDC) or self-certify using their general counsel or an executive officer to attest they meet the requirements.

We have worked proactively to identify vendors that are MBEs and support them through the registration and as needed, the certification process.

## *Driving Spend with Diverse Suppliers*

Once diverse suppliers are identified via the Platform, we are able to analyze strategic sourcing metrics and develop tailored objectives to increase diversity among our suppliers. We review suppliers by certification type and spend amount in order to customize annual goals. These data-driven objectives help us diversify our network, increase our positive indirect impact on local economies, and adhere to our commitments to diversity, equity, inclusion, and belonging.

We use our 2021 diversity spend as our baseline year against which we set annual Program objectives. Our baseline spend with diverse suppliers in 2021 totaled \$59 million. The Sponsor Team uses the baseline in conjunction with predicted risk and opportunity factors to calculate a dynamic, yearly goal for diverse supplier spend. In 2022, we set and surpassed our \$70 million diverse spend goal by 19 percent, spending nearly \$83 million with diverse suppliers. Our ability to integrate supplier diversity into our business model has led to our 2023 goal of \$97 million. We attribute the Program's success to our active engagement with suppliers and internal stakeholders. We continue to promote the Supplier Diversity Platform with new

and existing relationships by educating suppliers about available certifications and fostering a supportive environment to encourage supplier diversity initiatives. Internal knowledge-sharing and education have been imperative for Program adoption and diversifying spend.

Short-term and long-term opportunities lie in our ability to attract diverse suppliers to reduce supply chain risk and positively impact local economies. Supplier diversity is a strategic target for short-term incentive compensation, which was approved by the Compensation Committee. In the long-term, the Program can improve the cost-effectiveness of our business strategy, create a broader supplier base, and yield positive economic impacts for diverse and disadvantaged vendors. Our current method takes a year-by-year approach, though we aim to develop long-term implementations and tiered initiatives in the near future.

## | Human Rights

Spirit continues to promote equality and champion human rights, and we remain steadfast in our commitment to contribute positively to society. To learn more about our community-focused efforts, please explore the Serving our Guests and Communities section of this report.

Our [Human Rights Policy Statement](#) and [Code of Business Conduct and Ethics](#) define our commitment to human rights as a core part of our corporate responsibility. We strive to align our actions with the U.N. Universal Declaration of Human Rights and its Guiding Principles on Business and Human Rights.

Our human rights principles include a focus on the following areas:

- Diversity, Equity, Inclusion, and Belonging
- Freedom of Association
- Workplace Health and Safety
- Prevention of Human Trafficking, Forced Labor, and Child Labor
- Anti-Harassment

To uphold these principles, Spirit Team Members must complete annual training on our Code of Business Conduct and Ethics, along with other topics in our Human Rights Policy Statement. We also expect our business partners to maintain human rights policies and practices consistent with our own. For more information, please read our [Human Rights Policy Statement](#).

We have enhanced our operational and social initiatives to uphold our commitments to global and national standards of ethical conduct and social responsibility as they relate to human rights. Spirit has continued its official partnership with the U.S. Department of Homeland Security's [Blue Lightning Initiative](#) (BLI), providing training to aviation personnel on how to identify and report human trafficking suspicions to law enforcement. Our Flight Attendants and other Guest-facing Team Members receive training on human trafficking through BLI and our own updated internal training. We also provide enhanced communications and messaging during Human Trafficking Awareness Month in January of each year.



# Governance At Spirit



# Our Approach To Governance

At Spirit, we believe strong corporate governance principles benefit our stakeholders, as well as our Team Members, Guests, and the communities we serve. Our Board of Directors is composed of experienced members who come from different backgrounds and experiences. We adhere to strong corporate governance principles, while incorporating best practices to guide our corporate behavior and actions.

Our governance model is designed for effective management of material topics that significantly impact the company, including financial, operational, and safety risks. The Board and its committees regularly evaluate management's strategies and actions in these areas.

The safety of our Guests and Team Members is our number one priority. Structured governance provided through our safety management system helps safeguard all stakeholders and has earned Spirit industry recognition.

We are committed to ethical behavior, guided by our [Code of Business Conduct and Ethics](#). This code is periodically reviewed to adapt to and address new challenges and expectations. Enhanced cybersecurity and data privacy measures go hand in hand with our commitment to safe and ethical operations. Our [Privacy Policy](#) outlines how we collect, use, and safeguard personal information, while increased cybersecurity and associated trainings improve network protection against cyber-attacks.

For additional information related to governance at Spirit, we invite you to visit our Spirit Airlines [Investor Relations](#) page and review our governance documents, including our [Corporate Governance Guidelines](#).





# I Board Of Directors

Spirit is guided by a Board of Directors (the Board) committed to ensuring robust governance and effective oversight. The Board handles governance matters in accordance with [Spirit's Corporate Governance Guidelines](#). The Guidelines also establish the Board's standing committees.

## Board and Committee Structure

Currently, the Board consists of eight members, of which seven are independent. Directors are divided into three classes with staggered three-year terms to maintain continuity and consistency of management. Each Director serves until the third subsequent annual meeting or until a successor is appointed.

H. McIntyre Gardner, an independent director, serves as the Chair of the Board, steering the Board and collaborating closely with our President and CEO, Edward M. Christie III. This separation of roles enhances governance and decision-making.

The Board deploys its expertise through the following standing committees:

- **Audit Committee:** Focuses on financial reporting integrity, compliance, and risk management.
- **Compensation Committee:** Reviews, advises, and determines executive compensation structures.
- **Nominating and Corporate Governance Committee:** Oversees the board nomination process and also has been entrusted with oversight of Spirit's human capital management, sustainability, and ESG initiatives.
- **Safety, Security, and Operations Committee:** Attends to company-wide operational concerns, including those related to safety and security.

An ad hoc Finance Committee is also convened when required.



## Board Diversity and Skills

We prioritize diversity in our Board of Directors to bring a wealth of perspectives and experiences to the decision-making table. By including members from various backgrounds, industries, and cultures, our Board taps into a wider range of insights that can lead to more informed and innovative strategies. This diversity not only enhances problem solving, but also promotes risk management and strategic adaptability, ultimately contributing to our resiliency and forward-looking mentality.

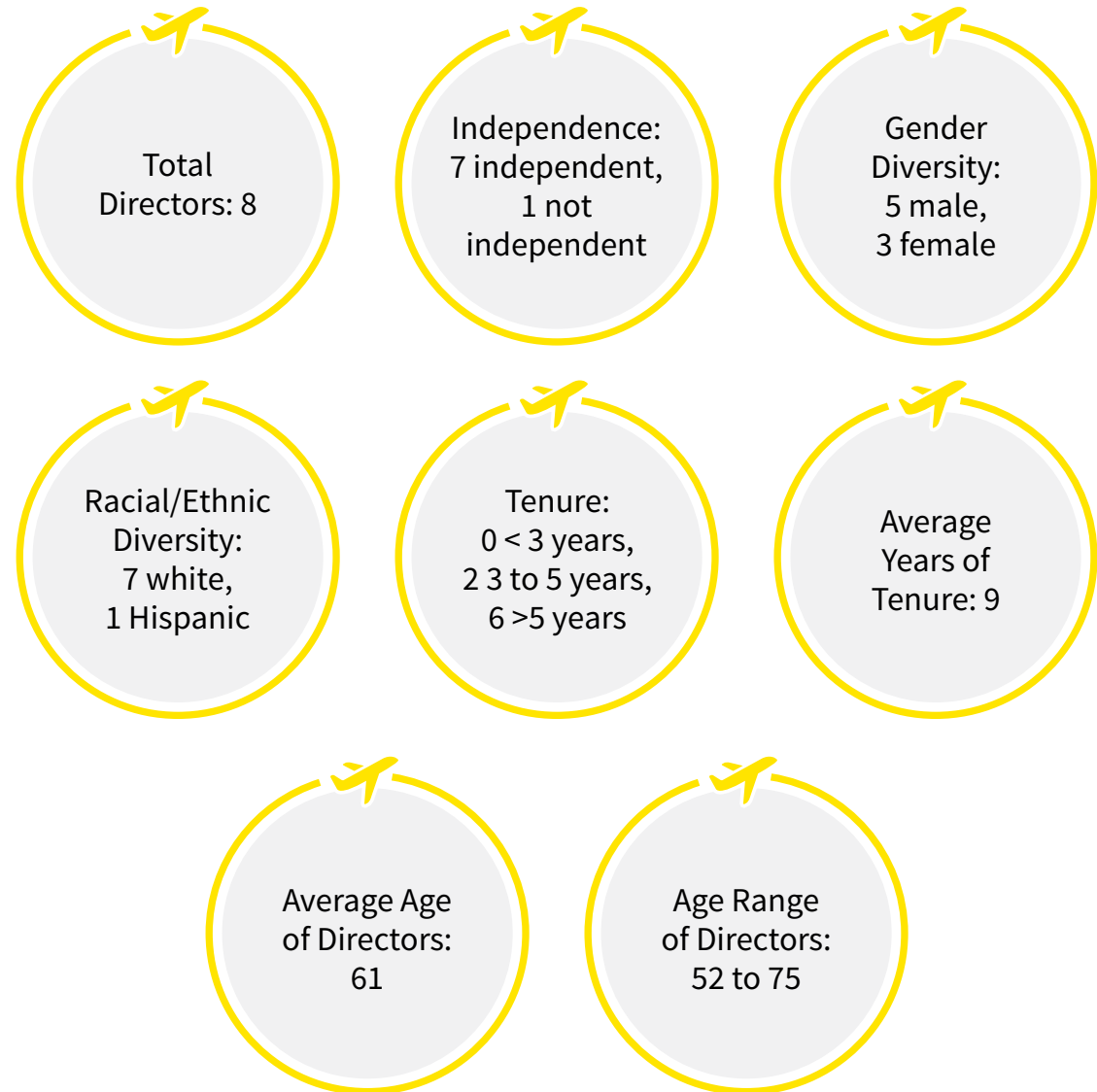
Our Board is comprised of eight Directors with an average tenure of nine years. We currently have three female Directors, one of whom is of Hispanic descent.

## Executive Compensation

Governed by the Compensation Committee, our approach to executive compensation is designed to be fair, performance-driven, and aligned with shareholder interests. The Committee meets at least four times per fiscal year and consults with independent advisors to ensure effective governance around executive compensation.

The Compensation Committee reviews and approves the corporate goals and objectives relevant to executive officer compensation and evaluates executive officer performance against those goals at least annually as part of the overall compensation program. The goals cover several performance areas, including ESG-related metrics.

Further information on the Committee's role as it relates to executive compensation can be found in the [Compensation Committee Charter](#).



# | Safety

Safety is our highest priority at Spirit. By fostering a safety-conscious culture and engaging Team Members at all levels, we uphold the highest standards of safety, adhering to national and international regulations and maintaining the trust of our Guests. This commitment to safety starts with our CEO and is integrated into the way we operate, as seen in the Spirit Safety Promise.

We enforce stringent safety measures to create an environment where Guests are secure throughout their journey. We received the U.S. FAA's AMT Employer Diamond Award of Excellence for the fifth consecutive year in 2023, the highest honors for aircraft maintenance and operator organizations. The prestigious award represents our dedication to exceeding regulatory standards to implement innovative and effective improvements in safety trainings, aviation maintenance, and technical knowledge.

Our commitment to safety as a responsible airline allows our Team Members and Guests to trust one another and SOAR further, together.

## SAFETY PROMISE

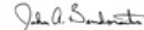
Safety is Spirit's most important value because we care about the health and safety of one another and our Guests. Every Team Member and Service Provider is responsible for ensuring the highest level of safety at Spirit and committed to:

- **Identifying hazards and risks before they become incidents**
- **Immediately stopping any operation if it is believed safety is being compromised**
- **Sharing information on all safety issues**
- **Reporting any condition, action, or process that may affect safety**
- **Continuously improving our safety processes, performance, and culture**

We pledge that no disciplinary action will be taken against any Team Member for reporting a safety concern, except in cases of reckless choices with regard to regulations or company procedures, or when a criminal act has been committed.



**Ted Christie**  
President and Chief Executive Officer



**John Bendoraitis**  
EVP and Chief Operating Officer



# Safety Management System

Spirit's comprehensive Safety Management System (SMS) serves as the bedrock of our commitment to safety; it is the engine behind our safety program. The SMS is a formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of safety risk controls. It includes systematic procedures, practices, and policies for the management of safety risk. This proactive framework involves the continuous identification, assessment, and mitigation of potential safety risks across inflight, technical, and base operations at Spirit. In line with FAA expectations, Spirit's SMS provides:

- A structured approach to managing safety risk and informing related decision making
- A proactive safety management framework, with the aim of preventing incidents before they occur
- A means to ensure strong control measures through structured processes for safety assurance
- A streamlined communication channel for sharing safety-related information
- A structure that fosters a strong safety culture through safety promotion initiatives

At the heart of Spirit's SMS is the establishment of a collaborative and data-driven approach to proactively manage and control safety risk across the entire operation in order to protect our Team Members and our Guests, every day, and for every flight.

Spirit's SMS is aligned with the FAA's SMS requirements and includes four functional components: Safety Policy, Safety Risk Management, Safety Assurance, and Safety Promotion, ultimately working together to keep everyone safe, enabling our Team Members to return home safely from work and our Guests to arrive safely at their destinations.

## *Safety Policy*

As part of our SMS, Spirit has established a Safety Policy which sets our highest-level commitments to safety and the management of safety risk. The Spirit Safety Policy includes commitments such as:

- Commitment to the SMS and to continuous improvement
- Management of safety risk and compliance with regulatory requirements
- Team Member safety responsibility, from operational leadership accountability to the responsibility of all Team Members
- Safety reporting, and the encouragement of reporting observed or perceived threats to the safe operation of aircraft, equipment, and to the safety of the work environment itself
- Emergency response readiness, in accordance with Spirit's Emergency Response Manual
- Safety objectives to guide Team Members' everyday actions

Our Safety Policy is reviewed annually to reflect our forward-looking commitment to safety. The Policy is communicated to all Spirit Team Members and Service Providers to ensure everyone in the Spirit Family is aware of our safety commitments and their responsibilities to uphold them. The policy provides the foundation for all safety processes and procedures at Spirit to ensure the wellbeing and care for our Team Members and the traveling public.

## Safety Management System Components



## *Safety Risk Management*

At the core of Spirit's SMS is our safety risk management process. In order to maintain safe operations for our Team Members and our Guests, our safety risk management process establishes:

- The way that we identify safety hazards
- The methods we use to analyze the risk associated with individual hazards
- How we further assess and rank relevant risks
- The means by which we develop and implement safety risk controls to reduce risk
- Our procedure for tracking identified hazards and monitoring the implemented controls, aligned with our safety assurance process

Spirit actively works to continually improve our hazard identification, risk management, and risk mitigation. As part of our holistic approach to safety, our SMS and our risk identification, evaluation, and management processes cover flight safety, Guest safety, Team Member safety, occupational health, environmental compliance and protection, and security. In 2022, we contracted a third-party advisor to conduct ride-alongs with Spirit Inflight Team Members to review the day-to-day activities of flight attendants, including overnights, shuttles, navigating airports, and more. Through this review, we learned more about the potential hazards our flight attendants encounter and, through the application of our risk management process, identified and implemented additional controls – for example, improved safety procedures and safety trainings with enhanced emphasis on ergonomics and increased flight attendant precautions during turbulent weather.

## *Safety Assurance*

The purpose of safety assurance within the overall SMS is to continually evaluate the effectiveness of implemented risk controls and strategies as well as identify potential new hazards. Spirit maintains a Safety Assurance Manual as part of our SMS, establishing the operation of our safety assurance system, how we acquire, process, and analyze safety-related data to inform our evaluations, and the resulting system assessment. When non-conformances are identified, they are subject to corrective action. When new potential hazards or ineffective controls are identified, they are routed back through our safety risk management process for a robust risk assessment.

Each Spirit division holds monthly safety meetings, covering topics such as safety trends, regulatory changes, safety performance, and lessons learned. Outcomes from these monthly meetings are communicated by the divisional Safety Leader to the division's operational Vice President as well as to the broader Safety team, ensuring that resulting actions (for example, an identified need for additional risk controls) are channeled through the SMS processes. Spirit's Integrated Safety Round Table provides a mechanism for the organization to further discuss lessons learned.

Our safety assurance process also includes internal and external audits. We are expanding the SMS in early 2023 through the development and implementation of an Internal Evaluation Program, including a deep-dive analysis into aviation-related injury trends. This analysis is informing continual improvements to our safety procedures and safety training aimed at keeping Team Members and Guests safe, ultimately reducing injuries and incidents.

## *Safety Promotion*

Safety promotion includes the training, communication, and other actions needed to create a positive safety culture across the organization. As part of our ongoing commitment to this safety culture, in addition to foundational safety and awareness training, we require Team Members to participate in specialized training modules according to their roles. These trainings are designed to address specific occupational hazards and include turbulence, ergonomics, and respiratory protection. To maintain a consistent focus on safety, we supplement these training programs with routine updates and communications that reinforce best practices and share lessons learned.

Recognizing the important role that our Inflight Team Members have in ensuring Guest safety, we continue to utilize our state-of-the-art training centers in Las Vegas, Nevada and Orlando, Florida to practically apply inflight emergency and evacuation safety trainings in our Cabin Trainer simulations. The facilities continue to provide opportunities for Spirit to efficiently train our Inflight Team Members by allowing us to stagger and target where they train, reducing trips, cost, and emissions. We plan to expand these initiatives with updated facilities and increased course offerings in the near future.

Spirit is continually reviewing and redesigning our safety-related trainings based on learnings uncovered via the safety risk management and safety assurance processes. For example, we continuously revise our safety training program focusing on the prevention of injuries related to turbulence, repetitive strain (e.g., from lifting), and ergonomics.

In addition to keeping our Team Members and our Guests safe, these training programs promote a culture of safe behavior, transparent reporting, ongoing learning, and continual improvement.



## Safety Membership Organizations

Spirit avidly participates in industry-wide collaboration on benchmarking best practices for safety. This collaboration began as a pandemic response, but later translated to other safety topics post-pandemic. We seek to enhance our safety excellence and refine our policies by actively collaborating with various organizations, ensuring a conversant approach to safeguarding our workforce. In addition to the safety programs and associations we highlighted in our 2020 Sustainability Report, Spirit is also an active member of the following organizations:

### FAA's Aviation Safety Information Analysis and Sharing Program

The [Aviation Safety Information Analysis and Sharing Program](#) is a joint development between the FAA and the aviation industry, working to enhance air travel safety through an open data exchange. This initiative has successfully integrated safety data and now represents 99 percent of U.S. air carrier operations.

### Commercial Aviation Safety Team

The [Commercial Aviation Safety Team \(CAST\)](#) vision is to encourage key aviation stakeholders to act cooperatively to lead the worldwide aviation community to the highest levels of global commercial aviation safety. CAST successfully implemented a data-driven strategy to significantly reduce commercial aviation fatality risk in the U.S., collaborating with industry and government to achieve an 83 percent decrease in fatality risk from 1998 to 2008. CAST's current goal is to reduce the remaining fatality risk by 50 percent from 2010 to 2050 through prognostic safety analysis.

### FAA's Aviation Safety InfoShare

The U.S. [FAA's Aviation Safety InfoShare](#) is a biannual conference that provides a secure platform for sharing safety concerns and best practices. Attendees include government agencies, labor groups (aviation maintenance, dispatch, cabin, ground operations, air traffic, and pilots), university aviation departments, trade associations, aircraft manufacturers, airlines, and operators.



### **NASA Aviation Safety Reporting System**

The U.S. [National Aeronautics and Space Administration \(NASA\) Aviation Safety Reporting System \(ASRS\)](#) plays a crucial role in the ongoing collaboration among government, industry, and individuals to enhance aviation safety by collecting and analyzing voluntarily submitted incident reports, then sharing essential findings with the aviation community.

### **IATA – Operational Safety Audit**

IATA is a global trade association representing and serving airlines, working to improve safety, efficiency, and sustainability in air travel and promoting cooperation and standardization within the aviation industry. The [IATA Operational Safety Audit \(IOSA\)](#) evaluates operational safety control systems of participating airlines against its global industry benchmarks under the pillars of safety, effectiveness, and integrity. IOSA registration is mandatory for all IATA members.

### **Ground Handling Operations Safety Team**

The [Ground Handling Operations Safety Team](#) is a voluntary industry working group established by the United Kingdom Civil Aviation Authority focused on enhancing safety in ground handling operations at airports through the identification and mitigation of potential risks, improvement of safety procedures, promoting the wellbeing of personnel and ensuring responsible aircraft management on the ground.

### **National Air Carrier Association Safety and Security Council and Operations Council**

The National Air Carrier Association works to promote safety and operational excellence among U.S. air carriers through the sharing of best practices and the development of industry-wide safety standards. It was founded in 1962 under Title 14, Part 121 of the Code of Federal Regulation and maintains close ties with government bodies. The [Safety and Security Council and the Operations Council](#) meet quarterly to discuss current regulatory and policy issues affecting member carriers' safety management and security functions and aircraft operations, respectively.

### **Aviation Emergency Response Organization**

The [Aviation Emergency Response Organization](#) is a Washington D.C.-based nonprofit organization aiming to inform, educate, and facilitate collaboration among emergency response professionals across the global aviation industry through secure, online and in-person forums.

### **Confidential Information Share Program**

The [Confidential Information Share Program](#) involves the proactive evaluation of safety by analyzing information from the Air Traffic Safety Action Program and the Aviation Safety Action Program, promoting the collection and review of safety data from both air traffic controllers and pilots.





# | Ethics And Compliance

Our ethical and compliant culture is driven by our [Code of Business Conduct and Ethics](#). Implementation of the Code serves to foster trust among our Team Members, Guests, investors, and communities, contributing to a positive work environment and sustainable operations. The Code also outlines methods for Team Members to seek support through our Legal Department or to anonymously report instances of suspected or known non-compliances via our 24-7 Ethics Reporting Hotline. Team Members can also contact the Hotline to seek guidance on ethics and compliance issues.

Team Members are required to complete an annual training module on our Code of Business Conduct and Ethics to support organizational alignment and universal knowledge of protocols associated with instances of unethical behavior or noncompliance. The Code also underpins our [Human Rights Policy Statement](#) to promote company-wide understanding and adherence to its testament.

In addition to establishing our commitments related to topics such as conflicts of interest and regulatory compliance, the Code mandates all Team Members and third-party affiliates uphold the highest standard of business ethics. We utilize our ethics and compliance training courses to stay current with evolving laws and regulations, ensuring Team Members are well-informed of legal requirements and ethical standards relevant to their roles. Company-wide compliance-focused courses reflect a commitment to our culture of continual improvement, reinforcing a workplace environment that prioritizes integrity and responsible conduct.



# Data Privacy And Cybersecurity

Our approach to data privacy and data protection adheres to rigorous standards to protect against unauthorized access and data misuse. We employ a multi-layered security approach that includes physical, electronic, and procedural safeguards, each designed to protect sensitive information. Our [Privacy Policy](#) governs the context, collection method, and purpose of the data we manage.

We continually invest in security technologies, while also focusing on non-technical aspects like Team Member training and third-party audits, to ensure comprehensive security of confidential information.

We recognize that the cybersecurity landscape is continuously evolving. We have continued to migrate our critical business applications to cloud infrastructure, which is intended to improve business function, and help mitigate disaster scenarios and further enhance data security. Members of the Board's Safety, Security, and Operations Committee work closely with the Audit Committee to review cyber-related risks, precautions, and protocols presented by management.

Spirit Team Members are required to undergo regular training courses covering topics such as privacy concerns, data protection and device security, and cybersecurity and online habits.

In 2021, we launched four new courses for all Team Members to further strengthen our data privacy and cybersecurity program:

- Payment Card Industry Compliance
- Privacy Concerns

- Data Protection and Device Security
- Cybersecurity and Online Habits

We also introduced our Fraud Prevention course to all Team Members in 2022.

We continuously assess our cybersecurity and data privacy programs to adapt to new regulations and threats. As we expand our operations, our commitment to cybersecurity and data privacy will remain steadfast.



# Appendix



# | About This Report

## *Report Scope*

The Spirit Airlines 2021/2022 Sustainability Report describes Spirit Airlines, Inc. activities and performance related to our priority sustainability topics as they relate to:

- The Environment
- Our Guests and Our Communities (Social)
- Our Team Members (Workforce)
- Governance

This Report discloses information relevant to our industry and material to our stakeholders. Spirit has developed this Report with reference to the Global Reporting Initiative (GRI) Sustainability Reporting Standards and in accordance with the Sustainability Accounting Standards Board (SASB) Airline Industry Sustainability Accounting Standard.

## *Boundaries*

Unless otherwise noted, this Report is focused on the global operations and activities of Spirit Airlines, Inc. and does not exclude any portion of our business.

## *Reporting Period*

This Report is intended to disclose Spirit's sustainability-related activities, performance, and data from fiscal years 2021 and 2022 (i.e., January 2021 through December 2022). In some instances, activities from 2023 are included in the qualitative discussion and are clearly indicated as such.

## *Reporting History*

This is Spirit Airlines' second Sustainability Report. We published our 2020 Sustainability Report in October 2021.

## *Restatements of Information*

There are no restatements of information from previous reporting periods (e.g., to correct an error).

## *Assurance*

We assure reported content through an internal review process, including executive-level approval of the report prior to publication. We do not currently seek external assurance of reported data or other reported content.

## *Contact*

Please direct questions to [Investor.Relations@Spirit.com](mailto:Investor.Relations@Spirit.com).

# GRI Index

## General Disclosures

| GRI STANDARD                           | DISCLOSURE   | LOCATION  |
|--|--|---|
| <b>GRI 2: General Disclosures 2021</b> | 2-1 Organizational details   | About Spirit Airlines ➤ About Us<br>About Spirit Airlines ➤ About Us ➤ Spirit at a Glance   |
|  | 2-2 Entities included in the organization's sustainability reporting | Appendix ➤ About This Report<br>There are no differences between the entities included in this disclosure and the entities audited in the 10-K filing.<br><b>Other Locations:</b><br><a href="#">2022 Form 10-K</a>   |
|  | 2-3 Reporting period, frequency and contact point                    | CEO Letter<br>Appendix ➤ About this Report<br><b>Other Locations:</b><br><a href="#">2022 Form 10-K</a>   |
|  | 2-4 Restatements of information                                      | Appendix ➤ About this Report  |
|  | 2-6 Activities, value chain and other business relationships         | About Spirit Airlines ➤ About Us ➤ Spirit at a Glance<br>No significant changes were made within Spirit's sector, value chain, or business relationships since our 2020 Sustainability Report.<br><b>Other Locations:</b><br><a href="#">2022 Form 10-K</a>   |
|  | 2-7 Employees  | About Spirit Airlines ➤ About Us ➤ Spirit at a Glance<br>Supporting Our Team Members ➤ Diversity, Equity, Inclusion, and Belonging ➤ Team Member Diversity<br>Numbers are reported in head count, as of the end of each reporting period.<br><b>Other Locations:</b><br><a href="#">2022 Form 10-K</a><br><a href="#">DEI&amp;B Impact Report 2022</a>                  |
|  | 2-8 Workers who are not employees                                    | <b>Other Locations:</b><br><a href="#">2022 Form 10-K</a>   |
|  | 2-9 Governance structure and composition                             | Governance at Spirit ➤ Our Approach to Governance<br>Governance at Spirit ➤ Board of Directors ➤ Board and Committee Structure<br><b>Other Locations:</b><br><a href="#">Governance Documents</a><br><a href="#">Committee Composition</a><br><a href="#">Board of Directors</a><br><a href="#">2022 Form 10-K</a><br><a href="#">2023 Notice &amp; Proxy Statement</a> |
|  | 2-10 Nomination and selection of the highest governance body         | Governance at Spirit ➤ Board of Directors ➤ Board and Committee Structure<br>Governance at Spirit ➤ Board of Directors ➤ Board Diversity and Skills<br><b>Other Locations:</b><br><a href="#">Nominating and Corporate Governance Committee Charter</a><br><a href="#">2022 Form 10-K</a><br><a href="#">2023 Notice &amp; Proxy Statement</a>                          |

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| GRI STANDARD                           | DISCLOSURE   | LOCATION  |
|--|--|---|
| <b>GRI 2: General Disclosures 2021</b> | 2-11 Chair of the highest governance body  | Governance at Spirit ➤ Board of Directors ➤ Board and Committee Structure<br><b>Other Locations:</b><br><a href="#">Governance Documents</a><br><a href="#">2022 Form 10-K</a><br><a href="#">2023 Notice &amp; Proxy Statement</a> |
|  | 2-12 Role of the highest governance body in overseeing the management of impacts | About Spirit Airlines ➤ Our Sustainability Priorities ➤ Board Oversight<br>Governance at Spirit ➤ Board of Directors ➤ Board and Committee Structure  |
|  | 2-13 Delegation of responsibility for managing impacts                           | About Spirit Airlines ➤ Our Sustainability Priorities ➤ Board Oversight<br>Governance at Spirit ➤ Board of Directors ➤ Board and Committee Structure  |
|  | 2-14 Role of the highest governance body in sustainability reporting             | About Spirit Airlines ➤ Our Sustainability Priorities ➤ Board Oversight<br>Governance at Spirit ➤ Ethics and Compliance   |
|  | 2-15 Conflicts of interest   | <b>Other Locations:</b><br><a href="#">Code of Business Conduct and Ethics</a><br><a href="#">Corporate Governance Guidelines</a>   |
|  | 2-16 Communication of critical concerns  | Governance at Spirit ➤ Safety<br>Governance at Spirit ➤ Ethics and Compliance<br><b>Other Locations:</b><br><a href="#">Code of Business Conduct and Ethics</a>   |
|  | 2-17 Collective knowledge of the highest governance body                         | Governance at Spirit ➤ Board of Directors ➤ Board Diversity and Skills<br>Governance at Spirit ➤ Board of Directors ➤ Board and Committee Structure<br>Governance at Spirit ➤ Board of Directors ➤ Board Diversity and Skills       |
|  | 2-18 Evaluation of the performance of the highest governance body                | <b>Other Locations:</b><br><a href="#">Governance Documents</a><br><a href="#">2022 Form 10-K</a><br><a href="#">2023 Notice &amp; Proxy Statement</a>  |
|  | 2-19 Remuneration policies   | Governance at Spirit ➤ Board of Directors ➤ Executive Compensation<br><b>Other Locations:</b><br><a href="#">Compensation Committee Charter</a>   |
|  | 2-20 Process to determine remuneration   | Governance at Spirit ➤ Board of Directors ➤ Executive Compensation<br><b>Other Locations:</b><br><a href="#">Governance Documents</a><br><a href="#">2022 Form 10-K</a><br><a href="#">2023 Notice &amp; Proxy Statement</a>        |

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## General Disclosures

| GRI STANDARD                           | DISCLOSURE  | LOCATION   |
|--|---|--|
| <b>GRI 2: General Disclosures 2021</b> | 2-21 Annual total compensation ratio                    | <b>Other Locations:</b><br><a href="#">2022 Form 10-K</a><br><a href="#">2023 Notice &amp; Proxy Statement</a>   |
|  | 2-22 Statement on sustainable development strategy      | CEO Letter   |
|  | 2-23 Policy commitments                                 | About Spirit Airlines → Our Sustainability Priorities<br>Environmental Sustainability at Spirit → Our Approach to Environmental Responsibility<br>Environmental Sustainability at Spirit → Environmental Compliance<br>Supporting Our Team Members → Human Rights<br>Governance at Spirit → Our Approach to Governance<br>Governance at Spirit → Ethics and Compliance<br>Governance at Spirit → Data Privacy and Cybersecurity<br>Policy commitments are communicated publicly through our annual proxy statement and SEC filings.<br><b>Other Locations:</b><br><a href="#">Code of Business Conduct and Ethics</a><br><a href="#">Corporate Governance Guidelines</a><br><a href="#">Human Rights Policy</a><br><a href="#">2022 Form 10-K</a><br><a href="#">2023 Notice &amp; Proxy Statement</a> |
|  | 2-24 Embedding policy commitments                       | About Spirit Airlines → Our Sustainability Priorities<br>Environmental Sustainability at Spirit → Our Approach to Environmental Responsibility<br>Environmental Sustainability at Spirit → Environmental Compliance<br>Supporting Our Team Members → Human Rights<br>Governance at Spirit → Our Approach to Governance<br>Governance at Spirit → Board of Directors → Board Committee and Structure<br>Governance at Spirit → Board of Directors → Executive Compensation<br>Governance at Spirit → Ethics and Compliance<br>Governance at Spirit → Data Privacy and Cybersecurity<br><b>Other Locations:</b><br><a href="#">Code of Business Conduct and Ethics</a><br><a href="#">Corporate Governance Guidelines</a>  |
|  | 2-25 Processes to remediate negative impacts            | About Spirit Airlines → Our Sustainability Priorities<br>Supporting Our Team Members → Human Rights  |
|  | 2-26 Mechanisms for seeking advice and raising concerns | Governance at Spirit → Ethics and Compliance<br>Governance at Spirit → Safety → Safety Management System → Safety Policy   |
|  | 2-28 Membership associations                            | About Spirit Airlines → Our Sustainability Priorities → Partnerships and Memberships<br>Environmental Sustainability at Spirit → Climate and Emissions → CORSIA  |
|  | 2-29 Approach to stakeholder engagement                 | About Spirit Airlines → Our Sustainability Priorities → Stakeholder Engagement   |
|  | 2-30 Collective bargaining agreements                   | <b>Other Locations:</b><br><a href="#">2022 Form 10-K</a>  |

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## Material Topic Disclosures

| GRI STANDARD                | DISCLOSURE                               | LOCATION  |
|-----------------------------|--|---|
| GRI 3: Material Topics 2021 | 3-1 Process to determine material topics | <p>About Spirit Airlines → Our Sustainability Commitments<br/>                     About Spirit Airlines → Our Sustainability Priorities</p>  |
|                             | 3-2 List of material topics              | <p>About Spirit Airlines → Our Sustainability Commitments<br/>                     About Spirit Airlines → Our Sustainability Priorities</p>  |
|                             | 3-3 Management of material topics        | <p>About Spirit Airlines → Our Sustainability Commitments<br/>                     About Spirit Airlines → Our Sustainability Priorities<br/>                     Environmental Sustainability at Spirit → Our Approach to Environmental Responsibility<br/>                     Environmental Sustainability at Spirit → Fleet Planning and Fuel Efficiency<br/>                     Environmental Sustainability at Spirit → Climate and Emissions<br/>                     Environmental Sustainability at Spirit → Waste<br/>                     Serving Spirit's Guests and Communities → Caring for Our Guests<br/>                     Serving Spirit's Guests and Communities → Community Engagement: Spirit Gives Back<br/>                     Supporting Our Team Members → Our Team<br/>                     Supporting Our Team Members → Attracting, Engaging, Developing, and Retaining Our Team Members → Developing Team Members<br/>                     Supporting Our Team Members → Diversity, Equity, Inclusion, and Belonging<br/>                     Supporting Our Team Members → Diversity, Equity, Inclusion and Belonging → Supplier Diversity<br/>                     Governance at Spirit → Safety<br/>                     Governance at Spirit → Our Approach to Governance</p> <p><b>Other Locations:</b><br/> <a href="#">2022 Form 10-K</a><br/> <a href="#">2023 Notice &amp; Proxy Statement</a><br/> <a href="#">Corporate Governance Guidelines</a><br/> <a href="#">Safety, Security, and Operations Committee Charter</a></p> |



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## Economic Topics (GRI 200)

| GRI STANDARD                                   | DISCLOSURE  | LOCATION  |
|--|---|---|
| <b>GRI 201: Economic Performance 2016</b>      | 201-1 Direct economic value generated and distributed                                 | <b>Other Locations:</b><br><a href="#">2022 Form 10-K</a><br>Environmental Sustainability at Spirit ➤ Climate and Emissions     |
|  | 201-2 Financial implications and other risks and opportunities due to climate change  | <b>Other Locations:</b><br><a href="#">2022 Form 10-K</a>   |
|  | 201-3 Defined benefit plan obligations and other retirement plans                     | Supporting Our Team Members ➤ Attracting, Engaging, Developing, and Retaining Our Team Members ➤ Team Member Benefits           |
| <b>GRI 206: Anti-competitive Behavior 2016</b> | 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | 2021 and 2022 annual reports on Form 10-K and quarterly reports on Form 10-Q, available on our <a href="#">SEC Filings</a> page |
|  | 207-1 Approach to tax   | <b>Other Locations:</b><br><a href="#">2022 Form 10-K</a><br><a href="#">2023 Notice &amp; Proxy Statement</a>                  |
| <b>GRI 207: Tax 2019</b>                       | 207-2 Tax governance, control, and risk management                                    | <b>Other Locations:</b><br><a href="#">2022 Form 10-K</a><br><a href="#">2023 Notice &amp; Proxy Statement</a>                  |
|  | 207-3 Stakeholder engagement and management of concerns related to tax                | <b>Other Locations:</b><br><a href="#">2022 Form 10-K</a><br><a href="#">2023 Notice &amp; Proxy Statement</a>                  |

## Environmental Topics (GRI 300)

| GRI STANDARD                   | DISCLOSURE   | LOCATION  |
|--------------------------------|--|---|
| <b>GRI 302: Energy 2016</b>    | 302-1 Energy consumption within the organization             | Environmental Sustainability at Spirit ➤ Fleet Planning and Fuel Efficiency ➤ Fuel Efficiency<br>Environmental Sustainability at Spirit ➤ Climate and Emissions |
|                                | 302-3 Energy intensity                                       | Environmental Sustainability at Spirit ➤ Fleet Planning and Fuel Efficiency ➤ Fuel Efficiency   |
| <b>GRI 305: Emissions 2016</b> | 305-1 Direct (Scope 1) GHG emissions                         | Environmental Sustainability at Spirit ➤ Climate and Emissions ➤ Climate and Emissions Impacts  |
| <b>GRI 306: Waste 2020</b>     | 306-1 Waste generation and significant Waste-related impacts | Environmental Sustainability at Spirit ➤ Our Approach to Environmental Responsibility<br>Environmental Sustainability at Spirit ➤ Waste                         |
|                                | 306-2 Management of significant Waste-related impacts        | Environmental Sustainability at Spirit ➤ Waste  |

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## Social Topics (GRI 400)

| GRI STANDARD   | DISCLOSURE   | LOCATION   |
|--|--|--|
| <b>GRI 401: Employment 2016</b>                      | 401-1 New employee hires and employee turnover   | <b>Other Locations:</b><br><a href="#">2022 Form 10-K</a>  |
|  | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | Supporting Our Team Members ▶ Attracting, Engaging, Developing, and Retaining Our Team Members ▶ Retaining Team Members ▶ Team Member Wellbeing  |
| <b>GRI 403: Occupational Health and Safety 2018</b>  | 403-1 Occupational health and safety management system   | Governance at Spirit ▶ Safety ▶ Safety Management System<br>Governance at Spirit ▶ Safety ▶ Safety Membership Organizations  |
|  | 403-2 Hazard identification, risk assessment, and incident investigation                                 | Governance at Spirit ▶ Safety ▶ Safety Management System   |
|  | 403-3 Occupational health services   | Governance at Spirit ▶ Safety ▶ Safety Management System   |
|  | 403-4 Worker participation, consultation, and communication on occupational health and safety            | Governance at Spirit ▶ Safety ▶ Safety Management System   |
|  | 403-5 Worker training on occupational health and safety  | Governance at Spirit ▶ Safety ▶ Safety Management System ▶ Safety Promotion<br>Governance at Spirit ▶ Safety ▶ Safety Management System  |
|  | 403-6 Promotion of worker health   | <b>Other Locations:</b><br><a href="#">2022 Form 10-K</a><br><a href="#">2023 Notice &amp; Proxy Statement</a>   |
| <b>GRI 404: Training and Education 2016</b>          | 404-1 Programs for employee development and career advancement   | Supporting Our Team Members ▶ Attracting, Engaging, Developing, and Retaining Our Team Members ▶ Attracting Top Talent<br>Supporting Our Team Members ▶ Attracting, Engaging, Developing, and Retaining Our Team Members ▶ Developing Team Members |
|  | 404-2 Programs for upgrading employee skills and transition assistance programs                          | <b>Other Locations:</b><br><a href="#">2022 Form 10-K</a><br><a href="#">2023 Notice &amp; Proxy Statement</a>   |
| <b>GRI 405: Diversity and Equal Opportunity 2016</b> | 405-1 Diversity of governance bodies and employees   | Supporting Our Team Members ▶ Diversity, Equity, Inclusion, and Belonging ▶ Team Member Diversity<br>Governance at Spirit ▶ Board of Directors ▶ Board Diversity and Skills  |
| <b>GRI 413: Local Communities 2016</b>               | 413-1 Operations with local community engagement, impact assessments, and development programs           | Serving Spirit's Guests and Communities ▶ Caring for Our Guests<br>Serving Spirit's Guests and Communities ▶ Community Engagement: Spirit Gives Back ▶ Spirit Charitable Foundation  |
| <b>GRI 414: Supplier Social Assessment 2016</b>      | 414-1 New suppliers that were screened using social criteria   | Supporting Our Team Members ▶ Diversity, Equity, Inclusion and Belonging ▶ Supplier Diversity  |
| <b>GRI 416: Customer Health and Safety 2016</b>      | 416-1 Assessment of the health and safety impacts of product and service categories                      | Governance at Spirit ▶ Safety ▶ Safety Management System   |

# SASB Index

| SASB TOPIC                              | SASB DISCLOSURE CODE | METRIC   | LOCATION  |
|---|----------------------|--|---|
| <b>Greenhouse Gas Emissions</b>         | TR-AL-110a.1         | Gross global Scope 1 emissions   | Environmental Sustainability at Spirit ➤ Climate and Emissions ➤ Climate and Emissions Impacts  |
|   | TR-AL-110a.2         | Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets | Not disclosed   |
|   | TR-AL-110a.3         | (1) Total fuel consumed, (2) percentage alternative and (3) percentage sustainable   | Environmental Sustainability at Spirit ➤ Fleet and Fuel Efficiency ➤ Fuel Efficiency<br>Percentage sustainable fuel is not disclosed  |
| <b>Labor Practices</b>                  | TR-AL-310a.1         | Percentage of active workforce covered under collective bargaining agreements  | <a href="#">2022 Form 10-K</a> ; as of December 31, 2022, approximately 81% of Spirit employees were represented by five labor unions |
|   | TR-AL-310a.2         | (1) Number of work stoppages and (2) total days idle   | Zero (0) work stoppages<br>Zero (0) days idle   |
| <b>Competitive Behavior</b>             | TR-AL-520a.1         | Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behaviour regulations   | 2021 and 2022 annual reports on Form 10-K and quarterly reports on Form 10-Q, available on our <a href="#">SEC Filings</a> page       |
| <b>Accident &amp; Safety Management</b> | TR-AL-540a.1         | Description of implementation and outcomes of a Safety Management System   | Governance at Spirit ➤ Safety   |
|   | TR-AL-540a.2         | Number of aviation accidents   | Zero (0) aviation accidents   |
|   | TR-AL-540a.3         | Number of governmental enforcement actions of aviation safety regulations  | Not disclosed   |

| SASB TOPIC  | SASB DISCLOSURE CODE | LOCATION  |
|---|----------------------|---|
| <b>Available seat miles/kilometers (ASM/ASK)</b>    | TR-AL-000.A          | Environmental Sustainability at Spirit ➤ Fleet and Fuel Efficiency ➤ Fuel Efficiency  |
| <b>Passenger load factor</b>                        | TR-AL-000.B          | Environmental Sustainability at Spirit ➤ Fleet and Fuel Efficiency ➤ Fuel Efficiency  |
| <b>Revenue passenger miles/kilometers (RPM/RPK)</b> | TR-AL-000.C          | Environmental Sustainability at Spirit ➤ Fleet and Fuel Efficiency ➤ Fuel Efficiency  |
| <b>Revenue ton miles/kilometers (RTM/RTK)</b>       | TR-AL-000.D          | Environmental Sustainability at Spirit ➤ Fleet and Fuel Efficiency ➤ Fuel Efficiency  |
| <b>Number of departures</b>                         | TR-AL-000.E          | About Spirit Airlines ➤ Spirit at a Glance  |
| <b>Average age of fleet</b>                         | TR-AL-000.F          | About Spirit Airlines ➤ Spirit at a Glance<br>Environmental Sustainability at Spirit ➤ Fleet and Fuel Efficiency ➤ Fleet Planning |

## *Forward-Looking Statement*

Statements contained in this report other than statements of historical fact are forward-looking statements. While these forward-looking statements, and any assumptions upon which they are based, are made in good faith and reflect our current judgement regarding the direction of our business, actual results will likely vary, sometimes materially, from any estimates, predictions, projections, assumptions, or other future performance presented or suggested in this report. These statements reflect our current views with regard to future events and are subject to various risks, uncertainties, and assumptions. We undertake no duty to update any forward-looking statement to conform the statement to actual results or changes in the Company's expectations. For more information concerning factors that could cause actual results to differ from those expressed or forecasted, see Spirit Airlines' annual report on Form 10-K and quarterly reports on Form 10-Q, filed with the U.S. Securities and Exchange Commission and available on Spirit's website at [www.Spirit.com](http://www.Spirit.com).

The Spirit Airlines logo, featuring the word "spirit" in a bold, lowercase, italicized sans-serif font, with a registered trademark symbol (®) to the upper right of the letter "t". The logo is positioned on a bright yellow triangular background that extends from the bottom right corner of the page towards the top right.