

spirit®

2020

Sustainability Report





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CEO Letter

We are pleased to publish our first Sustainability Report. As part of our overall corporate social responsibility, we are committed to integrating environmental, social, and governance (ESG) practices into our business model, increasing the sustainability and resiliency of our Company. In recognition of the increasing importance of ESG to our Company, our future, and our stakeholders, our Board of Directors amended the charter of its Nominating and Corporate Governance Committee to express the importance of developing continuous ESG strategy and practices.

We are environmentally conscious and seek to operate our business in a sustainable manner that will benefit our Guests, Team Members, investors, and the communities we serve, as well as support our successful growth over the long term. We also seek to build human rights awareness, and we strive to attract a diverse pipeline of talent for our Company. By building a workplace that celebrates and promotes diversity, equity, inclusion, and belonging, we promote Team Member engagement and create an environment where we can drive positive change. Furthermore, we adhere to strong corporate governance principles, while incorporating best practices to guide our corporate behavior and actions.

I would like to thank our Team Members for their professionalism and resilience in meeting the challenges of operating an airline during a severe global pandemic. Together, we have built a Company with the necessary foundation for success. I also would like to congratulate the Spirit Team on being named to FORTUNE's 2021 list of the World's Most Admired Companies.

This is a unique time for our inaugural Sustainability Report given the ongoing global impact of COVID-19; however, it is an important step forward to communicate with you, our stakeholders, about our Company's commitment to ESG efforts. Our Board of Directors, management, and Team Members are committed to broadening our ESG initiatives and improving our communities and society at large.



Ted Christie

President and CEO
October 15, 2021



About Spirit Airlines



About Us

[Spirit Airlines, Inc.](#) (NYSE: SAVE) seeks to deliver the best value in the sky. We are the leader in providing customizable travel options. Starting with an unbundled fare, our model allows our Guests to pay only for the options they choose — like bags, seat assignments and refreshments — something we call À La Smarte®. More choices mean our Guests choose how they fly, how they save, and how they add extras like Shortcut Boarding or selecting a Big Front Seat®. Through our low-cost structure, and with our Fit Fleet® that is amongst the youngest and most fuel-efficient in the U.S., we make it possible for our Guests to venture further and discover more. We serve destinations throughout the U.S., Latin America, and the Caribbean, and we are dedicated to supporting the communities we serve.

Our Values



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



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.



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



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

OUR COMMON PURPOSE

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

MISSION

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

TOTAL DESTINATIONS

80+
destinations

16
countries

EMPLOYEES

8,500+
Team Members
13,500+
Service Providers

HEADQUARTERS

Miramar, Florida

AVERAGE AGE OF FLEET

6.5 years

KEY MARKETS

332 markets throughout the United States, Latin America and the Caribbean

AVERAGE DEPARTURES DAILY

600–800

KEY CITIES

- ➔ Atlanta
- ➔ Baltimore
- ➔ Cancun
- ➔ Chicago
- ➔ Dallas/Fort Worth
- ➔ Detroit
- ➔ Fort Lauderdale
- ➔ Houston
- ➔ Las Vegas
- ➔ Los Angeles
- ➔ New York
- ➔ Newark
- ➔ Orlando
- ➔ San Juan
- ➔ Tampa

Our ESG Commitments

As a responsible and resilient airline, we are committed to integrating environmental, social, and governance (ESG) practices into everything we do.

Further aligning our ESG initiatives, practices, and commitments, we focus our reporting disclosures on four areas (separating out Workforce from other Social priorities in order to increase transparency in reporting):

- ➔ **Environment:** [Environmental Sustainability at Spirit](#)
- ➔ **Social:** [Serving Spirit's Guests and Communities](#)
- ➔ **Workforce:** [Supporting Our Team Members](#)
- ➔ **Governance:** [Governance at Spirit](#)

Environment

We operate in an environmentally conscious manner that benefits our Guests, Team Members, investors, and the communities we serve, all while helping to reduce our impact over the long term. We care about the impact of our airline's operations on the environment, and we pursue fiscally responsible options in support of long-term sustainability. Further supporting our environmental commitment, in early 2020, we adopted an [Environmental Policy](#) to clearly communicate our environmental expectations and increase awareness among our Team Members and our business partners. Protection of the environment is also one of the three designated pillars of The Spirit Airlines Charitable Foundation (the Foundation).

Social

In support of the communities we serve, we actively encourage our Team Members to help people and communities in need, promote basic human rights, and support efforts to continually build and attract a more diverse pipeline of talent for Spirit and the aviation/aerospace industry. In late 2020, we adopted a [Human Rights Policy Statement](#) to demonstrate Spirit's commitment to respecting and upholding the human rights of our Guests, Team Members, and business partners.

Workforce

Team Member engagement and development are critical aspects of our human resources strategy and our overall business success. We are committed to recruiting, retaining, and engaging a diverse workforce and maintaining a fair and welcoming workplace environment that inspires every one of our Team Members to succeed.

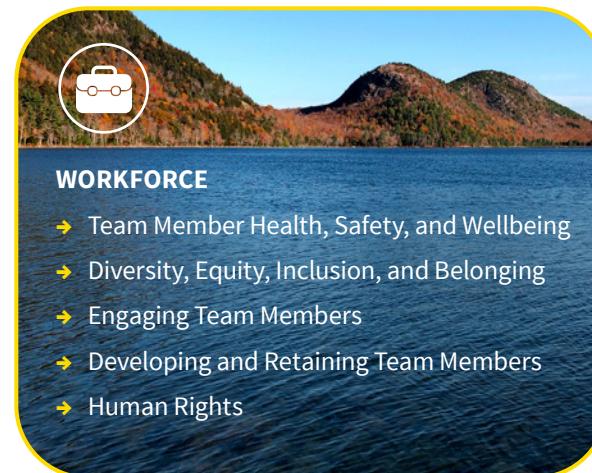
Governance

At Spirit, we seek to implement best practices in corporate governance, consistent with our long-term focus on business resiliency. We believe our commitment to ethics benefits our stockholders, our Guests, our Team Members, and the communities we serve. [Our Code of Business Conduct and Ethics](#) outlines Spirit's ethical commitments.

ESG Priorities

Understanding our most relevant ESG topics is key to informing not only our reporting, but also guiding our broader ESG strategy and our engagement with stakeholders. We focus our efforts and our resources on those areas where we have the greatest opportunity to contribute to a sustainable aviation future.

To determine our ESG priorities, we started with the Global Reporting Initiative (GRI) Standards to understand the universe of ESG topics. Overlaying the GRI Standards with the Sustainability Accounting Standards Board (SASB) Airlines Industry Standard, we were able to prioritize those ESG topics that matter most to our industry. Next, we analyzed the state of ESG in the airline industry by reviewing publicly available peer information and stakeholder engagement information requests to determine gaps and disclosure opportunities. As a result of our efforts, Spirit has chosen to report on the priority ESG topics listed to the right.





ESG Board Oversight

Recognizing the fundamental importance of ESG matters, Spirit's Board and its committees provide guidance and oversight. The Nominating and Corporate Governance Committee is responsible for oversight of our ESG strategy and practices and periodically reports on these matters to the Board.

Stakeholder Engagement

At Spirit we believe that understanding the views and concerns of our stakeholders allows us to focus on the most impactful ESG priorities while also allowing us to proactively understand and address emerging ESG risks and opportunities.

We regularly engage with external stakeholders on trending and emerging issues that matter to them. One way we do this is by responding to questionnaires, inquiries, and requests for information related to our ESG sustainability efforts. We work closely with the airport authorities across the countries we serve and other prominent industry-focused organizations such as The Airline Passengers Experience Association (APEX), Aviation Week Network, and Boyd Group International.

ESG Partnerships and Memberships

Spirit actively engages and partners with key organizations and peer networks focused on ESG topics and issues. Key partnerships and engagements include:

- ➔ An ongoing partnership with the International Aviation Women's Association (IAWA), an international organization for women who hold positions of impact in the aviation and aerospace industries.
- ➔ Spirit's President and CEO, Ted Christie, serves on the Board of Governors of APEX, meeting each year to provide top-level strategic guidance for the year ahead.

Corporate Recognition

At Spirit, we are focused on the Guest Experience, and we have received numerous awards based on reputation, operational performance, and health and safety to prove it.



In 2021, Spirit became one of eight global airlines to receive a FORTUNE World's Most Admired® Companies award, Four Stars from Airline Passenger Experience Association (APEX) Official Airline Ratings™ for the second year in a row, and a Platinum Award status by the APEX Health Safety initiative powered by SimpliFlying. Additionally, Spirit was named WalletHub's Most Affordable Airline of the Year. Spirit was also recognized as the Gold Stevie® Award winner in the Transportation category for its Self-Bag Drop system with Biometric Technology in Chicago, Illinois, which streamlines the check-in process and limits face-to-face contact.





Supporting the United Nations Sustainable Development Goals

The United Nations (UN) Sustainable Development Goals (SDGs) provide a blueprint for governments, businesses, and civil society organizations to address the most pressing environmental and social issues globally. At Spirit, we are committed to addressing these global challenges by helping to build solutions for future generations.



Goal 1: No Poverty

End poverty in all its forms everywhere

- We offer competitive compensation and benefits to all Team Members.
- Spirit received the Corporate Partner of the Year Award from the Broward County Chapter of the American Red Cross for donating more than \$100,000 to help the Red Cross continue to deliver lifesaving missions during the COVID-19 pandemic and support people affected by Hurricane Laura and Nashville's tornado outbreak.



Goal 2: Zero Hunger

End hunger, achieve food security and improved nutrition, and promote sustainable agriculture

- We volunteer with Feeding South Florida, a non-profit with the mission of ending hunger in South Florida.



Goal 3: Good Health and Well-Being

Ensure healthy lives and promote well-being for all at all ages

- Our Pandemic Response Program ensures swift action in response to ever-evolving communicable disease outbreak situations that impact our operation.



Goal 4: Quality Education

Ensure inclusive, quality education and promote lifelong learning for all

- ➔ We provide various scholarships directed to advanced aviation/aerospace education for underrepresented students.
- ➔ Spirit actively supports education, athletic, and after-school programs for disadvantaged youth, including YMCA, The First Tee, and FCC Escuela de Fútbol.
- ➔ We are a major supporter of the Mano Amiga School located in Zipaquirá, Colombia, including providing scholarships and funds for the construction of a new multi-classroom building.
- ➔ We support and enable education via the National School in Leogane, Haiti by delivering supplies to students.
- ➔ Through the Foundation, we support and strengthen families by working with local organizations to support those with urgent needs including housing, food, and education.



Goal 5: Gender Equality

Achieve gender equality and empower all women and girls

- ➔ Through the Foundation, we have been able to establish an endowed aviation scholarship for women in financial need at Embry Riddle Aeronautical University and annual aviation scholarships through the International Aviation Women's Association.
- ➔ We are committed to recruiting and developing a diverse, engaged workforce that inspires people to bring their unique perspectives and strengths forward.



Goal 8: Decent Work and Economic Growth

Promote inclusive and sustainable economic growth, employment, and decent work for all

- ➔ We invest in the professional and personal development of our Team Members and help them discover their strengths through our internal continuing education portal — Spirit U — including live sessions.
- ➔ We offer personalized professional development including a Leadership Development Program with the goal of accelerating career development.



Goal 13: Climate Action

Take urgent action to combat climate change and its impacts

- ➔ We have developed, and are further refining, our enterprise fuel policy to reduce and manage carbon emissions from jet fuel.
- ➔ We maintain our industry leadership position as a low-cost carrier with a low carbon footprint per passenger as a result of our modern aircraft fleet, including next-generation engine technology.
- ➔ We maintain one of the youngest fleets of any U.S. airline, with higher fuel efficiency and reduced carbon emissions.



Goal 16: Peace, Justice, and Strong Institutions

Promote just, peaceful, and inclusive societies

- ➔ We are committed to respecting and upholding the human rights of our Guests, Team Members, and business partners, as noted in our [Human Rights Policy Statement](#).
- ➔ We support social justice and civil rights by providing complimentary flights to members of social justice, equality, and civil rights organizations and partnering with organizations to drive long-lasting positive social change.

Environmental Sustainability at Spirit



Our Approach to Environmental Responsibility

At Spirit, we recognize the impact air travel and our operations have on the environment. While aircraft efficiency has increased more than 70% over the last half of the 20th century, aviation remains an energy-intensive industry that historically has accounted for 2% of total global carbon emissions. Although the COVID-19 pandemic brought air travel to a near halt in 2020, travel is projected to return to pre-pandemic levels by 2022, with a projected annual growth rate of approximately 5% over the next 20 years.

As one of the leading low-cost carriers in the U.S., Spirit is committed to responsible aviation and conducting business in an environmentally conscious manner. Read [Spirit Airlines' Environmental Policy](#) to learn more about our commitment to protecting the environment and promoting environmental awareness among our Team Members.

We are proud of our approach to environmental responsibility, focused on operational and business efficiency. Our efficiency approach allows us to mitigate impacts while we pursue commercially viable options to improve the long-term sustainability of our business. Keys to our business and operational efficiency include our cost structure and an all-Airbus Fit Fleet® that is one of the youngest and most fuel efficient in the industry. Together, our efforts make it possible for Guests to venture further, travel more often, and discover more.



Managing Climate and Emissions

We recognize aviation's impact on climate and our responsibility to help reduce the carbon footprint of air travel.

Fuel burn is our greatest environmental and financial impact, and our greatest source of carbon emissions. To address the impact of our flights and operations over the short-term and long-term, our climate and emissions approach focuses on reducing emissions through both fleet and operational efficiencies that conserve fuel and improve overall fuel burn. Our dense seating configuration, along with our consistent focus on weight-saving measures, has made us consistently one of the most fuel-efficient carriers in the U.S., measured on an intensity basis (e.g., per passenger carried, per seat flown, per seat-hour, and per Revenue Ton Miles/Available Seat Miles/Revenue Passenger Miles).

Climate and Emissions Impacts

While we do not yet have the complete data for our ground service equipment (GSE) fuel use and electricity consumption at all of our facilities, we plan to implement a program to address this data gap in upcoming years. Furthermore, in support of our short-term and long-term efforts to reduce Spirit's environmental impacts, we expect to develop and communicate a climate and emissions strategy that will guide how we track, monitor, and report impacts and future efforts. Accordingly, we have focused our reporting on Scope 1 (direct) emissions from the combustion of jet fuel. Jet fuel combustion is by far the largest contributor to an airline's carbon footprint; we believe this focused reporting represents our most material climate impacts.

In 2020, with the significant decline in air travel due to COVID-19, Spirit operated much of the year at a reduced capacity. This decrease in flight operations, along with fuel efficiency improvements, resulted in Scope 1 greenhouse gas (GHG) emissions totaling 2,779,254 metric tons of CO₂e in 2020.

GHG Emissions (in metric tons CO₂e)

	2020*	2019	2018	2017
Scope 1 emissions (fuel)	2,779,254	4,522,648	3,959,088	3,300,799

*The emissions for 2020 are lower than previous years largely due to a nearly global freeze on airline travel.

CORSIA

In 2016, with the goal of achieving carbon neutral growth in the international aviation sector from 2020 onwards, the International Civil Aviation Organization (ICAO) adopted the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). CORSIA is a global market-based mechanism that allows the industry to tackle emissions growth through carbon offsets.

In 2019 and 2020, Spirit actively participated in the monitoring, reporting, and verification of international emissions for the establishment of an industry baseline for CORSIA. The scheme will be implemented over the course of several years, with a voluntary pilot phase commencing in 2021.

Fleet and Fuel Efficiency

Fleet Planning

Supporting our commitment to responsible aviation and emissions reduction, Spirit's approach to fleet and fuel efficiency is integrated into the way we operate and fly. Our efficiency approach recognizes that newer more efficient aircraft offer the greatest opportunity to positively impact the environment through reduced fuel burn and emissions.

Spirit was the first North American carrier to operate the new generation Airbus narrow-body aircraft, the A320neo, considered one of the most fuel-efficient engines ever made. In 2020, as part of our multi-year fleet plan, Spirit took delivery of 12 additional new Airbus A320neo aircraft to end the year with 32 in operation.

With one of the youngest and most fuel-efficient airline fleets in the U.S., Spirit's A320neo Family aircraft will further reduce our GHG emissions intensity by burning 15 to 20% less fuel while also lowering our operational costs.

Over the long term, our Neo aircraft will allow Spirit to continue leading the industry in reduced carbon emissions, while maintaining ultra-low fares. By year-end 2021, we will operate 48 A320neo aircraft. Additionally, all new aircraft purchased beyond 2021 will be A320neo family aircraft.



Fuel Efficiency

From 2019 through 2020, Spirit increased its fuel efficiency, measured by available seat miles per gallon, by about 8% through the introduction of new aircraft, fleet upgrades, and other improvements that reduced our fuel consumption and environmental impact. We remain committed to maintaining high fuel efficiency across our fleet.

In 2019 and 2020, fleet efficiency efforts avoided an estimated 67,875 metric tons of CO₂e (tCO₂e). Fleet efficiency initiatives include:

- ➔ **Aircraft Density:** Increasing the number of seats per aircraft decreases the carbon footprint per passenger and increases overall fuel efficiency (seat miles per gallon).
- ➔ **Flight Operations:** In 2019 and 2020, single-engine taxiing saved an estimated 2.3 million gallons of fuel and reduced our emissions by about 22,503 tCO₂e.
- ➔ **Seat Design and Configuration:** Reducing onboard weight through new ergonomic seats increases fuel efficiency and improves overall fuel burn. Lighter seats installed in 2019 and 2020 saved an estimated 49,800 gallons of fuel and reduced our emissions by about 479 tCO₂e.
- ➔ **Engine Wash Program:** We routinely wash our aircraft engine interiors to reduce drag and emissions.
- ➔ **APU Usage:** Initiatives to reduce auxiliary power unit (APU) usage when aircraft are parked at the gates or undergoing maintenance resulted in over 4 million gallons of fuel saved and a reduction of 38,738 tCO₂e.
- ➔ **Flight and Route Optimization:** Our fuel policy, adopted in 2019, aims to reduce excess planned fuel to save weight and fuel burn on our flights. Efforts in 2019 and 2020 to improve flight planning and reduce unnecessary planned fuel resulted in emissions reduction of over 6,560 tCO₂e.
- ➔ **Baggage Policy:** Our baggage policies, including charging for carry-on and checked bags and having a relatively low 40-pound bag weight maximum before assessing overweight charges, encourage our Guests to travel light, which in turn saves fuel.

Fuel Efficiency (in metric tons CO₂e)

	2020	2019	2018
Fuel (thousands of gallons)	289,401	470,939	412,256
Revenue Passenger Miles (RPMs) (thousands)	19,319,410	35,245,285	30,623,379
Revenue Ton Miles (RTMs) (thousands)	2,129,598	3,885,123	3,375,646
Available Seat Miles (ASMs) (thousands)	27,718,387	41,783,001	36,502,982
Fuel Efficiency: ASMs/Gallon	95.78	88.72	88.54
Fuel Efficiency: Gallons/100 RTMs	13.59	12.12	12.21
Passenger Load Factor (%)	69.7	84.4	83.9

Driven by flight schedule reductions associated with COVID-19, we experienced a 39% reduction in jet fuel gallons consumed in 2020 compared to 2019. The pandemic also brought a 45% decrease in passenger revenue ton miles (RTMs), as fewer passengers were flying. This resulted in our gallons per 100 RTMs increasing by 12% year over year.

Available seat miles (ASMs) per gallon increased in 2020 due to the parking of our A319 fleet along with lower fuel consumption driven by lower load factors, the addition of 12 A320Neo aircraft, and fleet fuel efficiency initiatives.

Environmental Noise

For the last three consecutive years, the Seattle-Tacoma International Airport has awarded Spirit its prestigious “Fly Quiet” Award. The award recognizes noise levels consistently lower than other airlines, a higher rate of success in flying strict local noise abatement procedures, and our operation of low-noise, next-generation aircraft.

Environmental Compliance

In addition to managing and reducing our environmental impacts, regulatory compliance is our starting point for environmental protection at Spirit. We are committed to complying with federal, state, and local regulations, including the management of spills and the disposal of hazardous and non-hazardous substances and materials in an environmentally responsible manner. By maintaining fuel and hydraulic aircraft systems in accordance with FAA and Airbus recommended preventive maintenance tasks, Spirit implements best practices to prevent fuel and hydraulic spills from our aircraft.

In support of the communities where we live and work, we maintain rigorous compliance standards and conduct day-to-day operations in a manner that is safe and environmentally friendly.

Waste

Reducing our operational waste further helps us lower our environmental impact and meet our compliance commitments. At Spirit we manage various waste streams resulting from regular operations and maintenance activities. While operations and maintenance were reduced in 2020 due to COVID-19 travel restrictions, Spirit remains committed to minimizing waste generation and meeting regulatory requirements related to waste handling, storage, transport, and disposal.

Regulated waste generated at Spirit includes waste oils removed from aircraft during maintenance and servicing activities. Spirit Technical Operations are responsible for handling these waste streams, including maintaining storage areas, tracking waste generated, and overseeing waste removal by licensed contractors in accordance with applicable regulatory requirements.



Serving Spirit's Guests and Communities



Caring for Our Guests

The care of our Guests and Team Members has always been our absolute priority. At Spirit, care of our Guests means we are committed to providing a safe and secure travel experience from boarding to landing. Our commitment to operating safely is critical to our long-term success, and we are proud of the efforts we have made toward our commitments.

To meet expectations, we made significant investments in our Guest experience in 2020, including further development and roll-out of our Spirit Signature Service, enhanced aircraft cleaning and disinfection, maintaining comfort with one of the youngest fleets in the U.S., investing in technology like the self-service bag drop, installing Wi-Fi on planes, introducing new ergonomically designed seats, adding more choices like Shortcut Boarding, and allowing Guests to upgrade to a Big Front Seat®.

Guest Satisfaction

Recognizing that satisfaction is a product of Guest experiences from booking to arrival, at Spirit we track satisfaction using Net Promoter Scores (NPS), a standard tool for measuring Guest satisfaction. Over the past five years, we have put a strong focus on improving the Guest experience, and those efforts have paid off. Since 2016, through improvements to our operation, our product, and our service, we've increased our promoter population by over 53%. From 2019 to 2020 alone, our promoter population grew a respectable 6.8%, and as a result the share of Spirit Guests who repeat within 12 months increased 3.6%.

Operational Performance

While the Guest experience is an essential part of our service offering, we understand that dependability and reliability are essential to satisfaction. To manage Guest expectations for destination arrivals, we track on-time performance and completion factor (i.e., percentage of flights arriving at their destinations without cancellations).

Operational Performance Metrics

	2020	2019	2018
On-time Performance*	86.7%	79.5%	81.1%
Completion Factor**	97.89%	98.27%	99.03%

*Percentage of reported flight operations arriving within 15 minutes of the scheduled arrival time

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

In the years 2018 through 2020, we have maintained high industry rankings for on-time performance and completion factor, including best among ultra-low-cost carriers.

Enhanced COVID-19 Health and Safety Measures

In early 2020, after recognizing the emerging COVID-19 health threat, we quickly established a COVID-19 Response Team. The Response Team, developed from our existing Pandemic Response Program, allowed us to react quickly to the evolving global crisis. The team was comprised of internal health and safety experts as well as senior leaders representing key business units for decision making, communication, and the dissemination of information. From the onset of the COVID-19 pandemic, protecting our Team Members and Guests has been a top priority.

Reacting to the pandemic, Spirit established a secure, 24/7 virtual incident command center and began monitoring daily information released from health, safety, and industry associations including: U.S. Center for Disease Control and Prevention (CDC), U.S. Federal Aviation Administration (FAA), U.S. Transportation Security Administration (TSA), U.S. Occupational Safety and Health Administration (OSHA), IATA Operational Safety Audit (IOSA) program, and the Association of Flight Attendants (AFA).

Among our Guest-facing efforts, we re-imagined the Spirit Check-In Experience with a new ticket lobby and a Self-Bag Drop with Biometric Technology to limit face-to-face interaction, utilizing U.S. Environmental Protection Agency (EPA)-registered disinfectants in areas where contact is required. These enhanced measures increase Guest and Team Member safety and streamline the flight check-in process.

Furthermore, to ensure the safety of our Team Members and our Guests on our planes, Spirit implemented face covering requirements on our aircraft and utilized two consecutive U.S. EPA-registered fogging treatments to disinfect our aircraft. The first treatment applies a safe, high-grade disinfectant that is effective against the COVID-19 virus. The second treatment uses an antimicrobial product that forms an invisible barrier on surfaces that kills bacteria and viruses on contact for 30 days. In flight, we continued utilizing HEPA filters on our all-Airbus fleet as standard practice, capturing 99.97% of particles every 2 to 3 minutes.

In total, our Spirit Safe Travels approach, combining stringent cleaning protocols and new policy requirements, allowed Guests to keep flying while reducing the risk of COVID-19 transmission on an aircraft to levels lower than the risk involved in other routine activities such as grocery shopping and eating out.

Guest Health: Airports



Kiosks

Frequent cleaning and wipes



Ticket Counter and Gate

Plexiglass dividers



Gate

Hand sanitizer



Jetway

Cleaning wipes



Gates and Check-In Counters

Electrostatic spraying

Guest Health: Aircraft



Onboard

Face coverings



High Touch Areas

Thorough cleaning



Cabin Air Filtration

HEPA filters



Cabin Surface

Disinfectant fogging treatment

Flight Safety

Spirit's safety objectives are to promote safe operations, reduce Team Member and Guest injuries, and advance continuous operational safety improvement. Our safety commitments are a key aspect of our long-term strategic commitment to being a responsible airline.

To maintain trust and further support our commitment to the care of our Guests, we have established rigorous flight safety programs to ensure safety and efficiency each day. Additionally, we partner with MedAire to assist us in managing our Guest fit-to-fly assessments and in-flight medical events. Team Members have access to critical care nurses and doctors 24/7 for advice and assistance to help manage medical situations as they occur and prevent them from escalating. We are proud of our safety record and recognize that the success of our flight safety efforts requires collaboration across Spirit operations and a desire to proactively identify operational improvements and solutions each day.

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:

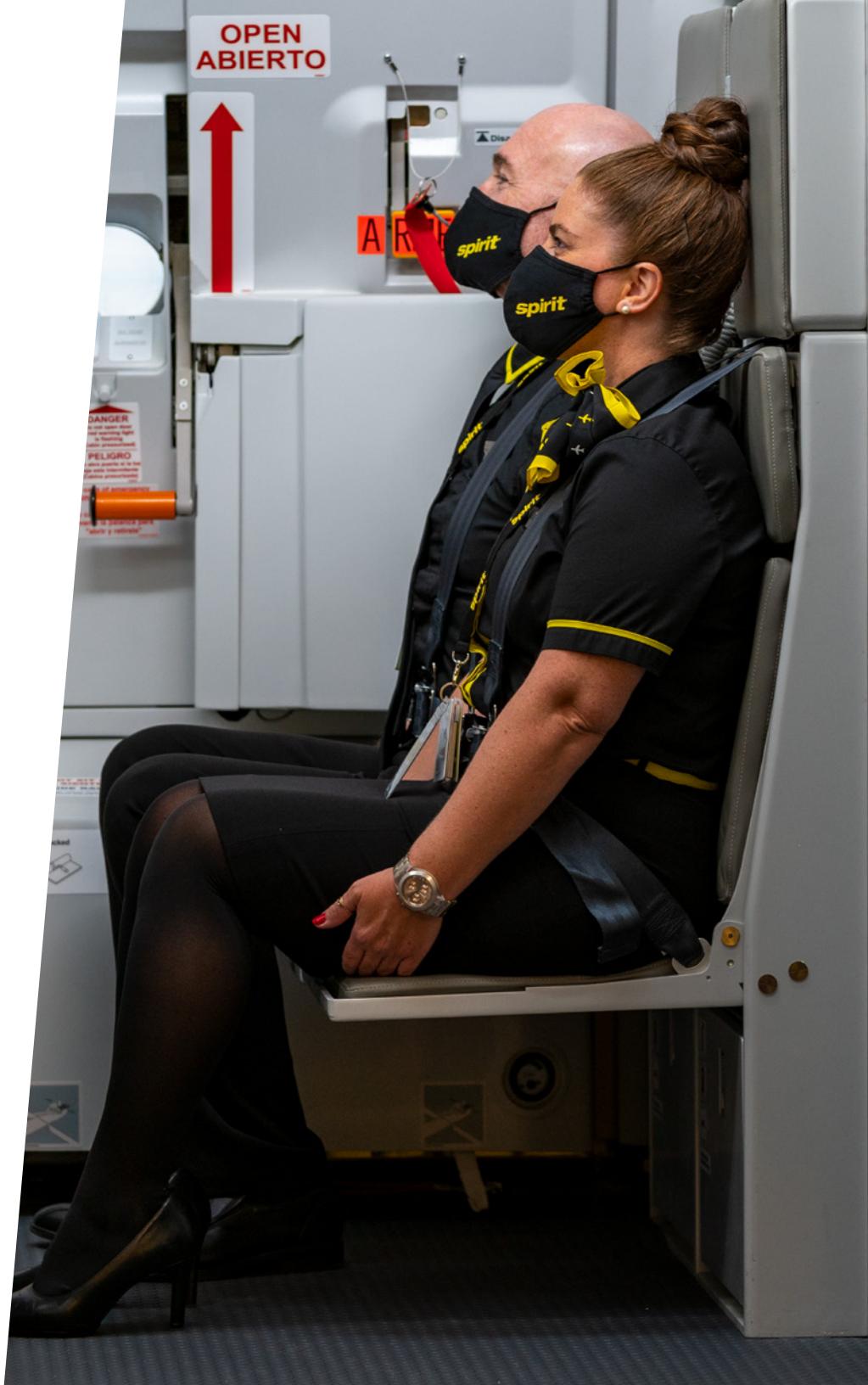
- Identifying hazards and risks before they become incidents
- Immediately stopping any operation if it is believed safety is being compromised
- Sharing information on all safety issues
- Reporting any condition, action, or process that may affect safety
- Continuously improving our safety processes,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

TCCB
Ted Christie
President and Chief Executive Officer

JCB
John Bendoraitis
EVP and Chief Operating Officer

spirit



At Spirit, our combined safety programs and efforts are designed to seamlessly work together to continually monitor all aspects of operations. Furthermore, our safety programs enhance engagement and create a system and culture of open reporting focused on the early identification of hazards and the prevention and avoidance of safety events — on the ground and in the air. Priority safety programs include the following:

- ➔ **Safety Risk Management System (SMS):** Promotes a Just Safety Culture, ensures safe operations for Team Members and a safe journey for our Guests, helps facilitate best practices, collects information for process improvements, promotes safety, and anticipates and addresses safety issues before they lead to incidents or accidents.
- ➔ **Aviation Safety Action Program (ASAP):** Encourages voluntary reporting of safety issues and events by Pilots, Aircraft Technicians, and Dispatchers.
- ➔ **Flight Operational Quality Assurance (FOQA):** Monitors flight and aircraft trends requiring further analysis.
- ➔ **Safety Reporting:** Allows proactive and confidential safety reporting by Team Members related to the safe operation of aircraft and equipment, and the safety of the work environment itself.



- ➔ **Safety Hotline:** Provides a 24 hours a day, 7 days a week tool for reporting safety issues and for receiving assistance from the Safety Department.
- ➔ **Safety Assurance:** Evaluates the continued effectiveness of implemented risk control strategies and supports the identification of new hazards.
- ➔ **Safety Promotion:** Establishes training and communication methods for ensuring that hazards and mitigation measures are communicated, and that Team Members understand their responsibility within the SMS.
- ➔ **Internal Audits:** Provides operational oversight of procedural compliance at Airports, in Technical Operations via the Continual Airworthiness and Surveillance System (CASS), in-flight audits, and a Flight Operations Line Check program.
- ➔ **External Audits:** Provides FAA auditing of the SMS by the Certificate Management Office.
- ➔ **Emergency Response Program:** Maintains emergency and crisis response services through Kenyon International in the event of an accident or major incident.
- ➔ **Business Continuity Planning:** Develops a roadmap for critical business processes at Spirit and ensures preparation for key consequences of major incidents.

This continual monitoring enables Spirit to spot hazards and safety-related trends, allowing us to proactively collaborate in creating new training and action plans to address potential flight safety issues.

Oversight of Spirit's safety and security procedures and policies is the responsibility of our Board's standing Safety, Security and Operations (SSO) Committee. The SSO generally meets four to six times per year and reports to the full Board.

Spirit also maintains an Executive Safety Committee, comprised of all members of our senior management team and led by our Vice President of Safety and Regulatory Compliance. The committee meets at least quarterly.



“

A Message From Our President and CEO

It is necessary for us as members of this society to emphatically say no to racism and bigotry of any kind. Now is our time to stand up and show the world who we are as a people, as a community, and as a company. Our airline has always done the same; we treat each other and our Guests as we wish to be treated ourselves, and I've always expected no less.

Ted Christie

Community Engagement

We believe that change starts by giving back. At Spirit, we are committed to inspiring positive change in the communities where we live and work. To responsibly support the communities we serve, Spirit assists community members annually through equity and human rights engagements and by encouraging greater diversity of talent in the aviation/aerospace industry.

In 2020, although the COVID-19 pandemic limited face-to-face engagements worldwide, our commitment to serving communities remained strong. We quickly adapted our hands-on efforts to virtual engagements, undertaking socially distanced volunteering, and finding new ways to support those in need.

Supporting Social Justice and Civil Rights

As part of our ongoing commitment to community equity, Spirit donated \$250,000 in flights to nine organizations advocating for social justice, equality, and civil rights. As we move forward, we will continue to focus our commitment on finding ways to inspire positive social change that create a long-lasting impact.

In 2020, by leveraging what we do best, our donated flights allowed the following social justice, equality, and civil rights groups to continue working toward our shared focus of change:

- ➔ The Urban League of Broward County in Fort Lauderdale, Florida
- ➔ The Urban League of Detroit & Southeastern Michigan in Detroit, Michigan
- ➔ The Dallas Black Chamber of Commerce in Dallas, Texas
- ➔ The NAACP in Las Vegas, Nevada
- ➔ The Thurgood Marshall College Fund in New York, New York
- ➔ The Common Ground Foundation in Chicago, Illinois
- ➔ The African American Chamber of Commerce of Central Florida in Orlando, Florida
- ➔ The National Council of Negro Women in Washington, D.C.
- ➔ The National Black Chamber of Commerce in Washington, D.C.

Giving Back During COVID-19

In 2020, as part of our adapted efforts during the global shutdown, Spirit found additional ways to give back by coordinating with governments in the U.S., Latin America, and the Caribbean to conduct international humanitarian flights and emergency medical rescue flights.

In total, Spirit was able to coordinate flights between the U.S. and Colombia, Honduras, Panama, Aruba, Haiti, Ecuador, Costa Rica, the Dominican Republic, and St. Martin, allowing 30,000 Guests to return home to families and loved ones. In addition, Spirit secured special permission for a medical rescue flight that allowed a four-year-old child to return home to San Juan from Providenciales onboard an empty plane, and in partnership with Fundación Francina we were able to help a 15-year-old child travel from the Dominican Republic to New York for medical treatments.

Closer to home, Spirit Team Members remained active by volunteering with the YMCA of South Florida and Jack & Jill Children's Center at socially distanced events and distributing meals to local seniors and community citizens.

Additional engagements included:

- ➔ **National School in Leogane, Haiti:** Helping to deliver over 700 student supply kits comprised of backpacks, notebooks, rulers, and pencils.
- ➔ **Mano Amiga School in Zipaquirá, Colombia:** Providing funds for construction of a new multi-classroom building.
- ➔ **Puerto Rico Firefighting Gear:** Partnering with the City of Orlando and the Orlando Fire Department to deliver 20 lifesaving sets of firefighting gear to departments in Morovis and Orocovis, Puerto Rico.
- ➔ **Supporting Our Heroes:** Partnering with InspireMore to invite people to recognize the heroes in their lives via our social media platform.
- ➔ **Organization of Black Aerospace Professionals (OBAP):** Partnering to mentor youth and enhance, advance, and promote educational opportunities in aerospace.
- ➔ **Feeding South Florida:** Volunteer with Feeding South Florida, with the mission of ending hunger in South Florida.
- ➔ **Walk for the Animals:** Sponsoring the Humane Society of Broward County, Florida to support homeless pets.



Spirit Airlines Charitable Foundation

The Spirit Airlines Charitable Foundation is committed to supporting positive change and creating meaningful social impact in three focus areas. We invest in organizations that have a meaningful social impact on the lives of children and families, service members (including military personnel and first responders), and the environment, through Team Member volunteerism as well as monetary and in-kind donations.

Our Foundation pillars include:

→ **Children and Families**

Every child should have a bright future, which is why we support and volunteer with organizations that focus on developing our next generation. Our efforts improve children's lives and their future opportunities to learn and become successful members of their communities. We provide various scholarships directed to advanced aviation/aerospace education for underrepresented students and actively support education, athletic, and after-school programs for disadvantaged youth, including YMCA, The First Tee, and FCC Escuela de Futbol. We look to address community needs, including housing and food insecurity, by uplifting and helping to build strong families.

→ **Service Members**

We are committed to the Service Members who have served our country in the military, as well as first responders who protect and serve our communities every day. Alongside local organizations, we help past and current Service Members reconnect with loved ones, advance their education, and start new careers. We are proud to support those who have supported us!

→ **The Environment**

We fly one the youngest and most fuel-efficient fleets in the U.S. and support organizations who believe in sustainable solutions that are positively contributing to the vitality of our planet. We invest in products and resources that help minimize our impact to the environment that we all share. We are proud to support local causes that are dedicated to environmental protection, most recently the Community Foundation of Broward's environmental efforts.

In 2020, we raised over \$1 million from more than 100 sponsors and 200 partners for charities and nonprofit organizations across the U.S., Latin America, and the Caribbean, at The Spirit Open, The Spirit Airlines Charitable Foundation's 4th annual golf event.

The Foundation offers scholarships to individuals from different socio-economic backgrounds, including women and minorities with financial needs who are pursuing their dreams of a career in aviation. Our annual and endowed scholarships are provided through several aviation organizations, universities, and colleges throughout the U.S.

U.S. Charities and Non-Profits



International Charities and Non-Profits



Aviation Scholarship Organizations



Supporting Our Team Members



Protecting Our Team Members

At Spirit, our Team Members are our greatest asset. We draw strength from the diverse perspectives and dedication of our talented teams. To help each Team Member reach their full potential, we invest in their future through competitive pay, training, benefits, and by enabling an inclusive culture that fosters innovation and sets us apart from other airlines. Together we can continue to soar, one journey at a time.

Supporting Our Team Members During COVID-19

In 2020, as the world experienced unprecedented challenges and the airline industry experienced historic disruption due to COVID-19, we renewed our focus on Team Member support. Recognizing that the care of our Team Members has always been our absolute priority, we quickly established a COVID-19 Response Team — with oversight from leadership — and began implementing new health and safety measures across our business. One key to ensuring the safety of our Team Members was our focus on increased messaging of science-based, educational information that included CDC recommendations and guidance on stopping the spread of COVID-19 in the workplace.

As our Spirit Support Center workforce became largely remote, Spirit quickly established new policies for working from home and quarantining in the event of virus exposure. We also provided paid days off for COVID-19 positive Team Members. To support and protect our essential workers required to travel, Reassurance and Employee Assistance programs were established to address individual needs and issues as they arose. For our essential workers required to report to the offices, Spirit quickly developed and implemented new health and safety protocols including:

- ➔ Restricted building access, physical barriers, and social distancing requirements
- ➔ Split sub-teams for redundancy in key operating areas
- ➔ Robust cleaning and hygiene standards
- ➔ Use of face coverings and temperature checks
- ➔ Building air filtration upgrades
- ➔ Mobile testing and dedicated screening sites
- ➔ Quarantining in the event of virus exposure



The Spirit Safety Promise

At Spirit, safety is a long-term, strategic effort that supports our responsibility as an airline. In everything we do, we strive to provide an atmosphere and culture where our Team Members are engaged in running and maintaining safe operations.

Safety is also our most important value — and our promise. To deliver on that promise, our Occupational Health and Safety (OHS) program requires every Team Member to uphold the highest standards of safety each day by identifying hazards and risks before they become incidents or injuries, stopping work when safety is being compromised, reporting safety issues through the Company Safety Reporting System, and continually striving to improve safety processes, performance, and culture.

To support our culture and atmosphere of safety, and as part of our OHS program, we require annual safety training in an effort to highlight and reduce specific avoidable work hazards such as turbulence training for flight attendants, ergonomics training for ramp agents, and respiratory protection for technicians. To further promote Team Member health and safety, we reinforce safety protocols with regular training memos and safety communications. To monitor our progress on injury reduction and prevention, we track injuries and report OSHA-recordable injuries.

One additional key to our Spirit safety success is our Inflight Team training. In 2020, Spirit raised the bar by opening a new Flight Attendant training center in Orlando, Florida and by purchasing two state-of-the-art Cabin Trainers used to provide real world safety and other inflight training, including simulations of inflight emergencies and evacuations. The new Cabin Trainers, located in Las Vegas, Nevada, and Orlando, Florida, train our Inflight Teams on emergency procedures to protect our Guests and our Team members from the minute they step onboard the aircraft until they depart.

In addition, with the goal of reducing work-related injuries, our inflight teams are required to complete annual online eLearning safety training and track safety trends through SRS (Safety Reporting System) so that potential issues can be proactively addressed during the monthly Safety Action Meeting. As required, the Inflight Compliance Team works directly with Spirit's safety experts to develop additional training and safety procedures.

In promoting a company-wide safety culture, we believe it is critical to encourage Team Members to report suspected safety issues openly and promptly, and we support that effort by not taking disciplinary action for reporting of a safety condition.



Diversity, Equity, Inclusion, and Belonging

At Spirit, our vision is to build progress in the areas of Diversity, Equity, Inclusion, and Belonging (DEI&B) — one journey at a time. We create opportunities for Team Members to experience the rich diversity and broad thinking of our company culture by also building a workplace where new ideas thrive, people bring their unique perspectives and strengths forward, and where we celebrate mutual respect and acceptance. By building a workplace that celebrates and promotes diversity, equity, inclusion, and belonging, we create an environment where we can continue to drive change.

As the most visible face of Spirit, our Inflight team of over 4,200 Flight Attendants strives to transform the inflight experience and to reflect the diversity of our Guests.

In addition to supporting the diversity of our entire Spirit Team daily, we annually recognize and celebrate our diverse Team Members with additional awareness communications, events, and activities during the following months:

- ➔ February: Black History Month
- ➔ March: Women's History Month
- ➔ June: LGBTQ+ Pride Month
- ➔ September/October: Hispanic Heritage Month

How We Soar: DEI&B Council Groups

We believe that meaningful change is inspired when Team Members' voices are heard. To raise the voices of our Team Members, in 2020 we launched DEI&B Council Groups as safe spaces where Team Members can be heard,

seen, and feel a sense of belonging. Council Groups are led by Team Members and each is supported by Executive Champions. Current Council Groups at Spirit include:

- ➔ Women Council Group & Allies
- ➔ Black Council Group & Allies
- ➔ LatinX Council Group & Allies

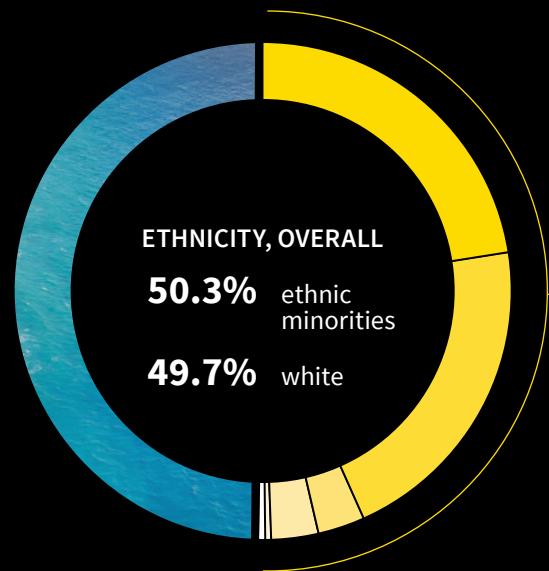
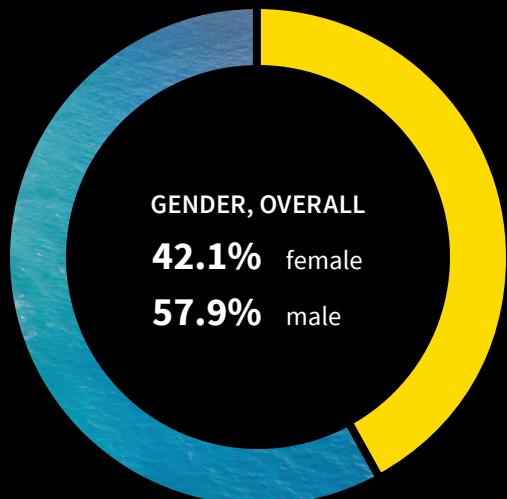
Team Member Diversity

We know that a diverse workforce brings expanded creativity and problem-solving and leads to better decision-making and, ultimately, enhanced performance. To help us continually increase the diversity of Teams and to inform our DEI&B efforts, we track and monitor the following metrics:

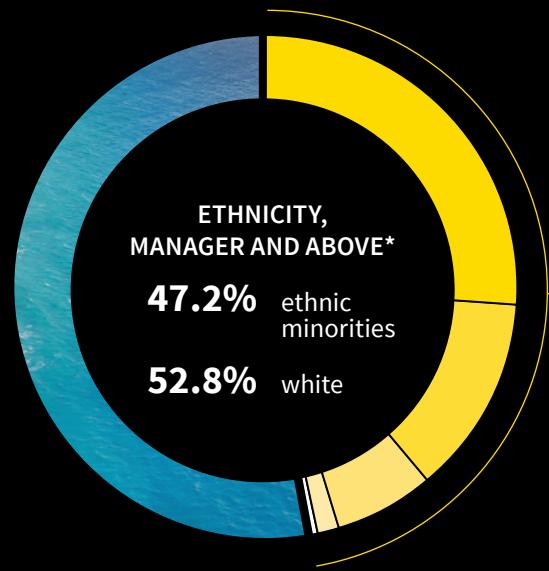
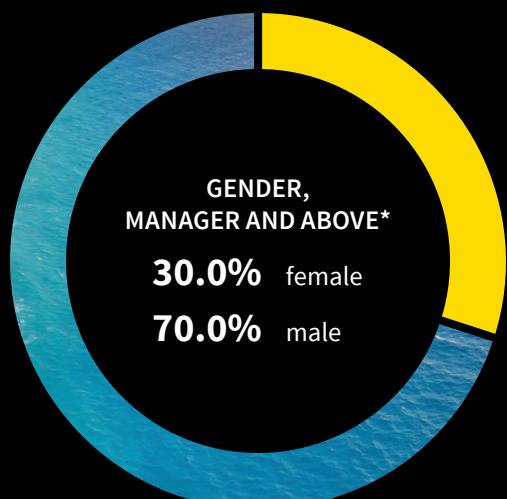
Team Gender

Active, full-time equivalent employees at year-end	2020	2019	2018
Male	5,236	5,146	4,492
Female	3,810	3,916	3,368

Team Member Diversity



22.7%	Hispanic or Latino
20.7%	Black or African American
3.2%	Asian
2.9%	Two or more
0.4%	Native Hawaiian or other Pacific Islander
0.4%	American Indian or Alaskan Native



26.3%	Hispanic or Latino
12.7%	Black or African American
6.5%	Asian
1.4%	Two or more
0.3%	Native Hawaiian or other Pacific Islander

*Manager and above includes managers, senior managers, directors, senior directors, and executives.

Engaging Team Members

At Spirit, we believe building an engaged team is good for our individual Team Members and for our business. To build engagement throughout the year, we reach out to Team Members through intranet content, events, town halls, and during all-staff meetings.

In 2020, in addition to our annual Engagement Survey, Spirit launched a targeted Mid-Year Pulse Survey with new indexes including well-being and inclusion. Results will be used to validate and develop corporate actions that drive performance. In 2020, our overall engagement score improved from 3.23 to 3.76 on a 5-point scale, with 10 out of 12 engagement items improving from 2019.



Developing and Retaining Team Members

Spirit is committed to investing in the development of our Team Members. We believe that a strong Team Member development program helps to achieve greater job satisfaction, career success, and growth through reskilling and upskilling. Growth opportunities are provided as part of our culture of learning through Education, Experience, and Exposure (E3).

To retain the most talented and skilled Team Members, we provide a range of talent development opportunities that include a virtual development experience through Spirit U. Spirit U, an online platform, allows Team Members to guide their own professional development, knowledge, strengths, and skills for advancement. Team Members can choose from hundreds of online courses, audiobooks, and e-books ranging from new leader training, mandatory compliance training, new hire cultural onboarding, and general professional development to trainings that cover unconscious bias, systemic racism, and allyship.

Another way we attract and retain talent is by providing competitive compensation and benefits. In August 2020, Spirit launched a benefits intranet site for Team Members — The Positive Pulse. The site connects Team Members to health and well-being resources and virtual events, including monthly well-being observances.

Further supporting our Team Members, our three-part well-being framework promotes a healthy and high-performance wellness culture that serves to improve Team Member wellness.



Well-Being Framework



PHYSICAL WELL-BEING

- ➔ Wellness Rewards Program for Health Savings Account (HSA) participants
- ➔ Mobile mammogram at Spirit Support Center (SSC)
- ➔ Active & Fit nationwide gym memberships
- ➔ Fresh meal plan discounts nationwide



FINANCIAL WELL-BEING

- ➔ Access to financial consultants
- ➔ Access to credit unions and mortgage solutions
- ➔ Virtual financial webinars



EMOTIONAL WELL-BEING

- ➔ Virtual telehealth and therapists
- ➔ Employee assistance program
- ➔ Virtual mindfulness events

Human Rights

In addition to COVID-19 challenges, and in response to the focus on human rights and social justice issues in 2020, Spirit was proud to continue our annual efforts to promote equality and basic human rights. While we understand that the fight for human rights is far from over, we will continue to leverage our influence to build a better world for everyone. For more information on some of our community-focused social, human and civil rights efforts, please refer to the Social section of this report.

At Spirit, we also recognize that nurturing diverse and inclusive teams allows us to fervently uphold policies concerning human rights in the workplace. Our [Human Rights Policy Statement](#) works in tandem with our [Code of Business Conduct and Ethics](#) to establish our commitment to human rights as a fundamental part of our responsibility as a company. While our Policy Statement seeks to build human rights awareness among Team Members and Guests and direct actions that align with the United Nations Universal Declaration of Human Rights and Guiding Principles on Business and Human Rights, we also expect our business partners to maintain human rights policies and practices consistent with our own. 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 maintain our commitment to human rights, Spirit Team Members are required to complete annual training on our Code of Business Conduct and Ethics, our Human Rights Policy Statement, and other topics covered in the Policy Statement. For more information, please visit our [Human Rights Policy Statement](#) online.

In further support of human rights, Spirit is an official partner of the U.S. Department of Homeland Security's [Blue Lightning Initiative](#) (BLI), training aviation personnel on how to identify and report human trafficking suspicions to law enforcement. Our Inflight Team Members work closely with the TSA through the BLI partnership to provide annual Flight Attendant awareness training, as well as enhanced communications and messaging during Human Trafficking Awareness month in January. On January 11th of 2020, in support of ending human trafficking, our Inflight Team Members also participated in #wearblueday by wearing blue and distributing blue bracelets.



Governance at Spirit

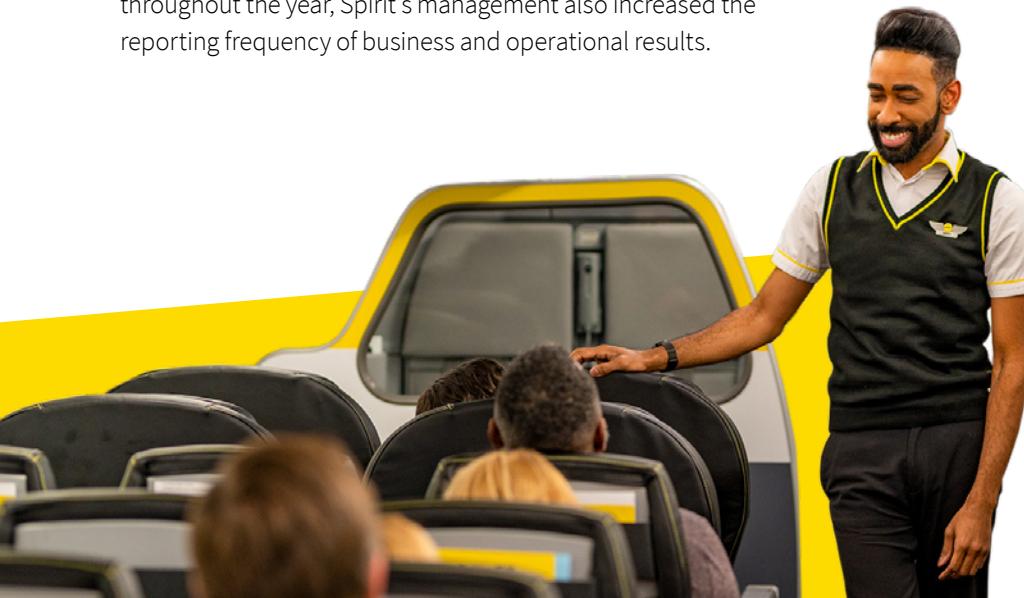


Our Approach to Governance

At Spirit, we believe strong corporate governance principles benefit our stakeholders as well as our Guests, Team Members, and the communities we serve.

Our Board of Directors oversees and monitors governance issues, including Board independence, Board composition and refreshment, executive and Board compensation, as well as succession planning. To learn more about our corporate governance structure and processes, please review our [governance documents](#) and visit our [Spirit Airlines Investor Relations](#) page.

In 2020, Spirit's Board modified its policies and practices in order to quickly meet global aviation challenges posed by the COVID-19 pandemic. The Board received regular updates throughout the year and, during the early months of the pandemic, held weekly virtual update sessions with management to understand and address shifts in business and financial performance. To enhance transparency throughout the year, Spirit's management also increased the reporting frequency of business and operational results.



Board and Committee Structure

To best serve our stockholders, Guests, and Team Members, the Board has created the following standing committees:

- ➔ Audit Committee
- ➔ Compensation Committee
- ➔ Nominating and Corporate Governance Committee
- ➔ Safety, Security and Operations Committee

An ad hoc Finance Committee also meets as required at the request of the Board or management.

Spirit's Board of Directors is comprised of nine members, of which eight are independent. Directors are divided into three classes with staggered three-year terms to maintain continuity and consistency of management. H. McIntyre Gardner, an independent director, serves as our Chair of the Board and is responsible for providing independent leadership and general guidance to our Chief Executive Officer (CEO). Edward M. Christie III serves as our President and CEO and is responsible for setting our strategic direction as well as for our day-to-day leadership and performance.

Recognizing that ESG practices are important considerations of long-term corporate sustainability, the Nominating and Corporate Governance Committee charter was amended to empower the committee to provide oversight of the Company's ESG strategy and practices. The committee periodically reports developments on ESG matters to the Board.

Board Diversity and Skills

To maintain the highest standards for strong governance, the Nominating and Corporate Governance Committee annually reviews the skills, experience, and background required for the Board and its individual members. Among the factors taken into account, diversity of personal and professional background is reviewed in an effort to reflect the diversity of the stakeholders we serve. At Spirit, we currently have three female Directors, one of whom is of Hispanic descent.

Through periodic refreshment, the Board has maintained a range of service tenures among its members while introducing new members with diverse and relevant skillsets to help guide our business and provide advice and oversight to management.

Board and Executive Compensation

As part of Spirit's annual incentive plan, the Compensation Committee takes into account individual performance of executive officers in alignment with our strategic objectives. Performance goals include consideration of one or more of the following ESG factors:

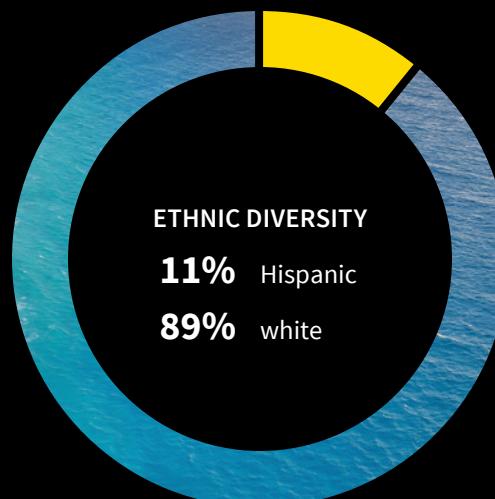
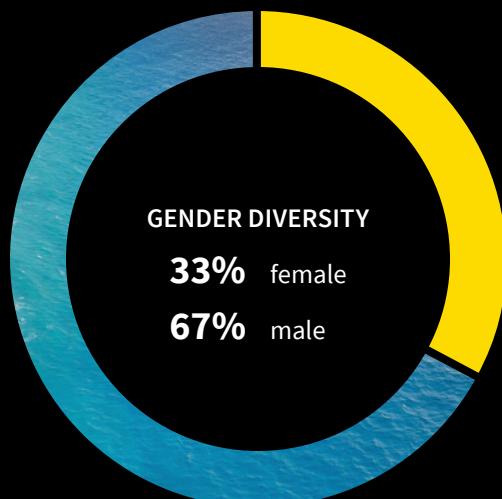
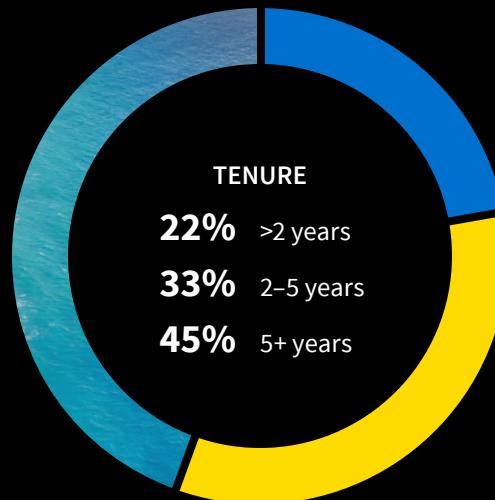
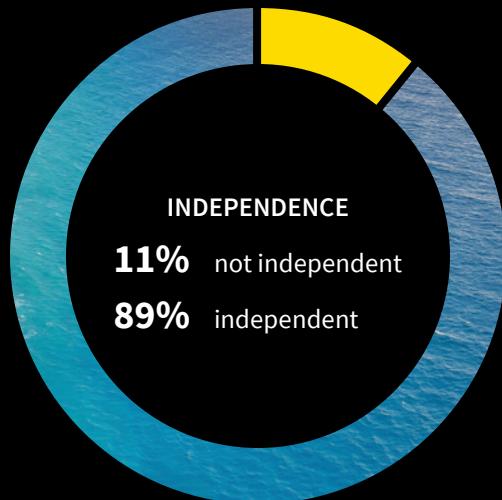
- ➔ Inclusion and diversity
- ➔ Team Member development and engagement
- ➔ Team Member health and safety
- ➔ ESG disclosure and reporting

For the 2021 annual bonus program for executives and middle management, the Compensation Committee of the Board has included ESG-related metrics.



Board Composition

Our Directors represent a mix of diversity and experience.



6
average years
of tenure

5
new Directors over
the past 5 years

59
average age of
our Directors
(49-72 age range)

Ethics and Compliance

At Spirit, our commitment to ethics and compliance means that we conduct business with Team Members, Guests, governments and their representatives, and other stakeholders with the highest ethical standards and in compliance with applicable laws and regulations.

Our [Code of Business Conduct and Ethics](#) (Code) serves as our daily guide and tool to understanding the ethical and legal responsibilities required of all Spirit Directors, Officers, and Team Members. The purpose of the Code is to deter wrongdoing, promote honest and ethical conduct, and ensure to the greatest possible extent that our business is conducted in a legal and ethical manner. Team Members are required to complete and acknowledge Code training annually.

The Spirit Code guides Team Members on topics including ethical decision making, conflicts of interest, internal reporting of violations and disclosures, bribery and corruption, protecting information and assets, preventing harassment and discrimination, ensuring health and safety, and a responsibility to conserve resources and reduce waste and emissions through conservation. Please review our Code for more detailed information on how we address these and other topics.

Our Code works hand-in-hand with our [Human Rights Policy Statement](#) to build human rights awareness among Team Members, Guests, and our business partners. Enforcement of this Policy is the responsibility of our senior leadership team, while general oversight of human rights responsibilities is carried out by the Nominating and Corporate Governance Committee.

As a business operating in numerous foreign countries, our Code also includes detailed provisions addressing compliance with the Foreign Corrupt Practices Act (FCPA). We conduct regular training in FCPA compliance. Spirit's internal audit function has not received any reports of FCPA non-compliance, and the Company has not experienced any FCPA enforcement actions.

Finally, Spirit also operates under a set of [Corporate Governance Guidelines](#), adopted by the Board, that regulate Board qualifications, independence, and selection, along with various other governance matters.

Spirit also provides multiple means for Team Members to raise concerns or seek guidance, including our 24-hour, seven-day-a-week Ethics Reporting Hotline. The Hotline allows callers to provide information anonymously. To further support and protect our stakeholders and Team Members, Spirit prohibits retaliation against anyone who reports unethical behavior in good faith or participates in an investigation.



Responsible Data Use

At Spirit, we believe trust begins with a commitment to data privacy and protection. We are committed to ensuring Guest and Team Member information is safeguarded and used in the most responsible manner possible. Our approach to privacy and security includes respecting user rights and choices related to personal information. Our [Privacy Policy](#) describes how we collect, use, share, and safeguard information, including the following measures:

- ➔ We collect personal data that is necessary, and use personal information for defined, appropriate purposes.
- ➔ We share information with consent, and with our partners and Service Providers who adhere to data privacy and protection measures.
- ➔ We do not sell personal information.



Appendix



About This Report

Report Scope

Spirit Airlines 2020 Sustainability Report describes our ESG commitments and work in four priority areas:

- ➔ Environment
- ➔ Social
- ➔ Workforce
- ➔ Governance

This report provides information on Spirit Airlines' ESG programs that are important to our business, strategy, and planning. Our disclosures in this report reference the Global Reporting Initiative (GRI) Standards as well as the Sustainability Accounting Standards Board (SASB) Airlines Sustainability Accounting Standard.

Boundaries

This report focuses on Spirit's commitments and practices, except where noted.

Reporting Year

We report data related to Spirit's calendar year 2020 unless otherwise noted. In some cases, data and information related to our corporate responsibility and sustainability priorities areas may include programs and activities underway or introduced in 2021, as noted.

Reporting History

This is Spirit's first annual Sustainability Report.

Assurance

We assure report content through an internal review process, including executive oversight of subject matter reviews and report content validation.

Contact

Please direct questions on this report or topics related to our sustainability disclosures to Investor.Relations@Spirit.com.

GRI Index

GRI Standard	GRI Disclosure	Description	Location
GRI 102: General Standard Disclosures	102-1	Name of organization	Spirit Airlines, Inc.; Form 10-K
	102-2	Activities, brands, products, and services	About Spirit Airlines
	102-3	Location of headquarters	About Spirit Airlines → Spirit at a Glance; Form 10-K
	102-4	Locations of operations	About Spirit Airlines → Spirit at a Glance
	102-5	Ownership and legal form	Spirit Airlines, Inc.; Form 10-K
	102-6	Markets served	About Spirit Airlines → Spirit at a Glance; Form 10-K
	102-7	Scale of the organization	About Spirit Airlines → Spirit at a Glance
	102-10	Significant changes to the organization and its supply chain	Form 10-K
	102-12	External initiatives	About Spirit Airlines → ESG Priorities → ESG Partnerships and Memberships
	102-13	Membership of associations	About Spirit Airlines → ESG Priorities → ESG Partnerships and Memberships
	102-14	Statement from senior decision maker	CEO Letter
	102-15	Key impacts, risks, and opportunities	Form 10-K
	102-16	Values, principles, standards, and norms of behavior	About Spirit Airlines
	102-17	Mechanisms for advice and concerns about ethics	Governance at Spirit → Ethics and Compliance
	102-18	Governance structure	Governance at Spirit → Board and Committee Structure
	102-19	Delegating authority	Governance at Spirit → Board and Committee Structure
	102-20	Executive-level responsibility for economic, environmental, and social topics	Governance at Spirit → Board and Committee Structure
	102-21	Consulting stakeholders on economic, environmental, and social topics	About Spirit Airlines → ESG Priorities → Stakeholder Engagement
	102-22	Composition of the highest governance body and its committees	Governance at Spirit → Board and Committee Structure
	102-23	Chair of the highest governance body	Governance at Spirit → Board and Committee Structure

GRI Standard	GRI Disclosure	Description	Location
GRI 102: General Standard Disclosures	102-24	Nominating and selecting the highest governance body	Nominating and Corporate Governance Committee Charter of Spirit Airlines, Inc.
	102-25	Conflicts of interest	Code of Business Conduct and Ethics of Spirit Airlines, Inc.
	102-26	Role of the highest governance body in setting purpose, values, and strategy	Governance at Spirit → Board and Committee Structure
	102-27	Collective knowledge of highest governance body	Governance at Spirit → Board Diversity and Skills
	102-28	Evaluating the highest governance body's performance	Governance at Spirit → Board Diversity and Skills
	102-29	Identifying and managing economic, environmental, and social impacts	About Spirit Airlines → ESG Priorities
	102-31	Review of economic, environmental, and social topics	About Spirit Airlines → ESG Priorities
	102-32	Highest governance body's role in sustainability reporting	About Spirit Airlines → ESG Priorities → Board Oversight
	102-40	List of stakeholder groups	Team Members, Guests, Investors, Governments, Regulators, Communities, Suppliers, and ESG Raters
	102-41	Collective bargaining agreements	Form 10-K
	102-42	Identifying and selecting stakeholders	About Spirit Airlines → ESG Priorities → Stakeholder Engagement
	102-43	Approach to stakeholder engagement	About Spirit Airlines → ESG Priorities → Stakeholder Engagement
	102-44	Key topics and concerns raised	About Spirit Airlines → ESG Priorities → Stakeholder Engagement
	102-45	Entities included in the consolidated financial statements	Form 10-K
	102-46	Defining report content and topic boundaries	About This Report
	102-47	List of material topics	About Spirit Airlines → ESG Priorities
	102-48	Restatements of information	N/A; this is Spirit's first sustainability report
	102-49	Changes in reporting	N/A; this is Spirit's first sustainability report
	102-50	Reporting period	About This Report
	102-51	Date of most recent report	N/A; this is Spirit's first sustainability report
	102-52	Reporting cycle	About This Report
	102-53	Contact point for questions regarding report	About This Report
	102-54	Claims of reporting in accordance with the GRI Standards	About This Report; this report is GRI-referenced only
	102-55	GRI Content Index	GRI Index
	102-56	External assurance	About This Report

GRI Standard	GRI Disclosure	Description	Location
Economic Topics			
GRI 103: Management Approach	103-2	The management approach and its components	Governance at Spirit
GRI 201: Economic Performance	201-2	Financial implications, risks and opportunities due to climate change	Form 10-K
GRI 205: Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	Governance at Spirit ➔ Ethics and Compliance
GRI 206: Anti-Competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Governance at Spirit ➔ Ethics and Compliance
Environmental Topics			
GRI 103: Management Approach	103-2	The management approach and its components	Environmental Sustainability at Spirit
GRI 302: Energy	302-1	Energy consumption within the organization	Environmental Sustainability at Spirit ➔ Fleet and Fuel Efficiency ➔ Fuel Efficiency ➔ Fuel Efficiency Data Table (disclosure limited to Jet Fuel)
	302-4	Reduction of energy consumption	Environmental Sustainability at Spirit ➔ Fleet and Fuel Efficiency ➔ Fuel Efficiency (disclosure limited to Jet Fuel)
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	Environmental Sustainability at Spirit ➔ Managing Climate and Emissions ➔ Climate and Emissions Impacts ➔ GHG Emissions Data Table
	305-5	Reduction of GHG emissions	Environmental Sustainability at Spirit ➔ Fleet and Fuel Efficiency ➔ Fuel Efficiency
GRI 306: Waste	306-1	Waste generation and significant waste-related impacts	Environmental Sustainability at Spirit ➔ Waste
GRI 307: Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	None

GRI Standard	GRI Disclosure	Description	Location
Social Topics			
GRI 103: Management Approach	103-2	The management approach and its components	Serving Spirit's Guests and Communities → Supporting Our Team Members
GRI 401: Employment	401-1	New employee hires and employee turnover	Form 10-K
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Supporting Our Team Members → Developing and Retaining Team Members
GRI 403: Occupational Health and Safety	403-1	Occupational health and safety management system	Serving Spirit's Guests and Communities → Caring for Our Guests → Flight Safety Supporting Our Team Members → The Spirit Safety Promise
	403-2	Hazard identification, risk assessment, and incident investigation	Serving Spirit's Guests and Communities → Caring for Our Guests → Flight Safety Supporting Our Team Members → The Spirit Safety Promise
	403-3	Occupational health services	Supporting Our Team Members → Protecting Our Team Members → Supporting Our Team Members During COVID-19 Supporting Our Team Members → The Spirit Safety Promise
	403-5	Worker training on occupational health and safety	Supporting Our Team Members → The Spirit Safety Promise
	403-6	Promotion of worker health	Supporting Our Team Members → Protecting Our Team Members → Supporting Our Team Members During COVID-19
GRI 404: Training and Education	404-2	Programs for upgrading employee skills and transition assistance programs	Supporting Our Team Members → Developing and Retaining Team Members
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Supporting Our Team Members → Diversity, Equity, Inclusion, and Belonging → Team Member Diversity Governance at Spirit → Board Diversity and Skills
GRI 412: Human Rights Assessment	412-2	Employee training on human rights policies or procedures	Supporting Our Team Members → Human Rights
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	Serving Spirit's Guests and Communities → Community Engagement → Spirit Airlines Charitable Foundation

SASB Index

SASB Topic	SASB Disclosure	Metric	Location
Sustainability Disclosure Topics and Accounting Metrics			
Greenhouse Gas Emissions	TR-AL-110a.1	Gross global Scope 1 emissions	Environmental Sustainability at Spirit → Managing Climate and Emissions → Climate and Emissions Impacts → GHG Emissions Data Table
	TR-AL-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Environmental Sustainability at Spirit → Managing Climate and Emissions
	TR-AL-110a.3	Total fuel consumed	Environmental Sustainability at Spirit → Fleet and Fuel Efficiency → Fuel Efficiency → Fuel Efficiency Data Table
Labor Practices	TR-AL-310a.1	Percentage of active workforce covered under collective bargaining agreements	Form 10-K ; as of December 31, 2020, approximately 82% of Spirit employees were represented by five labor unions
Competitive Behavior	TR-AL-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	In 2020, Spirit had no monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations.
Accident and Safety Management	TR-AL-540a.1	Description of implementation and outcomes of a Safety Management System	Serving Spirit's Guests and Communities → Caring for Our Guests → Flight Safety
	TR-AL-540a.2	Number of aviation accidents	0
	TR-AL-540a.3	Number of governmental enforcement actions of aviation safety regulations	0
Activity Metrics			
Activity Metrics	TR-AL-000.A	Available seat miles/kilometers (ASM/ASK)	Environmental Sustainability at Spirit → Fleet and Fuel Efficiency → Fuel Efficiency → Fuel Efficiency Data Table
	TR-AL-000.B	Passenger load factor	Environmental Sustainability at Spirit → Fleet and Fuel Efficiency → Fuel Efficiency → Fuel Efficiency Data Table
	TR-AL-000.C	Revenue passenger miles/kilometers (RPM/RPK)	Environmental Sustainability at Spirit → Fleet and Fuel Efficiency → Fuel Efficiency → Fuel Efficiency Data Table
	TR-AL-000.D	Revenue ton miles/kilometers (RTM/RTK)	Environmental Sustainability at Spirit → Fleet and Fuel Efficiency → Fuel Efficiency → Fuel Efficiency Data Table
	TR-AL-000.E	Number of departures	About Spirit Airlines → Spirit at a Glance
	TR-AL-000.F	Average age of fleet	About Spirit Airlines → Spirit at a Glance

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 Airline's annual report on Form 10-K and quarterly reports on Form 10-Q, filed with the SEC and available on Spirit's website at www.Spirit.com.