**SAFETY**

Safety is our number one priority.

- **135M** customers safely transported in 2021
- **Zero** serious customer injuries in 2021
- **95%** domestic employee vaccination rate achieved
- Named the Top U.S. Airline of 2021 by the Wall Street Journal in its annual airline scorecard rankings

**PEOPLE AND WELL-BEING**

- **33%** of new hires for General Manager, Director and Managing Director roles are Black external candidates, up from **20%** in 2020
- **62,000+** employees completed at least one of four DEI trainings
- **Increase from 10% to 16%** in officer representation among underrepresented racial and ethnic groups from 2020 baseline
- Converted part-time reserve employees, **70%** of whom belong to underrepresented racial and ethnic groups, to full-time employees
- **62,000+** employees completed at least one of four DEI trainings
- **94%** of non-executive positions filled by external hires did not require a college degree

**CONNECTING WITHIN OUR COMMUNITIES**

- **$36M** in charitable contributions
- Trained 100 women of color entrepreneurs on creating and executing a successful strategic plan
- Established partnership with DuNord Social Spirits, the first U.S. Black-owned distillery

**2021 CLOSE THE GAP**

<table>
<thead>
<tr>
<th>WOMEN</th>
<th>BLACK</th>
<th>OTHER UNDERREPRESENTED RACIAL AND ETHNIC GROUPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>FRONTLINE/SCALE EMPLOYEES</td>
<td>41.3%</td>
<td>25.7%</td>
</tr>
<tr>
<td>OTHER MERIT/ MANAGER</td>
<td>41.9%</td>
<td>21.5%</td>
</tr>
<tr>
<td>GENERAL MANAGER, DIRECTOR, MANAGING DIRECTOR</td>
<td>33.6%</td>
<td>8.7%</td>
</tr>
<tr>
<td>VICE PRESIDENT AND ABOVE</td>
<td>29.3%</td>
<td>6.7%</td>
</tr>
</tbody>
</table>

*As of 12/31/2021 based on self-identification.

Please refer to the complete 2021 ESG Report for additional context on the information in this snapshot, including risks and uncertainties related to forward-looking statements.
**CLIMATE AND THE ENVIRONMENT**

**CLIMATE COMMITMENTS**

- **2020**
  - $1 Billion investment through 2030

- **2025**
  - 50% of Ground Support Equipment electrified

- **2030**
  - 10% of conventional jet fuel replaced by SAF

- **2035**
  - Achieve science-based emissions intensity improvement

- **2050**
  - Achieve net zero emissions

**ENVIRONMENTAL SUSTAINABILITY HIGHLIGHTS**

- **39%** of 2030 SAF procurement goal secured through offtake agreements

- **137M** invested to purchase and retire offsets relating to 27M metric tons of 2021 carbon emissions

- **4.9M** pounds per year expected to be saved using new product offerings to reduce onboard single-use plastic consumption

- **1.9M** pounds of bedding, amenity kits, nonperishable food, water, etc. were donated to organizations in need in 2021

- **0.8%** improvement of fuel efficiency on available seat mile basis from 2020 to 2021

- **52** next-gen aircraft received in 2021

- **19%** of GSE electrified as of April 2022

Please refer to the complete 2021 ESG Report for additional context on the information in this snapshot, including risks and uncertainties related to forward-looking statements.

**PATH TO REDUCE ABSOLUTE EMISSIONS AND IMPROVE EMISSIONS INTENSITY**

This graphic models one potential pathway and the potential impacts to emissions intensity and absolute emissions through 2035. This pathway is a proposal that is subject to numerous assumptions and uncertainties, many of which are outside our control.