



2024

GIVING AND BELONGING IMPACT REPORT

Caring | Community | Connection



EMPOWERED BY PURPOSE. GUIDED BY TEAM MEMBERS.

In 2024, Spirit brought caring, community and connection to life through the actions of our Team Members, the leadership of our executives, and the strength of our shared purpose. This report highlights how our unified approach, which connects Inclusion & Belonging, Community Impact, and the Spirit Charitable Foundation, led to meaningful outcomes for Team Members, Guests, stakeholders and the communities we serve. These efforts continue to strengthen Spirit's brand, support retention and contribute to long-term value creation.

A GENUINE COMMITMENT TO OUR REAL "WHY"

Our executive leadership team didn't just endorse these initiatives; they led them. They embedded accountability and allocated resources to ensure measurable outcomes. In 2024, executives actively participated in key programs, sponsored numerous initiatives, and made sure that goals were directly tied to business performance.

From attending Diwali celebrations to leading community engagement and CSR programs, leadership consistently took a hands-on approach. Leaders engaged in mentorship, listening, and strategic discussions to ensure Spirit continued to grow in awareness and responsiveness to Team Member needs.

The Spirit Charitable Foundation further reflected this commitment, with leadership and Team Members shaping community investments and driving significant impacts. Their presence in these spaces ensured inclusion continued to be deeply embedded in Spirit's culture, influencing business strategy, philanthropy and workforce development.



"Leadership means more than strategy—it means showing up, listening deeply, and creating space for every voice to thrive. That's how we grow a culture of service and innovation."

— Linde Grindle, Senior Vice President & Chief Human Resources Officer, Spirit Airlines President, The Spirit Charitable Foundation

UNIFIED IMPACT STRATEGY:

The success of our 2024 initiatives was driven by the intentional alignment of **Inclusion & Belonging, Community Impact** and the **Spirit Charitable Foundation (SCF)**. Together, these areas of focus formed a cohesive impact strategy—one that empowered Team Members to engage meaningfully, shape our giving priorities and see their influence reflected in both business outcomes and community progress.

This approach ensured that inclusion was more than a principle but also a practice embedded in how we support our Team Members, invest in our communities and lead with purpose.

OUR IMPACT MODEL

This model acts as a bridge—linking how we support our Team Members with how we serve our communities. When alignment is clear, impact becomes sustainable.

CORE AREAS DRIVING IMPACT

- Inclusion & Belonging (formerly Diversity, Equity, Inclusion & Belonging)
- Community Impact (formerly Corporate Social Responsibility)
- Spirit Charitable Foundation (SCF)
- Better Spirits Fund (BSF)

KEY DRIVERS

- Team Member Resource Group (TMRG) leadership and programming
- Spirit Gives Back: Engaging Team Members in volunteer service and community giving
- Executive sponsorship, championship and presence

MEASURABLE INTERNAL & EXTERNAL IMPACT

- **Representation Growth:** 19% increase in leadership representation from underrepresented backgrounds
- **Volunteerism:** 3,000+ hours served, 62 organizations engaged
- **Guest & Public Engagement:** Donation opportunities at booking, expanded grant portal for nonprofits
- **Philanthropic Giving:** \$2M+ in donations, 84 charities supported



INVESTING IN OUR TEAM MEMBERS

Listening to Team Members was our starting point. In 2024, Spirit strengthened its commitment to **Team Member well-being** by focusing on enhancing benefits, expanding support, and increasing access to resources. Our Total Rewards team spearheaded and executed these initiatives, while our Resource Groups were crucial in gathering feedback and advocating for inclusive wellness benefits on behalf of our communities.

2024 BENEFITS THAT REFLECT THE LIVES WE LIVE

MORE TIME TO RECHARGE & RESET

All salaried Team Members now receive an **additional week of vacation PTO**, pro-rated from July 1. This enhancement gives Team Members essential time to rest and recharge and helps alleviate stress, prevent burnout, and support long-term engagement.

SUPPORT FOR PARENTHOOD JOURNEYS

We now offer **expanded guidance and resources** to help Team Members navigate the transitions of parenthood—from planning to post-leave. Whether becoming a parent or growing your family, Spirit is here to help support every step.

SICK & WELLNESS DAYS FROM DAY ONE

For the first time, salaried Team Members can use **dedicated Sick & Wellness Days** to support personal health needs, including medical appointments, mental health care, and family responsibilities. These days are available immediately, so Team Members don't have to wait to access the care they need.

TUITION SUPPORT THAT FUELS CAREERS

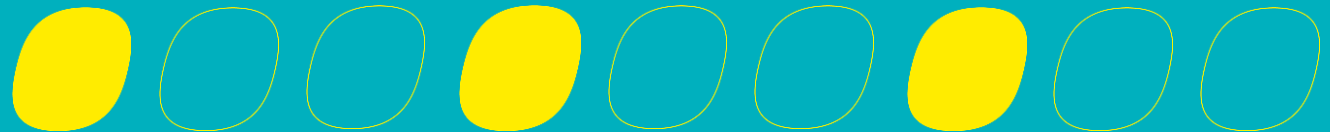
Crew, salaried, and full-time Team Members can invest in their education through Spirit's **tuition reimbursement program**, designed to support ongoing education and long-term career development.

A NEW HOLIDAY TO REFLECT AND SERVE

Spirit added Martin Luther King Jr. Day as a company holiday, championed by our Black Resource Group. Historically recognized as a **Day of Service**, this milestone reflects our commitment to equity and community impact by giving Team Members dedicated time to honor Dr. King's legacy, Team Members now have the flexibility and support to engage in service and give back to causes that matter to them.

LEGAL SUPPORT WHEN LIFE NEEDS IT

Team Members now have access to **affordable legal insurance and consulting services**, covering personal legal matters like wills, contracts, and family law. This benefit helps remove barriers to critical life planning.



SUPPORTING ONE ANOTHER

The Better Spirits Fund embodies the incredible power of teamwork and togetherness, allowing Team Members to assist peers experiencing unusual and unexpected financial crises through voluntary monetary donations.



Better Spirits Fund Total Amount of Grants Given in 2024:

\$468,992

2024 BETTER SPIRITS FUND IMPACT:

- **\$185,000** received from Spirit Team Members
- **137** applications received in 2024
- **108** grants given in 2024
- **\$800,000+** in total grant amounts since BSF launched

This is Spirit in action—Team Members lifting each other up when it matters most. The Better Spirits Fund reflects who we are: caring, united and resilient.



SPOTLIGHT: FUELED BY CARE



When you work for a company that cares about the whole you, not just the 'work you,' it makes it so much easier to do your best and to pour good into others.

—Anneka Olusuyan, Guest Service Agent (FLL)



DRIVING REPRESENTATION & LEADERSHIP

Spirit's commitment to representation at every level creates opportunities for advancement while ensuring our workforce reflects the communities we serve.

Spirit focuses on access, development, and leadership investment, reinforcing a culture where success is based on skill and contribution. Mentorship, leadership programs, and structured career development provide the foundation for long-term success.

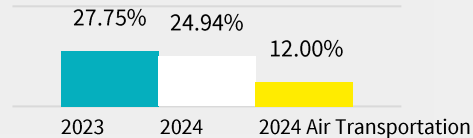
CURRENT WORKFORCE COMPOSITION

- 52.48%** of Spirit's workforce is from historically underrepresented groups (vs. 37% industry avg.)
- Hispanic/Latinx:** 24.94% (vs. 12% industry avg.)
- Black/African American:** 23.94% (vs. 15% industry avg.)
- Asian:** 3.60% (below 10% industry average)
- Women:** 44% (vs. 33% industry average)

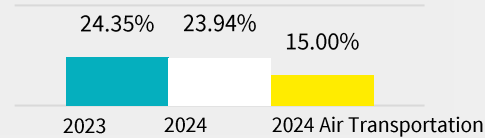
WORKFORCE DIVERSITY

These figures are based on data from the BLS's Current Population Survey (CPS).

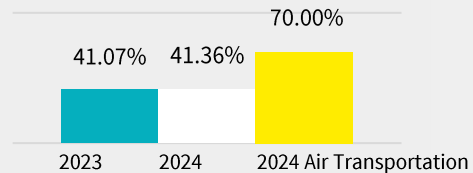
Hispanic Or Latinx Representation



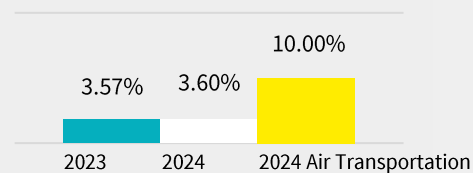
Black/African American Representation



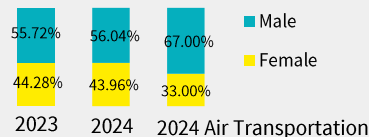
White Representation



Asian Representation

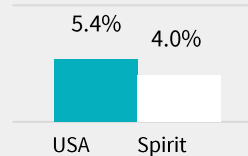


Gender Representation

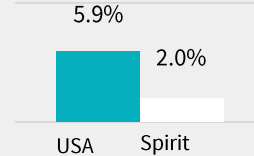


Note: Individuals may identify with more than one race; thus, percentages may not sum to 100%.

Veteran Self ID Representation



LGBTQIA+ Self ID Representation

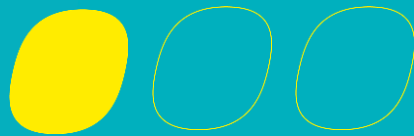


Note: The data shown reflects voluntary self-identification. We recognize that many Team Members may choose not to disclose aspects of their identity, and we are committed to creating an environment where everyone feels supported to share if they wish.

FOSTERING LEADERSHIP ADVANCEMENT

2024 marked a transformative year for director and executive representation. Organizational transformation, role expansions, and strategic leadership movements have created unprecedented access to senior leadership opportunities.

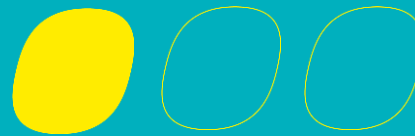
Tracking leadership representation provides crucial insights into career progression, internal mobility, and the effectiveness of our development programs.



FEMALE LEADERSHIP GROWTH

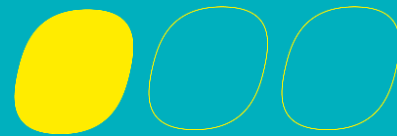
Growth in female representation across all leadership levels demonstrates our efforts in gender equity.

- **Directors:** 37% (2024) ↑ from 32% (2023)
- **Senior Directors:** 29% (2024) ↑ from 26% (2023)
- **Executives:** 15% (2024) ↑ from 13% (2023)



HISPANIC/LATINX LEADERSHIP ADVANCEMENT

The increase in Hispanic and Latinx representation (from 9.26% to 11.01%) shows growth in expanding representation of this leadership group.



EXECUTIVE MILESTONES

Substantial increase in underrepresented group representation from 8% to **27%** at the executive level—a significant milestone for authentic diversity.

HISTORIC FIRSTS & BREAKTHROUGH MOMENTS



ATUL KUMRIA

Promoted to VP — expanding Asian representation on the Executive Team



GRISSELLE MOLINA

Promoted to VP — first Hispanic woman executive at Spirit



JUSTIN BABCOCK

Promoted to VP — strengthening LGBTQIA+ leadership visibility



SAPANA PATEL

Promoted to VP — first Asian executive woman in IT leadership

TEAM MEMBER RESOURCE GROUPS

FUELING TEAM MEMBER-LED CHANGE



ASIAN
RESOURCE
GROUP



BLACK
RESOURCE
GROUP



LATINX
RESOURCE
GROUP



LGBTQIA+
RESOURCE
GROUP



THIRD CULTURE
INDIVIDUAL
RESOURCE
GROUP



VETERANS
RESOURCE
GROUP



WOMEN'S
RESOURCE
GROUP

Spirit's Team Member Resource Groups (TMRGs) serve as the vital connective tissue between corporate programs, community outreach, and professional development. These groups champion initiatives that directly influence Spirit's operations, philanthropy, and workplace inclusion. **This is where strategy meets soul.** Our Team Member Resource Groups don't just shape culture—they shift it by driving impact, innovation, and connection across Spirit.

PROFESSIONAL DEVELOPMENT

Career Advancement Initiatives:

- Comprehensive TMRG Mentorship Program creating intersectional mentorship opportunities.
- Women's Resource Group workshops on presentation skills equipping participants with tools to confidently articulate ideas and develop leadership presence.
- Leadership Connection & The Activation Forum connecting Team Members to senior leadership through panel discussions and networking sessions.

KNOWLEDGE SHARING & LEARNING

Cross-Functional Collaboration:

- Collaborative learning sessions increasing knowledge sharing across all TMRGs.
- Cross-business leader insights into corporate strategy and career navigation.
- TMRG-led initiatives connecting Community Impact and the Spirit Charitable Foundation.

PHILANTHROPIC LEADERSHIP & INFLUENCE

Direct Community Impact:

- Grants influenced by TMRG to organizations aligning with Spirit's mission.
- Cross-group committee unifying volunteerism and philanthropy.
- Every TMRG represented in Spirit's community impact efforts.

SPOTLIGHT: THE POWER OF CONNECTION



This experience was more than just about giving back. It was about connection, growth, and seeing firsthand the power of community. Being part of this volunteer activity together with the resource group, reinforced how small actions can create meaningful change. It's moments like these that remind us why inclusivity and service matter, not just in the workplace but in the world around us.



—Aki Perez, Lead Software Engineer & Latinx Resource Group member speaking on his volunteer experience with The Mano Amiga School partnership through the SCF

COMMUNITY IMPACT INSPIRING VOLUNTEERISM



Through our Community Impact initiatives, we create numerous unique and engaging opportunities for our Spirit team to volunteer personal time throughout the year.

From building affordable and attainable housing for families in need, to participating in 5K runs, beach clean-ups, and walks for worthy causes, the Spirit of Giving is evident through the passion, commitment, and generous time of our Team Members.



In 2024, the Spirit Charitable Foundation (SCF) and its passionate Team Members made measurable impacts in our communities through strategic philanthropic giving, dedicated volunteer hours, and fostering powerful partnerships.

VOLUNTEER IMPACT SUMMARY:

- 1** **\$500K+** in charitable grants directed by TMRGs to organizations supporting education, workforce development & equity
- 2** **3,000+** volunteer hours donated by Spirit Team Members
- 3** **Spirit Gives Back Week:** 62 nonprofit organizations served across all our destinations
- 4** **Disaster Relief Response:** Immediate aid following Hurricane Beryl, supporting recovery efforts in Jamaica, Houston and other impacted regions

Note: Charitable grants were funded through contributions from community partners, donors and fundraising initiatives, not Spirit operating funds.



SPOTLIGHT:

LEADERSHIP PARTICIPATION MAKES A DIFFERENCE



*When we give through our culture, not just our dollars.
That's when it lasts.*



GRISELLE MOLINA, VP & CONTROLLER AND TREASURER OF THE SPIRIT CHARITABLE FOUNDATION

Since 2017, Griselle has played a vital role in strengthening the Spirit Charitable Foundation's reach and redefining what leadership participation looks like. As both a financial steward and cultural connector, she's helped bridge the gap between philanthropy and TMRGs—ensuring that TMRGs have a voice in charitable giving and see the real impact of their efforts.

As a founding member of the Latinx TMRG and now an Executive Ally, Griselle leads with both presence and purpose. Her continued involvement has inspired deeper fundraising and community engagement across teams—helping ensure that TMRGs don't just support culture, they actively shape strategy.

Griselle's leadership reflects what happens when values are backed by action—grounded in inclusion and guided by intention.

THE SPIRIT CHARITABLE FOUNDATION LEADING COMMUNITY IMPACT & GIVING

Mission: The Spirit Charitable Foundation believes change starts by giving back. We are committed to inspiring positive change in the communities where we live and work. We invest in organizations that have a meaningful social impact on the lives of **Children** and **Families**, **Service Members** and the **Environment**, through Team Member volunteerism, monetary and in-kind donations.



STRENGTHENING COMMUNITIES THROUGH GIVING & SERVICE

INTERNATIONAL PARTNERSHIP: MANO AMIGA COLOMBIA

Spirit Team Members visited the Mano Amiga School in Colombia to engage directly with students, plant trees, and inspire them to pursue their dreams. The Foundation continues supporting this school's mission of breaking the cycle of poverty through quality education and sustainable family programs.

THE SPIRIT OPEN: GOLF WITH A GREATER PURPOSE

Spirit hosted its seventh annual Spirit Open golf tournament, raising **\$1.2 million** to support community organizations aligned with our Foundation's pillars. Corporate sponsors including NextGen Aero, Pratt & Whitney, and Bank of America helped make this event a phenomenal success in 2024.

VETERANS SUPPORT: HONORING THOSE WHO SERVE

Through our Veterans Resources Group's "Cheers To Service" event, Spirit donated to support therapeutic hockey activities for U.S. Veterans, reflecting our ongoing commitment to Service Member well-being. We honored **400+ veterans** through Honor Flight and Panthers Warrior Hockey Partnerships.

VOLUNTEERING: SPIRIT WEEK

This comprehensive week-long initiative, engaged over **62 organizations** and generated over **3,000 volunteer hours** from dedicated Team Members, demonstrating their collective commitment to service.



2024 FOUNDATION IMPACT

- #1** **\$1.2M+** in grants to **Children & Families, Service Members & Environmental** initiatives
- #2** **84 nonprofit organizations** served across our key markets through #SpiritGivesBack
- #3** **3,000+ volunteer hours** donated by passionate Spirit Team Members
- #4** **Expanded Guest giving** program via ticket booking platform integration

GIVING THAT TAKES FLIGHT

Currently, Spirit and its Charitable Foundation invest in organizations creating meaningful social impact on the lives of **Children and Families**, **Service Members** and the **Environment** through both monetary and strategic in-kind donations, particularly flight vouchers that remove transportation barriers for those in need.

Distributed Vouchers In 2024

600

In-Kind Value

\$480K

Updated Flight Voucher Specifications:

- One Round-Trip Flight on Spirit Airlines (valued at \$800.00)
- One Personal Item bag (18" x 14" x 8", fits under seat)
- One Carry-On (includes priority boarding)
- One Checked Bag (maximum 40 lbs.)
- Standard Seats (upgrade options available at booking)

spirit
CONGRATULATIONS!

VALUE
UP TO
\$800

**FLIGHT
VOUCHER**



**ADVENTURE
AWAITS!**

RECIPIENT	EVENT	EXPIRATION DATE
<p> YOU RECEIVE</p> <ul style="list-style-type: none">• One Round-Trip Flight On Spirit Airlines• Standard Seating (upgraded seats available for purchase)• One Personal Item Bag (measures 18" x 14" x 8" & fits under a seat)• One Carry-On• One Checked Bag (maximum 40 lbs.) <p><i>The above should not exceed the total value of the voucher, \$800.</i></p> <p> TERMS & CONDITIONS</p> <p>Vouchers are valued up to \$800 with a one-time use with no residual value remaining. All booking/voucher redemption must be completed by the expiration date listed. Voucher is not valid after the listed expiration date and not valid for bookings made on Spirit.com. Vouchers can be redeemed Monday through Friday, 9 am to 5 pm EST by contacting the email listed below. You will be advised prior to booking if requested accommodations exceed the voucher's value. Flight modifications are not permitted once itinerary is booked. All applicable taxes/fees are the responsibility of the guest, starting at \$5.60 (USD) per segment, per person (taxes & fees based on destination). Restrictions apply on peak travel dates, holidays, & flights to certain destinations. Please be flexible with your travel plans as seating may be limited closer to travel date. Spirit Airlines is ticketless, & you will not receive paper tickets.</p> <p><i>Terms & Conditions subject to change.</i></p>		



CONTACT TO REDEEM:



MAKING A LASTING IMPACT: DISASTER RELIEF, RAPID RESPONSE

AMERICAN RED CROSS PARTNERSHIP:

This critical partnership allows Spirit to respond quickly and effectively, helping hundreds of families with essential support including shelter, food, and relief supplies for families impacted by natural disasters such as earthquakes and hurricanes in Haiti, Puerto Rico, the Dominican Republic, and Louisiana.

FIRST RESPONDER SUPPORT:

We currently provide dozens of flight vouchers to transport doctors, nurses, and other first responders to areas within our network requiring immediate support.



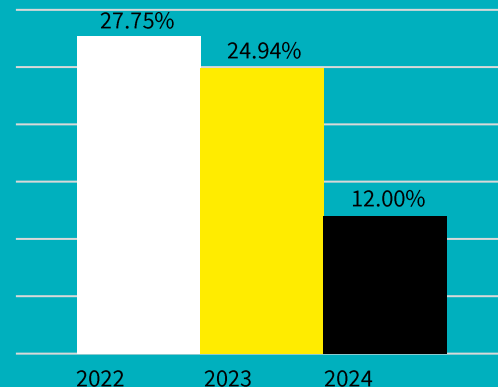
spirit



**American
Red Cross**

**TOTAL AMOUNT OF
DISASTER RELIEF
SUPPORT SINCE 2017:**

\$500,000





GUEST ENGAGEMENT

CARING WITH HEART

\$57K donated by Guests via our integrated booking path donation opportunities, making it easier for travelers to contribute to meaningful causes while booking their flights.



Guest Giving Fiscal Year 2024

\$57K

Average Contributions Per Month

\$15K



OUR 2024 IMPACT SUMMARY

44

Unique Spirit
Communities
Served



1,000+

Students
Positively
Impacted

250

Trees Planted For
Our Tomorrow In
Orlando, Miami &
Guatemala



\$1.2M

Invested In
Our Community's
Future

3,500

Children Hosted At
NSU Art Museum,
Fort Lauderdale



84

Nonprofit
Organizations
Served

1

Powerful
Mission



6

New Classrooms
Built, Mano
Amigo In
Colombia

\$490K

Team Member
Resource Group-
Selected
Investments

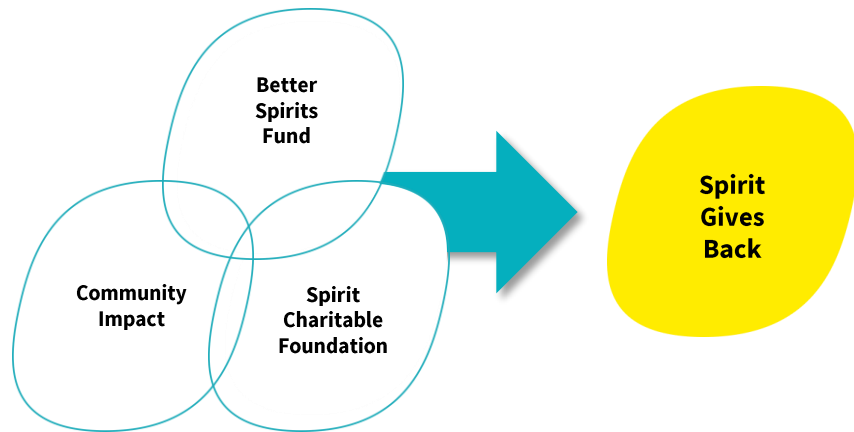


S

LOOKING FORWARD: OUR COMMITMENT CONTINUES

Spirit's impact in 2024 was driven by our people. From philanthropy to emergency relief, every initiative was rooted in the dedication of our Team Members, leadership and the generosity of our community partners.

We remain committed and take immense pride in the impact we create through **#SpiritGivesBack**, showcasing our commitment to building a better society, caring for our Team Members, and providing crucial support during times of crisis.



Together, these create a comprehensive approach to social impact that strengthens our internal culture while amplifying our external support.

Better Spirits Fund:
Peer-to-peer support for Team Members in financial crisis



Community Impact:
Strategic investments in sustainable community development



Spirit Charitable Foundation:
Structured philanthropic giving and grant-making



Spirit Gives Back:
Company-wide volunteer engagement and community partnership



WHY *'DOING GOOD'* ADDS TO THE BOTTOM LINE

The Triple Bottom Line method expands the definition of business success beyond profit, emphasizing impact on **people**, **planet** and **profit**. By integrating social, environmental and financial priorities, companies gain key advantages that drive sustainable growth and long-term value.

Improved Team Member Satisfaction

Acquisition of the Best Talent

Brand Image and Goodwill

Environmental Protection

Competitive Advantage

Retention Of Team Members

Reduction in Expenses

77%

of consumers are
motivated to purchase
from companies
committed to making
the world better.

The following studies have shown the relationship between Community Impact practices and profitability of airlines:

Transportation
Research Part
E: Logistics &
Transportation
Review

Corporate Social
Responsibility &
Environmental
Management

The Journal
of Air Transport
Management



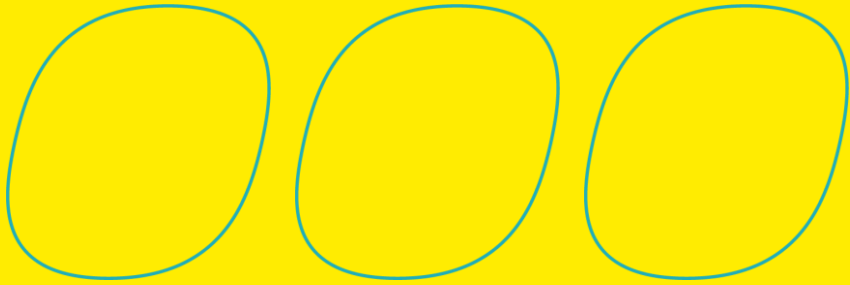
TOGETHER, WE MAKE AN IMPACT

Every initiative was rooted in the dedication of our Team Members, leadership and the generosity of our community partners.



"We are immensely proud of our commitment to fostering an inclusive environment and giving back to the communities we serve. Our initiatives not only reflect our core values but also resonate deeply with our Team Members, who are passionate about making a difference. Through our giving campaigns, we empower our Team Members to support causes that matter to them, enhancing our collective impact. By integrating the unique capabilities of everyone in our organization and social responsibility into our business practices, we create a workplace where everyone feels valued and engaged. Together, we are not just flying people to their destinations; we are uplifting communities and promoting positive change."

Lanie Morgenstern,
Director, Corporate Community Impact and Foundation
&
Astrid Salcedo,
Senior Manager, Talent Development and Belonging



What we accomplished in 2024 came down to one thing: our people.

This wasn't about checking boxes. It was about showing up, building community, and creating space for more voices to be heard. Because of that, we've become a stronger company.

To every Team Member, partner, and supporter, thank you. You helped us go further than we thought possible.

THANK YOU.

spirit.com/careers

