



spirit[®]

2023 DIVERSITY, EQUITY, INCLUSION, & BELONGING IMPACT REPORT



Summary

In 2023, our Diversity, Equity, Inclusion, and Belonging (DEI&B) strategy matured, building upon our successes to date. We aligned on goals to drive further progress, focused on making an impact.

Spirit Airlines has a history of pursuing impactful strategies to drive systemic change and promote DEI&B within our organization. Our 2022 DEI&B Impact Report summarized our DEI&B actions and initiatives to date at Spirit. In 2023, we have matured our DEI&B strategy and approach, shifting focus to establishing more formal programs and driving quantifiable results in representation, policy design, and a culture of belonging.

This 2023 DEI&B Impact Report is intended to provide our stakeholders with a summary of our impacts as they relate to our DEI&B strategy, highlighting our successes and reflecting on what more we can do.



Our DEI&B Strategy

In 2022, we updated our DEI&B Pillars to drive continued diversification of our organization, broaden our areas of engagement, and educate and empower our Team Members. We furthered that in 2023 with a robust goal-setting process to focus on making impacts aligned with these four Pillars.



**Community Outreach
and Social Responsibility**



**Ensure Equitable and
Inclusive Total Rewards**



**Creating an Environment
of Inclusion for All**



**Foster Belonging
Through Representation**

Our DEI&B programs are constantly evolving to best serve our Team Members, our Guests, and our communities. In 2023, we significantly invested in our Team Member Resource Groups (TMRGs) providing more structure and support as well as actively soliciting input to guide our DEI&B programs. Our aim is to encourage lasting impact by integrating DEI&B into every facet of the organization.



“Connecting people from all walks of life to different cultures and places is at the heart of what we do, and we invest that same commitment into building a more diverse, equitable, and inclusive workplace where everyone can feel like they belong. Integrating DEI&B initiatives promotes creativity, innovation and an inclusive culture that helps us achieve new and meaningful milestones for the organization and the communities where we live and work.”

– **Ted Christie** President & CEO of Spirit Airlines

Our 2023 Highlights

Diversity

We promoted **491 Team Members** from underrepresented groups, accounting for 67% of all promotions in 2023.

Our **Supplier Diversity Program** saw impressive growth, surpassing our \$97 million spend goal by 14% (\$111 million). As of the end of 2023, we have approved 337 diverse suppliers in our vendor database, and we are actively seeking to grow that number through outreach and education.

Inclusion

We established an **annual goal framework for our TMRGs** to drive impact aligned with our DEI&B strategy. In response to TMRG goals, we established new policies and programs centered around increasing accessibility and inclusivity for underrepresented groups. We also launched a new TMRG, the **Veterans Resource Group**.

Equity

We implemented a robust **Unconscious Bias** workshop, piloted the **Leadership Accelerator** program, and expanded the **Leadership Altitude** program, equipping our Team Members with the requisite skills for effective leadership and ensuring equal career development opportunities for all.

Belonging

We launched the **Women's Leadership Roundtable** to create a mechanism for female Team Members to meet and interact with our senior leaders and to participate in open discussions regarding the unique opportunities and challenges for women in the aviation industry.

Diversity

At Spirit, we celebrate the diversity of our Team Members and our suppliers, recognizing that a diverse workforce leads to diverse ideas, which in turn drives innovation, enhances decision making, and strengthens our position as a socially responsible market leader.

Diversity is an integral part of our organizational culture and our business strategy. We place a high value on cultivating a workforce that encompasses a wide range of backgrounds, experiences, and perspectives. We celebrate individual differences and rely on diverse inputs to foster critical thinking and creative problem solving.

We actively promote Team Member diversity through recruitment and promotion practices designed to welcome a spectrum of talent that reflects the communities in which we live and work. In 2023, we also significantly expanded our Supplier Diversity Program, integrating diversity into our procurement processes and proactively seeking and supporting diverse suppliers in our communities.

Attracting And Retaining A Diverse Workforce

We have transformed the way we recruit talent to build a workforce that embraces different identities, perspectives, and experiences. Our talent acquisition team is focused on building talented and diverse teams, with DEI&B serving as a core pillar of our overall talent strategy.

As a first step in attracting a diverse workforce, we optimized our recruitment marketing to ensure we are reaching a variety of talented candidates. Our recruitment marketing has been fine-tuned to emphasize not only where we post job requisitions but to also proactively seek out candidates with various backgrounds and experiences.

\$42,500

contributed in scholarship funds in 2023

In 2023, we actively participated in promoting diversity within the aviation industry by partnering with associations such as the National Gay Pilot Association (NGPA), Organization of Black Aerospace Professionals (OBAP), Regional Airline Training and Recruitment Advisory Group (RTAG), Women in Aviation International (WAI), and Professional Asian Pilots Association (PAPA). As a testament to our commitment, we not only drove diversity-focused recruitment through the Spirit Wings Pilot Pathway Program with flight academies, but also contributed a total of \$42,500 in scholarship funds in 2023. These scholarships play a crucial role in supporting underrepresented groups within the aviation industry, fostering inclusivity and providing valuable opportunities for aspiring individuals to pursue careers in aviation.

In 2022, we initiated a practice to enhance diversity in our executive hiring process by proactively seeking a diverse slate of candidates for consideration. Expanding on this commitment in 2023, we extended the same inclusive approach to our Director and Senior Director- positions. This hiring process aims to actively seek and interview candidates from diverse backgrounds, reinforcing our dedication to fostering an inclusive workplace culture at all organizational levels.

Additionally, we've implemented new standard recruitment practices to promote diversity and equity in hiring. In 2023, we stopped requesting current compensation information from new hires, aiming to break the cycle of perpetuating minimized behavior. For all leadership roles, we also require that at least one interviewer is from an underrepresented group.

Once hired, we support Team Member career development through our enhanced professional development and engagement programs. These programs support Team Member retention and ultimately contribute to a culture of equity, inclusion, and belonging.



"People don't simply fit into boxes that define a team structure within the organization. There is so much more to every individual we select to be part of our future. Its all the qualities outside the box that are the real differentiators."

- Linde Grindle SVP & Chief Human Resources Officer



Celebrating Team Member Diversity

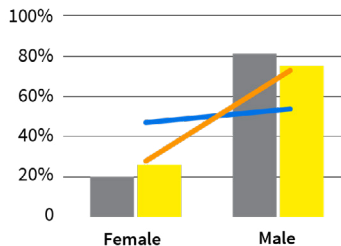
Spirit is becoming more diverse in race/ethnicity and gender year over year. Compared to the Bureau of Labor Statistics (BLS) overall Air Transportation Industry, Spirit displays a more racially and ethnically diverse Team Member population, as well as increased gender representation.

The Director level and above saw a meaningful increase in female representation (+5.9%) in 2023, while race/ethnicity representation stayed close to 2022 proportions. **Specifically, at the Director level, female representation increased by 13% in 2023, in large part because 80% of Team Members promoted to Director were female.** These promotions to Director roles also impacted female representation at the Senior Manager level, as in many cases female Managers were promoted to fill those roles.

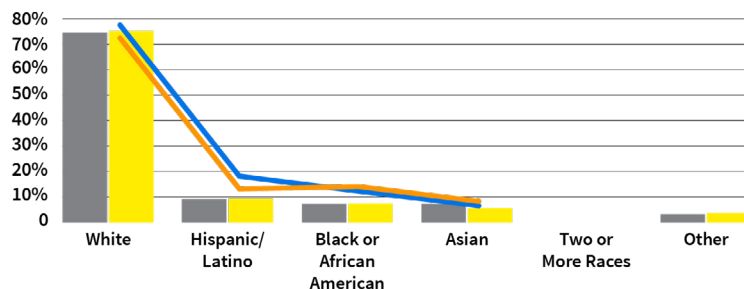
At the Manager level and above, we exceeded overall BLS representation numbers in the Hispanic and Black/African American demographic, and we are approaching parity in Asian representation. Spirit overall also exceeds representation in both Black and Hispanic demographics compared to the BLS levels. While gender and race/ethnicity representation at the Director and above level has room for improvement to achieve BLS level, we do see representation numbers moving in the right direction year over year.



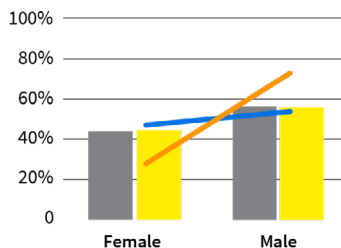
Gender: Director & Above



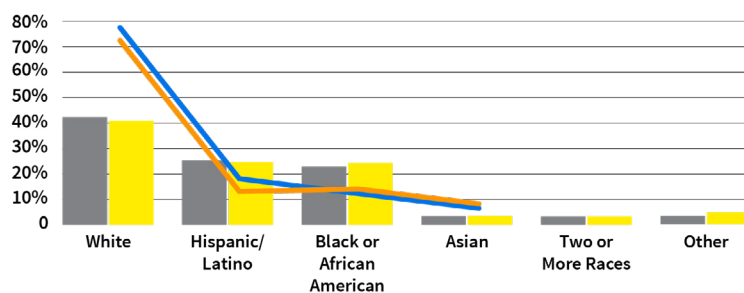
Race and Ethnicity: Director & Above



Gender: Overall



Race and Ethnicity: Overall



— BLS 2022 Overall

— BLS 2022 Air Transportation

● 2022

● 2023



Spotlight: Supplier Diversity Program

In 2021, we initiated our Supplier Diversity Program, witnessing substantial year-over-year impact throughout 2022 and 2023. Guided by our Supplier Diversity Policy, this program is dedicated to creating business opportunities for certified diverse suppliers owned by underrepresented groups. Integrated into Spirit's strategic sourcing and procurement process in 2022, the program has significantly influenced our approach.

In 2023, Spirit set annual goals to boost diverse supplier engagement and expenditure, underscoring our commitment to fostering diversity and inclusion in the broader business landscape. Suppliers and service providers are encouraged to register through our online procurement system, allowing them to self-identify as businesses owned by underrepresented groups. This inclusive approach enables us to analyze strategic sourcing metrics and establish targeted goals for enhancing supplier diversity.

To facilitate this process, we've introduced a 'Self-Certification' option on our vendor portal, offering potential suppliers the chance to declare their status if they have not received certification from specified business councils. We also identify and educate existing suppliers who have not applied for certification. For example, we identified our external recruiting agency (with whom we had \$7 million in spend in 2023) as a non-certified diverse supplier and supported their certification as a minority-owned business enterprise. Our procurement team also actively incorporates diverse suppliers into requests for proposals, fostering an environment where inclusivity is paramount.

Collaborating closely with business councils and industry peers, we continually expand our diverse supplier network, reinforcing our commitment to diversity in 2023. These focused efforts not only diversified our supplier network but also had a positive indirect impact on local economies, aligning with our broader commitment to inclusivity and diversity.

After outperforming our 2022 goal of \$70 million by 19% – spending \$83 million with diverse suppliers – we set an ambitious goal of increasing our spend to \$97 million for 2023. We are proud to report that we have exceeded our 2023 goal, increasing our spend on diverse suppliers to \$111 million in 2023.

We also set a goal to increase our spend with supplier categories that saw lower spend in 2022. In 2023, we increased our spend with Hispanic and Veteran-Owned businesses by 6% and 3%, respectively. We will continue to implement programs to increase spend in areas that are significantly disadvantaged. For example, while we spent \$574K with Black-owned businesses in 2023, we are aiming to increase spend in the future.

Our incredible performance showcases the Company's commitment to valuing diversity within our organization and the broader Spirit Family. We will continue to set annual goals to grow our diverse spend and to further develop our Supplier Diversity Program in 2024.

2023 DIVERSITY SUPPLIER SPEND TARGET

\$97 MILLION

2023 ACTUAL DIVERSITY SUPPLIER SPEND

\$111 MILLION

Equity

Equity is a crucial component of a robust DEI&B strategy, proactively fostering an environment of fairness for all Team Members. Achieving an equitable workplace involves promoting and implementing policies and processes that establish fairness in pay and benefits and provide equal opportunities.

We are committed to providing a workplace where barriers to fair treatment, access, opportunity, and advancement are removed so that every Team Member is treated fairly. Our enhanced benefits offerings and professional development programs encourage Team Members to continually develop their skills, performance, and contributions, promoting equal pay for equal work.

We have continued in our commitment to promoting equal pay and ensuring unbiased decision-making through established corporate policies. We value the time and effort all Team Members dedicate to their work at Spirit, and we aim to foster a sense of both inclusion and belonging through equitable compensation for their efforts. Pay equity is a large part of our commitment to equitable action, and we prioritize that promise through a routine review of our approach to Team Member compensation and practices to ensure fair recognition of performance.

Enhancing Our Wellness And Benefits Programs

We prioritize Team Member wellness through initiatives and programs supporting physical wellbeing, financial wellbeing, and emotional wellbeing.

Physical wellbeing is largely supported through our benefits plans, and Spirit has taken several steps in 2023 to ensure all Team Members have access to – and can take full advantage of – our benefits offerings. We have implemented ‘day one’ eligibility for health benefits, dental insurance, vision insurance, and other offerings to ensure Team Members have the support they need from the start of employment.

We also sought input from our TMRGs on how to support wellbeing more equitably through our benefits programs. In response to a goal set by the Latinx TMRG, Spirit created benefits guides in Spanish and Creole to assist non-English-speaking Team Members and their families in understanding the benefits available to them. We plan to create benefits guides in additional languages in 2024 to further improve availability and accessibility of benefits information.

Similarly, following input from the LGBTQIA+ TMRG, Spirit provided interested Team Members with information on benefits related to gender transition. Spirit is also reviewing expanding family care support for working parents, in response to a goal set by both the LGBTQIA+ and Women’s TMRGs. We have also made virtual fitness, finance, emotional, and mental health webinars and trainings available to all Team Members. Making our benefits programs more accessible and equitable supports Team Member wellness and promotes a culture of inclusivity and fairness.

In 2023,
Spirit implemented
‘day one’ eligibility for
health benefits, dental
insurance, vision
insurance and other
offerings.



Promoting Equity Through Leadership

Equal opportunity at Spirit includes access to and support through professional development programs. These programs empower Team Members with the skills and knowledge necessary to excel in their roles and adapt to new responsibilities. We continue to make our Spirit U platform accessible to all Team Members, as well as promote Team Member-led Activation Forums which provide a supportive and safe space to engage with company and community leaders. In 2023, we also launched the LinkedIn Learning platform, significantly enhancing our access to career development training.

2023 also saw significant investments in unconscious bias training as well as two leadership development programs in 2023: Leadership Accelerator and Leadership Altitude.

Unconscious Bias:

Understanding Bias to Unleash Potential was implemented in Q1 2023. This Franklin Covey workshop engaged executives and TMRG leaders over the course of three months with the aim of reducing unconscious bias incidents. The workshop provided a practical approach to identifying and addressing unconscious bias, equipping participants with skills to recognize and counter its potential harm.

LEADERSHIP ACCELERATOR

Leadership Accelerator is an immersive program aimed at elevating leadership skills, encouraging cross-functional teamwork, and providing insights into executive-level decision-making. Leadership Accelerator was piloted in April 2023 as a six-week-long program where selected Team Members participated in cross-functional teams to solve real-life business challenges. With support from an Executive Sponsor and HR advisor, teams developed solutions to address these challenges and presented their proposals to a mock Board of Directors. Benefits of the program include mentorship from senior Spirit leaders, cultural enrichment, and tailored Individual Development Plans that align individual aspirations with organizational needs. A total of 58 leaders completed the program in our inaugural year, with 77% of the participants selected from underrepresented Team Member populations.

LEADERSHIP ALTITUDE

Leadership Altitude, established in 2022, is a comprehensive program combining instructor-led workshops and self-directed activities to foster leadership development and enhance cultural and communicative for all supervisors and above in the company. Building on this foundation, 2023 marked a significant expansion of our Leadership Altitude curriculum. To support leadership development, we streamlined course flow, broadened eligibility, and increased the accessibility of course material, resulting in increased participation among senior leaders. As part of this expansion, we introduced an 'Inclusion in the Workplace' workshop in October 2023. This workshop, designed to heighten awareness and foster behaviors that promote inclusion, emerged as the most attended course in the Leadership Altitude Program in 2023. It signifies our commitment to cultivating leaders who actively engage in creating a culture where every Team Member feels valued and included. The overwhelmingly positive feedback received underscores the success of our efforts in this critical aspect of leadership development.



"The Leadership Accelerator Program offered the unique chance to work with the most talented and diverse group of Spirit leaders, focused on solving real-life business challenges. This program offered me valuable insights into my leadership profile, executive presence, and business acumen and assisted me in developing critical skills and work on advancing my career trajectory. I am extremely proud to be a part of the Spirit family that ensures equity and advancement of all people, by empowering leaders like me to succeed."

– Prateek Gajbhiye Mgr II, Strategy & Analytics

Empowering Our Team Member Resource Groups



In 2023, our commitment to inclusion and diversity soared with the launch of our seventh resource group – the Veterans TMRG. This strategic expansion, coupled with robust DEI&B awareness and outreach, fueled an impressive 142% surge in TMRG membership. In 2023, we welcomed 868 individuals into our active TMRGs, which now encompass seven distinct groups:



ASIAN
RESOURCE
GROUP



BLACK
RESOURCE
GROUP



LATINX
RESOURCE
GROUP



LGBTQIA+
RESOURCE
GROUP



THIRD CULTURE
INDIVIDUAL
RESOURCE
GROUP



VETERANS
RESOURCE
GROUP



WOMEN'S
RESOURCE
GROUP

This growth underscores our ongoing efforts to strategically amplify diversity engagement within our organization.

In 2023, we also established and implemented an annual goal framework for our TMRGs to drive impact aligned with our DEI&B strategy. Each TMRG established two goals; goal progress was tracked and reported at quarterly Executive Ally meetings.

As mentioned earlier, some TMRG goals focused on inclusive benefits. Other TMRG goals set and accomplished in 2023 include:



Launching a Mentorship Program

to provide guidance and support, helping resource group members connect with like-minded individuals to develop skills, navigate challenges, and advance their careers at Spirit.



Offering LinkedIn Learning

Reserving 200 LinkedIn Learning licenses for our TMRGs and curating playlists relevant to minority representation and development needs.



Collaborating with the Spirit Charitable Foundation and Corporate Social Responsibility Team

to engage resource groups in volunteering and community outreach initiatives. TMRGs will recommend two nonprofits for Foundation donations and choose up to two organizations for volunteer opportunities every year.

In 2023, we amplified the impact of our Executive Allies, who play a pivotal role alongside our TMRG Leaders. These allies convene quarterly with TMRG Leaders to assess progress, review representation numbers, and evaluate the effectiveness of our programs in driving meaningful change. This collaborative forum serves as an open platform where every TMRG Leader articulates opportunities, goals, and concerns, empowering Executive Allies to comprehend systemic issues and leverage their influential roles.

Formerly known as Executive Champions, we redefined the responsibilities of our Executive Allies in 2023. Their role now involves active participation in quarterly DEI&B meetings, attendance at DEI&B events, guiding TMRG Leaders on goal setting and strategic approaches, and providing pertinent updates to senior leadership. Furthermore, Executive Allies engage in partnerships with one TMRG per year on a rotating basis, fostering collaboration and forging new connections within our commitment to DEI&B. Our Executive Allies are selected from senior leadership roles including C-Suite executives and Vice Presidents; the participation of these leaders demonstrates the commitment Spirit is making to integrating DEI&B into the business.

Inclusion

In a truly inclusive workplace, all Team Members feel comfortable expressing their opinions and contributing their unique perspectives, providing a foundation for creativity and innovation and promoting a positive corporate culture.

Inclusion at Spirit goes beyond merely having diverse Team Members; it involves creating an environment where everyone is actively involved, promoting innovation and productivity through teamwork by leveraging the strengths of diverse experiences and viewpoints. We remain committed to an inclusive culture and took 2023 to improve programs and channels for Team Members to contribute to real change.

Listening To Our Team Members

Pulse Surveys are a tool we use to engage with our Team Members and navigate a landscape of internal and external challenges. Employing quarterly Pulse Surveys, beginning in 2023, has provided Team Members more opportunities to provide their feedback and insights. This enables us to make timely, informed decisions that directly impact Team Member satisfaction, leading to more inclusive and Team Member-focused policies and programs.

Our Q3 2023 Pulse Survey included prompts related to inclusion – for example, ‘I have the same opportunities for advancement as other Team Members in my organization.’ Team Members signify their alignment with each statement by assigning a score between 1 (disagree) and 5 (agree). The insights gained from responses to the inclusion prompts serve as a useful baseline, informing our ongoing efforts to foster an inclusive culture. Team Member responses to the inclusion prompts were positive, with average ratings of approximately 4 out of 5. The prompt ‘At work, I feel comfortable being myself’ received the second highest average score across all survey responses (including core, wellness, inclusion, and resilience index prompts). These responses confirm that inclusion is Spirit’s strength.

When looking at TMRG member responses to questions related to inclusion, those that are a part of a resource group rated 0.08 to 0.23 higher versus the average Spirit Team Member response, with the exception of ‘opportunities for advancement’. We are working to address this difference through professional development programs tailored toward and at the request of our TMRGs. This demonstrates the positive impact of TMRG participation, while also highlighting our need to focus and invest on equitable advancement for all Team Members at Spirit regardless of gender, race, or ethnicity.

Additionally, all survey responses were analyzed with respect to gender and race/ethnicity. This additional analysis allowed us to identify potential challenges related to specific groups. For example, within the inclusion index, analysis by race/ethnicity revealed statistically equal scores when compared to Spirit overall for ‘being self’ and ‘opportunities for advancement’. However, there were some statistical variations for ‘treated fairly’ which are being actioned by our TMRGs.





Spotlight: Black Brilliance And Beyond

In February of 2023, our Black TMRG hosted a special Activation Forum in Atlanta, Georgia, called Black Brilliance & Beyond. This event was hosted by Black Resource Group members from across our network, allowing Team Members to come together for a day filled with learning and honoring Black culture and its influential leaders. The event included a tour of Atlanta's Black history and involvement in the Civil Rights movement through visits to Sweet Auburn, West End historic homes, the King Center, and other landmarks and murals significant to African American culture. Team Members also had the opportunity to participate in a fireside chat and panel discussion with Black leaders to discuss their own leadership development journey and provide insights.

Black Brilliance and Beyond was a meaningful and impactful Activation Forum, fostering community through shared experiences and open dialogue. Participants left with a strong sense of belonging, feeling even more empowered to be their authentic selves at work. Discussions at the event also influenced how the Black TMRG Leaders support the community throughout the year, creating more space for conversation and connection. The success of the event has led the Black TMRG to plan a similar Activation Forum in Houston in 2024, to include a guest speaker, team building exercises, and other community-building activities. Spirit is proud to invest in events like Black Brilliance and Beyond as part of our commitment to creating a culture of equity, inclusion, and belonging.

Spotlight: Our Black TMRG Leaders

Trudy-Ann Armand (Sr. Mgr. Learning Solutions) and Jervishia Walker (Mgr. II Digital Guest Care) lead the Black TMRG at Spirit by emphasizing engagement, community, and culture. Their year-long tenure has dynamically developed to fit the needs of the growing Black TMRG, though they remain centered around fostering Team Member connections, development, and retention.

Black TMRG events and programs help to create opportunities for Team Members to establish those connections and cultivate what Jervishia calls a 'Brave Space'. This space allows individuals to have candid conversations and feel supported by their fellow TMRG members.

Trudy-Ann has also been rewarded by the connections and community made possible by the Black TMRG, reflecting

upon the trust TMRG members are building with each other as they continue to share and engage in the community they have built. Trudy-Ann participated as a mentor in the Black TMRG pilot mentorship program and witnessed the enthusiasm for the program. She stresses the value of routine meetings with her mentees to solidify trust and open communication.

Jervishia and Trudy-Ann aim to continue creating a Brave Space for Black Team Members through increased participation in TMRG events and activities in 2024 and beyond. They strongly believe in growing connections face-to-face and intend to offer opportunities outside of Spirit headquarters to reach regional Black TMRG members. These leaders have established true, impactful change at Spirit.

Belonging

Belonging is the feeling of being accepted, included, and valued. It goes beyond participation and involves proactively creating an atmosphere where everyone feels a genuine connection to the organization, its mission, and their colleagues.

We have woven a sense of belonging into our culture through our work in promoting and integrating diversity, equity, and inclusion. We believe belonging is an essential component to Team Member wellbeing and job satisfaction. Prioritizing Team Member belonging cultivates a community where everyone plays an integral role in the decision-making process through meaningful two-way communication and continual collaboration. This, in turn, makes Spirit a stronger and more resilient organization, allowing us to meet and exceed Guest expectations.

Spirit Gives Back

Spirit works to enhance the well-being of our Team Members and the communities we serve by cultivating a stronger sense of belonging, be it through our corporate ethos or our distinct charitable endeavors.

Spirit Charitable Foundation

The Spirit Charitable Foundation focuses its work through three guiding pillars – **Children and Families, Service Members, and the Environment**. The Foundation seeks to invest in organizations through Team Member volunteerism, monetary contributions, and in-kind donations. Team Members also have the opportunity to contribute directly to the Foundation. In 2023, Foundation investments were informed, in part, by input from Spirit TMRGs which identified DEI&B opportunities within the charitable giving space.

Spirit TMRGs identified nonprofit organizations that resonate with causes they are passionate about and are aligned with their respective missions. In 2023, the Foundation, at the request of the TMRGs, donated \$490,000 to support causes ranging from scholarships for LGBTQIA+ students in New Orleans to funding Asian American and Pacific Islander (AAPI) families in New York.

Better Spirits Fund

Team Members also have the opportunity to give back through our Better Spirits Fund. The Better Spirits Fund epitomizes belonging, providing a mechanism for Team Members to assist colleagues experiencing unforeseen financial hardships. Team Members volunteer to deduct a set amount each pay period or may contribute a lump sum donation. In 2023, Team Members across the network elected to support and lift each other up in times of need, showing one another they are truly valued. Through the Better Spirits fund, over 100 grants were provided in 2023.





Spotlight: Honor Flight South Florida

As the official carrier of Honor Flight South Florida, an all-volunteer organization dedicated solely to honoring all veterans in Broward, Dade, and Monroe counties, Spirit Team Members volunteer and accompany veterans to Washington D.C. to visit and reflect at the memorials built in their honor. During the flight, the veterans receive letters of appreciation and return to a homecoming celebration. In 2023, we participated in three honor flights, touching the lives of more than 450 veterans by recognizing their service and ensuring they feel part of the community.

“Honor flights are a fantastic way to give back to this unbelievable community of heroes. These heroes paved the way for us which sometimes doesn’t get the recognition it deserves. Veterans of every generation deserve to be remembered and being a part of the spirit family that participates in these events is an honor.”

Eric Thornburg
Base Chief Pilot



Women's Leadership Roundtable

We prioritize a culture of belonging by ensuring every Team Member feels their voice has a true impact. We create space for Team Member collaboration, providing mentorship opportunities and celebrating diverse achievements in our leadership programs. In 2023, we established the Women's Leadership Roundtable to provide this space for our rising female leaders.

The Roundtable is an opportunity for female Team Members to participate in an executive coaching experience through open discussions around female leadership topics tailored toward career development. Participants meet for two-hour sessions each month over the course of four months, interacting with female C-Suite leaders on topics ranging from professional growth to personal wellness.

When Team Members witness Spirit leadership actively championing diversity, advocating equitable solutions, fostering open communication, and recognizing individual contributions, it enhances their sense of belonging, motivating further engagement through sharing insights and actively contributing to our collective success.



"The Women's Leadership Roundtable has been a source of profound enlightenment for me. Listening to senior leaders share their growth stories at Spirit and navigate through challenges has been incredibly enriching. Each leader's journey contributes a valuable piece to my own professional path, inspiring me to build upon their collective wisdom. Surrounded by these strong and resilient women, I not only felt a sense of inspiration but a compelling desire to translate their shared insights into meaningful action.

The program's emphasis on transparency and authenticity creates a supportive ecosystem, essential for building confidence and nurture a community where individuals, with the right support, can truly thrive in their roles. I believe that collectively, everyone in the program has the potential to make a difference, fostering hope and reinforcing the notion that positive change is achievable at Spirit."

– Elke Baragano Sr Mgr, Inflight Base Operations & Performance

Stories From The Inside



While being a Diversity Ambassador at Spirit Airlines, it has shaped me as a Team Member by fostering a greater awareness of the importance of diversity and inclusion.

My experience has provided opportunities to engage with colleagues from various backgrounds, promoting deeper understanding, and contribute to a more inclusive workplace culture. Being a part of Resource Groups also allowed me to see a different side of the company and opened my eyes to develop in a different way. I was able to see opportunities that were available and ultimately apply for a role that landed me in a job that aligns with my career goals. I feel like I know where I belong now based on the support of the Resource Groups.

TAMIKA JOHNSON ANALYST, LEARNING SOLUTIONS



Joining Spirit has been a transformative journey, and being a part of the Resource Groups has made it feel like destiny. Spirit is not just a company; it's a personal connection where I'm not lost in the vastness of a large sea. Instead, I feel an integral part of something greater, a sense of belonging that pushes me forward.

Discovering that my unique skillset seamlessly integrates into this industry has been empowering. The unwavering support from various departments fuels my pursuit of personal goals. It's more than a job; it's a platform that encourages me to reach heights I once deemed unattainable, pushing my boundaries and revealing untapped potential.

This industry is unlike any other, and my experience with some of the Resource Groups I've joined is a testament to the unparalleled support it provides. For the first time, I feel nurtured and guided, fostering personal and professional growth.

ALBA ALONSO FLIGHT ATTENDANT



When I first joined Spirit, I had no idea what to expect. I felt enthusiasm and an environment of acceptance from the day that I started. I was incredibly inquisitive as to what drew others to Spirit and what kept them here. The theme that echoed over and over as I engaged our team members was the inclusiveness and collaborative environment that they worked in.

Inclusiveness is not forced or fabricated here. It is something that happens naturally and is part of how every employee interacts with each other. The environment that we work in at Spirit makes my job of attracting talent easier. The workforce is hungry for an inclusive workplace where their voices are heard. Spirit is that place. I am proud to beat that drum as loud as I can and tell that story to every prospective employee that I engage.

STEVEN FLAK SR MGR TALENT ACQUISITION

Leadership Voice

“

People are the heart of every business. As an executive ally, I've seen how Spirit's investment in DEI&B programs has fostered an environment where individuals can connect with others to discuss shared experiences, challenges, and goals, creating accessible smaller communities in what can otherwise feel like a big organization. Throughout my career, I've observed the power of Team Members when they feel a true sense of belonging; they are more productive, more willing to share their voices, and are more aligned to the company's mission. This leads to better care for our Guests who then want to invest in our brand.

– **Rana Ghosh** VP, Omnichannel & Executive Ally to Third Culture Individual TMRG



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As an executive ally, I'm proud to witness the remarkable impact that Spirit's DEI&B practices have on our Team Members. Seeing firsthand how allyship contributes to a space where Team Members can feel empowered and valued every day is inspiring. The collaboration of this community helps us pivot toward a more innovative environment while creating positive change in our workplace.

– **Robert Jones** VP, Labor Relations and Executive Ally of Black TMRG





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We want to thank our Team Members for their dedication, persistence, and guidance in helping Spirit become a more diverse, equitable, inclusive, and belonging company. Without their leadership, this work would not be possible.

spirit.com/careers