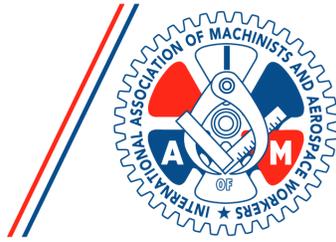


International
Association of
Machinists and
Aerospace Workers



9000 Machinists Place
Upper Marlboro, MD 20772-2687

Area Code 301
967-4500



October 13, 2021

Robin Hayes, CEO JetBlue Airways Inc.
27-01 Queens Plaza North
Long Island City, NY 11101

CEO Hayes,

JetBlue Ground Operations (GO) Crewmembers are one of the main reasons why JetBlue Airways is a successful airline. GO Crewmembers are working in some of the most unsafe conditions that airline workers have ever experienced, as the novel coronavirus pandemic still rages across the globe. Even so, Crewmembers bravely carry on, so JetBlue Airways can remain a viable and successful airline.

What have these hard-working JetBlue Crewmembers received from you and JetBlue upper management for their dedication? JetBlue received approximately \$1.5 billion in tax-payer funded grants and loans from the CARES ACT, which was supposed to protect the jobs, pay and benefits of JetBlue Crewmembers. However, you and your management team cut the hours, pay and benefits of these hard-working employees in 2020. These actions, which, in my opinion, violated the intention and spirit of the Payroll Support Program (PSP) of the CARES ACT, must be rectified. JetBlue Crewmembers who suffered a loss of pay and benefits because their hours were cut last year should be made whole immediately.

Sadly, you and your management team didn't stop mistreating GO Crewmembers after you wrongly cut their hours, pay and benefits.

Crewmembers have not received a single penny in much deserved wage increases. Crewmembers are working short, in very unsafe conditions with minimal break time. You even abolished the lead classification, which will lead to operational confusion and a very unfair pay structure. And, Crewmembers who have been told

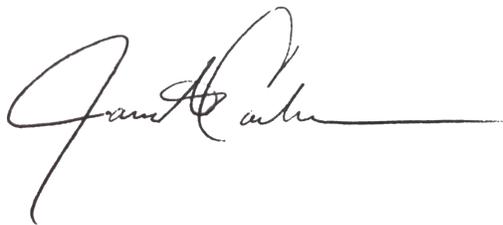
to stay home and get a COVID-19 test if they feel ill haven't received definitive guidance that they will not suffer disciplinary action for doing so.

JetBlue Crewmembers deserve better. They deserve to be repaid the money you wrongly took from them last year. They deserve to have their 401k accounts increased by the exact amount that was lost due to their working hours/pay being wrongly cut. Crewmembers deserve to work with proper manpower in safe conditions. Crewmembers who you have told to stay home and take a COVID-19 test if they feel ill should NOT suffer any adverse disciplinary action. And Crewmembers deserve wage and benefit increases and improvements to their working conditions right now.

I hope that you will do the honorable thing and take the necessary steps so JetBlue Crewmembers are treated fairly and are made whole for the losses they should not have suffered. However, you will likely not take the actions necessary to ensure that JetBlue Crewmembers are treated with the dignity and respect they deserve.

You can be sure that the IAM will fight for the justice that JetBlue workers deserve.

Respectfully,

A handwritten signature in black ink, appearing to read "James A. Carlson". The signature is fluid and cursive, with a long horizontal line extending to the right.

James A. Carlson
Assistant Airline Coordinator
International Association of Machinists and Aerospace Workers, AFL-CIO