

April 1, 2018

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Purpose

Our success at Spirit Airlines depends on the talents and abilities of our team members. Our mission is to provide our customers with low fares, on-time flights, and clean new aircraft with friendly service.

Spirit depends on our team members to come to work on time each and every day. We need you here and our customers need you here. Without you, our customers do not receive the service they deserve and a fellow team member has to cover your work.

This program isn't designed to make life more difficult, but to let you know we need you at work on time every time you are scheduled. And for the few people who have a tough time showing up when scheduled, this program will let them know that improvement is needed so that we can take care of our customers and help each other.

Application of the Program

We understand that team members must occasionally be absent from work, but we expect every team member to minimize unplanned time away from their job. In order to support the business and provide the best possible service to our customers and fellow team members, the Team Member Dependability Program will differentiate between “Planned Absence” and “Unplanned Absence.”

The efficiency and timeliness of our operations is dependent on the on time attendance of our team members. An unplanned absence creates a significant hardship on other team members, while undermining our ability to provide efficient and professional customer service. This program is straightforward, systematic, progressive, and applies to all employees equally. It is a documented process in which your station leadership works closely with team members who demonstrate unacceptable attendance performance. The keys to success are accurate record keeping, consistent, non-discriminatory application of the program, and clear concise communication from the leadership group to the team member outlining the need for immediate and lasting improvement in their attendance.

The Attendance Record

A team member’s attendance record is cumulative. The record should reflect all attendance entries incurred within a twelve-month period.

Progressive Attendance Policy – 12 Months

The Team Member Dependability Program is comprised of four (4) progressive steps which have associated point values.

- **Points are accumulated and remain active for a rolling 12 month period.**
- **Steps are independently reached based on points and remain for a 12 month period, beginning with the initial date of that step.**
- **Probationary employees are treated the same as all employees regarding Team Member Dependability Program.**

The four (4) progressive steps are:

- | | |
|-------------------------------|-----------|
| 1. Documented Verbal Coaching | 4 points |
| 2. Written Warning | 6 points |
| 3. Final Written Warning | 9 points |
| 4. Termination | 11 points |

- To determine a step level for a team member, add all of the points in the team member record accumulated over the previous 12 months.
- A team member does not change steps as points are removed over the course of the rolling 12 months. A team member must call in each consecutive day they do not return to work using the same “Planned Absence” and “Unplanned Absence” guidelines and are assessed the appropriate points.
- Failure to call in daily will result in a “No Call/ No Show” infraction with the corresponding points assigned.
- An absence of five (5) consecutive days or more in which the team member calls in on daily basis for a “planned absence” will result in a maximum of five (5) points.
- The Company, at its discretion, may require a physician’s certificate to confirm any absence, regardless of the type of absence (e.g., planned or unplanned).
- A Written Warning or Final Written Warning may prevent a team member from being awarded another position in the company.
- The Team Member Dependability Program (Attendance) and Discipline are separate programs and are not combined for tracking purposes.



Team Member Dependability Program

Definition of Terms

Absence

When a team member is scheduled for regular work, overtime, training, shift trades, holidays or any other assignment and is not available to work. For ANY absence, a team member must notify a Supervisor, Manager, and/or designated representative every day that he or she will be absent prior to the start of the shift.

Planned Absence

Notification is made regarding the absence four (4) hours or more prior to the start of the team member's shift. Should departmental guidelines require a longer notification period, they will supersede the four (4) hour general notification requirement. **A planned absence will result in one (1) point** being charged to the team member for the purpose of this policy and any possible step discipline.

Unplanned Absence

Notification is made regarding the absence less than four (4) hours prior to the start of the team member's shift or an early leave from work. **An unplanned absence will result in two (2) points** being charged to the team member for the purpose of this policy and any possible step discipline.

No-Call/No-Show

A team member is scheduled for regular work, overtime, training, shift trades, holidays or any other assignment and does not call or report for work after one (1) hour of the shift start time. **A No-Call/No-Show** is particularly egregious and, as such, the team member **will be charged with eleven (11) points and will immediately be subject to termination.**

Tardy

A tardy is defined as not being ready to work at the start of the team member's shift, or returning late from lunch. Any tardy will result in one (1) point being charged to the team member for the purpose of this policy and any possible step discipline. Additionally, a team member's failure to clock-in on the Spirit timekeeping system will be considered a tardy and **a tardy will result in one (1) point** being charged to the team member for the purpose of this policy and any possible step discipline.

Absence Exclusions

If the team member follows the "Planned Absence" guidelines listed above, the following absences will be excluded from consideration and no points will be assessed: approved FMLA, disciplinary time off, time off due to military obligations, jury duty, attendance for workers compensation-related absences, team member requested and approved (e.g. vacation day), company-offered absences (Voluntary Time Off - VTO) and time off as part of an approved reasonable accommodation for a disability arranged with Human Resources. For further information regarding reasonable accommodations, please contact Human Resources.

Management Discretion

When applying the program, particularly termination, management will consider the overall attendance record and the performance of each team member. We understand that in some cases, there are extraordinary circumstances which may need to be considered on a case-by-case basis.

Spirit Airlines reserves the right to deviate from the step program due to undocumented patterns of occurrences (i.e., occurrences before/after team member's days off, before, during or after weekends, vacations or holidays as well as suspected abuse, etc.).



Team Member Dependability Program

Step Table

Step 1	Step 2	Step 3	Step 4
Documented Verbal Coaching	Written Warning	Final Written Warning	Termination
4 Points	6 Points	9 Points	11 Points

Getting sick happens. Sometimes people are late due to a traffic accident or another cause. We expect you to strive for perfect on-time attendance, but we understand that life happens.

If your attendance causes you to accumulate 1-3 points, there is no coaching involved and it is not a consideration in assessing your performance. However, when your attendance leads to 4 points or more, we are concerned and hope you are too.

Here are a few examples that will help explain how this program may apply to you.

Examples

Example 1

Situation: Justin is scheduled for an 8:00am – 4:30pm shift. At 3:30pm, he decides that he will leave for the day **without** his supervisor's approval. Disciplinary action may result.

Result: The infraction qualifies as an "Unplanned Absence" and will result in two (2) points being charged to Justin for the purpose of this policy and any possible step discipline.

Example 2

Situation: Esther receives Step 2 (6 points) Written Warning on January 1, 2011. On December 1, 2011, Esther called in a "Planned Absence."

Result: This resulted in one (1) point being charged to Esther in addition to the previous 6 points.

Situation: On December 15, Esther was 15 minutes late for her shift.

Result: This resulted in one (1) point being charged to Esther. Esther is still on Step 2 (with a total of 8 points) Written Warning.

Example 3

Situation: Theresa receives Step 2 (6 points) Written Warning on January 1, 2011. Then on January 2, 2012, Theresa fails to report to work and is a "No Call – No Show."

Result: Theresa will be charged with eleven (11) points. Since it has been over 12 months, the January 2011 points are eliminated, however the January 2012 "No Call/No Show" resulted in 11 points being assessed to Theresa. Theresa is now on Step 4, possible Termination.

Example 5

Situation: Chuck has called in sick for three consecutive days advising his supervisor 5 hours prior to the beginning of his shift each day. This is the team member's first time being absent.

Result: Chuck receives three (3) points.

Example 6

Situation: On January 4, 2012 Rosalyn had an unplanned absence.

Result: Rosalyn was assessed two (2) points.

Situation: Rosalyn does a shift trade with Camilo to cover his shift on January 12, 2012. On January 12th, Rosalyn does not call in, and is a no show for Camilo's shift.

Result: Rosalyn is now charged with a No Call/No Show and is assessed eleven (11) points. Rosalyn is subject to Step 4 Termination. Since Rosalyn already has two (2) points in the bank, plus the new eleven (11) points for the No Call/No Show, she has a total thirteen (13) points. Camilo's record is not affected.

Example 7

Situation: Bobby has called out eight consecutive scheduled work days as planned absences. He called in at least 4 hours prior to the beginning of each shift. Consecutive day absences have a cap of five (5) points.

Result: Bobby would be assessed five (5) points for his eight consecutive days of planned absences. However, under FMLA requirements after 3 consecutive days, Bobby should have been advised he could apply for FMLA. Once he applies and his FMLA has been approved by our leave management vendor, the five (5) points would be rescinded. Certain absences are protected under FMLA (and in certain circumstances the ADA) and are excluded from the disciplinary process. If Bobby had not complied with the FMLA process, or if FMLA was denied, five (5) points would have remained intact.

Example 8

Situation: Lisa shows up for her shift two (2) hours after scheduled shift start time. Lisa did not notify anyone of the situation. This is the team member's first time being tardy.

Result: Lisa will be considered a No Call/No Show and will be assessed eleven (11) points. Lisa will be subject to Step 4 Termination.

Example 9

Situation: In July 2012 Sonia is tardy 3 times which results in 3 points. In December 2012, Sonia is sick 3 days (3 points) plus she has 2 unplanned absences (4 points) which totals 10 points and is placed on a Final Written Warning. In Aug. 2013, she is tardy (1 point) and is subject to possible termination.

Result: Although Sonia's initial 3 points were removed in July 2013, the step remains in effect for 1 year from issuance (December 2013). Therefore, the additional tardy (1 point) resulted in 11 points which is considered for possible termination.

The step level resets on an annual basis from the time it was issued.

Example 10

Situation: In July 2012 Pat is tardy 3 times which results in 3 points. In December 2012, Pat is sick 3 days (3 points) plus she has 2 unplanned absences (4 points) which totals 10 points and is placed on a Final Written Warning. In January 2014, she is tardy (1 point).

Result: Pat's attendance record is reset to 1 point. The Final Written Warning step was removed in December 2013 as a result of the completion of the 12 months.

Note: The Team Member Dependability Program (Attendance) and Discipline are separate programs and are not combined for tracking purposes.

Family and Medical Leave Act and Disabilities

The points element of the Team Member Dependability Program does not apply if you are on an approved leave under the Family and Medical Leave Act or if you have a disability and we can make a reasonable accommodation for that disability.



Team Member Dependability Program

Team Member Dependability Program Acknowledgment Form

Employee Signature

Date

Printed Name of Employee

Employee Number

Employee Initials: _____