



2021 Spirit AeroSystems
SUSTAINABILITY
REPORT //
INNOVATING TO NEW HEIGHTS



www.spiritaero.com

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A Message from Our President and CEO



Thomas C. Gentile III
President and Chief Executive Officer

"I am proud of how Spirit supports our communities around the globe, especially in times of need."

During another challenging year in aviation, the Spirit AeroSystems team remained focused on diversifying the business, meeting customer commitments, and enhancing the safety and wellbeing of our employees, and communities.

In September of 2021, I had the opportunity to participate in a virtual summit hosted by the Biden Administration on sustainable aviation. As part of the Aerospace Industry Association, during this summit, Spirit committed to supporting the industry's goal of achieving net zero emissions by 2050. Throughout 2021, leaders from Spirit participated in events and conferences that highlighted our efforts to contribute to a sustainable aerospace industry.

Innovating Toward the Future

Innovation remains at the core of our business. Our company's innovation differentiates Spirit and helps make us the partner of choice for original equipment manufacturers (OEMs) as we grow and diversify. In the past two years alone, 72 of our inventors have filed for 35 patents, received 32 granted patents, and developed six trade secrets.

Last September, Spirit inaugurated our state-of-the-art Aerospace Innovation Centre in Prestwick, Scotland, which supports collaboration with industry and academic partners on development of advanced materials, digital engineering

and processes. This investment will help to develop more sustainable aircraft. To further expand capabilities in the Defense & Space market, we opened the National Defense Prototype Center, a joint project with Wichita State University's National Institute for Aviation Research, in the U.S. near our Wichita, Kansas, facility.

Advancing Climate Strategies

This past year, we transitioned to 100% renewable electricity at our headquarters and largest site in Wichita, Kansas. This conversion will yield a significant reduction in greenhouse gas emissions. At our Subang, Malaysia facility, we entered into an agreement with the Malaysia National Power Grid to install a solar panel array on the roof of the main building, which will result in an annual reduction of over 2,000 MWh.

We also leverage research and technology investments to position Spirit as the partner of choice for our customers and meet the growing demands for newer, fuel-efficient aircraft. These investments and partnerships support the expansion of our business in a sustainable manner, while also achieving significant emissions reductions in our operational and product footprints.

Diversity, Equity, and Inclusion

In 2021, we harnessed the power of diversity by attracting, retaining, and developing diverse talent, partnering with vendors from a diverse supplier base, and integrating equitable and inclusive business practices and capabilities into our company. This year, we achieved 24% female representation in leadership (senior manager level and above), globally. Our Board of Directors is also

more diverse, with 27% now coming from historically underrepresented groups.

Supporting Global Communities

I am proud of how Spirit supports our communities around the globe, especially in times of need. In 2021, our team members in Subang, Malaysia supported colleagues by helping to restore the homes of over 100 fellow employees due to the impacts of torrential rains, while a team of volunteers in Casablanca, Morocco, provided donations and supplies for a primary school refurbishment. Collectively, Spirit and our employees provided \$4 million, and more than 8,000 volunteer hours to global communities and organizations in 2021.

In Spirit's second annual Sustainability Report, we share our progress toward our sustainability targets, along with the programs and innovations that support the pursuit of a sustainable aerospace industry.

About Spirit AeroSystems

Spirit AeroSystems Holdings, Inc. and its subsidiaries, including Spirit AeroSystems, Inc., are referred to herein as "the company," "Spirit," "Spirit AeroSystems," "we," "us," and "our."

Spirit AeroSystems is one of the world's largest manufacturers of aerostructures for commercial airplanes, defense platforms, and business/regional jets. With expertise in aluminum and advanced composite manufacturing solutions, the company's core products include fuselages, integrated wings and wing components, pylons, and nacelles.

We design, engineer, and manufacture large, complex, and highly engineered commercial aerostructures such as fuselages, nacelles (including thrust reversers), struts/pylons, wing structures, and flight control surfaces. In addition to supplying commercial aircraft structures, we design, engineer, and manufacture structural components for military aircraft and other applications.

2021 Net Revenue by Business



Our Operations

Our physical assets consist of 20.4 million square feet of building space located on 1,472 acres in 10 facilities. The company's headquarters are in Wichita, Kansas, with manufacturing and assembly facilities in Biddeford, Maine; Dallas, Texas; Kinston, North Carolina; Tulsa, Oklahoma; Belfast, Northern Ireland; Casablanca, Morocco; Prestwick, Scotland; Saint-Nazaire, France; and Subang, Malaysia.

As of Year-End 2021

\$3.9b

net revenues

16,575

employees

20.4m

square feet of building space across
10 global facilities

Our Customers

We are the largest independent supplier of aerostructures to Boeing and manufacture aerostructures for every Boeing commercial aircraft currently in production. Our second largest customer, Airbus, also represents a substantial portion of revenues in our company's Commercial segment. Our other customers include Lockheed Martin, Northrop Grumman, Bombardier, and Rolls-Royce.

 **Learn more** about how Spirit's products and solutions are responsible for driving aerostructures leadership for both commercial and defense customers.

About This Report

Unless otherwise stated, this Sustainability Report covers Spirit's environmental, social, and economic performance for calendar year 2021. All other data presented in this Report includes acquired companies in each noted calendar year. Please note, the effects of the COVID-19 pandemic and Boeing 737 MAX grounding have had, and are expected to continue to have, a significant negative impact on aviation demand, our business, and our industry. Data and information within this Report reflects these impacts which may continue to evolve or change.

Cautionary Statement Regarding Forward-Looking Statements

This Sustainability Report contains "forward-looking statements" that may involve many risks and uncertainties. Forward-looking statements generally can be identified by the use of forward-looking terminology such as "aim," "anticipate," "believe," "continue," "could," "estimate," "expect," "goal," "forecast," "intend," "may," "might," "model," "objective," "outlook," "plan," "potential," "predict," "project," "seek," "should," "strive," "target," "will," "would," and other similar words or phrases, or the negative thereof, unless the context requires otherwise. These statements are based on circumstances as of the date on which the statements are made, and they reflect management's current views with respect to future events and are subject to risks and uncertainties, both known and unknown. Our actual results may vary materially from those anticipated in forward-looking statements. We caution investors not to place undue reliance on any forward-looking statements.

Important factors that could cause actual results to differ materially from those reflected in such forward-looking statements and that should be considered in evaluating our outlook include, but are not limited to, the following:

- the impact of the COVID-19 pandemic on our business and operations, including on the demand for our and our customers' products and services, on trade and transport restrictions, on the global aerospace supply chain, on our ability to retain the skilled work force necessary for production and development, and generally on our ability to effectively manage the impacts of the COVID-19 pandemic on our business operations;

- demand for our products and services and the general effect of economic or geopolitical conditions, or other events, such as pandemics, in the industries and markets in which we operate in the U.S. and globally;
- the timing and conditions surrounding the full worldwide return to service (including receiving the remaining regulatory approvals) of the B737 MAX, future demand for the aircraft, and any residual impacts of the B737 MAX grounding on production rates for the aircraft;
- our reliance on The Boeing Company ("Boeing") and Airbus Group SE and its affiliates (collectively, "Airbus") for a significant portion of our revenues;
- the business condition and liquidity of our customers and their ability to satisfy their contractual obligations to the company;
- the certainty of our backlog, including the ability of customers to cancel or delay orders prior to shipment on short notice;
- our ability to accurately estimate and manage performance, cost, margins, and revenue under our contracts, and the potential for additional forward losses on new and maturing programs;
- our accounting estimates for revenue and costs for our contracts and potential changes to those estimates;
- our ability to continue to grow and diversify our business, execute our growth strategy, and secure replacement programs, including our ability to enter into profitable supply arrangements with additional customers;
- the outcome of product warranty or defective product claims and the impact settlement of such claims may have on our accounting assumptions;
- our dependence on our suppliers, as well as the cost and availability of raw materials and purchased components;
- our ability and our suppliers' ability to meet stringent delivery (including quality and timeliness) standards and accommodate changes in the build rates of aircraft, including the ability to staff appropriately for anticipated production volume increases;
- our ability to maintain continuing, uninterrupted production at our manufacturing facilities and our suppliers' facilities;
- competitive conditions in the markets in which we operate, including in-sourcing by commercial aerospace original equipment manufacturers;
- our ability to successfully negotiate, or re-negotiate, future pricing under our supply agreements with Boeing, Airbus, and other customers;
- our ability to effectively integrate the acquisition of select assets of Bombardier along with other acquisitions that we pursue, and generate synergies and other cost savings therefrom, while avoiding unexpected costs, charges, expenses, and adverse changes to business relationships and business disruptions;
- the possibility that our cash flows may not be adequate for our additional capital needs;
- any reduction in our credit ratings;
- our ability to access the capital markets to fund our liquidity needs, and the costs and terms of any additional financing;
- our ability to avoid or recover from cyber or other security attacks and other operations disruptions;
- legislative or regulatory actions, both domestic and foreign, impacting our operations, including the effect of changes in tax laws and rates and our ability to accurately calculate and estimate the effect of such changes;
- our ability to recruit and retain a critical mass of highly skilled employees;
- our relationships with the unions representing many of our employees, including our ability to successfully negotiate new agreements, and avoid labor disputes and work stoppages with respect to our union employees;
- spending by the U.S. and other governments on defense;
- pension plan assumptions and future contributions;
- the effectiveness of our internal control over financial reporting;
- the outcome or impact of ongoing or future litigation, arbitration, claims, and regulatory actions or investigations, including our exposure to potential product liability and warranty claims;
- adequacy of our insurance coverage;
- our ability to continue selling certain receivables through our supplier financing programs; and

- the risks of doing business internationally, including fluctuations in foreign currency exchange rates, impositions of tariffs or embargoes, trade restrictions, compliance with foreign laws, and domestic and foreign government policies.

These factors are not exhaustive, and it is not possible for us to predict all factors that could cause actual results to differ materially from those reflected in our forward-looking statements. These factors speak only as of the date hereof, and new factors may emerge or changes to the foregoing factors may occur that could impact our business. As with any projection or forecast, these statements are inherently susceptible to uncertainty and changes in circumstances. Except to the extent required by law, we undertake no obligation to, and expressly disclaim any obligation to, publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise. You should review carefully the section captioned "Risk Factors" in the company's Annual Report on Form 10-K and the company's Quarterly Reports on Form 10-Q for a more complete discussion of these and other factors that may affect our business.

2021 Sustainability Highlights



Spirit's facilities in Wichita, Kansas; Tulsa, Oklahoma; and Prestwick, Scotland are powered by **100% renewable electricity**



Spirit and our employees contributed over **8,000 volunteer hours** and donated approximately **\$4 million** through corporate grants, in-kind contributions, and employee donations



Participated in **Fly Zero** (zero-carbon emission research project) in the UK



Recognized in the Top **15% of the Aerospace and Defense Industry** for Sustainability by the S&P Global Corporate Sustainability Assessment (CSA)



Opened the first of its kind **National Defense Prototype Center** to improve research and development efforts of advanced materials and expand production efficiencies



Received the Sustainable Tulsa **Platinum Award** for sustainability efforts at our Tulsa, Oklahoma, facility



Decreased Spirit's lost workday case rate **by 7%** compared to our previous all-time low rate in 2020



Recognized by DiversityInc as a **Top Regional Company**

Innovating at New Heights

Spirit's Sustainability Strategy

At Spirit, innovation drives everything we do. It is embedded in our company's core values, enabling us to meet customer commitments and driving our sustainability actions to support the aviation industry and broader environmental, social, and governance goals.

Propelling Innovation & Sustainability

Spirit's Core Values

We operate according to our three core values—Transparency, Collaboration, and Inspiration—that enable our company to meet stakeholder commitments. During our sustainability journey, innovation remains a key component of our success.

Transparency

Being open, honest, and respectful with communication; sharing ideas and building trust by making intentions clear

Collaboration

Aligning actions with others working together to achieve the best outcomes.

Inspiration

Encouraging the best from others; leading by example to support innovation as a component of success.



Spirit's Business and Customers

As one of the largest independent non-original equipment manufacturer (OEM) commercial aerostructures designers and manufacturers, Spirit's team is continually enhancing processes, improving quality, and advancing technologies.

We actively develop new concepts, designs, and solutions to help build next-generation and next-next generation aircraft. Our team has identified seven areas of distinctive capability, representing major technological advances and innovation, to define the aircraft of tomorrow—all being developed to address customer needs and anticipate challenges for future commercial and defense programs.



The Aviation Industry's Bold Commitments

The aviation industry has mobilized to address sustainability challenges with a focus toward mitigating climate change, including setting an ambitious industry goal to achieve net zero carbon emissions by 2050. Our sustainability strategy incorporates innovation to advance industry priorities, including carbon reduction initiatives, air quality improvements, noise reduction, and resource efficiency. Spirit is also partnering with experts to help support a pathway to a zero-carbon-emissions commercial flight.



The United Nations Sustainable Development Goals (UN SDGs)

Inspired by the global call to action of the UN SDGs, Spirit's sustainability strategy is aimed at creating, implementing, and executing on sustainable solutions. We aim to support the needs of our stakeholders, including shareholders, employees, customers, suppliers, and communities through our long-term sustainability goals and objectives.

Materiality

Our report describes topics related to environment, social, and governance (ESG) that Spirit considers most important based on engagement with shareholders, employees, customers, suppliers, and government officials from communities where we operate. Some of the priorities which emerged from these engagements include:

Environment

- ▶ Aircraft Noise
- ▶ Air quality
- ▶ Conflict minerals
- ▶ Biodiversity
- ▶ Energy consumption
- ▶ Waste
- ▶ Resource efficiency
- ▶ Water consumption
- ▶ Climate risk and opportunity management
- ▶ Product innovation

Social

- ▶ Global infrastructure needs
- ▶ Human rights
- ▶ Diversity, Equity, and inclusion
- ▶ Social and economic value of products
- ▶ Community engagement
- ▶ Military and veteran engagement
- ▶ Employee wages and benefits
- ▶ Product safety and quality
- ▶ Worker health and safety
- ▶ Employee engagement
- ▶ Human capital development
- ▶ STEM education

Governance

- ▶ Data Privacy and Security
- ▶ Advocacy and reasonable lobbying
- ▶ Taxes and contributions to communities
- ▶ Supply chain responsibility
- ▶ Ethics and compliance
- ▶ Corporate governance
- ▶ Cost and availability of raw materials

UN SDGs

Through our company's sustainability strategy, Spirit aims to support and align with the UN SDGs, a set of 17 goals which are an urgent call for action in a global partnership by the year 2030.

We have identified the following UN SDGs to prioritize within our company's sustainability strategy:



Good Health and Well-Being

Our Aim: Focus on the safety and quality of our products, while promoting the health, safety, and well-being of employees and surrounding communities.



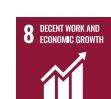
Gender Equality

Our Aim: Accelerate diversity, inclusion, and gender equality within our organization.



Clean Water and Sanitation

Our Aim: Reduce water usage and increase efficiencies through integrating systems and adopting best practices.



Decent Work and Economic Growth

Our Aim: Protect the rights of our employees and make significant professional, personal, and financial investments in support of our workforce of today and tomorrow.



Industry, Innovation, and Infrastructure

Our Aim: Continuously improve our business and operations through innovation to continue to better serve our customers around the globe.



Climate Action

Our Aim: Reduce our emissions and implement efficiency measures and risk management procedures to increase our resiliency to climate-related impacts.

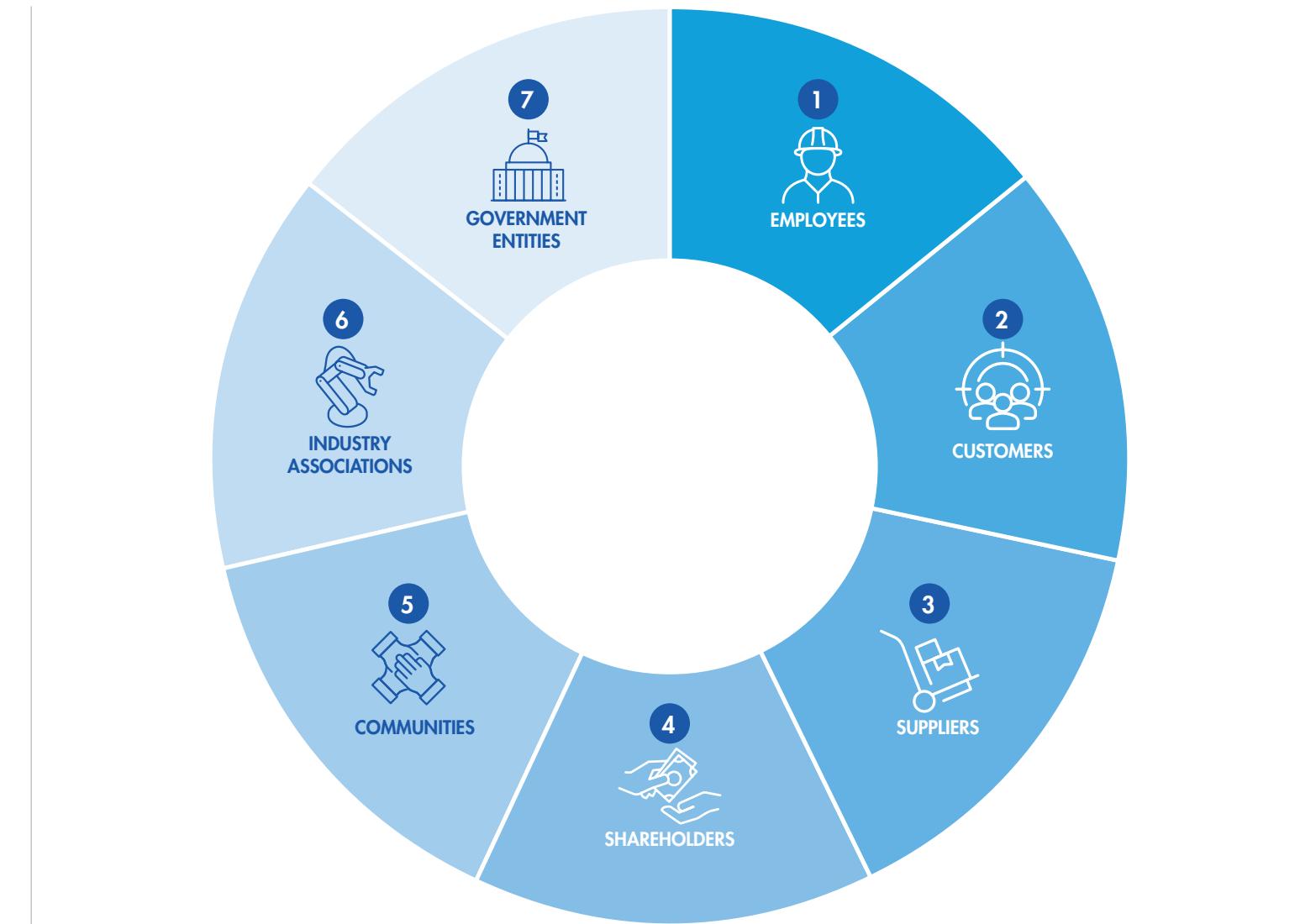
**SUSTAINABLE
DEVELOPMENT
GOALS**

Stakeholder Engagement

Practicing transparency, collaboration, and inspiration—individually and collectively—is in Spirit's DNA. By adopting and incorporating Spirit's values into day-to-day tasks and activities, including our sustainability strategy, we are able to remain a trusted partner.

Engaging with our key stakeholder groups supports our efforts to meet our commitments, address their priorities, and report on important issues.

- 1 Spirit is committed to cultivating a workplace focused on our people. We aim to sustain and expand our high-performing team and culture of responsibility and achievement that supports our employees' engagement, growth, and development.
- 2 We meet our operational commitments and work alongside our customers to develop innovative solutions to their challenges. We invest in new technologies to improve quality, lower costs, and increase production capabilities, leading to increased customer satisfaction.
- 3 Spirit works with our suppliers to support ownership, commitment, and collaboration for implementing and promoting the use of common industry standards and practices. Spirit has long-standing relationships with hundreds of suppliers. We work with them to promote and implement common industry standards and practices. Our suppliers are expected to adhere to Spirit's [Supplier Code of Conduct](#), and follow the guidelines outlined in our [Conflict Minerals Policy](#) and [REACH compliance](#) webpage.
- 4 Our management and investor relations team regularly field calls from our shareholders to answer questions and discuss investor priorities and other matters of importance to our stockholders.



- 5 We serve by helping, growing, and connecting our communities. Each year, Spirit employees and our company donate funds through corporate grants and our employee-led Good Neighbor Fund, as well as contributing service hours through our Team Spirit employee volunteerism program. We engage with communities where our facilities are located to promote local employment opportunities.
- 6 Spirit AeroSystems maintains memberships in trade associations that represent the interests of the aerospace and defense industry, as well as general business interests relevant to our company. This includes the [Aerospace Industries Association](#) in the U.S. and the [Aerospace, Defence, Security & Space \(ADS\) Group](#) in the UK. Among the missions for these organizations is a focus on the sustainability of the aviation industry. Spirit is also a member of the [International Aerospace Environmental Group](#) and currently supports working groups on Replacement Technologies, Greenhouse Gas Management and Reporting, REACH Authorization, and Impact Analysis of Global Environmental and Chemical Regulations, Policies, and Standards.
- 7 Our operations and facilities are subject to environment, health, and safety laws and regulations, promulgated by federal, state, local, and foreign government entities. As such, we continually monitor our operations and facilities to support compliance with applicable laws and regulations.

Sustainability Targets

Spirit's sustainability targets are representative of our company's sustainability strategy, as we aim to achieve progress throughout the next decade.

 Target	 2021 Target Progress	 Target Year
▶ 30% absolute reduction in Scope 1 and 2 emissions from 2019 baseline	▶ 26% reduction in absolute Scope 1 and 2 emissions achieved	2030
▶ 20% ethnic minority leadership representation across the U.S. (senior manager, executive, and Board level)	▶ 13% ethnic minority leadership representation across the U.S. achieved	2025
▶ 30% female leadership representation globally (senior manager, executive, and Board level)	▶ 24% female leadership representation achieved	2025
▶ 100% of Spirit's employees to be covered under the ISO 45001 certification	▶ 93% of Spirit's employees are at sites with current ISO 45001 certification	2023
▶ 5% reduction in the weight of industrial bulk solid hazardous waste generated per production unit	▶ 29% increase per production unit*	Annual

* In 2021, Spirit's waste generation increased due to acquisitions of the company's Belfast, Casablanca, and Dallas facilities.

Leading Through Innovation

Spirit AeroSystems believes that a world-class research and development focus helps maintain our position as a valued partner to our OEM customers' new product development teams, and expand our position in emerging markets.

We continue to advance aerospace innovation through increased focus on industry collaborations and partnerships, continued development of our company's distinctive capabilities, and inventor recognition through patents and trade secrets. In 2021, our approach included investing over \$53 million in research and development.

Workforce of the Future

Spirit's team of engineers is a key differentiator that enables our company's large, global footprint. Our expertise allows Spirit to move from design through production more efficiently, while continuing to meet our commitments to customers.

The company's integrated product teams (IPTs) unite employees from different areas of the business, helping to optimize design and create more efficient processes.

Cultivating Innovation at Spirit's Facilities



National Defense Prototype Center

In an effort to build partnerships that reach across generations and strengthen communities, while continuing to expand our capabilities and production efficiencies in the Defense & Space business, Spirit has established the [National Defense Prototype Center](#) (NDPC).

The NDPC is a joint project with Wichita State University's National Institute for Aviation Research that merges innovation with opportunity.



Aerospace Innovation Centre

As part of Spirit's commitment to technological advancement and innovation globally, the company officially opened its state-of-the-art [Aerospace Innovation Centre](#) (AIC) in Prestwick, Scotland, in 2021.

The AIC is a center of excellence for the research and development of advanced materials and digital manufacturing technologies and processes. Spirit's European subsidiary (Spirit AeroSystems (Europe) Limited) will collaborate with industry and academic partners to innovate, train, and develop skills for today and tomorrow.



Global Digital Logistics Center

In Wichita, the company's [Global Logistics Center](#) is the largest and most advanced aviation supply warehouse in the world. This has helped Spirit create a leaner, more technically driven manufacturing process, while freeing up manufacturing capacity.

Following its opening, the facility achieved a 99.97% delivery accuracy.

"Innovation is the key component in achieving truly distinctive capabilities, and we're committed to leveraging that innovation to enable a future in sustainable aviation."

Cindy Hoover

Vice President, Defense & Space Engineering, Research & Technology and Core Engineering

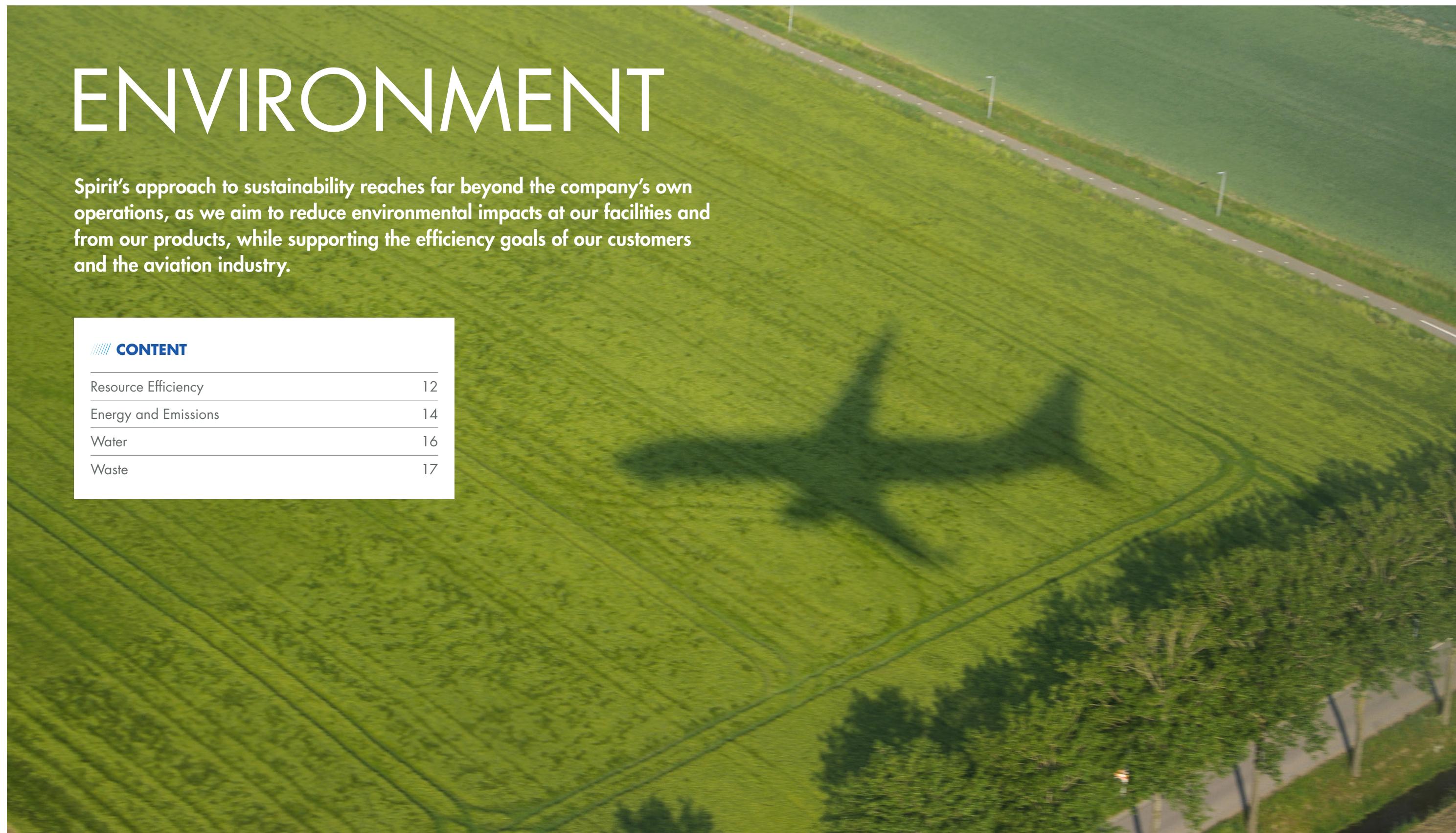
 [Learn more](#) about how Spirit's products and solutions are responsible for driving aerostructures leadership for both commercial and defense customers.

ENVIRONMENT

Spirit's approach to sustainability reaches far beyond the company's own operations, as we aim to reduce environmental impacts at our facilities and from our products, while supporting the efficiency goals of our customers and the aviation industry.

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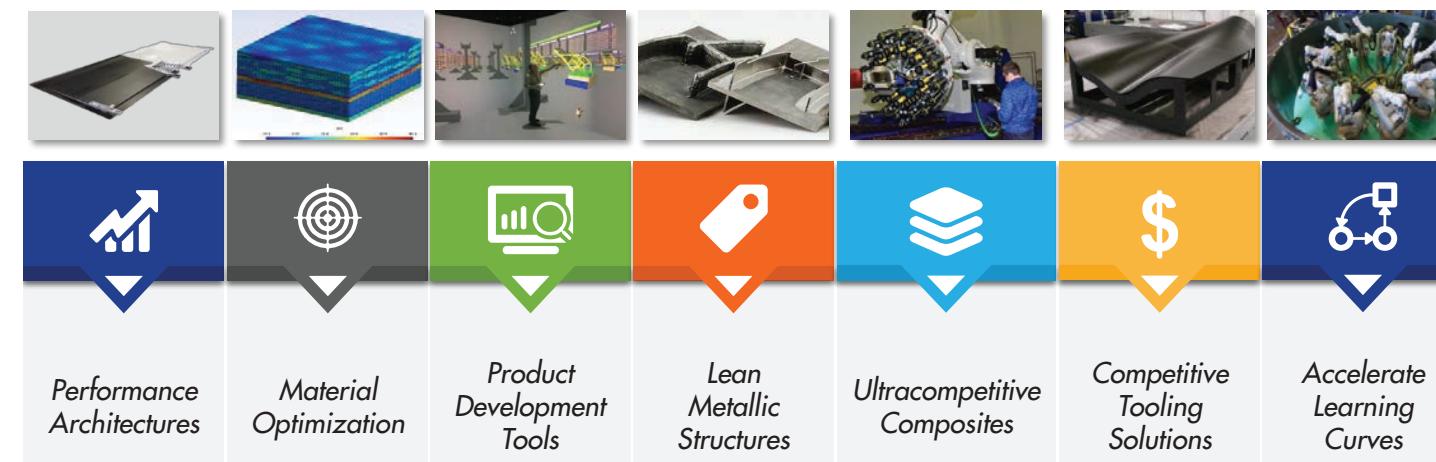
Resource Efficiency

As a recognized industry leader in advanced composite manufacturing, Spirit is committed to supporting the aerospace industry's decarbonization strategy.

Our commitment to innovation and industry partnerships has led Spirit to the forefront of advanced manufacturing technologies. We aim to drive efficiencies through our focus on factory automation and invest in new and upgraded technology, including robotics and other automated manufacturing processes. These new machines provide greater precision and consistency for components delivered to the world's leading commercial aircraft programs.

Spirit's Distinctive Capabilities

Spirit's capabilities shape the future of aircraft through our focus on technological advancement and efficiencies.



Promote Net Zero Emissions through Sustainable Materials and Structures

FlyZero: Achieving Industry Climate Ambitions

In 2021, Spirit began participating in FlyZero, a zero-carbon emissions research project funded by the UK government. FlyZero gathered a team of experts from across the UK aviation industry to support the development of a pathway to a zero carbon emissions commercial flight. Spirit loaned eight employees to the FlyZero project. When the employees return in 2022, they will utilize their learning and experience on the FlyZero project to expand Spirit's focus on hydrogen storage and systems integration, as well as executing net zero/zero emission research and development and demonstrator projects.

FlyZero Concepts



As a result of the FlyZero project, the industry found aviation could achieve its 2050 net zero-carbon target by investing in green hydrogen research and technology. In 2022, FlyZero will continue to evolve with the goal of executing technology roadmaps, including ground and flight tests.

Improving Our Products and Processes

We integrate our unique intellectual property and technology to improve customers' products and exceed expectations. These proprietary processes and technologies result in energy, water, and cost savings, while also reducing industrial waste.

As an example, our team developed a new composite passenger door surround structure that is lighter than the traditional titanium structure for a weight savings of 40 kg (per airplane). This development and transition to composite structure reduces fuel consumption and reliance on titanium.

The Research and Technology team demonstrated an "out of autoclave" composite manufacturing process for the Lower Wing Cover (LWC) which is a 17-meter composite part to be integrated into the complete wing box structure as part of a static test demonstrator. The LWC manufacturing process is unique as the product development process does not utilize an autoclave or an oven; instead, the tool itself becomes the heating mechanism. The heat transfer efficiency is far superior to conventional oven and autoclave processing, and substantially reduces the amount of energy required to produce a wing cover.

In 2021, Spirit fully implemented its Genesis Non-Destructive Inspection (NDI) Filter System, CO₂ Drilling and Machining, and Advanced Sealant—Equal Pressurization Method (EPM). We expanded the Joule Form™ technology to Titanium Sheet and other Alloys, which is expected to reduce energy consumption needed to form titanium sheet parts by 50–60%. We also utilized 3D printing technology to custom build drill guides for use with new drilling technologies, thereby reducing ergonomic risk to personnel by 71%.

Advanced Sealant—EPM <hr/> Reduces 2 tons of hazardous industrial waste annually	Alloys <hr/> Combines the weight and cost benefits of aluminum with the temperature resistance found in more expensive materials like titanium	CO₂ Drilling and Machining <hr/> Reduces industrial coolant usage by 3% annually	Genesis NDI Filter System <hr/> Improves water quality and reduces consumable filter media usage by 98%
Inflexion® <hr/> Allows Spirit to build large, complex composite aerostructures in one continuous piece, resulting in products that are lighter, more affordable, and more efficient	IRIS™ <hr/> Enables a 20% carbon emissions reduction with composite aircraft, and reduces manufacturing processing times by 20% and operating costs by nearly 30%	Joule Form™ <hr/> Reduces hard scrap metal waste by up to 75%, uses 80% to 90% less energy to produce, and increases capacity by using 50% less machine time	Metals Advanced Manufacturing <hr/> Reduces 12 million pounds of CO₂ in fuel burn per life of aircraft
Mix-On-Demand & Automated Sealing <hr/> Reduces 5 tons of hazardous waste annually	NDI <hr/> Enables the inspection of complex, monolithic structures accurately; this allows integrated designs which are more weight and aerodynamically efficient	Resin Transfer Infusion <hr/> Results in significant material savings and delivers reduced cycle times	Spirit Exact® <hr/> Eliminates the need for part-locating tools, thereby increasing quality and reducing costs



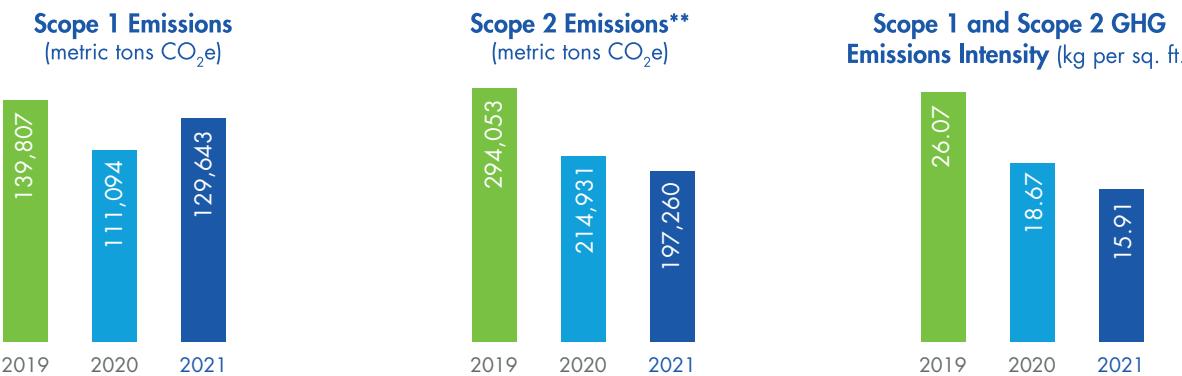
Energy and Emissions

Spirit's President and CEO guides our company's approach to reducing our emissions, and our Senior Director of Compliance and Sustainability oversees and advances our low-carbon strategy. Dedicated environment, health, and safety (EHS) professionals at each of Spirit's facilities also play a key role, applying our strategy to drive efficiencies and reduce carbon emissions across our business. This includes managing and reporting on our operational environmental footprint and associated risks and opportunities.

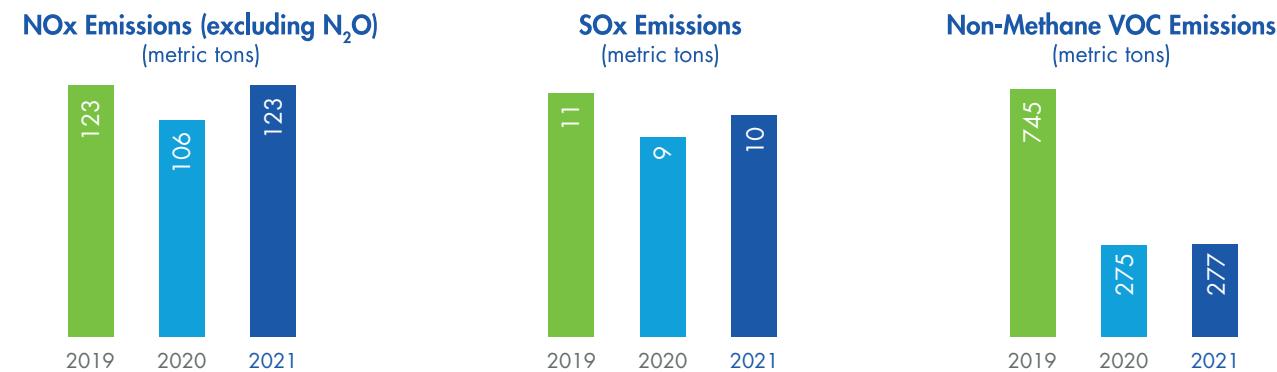
Investing in a Low Carbon Future

As part of our low carbon transition plan, Spirit aims to reduce our greenhouse gas (GHG) emissions, as well as other significant air emissions. We invest in renewable energy and energy efficiency measures, including equipment upgrades and operational improvements at our facilities globally to reduce energy consumption from non-renewable energy sources. For example, Spirit converted our headquarters in Wichita, Kansas, to 100% wind-generated electricity. Seven of our facilities, including our headquarters, are ISO 14001 certified.

Global GHG Emissions



Global Significant Air Emissions*



* In 2021, Spirit's NOx, SOx, and VOC emissions increased due to the acquisitions of the company's Belfast, Casablanca, and Dallas facilities.

** Market-Based.

2021 Progress and Actions

↓ 26%

reduction in absolute Scope 1 and 2 GHG emissions since 2019

↓ 63%

reduction in non-methane VOC emissions since 2019

Maximizing Efficiencies at Our Facilities

Spirit improves efficiencies through innovation, partnerships, and evaluates opportunities to reduce our operational footprint.

We develop manufacturing process efficiencies through our integrated teams, quality assurance programs, and rapid response operations. Across Spirit's facilities, we also aim to identify energy efficiency opportunities, including LED lighting retrofits, enhancements to cooling towers, and behavioral change initiatives. For example, at Spirit's Tulsa facility, we implemented Trane's TRACER systems and economizers in four buildings. These systems help Spirit better monitor the buildings' HVAC systems, to reduce energy consumption.

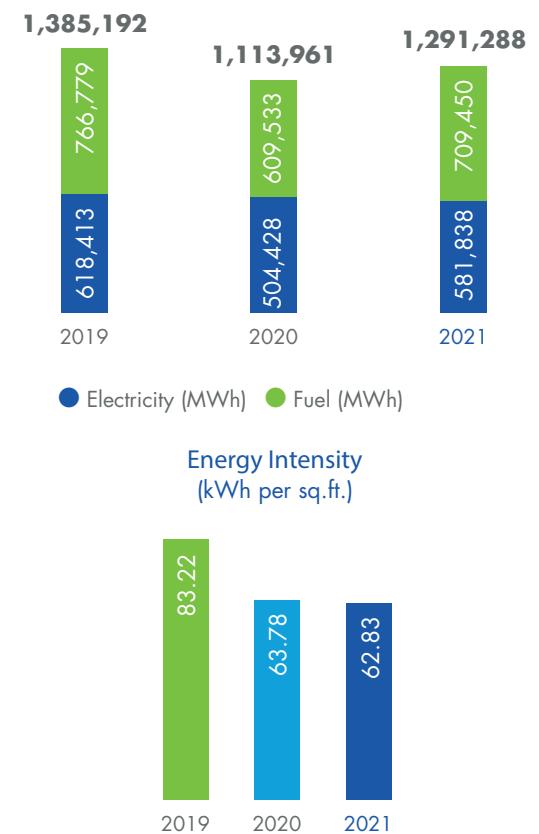
2021 Progress and Actions

Approximately
48%
of global electricity consumption is renewable

39%
decrease in global energy intensity
(per square foot) since 2019

3
Spirit facilities operate on 100% renewable electricity

Global Energy Consumption



Since 2020, Spirit saw a decrease in total energy consumption caused by the low manufacturing production rates from the contraction of global commercial airline travel.

Expanding Renewable Energy Investments

As part of our strategy to reduce our reliance on non-renewable energy sources and reduce GHG emissions, we invest in renewable energy both on- and off-site.

At our company's headquarters in Wichita, we transitioned to 100% wind-generated electricity. Spirit Wichita's wind power is generated from 62 wind turbines that are part of the Flat Ridge 3 wind farm in Kingman County, Kansas, which is owned and operated by a subsidiary of American Electric Power. Spirit then has an agreement with Evergy, an electric services company, which enables Spirit to purchase

clean electricity at a competitive cost via a long-term contract, significantly increasing the operational efficiency of its largest global site.

At Spirit's Subang facility, the company entered into an agreement with the Malaysia National Power Grid to install a solar panel array on the roof of the main building. This project is expected to reduce the Subang facility's demand on the Malaysian power grid by 20%, resulting in an annual reduction of approximately 2,100 MWh.

Regional Renewable Electricity Consumption (MWh)



In 2021, Spirit had a decrease in percentage renewable electricity consumption due to the acquisitions of the company's Belfast, Casablanca, and Dallas facilities.

Climate Resilience

Spirit's process for identifying, assessing, and responding to climate-related risks is integrated into our company-wide risk management process. In an effort to mitigate risks, we actively track our company's performance, engage with customers and suppliers, and participate in industry initiatives to address key issues facing the aerospace and defense industry.

At each of our facilities, Spirit has dedicated EHS and facilities management professionals to monitor our energy,

water, waste, and emissions performance, and identify and execute on projects to reduce our operational environmental footprint. To manage and respond to physical climate risks (including extreme weather events), Spirit has developed Site Crisis Management Plans using ISO 22301, NIST SP 800-34, and NFPA 1600 standards for business continuity and disaster recovery.

Protecting Biodiversity & Local Habitats

Spirit's employees continue to help promote biodiversity through local engagement activities in the cities where we operate. At Spirit's Belfast facility, employees participated in a cleanup day at Victoria Park, helping preserve and improve green space in their city. Additionally, team members at our Tulsa facility created two monarch butterfly waystations to attract butterflies and other pollinators, improving the health of the surrounding ecosystem. Tulsa employees also participated in two Adopt-a-Stream events, helping to clean the green spaces surrounding local waterways.



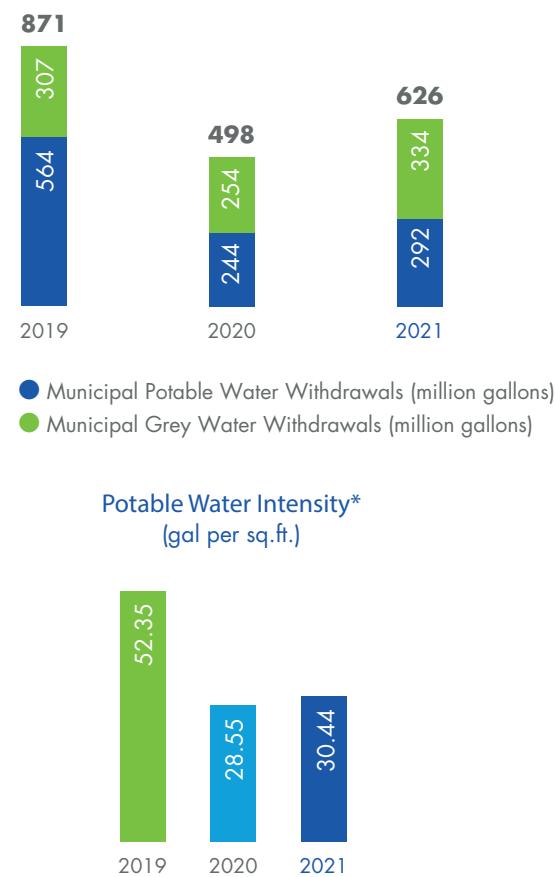
Water

Spirit's water efficiency strategy is influenced by climate-related water risks at our global facilities. We consider opportunities to improve water monitoring and maintenance practices and reduce our overall water footprint.

In 2021, Spirit's headquarters in Wichita continued its agreement with the city to use non-potable grey water in our industrial processes where possible. Through this "purple pipe" system, Spirit uses approximately 250 to 350 million gallons of non-potable grey water annually. Working in conjunction with the reverse osmosis system, which treats and recycles more than 2 million gallons every day, both systems reduce potable water demand at Spirit's Wichita facility by more than 85%.

Spirit aims to reduce its dependency on freshwater resources, and in 2021, recycled **827 million gallons** of water and purchased **334 million gallons** of grey water at our Wichita facility—dramatically reducing our potable water usage from local treatment plants.

Global Water Consumption



In 2021, Spirit's total water consumption and intensity increased due to the acquisitions of the company's Belfast, Casablanca, and Dallas facilities.





Waste

Through Spirit's waste management programs, we aim to minimize waste production, reduce waste sent to landfill, and responsibly manage hazardous waste.

During the transport of waste from collection sites to our waste storage areas, Spirit employees perform inspections at each collection site for compliance with environmental regulations. Each year, a full program audit is also performed, focused on compliance with monitoring, recordkeeping, and reporting requirements.

In 2021, Spirit partnered with the Kansas State Pollution Prevention Institute to evaluate solvent waste and related bulk solid waste streams, and create and implement strategies to reduce these waste streams on-site.

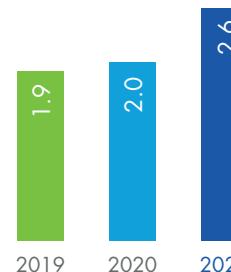
The project supports the development of training and employee outreach materials and will be shared with the Aerospace Industries Association and the International Aerospace Environmental Group.

Global Waste Generation



● Non-hazardous Waste (tons) ● Hazardous Waste (tons)

Waste Intensity
(tons waste generated per production unit)



In 2021, Spirit's waste generation increased due to acquisitions of the company's Belfast, Casablanca, and Dallas facilities.



Over
50,000
pounds of waste collected at the 2021 Household Hazardous Waste Collection Day in Wichita, Kansas, USA

Spirit's Waste Management Programs



Business Waste Management Program

Spirit manages and recycles office-related waste, including electronic waste, printer cartridges, cardboard, and paper.

~98% of electronic equipment is recycled through bid sales and reuse

~98% of printer cartridges are recycled through a recycling and refilling program

~75% of cardboard and paper waste is recycled



Consumer Waste Recycling Program

The program recycles the waste that is produced directly by our employees.

~90% of aluminum beverage cans are recycled

~65% of plastic beverage bottles are recycled



Production Waste Management Program

The program manages metal chips, scrap parts, and floor sweepings from our manufacturing facilities, and sends these materials to specialized aerospace recyclers.

~95% of metal chips and scrap parts are recycled

~75% of floor sweepings and metal materials, including drill shavings and dropped fasteners, are recycled



Packaging Waste Management Program

The program reduces and recycles waste from packaging materials, including wood crates, pallets, paper packaging materials, and drums.

100% of wood packaging is reused or recycled

65% of wood packaging is recycled as chips

~35% of wood crates and pallets are returned to vendors for reuse



Chemical Waste Management Program

The program manages chemical waste, including process water, degreasing and maskant solvents, and used oil.

70% of process water is reused through the industrial wastewater plan and reverse osmosis at our Wichita facility

87% of maskant solvent is captured using a carbon adsorption system and returned to the maskant vendor for treatment and reuse

~80% of used oil is recycled from facility equipment and fleet vehicles

~70% of degreaser solvent is recycled through closed-loop degreasers

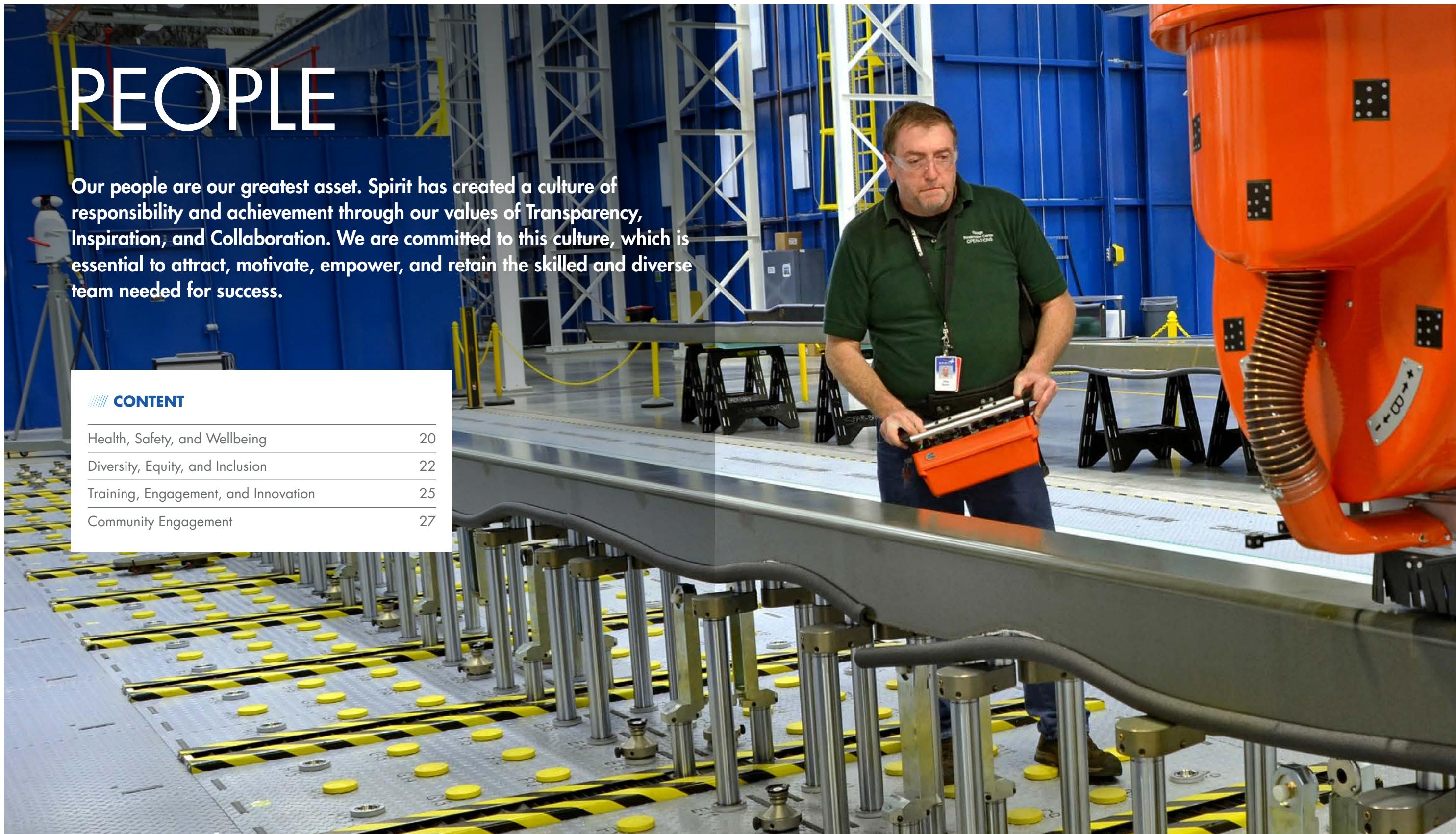
Over 720,000 pounds of aluminum hydroxide recycled in 2021

PEOPLE

Our people are our greatest asset. Spirit has created a culture of responsibility and achievement through our values of Transparency, Inspiration, and Collaboration. We are committed to this culture, which is essential to attract, motivate, empower, and retain the skilled and diverse team needed for success.

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Health, Safety, and Wellbeing

Spirit is committed to strong health and safety practices. Through our Safety Management Systems, we strive to have a clear understanding of the needs and expectations of all interested parties including our customers, the communities where we operate, suppliers, vendors, contractors, emergency responders, regulatory agencies, employee unions, and other employees (regardless of representation).

Spirit complies with applicable legal and regulatory requirements related to preventing pollution, injury, and ill health, and employs industry-leading control mechanisms, processes, and procedures.

Spirit's Chief Technology and Quality Officer chairs our Executive Safety Council that meets bi-monthly to review safety metrics, strategic safety plans, and events, and to share best practices. Additionally, the company's Global Director of Health and Safety is a member of the Global Compliance Council, which meets monthly to review key compliance metrics across multiple functions.

Employee Health and Safety Program Elements

The health and safety of our employees is a top priority for Spirit. We seek to minimize hazards and risks to employee health and safety and strive for zero injuries and accidents in the workplace. To promote these goals, Spirit implements training, audits, hazard identification, continuous improvement, management accountability, and targeted programs to promote a culture of safety. When incidents do occur, we have a robust root cause corrective action process to avoid repeat actions.

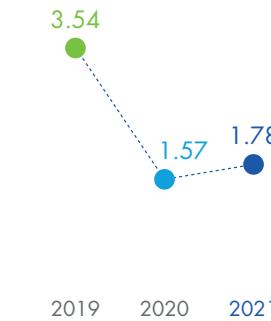
Risk Reduction + Injury Prevention + Safety Culture Development



 Kinston, North Carolina, employee.

Employee Safety Metrics

Recordable Injury Rate



Lost Time Incident Rate



In 2021, Spirit continued to grow our Safety Culture as we emerged from the dual global threats of the COVID-19 pandemic and the lingering effects of the Boeing 737 Max grounding. While factory activity increased significantly compared to 2020, Spirit maintained its safety gains made in 2020, as measured in our injury rates, with our Lost Workday Case Rate dropping by 7% compared to our previous all-time low rate in 2020.

2021 Progress and Activities

93%

of Spirit's employees covered by ISO 45001 standards

7%

decrease in lost workday case rate

0.41

occupational illness frequency rate

0

employee or contractor fatalities

100%

of Spirit's employees (including part-time) and contractors receive ongoing safety training

Health and Safety Training

Spirit employees, including part-time employees and contractors, receive ongoing training to properly understand compliance with Spirit's environment, health, and safety (EHS) standards. General health and safety trainings include: New Employee Safety Orientation, Personal Protective Equipment (PPE) Awareness, Hazard Communications, and Understanding the Disposal and Management of Hazardous Waste. We also provide role-specific training for equipment and hazardous operations.

Safety Due Diligence Processes and Procedures

As part of our health and safety due diligence procedures, we perform health and safety audits to identify areas where we can improve performance. These audits are deployed both internally and externally.

Spirit's internal audits include:

- Daily PPE and face covering compliance
- Annual EHS program reviews
- Continuous Safety Training status audits
- Routine Safety Gembas: Gembas are on-the-floor, ad hoc audits lead by Operational and Safety Leadership (senior manager and above) to review general compliance and equipment status

Spirit's third-party audits include:

- Annual Safety Management System audits to ISO 45001
- Annual physical site inspections and audits
- Regular electrical systems audits and inspections

COVID-19 Support

In 2021, we continued to provide our employees with COVID-19-related resources. Following the start of the pandemic, we established a dedicated phone system to allow employees to escalate concerns, resulting in over 20,000 calls to and from this hotline. Spirit also administered or coordinated over 23,000 COVID-19 tests and hosted 15 vaccination clinics at our facilities, which provided nearly 3,000 COVID-19 vaccines and booster shots to our employees.

Employee Benefits and Wellness Programs

Spirit supports our employees by providing benefits and wellness programs emphasizing the importance of physical, financial, and mental health. Spirit's Total Rewards benefits program offers coverage, resources, and support to help our employees live better, more rewarding lives.

In the United States, employees receive comprehensive medical and dental coverage with the option to invest in flexible spending accounts and health savings accounts. Other health-related programs and resources include on-site flu and COVID-19 shots, direct primary care, and fitness center subsidies at select facilities. In Kansas and Oklahoma, our employees and their dependents have access to concierge/direct primary care services through our partnerships with Ascension Medical Group and SolidaritUS Health. This includes personalized and comprehensive healthcare, and enhanced physician and patient relationships, with 24x7 access.

Spirit provides U.S. employees with assistance programs, including access to practitioners and experienced, licensed counselors, as well as online content. Safety Specialists, Ergonomists, and Certified Early Intervention Specialists work with U.S. employees to provide hazard assessments, ergonomic risk factor identification, early intervention, custom designed mobility programs (stretching), and mitigation strategies.

In addition to health-related benefits, U.S. employees are provided savings and retirement options, and financial planning support, as well as short-term and long-term disability benefits. Our U.S. salary workforce and hourly employees outside of Wichita have access to childcare support services, including backup family care though care.com, a service that helps our employees find caregivers for children, parents, grandparents, and pets. U.S. employees are eligible for tuition reimbursement, and active or reserve military personnel may also qualify for military leave.

At Spirit's non-U.S. facilities, employees can personalize their healthcare benefit structure to meet both their own and their immediate family's personal needs through voluntary

or subsidized private medical care. Select international sites operate Occupational Health Facility/Employee Assistance Programs to further support employees' mental health and wellbeing. Beyond medical care, Spirit employees at non-U.S. facilities are offered a pension and/or retirement benefits.

In the U.S., Spirit employees are also provided with a fully paid online second opinion program through the Cleveland Clinic.

Due to Spirit's efforts to offer mothers the time and space to nurse and/or pump, Spirit received the Gold Level "Breastfeeding Employees Support Award" from the Kansas Breastfeeding Coalition and its Business Case for Breastfeeding program.



Subang, Malaysia, employee.

Diversity, Equity, and Inclusion

Cultivating a culture of diversity, equity, and inclusion (DE&I) is a reflection of Spirit's core values and supports achieving our business strategy and enhancing overall business performance.

Spirit is committed to creating a world-class company—one that is actively working to build an equitable and inclusive culture, where employees' diverse backgrounds, skills, and talents are valued. Our approach includes integrating it into our day-to-day business activity through the company's core values, people and talent processes, and targeted plans, as well as building leadership competency and accountability.

Each of Spirit's facilities has developed a specific localized action plan in partnership with Spirit's corporate DE&I leadership team to drive progress against our targets and goals, including achieving:

- 30% female representation in leadership (senior manager level and above) globally
- 20% ethnic minority representation in leadership (senior manager level and above) across the U.S.



Diversity, Equity, and Inclusion Leadership

Spirit's DE&I strategy engages leaders across the company to create a trusting, equitable, and inclusive work environment by building accountability and providing additional resources for development. The following structures have been implemented to provide accountability, alignment, and open communication lines:



EXECUTIVE DE&I COUNCIL

To guide our company-wide approach, Spirit's President & CEO and COO co-chair and lead the Executive DE&I Council. The Council meets quarterly and sets the organization's overarching global strategic goals and objectives. Spirit also launched a DE&I dashboard and quarterly scorecard to drive accountability further and spark action.



EXECUTIVE DE&I CHAMPION COUNCIL

This group of leaders supports the Executive DE&I Council to create tangible action plans to support our DE&I targets to increase the representation of women and ethnic minorities in leadership positions and create an equitable and inclusive work environment. Each business unit and functional support organization within Spirit has identified an Executive DE&I Champion to lead the strategy for their function, and to drive specific, localized action plans in partnership with the Office of Diversity, Equity & Inclusion.



DE&I COUNCILS

Each of Spirit's global facilities has a local DE&I Council co-chaired by the Site Operations Leader to help drive initiatives and programs. Additionally, an internal DE&I leadership development program is conducted annually for multiple levels of leaders across all Spirit locations and support targeted leadership development opportunities for underrepresented populations through local programs and training across the globe.

2021 Progress

Launched **Action Plans** and **Scorecards** to support DE&I targets

24%

female representation in leadership (senior manager level and above) globally

13%

ethnic minority representation in leadership (senior manager level and above) across the U.S.

14%

Women in STEM positions

Conducted a Gender Pay Gap Analysis at Prestwick, Scotland facility

100%

of employees are assigned Unconscious Bias training, annually

16.9%

of Spirit's U.S. supply base is comprised of diverse suppliers

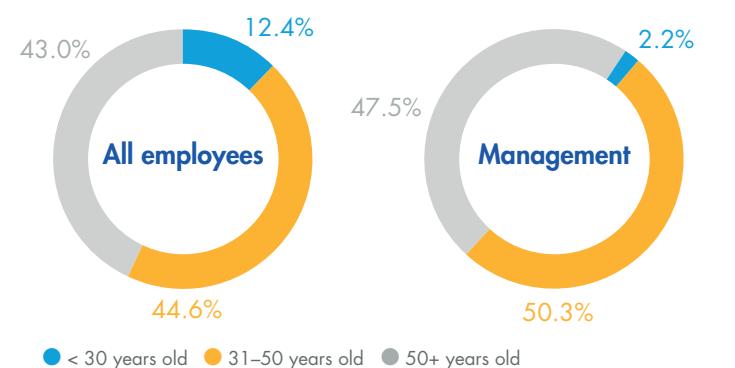


2021 Employee Diversity Metrics

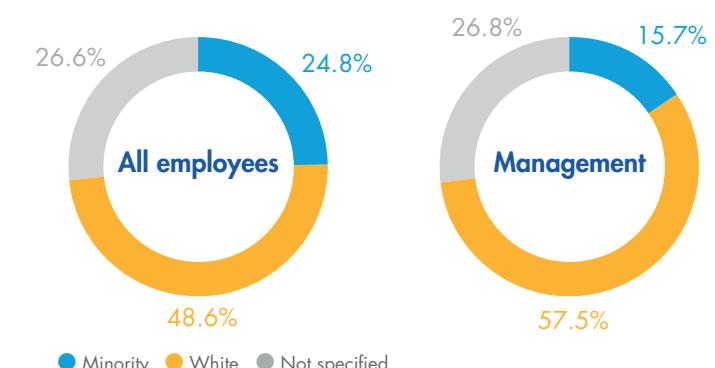
Employee Gender Breakdown

LEVEL	WOMEN	MEN	NOT SPECIFIED
All employees	16.8%	82.9%	0.3%
Management	19.1%	80.5%	0.4%

Employee Age Breakdown



Employee Race and Ethnicity Breakdown



To further advance DE&I, engage employees, promote personal and professional development, and increase networking, Spirit established employee-led Employee Business Resource Groups (EBRGs), which align with our company's mission, values, goals, and objectives. Spirit has the following three executive-sponsored employee-led EBRGs:



SWEPT (Spirit Women in Engineering Professions and Technology): Focused on attracting, engaging, and developing women specifically in the fields of Engineering and Technology. SWEPT provides support and networking opportunities to its members while promoting professional development, leadership opportunities, and technical education with chapters at multiple Spirit locations globally.



RISE (Retain and Inspire Spirit Employees): Serves as a resource for the business by fostering a diverse, equitable, and inclusive workplace aligned with the company's mission, values, goals, and objectives.



SERVE (Spirit Employees, Reservists, and Veterans): Focused on supporting the unique needs of those currently serving and those who have served in the U.S. military, as well as engaging friends and family of the military community at Spirit. SERVE provides resources and events focused on supporting our valued military community, both internal and external of Spirit.

Diverse Talent

As part of Spirit's hiring process, we work to develop diverse candidate slates for senior manager and executive-level positions. To build a diverse pipeline, specific representation goals for women and ethnic minorities for the summer intern program were created. Spirit also established a U.S. Diversity Recruiting Steering Team focused on increasing the representation of diverse groups at all levels of the organization.



Prestwick, Scotland, employees.

Partnering to Advance DE&I

To foster a diverse, equitable, and inclusive workplace, Spirit partners with several diversity-focused organizations. We also work with traditional universities and colleges to support and recruit underrepresented student populations and are building relationships with historically black colleges and universities.

In 2021, a few of the organizations Spirit partnered with that focus on underrepresented populations include: Black Engineer of the Year Award, Center Industries, Culture Association of India, DiversityInc, Envision, Founders Grove, the Gay, Lesbian & Straight Education Network, Greenwood Rising Black Wall St. History Center, Guide Dogs of America, Kansas Hispanic Education Foundation, Heartspring, the Inclusive Employers Network in the UK, National Association of Asian American Professionals, Passageways, Rainbows, Real Men Real Heroes, Rise Up for Youth, Special Olympics, The Coffee Bunker, The Kansas African American Museum, Urban League, Urban Professionals, Wichita Asian Association, Wichita Chapter of Links, Inc., and Wichita Pride.

To advance opportunities for women in leadership, Spirit has partnered with Catalyst, International Aviation Womens Association, Know Your Worth Women's Leadership Conference, Leading Ladies in Aviation and Defense conferences, Manufacturing Institute's STEP Ahead conference, Society of Women Engineers, the Women in Aviation and Aerospace charter in the UK, and Women in Business in the UK.

In addition to promoting veteran employment throughout the U.S., Spirit participates in programs to support veterans and their families. For example, we engage with the Manufacturing Institute's Heroes Make America program and Mission Wichita, which introduces servicemen and servicewomen to available career opportunities as they transition out of the military into the private sector.



Kinston, North Carolina, employees.

Supplier Diversity

Spirit is committed to a diverse supply base that reflects the demographics and values of our company, customers, and the communities where we operate. We develop small and diverse suppliers, to bring innovation, flexibility, and strength to our company's supply base.

Spirit's Inclusive Procurement Program generates economic opportunity for disadvantaged communities, establishes goals to achieve disadvantaged spend, and assists suppliers by providing opportunities. These initiatives increase the pool of potential suppliers and promote competition in the supply base, which can improve product quality and make our supply chain more resilient and agile.

In 2021, we continued to drive inclusion and diversity within our supply base by providing procurement opportunities for small, diverse, and historically underutilized zone businesses.

In 2021, Spirit procured materials or services from **317 diverse suppliers**, representing **over \$121 million** in spend in the U.S..

Spirit identifies small business subcontracting opportunities based on an analysis of the statement of work and the products and/or services that support the successful performance of each federal contract or commercial purchase. The Master Small Business Subcontracting Plan establishes the goal for the overall usage of small business, veteran owned small business, service-disabled veteran-owned small business, historically underutilized business zone, small, disadvantaged business, and women-owned small business concerns as suppliers.

Training, Engagement, and Innovation

In 2021, Spirit launched a new leadership development program focused specifically on the career development of underrepresented talent, empowering participants to drive their development and career advancement.

Development and Training Programs

Spirit's training programs are one of the many avenues for employees to achieve their professional and personal development goals.

Our production employees are required to attend and complete rigorous training prior to being assigned to the manufacturing floor. This training includes both written and practical assessments. The technical training team works with site educational partners to provide supplemental and pre-hire training. These partnerships help to develop a more knowledgeable and skilled workforce as our production rates and personnel requirements increase.

Spirit's office employees share responsibility with our production teams in delivering the highest quality products to the aviation industry. Our Performance Development process establishes objectives, assesses attainment of those objectives, and uses the assessment to improve performance and encourage employee development.

Spirit offers various development programs for employees at all levels, including:

Executive Development: Development assessments, coaching, tools, and resources are provided to executive-level employees to further their growth, with individual plans and resources tailored for the development purpose and business need.

Manager Gaining Altitude: Offered to selected succession candidates, including all new first level and senior managers, the program covers technical skills to interpersonal/leadership skills.

The First Level Manager (FLM) ONE-STOP: Spirit's learning website provides a comprehensive location where an Operations FLM can quickly access the majority of the electronic tools, resources, and websites needed to complete FLM job duties.

Taking Flight Development Program: Taking Flight Through People and Innovation is a DE&I leadership development program that brings together high performers from all business units to help integrate Spirit's global DE&I strategy. While learning DE&I leadership skills, Taking Flight participants are challenged to put their skills into practice by solving some of Spirit's most demanding business challenges.

The Power of Choice: In 2021, Spirit launched a new leadership development program focused specifically on the career development of underrepresented talent. The program builds greater resilience and empowers participants to drive their development and career advancement. The program is based on a shared responsibility design principle, which integrates behavioral and structural inclusion approaches.

Community Leadership Programs: Spirit partners with government and community leadership programs to offer employees opportunities to network, learn, and grow from other leaders in the geographical area in which they work.

Mentor Alliance Program: The Spirit Mentor Alliance Program is open to salaried and management employees. Employees can engage in the Mentor Alliance Program as a mentor or a protégé and focus on career exploration, gaining organizational knowledge, and developing specific skills.

Mandatory Technical and Safety Trainings: New Hire training is provided to employees, and is specific to their job and role within our company. Technical training is provided on a set basis for employees to maintain needed certifications to perform work-related duties based on customer and regulatory requirements.

Apprenticeships: Spirit partners with local colleges and governments to provide a combination of classroom and hands-on training. Once the apprenticeships are completed, participants have the opportunity to become full-time employees.



Internships and COOPS: Spirit conducts two primary summer internship programs in the U.S.—one for college students and the other for high school students. In 2021, Spirit hosted over 120 interns from 20 different states at our three primary U.S. sites. These programs serve the dual purpose of building a talent pipeline and educating future employees about Spirit, the aerospace industry, and working in a professional or technical setting. College interns who exhibit strong performance during the summer are offered co-ops (i.e., cooperative work arrangements) that allow them to work for Spirit part-time as they complete their degree. These student employees are also eligible for tuition reimbursement during their co-op term.

Employee Engagement

In 2021, Spirit emphasized our One Team One Spirit initiative, to establish a shared understanding of our corporate culture and aspirations.

The company also launched a Culture Survey that drew a sizable response rate. The survey gave employees the opportunity to provide feedback on culture, ethics and compliance, DE&I, safety, and quality in Spirit's efforts to

build a world-class workplace. The survey provided key insights and laid the groundwork for future work. Based on the employee feedback, Spirit is focused on strengthening our workplace culture by building trust throughout the organization, reinforcing leadership behaviors, driving accountability, and improving communication to employees. Spirit's Global Culture Journey Team will meet quarterly to support the organization in establishing and implementing company-wide action plans from these survey results.

Employee Recognition Programs

Every day, our employees go above and beyond to deliver positive results for the business and our customers. Spirit's Employee Recognition Program allows for those individuals to be recognized for their work by awarding of points that can be redeemed for items such as gift cards, unique experiences, and Spirit-branded merchandise.



Community Engagement

At Spirit, we take great pride in our heritage, and take greater pride in how we serve by helping, growing, and connecting people in our communities. We believe in the power of innovative solutions, partnerships, and programs that bring communities together.

Good Neighbor Fund

Spirit employees in the U.S. are empowered to give back locally through the Good Neighbor Fund, a nonprofit organization funded through voluntary employee donations. The Fund is governed by an employee-elected board of directors for their local markets, primarily focusing on health and human services organizations.



Team Spirit

Volunteerism is an integral part of Spirit's company culture. Spirit employees around the world give in a variety of ways, collectively and individually, lending their time and talents to strengthen our communities. Spirit employees

volunteer both during working hours and on their own time. In 2021, employees participated in a range of volunteer activities that equated to a more than \$229,000 investment in the community.



Support workforce and economic development through access to primary and secondary education



Target programs aimed at meeting basic needs of citizens, while providing long-term sustainable solutions for self-sufficiency



Support a variety of cultural, entertainment, and recreational events and activities that enhance quality of life in our communities

2021 Progress and Activities

8,000+

volunteer hours globally

\$4m*

donated through cash and in-kind donations globally

\$34m+

through the Good Neighbor Fund since 2005

\$15,000

Good Neighbor Fund Grant to supply COVID-19 vaccines to the Guadalupe Clinic in Wichita, Kansas

* \$3.82 million in cash donations and \$176,000 in-kind giving was donated in 2021.

Responding to Global Needs

FRANCE

St. Nazaire employees worked with Secours Populaire Francais on several community projects, including donating clothes and necessities to Afghan refugees in France who brought their families to safety.

MALAYSIA

In December of 2021, torrential rains in Subang caused flooding that affected an estimated 50,000 homes. In response, more than 50 employee volunteers assembled in Subang to help restore the homes of 103 fellow team members. Spirit employees volunteered approximately 800 hours to home restoration services and contributed approximately \$1,300 in donations.

MOROCCO

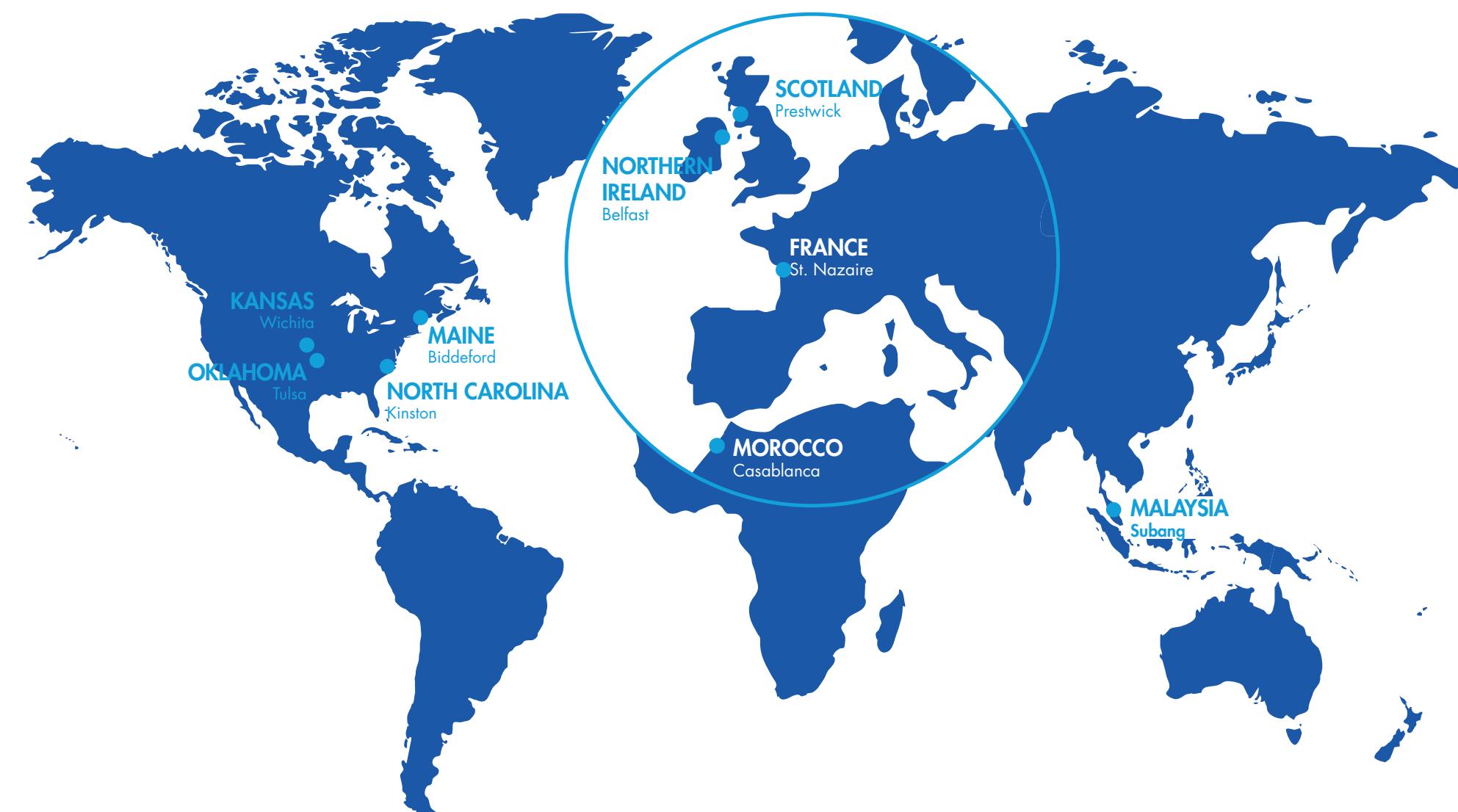
Employees in Casablanca, helped refurbish the media library at Bouzanine Primary School. More than 30 employees provided hands-on support for construction and IT work that extended beyond the media library, while other employees rallied donations of encyclopedias, books, toys, and other supplies. Spirit also provided a corporate grant of \$11,000 for refurbished laptops and computers, renovation supplies, and furniture.

NORTHERN IRELAND

Spirit employees in Belfast raised funds throughout the year to donate to mental health, children's health, and cancer organizations for their work in Northern Ireland. During the holidays, employees across five sites in Belfast also donated non-perishable food, cleaning supplies, and toiletries in aid of hunger relief charity The Trussell Trust.

SCOTLAND

Prestwick employees participated in food collection and delivery to support three local food banks and teamed up to walk 500 miles to raise funds for the Kris Boyd Mental Health Charity.



MAINE

Spirit employees in Biddeford, Maine participated in the Travis Mills Plane Pull, an event that raised \$116,000 to support 9/11 veterans and their families. Additionally, Maine employees contributed to several donor campaigns, including Spirit of the Harvest, where they were named the 2021 Stamping Out Hunger Food Drive Champions for donating more than 1,600 pounds of food to the Biddeford Food Pantry.

NORTH CAROLINA

Employees in Kinston raised nearly \$5,000 to "adopt" 48 children during the holidays at the Kennedy Children's Home, a nonprofit that provides residential services for children in North Carolina who are experiencing family crisis, abuse, or neglect.

OKLAHOMA

Spirit employees in Tulsa participated in several events, including marking the centennial of the Tulsa Race Massacre. As part of the centennial events, employees visited the Ellis Walker Woods Memorial and sponsored a float in his honor in the parade. Spirit was also a sponsor of Greenwood Rising, a flagship project of the Centennial Commission that honors the icons of Black Wall Street, memorializes the victims of the massacre, and examines the lessons of the past to inspire meaningful, sustainable action in the present.

KANSAS

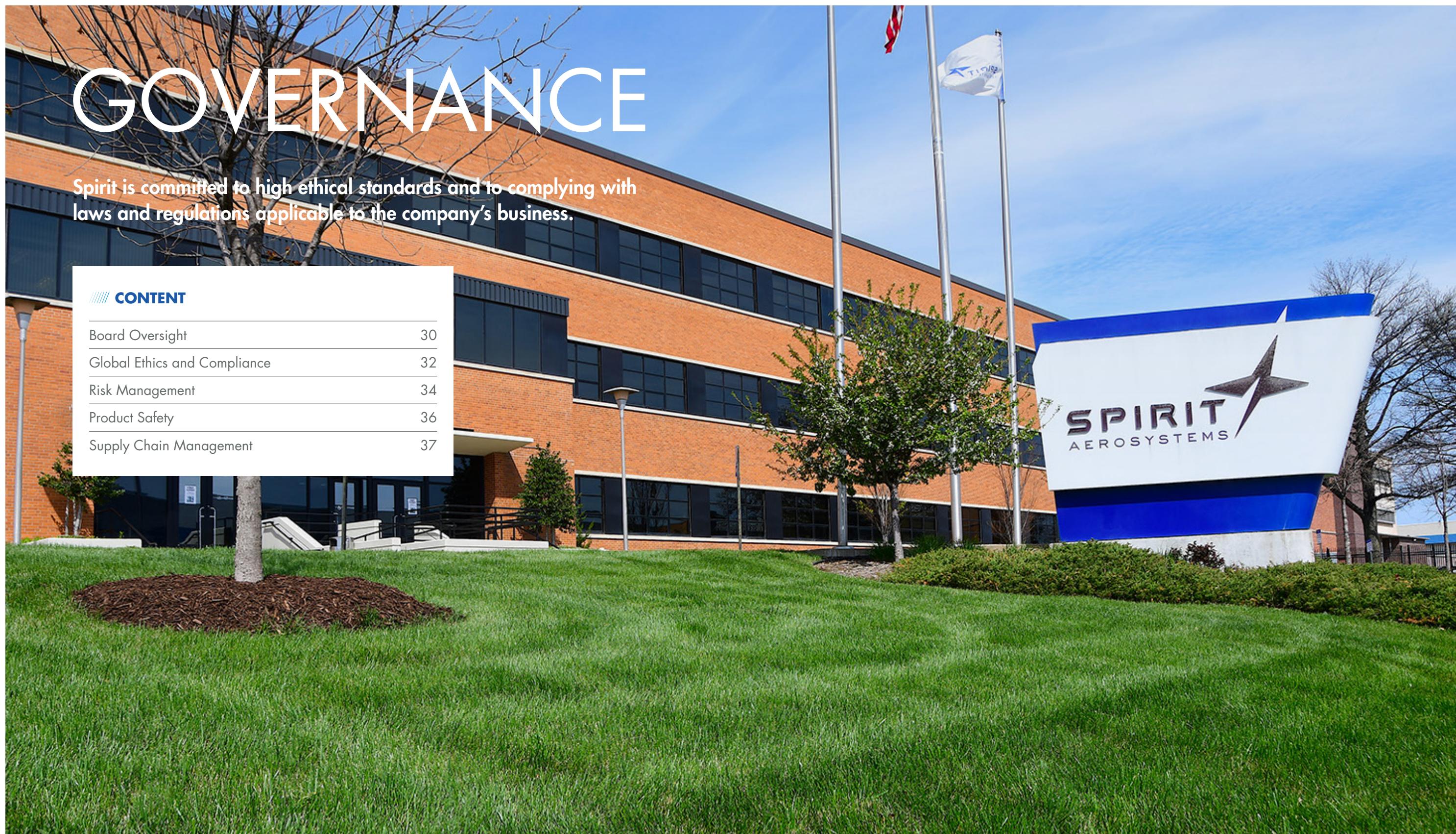
Spirit's Wichita facility held various employee fundraisers to support local nonprofits such as Kansas Big Brothers Big Sisters, The Salvation Army, Heartspring, and more. Employees also hosted the Tools for School Car Show that raised more than \$10,000 for school supplies for the local community.

GOVERNANCE

Spirit is committed to high ethical standards and to complying with laws and regulations applicable to the company's business.

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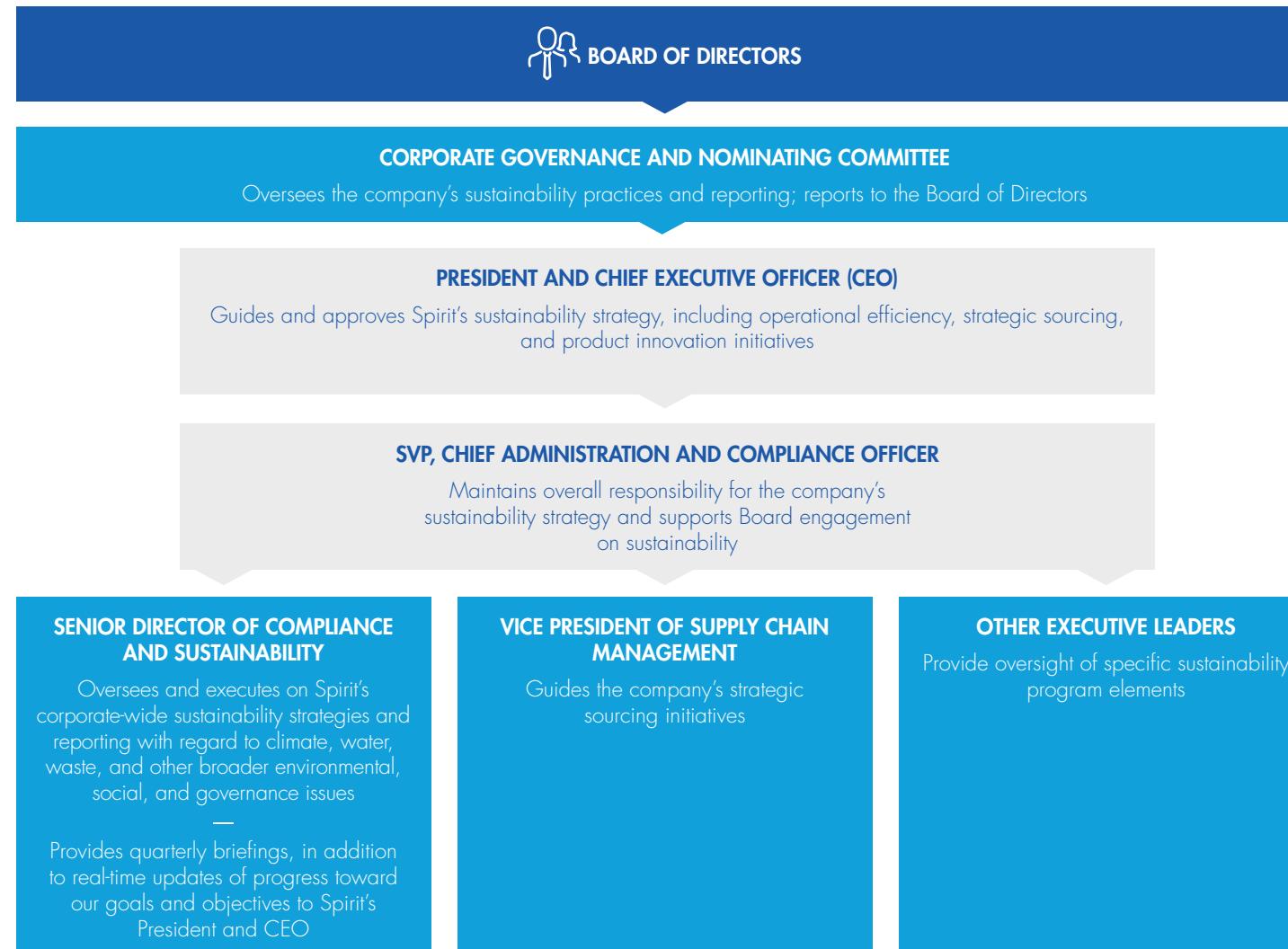


Board Oversight

Spirit AeroSystems's Board of Directors is responsible for overseeing the company's strategy and performance and protecting stockholder interests and value. The Board carries out its responsibilities in order to advance the long-term interests of stockholders, while cognizant of the concerns of other stakeholders and interested parties, including employees, customers, suppliers, government agencies, and the public at large.



Sustainability Governance



Global Ethics and Compliance

Spirit's commitment and responsibility to our stockholders, employees, customers, business partners, and communities is represented in our company's core values of Transparency, Collaboration, and Inspiration. As we innovate to design and build state-of-the-art aerostructures, we are dedicated to upholding ethical standards and adhering to applicable laws and regulations.



To support effective operation of our ethics and compliance systems and procedures, Spirit's Ethics and Compliance program undergoes both internal and external risk assessments and audits. In 2021, as part of Spirit's aim for continuous improvement, we partnered with Ethisphere to evaluate Spirit's Ethics & Compliance Program and identify key performance indicators for future benchmarking.

Global Ethics and Compliance Governance



Anti-Corruption and Bribery

Our company built its reputation on the quality of our goods, services, and people. We are committed to operating with integrity and abide by international and domestic laws and regulations applicable to our business that forbid commercial bribery and bribery of foreign officials and others, including but not limited to the U.S. Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act.

Spirit's [Code of Conduct](#) outlines our responsibilities to deliver reliable, high-quality products that our customers and the public have confidence using, promote processes that are safe for Spirit employees and for our environment and communities, and comply with applicable rules and

regulations governing our work and products. Our Code of Conduct applies to all Spirit personnel, including employees, officers, directors, and affiliates.

Spirit's CEO, CFO, Corporate Controller, and employees of the finance organization hold an important and elevated role in corporate governance, as they aim to appropriately balance, protect, and preserve stakeholders' interests. Spirit's [Finance Code of Professional Conduct](#) provides principles that are expected to be adhered to and advocated, including rules regarding individual and peer responsibilities, as well as responsibilities to Spirit employees, the public, and other stakeholders.

Reporting Concerns

Spirit's employees are encouraged to report any concern or violations of the company's Code of Conduct, policies, or the law without fear of retaliation. Reports can be submitted via Spirit's formal, anonymous whistleblower system [hotline](#) by Spirit's stakeholders, including employees, suppliers, and customers.

Spirit's retaliation protection policies are intended to facilitate concerns reporting. This can include actual, potential, or perceived wrongdoing as a violation of the Code of Conduct. Any officer or employee of Spirit who in good faith reports an actual, perceived, or potential breach of law, regulation, or

the Code of Conduct is protected from harassment, retaliation, discipline, or other adverse employment consequences as a result of their report.



Ethics and Compliance Training

Spirit employees are required to complete annual compliance and ethics training. This may include the following trainings: Commitment to Quality and Personal Warranty, Counterfeit Parts, Foreign Object Elimination Program, Insider Trading, Code of Conduct, Global Anti-Bribery (FCPA, UK-Anti-Bribery), and Audit Awareness.

Code of Conduct Training*

100%

of new hires are assigned and expected to complete Code of Conduct training

100%

of subsidiaries are assigned Code of Conduct training

* Metrics represent cumulative data from November 2020 through December 31, 2021.

Public Policy and Advocacy

Spirit recognizes that government policies, regulations, and legislation influence the success of our company and the aerospace and defense industry. Spirit participates in the political process, and engages with officials at the federal, state, and local levels to advocate on behalf of the interests of the company, our employees, and our industry.

Any political or other public policy activities in which Spirit engages are conducted in accordance with applicable laws and regulations. Responsibility for managing and coordinating the company's political and public policy initiatives is led by the Corporate Affairs function for Spirit AeroSystems.

Spirit's Political Action Committees (PACs)

The political expenditures by the Spirit AeroSystems, Inc. PAC (Spirit PAC), a voluntary, nonpartisan PAC established by Spirit AeroSystems in accordance with federal law are available [here](#).

The political expenditures by the Spirit AeroSystems Inc. Kansas State PAC, a voluntary, nonpartisan political action committee established by Spirit AeroSystems in accordance with Kansas law are available [here](#).

The Spirit PACs are governed by a Board of Directors comprised of company executives and are funded solely from the voluntary personal contributions received from eligible employees.

Tax Strategy

Taxes are a significant component of Spirit's economic contribution to the countries, states, and local communities where we operate. Spirit's global tax policies are applied consistently in all jurisdictions where we do business. Spirit's tax function is responsible for maintaining high compliance standards, being transparent in our dealings with tax authorities, and sustaining robust internal controls for risk management. Organizations have an obligation to comply with tax legislation and a responsibility to stakeholders to implement ethical tax practices.

Spirit's Senior Vice President and Chief Financial Officer has overall responsibility for the company's corporate tax strategy and is supported by a team of global tax professionals. Spirit's tax process includes providing visibility and insight to the Audit Committee of the Board of Directors.

From time to time, we receive economic benefits from various national, state, and local governments in the form of grants and tax incentives that align with our business, are consistent with the statutory or regulatory framework, and drive economic development and job creation in the communities in which we operate.

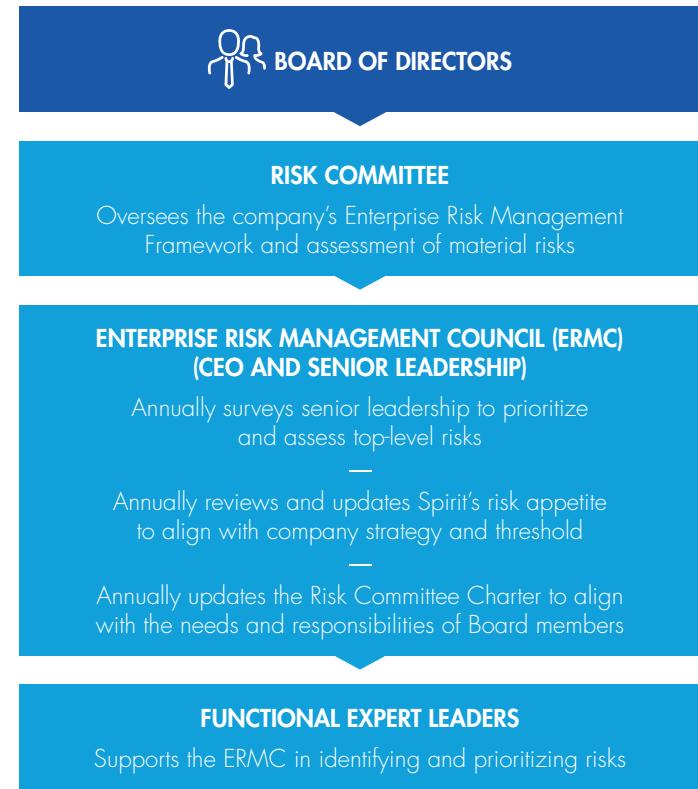
Spirit maintains an open, proactive relationship with tax authorities in the jurisdictions where we operate. We actively engage with federal, state, and local governments; tax authorities; trade associations; and other business groups to advocate for policies that align with our approach to tax management.



Risk Management

Spirit's formal Enterprise Risk Management Program is developed from industry best practices and frameworks, and is integrated into our business strategies and across our value chain, including our sustainability program and strategy.

Risk Management Governance



Emergency Preparedness and Response

At Spirit, we prepare for crises that could impact our business, including, but not limited to, geo-political issues, natural disasters, public health emergencies, and other circumstances that require rapid response to keep our workforce and communities safe. We conduct risk assessments and manage systems for effective emergency preparedness and response.

We consider exposure to extreme weather events to be a significant, near-term risk to our people, plant, equipment, and communities. As a result, we invest in the execution of our Corporate Crisis Management Plans, Emergency Operations

Center, and related business continuity plans and procedures, which includes Spirit's Aviation Event Response Plan, Global IT Disaster Recovery Plan, and Disaster Preparedness Plan.

Labor Management

Globally, Spirit actively works to protect labor rights, including the right to participate in union activities. We engage with unions in frequent and open discussions. We aim to collaborate and comply with acts and regulations related to employee rights applicable to our business. For example, in Malaysia, we engage with relevant officers in the Industrial Relations Department and Trade Union Registration to promote adherence to applicable processes and regulations. Additionally, our collective bargaining agreements entail expectations of partnership.

Spirit managers are trained on the protection of workers' rights engaged in union activities, and our Human Resources team engages with management to support engagement in union activities without repercussions. Prior to the implementation of operational changes that may impact employees, we comply with notice periods as defined in collective bargaining agreements or by local laws or regulations.

2021 Labor Union Representation

Approximately 83% of Spirit's U.S. employees were represented by five unions

Approximately 84% of Spirit's Belfast employees are part of the collective bargaining group represented by trade unions

Approximately 92% of Spirit's Prestwick employees are part of the collective bargaining group represented by one union

Human Rights

As good corporate citizens, we uphold human rights in the communities where we live and work, including compliance with applicable employment and labor laws. Spirit firmly believes in respecting others, and this means supporting human rights.

Our company has zero tolerance for the use of child labor, forced labor, or human trafficking practices. Spirit does not knowingly employ or do business with subcontractors, business partners, suppliers, or other third parties who violate this policy. Spirit's Executive Management team is responsible for the implementation of our company's [Human Rights Policy](#).

Additionally, Spirit AeroSystems Europe publishes an annual [Limited Antislavery and Human Trafficking Statement](#).

2021 Human Rights Training

3,800+

employees completed Human Trafficking Awareness training



 Tulsa, Oklahoma, employee.

Global Trade Compliance

Spirit's Global Trade Compliance Policy and Procedure outlines the company's expectations to support compliance with applicable export control regimes. Spirit utilizes a highly sophisticated global trade compliance software, embedded with regulatory and legal requirements, to support company compliance with applicable export and import laws and regulations in the jurisdictions where Spirit conducts business.

In 2021, Spirit launched a new "Know Your Customer" procedure that processes new business activity globally and goes through a thorough due diligence process to support compliance with applicable export and sanctions laws and regulations. This process includes financial credit analysis to evaluate the creditworthiness of new business partners.



Data Privacy and Cybersecurity



Tulsa, Oklahoma, employee.

Spirit maintains the confidentiality, integrity, and availability of its information and digital resources through comprehensive and proactive Compliance, Privacy, and Risk programs developed from our industry's best practices. Spirit's [Statement of Security](#) and [Privacy Policy](#) outlines our company's procedures.

Spirit's Board of Directors, which includes members with cybersecurity expertise, oversees Spirit's cybersecurity-related risks. Spirit's Chief Information Security Officer and Privacy Officer maintains overall responsibility for the company's Global Information Security and Risk Management functions. Additionally, Spirit's Global Information Security team assesses third-party vendors and contracts to validate compliance with Spirit security policies and controls, as well as external data protection requirements.

Spirit recently created a combined IT and Information Security Operations Center, operated by Spirit personnel as well as contracted personnel from Wichita State University's National Institute for Aviation Research (NIAR) in order to build a more sustainable information security community here in Wichita.

2021 Progress and Activities

100%

of Spirit's employees are assigned annual Data Privacy, Cybersecurity, and Phishing training.

Conducted a third-party **External Penetration Test**

Participated in an **Internal Audit** of Data Privacy and Security

Conducted an executive-level **Ransomware and Data Breach Tabletop Exercise** facilitated by a third party

Engaged with the **Wichita State University NIAR** to improve development, recruitment, and retention of minority and rural technology talent

Product Safety

Spirit is focused on the production of high-quality and safe products for our customers and ultimately the end user. As a Tier-1 supplier, Spirit works closely with our original equipment manufacturer customers and regulatory authorities to address the quality and safety of the products we support. We assess the quality risks that could affect product integrity (product safety) and integrate elements into our defined work processes to manufacture our products.

100%

of Spirit's Facilities
are QMS Certified

Spirit's Quality Management System's policies, procedures, and other controlled documents address product safety considerations, including nonconformances. The System's manual also provides overarching guidance to Spirit employees regarding the priority of product safety. To support continuous improvements in quality and safety, Spirit has a dedicated Quality Department that uses a variety of assessment and audit tools.

Due Diligence Procedures

Spirit's product safety risks are integrated into the company's Enterprise Risk Management process. Product risks are managed during both the design and manufacturing processes. Spirit's Aviation Event Response Plan provides guidance on prompt and effective responses to an incident involving parts manufactured or designed by Spirit, including customer notification and the process for prompt disclosure of potential product safety concerns.

Daily audits are conducted internally, while independent organizations review items that could negatively affect safety and quality, including Foreign Object Debris, Product Protection, Proper Tools (calibrated, inspected, and safe to use), and conformance to Spirit's standard work instructions and regulatory requirements. These audits are completed in partnership with our customers to provide real-time feedback.

Spirit requires annual quality compliance training for all relevant employees, including Commitment to Quality and Personal Warranty, Foreign Object Elimination Program, Authority Acceptance Media Training, and Counterfeit Parts. Additionally, new employees receive the appropriate task-related training for their position, focusing on compliance to requirements.



Supply Chain Management

Spirit proactively manages risks to promote supply chain responsibility through transparency within all supplier contractual agreements and purchasing documents.

Spirit's [Supplier Code of Conduct](#)

outlines our company's requirements and expectations of our suppliers and other business partners to promote ethical behavior, human rights, and management of safety and environmental risks.

100%

of employees in Spirit's purchasing department are assigned training on Anti-Bribery/Anti-Corruption, Hazardous Waste, Trafficking in Persons Awareness, Insider Trading, Spirit's Code of Conduct, and Counterfeit Parts Prevention

As part of Spirit's risk management procedures, we regularly audit our supply base, ranging from simple product audits to Quality System Audits. These audits allow us to take an in-depth look at processes, procedures, and products. Based on results from these audits, we may also implement Root Cause Corrective Action and additional monitoring to evaluate the application of corrective actions. Additionally, our suppliers are required to complete an annual survey, which includes potential ESG risks. Based on survey results, Spirit may require additional information or audits. ESG impacts are discretely assessed and addressed each time Supplier Quality and Supplier Development representatives visit supplier sites.

Monitoring Human Rights Risks in the Supply Chain

As part of Spirit Europe's efforts to monitor and reduce the risk of modern slavery and human trafficking in our supply chains, we conduct on-site audits of our key suppliers annually. In 2021, we conducted a survey to assess Spirit Europe's suppliers' compliance with our zero-tolerance policy for modern slavery and human trafficking. In 2022, we will expand to a global anti-human-trafficking assessment with support from a third-party assessor.

Counterfeit Parts Prevention

Spirit's Counterfeit Parts Prevention program includes a two-prong approach to mitigate risks. Employees are made aware of the potential risks, in addition to the company establishing a robust procurement process to minimize the risk of counterfeit part procurement. If suspect counterfeit parts are discovered, the appropriate regulatory agencies are notified, and an alert is provided to the Government-Industry Data Exchange Program.

REACH Compliance

We understand our responsibility to demonstrate the safety of chemical substances and to manage the risks that chemicals may pose to human health and the environment. We engage our supply chain through a third party to provide information regarding materials used on our products, as well as providing material declaration information as required for [REACH compliance](#). Spirit supports the investigation and approval of alternative materials to minimize risks of safety, health, and environmental impact, as well as obsolescence concerns.

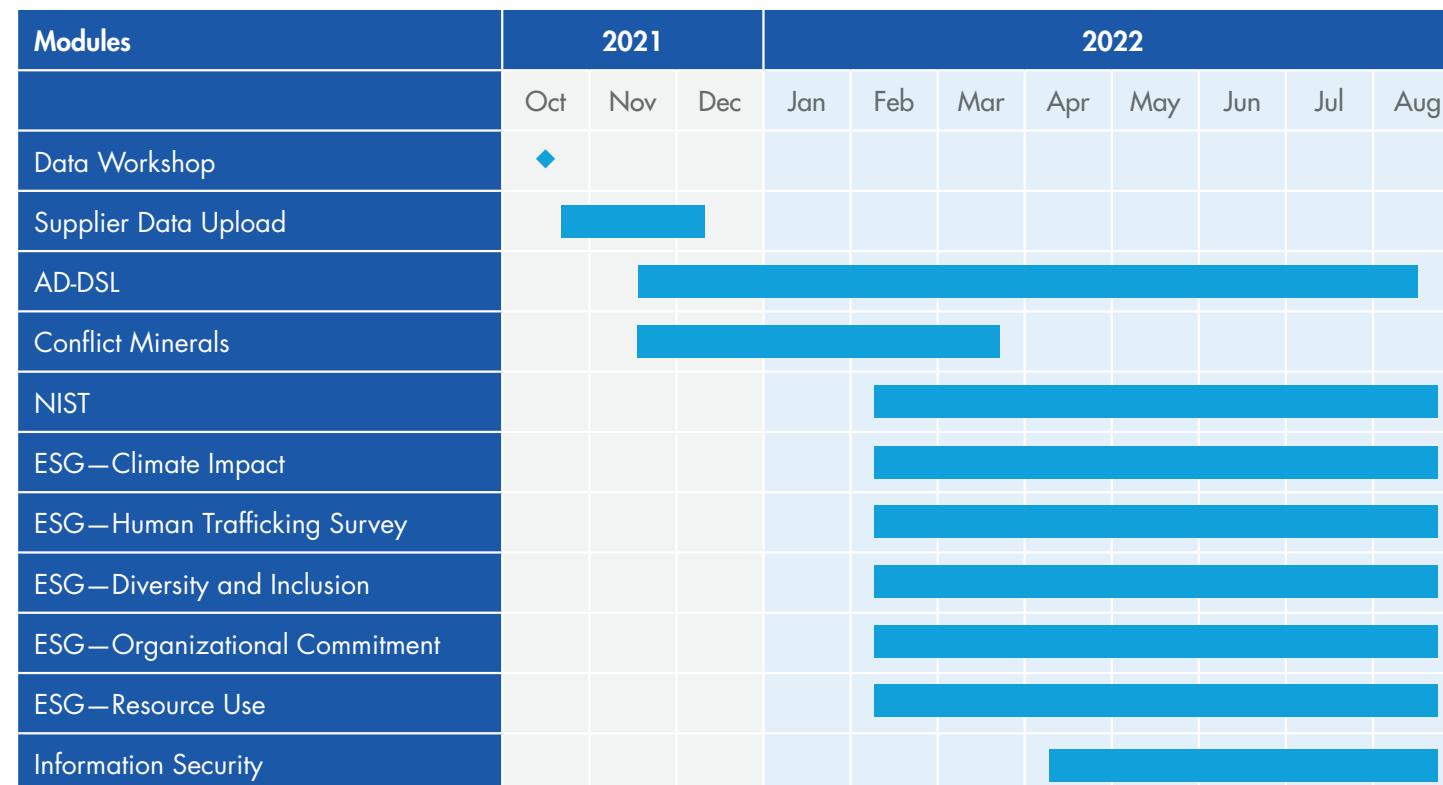
Conflict Minerals

Spirit is committed to the responsible sourcing of minerals throughout our global supply chain and complies with the Dodd-Frank disclosure requirements, as disclosed in our [Conflict Minerals Policy](#). If Spirit's suppliers are found to source materials from Covered Countries, where minerals and materials used in our supply chain are potentially mined in conflict-affected and high-risk areas, our supply chain management team engages with the identified suppliers to implement remedial actions.

We encourage our suppliers to undertake reasonable due diligence within their own supply chains to assure that conflict minerals are sourced only from mines and smelters/refiners outside of the Covered Countries, or mines and smelters/refiners who have been certified by an independent third party as "conflict free" if sourced within the Covered Countries. If we determine that any of our products or components contain conflict minerals from a mine or facility in a Covered Country that is not conflict-free, we will work toward transitioning to products/components that are conflict-free.

Enhancing Our Supplier Environmental, Social, and Governance (ESG) Engagements

In 2021, Spirit continued to enhance and expand ESG requirements for our suppliers. We partnered with a third party to begin surveying suppliers on their practices regarding human trafficking, sustainability, anti-bribery, and anti-corruption, enabling the company to identify additional risks and work toward remedial actions.



2021 ESG Industry Engagements

Spirit continued to participate in sustainability events and activities with industry and community organizations on innovations that will enhance our business and contribute to sustainability.

ENGAGEMENT	DESCRIPTION
Defense Manufacturing Conference	Presented on the <i>Advanced Manufacturing of an Oxide-Oxide Ceramic Matrix Composite and the Development of AFP and Stamp Forming of a Thermoplastic Body Frame</i>
Airbus Sustainability Forum	Participated on <i>Moving to Green Clean Aviation: from Paper to Product</i> panel
Wichita State University (WSU) Energy Management Project	Partnered with WSU Engineering Students for Energy Management recommendations at the Wichita facility
Rolls Royce Working Group	Participated in the <i>Rolls Royce Supplier Sustainability Forum</i>
Strathclyde Innovation Workshop (University of Strathclyde, Scotland)	Participated in the <i>Strathclyde Innovation Workshop</i> to help identify companies' innovation capability and the innovation capability of the aerospace supply chain in Scotland
Kansas Water Authority	Spirit's Senior Director of Compliance and Sustainability served as one of the 13 voting members of the Kansas Water Authority
Boom Supersonic Net Good Summit	Participated in the <i>Boom Supersonic Net Good Summit</i> , which convened 50 industry leaders, sustainability experts, and creative thinkers to drive action and innovation in sustainable travel
Sustainable Tulsa	Participated in <i>Sustainable Tulsa</i> , a nonprofit organization that provides education, tools, and resources to inform and engage businesses and individuals in social responsibility, economic vitality, and environmental stewardship
Pre-COP 26 Summit	Participated on the <i>Future Leaders Panel</i> to highlight industry initiatives to develop new technologies and more sustainable aircraft products
CAMX Aerospace	Led the high-performance forum on the certification of aircraft and new materials for the AAM eVTOL market; provided panelists for the <i>Spirit AeroSystems Featured Panel: Ultracompetitive Composites</i>

APPENDICES

Performance Tables

Economic and Governance

► Economic

	2021	2020	2019	2018
Total Revenues (in millions)	\$3,953	\$3,405	\$7,863	\$7,222
Community Contributions (in millions)	\$4.0	\$3.7	\$5.26	N/A

► Governance

	2021*	2020**	2019***	2018****
Total Board of Directors Members	11	10	10	9
Independent Board Members	10	8	8	7
Women Board Members (%)	18%	20%	20%	22%
Men Board Members (%)	82%	80%	80%	78%

* Board of Directors' composition metrics reflect data as of April 28, 2022.
 ** Board of Directors' composition metrics reflect data as of April 28, 2021.
 *** Board of Directors' composition metrics reflect data as of April 22, 2020.
 **** Board of Directors' composition metrics reflect data as of April 24, 2019.

Environmental

► Global Energy Consumption

	2021	2020	2019	2018
Total Energy (MWh)	1,291,288	1,113,961	1,385,192	1,342,187
Purchased Electricity (MWh)	581,838	504,428	618,413	619,402
Fuel (MWh)	709,450	609,533	766,779	722,786
Energy Intensity (kWh per sq.ft.)	62.83	63.78	83.22	83.12

► Regional Energy Consumption

	2021	2020	2019	2018
North America (U.S.) Electricity (MWh)	494,238	483,159	593,062	593,576
North America (U.S.) Fuel (MWh)	627,934	587,863	744,281	701,533
Total North America (U.S.) Energy (MWh)	1,122,173	1,071,023	1,337,344	1,295,109
Europe Electricity (MWh)	74,744	12,140	13,194	13,920
Europe Fuel (MWh)	80,593	19,602	19,304	17,637
Total Europe Energy (MWh)	155,337	31,742	32,497	31,557
Asia Electricity (MWh)	11,516	9,129	12,157	11,906
Asia Fuel (MWh)	890	2,067	3,194	3,616
Total Asia Energy (MWh)	12,406	11,196	15,351	15,522

► Regional Electricity Consumption

	2021	2020	2019	2018
North America (U.S.) Non-Renewable Electricity (MWh) (%)	261,798 (53%)	366,406 (76%)	461,937 (78%)	478,939 (81%)
North America (U.S.) Renewable Electricity (MWh) (%)	232,439 (47%)	116,682 (24%)	131,125 (22%)	111,762 (19%)
Europe Non-Renewable Electricity (MWh) (%)	27,208 (36%)	1,327 (11%)	1,362 (10%)	1,404 (10%)
Europe Renewable Electricity (MWh) (%)	47,527 (64%)	10,813 (89%)	11,832 (90%)	12,516 (90%)
Asia Non-Renewable Electricity (MWh) (%)	10,968 (95%)	8,695 (95%)	11,481 (94%)	11,229 (94%)
Asia Renewable Electricity (MWh) (%)	558 (5%)	442 (5%)	676 (6%)	678 (6%)

Performance Tables

Social (continued)

► Total Employee Diversity

	2021	2020	2019	2018
Women (%)	16.8%	16.6%	18.2%	18.1%
Men (%)	82.9%	83.4%	81.8%	81.9%
Not Specified (%)	0.3%	0.0%	0.0%	0.0%
< 30 Years Old (%)	12.4%	10.3%	18.5%	16.8%
31–50 Years Old (%)	44.6%	47.8%	43.6%	43.2%
50+ Years Old (%)	43.0%	41.9%	37.8%	40.0%
Minority (%)	24.8%	24.7%	30.0%	28.4%
White (%)	48.6%	74.8%	69.9%	71.5%
Not Specified (%)	26.6%	0.5%	0.1%	0.1%

► Gender-Specific Diversity

	2021
% Women in Junior Management	15.6%
% Women in Top Management	23.5%
% Women in Revenue-Generating Management	1.9%
% Women in STEM Positions	14.1%

► Management Level Employee Diversity

	2021	2020	2019	2018
Women (%)	19.1%	19.5%	18.5%	18.2%
Men (%)	80.5%	80.5%	81.5%	81.8%
Not Specified (%)	0.4%	—	—	—
< 30 Years Old (%)	2.2%	1.8%	2.9%	2.9%
31–50 Years Old (%)	50.3%	54.7%	55.5%	52.6%
50+ Years Old (%)	47.5%	43.2%	41.6%	44.6%
Minority (%)	15.7%	15.4%	16.6%	16.9%
White (%)	57.5%	83.9%	83.3%	83.1%
Not Specified (%)	26.8%	0.7%	0.1%	0.0%

► Permanent and Temporary Workforce

	2021	2020	2019	2018
Total Number of Permanent Employees (men)	13,459	12,026	14,876	13,990
Total Number of Permanent Employees (women)	2,738	2,386	3,300	3,080
Total Number of Permanent Employees (unspecified)	10	2	3	0
Total Number of Temporary Employees (men)	285	256	159	196
Total Number of Temporary Employees (women)	47	32	30	22
Total Number of Temporary Employees (unspecified)	36	23	152	73

► Full-Time and Part-Time Workforce

	2021	2020	2019	2018
Total Number of Full-Time Employees (men)	13,739	12,074	14,870	13,985
Total Number of Full-Time Employees (women)	2,761	2,374	3,272	3,055
Total Number of Full-Time Employees (unspecified)	46	3	3	-
Total Number of Part-Time Employees (men)	5	4	22	12
Total Number of Part-Time Employees (women)	24	23	32	29

► Health and Safety

	2021	2020	2019	2018
Total Recordable Injury Rate	1.78	1.57	3.54	3.81
Lost-Time Incident Rate	0.52	0.56	1.05	1.26
Occupational Illness Frequency Rate	0.41	0.43	1.09	1.17
Fatality Rate (Contractor and Employee)	0.00	0.00	0.00	0.00

Global Reporting Initiative (GRI) Index

Spirit's Sustainability Report follows the GRI disclosure framework, an internationally recognized set of indicators for economic, environmental, and social topics of business performance.

This Index maps disclosures that are material for our business with the content in this Report and references external sources located on our corporate website. We also provide direct answers for select disclosures in the Index.

GRI 2: General Disclosures

DISCLOSURE	DESCRIPTION	RESPONSE
The organization and its reporting practices		
2-1	Organizational details	About Spirit AeroSystems , page 3 About Spirit AeroSystems 2021 Annual Report ("Our Company" and "Operating Segments and Products"), page 4
2-2	Entities included in the organization's sustainability reporting	About Spirit AeroSystems , page 3 This Report reflects all of Spirit AeroSystems' operations, facilities, and employees, unless otherwise stated.
2-3	Reporting period, frequency, and contact point	Our reporting period is January 1, 2021, through December 31, 2021. Spirit AeroSystems reports annually on the company's sustainability performance. investorrelations@spirit.aero.com Twitter Facebook LinkedIn Instagram
2-4	Restatements of information	Past global and regional energy consumption, greenhouse gas (GHG) emissions, and fuel usage data is restated due to improvements in internal monitoring and reporting processes, as well as improved availability of market-based carbon intensity values.
2-5	External assurance	Independent Assurance Statement , page 59
Activities and workers		
2-6	Activities, value chain, and other business relationships	About Spirit AeroSystems , page 3 Spirit's Sustainability Strategy , page 6 Programs and Capabilities 2021 Annual Report ("Our Company"), page 4; ("Operating Segments and Products"), pages 4–5; ("Our Manufacturing, Engineering, and Support Services"), pages 5–6; ("Suppliers and Materials"), page 10 In 2021, Spirit sourced materials from 1,107 direct suppliers and 773 indirect suppliers, representing more than \$1.6 billion in spend.
2-7	Employees	Diversity, Equity, and Inclusion , page 22 2021 Annual Report ("Human Capital"), pages 11–12 Performance Tables , page 41
2-8	Workers who are not employees	Diversity, Equity, and Inclusion , page 22 Performance Tables , page 41 2021 Annual Report ("Human Capital"), pages 11–12
Governance		
2-9	Governance structure and composition	Board Oversight , page 30 Officers and Directors Committee Composition Committee Charters 2022 Proxy Statement ("Corporate Governance"), pages 12–14 and 18–19

GRI Index

GRI 2: General Disclosures

(continued)

DISCLOSURE	DESCRIPTION	RESPONSE
2-10	Nomination and selection of the highest governance body	Corporate Governance Guidelines Corporate Governance and Nominating Committee Charter 2022 Proxy Statement ("Corporate Governance"), pages 15-17
2-11	Chair of the highest governance body	Officers and Directors 2022 Proxy Statement ("Message From Our Chairman")
2-12	Role of the highest governance body in overseeing the management of impacts	Board Oversight , page 30 2022 Proxy Statement ("Corporate Governance"), pages 18-21
2-13	Delegation of responsibility for managing impacts	Board Oversight , page 30 Global Ethics and Compliance , page 32 Risk Management , page 34 2022 Proxy Statement ("Corporate Governance"), pages 18-21
2-14	Role of the highest governance body in sustainability reporting	Board Oversight , page 30 2022 Proxy Statement ("Corporate Governance"), pages 18, 21-22 Beginning in 2022, Spirit's Board of Directors is responsible for reviewing the company's Annual Sustainability Report and CDP Climate Change Response.
2-15	Conflicts of interest	Global Ethics and Compliance , page 32 Corporate Governance Guidelines , page 2 Finance Code of Professional Conduct 2022 Proxy Statement ("Corporate Governance"), pages 12 and 21-22
2-16	Communication of critical concerns	Global Ethics and Compliance , page 32 2022 Proxy Statement ("Corporate Governance"), pages 21-22; ("General Information"), page 72 The number of critical concerns reported to the Board of Directors is not available during this reporting period.
2-17	Collective knowledge of the highest governance body	Board Oversight , page 30 Officers and Directors 2022 Proxy Statement ("Election of Directors"), pages 6-11; ("Corporate Governance"), page 14
2-18	Evaluation of the performance of the highest governance body	Compensation Committee Charter 2022 Proxy Statement ("Corporate Governance"), page 16
2-19	Remuneration policies	Compensation Committee Charter 2022 Proxy Statement ("Director Compensation"), pages 24-26; ("Compensation Discussion and Analysis"), pages 30, 46-51
2-20	Process to determine remuneration	2022 Proxy Statement ("Proxy Statement Summary"), page 5; ("Director Compensation"), pages 24-26; ("Proposal 2"), page 29; ("Compensation Discussion and Analysis"), pages 30-40; ("Proposal 4"), pages 66-67
2-21	Annual total compensation ratio	2022 Proxy Statement ("2021 CEO Pay Ratio"), page 61

GRI Index

GRI 2: General Disclosures

(continued)

DISCLOSURE	DESCRIPTION	RESPONSE
Strategies, Policies, and Practices		
2-22	Statement on sustainable development strategy	Message from Our President and CEO , page 2
2-23	Policy commitments	Code of Conduct Human Rights Policy Modern Slavery Statement Supplier Code of Conduct
2-24	Embedding policy commitments	Global Ethics and Compliance , page 32 Risk Management , page 34 Code of Conduct
2-25	Processes to remediate negative impacts	Global Ethics and Compliance , page 32 Risk Management , page 34 Ethics Overview
2-26	Mechanisms for seeking advice and raising concerns	Global Ethics and Compliance , page 32 Code of Conduct Ethics Overview
2-27	Membership associations	Spirit's Sustainability Strategy , page 8
2-28	Compliance with laws and regulations	2021 Annual Report ("Regulatory Matters"), pages 10–11 Spirit has not paid any significant fines related to environmental or ecological issues in the past four fiscal years.
2-29	Approach to stakeholder engagement	Spirit's Sustainability Strategy , page 8
2-30	Collective bargaining agreements	Risk Management , page 34 2021 Annual Report ("Labor Relations and Collective Bargaining Agreements"), page 12

GRI Index

GRI 3: Material Topics

GRI 3: Material Topics

DISCLOSURE	DESCRIPTION	RESPONSE
3-1	Process to determine material topics	Spirit's Sustainability Strategy ("Materiality") , page 7
3-2	List of material topics	Spirit's Sustainability Strategy ("Materiality") , page 7
Economic		
3-3	Economic Performance	2021 Annual Report ("2021 Highlights") , page 1; ("Operating Segment and Products") , pages 4–5; ("Financial Statements and Supplementary Data") , pages 52–110 Global Ethics and Compliance ("Tax Strategy") , page 33 2021 UK Tax Strategy
201-1	Direct economic value generated and distributed	Performance Tables , page 40 2021 Annual Report ("2021 Highlights") , page 1; ("Operating Segment and Products") , pages 4–5; ("Financial Statements and Supplementary Data") , pages 52–110
201-2	Financial implications, and other risks and opportunities for the organization's activities due to climate change	Task Force on Climate-related Financial Disclosures Report , page 53 CDP Climate Change Response
201-3	Coverage of the organization's defined benefit plan obligations	Health, Safety, and Wellbeing ("Employee Benefits and Wellness Programs") , page 20 2021 Annual Report ("Pension") , page 33; ("Pension and Other Post-Retirement Benefits") , page 77 2022 Proxy Statement ("Benefits and Perquisites") , pages 48–50
3-3	Indirect Economic Impacts	Community Engagement , page 27 Community Corporate Grants Good Neighbor Fund
203-1	Infrastructure investments and services supported	Performance Tables , page 40 Community Engagement , page 27 Community Corporate Grants Good Neighbor Fund
3-3	Anti-Corruption	Global Ethics and Compliance , page 32 Ethics Overview Anti-Corruption and Bribery Policy Code of Conduct
205-2	Communication and training about anti-corruption policies and procedures	Global Ethics and Compliance , page 32 Ethics Overview Anti-Corruption and Bribery Policy Code of Conduct
205-3	Confirmed incidents of corruption and actions taken	Global Ethics and Compliance , page 32 Spirit did not have any losses from legal proceedings associated with bribery, corruption, and related incidents in 2021.

GRI Index

GRI 3: Material Topics (continued)

DISCLOSURE	DESCRIPTION	RESPONSE
Environmental		
3-3	Energy	Resource Efficiency , page 12 Energy and Emissions , page 14 Environment, Health, and Safety Policy CDP Climate Change Response
302-1	Energy consumption within the organization	Energy and Emissions , page 14 Performance Tables , page 40
302-3	Energy intensity	Energy and Emissions , page 14 Performance Tables , page 40
3-3	Water and Effluents	Resource Efficiency , page 12 Water , page 16 Environment, Health, and Safety Policy
303-1	Interactions with water as a shared source	Water , page 16 Performance Tables , page 40 Environment, Health, and Safety Policy
303-3	Water withdrawal	Water , page 16 Performance Tables , page 40
303-5	Water consumption	Water , page 16 Performance Tables , page 40
3-3	Emissions	Resource Efficiency , page 12 Energy and Emissions , page 14 Environment, Health, and Safety Policy 2021 Annual Report ("Risk Factors") , page 18 CDP Climate Change Response
305-1	Direct (Scope 1) GHG emissions <i>Assured by Third-Party Verifier</i> 	Energy and Emissions , page 14 Performance Tables , page 40
305-2	Energy indirect (Scope 2) GHG emissions <i>Assured by Third-Party Verifier</i> 	Energy and Emissions , page 14 Performance Tables , page 40
305-4	GHG emissions intensity	Energy and Emissions , page 14 Performance Tables , page 40
305-5	Reduction of GHG emissions	Energy and Emissions , page 14 Performance Tables , page 40 CDP Climate Change Response
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	Energy and Emissions , page 14 Performance Tables , page 40

GRI Index

GRI 3: Material Topics (continued)

DISCLOSURE	DESCRIPTION	RESPONSE
3-3	Waste	Resource Efficiency , page 12 Waste , page 17 Environment, Health, and Safety Policy
306-1	Management of waste-related impacts	Waste , page 17 Performance Tables , page 40
306-3	Waste generated	Waste , page 17 Performance Tables , page 40
3-3	Supplier Environmental Assessment	Supply Chain Management , page 37 Supplier Code of Conduct REACH Compliance Conflict Minerals Policy
308-1	New suppliers that were screened using environmental criteria	Supply Chain Management , page 37 Supplier Code of Conduct REACH Compliance Conflict Minerals Policy
Social		
3-3	Employment	Health, Safety, and Wellbeing ("Employee Benefits and Wellness Programs") , page 20 2021 Annual Report ("Human Capital") , pages 11–12 Careers Overview Total Rewards Success at Spirit
401-1	New employee hires and employee turnover	Performance Tables , page 40
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Health, Safety, and Wellbeing ("Employee Benefits and Wellness Programs") , page 20 2021 Annual Report ("Human Capital") , pages 11–12 Careers Overview Total Rewards Success at Spirit
401-3	Parental leave	Health, Safety, and Wellbeing ("Employee Benefits and Wellness Programs") , page 20
3-3	Labor/Management Relations	Risk Management ("Labor Relations") , page 32 2021 Annual Report ("Human Capital") , pages 11–12
402-1	Minimum notice periods regarding operational changes	Prior to the implementation of operational changes that may impact employees, we comply with notice periods as defined in collective bargaining agreements or by local laws or regulations.

GRI Index

GRI 3: Material Topics (continued)

DISCLOSURE	DESCRIPTION	RESPONSE
3-3	Occupational Health and Safety	Health, Safety, and Wellbeing , page 20 Health and Safety Environment, Health, and Safety Policy 2021 Annual Report ("Regulatory Matters"), pages 10–11
403-1	Occupational health and safety management system	Health, Safety, and Wellbeing , page 20 Health and Safety Environment, Health, and Safety Policy
403-4	Worker participation, consultation, and communication on occupational health and safety	Health, Safety, and Wellbeing , page 20
403-5	Worker training on occupational health and safety	Health, Safety, and Wellbeing , page 20
403-6	Promotion of worker health	Health, Safety, and Wellbeing , page 20
403-8	Workers covered by an occupational health and safety management system	Health, Safety, and Wellbeing , page 20
403-9	Work-related injuries	Health, Safety, and Wellbeing , page 20 Performance Tables , page 40
3-3	Training and Education	Training, Engagement, and Innovation , page 25 2021 Annual Report ("Human Capital"), pages 11–12
404-2	Programs for upgrading employee skills and transition assistance programs	Training, Engagement, and Innovation , page 25
404-3	Percentage of employees receiving regular performance and career development reviews	Training, Engagement, and Innovation , page 25
3-3	Diversity and Equal Opportunity	Diversity, Equity, and Inclusion , page 22 Diversity, Equity, and Inclusion Human Rights Policy Discrimination and Harassment Policy UK Gender Pay Gap Report France Gender Professional Equality Report 2021 Annual Report ("Human Capital"), pages 11–12
405-1	Diversity of governance bodies and employees	Board Oversight , page 32 Performance Tables , page 40
3-3	Freedom of Association and Collective Bargaining	Risk Management ("Labor Management"), page 34 2021 Annual Report ("Human Capital"), pages 11–12
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Risk Management ("Labor Management"), page 34 Human Rights Policy Supplier Code of Conduct 2021 Annual Report ("Human Capital"), pages 11–12

GRI Index

GRI 3: Material Topics (continued)

DISCLOSURE	DESCRIPTION	RESPONSE
3-3	Local Communities	Community Engagement , page 27 Community Corporate Grants Good Neighbor Fund
413-1	Operations with local community engagement, impact assessments and development programs	Community Engagement , page 27 Community Corporate Grants Good Neighbor Fund
3-3	Supplier Social Assessment	Supply Chain Management , page 37 Supplier Code of Conduct REACH Compliance Conflict Minerals Policy
414-1	New suppliers that were screened using social criteria	Supply Chain Management , page 37 Supplier Code of Conduct
3-3	Public Policy	Global Ethics and Compliance ("Public Policy and Advocacy") , page 33
415-1	Political Contributions	Global Ethics and Compliance ("Public Policy and Advocacy") , page 33 In 2021, Spirit's U.S. Chamber of Commerce dues were \$150,000, and Aerospace Industries Association (AIA) dues were \$471,551.
3-3	Customer Health and Safety	Product Safety , page 36 2021 Annual Report ("Regulatory Matters") , pages 10–11
416-1	Assessment of the health and safety impacts of product and service categories	Product Safety , page 36
3-3	Customer Privacy	Risk Management ("Data Privacy and Cybersecurity") , page 35 Privacy Policy Statement of Security
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Spirit had no material, substantiated complaints concerning breaches of customer privacy and losses of customer data in 2021.

Sustainability Accounting Standards Board (SASB) Disclosures

SASB Standards enable businesses around the world to identify, manage, and communicate financially material sustainability information to their shareholders. The Standards are maintained under the auspices of the Value Reporting Foundation, a global nonprofit organization that offers a comprehensive suite of resources designed to help businesses and shareholders develop a shared understanding of enterprise value.

We have included topics and metrics related to the Aerospace and Defense Industry. For additional information, please visit www.sasb.org.

Activity Metrics

SASB CODE	SASB METRIC	RESPONSE
RT-AE-000.A	Production by reportable segment	Aircraft components (shipset deliveries): 1,028
RT-AE-000.B	Number of employees	At December 31, 2021, Spirit had 16,575 employees.

Accounting Metrics

SASB CODE	SASB METRIC	RESPONSE
Energy Management		
RT-AE-130a.1	Total energy consumed (% grid electricity and % renewable)	In 2021, Spirit's energy consumption was 1,291,288 megawatt hours (MWhs). 45% of energy consumed was from grid electricity, and 48% of electricity was from renewable sources.
Hazardous Waste Management		
RT-AE-150a.1	Amount of hazardous waste generated (% recycled)	In 2021, 2,936 tons of hazardous waste was generated. The percent of hazardous waste recycled is not available.
RT-AE-150a.2	Number and aggregate quantity of reportable spills, and quantity recovered	Spirit had no past spills needing long-term remediation at our facilities.
Data Security		
RT-AE-230a.1	Number of data breaches (% involving confidential information)	Spirit did not have any known data security breaches in 2021.
RT-AE-230a.2	Approach to identify and address data security risks at company and product levels	As part of Spirit's program, the company utilizes internal and external information security threat intelligence sources to maintain real-time awareness of cyber risks world-wide. Relevant and emerging vulnerabilities, as well as activities by relevant threat actors, are closely tracked by a full-time security staff and third-party managed security service. Spirit utilizes internal and third-party resources to mitigate and recover from events that could interrupt vital business. Risk Management ("Data Privacy and Cybersecurity") , page 35 Privacy Policy Statement of Security
Product Safety		
RT-AE-250a.1	Number of recalls issued	As a supplier, we do not have authority for product recalls. Spirit's quality disclosure process resulted in one potential safety-related service bulletin issued by the original equipment manufacturer in 2021.
RT-AE-250a.2	Number of counterfeit parts detected (% avoided)	Spirit detected zero counterfeit parts in 2021.
RT-AE-250a.3	Number of Airworthiness Directives received (# of total units affected)	This metric is not applicable to Spirit. As a supplier, Spirit does not receive Airworthiness Directives.
RT-AE-250a.4	Total amount of monetary losses as a result of legal proceedings associated with product safety	This metric is not applicable during the reporting period.

SASB Disclosures

SASB CODE	SASB METRIC	RESPONSE
Fuel Economy & Emissions in Use-Phase		
RT-AE-410a.1	Revenue from alternative energy-related products	This metric is not currently applicable to our business model.
RT-AE-410a.2	Approach and strategy to reduce fuel economy and GHG emissions from products	To support customer needs and industry goals, Spirit's resource efficiency strategy considers the full life cycle of our products, including sourcing, design, transportation, use, and end-of-life, to increase efficiencies and reduce GHG emissions. We are focused on the efficient use of natural resources and raw materials, including titanium, aluminum, steel, and carbon fiber, used in manufacturing. Resource Efficiency , page 12
Materials Sourcing		
RT-AE-440a.1	Management of risk associated with the use of critical materials	To manage risks associated with the use of critical materials, we are required to procure from suppliers controlled by OEM. Our customers are under the same material restrictions and have incorporated those requirements into their material specifications. As a result, most of our materials support customer-specific requirements. Risk Management , page 34
Business Ethics		
RT-AE-510a.1	Total amount in monetary losses from legal proceedings associated with bribery, corruption, and related incidents	Spirit did not have any known losses from legal proceedings associated with bribery, corruption, and related incidents in 2021.
RT-AE-510a.2	Revenue from countries ranked in the "E" or "F" Band of Transparency International's Government Defense Anti-Corruption Index	Revenue data from countries ranked in the "E" or "F" Band is unavailable, as the metrics are reported as inter-company revenue.
RT-AE-510a.3	Processes to manage business ethics risks throughout the value chain	Spirit's Code of Conduct and Supplier Code of Conduct aim to manage business ethics risks throughout our value chain. Global Ethics and Compliance , page 32 Risk Management , page 34 Code of Conduct Supplier Code of Conduct

Task Force on Climate- related Financial Disclosures (TCFD) Report

Spirit's TCFD Report is aligned with the four sections of the TCFD framework: (1) governance, (2) strategy, (3) risk management, and (4) metrics and targets. For more information on TCFD, please visit <https://www.fsb-tcfd.org>.

		 GOVERNANCE
DISCLOSURE	RESPONSE	
Board's oversight of climate-related risks and opportunities	<p>Spirit's Board of Directors has director oversight of the company's climate-related risks and opportunities through its Nominating and Corporate Governance Committee. This Committee is responsible for reviewing Spirit's practices and reporting with respect to corporate responsibility, environmental, and social factors that are of significance to the company and its stakeholders.</p> <p>Additionally, Spirit's Board of Director's Risk Committee is responsible for overseeing and mitigating enterprise-level risks, including strategic, operational, and climate-related risks. Our Risk Committee collaborates with Board's Audit Committee to oversee financial-related risk exposures—including, but not limited to, those which may be associated with climate change.</p> <p>Board Oversight, page 30</p> <p>Energy and Emissions, page 14</p> <p>Corporate Governance and Nominating Committee Charter</p> <p>Audit Committee Charter</p> <p>Risk Committee Charter</p> <p>CDP Climate Change Response</p>	
Management's role in assessing and managing climate-related risks and opportunities	<p>Spirit's President and Chief Executive Officer, who serves on our company's Board of Directors is responsible for guiding and approving Spirit's climate-related strategy, which encompasses our operational efficiency, strategic sourcing, and product innovation initiatives.</p> <p>Additional oversight of Spirit's sustainability program and strategy is provided by Spirit's executive leadership.</p> <p>Spirit's Senior Director of Compliance and Sustainability oversees and executes on the company's corporate-wide sustainability strategies and reporting.</p> <p>Board Oversight, page 30</p> <p>Energy and Emissions, page 14</p> <p>CDP Climate Change Response</p>	

TCFD Report



STRATEGY

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.

DISCLOSURE	RESPONSE
<p>Climate-related risks and opportunities identified over short-term, medium-term, and long-term horizon</p>	<p>Spirit uses the following time horizons for the company's climate-related risks and opportunities: Short-term (1-2 years); Medium-term (3-5 years); and Long-term (6-15 years).</p> <p>► Short-term Climate-related Risks</p> <p><u>Uncertainty in market signals:</u> Our profitability is affected by the prices of components and raw materials, such as titanium, aluminum, steel, and carbon fiber, used in the manufacturing of our products. These prices may fluctuate based on a number of factors beyond our control.</p> <p>► Medium-term Climate-related Risks</p> <p><u>Mandates on and regulation of existing products and services:</u> Our operations are subject to extensive regulation under environment, health, and safety laws and regulations in the U.S. and other countries in which we operate. We may be subject to potentially significant fines or penalties, including criminal sanctions, if we fail to comply with these requirements.</p> <p><u>Increased stakeholder concern or negative stakeholder feedback:</u> Shareholders, customers, employees, and communities are increasingly interested in learning more about how companies like Spirit are addressing climate-related risks and opportunities. We have observed heightened awareness and attention from our shareholders and customers to better understand Spirit's climate governance, strategy, risks, metrics, and targets in alignment with the TCFD framework's tenets.</p> <p><u>Increased severity and frequency of extreme weather events:</u> Our manufacturing facilities and our suppliers' facilities may be damaged or disrupted by extreme weather events, including hurricanes and wildfires, impacting our ability to meet client expectations.</p> <p>► Medium-term Climate-related Opportunities</p> <p><u>Use of more efficient production and distribution processes:</u> By increasing the energy efficiency of our production and distribution processes, we have the opportunity to reduce our annual spend on natural gas, diesel, propane, gasoline, and electricity. We also have the opportunity to help reduce our customers' Scope 3 emissions associated with the procurement of our fuselage, propulsion, and wing systems.</p> <p><u>Participation in renewable energy programs and adoption of energy-efficiency measures:</u> Our ability to utilize more renewable energy and further increase energy efficiency could result in substantive cost savings. Additionally, investing in on-site renewable energy can increase the resilience of our properties and the value and productivity of individual facilities.</p> <p>► Long-term Climate-related Opportunities</p> <p><u>Development and/or expansion of low-emission goods and services:</u> As a Tier 1 supplier in the aerospace industry to both Airbus and Boeing, Spirit plays a critical role in the supply chain for aircraft. Our innovation and development of composite structures each year positions us to support industry decarbonization goals, thereby addressing the needs of our customers.</p> <p>Resource Efficiency, page 12 Energy and Emissions, page 14 Risk Management, page 34 CDP Climate Change Response</p>

TCFD Report



DISCLOSURE	RESPONSE
Impact on businesses, strategy, and financial planning	<p>We view the management of climate and broader sustainability as a power accelerator to support our values and strengthen our ability to serve as a trusted partner.</p> <p>To mitigate climate-related risks at Spirit's facilities, we established and maintained Corporate and Site Crisis Management Plans. We also develop strategic sourcing initiatives to help prevent disruption due to extreme weather events.</p> <p>To capitalize on growth opportunities and mitigate climate risks, we invest in new technology to bring the most advanced techniques, manufacturing, and automation to our customers. We apply our extensive experience in advanced material systems, manufacturing technologies, and prototyping to continually invent and patent new technologies that improve quality, lower costs, and increase production capabilities.</p> <p>►► Low-Carbon Transition Plan</p> <p>Spirit's climate-related risks and opportunities have influenced our company's decision to implement a low-carbon transition plan across our company, including the following elements:</p> <ul style="list-style-type: none"> (1) Greenhouse Gas Emissions Reduction: We aim to reduce our absolute Scope 1 and Scope 2 GHG emissions by 30% from 2019–2030. (2) Renewable Energy: We aim to seek renewable energy opportunities through procurement or investments into on-site renewable energy. (3) Innovation and Technology: Through our products, we aim to continuously invest in research and development and continuously evaluate opportunities to decrease emissions and improve efficiencies. <p>Resource Efficiency, page 12 Energy and Emissions, page 14 Risk Management, page 34 CDP Climate Change Response</p>
Impact of different scenarios including a 2°C scenario	<p>Spirit aims to reduce our absolute Scope 1 and 2 greenhouse gas emissions by 30% from 2019 – 2030. Our 2030 target is based on a decarbonization pathway in the excess of the 2.5% annual decreases expected for alignment with the 2-degree Celsius level of ambition for science-based targets using the Science-Based Targets initiative's absolute-based contraction approach.</p> <p>Spirit's scenario analysis has directly influenced our business objectives and strategy as we align our emissions reduction strategies and investments in product innovation to support broader aviation industry's targets.</p> <p>Sustainability Targets, page 9 Energy and Emissions, page 14 CDP Climate Change Response</p>

TCFD Report



RISK MANAGEMENT

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.

DISCLOSURE	RESPONSE
Process for identifying and assessing climate-related risks	<p>At the company level, our President and CEO and executive leadership team maintain day-to-day strategic oversight to identify and manage risks related to climate change that may impact our company's reputation, profitability, and access to capital. We actively track our company's sustainability performance, engage with customers and suppliers, and participate in industry initiatives to address climate change and other key issues facing the aerospace and defense industry.</p> <p>At the asset level, Spirit has dedicated environmental professionals at our manufacturing facilities. These professionals are tasked with monitoring sustainability performance and identifying and executing on projects to reduce our operational environmental footprint.</p> <p>The decision-making process with regard to mitigation, transfer, acceptance and/or control of potential climate change risks and opportunities considers the following materiality-based factors:</p> <ul style="list-style-type: none"> ▪ Greatest business impacts (e.g., those related to stakeholder interest and potential impacts to revenue, costs, and capital expenditures) ▪ Spirit's degree of control ▪ The requirements, concerns, and key business drivers of our stakeholders <p>Board Oversight, pages 30–31</p> <p>Risk Management, page 34</p> <p>CDP Climate Change Response</p>
Processes for managing climate-related risks	<p>► Processes for Managing Short-term Climate-related Risks</p> <p>Uncertainty in Market Signals: To mitigate market risks, we use our strategic sourcing initiatives and are party to collective raw material sourcing contracts arranged through certain customers. This allows Spirit to obtain raw materials at pre-negotiated rates and helps insulate us from market volatility across the industry.</p> <p>► Processes for Managing Medium-term Climate-related Risks</p> <p>Mandates On and Regulation Of Existing Products and Services: Spirit continuously monitors and provides training throughout all of our operations and facilities to help drive compliance with all applicable laws and regulations. We developed and implemented strong systems to comply with applicable legal, regulatory, and other requirements related to preventing pollution, injury, and ill health. We employ industry-leading, technologically sound, and economically feasible control mechanisms, procedures, and processes.</p> <p>Increased Stakeholder Concern or Negative Stakeholder Feedback: Spirit is committed to working as a responsible citizen in the communities in which we live and work. To mitigate reputational risks, we continually aim to improve operations and reduce our environmental impact through innovation.</p> <p>Increased Severity and Frequency of Extreme Weather Events such as Cyclones and Floods: To mitigate physical risks, we maintain a Corporate Crisis Management Plan, with each of our facilities also having supporting Site Crisis Management Plans. Spirit maintains an Emergency Operations Center, which is a physical location to support a Site Crisis Management Team or Incident Commands response effort during a critical incident or event.</p> <p>Resource Efficiency, page 12</p> <p>Energy and Emissions, page 14</p> <p>Risk Management, page 34</p> <p>CDP Climate Change Response</p>

TCFD Report

RISK MANAGEMENT (continued)

DISCLOSURE	RESPONSE
Integration into overall risk management	<p>Spirit's identification and mitigation of climate-related risks are integrated into our company's risk management process. Spirit's Board of Director's Risk Committee is responsible for overseeing and mitigating enterprise-level risks, including strategic and operational. This includes risks associated with climate change. Additionally, Spirit's Audit Committee collaborates with the Risk Committee to oversee financial-related risk exposures.</p> <p>Board Oversight, page 30 Risk Management, page 34 Audit Committee Charter Risk Committee Charter CDP Climate Change Response</p>

TCFD Report



METRICS AND TARGETS

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.

DISCLOSURE	RESPONSE											
Metrics used by the organization to assess climate-related risks and opportunities	Energy and Emissions , page 14 Performance Tables , page 40 CDP Climate Change Response											
Scope 1, 2, and 3 greenhouse gas emissions	Spirit's 2020 GHG emissions performance: <table border="1"> <thead> <tr> <th>2021 GHG Emissions</th> <th>Metric tons of CO₂e</th> </tr> </thead> <tbody> <tr> <td>Scope 1</td> <td>129,643</td> </tr> <tr> <td>Scope 2 (location-based)</td> <td>250,603</td> </tr> <tr> <td>Scope 2 (market-based)</td> <td>197,260</td> </tr> <tr> <td>Scope 3 (North American business travel)</td> <td>2,224</td> </tr> </tbody> </table>		2021 GHG Emissions	Metric tons of CO ₂ e	Scope 1	129,643	Scope 2 (location-based)	250,603	Scope 2 (market-based)	197,260	Scope 3 (North American business travel)	2,224
2021 GHG Emissions	Metric tons of CO ₂ e											
Scope 1	129,643											
Scope 2 (location-based)	250,603											
Scope 2 (market-based)	197,260											
Scope 3 (North American business travel)	2,224											
Targets used and performance against targets	Energy and Emissions , page 14 Performance Tables , page 40 Independent Assurance Statement , page 59											
	Spirit aims to reduce absolute Scope 1 and 2 emissions by 30% by 2030 (from 2019 base year). Since 2019, we have achieved a 26% reduction in Scope 1 and 2 GHG emissions. Energy and Emissions , page 14 CDP Climate Change Response											

Independent Assurance Statement

Independent Assurance Statement to Spirit AeroSystems Holdings, Inc.

ERM Certification and Verification Services, Inc. (ERM CVS) was engaged by Spirit AeroSystems Holdings, Inc. ('Spirit AeroSystems') to provide assurance in relation to the information set out below and presented in the 2021 Spirit AeroSystems Sustainability Report ('the Report').

Engagement summary	
Scope of our assurance engagement	Whether the 2021 information and data specified below are fairly presented, in all material respects, with the reporting criteria. <ul style="list-style-type: none"> • Scope 1 greenhouse gas (GHG) Emissions (metric tons of CO2e) • Scope 2 greenhouse gas (GHG) Emissions location-based (metric tons of CO2e) • Scope 2 greenhouse gas (GHG) Emissions market-based (metric tons of CO2e)
Reporting criteria	WBCSD/WRI GHG Protocol (2004, as updated January 2015); and Spirit AeroSystems internal reporting criteria and definitions.
Reporting period	The data covered by the assurance relates to the calendar year (January 1, 2021 to 31st December 2021).
Assurance standard	ERM CVS' assurance methodology, based on the International Standard on Assurance Engagements ISAE 3000 (Revised).
Assurance level	Limited assurance.
Respective responsibilities	Spirit AeroSystems is responsible for preparing the Report and for the collection and presentation of the information within it. ERM CVS's responsibility is to provide conclusions on the agreed scope based on the assurance activities performed and exercising our professional judgement.

Our conclusions

Based on our activities, as described below, nothing has come to our attention to indicate that the 2021 data and information for the disclosures listed under 'Scope' above are not fairly presented, in all material respects, with the reporting criteria.

Independent Assurance Statement

Our assurance activities

A multi-disciplinary team of sustainability and assurance specialists performed a range of assurance procedures which varied across the disclosures covered by our assurance engagement, as follows:

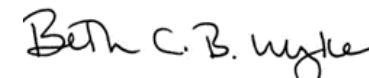
- Interviews with management representatives responsible for managing the selected data;
- Interviews with relevant staff to understand and evaluate the management systems and processes (including internal review processes) used for collecting and reporting the selected data;
- An analytical review of the consolidated year end data for the selected disclosures which included testing the completeness and accuracy of corporate and site level data, including confirmation of conversion factors and assumptions used;
- Virtual visit to two sites (Prestwick, UK and Wichita, KS, USA) to interview staff, test source documentation, review local reporting processes and assess the consistency of reported data for each indicator;
- A review at corporate level of qualitative and quantitative evidence supporting the reported information, including recalculation of emissions data, review of reporting processes, and assessment of internal quality and assurance processes; and,
- Reviewing the presentation of information relevant to the scope of our work in the Report to ensure consistency with our findings.

The limitations of our engagement

The reliability of the assured information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context. Due to COVID travel restrictions, we planned our assurance engagement to include virtual visits. While we believe this approach does not affect our limited assurance conclusion above, we draw attention to the possibility that if we had undertaken in person visits we may have identified errors and omissions in the assured information.

Our independence

ERM CVS is a member of the ERM Group. The work that ERM CVS conducts for clients is solely related to independent assurance activities and auditor training. Our processes are designed and implemented to ensure that the work we undertake with clients is free from bias and conflict of interest. ERM CVS and the staff that have undertaken work on this assurance exercise provide no consultancy related services to Spirit AeroSystems in any respect.



Beth Wyke
Head of Corporate Assurance Services, Inc. Malvern, PA
13 June 2022
ERM Certification and Verification Services, Inc.
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ERM**CVS**