



2022 SUSTAINABILITY REPORT

SPIRIT AEROSYSTEMS

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A MESSAGE FROM OUR PRESIDENT AND CEO

Our mission statement and values reinforce the commitment of Spirit AeroSystems to sustainability. As a vital partner in the industry, Spirit plays a role in making air travel more sustainable, and we are committed to transparency in the governance of our operations globally.

Our 2022 edition of the company's Sustainability Report highlights our efforts to help the world move forward by manufacturing and delivering aerospace products in a way that helps contribute to a more sustainable and equitable future. In 2022, Spirit was named a member of the Dow Jones Sustainability™ World Index, which represents the top 10% of the largest 2,500 companies in the S&P Global Broad Market Index based on long-term economic, environmental and social criteria.

EXECUTING ON OUR CLIMATE COMMITMENTS

Over the past three years, Spirit has continued to execute on our environmental strategy and support the transition to a low-carbon economy. 2022 marked the first full calendar year that our 12 million square foot headquarters facility in Wichita was 100% powered by wind electricity. This accomplishment is an important step toward achieving our company's greenhouse gas (GHG) emissions reduction target, which has seen a 54% reduction since 2019.

We understand that to enable sustainable operations fully, our environmental strategy must encompass programs that address a number of areas. Across the globe – from Belfast, Northern Ireland to Tulsa, Oklahoma, Spirit employees continue to implement solutions to improve water efficiency and waste reduction, while also participating in local community initiatives ranging from tree planting to river clean-up projects.

SUPPORTING AND ENABLING OUR WORKFORCE

At Spirit, our employees are the key to our success. Over the past year, Spirit has actively taken steps to support our employees in their career development. With this in mind, we launched our new employee value proposition, which focused on five areas – training and advancement, culture, physical spaces, workplace flexibility, and total rewards.

ADVANCING DIVERSITY, EQUITY, AND INCLUSION

Fostering a diverse and inclusive culture is key to supporting Spirit's long-term growth and development. To support our diversity, equity, and inclusion (DE&I) goals of increasing representation of women in leadership (senior manager and above globally) to 30%, and minorities in leadership (senior manager and above in the U.S.) to 20% by 2030, Spirit has

established a governance structure made up of executive, senior leadership, and site level councils to help achieve these objectives. Also, we launched Spirit's first "Taking Flight" DE&I Leadership Symposium. Additionally, we established a new employee business resource group focusing on the engagement and development of our Hispanic/Latino workforce. All of these efforts resulted in Spirit's being included on the Diversity Inc. Top Regional Company list.

Since the launch of our first Sustainability Report, I am incredibly proud of the progress Spirit has made in this space. As we continue our journey, we look forward to sharing our progress on how Spirit is truly moving people, communities, and the world forward as the vital partner for inventing, designing, and building what's best in aerospace.



Thomas C. Gentile III
President and CEO, Spirit AeroSystems



ABOUT SPIRIT AEROSYSTEMS

Spirit AeroSystems is one of the world’s largest non-Original Equipment Manufacturer (“OEM”) manufacturers of aerostructures, serving markets for commercial airplanes, military platforms and business/regional jets. Spirit also serves the aftermarket for commercial and military platforms.

We are a critical partner to our commercial and defense customers – providing an extensive range of products and services across the product lifecycle. With expertise in aluminum, titanium, advanced composites, and other specialty materials, Spirit offers design and manufacturing solutions. Spirit is organized around three primary business segments:



COMMERCIAL

Design and manufacturing of aerostructures for commercial and business/regional jet programs



DEFENSE & SPACE

Design and manufacturing of aerostructures for military platforms and space applications



AFTERMARKET

Maintenance, repair and overhaul services for aerostructures

Global Operations

Spirit operates across 11 global locations in the U.S., U.K., France, Morocco and Malaysia with more than 20 million square feet of state-of-the-art manufacturing facilities. In addition, we have two innovation centers focused on advanced research and development.

More than 18,000 employees globally work together to serve our customers and fulfill our mission to *move people, communities, and the world forward as the vital partner for inventing, designing, and building what's best in aerospace.*



ABOUT THIS REPORT >>

MORE INFORMATION
 For more information regarding Spirit, please see our company's [webpage](#) and [Annual Report](#).

SPIRIT'S APPROACH TO SUSTAINABILITY

Guided by our company's mission, Spirit's approach to sustainability is centered around moving people, communities, and the world forward. Across the aerospace industry, we play a role as a vital partner helping to develop more efficient operations and aircraft.

Throughout our operations, people and products, Spirit integrates sustainability into our approach to support long-term value creation for our stakeholders and growth for our business.



OPERATIONS

We strive to hold ourselves to high ethical standards and operate in a manner that focuses on safety and quality. Spirit understands our role in mitigating risks and responsibly managing our sustainability impacts



PEOPLE

We operate according to key values that are designed to meet our stakeholder commitments. Beginning with our own employees and cascading into the communities where we operate, Spirit aims to create a transparent, collaborative and inspirational environment that prioritizes people.



PRODUCTS

Through our extensive experience and enabled by sustainability-focused research and technology, Spirit aims to implement new processes and technologies that improve quality, enhance safety, lower costs and enable sustainability throughout our product value chain.

Stakeholder Engagement

The development of Spirit's sustainability strategy was supported through a third-party assessment aimed at prioritizing sustainability topics that stakeholders identified as being important to our company and that are relevant to our business model.

ASSESSMENT PROCESS AND RESULTS

A third-party conducted Spirit's sustainability assessment and included interviews and workshops with approximately 50 internal and external stakeholders, including customers, suppliers, employees and members of Spirit's Board of Directors ("Board of Directors" or "Board"). The assessment was comprised of a three-part process, which included stakeholder research and interviews, internal subject matter expert impact assessment workshops, and surveys and Board review of the final results. We aim to conduct an updated assessment every 2-3 years.

STAKEHOLDER ENGAGEMENT

In addition to the assessment conducted in 2022, Spirit engages with stakeholders to understand their priorities and execute on our company's mission. Our key stakeholder groups include customers, employees, shareholders, communities, government officials, industry partners and suppliers. We engage with these groups through a variety of activities, ranging from direct communications, industry forums and events and other venues.

Our stakeholders identified the following sustainability topics as priority areas, in addition to having an impact on our business:



OPERATIONS

- Advocacy & Responsible Lobbying
- Aircraft Noise
- Biodiversity
- Board Oversight
- Business Continuity / Risk Management
- Cybersecurity / Data Privacy
- Energy & Greenhouse Gas Emissions
- Ethics & Compliance
- Waste
- Water



PEOPLE

- Community Engagement
- Diversity, Equity & Inclusion
- Employee Value Proposition
- Health and Safety
- Human Rights



PRODUCTS

- Product Efficiency
- Product Innovation
- Product Quality & Safety
- Raw Materials
- Responsible Supply Chain



OPERATIONS

CORPORATE GOVERNANCE

Spirit’s Board of Directors is responsible for overseeing the company’s strategic direction and performance, as well as representing stockholder interests.

This includes reviewing the major risks facing the company and helping develop strategies to address those risks. The Board is also cognizant of the interests of our other stakeholders, including employees, customers, suppliers, government agencies and the public.

BOARD COMPOSITION

Spirit’s Board of Directors is comprised of 11 members, 10 of whom are independent. Our Board strives to maintain an appropriate balance of tenure and diverse attributes. Among our six newest independent directors, two are women and two are ethnically diverse (including one of the women).

In carrying out its responsibilities, the Board has created and delegated certain duties to four standing committees: the Audit Committee, the Compensation Committee, the Corporate Governance and Nominating Committee (the “Governance Committee”) and the Risk Committee. Each of these committees is composed solely of independent directors.

SUSTAINABILITY GOVERNANCE

To support the execution of Spirit’s sustainability strategy, the company has an established governance model, with the Governance Committee being the primary body of the Board responsible for overseeing our sustainability strategy. Pursuant to its charter, this committee oversees Spirit’s practices and reporting with respect to corporate responsibility, environmental and social factors that are of significance to the company and its stakeholders.

Spirit’s President and Chief Executive Officer (“CEO”) guides our company’s sustainability strategy, including operational efficiency, strategic sourcing and product innovation initiatives. Select members of our management team oversee specific sustainability programs and policies and are responsible for the day-to-day implementation of the company’s strategy. Subject matter experts throughout Spirit support the execution of our sustainability strategy and measure progress against our goals and programs.



The Corporate Governance and Nominating Committee of the Board of Directors receives regular updates on Spirit’s sustainability strategy.



MORE INFORMATION

For more information regarding Spirit’s Board of Directors, please see our [2023 Proxy Statement](#) and [Corporate Governance](#) webpages.

Risk Management Governance

BOARD OF DIRECTORS

RISK COMMITTEE

Oversees the company's Enterprise Risk Management Framework and assessment of material risks

ENTERPRISE RISK MANAGEMENT COUNCIL (ERMC) (CEO AND SENIOR LEADERSHIP)

Annually surveys senior leadership to prioritize and assess top-level risks

Annually reviews and updates Spirit's risk appetite to align with company strategy and threshold

Annually updates the Risk Committee charter to align with the needs and responsibilities of Board members

FUNCTIONAL EXPERT LEADERS

Supports the ERMC in identifying and prioritizing risks

Spirit's sustainability strategy is rooted in the company's risk management approach, as we aim to mitigate environmental and social risks and responsibly manage our operations.

ETHICS, COMPLIANCE AND RESPONSIBLE CONDUCT

Spirit is committed to upholding high ethical standards across our global operations. We strive to comply with applicable laws and regulations and integrate best practices to execute on our company's mission.

RISK MANAGEMENT

Spirit's Board reviews the major risks facing the Company and helps develop strategies to address those risks. The Board's Risk Committee provides oversight of Spirit's enterprise risk management framework and major risks facing our company. On a quarterly basis, the status of the top risks identified in management's enterprise risk management process, along with associated mitigation plans, is presented to the Risk Committee. This governance structure supports the identification of risks and the implementation of mitigation measures throughout our business – covering topics from environmental management to product quality.

BUSINESS CONTINUITY

Spirit's Business Continuity is integrated into the enterprise risk management program and focuses on the various threats that disrupt the functioning of the business. These threats can include natural disasters, human-caused incidents, or technological failures. Business Continuity planning aims to prevent or minimize the impact of these potential threats by identifying them, preparing for them, and restoring the essential functions of the organization as quickly as possible.



MORE INFORMATION

For more information regarding Spirit's risk management program, please see our [2023 Proxy Statement](#).

Responsible Business

Practicing Spirit's core values of transparency, collaboration and inspiration - individually and collectively - allows our company to be customer focused particularly in the areas of on-time delivery, quality and safety. These foundational elements are key to Spirit's success and drive our company's mission as a vital partner in the industry.

ETHICS AND COMPLIANCE

Spirit's reputation is built on the quality of our goods, services and integrity of our people. Across our operations, the company engages with key stakeholders to execute on elements of Spirit's ethics and compliance program and integrate our policies and commitments.

GLOBAL TRADE COMPLIANCE

Spirit maintains global trade compliance software to support compliance with applicable laws and regulations in jurisdictions where Spirit conducts business. In 2022, Spirit enhanced the company's global trade compliance efforts with a focus on complying with export and sanction laws and regulations related to Russia's invasion of Ukraine.

ANTI-CORRUPTION AND ANTI-BRIBERY

Spirit has policies in place to support compliance with applicable laws and regulations 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.

EMPLOYEE TRAINING

All global Spirit employees are required to complete over four hours of training related to Ethics & Compliance topics, annually.

HELPLINE REPORTING

Spirit's formal whistleblower system Helpline is hosted by a third-party and is available to our stakeholders 24/7. Helpline reporters may make the choice to be anonymous or to name themselves. The Helpline system is also third-party audited.

CODE OF CONDUCT

Spirit's Code of Conduct outlines our commitment to deliver reliable, high-quality products, promote safe processes for Spirit employees, the environment and communities and support compliance with applicable laws and regulations governing our work and products.

REPORTING MECHANISIMS

Spirit's employees are encouraged to report concerns or violations related to our Code of Conduct without fear of retaliation. Reporting mechanisms include Spirit's management, human resources department and the Helpline. The Helpline is available 24 hours a day, 365 days a year via phone or online.

INVESTIGATION PROCEDURES

Spirit investigates concerns or violations reported through the company's Helpline. In 2022, 70 reports were submitted, of which 80% were not substantiated.



MORE INFORMATION

For more information regarding Spirit's ethics and compliance policies and procedures please see our [Code of Conduct](#), [Discrimination and Harassment Policy](#), [Anti-Hedging and Anti-Pledging Policy](#), [Finance Code of Professional Conduct](#) and [Supplier Code of Conduct](#).

Cybersecurity and Data Privacy

Spirit works to maintain the confidentiality, integrity and availability of its information and digital resources through its governance, compliance, privacy and risk programs. Our cybersecurity and data privacy programs are designed to reflect well-defined processes and sophisticated technology. Across Spirit's operations, the company also engages with

key stakeholders to execute on elements of our cybersecurity and data privacy programs.

Spirit's Chief Information Officer maintains overall responsibility for the company's global information security, data privacy and enterprise risk management functions. The Global Information Security team assesses third-party vendors and contracts to validate compliance with Spirit security policies and controls, and external data protection requirements. Spirit's Board of Directors includes members with cybersecurity expertise.

CYBERSECURITY AND DATA PRIVACY PROGRAMS

Spirit's Chief Information Security Officer has direct responsibility for Spirit's cybersecurity and data privacy programs which are based on global industry-leading programs, frameworks and standards. These include: the National Institute of Security and Technology (NIST) frameworks (NIST SP 800-53, NIST SP 800-171); the U.S. Department of Defense Cybersecurity Maturity Model Certification program; the UK Ministry of Defence Cyber Essentials+ and Cyber Defence and Risk (CyDR) programs; Generally Accepted

Privacy Program (GAPP) guiding principles; and ISO 27001/2 standards.

In 2022, Spirit began the implementation of a requirements management system to track cybersecurity compliance requirements and risks. Spirit modified its existing management structure and placed a Senior Manager over the Cybersecurity Governance, Risk and Compliance (GRC) function. The company also began to establish a Data Governance Council to formalize data governance across our global business.



EMPLOYEE TRAINING

Spirit assigns annual cybersecurity and phishing training to 100% of our employees.



GLOBAL GOVERNMENT LIAISONS

Spirit regularly evaluates opportunities to strengthen connections with U.S. and UK government agencies and increase our ability to detect and respond to threats.



SECURITY OPERATIONS CENTER

Spirit has established an on-site security operations center staffed by personnel from Wichita State University's National Institute for Aviation Research (NIAR).



THIRD-PARTY TESTING

Each year, Spirit engages with a third-party to conduct an external penetration test of the company's systems, as well as tabletop exercises for our technical teams and our Executive and Senior Leadership.



INCIDENT RESPONSE & NOTIFICATION PROCEDURES

In 2022, Spirit matured our Incident Response Plan, which outlines procedures to investigate, implement corrections, notify impacted individuals and report (if and as required) data exposure.



SUPPLIER ENGAGEMENT

During our company's 2022 annual Supplier Symposium, Spirit presented a cybersecurity awareness information session to suppliers.




MORE INFORMATION

For more information regarding Spirit's cybersecurity and data privacy programs and policies please see our [Privacy Policy](#), [Statement of Security](#) and [2023 Proxy Statement](#).

HUMAN RIGHTS

Spirit firmly believes in respecting the rights of individuals, and this means supporting human rights. The company has zero tolerance for the use of child labor, forced labor or human trafficking practices, and does not knowingly employ or do business with subcontractors, business partners, suppliers or other third parties who violate our human rights policies. Spirit's executive management team oversees the company's implementation of these policies.


The company mandates training on human rights issues for select employees on topics including recognizing the risks of modern slavery and human trafficking in our business and supply chains. All Spirit employees are encouraged to identify and report any potential breaches of our anti-slavery and human trafficking policy.



MORE INFORMATION
For more information regarding Spirit's Human Rights policies please see our [Human Rights Policy](#), [UK Antislavery and Human Trafficking Statement](#) and [Code of Conduct](#).

LABOR RELATIONS

Globally, Spirit works to protect labor rights, including the right to participate in union activities. Our company's managers are trained on the protection of the rights of workers engaged in union activities. Prior to the implementation of operational changes that may impact employees, we comply with the notice periods as required by collective bargaining agreements or by local laws or regulations. In 2022, Spirit's Global Labor Relations team successfully negotiated agreements covering represented employees at our Belfast, Northern Ireland (UK); Casablanca, Morocco; Saint-Nazaire, France; and Kinston, North Carolina locations.



MORE INFORMATION
For more information regarding Spirit's labor relations, please see our [Annual Report](#).

PUBLIC POLICY

Spirit recognizes that government policies, regulations and legislation influence the success of our company and industry. We participate in the legislative and political process by engaging with officials at the federal, state and local levels to advocate on behalf of the interests of the company, our employees and the broader aerospace industry.

For example, in 2022, Spirit successfully advocated for the Kansas Aviation Tax Credit program, a tax incentive aimed at encouraging more workers to join the Kansas aerospace industry and expand the available talent pipeline for our industry and company.

Spirit's Supply Chain Management Team is responsible for engaging and evaluating our suppliers' human rights practices, programs and policies, including through a third-party survey. For additional information, please see the Supply Chain Management section of this Report.

ENVIRONMENTAL PERFORMANCE AND MANAGEMENT



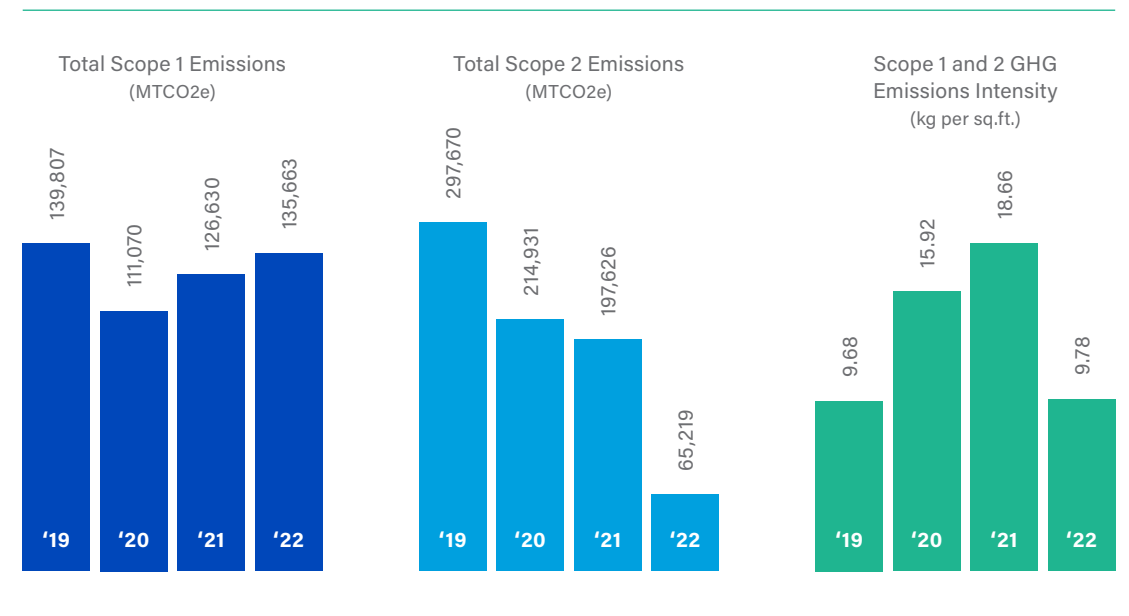
With operations across five countries, managing our company’s environmental impacts and implementing efficiency measures throughout our facilities are key to maintaining a resilient business.

ENERGY AND GREENHOUSE GAS (GHG) EMISSIONS

At Spirit, our approach to managing the impacts from our energy and GHG emissions begins with actively measuring our footprint and identifying energy efficiency opportunities, including LED lighting retrofits, enhancements to cooling towers, and behavioral change initiatives.

As part of our approach to reducing our company’s environmental impact, Spirit had aimed to reduce our absolute Scope 1 and 2 GHG emissions by 30% below 2019 levels by 2030. As of year-end 2022, Spirit has already achieved a 54% reduction in absolute Scope 1 and 2 GHG emissions below 2019 levels.

Global Greenhouse Gas Emissions



Scope 2 emissions are reported as market-based emissions.



ENERGY MANAGEMENT

All of Spirit's facilities play a key role in our efforts toward managing our company's environmental impacts, driving efficiencies and reducing carbon emissions. This includes assessing and reporting on our operational environmental footprint annually.



ENERGY EFFICIENCY

At Spirit's facilities globally, the company evaluates the implementation of energy efficiency measures, including equipment upgrades to reduce resource consumption and lower energy-related costs.



REDUCING ENERGY USAGE

Spirit's Belfast facility implemented a plan for reduced fan speed for air handling units while keeping air quality consistent. This fan setback has given a 1.7 MWh electricity savings from the previous year. The Belfast facility has also increased the temperature setpoint for its BTS data center by two degrees Celsius resulting in a savings of approximately 262,000 kWh, annually.



SOURCING RENEWABLE ENERGY

Spirit invests in both on-site and off-site renewable energy. For example, Spirit's Wichita, Kansas, U.S. facility is powered by 100% wind-generated electricity from a nearby wind farm with 62 windmills dedicated to Spirit.



At Spirit's global facilities, the company evaluates opportunities to enhance local biodiversity. For example, Spirit employees in Belfast, Northern Ireland volunteered with others to plant over 2,000 native trees locally; and in Tulsa, Oklahoma, our employees partnered with the city to clean-up a local park.



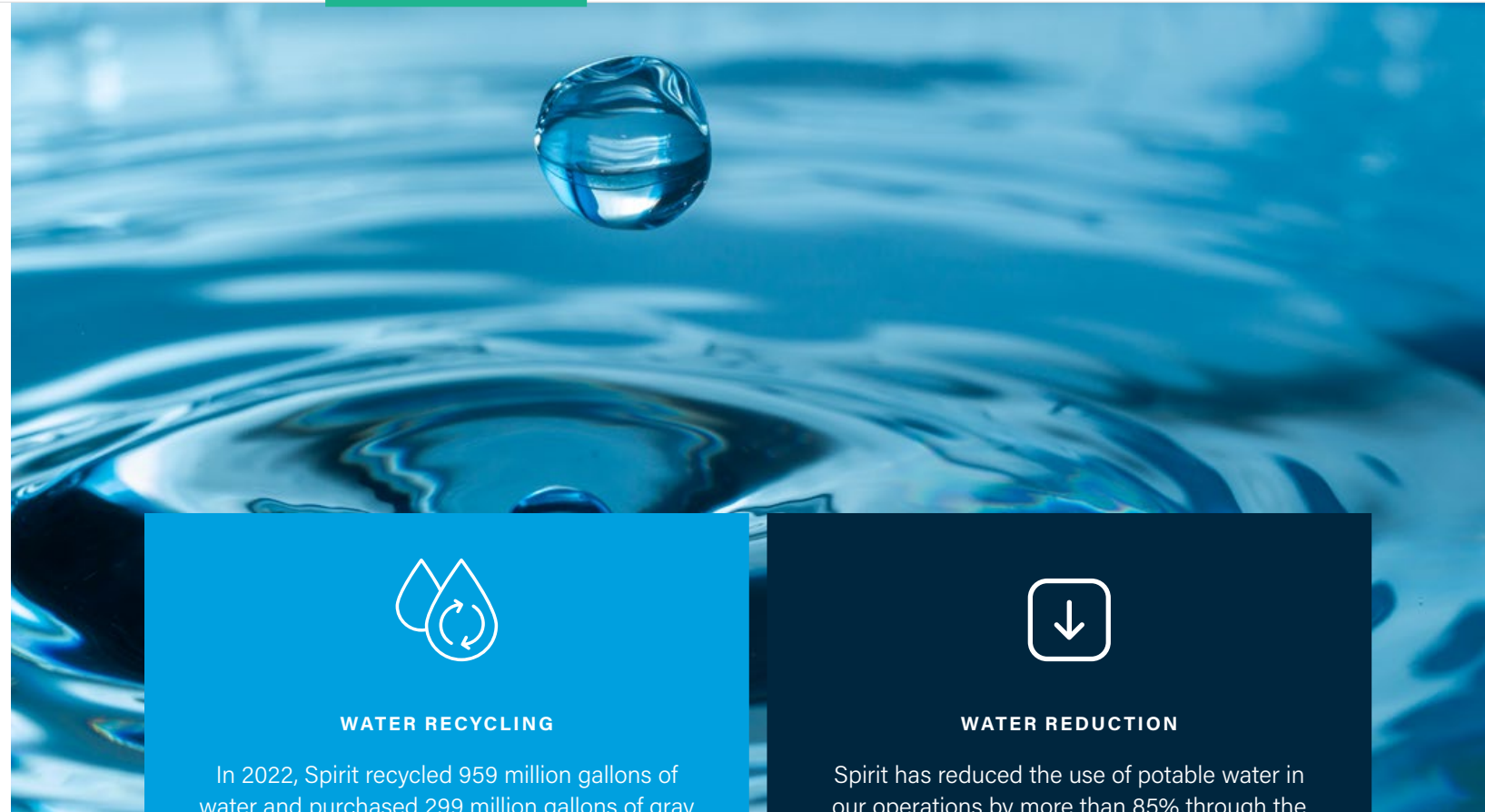
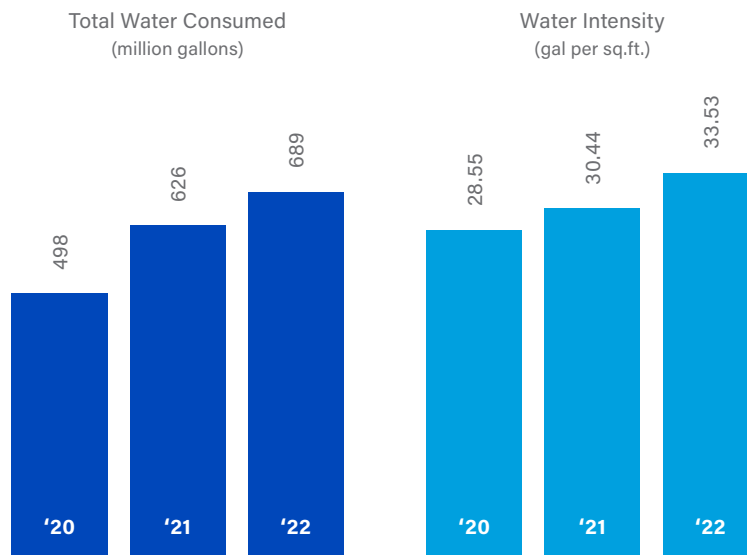
MORE INFORMATION

For more information regarding Spirit's energy and GHG emissions management programs and policies, please see our [Environment](#) webpage, CDP Climate response and [Environment, Health and Safety Policy](#).

WATER

Across Spirit's operations, water serves as a necessary resource in the manufacturing of our products. To support Spirit's continued growth and increase the resiliency of our operations, we aim to improve water monitoring and maintenance practices, while increasing water efficiency and conservation measures.

Global Water Consumption



WATER RECYCLING

In 2022, Spirit recycled 959 million gallons of water and purchased 299 million gallons of gray water at our Wichita, Kansas facility.



WATER REDUCTION

Spirit has reduced the use of potable water in our operations by more than 85% through the use of the "purple pipe" system at our Wichita, Kansas facility.



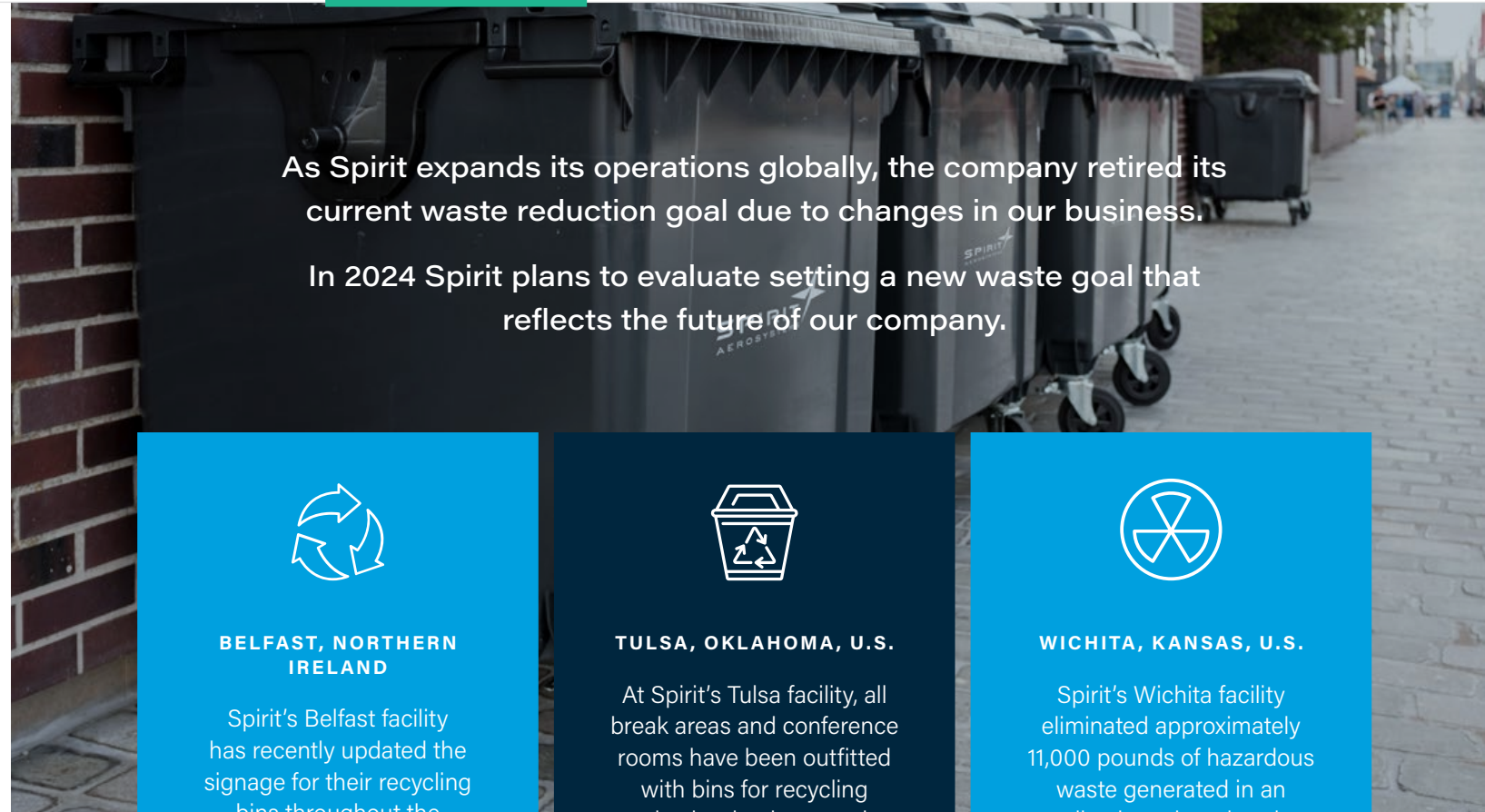
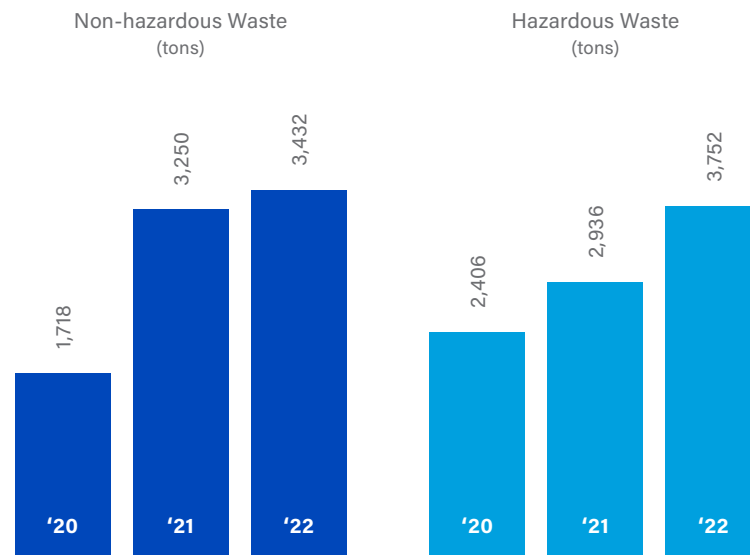
MORE INFORMATION

For more information regarding Spirit's water and waste management programs and policies, please see our [Environment](#) webpage and [Environment, Health and Safety Policy](#).

WASTE

Spirit recognizes the importance of responsibly managing waste across our company's global operations. To support these efforts, Spirit has established waste management programs based on types of waste generated at our global facilities. These include business, consumer, production, packaging and chemical waste programs, which are designed to incorporate best practices and support compliance with applicable regulations.

Global Waste Generation



As Spirit expands its operations globally, the company retired its current waste reduction goal due to changes in our business.

In 2024 Spirit plans to evaluate setting a new waste goal that reflects the future of our company.



BELFAST, NORTHERN IRELAND

Spirit's Belfast facility has recently updated the signage for their recycling bins throughout the facility, making it easier for employees to properly recycle their waste.



TULSA, OKLAHOMA, U.S.

At Spirit's Tulsa facility, all break areas and conference rooms have been outfitted with bins for recycling plastic, aluminum and paper. Approximately 30 pounds per week have been collected since the program was implemented.



WICHITA, KANSAS, U.S.

Spirit's Wichita facility eliminated approximately 11,000 pounds of hazardous waste generated in an adhesive primer booth through the implementation of heavier steel grates that can be cleaned and reused in 2022.



MORE INFORMATION

For more information regarding Spirit's water and waste management programs and policies, please see our [Environment](#) webpage and [Environment, Health and Safety Policy](#).



PEOPLE

HEALTH AND SAFETY

Spirit's commitment to health and safety for our employees is uncompromising. Throughout our global operations, Spirit's industry-leading and technologically advanced mechanisms, procedures and processes are designed to support the prevention of injuries and ill health among our workforce.

Spirit's focus on safety is centered around a 24/7 safety mindset at work, at home and on the road. Through our SafeStart training, Spirit provided more than 50,000 hours of training to over 5,000 employees to promote safety in all aspects of their lives.

SPIRIT'S HEALTH AND SAFETY PROGRAM

Spirit seeks to minimize health and safety hazards and risks and strives for zero injuries and accidents in the workplace through the implementation of programs, procedures and policies.



MANAGEMENT ACCOUNTABILITY

Spirit's Executive Safety Council meets bi-monthly to review safety metrics, strategic safety plans, events and share best practices.



EMPLOYEE TRAINING

Spirit employees, including part-time employees and contractors, receive regular training to properly understand compliance with Spirit's environment, health and safety (EHS) standards.



NEAR MISS AND GOOD CATCH REPORTING

Through Near Missing and Unsafe Act/Condition reporting, Spirit aims to find and mitigate issues before they can become injuries. Spirit requires operations managers to report and correct near misses every week.



CORRECTIVE ACTION

When incidents do occur, Spirit implements a robust root cause corrective action process designed to avoid repeating incidents.



SAFETY AUDITS

Spirit deploys internal and external audits throughout our facilities globally. Internal audits include daily personal protective equipment ("PPE") compliance, annual EHS safety reviews and safety training status audits. Third-party audits include annual safety management system audits to ISO 45001, annual physical site inspections and audits and regular electrical systems audits and inspections.



Health and Safety Goal

By 2023, Spirit aims to have 100% of its employees covered by ISO 45001 certification. As of year-end 2022,

94%

of employees are covered by ISO 45001 certification

In 2023, Spirit plans to seek certifications for the company's remaining sites – Biddeford, Maine and Casablanca, Morocco.

PROMOTING HEALTH AND SAFETY ACROSS SPIRIT

Across Spirit's facilities around the world, employees continue to exemplify our commitment to safety.

BIDDEFORD, MAINE, U.S.

Biddeford employees participated in a safety challenge that resulted in a 53% reduction in Total Recordable Incident Rate ("TRIR") compared to 2021.



CASABLANCA, MOROCCO

The team in Casablanca successfully implemented the A321 Airbus program resulting in tens of thousands of contractor work-hours without an incident.



KINSTON, NORTH CAROLINA, U.S.

Both buildings at Spirit's Kinston, North Carolina facility were honored by the state's Department of Labor Safety Award for Excellence.



PRESTWICK, SCOTLAND

Prestwick employees implemented an on-site Mental Health First Aiders program and trained 16 employees to be a point of contact for employees experiencing mental health or emotional stress.



SUBANG, MALAYSIA

Employees at the Subang facility continued its excellent safety performance, achieving zero lost time incidents for the past 3+ years.



WICHITA, KANSAS, U.S.

During the peak of the COVID Omicron surge, our Wichita, Kansas facility launched a COVID support hotline for employees. In 2022, the call-line effectively managed nearly 30,000 reports.



MORE INFORMATION

For more information regarding Spirit's water and waste management programs and policies, please see our [Safety](#) webpage and [Environment, Health and Safety Policy](#).

DIVERSITY, EQUITY AND INCLUSION

At Spirit, we believe our success depends on a commitment to fostering a diverse and inclusive culture that supports growth and development for our employees and the diverse skills needed to innovate.

Our approach includes integrating diversity, equity and inclusion (DE&I) into our day-to-day business activities. We do this by demonstrating the company's core values in our daily interactions; and applying DE&I to our people and talent processes, and targeted development plans to build leadership competency and accountability. This approach is embedded into our company through the "culture" elements of our employee value proposition (EVP).

DE&I LEADERSHIP

Spirit's DE&I strategy engages leaders across the company to support the creation of a trusting, equitable and inclusive work environment by building engagement, accountability and development resources.

To guide our company-wide approach, Spirit's President & CEO and Chief Operating Officer

(COO) co-chair the Executive DE&I Council. This Council meets quarterly and sets the organization's global strategic priorities, goals and objectives, including a DE&I dashboard and quarterly scorecard to drive accountability further and spark action.

Each business unit and functional support organization within Spirit has an Executive DE&I Champion to lead the strategy for their function and to drive specific, localized action plans. This group of leaders supports the Executive DE&I Council to create tangible action plans to support our DE&I goals and create an equitable and inclusive work environment. To drive progress at the local level, each of Spirit's global facilities has a DE&I Council co-chaired by the Site Operations Leader.



DE&I Goals

By 2030,* Spirit aims to increase representation of women in leadership (senior manager and above globally) to 30%, and ethnic and racial minorities in leadership (senior manager and above in the U.S.) to 20%. As of year-end 2022, Spirit had

24%

female representation in global leadership (senior manager and above)

14%

ethnic and racial minority representation in global leadership (senior manager and above in the U.S.)

With competition for talent continuing to increase, Spirit is focused on expanding applicant pools by attracting, sourcing, and recruiting diverse talent. It is important to note Spirit's DE&I representation goals are long-term initiatives with a deliberate emphasis on remaining strategically competitive in the marketplace now and in the future.

Spirit's long-term success is empowered by gaining access to high-potential candidates, considering a broader, more diverse candidate pool, and maintaining a principled recruiting processes and making selection decisions irrespective of diversity factors, including race or ethnicity.

In 2022, Spirit was named on the Diversity Inc. Top Regional Company list and launched its first "Taking Flight" DE&I Leadership Symposium.

DE&I Across Spirit

RECRUITMENT

As part of our hiring process, Spirit seeks to develop diverse candidate slates for senior manager and executive-level positions. In the U.S., Spirit is also focused on promoting veteran employment opportunities.

EXTERNAL ENGAGEMENT ACTIVITIES

Spirit partners with diversity-focused organizations and colleges and universities to foster DE&I across the organization for underrepresented groups. For example, Spirit is a Corporate Partnership Council member of the Society of Women Engineers.

EMPLOYEE BUSINESS RESOURCE GROUPS

Spirit has established four employee business resource groups (“ERBG”) focused on supporting targeted career development for underrepresented populations.

- **SWEPT** (Spirit Women in Engineering Professions and Technology): Focused on attracting, engaging and developing women, specifically in the fields of Engineering and Technology.
- **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.
- **ALAS** (Association of Latino/Hispanic Ambassadors at Spirit): The newest Spirit EBRG, focused on supporting the Latino/Hispanic community at Spirit through mentorship, leadership and professional development.



DIVERSITY IN SPIRIT’S VALUE CHAIN

Spirit believes that it is important to have a diverse supply base that reflects the values of our company, customers and the communities in which we operate. We help develop small and diverse suppliers that bring innovation, flexibility and strength to our supply chain.

Spirit’s Inclusive Procurement Program is aimed at generating economic opportunity for disadvantaged communities and assisting

suppliers by providing opportunities. These initiatives strive to help the communities grow where we place work, increase the pool of potential suppliers, and promote competition which can improve product quality and make our supply chain more resilient and agile.

In 2022, Spirit procured materials or services from over 180 diverse suppliers, representing over \$51 million in spend in the U.S.

EMPLOYEE DEVELOPMENT AND ENGAGEMENT

Our ability to attract, retain and develop employees is a critical success factor in supporting Spirit’s strategy. We seek to provide our employees development opportunities through formal and informal programs, and strive to create a culture of empowerment, engagement and performance through our core values.

DEVELOPING OUR FUTURE WORKFORCE

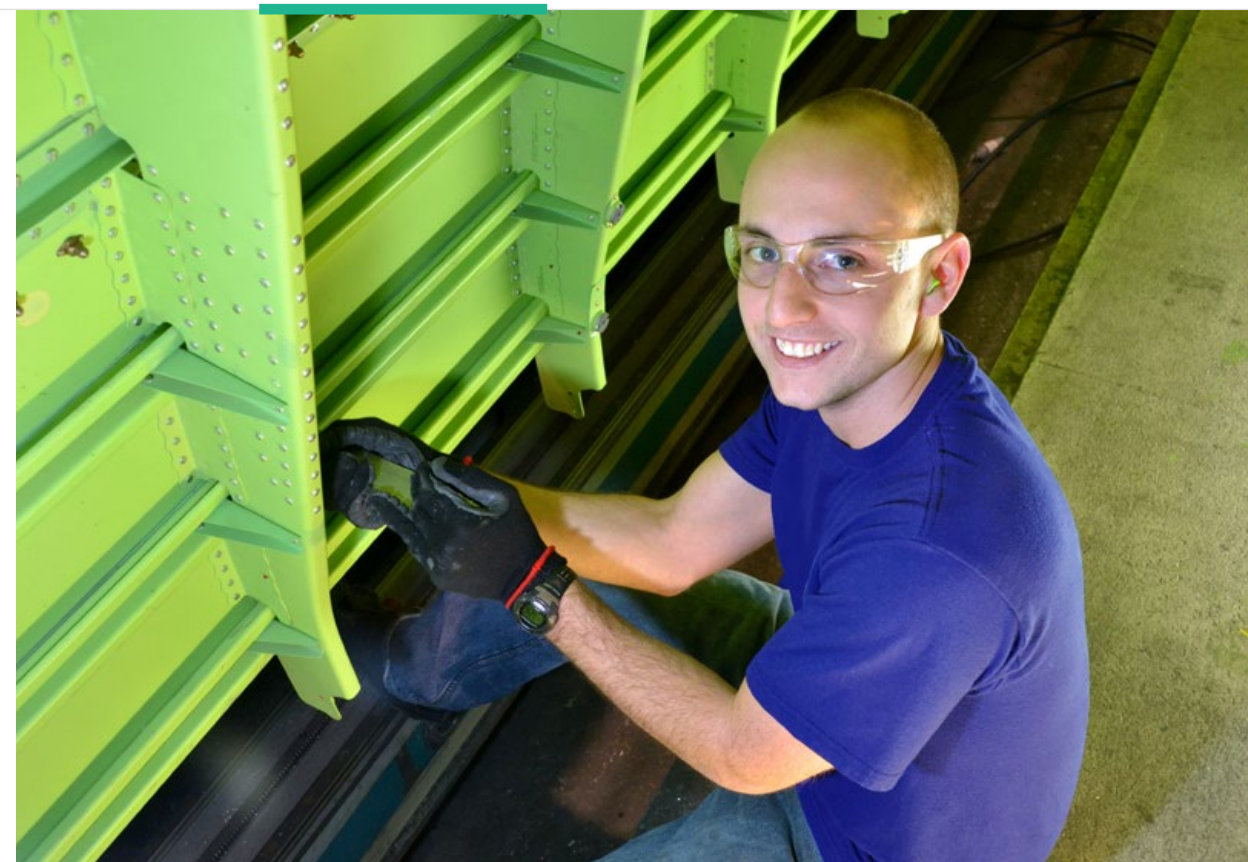
The future of Spirit begins with our employees. Our company provides a wide-range of employee development programs for varying roles and levels within the organization. Each year, we integrate new training into our development programs to further support the needs of our business and customers.

In 2022, we continued to develop and implement curriculum for our program management function to build upon our employees’ skillset as they advance within our company. The curriculum increases over time and is designed to equip current and future leaders with the knowledge and skills necessary to succeed as program managers.

In 2022, the average training and development hours per employee ranged from eight to 22 hours based on specific job function – from engineers to hourly employees.

SPIRIT’S CULTURE

For Spirit to succeed, we need a team that is engaged and understands how they contribute to and share in the success of the company. To further build the type of culture we want for our company, Spirit has worked during the past year to enhance its Employee Value Proposition (EVP). The framework for our EVP is comprised of five areas: organization (people, office space, amenities), work life balance/ flexibility, culture, opportunity/career growth and rewards and recognition.



A key component of Spirit’s EVP is the training and advancement of our employees.



MORE INFORMATION

For more information regarding Spirit’s employee development and engagement program, please see our [Annual Report](#) and [Careers](#) webpage.

EMPLOYEE SUPPORT AND WELLBEING

At Spirit we strive to support our employees by providing benefits and wellness programs that emphasize the importance of physical, financial and mental health.

PRIORITIZING EMPLOYEE WELLBEING

Spirit's benefits program, Total Rewards, offers coverage, resources and support to help our employees live better, more rewarding lives.

In the U.S., 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 onsite flu shots, direct primary care, designated mother's rooms for mothers to nurse and/or pump, and fitness center subsidies at select facilities. In addition to health-related benefits, U.S. employees are provided savings and retirement options, childcare resources, financial planning support and short-term and long-term disability benefits.

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 well-being. Beyond medical care, Spirit employees at non-U.S. facilities are offered pension and/or retirement benefits.

EXECUTING ON SPIRIT'S EMPLOYEE VALUE PROPOSITION

Across Spirit, we actively invest in improving the health and well-being of our employees through our EVP. In 2022, Spirit implemented the following enhancements to our EVP:

TOTAL REWARDS

- Increased salary adjustment pools
- Increased hourly signing bonus
- Increased hiring wages

WORKPLACE FLEXIBILITY

- Launched a remote work pilot
- Initiated flexible work schedules
- Increase paid parental leave

PHYSICAL SPACES

- Increased collaborative spaces
- Invested in LED lighting to improve spaces



MORE INFORMATION

For more information regarding Spirit's employee development and engagement program, please see our [Annual Report](#) and [Careers](#) webpage.

COMMUNITY ENGAGEMENT

Volunteerism and community engagement is an integral part of Spirit’s culture. We take pride in our heritage and take even greater pride in how we serve by helping, growing and connecting people in our communities. Spirit’s innovative solutions, partnerships and programs provide vital support to move communities forward around the world.

MOVING COMMUNITIES FORWARD, GLOBALLY

Through our corporate community engagement program, Spirit invests in programs that plant the SEED to move our communities forward. This program is focused on prioritizing investments and volunteerism efforts in four primary areas:

- STEM (Science, Technology, Engineering, Math/Manufacturing)
- Economic and workforce development
- Environmental issues
- Diversity and culture

COMMUNITY INVESTMENTS

12,000+

volunteer hours contributed by employees in 2022

~\$3.8 million

donated through corporate grants, in-kind contributions and employee donations in 2022

\$35+ million

granted to health and human services agencies through employee donations since 2005

BELFAST, NORTHERN IRELAND

Belfast employees volunteered for the 4C UR Future events to support and empower youth about their future careers.

BIDDEFORD, MAINE, U.S.

Biddeford employees participated in a city-wide food donation competition, where more than 2,500 pounds of food was donated to a local foodbank.

CASABLANCA, MOROCCO

Nearly 70 Casablanca employees volunteered at the facility’s annual on-site blood drive.

DALLAS, TEXAS, U.S.

Dallas employees prepared dinner for families staying at a local Ronald McDonald house each quarter throughout the year.

KINSTON, NORTH CAROLINA, U.S.

Kinston employees raised nearly \$6,000 to purchase holiday gifts for the local children’s hospital.

PRESTWICK, SCOTLAND

Prestwick employees participated in STEM activities throughout the year, including volunteering with a youth engineering program.

SUBANG, MALAYSIA

Nearly 60 Subang employees volunteered to prepare students for the new school year by cleaning and repairing a local primary school.

TULSA, OKLAHOMA, U.S.

Tulsa employees participated in Earth Day activities, which included local community clean-up projects.

WICHITA, KANSAS, U.S.

Wichita employees participated in the annual Tools for School campaign, which raised nearly \$40,000 for school supplies for local students.



MORE INFORMATION

For more information regarding Spirit’s community engagement program, please see our [Community](#), [Good Neighbor Fund](#) and [Corporate Grants](#) webpages.



PRODUCTS

SUPPLY CHAIN MANAGEMENT

Throughout Spirit’s global supply chain, we aim to engage in long-standing relationships with suppliers with the goal of delivering high quality products and services to our customers. This approach is key to mitigating risks and promoting continuity and resiliency across our supply chain.

SUPPLIER STANDARDS

Spirit is committed to upholding high standards in our business dealings with our customers and suppliers to provide high-quality products and services. To foster this commitment, we expect suppliers to conduct business in an ethical, legal and socially responsible manner. Spirit’s [Supplier Code of Conduct](#) outlines these expectations and applies to all supplier contracts.

MONITORING SPIRIT’S SUPPLY BASE

As part of Spirit’s risk management procedures, we monitor and 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 our suppliers’ processes, procedures and products. Based on results from these audits, we may implement root cause corrective actions along with monitoring to evaluate the application of these corrective actions.

To further support supply chain resiliency, suppliers deemed critical are closely monitored, including quality and delivery metrics, in order to circumvent potential supply chain disruptions.

We require Spirit’s suppliers to complete an annual survey, conducted by a third-party, on potential ESG risks. Based on survey results, Spirit may require additional information or audits. ESG impacts may also be discretely assessed and addressed each time Supplier Quality and Supplier Development representatives visit supplier sites.

To supplement our ability to monitor Spirit’s supply base, 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.

CONFLICT MINERALS

Spirit is committed to the responsible sourcing of minerals throughout our global supply chain (including in accordance with Dodd-Frank disclosure requirements), as disclosed in our [Conflict Minerals Policy](#). Also, we encourage our suppliers to undertake reasonable due diligence within their own supply chains. 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.

REACH COMPLIANCE

We understand our responsibility to demonstrate the safety of chemical substances and to manage the risks 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](#).

In 2022, we expanded our efforts to monitor and reduce the risk of modern slavery and human trafficking in our supply chains through annual on-site, third-party audits of our key suppliers.



MORE INFORMATION

For more information regarding Spirit’s supply chain management program, please see our [Supplier Code of Conduct](#), [Conflict Minerals Policy](#) and [REACH compliance](#) webpage.

PRODUCT QUALITY AND SAFETY

As part of our mission as a vital partner in the industry, we are committed to high standards of quality, safety and regulatory compliance in our products.

QUALITY WITHOUT COMPROMISE

In all aspects of Spirit's business, we apply our extensive experience in advanced material systems, manufacturing technologies and prototyping to invent and patent new technologies that improve product quality. As an industry leading Tier-1 supplier, Spirit works closely with our OEM customers and regulatory authorities to address the quality and safety of the products we build. We assess quality risks that may impact product integrity and integrate remedial elements into our defined work processes.

Spirit's Quality Management System provides overarching guidance to manage risks and address product safety considerations, including nonconformances.

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 and the company has established a robust procurement process to minimize the risk of counterfeit part procurement. If suspected counterfeit parts are discovered, the appropriate regulatory agencies are notified, and an alert is provided to the Government Industry Data Exchange Program. All Spirit employees receive training on counterfeit parts regardless of job role.

Our product quality and safety due diligence processes include the following elements:

INTEGRATION WITH ENTERPRISE RISK MANAGEMENT ("ERM")

Spirit integrates product quality and safety risks within the company's broader ERM program.

DAILY AUDITS

Spirit conducts daily product audits to review items that may impact safety and quality, including Foreign Object Debris, Product Protection, Proper Tools (calibrated, inspected and safe to use) and conformance.

QUALITY COMPLIANCE TRAINING

Mandatory annual quality compliance training is required for relevant employees, and includes Commitment to Quality and Personal Warranty, Foreign Object Elimination Program, Authority Acceptance Media Training and Counterfeit Parts courses.

FUNCTIONAL TESTING

Prior to serial production, Spirit's Engineering organizations complete testing to verify product design and development criteria are met.

PROCESS CERTIFICATION PROGRAM

Spirit maintains a process certification program for all relevant employees to promote the necessary knowledge, understanding and skills to comply with product safety and quality requirements.

100% of Spirit's facilities received Quality Management Systems (QMS) Certification to improve customer satisfaction and drive cost savings.



MORE INFORMATION

For more information regarding Spirit's product quality and safety programs, please see our [Supplier Code of Conduct](#) and [Annual Report](#).

RESOURCE EFFICIENCY AND INNOVATION

Spirit’s world-class research and development capability helps maintain our position as a vital partner to our OEM customers’ product development teams. We advance aerospace innovation through increased focus on industry collaborations and partnerships, continued development of Spirit’s distinctive capabilities and inventor recognition through patents and trade secrets.

IMPROVING EFFICIENCIES THROUGH TECHNOLOGY AND INNOVATION

Spirit integrates our intellectual property and technology with the aim of improving products and exceeding customers’ expectations. Among other benefits, these proprietary processes and technologies may also result in energy, water and cost savings, and reduce industrial waste, helping our customers to meet their own sustainability objectives.

2.5 Million

pounds of structures produced each year

5%-8%

less fuel used with Spirit’s composite wings compared to metallic

3x

longer life for composite wings compared to metallic

WICHITA, KANSAS, U.S.

Spirit’s research and technology team is a partner on the Airbus UltraFan Nacelle project. Spirit’s UltraFan Outer Cowl project was selected to explore new technologies to reduce costs and materials. As co-leader of the NASA Sustainable Flight Demonstrator program, HiCAM, Spirit aims to contribute to global efforts to innovate with efficiency.

KINSTON, NORTH CAROLINA, U.S.

Spirit’s team in Kinston, North Carolina and Wichita, Kansas developed and implemented a new composite passenger door surround structure that is lighter than the traditional titanium structure for a weight savings of 40 kg per airplane. Spirit also introduced thermoplastic (recyclable plastics) production capability for over 1500 parts per aircraft.

PRESTWICK, SCOTLAND & BELFAST, NORTHERN IRELAND

The Product Sustainability team is conducting collaborative research with industry and university partners on how the move to new fuel sources for zero carbon emission flight will change the way we design, manufacture and integrate aerostructures of the future. Spirit UK also developed out-of- autoclave composite technology for the Wing of Tomorrow program, resulting in 90% less energy use than previous processes.

BELFAST, NORTHERN IRELAND

Spirit’s team in Belfast, Northern Ireland successfully designed and manufactured a 4.5 meter out-of-autoclave resin infused wing demonstrator. In addition to significantly reducing cost versus metallic tooling, the team incorporated sustainability into Spirit’s composite manufacturing capability.

The Spirit Belfast team also successfully manufactured a payload fairing demonstrator as part of the U.K.- funded program FANTASTIC (Future Advanced Nacelle Technologies And Structural Integration Concepts).

PRESTWICK, SCOTLAND & BELFAST, NORTHERN IRELAND

UK Government FlyZero Project: The ‘Aerospace Technology Institute’ led a 12 month study into the feasibility of zero carbon emission commercial flight. The team was comprised of experts from across the UK, including 7 Spirit employees.

The project concluded that the most suitable fuel to enable zero carbon emission commercial flight is Hydrogen. The project recognized the importance of Sustainable Aviation Fuel as one of the solutions for net zero aviation, and that battery-electric will make a significant contribution as the power source for smaller aircraft. The project also produced reports covering the economics, skills and the roadmaps required to deliver the technologies needed for hydrogen fueled commercial aircraft.

The project won Silver Medal at the Royal Aeronautical Society Annual awards.

ADVANCING INNOVATION THROUGH INDUSTRY ENGAGEMENTS

Each year, Spirit and our employees around the globe participate in industry events and collaborate with stakeholders to support our company's mission of *moving people, communities, and the world forward as the vital partner for inventing, designing, and building what's best in aerospace.*

NORTHERN IRELAND TECHNOLOGY CENTRE (NITC)

Spirit collaborates with the NITC to explore the processes and design techniques necessary to create thermoplastic structural parts capable of application in aircraft wings and other critical areas.

SOCIETY OF MANUFACTURING ENGINEERS (SME)

Spirit participated in an Aerospace Composites Forum to discuss future strategies related to next generation materials, structural designs and low-cost agile manufacturing.

AMERICAN INSTITUTE OF AERONAUTICS AND ASTRONAUTICS (AIAA) AVIATION FORUM

Spirit served on the executive steering committee for AIAA's 2022 Aviation Forum and participated to panel discussions on key industry topics.

HYPersonic WEAPONS SUMMIT

Spirit presented at the Hypersonic Weapons Summit on how commercial companies can accelerate the industrialization of hypersonics.

NASA HICAM

Spirit is leveraging extensive experience as an international company in composites and our commercial production capabilities to take a lead in supporting NASA's HiCAM project (Hi-Rate Composite Aircraft Manufacturing), a vital cornerstone to create an affordable sustainable future for aviation.

JEC WORLD 2023

Spirit employees from the U.S. and UK attended the JEC World 2023 show and collaborated with global companies in the field of composites and advanced materials.

'DESTINATION ZERO' CONFERENCE

Spirit leaders participated in the UK Aerospace Technology Institutes annual 'Destination Zero' conference, supporting sustainable aviation and innovations to accelerate the path to net zero for aviation.

AEROSPACE GROWTH PARTNERSHIP

In the UK, Spirit serves as the current chair of the UK Aerospace Growth Partnership, supporting the AGP's efforts to help deliver a net zero future for aviation.

AMERICAN INSTITUTE OF AERONAUTICS AND ASTRONAUTICS (AIAA) WORKSHOP

Spirit hosted a two-day AIAA workshop with leaders from aerospace industry to regarding acceleration the adoption of Industry 4.0 into advanced manufacturing environments. This entails Spirit's implementation of a digital thread that is a key communication framework to connect traditionally siloed elements in manufacturing processes and provides an integrated view of an asset throughout the manufacturing lifecycle. This has demonstrated compound effects for quality and improving costs.



MORE INFORMATION

For more information regarding Spirit's product quality and safety programs, please see our [Programs and Capabilities](#) webpage and [Annual Report](#).



APPENDIX

PERFORMANCE TABLES

Economic and Governance

Economic	2022	2021	2020
Total Revenues	\$5,030 million	\$3,953 million	\$3,405 million
Community Contributions	\$3.8 million	\$4.0 million	\$3.7 million

Governance	2022	2021	2020
Total Board of Directors Members	11	11	10
Independent Board Members	10	10	8
Women Board Members (%)	18%	18%	20%
Ethnic Board Members (%)	18%	18%	10%

Environmental*

Global Energy Consumption	2022	2021	2020
Total Energy (MWh)	1,357,243	1,291,197	1,113,846
Purchased Electricity (MWh)	611,316	581,838	504,428
Fuel (MWh)	745,857	709,359	609,418
Energy Intensity (kWh per sq.ft.)	66.07	62.82	63.77

*In 2022, Spirit experienced an increase in energy consumption, GHG emissions, water consumption and waste generation due to increased activity across the company.

Environmental (continued)

Regional Energy Consumption	2022	2021	2020
North America (U.S.) Electricity (MWh)	523,456	494,238	483,159
North America (U.S.) Fuel (MWh)	662,173	627,795	587,748
Total North America (U.S.) Energy (MWh)	1,185,629	1,122,033	1,070,908
Europe Electricity (MWh)	75,251	74,744	12,140
Europe Fuel (MWh)	82,816	80,642	19,602
Total Europe Energy (MWh)	158,156	155,386	31,742
Asia Electricity (MWh)	12,609	11,516	9,129
Asia Fuel (MWh)	938	890	2,067
Total Asia Energy (MWh)	13,547	12,406	11,196
Regional Electricity Consumption*	2022	2021	2020
North America (U.S.) Non-Renewable Electricity (MWh) (%)	54,591 (10%)	266,169 (54%)	366,406 (76%)
North America (U.S.) Renewable Electricity (MWh) (%)	468,865 (90%)	228,068 (46%)	116,628 (24%)
Europe Non-Renewable Electricity (MWh) (%)	23,904 (32%)	27,208 (36%)	1,327 (11%)
Europe Renewable Electricity (MWh) (%)	51,244 (68%)	47,527 (64%)	10,813 (89%)
Asia Non-Renewable Electricity (MWh) (%)	11,794 (94%)	9,129 (95%)	11,481 (94%)
Asia Renewable Electricity (MWh) (%)	815 (6%)	442 (5%)	676 (6%)

*In 2022, Spirit's investment into wind-generated electricity from a nearby wind farm in Wichita Kansas resulted in 90% renewable energy consumption in North America.

Environmental (continued)

Global Greenhouse Gas Emissions*	2022	2021	2020
Total Scope 1 Emissions (MTCO ₂ e)	135,663	126,630	111,070
Total Scope 2 Emissions (MTCO ₂ e)	65,219	197,626	214,931
Scope 3 Emissions: North American Business Travel (MTCO ₂ e)	2,860	2,224	1,062
Scope 1 and Scope 2 GHG Emissions Intensity (kg per sq.ft.)	9.78	15.92	18.66
Regional Greenhouse Gas Emissions	2022	2021	2020
North America (U.S.) (MTCO ₂ e)	162,428	283,858	316,524
Europe (MTCO ₂ e)	30,011	34,860	3,696
Asia (MTCO ₂ e)	8,442	8,182	5,781
Global Other Emissions	2022	2021	2020
NO _x Emissions (excluding N ₂ O) (MT)	118	123	106
SO _x Emissions (MT)	8	10	9
Non-methane VOC Emissions (MT)	361	277	275
Global Water Consumption	2022	2021	2020
Municipal Potable Water Withdrawals (million gallons)	390	292	244
Municipal Grey Water Withdrawals (million gallons)	299	334	254
Water Recycled	1,029	827	—
Total Water Consumed (million gallons)	689	626	498
Water Intensity (gal per sq.ft.)	33.53	30.44	28.55

*Scope 2 emissions are reported as market-based emissions.

Environmental (continued)

Global Waste Generation	2022	2021	2020
Non-hazardous Waste (tons)	3,432	3,250	1,718
Hazardous Waste (tons)	3,752	2,936	2,406
Regional Waste Generation	2022	2021	2020
North America (U.S.) Non-hazardous Waste (tons)	7,276	5,508	1,103
North America (U.S.) Hazardous Waste (tons)	3,524	2,511	2,197
Europe Non-hazardous Waste (tons)	3,812	2,898	615
Europe Hazardous Waste (tons)	468	355	142
Asia Non-hazardous Waste (tons)	33	30	0
Asia Hazardous Waste (tons)	145	62	67
Certifications	2022	2021	2020
Facilities with ISO14001 Certification	91%	91%	91%
Facilities with ISO 45001 Certification	91%	91%	91%
Facilities with QMS Certification	100%	100%	100%

People

Total Workforce	2022	2021	2020
Total Employees (including contractors)	18,994	16,575	14,498
Total new employee hires	5,685	3,170	3,900
Voluntary turnover rate (%)	7.3%	4.5%	3.0%
Involuntary turnover rate (%)	1.5%	3.0%	1.0%
Total Employee Diversity	2022	2021	2020
Gender			
Women (%)	17.1%	16.8%	16.6%
Men (%)	82.6%	82.9%	83.4%
Not specified (%)	0.3%	0.3%	0.0%
Age			
< 30 years old (%)	13.1%	12.4%	10.3%
30 - 50 years old (%)	45.6%	44.6%	47.8%
50+ years old (%)	41.2%	43.0%	41.9%
Race / Ethnicity			
Minority (%)	26.3%	24.8%	24.7%
Asian (%)	10.6%	-	-
Black (%)	9.6%	-	-
Hispanic/Latino (%)	6.6%	-	-
Native American (%)	1.8%	-	-

People (continued)

Total Employee Diversity <small>(continued)</small>	2022	2021	2020
Native Hawaiian / Pacific Islander (%)	0.2%	-	-
Two or More Races (%)	1.7%	-	-
White (%)	66.0%	48.8%	74.8%
Not specified (%)	3.5%	26.6%	0.5%
Gender-Specific Diversity	2022	2021	2020
% Women in junior management	5.0%	8.7%	-
% Women in top management	5.2%	10.4%	-
% Women in revenue-generating management	1.2%	1.9%	-
% Women in STEM positions	9.2%	12.4%	-
Management Level Employee Diversity	2022	2021	2020
Gender			
Women (%)	20.6%	19.1%	19.5%
Men (%)	79.1%	80.5%	80.5%
Not specified (%)	0.2%	0.4%	-
Age			
< 30 years old (%)	2.2%	2.2%	1.8%
30 – 50 years old (%)	51.1%	50.3%	54.7%
50+ years old (%)	46.6%	47.5%	43.2%

People (continued)

Management Level Employee Diversity <small>(continued)</small>	2022	2021	2020
Race / Ethnicity			
Minority (%)	16.4%	15.7%	15.4%
Asian (%)	4.6%	-	-
Black (%)	4.3%	-	-
Hispanic/Latino (%)	5.1%	-	-
Native American (%)	1.1%	-	-
Native Hawaiian / Pacific Islander (%)	0.2%	-	-
Two or More Races (%)	1.1%	-	-
White (%)	82.3%	57.5%	83.9%
Not specified (%)	1.4%	26.8%	0.7%
Health and Safety			
Total recordable injury rate	2.63	1.78	1.57
Lost-time incident rate	0.83	0.52	0.56
Fatality rate (contractor and employee)	0.00	0.00	0.00

GRI, SASB AND TCFD INDICES

General Company Information

GRI, SASB and/or TCFD Indicator(s)	Description	Reference(s)
2-1	Organizational details	Pages 3-4 2022 Annual Report
2-2	Entities included in the organization's sustainability reporting	Page 49
2-3	Reporting period, frequency and contact point	Pages 49-50
2-4	Restatements of information	None
2-5	External assurance	Page 48
2-6 RT-AE-000.A	Activities, value chain and other business relationships	Pages 4-5 and 26 2022 Annual Report In 2022, Spirit sourced materials from 1,064 direct suppliers and 1,061 indirect suppliers, representing more than \$1.7 billion in spend.
2-7 RT-AE-000.B	Employees	Pages 4, 20-21 and 35-37 2022 Annual Report
2-8	Workers who are not employees	Page 35 2022 Annual Report

GRI, SASB and/or TCFD Indicator(s)	Description	Reference(s)
2-9	Governance structure and composition	Page 8 Corporate Governance 2023 Proxy Statement
2-10	Nomination and selection of the highest governance body	Corporate Governance 2023 Proxy Statement
2-11	Chair of the highest governance body	Corporate Governance 2023 Proxy Statement
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance 2023 Proxy Statement
2-13	Delegation of responsibility for managing impacts	Corporate Governance 2023 Proxy Statement
2-14	Role of the highest governance body in sustainability reporting	Page 8 2023 Proxy Statement
2-15	Conflicts of Interest	Pages 8-10 2023 Proxy Statement
2-16	Communication of critical concerns	Page 8 2023 Proxy Statement
2-17	Collective knowledge of the highest governance body	2023 Proxy Statement

General Company Information (continued)

GRI, SASB and/or TCFD Indicator(s)	Description	Reference(s)
2-18	Evaluation of the performance of the highest governance body	2023 Proxy Statement
2-19	Remuneration policies	2023 Proxy Statement
2-20	Process to determine remuneration	2023 Proxy Statement
2-21	Annual total compensation ratio	2023 Proxy Statement
2-22	Statement on sustainable development strategy	Page 2
2-23	Policy commitments	Pages 10-12, 14, 19 and 26-27
2-24	Embedding policy commitments	Pages 10-12, 14, 19 and 26-27
2-25	Processes to remediate negative impacts	Pages 9-12
2-26	Mechanisms for seeking advice and raising concerns	Page 10
2-27	Membership associations	Page 29
2-28	Compliance with laws and regulations	2022 Annual Report
2-29	Approach to stakeholder engagement	Pages 6 and 29
2-30	Collective bargaining agreements	Page 12 2022 Annual Report

Material Topics

GRI, SASB and/or TCFD Indicator	Description	Reference
3-1	Process to determine material topics	Page 6 In this Sustainability Report (this "Sustainability Report" or this "Report"), the term "materiality" does not correspond to the concept of materiality defined in the context of the U.S. Securities and Exchange Commission (SEC) laws. See About this Report .
3-2	List of material topics	Page 6

Material Topics: Operations

GRI, SASB and/or TCFD Indicator	Description	Reference
Advocacy & Responsible Lobbying		
3-3	Management Approach	Page 12
415-1	Political Contributions	\$447,000 paid to lobbying interest groups \$596,551 paid to trade associations
Aircraft Noise		
3-3	Management Approach	Page 27
N/A	Process to address noise emissions in products	Page 27
Biodiversity		
3-3	Management Approach	Page 14
304-3	Habitats protected or restored	Page 14

Material Topics: Operations (continued)

GRI, SASB and/or TCFD Indicator	Description	Reference
Board Oversight		
3-3	Management Approach	Page 8
TCFD	Board's oversight of climate-related risks and opportunities	Page 8
Business Continuity / Risk Management		
3-3	Management Approach	Pages 9-12
N/A	Process to responsibly manage environmental and social risks	Pages 9-12
TCFD	Climate-related risks and opportunities identified over short-term, medium-term, and long-term horizon	Pages 13-14 CDP Climate Change
TCFD	Process for identifying and assessing climate-related risks	Pages 13-14 CDP Climate Change
TCFD	Processes for managing climate-related risks	Pages 13-14 CDP Climate Change
TCFD	Integration into overall risk management	Page 9 CDP Climate Change

GRI, SASB and/or TCFD Indicator	Description	Reference
Cybersecurity / Data Privacy		
3-3	Management Approach	Page 11
418-1 RT-AE-230a.1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None
RT-AE-230a.2	Approach to identify and address data security risks at company and product levels	Page 11
Energy and Greenhouse Gas (GHG) Emissions		
3-3	Management Approach	Pages 13-14 and 31-33 CDP Climate Change
302-1 TCFD	Energy consumption within the organization	Pages 31-32
302-3 TCFD	Energy intensity	Pages 31-32
305-1 TCFD	Direct (Scope 1) GHG emissions	Pages 13 and 33
305-2 TCFD	Energy indirect (Scope 2) GHG emissions	Pages 13 and 33

Material Topics: Operations (continued)

GRI, SASB and/or TCFD Indicator	Description	Reference
Energy and Greenhouse Gas (GHG) Emissions <small>(continued)</small>		
305-3 TCFD	Other indirect (Scope 3) GHG emissions	Page 33
305-4 TCFD	GHG emissions intensity	Pages 13 and 33
305-5	Reduction of greenhouse gas emissions	Pages 13-14 and 33
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Pages 13 and 33
RT-AE-130a.1	Total energy consumed (% grid electricity and % renewable)	Pages 13 and 31-32 (45% grid electricity and 38% renewable)
TCFD	Impact of different climate scenarios including a 2°C scenario	CDP Climate Change
TCFD	Climate targets and performance against targets	Page 13

GRI, SASB and/or TCFD Indicator	Description	Reference
Ethics and Compliance		
3-3	Management Approach	Pages 9-12
205-2	Communication and training about anti-corruption policies and procedures	Page 10
205-3	Confirmed incidents of corruption and actions taken	No confirmed incidents
RT-AE-510a.1	Total amount in monetary losses from legal proceedings associated with bribery, corruption and related incidents	No known losses
RT-AE-510a.2	Revenue from countries ranked in the "E" or "F" Band of Transparency International's Government Defense Anti-Corruption Index	Approximately \$16 million
RT-AE-510a.3	Processes to manage business ethics risks throughout the value chain	Pages 9-12

Material Topics: Operations (continued)

GRI, SASB and/or TCFD Indicator	Description	Reference
Waste		
3-3	Management Approach	Page 16
306-1	Management of waste-related impacts	Page 16
306-3	Waste generated	Pages 16 and 34
RT-AE-150a.1	Amount of hazardous waste generated, (% recycled)	3,452 metric tons generated (12% recycled)
RT-AE-150a.2	Number and aggregate quantity of reportable spills, and quantity recovered	Data not available in aggregate.
Water		
3-3	Management Approach	Page 15
303-1	Interactions with water as a shared source	Page 15
303-3	Water withdrawal	Pages 15 and 33
303-5	Water consumption	Pages 15 and 33

Material Topics: People

GRI, SASB and/or TCFD Indicator	Description	Reference
Community Engagement		
3-3	Management Approach	Page 24
413-1	Operations with local community engagement, impact assessments, and development programs	Page 24
Diversity, Equity, & Inclusion		
3-3	Management Approach	Pages 20-21
405-1	Diversity of governance bodies and employees	Pages 20-21 and 35-37
Employee Value Proposition		
3-3	Management Approach	Pages 22-23
401-1	New employee hires and employee turnover	Page 35
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 23
404-2	Programs for upgrading employee skills and transition assistance programs	Page 22
404-3	Percentage of employees receiving regular performance and career development reviews	Page 22

Material Topics: People (continued)

GRI, SASB and/or TCFD Indicator	Description	Reference
Health and Safety		
3-3	Management Approach	Pages 18-19
403-1	Occupational health and safety management system	Pages 18-19
403-4	Worker participation, consultation, and communication on occupational health and safety	Pages 18-19
403-5	Worker training on occupational health and safety	Pages 18-19
403-6	Promotion of worker health	Pages 18-19
403-8	Workers covered by an occupational health and safety management system	Pages 18-19
403-9	Work-related injuries	Page 37
Human Rights		
3-3	Management Approach	Page 12
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 12

Material Topics: Products

GRI, SASB and/or TCFD Indicator	Description	Reference
Product Efficiency		
3-3	Management Approach	Pages 28-29
RT-AE-410a.1	Revenue from alternative energy-related products	Not applicable
RT-AE-410a.2	Approach and strategy to reduce fuel economy and GHG emissions from products	Pages 28-29
Product Innovation		
3-3	Management Approach	Pages 28-29 Innovation
N/A	Integrating Innovation	Pages 28-29 Innovation
Product Quality & Safety		
3-3	Management Approach	Page 27
RT-AE-250a.1	Number of recalls issued	Not applicable
RT-AE-250a.2	Number of counterfeit parts detected, (% avoided)	None
RT-AE-250a.3	Number of Airworthiness Directives received (# of total units affected)	Not applicable
RT-AE-250a.4	Total amount of monetary losses as a result of legal proceedings associated with product safety	None

Material Topics: Products (continued)

GRI, SASB and/or TCFD Indicator	Description	Reference
Raw Materials		
3-3	Management Approach	Pages 28-29
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 products from suppliers designated by OEM.
Responsible Supply Chain		
3-3	Management Approach	Page 26
308-1	New suppliers that were screened using environmental criteria	Page 26
414-1	New suppliers that were screened using social criteria	Page 26

INDEPENDENT ASSURANCE STATEMENT

INDEPENDENT LIMITED ASSURANCE STATEMENT TO SPIRIT AEROSYSTEMS HOLDINGS, INC.

ERM Certification & Verification Services Incorporated ("ERM CVS") was engaged by Spirit AeroSystems Holdings, Inc. ("Spirit AeroSystems") to provide limited assurance in relation to the selected information set out below and presented in the Spirit AeroSystems 2022 Sustainability Report (the "Report").

Engagement Summary	
Scope of our assurance engagement	ERM CVS will assess whether the 2022 information and data for the specified indicators listed below are fairly presented in accordance with the reporting criteria: Whether the 2022 data for the following selected disclosures are fairly presented in the Report, in all material respects, in accordance 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 period	January 1, 2022, to December 31, 2022
Reporting criteria	WBCSD/WRI GHG Protocol (2004, as updated January 2015) for the Scope 1, 2 and 3 GHG emissions; and Spirit AeroSystems internal reporting criteria and definitions.
Assurance standard and level of assurance	We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Standards Board. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.
Respective responsibilities	Spirit AeroSystems is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Selected Information. ERM CVS' responsibility is to provide conclusions to Spirit AeroSystems on the agreed scope based on our engagement terms with Spirit AeroSystems, the assurance activities performed and exercising our professional judgement. We accept no responsibility, and deny any liability, to any party other than Spirit AeroSystems for the conclusions we have reached.

OUR CONCLUSIONS

Based on our activities, as described below, nothing has come to our attention to indicate that the 2022 data and information for the disclosures listed under 'Scope' above are not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

OUR ASSURANCE ACTIVITIES

Considering the level of assurance and our assessment of the risk of material misstatement of the Selected Information a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Interviews with management representatives responsible for managing the selected data.
- Interviews with relevant staff to understand and evaluate the relevant management systems and processes (including internal review and control processes) used for collecting and reporting the selected disclosures.
- A review at corporate level of a sample of qualitative and quantitative evidence supporting the reported information.
- An analytical review of the year-end data submitted by all locations included in the consolidated 2022 group data for the selected disclosures which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary.
- Virtual visits to two Spirit AeroSystems facilities/production sites in Belfast, IR and Wichita, KS, USA to review source data and local reporting systems and controls.
- Confirming conversion and emission factors and assumptions used.
- 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.

OUR INDEPENDENCE, INTEGRITY, AND QUALITY CONTROL

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of Parts A & B of the IESBA Code relating to assurance engagements.

The team that has undertaken this assurance engagement has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to Spirit AeroSystems in any respect.

Beth Wyke
 Head of Corporate Assurance Services
 Malvern, PA
 June 6, 2023
 ERM Certification and Verification Services, Inc.
www.ermcvs.com Email: post@ermcvs.com



ABOUT THIS REPORT

Unless otherwise stated, this Sustainability Report covers Spirit's environmental, social, sustainability and other performance for calendar year 2022. This Report covers data and activities from Spirit AeroSystems Holdings, Inc. and all of its subsidiaries (identified in Exhibit 21.1 of its 2022 Annual Report on Form 10-K), unless otherwise stated and all data is as of, or for the year ended, December 31, 2022, unless otherwise stated. Financial metrics are reported in U.S. dollars.

The methodologies, assumptions and estimates underlying our sustainability strategy and analysis (including those used to calculate greenhouse gas emissions and our other climate-related data) continue to develop and remain subject to evolution over time. As a result, information disclosed in this Report might differ from those contained in our prior disclosures, and we may include information in future disclosures that differs from that contained in this Report. This Report includes information from past years in order to facilitate year-over-year comparison. We undertake no obligation to update (except to the extent required by law) such historical information.

APPROACH TO DISCLOSURES

In preparing this Report, we have sought to align, where appropriate and relevant to us, with the guidelines and core recommendations of the Global Reporting Initiative, Sustainability Accounting Standards Board and Task Force on Climate-related Financial Disclosures, which are voluntary sustainability reporting frameworks.

Spirit's approach to disclosures in this Sustainability Report differs from our approach to the disclosures we include in the company's mandatory regulatory reports and filings, including any filings with the U.S. Securities and Exchange Commission ("SEC"). Although this Sustainability Report describes topics which we consider to be significant to our stakeholders or the company, any significance should not be read as necessarily rising to the level of materiality in this Report that corresponds to the concept of materiality used in securities law and regulations, even if we use the word "material" or "materiality" in this Report. This Report is intended to provide information from a different perspective than that required to be included in other regulatory reports, including our filings with the SEC.

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.

Factors that could cause our outcomes and results to differ from the forward-looking statements in this Report include global political and economic trends and developments,

technological innovations, climate-related conditions and weather events, energy prices, the compliance of various third parties with our policies and procedures, our ability to gather and verify data regarding environmental impacts, legislative and regulatory changes, changes in the methodologies, assumptions and estimates underlying our sustainability strategy and climate-related analysis, our ability to successfully implement various initiatives throughout the company under expected timeframes and other unforeseen events or conditions. In addition, 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 are available on pages 1-2 of Spirit's [2022 10-K Filing](#) and can also be obtained from Spirit's [Investors - Filings and Financials](#) webpage.

Forward-looking statements speak only as of the date on which such statements are made, and, except to the extent required by law, we undertake no obligation to update any statement to reflect developments after the date on which such statement is made.



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