



2020 Spirit AeroSystems

SUSTAINABILITY REPORT

FIRSTFLIGHT



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INTRODUCTION

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 largest independent non-Original Equipment Manufacturer (OEM) commercial aerostructures designers and manufacturers in the world.

AS OF YEAR-END 2020

14,500

EMPLOYEES

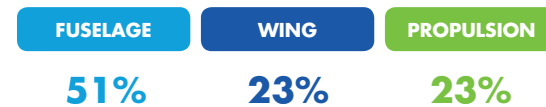
\$3.4B

NET REVENUES

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 also design, engineer, and manufacture structural components for military aircraft and other applications. Headquartered in Wichita, Kansas, Spirit also has six additional facilities in the U.S. and facilities in the U.K., France, Malaysia, and Morocco.

Spirit operates in three principal segments: fuselage systems, propulsion systems, and wing systems, all of which includes development, production, and marketing.

▶▶ 2020 NET REVENUE BY SEGMENT*



* All other activities fall within the "All Other" segment, principally made up of sundry sales of miscellaneous services, tooling contracts, and sales of natural gas through a tenancy-in-common with other companies that have operations in Wichita, Kansas that accounted for 3% of the net revenues as of year-end 2020.

OUR OPERATIONS

As of December 31, 2020, we maintain twelve state-of-the-art manufacturing facilities in Wichita, Kansas; Tulsa, Oklahoma; McAlester, Oklahoma; Kinston, North Carolina; San Antonio, Texas; Dallas, Texas; Biddeford, Maine; Prestwick, Scotland; Belfast, Northern Ireland; Saint-Nazaire, France; Subang, Malaysia; and Casablanca, Morocco.

As of year-end 2020, we had approximately 14,500 employees: 9,700 located at our U.S. facilities, 2,900 located in our Belfast facilities, 900 located at our Prestwick facility, 700 located in our Malaysia facility, 200 located at Morocco facility, and 100 in our France facility. A majority of our revenues are obtained from sales in the U.S., and in 2020 we generated net revenues of \$3,404.8 million.

OUR CUSTOMERS

Boeing and Airbus represent Spirit's largest customers, and we are currently the sole-source supplier for nearly all of the products we sell to both companies. Our other customers include Lockheed Martin, Northrop Grumman, Bombardier, Rolls-Royce, and Mitsubishi Aircraft Corporation.



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

ABOUT THIS REPORT

This Sustainability Report covers Spirit's environmental, social, and economic performance for calendar year 2020. The metrics provided in this Report, particularly environmental, are reflective of Spirit's performance due to the COVID-19 global pandemic and the contraction of commercial airline travel, as well as other market factors. Environmental data presented in this Report excludes facilities that were not owned for the entire calendar year (for example, facilities that were acquired mid-year), unless the data exceeds our 5% materiality threshold. Unless otherwise stated, all other data presented in this Report includes acquired companies in each noted calendar year.

This Report contains "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995 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," "could," "continue," "estimate," "expect," "goal," "forecast," "intend," "may," "might," "model," "objective," "outlook," "plan," "potential," "predict," "project," "seek," "should," "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.

MESSAGE FROM OUR PRESIDENT AND CEO



Thomas C. Gentile III
President and Chief Executive Officer

We are excited to launch Spirit’s first Sustainability Report, which describes our sustainability strategy, goals, and commitments.

We have a responsibility to help protect the environment and promote the health and safety of our employees, customers, and communities. Acting as a trusted partner with those key stakeholders is the foundation for Spirit’s new sustainability strategy.

In this Report, you will learn more about Spirit’s efforts to support the United Nations Sustainable Development Goals (SDGs). We have also included disclosures using the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), and Task Force for Climate-related Financial Disclosures (TCFD) frameworks.

Spirit’s commitment to the environment embraces our long history of innovation and partnerships. This commitment is demonstrated by Spirit’s efforts to transition to a low carbon economy by utilizing renewable energy sources for its operations, and focusing research and technology to contribute to furthering sustainable aircraft development. By the end of 2021, our 12.8 million square foot Wichita, Kansas facility will operate using 100%

wind power. Also, at our Wichita facility, we utilize reverse osmosis technology and recycled 747 million gallons of water in 2020, making Spirit one of the largest industrial water recyclers in the United States. Our Belfast, Northern Ireland plant has one of the largest roof-mounted solar arrays in the region. In 2020, 70% of the power for our Belfast operations was derived from renewable energy. These are a few examples of how, despite the recent challenges to our business and industry, Spirit is investing to make its operations more sustainable and emerge stronger going forward.

We also remain committed to creating an inclusive culture focused on responsibility, growth, and development, where all employees’ diverse skills and talents are valued. This is why Spirit has joined the #CatalystForChange initiative to accelerate progress for diversity, inclusion, and gender equity in the workplace. Additionally, I have personally signed the Catalyst CEO Champions For Change pledge — committing to accelerate diversity, inclusion, and gender equity within our organization.

This Report also highlights how Spirit employees partner with their communities to give back and support those who need it in the places where we live and work. I’m proud of how the Spirit team has responded to help our community partners in the past year. In 2020, Spirit partnered with Vyair Medical to build 20,000 critical care ventilators,

“Our employees are our greatest asset, and volunteerism is an integral part of Spirit’s company culture.”

leveraging our industrial expertise to help fight COVID-19 and save lives. Around the world where we have a presence, Spirit employees supported their communities by developing and donating personal protection equipment (PPE) to hospitals, care facilities, and schools. The generosity and compassion of our team in a time of crisis has been truly inspirational.

While we are proud of what we have achieved to date, we know there is more opportunity, as we strive to make our operations more sustainable and contribute to our industry’s efforts to further reduce the environmental impact from air travel. This is why we have titled Spirit’s first Sustainability Report, *First Flight*. We look forward to continuing this journey.



2020 IMPACT HIGHLIGHTS



RENEWABLE ELECTRICITY

By the end of 2021, Spirit's entire 12 million square foot facility in Wichita, Kansas will be **100%** powered by a nearby wind farm. The project is also designed to support local economic development.



WATER RECYCLING

Spirit is one of the largest industrial water recyclers in the United States – recycling more than **2 million gallons** of process water daily at our Wichita, Kansas facility.



RESOURCE EFFICIENCY

Spirit was recognized as **JEC Innovation Award Finalist** for its IRIS™ technology, that can achieve a nearly **20%** reduction in aircraft operating emissions.



CERTIFICATIONS

100% of Spirit's production facilities are AS 9100 or ISO 9001 certified.



DIVERSITY AND INCLUSION

Spirit is a supporter of the **Catalyst** initiative to accelerate progress for gender equity, diversity, and inclusion in the workplace.



UNCONSCIOUS BIAS TRAINING

100% of Spirit's employees will complete the Company's Unconscious Bias and Anti-Discrimination trainings upon employment.



COMMUNITY GIVING

Since 2005, Spirit employees have donated approximately **\$31 million** to nonprofit agencies and relief organizations through the Good Neighbor Fund.



COVID-19 SUPPORT

Spirit produced **ventilators** and critical **personal protection equipment** – including face masks and shields – for local communities and hospitals around the world.

DECADE OF ACTION

Inspired by our legacy of innovation and desire to build a better world, Spirit is embarking on our *First Flight* as we launch our sustainability strategy and first Sustainability Report.

As we enter into the next decade, we are focused on addressing the most pressing challenges – including the well-being of the environment, our people, and our communities – as we align our sustainability approach with our business, industry, and global strategies and goals.



FUELING OUR FIRSTFLIGHT

SPIRIT'S CORE VALUES

We operate according to our three core values – *Transparency, Collaboration, and Inspiration* – that enable the Company to meet our commitments to all stakeholders. As we embark on our *First Flight*, we aim to align our sustainability strategy with the elements in Spirit's values to build a better, more sustainable world.



THE AVIATION INDUSTRY AND BOLD COMMITMENTS

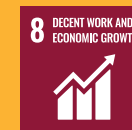
The aviation industry has mobilized to address sustainability challenges with a focus towards mitigating climate change, including setting an ambitious industry goal to reduce CO₂ emissions by half by 2050. Our sustainability strategy incorporates innovation to advance industry priorities, including climate change initiatives, air quality improvements, noise reduction, and resource efficiency.



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 to the largest global challenges, including climate change over the next decade. We also aim to support the needs of our stakeholders, including employees, customers, suppliers, investors, and communities through our long-term sustainability goals and objectives.

We have currently prioritized the following UN SDGs where we believe that Spirit is well positioned to make meaningful contributions by 2030:



SPIRIT'S VALUES AND SUSTAINABILITY STRATEGY

As we embark on our *First Flight*, Spirit's core values remain the centerpiece of our sustainability strategy. We aim to innovate and collaborate to achieve our goals and objectives, while demonstrating transparency through annually reporting on our progress.



SPIRIT VALUES

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 ensure innovation is a component of success.

A TRUSTED PARTNER

Adopting and incorporating Spirit's values into day-to-day tasks and activities, including our sustainability strategy, enables the company to be a trusted partner to all of our stakeholders. Practicing transparency, collaboration, and inspiration—individually and collectively—is in Spirit's DNA. This allows us to be customer focused, provide on-time delivery, maintain and improve quality, and ensure safety for all, while implementing and executing an impactful sustainability strategy.

Spirit's engagement with our key stakeholder groups ensures we are meeting our commitments, addressing their priorities, and reporting on our most material issues.

STAKEHOLDER GROUPS	ENGAGEMENT STRATEGY
 EMPLOYEES	<p>We are committed to creating a culture of responsibility and achievement that supports the growth and development for all of our employees. This includes providing a safe work environment and ample opportunities for training and development.</p> <p>We respect our workers' right to join organizations in accordance with the laws in their jurisdiction and aim to build an inclusive culture, where all employees' diverse skills and talents are valued.</p>
 CUSTOMERS	<p>We aim to meet our operational commitments and work alongside our customers to develop innovative solutions to their challenges. We are committed to continually investing in new technologies to improve quality, lower costs, and increase production capabilities, in a mutually beneficial way.</p> <p>As the sole-source provider for nearly all of the products we sell to Boeing and Airbus, our relationships with these customers allow us to be an integral partner in the designing, engineering, and manufacturing of complex aerostructures.</p>
 INVESTORS	<p>Our management and subject matter experts frequently meet with our investors to discuss Company performance, governance practices, strategy, operations, and other matters of importance to our stockholders.</p> <p>We disclose information related to our Company's sustainability performance in our Annual Report and CDP Climate Change response, in addition to posting this information on our corporate website.</p>
 SUPPLIERS	<p>Our suppliers are expected to adhere to Spirit's Supplier Code of Conduct, in addition to following the guidelines outlined in our Conflict Minerals Policy and REACH legislation.</p> <p>As part of Spirit's risk management procedures, we regularly audit our supply base, ranging from simple product audits to Quality System Audits, allowing us to take an in-depth look at processes, procedures, and products.</p>
 COMMUNITIES	<p>We aim to 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 contribute service hours through our Team Spirit employee volunteerism program.</p> <p>We engage with communities where our facilities are located to promote local employment opportunities.</p>
 INDUSTRY ASSOCIATIONS	<p>Spirit AeroSystems participates in a number of industry associations, including the Aerospace Industries Association (AIA) in the U.S. and the ADS Group in the U.K. Among the mission for these organizations is a focus on the sustainability of the aviation industry. Additionally, Spirit's Senior Director of EHS, Facilities, Security, and Sustainability was appointed as a member of the Kansas Water Authority.</p> <p>Spirit is also a member of the International Aerospace Environmental Group (IAEG) and currently supports working groups on Replacement Technologies, GHG Management and Reporting, REACH Authorization, and Impact Analysis of Global Environmental and Chemical Regulations, Policies, and Standards.</p> <p>We also aim to support issues such as national defense priorities, workforce training, tax, trade, energy, healthcare, transportation, and natural resources through our public policy engagement.</p>

AEROSPACE INNOVATION CENTRE

As part of Spirit’s approach to technological advancement and innovation, we will officially open our Aerospace Innovation Centre (AIC) in Prestwick, Scotland later this year. The AIC will showcase Spirit’s distinctive capabilities as a global centre for design and digital manufacturing of current and future aircraft.

The Centre will create a focal point to collaborate, innovate, train, and develop skills to support the present and future development of cutting-edge technologies allowing Spirit to continue to compete on a global stage.

We plan to focus and target our resources on areas where we want to build world-class and distinctive capabilities, with the overall goal to be a global thought leader in each of the **seven distinctive capabilities**:

SEVEN DISTINCTIVE CAPABILITIES

1. PERFORMANCE ARCHITECTURES
2. MATERIALS
3. PRODUCT DEVELOPMENT TOOLS
4. LEAN METALLIC STRUCTURES
5. ULTRACOMPETITIVE COMPOSITES
6. COMPETITIVE TOOLING SOLUTIONS
7. ACCELERATED LEARNING CURVES

To support our objectives, we have entered a strategic partnership with Belcan, LLC, a global supplier of engineering, supply chain, technical recruiting, and information technology services. Belcan will provide Spirit with broad-based engineering capabilities and specific skills, primarily focused on supporting the Company’s wing engineering activities in Prestwick. This includes multi-disciplinary engineering skills, program management, and manufacturing engineering resources. We will also engage in additional collaborations with national research centers and universities.

▶▶ AEROSPACE INNOVATION CENTRE OBJECTIVES

#1

Develop advanced architectures and manufacturing concepts to enable the anticipated requirements of future aircraft for performance, cost, and rate.

#2

Secure a step change in composite fabrication, automation, and assembly technologies by fully exploiting the digital thread through the entire production process.

#3

Fully de-risk the development process to enable high-rate repeatable manufacturing process from the first ship set introduction.

#4

Engage and collaborate with our industrial, research, academic, and supply chain partners around an ‘open access’ philosophy.

#5

Re-engineer the end-to-end process to collapse the development lifecycle.

In January 2021, Spirit Prestwick officially took possession of the AIC. The Spirit Prestwick team is currently working with Airbus at the AIC to develop the *Wing of the Future*, which will leverage Spirit’s state-of-the-art composite fabrication technologies. Other partners including Broetje, Dassault Systèmes, and Solvay will also have a presence at the AIC.



Aerospace Innovation Centre (Prestwick, Scotland).

MATERIALITY AND UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

MATERIALITY MATRIX

To inform Spirit's first Sustainability Report, we conducted a materiality assessment, by mapping sustainability topics with the greatest relevance to our business model and highest importance to our stakeholders. Our materiality matrix was informed based on priority topics among our investors, industry associations, employees, and customers.



UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Through our Company's sustainability strategy, Spirit aims to support and align with the United Nations Sustainable Development Goals (UN SDGs). The UN SDGs are 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.

SUSTAINABLE DEVELOPMENT GOALS



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.



HOW WE ARE TAKING FLIGHT

Spirit ensures our Company complies with all applicable legal, regulatory, and other requirements related to preventing pollution, injury, and ill health, and employs industry-leading, technologically sound and economically feasible control mechanisms, procedures and processes. In addition, we provide training, education, safety monitoring and auditing, health-awareness programs, and ergonomic support in Spirit's offices and factories globally. Over the past six years, Spirit has reduced global injuries by 67%.



GENDER EQUALITY



OUR AIM

Accelerate diversity, inclusion, and gender equality within our organization.



HOW WE ARE TAKING FLIGHT

Spirit is committed to creating a more diverse, equitable, and inclusive culture, which includes an increase of women in our workforce. This will make us a stronger company and position us for a better future. As part of our strategy, we aim to increase female representation within leadership roles in our Company to 30% by 2025.



CLEAN WATER AND SANITATION



OUR AIM

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



HOW WE ARE TAKING FLIGHT

Spirit's water efficiency strategy, driven by water recycling and reuse, is influenced by climate-related water risks at our facilities. In Wichita, Kansas, our facility uses non-potable grey water in many of our industrial processes and recycles more than two million gallons of highly purified water daily through our reverse osmosis system.



DECENT WORK AND ECONOMIC GROWTH



OUR AIM

Protect labor rights within our organization, and make significant professional, personal, and financial investments in support of our workforce of today and tomorrow.



HOW WE ARE TAKING FLIGHT

We respect our workers' right to join organizations that allow them to address matters collectively in accordance with the laws in their jurisdiction. We also engage with unions in frequent and open discussions to ensure that the intent of partnership continues. As we continue to expand our Company and implement new projects, we continue to support local economic development where our facilities are located.



INDUSTRY, INNOVATION AND INFRASTRUCTURE



OUR AIM

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



HOW WE ARE TAKING FLIGHT

To increase efficiencies and reduce our operational footprint, our Company aims to invest in clean technology. From these investments, we have been able to reduce energy, water, and waste, and better manage the environmental life cycle impacts of our products.



CLIMATE ACTION



OUR AIM

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

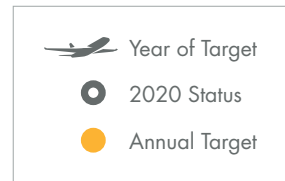


HOW WE ARE TAKING FLIGHT

We have launched a greenhouse gas emissions reduction target based on a decarbonization pathway in alignment with the 2-degree Celsius level of ambition using the Science-Based Targets initiative's absolute-based contraction approach.

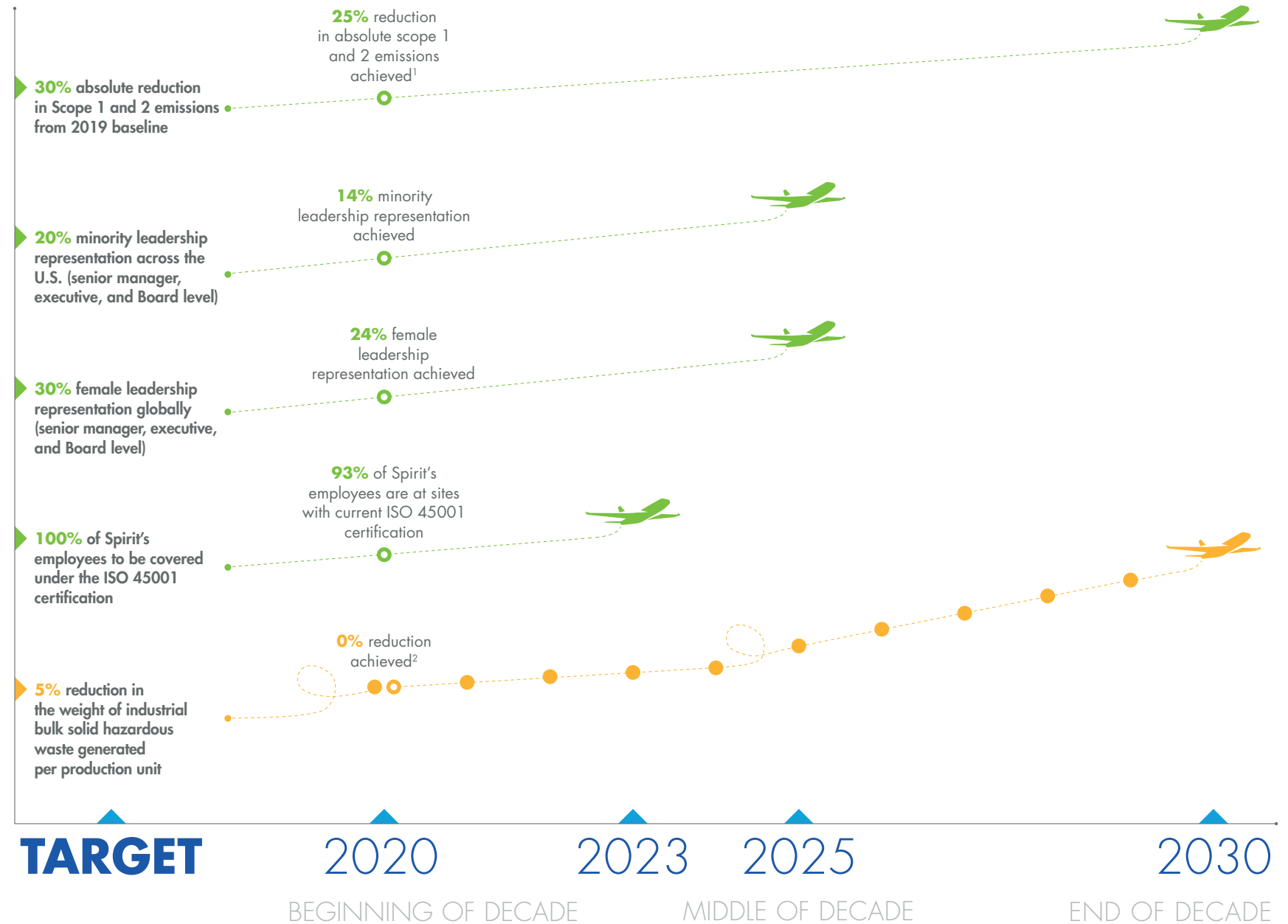
SUSTAINABILITY TARGETS

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



¹ The progress against our emissions reduction target reflects Spirit's performance due to the COVID-19 global pandemic and the contraction of commercial airline travel, as well as other market factors.

² Although Spirit achieved a 46% absolute reduction in bulk solid hazardous waste from 2019, the significant production decrease along with material inventories purchased at the higher rates going past their shelf lives and needing disposal meant that the normalized rate of disposal increased in 2020.





▶ ENVIRONMENT

12 RESOURCE EFFICIENCY | 14 EMISSIONS | 15 ENERGY | 17 WATER | 18 WASTE

Renewable Energy

Through an agreement with Evergy, our energy supplier, Spirit's headquarters in Wichita, Kansas is expected to be powered by 100% renewable wind-generated electricity from a local wind farm.

RESOURCE EFFICIENCY

At Spirit, innovation drives everything we do. We are focused on the areas of research and development that specifically address current customer needs and aim to anticipate challenges for commercial and defense programs of the future.

2.5M

POUNDS OF COMPOSITE STRUCTURES PRODUCED EACH YEAR

5-8%

LESS FUEL USED WITH COMPOSITE WINGS

3x

LONGER LIFE FOR COMPOSITE WINGS COMPARED TO METALLIC

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. We are focused on the efficient use of natural resources, and raw materials, including titanium, aluminum, steel, and carbon fiber, used in manufacturing.

As a recognized industry leader in advanced composite manufacturing – producing over 2.5 million pounds of composite structures each year, we are uniquely positioned to support industry decarbonization. A comprehensive study by the University of Sheffield, University of Cambridge, and University College London showed composite wings are approximately 34-40% lighter than the equivalent metallic wings – this enables a 5-8% fuel burn savings through weight reduction alone. Composite wings are also estimated to last up to 3x longer compared to metallic wings due to their improved fatigue properties.

To meet the demands of our customers, we are currently pioneering advanced manufacturing technologies, such as composite manufacturing processes that use resin-infusion technology. Additionally, Spirit's Inflexion® technology also eliminates the need for fasteners. Typically, composite structures are formed using rigid tools that must be removed from inside the product. This limits the complexity and size of the structures. Inflexion technology also enables large, complex composite aerostructures to be designed and built in one continuous piece, for products that are lighter, more affordable, and more efficient.

INTELLIGENT RESIN INFUSION SYSTEM (IRIS™) TECHNOLOGY

Spirit continuously applies its distinctive capabilities to reduce carbon emissions throughout the entire life cycle of aircraft development, manufacturing, operations, and retirement.



Non Destructive Testing on lower wing (Prestwick, Scotland).

Spirit's Intelligent Resin Infusion System (IRIS™) technology features a series of innovations to produce the world's first Out of Autoclave heated tool cured lower cover. The innovations within the IRIS™ lower wing cover demonstrator result in a wide array of energy savings and emission reductions both during manufacturing and over the life of the aircraft.

Spirit was named a 2020 JEC Innovation Award Finalist for its IRIS™ technology

IRIS™ technology's combined design, material, simulation, fabrication, automation, and tooling innovations enables a 20% carbon emissions reduction possible with composite aircraft, and reduces manufacturing processing times

by 20% and operating costs by nearly 30%. A corresponding similar reduction to overall equipment needs, floor space requirements, and energy usage required throughout our manufacturing process is also possible.

Spirit's IRIS™ technology can also be applied to composite structures well beyond an aircraft's lower wing cover, including tail planes and fairings. Eliminating the need for large autoclaves and ovens enables entirely new aircraft architectures, such as the blended wing body, which are estimated to achieve up to a 20% fuel savings compared to conventional aircraft designs. Future markets, including urban air mobility, unmanned aerial vehicles, and high-performance marine vessels, could also benefit from the cycle time and operating costs reductions from these technologies.

SPACE INITIATIVES AND THERMAL PROTECTION SYSTEMS

Spirit's thermal protective systems (TPS) technology is a carbon fiber reinforced lightweight composite known as PICA. This technology acts as a heatshield to protect the Mars 2020 transport/entry aeroshell from the 3,500°F temperature experienced during Martian atmospheric entry. In 2021, Spirit will continue to contribute to the future of deep space exploration, as the supplier of TPS materials to NASA.

OTHER CLEAN TECHNOLOGY INVESTMENTS

We aim to continuously invest our Company's IAD (Internal Application Development) funds into clean technology projects and processes. Through these investments, Spirit aims to minimize risks to our Company and reduce energy use, air emissions, and waste during the development and life cycle of our products.



📷 NASA's MARS 2020 transport/entry aeroshell. FMI, a Spirit AeroSystems company, fabricated the thermal protection system (Biddeford, ME).

▶▶ CLEAN TECHNOLOGY INVESTMENT PROJECTS AND PROCESSES

GENESIS NON-DESTRUCTIVE INSPECTION (NDI) FILTER SYSTEM

Aims to improve water quality and reduce consumable filter media usage by **98%**.

JOULE FORMING

Aims to reduce hard scrap metal waste by **30% to 70%** and use **80% to 90% less** energy to produce.

CO₂ DRILLING AND MACHINING

Aims to reduce industrial coolant usage by **3%** annually
(with opportunity to replicate the process for additional reductions).

METALS ADVANCED MANUFACTURING (NASA MARSHALL FRICTION STIR WELD (FSW))

Aims to reduce **12 million** pounds of CO₂ in fuel burn per life of aircraft.

MIX-ON-DEMAND & AUTOMATED SEALING

Aims to reduce **5 tons** of hazardous waste annually.

ADVANCED SEALANT – EQUAL PRESSURIZATION METHOD (EPM)

Aims to reduce **2 tons** of hazardous industrial waste annually.

EMISSIONS

OUR PATH TO A LOW CARBON ECONOMY

As part of our low carbon transition plan, Spirit aims to reduce our greenhouse gas (GHG) emissions in support of the recommendations made by the Intergovernmental Panel on Climate Change (IPCC), as well as our other significant air emissions.

Spirit's President and CEO guides our Company's approach to reducing our emissions, and our Senior Director of EHS (Environmental, Health, and Safety), Facilities, Security, and Sustainability oversees and advances our low-carbon strategy. Additionally, our dedicated EHS professionals at each of our facilities play a key role, as they apply our strategy to drive efficiencies and reduce carbon emissions.

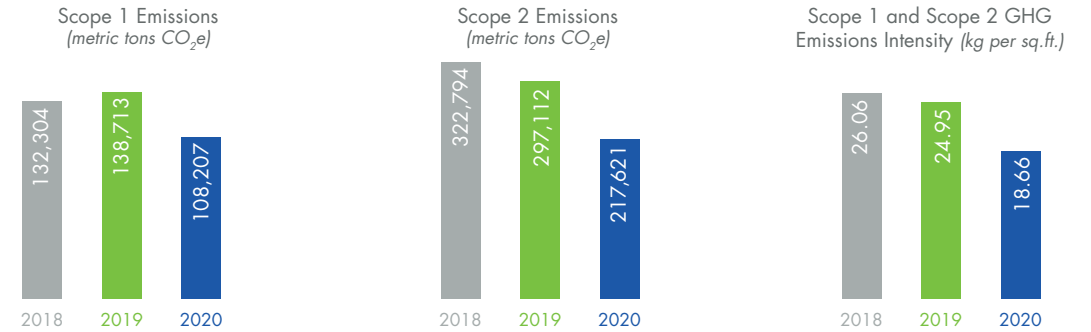
In 2020, as part of our strategy to support the transition to a low-carbon economy, we launched our long-term GHG emissions reductions goal. This 2030 target is based on a decarbonization pathway in alignment with the 2-degree Celsius level of ambition using the Science-Based Targets initiative's absolute-based contraction approach.

2030 GHG EMISSIONS REDUCTION GOAL
 Reduce absolute Scope 1 and Scope 2 greenhouse gas emissions by 30% from 2019 baseline.

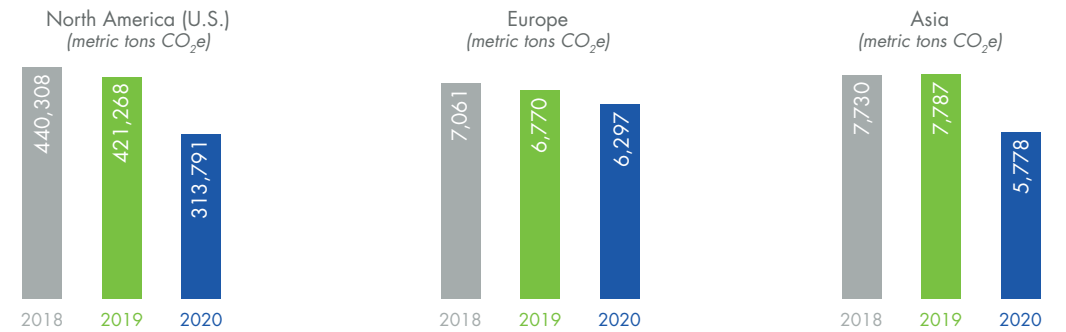


📷 Spirit Leaders reviewing progress of wind farm (Kingman County, KS).

GLOBAL GHG EMISSIONS¹

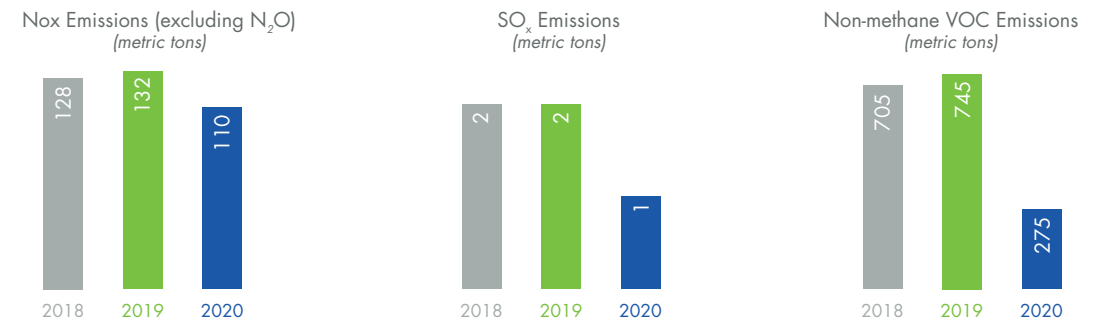


REGIONAL SCOPE 1 AND SCOPE 2 GHG EMISSIONS



As part of sustainability strategy, we also aim to reduce other significant air emissions, including oxides of nitrogen not including N₂O (NO_x), oxides of sulfur (SO_x), and non-methane volatile organic compounds (VOCs). Since 2019, we have reduced non-methane VOC emissions by 63%, and NO_x by 17%. Our SO_x emissions continue to remain consistently low.

GLOBAL SIGNIFICANT AIR EMISSIONS²



¹ Data coverage for scope 1 and scope 2 emissions includes all owned / leased facilities that were in our portfolio for the entire 2020 calendar year.
² Total, facility-wide emissions for Wichita and Tulsa facilities were used. Emissions from all other facilities were calculated based on fuel usage only.

ENERGY

Spirit aims to responsibly manage our environmental footprint at all of our facilities, globally. To support our commitment to continuous improvement, seven of our facilities, including our headquarters location in Wichita, Kansas, are ISO 140001 certified. We also actively invest in renewable energy and energy efficiency measures, including equipment upgrades and operational improvements at all of our facilities globally to reduce energy consumption from non-renewable energy sources.

23%

OF ELECTRICITY CONSUMPTION IS RENEWABLE

100%

OF SPIRIT'S 12 MILLION SQUARE FOOT FACILITY IN WICHITA, KANSAS IS EXPECTED TO BE POWERED BY A NEARBY WIND FARM BY THE END OF 2021

As part of our strategy to reduce our reliance on non-renewable energy sources and reduce GHG emissions, we continue to procure and invest in renewable energy. As of 2020, we increased our electricity consumption from renewable energy and currently source 125,456 MWh from renewable sources, representing 25% of our total electricity consumption.

A COLLABORATIVE APPROACH TO RENEWABLE ENERGY

To support Spirit's renewable electricity and GHG emissions reduction goals, the Company has invested to purchase 100% wind-powered electricity generated by a Kansas wind farm to fully power our Wichita, Kansas facilities, which represents more than 75% of the total square footage across all of our manufacturing sites.

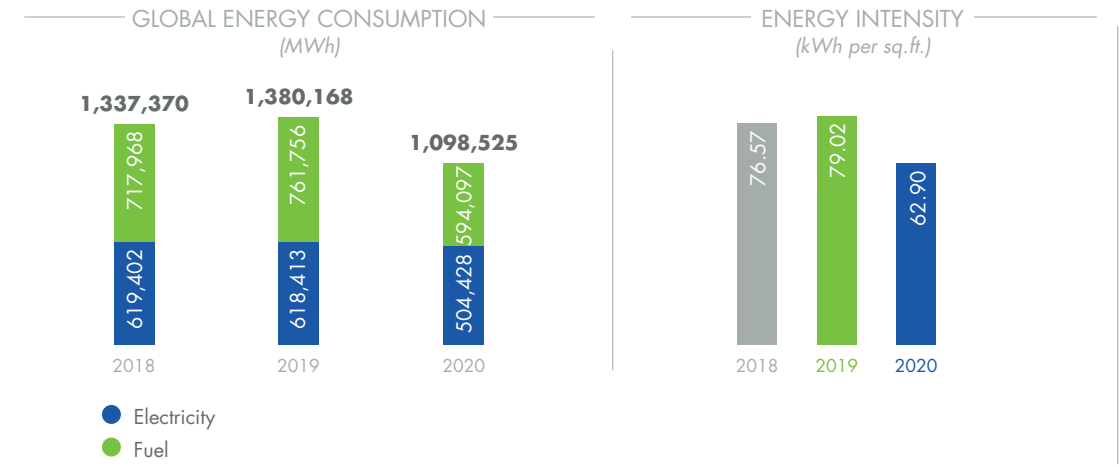
To clear a path for the Company's complete conversion to renewable wind-generated electricity at the facility, Spirit closely engaged with Kansas public utility regulators to approve a 10-year agreement to provide an updated electric rate structure. In return, Spirit will purchase Kansas wind-generated electricity, continue investing in capital improvements, and make efforts to maintain stable or expanded operations in Wichita.

The choice of wind energy was a natural fit, as the state of Kansas is known for providing strong and reliable wind supply. The new electric rates that Spirit will be paying address price disadvantages for electric service Spirit has experienced in Kansas compared to our operations in other states. We will also be supporting local economic development, as the wind farm is located approximately 50 miles from our corporate headquarters.

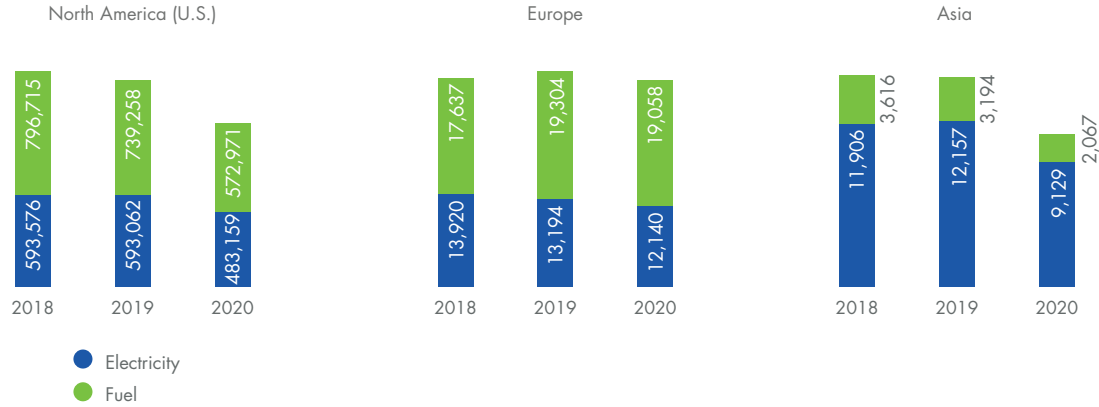
Once completed, the wind farm is expected to produce 128 MW of power. This will result in an expected savings of over \$90 million over the next ten years.

"Spirit AeroSystems is focused on making its operations more sustainable as we look to creating a future where we can grow and thrive. This includes a focus on leading in the communities where we live and work to make a positive impact on the environment for future generations that will follow us. The windfarm supporting our Wichita operations is a great example of this."

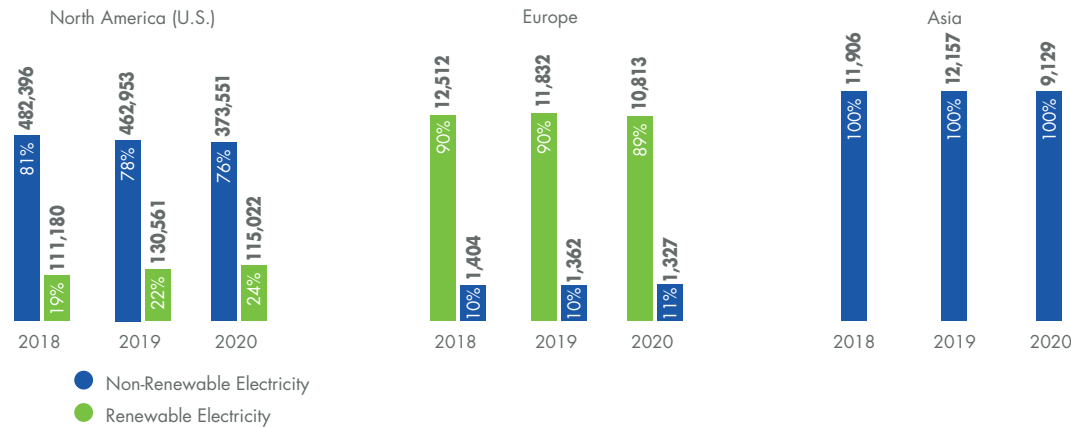
– Adam Pogue
Vice President of Manufacturing Services



REGIONAL ENERGY CONSUMPTION (MWh)



REGIONAL ELECTRICITY CONSUMPTION (MWh)



EFFICIENCY INVESTMENTS

We are committed to improving efficiencies throughout our operations and manufacturing processes, through innovation and continuously evaluating opportunities to reduce our operational footprint.

Across all of our facilities, we continue to identify energy efficiency opportunities, including LED lighting retrofits, enhancements to cooling towers, and behavioral change initiatives. At our headquarters facility in Wichita, Kansas, we developed a compressed air monitoring system, designed to both increase energy efficiency and system reliability. As part of this project, we also installed four sector regulators to reduce energy demand. Due to the projected energy savings from the sector regulators, we expect a project payback period of 2.2 years.

At Spirit's Tulsa facility, we made significant investments to improve energy efficiency. In 2020, the facilities team upgraded and replaced multiple aged Roof Top Units (RTU's) with units that have the capability to be analyzed and managed remotely for greater efficiency. The team also replaced lighting throughout the campus with LED alternatives paired with lighting controls. This investment in lighting controls will result in energy savings, promotes productivity, and provides us with valuable understanding of our facility operations. Our facility in Subang, Malaysia is also currently installing solar panels, and plans to undergo a facility-wide energy audit in 2021.

In 2020, Spirit's facility in Prestwick, Scotland conducted an energy savings opportunity assessment. The facility currently sources 100% of electrical power from Scottish Power's wind farms, and has two buildings with rooftop solar arrays to supplement their electricity demand. In 2021, the facility will continue to seek additional opportunities to increase efficiencies.

As commercial aircraft production demand continues to increase, Spirit will continue to develop efficiencies at every step of the manufacturing process through our integrated teams, quality assurance programs, and rapid response operations. We aim to drive efficiencies through our focus on factory automation and have invested in new and upgraded technology including robotics and other automated manufacturing processes. These new machines ensure greater precision and consistency for components delivered to the world's leading commercial aircraft programs.



FACILITY SUSTAINABILITY AWARDS

Our facility in Belfast, Northern Ireland was recognized as a top performer by the Northern Ireland Environmental Benchmarking Survey for its environmental management and performance.

Our facility in Tulsa, Oklahoma was awarded the Henry Bellmon Award for achievements toward their triple bottom line.

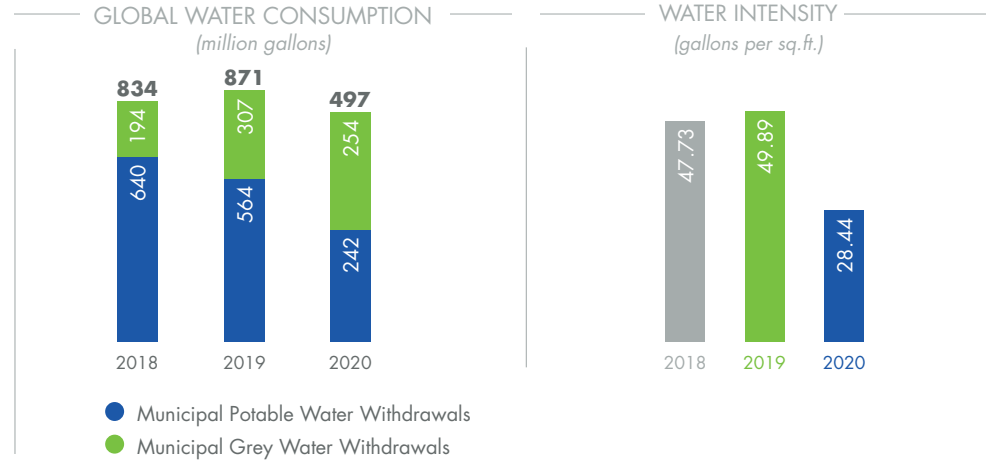
WATER

Spirit's water efficiency strategy, driven by water recycling and reuse is influenced by climate-related water risks at our facilities, and as such, we integrate systems and adopt practices to minimize water consumption and improve efficiencies.

We are one of the largest industrial water recyclers in the U.S., with our Wichita facility using nearly one million gallons of water to produce each 737 fuselage. In 2020, Spirit recycled 747 million gallons of water and purchased 254 million gallons of grey water at our Wichita, Kansas facility—dramatically reducing our potable water usage from local treatment plants.

747

MILLION GALLONS OF WATER RECYCLED AT WICHITA, KANSAS FACILITY IN 2020



WATER TREATMENT AWARD

In 2019 and 2020, Spirit's Wichita facility was awarded the Gold Water Treatment Award presented by the Kansas Water Environment Association (KWEA).

INNOVATIVE WATER SOLUTIONS

To further improve efficiencies and prepare for production rate increases at our Wichita, Kansas facility, Spirit entered into an agreement with the city of Wichita to use non-potable grey water in our industrial processes where possible.

Through this purple pipe system, Spirit uses approximately 747 million gallons of non-potable 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 our Wichita facility by 70%.

Spirit also considers water efficiency opportunities through improved monitoring and maintenance practices. Spirit's Tulsa facility installed a water quality and usage monitoring system on several boilers, and revised water treatment in boilers and autoclaves. This coupled with improved maintenance practices and replacement of high-water-usage equipment reduced Tulsa's annual water usage by approximately 1 million gallons.



Grey water filtration system (Wichita, KS).

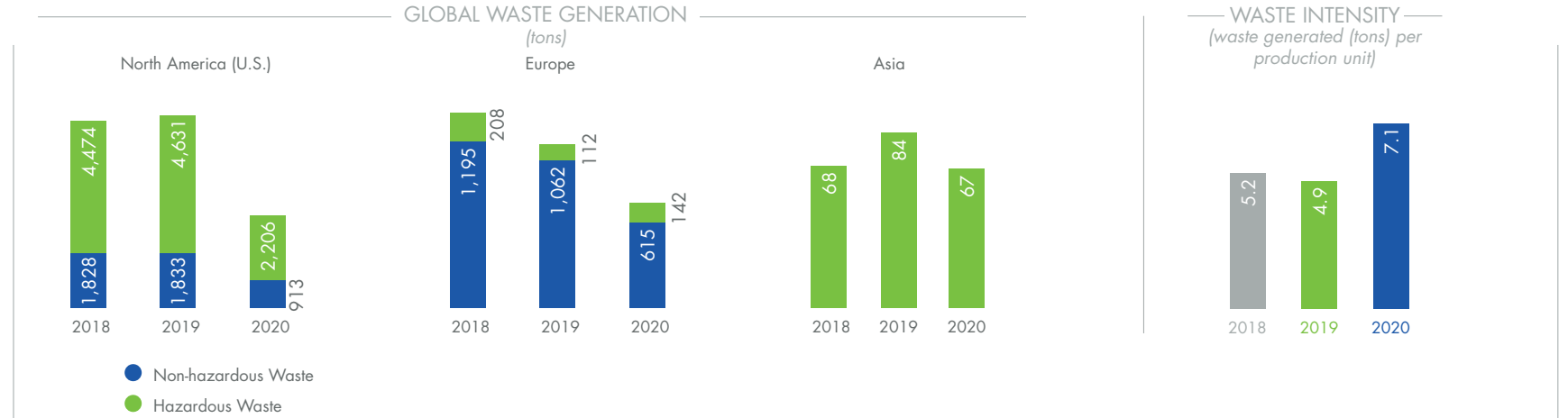
WASTE

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

ANNUAL INDUSTRIAL WASTE REDUCTION GOAL

Spirit aims to reduce the weight of bulk industrial hazardous waste generated per production unit by **5%**, annually.

As part of our waste management plan, we set an annual goal to reduce the weight of industrial bulk solid hazardous waste generated per production unit by 5%. In 2020, Spirit increased the weight of bulk solid hazardous waste generated per production unit compared to 2019. This increase was caused by the low manufacturing production rates from the contraction of global commercial airline travel from COVID-19 pandemic and other market factors.



WASTE MANAGEMENT ACROSS OUR BUSINESS

Across Spirit, we implement waste management and recycling programs and practices to responsibly handle waste streams throughout our operations. During the transport of waste from collection sites to our waste storage area,

Spirit employees perform inspections at each collection site for compliance with environmental regulations. A full program audit is also performed annually to ensure compliance with monitoring, recordkeeping, and reporting requirements.

Spirit's Waste Management Program includes the management of the following waste streams.

- BUSINESS WASTE**
 electronic waste, printer cartridges, cardboard, and paper
- CONSUMER WASTE**
 aluminum and plastic bottles
- PRODUCTION WASTE**
 metal chips, scrap parts, and floor sweepings
- PACKAGING WASTE**
 wood crates, pallets, paper packaging materials, and drums
- CHEMICAL WASTE**
 process water, degreasing and maskant solvents, and used oil



Business Waste Management Program:

Through Spirit’s Business Waste Management Program, we responsibly manage and recycle our Company’s office related waste, including electronic waste, printer cartridges, cardboard, and paper. The Company recycles approximately 98% of electronic equipment through bid sales, and reuses approximately 98% of printer cartridges through a recycling and refilling program. Additionally, we recycle approximately 75% of our Company’s cardboard and paper waste.

Consumer Waste Recycling Program:

Spirit’s Consumer Waste Recycling Program is aimed at recycling the waste produced directly by our employees. Throughout our facilities, we collect aluminum and plastic beverage containers in specially-labeled bins, and transport the waste to recycling facilities. Approximately 90% of aluminum beverage cans and 65% of plastic beverage bottles are recycled through our program.

Production Waste Management Program:

Metal chips, scrap parts, and floor sweepings waste from our manufacturing facilities are managed through Spirit’s Production Waste Management Program. These materials are sent to specialized aerospace recyclers, resulting in approximately 95% of our metal chips and scrap parts being recycled. Floor sweepings and metal material, including drill shavings and dropped fasteners are also collected, sorted, and sent to a recycler, resulting in 75% of this material being recycled.

Packaging Waste Management Program:

Spirit’s Packaging Waste Management Program aims to reduce and recycle waste from packaging materials including wood crates, pallets, paper packaging materials, and drums. All wood packaging resulting from Spirit’s operations, including crates and pallets, is reused or recycled through our program. Approximately 35% of wood crates and pallets are returned to vendors for reuse and 65% of wood packaging is chipped and recycled at a wood recycling facility. Paper packaging materials are also baled and sent to paper recyclers. Additionally,

approximately 55% of empty drums and bulk chemical totes are returned to vendors for reuse when possible.

Chemical Waste Management Program:

Chemical waste including process water, degreasing and maskant solvents, and used oil is managed through Spirit’s Chemical Waste Management Program. Process water is recycled through the industrial wastewater plant and reverse osmosis at our Wichita facility, resulting in 70% of the process water being reused. Our Wichita, Kansas facility also recycles approximately 87% of maskant solvent, which is captured using a carbon adsorption system, and returned to the maskant vendor for treatment and reuse. Spirit also recycles approximately 80% of used oil from our facility equipment and fleet vehicles, which is collected on-site and sent to oil recyclers.

During our manufacturing process, we use closed-loop degreasers, where feasible, to minimize chemical use and waste. Through this process, solvent is treated and recycled through the degreaser system to minimize the amount of solvent taken from the equipment. Approximately 70% of the degreaser solvents are recycled in this manner.

WASTE MANAGEMENT AT OUR HEADQUARTERS

At Spirit’s headquarters in Wichita, Kansas our Company also began implementing additional processes to manage our waste. The team of employees who transport the waste from the collection sites to our waste storage area performs inspections at each collection site for compliance with environmental regulations. Additionally, a full program audit is performed annually to ensure compliance with monitoring, recordkeeping, and reporting requirements.

Our Wichita facility is slated to begin a project in the summer of 2021 with the Kansas State Pollution Prevention Institute to evaluate solvent waste and related bulk solid waste streams and create and implement strategies to reduce waste onsite.

▶ PARTNERING WITH LOCAL COMMUNITIES – HOUSEHOLD HAZARDOUS WASTE DAY SOLUTIONS

In addition to managing waste at our manufacturing facilities, we also aim to support local communities by minimizing environmental and safety risks. As part of our commitment, Spirit’s Wichita facility partnered with the Sedgwick County Department of Health to host a remote Household Hazardous Waste Collection Day. The facility collected leftover household products, including dangerous chemicals from employees and community members at no cost, helping to eliminate these environmental and safety risks in our community.



75,000+

POUNDS OF WASTE WAS COLLECTED AT THIS EVENT IN 2020

📷 Spirit employee volunteers (Wichita KS).



▶▶ PEOPLE

21 HEALTH, SAFETY, AND WELLBEING | **24** DIVERSITY, EQUITY, AND INCLUSION | **26** TRAINING AND INNOVATION | **27** COMMUNITY IMPACT | **28** SUPPORTING COMMUNITIES DURING THE COVID-19 PANDEMIC

COVID-19 Support

Globally, Spirit employees mobilized to support COVID-19 relief efforts through the production of personal protection equipment, hand sanitization stations, and ventilators.

HEALTH, SAFETY, AND WELLBEING

Spirit is committed to protecting the health and safety of all of our stakeholders. Through our Environmental and 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, investors, employee unions, and all other employees (regardless of representation). We are committed to continuing to monitor and strengthen our practices and performance in alignment with leading standards and certifications for continuous improvement, including ISO 45001. As of year-end 2020, 93% of Spirit's employees are at sites with current ISO 45001 certification.

Spirit takes steps to ensure that it complies with applicable legal, regulatory, and other requirements related to preventing pollution, injury and ill health, and employs industry-leading, technologically sound and economically feasible control mechanisms, processes, and procedures. In addition, Spirit provides training, education, safety monitoring and auditing, health-awareness programs, and ergonomic support in our offices and factories.

Spirit's operations are also subject to a variety of worker and community safety laws. The Occupational Safety and Health Act (OSHA) mandates general requirements for safe workplaces for all employees.

EMPLOYEES

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 achieve these goals, we implement training, audits, hazard identification, continuous improvement, management accountability, and targeted programs to promote a culture of safety.

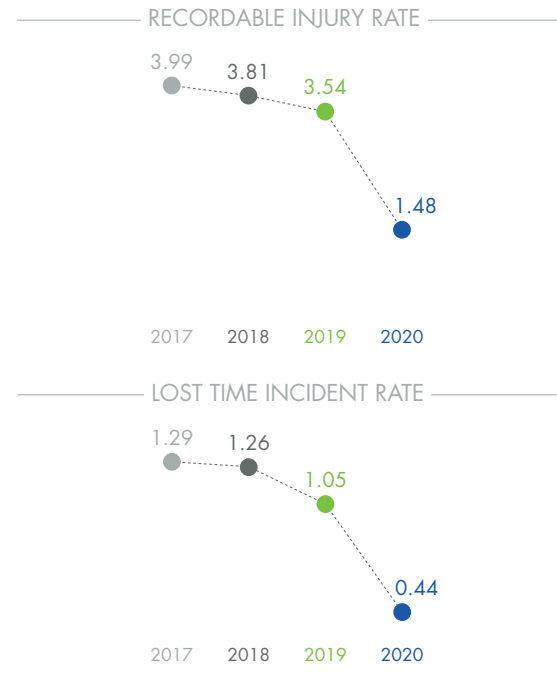
SPIRIT'S EMPLOYEE HEALTH AND SAFETY PROGRAM ELEMENTS

1.	2.	3.
RISK REDUCTION	INJURY PREVENTION	SAFETY CULTURAL DEVELOPMENT

Spirit's Health and Safety program is rooted in the principals of the hierarchy of controls where instead of utilizing Personal Protective Equipment (PPE) as our primary safety method, that is the last line of defense. Spirit continues to identify risk in our facilities and utilizes all varieties of methods to eliminate, substitute, or control hazards through engineering controls in our facilities.

By 2023, Spirit aims to have **100%** of its employees covered by ISO 45001 certification.

▶▶ EMPLOYEE SAFETY METRICS



In 2020, Spirit realized a significant reduction in work activity as our Company navigated the dual global threats of the Boeing Max Grounding and the COVID-19 pandemic. While this influenced our safety metrics, our long-term risk reduction and injury prevention strategies also impacted this reduction. For example, in 2020, Spirit saw a 38% reduction in labor hours (vs 2019), however realized a 72% reduction in total injuries (resulting in the 55% reduction in TRIR).

HEALTH AND SAFETY TRAINING

Spirit employees, including part-time employees and contractors, receive ongoing training to ensure proper understanding and compliance with Spirit's environment, health, and safety standards.

General health and safety trainings include: New Employee Safety Orientation, PPE Awareness, Hazard Communications, and Understanding the Disposal and Management of Hazardous Waste. We also provide role specific training for equipment and hazardous operations.

Health and safety training is accessible on Spirit's Learning Solutions database, which also allows for the tracking of completion, execution of learning verifications, and reminders of upcoming due-dates.

DUE DILIGENCE PROCEDURES

As part of our health and safety due diligence procedures, we perform product life cycle assessments and health and safety audits to identify areas where we can improve performance. These audits are deployed both internally and externally to ensure that a level of objectivity can be deployed.

Spirit's internal audits include:

- Daily PPE and face covering compliance
- Annual EHS program reviews
- Continuous Safety Training status audits
- Routine Safety GEMBA's (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

OUR COVID-19 RESPONSE

Spirit has taken an aggressive, proactive approach to the management of the COVID-19 pandemic. Spirit's Enterprise Risk Management team was activated early in the pandemic to monitor the risks and create cascading action plans based on milestones and current impacts. We continuously made adjustments based upon the recommendations of science-based organizations including the CDC, WHO, and local medical resources. Additionally, Spirit created and updated the following programs and procedures in response to the pandemic.

Increased Communications

In response to COVID-19, Spirit created a Safety Hotline, available to all employees 24 hours a day, 7 days a week. This hotline provided assistance to employees, and received over 4,700 calls in 2020. We also distributed weekly COVID-19 updates, installed COVID-19 signage, and provided daily health check reminders when logging into Spirit's computers.

Onsite Procedures

Onsite, we implemented cleaning and sanitization protocols, social distancing requirements, and provided face coverings, hand sanitizer, and cleaning supplies to all employees. We also established temperature check stations with infrared cameras and handheld devices at all of our facilities. To reduce the number of on-site employees at our facilities, we implemented work from home options for over 3,000 employees.

Testing Support

Spirit facilitated 3,960 COVID-19 tests with outside health agencies and conducted over 2,100 tests onsite at facilities. We also established a robust process for contact tracing.

EMPLOYEE BENEFITS AND WELLNESS

Globally, Spirit aims to support its employees by providing benefit and wellness programs emphasizing the importance of physical and mental health and



📷 Oklahoma Direct Primary Care

wellbeing. 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 (FSA) and health savings accounts (HSA). Other health-related programs and resources, include annual on-site flu 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 also provides U.S. employees with assistance programs, including access to counselors, as well as online content. Safety Specialists, Ergonomists, and Certified Early Intervention Specialists (CEIS) also 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, all U.S. employees are provided savings and retirements options, childcare support services, including backup childcare referrals and short-term disability benefits.

At Spirit's International facilities, employees are able to 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 also operate Occupational Health Facility / Employee Assistance Programs to further support employee's mental health and well-being.

Beyond medical care, all Spirit employees at international facilities are offered a pension and /or retirement benefits. We also provide certain employee groups in Kansas with one week of paid paternity and maternity leave, and align with parental leave laws at our locations. Across the Company, all Spirit employees are also provided with a fully paid online second opinion program through the Cleveland Clinic.



📷 Concierge Primary Care (Wichita, KS)

PRODUCTS

Spirit is dedicated to 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 OEM customers and regulatory authorities to address quality and safety of the products we support. We assess the quality risks that could affect product integrity (product safety) and integrate elements into the standard work to manufacture our products. Spirit's Quality Management System's policies, procedure, and other controlled documents address product safety considerations, including non-conformances. The System's manual also provides overarching guidance to Spirit employees regarding the priority of product safety. To ensure impeccable product 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 fully integrated into the Company's Enterprise Risks 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 immediate disclosure of potential product safety concerns.

Spirit is dedicated to a Zero-Defect target, with no escapements to our customers. To ensure product quality and safety, daily compliance 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.

PRODUCT QUALITY AND SAFETY TRAINING

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, all new Spirit employees receive the appropriate task related training for their position, focusing on compliance to requirements.

COUNTERFEIT PARTS PREVENTION

Spirit's Counterfeit Parts Prevention Program includes a two-prong approach to mitigate risks. All employees are first made aware of the potential risks, in addition to the Company establishing a robust procurement process to minimize the risk of counterfeit part procurement. Additionally, if suspect counterfeit parts are discovered, the appropriate regulatory agencies would be notified and an alert would be provided to Government-Industry Data Exchange Program.



📷 Spirit employee monitoring carbon fiber tape laydown (Wichita, KS).

DIVERSITY, EQUITY, AND INCLUSION

Cultivating a culture of diversity, equity, and inclusion (DE&I) directly aligns with Spirit's core values and is a key enabler to achieving our overall business strategy to enhancing our performance. Spirit's diversity, equity, and inclusion strategy focuses on our employees, communities, and suppliers.



2025 DIVERSITY, EQUITY, AND INCLUSION GOALS

Achieve 30% female representation in leadership (senior manager and above globally)

Achieve 20% minority representation in leadership (senior manager and above) across the U.S.

EMPLOYEES

Spirit is committed to creating a world-class company — one that is actively working to build an inclusive culture, where the diverse skills and talents of all employees are valued.

Our DE&I strategy is comprised of five priorities, including communication, leadership engagement, global alignment, citizenship, and talent.

As part of our strategy, we also set two goals to increase both female and minority representation in Spirit's leadership (at the senior manager level and above). As of 2020, we have achieved 24% female representation in leadership (senior manager and above globally), and 14% minority representation in leadership (senior manager and above) across the U.S.

COMMUNICATION

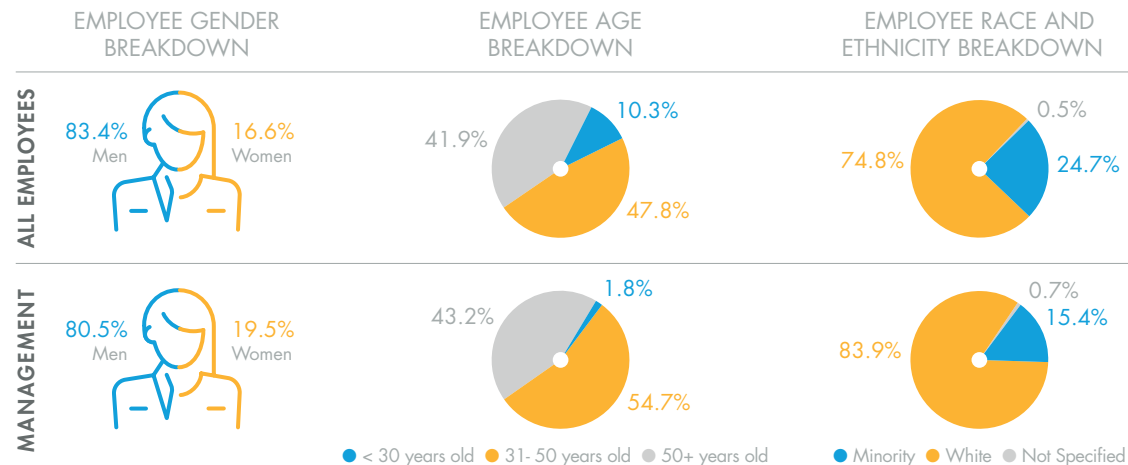
Spirit aims to integrate our Company's core values into our DE&I approach, while continuing to increase cultural competence and build awareness. To promote diversity, equity, and inclusion, and avoid discrimination, all Spirit employees will be required to complete our unconscious bias and anti-discrimination trainings. Our [Discrimination and Harassment Policy](#) outlines our commitments and expectations of our stakeholders, including employees.

▶▶ CATALYST FOR CHANGE

Spirit is committed to creating a more diverse and inclusive workforce, which includes more women in our pipeline. We are proud to be a [Catalyst Partner](#), as we aim to accelerate progress for women through workplace inclusion.

To further support our commitments, Spirit's President and CEO signed the *Catalyst CEO Champion For Change* pledge.

▶▶ 2020 EMPLOYEE DIVERSITY METRICS



DIVERSITY, EQUITY, AND INCLUSION LEADERSHIP

Spirit's DE&I strategy aims to engage leadership (senior manager and above) to ensure accountability and provides additional resources for development.

- Executive DE&I Council:** To guide our approach to diversity, equity, and inclusion, Spirit's President & CEO and COO, co-chair and lead the Executive DE&I Council. The Council meets quarterly and sets the overarching global strategic goals and objectives for the organization. To further drive accountability and spark action, Spirit also launched a DE&I dashboard and quarterly scorecard.
- Senior Leadership (senior manager and above) Council Task Force:** To ensure consistent progress, the Senior Leadership (senior manager and above) Council Task Force was created to focus on Spirit's culture, employee advocacy and DE&I is tasked with reviewing Spirit's process and programs. This Council consists of several business Vice Presidents and other key stakeholders, and is sponsored by Spirit's Vice President of Corporate Administration.
- Site DE&I Councils:** Each Spirit facility will have a local DE&I Council that is co-chaired by the Site Operations Leader, to help drive initiatives and programs at Spirit's locations.

Additionally, we provide an internal diversity, equity, and inclusion leadership (senior manager and above) development program for multiple levels of leaders across all Spirit locations, and support targeted leadership (senior manager and above) development opportunities through local programs and trainings across the globe.

GLOBAL ALIGNMENT

Through Spirit's DE&I strategy and program we aim to achieve global alignment. This includes alignment not only for Spirit facilities, but also with our customers' values. We also aim to track global metrics, and engage with each Spirit facility through localized plans.

EMPLOYEE BUSINESS RESOURCE GROUPS ACTIVATION

To further advance DE&I, promote personal and professional development, and increase networking, Spirit established Employee Business Resource Groups (EBRGs), to align with our Company’s mission, values, goals, and objectives.

The EBRG pillars of *Attract, Retain, and Grow* aim to create an environment where all employees feel a sense of belonging, are comfortable in bringing their whole authentic self to work, and feel they have an equal opportunity to succeed.

- SWEPT: Spirit Women in Engineering Professions and Technology:** SWEPT is a Spirit executive sponsored resource group focused on attracting, engaging, and developing women specifically in Engineering and Technology. SWEPT works to provide support and networking opportunities to its members, while promoting professional development, leadership, and technical education with chapters at multiple Spirit locations.
- RISE: Retain and Inspire Spirit Employees:** The RISE group is a voluntary, employee-led, executive-sponsored group that serves as a resource for the business by fostering a diverse and inclusive workplace aligned with our Company’s mission, values, goals, and objectives. Specifically focused on retaining existing employees and providing events, resources and tools to inspire and equip employees across multiple Spirit locations.

In 2021, Spirit also plans to establish three new EBRGs that are focused on engaging Black, Latinx, and Military / Veteran employees.

TALENT AND CITIZENSHIP

As part of Spirit’s hiring process, we are working to require diverse candidate slates for senior manager and executive level positions, and have set specific goals for underrepresented populations in our intern program. We also partner with traditional

WOMEN IN AVIATION AND AEROSPACE (WIAA)

Spirit is proud to be a founding participant and signatory of the U.K. Women in Aviation and Aerospace charter. This group focuses on increasing the representation of women amongst the Aerospace and Defense Industry in Europe.

universities and colleges to engage with their student organizations focused on underrepresented populations, as well as initiating relationships with key Historically Black Colleges and Universities.

In 2021, Spirit will launch the “The Power of Choice” leadership development program targeted for underrepresented talent. We will also continue to evaluate additional workforce development opportunities to enhance our DE&I strategy.

PROMOTING VETERAN EMPLOYMENT IN THE U.S.

Spirit also participates in programs aimed at supporting veterans and their families, in addition to promoting veteran employment throughout the U.S. We participate in the Manufacturing Institute’s Heroes Make America program, which introduces servicemen and servicewomen to available career opportunities as they transition out of the military into the private sector.

Spirit’s Veteran’s Council in Tulsa, Oklahoma partners with the local UAW union to engage and support active military and veteran employees. This group also engages with the Tulsa Chamber of Commerce to support the Tulsa community.

PARTNERING TO INCREASE PARITY

To advance DE&I throughout Spirit, we continue to partner with organizations that focus on underrepresented populations. This includes Catalyst, Black Engineer of the Year, Envision, Center Industries, Guide Dogs, NAACP, Urban League, Kansas Hispanic Education Foundation, Historically Black Colleges and Universities, and Out and Equal.

We also partner with organizations that focus on gender parity, including Society of Women Engineers, STEP Ahead conference through the Manufacturing Institute, Women of Color in STEM, Know Your Worth Women’s Leadership Conference, Ignite Wichita Women’s Conference, and the Women in Aviation and Aerospace charter in the U.K.

SUPPLIERS

Spirit is committed to a diverse supply base that reflects the demographics and values of our Company, customers, and the communities in where we operate. We aim to drive inclusion and diversity within our supply base by providing maximum practicable procurement opportunities for small, minority-owned, women-owned, veteran-owned, service-disabled veteran-owned, and Historically Underutilized Zone businesses.

12%

OF SPIRIT’S SUPPLIERS ARE DIVERSE

INCLUSIVE PROCUREMENT PROGRAM

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 allow Spirit to widen 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.

Spirit’s Commercial supply base strategy includes sustaining business with partners that support both fly-away and non-flyaway items that are critical to our success. Additionally, our Defense supply base strategy works to support a diverse base of suppliers – assisting both the growth of these suppliers and Spirit’s capabilities.

Spirit identifies small business subcontracting opportunities based on an analysis of the statement of work and the products and/or services that will 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 (SB), veteran-owned small business (VOSB), service-disabled veteran-owned small business (SDVOSB), historically underutilized business zone (HUBZone), small, disadvantaged business (SDB), and women-owned small business (WOSB) concerns as suppliers.

SUPPORTING DIVERSE SUPPLIERS

To support diverse supplier networking, Spirit hosts events and evaluates additional opportunities to engage with diverse suppliers. For example, Spirit donated to the Workforce Training Center at Envision, a diverse supplier in Wichita, Kansas. Envision promotes advocacy and independence for those who are blind or low vision, and manufactures products including biohazard bags, can liners, biodegradable bags, and military protective wear. In 2021, we aim to evaluate opportunities to support Envision and our other suppliers.

TRAINING AND INNOVATION

Training and development are important factors to ensure Spirit's team members are continually growing and evolving to meet the needs of our business. Spirit's development program includes five elements: development plans, networking, skills and experience, personal awareness, and a career path, which are intended to shape a well-rounded employee. Spirit provides tools and resources for each element to all employees through our Performance Development website along with guides to assist managers.



📷 Spirit employees developing new material system applications (Wichita, KS).

DEVELOPMENT PROGRAMS

Spirit's education programs are one of the many avenues for employees to achieve their professional and personal development goals. We provide over 2,000 personal development courses to our employees in multiple modalities to meet every learning style. On average, each of our employees complete 10 hours of training. This does not include any training that is provided on the shop floor for our production employees, or any training not housed within our learning management system.

Our production employees must attend and complete rigorous training prior to being assigned to the shop 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 provide a more knowledgeable and skilled work force as our production rates and personnel requirements increase.

Spirit's office employees are provided training to support the work within the organization in which they reside to strengthen skillsets and needs within the business. Our Performance Development process helps managers and employees establish measurable performance objectives, assess attainment of those objectives, and use the assessment to improve performance and encourage employee development, creativity, and innovation.

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

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.

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.

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 it into practice by solving some of Spirit's most demanding business challenges.

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.

Manager Gaining Altitude: The Manager Gaining Altitude Program is a multi-week program offered to selected succession candidates, including all new first level and senior managers covering technical skills to interpersonal/leadership skills.

Mandatory Technical Trainings: New Hire training is provided to employees in the form of swim lanes, specific to the 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.

Mentor Alliance Program: The Spirit Mentor Alliance Program is open to all 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.

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

PERFORMANCE REVIEWS

Spirit encourages real time feedback and continuous coaching and development for

all salaried and management employees. Our performance development process remains the same at all locations, however the presence of ratings differs globally based on regulatory requirements at each location.

Our 'Inside Out Coaching' for management employees is intended to support ongoing coaching and feedback expectations. Managers must provide regular coaching and feedback to support employee performance, with the overall goal of creating a trusted partnership.

EMPLOYEE ENGAGEMENT

Spirit aims to build our leaders capability to drive culture change and increase employee engagement. In 2021, Spirit will launch Cultural Transformation Road Shows. The Road Shows target leaders, high potential employees, and succession candidates at all sites, and prepare these individuals to lead the transformation journey in their respective areas. The Road Shows will consist of three phases. The first phase focuses on leading with authenticity and trust and culture discovery; the second phase focuses on culture transformation; and the third phase will focus on culture integration.

EMPLOYEE RECOGNITION PROGRAM

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 through the awarding of points that can be redeemed for items such as gift cards, unique experiences, and Spirit-branded merchandise.

Employees who are celebrating service anniversaries (at years 5, 10, 15, 20, etc.) will receive an award package to recognize their service to our Company. These awards will be made accessible via each employee's recognition portal in the year of recognized service.

COMMUNITY IMPACT

At Spirit, we are not only proud of our heritage, but also 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.

Community needs often outpace Spirit's ability to meet them. As a result, we take a strategic approach, and typically provide grants to nonprofit and nongovernmental organizations (NGOs) that serve communities where we have a business presence.

2020 COMMUNITY IMPACT

16,500

VOLUNTEER HOURS

\$3.7M*

TOTAL DONATION AMOUNT

* Includes Corporate & Employee giving.



GROWING PEOPLE
Support workforce and economic development through access to primary & secondary education

- ▶ STEM2 (Science, Technology, Engineering, Math & Manufacturing)
- ▶ Leadership and mentoring
- ▶ Higher education partnerships



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

- ▶ Food security and nutrition
- ▶ Poverty and homelessness
- ▶ Disaster Relief



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

- ▶ Performing and visual arts
- ▶ Diversity and multicultural understanding
- ▶ Sustainable environmental practices through education, conservation, and recycling

TEAM SPIRIT

Our employees and their friends and family give thousands of hours of service through our Team Spirit employee volunteer program. Through this program, our employees, along with their families and friends across the globe volunteered over 16,500 hours. Each year, Spirit employees and our Company donate funds through corporate grants and employee giving.

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.



Since 2005, the Good Neighbor Fund has provided over \$31 million to nonprofit agencies and relief organizations where Spirit employees live and work.

In 2020, due to the 737 MAX rate reductions and production suspension, Spirit allowed hourly employees to volunteer during working hours. Employees participated in volunteer activities, including assisting clients at food pantries, working on maintenance projects and rehabbing apartments for seniors. These efforts equated to over a \$300,000 investment in the community.



📷 Spirit volunteers supporting Habitat for Humanity (Wichita, KS).

COMMUNITIES AND BIODIVERSITY

In 2020, **20** volunteer employees at Spirit's Tulsa, OK facility partnered with Tulsa MET to construct two monarch butterfly waystations.

SUPPORTING COMMUNITIES DURING THE COVID-19 PANDEMIC

Globally, Spirit employees donated their time and talent to support local communities during the COVID-19 pandemic. A team in Wichita, Kansas collaborated with the Ad Astra Coalition to design and create face shields and special examination booths for local hospitals, care facilities, and first responders in the community. The PPE project encompassed 2,955 man hours and over \$40,000 in non-labor costs.

In Subang, Malaysia, a team of employees collaborated to design and build hands-free hand sanitizer stands for local schools. They completed 80 stands that were provided to 16 different schools valued at over \$2,400. Several employees traveled to remote villages to provide the supplies to schools. Spirit's employees in Prestwick, Scotland also assembled face visors that were donated to the National Health Service.

VENTILATOR PRODUCTION SYSTEM

With the onset of the global pandemic caused by COVID-19, Spirit collaborated with Vyaire Medical, the world's largest healthcare company fully dedicated to respiratory care, to build critical care ventilators at a facility in Wichita, Kansas. Demand was urgent and global. This highly complex

medical device had never been mass produced, and its unique features required custom manufactured components and sub-assemblies.

Spirit and Vyaire's Human Resources and Operations teams developed a training program capable of providing the necessary upskills to over 900 employees to meet the demand. To overcome the challenges of complexity, scale, and speed to market, Spirit leveraged many of its core competencies. A distinctive advantage for Spirit is its ability to plan and execute on projects using an integrated product team (IPT) that blends multiple business functions into a cohesive "team of teams." For the ventilator industrialization and manufacturing challenge, an IPT was assembled in a matter of days comprising a full suite of expertise, including supply chain, tool design and fabrication, industrial and manufacturing engineering, health & safety, logistics, design and functional test engineering, program management, and complex benchtop assembly mechanics and inspectors. Design and process improvements, data analytics, and robust root cause and corrective action investigations were successful in increasing First Pass Yields by over 55 percentage points in critical areas. The overall effort resulted in providing 20,000 ventilators to 20 different countries to help those in need around the world.



© Spirit President and CEO, Tom Gentile and Vyaire Medical CEO, Gaurav Agarwal touring the ventilator production facility in Wichita, KS.

▶▶ GOVERNANCE

30 BOARD OVERSIGHT | **31** GLOBAL ETHICS AND COMPLIANCE | **33** RISK MANAGEMENT

Spirit aims to support industry issues including national defense priorities and budgets, workforce training, tax, trade, energy, healthcare, transportation, and natural resources through our public policy engagement and support, and involvement in industry associations. Spirit's President and CEO is a member of the Aerospace Industries Association, and is pictured below, far left.



BOARD OVERSIGHT

Spirit AeroSystems' 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 also considering the concerns of other stakeholders and interested parties, including employees, customers, suppliers, government agencies, and the public at large.

COMPOSITION OF THE BOARD

10

MEMBERS

8

INDEPENDENT

2

WOMEN

Spirit's Board of Directors is comprised of ten members, which includes 8 independent members. There are 8 men and 2 women on Spirit's Board of Directors. Board member candidates are evaluated and selected based on personal ethics and values, experience, judgment, and diversity, among other factors.

To execute on its responsibilities, the Board is guided by our [Corporate Governance Guidelines](#) and delegates certain responsibilities to five standing committees: the Audit Committee, the Compensation Committee, the Corporate Governance and Nominating Committee, the Risk Committee, and the Mergers and Acquisitions Committee, which are each guided by a [Committee Charter](#).



SUSTAINABILITY GOVERNANCE

Spirit's Board of Directors' Corporate Governance and Nominating Committee is directly responsible for reviewing the Company's Sustainability

practices and reporting. Spirit's President and CEO is responsible for guiding and approving Spirit's sustainability strategy, including our

operational efficiency, strategic sourcing and product innovation initiatives. Spirit's Chief Operating Officer maintains overall responsibility for the Company's sustainability strategy and oversees Board engagement on climate-related issues. Additional oversight of Spirit's sustainability program elements and strategy is provided by our executive leaders including the Company's Chief Financial Officer, General Counsel, Chief Compliance Officer, and Corporate Secretary.

SUSTAINABILITY GOVERNANCE STRUCTURE



Spirit's Senior Director of EHS (Environment, Health, and Safety), Facilities, Security, and Sustainability oversees and executes on Spirit's corporate-wide sustainability strategies and reporting with regards to climate, water, waste, and other broader environmental, social and governance issues. Through Spirit's Senior Director of EHS, Facilities, Security, and Sustainability, our President and CEO receives quarterly briefings, in addition to real-time updates of our progress towards our goals and objectives. To further manage sustainability-related risks, Spirit's Vice President of Supply Chain Management is responsible for strategic sourcing initiatives.

We also maintain dedicated EHS professionals to help manage and execute on our sustainability program at an individual facility level across the globe. This includes managing and reporting on our operational environmental footprint and climate-related risks.

GLOBAL ETHICS AND COMPLIANCE

Spirit's commitment and responsibility to our employees, customers, business partners, stockholders, and communities is represented in our Company's core values of *Transparency, Collaboration, and Inspiration*. Although our business is constantly transforming as we innovate to design and build state-of-the-art aerostructures, our dedication to upholding the very highest ethical standards and adhering to all relevant laws and regulations has never wavered.

2020 ETHICS AND COMPLIANCE REPORTS

44

TOTAL CASES

44

CLOSED CASES

73%

UNSUBSTANTIATED CASES

GLOBAL ETHICS AND COMPLIANCE GOVERNANCE

Spirit's Board of Directors' Audit Committee is responsible for overseeing the Company's Global Ethics & Compliance Program. Our Executive Leadership Team and Chief Compliance Officer are members of the Global Compliance Council, which meets monthly to review key metrics and functional areas related to compliance. Spirit's Compliance Committee, staffed by functional management, owns the operational monitoring, controlling, and execution of tasks to adhere to regulatory and legal requirements. Spirit's ethics and compliance program undergoes both internal and external risk assessments and audits.

GLOBAL ETHICS & COMPLIANCE GOVERNANCE STRUCTURE



ANTI-CORRUPTION AND BRIBERY

Our Company has built its reputation on the quality of our goods, services, and people. We are committed to operating according to the

highest standards of integrity and to complying with the requirements of all laws and regulations applicable to conducting business. We abide by all international and domestic 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 U.K. Bribery Act.

"One of the most important tools we have that connects the various teams that make up Spirit is our Code of Conduct."

– Tom Gentile
President & CEO Spirit AeroSystems

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

Our Code of Conduct applies to everyone doing Spirit business, including all employees, officers, directors, and affiliates. Spirit also has a commitment to only doing business with suppliers, contractors, consultants, and other business partners who share our high standards of ethical business conduct, as outlined in our [Supplier Code of Conduct](#).

Spirit's CEO, CFO, Corporate Controller, and employees of the finance organization hold an important and elevated role in corporate governance as they ensure that stakeholders' interests are appropriately balanced, protected,

and preserved. Spirit's [Finance Code of Professional Conduct](#) provides principles which 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.

In 2021, Spirit also plans to deploy the Ethics, Compliance, and Culture Champion network.

REPORTING CONCERNS

Spirit's employees are encouraged to report any concern or violations to 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](#).

Spirit's retaliation protection program is intended to facilitate concerns reporting, including actual, potential, or perceived wrongdoing, including the violation to the Code of Conduct. No officer or employee of Spirit who in good faith reports an actual, perceived or potential breach of law, regulation, or the Code of Conduct will suffer harassment, retaliation, discipline, or other adverse employment consequences as a result of their report.

ETHICS AND COMPLIANCE TRAINING

All 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.

PUBLIC POLICY AND ADVOCACY

Spirit AeroSystems 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 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 all 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. Political Action Committee ("Spirit PAC"), a voluntary, nonpartisan political action committee established by Spirit AeroSystems in accordance with Federal law are available [here](#). The Spirit PAC is governed by a Board of Directors comprised of Company executives and is funded solely from the voluntary personal contributions it receives from eligible employees.

INDUSTRY ASSOCIATIONS

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. These associations include the Aerospace Industries Association (AIA) and the U.S. Chamber of Commerce.

TAX STRATEGY

Spirit's appetite for tax risk is low, and we structure our affairs based on sound commercial principles and in accordance with relevant tax legislation. Our Company complies in all material respects with all tax laws, reporting requirements and payment obligations of all of the jurisdictions in which we operate. Spirit's established tax procedures also include the use of outside advisors where appropriate, for ensuring the integrity of our tax filings and other tax compliance obligations that facilitates appropriate identification, measuring, management, and reporting of tax risks.

Spirit's Code of Conduct outlines the standard of behavior, including our Company's tax procedure related to prevention of facilitation of tax evasion.



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RISK MANAGEMENT

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

▶▶ RISK MANAGEMENT GOVERNANCE STRUCTURE



OUR ENTERPRISE-LEVEL FRAMEWORK

Spirit's enterprise risk management framework and assessment of material risks facing the Company are directly overseen by the Board of Director's Risk Committee. Spirit's management team is responsible for the identification, assessment, mitigation, and management of risks relating to the Company's strategy and operations. The Company's executive leadership team, which makes up the Risk Committee Council then reviews, repositions, and prioritizes identified risks.

CLIMATE RESILIENCE

Spirit's process for identifying, assessing, and responding to climate-related risks is fully integrated into our company-wide risk management process. To mitigate risks, we actively track our Company's 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.

At each of our manufacturing facilities, Spirit has dedicated environmental, health, and safety 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. Seven of Spirit's production facilities are also ISO 14001 certified. As part of the ISO certification process, we continue to assess our most significant environmental aspects at the factory-level, and develop action plans to ensure continuous improvement.

EMERGENCY PREPAREDNESS AND RESPONSE

We are committed to ensuring that Spirit is prepared for natural disasters, public health emergencies such as global pandemics, and other circumstances that require rapid response to keep our workforce and communities safe. We will continue to conduct risk assessments, strengthen plans, and manage systems for proper emergency preparedness and response.

We also consider exposure to extreme weather events to be our most significant, near-term physical climate risk. As a result, we continue to invest in 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.

SUPPLY CHAIN RESPONSIBILITY

Spirit proactively manages risks to ensure supply chain responsibility through transparency within all supplier contractual agreements and purchasing documents. Additionally, our [Supplier Code of Conduct](#) outlines our requirements and expectations of our suppliers and other business partners to ensure ethical behavior, while upholding human rights and managing safety and environmental risks.

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 ensure corrective actions were applied.

Additionally, all of our suppliers are required to complete an annual survey, which include potential social risks. Based on survey results, Spirit may also require additional information or audits. Social impacts are also discretely addressed each time Supplier Quality (SQ) and Supplier Development (SD) representatives visit supplier sites.

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 to the environment. As such, we educate and provide our suppliers with guidelines and contractual documents regarding the European Union REACH (Registration, Evaluation, Authorization, and Restriction of Chemicals).

HUMAN RIGHTS

As good corporate citizens, we uphold human rights in the communities where we live and work, including compliance with all applicable employment and labor laws. Spirit's Executive Management team is responsible for the implementation of our Company's Human Rights Policy.

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 all of our key suppliers annually. In 2020, we also issued a human rights survey of our Spirit Europe suppliers. Based on the outcomes of this assessment, including identified gaps, we will develop procedures to further mitigate our risks in this critical area of human rights.

HUMAN TRAFFICKING AWARENESS TRAINING

In the U.K., Spirit mandates human trafficking awareness training to educate all U.K. employees to recognize the risks of modern slavery and human trafficking in our business and supply chains. Our training program aims to encourage employees to identify and report any potential breaches of our anti-slavery and human trafficking policy. Employees gain important knowledge from our training, including the benefits of stringent human trafficking prevention measures, as well as the consequences of failing to eradicate modern slavery and human trafficking from our business and supply chains.

In 2021, Spirit will develop human trafficking awareness training globally, in addition to establishing formal human rights grievance mechanisms.

CONFLICT MINERALS

Spirit is committed to the responsible sourcing of minerals throughout our global supply chain through complying with the Dodd-Frank disclosure requirements, as disclosed in our [Conflict Minerals Policy](#). We also support the aims and objectives of the U.S. legislation on the supply of conflict minerals. Our Company does not knowingly procure “conflict minerals” from sources that directly or indirectly benefit or finance armed groups in the Covered Countries related to conflict minerals. If any of Spirit’s suppliers are found to source materials from Covered Countries or metals from smelters who source elements from Covered Countries, our supply chain management team engages with the identified suppliers to implement remedial actions.

We encourage our suppliers to establish policies, due-diligence frameworks and management systems consistent with the Organization for Economic Co-operation and Development (OECD) Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.

We also encourage our suppliers to undertake reasonable due diligence within their own supply chains in an effort to assure that our “conflict minerals” are being sourced only from mines and smelters/refiners outside of the Covered Countries, or mines and smelters/refiners which have been certified by an independent third party as “conflict free” if sourced within the Covered Countries. Our intention is not to ban procurement of minerals from the Democratic Republic of the Congo and adjoining countries, but to assure procurement from responsible sources in the region. 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.”

Each year, Spirit files its Conflict Minerals Report with the SEC, and has consistently improved our supplier response rate to our conflict minerals survey. In 2020, our supplier response rate was 83%.

LABOR MANAGEMENT

Globally, Spirit actively works to ensure the protection of labor rights, including the right to participate in union activities. We continuously engage with unions in frequent and open discussions to ensure that the intent of partnership continues. We aim to ensure Spirit understands all labor rights processes to assure all stakeholders that we will collaborate and comply with the acts and regulations related to employee rights. For example, in the Malaysia, we engage with relevant officers in the Industrial Relations Department and Trade Union Registration to ensure we are adhering to all processes and regulations.

Additionally, all of our collective bargaining agreements entail expectations of partnership.

Spirit managers are trained on the protection of workers engaged in union activities, and our Human Resources team engages with management to ensure all employees are permitted to engage in union activities without repercussions.

In 2020, approximately 83% of the Company’s U.S. employees were represented by five unions. In the U.K., approximately 84% of employees are part of the collective group represented by the Trade Unions in Belfast.

DATA PRIVACY AND CYBERSECURITY

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.

Our Company’s Board of Directors, which includes members with cybersecurity expertise, has direct oversight of Spirit’s cybersecurity-related risks. Spirit’s Chief Information Security Officer (CISO) and Privacy Officer (PO) 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 and external data protection requirements.

Spirit’s Compliance, Privacy, and Risk Programs map all relevant controls and processes within ISO 27001, Cybersecurity Security Model Certification (CMMC) and National Institute of Standards and Technology (NIST) frameworks and provides controls at the level of ISO 27001. 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 threat actors, are closely tracked by a full-time security staff and third-party managed security service. Spirit also utilizes internal and third-party resources to ensure mitigation and recovery from events that could interrupt vital business from functioning.

To accelerate responses to cybersecurity incidents, and management of vulnerabilities, Spirit also recently created a combined IT and Information Security Operations Center.

CYBERSECURITY AND DATA PRIVACY TRAINING

Spirit’s Global Information Security team provides regular training to all employees on cybersecurity and data privacy. Additionally, each employee with an email address receives annual training on phishing, as well as regular phishing testing, with associated training for all failures.

APPENDICES

PERFORMANCE TABLES

ECONOMIC AND GOVERNANCE

▶▶ ECONOMIC

	2020	2019	2018
Total Revenues	\$3,405 million	\$7,863 million	\$7,222 million
Community Contributions	\$3.7 million	\$5.26 million	\$5.76 million

▶▶ GOVERNANCE

	2020	2019	2018
Total Board of Directors Members	10	10	9
Independent Board Members	8	8	8
Women Board Members (%)	20%	20%	11%
Men Board Members (%)	80%	80%	89%

ENVIRONMENTAL

▶▶ GLOBAL ENERGY CONSUMPTION

	2020	2019	2018
Total Energy (MWh)	1,098,525	1,380,319	1,337,807
Electricity (MWh)	504,428	618,413	619,402
Fuel (MWh)	594,097	761,756	717,968
Energy Intensity (kWh per sq.ft.)	62.90	79.02	76.57

▶▶ REGIONAL ENERGY CONSUMPTION

	2020	2019	2018
North America (U.S.) Electricity (MWh)	483,159	593,062	593,576
North America (U.S.) Fuel (MWh)	572,971	739,258	696,715
Total North America (U.S.) Energy (MWh)	1,056,130	1,332,320	1,290,291
Europe Electricity (MWh)	12,140	13,194	13,920
Europe Fuel (MWh)	19,058	19,304	17,637
Total Europe Energy (MWh)	31,198	32,498	31,557
Asia Electricity (MWh)	9,129	12,157	11,906
Asia Fuel (MWh)	2,067	3,194	3,616
Total Asia Energy (MWh)	11,196	15,351	15,522

▶▶ REGIONAL ELECTRICITY CONSUMPTION

	2020	2019	2018
North America (U.S.) Non-Renewable Electricity (MWh) (%)	373,551 (76%)	462,953 (78%)	482,396 (81%)
North America (U.S.) Renewable Electricity (MWh) (%)	115,022 (24%)	130,561 (22%)	111,180 (19%)
Europe Non-Renewable Electricity (MWh) (%)	1,327 (11%)	1,362 (10%)	1,404 (10%)
Europe Renewable Electricity (MWh) (%)	10,813 (89%)	11,832 (90%)	12,516 (90%)
Asia Non-Renewable Electricity (MWh) (%)	9,129 (100%)	12,157 (100%)	11,906 (100%)
Asia Renewable Electricity (MWh) (%)	0 (0%)	0 (0%)	0 (0%)

ENVIRONMENTAL (CONTINUED)

▶▶ GLOBAL GREENHOUSE GAS EMISSIONS

	2020	2019	2018
Total Scope 1 Emissions (metric tons CO₂e)	108,207	138,713	132,304
Total Scope 2 Emissions (metric tons CO₂e)	217,658	297,112	322,794
Scope 1 and Scope 2 GHG Emissions Intensity (kg per sq.ft.)	18.66	24.95	26.06

▶▶ REGIONAL GREENHOUSE GAS EMISSIONS

	2020	2019	2018
North America (U.S.) (metric tons CO ₂ e)	313,790	421,268	440,308
Europe (metric tons CO ₂ e)	6,297	6,770	7,061
Asia (metric tons CO ₂ e)	5,778	7,642	7,730

▶▶ OTHER GLOBAL SIGNIFICANT AIR EMISSIONS

	2020	2019	2018
No _x Emissions (excluding N ₂ O) (metric tons)	110	132	128
SO _x Emissions (metric tons)	1	2	2
Non-methane VOC Emissions (metric tons)	274	745	705

▶▶ GLOBAL WATER CONSUMPTION

	2020	2019	2018
Municipal Potable Water Withdrawals (million gallons)	242	564	640
Municipal Grey Water Withdrawals (million gallons)	254	307	194
Total Water Consumed (million gallons)	497	871	834
Water Intensity (gal per sq.ft.)	28.44	49.89	47.73

▶▶ GLOBAL WASTE GENERATION

	2020	2019	2018
Non-hazardous Waste (tons)	1,528	2,895	3,023
Hazardous Waste (tons)	2,415	4,827	4,750

▶▶ REGIONAL WASTE GENERATION

	2020	2019	2018
North America (U.S.) Non-hazardous Waste (tons)	913	1,833	1,828
North America (U.S.) Hazardous Waste (tons)	2,206	4,631	4,474
Europe Non-hazardous Waste (tons)	615	1,062	1,195
Europe Hazardous Waste (tons)	142	112	208
Asia Non-hazardous Waste (tons)	0	0	0
Asia Hazardous Waste (tons)	67	84	68

▶▶ CERTIFICATIONS

	2020	2019	2018
Number of facilities with ISO 14001 Certification	7	-	-
Number of facilities with AS 9100 / ISO 9001 Certification	12	-	-
Number of facilities with ISO 45001 Certification	7	-	-

SOCIAL

▶▶ TOTAL WORKFORCE

	2020	2019	2018
Total Employees (including contractors)	14,498	18,520	17,361
Total new employee hires	3,900	3,481	3,279
New hires women	541	641	565
New hires men	3,359	2,840	2,714
New hires < 30 years old	654	1,768	1,576
New hires 31 – 50 years old (%)	1,405	1,271	1,296
New hires 50+ years old (%)	1,841	442	407
Voluntary turnover rate (%)	3%	7%	5%
Involuntary turnover rate (%)	1%	2%	2%

SOCIAL (CONTINUED)

▶▶ TOTAL EMPLOYEE DIVERSITY

	2020	2019	2018
Women (%)	16.6%	18.2%	18.1%
Men (%)	83.4%	81.8%	81.9%
< 30 years old (%)	10.3%	18.5%	16.8%
31 – 50 years old (%)	47.8%	43.6%	43.2%
50+ years old (%)	41.9%	37.8%	40.0%
Minority (%)	24.7%	30.0%	28.4%
White (%)	74.8%	69.9%	71.5%
Not Specified (%)	0.5%	0.1%	0.1%

▶▶ MANAGEMENT LEVEL EMPLOYEE DIVERSITY

	2020	2019	2018
Women (%)	19.5%	18.5%	18.2%
Men (%)	80.5%	81.5%	81.8%
< 30 years old (%)	1.8%	2.9%	2.9%
31 – 50 years old (%)	54.7%	55.5%	52.6%
50+ years old (%)	43.2%	41.6%	44.6%
Minority (%)	15.4%	16.6%	16.9%
White (%)	83.9%	83.3%	83.1%
Not Specified (%)	0.7%	0.1%	0.0%

▶▶ PERMANENT AND TEMPORARY WORKFORCE

	2020	2019	2018
Total number of permanent employees (men)	12,026	14,876	13,990
Total number of permanent employees (women)	2,386	3,300	3,080
Total number permanent employees (unspecified)	2	3	0
Total number of temporary employees (men)	256	159	196
Total number of temporary employees (women)	32	30	22
Total number temporary employees (unspecified)	23	152	73

▶▶ FULL-TIME AND PART-TIME WORKFORCE

	2020	2019	2018
Total number of full-time employees (men)	12,074	14,870	13,985
Total number of full-time employees (women)	2,374	3,272	3,055
Total number full-time employees (unspecified)	3	3	-
Total number of part-time employees (men)	4	22	12
Total number part-time employees (women)	23	32	29
Total number part-time employees (unspecified)	0	0	0

▶▶ HEALTH AND SAFETY

	2020	2019	2018
Total recordable injury rate	1.48	3.54	3.81
Lost-time incident rate	0.44	1.05	1.26
Occupational illness frequency rate	0.43	1.09	1.17
Fatality rate	0.00	0.00	0.00

GLOBAL REPORTING INITIATIVE INDEX

Spirit’s Sustainability Report follows the Global Reporting Initiative (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.

GENERAL DISCLOSURES:

DISCLOSURE	DESCRIPTION	RESPONSE
Organizational Profile		
102-1	Name of the organization	Spirit AeroSystems Holdings, Inc.
102-2	Activities, brands, products, and services	About Spirit AeroSystems , page 2 2020 Annual Report and 10-K , pages 2-10 (“Business”) Programs and Capabilities
102-3	Location of headquarters	Spirit is headquartered at 3801 S. Oliver St. Wichita, Kansas 67210, U.S.A.
102-4	Location of operations	About Spirit AeroSystems , page 2 2020 Annual Report and 10-K , page 25 (“Significant Properties”) Global Locations
102-5	Ownership and legal form	2020 Annual Report and 10-K , page 29
102-6	Markets served	About Spirit AeroSystems , page 2 2020 Annual Report and 10-K , page 2 (“Business”)
102-7	Scale of the organization	About Spirit AeroSystems , page 2 2020 Annual Report and 10-K , pages 2-10 (“Business”)
102-8	Information on employees and other workers	About Spirit AeroSystems , page 2 Performance Tables, pages 36-37 2020 Annual Report and 10-K , pages 9-10 (“Human Capital”)
102-9	Supply chain	2020 Annual Report and 10-K , pages 8-9 (“Suppliers and Materials”) In 2020, Spirit sourced materials from approximately 1,795 direct and indirect suppliers, representing over \$1.6 billion in spend.
102-10	Significant changes to the organization and its supply chain	In October 2020, Spirit AeroSystems Holdings, Inc. (through its subsidiaries) completed the acquisition of select assets of Bombardier aerostructures and aftermarket services businesses in Belfast, Northern Ireland (known as Short Brothers); Casablanca, Morocco; and Dallas, United States. The acquired Bombardier operations employ approximately 3,300 people at three sites comprising approximately 3.4 million square feet.

GLOBAL REPORTING INITIATIVE INDEX

GENERAL DISCLOSURES (CONTINUED)

DISCLOSURE	DESCRIPTION	RESPONSE
102-11	Precautionary principle or approach	Decade of Action, page 5 Spirit's Values and Sustainability Strategy, page 6 Sustainability Targets, page 10 Environment, Health and Safety Policy
102-12	External initiatives	Materiality and the United Nations Sustainable Development Goals, page 8-9 Diversity and Inclusion, page 24 (<i>"Catalyst for Change"</i>)
102-13	Membership of associations	Spirit's Values and Sustainability Strategy, page 6 (<i>"A Trusted Partner"</i>)
Strategy		
102-14	Statement from senior decision-maker	Message from Our President and CEO, page 3 2020 Annual Report and 10-K (<i>"Letter to Stockholders"</i>)
102-15	Key impacts, risks and opportunities	Spirit's Values and Sustainability Strategy, page 6 (<i>"A Trusted Partner"</i>) Task Force on Climate-related Financial Disclosures (TCFD) Report, page 50-56 2020 Annual Report and 10-K , pages 12-24 (<i>"Risk Factors"</i>) CDP Climate Change Response
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behavior	Spirit's Values and Sustainability Strategy, page 6 Code of Conduct , page 5 Spirit's Values Ethics and Compliance Human Rights Policy
102-17	Mechanisms for advice and concerns about ethics	Global Ethics and Compliance, page 31 (<i>"Reporting Concerns"</i>) Ethics and Compliance Code of Conduct , pages 2-3

GLOBAL REPORTING INITIATIVE INDEX

GENERAL DISCLOSURES (CONTINUED)

DISCLOSURE	DESCRIPTION	RESPONSE
Governance		
102-18	Governance structure	Board Oversight , page 30 Corporate Governance
102-20	Executive-level responsibility for economic, environmental, and social topics	Board Oversight , page 30 Global Ethics and Compliance , page 31 <i>("Global Ethics and Compliance Governance")</i> Risk Management , page 33 <i>("Risk Management Governance Structure")</i> 2021 Proxy Statement , page 27 <i>("Sustainability Reporting and Oversight")</i> Corporate Governance and Nominating Committee Charter Audit Committee Charter
102-22	Composition of the highest governance body and its committees	Board Oversight , page 30 Corporate Governance Committee Composition
102-23	Chair of the highest governance body	Officers and Directors 2021 Proxy Statement , page 8 <i>("Director Nominees")</i>
102-24	Nominating and selecting the highest governance body	Corporate Governance Guidelines , page 1 Corporate Governance and Nominating Committee Charter 2021 Proxy Statement , page 21 <i>("Director Selection Process")</i>
102-25	Conflicts of interest	Corporate Governance Guidelines , page 2 Finance Code of Professional Conduct
102-26	Role of the highest governance body in setting purpose, values, and strategy	Board Oversight , page 30 2021 Proxy Statement , page 19 <i>("The Board's Role")</i>
102-27	Collective knowledge of the highest governance body	Officers and Directors 2021 Proxy Statement , pages 13-18 <i>("Election of Directors")</i>
102-28	Evaluating the highest governance body's performance	Corporate Governance Guidelines , page 2 2021 Proxy Statement , page 19 <i>("Board and Governance Matters")</i>

GLOBAL REPORTING INITIATIVE INDEX

GENERAL DISCLOSURES (CONTINUED)

DISCLOSURE	DESCRIPTION	RESPONSE
102-35	Remuneration policies	Compensation Committee Charter 2021 Proxy Statement , pages 10-11 (<i>"About Spirit's Executive Compensation Program" and "Compensation Overview"</i>)
102-36	Process for determining remuneration	2021 Proxy Statement , pages 10-11 and 37 (<i>"About Spirit's Executive Compensation Program" and "Compensation Overview"</i>)
102-38	Annual compensation ratio	2021 Proxy Statement , page 74 (<i>"2020 CEO Pay Ratio"</i>)
Stakeholder Engagement		
102-40	List of stakeholder groups	Spirit's Values and Sustainability Strategy , page 6 (<i>"A Trusted Partner"</i>)
102-41	Collective bargaining agreements	2020 Annual Report and 10-K , page 11 (<i>"Labor Relations and Collective Bargaining Agreements"</i>) Labor Management , page 34
102-42	Identifying and selecting stakeholders	Spirit's Values and Sustainability Strategy , page 6 (<i>"A Trusted Partner"</i>)
102-43	Approach to stakeholder engagement	Spirit's Values and Sustainability Strategy , page 6 (<i>"A Trusted Partner"</i>)
Reporting Practice		
102-45	Entities included in the consolidated financial statements	2020 Annual Report and 10-K , pages 32-33 (<i>"Selected Financial Statement"</i>)
102-46	Defining report content and topic Boundaries	Materiality and the United Nations Sustainable Development Goals , page 8 Spirit's Values and Sustainability Strategy , page 6
102-47	List of material topics	Materiality and the United Nations Sustainable Development Goals , page 8
102-48	Restatements of information	Not applicable – this is Spirit's first Sustainability Report
102-49	Changes in reporting	Not applicable – this is Spirit's first Sustainability Report
102-50	Reporting period	Our reporting period is January 1, 2020 through December 31, 2020.
102-51	Date of most recent report	Not applicable – this is Spirit's first Sustainability Report
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	investorrelations@spirit aero.com Twitter Facebook LinkedIn Instagram
102-56	External assurance	Independent Assurance Statement , page 57

GLOBAL REPORTING INITIATIVE INDEX

ECONOMIC DISCLOSURES

TOPIC SPECIFIC DISCLOSURES – MANAGEMENT APPROACH AND TOPIC-SPECIFIC DISCLOSURES:

ECONOMIC

DISCLOSURE	DESCRIPTION	RESPONSE
Economic Performance (2016)		
103	Management approach	2020 Annual Report and 10-K , 2020 UK Tax Strategy
201-1	Direct economic value generated and distributed	Performance Tables, page 35 2020 Annual Report and 10-K , pages 32-33 (“Financial Data”)
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 (TCFD) Report, pages 50-56 CDP Climate Change Response
201-3	Coverage of the organization’s defined benefit plan obligations	Health and Safety, page 22 (“Employee Benefits and Wellness”) 2020 Annual Report and 10-K , pages 81-82 and 92-93 (“Pension and Other Post-Retirement Benefits” and “Stock Compensation”) 2021 Proxy Statement , page 67 (“Pension Benefits”)
Indirect Economic Impacts (2016)		
103	Management approach	Community Impact , pages 27-28 Community Corporate Grants Good Neighbor Fund
203-1	Infrastructure investments and services supported	Community Impact , pages 27-28 Community Corporate Grants Good Neighbor Fund
Anti-Corruption (2016)		
103	Management approach	Global Ethics and Compliance, pages 31-32 Ethics Overview Anti-Corruption and Bribery Policy Spirit Code of Conduct , page 14

GLOBAL REPORTING INITIATIVE INDEX

ENVIRONMENTAL DISCLOSURES

DISCLOSURE	DESCRIPTION	RESPONSE
205-2	Communication and training about anticorruption policies and procedures	Global Ethics and Compliance, page 32 ("Ethics and Compliance Training") Spirit Code of Conduct , page 11
205-3	Confirmed incidents of corruption and actions taken	Spirit did not have any incidents or losses from legal proceedings associated with corruption in 2020. Global Ethics and Compliance, page 31 ("2020 Ethics and Compliance Reports")

ENVIRONMENTAL

DISCLOSURE	DESCRIPTION	RESPONSE
Energy (2016)		
103	Management approach	Energy, pages 15-16 Resource Efficiency, pages 12-13 Environment, Health, and Safety Policy CDP Climate Change Response
302-1	Energy consumption within the organization	Energy, pages 15-16 Performance Tables, pages 35-36
302-3	Energy intensity	Energy, pages 15-16 Performance Tables, pages 35-36
Water and Effluents (2018)		
103	Management approach	Water, page 17 Resource Efficiency, pages 12-13 Environment, Health, and Safety Policy
303-1	Interactions with water as a shared source	Water, page 17 Resource Efficiency, pages 12-13 Environment, Health, and Safety Policy
303-3	Water withdrawal	Water, page 17 Performance Tables, pages 35-36

GLOBAL REPORTING INITIATIVE INDEX

ENVIRONMENTAL DISCLOSURES (CONTINUED)

DISCLOSURE	DESCRIPTION	RESPONSE
Emissions (2016)		
103	Management approach	Emissions, page 14 Resource Efficiency, pages 12-13 Environment, Health and Safety Policy
305-1	Direct (Scope 1) GHG emissions Assured by Third-Party Verifier 	Emissions, page 14 Performance Tables, page 36 Independent Assurance Statement, page 57
305-2	Energy indirect (Scope 2) GHG emissions Assured by Third-Party Verifier 	Emissions, page 14 Performance Tables, page 36 Independent Assurance Statement, page 57
305-4	GHG emissions intensity	Performance Tables, page 36
305-5	Reduction of greenhouse gas emissions	Emissions, page 14
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	Emissions, page 14 Performance Tables, page 36
Waste (2020)		
103	Management approach	Waste, pages 18-19 Resource Efficiency, pages 12-13
306-2	Management of significant waste-related impacts	Waste, pages 18-19
306-3	Waste generated	Waste, pages 18-19 Performance Tables, page 36
Environmental Compliance (2016)		
103	Management approach	Environment, Health, and Safety Policy 2020 Annual Report and 10-K , page 9 ("Regulatory Matters")
307-1	Noncompliance with environmental laws and regulations	Spirit had no material incidents of noncompliance with respect to environmental laws and regulations in 2020.
Supplier Environmental Assessment (2016)		
103	Management approach	Risk Management (" Supply Chain Responsibility " and " REACH Compliance "), page 33 Supplier Code of Conduct REACH Compliance
308-1	New suppliers that were screened using environmental criteria	Risk Management (" Supply Chain Responsibility " and " REACH Compliance "), page 33 Supplier Code of Conduct REACH Compliance

GLOBAL REPORTING INITIATIVE INDEX

SOCIAL DISCLOSURES

SOCIAL

DISCLOSURE	DESCRIPTION	RESPONSE
Employment (2016)		
103	Management approach	Employees , pages 21-22 Careers Overview Total Rewards Success at Spirit
401-1	New employee hires and employee turnover	In 2020, Spirit had 3,900 new hires. Spirit's 2020 voluntary turnover rate was 3% and involuntary turnover rate was 1%. Performance Tables, pages 36-37
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employees , page 22 ("Employee Benefits and Wellness")
401-3	Parental leave	Employees , page 22 ("Employee Benefits and Wellness")
Labor Management Relations (2016)		
103	Management approach	Labor Management , page 34 2020 Annual Report and 10-K , pages 9-11 ("Human Capital")
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.
Occupational Health and Safety (2018)		
103	Management approach	Health, Safety, and Wellbeing , pages 21-23 Health and Safety Environment, Health, and Safety Policy
403-1	Occupational health and safety management system	Health, Safety, and Wellbeing , pages 21-22
403-4	Worker participation, consultation, and communication on occupational health and safety	Health, Safety, and Wellbeing , pages 21-22
403-5	Worker training on occupational health and safety	Health, Safety, and Wellbeing , pages 21-23
403-6	Promotion of worker health	Health, Safety, and Wellbeing , pages 21-23
403-8	Workers covered by an occupational health and safety management system	Health, Safety, and Wellbeing , pages 21-22
403-9	Work-related injuries	Health, Safety, and Wellbeing , page 21 Performance Tables, page 37

GLOBAL REPORTING INITIATIVE INDEX

SOCIAL DISCLOSURES (CONTINUED)

DISCLOSURE	DESCRIPTION	RESPONSE
Training and Education (2016)		
103	Management approach	Training and Innovation , page 26
404-2	Programs for upgrading employee skills and transition assistance programs	Training and Innovation , page 26 (“ <i>Development Programs</i> ”)
404-3	Percentage of employees receiving regular performance and career development reviews	Training and Innovation , page 26 (“ <i>Performance Reviews</i> ”)
Diversity and Equal Opportunity (2016)		
103	Management approach	Diversity and Inclusion , pages 24-25 Diversity, Equity and Inclusion Discrimination and Harassment Policy Human Rights Policy
405-1	Diversity of governance bodies and employees	Performance Tables , pages 36-37 Diversity and Inclusion , pages 24-25 Board Oversight , page 30
Freedom of Association and Collective Bargaining (2016)		
103	Management approach	Labor Management , page 34 Human Rights Policy Supplier Code of Conduct 2020 Annual Report and 10-K , page 11 (“ <i>Labor Relations and Collective Bargaining Agreements</i> ”)
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Labor Management , page 34 Human Rights Policy Supplier Code of Conduct 2020 Annual Report and 10-K , page 11 (“ <i>Labor Relations and Collective Bargaining Agreements</i> ”)
Human Rights Assessment (2016)		
103	Management approach	Human Rights , pages 33-34 Human Rights Policy Modern Slavery Statement Conflict Minerals Policy Discrimination and Harassment Policy
412-2	Employee training on human rights policies or procedures	Human Rights , page 34 (“ <i>Human Trafficking Awareness Training</i> ”)

GLOBAL REPORTING INITIATIVE INDEX

SOCIAL DISCLOSURES (CONTINUED)

DISCLOSURE	DESCRIPTION	RESPONSE
Local Communities (2016)		
103	Management approach	Community Impact , pages 27-28 Spirit's Values and Sustainability Strategy , page 6 <i>("A Trusted Partner")</i> Community Corporate Grants Good Neighbor Fund
413-1	Operations with local community engagement, impact assessments, and development programs	Community Impact , pages 27-28 Community Corporate Grants Good Neighbor Fund
Supplier Social Assessment (2016)		
103	Management approach	Supply Chain Responsibility , page 33 Human Rights , pages 33-34 Supplier Code of Conduct Modern Slavery Statement Conflict Minerals Policy
414-1	New suppliers that were screened using social criteria	Supply Chain Responsibility , page 33
Public Policy (2016)		
103	Management approach	Public Policy and Advocacy , page 32
415-1	Political Contributions	Public Policy and Advocacy , page 32 In 2020, Spirit's US Chamber of Commerce dues were \$150,000 and AIA dues were \$274,000.
Customer Health and Safety (2016)		
103	Management approach	Health, Safety, and Wellbeing , page 23 <i>("Products")</i>
416-1	Assessment of the health and safety impacts of product and service categories	Health, Safety, and Wellbeing , page 23 <i>("Products")</i>
Customer Privacy (2016)		
103	Management approach	Data Privacy and Cybersecurity , page 34
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	We had no material, substantiated complaints concerning breaches of customer privacy and losses of customer data in 2020.

SASB DISCLOSURES

To support investors and stakeholders, Spirit is disclosing information and data under Sustainability Accounting Standards Board (SASB) standards, an independent organization that sets standards to guide the disclosure of financially material sustainability information by companies to their investors.

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

ACTIVITY METRICS

SASB CODE	SASB METRIC	RESPONSE
RT-AE-000.A	Production by reportable segment	Aircraft components (shipset deliveries): 920 2020 Annual Report and 10-K , page 39 ("Results of Operations")
RT-AE-000.B	Number of employees	As of December 31, 2020, we had 14,498 employees.

ACCOUNTING METRICS

SASB CODE	SASB METRIC	RESPONSE
Energy Management		
RT-AE-130a.1	Total energy consumed, (% grid electricity and % renewable)	In 2020, Spirit's energy consumption was 1,098,525 megawatt hours (MWhs). 35% of energy consumed was from grid electricity and 11% was from renewable sources.
Hazardous Waste Management		
RT-AE-150a.1	Amount of hazardous waste generated, (% recycled)	In 2020, 2,208 tons of hazardous waste was generated. Please note, the percent of hazardous waste recycled is not available.
RT-AE-150a.2	Number and aggregate quantity of reportable spills, and quantity recovered	Spirit's Wichita, Kansas facility had one reportable spill in 2020. The facility industrial wastewater treatment plant had a bypass release that was contained on-site. As a result, approximately 5 gallons of water was released.
Data Security		
RT-AE-230a.1	Number of data breaches, (% involving confidential information)	Spirit did not have any reported data breaches in 2020.
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 also utilizes internal and third-party resources to ensure mitigation and recovery from events that could interrupt vital business are functioning. Data Privacy and Cybersecurity , page 34
Product Safety		
RT-AE-250a.1	Number of recalls issued	As a supplier, we do not have authority for product recalls.
RT-AE-250a.2	Number of counterfeit parts detected, (% avoided)	Spirit detected zero counterfeit parts in 2020.
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. Spirit did not deliver discrepancies that resulted in airworthiness directives from the OEM(s). Additionally, no Spirit manufactured, or designed parts were associated with any plan groundings or accidents.

SASB DISCLOSURES

SASB CODE	SASB METRIC	RESPONSE
RT-AE-250a.4	Total amount of monetary losses as a result of legal proceedings associated with product safety	Not applicable during the reporting period.
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 greenhouse gas emissions. We are also focused on the efficient use of natural resources and raw materials, including titanium, aluminum, steel and carbon fiber, used in manufacturing. Resource Efficiency , pages 12-13
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 , pages 33-34
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 reported losses from legal proceedings associated with bribery, corruption and related incidents in 2020.
RT-AE-510a.2	Revenue from countries ranked in the “E” or “F” Band of Transparency International’s Government Defense Anti-Corruption Index	Revenue from countries ranked in the “E” or “F” Band of Transparency International’s Government Defense Anti-Corruption Index is not material for our Company.
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. Code of Conduct Supplier Code of Conduct Global Ethics and Compliance , pages 31-32 Risk Management , pages 33-34

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) REPORT

Spirit's Task Force on Climate-related Financial Disclosure (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-tcfid.org>.

GOVERNANCE

Disclose the organization's governance around climate-related risks and opportunities.

DISCLOSURE	RESPONSE	RESOURCES
Board's oversight of climate-related risks and opportunities	<p>Spirit's Board of Directors has 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>Spirit's President and CEO, 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>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>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, pages 2-3 (Question C1.1)</p>
Management's role in assessing and managing climate-related risks and opportunities	<p>Spirit's President and CEO, 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 our executive leaders including the Company's Chief Financial Officer, General Counsel, Chief Compliance Officer, and Corporate Secretary.</p> <p>Spirit's Senior Director of EHS (environment, health, and safety), Security, and Sustainability oversees and executes on Spirit's corporate-wide sustainability strategies and reporting with regards to climate, water, waste, and other broader environmental, social and governance issues. Through Spirit's Senior Director of EHS, Security, and Sustainability, our President and CEO receives quarterly briefings, in addition to real-time updates of our progress towards our goals and objectives.</p>	<p>Board Oversight, page 30</p> <p>Emissions, page 14</p> <p>CDP Climate Change response, pages 3-4 (Questions C1.2 and C1.3)</p>

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (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	RESOURCES															
<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>▶ CLIMATE-RELATED RISKS</p> <table border="1"> <thead> <tr> <th>Type / Category</th> <th>Time Horizon</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Transition / Market</td> <td>1-2 years</td> <td>Uncertainty in Market Signals: 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, including world oil prices, changes in supply and demand, general economic conditions, labor costs, competition, import duties, tariffs, currency exchange rates and, in some cases, government regulation.</td> </tr> <tr> <td>Transition / Policy & Legal</td> <td>3-5 years</td> <td>Mandates on and regulation of existing products and services: Our operations are subject to extensive regulation under environmental, 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.</td> </tr> <tr> <td>Transition / Reputation</td> <td>3-5 years</td> <td>Increased Stakeholder Concern or Negative Stakeholder Feedback: Investors, customers, employees and communities are increasingly interested in learning more about how companies like Spirit are addressing climate-related risks and opportunities. Over the past year, we have observed heightened awareness and attention from our investors and customers to better understand Spirit's climate governance, strategy, risks, metrics and targets in alignment with the Task Force for Climate-Related Financial Disclosures framework's tenets. We also expect employee interest in climate change to continue to grow as Gen Z employees enter our workforce.</td> </tr> <tr> <td>Physical / Acute</td> <td>3-5 years</td> <td>Increased Severity and Frequency of Extreme Weather Events such as Cyclones and Floods: Our manufacturing facilities or our suppliers' manufacturing facilities could be damaged or disrupted by extreme weather events, including hurricanes and wildfires. For example, Hurricane Matthew caused our Kinston, North Carolina site operations to temporarily shut down in 2017.</td> </tr> </tbody> </table>	Type / Category	Time Horizon	Description	Transition / Market	1-2 years	Uncertainty in Market Signals: 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, including world oil prices, changes in supply and demand, general economic conditions, labor costs, competition, import duties, tariffs, currency exchange rates and, in some cases, government regulation.	Transition / Policy & Legal	3-5 years	Mandates on and regulation of existing products and services: Our operations are subject to extensive regulation under environmental, 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.	Transition / Reputation	3-5 years	Increased Stakeholder Concern or Negative Stakeholder Feedback: Investors, customers, employees and communities are increasingly interested in learning more about how companies like Spirit are addressing climate-related risks and opportunities. Over the past year, we have observed heightened awareness and attention from our investors and customers to better understand Spirit's climate governance, strategy, risks, metrics and targets in alignment with the Task Force for Climate-Related Financial Disclosures framework's tenets. We also expect employee interest in climate change to continue to grow as Gen Z employees enter our workforce.	Physical / Acute	3-5 years	Increased Severity and Frequency of Extreme Weather Events such as Cyclones and Floods: Our manufacturing facilities or our suppliers' manufacturing facilities could be damaged or disrupted by extreme weather events, including hurricanes and wildfires. For example, Hurricane Matthew caused our Kinston, North Carolina site operations to temporarily shut down in 2017.	<p>Resource Efficiency, pages 12-13</p> <p>Emissions, page 14</p> <p>Risk Management, page 33</p> <p>CDP Climate Change response, pages 4-12 (Questions C2.1-C2.4)</p>
Type / Category	Time Horizon	Description															
Transition / Market	1-2 years	Uncertainty in Market Signals: 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, including world oil prices, changes in supply and demand, general economic conditions, labor costs, competition, import duties, tariffs, currency exchange rates and, in some cases, government regulation.															
Transition / Policy & Legal	3-5 years	Mandates on and regulation of existing products and services: Our operations are subject to extensive regulation under environmental, 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.															
Transition / Reputation	3-5 years	Increased Stakeholder Concern or Negative Stakeholder Feedback: Investors, customers, employees and communities are increasingly interested in learning more about how companies like Spirit are addressing climate-related risks and opportunities. Over the past year, we have observed heightened awareness and attention from our investors and customers to better understand Spirit's climate governance, strategy, risks, metrics and targets in alignment with the Task Force for Climate-Related Financial Disclosures framework's tenets. We also expect employee interest in climate change to continue to grow as Gen Z employees enter our workforce.															
Physical / Acute	3-5 years	Increased Severity and Frequency of Extreme Weather Events such as Cyclones and Floods: Our manufacturing facilities or our suppliers' manufacturing facilities could be damaged or disrupted by extreme weather events, including hurricanes and wildfires. For example, Hurricane Matthew caused our Kinston, North Carolina site operations to temporarily shut down in 2017.															

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) REPORT



DISCLOSURE	RESPONSE	RESOURCES												
Climate-related risks and opportunities identified over short-term, medium-term and long-term horizon (continued)	CLIMATE-RELATED OPPORTUNITIES													
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Impact on businesses, strategy, and financial planning	<p>Spirit operates according to three key values that enable the Company to meet commitments to all stakeholders — including employees, customers, suppliers, investors, and communities. 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 ensure our business is not disrupted by extreme weather events and uncertainty in market signals.</p> <p>To capitalize on growth opportunities and mitigate climate risks, we also invest in new technology to bring the most advanced techniques, manufacturing, and automation to our customers. We also 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. We also apply our distinctive capabilities to reduce carbon emissions throughout the entire life cycle of aircraft development, manufacturing, operations, and retirement.</p>	<p>Resource Efficiency, pages 12-13</p> <p>Emissions, page 14</p> <p>Risk Management, page 33</p> <p>CDP Climate Change response, pages 13-15 (Questions C3.1d, C3.1e and C3.1f)</p>												

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) REPORT



DISCLOSURE	RESPONSE	RESOURCES
	<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 greenhouse gas emissions by 30% from 2019 – 2030. This target aligns with the 2-degree Celsius level of ambition for science-based targets using the Science-Based Targets initiative’s absolute-based contraction approach. (2) Renewable Energy: We aim to seek renewable energy opportunities through procurement or investments into onsite 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>Impact of different scenarios, including a 2°C scenario</p>	<p>Spirit aims to reduce our absolute scope 1 and scope 2 greenhouse gas emissions by 30% from 2019 – 2030. Additionally, we aim to ensure that 100% of our top suppliers will have also set science-based targets.</p> <p>Our 2030 target is based on a decarbonization pathway in alignment with the 2-degree Celsius level of ambition using the Science-Based Targets initiative’s absolute-based contraction approach. To achieve this target, we aim to increase efficiencies throughout our facilities and invest in renewable energy.</p> <p>Spirit’s scenario analysis has also directly influenced our business objectives and strategy, as we align our emissions reduction strategies and investments in product innovation to support the aviation industry’s target to reduce 2050 net emissions by 50%, from 2005 levels.</p>	<p>Sustainability Targets, page 10</p> <p>Emissions, page 14</p> <p>CDP Climate Change response, pages 13 (Questions C3.1b)</p>

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (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	RESOURCES						
<p>Process for identifying and assessing climate-related risks</p>	<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 performance within our sustainability assessment framework, 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 energy and emission performance and identifying and executing on projects to reduce our operational environmental footprint.</p> <p>The decision making process with regards to mitigation, transfer, accept 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, page 30 Risk Management, page 33 CDP Climate Change response, page 5 (Questions C2.2)</p>						
<p>Processes for managing climate-related risks</p>	<p>Spirit uses the following processes to manage climate-related risks:</p> <table border="1"> <thead> <tr> <th data-bbox="1080 1089 1207 1149">Time Horizon</th> <th data-bbox="1207 1089 2000 1149">Description</th> </tr> </thead> <tbody> <tr> <td data-bbox="1080 1149 1207 1312">1-2 years</td> <td data-bbox="1207 1149 2000 1312">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 help insulate us from market volatility across the industry for certain specialized metallic and composite raw materials used in the aerospace industry.</td> </tr> <tr> <td data-bbox="1080 1312 1207 1516">3-5 years</td> <td data-bbox="1207 1312 2000 1516">Mandates on and regulation of existing products and services: Spirit continuously monitors and provides training throughout all of our operations and facilities to ensure compliance with all applicable environmental, health and safety laws and regulations. We also 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. All of Spirit’s production facilities are also either ISO 14001 and/or ISO 9001 certified.</td> </tr> </tbody> </table>	Time Horizon	Description	1-2 years	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 help insulate us from market volatility across the industry for certain specialized metallic and composite raw materials used in the aerospace industry.	3-5 years	Mandates on and regulation of existing products and services: Spirit continuously monitors and provides training throughout all of our operations and facilities to ensure compliance with all applicable environmental, health and safety laws and regulations. We also 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. All of Spirit’s production facilities are also either ISO 14001 and/or ISO 9001 certified.	
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TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) REPORT

RISK MANAGEMENT (CONTINUED)

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<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 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</p> <p>Risk Management, page 33</p> <p>Audit Committee Charter</p> <p>Risk Committee Charter</p> <p>CDP Climate Change response, pages 5 and 13-15 (Questions C2.2 and C3.1)</p>						

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) REPORT



METRICS AND TARGETS

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

DISCLOSURE	RESPONSE	RESOURCES								
<p>Metrics used by the organization to assess climate-related risks and opportunities</p>	<p>In addition to monitoring scope 1 and scope 2 greenhouse gas emissions, Spirit also monitors and reports on other significant air emissions including oxides of nitrogen not including N₂O (NO_x), oxides of sulfur (SO_x), and non-methane volatile organic compounds (VOCs).</p> <p>We also monitor the number of facilities that are ISO 14001 certified.</p>	<p>2020 Impact Highlights, page 4</p> <p>Emissions, page 14</p> <p>Performance Tables, pages 35-36</p> <p>Independent Assurance Statement, page 57</p> <p>CDP Climate Change response, pages 19-31 (Questions C5-C9)</p>								
<p>Scope 1, 2, and 3 greenhouse gas emissions</p>	<p>Spirit's 2020 greenhouse gas emissions performance:</p> <table border="1"> <thead> <tr> <th>Greenhouse Gas Emissions</th> <th>Metric tons of CO₂e</th> </tr> </thead> <tbody> <tr> <td>Scope 1*</td> <td>108,207</td> </tr> <tr> <td>Scope 2* (location-based)</td> <td>223,243</td> </tr> <tr> <td>Scope 2* (market-based)</td> <td>217,621</td> </tr> </tbody> </table> <p>* 2020 metrics were assured by a third-party.</p>	Greenhouse Gas Emissions	Metric tons of CO ₂ e	Scope 1*	108,207	Scope 2* (location-based)	223,243	Scope 2* (market-based)	217,621	<p>Emissions, page 14</p> <p>Performance Tables, pages 35-36</p> <p>Independent Assurance Statement, page 57</p> <p>CDP Climate Change response, pages 19-31 (Questions C5-C9)</p>
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Scope 1*	108,207									
Scope 2* (location-based)	223,243									
Scope 2* (market-based)	217,621									
<p>Targets used and performance against targets</p>	<p>Spirit aims to reduce absolute scope 1 and scope 2 emissions by 30% by 2030 (from 2019 base year). Our 2030 target is based on a decarbonization pathway in alignment with the 2-degree Celsius level of ambition using the Science-Based Targets initiative's absolute-based contraction approach.</p> <p>We have achieved 25% reduction in scope 1 and scope 2 emissions from 2019 – 2020.</p>	<p>Sustainability Targets, page 10</p> <p>Emissions, page 14</p> <p>CDP Climate Change response, pages 15-18 (Questions C4.1 and C4.2)</p>								

INDEPENDENT ASSURANCE STATEMENT



100 Beard Sawmill Rd., 6th Floor
Shelton, CT 06484
Phone 203-447-2800
Fax 203-447-2900
www.bpaww.com

Independent Third Party Assurance Statement

To the Board and stakeholders of Spirit AeroSystems Holdings, Inc.:

iCompli Sustainability, a division of BPA Worldwide, Inc., was commissioned by Spirit AeroSystems Holdings, Inc. (“Spirit”) to provide independent third party assurance of specific sustainability performance data from its business activities during the period January 1, 2020, to December 31, 2020.

Assurance Standards

This engagement has been managed in accordance with *ISO 14064-3: Greenhouse gases – Specification with guidance for the validation and verification of greenhouse gas assertions*. The format of the engagement was structured to meet the ‘limited’ level of assurance requirements.

Assurance Objectives and Scope

The objective of the assurance process was to provide an independent assurance opinion on whether Spirit’s Scope 1 and Scope 2 greenhouse gas (GHG) emissions:

- adhere to the ISO 14064-3 principles of relevance, completeness, consistency, accuracy, and transparency.
- are reported according to the requirements of the WBCSD/WRI Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard, Revised Edition (2004).

The organizational boundary of the verification was Spirit’s global portfolio of significant properties as defined using the operational control organizational boundary approach.

Assurance Approach and Limitations

iCompli Sustainability conducted the verification in accordance with the requirements of *ISO 14064-3: Greenhouse gases – Specification with guidance for the validation and verification of greenhouse gas assertions*. iCompli Sustainability reviewed Spirit’s corporate “2020 GHG Summary for Annual Report” (dated May 10, 2021) and evaluated the data for conformity with the requirements of the WBCSD/WRI Greenhouse Gas Protocol. Spirit’s reported Scope 1 and Scope 2 GHG emissions were considered free of material misstatement if found to be within the defined materiality threshold of 5%. Spirit’s assertion was tested according to a risk-based approach and the review of controls to manage these risks, including:

- Management system and procedural review for accuracy, reliability and reproducibility;
- Verification of representative sources and processes;
- Quantification testing and re-calculation assessments;
- Interview corporate personnel, and review relevant documents and records, and;
- Audit of a sample of original source activity data (supplier invoices) of energy consumption representing a cross-section of Spirit’s operations.

Scope 1 emissions sources (fugitive emissions from facility refrigerant use) are excluded from certain sites, due to the minor contribution of the sources to Spirit’s total GHG emissions.

INDEPENDENT ASSURANCE STATEMENT

Spirit reported the following specific sustainability performance data totals for the 2020 calendar year:

SUSTAINABILITY DATA INDICATOR	REPORTED TOTAL
Scope 1 GHG emissions	108,207 tonnes CO2e
Scope 2 GHG emissions (location-based)	223,243 tonnes CO2e
Scope 2 GHG emissions (market-based)	217,621 tonnes CO2e

Conclusions

Based on the process and procedures conducted, there is no evidence that Spirit’s GHG assertion:

- is not materially correct; and
- is not a fair representation of GHG data and information; and
- has not been prepared in accordance with the WBCSD/WRI Greenhouse Gas Protocol.

Recommendations

As part of the assurance engagement, iCompli Sustainability has provided Spirit with a series of recommendations to ensure the continual improvement of the collection, storage, analysis, and reporting of specific sustainability performance data at the corporate and facility level.

Independence

iCompli Sustainability has not been responsible for the preparation of any part of the sustainability performance information, nor have we undertaken any commissions that would conflict with our independence. Responsibility for producing the sustainability performance information belonged to Spirit and its sustainability reporting advisors. iCompli Sustainability is, and remains, an independent assurer over the specific sustainability performance information.

Attestation

iCompli Sustainability, a division of BPA Worldwide, Inc.
Shelton, Connecticut, USA
May 17, 2021

Spirit AeroSystems BPA iCompli 2020 Verification Statement FINAL 210517

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