

Citizen



Boeing

At Boeing, corporate citizenship means helping to make the world a better place, and the company is contributing time, money and resources to ensure that happens

The Boeing Company calls it “corporate citizenship.” The concept may have other names, such as “corporate social responsibility,” “corporate responsibility” or “corporate sustainability.” But they all express the same thing—how a company conducts its business to have a positive impact on society and communities.

For insights into Boeing’s approach to corporate citizenship and why it’s important, even in a difficult economy, *Frontiers* recently spoke with Jim McNerney, chairman, president and CEO; Rick Stephens, senior vice president of Human Resources and Administration; and Anne Roosevelt, vice president of Global Corporate Citizenship.

What does “corporate citizenship” mean at Boeing?

McNerney: It’s our vision of the implied contract between business and society. We recognize the interdependence between our business and our communities, and we know Boeing makes a significant impact on the world. We want

that impact always to be a positive one.

So we take a comprehensive approach to corporate citizenship. First, we are a business committed to operating both profitably and from a foundation of solid values such as customer satisfaction, safety, quality and integrity. We strive to make our products and services more clean and efficient—and help our customers become more competitive.

We also believe it is important that we help make the world a better place, so we contribute time and money to strengthen communities around the world. We have unique knowledge, skills and relationships that we often share as we help others—and as we help others help themselves. For example we bring together customers, competitors, suppliers and other companies in driving industrywide efforts to identify sustainable biofuels. We work with customers and governments toward introducing more efficient air-traffic-management practices and systems around the world. We work with educational systems and their communities to



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– Jim McNerney, Boeing chairman, president and CEO



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– Rick Stephens, senior vice president of Human Resources and Administration



PHOTOS: (Portraits, from top) Jim McNerney, Boeing chairman, president and CEO; Rick Stephens, senior vice president, Human Resources and Administration; and Anne Roosevelt, vice president, Global Corporate Citizenship. **(Company and employee activities, from left)** Applying chrome-free primer to Apache helicopters in Mesa, Ariz.; promoting math and science education in China; recycling at the KC-135 Programmed Depot Maintenance area in San Antonio; sprucing up homes of the elderly and disabled in Orange County, Calif.; working with a student on math skills in Mesa; cleaning up in Southern California; and inspiring early learning in Turkey.

help better prepare students with the skills they will need as part of an interactive, networked and tech-savvy work force. And we hone our leadership skills and take Lean+ or other skills-based principles into the nonprofit organizations where we volunteer.

So “corporate citizenship,” the concept, is much bigger than “Global Corporate Citizenship,” the functional organization?

McNerney: Definitely. GCC, the organization, is one of those charged with integrating our corporate-citizenship efforts. The Government Operations, Boeing International, and Environment, Health and Safety functions are other big players in that. But many other people and

organizations beyond these help make Boeing a good—and global—corporate citizen. In fact, every Boeing employee contributes in some way.

Stephens: The GCC team plays an important role as an integrator. Its people maintain a broad array of relationships with stakeholders. Just as our sales, business-development and program teams bring customer perspectives into the company, we expect our GCC teammates to add our communities’ perspectives to the mix. With well-rounded input that links our values and purpose with our business performance, leaders are able to make well-informed, values-based decisions.

How has the Boeing approach to corporate citizenship evolved?

Roosevelt: Two years ago, we expanded our focus from community and education relations to global corporate citizenship—in an acknowledgment of higher expectations from our stakeholders. Under Rick’s leadership, we are developing an integrated, cross-enterprise strategy. We changed our function’s name from Community & Education Relations to Global Corporate Citizenship and convened the companywide Corporate Citizenship Integration Council to discuss and shape Boeing’s actions related to our citizenship goals.

Stephens: We're looking to go beyond simply dispensing corporate cash grants and organizing site-specific volunteer activities. We want to unleash the power of other corporate-citizenship assets—including our tremendous intellectual capital, our systems approach to programs, our ethics and diversity programs, in-kind donations, relationships with universities, the Employees Community Fund, and both traditional interest-based and skills-based volunteering. These tools can work together powerfully to help build greater self-sufficiency in our communities and long-lasting growth in our economies. They also can help motivate employees to see Boeing

as the best place to be engaged and productive.

Where does corporate citizenship fit in with our business strategy?

McNerney: The two are definitely related—the stronger our business, the better able we are to make a positive impact on our world; and the more positive an impact we make, the better the chances our business will grow stronger.

Profitable companies can—and should—build healthy communities. In our case, Boeing fuels commerce and provides meaningful employment, the starting points of corporate citizenship. Each of us contributes in some way to delivering reliable, innovative and efficient

products and services that truly affect people's lives. We act as a leader in responsible business practices, in helping not-for-profit organizations address local needs, and in bringing together diverse organizations to address larger issues (many of which affect our business). We also apply our core competencies—such as Lean+ and our expertise in integrating large-scale systems—to help make our communities better.

Is there a relationship between corporate citizenship and our ability to execute on programs or win new business in a tough economy?

McNerney: Corporate citizenship by its very nature is a mix of altruism and

Leading edge: Volunteers use aerospace skills to help people at ground level



PHOTOS: (Top) Boeing propulsion systems engineer Shah Selbe co-led a volunteer project to improve water supply quality and reliability for a hospital in Malawi, Africa. **BOB FERGUSON/BOEING**

(Above) Workers repair piping and construct a Rainwater Catchment System at the southern Malawi site.

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The same engineering skills that Boeing's Shah Selbe uses to help satellites maneuver in space are ensuring delivery of clean water to a health clinic in southeast Africa.

Selbe, working out of El Segundo, Calif., serves as co-lead for a volunteer project in the African nation of Malawi to develop solutions to water issues that touch the lives of people halfway across the globe. The success of the effort, coordinated through Engineers Without Borders—USA, led Boeing to honor the propulsion systems engineer with the 2009 Boeing Exceptional Volunteer Service Award.

In 2008, Selbe joined the global nonprofit's Malawi Project team to help resolve crucial water treatment and transport issues for the Malamulo Hospital Campus. The hospital, located in a rural area of southern Malawi, is home to the country's leading HIV/AIDS prevention program, but its water system was inadequate and inconsistent, and many potential sources of water are contaminated.

The goal of the project is to bring inexpensive clean water to the entire hospital campus—by identifying water sources, repairing piping and constructing a Rainwater Catchment System.

"As a liquid propulsion subsystem engineer working on how communications satellites move around once they're in geosynchronous orbit, I deal with technical issues regarding liquids and pressure changes," Selbe said. "So what I did on this project, including drafting of the technical documentation, is similar to what I do at work."

The project also required Selbe to develop and employ some unexpected skills—ranging from training and communication to negotiation to project and resource management. "I really enjoy what I do at Boeing—making satellites move in space is pretty cool," Selbe said. "But this EWB project was rewarding in a whole different way. We're working to make sure that the Malamulo hospital can continue its work for people living with HIV/AIDS, and also to deliver a reliable source of clean drinking water for children who go to school on the campus. How cool is that?"

Selbe's volunteer work may also touch lives in other parts of the globe. He hopes that the innovative rainwater catchment system he designed for Malawi will soon be adapted for use in other Engineers Without Borders—USA projects in Tanzania and South America. ■

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business reality. Our giving back to our communities is both a responsibility and an opportunity. We can make a significant difference in people's lives—now and for generations to come—by what we do today. But we are also contributing to the company's future as we do so. Our work on the environment is one example of that. We're helping to clean up our communities, conserve resources, reduce emissions and identify environmentally sustainable sources of energy, all of which helps preserve the world for future generations of people. It also enables Boeing to keep building and supporting new generations of airplanes—and employing the people to do so. Make no mistake about

it: Our customers buy our products based primarily on the business value and quality of the products and services we deliver. But they also usually take into account our relationships with them and their communities. Those relationships—and the trust they build—can be the difference between winning and losing in close competitions.

Why worry about creating a better world when so many employees these days are concerned about simply maintaining their standard of living or having a personal life?

McNerney: We don't require employees to be involved in corporate-citizenship efforts. But most employees want to be

more involved in their communities and many want to do so as part of Boeing because they believe strongly that it's the right thing to do. This company has a long history of helping to make the world a better place and I think today's employees are just as committed to that as past generations have been. People simply have high expectations of themselves and of Boeing—even when the workload is at its peak.

Stephens: In fact, data show that today's employees—as well as those who may be attracted to Boeing in the future—increasingly expect their employers to be good corporate citizens and to provide opportunities for them to get involved in their communities. So our corporate-citizenship behavior has an important influence on retaining and inspiring top-notch performers, as well as on recruiting.

McNerney: Let's remember, too, that community-based activities can help people develop their leadership skills. Some employees are making good career moves as a result of applying what they learn through volunteer activities. We can take certain Boeing skills into our communities, and we can bring the leadership skills we learn in our communities back into Boeing.

Are we really making a difference?

McNerney: Boeing employees all around the world are driving positive change in what can seem like small ways but are really long-lasting and powerful. Our people get things done. They are truly inspiring. And yes, we definitely are making a difference.

To view a recent webcast about corporate citizenship, visit <http://videowm.boeing.com/ben/bb954/enter.htm> on the Boeing intranet. ■

PHOTOS FROM PAGES 18–19 BY BOB FERGUSON/BOEING, MIKE GOETTINGS/BOEING, YINGSHU ZHANG, LANCE CHEUNG/BOEING, PERRY HAVELAAR/BOEING AND THE MOTHER CHILD EDUCATION FOUNDATION.



Rebuilding homes—and building leadership skills

Five years ago, Systems Engineer Eliza Thompson joined the Boeing St. Louis Rebuilding Day volunteer effort, which helps upgrade homes to enable elderly and disabled citizens to continue living in them independently. Each year since, Thompson has led the entire

event, which has grown from 170 Boeing employee volunteers to more than 920. Thompson was named as a semifinalist in this year's Boeing Exceptional Volunteer Service Award.



Rocket scientist inspires students to pursue aeronautics

It's hard to know how many school-children across Southern California have been inspired by Dean Davis over the past 31 years. That's how long this "rocket" scientist and passionate aerospace advocate has been sending industry engineers and scientists

into classrooms—with kites, balloons, rockets, experiments, lesson plans and even a traveling space museum. The 2009 Boeing Exceptional Volunteer Service Award semifinalist spends 40 hours a week in educational outreach for the American Institute of Aeronautics and Astronautics. That's on top of his 40-plus hours at Boeing, where the advanced space research and development team leader designs future manned space colonies and solar power satellites. (See the related Historical Perspective in the May 2009 issue of *Frontiers*.)

All stories by Geoff Potter and portraits by Bob Ferguson/Boeing



Hands-on learning

Volunteering offers employees opportunities to learn and lead **By Geoff Potter and Carrie Howard**

A challenging economy doesn't have to put the brakes on career development. Many Boeing employees have built valuable job and leadership skills by volunteering.

"Volunteering is an exceptional way for our employees to develop or expand their skills," said Patrice Mingo, director, Strategic Programs, Global Corporate Citizenship. "For example, it gives people the chance to exercise leadership and program management skills, even if they don't use those skills in their current job."

Studies show that nearly 70 percent of what employees learn professionally comes from assignments, whether primary, part-time or volunteer, according to Steve Bass, director, Leadership Development. "Heading up a finance committee at church or leading a Scout troop is the equivalent of doing a special project at work," he said.

"Volunteering gives you an opportunity to take on a challenging leadership role in a friendly environment, where you can try new things that you might not be as comfortable doing at work," Bass said. "And when people get involved with something they feel passionate about, they develop deeper skills at an accelerated rate compared to just doing what their boss wants them to do."

Systems engineer Eliza Thompson, a semifinalist for this year's Boeing Exceptional Volunteer Service Award, agrees. "It's taught me a lot about inspiring and enabling people," she said of her experience leading more than 900 Boeing employees in the annual Rebuilding Together—St. Louis home renovation event. "It's taught me organizational skills, and

it's definitely given me a large network!"

The benefits extend from the company to the community—and back, according to Mingo, who leads volunteer programs for Boeing. "Volunteering is a powerful force to achieve 'One Boeing': When employees focus on the needs of their communities, the lines between business units, legacy programs, projects and sites begin to blur and we actually demonstrate 'One Boeing.' And that is good for our communities, our employees and our company." ■

To learn about opportunities in your area, visit the GCC Volunteerism page at <http://community.web.boeing.com/volunteer.cfm> on the Boeing intranet.

To learn more about Boeing and Engineers Without Borders—USA, visit <http://community.web.boeing.com/ewb-usa> on the Boeing intranet.

Another helpful resource is inSite, Boeing's social media tool, which you can access at <https://insite.web.boeing.com/culture/displayGroups> on the Boeing intranet.



"Volunteering is a powerful force to achieve 'One Boeing.'"

— Patrice Mingo, director, Strategic Programs, Global Corporate Citizenship

PHOTOS: (Top) Volunteers from Engineers Without Borders—USA begin upgrades to a water distribution system for a hospital in Malawi, Africa. **(Above)** Schoolchildren in Togo thank Boeing for its contributions to improvement projects at a nearby school. Grant funds from Boeing helped make this project possible.

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