



The Boeing Company

2024 Sustainability & Social Impact Report

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A Letter From President and CEO David L. Calhoun

Everything starts with purpose. At Boeing, our mission is to protect, connect and explore our world and beyond, and it is founded on ensuring safety and quality are at the forefront of everything we do. In our first combined Sustainability & Social Impact Report, we are highlighting our progress in support of our environment, our people and our communities.

Each day, our Boeing teammates are dedicated to living our core values of safety, quality, integrity and sustainability. When it comes to the safety of Boeing's products and services, every decision and every action matters. We are making daily progress and are holding ourselves accountable to the highest standards.

Making Strides for the Environment

We continue to work to support the commercial aviation industry's ambition to reach net-zero emissions by 2050 by making strides in reducing our carbon

footprint. Each decision we make has a bearing on the future health of our planet, and we take the responsibility to come up with innovative solutions seriously.

It starts within our four walls. Boeing increased renewable electricity procurement by 16% in 2023, which translates to 39% renewable electricity across the enterprise through direct purchases and renewable energy credits. We also saw the highest participation rate in Boeing's history in our Battle of the Buildings campaign, with our teammates taking more than 1 million 60-second actions across 189 sites in 28

countries, contributing to reductions in energy use, waste to landfill and water consumption. In 2023, we hosted the first global Sustainable Aerospace Together Forum where we convened global leaders from energy, aviation, finance and policy sectors to discuss solutions for a more sustainable future. We look forward to hosting our second forum in October.

We also launched the public version of the Cascade Climate Impact Model, a dynamic modeling tool that allows users to analyze strategies and scenarios to reduce aviation's emissions through 2050. We

continue to refine the tool and introduce new features and insights.

Building an Inclusive Culture

People are at the center of all we do. Our 171,000 diverse teammates operate in more than 65 countries around the world, building and supporting products that connect communities and serve customers in more than 150 countries. We have manufacturing, service and technology partnerships with companies and governments worldwide and contracts with more than 11,000 suppliers.

Our Values

Innovate and Operate To Make the World Better

How We Operate:

- Start with engineering excellence
- Be accountable — from beginning to end
- Apply Lean principles — eliminate traveled work
- Crush bureaucracy
- Reward predictability and stability — everywhere in our business

How We Act:

- Lead on safety, quality, integrity and sustainability
- Foster a Just Culture grounded in humility, inclusion and transparency
- Import best leadership practices
- Earn stakeholder trust and preference
- Respect one another and advance a global, diverse team

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Maintaining strong relationships with these partners is critical to our business.

Within Boeing, we continue to foster an inclusive workplace where employees can have rewarding careers. We value diverse perspectives and continue to see more women and U.S. racial and ethnic minorities represented at nearly every level of the company compared with a year ago.

Boeing has nine employee-led business resource groups that connect teammates with shared interests and help our people grow personally and professionally. We encourage employees to practice Seek, Speak & Listen habits to create an environment where all voices are heard and valued. We are strongest when teammates speak up with ideas and suggestions, and trust that appropriate action will be taken without fear of retaliation.

Transforming Our Communities

Boeing's commitment to bringing about positive and lasting change also applies to communities around us across the globe. Our team members embody a "giving" mindset and donate time and money with a goal of improving the communities in which they live and work. We encourage

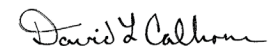
our volunteers in their efforts and match donations to accredited nonprofit organizations.

As part of our ongoing work in communities around the world, Boeing supports humanitarian and disaster relief efforts. The safety of our teammates and the communities they call home is of the utmost importance to us, and we maintain an established process to keep all channels of communication open with them throughout any crises they are facing.

We continue to nurture a healthy talent network and pipeline through volunteer efforts in support of STEM education in schools and workforce development programs. We are also proud of the work we do to support veterans as they transition to civilian life and in their recovery and rehabilitation journeys. As part of this commitment, Boeing continued its partnership with the Invictus Games, an international event that brings wounded and injured service personnel together to heal through sport. Boeing currently has more than 18,000 military veterans that represent 14% of our U.S. workforce.

Looking Ahead

Guided by our mission, we set our goals for the near term and our aspirations for the future. We act transparently and hold ourselves accountable every step of the way. Our work in support of our environment, our people and our communities involves all of us at Boeing, with safety and quality at the core. We also extend our gratitude to the local and global partnerships on these fronts that help us further our endeavors to work toward a bright tomorrow for all of our stakeholders.



David L. Calhoun

President and CEO



We showcased the Boeing Cascade Climate Impact Model at a conference in Dubai, where governments from over 100 countries set a 2030 goal that aviation fuel should be 5% less carbon intensive than conventional jet fuel.



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Boeing continues to engage our stakeholders on all aspects of sustainability while making progress on our sustainability goals, managing risk and enhancing our culture, which are all underpinned by transparency and an unwavering commitment to safety, quality and integrity.

Final assembly of 737 MAX airplanes in Renton, Washington.

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As a leading global aerospace company, we develop, manufacture and service commercial airplanes, defense products and space systems for customers in more than 150 countries. As a top U.S. exporter, the company leverages the talents of a global supplier base to advance economic opportunity, sustainability and community impact. Our diverse team is committed to innovating for the future; cultivating a culture based on the company’s core values of safety, quality, integrity and sustainability. Learn more at [boeing.com](https://www.boeing.com).

Boeing Commercial Airplanes (BCA)

This segment develops, produces and markets commercial jet aircraft principally to the commercial airline industry worldwide. We are a leading producer of commercial aircraft and offer a family of commercial jetliners designed to meet a broad spectrum of global passenger and cargo requirements of airlines. This family of commercial jet aircraft in production includes the 737 narrow-body model and the 767, 777 and 787 wide-body models. Development continues on the 777X program and the 737-7 and 737-10 derivatives.

Boeing Defense, Space & Security (BDS)

This segment engages in the research, development, production and modification of manned and unmanned military aircraft and weapons systems for strike, surveillance and mobility, including fighter and trainer aircraft; vertical lift, including rotorcraft and tilt-rotor aircraft; and commercial derivative aircraft, including anti-submarine and tanker aircraft. In addition, this segment engages in the research, development, production and modification of the following products and related services: strategic defense and intelligence systems, including strategic missile and defense systems; command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR); cyber and information solutions; intelligence systems, satellite systems; including government and commercial satellites; and space exploration.

Boeing Global Services (BGS)

This segment provides services to our commercial and defense customers worldwide. Global Services sustains aerospace platforms and systems with a full spectrum of products and services, including supply chain and logistics management; engineering, maintenance and modifications; upgrades and conversions; spare parts; pilot and maintenance training systems and services; technical and maintenance documents; and data analytics and digital services.

2023 by the Numbers



BCA	47,948
BDS	17,925
BGS	22,323
Enterprise	82,492



BCA	\$33.9B
BDS	\$24.9B
BGS	\$19.1B



BCA	\$3.9T
BDS	\$3.1T
BGS	\$3.7T

* See [Form 10-K](#) for more information

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A Letter From CSO Brian Moran

Transparency is core to our values and woven into how we operate at Boeing. I'm honored to join teammates from around the globe as well as my colleagues on the Executive Council to share the progress we've made on our environmental efforts; on diversity and inclusion; and on our positive community impact around the world.

As Boeing's Chief Sustainability Officer, I am humbled to help advance our sustainability journey and promote a future that will always be anchored in safety and quality – first and foremost. As we recommit to these fundamental values, it is energizing to see our company's focus on helping our industry decarbonize while uplifting our communities and driving a culture of inclusion where everyone's voice is heard.

With more than two decades at Boeing, it's an honor for me to bring my passion for innovation and collaboration with global stakeholders to the CSO role. As we strive to protect, connect and explore the world and beyond, our sustainability mission to promote an even safer and more sustainable aerospace future could not be more befitting.

Over the past few years, I have been fortunate to lead a global team that worked closely with our partners in aviation, energy, policy and finance to progress our ambitious sustainability goals. The actions we take come in many forms, including scaling the availability of sustainable aviation fuel (SAF); investing in innovation and technology demonstrators, illuminating the future through our Cascade Climate Impact Model and working with stakeholders on conservation, compliance and remediation efforts.

Throughout the report, you'll see we've made steady progress in many areas, with more work to do in others. We'll continue to be transparent with our stakeholders, humbly conveying our actions every step of the way and holding ourselves accountable as we earn trust and reestablish confidence in this great company.



Brian Moran

Chief Sustainability Officer

As a Patron of the World Energy Council, Brian Moran speaks at the 26th World Energy Congress in Rotterdam, Netherlands.



“A more sustainable future will always be anchored in safety and quality – first and foremost.”



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Stakeholder Engagement

Bringing the Outside In

Boeing is committed to transparency and considers stakeholder interests to identify and address key challenges and risks facing the company. Using widely applicable disclosure frameworks, Boeing reports each year on our financial performance and company priorities; our employee demographics and progress toward achieving equity, diversity and inclusion goals; our environmental sustainability performance; our community investments and advocacy; and our aerospace market outlooks.

Throughout 2023, we engaged with key stakeholders through proactive ongoing dialogue, surveys, industry forums and events, and monitoring external data. This dialogue and collaboration informs our approach, goals and actions to drive sustainable, long-term value for our stakeholders. We look forward to continuing to evolve and refine our stakeholder engagement strategy throughout 2024 and beyond.

Embedding Sustainability

Our sustainability priorities and enterprise initiatives are managed across our business, with key goals and metrics monitored by company leaders and our Global Sustainability Council. These sustainability priorities are emphasized in this report. Our collaborative relationships inform these priorities and our sustainability goals, driving long-term value for our stakeholders.

- Global Aerospace Safety
- Employee Safety and Well-Being
- Climate Action
- Environmentally Responsible Operations
- Global Equity, Diversity and Inclusion
- Ethical and Compliant Business
- Data Privacy and Information Security
- Professional Development, Education and Learning
- Community Engagement
- Responsible Supply Chain
- Economic Performance

Stakeholder Groups and Engagement Channels

Employees

- Statement of work
- Weekly pulse surveys
- Employee forums and meetings
- Internal websites
- Diversity and inclusion committees
- Business resource groups
- Quality stand downs

Investors

- Investor conferences
- Investor meetings and summits
- Working interactions and aligned collaborations
- Product development initiatives

Suppliers

- Boeing supplier conferences
- Supplier Code of Conduct and communications
- Industry groups and forums

Customers

- Air shows
- Trade shows
- Customer meetings and summits
- Industry groups and forums

Regulators

- Nongovernmental organization events and forums
- Government regulator meetings
- Industry groups and forums

Flying Public

- Third-party surveys
- Media

View our [Reporting & Disclosures](#) to learn more about our approach and alignment to:

- Global Reporting Initiative
- Sustainability Accounting Standards Board
- Task Force on Climate-Related Financial Disclosures
- United Nations Sustainable Development Goals



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Sustainability Goals

Goal	2030 Target	Progress
<p>Employee Safety and Well-Being</p> <p>Value human life and well-being above all else and take action accordingly; strive to prevent all workplace injuries</p>	<p>Top-quartile recordable injury rate, as compared with performance of benchmarked industry companies</p> <hr/> <p>≥90% believe their manager supports their well-being</p>	<p>Achieved 2023 performance of 1.40, which was better than the 2023 baseline top-quartile target of 1.83¹</p> <p>Read more about employee safety on Page 19</p> <hr/> <p>In 2023, 89% of employees agreed with the statement that their manager supports and encourages their well-being</p> <p>Read more about employee well-being on Page 29</p>
<p>Global Aerospace Safety</p> <p>Drive aerospace safety to prevent accidents, injury or loss of life with our Boeing culture and actions rooted in safety</p>	<p>Drive aerospace safety via global aerospace safety initiatives to maintain downward trend of worldwide commercial jet fleet 10-year moving average fatal accident rate</p>	<p>Increased promotion of the Speak Up reporting channel resulted in a more than 500% increase in the number of submissions during the first two months of 2024 compared with the same period in 2023</p> <p>Introduced a digital learning platform to employees, enabling them to reflect, learn and apply safety lessons to their work</p> <p>Renovated Safety Experience Center, incorporating flexible and dynamic formats, as well as a content creation center for SMS safety promotion</p> <p>Realigned the Boeing Internal Audit team in Commercial Airplanes Quality to report to the Chief Aerospace Safety Office to further the independence of the team to conduct their work as intended</p> <p>Expanded Competency-Based Training and Assessment programs to five additional operators in 2023 for a total of nine customers, and provided enhanced Flight Operations support to more than 170 global operators</p>
<p>Equity, Diversity & Inclusion</p> <p>Address representation gaps and strengthen equity, diversity and inclusion so that all team members feel supported and inspired to reach their full potential</p>	<p>Close representation gaps for women globally and underrepresented racial/ethnic minorities in the U.S.</p>	<p>Increased women and U.S. racial/ethnic minority representation at Boeing at nearly every level of the company</p> <p>Made progress on our six specific 2025 Aspirations we announced in 2021 and continue to report, see Page 23</p> <p>Continued transparency by expanding our data to include generational diversity</p>
<p>Community Engagement</p> <p>Build better, more equitable communities through corporate investments and employee engagement programs</p>	<p>Expand opportunities for more than 12.5 million youth, veterans, veterans' families and underserved individuals across communities around the world</p>	<p>Expanded opportunities for over 14.3 million youth, veterans and their families, and underserved individuals around the world in 2023, by collaborating with community partners on programs that advance skills required for the modern workplace, support veterans and their families transitioning back to civilian life, improve environmental sustainability, and expand racial equity and social justice</p>

1. Recordable injury rate performance excludes privacy cases. Goal was established excluding privacy cases; data provided elsewhere in the report is inclusive of privacy cases.

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Goal	2030 Target	Progress
<p>Sustainable Operations¹</p> <p>Reduce greenhouse gas emissions from Boeing operations through conservation and renewable energy</p>	<p>Achieve 55% absolute reduction in Scope 1 and Scope 2 market-based GHG emissions from 2017 base year²</p>	<p>Achieved 26% absolute GHG reduction at year-end 2023 from 2017 base year toward 2030 goal (Scope 1 and Scope 2)</p>
<p>Innovation and Clean Tech</p> <p>Enable the transition to carbon-neutral aerospace through investments and partnerships for fleet efficiency improvements, SAF and future platform technologies</p>	<p>Achieve 100% renewable electricity³</p>	<p>Achieved 39% renewable electricity in 2023 through a combination of direct purchases and renewable energy credits</p>
<p>Innovation and Clean Tech</p> <p>Enable the transition to carbon-neutral aerospace through investments and partnerships for fleet efficiency improvements, SAF and future platform technologies</p>	<p>All production commercial airplanes will be 100% SAF compatible</p>	<p>Established plan for all materials, systems, and part compatibility testing required to support qualification, certification and implementation of SAF compatibility by 2030</p> <p>Developed jet reference fluids (JRFs) composed of the simple chemical compounds found in SAF. These JRFs will help standardize testing and evaluation of how SAF interacts with airplane materials and systems</p> <p>Convened a working group which Boeing now chairs within International Aerospace Environmental Group (IAEG) to focus on industry alignment toward 100% SAF</p>
<p>Innovation and Clean Tech</p> <p>Enable the transition to carbon-neutral aerospace through investments and partnerships for fleet efficiency improvements, SAF and future platform technologies</p>	<p>Support the commercial aviation industry's ambition to achieve net-zero carbon emissions for global commercial aviation operations by 2050</p>	<p>Released the Boeing Cascade Climate Impact Model publicly and enhanced its capability to promote analysis of pathways toward achieving net-zero carbon emissions, increased engagement across sectors and promoted educational use</p> <p>Awarded a project funded by the Japanese government to explore the feasibility of integrating hydrogen fuel cell systems into an airplane</p> <p>Accelerated global SAF scale-up through the following collaborations: Air-CRAFT, Zero Petroleum, Corporate Coalition for Innovation & Technology toward Net Zero (CCITNZ), Virgin Atlantic, MIT's Zero Impact Aviation Alliance (ZIAA), Masdar and the Roundtable on Sustainable Biomaterials</p> <p>Began modification of the MD-90 that will become the X-66 aircraft produced through the Sustainable Flight Demonstrator (SFD) project with NASA</p> <p>Expanded the ecoDemonstrator program with Explorer airplanes to test even more sustainability-focused technologies focused on trajectory-based operations and SAFs emissions</p>
<p>Innovation and Clean Tech</p> <p>Enable the transition to carbon-neutral aerospace through investments and partnerships for fleet efficiency improvements, SAF and future platform technologies</p>	<p>Build and certify our first zero-emission, electric, autonomous aircraft via Wisk</p>	<p>Wisk led a team of aviation leaders including Boeing, Insitu Pacific, the New Zealand Civil Aviation Authority, and Airways New Zealand to successfully complete a first-of-its-kind flight trial integration of uncrewed aircraft into controlled airspace</p> <p>Wisk established a partnership with the City of Sugar Land, Texas, to bring autonomous air taxis to the greater Houston region</p>

1. In 2024, updates were made to our Sustainable Operations goal statement to align to our "Avoid First, Remove Second" strategy. Read more about our GHG Strategy for Operations on [Page 35](#). Additionally, prior Supply Chain goal language has been removed in alignment with Climate Action 100+ framework, which does not list purchased goods and services, capital goods, or upstream transportation and distribution as relevant Scope 3 categories for the company's sector. More information on this can be found on [Page 42](#).

2. The 2030 GHG reduction target is set with an operational boundary of The Boeing Company, and includes all Scope 1 and Scope 2 emissions. Learn more about our organizational boundary in our [GHG Emissions Supplement](#).

3. Renewable electricity is procured through a combination of direct purchases and renewable energy credits.

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Governance and Risk Management

Sustainability Governance

The Board of Directors has extensive oversight of strategy development, company culture, political and charitable contributions, corporate sustainability and key strategic, operational and compliance risks. Please see our [corporate governance materials](#) for more information.

Sustainability is rooted in our values. Our Governance & Public Policy (GPP) Committee, as outlined in its charter, is responsible for oversight of the company's practices relating to public policy and corporate sustainability, including matters related to environmental stewardship, climate change, diversity, equity and inclusion; philanthropic programs and community engagement; and, where appropriate, make recommendations to the Board with respect to such practices. Read the [Governance & Public Policy Committee Charter](#).

Boeing's Chief Sustainability Officer, Brian Moran, is an Executive Council member reporting to Boeing's CEO.

As CSO, Moran reports the progress of Boeing's sustainability objectives and stakeholder-oriented reports regularly to the GPP Committee and the full Board of Directors.

Boeing's CSO leads an enterprise Global Sustainability Council (GSC) comprised of global leaders from across our business units and functions and oversees the Global Enterprise Sustainability team. The GSC was established to provide executive leadership, advocacy and collaboration across the enterprise to advance our sustainability objectives and strategy. The diverse membership ensures functions that contribute to sustainability are engaged across the enterprise. The GSC meets annually with council members also participating in sub-councils on a more regular cadence. Sub-councils are led by senior leaders from across the company.

Oversight of Political Advocacy

Together, the Board, the GPP Committee and senior leadership are committed to aligning political activities with the

Sustainability Oversight

Board of Directors

Governance & Public Policy Committee

Oversee Boeing's sustainability policies and practices, including matters related to environmental stewardship and climate change

Chief Executive Officer

Chair of Executive Council and serves as a member of the Board of Directors

Chief Sustainability Officer

Executive Council Member; Leads Global Enterprise Sustainability

Responsible for enterprisewide sustainability strategy, focusing on priorities, stakeholder-oriented reporting and company performance

Global Sustainability Council and Extended Council

Global leaders from across business units and functions provide leadership, partnership and action to advance objectives and strategy for sustainability

Sub-councils



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company’s values, business strategies, long-term shareholder interests and strategic imperatives. This includes regular discussions about the company’s public policy priorities, the company’s memberships in and payments to trade associations and other tax-exempt organizations, Boeing Political Action Committee strategy and expenditures, and the company’s compliance procedures related to these activities. [See the company’s U.S. Political Advocacy Report.](#)

Risk Management

Boeing has established processes to identify, assess, mitigate and manage risk. The Board has delegated to the Audit Committee primary responsibility for oversight of the company’s policies, practices and guidelines with respect to risk assessment and risk management, including assessing key strategic, operational and compliance risks.

**Enterprise and Compliance
Risk Management**

Our enterprise risk management (ERM) process considers key strategic risks, such as those relating to product safety, geopolitics, airline health, reputation, long-term competitiveness, talent and sustainability, and key operational risks, such as those relating to development program execution, supply chain, production

system health and quality, cybersecurity, liquidity, significant legal items and business continuity, as well as mitigation efforts. Our compliance risk management (CRM) process evaluates the company’s current and emerging compliance risks, such as those relating to design and certification, production and quality, cybersecurity, industrial security, financial accounting and procurement integrity. All business units and functions participate in both the ERM and CRM on an annual basis to assess and prioritize the most critical risks facing the company, evaluate the effectiveness of mitigation strategies and controls, and identify important emerging risks. Both our ERM and CRM processes are continually evolving in the detection and response to risks, including through increased reliance on data. The results of the ERM and CRM processes are reviewed with both the Audit Committee and the full Board at least annually.

Safety Management System

Our Safety Management System (SMS) is an integrating framework for managing safety risks throughout the life cycle of a product or service by identifying hazards, mitigating product safety risks, continuously improving safety performance and other activities designed to promote and sustain a positive safety culture, and shape policies that uphold our commitment to aerospace safety. The SMS infrastructure is comprised of four components designed to create a

Risk Oversight

Board of Directors

The full Board is briefed at least annually on the ERM and CRM processes and assessments and throughout the year as needed on specific risks facing the Company, including those relating to the SMS Risk Register

Audit Committee

The Audit Committee is briefed at least annually on the ERM and CRM processes and assessments

Aerospace Safety Committee

The Aerospace Safety Committee is briefed at every meeting on the SMS Risk Register

**Compliance
Risk
Management**

**Enterprise
Risk
Management**

**Safety
Management
System**

Annual Employee Training and Ethics Recommitment

On an annual basis, all employees are required to complete:

- Training on compliance risk areas tailored to their specific duties and responsibilities
- Product safety training that highlights the importance of speaking up about any potential product or services-related safety concerns
- An ethics recommitment and training that features real-life compliance issues and consequences and highlights how adherence to our values and doing business with integrity is critical to Boeing’s success

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disciplined environment to manage safety risks and promote a positive safety culture: Safety Policy and Objectives, Safety Risk Management, Safety Assurance and Safety Promotion. Our SMS is continually evolving and improving. Our SMS includes a risk elevation process pursuant to which our business unit presidents regularly review safety risks, the associated risk mitigation and corrective action plans, and the relevant safety metrics to determine if additional resources and/or mitigation activities are necessary. Our business unit presidents determine those risks that will be briefed to our Chief Executive Officer during his SMS reviews, which occur at least bimonthly. The Aerospace Safety Committee reviews SMS performance and the SMS Risk Register at every meeting.

Risk Monitoring

The risk assessments and sustainability priorities are compared for commonality, and overlapping risks receive additional monitoring and management.

Taking Action:

- Innovation and Clean Tech, supporting our 2030 goal of 100% SAF-compatible commercial airplanes, is a key component to decarbonizing aerospace. Within the risk management process, Boeing mitigates and manages the strategic risk to this priority and goal — the ability to scale SAF supply

to meet the demand needed to achieve the commercial aviation industry’s net-zero ambitions.

- SAF as a drop-in fuel is approved to be blended at 50/50 blend with Jet A and works with existing airplanes and offers the largest potential to reduce carbon emissions over the next 20 to 30 years in all aviation segments.
- Our intent is to help catalyze SAF scaling through subject matter expertise, investments in product compatibility work, purchasing SAF for our own fuel use and policy advocacy. In 2023, Boeing placed agreements to purchase 5.6 million gallons (21.2 million liters) of blended SAF to support its U.S. commercial operations. Read more about our SAF scaling initiatives on [Page 47](#).

Throughout this report, we will continue to discuss our governance, risk identification and management of our key priorities.

**Business Continuity
Management**

Boeing strengthens its resiliency through Business Continuity Management (BCM), managing and mitigating risks should a significant incident disrupt business operations. This entails five key preparedness initiatives: Business, Emergency, Information Technology,

Supply Chain and Human Resources working together to facilitate company resiliency. The primary objective of these initiatives is to develop and maintain guidelines, standards, processes and tools that enable business units and functions to mitigate risk and recover critical programs, applications and suppliers.

Boeing navigated challenges in 2023 that added to the company’s risk profile, including:

- Safety and quality issues.
- Regulatory review of commercial production programs.
- Increase in supply chain risks from conflicts and geopolitical events.

BCM continues to identify risks and to implement strategies and processes to mitigate those risks to our people, programs, infrastructure, network and supply chain.

Tax Governance and Compliance

We are committed to being a responsible taxpayer wherever we operate. Our global tax team is responsible for maintaining the highest compliance standards, being transparent in our dealings with authorities and sustaining robust internal controls for risk management. Boeing’s principled tax approach is grounded in ethical business practices and tax guidance that follows business substance.

Learn more about Boeing’s approach to [global tax governance and compliance](#)



Boeing teammates on the F-15 line in St. Louis.

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Code of Conduct

Safety, quality, integrity, transparency and sustainability are core values that guide the design, build and service of our products. Each year, Boeing employees affirm their commitment to these values by signing our company's [Code of Conduct](#). We pledge to adhere to applicable laws, regulations and company policies, serving as a powerful reminder that to earn the trust of our customers, regulators and the flying public, we must foster a workplace where we hold ourselves accountable. That means making the right decisions, operating at the very highest standards. Members of our Board of Directors annually sign a [Code of Ethical Business Conduct](#) to affirm their commitment to Boeing's values.

Recommitment Training

Every employee also participates in annual Recommitment training, which features real-life examples of compliance issues and consequences, and highlights how adherence to our values and doing business with integrity are critical to the company's success.

Site Compliance and Ethics Officers

In 2023, we continued our work to enable an environment where each team member feels comfortable:

- Identifying issues.
- Seeking guidance.
- Speaking up without fear of retaliation to prevent or mitigate potential negative impacts.

Site Compliance and Ethics Officers (SCEOs) are placed at several sites across the enterprise to:

- Engage with employees and leadership teams to support an open and accountable culture.
- Identify potential risk areas, pockets of anxiety or areas for improvement.
- Connect with the appropriate employee population or elevate concerns.

This work is conducted in collaboration with site leadership and Law and Global Compliance teams, when appropriate. Through the local teams that we established with our SCEOs and Ethics Ambassador programs, we drove

Learn more about our
[Code of Conduct and
Recommitment](#)



“Our Code of Conduct prohibits retaliation with a strong procedure that reinforces a workplace where employees feel safe to ask questions, identify issues, and raise their hand for help.”

Darrin Hostetler

Chief Compliance Officer



improvements across our locations and business units – using site-specific data.

Rewarding Values and Behaviors

SCEOs and other Ethics employees support Our Values Recognition

Teammates prepare to roll a 787 Dreamliner out of the Decorative Paint facility at Boeing South Carolina.



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initiatives at various sites, which reward employees that model our values and behaviors, especially actions that pertain to strengthening safety, quality and compliance.

SCEOs, through this initiative, routinely:

- Host roundtables.
- Conduct floor walks to gain feedback from employees at all levels.

Additionally, SCEOs work with teammates outside of Law and Global Compliance who have been selected as Ethics Ambassadors and Champions. These teammates exemplify our values and spend significant time providing compliance and ethics-related resources and answering questions. Ethics Ambassadors and Champions demonstrate our values and also gain crucial insight from other teammates, creating another avenue of actionable information.

Risk Reporting and Mitigation

Our Ethics function has a dedicated team of employees to evaluate the effectiveness of our actions, the Risk Reporting and Mitigation team. This team utilizes data compiled in the internal Inquiries and Investigations dashboard, information learned in Human Resources surveys, quarterly compliance surveys, and

information provided by SCEOs and Ethics Ambassadors/Champions.

The Risk Reporting and Mitigation team:

- Reviews quarterly survey results and other data to determine where risk may be present and then works with other groups to mitigate it.
- Completes a regular review of the ethics program to determine its effectiveness and recommends any changes that may be needed.
- Includes subject matter experts who review and work with functional teams to determine whether proposed employee activity would constitute a conflict of interest and review events, gifts or anything of value that would be given by third parties to determine if those things would constitute an impermissible business courtesy.
- Responds to Ethics Line inquiries and concerns, provides guidance to employees or elevates concerns for detailed analysis by the Issues Review Team. Ethics also works with Corporate Investigations to determine whether a raised concern should be addressed with individual corrective action, a remediation plan or both. That remediation plan could include coordination with Corporate Compliance to add or modify existing mandatory training.

Additionally, we have prioritized and enhanced our compliance training, manager engagements and communication with employees to emphasize each teammate's personal responsibility for compliant and ethical behavior.

Inquiries and Investigations Dashboard

Ethics monitors information available through the internal dashboard. This captures metrics based on different levels, starting at the enterprise level, by site, city, subsidiary, business group or other subsets of Boeing's employee population.

The dashboard tracks the:

- Anonymous rate of reported cases.
- Most common ways employees reported concerns.
- Instances and topic areas of concerns that have been alleged and cases that have been substantiated.
- Amount and subject areas of inquiries.
- Number of conflicts of interest reviews submitted.
- Quantity of business courtesy reviews submitted.
- Monthly trends associated with the number of contacts to Ethics.

- Percentage of employees who have signed the Code of Conduct and completed Recommitment training, with a benchmarked goal of 99% completion each year.

Several surveys are developed throughout the year to help indicate the effectiveness of the company's ethics and compliance programs. This includes Recommitment, quarterly compliance surveys and surveys sent to U.S.-based employees who have raised concerns or shared ideas for improvement. SCEOs and the Risk Monitoring and Mitigation teams review the internal dashboard to determine whether engagements mitigated risk or misconduct. Information from the compliance survey is also examined.

Stakeholder Engagement

Engagement with stakeholders is critical to Ethics' activities. Our teams work across functions to get employee feedback to help elevate risks and concerns and to support an ethical culture. This data is collected through various reporting platforms.

Learn more about
our [ethics and
compliance program](#)



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Further, Global Compliance teams interact with employees daily, receiving questions, concerns and ideas for improvement. That information is collected in our reporting database and triaged to the right subject matter experts and includes support from additional functions, site leadership or our regulators.

Education and Awareness

The Ethics Education and Awareness team provides resources, communications and training to support all employees. They also provide localized communications where risks are identified. Additionally, they support deployment and completion tracking of the [Code of Conduct](#) and Recommitment programs. The Ethics Education and Awareness team also highlights positive Speak Up program examples through Recommitment training and Ethics Reports.

Robust Anti-Corruption Program

Integrity is a core company value, and we strictly forbid bribery and corruption of any kind. Our robust anti-corruption program includes extensive controls, rigorous policies and procedures, and an annual risk assessment to ensure effectiveness and identify potential enhancement opportunities.

Expectations for Employees and Suppliers

We publish an internal policy that explains our anti-corruption and anti-bribery requirements and expectations for employees. We also make guidelines for ethical business conduct publicly available to employees and other stakeholders. The company makes employees aware of their federally protected whistleblower rights. These are designed to protect employees against retaliation for reporting potential wrongdoing by a U.S. contractor or subcontractor.

Through our [Supplier Code of Conduct](#), we establish foundational expectations of prospective and active suppliers, including adherence to human rights standards.

Contacting Ethics

Boeing encourages employees, subsidiaries, suppliers and external stakeholders to promptly raise concerns about safety, quality or potential violations of the law or our policies. If any employee notices any cause for concern, they can reach our internal and external Ethics lines, use the confidential and anonymous web portal, or use Boeing’s Speak Up website. [Learn more about how to contact Boeing Ethics.](#)

Enabling a Speak Up Culture

Boeing is committed to creating an environment in which its employees feel comfortable speaking up and raising issues without fear of judgment, embarrassment or retaliation. The company’s Safety Management System, which further empowers employees to identify risks and take the necessary steps to prevent accidents, injuries or loss of life, is key to a positive safety culture.

While Boeing’s Code of Conduct and related policies always have prohibited retaliation against employees who raise concerns in good faith, the company identified opportunities to strengthen and enhance these protocols and launched a stand-alone anti-retaliation policy in 2023.

This new policy explains how retaliation may appear in the workplace, providing real-world examples and information about how employees can report it. Additional new procedures require more follow up with employees who report concerns after the completion of an investigation to ensure they have not encountered retaliation for speaking up. Boeing also updated its training to further reinforce the company’s zero-tolerance policy for retaliation.

As part of Boeing’s most recent compliance survey, approximately 85% of employees who responded felt confident in the company’s enforcement of its non-retaliation policy, an increase of more than 5% since 2021. Boeing will continue its efforts to foster a culture where employees feel encouraged to speak up and know they can do so without facing retaliation.

Learn more about our [anti-corruption program](#)



Understanding Ethical Concerns: 2023 Data^{1,2}

1. Data reflects the reporting period of Nov. 1, 2022, through Oct. 31, 2023, to account for full Board of Directors year.
2. Further information pertaining to Ethics data can be found in the [Key ESG Data Table](#).

1,407

Ethics inquiries

1,527

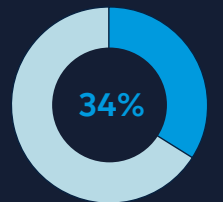
Conflict of interest determinations

4,194

Investigative requests

7,128

Total contacts to Ethics and Business Conduct



Investigated requests that were substantiated

3,428

Investigative requests with enough information to investigate

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Enterprise Security and Data Privacy

Enabling Operations and Mitigating Cyber Threats

Boeing Enterprise Security plays a pivotal role in enabling Boeing's operations around the world by providing a fabric of policy, standards and operating principles that support the confidentiality, integrity and availability of the company's information systems. In an era where cyber threats are increasingly sophisticated and pervasive, we maintain an enterprise security posture that incorporates globally recognized security principles and standards and industry-leading security practices.

As part of our cybersecurity risk management processes, we conduct "tabletop" exercises and regular risk assessments to highlight areas of improvement and implement necessary controls. We continue to integrate our cyber risk processes into our Enterprise and Compliance Risks. These are overseen by

our Board of Directors and provide central, standardized frameworks for identifying and tracking cyber-related business and compliance risks across the company.

At the management level, we established a Global Security Governance Council to further strengthen our cybersecurity risk management activities across the company. The council is responsible for developing and coordinating enterprise cybersecurity policy and strategy, and for providing guidance to key management and oversight bodies.

The council includes, among other senior executives, our Chief Security Officer, Chief Engineer, Chief Information and Data Analytics Officer, Chief Aerospace Safety Officer and Chief Product Security Engineer. Each member has several decades of business and senior leadership experience managing risks in their respective fields. This includes all aspects

of cybersecurity, data and analytics, product security engineering, enterprise engineering, safety and the technical integrity of our products and services.

Protecting Personal Information Globally

Boeing's Global Privacy Office is dedicated to protecting the privacy of individuals and earning and maintaining the trust of employees, customers and the global marketplace. We are responsible for developing and implementing the policies, strategies and capabilities designed to protect personal information. We continuously improve our program framework and embed "privacy-by-design" throughout the life cycles of our products, services and activities that process personal information.

The Boeing Company
2024 Sustainability &
Social Impact Report

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Safety & Quality

Safety and quality are at the core of everything we do. The Boeing team is dedicated to ensuring every person who builds, flies on, uses, operates, designs or services Boeing products gets home safely.

Boeing teammates, through our Go4Zero workplace safety program, are reminded of our zero-injury goal. Another banner prompts the workforce to eliminate foreign object debris in our 737 factory in Renton, Washington.

Global Aerospace Safety and Quality

We value human life above all else, and our teammates take that personally — knowing every decision, every task must be done with transparency and accountability.

Creating a Step Change in Safety and Quality

Safety and quality are core Boeing values and fundamental to every product we design, build and support. The 737 MAX accident in January was a stark reminder that our focus on these core values must continue with actions that ensure the safety and quality of our products.

Since the pandemic, our industry has faced significant labor turnover, creating unique challenges and opportunities to shape workplace culture. We have sought the advice and counsel of more than 70,000 employees who know our products best and know where we need to improve. We are acting on their feedback and input from customers and key stakeholders — with oversight from the U.S. Federal Aviation Administration — to improve our production system and demonstrate our commitment to safety, quality and compliance in everything we do. There is still work to do, but we are making progress in the following critical areas:

Training and readiness:

We are increasing time in training centers for new hires in Commercial Airplanes to get additional manufacturing systems and technical skill education. Following their foundational training, we are partnering them with experienced peer-mentors for structured on-the-job training to ensure confidence and proficiency in their work. Additionally, workplace coaches are being deployed to support manufacturing operations.

Simplification and production

compliance: We are auditing and simplifying build plans, work instructions and installation plans to clarify processes and procedures for the team and to make it easier for them to do their work. We have implemented new product

“The people who depend on our products entrust us with their safety. We must ensure the safety, compliance and conformance of our products without compromise.”

Mike Delaney

Chief Aerospace Safety Officer



inspections and risk assessments to control out-of-sequence work and established compliance checks as part of the team's regular operating rhythms. We are also working with our suppliers to address defects and provide solutions at the source with more inspections and added checks prior to shipment from certain suppliers of structural components.

A Boeing Customer Quality Support teammate inspects the overwing exit doors of a 737 MAX in Renton, Washington.



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Safety and quality culture: We are expanding our deployment of Boeing's Safety Management System (SMS), an industry best practice used to proactively identify and address hazards within the systems used to design, build and support our products. Employee engagement, feedback and reporting of product safety hazards and concerns are vital to our safety and quality culture, and to the health of our SMS. We are seeing a significant increase in the use of Boeing's Speak Up reporting channel, and since January, more than 70,000 employees have participated in Quality Stand Downs across our sites where we paused production and delivery for the day to focus on improving safety and quality. Additionally, more than 160,000 employees have participated in the Every Decision Matters product safety training that reinforced the importance of speaking up about concerns or mistakes, as well as the culture that supports such transparency.

Moreover, we have commissioned an independent assessment of our safety and quality systems and practices, and we continue to make changes to our

organization to better connect our safety and quality work.

- Retired U.S. Navy Adm. Kirkland H. Donald and a team of outside experts are conducting a thorough, independent assessment of Boeing's quality management system for Commercial Airplanes, including quality programs and practices in Boeing manufacturing facilities and its oversight of commercial supplier quality.
- In the first quarter we realigned the Internal Audit function for Commercial Airplanes Quality to report to the Chief Aerospace Safety Officer, which will further the independence of the Commercial Airplanes Quality Internal Audit team and support the direct link between safety and quality.
- Since realigning the reporting structure, we have doubled our internal product audits across all Commercial Airplanes programs.

Read our [Chief Aerospace Safety Officer Report](#)



70,000+
employees have participated
in Quality Stand Downs
across our sites

Since January 2024, more than 70,000 employees have participated in Quality Stand Downs across our sites where we paused production and delivery for the day to focus on improving safety and quality.

Employee Safety

Our workplace safety strategy is built on a comprehensive policy framework and a strong commitment to creating a safe workplace for all employees. This commitment is preserved in our Policies 1 and 2, which outline clear guidelines and procedures designed to prevent accidents and injuries. Overall, there are 16 procedure documents and 20 process documents that govern compliance with Environment, Health & Safety requirements and help engage teammates at all levels to foster a culture of safety, ensuring that safety protocols are not only understood but also integrated into daily operations. Our approach emphasizes proactive risk assessment, regular training and the implementation of innovative safety equipment and technology. We are dedicated to continuously improving our safety standards through feedback and consultation with our workforce, demonstrating our commitment to not just compliance, but excellence in safety.

To manage and enhance the positive impacts of our safety initiatives, we employ a robust System of Record for tracking and analyzing safety-related data. This enables us to identify trends, pinpoint areas for improvement, and implement targeted actions to mitigate risks effectively. We conduct regular audits and reviews of our safety protocols and performance, adjusting our strategies based on the findings to ensure continuous improvement. Additionally, we celebrate and recognize the contributions of our teams toward enhancing safety standards through information sharing across the enterprise for potential replication and amplification. Through these concerted efforts and partnerships with industry

groups such as the National Safety Council, we not only comply with regulatory requirements but also go above and beyond to protect our most valuable asset — our teammates — thereby ensuring the long-term sustainability and success of our company.

Safety is more than a priority at Boeing. It's a core value that guides actions and decisions. Our workplace safety program, Go for Zero — One Day at a Time, is a proactive and inclusive approach to safety with the goal of a zero-injury workplace, and we recognize that the first step in preventing an injury is raising awareness and sharing knowledge. Some operations performed at Boeing are recognized

as High Hazard Processes due to their potential for a serious injury or fatality. Boeing's Lifesaving Rules go beyond regulatory requirements and are intended to reduce or eliminate risks created when around or performing these processes and to prevent life-critical incidents by increasing accountability for following safety policies and procedures.

Our occupational health and safety management system is modeled after the International Organization for Standardization (ISO) 45001. As of 2023, four sites are certified to ISO 45001 with multiple sites conforming to ISO 45001 in support of our business objectives.

2023 Employee Safety Numbers

102:1

near-miss and hazard to recordable injury ratio

99%

found/fixed metric

1,000+

health and safety training courses available

0.41

lost workday case rate

Safety Dojos Encourage Zero-Injury Workplace

In 2016, we introduced our first Safety Dojo, a walk-in safety solution center staffed by a team of ergonomic and safety experts. It provides teammates with an opportunity to learn, collaborate and develop innovative solutions to challenging ergonomic and safety issues. Recognizing the impact the Safety Dojo has on achieving workplace safety goals, Boeing established additional Safety Dojos bringing the total to five across the enterprise.

We also created three Safety “Dojos on the go,” which are mobile versions designed to bring safety tools and resources directly to teammates on the factory floor. The resources and activities of the Safety Dojo network go beyond compliance to create an environment where all teammates feel valued, protected and heard. This network of Safety Dojos underscores Boeing’s commitment, action and the collective responsibility of achieving a zero-injury workplace.

“Besides sharing tools, the Dojo asks factory teammates about their safety needs and then develops innovative tools to help prevent workplace injuries.”

Craig Morgan
Environment, Health & Safety Team Lead



At the Safety Dojo, employees can learn about everything workplace safety related and develop, share and replicate safety solutions across the Boeing enterprise.



A Boeing employee shows the way to the Safety Dojo in Everett, Washington.

People & Inclusion

Each member of our global team brings something uniquely valuable to Boeing, and we grow stronger as everyone contributes to our shared mission. Boeing's culture of inclusion continues to cultivate an open and respectful environment that retains and attracts the world's top talent, and inspires all teammates to do their best work and grow their careers while making a positive impact on the world.



Boeing teammates work on the F-15 line in St. Louis.

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Who We Are

Boeing employees bring their expertise to factory floors, engineering labs, flight lines and workspaces around the world, united by a mission to protect, connect and explore our world and beyond. It is our responsibility as a company to ensure employees are valued and supported in developing their skills and careers while contributing to that important mission.

Our Shared Commitment to Inclusion

All employees sign our Code of Conduct, which includes a commitment to “build an inclusive culture in which diverse experiences and voices are heard, respected and incorporated.” We take this pledge seriously because it’s the right thing to do, and it makes us better as a company. According to internal surveys in 2023, employees who feel included and who are part of gender-diverse teams are more likely to report their teams consistently identify opportunities to improve.

Boeing continues to seek out top talent and create inclusive teams that inspire every employee to do their best work and grow their careers. One way we aim to strengthen our company is through the Seek, Speak & Listen habits, through which employees ask for different perspectives, share ideas and concerns, and act on what they hear.

Our People

Our ability to report on the full range of diversity is limited, and while we share numbers related to gender, race and more, we know that these numbers do not fully represent the breadth of experiences, backgrounds and identities in our workforce.

Based on what we can measure, we know that representation of women and U.S. racial/ethnic minorities has increased, including at manager and executive levels. Disability representation is also higher. And our workforce remains age diverse, comprising five generations who work with and learn from one another.

Our Aspirations

In 2021, we established six aspirations we are striving to achieve by the end of 2025. We track our progress and identify where we have more work to do through talent data and culture surveys.

“Our people are at the center of everything we do. Boeing is committed to creating a work environment where every teammate around the world can perform at their best and grow their careers while supporting our company’s inspiring mission.”

Uma Amuluru

Chief Human Resources Officer

Boeing India Engineering & Technology Center employee in Bengaluru recovers and measures the 3D features of airplane parts and components.



[Celebrate our recent progress and view our awards and recognition](#)

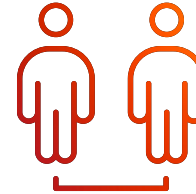


Global Equity, Diversity & Inclusion



2025 Aspiration No. 1

Increase the Black representation rate in the U.S. by 20%



2025 Aspiration No. 2

Close representation gaps for historically underrepresented groups

Progress

Our U.S. workforce is now 7.5% Black, a 17% rate increase from 2020.

This progress is made possible by expanding our talent pool, which we do through our collaboration with the Thurgood Marshall College Fund and support of Historically Black Colleges and Universities, as well as through organizations like the National Society of Black Engineers, Black Engineer of the Year Awards and Women of Color in STEM.

We also have apprenticeship programs for high school students interested in beginning their careers. For example, our Pre-Employment Training Program offered in St. Louis — including primarily Black communities — has graduated nearly 1,400 since its creation.

Progress

Overall racial and ethnic minority representation increased to 37.6% of our U.S. workforce in 2023, up from 35.3% in 2022, and accounted for 48.6% of our new hires. Most individual race categories saw an increase except Native American, a group that remains at a steady 0.8% of our U.S. workforce.

Our increased diversity is a byproduct of our recruitment, support and retention of top talent. In 2023, 95% of candidate slates interviewed for open manager or

executive roles in the U.S. included at least one woman or racial/ethnic minority. We also partner with hundreds of leading professional and technical societies and organizations around the world — such as Women in Aviation International, the Society of Women Engineers, the American Indian Science and Engineering Society, the Society of Hispanic Professional Engineers and more — to help broaden our reach and access to top talent.

↑17%

U.S. Black representation
over 2020 baseline

↑2.3 pts

Overall racial/ethnic minority
representation increase since 2022



2025 Aspiration No. 3

Achieve parity in retention rates of all groups

Progress

For the third year in a row, attrition rates between women, men and people of different races have remained within nearly a single percentage point of one another. We're working to narrow that gap further.

People tend to stay where they feel valued and know their voice matters. Our Seek, Speak & Listen habits help

to create a work environment where employees are comfortable speaking up and trust that their ideas will be heard. We've held listening sessions across the company to learn directly from employees about how we can improve their experiences and support their continued career growth at Boeing. We've also continued investing in our people, from enhancing benefits packages to increasing training opportunities.



2025 Aspiration No. 4

Advance common understanding, shared experiences and mutual respect

Progress

We continue to facilitate learning opportunities and programs that promote inclusive behaviors and strengthen teams. In 2023, our nine employee-led business resource groups (BRGs) grew by 10 chapters and 3,900 members. We also expanded the Inclusion Ambassador Network, a 3,800-employee group committed to advancing inclusion on their own teams.

By organizing a wide range of global events, initiatives and team conversations, BRG members and Inclusion Ambassadors provide a platform for open dialogue, learning, and understanding. Their efforts help break down barriers, challenge biases, and foster acceptance and appreciation in the workplace.



In 2023, 45 employees were selected to be enterprise board leaders for our nine business resource groups.

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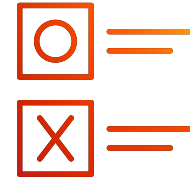
2025 Aspiration No. 5

Eliminate significant differences between the experiences of employees from different backgrounds

Progress

Using culture surveys to better understand how our teams feel about their experience at Boeing, we know that we have work to do to ensure all employees, regardless of gender or race, feel they are valued and included, enabling them to do their best work.

More than 3,000 employees voluntarily completed our Building Conscious Inclusion course in 2023. In addition, teams throughout the company have access to resources related to inclusion, allyship, preventing bias and more.



2025 Aspiration No. 6

Report diversity metrics and progress annually

Progress

This is the fourth year that we're publishing our workforce data and progress on our aspirations. We are committed to sharing this information and responding to feedback from our employees. Additional U.S. data is available in our [2023 EEO-1 report](#).

This year, we've added data to capture the generational makeup of our global workforce. This is an important measure for us to track as we improve our knowledge-sharing efforts and foster an inclusive environment for all generations within our workforce. We will continue to report our progress going forward.

The Power of Inclusion

Diverse teams enable everyone to perform better. As a whole, employees on teams with at least 40% women are ...

39% more likely to say their team works to ensure everyone feels included

31% more likely to say their team consistently identifies opportunities to improve processes, products or services

46% more likely to say their team is committed to doing what is right

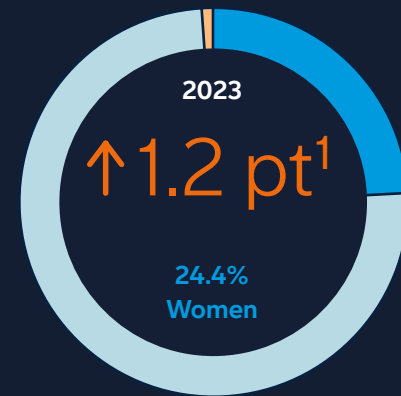
Men on gender-diverse teams were 60%-70% more likely to respond affirmatively to these statements than men on teams that are not gender-diverse.

Source: Internal Boeing employee surveys of men and women, June-July 2023.

2023 Demographics*

Women

Overall



	2020	2021	2022	2023	
Women	23.2%	23.6%	24.1%	24.4% ²	↑ 1.2 pt ¹
Men	76.1%	75.6%	75.0%	75.5% ²	
Undisclosed	0.7%	0.8%	0.9%	0.2% ²	

Women of Color

U.S. Overall	8.6%	9.1%	9.9%	10.6%	↑ 2.0 pt ¹
U.S. Executives	7.8%	8.4%	8.0%	8.7%	↑ 0.9 pt ¹

*Further information pertaining to Global Equity, Diversity & Inclusion data can be found in the [Key ESG Data Table](#).

¹ Since 2020.

² Values do not add up to 100% due to rounding.

Pay Equity and Pay Transparency

Equal pay for equal work is foundational to our commitment to equity for all. We conduct annual compensation reviews to ensure employees are compensated equitably throughout their careers, independent of race, gender or ethnicity. Since 2018, we have published gender pay gap reports in countries that require it in an effort to determine the gap between how many men and women are concentrated in senior, higher-paying jobs. For example, our UK Gender Pay Gap Report can be found [here](#).

By Job Description

	2020	2021	2022	2023	
Board of Directors	25.0%	25.0%	30.8%	30.8%	↑ 5.8 pt ¹
Executive Council	13.6%	19.0%	19.0%	25.0%	↑ 11.4 pt ¹
Executives	31.5%	33.5%	33.2%	33.3%	↑ 1.8 pt ¹
Managers	22.3%	22.9%	23.7%	24.3%	↑ 2.0 pt ¹
Individual Contributors	34.5%	34.5%	34.6%	34.6%	↑ 0.1 pt ¹
Engineering	16.5%	16.9%	17.4%	18.1%	↑ 1.6 pt ¹
Production and Maintenance	13.8%	15.4%	16.6%	17.0%	↑ 3.2 pt ¹
Promotions	27.6%	29.7%	28.5%	27.8%	↑ 0.2 pt ¹
Hires	21.8%	24.7%	25.3%	24.5%	↑ 2.7 pt ¹

LGBTQIA+

U.S. Gender Identity Self-ID Participation Rate 14.0%

U.S. Sexual Orientation Self-ID Participation Rate 12.0%

Offering U.S. teammates the opportunity to voluntarily and confidentially self-identify (self-ID) their gender identity and sexual orientation helps us better understand and support our workforce.

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U.S. Race and Ethnicity

Overall



	2020	2021	2022	2023	
Minority	31.2%	32.7%	35.3%	37.6%	↑ 6.4 pt ¹
Non-minority	68.8%	67.3%	64.7%	62.4%	
Asian	14.2%	14.6%	15.9%	16.5%	↑ 2.3 pt ¹
Black	6.4%	6.6%	7.1%	7.5%	↑ 1.1 pt ¹
Hispanic/Latino/a/x	7.0%	7.4%	8.1%	9.2%	↑ 2.2 pt ¹
Native American	0.8%	0.8%	0.8%	0.8%	↑ 0.0 pt ¹
Pacific Islander	0.6%	0.7%	0.7%	0.8%	↑ 0.2 pt ¹
2 or more races	2.2%	2.3%	2.6%	2.9%	↑ 0.7 pt ¹
White	68.8%	67.1%	64.2%	61.8%	

By Job Description

	2020	2021	2022	2023	
Board of Directors	16.7%	25.0%	25.0%	25.0%	↑ 8.3 pt ¹
Executive Council	35.0%	33.3%	21.1%	17.6%	↓ 17.4 pt ¹
Executives	20.8%	22.5%	21.8%	22.6%	↑ 1.8 pt ¹
Managers	23.0%	24.3%	27.1%	28.7%	↑ 5.7 pt ¹
Individual Contributors	28.2%	29.2%	30.7%	32.0%	↑ 3.8 pt ¹
Engineering	32.3%	33.5%	35.6%	37.0%	↑ 4.7 pt ¹
Production and Maintenance	36.0%	38.4%	42.5%	46.5%	↑ 10.5 pt ¹
Promotions	32.0%	33.3%	34.4%	37.3%	↑ 5.3 pt ¹
Hires	37.2%	42.5%	47.5%	48.6%	↑ 11.4 pt ¹

¹Since 2020.

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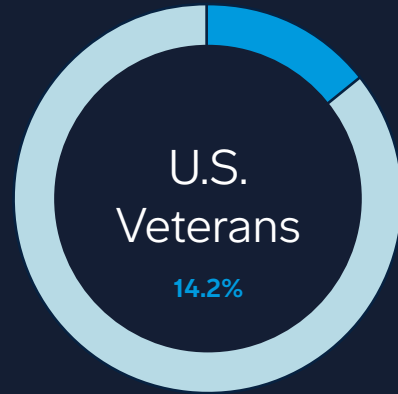
Professional Development

Climate & Environment

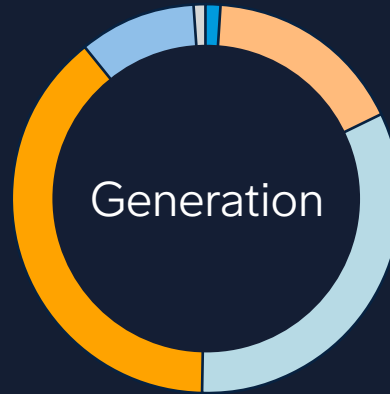
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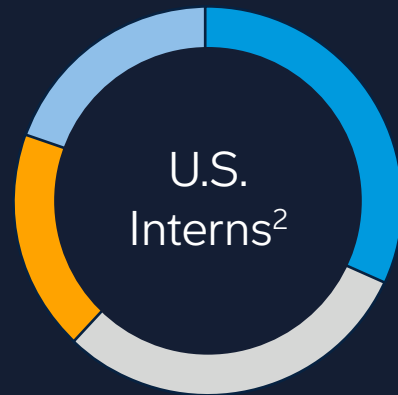


2020	2021	2022	2023
14.8%	14.6%	14.6%	14.2%



Traditionalist ¹ (-1945)	0.1%
Baby Boomer (1946-1964)	16.8%
Generation X (1965-1980)	32.8%
Generation Y (1981-1996)	40.3%
Generation Z (1997+)	9.9%
Unknown	0.1%

¹We are proud to have 148 Traditionalists still working at Boeing.



White Men	31.7%
Men of Color	30.4%
White Women	18.0%
Women of Color	19.6%

²Values do not add up to 100% due to rounding and undisclosed self-ID inputs.

U.S. Disability³

47.0% Self-ID Participation Rate

8.1% Self-ID as Having a Disability

³Offering U.S. teammates the opportunity to voluntarily and confidentially self-identify (self-ID) helps us better understand and support our workforce.

Finding the Right Orbit

Patrice Hall is a first-generation college graduate who earned an aerospace engineering degree from Tuskegee University, a historically Black university, during the first wave of the COVID-19 pandemic in 2020. While she might have drifted away from her early dreams of becoming an astronaut, her passion for space and exploring the stars remains as strong as ever. Hall has worked at NASA's Michoud Assembly Facility in Louisiana as an engineer on the Space Launch System program, where she built relationships with mentors, particularly other Black women, who support her dreams. She now works as a technical computing architect for the Commercial Airplanes Digital Transformation Architecture team.

"You never know what route you'll take, and it's important to find someone willing to embark on that journey with you. You just don't realize that you can be in that position until you see someone like you there."

Patrice Hall
Commercial Airplanes Digital Transformation Technical Computing Architect



Patrice Hall joined Boeing full time after graduating magna cum laude from Tuskegee University in 2020.

Employee Well-Being

Boeing's Well-Being programs focus on improving the lives of our employees and their families by cultivating community and by empowering and inspiring their journey toward a healthier lifestyle.

We offer holistic support connected across emotional, physical and financial health pillars, in addition to community involvement and social support. Offerings are based on data-driven design, innovation, employee desire and industry best practices. These programs deliver through education and awareness, coaching and counseling services, condition management, family support resources, financial security and retirement planning, development and tuition/certification funding. Our strategy focuses on creating a supportive environment that enhances the multiple and diverse needs of employees' lives. We continuously monitor, adjust and enhance our offerings as we strive to meet needs and provide timely relevant programming. Our programs focus on keeping people well and improving their well-being in areas that are both important to our workforce and the sustainability of our business.

Compensation

We attract the best talent when we pay competitively. We hold ourselves

accountable for providing equal pay for equal work by conducting regular compensation reviews to ensure equitable compensation at the time of hire and throughout every employee's career. For those eligible, total pay may also include incentive opportunities that can deliver additional benefits based on individual and company performance. Managers also have options for recognizing contributions with cash awards, Pride@Boeing catalog gifts and service anniversary awards. Most U.S. employees can also invest in Boeing stock at a discount by participating in the Boeing Employee Stock Purchase Plan (BESPP).

Community

Employees are encouraged to work together and support causes that matter to them and provide ways to serve their community. Employees have the benefit of earning matching dollars when donating or volunteering time, supporting donation drives and finding volunteer opportunities. Read more about this and our employees' impact in communities on [Page 64](#).



St. Louis teammates work in the composite lab.

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Financial Well-Being

We provide tools and support to help employees manage their money and achieve their financial goals through every stage of life. The Boeing Company 401(k) Retirement Plan helps employees save for their future, with contributions from the company that can help grow retirement savings, and provides for immediate vesting, access to investment advice, and includes a Student Loan Match feature.

Mental and Physical Well-Being

Boeing provides comprehensive health and insurance benefits for employees and families, including medical, prescription drug, dental, vision, virtual health care, disability and life insurance benefits as well as other voluntary benefits. Time away from work helps our employees balance work and life, refresh and care for personal needs. We offer paid time off, vacation and sick leave, holiday pay, jury duty and witness service as well as bereavement leave. We offer comprehensive physical well-being programs via flu shots, health screenings and assessments, digital health benefits/apps, fitness classes and a tobacco cessation program. We also offer tools and programs for stress relief and emotional well-being, including digital self-care programs, one-on-one support, an employee assistance program, behavioral health navigation and video-based therapy.

Learn more about our
[Total Rewards and benefits](#)



For our employees outside of the U.S., while we offer a number of well-being programs, in many cases health care services are provided under the country's national health system to its citizens.

Life

Boeing offers programs to help balance work and life, including telecommuting, alternative work schedules and flexible redistribution of hours. We accommodate overtime and extended work weeks. In the U.S. under our Boeing-sponsored medical plans, we also provide fertility benefits, adoption assistance, surrogacy assistance, women's health programs, domestic partner benefits, backup child/adult/elder care, pet care, parental coaching, leave of absence, commuter benefits and paid parental leave. Employees can also take advantage of the Boeing Discount Program to save time and money on a variety of goods and services.



Boeing South Carolina engineers support tooling efforts on the 787 line.

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Discover how we [invest
in our teammates](#)



Professional Development

We are committed to supporting the performance, development and growth of our global workforce. We provide meaningful work assignments that help teammates stretch their abilities and gain valuable experiences.

Global Talent Acquisition

We are committed to providing a transparent recruitment process for our employees and candidates across the globe. With a dedicated team to guide candidates through the recruitment process from start to finish, we strive to deliver clear and frequent communication to applicants.

All job requisitions include detailed job descriptions that outline required qualifications, responsibilities and expectations for candidates to help applicants assess their fit for the role.

In 2023, we redesigned the Boeing Careers site to provide an enhanced user experience that keeps candidates informed throughout their job search. The site offers resources to help candidates navigate the hiring process, including a step-by-step application guide and interview preparation guide to learn about what to expect and tips to prepare.

As an Equal Opportunity Employer, we are committed to providing reasonable

accommodations to applicants with disabilities. Applicants are encouraged to share with our recruitment team any accommodations required during the recruitment process. We have a dedicated team of Reasonable Accommodation employees who are specially trained to support candidates' and employees' requests for workplace accommodations. We are proud to be on the 2023 Best Places to Work for Disability Inclusion list and received a score of 100 on the Disability:IN's Disability Equality Index for the eighth year in a row.

Performance and Development

Leaders are committed to coaching employees, helping them excel in their current role and prepare for the next steps in their careers. All employees are encouraged to create development plans and have access to resources to guide them in working with their managers to identify opportunities for growth. Leaders have ongoing dialogue with teammates about performance and development.

Build Skills

On-the-job training and structured learning provide employees with support and guidance for those new to the company or new to their role. Learning plans help managers identify training that their employees need to meet certification requirements specific to the work they are assigned.

Manufacturing teammates attend courses at our training centers, followed by hands-on training in the factory, building the entry-level skills needed to work in a production environment. Some teammates are required to attain certifications for specific jobs they perform, or as they advance in their careers. Employees also have access to workplace coaches during and after training.

Learn@Boeing

Employees can tap into a wide range of learning experiences aligned with business goals to sharpen skills and build their future.

How Our
Teammates
Advanced
in 2023

12,000+

employees received tuition assistance for degree and nondegree programs

2M

hours of production training delivered

452,000

learnings completed on our digital learning platform

22,000

instructor-led courses

4,000

participants in leadership development programs

\$70M+

invested annually
in employee
tuition assistance

Learning To Meet Needs and Interests

We offer extensive in-person, on-demand and virtual learning resources. We strive to make opportunities easily accessible to help employees strengthen their skills and apply what they've learned to deliver business outcomes.

Our Career Foundation Programs in areas like engineering, IT, data analytics and finance functions accelerate the technical growth and leadership of college graduates and early career employees. These rotations enable teammates to explore a variety of roles and programs across our company, unlocking career-building opportunities and establishing a network of peers and mentors.

Leadership Development

We empower our leaders with the skills they need at key transition points in their career. Aspiring leaders, new managers and senior executives can participate in development programs that refine their abilities to inspire excellence in others and prepare them to take on increased leadership roles.

We offer both formal and informal mentoring programs to connect leaders and mentees.

We want our people to think about working at Boeing as a lifetime endeavor — full of opportunities to achieve their personal and professional goals.

Get a Degree on Us

Our industry-leading tuition assistance program, Learning Together, pays tuition and eligible expenses toward select undergraduate and graduate degrees, professional certifications, individual courses and certificate programs. We have invested more than \$1.8 billion since the program launched in 1998, and we continue to invest more than \$70 million annually in employee tuition assistance. We support up to \$25,000 per year for graduate degree programs and up to \$15,000 per year for undergraduate programs. There is no limit on tuition assistance for eligible STEM-related programs. On average, we provide tuition assistance to 10,000 employees each year.

Explore [employee learning and development opportunities at Boeing](#)



"I will lead a team of production engineers to determine the optimal way to build the airplane efficiently and with first-time quality. I'm excited for what's next."

Lisa Schleuter
777-8F Production
Engineering Manager

On a Mission To Lead

Lisa Schleuter's interest in aerospace began as a child, hopping regular flights between the United States and Germany, where her family lived for a time. An internship with Boeing sealed the deal, and she joined the company full time out of college as a structural design engineer for the 787-10 Dreamliner wing team.

After performing several engineering roles with our Commercial Airplanes production and product development teams, Schleuter earned her first leadership role as a manager. Eager to take on greater responsibility, she applied to the Leaders for Global Operations Boeing Sponsorship Program offered in partnership with the Massachusetts Institute of Technology. This competitive program consists of a two-year, on-campus dual master's degree program followed by a six-year rotation to help employees gain the experience needed for executive leadership. It's one of the many ways we develop our next generation of leaders. Boeing provides full-time salary, housing allowance, a stipend for incidentals, and fully paid tuition.

Degrees in hand, Lisa is now back in the Puget Sound region to begin the rotation phase of the program, as the production engineering manager for the new 777-8 Freighter fuselage.



Lisa Schleuter, Commercial Airplanes 777-8F production engineering manager, completed a dual master's degree program.

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Climate & Environment

In innovating for a better tomorrow, we consider how every product we build, deliver and service affects our world. We strive to operate sustainably and efficiently. We are committed to working with our suppliers to source responsibly, create economic opportunities and drive industry sustainability progress.

Employees fueling Boeing ecoDemonstrator with a SAF blend.

Addressing Climate Change

Boeing considers climate change to be an urgent issue. We support the goals of the Paris Agreement and encourage our value chain to do the same. Our company achieved net-zero carbon emissions (Scope 1 and Scope 2) at manufacturing and other work sites, and in business travel (Scope 3, Category 6) in 2023 for the fourth consecutive year, by expanding conservation and renewable energy procurement while securing third-party-verified offsets for the remaining greenhouse gas (GHG) emissions. Boeing strives to reduce operational GHG emissions, both during times of growth and during times of challenge. We detail our GHG strategy for Scope 1 and Scope 2 in the next section, which aligns to a 1.5 degrees Celsius pathway in support of global climate goals. We provide further details about our Scope 3 GHG emissions strategy, focusing on Use of Sold Products, starting on [Page 42](#).

Climate Strategy and Planning

Climate risks and opportunities inform our strategy, as evidenced by our commitments and actions in our products and operations. Moreover, the commercial aviation industry recognizes its environmental responsibilities and was one of the first

global industrial sectors to have a long-term plan to tackle climate change.

The aviation and aerospace manufacturing industries together with Boeing face significant climate change-driven risks

and opportunities as well as the need to decarbonize for sustained long-term growth. We believe that safe and sustainable aviation is an imperative for our commercial and governmental customers, employees and communities.

We are operating in a global environment with human, technological and natural events adding challenges to our infrastructure, business operations and long-term strategy. Now more than ever, we must identify and develop strategies

Boeing's ecoDemonstrator program takes promising technologies and tests them to solve real-world challenges for airlines, passengers and the environment.



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that minimize the consequences and impact of potential threats or disruptions.

We believe our business strategy is resilient to a changing climate, given sustained focus and investment in our products, services and operations, as well as enhanced risk management practices for global operations. Environmental assessments have informed our due diligence as we consider property transactions and the design of future products and infrastructure. For more information about our approach to climate change, see our [TCFD Index](#).

GHG Strategy for Operations

Boeing's decarbonization strategy across its manufacturing sites and other operations facilities prioritizes avoiding and reducing direct emissions first via efficiency improvements, conservation and renewable energy procurement. Third-party verified offsets were used in 2023 and since 2020 to mitigate Scope 1 and Scope 2 GHG emissions Boeing could not first avoid, reduce or replace. We remain committed to supporting the commercial aviation industry's net zero 2050 ambition, which starts inside our four walls.

To achieve our sustainable operations goals related to GHG, we actively monitor emissions, fuel use and energy efficiency and track our performance as

we increase adoption of renewable energy sources and implement energy efficiency improvements. As part of Boeing's business continuity program, we also monitor the length and severity of business interruptions due to climate or weather-related events. The scope of monitoring includes damaging weather and natural disasters, as well as public health crises, and helps us understand how to increase resiliency in light of a changing climate.

Enterprise GHG emissions from operations are calculated after the conclusion of the reporting year. However, the emissions from natural gas and electricity procurement at Core Metric Sites, which represent the majority (70%) of Boeing's GHG footprint from operations, are calculated and monitored on a monthly basis through the use of utility bills and are continuously validated and updated throughout the reporting year. The emissions factors for these energy sources are validated at least annually and updated when appropriate following guidance from the World Resources Institute GHG Protocol. The energy data and emissions factors are verified as part of a third-party limited assurance process. For more information about our GHG reporting, see the [GHG Emissions Supplement](#).

Boeing's GHG management team tracks performance, procures energy and, with other Enterprise and site teams, initiates



Wild Horse Wind and Solar Facility in central Washington state generates power for Boeing facilities.

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energy and emissions reduction projects across the company. This proactive approach supports Boeing in achieving the sustainable operations goals we have set for GHG emissions reduction, energy procurement and energy conservation, see [Page 53](#) to learn more about our progress.

'Avoid First, Remove Second' Strategy

Our strategy is to prioritize avoiding Scope 1 and Scope 2 GHG emissions in the first place, including through increasing use of renewable electricity and SAF in our operations, as the most direct way to reduce our carbon footprint. For emissions that are hard to abate, we plan to increase focus and investment in permanent carbon removal.

For the past four years, we have voluntarily offset our Scope 1 and Scope 2 GHG emissions across manufacturing sites and other operations facilities, in addition to our Scope 3, Category 6 – Business Travel emissions.

Our 2023 offset purchases were guided by the following principles:

- Certified by top global verification organizations that ensure the offsets meet minimum criteria of being measurable, additional, independently verified and uniquely numbered and tracked on a registry with a diversified portfolio by geography and project type to reflect global company presence.
- Use of aviation-sector Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)

credits for all offsets covering business travel (air and rental car).

In 2024, Boeing will evolve from using offsets for our Scope 1 and Scope 2 GHG emissions to support our longer-view carbon management strategy of avoid first, remove second. To “avoid first,” we will continue to prioritize preventing carbon emissions from getting into the atmosphere in the first place by reducing our reliance on fossil fuels within operations by continuing to invest in renewable energy and energy-efficient infrastructure – such as heating and cooling systems and LED lighting in factories – and encouraging resource conservation.

To “remove second,” we will diversify our investments in permanent carbon removal to strengthen our offset portfolio over time and support important tech development,

which will support the long-term success of the voluntary carbon market. Boeing plans to continue to offset our business travel emissions, over time increasing the proportion of permanent removals. We will also continue to report our Scope 3, Category 11 GHG emissions (Use of Sold Products) to our stakeholders.

As we continue efforts to decarbonize aviation, increase renewable energy procurement and focus on conservation behaviors in our operations, traditional carbon offsets, including nature-based projects, will continue to play an important role for Boeing and its customers.

Image of the Earth from a Boeing airplane.



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January

Selected to lead NASA's Sustainable Flight Demonstrator Program.



February

Collaborated with Emirates and GE Aerospace on first 100% SAF flight test in the region. (Credit: Emirates)



March

Working with GE Aerospace, Aurora Flight Sciences completed baseline flight testing for NASA's Electrified Powertrain Flight Demonstration. (Credit: GE Aerospace)



April

Expanded ecoDemonstrator flight testing with "Explorer" airplanes, announces 2023 ecoDemonstrator testing.



July

In the 2023 Battle of the Buildings competition, employees took more than 1 million 60-second sustainable actions.



May

Awarded project funded by the Japan government to explore feasibility of integrating hydrogen fuel cell systems into an airplane.



October

Convened aviation, energy, finance and policy to have discussions on reducing aviation's emissions at first global Sustainable Aerospace Together Forum.



November

Mobilized suppliers to study SAF efforts on airplane materials and components. [Watch the video](#)



June

Launched public version of the Boeing Cascade Climate Impact Model. Launched its SAF Dashboard to track announced SAF capacity. (Credit: Jake Hanson)



August

Wisk completed first-ever public demonstration flight at EAA AirVenture. (Credit: Wisk)



October

Airplane arrived at Boeing site for X-66 modification. Masdar and Boeing joined forces to accelerate the SAF industry in the UAE and globally. (Credit: Masdar)



November

Boeing, NASA and others conducted flight tests to measure how SAF affects contrails and non-carbon emissions using a 737-10 destined for United Airlines.



December

Boeing and Zero Petroleum to work together to advance SAF. Boeing and U.S. government launched initiative to advance SAF among APEC economies.



Led the SAF compatibility testing with IAEG.



Helped launch UAE-based Research Consortium for Renewable and Advanced Fuel Technologies for Aviation. (Credit: Emirates)



Joined the Corporate Coalition for Innovation & Technology toward Net Zero (CCITNZ), to learn and apply breakthrough decarbonization technologies. (Credit: GE Aerospace)



Provided technical expertise on the first 100% SAF flight across the Atlantic on a commercial jetliner – a Boeing 787 Dreamliner. (Credit: Virgin Atlantic)



737-10, DC-8 team up to test sustainable fuels. [Watch the video](#)



Completed Everett Main Factory LED light conservation, converting 73 acres of manufacturing space to high-efficiency LED lighting.

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Middle East, Türkiye, Africa and Central Asia

Third Conference on
Aviation Alternative Fuels
(CAAF/3)

Dubai Airshow

2023 United Nations
Climate Change
Conference (COP28)

Asia-Pacific

Japan SAF
Roadmap Kickoff

Southeast Asia SAF
Feedstock Study Kickoff

World Economic Forum
First Movers Coalition
(WEF FMC) Singapore
SAF Workshop

World Economic Forum
First Movers Coalition
(WEF FMC) India
SAF Workshop

Carbon Offsetting and
Reduction Scheme for
International Aviation
(CORSIA) Workshop

SAF Roadmap with The
Commonwealth Scientific
and Industrial Research
Organisation (CSIRO)

China Air Transport
Association (CATA)
Aviation Conference



Americas

ICAO Assistance,
Capacity-building and
Training for Sustainable
Aviation Fuels Membership

Cascade Reception for
ICAO Council Members

Zero Impact Aviation
Alliance (ZIAA)

Boeing Sustainable
Aerospace Together Forum

Asia-Pacific Economic
Cooperation
(APEC) CEO Summit

Boeing 2nd Brazil
Sustainability Forum

World Economic Forum
First Movers Coalition
(WEF FMC) SAF Workshop

Europe

Cascade Reception with
EU Stakeholders

Paris Air Show

Roundtable on Sustainable
Biomaterials (RSB) Annual
Conference

Flight 100

Jet Zero Council

Sheffield University Energy
Innovation Centre (EIC)
Opening

World Energy Council
Membership

University of Cambridge
Whittle Lab Laboratory
Opening

Royal International Air
Tattoo (RIAT)

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Americas

United States

- Hosted a reception ahead of Boeing's Sustainable Aerospace Together Forum near Seattle to educate and engage attendees on topics such as the Boeing product life cycle (pictured middle-right). (Credit: Jake Hanson)
- Organized Boeing's first Sustainable Aerospace Together Forum working with FT Live to bring together leaders from four key sectors including aviation, energy, finance and policy to discuss commercial aviation's path to net zero (pictured top-left).
- Established an initiative with the U.S. Department of Transportation and FAA at the Asia-Pacific Economic Cooperation (APEC) CEO Summit in San Francisco to catalyze the development and use of SAF among APEC member countries (pictured top-right: Wisk's Generation 6 aircraft and Cascade).
- Launched the Zero Impact Aviation Alliance with Boeing as a founding member. Led by the Massachusetts Institute of Technology (MIT) the group brings together the value chain to move the needle on sustainable aviation.

Brazil

- Organized the second Sustainability Forum with the Roundtable on Sustainable Biomaterials (RSB). This convened regional stakeholders from aviation, energy, finance and policy, allowing participants to explore the Cascade Climate Impact Model (pictured right-bottom: Elena Schmidt, RSB executive director, and Landon Loomis, president for Latin America and the Caribbean and vice president of Global Policy at Boeing).
- Supported World Economic Forum First Movers Coalition's (FMC) in-country SAF workshop, as the FMC Aviation Sector Champion.
- Kicked off the third phase of the SAFMaps project in collaboration with the University of Campinas (UNICAMP). This focuses on adding information that allows consideration of the relevant CORSIA sustainability criteria including case studies with the carbon footprint estimates of SAF production options and the operational maintenance of the SAFMaps web-based platform.
- Joined ICAO's Assistance, Capacity-building and Training for Sustainable Aviation Fuels (ACT-SAF) program to further support SAF development and deployment.
- Hosted a Cascade reception for ICAO Council members as part of the Air Transport Action Group (ATAG) industry briefing ahead of the Third Conference on Aviation Alternative Fuels (CAAF/3).



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Europe

Belgium

- Convened policymakers, airlines, energy producers and financiers from Europe and beyond at a reception event held at the Boeing Brussels office and debuted the new features in Boeing's Cascade Climate Impact Model (pictured right: Laurent Floquet, managing director and head of Aviation Finance (EMEA) and Aviation Sustainability, Société Générale, and Rachel Smit, member of the Cabinet of Transport Commissioner Adina Vălean from the European Commission).

France

- Engaged with key stakeholders including industry partners, airline customers, regulators and international organizations at the Paris Air Show. Supported the launch of the World Economic Forum's SAF Offtake Manual.

Republic of Ireland

- Joined the Irish Department of Transport SAF Task Force following publication of Irish SAF Feasibility Study, which Boeing helped produce with Avolon, Orix and SkyNRG.

United Kingdom

- Supported the world's first 100% SAF-powered transatlantic flight on a commercial airplane from London to New York, as part of a Virgin Atlantic-led consortium (pictured top-right). (Credit: Virgin Atlantic)
- Teamed with Zero Petroleum for testing and analyzing the next generation of technologies to accelerate the supply of SAF (pictured bottom-right).
- Participated in the groundbreaking event of the University of Cambridge's new Whittle Laboratory. Together with its Aviation Impact Accelerator (AIA) Program, we jointly explore emerging zero-emission aviation and energy technologies.

- Joined the World Energy Council to drive sustainable energy transitions (pictured top-left: CSO Brian Moran, World Energy Council's Secretary General Angela Wilkinson, and Senior Vice President and President of Boeing Global Dr. Brendan Nelson).
- Joined the opening ceremony of the Energy Innovation Centre (EIC) at the University of Sheffield, of which Boeing is a founding member. Led by Lord Callanan, Minister for Energy Efficiency and Green Finance at the Department for Energy Security and Net Zero.
- Signed the Defence Aviation Net Zero Charter at the Royal International Air Tattoo (RIAT) and signed an initiative with the Royal Air Force (RAF) at the Royal Edinburgh Military Tattoo aimed at exploring opportunities to further operational effectiveness and sustainability on the P-8A Poseidon fleet.



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Middle East, Türkiye, Africa and Central Asia

United Arab Emirates

- Collaborated with the UAE's clean energy powerhouse, Masdar, to explore ways to advance the development of SAF and supported the launch of the Global Sustainable Aerospace Exchange (GSAE) initiated by ATAG and key academia partners including Khalifa University at the Dubai Airshow.
- Co-hosted a reception with Axios at COP28 in Dubai on the future of sustainable aviation convening leaders from finance, policy, aviation and energy and demonstrating Boeing's Cascade Climate Impact Model (pictured bottom). (Credit: Arthur Abraham/Hyku D Photography on behalf of Axios)
- Co-sponsored an ATAG-led Global Sustainable Aviation Forum.
- Organized a joint event with Neste on advancing SAF.
- Shared remarks at events, including the Atlantic Council, the Corporate Coalition for Innovation & Technology toward Net Zero (CCITNZ), the first Abu Dhabi Bank, Google and Aviation Impact Accelerator.

- Supported discussions at CAAF/3 where governments from over 100 countries set a goal that aviation fuel in 2030 should be 5% less carbon intensive than conventional jet fuel, and launched the Center for Renewable and Advanced Fuel Technologies for Aviation (Air-CRAFT) with key partners including ADNOC, Masdar, Emirates, Etihad Airways and others.

Türkiye

- Launched Türkiye Aviation Sustainability Alliance with Turkish Airlines (THY) and Istanbul Technical University Aerospace Research Center (ITU ARC) (pictured top-right).



Asia-Pacific

Australia

- Launched SAF Roadmap with Australia's national science agency, the Commonwealth Scientific and Research Organization (CSIRO). This will map out how Australia could leverage its feedstock potential to produce SAF.
- Agreed to collaborate with Virgin Atlantic on sustainability, building on their long-standing and deepening technology relationship.

China

- Participated at the China Aviation Transportation Association (CATA) Aviation Conference supported by Civil Aviation Authority of China (CAAC) as well as International Aviation Supply Chain Conference (pictured top-left: EU Sustainability Reporting Lead Lixian Chen and CSO Brian Moran).

India

- Hosted a workshop on Carbon Offsetting and Reduction Scheme for International Aviation (CORSA) and supported FMC's in-country SAF workshop, as the FMC Aviation Sector Champion.

Japan

- Kicked off the Japan SAF Roadmap study together with ICF, Mitsubishi Heavy Industries and SMBC Aviation Capital. Added SAF portfolio to Japan research & technology center.
- Awarded a project funded by the Japanese government to explore the feasibility of integrating hydrogen fuel cell systems into an airplane.

Singapore

- Kicked off the Southeast Asia SAF Roadmap study together with RSB and supported FMC's in-country SAF workshop, as the FMC Aviation Sector Champion.

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Decarbonizing Aerospace, Together

Our company and the aerospace industry recognize finding solutions to decarbonize commercial aviation as an urgent challenge of our time. We are united in our commitment to ensure billions of passengers can continue to fly every year to connect with friends and family, discover new places and cultures, engage in commerce, and care for those in need.

Achieving this objective requires a portfolio of innovative solutions and collaborations that allows our sector to decarbonize. We have been focused on four key areas: fleet renewal, operational efficiency, renewable energy, advanced technology — and in 2023, we added an additional focus area: market-based measures.

Strategy for Decarbonizing Aerospace

On Earth Day in 2008, leaders within the commercial aviation industry committed to action on climate change. Together we aimed to build upon the industry's strong track record of technological progress and innovation by identifying the need to accelerate action to mitigate environmental impact, while driving sustainable development. To address these needs, industry leaders agreed to a strategy to encompass alternative fuels, fuel efficiency, routes and infrastructure and economic instruments. Collaboration remains a crucial part of our strategy to address climate change.

Since that time, we have continued to evolve our approach. Our multi-pronged effort minimizes transition risk by providing customers with climate-responsible flight. Our industry's efforts have significantly reduced the CO2 emissions per passenger on a flight today compared with the same flight 30 years ago. These efforts have kept the commercial aviation industry's share of global emissions at about 2.5% before COVID-19 while demand nearly tripled. Boeing and the industry remain committed to supporting commercial aviation's climate ambition of reaching net-zero emissions by the middle of the century.

Supporting the commercial aviation industry's 2050 ambitions, we focus on Use of Sold Products (Scope 3, Category 11), which is estimated to be greater than 90% of the company's total GHG emissions inventory, and therefore defined as the only relevant category of Scope 3 emissions for Boeing under the Climate Action 100+ Net Zero Company Benchmark. Due to the unique aspects of our sector, including global scope, long product life span, and financial and technological decarbonization challenges, Scope 3, Category 11 emissions are best addressed as a collaborative effort across the industry. In support of a net-zero transition, the first step is to work together to identify a credible path aligned with the commercial aviation industry in support of its global reduction goals.



Boeing ecoDemonstrator Program Manager Rae Lutters previews new technologies with CEO Dave Calhoun at the Sustainable Aerospace Together Forum in Seattle.

**The Boeing Company
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Social Impact Report**

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Boeing Publicly Launches 'Cascade' To Support Commercial Aviation's Net-Zero Ambition

In May 2023, the Company released the Boeing Cascade Climate Impact Model for public use. "Cascade" for short is a data modeling tool that quantifies the potential of commercial aviation's strategies to reduce carbon emissions. The tool is accessible [here](#).

The data modeling tool allows exploration of airplane fleet renewal, operational efficiency, renewable energy sources, future aircraft, and market-based measures as pathways to decarbonization. Cascade examines the full life cycle of alternate energy sources for commercial aviation – from production through distribution

and use – and can help inform the most impactful and effective strategies for commercial aviation to reach its sustainability targets.

The tool is designed to be a resource for stakeholders to make more informed decisions about commercial aviation's decarbonization efforts.

Boeing also introduced the Cascade User Community, a working group that will provide feedback on new features, functionalities and application programming interfaces. The founding members of the Community are IATA, NASA,

University of Cambridge's Aviation Impact Accelerator and the MIT Laboratory for Aviation and the Environment.

After launch, Boeing worked to roll out new features and enhancements to the tool, based on user feedback. Today, the team continues to engage its users in order to evolve the tool and enhance its usefulness.



The Boeing Cascade Climate Impact Model assesses the potential of each of aviation's strategies to cut emissions.

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5 Strategies To Decarbonize Aerospace, Together

Boeing supports our customers and governments around the globe in committing to their bold climate change ambitions, including the civil aviation industry and International Civil Aviation Organization's (ICAO) commitment to achieve net-zero carbon emissions by 2050. Boeing is focused on five key areas to decarbonize aerospace.

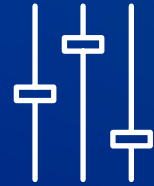


View our [Sustainable
Aerospace Together](#) video



Fleet Renewal

Boeing's newest airplanes are 20%-30% more efficient than the in-service airplanes they replace.



Operational Efficiency

Boeing is collaborating across industry on how to operate and fly more efficiently, which can reduce emissions by about 10% (Source: Eurocontrol). This includes improving airplane retrofit and maintenance, fleet and airport operations, and flight and traffic management.



Renewable Energy

Boeing is shaping the future of sustainable aviation through research and technology development focused on unlocking the potential of sustainable fuels and renewable energy applications.



Advanced Technology

Boeing is investing in innovation and clean technologies for improved aerodynamic performance, increased propulsion and systems efficiency, reduced life cycle energy use and emissions, and the latest digital design, test and production capability.



Market-Based Measures

We're taking advantage of opportunities to reduce carbon emissions from getting into the atmosphere in the first place, investing in permanent carbon removals and continuing to offset business travel emissions, increasing over time the proportion of permanent removals to traditional offsets in our portfolio.

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Decarbonizing Aerospace Strategy No. 1 Fleet Renewal

Boeing's newest airplanes are 20% to 30% more efficient than the in-service airplanes they replace. According to the Boeing Cascade Climate Impact Model, deploying the latest generation airplanes is the most significant opportunity for commercial aviation to reduce CO2 emissions over the next decade. Many airlines and operators have accelerated retiring older airplanes to optimize their fleets with the latest, most-efficient models.

One airline that has evolved its fleet to include more efficient models is Thai Airways. In December 2023, the airline finalized an order for 45 787-9 Dreamliners to support its long-term strategy to renew and expand its fleet with more efficient jets.

The 787 Dreamliner, with its lighter, composite structure, is enabling airlines such as Thai Airways to reduce fuel use and emissions by up to 25% and features an up to 60% potential noise reduction compared with the in-service airplanes they replace.

Strategy in Action

P-8A To Reduce Operational Costs and Environmental Impacts

In August 2023, Boeing and the UK Royal Air Force (RAF) signed a joint agreement to explore sustainable aviation opportunities on the RAF's P-8A Poseidon fleet.

The framework will explore opportunities to improve the resilience and operational effectiveness of the RAF's nine-strong Poseidon fleet, while reducing operational costs and environmental impacts.

As one of the first signatories to the recently launched Defence Aviation Net Zero Charter, the partnership shows Boeing's commitment to exploring a sustainable future for the defense industry.

We are proud to build on our recent commitment to the Defence Aviation Net Zero Strategy and our ongoing investment in Scotland. The UK's P-8A fleet provides opportunities to trial and leverage sustainable technologies that will further enhance the fleet's operational effectiveness and reduce its environmental impact.



The 787 Dreamliner, with its lighter, composite structure, is enabling airlines such as Thai Airways to reduce fuel use, emissions and noise.

20%-30%

improved efficiency in
Boeing's newest airplanes
compared with the in-service
airplanes they replace

Boeing and the Royal Air Force (RAF) signed a joint agreement to explore sustainable aviation opportunities on the RAF's P-8A Poseidon fleet.

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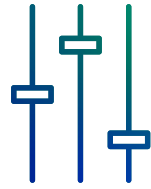
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Decarbonizing Aerospace Strategy No. 2 Operational Efficiency

Safe, sustainable skies are the priority. Boeing continues to invest to ensure our aircraft have the latest equipment and services to support advanced procedures, and we also work with airlines, government customers, air navigation service providers and airports on efficiency improvements. These include

procedures such as continuous descent approaches and equipment upgrades such as GPS-based navigation for more direct routing. We develop services to leverage data for fuel and flight efficiency, help customers optimize flight planning and provide pilots with real-time weather and traffic information.

Strategy in Action

Optimizing Flight Paths

The commercial aviation industry continues to collaborate on how to fly more efficiently, and Boeing helps airlines achieve this objective through nearly every phase of flight.

In June 2023, Boeing collaborated with the air navigation service providers of Japan, Singapore, Thailand and the U.S. to demonstrate how coordinating navigation across global airspace jurisdictions to optimize flight paths can improve operational efficiency.

The multi-regional Trajectory Based Operations (MR TBO) flight tests – a world's first – employed Boeing's first ecoDemonstrator Explorer, a 787-10 Dreamliner.

MR TBO empowered air traffic control in multiple regions to work together to optimize the airplane's flight path, by collectively sequencing its routes – simulating various challenges en route, such as changing weather conditions and other factors that required dynamic, real-time adjustments.



Jeppesen FliteDeck Advisor provides pilots with advisories to improve flight profile, fuel burn and flight schedule.



Boeing's first ecoDemonstrator Explorer, a 787-10 Dreamliner.

10%
potential emissions
reduction from
operational efficiencies

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Decarbonizing Aerospace Strategy No. 3 Renewable Energy

Renewable energy can help reduce carbon emissions from our operations and from our products and services. For our products, renewable energy can help reduce the carbon intensity of an energy carrier powering our products, such as SAF, green hydrogen and batteries. Boeing believes SAF is a necessary lever to decarbonize aviation.

However, it will take a “SAF and” approach and not a “SAF or” approach to support the commercial aviation industry’s ambition for net zero by 2050. As part of the “SAF and” approach, Boeing continues to advance the viability of other renewable energy carriers and their safe use on aircraft.

Strategy in Action

Tracking Expected SAF Pathway

We believe SAF offers the largest potential to reduce life cycle carbon emissions in all aviation segments over the next 30 years, based on several studies and tools including the Boeing Cascade Climate Impact Model. Boeing also publicly released the [SAF Dashboard](#), a tool that tracks expected SAF capacity over the next decade by production pathway, location and other metrics.

For nearly 20 years, Boeing has been pioneering global efforts to make the use of SAF a reality, and today, our efforts are more energized than ever.

In 2023, Boeing further demonstrated its commitment to catalyze the SAF industry through seven new collaborations. Boeing placed agreements to purchase 5.6 million gallons (21.2 million liters) of blended SAF to support its U.S. commercial operations.

For more information on how we’re collaborating globally to help scale SAF, visit the 2023 Highlights section on [Page 37](#) and 2023 Global Collaborations section on [Page 38](#).

Boeing ecoDemonstrator
is powered by a SAF blend.



Employee fueling Boeing
ecoDemonstrator with a SAF blend.



Watch this video
to learn about [Boeing’s
history with SAF](#)



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Decarbonizing Aerospace Strategy No. 4 Advanced Technology

Supporting the commercial aviation industry's net-zero ambition by 2050 will take an approach that includes SAF and applications of many advanced technologies. Boeing continues to develop advanced technologies, including collaboration on flight demonstrators and future flight concepts. The future of flight will incorporate new airframe, propulsion and systems technology, and utilize different power and energy solutions as well as the latest digital design, test and production tools.

Informed by the company's history of developing advanced aircraft configurations and incorporating innovative technologies for sustainability, Boeing has developed a research and technology program, "Future Flight Concepts." This program helps us to understand the realm of possibility for future airplane design and expose technical challenges that require research and technology development. The Future Flight Concepts studies include hybrid-electric, hydrogen fuel cell, hydrogen combustion, dual fuel and other alternate energy carrier aircraft.



Strategy in Action

Realizing Sustainable Flight Future

In January 2023, Boeing was selected by NASA to lead the Sustainable Flight Demonstrator (SFD) program, which is designed to provide key learnings that could inform future product studies.

The X-66, produced through the SFD project, will test the Transonic Truss-Braced Wing (TTBW) airframe configuration and will be built from a modified MD-90 at a Boeing facility in Palmdale, California.

The aircraft is the first X-plane focused on helping achieve its goal of net-zero aviation greenhouse gas emissions.

The X-66's wider wingspan and improved aerodynamic efficiency, when paired with expected improvements in propulsion systems, systems and materials, could yield up to a 30% reduction in fuel consumption and emissions relative to today's most efficient single-aisle airplanes.



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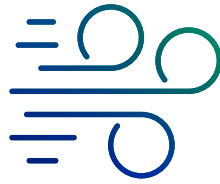
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Decarbonizing Aerospace Strategy No. 5 Market-Based Measures

In 2023, Boeing deepened its engagement in the fifth area of focus for decarbonizing aviation: market-based measures. Boeing made its first investment in permanent carbon removals, while continuing to offset

business travel emissions. Our strategy is to increase over time the proportion of permanent removals to traditional offsets in our portfolio. Read more on [Page 36](#).

“As a hard to decarbonize sector, we recognize that many solutions will be needed for commercial aviation to achieve its net-zero commitment, and Equatic offers one of those solutions. Both carbon removals and green hydrogen will be necessary to support the scale up of SAF and decarbonize aviation.”

Heather Sheffer
Carbon strategy lead at Boeing

Strategy in Action

Boeing Collaborates With Equatic on Carbon Removal Technology

In May 2023, Boeing partnered with Equatic, a carbon dioxide removal company, to support permanent carbon dioxide removal and green hydrogen production.

Under the collaboration, Boeing entered into a pre-purchase option agreement where Equatic will remove 62,000 metric tons of CO₂ and will deliver 2,100 metric tons of carbon-negative hydrogen, or green hydrogen.

The first and primary use of hydrogen in aviation should be used to develop and scale SAF, and Boeing intends to use Equatic’s green hydrogen to support the industry’s need to scale SAF.

Equatic is developing a process that will use seawater, air, rock and renewable electricity to remove carbon and produce green hydrogen. Boeing’s commitment to Equatic is part of a larger carbon management strategy that prioritizes an avoid-first, remove-second approach. Equatic technology will play an important role to unlock global-scale decarbonization solutions and will allow Boeing to improve its offset portfolio durability over time. Boeing will diversify investments in permanent carbon removal to strengthen our offset portfolio over time and support important tech development, supporting the voluntary carbon market.



Rendering of a demonstration plant that will remove atmospheric CO₂ by electrolyzing seawater. (Credit: Equatic)

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Sustainable Operations

Approach to Sustainability Within Our Four Walls

Boeing recognizes sustainable aerospace starts inside our four walls. We are focused on continuous improvements in pursuit of a sustainable product life cycle across key elements, including greenhouse gas emissions (Scope 1 and Scope 2), energy procurement, and water and waste management. We have knowledge, resources and relationships to drive change, and as a leader in aerospace, we have a responsibility to encourage and support others on this journey.

To support our sustainable operations journey, we set challenging yet achievable 2025 targets across five operations categories and have reported progress annually. We have taken action to decrease our impact through renewable energy procurement, targeted infrastructure and equipment investments, efficiency standards and conservation initiatives that include deployment of best practices and employee engagement strategies.

Advancing progress toward our goals requires the collective power of our employees to adopt a culture of sustainability and embed sustainable practices throughout our operational footprint. This collective effort significantly contributes to Boeing's sustainable aerospace journey. By focusing on areas such as conservation and efficiency, increasing renewable energy use, and incorporating sustainable aviation fuel, we can reduce the impact of greenhouse gas emissions from our operations.

As we continue to evolve our sustainable operations strategy, we have adopted common approaches and a framework to meet stakeholder needs and align with global sustainability standards.

Boeing invests in sustainable operations to drive industrial performance at our manufacturing sites.



4 Strategies To Advance Sustainable Operations



Innovation and Engagement

Boeing encourages our workforce to support conservation by fostering sustainable behaviors. Employees are a source of innovation and champions of projects that contribute to Boeing's goals. Sustainability is embedded within the Boeing Production System and linked to Lean methodologies that eliminate waste and promote more efficient and sustainable practices. We provide sustainability training and recognition programs to help employees develop sustainable habits.



Efficiency and Conservation

We value natural resources and believe in using them responsibly. We drive reductions by implementing measures to reduce resource consumption and waste generation. Efficiency and conservation are integral to achieving our sustainable operations targets (see [Page 53](#)) based on absolute measures to reduce emissions, energy use, water, solid waste and hazardous waste. We focus on optimizing the performance of our buildings and equipment to enable sustainability as a natural outcome.



Site and Infrastructure Investment

As we modernize and upgrade our infrastructure and processes, we seek to improve efficiency, extend the useful life of equipment, and reduce avoidable resource use, resulting in lower life cycle cost. We pursue LEED (Leadership in Energy and Environmental Design) certification for new construction projects and implement targeted solutions to reduce reliance on fossil fuels. Our commitment to renewable electricity is the primary lever to achieve our operational greenhouse gas emissions reduction targets. We have made substantial strides in transitioning facilities to 100% renewable electricity, achieving 39% renewable electricity procurement through direct purchases and renewable energy credits in 2023.



Resilience and Risk Management

Boeing is proactively working to drive site and operational resilience to adapt in a dynamic environment and address climate change impacts such as extreme weather and drought by identifying areas of risk and associated mitigation strategies. Environmental compliance, protection and restoration are cornerstones of our operations. We are preparing for the future disclosure landscape, assessing environmental risks, evaluating sustainability and resilience as a component of our real estate due diligence process, and remediating our legacy environmental impacts. For more information on our climate change strategy, see [Page 34](#).

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Sustainable Operations Strategy No. 1 Innovation and Engagement

We have implemented multiple approaches to encourage the workforce to support conservation by fostering sustainable behaviors. Employees are a source of innovation, champions of projects, and their combined actions contribute to achieving our goals.

The programs that we utilize to get employees involved and contribute to the enterprise sustainability goals are designed to reach all aspects of the workforce. Elements of sustainability are embedded within the Boeing Production System and linked to Lean methodologies that eliminate waste and promote more efficient, sustainable practices within operations. Additionally, we provide behavior change training and encourage recognition programs to help employees develop sustainable habits and be rewarded for their efforts.

The approaches used include elements of gamification, which turn sustainable behaviors into fun and engaging programs. Key employee engagement avenues include:

- The Conservation Best Practices program, which is deployed across the enterprise to prioritize reducing energy, water and waste at our largest areas of operation.

- The ENERGY STAR Battle of the Buildings competition encourages employees to work together toward our sustainability goals and promote a culture of environmental stewardship.
- Aerospace Sustainability Foundations Training, an internal credential training that allows employees to learn more about sustainable aerospace and practices and how they can incorporate them into their work.
- The Environmental Sustainability Leadership Awards (ESLA) have played a pivotal role in recognizing and quantifying our achievements in sustainability.

By emphasizing employee engagement throughout the sustainability programs, we benefit local communities and use the capabilities of our diverse workforce to achieve operational sustainability goals.

Strategy in Action

Engaging Employees in Conservation

Our annual Battle of the Buildings competition set a new global participation record as employees performed more than 1 million 60-second sustainable actions to conserve water, energy and reduce waste and greenhouse gases across 189 Boeing sites in 28 countries.

“Each action taken helps us reduce our environmental footprint, while engaging employees to participate in conservation actions they can do in their daily work,” said Jill Graftenreed, vice president, Global Enterprise Sustainability. “Collectively, we far exceeded our original goal and surpassed our stretch goal thanks to the employees’ enthusiastic response and commitment to the protection of the environment.”

About the competition: The fifth annual 2023 Battle of the Buildings competition, part of the EPA’s ENERGY STAR Program, ran from April 21 to May 31.

- The goal was to reach 350,000 actions.
- It had a stretch goal of 700,000 and raised again to 1 million 60-second actions.



Yvonne Rahn and Anne Fitzpatrick-Hein led the Battle of the Buildings effort again this year at Boeing’s Berlin office, winning in the small site category.

1M+
conservation 60-second
employee actions during annual
Battle of the Buildings competition

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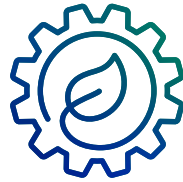
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Sustainable Operations Strategy No. 2 Efficiency and Conservation

In pursuit of our environmental reduction targets, our efforts start by prioritizing safety and quality, ensuring that sustainability efforts complement and do not compromise these essential aspects of our operations. We proactively adapt to changing environments and embrace sustainability and resiliency as core values.

Measuring Our Progress






In 2017, we set challenging sustainability targets as a company to guide our actions.

In 2023, Boeing achieved our 2025 environmental sustainability targets, two years early, with the exception of water where we narrowly missed the 2025 target. Through our unwavering commitment to environmental stewardship, we implemented innovative strategies, best practices and technologies that have resulted in significant reductions

in greenhouse gas emissions, energy procurement, water consumption and waste generation, as noted in the table.

We are hard at work defining the next chapter in our sustainable operations journey and refining our 2030 targets. Our values of safety, quality, integrity and sustainability will remain at the forefront while determining how best to build on our success to date in reducing our environmental impact.

Sustainable Operations Targets Progress

Performance Area	2025 Targets*	2023 Progress
 Greenhouse Gas Emissions	Reduce emissions by 25%	↓37%
 Energy	Reduce energy consumption (natural gas, other fuels and electricity) by 10%	↓12%
 Water	Reduce water withdrawal by 20%	↓19.5%
 Solid Waste	Reduce solid waste to landfill by 20%	↓28.6%
 Hazardous Waste	Reduce hazardous waste by 5%	↓24.9%

*Sustainable operations targets shown are absolute targets, established against a 2017 baseline, and not indexed to production levels or growth. All 2025 reduction targets were set with an operational boundary of the Core Metric Sites, which represent the majority (>70%) of Boeing's operations, and includes emissions from electricity use and natural gas.

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Managing Waste Materials

We are making strides to protect the land, water and air in our communities by reducing waste from work sites and our supply chain. Waste streams are as complex as our facilities, which range from office space to part fabrication to assembly of aircraft and space vehicles. Solid waste includes material that has been discarded or abandoned or that is no longer useful or usable and has been designated for removal. Items that are reused are excluded from this category. We have dedicated teams working to prevent waste from going to landfills and to assess opportunities to return or reuse parts packaging.

Management of Hazardous Waste and Chemicals

We work to responsibly manage hazardous waste and chemicals in the value chain. We generate hazardous waste primarily from a variety of research, manufacturing and facilities maintenance processes. Hazardous waste disposal may be reduced upstream and downstream through on-site or off-site regeneration of consumable chemicals and through processes that extend the useful life of those chemicals to avoid hazardous waste. We look to reduce hazardous waste in upstream

activities by preventing or reducing the amount of hazardous waste generated through extending system life through contaminant removal. Downstream, we look at hazardous waste generated from site operations. We implement several recycling and recovery activities to reduce the need for new chemicals.

Reducing Water Use

We set water use reduction targets at our manufacturing sites to preserve this natural resource for the environment and our communities. Our water is sourced from local public utilities (surface, ground and reclaimed water) and company generation (on-site well, on-site reclamation and rain capture). This sourced water supports manufacturing, sanitation, drinking water, cooling and irrigation across the company. The majority of our water is from public water supply systems, and most withdrawal measurement is from water system meters. Water used within our facilities is discharged to public sanitary sewer systems. In some cases, we pre-treat wastewater before discharging it to public sanitary sewer systems, in compliance with regulatory requirements. We do not set voluntary effluent discharge standards beyond those set by regulation.

Our specialists work to identify efficiencies, best practices and new technologies to reduce water use. We work to identify irregularities that may require action and created a Conservation Best Practice program to minimize water use, applying many water management techniques recommended by the EPA.

Working To Conserve Water

We implement efficiencies, best practices and new technologies to reduce water use and identify alternatives for water-intensive processes. We regularly review industry best practices and use the International Organization for Standardization (ISO) 14001 standard to target continuous improvement opportunities, enhance environmental performance, meet compliance obligations and achieve reduction goals. We engage diverse stakeholders including customers, nongovernmental organizations and company leadership for their direct input and perspectives. This information helps us identify and update our understanding of current and emerging sustainability issues critical to the company and our stakeholders. It also informs our next-generation environmental strategy and targets.



Lower Duwamish Waterway
restoration site in Seattle.

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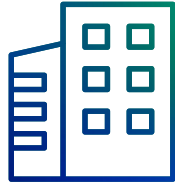
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Sustainable Operations Strategy No. 3

Site and Infrastructure Investment

As we modernize and upgrade our infrastructure and processes, we seek to improve efficiency, extend the useful life of equipment, and reduce avoidable resource use, resulting in lower life cycle cost. We pursue LEED (Leadership in Energy and Environmental Design) certification for new construction projects and implement targeted solutions to reduce reliance on fossil fuels. Our commitment to renewable electricity is the primary lever to achieve our operational greenhouse gas emissions reduction targets.

Reducing Energy Use

Our goal to achieve 100% renewable electricity including direct purchases and renewable energy credits saw remarkable progress in 2023. Our dedication to green energy solutions is reflected in our ranking in the Green Power Partnership Fortune 500 Companies, where we ranked 21st, surpassing other aerospace companies. Additionally, in the EPA Green Power Partnership National Top 100, we are listed at 31, reaffirming our commitment to

green energy solutions. In two years, we've made substantial strides in transitioning 15 of our facilities to 100% renewable electricity, achieving 39% renewable electricity procurement through direct purchases and renewable energy credits in 2023, which is 16% more than the previous year. This progress is a testament to our strategic efforts and investments, propelling us closer to our ambitious goal of 100% renewable electricity by 2030.



Strategy in Action

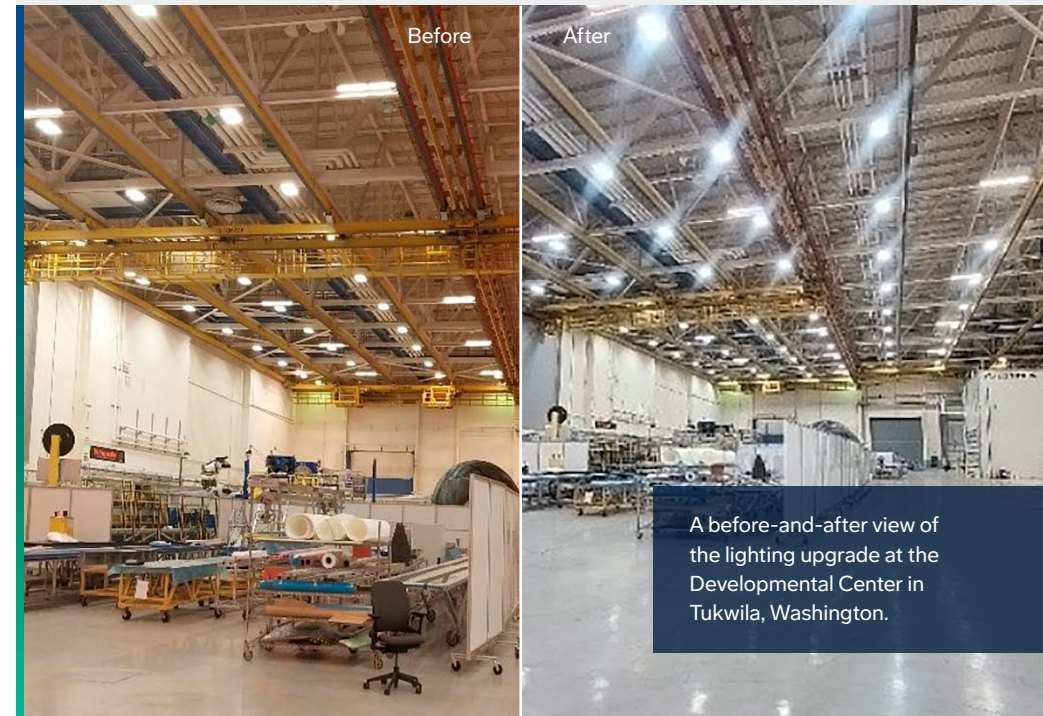
LEDs Cut Energy Use, Aid Workplace Safety

In 2023, Boeing invested \$15 million in projects that significantly reduced energy use.

Three years ago, Boeing's Global Real Estate & Facilities initiated the Global Enterprise Sustainability Fund and has significantly increased investment in 2024 to reduce energy use and greenhouse gas emissions within the company's operations.

Part of Boeing's sustainable operations strategy is using energy performance contracting (EPC), a financing technique that uses energy cost savings from reduced consumption to repay the cost of installing the conservation measures. LED lighting, for example, can pay for today's facility upgrades with tomorrow's energy savings. EPC can also help compliance with regulatory requirements, most notably the Washington Clean Buildings Act and the Washington Climate Commitment Act.

Additionally, managers and employees credit the lighting upgrade for benefiting employees' work environment, which improves morale and workplace safety.



A before-and-after view of the lighting upgrade at the Developmental Center in Tukwila, Washington.

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Sustainable Operations Strategy No. 4 Resilience and Risk Management

At Boeing, environmental compliance, protection and restoration are cornerstones of our operations. We maintain strong relationships with regulators, communities and other stakeholders to prioritize responsible remediation practices and actions that contribute meaningfully to the health and vitality of our planet.

Remediation

Boeing's remediation program is focused on using innovative cleanup technologies coupled with the use of constructive input from community members and environmental groups to ensure the protection of human health and the environment. This approach, combined with the guidance of leading environmental scientists and state and federal regulatory agencies, has led to great progress in cleaning up remediation sites. Boeing also often collaborates with wildlife and conservation organizations to restore habitat for the benefit of wildlife and the community.

Boeing owns thousands of acres of habitat at five locations across the country that are being protected or restored. Each habitat is actively managed and maintained by site employees, nonprofit organizations or contract biologists. For some locations, additional agreements and monitoring are in place to ensure

all legal, contractual and certification requirements are met. Each habitat is certified by the Wildlife Habitat Council (WHC), with three certified at the Gold level. The WHC's certification program is the only voluntary sustainability standard designed for broad-based biodiversity enhancement and conservation education activities on corporate landholdings.

We publicly share important information on our most significant [remediation activities on our website](#).

Environmental Compliance

A fundamental element of our environmental policy is to maintain regulatory compliance. When noncompliance is identified in our environmental management systems, we evaluate and analyze the incident, implement corrective actions and share process improvements to build the learning into the organization.



Wildlife habit restoration at the Lower Duwamish Waterway in Seattle.



Lower Duwamish Waterway cleanup in Seattle.



Santa Susana, certified through the Wildlife Habitat Council's Corporate Lands for Learning program in California, is home to diverse animals, including mountain lions.

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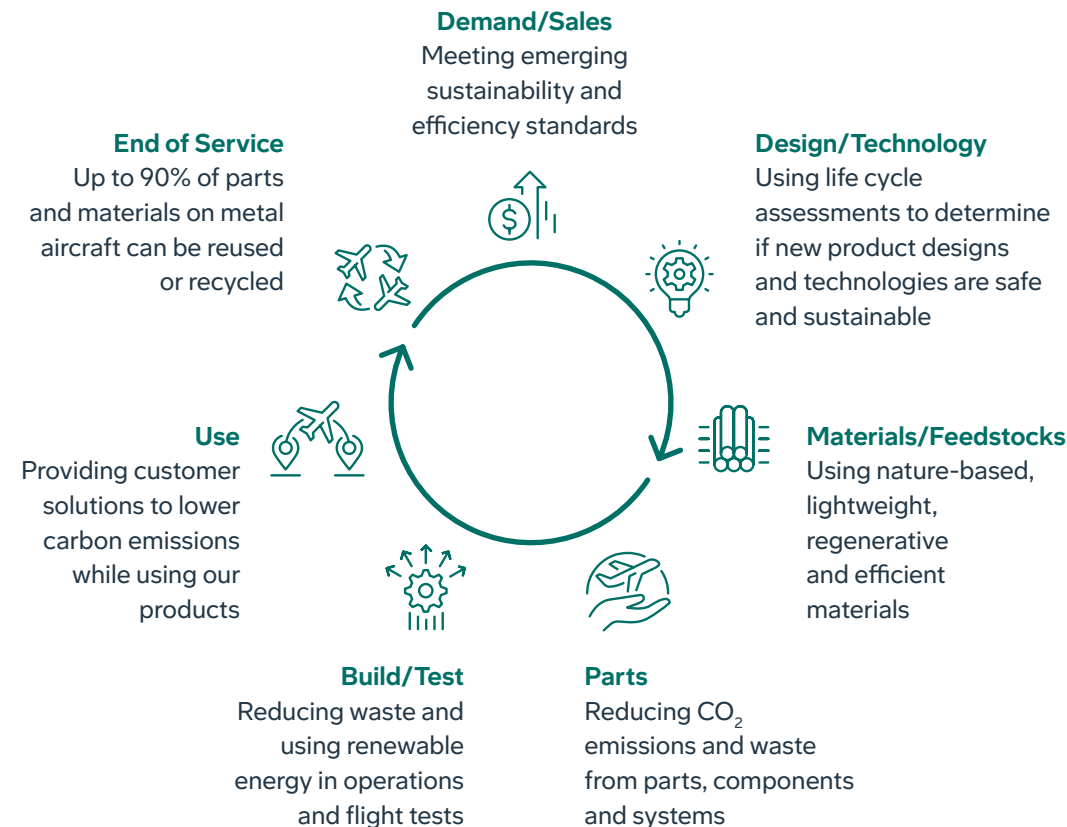
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Sustainable Product Life Cycle

We are continuously evolving our product life cycle approach to consider the full breadth of sustainability – including environmental, health, safety and human factor improvements – by targeting the following seven areas:



Encouraging Commercial Aviation To Adhere To Gold Standards in End-of-Service Recycling

Our sustainable product life cycle ensures we exceed customer expectations to build in sustainability from design to recycling at the end of service.

In 2005, we helped found the Aircraft Fleet Recycling Association (AFRA) to set best practices for the safe and sustainable disassembly of commercial aircraft, engines and recycling assets.

In 2023, we signed a pledge to work exclusively with organizations accredited by AFRA to ensure airplanes in the Boeing-owned fleet are dismantled and recycled in an environmentally responsible manner. Many dismantlers in North America and Europe are AFRA accredited. We are focused on enabling this ecosystem and support the continued growth of AFRA accreditation, which meets the highest standards of sustainability.

AFRA Best Management Practices guide aircraft component sorting into waste and recycling streams and outline practices for draining and disposing of fluids in a responsible manner.

Recycling procedures also help keep valuable components in the closed-loop among aerospace manufacturers, fleet owners, dismantlers and recyclers supporting a sustainable product life cycle.

We are collaborating with AFRA to find recycling solutions to support a robust and sustainable second-life market for composite aircraft materials.

Up to
90%
of parts and materials on metal aircraft can be reused or recycled

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Responsible Supply Chain

Supply chain sustainability encompasses embedding environmental, social and governance (ESG) considerations in our supply chain management practices. These practices continuously evolve to ensure relevant topics are prioritized and associated compliance obligations addressed. With regard to environment, we have implemented a raw materials circular economy construct and streamlined inventory management and supplier packaging to reduce waste. We have also worked with suppliers to develop technologies that enable product-level environmental objectives. Pertaining to social sustainability, sourcing to diverse suppliers and addressing human rights risks have been long-standing fundamental priorities. Finally, in the governance space, we have established clear procurement authority to mitigate corruption risk, encouraged supplier transparency on their sustainability practices and implemented a sustainability category in our Supplier of the Year program.

We understand that relevant topics may evolve for our industry or procurement categories, and engage in industry voluntary approaches, where relevant, to have a meaningful positive impact. The

International Aerospace Environmental Group (IAEG) is a pivotal global industry forum in which we participate to address sustainability matters across our supply base. It is comprised of 56 members representing 70% of 2022 aerospace industry revenue addressing relevant sustainability topics. The IAEG's efforts via Aerospace Industry ESG Engagement working group 11 has helped implement a voluntary sectoral framework for sustainability engagement, including assessment and awareness. In 2023, this working group selected a global leading service provider, Ecovadis, to power a voluntary industry sustainability assessment program, grew participation to 10 IAEG member companies (including Boeing), and achieved over 1,000 supplier assessments in an industry data pool. We also participate in the International Forum on Business Ethical Conduct (IFBEC). This group established an aerospace and defense industry model supplier code of conduct and Responsible Minerals Initiative (RMI) for our conflict minerals due diligence management approach.

We continuously focus on efforts to deploy the IAEG sustainability assessment program. This is an effort to further supply

chain ESG risk management in accordance with the Organization for Economic Co-operation and Development's (OECD) Due Diligence Guidance for Responsible Business Conduct framework.

Commitments and Actions on Human Rights

We are committed to the protection and advancement of human rights in our global operations and supply chain. We do not tolerate any form of modern slavery, child labor or other human rights infringements. We have a [policy](#) and practices designed to identify and address human rights risks; they are reviewed annually via Boeing's [Compliance Risk Management program](#). We also expect similar behaviors from our suppliers, which we articulate in our [Supplier Code of Conduct](#). We actively monitor for human rights risks in our supply chain and participate in an industry approach to further our risk assessment, when warranted. Supplier misconduct concerns can be anonymously reported to Boeing's Ethics line. Modern slavery annual statements for [Boeing United Kingdom](#) and [Boeing Australia](#) are available for review.

Learn more about [protection and advancement of human rights](#)



A Boeing employee packages parts at Boeing Global Services facility in Dallas.



Supply Chain ESG Risk Management Framework

The [OECD Due Diligence Guidance for Responsible Business Conduct](#) (OECD, 2018) recommends a six-step due diligence process shown below. Boeing's supply chain sustainability management approach is aligned to this process model to effectively address human rights and other ESG risks in our supply chain through a combination of adopting industry voluntary approaches and Boeing-specific practices.

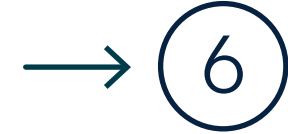
Communicate how impacts are addressed

Continue communicating Boeing's sustainability reporting and regulated human rights disclosures.



Identify and assess adverse impacts

By participating in the IAEG Aerospace Industry ESG Engagement ([WG11](#)) program, Boeing is able to conduct a two-part risk identification and assessment method. First, use a global data set of companies screened on sustainability in relevant industries to generate a predictive ESG risk profile of Boeing's suppliers. Second, select suppliers for a robust assessment of sustainability management practices via IAEG's program based on their predictive ESG risk profile and/or strategic importance.



Provide for or cooperate in remediation when appropriate

Boeing has an enterprise remediation plan to address substantiated human rights violations in our supply chain. Implementation is tailored to the violation and includes ongoing communication with relevant stakeholders and authorities.

Track implementation and results

Boeing's supply chain sustainability management approach will establish metrics in 2024 for tracking year over year change. We anticipate metrics that enable transparency of 1) the scope and progress of our management approach and 2) Boeing supplier sustainability performance trends.

Cease, prevent or mitigate adverse impacts

By participating in the IAEG program, Boeing supply chain employees and suppliers have a digital workflow solution to review sustainability assessment results, identify areas for potential improvement and define next steps supplemented by educational materials and webinars. Boeing anticipates implementing this aspect of our management approach in 2024 as supplier sustainability assessments are completed.

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Supplier of the Year: Supplying a Sustainable Future

Boeing recognized 12 of its top-performing global suppliers at its 2023 Supplier of the Year event. The suppliers were celebrated for driving a stable, predictable production system that contributes to Boeing’s safety, quality, sustainability and delivery commitments to customers.

EPIC Fuels, Boeing’s inaugural supplier for sustainable aviation fuel (SAF) since 2016, was recognized as the 2023 Supplier of the Year in Sustainability for its demonstrated leadership, performance and collaboration in an environmental program.

SAF is a leading initiative for addressing the commercial aviation industry’s ambition to decarbonize by 2050.

EPIC, a leading aviation fuel supplier based in Irving, Texas, launched its SAF program in 2012 when SAF was virtually unknown. EPIC Fuels is committed to delivering tangible, quantifiable progress toward achieving net-zero carbon emissions in the commercial aviation industry.

It credits its risk management and quality control team for driving the adoption of SAF by spearheading several industry-first projects.

Its unwavering curiosity, creative thinking and relentless hard work have been instrumental in making the SAF program the resounding success it is today.

Learn more about our
[Supplier of the Year
Award](#) program



“EPIC is an invaluable partner to increase our use of SAF and our visibility as a leader in the commercial aviation industry.”

Amy Beck
Supply chain procurement agent



EPIC Fuel was named Boeing’s 2023 Sustainability Supplier of the Year. (Credit: EPIC Fuel)

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Community

Through purposeful investments and employee engagement, Boeing supports partnerships and programs that align with our business, create value and help build better communities.

Students explore Aerospace Adventure at the Boeing Center at Tech Port in San Antonio.

Our Commitment

Each year, Boeing and our employees work to build better communities around the world. We have an opportunity — and a responsibility — to be a positive force for change in the places we call home. It's part of who we are.

We believe that in order to remain a sustainable, dynamic and global company, it's imperative that we invest time, talent and resources where our employees live and work — contributing to efforts that build and enhance our communities for generations to come.

In the ever-evolving tapestry of our global landscape, Boeing continues to weave threads of positive change into the communities we proudly call home. Each year presents us with new opportunities to collaborate with impactful community partners to create a brighter future.

We support STEM education initiatives; assist military members, veterans and their families; promote environmental stewardship; advance racial equity and social justice; and provide for communities in need — including disaster recovery and humanitarian relief.

Here, we showcase the evolution of our philanthropic journey — one that is

fueled by purpose, driven by innovation, and dedicated to building a world where positive change is our commitment.

“Boeing’s teammates and community partners make it possible for us to be a force for good in the places where we live and work around the globe. It’s our duty to make our communities better, and we’re grateful for their time, expertise and collaboration.”

Ziad Ojakli

Executive Vice President of Government Operations



Boeing employee Margaret Kelly volunteers in King County, Washington.



2023 Community Investments

Boeing has invested approximately **\$2 billion** in our communities over the past 10 years

Boeing Contributions

Overall

\$191M+

invested by Boeing and our employees to help build better communities worldwide

\$5M

in humanitarian relief and recovery efforts globally

\$79M

in charitable grants invested in **48** countries

13,000+

community partners globally

\$8.6M

in support of environmental programs

Racial Equity

\$21.5M

in HBCU partnerships and scholarships, including the Thurgood Marshall College Fund, since 2018

\$15.5M

to racial equity and social justice causes

Education

\$48.5M

and **423 grants** in support of STEM education and workforce development programs

2.2M

young women and girls engaged in STEM through our 2023 community programs, grants and sponsorships

1.2M

participants in DreamLearners — our aerospace careers education program — since it began in 2012

Veterans

\$13.1M

across **110** grants donated in support of veterans programs

Employee Contributions

\$60M

contributed by employees, with a boost from the Boeing Gift Match Program

477,000

volunteer hours donated by employees to charitable causes

\$7.6M

donated by Employees Community Fund chapters



Boeing employee Kelsey Logan volunteers in St. Louis.

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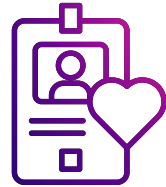
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Expand Employee Generosity

Boeing corporate charitable investments are amplified by the generosity of our employees who participate in community service projects, mentorship programs, nonprofit board service, charitable drives and more.

In 2023, Boeing employees donated more than \$60 million, including the company match, and contributed 477,000 volunteer hours to charitable causes.

Action

Launched Boeing Cares Volunteer Corps, Boeing's refreshed employee community engagement program, which encourages employees to join their colleagues and participate in impactful projects and events around the world.

Outcome

Increased employee volunteer hours by more than 100,000 from 2022 to 2023.

477,000

volunteer hours donated
to charitable causes

Activating for Earth Day

Washington, D.C. | Colorado | Oklahoma | Ireland

Boeing employees rolled up their sleeves during Earth Month, participating in beach cleanups, trash pickups, tree plantings, beautification projects and more. Employee efforts totaled 48,500 volunteer hours during April and May 2023 with partners including The Mission Continues, Boys and Girls Clubs, and Denver Urban Gardens (pictured). Boeing donated \$604,000 back to Earth Day nonprofit partners through the company's Volunteer Match Program, which gives additional money to nonprofits based on the number of hours Boeing employees volunteer.

Earth Month also marked the launch of Boeing Cares Volunteer Corps, Boeing's refreshed employee community engagement program that connects employees to more volunteer opportunities in their communities.



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75 Years of Giving Back

United States

In 2023, the Employees Community Fund of Boeing (ECF) celebrated 75 years of giving back to communities. ECF is one of the largest employee-managed funds of its kind in the world, with 20 chapters in the U.S. that are led by local committees of employee volunteers. Chapters across the country invested \$7.6 million in their communities in 2023. Since its inception, ECF has contributed more than \$1 billion to nonprofits across the U.S.

The Puget Sound chapter of ECF, the organization's largest chapter, invested \$5 million in 68 nonprofits in 2023, including Brotherhood Rise Center, which works to address underlying causes

of homelessness (pictured). The nonprofit will use the donated funds for an outreach vehicle to provide transportation services to clients.

“By pooling employee donations, our dollars have the greatest impact to help people in the communities in which we work and live — that’s what ECF’s legacy is all about.”

Kim O'Rourke
ECF Southern California
chapter grantmaking
committee representative



Credit: Brotherhood Rise

Employees Supply Essentials, Lift Spirits

Missouri

Boeing employees, with the support of Boeing Global Engagement, organize three charitable drives each year to help those in need: Food & Essentials, Liftoff for Learning and Spirit of the Holidays. For Liftoff for Learning in St. Louis, Boeing volunteers teamed up with KidSmart and other partners in the community to help distribute \$1 million worth of school supplies to local teachers (pictured).

Each year, there are more than 90,000 St. Louis-area children whose families cannot afford school supplies such as paper, pencils, markers, folders and glue. KidSmart provides these important resources to students and teachers for free.

“Partnering with KidSmart for its Annual \$1 Million Back to School Distribution Day is a testament to the unwavering support from Boeing and its employees for KidSmart’s mission to provide the crucial educational resources to equip and empower St. Louis-area students in need to learn and succeed in school.” – Mike Smith, KidSmart, vice president of Operations



On the Move

Arizona

Teammates in Mesa, Arizona, with support from community partners, the Si Se Puede Foundation and Magical Motors, modified five electric toy vehicles to provide to families with kids who have mobility issues (pictured). Five local children got to test-drive the cars and then take them home.

Boeing also announced a \$40,000 grant during the event to support Si Se Puede in its mission of bridging the STEM divide in underserved communities. Boeing has supported Si Se Puede since 2019.

“It was amazing to partner with Si Se Puede for the Jeep Hack event. We had fun modifying the Jeeps, and knowing it was going to help remove a financial burden for families in need made it even better. I’m proud that Boeing provides opportunities like this for employees to get involved.” — Fern Hernandez, Boeing Defense, Space & Security Supplier Quality and Performance, vice president



\$1B

contributed by ECF
to nonprofits across
the U.S. since its
inception in 1948

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Prepare and Inspire the Next Generation

Boeing is committed to preparing and inspiring the next generation of innovators and explorers. Through a close collaboration with schools, community organizations and industry partners, we support STEM education and workforce development programs that are tailored to the needs of the communities where our employees live and work.



“Boeing continues to demonstrate an unwavering commitment to breaking down barriers for minority youth within the aviation industry. We know that lack of exposure, access to resources and the high cost of flight training prevent underrepresented populations from exploring aviation careers. We focus on eliminating these barriers, and Boeing helps us continue this important work.”

Demetrius Harris
Fly Compton, president and executive director

Investing in Pilot Training

United States

In 2023, Boeing announced a \$950,000 investment in pilot training to grow and diversify the talent pipeline. A total of \$500,000 funded 25 scholarships with five aviation organizations committed to developing future pilots: Aircraft Owners and Pilots Association, Latino Pilots Association, Organization of Black Aerospace Professionals, Sisters of the Skies and Women in Aviation International.

Also included is a \$450,000 grant to Fly Compton, which will increase flight training classes and other aerospace-related programming offered to students in Los Angeles’ Compton community. Boeing Global Engagement Vice President Cheri Carter and P-8 program Vice President and Program Manager Philip June presented a check to Fly Compton leaders in July 2023 (pictured).



Credit: Fly Compton

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Taking Flight

Beijing

The first Boeing Newton Flight Academy in China opened at Tsinghua University High School in Beijing in May 2023. At the launch event, Beijing high school students got to handle the controls on a full-motion flight simulator, which is part of the Newton Room learning space (pictured).

The Newton Flight Academy, a partnership between Boeing and FIRST Scandinavia, gives students a unique, hands-on flight experience using full-motion simulators to teach aviation-related STEM concepts. A Newton Flight Academy also opened in 2023 in Türkiye.

Boeing has supported the expansion of the Newton concept since 2018, helping it expand to 10 countries around the world.



Credit: FIRST Scandinavia

Helping To See the Future

South Carolina | Delaware | Pennsylvania

Boeing has invested in Vision To Learn, a nonprofit that provides free vision screenings, eye exams and glasses for students, since 2022. In 2023, Boeing representatives presented a grant of \$100,000 to Vision To Learn in Delaware, part of which will support the Boeing Mobile Eye Clinic that can travel to schools to provide eye care services. At an event at Bayard School in Wilmington, Delaware, 17 students received their glasses (pictured).

Boeing supports Vision To Learn in South Carolina, Pennsylvania, Ohio and New Jersey. So far, Boeing grants have helped provide 1,000 eye exams and 800 pairs of prescription glasses.



Credit: Vision To Learn

Investing in Safety

Florida

In 2023, Boeing announced a \$5.1 million donation to Embry-Riddle Aeronautical University for the Boeing Center for Aviation and Aerospace Safety at Embry-Riddle. The center will foster collaboration across academia, industry and government, and establish research partnerships involving graduate and undergraduate students who will gain real-world experience in the industry.

As part of its ongoing partnership with Embry-Riddle, Boeing awarded scholarships to nine freshmen.

Additionally, Boeing hosts “Boeing Week” on campus to facilitate networking between students and employees. For 2023’s Boeing Week, more than 100 students participated in a Boeing-led community service event benefiting Operation Gratitude. Student volunteers prepared care packages, paracord bracelets and letters of support for military service members and veterans (pictured).

“More than 3 million children across the country go to school every day without the glasses they need. When children go to school hungry, we feed them. We make sure they have the books and school supplies they need. Why not glasses? Every child in every school, everywhere in the country, should have the glasses they need to succeed in school and in life. Our partnership with Boeing allows us to provide help to many more children in communities across the country.”

Austin Beutner
Vision To Learn, founder



Credit: ERAU

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Empower Veterans in Their Next Mission

Boeing is committed to improving the quality of life for transitioning service members, veterans, and their families, as well as communities typically underserved in the military-veteran ecosystem. Through our veteran engagement, we're helping ensure veterans and their families have the support they need to thrive long after service.

\$13.1M
to support transition,
recovery and
rehabilitation programs

“My favorite part about volunteering is knowing that I was able to help someone. Being able to represent my country and meet so many amazing people has been incredible.”

Priscilla Uramina
Boeing training coordinator and volunteer

Healing Through Sports

Germany

Boeing was the presenting sponsor of Invictus Games Düsseldorf 2023. The Invictus Games encourages the recovery of wounded and injured veterans and service personnel from around the world through the power of sports.

During the eight-day event in September, Boeing teammates connected with competitors, families, community members and partners, strengthening the company's commitment to the global military and veteran community (pictured).

“I had the chance to learn about the competitors’ stories and hear how being part of a sporting event helped pull them out of dark places. It’s amazing to hear that, and having the opportunity to engage with everyone has given me so much more appreciation for the Games.” – Zeenat Wadee, 3D metrology engineer and volunteer



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Championing Women Veterans

California

In 2023, Boeing provided a \$100,000 grant to the Foundation for Women Warriors to support its Women Veterans Transition and Emergency Services initiative, which works to prevent homelessness and provide opportunities for women veterans to increase their financial stability. Of the veterans served, 94% of financial assistance clients remained in their homes for 12 months or more, and 96% of professional development participants reported an increase in confidence.

Annually, Foundation for Women Warriors serves more than 1,800 women veterans and their children through emergency financial assistance, child care assistance, essential goods, and personal and professional education programs (pictured).

“Boeing’s generous investment helps us empower women veterans by providing the assistance and tools they need to prevent homelessness, achieve financial security, and attain the quality of life they fought for. We are honored to have Boeing’s support in honoring and empowering women veterans so they can gain economic stability and self-sufficiency.”
– Jodie M. Grenier, Foundation for Women Warriors, CEO



Credit: Foundation for Women Warriors

Connecting Veterans With New Missions

Seattle | Washington, D.C.

Boeing has partnered with The Mission Continues (TMC) since 2013. TMC is a national nonprofit that connects veterans with new missions in underserved communities. In addition to supporting TMC with grant funding, Boeing employees participated in multiple volunteer events in their communities led by TMC in 2023, including events in Seattle and Washington, D.C.

Boeing volunteers work alongside veteran volunteers on community projects that improve educational resources, tackle food insecurity, foster neighborhood identity and more. At a Veterans of Foreign Wars building in Redmond, Washington, Boeing employees helped clean windows, pull weeds, mulch, paint and pick up garbage around the building (pictured).



“I am thankful for Boeing’s support of The Mission Continues. I’ve found a network of fellow veterans who understand the value of teamwork to make a positive difference in our community.”

Bonnie Petry
Boeing defense analyst and volunteer

Highlighting a Legacy of Bravery

Texas

Boeing donated \$1 million to the National Medal of Honor Museum in Arlington, Texas, in 2023. The museum, scheduled to open in 2025, will tell the history of the Medal of Honor and the stories of the 3,517 extraordinary Americans who have earned it. It will also feature dedicated spaces for classrooms, meeting venues, symposiums, memorials and ceremonies.

Boeing Global Engagement Director Betsy Martin and Vice President of Finance and Chief Financial Officer for Boeing Global Services Dan Winston presented a check to Medal of Honor recipient retired U.S. Army Capt. Florent Groberg and National Medal of Honor Museum Foundation Board Chair Charlotte Jones (pictured).

“We are deeply honored to have Boeing among our founding contributors. They have a long legacy of support for our military and veterans, and their generosity will be instrumental in preserving the legacies of those who demonstrated the utmost gallantry, selflessness and patriotism: Medal of Honor recipients.” – Chris Cassidy, National Medal of Honor Museum Foundation, CEO and president



Credit: Dallas Cowboys

Our Homes



Strengthen
Our
Communities

Boeing is committed to strengthening communities around the world by investing in the areas most needed in the communities where we live and work. Boeing places a special emphasis on programs that promote environmental stewardship, advance economic mobility for underserved groups, support community well-being, uplift diverse communities, drive active civic engagement, and help break the cycle of incarceration.

\$8.6M

invested in
environmental programs

“Thanks to the generous support from Boeing, Trust for Public Land has been able to create dynamic community schoolyards where they are needed most. At a time where millions of Americans still lack access to close-to-home parks, we are grateful for our partnership and look forward to continuing this important work of transforming our nation’s asphalt-covered schoolyards into vibrant, green spaces that improve the daily lives of students, educators, and the surrounding community.”

Diane Regas
Trust for Public Land, president and CEO

Opening Spaces and Closing Gaps

Washington, D.C. | Pennsylvania | California | Washington

In 2023, Boeing invested \$8.6 million in environmental programs, including a commitment of more than \$1.3 million to Trust for Public Land to support its programs that increase access to safe, open space and close gaps in park equity in underserved communities in Washington, D.C., Philadelphia, California and Washington state. Funding is also helping transform schoolyards into green spaces in underserved communities in the Washington, D.C., area.

Over the past two decades, Trust for Public Land has transformed nearly 300 blacktop spaces into vibrant green spaces across the U.S. (pictured). The green schoolyards help create climate resilience and heat island mitigation in communities that need it most.



Credit: Amy Osborne/Trust for Public Land

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A Helping Hand When Disaster Strikes

Global

Boeing’s ongoing commitment to the communities where Boeing employees live and work includes disaster relief efforts. In 2023, Boeing and its employees — with a boost from the Boeing Gift Match Program — provided \$5 million to disaster response and humanitarian efforts globally. This includes \$500,000 to the American Red Cross (pictured) and Hawai’i Community Foundation’s Maui Strong Fund to assist with disaster recovery and relief efforts in Hawaii following deadly wildfires that have devastated Maui communities.

“Our thoughts are with those in need after the devastating wildfires swept through Hawaii. We are so grateful for partners like Boeing as we work together to provide help and hope for communities in the wake of these catastrophic wildfires.” — Anne McKeough, American Red Cross, chief development officer



Credit: Scott Dalton/American Red Cross

Ensuring Equitable Access

Australia | Vietnam | Canada

Boeing works with partners around the world to uplift Indigenous communities and other underserved groups as part of our commitment to racial equity and social justice.

In 2023, the company continued its multiyear partnership with the Stars Foundation in Australia through a grant that helped improve health, education and employment outcomes for First Nations girls and young women in more than 53 primary and secondary schools (pictured).

In Vietnam, Boeing supports The VinaCapital Foundation program, which provides a safe environment for female students to share their stories, improve their socioeconomic understanding, better comprehend their unique individual and collective community values, and create a platform to develop their employment skills.

In Canada, Boeing funded the 2023 Indigenous STEAM Summer Camp at the University of Winnipeg. In addition to learning about coding, digital media creation and 3D design, students learn about traditional Indigenous ceremonies, creation stories, star teachings and more.



Credit: Stars Foundation

Commitment to History

South Carolina | Tennessee

In June 2023, the International African American Museum hosted a grand opening, including a community celebration, presented by Boeing. Participants enjoyed live music, artists, food and Boeing’s STEM activity, DreamLearners (pictured). Boeing has committed \$2 million to the museum since 2011, which will make it possible for children and their families to experience the museum for free. The museum seeks to honor the untold stories of the African American journey by educating visitors about the trauma and triumph that gave rise to a resilient people.

Boeing also provided funding for the renovation of the National Civil Rights Museum to expand educational programs and exhibits. The renovation is scheduled for completion in 2025. Boeing funding supports the physical growth of this iconic institution but also symbolizes our collective commitment to fostering a more inclusive and equitable society.

“Our partnership with Boeing helped more than 3,000 First Nations young women access the Stars Foundation’s engagement program, empowering them to make choices about their pathway to further study or employment.”

Andrea Goddard
Stars Foundation, founder and CEO



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Energy¹	Terajoules	Terajoules	Terajoules
Natural gas	6,221	6,941	6,163
Jet kerosene	2,016	3,100	2,826
Fuel oil #2	526	457	551
Motor gasoline	112	86	76
Propane	40	40	36
Liquified Petroleum Gas	7	7	4
Total nonrenewable fuels	8,921	10,631	9,655
Sustainable aviation fuel	65	32	14
Total renewable fuels	65	32	14
Purchased nonrenewable electricity ²	4,626	4,860	5,335
Purchased renewable electricity	3,013	2,592	2,066
Total electricity consumption	7,639	7,452	7,402
Total energy use	16,625	18,115	17,071
Total renewable energy use	3,078	2,624	2,081
Energy intensity ratio	0.00006	0.000076	0.000076
Emissions	Metric tons CO₂e	Metric tons CO₂e	Metric tons CO₂e
Scope 1 GHG ³	536,000	642,000	612,000
Scope 2 GHG — location-based	764,000	779,000	756,000
Scope 2 GHG — market-based	380,000	401,000	446,000
Scope 3 GHG — business travel	254,000	186,000	52,000
Scope 3 GHG — use of sold products (Commercial Airplanes)	427,000,000	363,000,000	278,000,000
Scope 3 GHG — use of sold products (Defense, Space & Security)	21,000,000	22,000,000	22,000,000
Total calculated GHG excluding sold products	1,170,000	1,229,000	1,110,000
Core metrics sites GHG — location-based ⁵	618,000	657,000	637,000
Core metrics sites GHG — market-based	248,000	293,000	341,000
GHG Intensity ⁴	\$0.000012	\$0.000016	\$0.000017

1. Sold electricity, steam, heating, cooling, etc. were all deemed zero/irrelevant for reporting year 2023.

2. In previous reports, this was reported as “total purchased electricity.”

3. Reported Scope 1 emissions exclude emissions not directly attributable to site-specific operations.

4. GHG Intensity reflects metric tons per dollar revenue.

5. Core metric sites represent 37 of our highest energy usage sites and two-thirds of total reported enterprise emissions.

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	2023		2022		2021	
Water ^{1, 2, 3, 4, 5, 6}						
Percentage of total water withdrawal from areas with water stress	12%		13%		12%	
	All areas (megaliters)	Areas with water stress (megaliters)	All areas (megaliters)	Areas with water stress (megaliters)	All areas (megaliters)	Areas with water stress (megaliters)
Total water withdrawal ⁷	4,556.78	565.57	4,556.41	584.97	4,147.71	497.38
Surface water withdrawal	0.05		0.05		0.05	
Groundwater withdrawal	8.00	8.00	8.49	8.49	18.00	18.00
Third-party water withdrawal (TPWW)	4,548.79	557.57	4,547.87	576.48	4,129.67	479.39
TPWW: surface water	2,664.28	24.06	2,601.57	20.83	2,420.51	19.98
TPWW: combination of surface water and groundwater	1,471.63	393.34	1,535.91	381.72	1,387.05	332.78
TPWW: groundwater	412.87	140.16	410.40	173.93	322.10	126.63
Total reclaimed water (not withdrawn)	42.10	9.44	48.85	9.78	48.03	11.79
Reclaimed onsite	32.66		39.07		36.25	
Third-party reclaimed	9.44	9.44	9.78	9.78	11.79	11.79

1. Water data represents approximately 84% of operations by square footage based on our Core Metric Sites established in 2017 and does not consider operational changes in the interim period.

2. Water-stressed areas are those with high or extremely high water stress in the World Resources Institute Aqueduct Model.

3. Boeing does not have withdrawals from produced/entrained water sources. As a result, it is deemed not relevant.

4. Boeing does not withdraw brackish surface water/seawater for direct operations. As a result, it is deemed not relevant.

5. Boeing stores water for emergency fire suppression. There is no significant change in water storage quantity from year to year. As a result, it is deemed not relevant.

6. Although Boeing monitors water withdrawal volumes, there is no systematic monitoring of discharge volumes except when required by facility-level permits.

As a result, water consumption volumes are not monitored, as it is the difference between withdrawal (monitored) and discharge (not monitored in its entirety).

7. In previous reports, this was referred to as "off-site water sources."

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	2023	2022	2021
Waste^{1, 2, 3}	Tonnes	Tonnes	Tonnes
Hazardous waste incinerated for energy recovery	745	661	590
Hazardous waste incinerated without energy recovery	1,118	701	843
Hazardous waste recycled	10	6	61
Hazardous waste directed to disposal	6,295	7,270	6,061
Hazardous waste sent to landfill	2,686	2,473	1,977
Hazardous waste otherwise disposed	1,747	3,435	2,651
Percentage of hazardous waste recycled	0.2%	0.1%	1.0%
Total hazardous waste generated	6,305	7,276	6,122
Nonhazardous waste incinerated for energy recovery	64	155	286
Nonhazardous waste incinerated without energy recovery	141	81	365
Nonhazardous waste recycled	50	39	43
Nonhazardous waste directed to disposal	8,528	7,726	11,938
Nonhazardous waste sent to landfill	291	151	149
Nonhazardous waste otherwise disposed	8,032	7,339	11,138
Percentage of nonhazardous waste recycled	0.6%	0.5%	0.4%
Total nonhazardous waste generated	8,577	7,765	11,981
Universal waste incinerated without energy recovery	29	15	2
Universal waste incinerated for energy recovery	0	0	4
Universal waste recycled	32	22	16
Universal waste directed to disposal	375	908	138
Universal waste sent to landfill	15	13	11
Universal waste otherwise disposed	331	880	123
Percentage of universal waste recycled	8%	2%	10%
Total universal waste generated	407	930	155

1. Waste data represents approximately 83% of operations by square footage.
2. Recycled waste is equivalent to waste diverted from disposal.
3. Hazardous waste is determined from U.S. EPA hazardous manifest or equivalent government shipping documents, with profile waste designations determining the type of waste and management codes determining the disposal method.

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	2023	2022	2021
Waste^{1,2}	Tonnes	Tonnes	Tonnes
Solid waste incinerated for energy recovery	2,579	2,094	2,291
Solid waste recycled	50,510	52,516	34,867
Solid waste directed to disposal	13,899	11,603	10,092
Solid waste sent to landfill	11,320	9,509	7,801
Percentage of solid waste recycled, reused and composted	78%	82%	78%
Total solid waste generated (includes all recycled, reused and composted materials)	64,409	64,119	44,959
Total waste incinerated for energy recovery	3,388	2,910	3,171
Total waste incinerated without energy recovery	1,288	797	1,210
Total waste recycled	50,602	52,583	34,988
Total waste directed to disposal	29,096	27,507	28,229
Total waste sent to landfill	14,312	12,146	9,938
Total waste otherwise disposed	10,110	11,654	13,912
Percentage of total waste recycled	64%	66%	55%
Total waste generated	79,698	80,090	63,217

Waste — Spills

Number of significant spills (all operations) ³	0	0	0
Quantity spilled from significant spills (all operations)	0	0	0
Quantity of material recovered from significant spills (all operations)	0	0	0

Waste — Penalties

Incidents incurring a penalty over \$10,000 (all operations) ⁴	1	1	1
Total of penalties over \$10,000 (all operations)	\$16,985	\$22,000	\$16,450

1. Waste data represents approximately 83% of operations by square footage.
2. Recycled waste is equivalent to waste diverted from disposal.

3. Data represents number of spills in accordance with GRI 306-3 (2016). Prior reporting has been updated to align with this standard.

4. There was one Environmental Health & Safety penalty received in 2023 for an agency inspection at our BGS-Tijuana facility. A penalty for \$16,985.09 was issued as part of a multimedia inspection.

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Health and Well-Being¹			
Fatalities as a result of work-related injuries ²	0	0	0
Lost workday case rate (lost time injury frequency rate)	0.41	1.2	0.53
Near-miss/hazard ratio to recordable injuries ³	102:1	44:1	39:1
Found/fixed metric ³	99%	98%	98%
Number of hours worked	275,569,359	252,383,791	235,341,677
Employee fatalities as a result of work-related ill health ²	0	0	0
Number of work-related ill health cases	410	586	543
High-consequence work-related injuries (excluding fatalities)	12	132	121
Recordable work injuries ⁴	2,156	3,172	2,119
Recordable work injuries (rate)	1.56	2.51	1.80
Health and Safety training courses available ⁵	1,000+	1,096	1,026
Percentage of employees covered with health care ⁶	94%	94%	94%

Global Equity, Diversity & Inclusion⁷

Employee Representation

Total Boeing workforce members	170,688	156,354	141,582
Non-U.S. workforce members	13.7%	13.0%	11.0%
Total Boeing workforce members covered by collective bargaining agreements	33%	31%	31%
U.S. workforce members who are veterans ⁸	14.2%	14.6%	14.6%
Workforce members: Defense, Space & Security	17,925	16,961	14,891
Workforce members: Commercial Airplanes	47,948	41,256	35,926
Workforce members: Global Services	22,323	20,523	18,271

1. Data represents U.S., Fabrication AUS and CAN unless otherwise specified.
2. Represents U.S. data.
3. Represents global data.
4. Includes privacy cases.
5. A decrease in safety courses can be attributed to a consolidated effort to consolidate and organize the health and safety course catalog.
6. Based on enrollment in medical coverage as of Dec. 1, 2023. Includes active employees of The Boeing Company and fully integrated subsidiaries located in the U.S.

7. For all Global Equity, Diversity & Inclusion data: Unless otherwise indicated, data presented are snapshots taken in December of the year referenced. Unless otherwise indicated, data includes all global employees except contract labor, interns or long-term leaves of absence.
8. Veteran data reflects the U.S. workforce only based on voluntary, confidential self-identification. A veteran is defined as a person who served in the active military, naval or air service and who was discharged or released therefrom under conditions other than dishonorable.

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	2023	2022	2021
Female Representation^{1,2}			
Overall (companywide)	24.4%	24.1%	23.6%
Point change in gender representation from previous year	0.30	0.50	0.40
Total number of female workforce members	39,754	36,055	32,232
Total number of workforce members of unknown/other gender	304	1,281	1,051
Total number of male workforce members	123,201	112,063	103,232
Board of Directors	30.8%	30.8%	25.0%
Executive Council ³	25.0%	19.0%	19.0%
Executives	33.3%	33.2%	33.5%
Managers	24.3%	23.7%	22.9%
New hires	24.5%	25.3%	24.7%
Representation of Women of Color⁴			
Percentage of women of color	10.6%	9.9%	9.1%
Percentage of women of color among U.S. executives ⁵	8.7%	8.0%	8.4%
Racial and Ethnic Minority Representation^{6,7}			
Overall (companywide)	37.6%	35.3%	32.7%
Point change in racial and ethnic representation from previous year	2.3	2.6	1.5
Board of Directors	25.0%	25.0%	25.0%
Executive Council	17.6%	21.1%	33.3%
Executives	22.6%	21.8%	22.5%
Managers	28.7%	27.1%	24.3%
New hires (%)	48.6%	47.5%	42.5%
New hires (#)	9,826	9,510	3,585
Percentage of workforce members who are Pacific Islander	0.8%	0.7%	0.7%
Percentage of workforce members who are Native American	0.8%	0.8%	0.8%
Percentage of workforce members who are White	61.8%	64.2%	67.1%
Percentage of workforce members who are Black	7.5%	7.1%	6.6%
Percentage of workforce members who are 2 or more races	2.9%	2.6%	2.3%
Percentage of workforce members who are Asian	16.5%	15.9%	14.6%
Percentage of workforce members who are Hispanic	9.2%	8.1%	7.4%

1. All data on gender is collected globally. It includes all global employees except contract labor, interns or long-term leaves of absence.

2. Numbers for gender may not total 100% due to team members who identify as nonbinary or who choose not to disclose.

3. Executive Council gender data includes both U.S. and non-U.S. leaders. Executive data is as of May 20, 2024.

4. Race and ethnicity data reflects the U.S. workforce only and excludes U.S.-based contract labor, interns and long-term leaves of absence. Numbers may not total 100% due to inclusion of people who choose not to disclose or due to rounding.

5. All U.S. executives, excluding members of the Executive Council.

6. Race and ethnicity data reflects the U.S. workforce only and excludes U.S.-based contract labor, interns and long-term leaves of absence. Numbers may not total 100% due to inclusion of people who choose not to disclose or due to rounding. Racial and ethnic minority representation includes Asian, Black, Hispanic/Latino/a/x, Native American, Pacific Islander, and Two or More Races as defined by the U.S. Equal Employment Opportunity Commission.

7. Executive Council racial/ethnic minority data includes U.S. leaders. Executive data is as of May 20, 2024.

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Intern Demographics^{1,2}			
Percentage of interns who are men of a racial and/or ethnic minority	30.4%	34.1%	
Percentage of interns who are women of a racial and/or ethnic minority	19.6%	20.1%	
Percentage of interns who are an undisclosed/other gender of a racial and/or ethnic minority	0.0%	0.1%	
Percentage of interns who are white men	31.7%	29.9%	
Percentage of interns who are white women	18%	15.1%	
Percentage of interns who are white and an undisclosed/other gender	0.0%	0.7%	
U.S. Disability³			
U.S. disability self-ID participation rate	47%	40%	28%
Percentage of workforce members who self-ID as having a disability	8.1%	7.7%	6.4%
Veterans⁴			
Percentage of veterans	14.2%	14.6%	14.6%
Point change in veteran representation from previous year	-0.4	0	-0.2
LGBTQIA+^{5,6}			
Gender identity self-ID participation rate	14%	14%	7.1%
Sexual orientation self-ID participation rate	12%	12%	6.1%
Women and Racial and Ethnic Minorities by Job Group^{7,8,9}			
Percentage of women in Engineering ^{7,9}	18.1%	17.4%	16.9%
Percentage of women who are individual contributors ^{7,9}	34.6%	34.6%	34.5%
Percentage of women in Production & Maintenance ^{7,9}	17.0%	16.6%	15.4%
Percentage of workforce members who received promotions who are women ⁷	27.8%	28.5%	29.7%
Percentage of racial and ethnic minorities in Engineering ^{8,9}	37.0%	35.6%	33.5%
Percentage of racial and ethnic minorities who are individual contributors ^{8,9}	32.0%	30.7%	29.2%
Percentage of racial and ethnic minorities in Production & Maintenance ^{8,9}	46.5%	42.5%	38.4%
Percentage of workforce members who received promotions who are racial and ethnic minorities ^{8,9}	37.3%	34.4%	33.3%

1. Race and ethnicity data reflects the U.S. workforce only. Numbers may not total 100% due to inclusion of people who choose not to disclose or due to rounding. All data on gender is collected globally. Numbers for gender may not total 100% due to team members who identify as nonbinary or who choose not to disclose.
2. Intern demographics data is not available for 2021.
3. Disability data reflects the U.S. workforce only. Numbers may not total 100% due to inclusion of people who choose not to disclose or due to rounding.
4. Veterans data reflects the U.S. workforce only and excludes U.S.-based contract labor, interns or long-term leaves of absence. Numbers may not total 100% due to inclusion of people who choose not to disclose or due to rounding. Veteran data reflects the U.S. workforce only based on voluntary, confidential self-identification. A veteran is defined as a person who served in the active military, naval or air service and who was discharged or released therefrom under conditions other than dishonorable.
5. LGBTQIA+ data reflects the U.S. workforce only. Numbers may not total 100% due to inclusion of people who choose not to disclose or due to rounding.
6. Offering U.S. teammates the opportunity to voluntarily and confidentially self-identify (self-ID) their gender identity and sexual orientation helps us better understand and support our workforce.
7. Gender data reflects the global workforce and excludes contract labor, interns and long-term leaves of absence.
8. Race and ethnicity data reflects the U.S. workforce, excludes contract labor, interns and long-term leaves of absence. Numbers may not total 100% due to inclusion of people who choose not to disclose or due to rounding.
9. All data on gender is collected globally. Numbers for gender may not total 100% due to team members who identify as nonbinary or who choose not to disclose.

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	2023	2022	2021
Representation of Women, Racial and Ethnic Minorities, and Veterans by Business Unit			
Percentage of racial and ethnic minorities in Commercial Airplanes ¹	44.2%	41.4%	37.9%
Percentage of racial and ethnic minorities in Defense, Space & Security ¹	30.3%	28.3%	26.2%
Percentage of racial and ethnic minorities in Global Services ¹	43.1%	38.2%	36.3%
Percentage of veterans in Global Services ²	23.3%	27.9%	27.9%
Percentage of veterans in Defense, Space & Security ²	19.3%	20.0%	18.8%
Percentage of veterans in Commercial Airplanes ²	14.0%	14.4%	14.9%
Percentage of men in Commercial Airplanes	78.6%	78.5%	79.9%
Percentage of women in Commercial Airplanes	21.3%	20.8%	19.5%
Percentage of employees of unknown/other gender in Commercial Airplanes ³	0.1%	0.7%	0.6%
Percentage of men in Defense, Space & Security ³	73.7%	74.5%	75.8%
Percentage of women in Defense, Space & Security ³	26.2%	23.8%	25.0%
Percentage of employees of unknown/other gender in Defense, Space & Security ³	0.0%	0.5%	0.4%
Percentage of men in Global Services ³	72.4%	72.8%	73.1%
Percentage of women in Global Services ³	27.1%	26.5%	26.0%
Percentage of employees of unknown/other gender in Global Services ³	0.5%	0.7%	0.8%
Workforce Members by Generation⁴			
Percentage of workforce members in the Generation Z age range (1997+)	9.9%		
Percentage of workforce members in the Generation Y age range (1981-1996)	40.3%		
Percentage of workforce members in the Generation X age range (1965-1980)	32.8%		
Percentage of workforce members in the Baby Boomer age range (1946-1964)	16.8%		
Percentage of workforce members in the Traditionalist age range (-1945)	0.1%		
Percentage of workforce members in an unknown age range	0.1%		

1. Race and ethnicity data reflects the U.S. workforce, excludes contract labor, interns and long-term leaves of absence. Numbers may not total 100% due to inclusion of people who choose not to disclose or due to rounding.
2. Veterans data reflects the U.S. workforce only and excludes contract labor, interns and long-term leaves of absence. Veteran data reflects the U.S. workforce only based on voluntary, confidential self-identification. A veteran is defined as a person who served in the active military, naval or air service and who was discharged or released therefrom under conditions other than dishonorable.
3. All data on gender is collected globally and excludes contract labor, interns and long-term leaves of absence. Numbers for gender may not total 100% due to team members who identify as nonbinary or who choose not to disclose.

4. Generational data is not available for 2022 and 2021.

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Other Workforce Member Demographics			
Parental Leave			
Workforce members who took parental leave: women	952	847	912
Workforce members who took parental leave: men	3,735	3,483	3,278
Workforce members who took parental leave: unknown gender	8	22	19
Total number of workforce members who took parental leave	4,695	4,352	4,209
New Hires¹ and Turnover²			
Total new hires	23,236	23,327	9,786
Turnover rate	3.0%	4.1%	4.1%
Supply Chain Diversity^{3,4}			
Total minority-owned suppliers	550	550	550
Total women-owned suppliers	770	770	800
Total veteran-owned suppliers	370	420	450
New diverse and small business suppliers onboarded ^{5,6}	640	560	330
Total diverse and small business suppliers	5,100	5,240	5,100
Total suppliers	11,000	11,000	11,000
Total U.S. states where suppliers are located	50	50	50
Total countries where suppliers are located	60	59	58
Percentage of suppliers that are local to significant locations of operation	89%	89%	90%
Total spend on diverse and small business suppliers	\$5,400,000,000	\$4,600,000,000	\$4,200,000,000
Spend with local suppliers as a percentage of total supplier spend	83%	83%	81%
Total spend on suppliers	\$43,000,000,000	\$35,000,000,000	\$38,000,000,000

1. New hires represents external candidates hired during the reporting period.
2. Turnover rate represents Enterprise Voluntary Resignation Rate (as submitted for 10K).
3. Diverse ownership is defined as a business that is at least 51% owned by one or more people of that demographic; or in the case of any publicly owned business, at least 51% of the stock is owned by one or more people of that demographic; and whose management and daily business operations are controlled by one or more people of that demographic;
4. Supplier data does not reflect all subsidiaries.
5. Diverse Suppliers include U.S. and non-U.S. small or large diverse suppliers. Diverse business categories may be certified or self-certified and include: women-owned, minority-owned, veteran-owned, LGBT-owned and disability-owned. Suppliers may fall into more than one diversity category.
6. Small businesses include U.S. small businesses and non-U.S. Micro/Small/Medium Businesses; business size by country is designated by country-specific parameters. U.S. Small Business refers to a U.S. supplier that is independently owned and operated, is not dominant in the field of operations in which it is bidding and meets the NAICS size standards.

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Workforce Member Training and Development¹			
Percentage of workforce members who received performance reviews ²	98%	99%	99%
Average workforce member training hours per learner	23.6	25.6	17
Average workforce member hours ³ : Executive Council	8.4	9.1	5.6
Average workforce member hours: Executives	15.2	22.7	15.8
Average workforce member hours: Managers	27.6	36.1	40.0
Average workforce member hours: Other	38	37.3	24.8
Average mandatory workforce member training hours per learner	3.3	10.6	6.8
Average voluntary workforce member training hours	37	33.1	23.6
Percentage of the total workforce who received training on diversity, discrimination and/or harassment ^{4,5}	94%	99%	38%
Percentage of the total workforce who received training on environmental issues ⁶	47.0%	60.8%	55.9%
Total mandatory workforce member training hours	600,000	1,800,000	1,000,000
Total hours of workforce member training	7,100,000	5,800,000	3,600,000

Community

Community Engagement			
Community giving ⁷	\$191,100,000	\$185,700,000	\$187,100,000
Number of community partners	13,784	13,371	13,957
Charitable grants	\$79,210,863	\$79,391,438	\$80,857,000
Number of countries receiving charitable grants	48	52	70
Total number of countries where contributions were made⁸	66	64	70
Total international partners receiving contributions	620	473	459
Global humanitarian relief and recovery effort contributions	\$5,023,757	\$5,868,711	\$12,489,264
Support for environmental programs	\$8,591,437	\$5,541,122	\$8,085,826
Total number of contributions supporting environmental programs	494	489	482
Contributions to organizations supporting racial equity and social justice	\$15,500,000	\$17,557,697	\$15,300,000
Contributions to veterans organizations	\$17,200,000	\$14,100,000	\$18,700,000
Total organizations receiving contributions supporting veterans programs	440	354	416

1. Mandatory and voluntary workforce members training hours represent different types of learning that are stored in separate data sources. Training data residing in Boeing's Learning Management System (LMS) includes mandatory and compliance training. Voluntary training is not considered mandatory and represents hours spent participating in learning tracked outside of our LMS.
2. Regular performance review requirements may vary based on geographic, representation or other requirements. All managers are encouraged to engage in regular performance and career development conversations.
3. Average training hours per workforce member category = Total number of training hours provided to each category of workforce members divided by total number of workforce members in category.
4. Training data was filtered using courses provided by Equal Employment Opportunity; Ethics; and Global Equity, Diversity & Inclusion.
5. In 2021, there were no enterprise Recombitment trainings.
6. Training data was filtered using courses provided by Environment, Health & Safety.
7. Community giving is inclusive of Boeing and employee giving.
8. Charitable grants, which are monetary investments made to organizations categorized as charitable by applicable country laws (i.e. 501(c)3 in the U.S.), were made in 48 countries. Boeing made monetary investments, including charitable grants, sponsorships, in-kind donations, the Boeing Gift Match program and The Boeing Charitable Trust, in a total of 66 countries.

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	2023	2022	2021
Community Engagement (continued)			
Grants in support of veterans programs	\$13,150,000	\$13,250,000	\$8,411,966
Number of grants in support of veterans programs	110	116	108
Contributions supporting STEM education and workforce development programs ¹	\$74,400,000	\$61,300,000	\$56,300,000
Grants in support of STEM education and workforce development programs	\$48,501,664	\$50,000,975	\$41,598,652
Number of grants in support of STEM education and workforce development programs	423	444	296
Total number of organizations receiving contributions supporting STEM education and workforce development programs	1,280	682	648
Approximate students reached through Boeing's hands-on STEM learning program FUTURE U	584,204	518,229	645,963
Young women and girls engaged in STEM through our community programs, grants and sponsorships	2,194,450	2,209,297	2,691,769
Contributions by workforce members with a boost from the Boeing Gift Match Program	\$60,595,598	\$63,658,991	\$57,823,844
Donations by Employees Community Fund chapters	\$7,581,318	\$6,639,672	\$8,268,888
Total volunteer hours	477,679	366,000	290,000

Ethics²

Inquiries ³	1,407	2,405	2,167
Conflict of interest determinations	1,527	2,120	1,730
Investigative requests ⁴	4,194	3,132	3,503
Total contacts to Ethics & Business Conduct	7,128	7,657	7,400
Investigative requests with enough information to investigate	3,428	2,507	2,896
Percentage of investigated requests that were substantiated	34%	47%	51%

1. Boeing invested \$48.5M in charitable grants supporting STEM education and workforce development. Including charitable grants, sponsorships and the Boeing Gift Match Program, Boeing contributed a total of \$74.4M in STEM education and workforce development programs.
2. Data reflects the reporting period of November 2022 through October 2023 to account for a full Board of Directors year.
3. Inquiries comprise Requests for Guidance and Information Requests. Requests for Guidance are situations where workforce members are seeking guidance when facing ethical dilemmas or when they need assistance in understanding company policies or expected behaviors. Information Requests are situations where workforce members are seeking general information. Both demonstrate awareness of Boeing's Compliance and Ethics program, but Requests for Guidance are viewed as the most positive types of contact.
4. Investigated matters are considered unsubstantiated when investigation findings demonstrate that no misconduct occurred or where there is a lack of evidence to support a finding of misconduct.

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Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Link(s)
GRI 2: General Disclosures			
2-1	Organizational details	2023 Company Profile, Page 4	The Boeing Company is a publicly traded corporation. Our headquarters are located at 929 Long Bridge Drive, Arlington, VA 22202 Boeing Global
2-2	Entities included in the organization's sustainability reporting		This report includes varying organizational boundaries of The Boeing Company and its subsidiaries, including those in AR , Form 10-K Exhibit 21
2-3	Reporting period, frequency and contact point		Boeing's sustainability report is published annually, with a reporting period from 1/1/2023-12/31/2023 (unless otherwise noted). The reporting period for Boeing's financial reporting aligns with the period for its sustainability reporting. This report was published on 6/25/2024. Boeing Communications Email: media@boeing.com Mailing address: 929 Long Bridge Drive, Arlington, VA 22202
2-4	Restatements of information		None
2-5	External assurance		Select environmental data have been externally verified by DNV Business Assurance USA. See statement .
2-6	Activities, value chain and other business relationships	2023 Company Profile, Page 4 Responsible Supply Chain, Pages 58-60	GRI Sector: Aerospace and Defense Boeing Overview Boeing Weapons Statement Boeing Commercial Orders & Deliveries Commercial Services

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GRI 2: General Disclosures (continued)			
2-7	Employees	Global Equity, Diversity & Inclusion, Pages 23-28 Key ESG Data, Pages 73-83	Boeing Overview Boeing uses headcount reporting for its global equity, diversity and inclusion data. December data is used for any headcount or representation numbers, and full-year data is used for any promotions, hiring and exits numbers. For our Executive Council and Board of Directors, 2024 data is utilized.
2-9	Governance structure and composition	Governance and Risk Management, Pages 9-11	Boeing Corporate Governance PS , Pages 10-24
2-10	Nomination and selection of the highest governance body	Governance and Risk Management, Pages 9-11	Board Governance Director Independence Standards Corporate Governance Principles PS , Pages 10-12
2-11	Chair of the highest governance body		The Board chair is not an executive officer of the company. Board Chair Profile
2-12	Role of the highest governance body in overseeing the management of impacts	Governance and Risk Management, Pages 9-11 Stakeholder Engagement, Page 6	PS , Pages 27-35 Governance & Public Policy Committee Charter CDP Climate Change Submission, C1 series ¹ CDP Water Security Submissions, W6 series ¹

1. Boeing participates annually in the CDP Climate and CDP Water report. Our most recent responses are available on our website [here](#) in accordance with the CDP reporting schedule.

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GRI 2: General Disclosures (continued)			
2-13	Delegation of responsibility for managing impacts	Governance and Risk Management, Pages 9-11	PS : Pages 27-35 Governance & Public Policy Committee Charter Audit Committee Charter CDP Climate Change Submission, C1 series ¹ CDP Water Security Submissions, W6 series ¹
2-14	Role of the highest governance body in sustainability reporting	Governance and Risk Management, Pages 9-11	PS : Page 34 Boeing's sustainability report is reviewed by Boeing's Board of Directors' Governance and Public Policy Committee, the CEO, Executive Council, and the Global Sustainability Council, which comprises leaders across business units within Boeing.
2-15	Conflicts of interest	Ethical and Compliant Business, Pages 12-14	PS : Page 24 Code of Ethical Business Conduct for Members of the Board of Directors
2-16	Communication of critical concerns	Ethical and Compliant Business, Pages 12-14 Key ESG Data, Pages 73-83	PS : Pages 3, 33 Ethical Business Conduct Guidelines Audit Committee Charter Contacting Ethics Critical concerns submitted through external and internal reporting portals are reported by the Chief Compliance Officer to the Chief Executive Officer, Chief Legal Officer, Audit Committee and Board of Directors. For critical concerns, the issue details, findings and response are disclosed. In addition, the data identifies case trends, including reporting channels, case categories, organizations, locations and types of corrective actions taken.
2-17	Collective knowledge of the highest governance body	Governance and Risk Management, Pages 9-11	PS : Pages 11-23, 36 Governance & Public Policy Committee Charter
2-18	Evaluation of the performance of the highest governance body		PS : Pages 37, 56-60 Corporate Governance Principles

1. Boeing participates annually in the CDP Climate and CDP Water report. Our most recent responses are available on our website [here](#) in accordance with the CDP reporting schedule.

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GRI 2: General Disclosures (continued)			
2-19	Remuneration policies	Employee Well-Being, Pages 29-30 Professional Development, Pages 31-32	PS : Pages 48-50 Corporate Governance Principles
2-20	Process to determine remuneration	Employee Well-Being, Pages 29-30 Professional Development, Pages 31-32	PS : Pages 53-59
2-21	Annual total compensation ratio		PS , Page 81 PS , Page 66 2023 estimated ratio: 273 to 1 2022 estimated ratio: 154 to 1 Change in ratio from 2022 to 2023; approximately a 77% increase
2-22	Statement on sustainable development strategy		PS : Pages 8-9, 34
2-23	Policy commitments	Ethical and Compliant Business, Pages 12-14	Our Principles Our Values Ethical Business Conduct Guidelines Code of Ethical Business Conduct for Members of the Board of Directors Anti-Corruption Program Boeing Code of Conduct Supplier Principles Supplier Code of Conduct Conflict Minerals Policy Code of Basic Working Conditions and Human Rights Boeing Australia Modern Slavery Statement Boeing UK Modern Slavery Statement

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GRI 2: General Disclosures (continued)			
2-23 (continued)	Policy commitments	Ethical and Compliant Business, Pages 12-14	Precautionary Principle: Boeing has a robust enterprise risk management (ERM) process, which is described in the Governance and Risk Management section. While the Precautionary Principle is not specifically applied as part of our ERM, we do consider environmental protection as a fundamental part of our approach to business. For example, the Due Diligence program conducts reviews designed to reduce risks and to facilitate efficient environment, health and safety integration of acquired properties and business operations. Environmental considerations are also included in our life cycle assessments of products and projects. Life cycle assessments are discussed further in the Products & Services section of this report.
2-24	Embedding policy commitments	Stakeholder Engagement, Page 6 Sustainability Goals, Pages 7-8 Governance and Risk Management, Pages 9-11	PS : Pages 8-9, 34-35 Our Principles Our Values Ethical Business Conduct Guidelines Code of Ethical Business Conduct for Members of the Board of Directors Anti-Corruption Program Boeing Code of Conduct Supplier Principles Supplier Code of Conduct Conflict Minerals Policy Code of Basic Working Conditions and Human Rights Boeing Australia Modern Slavery Statement Boeing UK Modern Slavery Statement

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GRI 2: General Disclosures (continued)			
2-25	Processes to remediate negative impacts	Ethical and Compliant Business, Pages 12-14 Responsible Supply Chain, Pages 58-60 Community, Pages 61-71	Integrity Counts – Confidential & Anonymous Reporting System Contacting Ethics Ethical Business Conduct Guidelines Audit Committee Charter Remediation
2-26	Mechanisms for seeking advice and raising concerns	Ethical and Compliant Business, Pages 12-14	PS : Pages 3, 33 Integrity Counts – Confidential & Anonymous Reporting System Contacting Ethics Ethical Business Conduct Guidelines Audit Committee Charter
2-27	Compliance with laws and regulations	Resilience and Risk Management, Page 56 Key ESG Data, Pages 73-83	
2-28	Membership associations		2023 Trade Association Memberships CDP Climate Report, C12.3b ¹
2-29	Approach to stakeholder engagement	Stakeholder Engagement, Page 6 Governance and Risk Management, Pages 9-11 At the beginning of each sustainability priority section, please find a brief description of how we utilize each topic to support and engage with our stakeholders.	PS : Pages 25-26, 43 Boeing considers stakeholders' interests to identify and prioritize the most relevant issues and to assess the most significant challenges and risks facing the company. Throughout our company disclosures and reports, we compile and share a broad set of data, information and operating examples for our stakeholders, including our employees, customers, industry partners, investors, regulatory authorities, communities and others. These diverse groups of stakeholders have been identified by Boeing as being key to the business because of their potential to influence or be affected by Boeing's mission to protect, connect, and explore our world and beyond.

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GRI 2: General Disclosures (continued)			
2-30	Collective bargaining agreements		AR , Page 2 Approximately 33% of Boeing's total workforce are covered by collective bargaining agreements.
GRI 3: Material Topics			
3-1	Process to determine material topics	Stakeholder Engagement, Page 6	
3-2	List of material topics	Stakeholder Engagement, Page 6	There are no changes to our list of sustainability priorities compared to the previous reporting period.
GRI 201: Economic Performance			
3-3	Management of Material Topics	2023 Company Profile, Page 4	
201-1	Direct economic value generated and distributed	2023 Company Profile, Page 4 2023 Community Investments, Page 63 Key ESG Data, Pages 73-83	AR , Page 51
201-2	Financial implications and other risks and opportunities due to climate change	Decarbonizing Aerospace, Together, Pages 42-49 Addressing Climate Change, Pages 34-36	CDP Climate Report, C2.3a, C2.4a ¹ AR , Pages 4, 12, 14-16
201-3	Defined benefit plan obligations and other retirement plans	Key ESG Data, Pages 73-83	AR , Pages 47-48, 61, 87-95 Benefits
201-4	Financial assistance received from government		AR , Page 83

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GRI 203: Indirect Economic Impacts			
203-1	Infrastructure investments and services supported		<p>In January 2024, Boeing unveiled a 27,000-square-foot expansion of Boeing Laser & Electro-Optical Systems (LEOS) facilities in Albuquerque, NM. This investment is expected to create new jobs and allow Boeing to create more defense systems.</p> <p>In May 2023, Boeing began construction on a 47,500 square-foot Phantom Works facility in St. Louis. The center is expected to be operational in 2025.</p>
203-2	Significant indirect economic impacts	<p>CSO Letter, Page 5</p> <p>Community, Pages 61-71</p>	<p>In January 2024, the Boeing Sukanya Program launched. The program aims to support the entry of more girls from across India into the country's growing aviation sector, and it will provide opportunities for girls and women from across India to learn critical skills in STEM fields and train for jobs in the aviation sector. For young girls, the program will create STEM Labs at 150 planned locations to help spark interest in STEM careers. The program will also provide scholarships to women who are training to be pilots. Investments will support flight training curriculum, obtaining certifications, funding for simulator trainings, and career development programs.</p> <p>In January 2024, Boeing opened a new state-of-the-art Boeing India Engineering & Technology Center (BIETC) campus in Bengaluru. Built with an investment of INR. 1,600 crore, the 43-acre campus is Boeing's largest such investment outside the U.S., and will become a cornerstone for collaborating with India on next-generation products and services for the global aerospace and defense industry.</p> <p>In November 2023, Boeing and the United States launched an initiative to catalyze the development and use of SAF among Asia-Pacific Economic Cooperation (APEC) member countries. The initiative will address potential challenges for APEC economies in creating and growing nascent SAF markets and builds on Boeing's work to help scale SAF globally through industry collaboration and policy advocacy, investments in product compatibility work and Boeing's own purchase of millions of gallons of SAF for its commercial operations.</p>
GRI 204: Procurement Practices			
204-1	Proportion of spending on local suppliers		<p>89% of our suppliers are local to our significant locations of operations, and spend with these local suppliers comprised 83% of our supplier spend. Local suppliers are defined as domestic in relation to the location of operation; significant locations of operation are defined as major operational areas as determined by square footage.</p>

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GRI 205: Anti-Corruption			
3-3	Management of Material Topics	Ethical and Compliant Business, Page 12	
205-2	Communication and training about anti-corruption policies and procedures	Ethical and Compliant Business, Pages 12-14	Anti-Corruption Program
GRI 301: Materials			
301-1	Materials used by weight or volume	Sustainable Product Life Cycle, Page 57 Responsible Supply Chain, Pages 58-60	
GRI 302: Energy			
3-3	Management of Material Topics	Sustainable Operations, Page 50	
302-1	Energy consumption within the organization	Key ESG Data, Page 73	
302-3	Energy intensity	Key ESG Data, Page 73	The energy intensity ratio includes total energy use divided by revenue. This figure represents purchased renewable energy and purchased nonrenewable energy, including: natural gas, electricity, No. 2 petroleum diesel, No. 5 petroleum oil, No. 6 residual fuel oil, motor gasoline, jet fuel, propane, aviation gasoline, liquefied petroleum gas, diesel oil and sustainable aviation fuel. This ratio includes energy from sites considered within our “operational control,” following GHG Protocol in defining our organizational boundary.
302-4	Reduction of energy consumption	Operational Efficiency, Page 46 Advanced Technology, Page 48 Decarbonizing Aerospace, Together, Pages 42-49	
302-5	Reductions in energy requirements of products and services	Operational Efficiency, Page 46 Decarbonizing Aerospace, Together, Pages 42-49	
GRI 303: Water and Effluents			
3-3	Management of Material Topics	Sustainable Operations, Page 50	
303-1	Interactions with water as a shared resource	Sustainable Operations, Pages 50-56 Community, Pages 61-71	The Academy of Natural Sciences of Drexel University is teaming with Boeing and Bartram’s Garden to co-design and launch youth workforce and engagement activities that will support the implementation of the Resilient Communities Stormwater Initiative (RCSI) in the Southwest Schuylkill/Kingsessing neighborhood of Southwest Philadelphia. RCSI seeks to advance community goals in historically underserved neighborhoods using green stormwater infrastructure, or GSI.

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GRI 303: Water and Effluents (continued)			
303-1 (continued)	Interactions with water as a shared resource	Sustainable Operations, Pages 50-56 Community, Pages 61-71	<p>GSI uses plants, soil, and stone to filter and reduce the amount of polluted water that enters sewers and waterways. When thoughtfully designed, GSI can reduce flooding and pollution caused by stormwater runoff, increase neighborhood green space, and contribute to other climate-resilient community benefits.</p> <p>Boeing's direct use of freshwater is primarily comprised of 1) potable and sanitary use, 2) direct contact use, and 3) non-contact use. First, freshwater quantity and quality are both important to support essential daily potable and sanitary uses across all site operations. Secondly, direct contact use typically includes metal finishing, paint and wash operations, quality assurance activities, and other uses that involve direct contact between the product and freshwater (whether further treated on-site or not). Freshwater quantity and quality are thus important for direct contact use as well because they can directly impact core production activities. Thirdly, non-contact cooling makes up a substantial percentage of the overall freshwater intake at a typical Boeing facility. It is also important that sufficient, good-quality freshwater from municipal supplies is available to ensure stable cooling system operations to minimize risks of interruption.</p> <p>A review was conducted for facilities included in this reporting boundary to determine their water withdrawal sources. These sources and water bodies were then correlated with the WRI Aqueduct Tool to determine and quantify extent of water stress for the respective Boeing facility. The amount of water withdrawn from areas with water stress was used with Boeing's total water withdrawal volume to calculate the percentage. Boeing's operations in these areas of water stress are restricted to general manufacturing and assembly. Large-scale fabrication using tank lines, which has a much higher water intensity, is focused in different geographical regions that are not deemed areas of high water stress.</p> <p>Boeing has initiated water balance studies to quantify water use at the facility level, in several key areas of direct operations, including potable and sanitary use, direct-contact production, non-contact cooling/HVAC, and other miscellaneous uses with special focuses on top water-consuming sites and sites located in water-stressed areas. Water balance studies help identify focus areas to improve water use efficiency and maximize quantitative improvement outcomes. Boeing's global enterprise sustainability team collaborates with the contract management team to engage with water treatment service suppliers, who are contractually required to identify and propose water-related cost savings opportunities every quarter.</p>

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GRI 303: Water and Effluents (continued)			
303-1 (continued)	Interactions with water as a shared resource	Sustainable Operations, Pages 50-56 Community, Pages 61-71	<p>Including such requirement into the suppliers' performance evaluation matrix allows Boeing the opportunity to regularly screen proposed projects and secure internal and external resources to implement them. Boeing strategically requires sites that make up the top 80% of Boeing's water withdrawal volume to implement Conservation Best Practices (CBP). CBP are low-cost operational and/or behavioral initiatives that reduce water use and associated utility costs. Key components of this initiative include developing site-level conservation plans and sharing the plans with key decision makers. In addition to infrastructure-related improvements listed elsewhere, the CBP also focus on finding and fixing water leaks and requiring all major sites to have a water use reduction project specific to its operations.</p> <p>Boeing's 2025 target is to reduce absolute water withdrawal by 25% from 2017 levels, for the operational boundaries of the Core Metric Sites, which represent the majority (70%) of Boeing's operations. The company 2025 target integrates a water reduction strategy, and we will be sharing more on 2030 goals in our next reporting cycle. Water-related risks, issues, and opportunities are part of the plan, which includes reducing withdrawal, improving discharge quality, water risk management, and resiliency planning. Boeing's strategy to mitigate issues is to reduce water withdrawal through the following practices: prioritize high-impact projects, enhance evaporative cooling efficiencies, incorporate water efficiency into project designs, and improve water discharges. Water and wastewater budgets are forecast five years into the future for financial and conservation planning purposes. Boeing has reserved conservation project funding under the Global Enterprise Sustainability organization, and water conservation project costs are covered under this funding pool.</p> <p>The nature of Boeing's manufacturing requires sufficient quantities and strict qualities of parts and materials acquired through its direct supply chain (parts and materials that directly comprise Boeing's products). Thus, it is important that sufficient good-quality freshwater be available to suppliers whose production processes and technologies rely on it, as such availability indirectly impacts Boeing's value chain. Among Boeing's vast upstream supply chain, various suppliers may have drastic differences in their business's exposure and sensitivity to water-related risks.</p>

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GRI 303: Water and Effluents (continued)			
303-1 (continued)	Interactions with water as a shared resource	Sustainable Operations, Pages 50-56 Community, Pages 61-71	<p>Because Boeing currently has very limited engagement with our supply chain on water-related matters, a quantitative conclusion cannot be made due to lack of visibility of supplier data. However, should any direct suppliers identify and present water risks that are substantive enough to threaten supply quality, quantity, pricing, or schedule, Boeing would evaluate its exposure to the identified situation per internal financial and strategic risk management procedures. For this reporting year, no known substantive water risk was presented by any suppliers to Boeing. To enhance our risk assessment processes on water-related issues and to demonstrate environmental stewardship, we collaborated with other industry partners beginning in 2022 through the IAEG.</p> <p>Indirect water use of Boeing's products may vary by purpose and quantity; however, freshwater availability is still important for commercial airplane operations and defense product use. Boeing provides a Qualified Parts List (QPL) of aircraft wash products that airlines can choose, and our guidance includes dry washing procedures.</p>
303-2	Management of water-related impacts	Sustainable Operations, Pages 50-56	
303-3	Water withdrawal	Key ESG Data, Page 74	Boeing does not withdraw brackish surface water/seawater for direct operations.
303-4	Water discharge	Key ESG Data, Page 74	Boeing only monitors water discharges at the facility level for compliance purposes when required by discharge permits. As a result, water consumption volumes are not monitored, as it is the difference between withdrawal (monitored) and discharge (not monitored in its entirety).
303-5	Water consumption	Key ESG Data, Page 74	Boeing only monitors water discharges at the facility level for compliance purposes when required by discharge permits. As a result, water consumption volumes are not monitored, as it is the difference between withdrawal (monitored) and discharge (not monitored in its entirety).

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GRI 304: Biodiversity																														
3-3	Management of Material Topics	Sustainable Operations, Page 50																												
304-3	Habitats protected or restored	Resilience and Risk Management, Page 56	<table border="1"> <thead> <tr> <th>Location</th> <th>Size</th> <th>Approved by Independent External Professionals</th> </tr> </thead> <tbody> <tr> <td>Boeing Plant 2 in Seattle, Washington</td> <td>5.85 acres of marine habitat</td> <td>Yes, Wildlife Habitat Council</td> </tr> <tr> <td>Boeing South Carolina Keystone/Fairlawn Project in North Charleston, South Carolina</td> <td>3,923 acres, plus 2,025 acres of wetland</td> <td>Yes, Wildlife Habitat Council</td> </tr> <tr> <td>Emery Landfill in Wichita, Kansas</td> <td>82 acres, plus 56.5 acres of grassland</td> <td>Yes, Wildlife Habitat Council</td> </tr> <tr> <td>Pollinator Prairie in Olathe, Kansas</td> <td>3.5 acres, plus 1.5 acres of pollinator gardens</td> <td>Yes, Wildlife Habitat Council</td> </tr> <tr> <td>Santa Susana in Canoga Park, California</td> <td>2,668 acres of diverse habitats</td> <td>Yes, Wildlife Habitat Council</td> </tr> <tr> <td>Boeing Winnipeg, Canada</td> <td>2.5 acres of grassland</td> <td>No</td> </tr> <tr> <td>Boeing St. Charles, Missouri</td> <td>11 acres of prairie</td> <td>No</td> </tr> <tr> <td>Total</td> <td>8,778.85 acres</td> <td></td> </tr> </tbody> </table>	Location	Size	Approved by Independent External Professionals	Boeing Plant 2 in Seattle, Washington	5.85 acres of marine habitat	Yes, Wildlife Habitat Council	Boeing South Carolina Keystone/Fairlawn Project in North Charleston, South Carolina	3,923 acres, plus 2,025 acres of wetland	Yes, Wildlife Habitat Council	Emery Landfill in Wichita, Kansas	82 acres, plus 56.5 acres of grassland	Yes, Wildlife Habitat Council	Pollinator Prairie in Olathe, Kansas	3.5 acres, plus 1.5 acres of pollinator gardens	Yes, Wildlife Habitat Council	Santa Susana in Canoga Park, California	2,668 acres of diverse habitats	Yes, Wildlife Habitat Council	Boeing Winnipeg, Canada	2.5 acres of grassland	No	Boeing St. Charles, Missouri	11 acres of prairie	No	Total	8,778.85 acres	
Location	Size	Approved by Independent External Professionals																												
Boeing Plant 2 in Seattle, Washington	5.85 acres of marine habitat	Yes, Wildlife Habitat Council																												
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Santa Susana in Canoga Park, California	2,668 acres of diverse habitats	Yes, Wildlife Habitat Council																												
Boeing Winnipeg, Canada	2.5 acres of grassland	No																												
Boeing St. Charles, Missouri	11 acres of prairie	No																												
Total	8,778.85 acres																													
GRI 305: Emissions																														
3-3	Management of Material Topics	Addressing Climate Change, Page 34																												
305-1	Direct (Scope 1) GHG emissions	Key ESG Data, Page 73	GHG Emissions Supplement																											
305-2	Energy Indirect (Scope 2) GHG emissions	Key ESG Data, Page 73	GHG Emissions Supplement																											
305-3	Other indirect (Scope 3) GHG emissions	Key ESG Data, Page 73	GHG Emissions Supplement																											
305-4	GHG emissions intensity	Key ESG Data, Page 73	GHG Emissions Supplement																											
305-5	Reduction of GHG emissions	Sustainability Goals, Pages 7-8 Sustainable Operations Targets, Page 53	GHG Emissions Supplement																											
GRI 306: Effluents and Waste																														
3-3	Management of Material Topics	Efficiency and Conservation, Pages 53-54																												
306-3 (2016)	Significant spills	Key ESG Data, Page 76 Resilience and Risk Management, Page 56	No GRI significant spills were reported in 2023.																											

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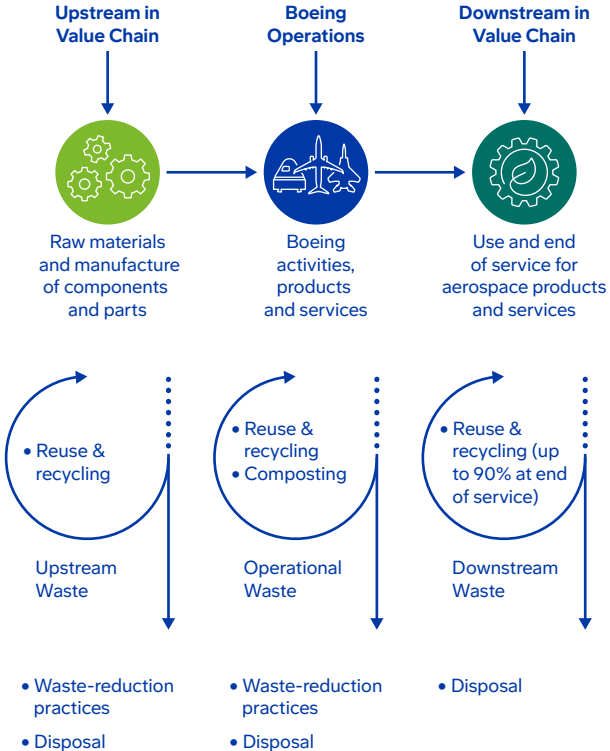
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306-1	Waste generation and significant waste-related impacts	Key ESG Data, Pages 75-76	<p>Waste streams are as complex as our facilities, which range from office space to part fabrication to assembly of aircraft and space vehicles. Boeing generates nonhazardous solid waste through a number of activities: Manufacturing, production and design of products; Packaging from materials received at facilities; On-site facility maintenance activities; Employee-generated office waste; Food-related waste (cafeterias, employee lunches and vended products); and Construction projects. Boeing generates hazardous waste primarily from a variety of research, manufacturing and facilities maintenance processes.</p> <p>Waste Process Flow</p>  <p>The diagram illustrates the waste process flow across three stages of the value chain. Each stage has a circular flow for 'Reuse & recycling' and 'Composting' leading to 'Upstream Waste', 'Operational Waste', and 'Downstream Waste' respectively. Below each waste stage are listed practices: Upstream (Waste-reduction practices, Disposal), Operational (Waste-reduction practices, Disposal), and Downstream (Disposal).</p>

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GRI 306: Waste			
306-2	Management of significant waste-related impacts	Key ESG Data, Pages 75-76 Sustainable Operations Targets, Page 53 Sustainable Product Life Cycle, Page 57	<p>Hazardous waste disposal may be reduced upstream and downstream through on-site or off-site regeneration of consumable chemicals and through processes that extend the useful life of those chemicals to avoid hazardous waste. We look to reduce hazardous waste in upstream activities by preventing or reducing the amount of hazardous waste generated through extending system life through contaminant removal. Downstream, we look at hazardous waste generated from site operations. We implement several recycling and recovery activities to reduce the need for new chemicals. Hazardous waste is determined from U.S. EPA hazardous manifest or equivalent government shipping documents, with profile waste designations determining the type of waste and Management codes determining the disposal method.</p> <p>Boeing has dedicated internal teams to prevent waste from going to the landfill. Our reclamation team works to capture and collect materials across the company, while our investment recovery team repurposes materials, facilitates donations and sells scrap materials. Our packaging team assesses opportunities to return or reuse packaging for parts and materials. Packaging engineers have developed standards for reusing containers with our suppliers. Our employees also develop processes to reuse and repurpose incoming packing materials, helping to reduce waste and cost. Generally, third-party vendors handle transport and disposal of Boeing waste. The company contracts with vendors who provide waste-to-landfill, waste-to-energy, recycling and composting services. Vendors provide disposal data, and in the absence of weight-based data, Boeing calculates weight using a parametric approach.</p> <p>The Boeing Supplier Code of Conduct, based on the International Forum on Business Ethical Conduct for the Aerospace and Defense Industry’s model code, provides suppliers with a set of responsible business conduct expectations consistent with our policies, principles and ESG efforts.</p> <p>Boeing supports responsible airplane retirements. We’ve been working for many years to refine our product designs to enable the disassembly of parts and materials recovery. For more information refer to the Airplane and Carbon Fiber Recycling Fact Sheet.</p>
306-3	Waste generated	Key ESG Data, Pages 75-76	
306-4	Waste diverted from disposal	Key ESG Data, Pages 75-76	
306-5	Waste directed to disposal	Key ESG Data, Pages 75-76	

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GRI 308: Supplier Environmental Assessment			
3-3	Management of Material Topics	Responsible Supply Chain, Pages 58-59	<p>Our supply chain sustainability approach is aligned to the OECD Due Diligence Guidance for Responsible Business Conduct model to effectively address human rights and other ESG risks in our supply chain, through a combination of adopting industry voluntary approaches and Boeing-specific practices.</p> <p>These include: Our Supplier Code of Conduct leveraged IFBEC's model supplier code of conduct to set clear responsible and sustainable practices expectations of our suppliers consistent with an aerospace and defense industry voluntary standard.</p> <p>We participate in the IAEG Aerospace Industry ESG Engagement (WG11) program. This guides supplier sustainability assessments in a manner efficient for all parties (Boeing and industry suppliers) and enables data-driven insights for stewardship actions.</p> <p>Our communication predominately occurs through sustainability reporting and regulated disclosures such as modern slavery statements (Boeing UK statement; Boeing Australia statement), our conflict minerals filing with the U.S. Securities and Exchange Commission (SEC) and Basic Working Conditions and Human Rights statement addressing U.S. Federal Acquisition Regulation (FAR) clause 52.222-50, Combating Trafficking in Persons.</p>
308-1	New suppliers that were screened using environmental criteria		The IAEG Sector Pool in EcoVadis was opened May 2023. Therefore, 2023 is Boeing's first year collecting screened Boeing supplier data. There were a total of 292 Boeing suppliers with a sustainability assessment scorecard available in the EcoVadis platform by the end of 2023. The EcoVadis assessment is inclusive of environmental, social and governance topic areas.
308-2	Negative environmental impacts in the supply chain and actions taken		Data analysis of Boeing supplier scorecards within the EcoVadis platform will commence in 2024. No supplier relationship was terminated as a result of an EcoVadis assessment.

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Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Link(s)
GRI 401: Employment			
401-1	New employee hires and employee turnover	Key ESG Data, Page 81	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Well-being, Pages 29-30	<p>Full-time employees are eligible for the following benefits:</p> <ul style="list-style-type: none"> • Life insurance • Health and dental care • Disability and invalidity coverage¹ <p>The United States is the primary location of operation, with approximately 87% of Boeing employees (including subsidiaries) located there. The above coverages are available to U.S. employees (and employees of fully integrated subsidiaries) working greater than 19.1 hours per week and are not available to employees working less. The benefits listed above are available at all locations of operations within the U.S.²</p> <p>1. Coverage may not be available to certain union members. 2. Employees in certain unions are only eligible for benefits provide through their union plans which may have different eligibility criteria.</p>
401-3	Parental leave	Key ESG Data, Page 81	
GRI 402: Labor			
402-1	Minimum notice periods regarding operational changes		We provide advance notice in accordance with all applicable legal and/or contractual requirements in the different locations where we operate.
GRI 403: Occupational Health and Safety			
3-3	Management of Material Topics	Employee Safety, Page 19	
403-1	Occupational health and safety management system	Employee Safety, Pages 19-20 Key ESG Data, Page 77	<p>Our occupational health and safety management system is modeled after the International Organization for Standardization (ISO) 45001. As of 2023, four sites are certified to ISO 45001 with multiple sites conforming to ISO 45001 in support of our business objectives.</p> <p>Currently, Boeing conforms to the International Organization for Standardization (ISO) 45001:2018, "Occupational Health and Safety Management Systems - Requirements with guidance for use." Our conformance demonstrates that we view employee health and safety as a high priority.</p>

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GRI 403: Occupational Health and Safety(continued)			
403-1 (continued)	Occupational health and safety management system	Employee Safety, Pages 19-20 Key ESG Data, Page 77	To outline how the standard applies to Boeing and our policies and processes, EHS developed an Occupational Health & Safety Management System (OH&SMS) manual. The OH&SMS manual describes the specific means used to manage health and safety programs in conformance with OH&SMS requirements. It follows a plan-do-check-act cycle of continual improvement.
403-2	Hazard identification, risk assessment and incident investigation	Employee Safety, Pages 19-20	<p>Work-related hazards are identified through a variety of processes including: scheduled internal Program Reviews, Near-Miss Events and Incidents, EHS Assessments/Audits, employee-identified hazards, Industrial Hygiene Exposure Assessments, Ergonomic Assessments, focused or daily "Area Floor Walks." Hazards are entered into the company System of Record where the hazard assessment is also documented, along with applied controls (utilizing the hierarchy of controls) to minimize or eliminate the hazard/risk. Action plans for further risk minimization/elimination are also devised, input, and tracked to completion, as necessary.</p> <p>Any employee is able and encouraged to report work-related hazards and have several methods to do so, including: reporting through the Enablon system, the Company Speak-Up tool, the Ethics Concern reporting portal, raising the concern to their manager or any manager, or reaching out directly to the site EHS team. The company has an anti-retaliation policy which protects any employee from retaliation for reporting any concerns.</p> <p>Every employee is encouraged, able, and empowered to stop work and/or speak up if/when they feel a situation is unsafe. Management/Leadership is also committed to ensuring any employee that stops work due to believing a situation or work area is unsafe, is heard, and the concern addressed prior to activity beginning or resuming. The annual Safety Commitment underscores this as well as consistent discussion around safety as part of every daily stand-up meeting for production activity. Additionally, the "check-in" process is also a method for employees to bring up any concerns.</p> <p>The Event Management process (BPI-1906) is the Company documented process for work-related incidents and near misses, to ensure proper root cause and corrective action is identified and implemented to prevent recurrence and to ensure risk reduction.</p>
403-3	Occupational health services		Health Information and Medical Records Management, PRO-2621 establishes high-level requirements and responsibilities necessary for the collection, use, protection, retention, disclosure and disposal of health information and medical records to be in compliance with applicable laws and regulations and Company policy.

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GRI 403: Occupational Health and Safety(continued)			
403-4	Worker participation, consultation and communication on occupational health and safety		<p>Occupational Health and Safety (OH&S) participation by employees is a key factor in achieving our OH&S injury prevention objective. Boeing encourages and recognizes employees for participation in such activities as:</p> <p>Safety Committees: Safety Committees work safety issues, recommend improvements to safety processes, and conduct safety awareness campaigns.</p> <p>Job Safety Analysis (JSA), Standard Operating Procedure (SOP), Process Hazard Analysis (PHA) Development: Job Safety Analyses development occurs using valuable input from employees who know the work best.</p> <p>Participation in incident investigations: Boeing trains selected employees on incident investigations to take advantage of their experience and expertise to determine root cause and make recommendations for corrective action (e.g., Special Investigation (SI), Incident Review Board (IRB), basic/supervisor led investigations).</p> <p>Workplace Inspections: Designated employees trained in hazard recognition assist managers and supervisors in conducting inspections of the workplace.</p> <p>Employee Identification of Hazards: Boeing encourages employees to report identified hazards in Enablon or an equivalent system. Union employees may use the Boeing Safety, Health and Environmental Action Request (SHEAR) process or site equivalent process.</p> <p>Management of Change process engages employees related to changes in the workplace such as new product development, area layouts, equipment and process changes, etc.</p> <p>Daily or periodic employee meetings (e.g., “Tier 1” meetings, crew meetings, etc.) — safety is included in daily/periodic meetings.</p> <p>Employees attend site safety councils, participate in setting OH&S objectives, and assist in the development/implementation of plans. Employee consultation occurs with changes that could introduce new or unfamiliar workplace conditions.</p>

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GRI 403: Occupational Health and Safety(continued)			
403-4 (continued)	Worker participation, consultation and communication on occupational health and safety		<p>Boeing employees and persons working on behalf of Boeing are encouraged to raise OH&S issues or concerns at any time via manager, Enablon, Tier 1 meetings, Speak Up portal, the EHS organization, etc., or to the appropriate Boeing person/organization who can take action.</p> <p>When appropriate, Boeing consults with employees, union representatives, contractors, and other interested parties concerning OH&S activities or issues that could affect them. They may also consult them to obtain advice on OH&S compliance or improvement ideas. Boeing consults OH&S regulators as necessary to ensure appropriate interpretation of regulatory issues. Boeing uses a cooperative network of regulators and companies to explore emerging issues and share best practices. Discussions with community emergency services groups help ensure a cooperative effort on emergency response situations and awareness of company hazards that could potentially affect the community. Boeing consults with contractors/on-site service providers on OH&S changes that might affect their activities or personnel or when their activities could affect Boeing personnel.</p>
403-5	Worker training on occupational health and safety	Employee Safety, Pages 19-20 Key ESG Data, Page 77	<p>Persons performing tasks for or on behalf of the company are competent based on education, experience, and training. Ensuring competency begins with the hiring process. Boeing and external training courses are further resources to ensure employees are competent. Course materials cover general awareness training and competence related training including the importance of conformity with legal requirements, OH&S procedures, and hazards associated with their work, their roles, responsibilities, and the potential consequences of failure to follow work procedures. Numerous training courses include knowledge checks within the material or a quiz at the end. Retraining is required when an employee fails a class, is an action from an incident review, and/or at management discretion. Revisions occur to materials when enterprise policy changes, site policy changes, regulations change; audits require revisions or other reasons, which require a course revision.</p> <p>The My Learning system tracks and documents all required EHS training managers are responsible for assigning, and tracking their workforce members' completion of the training for enterprise and site level EHS training and all other trainings relevant to the work being performed. Tools used to accomplish this include using the EHS Training Questionnaire, direct assignments based on skills code.</p>

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GRI 403: Occupational Health and Safety(continued)			
403-6	Promotion of worker health	Employee Safety, Pages 19-20 Employee Well-Being, Pages 29-30	Boeing is proud to offer a range of Well-Being programs, activities, and events to support employees' health and well-being needs. These resources can help employees reduce targeted health risks, manage specific physical, financial, and work or life issues, and help employees make good choices that can lead to a better quality of life. These programs are promoted throughout the year on the Boeing Total Rewards Portal with rotating spotlights for specific programs and events. In addition, Boeing employs a team of on-site Well-Being Delivery contacts who provide information and promote the programs through their presence at a variety of in-person events. These programs and services are offered to U.S. employees and eligible family members of fully integrated subsidiaries and The Boeing Company.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Boeing has in place a Service Provider safety program. This program uses a Management of Change (MoC) process to identify and address risk. Environment, Health & Safety; Security & Fire Protection; and other affected parties are coordinated with in order to identify non-obvious hazards during all phases of service provider activity. This starts prior to service provider selection utilizing a pre-qualification to evaluated safety performance prior to contract placement. Service provider project-specific EHS plans are provided to site EHS and other affected parties for review upon request; if the plan is not provided or an issue is identified, work will be stopped to resolve risk.
403-8	Workers covered by an occupational health and safety management system	Employee Safety, Pages 19-20	Boeing has a hazard identification process in place that determines the sources of potential occupational health and safety impacts associated with our activities, infrastructure, equipment, materials, processes and work organization and defines mitigations to reduce those risks for all employees. This process takes into account planned or new developments and modifications that may introduce additional risk. Boeing uses multiple mechanisms, tools and techniques to identify and document hazards in the workplace. These include facility-wide hazard analysis, safety inspections, compliance audits, site committee tours, employee reporting functions, and job safety analysis, all of which can be documented in the safety management system of record (Enablon). The ongoing nature of these processes helps ensure that hazards are continually assessed for changes and adequacy of controls.
403-9	Work-related injuries	Employee Safety, Pages 19-20 Key ESG Data, Page 77	

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GRI 403: Occupational Health and Safety(continued)			
403-10	Work-related ill health	Key ESG Data, Page 77	<p>The company has an Industrial Hygiene program that minimizes risks of chemical hazards and ongoing efforts to eliminate certain hazardous chemicals. The company has a process to identify chemical hazards before chemicals are approved for use.</p> <p>The top four types of work-related ill health issues were: sprains/strains and inflammation due to repetitive motion and body motion, hearing loss, carpal tunnel syndrome, tissue irritation.</p>
GRI 404: Training and Education			
3-3	Management of Material Topics	Professional Development, Page 31	
404-1	Average hours of training per year per employee	Key ESG Data, Page 82	
404-2	Programs for upgrading employee skills and transition assistance programs		<p>Boeing supports the performance, development, and growth of our global workforce. We provide exciting and challenging work assignments that help teammates gain impactful experiences.</p> <p>Leaders coach employees, helping them excel in their current role and prepare for the next steps in their careers. All employees are encouraged to create development plans and have access to templates and resources to guide them in working with their managers to identify opportunities for growth. Leaders have ongoing dialogue with teammates about performance and development, meeting at least quarterly.</p> <p>Employees can tap into a wide range of learning experiences aligned with business goals to sharpen skills and build their future.</p> <p>Our industry-leading tuition assistance program pays tuition and eligible expenses toward select professional certifications, individual courses, certificate programs and degrees. Boeing invests more than \$70 million in the program annually, supporting up to \$25,000 per year for graduate degree programs and up to \$15,000 per year for undergraduate programs. There is no limit on tuition assistance for eligible STEM-related programs. Over 10,000 employees received tuition assistance in 2023 for degree and non-degree programs.</p> <p>On-the-job training and structured learning provide employees new to the company or new to their role with the support and guidance to thrive. Learning plans help managers identify training that their employees need to meet certification requirements.</p>

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GRI 404: Training and Education (continued)			
404-2 (continued)	Programs for upgrading employee skills and transition assistance programs		<p>Manufacturing teammates attend courses at our training centers, followed by hands-on training in the factory, building the skills needed to work safely and effectively in a production environment. Some teammates are required to attain certifications for specific jobs they perform, or as they advance in their Boeing careers. New employees also have access to workplace coaches during and after training.</p> <p>Boeing offers extensive in-person, on-demand, and virtual learning resources. We strive to make opportunities easily accessible to help employees strengthen their skills and apply what they've learned to deliver business outcomes.</p> <p>Boeing's Career Foundation Programs in areas like engineering, IT, data analytics and finance functions accelerate the technical growth and leadership of college graduates and early career employees. These rotation programs enable teammates to explore a variety of roles and programs across our company unlocking career-building opportunities, while establishing a network of peers and mentors.</p> <p>We empower our leaders with the skills they need at key transition points in their career. Aspiring leaders, new managers and senior executives can participate in development programs that refine their abilities to inspire excellence in others and that prepare them to take on increased leadership roles.</p> <p>Boeing has both formal and informal mentoring programs to connect leaders and mentees.</p> <p>We want our people to think about working at Boeing as a lifetime endeavor — full of opportunities to achieve their personal and professional goals.</p>
GRI 405: Diversity and Equal Opportunity			
3-3	Management of Material Topics		
405-1	Diversity of governance bodies and employees	Key ESG Data, Pages 77-80 Global Equity, Diversity & Inclusion, Pages 23-28	

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Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Link(s)
GRI 406: Nondiscrimination			
406-1	Incidents of discrimination and corrective actions taken	Ethics and Compliant Business, Pages 12-14 Key ESG Data, Page 83	
GRI 407: Freedom of Association and Collective Bargaining			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		AR , Page 9
GRI 413: Local Communities			
3-3	Management of Material Topics	Community, Page 61	
413-1	Operations with local community engagement, impact assessments and development programs (percentage of operations)	Community, Pages 61-71	
GRI 414: Supplier Social Assessment			
414-1	New suppliers that were screened using social criteria		The IAEG Sector Pool in EcoVadis was opened May 2023. Therefore, 2023 is our first year collecting screened Boeing supplier data. There were a total of 292 Boeing suppliers with sustainability assessment scorecards available in the EcoVadis platform by the end of 2023. The EcoVadis assessment is inclusive of environmental, social and governance topic areas.
414-2	Negative social impacts in the supply chain and actions taken		The data analysis of Boeing supplier scorecards within the EcoVadis platform will commence in 2024. No supplier relationship was terminated as a result of an EcoVadis assessment.

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GRI 416: Customer Health and Safety			
3-3	Management of Material Topics	Global Aerospace Safety and Quality, Page 17	
416-1	Assessment of the health and safety impacts of product and service categories	Global Aerospace Safety and Quality, Pages 17-18	
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	Global Aerospace Safety and Quality, Pages 17-18	
GRI 418: Customer Privacy			
3-3	Management of Material Topics	Enterprise Security and Data Privacy, Page 15	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Enterprise Security and Data Privacy, Page 15	

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Accounting Metric	Code	Boeing Metric or Qualitative Disclosure(s) and Disclosure Location(s)
Energy Management		
Total energy consumed	RT-AE-130a.1	Key ESG Data, Page 73 CDP Climate Report ¹
Percentage of grid electricity	RT-AE-130a.1	Key ESG Data, Page 73
Percentage of renewable energy	RT-AE-130a.1	Key ESG Data, Page 73
Hazardous Waste Management		
Amount of hazardous waste generated	RT-AE-150a.1	Key ESG Data, Page 75
Percentage of hazardous waste recycled	RT-AE-150a.1	Key ESG Data, Page 75
Number and aggregate quantity of reportable spills	RT-AE-150a.2	Key ESG Data, Page 76
Quantity recovered from reportable spills	RT-AE-150a.2	Key ESG Data, Page 76
Data Security		
Description of approach to identifying and addressing data security risks in company operations	RT-AE-230a.2	We rely extensively on information technology systems and networks to operate our company and meet our business objectives. As cyber threats increase in volume and sophistication, the risk to the security of these systems and networks – and to the confidentiality, integrity, and availability of the data they house – continues to evolve, requiring constant vigilance and concerted, company-wide risk management efforts. Boeing takes a risk-based approach to managing the security of its data and has a documented low risk appetite for cybersecurity and data protection, while recognizing that business requirements may necessitate adjustments to that risk tolerance. To address these risks, we maintain an extensive network of technical security controls, policy enforcement mechanisms, monitoring systems and management oversight. We also have established a Security Council to strengthen governance and coordination of cyber and physical security activities. While these measures are designed to prevent, detect and respond to unauthorized activity, there is no guarantee that they will be sufficient to prevent or mitigate the risk of a cyberattack or data loss or the potentially serious reputational, operational, or financial impacts that may result. A strong partnership exists between IT, Enterprise Security, Corporate Audit, and Legal to ensure identified issues are addressed in a timely manner and incidents are reported to the appropriate regulatory bodies as required.
Description of approach to identifying and addressing data security risks in products	RT-AE-230a.2	Product Security Engineering provides a disciplined approach to the development and sustainment of our products which is essential to ensuring mission assurance/resiliency and security. Security is integrated into our engineering processes starting from concept development, ensuring that we develop products that are secure by design. Key cyber attributes and adversity (or threat) to the system are identified during requirements engineering, allocated throughout design, implemented and validated during development, fully tested, and supported during sustainment. Additionally, Boeing works to ensure that our products are designed to anticipate, withstand, recover, and adopt to cyberattack. Specifically, our security processes ensure that we have high-level requirements to baseline and monitor data flow and system behavior, detect anomalies, and actively manage system configuration. The ability of our systems to understand normal operations and rapidly detect and mitigate abnormal combined with the security engineering focus of our development processes, provides Boeing's programs with a proactive approach to risk management. Product Security is also integrated into the Boeing enterprise Incident Response process, and we work seamlessly with stakeholders to rapidly identify, analyze, and mitigate vulnerabilities and breaches across our portfolio.

1. Boeing participates annually in the CDP Climate and CDP Water report. Our most recent responses are available on our website [here](#) in accordance with the CDP reporting schedule.

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Product Safety		
Number of Airworthiness Directives received	RT-AE-250a.3	Statistical Summary of Commercial Jet Airplane Accidents
Fuel Economy And Emissions In Use-Phase		
Revenue from alternative-energy-related products	RT-AE-410a.1	CDP Climate Report, C4.5a ¹
Description of approach and discussion of strategy to address fuel economy and GHG emissions of products	RT-AE-410a.2	Global Aerospace Safety and Quality, Pages 17-18 5 Strategies to Decarbonize Aerospace, Together, Page 44
Materials Sourcing		
Description of the management of risks associated with the use of critical materials	RT-AE-440a.1	AR , Page 4 We are highly dependent on the availability of essential materials, parts and subassemblies from our suppliers and subcontractors. The most important raw materials required for our aerospace products are aluminum (sheet, plate, forgings and extrusions), titanium (sheet, plate, forgings and extrusions) and composites (including carbon and boron). Although alternative sources generally exist for these raw materials, qualification of the sources could take a year or more. As a result of the Russia Ukraine war, we ceased purchasing titanium from Russia. This has not disrupted our operations as we have been able to use inventory on hand and identify alternative sources. Many major components and product equipment items are procured or subcontracted on a sole-source basis. We continue to work with a small number of sole-source suppliers to ensure continuity of supply for certain items.
Business Ethics		
Discussion of processes to manage business ethics risks throughout the value chain	RT-AE-510a.3	Boeing strictly forbids bribery and corruption of any kind. It is imperative that we compete on the merits alone. Integrity is a core company value and in support of it, Boeing publishes an internal policy inclusive of anti-corruption and anti-bribery requirements and expectations applicable to employees, board of directors, and other stakeholders. Boeing also provides employees and other stakeholders detailed procedures to ensure compliance with the U.S. Foreign Corrupt Practices Act and other global anti-corruption laws and regulations; requires annual training related to ethics and compliance; and provides guidance and instructions on various reporting mechanisms. This guidance is clear that we must never sacrifice our ethical principles to win or keep business—that no business is worth it. Confidential and anonymous reporting methods are provided. Retaliation against reporting parties is strictly prohibited, and action is taken against violators of anti-retaliation policies. The company also makes its employees aware of their federally protected whistleblower rights, which are designed to protect employees against retaliation for reporting potential wrongdoing by a U.S. contractor or subcontractor. Our anti-corruption program is organized into nine risk areas and includes extensive controls. These controls are tested annually through a self-assessment process as well as periodic risk-based corporate audits and external assessments to assess risk, ensure effectiveness, and identify potential enhancement opportunities. Detailed policies and procedures govern each area and demonstrate the company's zero tolerance for corruption, applicable to employees at all levels and in every location where we operate. We work with our partners, including through Boeing-appointed board members, to ensure that the joint ventures in which we participate adopt similar policies and procedures to govern their respective operation. Program risk is assessed throughout the year, and results are shared at the company's executive council and board levels. Assessment results are used to make improvements to further strengthen the program and sustain effectiveness.

1. Boeing participates annually in the CDP Climate and CDP Water report. Our most recent responses are available on our website [here](#) in accordance with the CDP reporting schedule.

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Business Ethics (continued)		
Discussion of processes to manage business ethics risks throughout the value chain	RT-AE-510a.3	<p>The nine risk areas are:</p> <p>1. Business Courtesies, Offering and Accepting Boeing employees are required to be vigilant in ensuring that any business courtesy is reasonable, lawful and fully justified under the circumstances, and does not suggest the appearance of impropriety. Company policies and procedures strictly prohibit offering any courtesy that could be misinterpreted as an attempt to gain an improper business advantage, and include elevating thresholds of management approval. Before any courtesy is offered, an employee must determine that it is lawful and appropriate and would not cause embarrassment to the company or recipient. Additionally, employees must follow strict guidelines when determining if an offered courtesy can be accepted. Employees are prohibited from soliciting courtesies, or accepting any courtesies when a real or perceived attempt is being made to influence action by Boeing.</p> <p>2. Employment Decisions Boeing policies and procedures require that all hiring decisions be made fairly, ethically and in accordance with all relevant laws and regulations. Additional precautions, including Law Department review, are taken for hiring decisions involving current or former non-U.S. government officials, representatives of non-U.S. airlines, officials of public international organizations and their relatives.</p> <p>3. Financial Controls and Books and Records The Boeing financial management system is designed to assure, among other things, that company resources are effectively and efficiently managed and that reporting requirements are satisfied with integrity and reliability and in compliance with all relevant laws, regulations and generally accepted practices and principles. Specific to anti-corruption controls, all employees are required to maintain accurate financial records and appropriately document and obtain approval of costs and expenses. Employees may not approve expense reports for themselves or their peers. Use of company credit cards for non-business expenses is strictly prohibited. Personal credit cards may not be used for business expenses, except in very limited circumstances. Company policy prohibits falsification of accounting or other business records.</p> <p>4. Grants, Business Donations, Sponsorships, Memberships Boeing makes investments in communities where employees live and work through charitable grants, in-kind donations, sponsorships, volunteer time, and memberships to various organizations to promote positive and sustainable change. Boeing policy requires that all grants, business donations, sponsorships, and memberships be evaluated for alignment with company values and ethical standards. All requests for payments or donations to support an organization or project outside of the United States are reviewed by the Law Department. Company contributions are subject to review and approval prior to offering, as outlined in the company's internal Company Contributions procedure. This addresses our internal contribution process inclusive of, but not limited to, the application process and properly vetting recipients for charitable donations, sponsorships, and more. At Boeing, we also maintain and monitor a Conflicts of Interest program, which requires each of us to demonstrate accountability and openness by disclosing relationships, outside activities, and financial interests that may pose a conflict of interest or affect our objectivity. Preventing or mitigating conflicts of interest is critical to operating with integrity and maintaining the trust of our partners, customers and stakeholders.</p>

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Business Ethics (continued)		
Discussion of processes to manage business ethics risks throughout the value chain	RT-AE-510a.3	<p>5. International Consultants Boeing recognizes that good business practices include drawing on the expertise of outside consultants and professional service providers. To ensure those relationships comply with applicable laws, the company has detailed requirements for creating, maintaining and renewing international consultant relationships. The company conducts appropriate and risk-based due diligence based on the international consultant's statement of work, which may include geographic location, ownership, and other relevant information. The company renews that due diligence at appropriate intervals. International consultant agreements require strict compliance with applicable laws, including anti-corruption laws, and with Boeing's ethical business conduct guidelines. Hiring, renewing or expanding the scope of work of an international consultant requires multi-layer executive management approvals and review by the Law Department.</p> <p>6. Mergers and Acquisitions Boeing pursues mergers, acquisitions, joint ventures and equity investments when such transactions align with the company's strategic and operating objectives. All such transactions are accompanied by comprehensive due diligence to examine rigorously the books, records, corporate filings, operations and compliance history of the candidates for the transactions.</p> <p>7. Non-Sales Agreements (including Teaming Agreements) Boeing policy sets out detailed procedures for review and approval of teaming agreements and other non-sales agreements with companies, including appropriate levels of due diligence to ensure compliance with the U.S. Foreign Corrupt Practices Act and other applicable anti-corruption laws. Terms and conditions in those agreements must include warranties of compliance with all applicable anti-corruption laws.</p> <p>8. Non-U.S. Political Contributions Boeing maintains detailed requirements for all political activities inside and outside the United States. For activities outside the United States, Boeing policy prohibits company contributions to political candidates, political parties and party officials, and political advocacy groups. This prohibition covers both monetary contributions and in-kind donations.</p> <p>9. Supplier Relationships and Anti-Kickback Compliance Across our supply chain we are united by a shared commitment to the Boeing values. Appropriate due diligence is conducted for potential suppliers, such as screening governmental and industry listings for instances of sanctions and/or other compliance concerns. The terms and conditions in all supplier agreements require that suppliers provide assurance of compliance with all applicable anti-corruption laws, granting Boeing contractual rights in the event of a breach, inclusive of termination rights. Additionally, company procedures prohibit employees from soliciting gifts from suppliers or having any contact with suppliers that would give rise to even the appearance of impropriety, and require all employees to comply with anti-kickback laws and regulations.</p> <p>Additional resources regarding our shared responsibility with suppliers and Boeing's anti-corruption compliance program are: Supplier Principles; Ethical Business Conduct Guidelines; Anti-Corruption Program.</p>
Activity Metrics		
Production by reportable segment	RT-AE-000.A	<p>AR, Pages 131-140</p> <p>Orders and Deliveries</p> <p>Patents: 4,887 US in 2023 (U.S. and non-U.S.); 69,338 since 1962 (U.S. and non-U.S.)</p>
Number of employees	RT-AE-000.B	<p>170,688</p> <p>Key ESG Data, Page 77</p>

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Disclosure	TCFD Recommended Disclosure	Report Section(s)	Additional Reference(s)
Governance	Describe the Board's oversight of climate-related risks and opportunities	Governance and Risk Management, Pages 9-11 Addressing Climate Change, Pages 34-36	CDP Climate Report, 1.1.b ¹
	Describe management's role in assessing and managing climate-related risks and opportunities	Addressing Climate Change, Pages 34-36 Governance and Risk Management, Pages 9-11 Decarbonizing Aerospace, Together, Pages 42-49	CDP Climate Report, C1.2 ¹
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term	Addressing Climate Change, Pages 34-36	CDP Climate Report, C2.3a, C2.4a ¹
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning	Addressing Climate Change, Pages 34-36	CDP Climate Report, C2.3a, C2.4a, C3.3, C3.4 ¹
	Describe the potential impact of different scenarios, including a 2 degrees Celsius scenario, on the organization's businesses, strategy and financial planning		CDP Climate Report, C3.2.a ¹
Risk Management	Describe the organization's process for identifying and assessing climate-related risks	Addressing Climate Change, Pages 34-36 Governance and Risk Management, Pages 9-11	CDP Climate Report, C2.1, C2.2, C2.2a ¹
	Describe the organization's processes for managing climate-related risks	Addressing Climate Change, Pages 34-36 Governance and Risk Management, Pages 9-11	CDP Climate Report, C2.1, C2.2 ¹
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management	Addressing Climate Change, Pages 34-36 Governance and Risk Management, Pages 9-11	CDP Climate Report, C2.1, C2.2 ¹
Metrics and Targets	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk-management process		CDP Climate Report, C4.1, C4.2, C9.1 ¹
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	Key ESG Data, Page 73	CDP Climate Report, C6.1, C6.3, C6.5 ¹
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	Sustainability Goals, Pages 7-8 Addressing Climate Change, Pages 34-36 Sustainable Operations, Pages 50-56	CDP Climate Report, C4.1, C4.1a, C4.2, C4.2b ¹

1. Boeing participates annually in the CDP Climate and CDP Water report. Our most recent responses are available on our website [here](#) in accordance with the CDP reporting schedule.



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	Key SDG Sub-Indicators	2023 Progress
3. Good Health and Well-Being	3.3	Boeing celebrated 11 years of our Go for Zero initiative, which prioritizes workplace safety. Since Go for Zero's introduction in 2013, Boeing has seen significant reductions in serious safety accidents and injuries.
	3.7	
	3.9	
4. Quality Education	4.3	Following the February 2023 earthquake, Boeing and the Turkey Entrepreneurship Foundation collaborated to deliver programming to young people in communities most impacted by the crisis. Airpreneurs is an aviation entrepreneurship challenge for university students designed to address problems in the commercial aviation industry through high-tech solutions. In 2023, over 12,000 employees received tuition assistance for degree and non-degree programs. In 2023, 4,000 employees participated in leadership development programs.
	4.4	
	4.7	
5. Gender Equality	5.5.2	We established Return Flight, a holistic paid workforce reentry and support program that offers the potential for full-time employment. It is available to individuals with a continuous or combined break in employment lasting at least 12 months (for example, people who have left the workforce to start a family) and is helping to improve gender balance in leadership positions and overall representation by encouraging eligible women to apply. Boeing Women Inspiring Leadership (BWIL), our biggest business resource group, continued its global expansion with the launch of its Latin American chapter. It has sponsored several events in Brazil encouraging employees to share their ideas, expertise and unique experiences, cultivating collaborative teams.
6. Clean Water and Sanitation	6.6	Boeing works with River LA's Resilient Rio 51 program (RR51) to engage low-income, disadvantaged urban youth with the LA River through recreational activities combined with river-oriented curricula and leadership development. The program fosters river stewardship and teaches students how to advocate for and apply sustainability practices to their lives. Boeing's collaboration with DigDeep on the Navajo Water Project brings safe, clean running water to homes in the Navajo nation, as well as septic systems, education and skilled job creation.



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	Key SDG Sub-Indicators	2023 Progress
7. Affordable and Clean Energy	7.2	Boeing is collaborating with suppliers to ensure all commercial airplanes we deliver by 2030 will be compatible with 100% sustainable aviation fuel (SAF). For 2024, we agreed to buy 9.4 million gallons (35.6 million liters) of blended SAF to support our commercial operations, more than a 60% increase from 2023. In May 2023, Boeing joined together with Equatic, an ocean-based carbon removal company, to support permanent carbon dioxide removal and green hydrogen production. Boeing increased renewable electricity by 16% in 2023, which translates to 39% renewable electricity across the enterprise through direct purchases and renewable energy credits.
	7.3	
8. Decent Work and Economic Growth	8.2	Boeing supported the launch of the Aerospace Manufacturing Technology program at Nunez Community College in Louisiana. This is the only program dedicated to aerospace manufacturing technicians in the state, and it is local to the Artemis project collaboration between Boeing and NASA at the nearby Michoud Facility. Boeing and its employees donated \$191 million and contributed 477,000 volunteer hours to 13,784 community partners in 2023 to help build better communities worldwide. Boeing contracts with approximately 11,000 suppliers globally. In 2023, we spent nearly \$5.4 billion with diverse suppliers and small businesses.
	8.3	
	8.4	
9. Industry, Innovation and Infrastructure	9.1.2	In May, Boeing released the Boeing Cascade Climate Impact Model for public use. The tool will help inform the most impactful and effective strategies for aviation to reach its sustainability targets. In 2023, a Wisk-led collaboration of aviation leaders — including Boeing, Insitu Pacific, the New Zealand Civil Aviation Authority, and Airways New Zealand, successfully completed a first-of-its-kind flight trial integrating an uncrewed aircraft into controlled airspace. Boeing, NASA, and United Airlines partnered for in-flight testing to measure how sustainable aviation fuel (SAF) affects contrails and non-carbon emissions.
	9.3.1	
	9.4.1	
	9.5.1	
	9.5.2	
10. Reduced Inequalities	9.B.1	
	10.2.1	For the third year in a row, we saw exit rates for women, men and teammates of all races all within a point of each other. Our 2025 Aspiration is to “achieve parity in retention rates of all groups,” and we have been pleased to see our resignation rates are at parity across genders and U.S. racial/ethnic identities. As of January 2024, 3,800 teammates from around the world registered to be Inclusion Ambassadors, committed to advancing inclusion on their own teams. These inclusion ambassadors bolster self-ID participation, facilitate team discussions to promote inclusion, and share best practices that can scale across business units and regions. Boeing Aerostructures Australia released its first Reflect Reconciliation Action Plan, which seeks to build trustful and respectful relationships with Aboriginal and Torres Strait Island Peoples. It aligns with our commitment to the core values of inclusion, respect and diversity, and acts as a roadmap for the company’s inner and outer evolution toward reconciliation.
	10.3.1	
10.B.1		



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	Key SDG Sub-Indicators	2023 Progress
12. Responsible Consumption and Production	12.2	Boeing set a 2030 goal to reduce GHG emissions by 55% for Scope 1 and Scope 2. In 2023 we achieved 26% absolute reduction at year-end 2023 from 2017 base year toward our 2030 goal (Scope 1 and Scope 2).
	12.4	Employees across the globe took more than 1 million 60-second actions for the environment for Earth Day on April 22 to May 31 in 2023.
	12.5	
	12.6	Boeing looks at every stage of the product life cycle through a sustainability lens, from design through to how materials are recycled after an aircraft is retired. 90% of the parts and materials in Boeing aircraft can be reused and recycled across aerospace and other industries.
	12.7	
13. Climate Action	13.1	The U.S. Air Force designated the Sustainable Flight Demonstrator (SFD) as the newest X-plane; this is the first X-plane specifically focused on helping achieve its goal of net-zero aviation greenhouse gas emissions.
	13.3	Boeing has prepared a charitable grants package to support nonprofit organizations across Southeast Asia in 2024. These grants will improve access to clean water, promote sustainable livelihoods in agroforestry, animal and forest conservation, address key health and hygiene initiatives, advance STEM-related programs, and support at-risk communities.
		Boeing supports the commercial aviation industry's ambition to be net zero by 2050 by working with decision-makers and policy institutions globally. Using the Boeing Cascade Climate Impact Model will help inform impactful and effective strategies for aviation to reach its sustainability targets.
17. Partnerships for the Goals	17.16	Boeing opened its first Research & Technology Center in Nagoya, Japan. The new center will be focused on producing lightweight composites at higher rate with less environmental impact; finding novel ways to recycle composite material; advancing commercial airplane compatibility with 100% SAF; and exploring the feasibility of integrating hydrogen fuel cell systems into an airplane.
	17.17	
		Boeing collaborated with the FAA and U.S. Department of Transportation to catalyze the development and use of SAF among APEC member countries. The initiative will support identifying the availability of sustainable feedstock, analyzing new pathways to optimize SAF production, leveraging existing industries and infrastructure for SAF production, enabling the development of policies for production and use, and exploring accounting mechanisms.
		Boeing has partnered with over 40 organizations and invested over \$22 million since 2006 to support systemic improvements in education, economic empowerment and the alleviation of poverty in Africa. Together with governments and non-governmental organizations Boeing has been rolling out STEM for Sustainability programs on the African continent, namely in Egypt and Morocco. Now Boeing and JA Africa are embarking on the first sustainability and social equity program in sub-Saharan Africa.

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Caution Concerning Forward-Looking Statements

Certain statements in this report may be “forward-looking” within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as “may,” “should,” “expects,” “intends,” “projects,” “plans,” “believes,” “estimates,” “targets,” “anticipates”, and similar expressions generally identify these forward-looking statements. Examples of forward-looking statements include statements relating to our future financial condition and operating results, as well as any other statement that does not directly relate to any historical or current fact. Forward-looking statements are based on expectations and assumptions that we believe to be reasonable when made, but that may not prove to be accurate. These statements are not guarantees and are subject to risks, uncertainties and changes in circumstances that are difficult to predict. Many factors could cause actual results to differ materially and adversely from these forward-looking statements. Among these factors are risks related to: (1) general conditions in the economy and our industry, including those due to regulatory changes; (2) our reliance on our commercial airline customers; (3) the overall health of our aircraft production system, production quality issues, commercial airplane production rates, our ability to successfully develop and certify new aircraft or new derivative aircraft, and the ability of our aircraft to meet stringent performance and reliability standards; (4) changing budget and appropriation levels and acquisition priorities of the U.S. government as well as significant delays in U.S. government appropriations; (5) our dependence on our subcontractors and suppliers, as well as the availability of highly skilled labor and raw materials; (6) work stoppages or other labor disruptions; (7) competition within our markets; (8) our non-U.S. operations and sales to non-U.S. customers; (9) changes in accounting estimates; (10) realizing the anticipated benefits of mergers, acquisitions, joint ventures/strategic alliances or divestitures; (11) our dependence on U.S. government contracts; (12) our reliance on fixed-price contracts; (13) our reliance on cost-type contracts; (14) contracts that include in-orbit incentive payments; (15) unauthorized access to our, our customers’ and/or our suppliers’ information and systems; (16) potential business disruptions, including threats to physical security or our information technology systems, extreme weather (including effects of climate change) or other acts of nature, and pandemics or other public health crises; (17) potential adverse developments in new or pending litigation and/or government inquiries or investigations; (18) potential environmental liabilities; (19) effects of climate change and legal, regulatory or market responses to such change; (20) changes in our ability to obtain debt financing on commercially reasonable terms, at competitive rates and in sufficient amounts; (21) substantial pension and other postretirement benefit obligations; (22) the adequacy of our insurance coverage; and (23) customer and aircraft concentration in our customer financing portfolio.

Additional information concerning these and other factors can be found in our filings with the Securities and Exchange Commission, including our most recent Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. Any forward-looking statement speaks only as of the date on which it is made, and we assume no obligation to update or revise any such statement, whether as a result of new information, future events or otherwise, except as required by law.



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