The Boeing Company

Global Sustainability Report

Data from January-December 2024 | Published August 2025

Table of Contents

Business Approach

Boeing continues to engage our stakeholders on all sustainability aspects of our business while making progress on our goals, managing risk and enhancing our culture, which is all underpinned by our values of safety and quality, trust, people focus, ownership and innovation.

President and CEO Kelly Ortberg meets with employees in Everett, Washington.

2024 Company Profile

A leading global aerospace company and top U.S. exporter, Boeing develops, manufactures and services commercial airplanes, defense products and space systems for customers in more than 150 countries. Our U.S. and global workforce and supplier base drive innovation, economic opportunity, sustainability and community impact. Our values and behaviors define how we will work together to fulfill our mission to connect, protect and explore our world and beyond. Learn more at 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 airlines' broad spectrum of global passenger and cargo requirements. This family of commercial jet aircraft in production includes the 737 single-aisle model and the 767, 777 and 787 widebody 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; 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.

2024 by the Numbers

BCA	50,640
BDS	19,407
BGS	21,662
Enterprise	80,740

BCA	$22.9B
BDS	$23.9B
BGS	$20.0B

20-Year Commercial Market Outlook

Deliveries	43,975
Services	$4.4T

1. Total workforce rounded

2. See Form 10-K for more information

Learn how our new values and behaviors were created on **Page 22**

A Letter From Jeff Shockey

Jeff Shockey is executive vice president of Government Operations, Global Public Policy & Corporate Strategy at The Boeing Company. A member of the Executive Council, he oversees Boeing's U.S. federal, state and local government operations; sustainability programs; and global public policy initiatives.

Aerospace plays a vital role in connecting people and cultures, providing humanitarian relief and national security, and exploring new frontiers. Our customers and stakeholders around the globe turn to us for more efficient products and solutions that allow them to be more effective and resilient. This report outlines our commitment to sustainable and resilient long-term growth for the aerospace industry and for Boeing. It provides our stakeholders with transparency, accountability, data and performance metrics, and progress toward goals. The report also outlines our refreshed values and behaviors, which guide how we fulfill our mission to connect, protect and explore our world and beyond.

Business Approach

Our focus is to help our customers and stakeholders deliver on their commitments. In doing so, we collaborate across the enterprise to ensure that the company's commitment to resilient growth is operationalized at all levels of the organization. In this report, we highlight our goals and progress as well as our governance framework.

Safety & Quality

Safety is the foundation of everything we do; we strive to deliver quality at every step, every time. Within this section, we discuss our ongoing plan for strengthening our culture of safety and quality and our focus areas for improvement. Our approach emphasizes our commitment to keeping people safe.

People & Culture

In this section we summarize Boeing's approach to creating an environment where teammates can perform at their best. We outline our efforts to instill meaningful cultural change throughout the company, which includes the establishment of updated values and behaviors, outlined to the right.

Sustainability & Resilience

We continue to support our customers and stakeholders across the globe in pursuit of their sustainability ambitions. Boeing is focused on solutions related to sustainable operations, supply chain and communities — as well as delivering solutions to our customers that help minimize the impact of our products and services.

We continue to build trust, day by day, by listening; meeting commitments; and communicating transparently with customers, colleagues and stakeholders. Together, we are holding ourselves accountable to our values and behaviors and shaping a resilient and sustainable future for the aerospace industry.

Jeff Shockey
Executive Vice President, Government Operations, Global Public Policy & Corporate Strategy

Our Values and Behaviors

Safety & Quality

Keep people safe

Respect the consequences of our work

Speak up

Trust

Make customer priorities ours

Follow through

Do the right thing

People Focus

Look out for each other

Ask for help and give it freely

Collaborate respectfully

Ownership

Give a damn!

Be accountable, be decisive

Pursue excellence

Innovation

Do cool things

Be curious and courageous

Shape the future

Progress to Plan

Goal	2030 Target	2024 Progress
Employee Safety and Well-Being Value human life and well-being above all else and take action accordingly	Top-quartile recordable case (injury) rate, as compared with performance of aerospace industry companies	Demonstrated top-quartile performance of 1.40 Recordable Case Rate (RCR), with a goal of 0.95 in the next five years[1]
	≥90% believe their manager supports their well-being	In 2024, 89% of employees believed their managers support their well-being
Global Aerospace Safety Drive aerospace safety to prevent accidents, injury or loss of life with our Boeing culture and actions rooted in safety	Drive aerospace safety via strategic operations to maintain downward trend of worldwide commercial jet fleet 10-year moving average fatal accident rate	Developed and led Design Build Safety actions to support the BCA Safety & Quality Plan; Led response to U.S. FAA Aircraft Certification, Safety and Accountability Act panel report, including providing plans within 90 days; Streamlined Speak Up, Boeing's confidential reporting channel, to integrate SMS risk management process, reinforce confidentiality, and enhance reporter engagement and user experience; Aligned BCA Internal Audit to Chief Aerospace Safety Office to improve team independence and reinforce the direct link between safety and quality
Sustainable Operations Reduce greenhouse gas (GHG) emissions from Boeing operations through conservation and renewable energy	Achieve 30% GHG reduction in Scope 1 and Scope 2 market-based emissions from 2023 base year[2, 3, 5]	Achieved 0.2% reduction in Scope 1 and Scope 2 market-based GHG emissions from 2023 base year
	Achieve 100% renewable electricity[2, 4]	Achieved 34% renewable electricity via direct purchases and renewable energy credits
	Achieve 3% reduction of natural gas intensity from 2023 base year[5, 6]	Achieved 0.5% reduction of natural gas intensity from 2023 base year performance
Innovation and Clean Tech Support the transition to carbon-neutral aerospace through investments and partnerships for fleet efficiency improvements, sustainable aviation fuel (SAF) and future platform technologies	All production commercial airplanes will be 100% SAF compatible	Co-led IAEG work group on 100% SAF compatibility by 2030, assessing 100% SAF with current aircraft structure and systems at an industry level; Completed internal technical design review to determine 100% SAF effects on aircraft materials, fuel systems and components
	Support the commercial aviation industry's ambition to achieve net-zero carbon emissions for global commercial aviation operations	Purchased 6.4 million gallons (24.2 million liters) of blended SAF for U.S. commercial operations; Supported the opening of centers focused on SAF research, including in the UK, Japan and Israel; Accomplished technical milestones on NASA AACES, NASA X-66 and FAA CLEEN programs[7]
	Build and certify our first zero-emission, electric, autonomous aircraft via Wisk	Achieved milestones on FAA Type Certification; Matured aircraft systems with build and test; Advanced production system while manufacturing first two Gen 6 test vehicles
Community Engagement Build better communities through corporate investments, employee engagement programs and advocacy efforts	Expand opportunities for more than 12.5 million youth, veterans, veterans' families and underserved individuals across communities around the world	Expanded opportunities for nearly 15 million youth, veterans' families and underserved individuals across communities around the world in 2024 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, and improve environmental sustainability

1. Excludes privacy cases.
2. The 2030 GHG and renewable electricity targets are set with an operational boundary of The Boeing Company, which includes all majority-owned subsidiaries.
3. GHG reduction target includes all Scope 1 and Scope 2 (market) emissions. More information about our approach to GHG accounting can be found in our **GHG Supplement**.
4. Renewable electricity is procured through a combination of direct purchases and renewable energy credits.
5. Progress to the GHG reduction and natural gas intensity goals is based on an updated 2023 baseline, which is pending reverification.
6. The boundary is all major manufacturing locations, including all majority-owned subsidiaries,representing 77.9% of total operations. Major manufacturing: >100,000 sq, ft of factory and laboratory space; intensity measure used is square footage.
7. NASA Advanced Aircraft Concepts for Environmental Sustainability (AACES) and FAA Continuous Lower Energy, Emissions and Noise (CLEEN).

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.

The Board's 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 and governance matters, philanthropic programs, and community engagement, and, where appropriate, makes recommendations to the Board with respect to such practices. Read the **Governance & Public Policy Committee Charter**. We have a dedicated Global Enterprise Sustainability organization led by our Vice President, Global Enterprise Sustainability. The progress of Boeing's sustainability objectives and stakeholder-oriented disclosures is reported regularly to the GPP Committee and the full Board. Boeing's Vice President, Global Enterprise Sustainability, leads an enterprise Global Sustainability Council (GSC) composed of global leaders from across Boeing's business units and functions. The GSC meets annually and was established to provide executive leadership, advocacy and collaboration across the enterprise to advance our sustainability objectives and strategy. This membership provides for engagement of functions that contribute to sustainability across the enterprise.

View **Reporting & Disclosures** to learn more about our engagement approach and alignment to the:

- Global Reporting Initiative (GRI)
- Sustainability Accounting Standards Board (SASB)
- Task Force on Climate-related Financial Disclosures (TCFD)

Sustainability Oversight

Board of Directors
Governance & Public Policy Committee

Oversees Boeing's practices relating to public policy and corporate sustainability

Chief Executive Officer

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

Executive Vice President
Government Operations, Global Public Policy & Corporate Strategy

Executive Council member; oversees government operations, policy, sustainability and strategy

Vice President, 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 who provide leadership, partnership and action to advance objectives and strategy for sustainability

Subcouncils

- Policy
- Finance and Governance
- Technology and Future Mobility
- Sustainable Aviation Fuel
- Sustainable Operations
- Customers

Stakeholder Engagement

Boeing values the opportunity to collaborate with our stakeholders to understand their interests, which help shape our key priorities. Throughout 2024, we engaged with key stakeholders through proactive, ongoing dialogue, surveys, industry forums and events, and external data monitoring. This dialogue provides insights and informs our sustainability strategies, goals and actions, which are monitored regularly by the GSC.

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. The Aerospace Safety Committee has oversight of the company's product and services safety.

Enterprise Risk Management and Compliance Risk Management

Our Enterprise Risk Management (ERM) process evaluates the company's current and emerging key strategic risks, such as those relating to geopolitics, long-term competitiveness, reputation, talent and sustainability; and key operational risks, such as those relating to product safety, development program execution, supply chain, production system health and quality, cybersecurity, and liquidity; 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, defense contractor business systems, and financial accounting and disclosures. Our ERM and CRM processes are continually evolving in the detection and response to risks, including through increased reliance on data. All business units and functions participate in both the ERM and CRM processes, including an annual review to assess and prioritize the most critical risks facing the company globally, implement appropriate mitigation measures, evaluate the effectiveness of mitigation strategies and controls, and identify important emerging risks. The results of the ERM and CRM processes are reviewed with both the Audit Committee and the full Board at least annually.

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

- **Enterprise Risk Management**
- **Compliance Risk Management**

Aerospace Safety Committee

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

- **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

We compare risks that overlap between the ERM process and our sustainability priorities and further monitor and manage those topics. Throughout this report, we will continue to discuss our governance, risk identification and management of our key priorities.

Safety Management System

Our Safety Management System (SMS) is an integrating framework for managing safety risks throughout the product's or service's life cycle by identifying hazards; mitigating product safety risks; continuously improving safety performance and other activities designed to promote and sustain a positive safety culture; and shaping policies that uphold our commitment to aerospace safety. The SMS infrastructure comprises four components designed to create a 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, mitigation activities or both are necessary. Our business unit presidents determine those risks that will be briefed to our CEO during his SMS reviews, which occur at least bimonthly. The Aerospace Safety Committee reviews SMS performance and the SMS Risk Register at every regular meeting.

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 2024 that added to the company's risk profile, including:

- Safety and quality issues
- Regulatory review of commercial production programs
- Work stoppages due to union strikes and a brief lockout
- Increases 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**

Ethical and Compliant Business

Code of Conduct

Each year, Boeing employees affirm their commitment to the company's values and behaviors by signing our **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 and operating at the very highest standards. Members of our Board of Directors sign a **Code of Ethical Business Conduct** annually to affirm their commitment to Boeing's values.

Recommitment Training

In 2024, our employees participated in 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. We continued our work to enable an environment where each team member feels comfortable: identifying issues, seeking guidance and speaking up without fear of retaliation.

We also introduced localized engagement plans at Boeing sites to accompany our enterprise training. Each engagement plan identifies specific site or regional issues based on data and input from site stakeholders and complements communication campaigns that take into consideration local compliance needs, culture and environment.

Understanding Ethical Concerns: 2024 Data[1,2]

1,334
Ethics inquiries

1,413
Conflict of interest determinations

4,142
Investigative requests

6,889
Total contacts to Ethics and Business Conduct

2,907
Investigative requests with enough information to investigate

1. Data reflects the reporting period of Nov. 1, 2023, through Oct. 31, 2024.

2. Further information pertaining to Ethics data can be found in **Key Data**.

Site Compliance and Ethics Officers and Ethics Ambassadors

Site Compliance and Ethics Officers (SCEO) 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 and areas for improvement
- Connect with the appropriate employee population and elevate concerns

Additionally, several SCEOs work with Ethics Ambassadors, teammates outside of Law and Global Compliance who were selected following an application process. The Ambassadors model Boeing values and spend time engaging with others on compliance- and ethics-related matters. They demonstrate our values while gaining insight from other teammates, creating another source of actionable information.

This work is conducted in collaboration with site leadership and Law and Global Compliance teams, when appropriate. Through these local teams, we drove improvements across our locations and business units — using site-specific data.

Monitoring, Reporting and Mitigation

Our Global Compliance team is also responsible for evaluating the effectiveness of our actions. The team uses data compiled in the internal Inquiries and Investigations Dashboard, information learned in various enterprise and localized surveys, and information provided by SCEOs and Ethics Ambassadors to identify, prioritize and mitigate compliance risk.

Our team:

- Reviews survey results and other data to determine where risk may be present and works with relevant partners to address identified areas
- Reviews elements of the ethics program to determine its effectiveness and recommends changes
- Includes subject matter experts who review and work with functional teams to determine whether proposed employee activity would constitute a conflict of interest, as well as 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 all inquiries, potential noncompliance concerns and allegations of misconduct raised through company reporting channels; provides guidance to employees; engages with key partners to resolve issues; and, when needed, elevates concerns for investigation
- Works with Corporate Investigations to determine whether a raised concern should be addressed with a remediation plan. That remediation plan could include coordination across Global Compliance to help risk owners address compliance and ethical vulnerabilities across the company

Additionally, we have prioritized and enhanced compliance training and employee engagements to emphasize each teammate's personal responsibility for compliant and ethical behavior.

Inquiries and Investigations Dashboard

Global Compliance monitors information available through an internal dashboard to identify trends and facilitate actionable insights. It captures reporting and investigations-related 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 conflict of interest reviews submitted
- Number of business courtesy reviews submitted
- Monthly trends associated with the number of contacts to Ethics

Surveys are deployed to help assess the effectiveness of the company's ethics and compliance programs. SCEOs and Global Compliance teams review the internal dashboard and survey results to tailor engagements to mitigate risk and misconduct.

Employee Engagement

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

Further, Global Compliance teams interact with employees daily, receiving questions, concerns and ideas for improvement. That information is collected in our 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 employees. They also provide localized communications where risks are identified. Additionally, they deploy and track the completion rates for the **Code of Conduct acknowledgment**. The Ethics Education and Awareness team highlights positive Speak Up program examples through Recommitment training and Ethics Reports.

Robust Anti-Corruption Program

Integrity is critical in all the work we do, and we strictly forbid bribery and corruption of any kind. Our anti-corruption program includes extensive controls, rigorous policies and procedures, and an annual risk assessment to maximize 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. The company makes 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.

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 Ethics Lines 24 hours a day, seven days a week; use the confidential and anonymous web portal; or speak with an ethics professional.

Learn more about how to contact **Boeing Ethics**

Enterprise Security and Data Privacy

Boeing's Global Privacy Office is responsible for overseeing the management, use and security of personal information held by the company, including personal data from employees, customers and suppliers. Our privacy program focuses on protecting data, respecting privacy and enabling trust. To safeguard personal information, we employ generally accepted privacy principles (GAPP) that align with key privacy laws and frameworks in the U.S., European Union and other jurisdictions.

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 cyberthreats are increasingly sophisticated and pervasive, we maintain an enterprise security posture that incorporates globally recognized security principles and standards and industry-leading security practices.

Boeing leverages government partnerships, industry and government associations, third-party benchmarking, the results from regular internal and third-party audits, threat intelligence feeds, and other similar resources to inform our cybersecurity processes, track effectiveness of actions taken and allocate resources.

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 also maintain, update and follow a formal incident response playbook that defines general processes and protocols required to anticipate, detect, mitigate and communicate potential impacts of an incident on Boeing's information assets, business operations and reputation, as well as captures lessons learned from prior incidents and tabletop exercises, ensuring that Boeing has a clear, effective and robust incident response process. We continue to integrate our cyber risk processes into our ERM and CRM processes, both of which 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, the Global Security Governance Council continues to 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.

In support of these responsibilities, the council sponsored development and implementation of a technology governance program to provide real-time accountability and knowledge over all information technology assets and the data that those assets process, store and transmit. When fully implemented, this program will improve Boeing's ability to identify, assess, manage and address risks, as well as provide the ability to track and evaluate the effectiveness of information security actions.

The council includes, among other senior executives, our Chief Security Officer, Chief Engineer, Chief Information Digital Officer, Chief Aerospace Safety Officer and Functional Chief Engineer for Product Security Engineering, each of whom have several decades of business and senior leadership experience managing risks in their respective fields, collectively covering all aspects of cybersecurity, data and analytics, product security engineering, enterprise engineering, safety, and the technical integrity of our products and services.

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.

Lillian Banh and Lorenzo Escobar demonstrating workplace safety at Boeing South Carolina.

Global Aerospace Safety and Quality

Safety is foundational to all that we do at Boeing — in the workplace and in the products we design, build and support. Fostering a culture rooted in safety, our goal is to create products and deliver services for the benefit of our customers and the flying public.

Oversight and Governance

We are committed to strengthening our culture of safety and continuing to enhance oversight of our safety processes and procedures. The Aerospace Safety Committee assists the Boeing Board of Directors in the oversight of the safety of company products and services. The Chief Aerospace Safety Office (CASO), which was established in 2021, has developed a comprehensive strategy to strengthen Boeing's safety practices and culture and continues to collaborate with global regulators, airline operators and other industry stakeholders to improve the aerospace safety ecosystem. The CASO reports to the Aerospace Safety Committee at each regular meeting and to the full Board at least twice annually. Our oversight mechanisms are designed to evaluate, discuss and address safety and potential safety issues during Safety Reviews with our Chief Engineer, business unit presidents, functional and program leaders, and members of the Federal Aviation Administration (FAA).

Safety Culture

- Confidential Speak Up channel enables employees to flag and report product safety concerns
- Annual Safety Management System (SMS) training for all employees focuses on the importance of hazard identification and safety reporting
- Digital learning platform provides a collaborative forum for sharing product safety information
- Dedicated Organization Designation Authorization (ODA) ombudsperson serves as an extra channel for ODA unit members to raise concerns

Safety Practices

- Enterprise SMS to identify hazards and assess and control risks
- Rigorous methods to monitor and measure the effectiveness of risk controls and operational processes via Safety Review Boards, the SMS Risk Register and other processes
- Standardized method to capture, protect and share critical technical and engineering knowledge through thousands of Design Practices
- Technical Design Reviews for early identification of risks and issues
- Safety analytics platform that delivers real-time insights using advanced modeling and machine learning

Safety Collaboration

- Annual Boeing Aviation Safety Conference with industry leaders to share knowledge, best practices and lessons learned
- Partnerships with commercial customers through trainings, workshops and on-site advisers
- Advanced competency and training for pilots and mechanics, along with assessment courses
- Collaboration with international organizations to strengthen safety systems for our operators

Safety Systems and Processes

We invest in our people, systems, processes and infrastructure to deliver the safe, high-quality products and services that our customers expect and deserve. We continue to mature our enterprise SMS, an integrating framework for managing safety risks. Recognized as an industry best practice, safety management systems have been used by airlines around the world for nearly a decade to gather data to evaluate systems and to investigate issues to support the safety of their fleets. They provide a common language and framework with regulators and industry.

Our SMS collects and monitors data from multiple internal and external data sources: global fleet operational data, employee reporting, audit findings, and design and manufacturing data. We then apply industry-standard methods and tools to identify hazards, assess risks and develop mitigation actions. Ultimately, our SMS is intended to bring data into the appropriate forums with people at the right level to make data-driven, risk-based decisions that result in safer products. It is a system of continuous improvement informed by existing data and ongoing development of increasingly better safety analytics.

The CASO is the company's steward of our SMS, providing support to each part of the business. In 2024, the CASO developed and led Design Build Safety activities for all Boeing Commercial Airplanes production programs in support of our Safety & Quality Plan. Also in 2024, we provided responsive plans, within 90 days, to all recommendations in the FAA's Aircraft Certification, Safety and Accountability Act Section 103 panel report and aligned our Commercial Airplanes Internal Audit organization to the CASO to further the independence of the team to conduct its work and to reinforce the direct link between safety and quality.

Our Quality Management System (QMS) is based on Aerospace Management Standard 9100 (AS9100), the internationally recognized standard for QMS in aerospace. We flow down AS9100 certification and compliance to our suppliers to enable processes that meet multiple customer, statutory and business requirements. Our QMS and SMS work together and are built into our organizational structure, policies, processes, procedures and resources.

Safety & Quality Plan

Our businesses are continuing to take robust steps to enhance safety and quality across their operations. We took immediate action following the 737-9 door plug accident in January 2024 to ensure the safety of our fleet and production operations for all of our airplanes. We gathered feedback from our employees, regulators, customers and independent experts to develop a plan that strengthens our safety management, quality assurance and safety culture across our production systems.

Our Safety & Quality Plan aligns to four focus areas: investing in workforce training, simplifying plans and processes, eliminating defects, and elevating our safety and quality culture. The plan also sets forth measures to continuously monitor and manage the health of our production system.

Donald W. Ruhmann was recently named Boeing's Chief Aerospace Safety Officer – read more in the **2025 CASO Report**

Our Progress in the Four Focus Areas in 2024

Investing in Workforce Training

- Conducted mandatory product safety and quality training for all employees
- Strengthened training for mechanics and quality inspectors with an enhanced support system, including workplace coaches, peer trainers and skill enhancement centers
- Added hundreds of hours of new curriculum to training programs, including quality proficiency, SMS Positive Safety Culture and critical skills
- Trained more than 2,500 employees in our new Foundational Training Center

Simplifying Plans and Processes

- Released initial simplified installation plans into 737 production
- Updated the "stamping" system for mechanics and quality inspectors to display employee names on stamps for completed work
- Instituted new random quality audits of documented removals in high-frequency areas to ensure compliance to process
- Mapped and prepared thousands of governance documents and work instructions for revision

Eliminating Defects

- Significantly reduced defects in 737 fuselage assembly at Spirit AeroSystems by increasing inspection points at build locations and implementing the customer quality approval process
- Piloted tool control centralized ownership in targeted 737 and 787 Final Assembly areas to improve compliance and reduce tool loss
- Developed embedded management and metrics for foreign object debris prevention in critical work areas
- Fully implemented a new work-in-process system and procedure in 737 and 787 Final Assembly that tracks and secures parts for manufacturing work that is not yet complete to prevent loss or improper use

Elevating Our Safety and Quality Culture

- Addressed over 97% of action items by July 2025 in Commercial Airplanes production based on employee feedback during Quality Stand Down sessions, with the rest scheduled for resolution during the remainder of the year
- Implemented employee involvement teams across Airplane Programs and Fabrication to bring teammates from different work disciplines together to raise and solve issues, ask questions, and offer assistance
- Invested in improvements to Speak Up, Boeing's confidential reporting channel, to further strengthen the confidentiality protections for those who file reports, enhance the reporting interface, and keep employees informed of the status and resolution of their reports
- Implemented "move ready" criteria across Final Assembly for the 737, 787, and portions of 767 and 777 aircraft to manage traveled work and mitigate risk
- Hired a new Human Factors Functional Chief Engineer

Key Performance Indicators

A significant component of our Safety & Quality Plan is the identification of six key performance indicators (KPI) focused on safety and production health:

- **Employee proficiency** measures the share of employees currently staffed who are deemed proficient in core skills
- **Notice of Escape (NoE) rework hours** measures time performing rework due to nonconforming work from Fabrication and suppliers
- **Supplier shortages** measures shortages per day from Fabrication and suppliers
- **Rework hours per airplane** measures time spent performing rework in Final Assembly
- **Travelers at factory rollout** measures unfinished jobs traveling from Final Assembly
- **Ticketing performance** measures quality escapes per ticketed airplane before delivery

Each KPI has defined criteria that help identify areas of potential risk to our operations and trigger risk monitoring and corrective action through our SMS. These metrics help us conduct more targeted safety risk assessments in priority areas and maintain production health.

Although we believe we have made significant improvements in our safety journey, we recognize there is still work ahead. Learn more about how we are **strengthening safety and quality**.

97%+

actions addressed in 2024 and 2025 from Quality Stand Down employee feedback*

*Data from Jan. 1, 2024, through July 1, 2025

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 and visitors.

This commitment is preserved in our top-level company policies, which outline clear guidelines and procedures designed to prevent accidents and injuries. Overall, there are procedure and process documents that govern compliance with Environment, Health & Safety (EHS) requirements to help engage teammates at all levels to ensure that safety protocols are not only understood but also integrated into daily operations. Our approach emphasizes proactive risk assessments, regular training, employee involvement, and the implementation of innovative safety equipment and technology. We demonstrate dedication to safety excellence beyond compliance through feedback and consultation with our workforce.

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 capture employee inputs, identify trends, pinpoint areas for improvement and implement targeted actions to mitigate risks effectively. We conduct regular compliance audits of our safety and environmental policies and procedures, adjusting our strategies based on the findings to ensure continuous improvement. We have 21 long-standing EHS Process Management Teams composed of subject matter experts across the company who monitor and manage EHS performance in crane safety, chemical management, air quality and other areas. Additionally, we celebrate and recognize the contributions of Boeing teammates with an annual company-level awards ceremony for employees, managers and teams who exemplify leadership in Employee Safety, Product Safety and Quality, along with a plethora of local recognition opportunities. Through these efforts and partnerships with industry groups such as the National Safety Council, we participate and learn best practices to 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 a core value that guides actions and decisions. Our workplace safety program, Go for Zero — One Day at a Time, a proactive and inclusive approach to safety, recognizes that preventing injuries starts with our Occupational Health and Safety Management System (OHSMS) that creates awareness and implements controls to manage risk. Some Boeing operations are identified as High Hazard processes due to their potential for a serious injury or fatality. Boeing's Life-Saving Rules are meant to reduce or eliminate risks from such procedures. The OHSMS has a goal of continuous improvement in risk reduction and learning opportunities.

Our OHSMS is modeled after the International Organization for Standardization (ISO) 45001 standard. As of 2024, four sites are certified to ISO 45001, with multiple sites conforming to ISO 45001 in support of our business objectives.

2024 Employee Safety Numbers

107:1

employee hazard reporting to recordable injury ratio

98%

of employee-reported hazards mitigated

0

workplace fatalities in 2024

1.40

Recordable Case Rate*

*Excludes privacy cases

Beyond Recordables: Shift to Proactive Safety

A growing recognition of proactive safety measures in industry has led to a shift toward addressing risk-based findings alongside causes of recordable and serious injuries. Metrics such as Potential Serious Injury or Fatality (PSIF) hazards and the effectiveness of hazard controls aim to identify and mitigate risks before they result in injuries. While lagging indicators are important to understand the health of our production system and work environment, they are reactive in nature.

Risk-based PSIF measures and tracking of the effectiveness of hazard controls allow organizations to identify trends and areas for improvement before incidents occur, leading to a safer work environment. Prevention of serious outcomes is enhanced through frequent risk checks and organizational updates to the OHSMS, according to a report from the National Safety Council Campbell Institute.

Boeing is committed to continuous improvement, and we are developing and deploying a comprehensive system for identifying and preventing Serious Injury and Fatality (SIF) and PSIF outcomes. We have an elevated incident response process through our Incident Review Board, which has investigated and implemented mitigations in 118 serious issues in the past five years. We implemented enhanced verification checks for the presence of controls in high-risk areas and trained approximately 1,400 manufacturing, quality and fulfillment managers in Boeing Commercial Airplanes about our Life-Saving Rules. We have an active employee Near Miss and Hazards reporting process that has resulted in over 216,000 reports opened in 2024, with nearly 98% of those in closed status. This fosters a more engaged workforce, as employees see their input leading to safety improvements.

The emphasis on proactive, risk-based activities is expected to shape a safer future for workers.

Teammates conduct a wing lift to move an F-15EX wing to the Final Assembly building in St. Louis.

People & Culture

Boeing is committed to recruiting and retaining top talent and creating a work environment where every teammate around the world can perform at their best while supporting the company's mission. Our culture sets the standard for how we work with one another every day, manage performance and develop our people.

Teammate Emmanuel Usobi speaks up during a Quality Stand Down at Boeing South Carolina's Final Assembly site.

Who We Are

Our teammates are united by our mission to connect, protect and explore our world and beyond, and we are responsible for ensuring they are valued and supported in developing their skills along the way.

Our People

The work we do at Boeing is challenging and consequential. To achieve our goals, we need a pipeline of top talent and a workplace where all teammates feel respected, valued and able to play a key part in advancing Boeing's mission.

Our Responsibility

As a company, we support our teammates with the benefits and opportunities they need to be successful.

Our Culture Change Efforts

We are making progress on a multiyear journey to change our culture in a way that better supports our teams, customers and stakeholders.

In April 2025, we released our refreshed values and behaviors to make our expectations clear to all of our Boeing teammates. These are being incorporated into our leadership development programs and will become fundamental elements of our performance management system.

Our culture change is a team effort, as many employees expressed a desire to help shape our company's future through this important work. An all-employee survey (which received an 82% participation rate), focus groups, and the dedicated Culture Working Group consisting of 40 teammates from across the company and around the world have been instrumental in redefining our values, behaviors and aspirational culture since the beginning of 2025.

Learn more about our workforce demographics starting on Page 38

Boeing South Carolina industrial engineer Anita Jain is part of a team that improved the flow of materials to help teams safely complete work on time and meet customer commitments.

See our new values and behaviors on **Page 5**

Culture

Toward the end of 2024, we began to examine and redefine the way we work based on feedback received from our teammates, customers and other stakeholders. Successful culture change requires buy-in from everyone, which is why teammates are involved in every step of the process.

Our Approach to Culture Change

In February 2025, we ran more than 100 focus groups and offered an all-employee survey to gather perspectives on engagement, manager effectiveness and our culture. Eighty-two percent of our workforce participated. The Culture Working Group used the data collected in these efforts to establish five values and corresponding behaviors that are applicable to every person who works at Boeing.

Next Steps

These values and behaviors are being embedded in everything we do, starting with performance management and leadership development.

Meet the Culture Working Group

To get a wide variety of perspectives from across the company, we brought together 40 teammates representing multiple sites, business units, functions, roles and levels around the world. This Culture Working Group collaborated directly with President and CEO Kelly Ortberg to redefine our company's values, behaviors and aspirational culture.

> "Culture is perhaps the most predominant change we are making as a company. We are aligning our culture and our incentives with the values everyone expects from Boeing — safety, quality and integrity. That starts with our leadership — me included — spending more time listening and learning from our employees, working to restore trust and holding leadership accountable."
>
> **Kelly Ortberg**
> President and CEO

The Culture Working Group, made up of 40 employee representatives, worked with Boeing President and CEO Kelly Ortberg to focus on redefining company culture.

Learn more about our Total Rewards and benefits

Employee Well-Being

Boeing 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 and certification funding. Our strategy focuses on creating a supportive environment that enhances the variety of needs in employees' lives. We continually 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 important to both 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 help 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 compensation based on individual and company performance. Managers also have many cash and noncash options for recognizing contributions. Most U.S. employees are eligible to participate in the Boeing Employee Stock Purchase Plan.

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.

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 generous matching contributions from the company that can help grow retirement savings, and provides for immediate vesting, access to investment advice, and free online resources and tools, in addition to the 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. Time away from work helps our employees balance work and life — we offer paid time off, vacation and sick leave, holiday pay, jury duty and witness service, and bereavement leave. We offer comprehensive physical well-being programs via health screenings and assessments, digital health benefits, fitness classes, and a tobacco cessation program. We also offer tools and programs for stress relief and emotional well-being, including digital programs and services, one-on-one support, and an employee assistance program. In many cases, our employees outside of the U.S. are eligible for health care services provided under the country's national health system. However, we also offer a number of well-being programs to our employees outside of the U.S.

Life

Boeing offers a variety of programs to help balance work and life. In the U.S., our medical plan options include domestic partner coverage, fertility benefits and women's health programs. In the U.S., we also offer leave of absence, paid parental leave, adoption assistance, surrogacy assistance, backup child/adult/elder care, pet care, parental coaching and commuter benefits. Employees also have access to the Boeing Discount Program to save time and money on a variety of goods and services.

Professional Development, Education and Learning

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

Global Talent Acquisition

We strive to provide 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.

The **Boeing Careers website** provides a user-friendly 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. Candidates can also explore virtual events, get inspired by employee testimonials from around the globe and learn about benefits up front.

As an Equal Opportunity Employer, we provide 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 2024 Best Places to Work for Disability Inclusion list and have received a score of 100 on Disability:IN's Disability Equality Index for nine consecutive years.

~14,000
employees received tuition assistance for degree and nondegree programs

3M
hours of production training delivered

585,000
learnings completed on our digital learning platform

67,000
instructor-led courses

4,200
participants in leadership development programs

$92M+
invested in employee tuition assistance

Discover how we **invest in our teammates**

Performance & Development

Employees deserve regular feedback and clear expectations to grow and thrive at work. Boeing has introduced Performance & Development — a process designed to support employees' growth and goal development, along with the feedback and coaching they need to succeed. At the end of the year, managers assign a performance rating based on "what" (goals) was accomplished and "how" (values and behaviors) the employee went about it. These ratings help guide compensation decisions and connect employee growth to Boeing's broader goals and our values and behaviors.

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 employees attend courses at our training centers, followed by hands-on training in their work environments, building the skills needed to work across Boeing platforms. 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.

Learning That Meets 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, information technology, 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 careers. 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 are building a pipeline of highly effective leaders who can influence our culture, manage our factories and programs, and create an environment for teammates to thrive.

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.

Learn@Boeing

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

Get a Degree on Us

Our industry-leading Learning Together Program pays tuition and eligible expenses toward select undergraduate and graduate degrees, professional certifications, individual courses, and certificate programs. We also cover part of the cost of obtaining a private pilot's license. We have invested more than $2 billion since the program launched in 1998, and we continue to invest more 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. In 2024, we provided tuition assistance to nearly 14,000 employees.

Explore **employee learning and development opportunities**

Sustainability & Resilience

Building on over a century of innovation, Boeing continues working to improve safety, quality, efficiency and sustainability aligned with our company priorities and stakeholder expectations. We consider how every product we build, deliver and service affects our world and strive to operate efficiently. We are committed to working with our suppliers to source responsibly, create economic opportunities and drive industry progress. We have a responsibility to build stronger communities where we live and work.

737 Manufacturing ramp employee Chris Haugen puts final touches on products in Renton, Washington.

Strategy and Approach

The aviation and aerospace manufacturing industries, together with Boeing, face significant environmental challenges and opportunities as well as the need to adopt cleaner technologies for sustained, long-term growth.

We support our customers and governments around the globe in furthering their sustainability ambitions, including the commercial aviation industry goal to achieve net-zero carbon emissions. Safe and sustainable aerospace is an imperative for our commercial and governmental customers, employees, and communities. Evolving environmental risks and opportunities inform our strategy, as evidenced by our commitments and actions in our products and operations.

We believe our business strategy is resilient, 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, see our **TCFD Report**.

Advancing Our 'Avoid First, Remove Second' Strategy

In 2024, Boeing evolved from using offsets for our Scope 1 and Scope 2 greenhouse gas (GHG) emissions to support our longer-view carbon management strategy of avoid first, remove second. Our strategy prioritizes avoiding Scope 1 and Scope 2 GHG emissions in the first place, including through increasing use of renewable electricity and sustainable aviation fuel (SAF) in our operations, as the most direct way to reduce our operational emissions. For emissions that are hard to abate, we plan to increase focus and investment in permanent carbon removal technologies. We continue to voluntarily offset our Scope 3, Category 6 – Business Travel emissions with third-party verified offsets. To learn more about our offsetting principles, see our **GHG Supplement**.

2030 Sustainable Operations Targets

Measuring Our Progress

We worked in 2024 to define the next chapter in our sustainable operations journey and are sharing our revised 2030 targets in this report. Boeing's decarbonization strategy across our manufacturing sites and other operations facilities prioritizes avoiding and reducing direct emissions first via efficiency improvements, conservation and renewable energy procurement. Our core values will be at the forefront while determining how best to build on our success to date in reducing our impact.

Greenhouse Gas Emissions

2030 Targets[1]

Reduce Scope 1 and Scope 2 (market-based) emissions by 30% from 2023 base year performance

2024 Progress

0.2%

reduction

Energy

2030 Targets[1]

100% renewable electricity[2]

3% natural gas intensity reduction from 2023 base year performance[3]

2024 Progress

34%

0.5%

reduction

1. The 2030 GHG and renewable electricity targets are set with an operational boundary of The Boeing Company, which includes all majority-owned subsidiaries. The GHG reduction target includes all Scope 1 and Scope 2 market-based emissions. More information about our approach to GHG accounting can be found in our **GHG Supplement.**
2. Renewable electricity is procured through a combination of direct purchases and renewable energy credits.
3. The target boundary is all major manufacturing locations within The Boeing Company, including all majority-owned subsidiaries, which represents almost 78% of our total operations. "Major manufacturing" is defined as over 100,000 square feet of factory and/or laboratory space. The intensity measure used is square footage.

Efficient Aerospace

6.4M

gallons* (24.2 million liters) of blended SAF purchased for our 2024 U.S. commercial operations

We support our customers and governments in pursuit of their sustainability goals and are taking a multifaceted approach for sustainable and resilient growth for aerospace.

We have been focused on five key strategies:

Fleet Renewal

Replacing older models with more innovative and efficient ones reduces fuel use and emissions. Boeing's newest airplanes are 20%-30% more efficient than the in-service airplanes they typically replace.

Operational Efficiency

Leveraging data, digital tools, maintenance and modifications can reduce fuel use and cost, potentially reducing emissions by up to 10% (EUROCONTROL).

Renewable Energy

SAF, which supports energy resilience, can reduce life cycle carbon emissions up to 80% and offers the greatest opportunity to reduce aviation's impact over the next 30 years.

Advanced Technologies

Investing in innovation and transformative technologies allows for safer and more efficient products.

Market-Based Measures

Investing in multiple permanent carbon removal technologies supports the process of removing carbon dioxide from the environment.

Strategies in Action

- Received an order from Pegasus Airlines for 100 737-10s, with options for 100 more, in December. The Türkiye-based airline currently operates nine Next-Generation 737-800s.
- Selected by China Airlines to modernize its fleet with the 777X family. Later worked to finalize the deal for 10 777-9s and four 777-8 Freighters. The airline currently operates a Boeing widebody fleet of 10 777-300ERs, 10 777 Freighters and eight 747 Freighters.

- Released an Operational Efficiency handbook to airlines.
- Used operational procedures such as continuous descent approaches to quantify the fuel savings and noise reduction on Boeing ecoDemonstrator test flights.
- Optimized airspace design and flight procedures for two new airports with Airports Authority of India.
- Released the FliteDeck Pro 5.0 app, with subsidiary Jeppesen, which helps airlines improve operational efficiency.

- Supported the opening of the University of Sheffield's Energy Innovation Centre in the UK and the Israeli SAF Knowledge Center.
- Developed a new collaboration with Wagner Sustainable Fuels and SAF road maps in Japan and Southeast Asia.
- Purchased 6.4 million gallons* (24.2 million liters) of blended SAF for our U.S. commercial operations in 2024.

*As part of companywide cash conservation measures in 2024, we reduced our SAF procurement as we sought to stabilize our finances amid a challenging business environment.

- Partnering with NASA, completed two X-66 Sustainable Flight Demonstrator scale model wind tunnel tests, which enabled thin-wing design focus, offering aerodynamic benefits across multiple products.
- With subsidiary Aurora Flight Sciences, formed a NASA-sponsored joint research team, Advanced Air Concepts for Environmental Sustainability, to explore the ability of novel technologies to reduce aviation impacts.

- Further refined our strategy toward market-based measures in 2024 and expect to announce additional carbon removal agreements in the coming year.

Sustainable Operations

Environmentally efficient and sustainable operations can reduce costs, conserve resources and prevent pollution. We are focused on continuous improvements across key operational elements, including GHG (Scope 1 and Scope 2) emissions, renewable energy procurement, and resource efficiency and management. As we continue to evolve our efficient operations strategy, we have adopted common approaches and a framework to meet stakeholder needs and align with global standards.

Innovation and Engagement

Our workforce conserves and uses resources efficiently with conservation behaviors. Employees innovate and champion projects that reduce impacts to the environment and, in many cases, contribute to company business goals. We embed sustainability into the Boeing Production System, linked to Lean methodologies that eliminate waste and promote efficiency. We train employees to foster more efficient habits.

Efficiency and Conservation

We value and use natural resources responsibly, working to consume and waste less and promote efficiency, conservation, building optimization and equipment performance.

Site and Infrastructure Investment

We seek to improve efficiency, extend equipment longevity and reduce resource use. We pursue LEED (Leadership in Energy and Environmental Design) certification or conformance for new construction and work to reduce reliance on fossil fuels. We fund capital projects to improve site efficiency and remain committed to achieving operational GHG emissions reduction targets primarily through renewable electricity.

Resilience and Risk Management

We drive resilience for our operations by identifying risks and mitigation strategies to ensure environmental compliance, protection and restoration, and business and real estate continuity while remediating legacy environmental impacts.

Strategies in Action

- Engaged employees with the Conservation Best Practices program to reduce energy, water and waste in our largest operations.
- Held the ENERGY STAR Battle of the Buildings competition, encouraging employees to take daily sustainable actions.
- Celebrated the Environmental Sustainability Leadership Awards to acknowledge employee-driven innovation.
- Installed cooling-system water runoff capture technology with capacity to redirect up to 4.2 million gallons of runoff water.
- Saved about 1,490 megawatts per year at the South Carolina facility by using an interlock system to reduce energy use when hangar doors are open.
- Reduced about 17,000 kilowatt hours per cycle in Everett, Washington, by cutting wing spars primer adherence cure times and maintaining high quality standards.
- Signed a clean power agreement with Ameren Missouri to support St. Louis operations with 100% renewable electricity annually.
- Replaced over 5,000 lighting fixtures in Everett, saving over 25,000 megawatt hours annually.
- Conducted investment-grade electricity, natural gas and water audits at 23 sites.
- Protected or restored 6,400 acres of habitat at seven locations in Canada and the U.S., with Wildlife Habitat Council (now Tandem Global)-certified projects in five sites, three at gold level.
- Began in-water cleanup construction of the 5-mile Lower Duwamish Waterway Superfund site in Seattle in November 2024.
- Removed 25,000 cubic yards (19,100 cubic meters) of contaminated soil from Santa Susana Field Laboratory per a California Department of Toxic Substances Control order.

Human Rights

We are committed to the protection and advancement of human rights in our global operations and supply chain. We do not tolerate child labor or other human rights abuses.

Operations

We have policies and practices designed to identify and address human rights risks; they are reviewed annually via Boeing's **Compliance Risk Management program**. The **Boeing Enterprise Modern Slavery Statement** and updated **human rights awareness training** are available online.

Supply Chain

Supply chain sustainability embeds environmental responsibility, workforce practices, and operational integrity considerations into our supply chain management practices. These practices continually evolve to ensure relevant topics are prioritized and associated compliance obligations addressed. Regarding environmental practices, 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 support product-level environmental objectives. We have established clear procurement authority to mitigate corruption risk and encouraged transparency from suppliers on sustainability practices.

We understand that relevant topics may evolve for our industry or procurement categories, and we engage in industry voluntary approaches, where relevant, to have a meaningful positive impact. The International Aerospace Environmental Group (IAEG) is a globally renowned industry forum that we co-founded to address sustainability matters, such as life cycle assessments, circular economy and human rights, across our supply base. The IAEG's efforts via Aerospace Industry ESG Engagement Working Group 11 (WG11) have 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, as a voluntary industry sustainability assessment program. By year-end 2024, 12 participating IAEG member companies (including Boeing) achieved the accumulation of over 5,000 supplier assessments. 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), which we use to support our approach to conflict minerals due diligence.

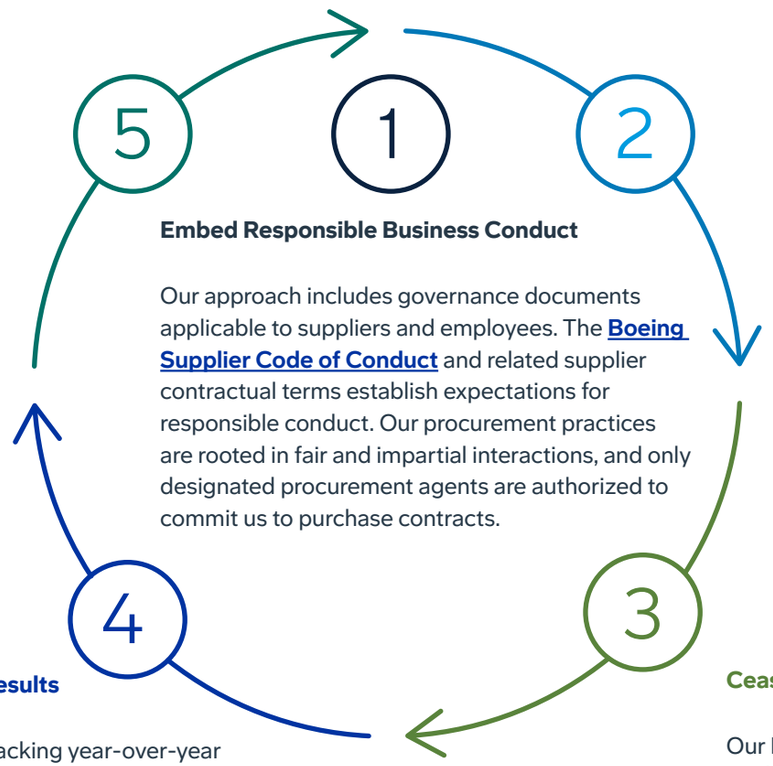
We continuously focus on efforts to deploy the IAEG sustainability assessment program. This is an effort to further supply chain sustainability risk management in accordance with the Organisation for Economic Co-operation and Development (OECD) Due Diligence Guidance for Responsible Business Conduct framework.

Learn more about **protection and advancement of human rights**

Learn how our **Ethics reporting lines** are available to report supplier concerns

Supply Chain Sustainability Risk Management Framework

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



Embed Responsible Business Conduct

Our approach includes governance documents applicable to suppliers and employees. The **Boeing Supplier Code of Conduct** and related supplier contractual terms establish expectations for responsible conduct. Our procurement practices are rooted in fair and impartial interactions, and only designated procurement agents are authorized to commit us to purchase contracts.

Identify and Assess Adverse Impacts

Our participation in IAEG's **WG11** allows us to conduct a two-part sustainability risk identification and assessment method. First, we use a dataset of companies screened on sustainability topics to generate an inherent risk profile of our suppliers based on their geographic location and industry. Second, we select suppliers for a robust assessment of sustainability management practices based on their inherent sustainability risk profile and/or strategic importance.

Cease, Prevent or Mitigate Adverse Impacts

Our IAEG participation allows employees and suppliers to have a digital workflow solution for reviewing sustainability assessment results, identifying areas for improvement and defining next steps. We continue to drive progress in our implementation of this approach as supplier sustainability assessments are completed.

Provide For or Cooperate in Remediation When Appropriate

We have 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

We are revisiting metrics for tracking year-over-year change that address (1) the scope and progress of our approach and (2) Boeing supplier sustainability performance trends.

Communicate How Impacts Are Being Addressed

We continue communicating through our sustainability reporting and regulated human rights disclosures.

~$2B

investment by Boeing in communities over the last 10 years

Community

We believe in building stronger communities — because it's not just where we work; it's home. We have a responsibility to make a real difference, and that's something we take to heart. Every year, we partner with incredible organizations to make a positive impact through supporting STEM education and workforce development programs, assisting veterans and their families find their new mission, championing environmental sustainability, uplifting underserved communities, and stepping up for communities in crisis.

Boeing Contributions

$81M
in charitable grants invested in 49 countries

$15.7M
across 124 grants donated in support of veterans programs

$3.8M
in humanitarian relief and recovery efforts globally

11,000+
community partners globally

$8.4M
in support of environmental programs

$176M
invested by Boeing and our employees to help build better communities worldwide

$45.4M
across 456 grants invested in support of STEM education and workforce development programs

1.3M
participants in DreamLearners — our aerospace careers education program — since it began in 2012

$13M
invested in 195 higher-education institutions in 39 states and 28 countries supporting postsecondary education in industry-relevant fields

Employee Contributions

494,000
volunteer hours donated by employees to charitable causes

$47M+
contributed by employees, with a boost from the Boeing Gift Match Program

$5.8M
donated by Employees Community Fund chapters

Reporting & Disclosures

Data within the Key Data table, Global Reporting Initiative (GRI) Index (in accordance with 2021 standards), Sustainability Accounting Standards Board (SASB) Index (Aerospace and Defense Standard) and Taskforce on Climate-related Financial Disclosures (TCFD) Index is for the period from Jan. 1, 2024, through Dec. 31, 2024, unless otherwise noted.

Key Data

	2024	2023	2022
Energy[1]	**Terajoules**	**Terajoules**	**Terajoules**
Natural Gas	6,595	6,221	6,941
Jet Kerosene	1,391	2,016	3,100
Fuel Oil #2	350	526	457
Motor Gasoline	93	112	86
Propane	36	40	40
Liquefied Petroleum Gas	2	7	7
Total Nonrenewable Fuels	**8,467**	**8,921**	**10,631**
Sustainable Aviation Fuels	101	65	32
Total Renewable Fuels	**101**	**65**	**32**
Purchased Nonrenewable Electricity	5,436	4,626	4,860
Purchased Renewable Electricity	2,786	3,013	2,592
Total Electricity Consumption	**8,222**	**7,639**	**7,452**
Total Energy Use	**16,790**	**16,625**	**18,115**
Percentage of Energy Consumption From Renewable Sources	17%	19%	14%
Total Renewable Energy Use	**2,887**	**3,078**	**2,624**
Energy Intensity Ratio[2]	0.00007	0.00006	0.00008
Emissions	**Metric Tons CO_2e**	**Metric Tons CO_2e**	**Metric Tons CO_2e**
Scope 1 GHG[3]	517,000	536,000	642,000
Scope 2 GHG — Location Based	783,000	764,000	779,000
Scope 2 GHG — Market Based	464,000	380,000	401,000
Scope 3 GHG — Business Travel	161,000	254,000	186,000
Scope 3 GHG — Use of Sold Products (Commercial Airplanes)	352,000,000	427,000,000	363,000,000
Scope 3 GHG — Use of Sold Products (Defense, Space & Security)	21,000,000	21,000,000	22,000,000
Total Calculated GHG (Market-Based) Excluding Sold Products	**1,142,000**	**1,170,000**	**1,229,000**
GHG Intensity Ratio[2]	0.000015	0.000012	0.000016

1. Sold electricity, steam, heating, cooling, etc. were all deemed negligible for reporting year 2024.
2. Energy and GHG Intensity reflects terajoules and metric tons per dollar revenue.
3. Reported 2023 Scope 1 emissions exclude emissions not directly attributable to site-specific operations (see **GHG Supplement** for more information).

Key Data

	2024		2023		2022	
Water[1,2,3,4,5,6]						
Percentage of Total Water Withdrawal From Areas With Water Stress	**13%**		**12%**		**13%**	
	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	**5,021.74**	**640.56**	**4,556.83**	**565.56**	**4,556.42**	**584.97**
Surface Water Withdrawal	0.05	0	0.05	0	0.05	0
Groundwater Withdrawal	9.49	9.49	8.00	8.00	8.49	8.49
Third-Party Water Withdrawal (TPWW)	5,012.20	631.07	4,548.78	557.56	4,547.88	576.48
TPWW: Surface Water	2,922.25	30.36	2,664.28	24.06	2,601.57	20.83
TPWW: Combination of Surface Water and Groundwater	1,516.47	447.09	1,471.63	393.34	1,535.91	381.72
TPWW: Groundwater	573.48	153.62	412.87	140.16	410.40	173.93
Total Reclaimed Water (Not Withdrawn)	**37.23**	**10.62**	**42.10**	**9.44**	**48.85**	**9.78**
Reclaimed On-Site	26.61	0.00	32.66	0.00	39.07	0.00
Third-Party Reclaimed	10.62	10.62	9.44	9.44	9.78	9.78

1. Water data represents approximately 75% of operations by square footage.
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).

Key Data

	2024	2023	2022
Waste[1,2,3,4,5,6]	Metric Tons	Metric Tons	Metric Tons
Hazardous Waste Directed to Disposal	5,802	5,589	6,328
Hazardous Waste Incinerated for Energy Recovery	675	772	653
Hazardous Waste Incinerated Without Energy Recovery	715	970	774
Hazardous Waste Sent to Landfill	2,240	2,538	2,103
Hazardous Waste Otherwise Disposed	2,172	1,309	2,798
Hazardous Waste Recycled	15	17	6
Percentage of Hazardous Waste Recycled	0.3%	0.3%	0.1%
Total Hazardous Waste Generated	**5,817**	**5,606**	**6,334**
Nonhazardous Waste Directed to Disposal	5,607	7,680	7,477
Nonhazardous Waste Incinerated for Energy Recovery	371	70	146
Nonhazardous Waste Incinerated Without Energy Recovery	306	206	75
Nonhazardous Waste Sent to Landfill	314	195	133
Nonhazardous Waste Otherwise Disposed	4,616	7,209	7,123
Nonhazardous Waste Recycled	235	52	39
Percentage of Nonhazardous Waste Recycled	4.0%	0.7%	0.5%
Total Nonhazardous Waste Generated	**5,842**	**7,732**	**7,516**
Universal Waste Directed to Disposal	217	346	713
Universal Waste Incinerated for Energy Recovery	14	44	0
Universal Waste Incinerated Without Energy Recovery	51	23	15
Universal Waste Sent to Landfill	6	15	13
Universal Waste Otherwise Disposed	146	264	685
Universal Waste Recycled	22	33	19
Percentage of Universal Waste Recycled	9%	9%	3%
Total Universal Waste Generated	**239**	**379**	**732**

1. Waste data represents approximately 73% of operations by square footage.
2. Waste diverted from disposal is equivalent to waste recycled. Waste directed to disposal is the sum of waste incinerated for energy recovery, waste incinerated without energy recovery, waste sent to landfill and waste otherwise disposed.
3. "Otherwise disposed" includes all disposal methods that are not one of the other categories or where the disposal method is not known.
4. Hazardous waste and universal waste information is gathered from U.S. Environmental Protection Agency (EPA) hazardous manifest or equivalent government shipping documents, with profile waste designations determining the type of waste and management codes determining the disposal method. Solid and nonhazardous waste quantities represent values gathered from scale-weighed containers as well as calculated estimates.
5. The quantity of waste reported reflects only those quantities of waste that are directly associated with Boeing's production and support of its products and services. Excluded from the reported quantity is waste not directly associated with Boeing's production and support of its products and services, including waste derived from construction, asbestos abatement, remediation or other nonproduction activities. Remediation activities are largely performed at sites that have been affected by past manufacturing activities and facilities where Boeing, or acquired companies, shipped chemicals or other waste for treatment, storage and disposal. The amount of waste generated by remediation activities is determined by cleanup levels established by regulatory agencies.
6. Data reported previously for 2022 and 2023 has been restated. Further information can be found in the GRI Index.

Key Data

	2024	2023	2022
Waste[1,2,3,4,5,6]	Metric Tons	Metric Tons	Metric Tons
Solid Waste Directed to Disposal	14,387	13,899	11,603
Solid Waste Incinerated for Energy Recovery	2,513	2,579	2,094
Solid Waste Sent to Landfill	11,874	11,320	9,509
Solid Waste Recycled, Reused and Composted	37,508	50,510	52,516
Percentage of Solid Waste Recycled, Reused and Composted	72%	78%	82%
Total Solid Waste Generated (Includes all Recycled, Reused and Composted Materials)	**51,895**	**64,409**	**64,119**
Total Waste Directed to Disposal	**26,013**	**27,514**	**26,121**
Total Waste Incinerated for Energy Recovery	**3,610**	**3,465**	**2,893**
Total Waste Incinerated Without Energy Recovery	**1,035**	**1,199**	**864**
Total Waste Sent to Landfill	**14,434**	**14,068**	**11,758**
Total Waste Otherwise Disposed	**6,934**	**8,782**	**10,606**
Total Waste Recycled	**37,780**	**50,612**	**52,580**
Percentage of Total Waste Recycled	59%	65%	67%
Total Waste Generated	**63,793**	**78,126**	**78,701**
Waste — Spills[7]			
Number of Significant Spills (All Operations)	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)	0	1	1
Total of Penalties Over $10,000 (All Operations)	**0**	**$16,985**	**$22,000**

1. Waste data represents approximately 73% of operations by square footage.
2. Waste diverted from disposal is equivalent to waste recycled. Waste directed to disposal is the sum of waste incinerated for energy recovery, waste incinerated without energy recovery, waste sent to landfill and waste otherwise disposed
3. "Otherwise disposed" includes all disposal methods that are not one of the other categories or where the disposal method is not known.
4. Hazardous waste and universal waste information is gathered 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. Solid and nonhazardous waste quantities represent values gathered from scale-weighed containers as well as calculated estimates.
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6. Data reported previously for 2022 and 2023 have been revised to reflect the definition in Footnote 5.
7. Data represents spills information in accordance with GRI 306-3 (2016).

Key Data

	2024	2023	2022
Health and Well-Being[1]			
Fatalities as a Result of Work-Related Injuries[2]	0	0	0
Lost Workday Case Rate (Lost Time Injury Frequency Rate)	0.39	0.41	1.2
Near-Miss/Hazard Ratio to Recordable Injuries[3]	107:1	102:1	44:1
Found/Fixed Metric[3]	98%	99%	98%
Number of Hours Worked	277,617,475	275,569,359	252,383,791
Employee Fatalities as a Result of Work-Related Ill Health[2]	0	0	0
Number of Work-Related Ill Health Cases	406	410	586
High-Consequence Work-Related Injuries (Excluding Fatalities)	115	12	132
Recordable Work Injuries[4]	2,029	2,156	3,172
Recordable Work Injuries (Rate)	1.46	1.56	2.51
Health and Safety Training Courses Available	1,118	1,078	1,096
Percentage of Employees Covered With Health Care[5]	95%	94%	94%
Employee Demographics[6]			
Employee Representation			
Total Boeing Workforce Members	**172,000**	**171,000**	**156,000**
Non-U.S. Workforce Members	14.6%	13.7%	13.0%
Total Boeing Workforce Members Covered by Collective Bargaining Agreements	**34%**	**33%**	**31%**
U.S. Workforce Members Who Are Veterans[7]	13.9%	14.2%	14.6%
Workforce Members: Defense, Space & Security	19,407	17,925	16,961
Workforce Members: Commercial Airplanes	50,640	47,948	41,256
Workforce Members: Global Services	21,662	22,323	20,523

1. Data represents U.S., Fabrication Australia and Canada unless otherwise specified. Includes injuries and illnesses.
2. Represents U.S. data.
3. Represents global data.
4. Includes privacy cases.
5. Based on enrollment in medical coverage as of Dec. 1, 2024. Includes active employees of The Boeing Company and fully integrated subsidiaries located in the U.S.
6. 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. Total workforce rounded.
7. 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.

Key Data

	2024	2023	2022
Female Representation[1,2,3]			
Overall (Companywide)	24.3%	24.4%	24.1%
Total Number of Female Workforce Members	**40,699**	**39,754**	**36,055**
Board of Directors	27.3%	30.8%	30.8%
Executive Council	23.1%	25.0%	19.0%
Executives	33.3%	33.3%	33.2%
Managers	24.4%	24.3%	23.7%
New Hires (%)	24.2%	24.5%	25.4%
New Hires (#)	4,009	6,188	6,686
Total Number of Male Workforce Members	126,481	123,201	112,063
Demographic Data[4,5]			
Percentage of Workforce Members Who Are Pacific Islander	0.8%	0.8%	0.7%
Percentage of Workforce Members Who Are Native American	0.8%	0.8%	0.8%
Percentage of Workforce Members Who Are Black	7.6%	7.5%	7.1%
Percentage of Workforce Members Who Are Two or More Races	3.0%	2.9%	2.6%
Percentage of Workforce Members Who Are Asian	17.0%	16.5%	15.9%
Percentage of Workforce Members Who Are Hispanic	9.5%	9.2%	8.1%
Percentage of Workforce Members Who Are White	60.3%	61.8%	64.2%
Percentage of Board of Directors Members Who Are Black	9.1%	16.7%	16.7%
Percentage of Board of Directors Members Who Are Asian	9.1%	8.3%	8.3%
Percentage of Board of Directors Members Who Are White	81.8%	75.0%	75.0%
Percentage of Executive Council Members Who Are Black	8.3%	17.6%	15.0%
Percentage of Executive Council Members Who Are Two or More Races	—%	—%	5.3%
Percentage of Executive Council Members Who Are Asian	8.3%	—%	5.0%
Percentage of Executive Council Members Who Are White	83.3%	82.4%	75.0%
Percentage of Executives Who Are Pacific Islander	0.1%	0.1%	0.1%
Percentage of Executives Who Are Native American	0.7%	0.8%	0.9%
Percentage of Executives Who Are Black	6.5%	6.6%	6.7%
Percentage of Executives Who Are Two or More Races	1.6%	1.4%	1.2%
Percentage of Executives Who Are Asian	8.1%	8.6%	8.4%

Key Data

	2024	2023	2022
Percentage of Executives Who Are Hispanic	5.3%	5.1%	4.4%
Percentage of Executives Who Are White	76.8%	76.9%	78.2%
Percentage of Managers Who Are Pacific Islander	0.6%	0.6%	0.6%
Percentage of Managers Who Are Native American	0.8%	0.9%	0.8%
Percentage of Managers Who Are Black	6.8%	6.8%	6.7%
Percentage of Managers Who Are Two or More Races	2.7%	2.6%	2.3%
Percentage of Managers Who Are Hispanic	8.2%	7.9%	9.3%
Percentage of Managers Who Are Asian	9.9%	9.9%	9.3%
Percentage of Managers Who Are White	69.6%	70.4%	72.3%
Percentage of New Hires Who Are Pacific Islander	0.8%	1.1%	1.0%
Percentage of New Hires Who Are Native American	0.9%	0.8%	0.7%
Percentage of New Hires Who Are Black	10.9%	10.8%	10.6%
Percentage of New Hires Who Are Two or More Races	4.4%	4.6%	4.0%
Percentage of New Hires Who Are Hispanic	13.7%	18.5%	19.6%
Percentage of New Hires Who Are Asian	16.8%	12.9%	11.7%
Percentage of New Hires Who Are White	49.3%	49.7%	51.0%

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 choose not to disclose.
3. Executive Council gender data includes both U.S. and non-U.S. leaders. Executive data is as of May 30, 2025.
4. Demographic 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. Executive Council demographic data includes U.S. leaders. Executive data is as of May 30, 2025.

Key Data

	2024	2023	2022
Veterans[1]			
Percentage of Veterans	13.9%	14.2%	14.6%
Point Change in Veteran Representation From Previous Year	-0.3	-0.4	0.0
Disabilities[2]			
U.S. Disability Self-ID Participation Rate	49.4%	47.0%	40.0%
Percentage of Workforce Members Who Self-ID as Having a Disability	8.1%	8.1%	7.7%
Women by Job Group[3,4]			
Percentage of Engineers Who Are Women	18.6%	18.1%	17.4%
Percentage of Individual Contributors Who Are Women	34.6%	34.6%	34.6%
Percentage of Production & Maintenance Workers Who Are Women	16.6%	17.0%	16.6%
Percentage of Workforce Members Who Received Promotions Who Are Women	27.5%	27.8%	28.5%
Workforce Members by Generation[5]			
Percentage of Workforce Members in the Generation Z Age Range (1997+)	12.0%	9.9%	
Percentage of Workforce Members in the Generation Y Age Range (1981-1996)	40.9%	40.3%	
Percentage of Workforce Members in the Generation X Age Range (1965-1980)	32.2%	32.8%	
Percentage of Workforce Members in the Baby Boomer Age Range (1946-1964)	14.7%	16.8%	
Percentage of Workforce Members in the Traditionalist Age Range (-1945)	0.1%	0.1%	
Percentage of Workforce Members in an Unknown Age Range	0.1%	0.1%	

1. 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.
2. 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.
3. Gender data reflects the global workforce and excludes contract labor, interns and long-term leaves of absence.
4. All data on gender is collected globally. Numbers for gender may not total 100% due to team members who choose not to disclose.
5. Generational data is not available for 2022.

Key Data

	2024	2023	2022
Other Workforce Member Demographics			
Parental Leave			
Workforce Members Who Took Parental Leave: Women	1,083	952	847
Workforce Members Who Took Parental Leave: Men	4,217	3,735	3,483
Total Number of Workforce Members Who Took Parental Leave[1]	**5,320**	**4,695**	**4,352**
New Hires[2] and Turnover[3]			
Total New Hires	**14,052**	**23,236**	**23,327**
Turnover Rate	3.6%	3.0%	4.1%
Strategic Sourcing and Partnerships[4,5]			
Total Veteran-Owned Suppliers[6]	**390**	**370**	**420**
Total Suppliers	**11,300**	**11,000**	**11,000**
Total U.S. States Where Suppliers Are Located	**50**	**50**	**50**
Total Countries Where Suppliers Are Located	**61**	**60**	**59**
Percentage of Suppliers That Are Local to Significant Locations of Operation	89%	89%	89%
Total Spend on Small Business Suppliers[7]	**$5,600,000,000**	**$5,400,000,000**	**$4,600,000,000**
Spend With Local Suppliers as a Percentage of Total Supplier Spend	80%	83%	83%
Total Spend on Suppliers	**$48,250,000,000**	**$43,000,000,000**	**$35,000,000,000**

1. Numbers for gender may not total 100% due to team members who choose not to disclose.
2. New hires represents external candidates hired during the reporting period.
3. Turnover rate represents Enterprise Voluntary Resignation Rate.
4. Strategic Sourcing and Partnerships data does not reflect all subsidiaries.
5. Strategic Sourcing and Partnerships include U.S. and non-U.S. small or large suppliers. Suppliers may fall into more than one category.
6. Veteran Owned: A business that is at least 51% owned by one or more veterans, or in the case of any publicly owned business, at least 51% of the stock is owned by one or more veterans, and whose management and daily business operations are controlled by one or more veterans. Veteran means a person who served in the active military, naval or air service and who was discharged or released there from under conditions other than dishonorable as defined in 38 U.S.C. 101 (2.); may be certified or self-certified, located in the U.S. or non-U.S., large or small business size.
7. 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 North American Industry Classification System size standards.

Key Data

	2024	2023	2022
Workforce Member Training and Development[1,2]			
Average Workforce Member Training Hours per Learner	30.2	23.6	25.6
Average Workforce Member Training Hours: Executives	9.1	15.2	22.7
Average Workforce Member Training Hours: Managers	23.5	27.6	36.1
Average Workforce Member Training Hours: Other	30.9	38	37.3
Average Mandatory Workforce Member Training Hours per Learner	3.1	3.3	10.6
Average Voluntary Workforce Member Training Hours	13.6	37.0	33.1
Percentage of the Total Workforce That Received Training on Discrimination and/or Harassment[3]	96%	94%	99%
Percentage of the Total Workforce That Received Training on Environmental Issues[4]	47%	47%	61%
Total Mandatory Workforce Member Training Hours	**577,000**	**600,000**	**1,800,000**
Total Hours of Workforce Member Training	**5,921,000**	**7,100,000**	**5,800,000**

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. 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
3. Training data was filtered using courses provided by Equal Employment Opportunity and Ethics.
4. Training data was filtered using courses provided by Environment, Health & Safety.

Key Data

	2024	2023	2022
Community Engagement			
Community Giving[1]	$176,356,728	$191,100,000	$185,700,000
Number of Community Partners	11,531	13,784	13,371
Charitable Grants	$81,048,405	$79,210,863	$79,391,438
Number of Countries Receiving Charitable Grants[2]	49	48	52
Total Number of Countries Where Contributions Were Made	**68**	**66**	**64**
Total International Partners Receiving Contributions	**559**	**620**	**473**
Global Humanitarian Relief and Recovery Effort Contributions	$3,838,591	$5,023,757	$5,868,711
Support for Environmental Programs	$8,407,325	$8,591,437	$5,541,122
Total Number of Contributions Supporting Environmental Programs	**665**	**494**	**489**
Contributions to Veterans Organizations	$20,119,837	$17,200,000	$14,100,000
Grants in Support of Veterans Programs	$15,655,523	$13,150,000	$13,250,000
Number of Grants in Support of Veterans Programs	124	110	116
Total Organizations Receiving Contributions Supporting Veterans Programs	**356**	**440**	**354**
Contributions Supporting STEM Education and Workforce Development Programs	$70,065,843	$74,400,000	$61,300,000
Grants in Support of STEM Education and Workforce Development Programs	$45,415,528	$48,501,664	$50,000,975
Number of Grants in Support of STEM Education and Workforce Development Programs	456	423	444
Total Number of Organizations Receiving Contributions Supporting STEM Education and Workforce Development Programs	**2,605**	**1,280**	**682**
Approximate Students Reached Through Boeing's Hands-On STEM Learning Program FUTURE U	368,263	584,204	518,229
Contributions by Workforce Members With a Boost From the Boeing Gift Match Program	$47,362,012	$60,595,598	$63,658,991
Donations by Employees Community Fund Chapters	$5,755,774	$7,581,318	$6,639,672
Total Volunteer Hours	**494,629**	**477,679**	**366,000**

1. Community giving is inclusive of Boeing and employee giving.
2. 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 49 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 68 countries.

Key Data

	2024	2023	2022
Ethics[1]			
Inquiries[2]	1,334	1,407	2,405
Conflict of Interest Determinations	1,413	1,527	2,120
Investigative Requests[3]	4,142	4,194	3,132
Total Contacts to Ethics & Business Conduct	**6,889**	**7,128**	**7,657**
Investigative Requests With Enough Information to Investigate	2,907	3,428	2,507
Percentage of Investigative Requests That Were Substantiated	35%	34%	47%

1. Data reflects the reporting period of November 2023 through October 2024 to account for a full year.
2. 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.
3. 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.

GRI Index

GRI Standards

AR = 2024 Annual Report **PS =** 2025 Proxy Statement

Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
GRI 2: General Disclosures			
2-1	Organizational details	2024 Company Profile, Page 4	The Boeing Company is a publicly traded corporation. Our headquarters are located at 929 Long Bridge Drive, Arlington, VA 22202 AR Form 10-K, Page 1, Item 1. Business AR Form 10-K, Page 26 20-Year Commercial Market Outlook Boeing Employment Data, December 2024 Boeing Global
2-2	Entities included in the organization's sustainability reporting		This report includes the organizational boundaries of The Boeing Company and its subsidiaries, including those in AR Form 10-K, Exhibit 21, unless otherwise noted.
2-3	Reporting period, frequency and contact point		Boeing's sustainability report is published annually, with a reporting period of Jan. 1-Dec. 31, 2024 (unless otherwise noted). The reporting period for Boeing's financial reporting aligns with the period for its sustainability reporting. This report was published on Aug. 28, 2025. Boeing Communications Email: media@boeing.com Mailing address: 929 Long Bridge Drive, Arlington, VA 22202
2-4	Restatements of information		Waste data: 2022 and 2023 hazardous, universal and nonhazardous waste data are restated due to an updated internal definition. To ensure consistency and comparability across reporting periods, only waste data directly associated with Boeing's production activities are now reported. Data now exclude nonproduction activities, including historic remediation and construction/demolition waste.
2-5	External assurance		Select environmental data related to greenhouse gas and water have been externally verified by DNV Business Assurance USA. See statement.

GRI Index

GRI Standards

AR = 2024 Annual Report **PS =** 2025 Proxy Statement

Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
2-6	Activities, value chain and other business relationships	2024 Company Profile, Page 4 Human Rights, Pages 30-31	GRI Sector: Aerospace and Defense Boeing Overview AR Form 10-K, Page 1, Item 1. Business AR Form 10-K, Page 26 20-Year Commercial Market Outlook Boeing Employment Data, December 2024 Boeing Weapons Statement Boeing Commercial Orders & Deliveries Commercial Services Boeing Suppliers We are committed to the protection and advancement of human rights in our global operations and supply chain. We do not tolerate child labor or other human rights infringements. We have policies and practices designed to identify and address human rights risks; they are reviewed annually via Boeing's Compliance Risk Management program, The Boeing Enterprise Modern Slavery Statement and updated modern slavery awareness training are available online. Tax Governance and Compliance
2-7	Employees	Key Data, Pages 38-42	Boeing Overview Boeing uses headcount reporting for its employee demographic data. December data is used for any headcount or demographic numbers, and full-year data is used for any promotion, hiring and exit numbers. For our Executive Council and Board of Directors, 2025 data is utilized.
2-9	Governance structure and composition	Governance and Risk Management, Pages 7-9	Boeing Corporate Governance PS, Pages 8-23
2-10	Nomination and selection of the highest governance body	Governance and Risk Management, Pages 7-9	Board Governance Director Independence Standards Corporate Governance Principles PS, Pages 8-11
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 7-9	PS, Pages 26-35 Governance & Public Policy Committee Charter The Boeing Company TCFD Report, Pages 2-3; 8-9

GRI Index

GRI Standards

AR = 2024 Annual Report **PS =** 2025 Proxy Statement

Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
2-13	Delegation of responsibility for managing impacts	Governance and Risk Management, Pages 7-9	PS: Pages 26-35 Governance & Public Policy Committee Charter Audit Committee Charter The Boeing Company TCFD Report, Pages 2-3; 8-9
2-14	Role of the highest governance body in sustainability reporting	Governance and Risk Management, Pages 7-9	PS: Pages 29-30, 32 Boeing's sustainability report is reviewed by the Board of Directors Governance & Public Policy (GPP) Committee, CEO and Executive Council, as well as the Global Sustainability Council, which comprises leaders across business units within Boeing.
2-15	Conflicts of interest	Ethical and Compliant Business, Pages 10-12	PS: Pages 8, 23, 29-30, 42-43 Code of Ethical Business Conduct for Directors Ethics and Compliance
2-16	Communication of critical concerns	Ethical and Compliant Business, Pages 10-12 Key Data, Page 45	PS: Pages 1-3, 31, 39 Audit Committee Charter Code of Ethical Business Conduct for Directors Ethics and Compliance Contacting Ethics Critical concerns submitted through external and internal reporting portals are reported by the Chief Compliance Officer to the CEO, 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 7-9	PS: Pages 11-23, 36 The Boeing Company TCFD Report, Pages 2-3
2-18	Evaluation of the performance of the highest governance body		PS: Pages 37, 54-59
2-19	Remuneration policies	Employee Well-Being, Page 23 Professional Development, Education and Learning, Pages 24-25	PS: Pages 52-54 Boeing Benefits

GRI Index

GRI Standards

AR = 2024 Annual Report **PS =** 2025 Proxy Statement

Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
2-20	Process to determine remuneration	Employee Well-Being, **Page 23** Professional Development, Education and Learning, **Pages 24-25**	**PS**: Pages 54-58 **Boeing Benefits** **Boeing Benefits: Compensation, Incentives and Stock** **Boeing Benefits: Career**
2-21	Annual total compensation ratio		**2025 PS**: Page 83 **2024 PS**: Page 81 2024 estimated ratio: 183 to 1 2023 estimated ratio: 273 to 1 Change in ratio from 2023 to 2024; approximately a 33% decrease
2-22	Statement on sustainable development strategy	Strategy and Approach, **Page 27** Sustainable Operations, **Page 29** Human Rights, **Pages 30-31**	**The Boeing Company TCFD Report**, Pages 3-8
2-23	Policy commitments	Governance and Risk Management, **Pages 7-9** Ethical and Compliant Business, **Pages 10-12**	**PS**: Pages 31-32 **The Boeing Company TCFD Report**, Pages 8-9 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. 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.

GRI Index

GRI Standards

AR = 2024 Annual Report **PS =** 2025 Proxy Statement

Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
2-24	Embedding policy commitments	Progress to Plan, Page 6 Governance and Risk Management, Pages 7-9	PS: Pages 34-35 Our Principles Our Values Code of Ethical Business Conduct for 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 Modern Slavery Statement
2-25	Processes to remediate negative impacts	Governance and Risk Management, Pages 7-9 Ethical and Compliant Business, Pages 10-12 Human Rights, Pages 30-31 Community, Page 32	Integrity Counts – Confidential & Anonymous Reporting System Contacting Ethics Audit Committee Charter Remediation
2-26	Mechanisms for seeking advice and raising concerns	Key Data, Page 45	PS: Pages 1-3, 24-25 Audit Committee Charter Ethics and Compliance Integrity Counts – Confidential & Anonymous Reporting System Contacting Ethics
2-27	Compliance with laws and regulations	Sustainability & Resilience, Pages 26-32 Key Data, Page 37	U.S. Political Advocacy Report, Page 4
2-28	Membership associations		U.S. Political Advocacy Report, Page 9

GRI Index

GRI Standards

AR = 2024 Annual Report **PS =** 2025 Proxy Statement

Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
2-29	Approach to stakeholder engagement	Governance and Risk Management, Pages 7-9 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 23-25 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 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. **Employees** Statement of work Pulse surveys Employee forums and meetings Internal websites People and culture committees Business Resource Groups Quality Stand Downs **Flying Public** Third-party surveys Media **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** Government regulator meetings Nongovernmental organization events and forums Industry groups and forums
2-30	Collective bargaining agreements	Key Data, Page 38	AR, Page 9
GRI 3: Material Topics			
3-1	Process to determine material topics	Governance and Risk Management, Pages 7-9	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 (GSC). Boeing values the opportunity to collaborate with our stakeholders to understand their interests, which help shape our key priorities. Priorities are identified through our collaborative relationships with leaders in the GSC and aligned with functional risk management processes. Sustainability goals were developed with the GSC, driving long-term value for our stakeholders. Throughout 2024, we engaged with key stakeholders through proactive, ongoing dialogue, surveys, industry forums and events, and external data monitoring. This dialogue provides insights and informs our sustainability strategies, goals and actions, which are monitored regularly by the GSC.
3-2	List of material topics	Stakeholder Engagement, Page 8	There are no changes to our list of sustainability priorities compared with the previous reporting period: Global Aerospace Safety Employee Safety and Well-Being Climate Action Environmentally Responsible Operations People & Culture Ethical and Compliant Business Data Privacy and Information Security Professional Development, Education and Learning Community Engagement Responsible Supply Chain Economic Performance

GRI Index

GRI Standards

AR = 2024 Annual Report **PS =** 2025 Proxy Statement

Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
GRI 201: Economic Performance			
3-3	**Management of material topics**	2024 Company Profile, Page 4	
201-1	Direct economic value generated and distributed	2024 Company Profile, Page 4 Community, Page 32	AR, Page 54 Boeing Community Engagement
201-2	Financial implications and other risks and opportunities due to climate change	Sustainability & Resilience, Pages 26-32	AR, Pages 4, 13, 16-17 The Boeing Company TCFD Report, Pages 3-8
201-3	Defined benefit plan obligations and other retirement plans		AR, Pages 51, 64, 93-102 Boeing Benefits
201-4	Financial assistance received from government		AR, Page 88
GRI 203: Indirect Economic Impacts			
203-1	Infrastructure investments and services supported		GKN St Louis Boeing South Carolina Cici and Hyatt Brown Center for Aerospace Technology at Embry-Riddle Aeronautical University in Daytona Beach.
203-2	Significant indirect economic impacts		Boeing Community Engagement
GRI 204: Procurement Practices			
204-1	Proportion of spending on local suppliers		Eighty-nine percent of our suppliers are local to our significant locations of operations, and spend with these local suppliers comprised 80% 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.
GRI 205: Anti-Corruption			
3-3	**Management of material topics**	Ethical and Compliant Business, Pages 10-12	Integrity is critical in all the work we do, and we strictly forbid bribery and corruption of any kind. Our anti-corruption program includes extensive controls, rigorous policies and procedures, and an annual risk assessment to maximize effectiveness and identify potential enhancement opportunities.
205-2	Communication and training about anti-corruption policies and procedures	Ethical and Compliant Business, Pages 10-12	Anti-Corruption Program

GRI Index

GRI Standards

AR = 2024 Annual Report **PS =** 2025 Proxy Statement

Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
GRI 301: Materials			
301-1	Materials used by weight or volume	Supply chain info found under Human Rights, Pages 30-31 See GRI 2-22	
GRI 302: Energy			
3-3	**Management of material topics**		
302-1	Energy consumption within the organization	Key Data, Page 34 Sustainable Operations, Page 29	GHG Supplement
302-3	Energy intensity	Key Data, Page 34	GHG Supplement
302-4	Reduction of energy consumption	Sustainability & Resilience, Pages 26-32	
302-5	Reductions in energy requirements of products and services	Sustainability & Resilience, Pages 26-32	
GRI 303: Water and Effluents			
3-3	**Management of material topics**	Sustainability & Resilience, Pages 26-32	**Reducing Water Use** 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 pretreat 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. Wastewater quality test or monitoring of effluent discharge occurs when needed. 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 U.S. Environmental Protection Agency (EPA). In 2023, we conducted investment-grade electricity, natural gas and water audits at 23 sites. **Working to Conserve Water** We implement efficiencies, best practices and new technologies to reduce water use and identify alternatives for water-intensive processes. In 2024, we installed cooling-system water runoff capture technology with capacity to redirect up to 4.2 million gallons of runoff water. 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 reductions in water usage. We engage 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.

GRI Index

GRI Standards

AR = 2024 Annual Report **PS =** 2025 Proxy Statement

Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
303-1	Interactions with water as a shared resource	Sustainability & Resilience, Pages 26-32	The water used within our facilities 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. 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 World Resources Institute Aqueduct tool to determine and quantify the 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. In support of Boeing's long-standing environmental policy, we implement efficiencies, best practices and new technologies to reduce water use and identify alternatives for water-intensive processes. We also use the ISO 14001 Environmental Management System standard to target continuous improvement opportunities, enhance environmental performance and meet compliance obligations. In some cases, we pretreat wastewater before discharging it to public sanitary sewer systems, in compliance with regulatory requirements. 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. For this reporting year, no known substantive water risk was presented by any suppliers to Boeing. 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. **Partnerships** The DigDeep Navajo Water Project addresses the critical issue of water scarcity on the Navajo Nation, where approximately 52,000 residents lack access to clean running water and sanitation, leading to severe health and economic consequences. By implementing community-managed, off-grid water systems, conducting monthly water deliveries and partnering with the Navajo Tribal Water Authority for centralized solutions, the project has successfully provided running water to over 1,200 homes and expanded its impact further in 2024. In addition, DigDeep offers job training and opportunities for local technicians and plumbers to support the sustainability of the project, ultimately aiming to ensure that every family has access to clean water and sanitation.
303-2	Management of water-related impacts	Sustainability & Resilience, Pages 26-32 See disclosures in 303-1	
303-3	Water withdrawal	Key Data, Page 35	Boeing does not withdraw brackish surface water/seawater for direct operations.
303-4	Water discharge	Key Data, Page 35	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 Data, Page 35 See disclosure in 303-4	

GRI Index

GRI Standards

AR = 2024 Annual Report **PS =** 2025 Proxy Statement

Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
GRI 304: Biodiversity			
3-3	**Management of material topics**		
304-1	Habitats protected or restored	Sustainability & Resilience, **Pages 26-32**	Boeing promotes local biodiversity by pursuing third-party habitat certifications near major manufacturing where possible. Boeing owns approximately 6,400 acres of habitat at seven locations across Canada and the U.S. 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 help ensure all legal, contractual and certification requirements are met. Projects across the five sites are certified by the Wildlife Habitat Council, now renamed Tandem Global, with three certified at the gold level. Tandem Global's certification program is the only voluntary sustainability standard designed for broad-based biodiversity enhancement and conservation education activities on corporate landholdings. The sites include (we publicly share important information on our most significant remediation activities on our website):

Location	Size	Approved by Independent External Professionals
Boeing Plant 2 in Seattle, Washington	5.66 acres of marine habitat	Yes, Tandem Global
Boeing South Carolina Keystone/Fairlawn Project in North Charleston, South Carolina	3,923 acres, including 2,025 acres of wetland	Yes, Tandem Global
Emery Landfill in Wichita, Kansas	82 acres, including 56.5 acres of grassland	Yes, Tandem Global
Pollinator Prairie in Olathe, Kansas	3.5 acres, including 1.5 acres of pollinator gardens	Yes, Tandem Global
Santa Susana in Canoga Park, California	2,398 acres of various habitats	Yes, Tandem Global
Boeing Winnipeg, Canada	2.5 acres of grassland	No
Boeing St. Charles, Missouri	11 acres of prairie	No
Total	**6,425.66 acres**	

Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
GRI 305: Emissions			
3-3	**Management of material topics**	Sustainability & Resilience, **Pages 26-32**	**GHG Supplement**
305-1	Direct (Scope 1) GHG emissions	Key Data, **Page 34**	**GHG Supplement**
305-2	Energy Indirect (Scope 2) GHG emissions	Key Data, **Page 34**	**GHG Supplement**
305-3	Other indirect (Scope 3) GHG emissions	Key Data, **Page 34**	**GHG Supplement**
305-4	GHG emissions intensity	Key Data, **Page 34**	**GHG Supplement**

GRI Index

GRI Standards

AR = 2024 Annual Report **PS =** 2025 Proxy Statement

Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
305-5	Reduction of GHG emissions	Progress to Plan, Page 6 Sustainability & Resilience, Pages 26-32	GHG Supplement
GRI 306: Effluents and Waste			
3-3	**Management of material topics**		
306-3 (2016)	Significant spills	Key Data, Page 37	No GRI significant spills were reported in 2024.
GRI 306: Waste			
306-1	Waste generation and significant waste-related impacts	Key Data, Pages 36-37	**Managing Waste Materials** We embed sustainability into the Boeing Production System, linked to Lean methodologies that eliminate waste and promote efficiency. We are making strides to protect the land, water and air in our communities by reducing waste from worksites 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. We have implemented a raw materials circular economy construct and streamlined inventory management and supplier packaging to reduce waste. **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. 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.

GRI Index

GRI Standards

AR = 2024 Annual Report **PS =** 2025 Proxy Statement

Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
306-2	Management of significant waste-related impacts	Human Rights, Pages 30-31 See GRI 308-1 for Supplier Environmental Assessment overview	Environment Policy Airplane and Carbon Fiber Recycling Fact Sheet 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. Hazardous waste data is collected 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. In support of Boeing's long-standing environmental policy, we are making strides to protect the land, water and air in our communities by reducing waste from worksites and our supply chain. We also use the ISO 14001 Environmental Management Systems standard to target continuous improvement opportunities, enhance environmental performance and meet compliance obligations. We seek to prevent waste from going to landfills and to capture opportunities to return or reuse materials both internally and externally through resale, donation and recycling. Packaging engineers have developed standards for reusing containers and our packaging team, employees and suppliers work together to develop processes to reuse and repurpose packaging materials, helping to reduce waste and cost. Hazardous waste disposal is reduced through processes that extend the useful life of chemicals (by such means as removing contaminates from process tanks) or regenerate them for further use (an example of which is recycling solvent). We implement several inventory management, recycling and recovery activities to reduce the need for new chemicals. Boeing supports responsible airplane retirements and intends to partner with airplane recyclers to improve end-of-life disposal methods. We've been working for many years to refine our product designs to enable the disassembly of parts and materials recovery. Boeing currently maintains third-party certification to the ISO 14001 Environmental Management Systems standard at 82% of its major manufacturing footprint.
306-3	Waste generated	Key Data, Pages 36-37	
306-4	Waste diverted from disposal	Key Data, Pages 36-37	
306-5	Waste directed to disposal	Key Data, Pages 36-37	
GRI 308: Supplier Environmental Assessment			
3-3	**Management of material topics**	Human Rights, Pages 30-31	
308-1	New suppliers that were screened using environmental criteria		There was a 148% increase in suppliers screened using environmental criteria; 724 Boeing suppliers were rated as of the end of 2024.
308-2	Negative environmental impacts in the supply chain and actions taken		No suppliers with which improvements were agreed upon as a result of assessment were identified as having significant actual and potential negative environmental impacts, and no suppliers were terminated as a result of the assessment.

GRI Index

GRI Standards

AR = 2024 Annual Report **PS =** 2025 Proxy Statement

Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
GRI 401: Employment			
401-1	New employee hires and employee turnover	Key Data, Page 42	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Well-Being, Page 23	Boeing Benefits
401-3	Parental leave	Key Data, Page 42	
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, Pages 18-19	
403-1	Occupational health and safety management system	Employee Safety, Pages 18-19 Key Data, Page 38	Our Occupational Health and Safety Management System (OHSMS) is modeled after the International Organization for Standardization (ISO) 45001 standard. Across Boeing, four sites are certified to ISO 45001, with multiple sites conforming to ISO 45001 in support of our business objectives. In addition to complying with federal, state and local laws and regulations, as part of our commitment to occupational health and safety excellence, Boeing complies with the global standards for occupational health and safety management systems. Currently, Boeing conforms to 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 an enduring value. To outline how the standard applies to Boeing and our policies and processes, Environment, Health & Safety (EHS) developed an OHSMS manual. The manual describes the specific means used to manage health and safety programs in conformance with OHSMS requirements. It follows a plan-do-check-act cycle of continual improvement.

GRI Index

GRI Standards

AR = 2024 Annual Report **PS =** 2025 Proxy Statement

Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
403-2	Hazard identification, risk assessment and incident investigation	Employee Safety, Pages 18-19	In addition to performing job hazard analyses for work tasks, work-related hazards are identified through a variety of processes, for example: internal program reviews, near-miss events and incidents, EHS audits, employee-identified hazards, industrial hygiene exposure assessments, and ergonomic assessments, as well as focused and daily "Area Floor Walks." If a hazard is identified that is not addressed by a safety measure, it is entered into the EHS reporting system, necessary controls are identified to address the risk, and our processes and procedures are revised to reflect the additional measure. Employees are encouraged to report work-related hazards and have multiple methods, which include reporting through the EHS reporting system (Go for Zero), Speak Up tool, Ethics reporting portal and Enterprise Security & Emergency Management system; raising the concern to their manager or any manager; or reaching out directly to the site EHS team. Boeing has an anti-retaliation policy that protects employees from retaliation for reporting concerns. Every employee is encouraged, able and empowered to speak up and/or stop work when they feel a situation is unsafe. Management is committed to ensuring any employee who stops work, believing a situation or work area is unsafe, is heard and the concern is addressed before beginning or resuming the activity. Consistent safety discussions during stand-up meetings for daily work activities underscore the commitment to providing a safe work environment. The "check-in" process that occurs before the commencement of work is also a method for employees to bring up safety concerns and make sure teammates are focused on their safety throughout their work shift. The Incident Management process for work-related incidents and near misses enables identification and implementation of root causes, contributing factors, corrective actions and mitigations to prevent recurrence and ensure risk reduction. The Health and Safety Risk Management process governs health and safety risks by evaluating workplace activities, determining the potential exposure to hazards, proactively identifying and implementing effective controls, and continuing to monitor risks for future opportunities for risk reduction or elimination. The EHS Risk Register is utilized to collate risk-scored hazards from across the operations into one inventory for improved visibility, which enables effective prioritization, allocation of resources and implementation of controls to reduce risk exposure for our workforce.
403-3	Occupational health services		Our health information and medical records management procedure establishes high-level requirements and responsibilities necessary for the collection, use, protection, disclosure and disposal of health information and medical records to be in compliance with applicable laws and regulations and company policy.

GRI Index

GRI Standards

AR = 2024 Annual Report **PS =** 2025 Proxy Statement

Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
403-4	Worker participation, consultation and communication on occupational health and safety		**Participation** 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: Safety Committees — Safety committees work on safety issues, recommend improvements to safety processes and conduct safety awareness campaigns. Job Safety Analysis (JSA), Standard Operating Procedure (SOP), Process Hazard Analysis (PHA) Development – JSA development occurs using valuable input from employees who know the work best. 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), supervisor-led investigations). Workplace Inspections — Designated employees trained in hazard recognition assist managers and supervisors in conducting inspections of the workplace. 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. Management of Change Process — The Management of Change process engages employees related to changes in the workplace such as new product development, area layouts, equipment and process changes. Daily or Periodic Employee Meetings (e.g., Tier 1 meetings, crew meetings) — Safety is included in daily/periodic meetings. 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. In Boeing Commercial Airplanes, Employee Involvement Teams were launched to provide dedicated time for teams and their direct managers to discuss and improve safety, quality and compliance. Boeing employees and persons working on behalf of Boeing are encouraged to raise OH&S issues or concerns at any time via their manager, Enablon, Tier 1 meetings, the EHS organization or the appropriate Boeing person/organization who can take action. **Consultation** 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 could affect their activities or personnel or when their activities could affect Boeing personnel.

GRI Index

GRI Standards

AR = 2024 Annual Report **PS =** 2025 Proxy Statement

Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
403-5	Worker training on occupational health and safety	Employee Safety, **Pages 18-19** Key Data, **Page 43**	Employees receive required safety training necessary for them to perform the work tasks that are assigned to them. Boeing and external training courses are further resources to help ensure employees are competent. Course material includes information on hazard awareness and risks, as well as instructions on how to perform the work safely; OH&S procedures; hazards associated with their work, roles and 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, when it is an action from an incident review and/or at management discretion. Revisions to courses occur when Boeing work processes change or regulations change. Boeing's internal system, My Learning, tracks completion of training courses by employees. Boeing uses several methods to identify safety training needed by employees, including job categories, manager assignment and work area. Managers are responsible for assigning training and ensuring completion of 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 and direct assignments based on skills code. As part of our ongoing commitment to safety and quality improvement, all manufacturing leaders across Boeing Commercial Airplanes have been undergoing advanced worker safety training throughout 2024 and 2025. This training focuses on safety leadership, as well as the prevention of serious injuries and fatalities.
403-6	Promotion of worker health	Employee Safety, **Pages 18-19** Key Data, **Page 38** See 3-3 Management of Material Topic | Occupational Health and Safety	**Employee Well-Being** **Boeing Benefits** 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.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	See 403-6 for additional disclosure	
403-8	Workers covered by an occupational health and safety management system	Employee Safety, **Pages 18-19** See 403-1 to 403-3 for additional disclosures	
403-9	Work-related injuries	Employee Safety, **Pages 18-19** Key Data, **Page 38**	
403-10	Work-related ill health	Key Data, **Page 38**	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. The top four types of work-related ill health are sprains/strains and inflammation due to repetitive motion and body motion, hearing loss, carpal tunnel syndrome, and tissue irritation.

GRI Index

GRI Standards

AR = 2024 Annual Report **PS =** 2025 Proxy Statement

Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
GRI 404: Training and Education			
3-3	**Management of material topics**		Boeing Benefits | Career
404-1	Average hours of training per year per employee	Key Data, Page 43	
404-2	Programs for upgrading employee skills and transition assistance programs	Professional Development, Education and Learning, Pages 24-25	Boeing Benefits | Career
GRI 406: Nondiscrimination			
406-1	Incidents of discrimination and corrective actions taken	Ethical and Compliant Business, Pages 10-12 Key Data, Page 43	
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 32	Boeing Community Engagement
413-1	Operations with local community engagement, impact assessments and development programs (percentage of operations)	Community, Page 32	

GRI Index

GRI Standards

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Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
GRI 414: Supplier Social Assessment			
3-3	**Management of material topics**	GRI 308: Supplier Environmental Assessment, Page 57	
414-1	New suppliers that were screened using social criteria		There was a 148% increase in suppliers screened using social criteria; 724 Boeing suppliers were rated as of the end of 2024.
414-2	Negative social impacts in the supply chain and actions taken		No suppliers with whom improvements were agreed upon as a result of assessment were identified as having significant actual and potential negative social impacts, and no suppliers were terminated as a result of the assessment.
GRI 416: Customer Health and Safety			
3-3	**Management of material topics**	Global Aerospace Safety and Quality, Pages 15-17	PS: Pages 1-3 Chief Aerospace Safety Officer Report In 2024, Boeing conducted safety and quality stand downs focused on engaging and listening to employees. Each business deployed employee involvement teams along with senior leaders to pause operations, discuss safety- and quality-related topics, and solve identified issues. To date, over 97% of actions have been addressed from Quality Stand Down employee feedback (data from Jan. 1, 2024, through July 1, 2025).
416-1	Assessment of the health and safety impacts of product and service categories	Global Aerospace Safety and Quality, Pages 15-17	PS: Pages 1-3 Chief Aerospace Safety Officer Report
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	Global Aerospace Safety and Quality, Pages 15-17	PS: Pages 1-3 Chief Aerospace Safety Officer Report
GRI 418: Customer Privacy			
3-3	**Management of material topics**	Enterprise Security and Data Privacy, Page 13	

SASB Index

SASB Aerospace and Defense Standard

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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 Data tables, Page 34
Percentage of Grid Electricity	RT-AE-130a.1	Key Data tables, Page 34
Percentage of Renewable Electricity	RT-AE-130a.1	Key Data tables, Page 34
Hazardous Waste Management		
Amount of Hazardous Waste Generated	RT-AE-150a.1	Key Data tables, Pages 36-37
Percentage of Hazardous Waste Recycled	RT-AE-150a.1	Key Data tables, Pages 36-37
Number and Aggregate Quantity of Reportable Spills	RT-AE-150a.2	Key Data tables, Page 37
Quantity Recovered From Reportable Spills	RT-AE-150a.2	Key Data tables, Page 37
Data Security		
Description of approach to identifying and addressing data security risks in company operations	RT-AE-230a.2	See GRI 408-1: Customer Privacy
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	The Boeing Company TCFD Report
Description of approach and discussion of strategy to address fuel economy and GHG emissions of products	RT-AE-410a.2	Efficient Aerospace, Page 28
Materials Sourcing		
Description of the management of risks associated with the use of critical materials	RT-AE-250a.3	We are highly dependent on the availability and quality 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. 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 Ethics and Compliance Supplier Code of Conduct Anti-Corruption Program
Activity Metrics		
Production by reportable segment	RT-AE-000.A	AR, Pages 141-150 Orders and Deliveries
Number of employees	RT-AE-000.B	172,000

TCFD Index

TCFD

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Disclosure	TCFD Recommended Disclosure	Boeing Metric or Qualitative Disclosure(s) and Disclosure Location(s)
Governance	Describe the Board of Directors' oversight of climate-related risks and opportunities	The Boeing Company TCFD Report, Pages 2-3
	Describe management's role in assessing and managing climate-related risks and opportunities	The Boeing Company TCFD Report, Pages 2-3
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term	The Boeing Company TCFD Report, Pages 3-8
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning	The Boeing Company TCFD Report, Pages 3-8
	Describe the potential impact of different scenarios, including a 2 degrees Celsius scenario, on the organization's businesses, strategy and financial planning	The Boeing Company TCFD Report, Pages 3-8
	Describe the organization's processes for managing climate-related risks	The Boeing Company TCFD Report, Pages 3-8
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management	The Boeing Company TCFD Report, Pages 3-8
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	Progress to Plan, Page 6 The Boeing Company TCFD Report, Page 10
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	The Boeing Company TCFD Report, Page 10
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	Progress to Plan, Page 6 The Boeing Company TCFD Report, Page 10

Forward-Looking Statements

Caution Concerning Forward-Looking Statements

This report contains "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as "may," "will," "should," "expects," "intends," "projects," "plans," "believes," "estimates," "targets," "anticipates," and other similar words or expressions, or the negative thereof, generally can be used to help identify these forward-looking statements. Examples of forward-looking statements include statements relating to our future financial condition and operating results, industry projections and outlooks, plans, objectives and goals, allocation of resources, planned performance of technology, 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 ability to achieve our sustainability goals and objectives; (3) our reliance on our commercial airline customers; (4) 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; (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, including tariffs, trade restrictions and government actions; (9) realizing the anticipated benefits of mergers, acquisitions, joint ventures/strategic alliances or divestitures; (10) our dependence on U.S. government contracts; (11) management of a complex, global information technology (IT) infrastructure; (12) compromised or unauthorized access to our, our customers' and/or our suppliers' information and systems; (13) potential business disruptions, including threats to physical security or our IT systems, extreme weather (including effects of climate change) or other acts of nature, and pandemics or other public health crises; (14) potential adverse developments in new or pending litigation and/or government inquiries or investigations; (15) potential environmental liabilities; (16) effects of climate change and legal, regulatory or market responses to such change; and (17) credit rating agency actions and our ability to effectively manage our liquidity.

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 forward-looking statement, whether as a result of new information, future events or otherwise, except as required by law.