



The Boeing Company

Global Sustainability Report

Data from January-December 2025 | Published July 2026



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Safety & Quality

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Sustainability &
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Boeing is committed to engaging our stakeholders on all aspects of our business as we make progress on our goals, manage risk and enhance our culture. Like everything we do, our sustainability practices are underpinned by our values and behaviors of safety & quality, trust, people focus, ownership and innovation.



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2025 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 workforce and supplier base foster innovation, economic opportunity and stronger communities as we endeavor to meet Boeing’s mission: to connect, protect and explore our world and beyond. We commit to fostering a culture rooted in our core values of safety & quality, trust, people focus, ownership and innovation. Learn more at [boeing.com](https://www.boeing.com).

Boeing Commercial Airplanes (BCA)

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

Boeing Defense, Space & Security (BDS)

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

Boeing Global Services (BGS)

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

In 2025, Boeing completed the acquisition of Spirit AeroSystems Holdings Inc., underscoring our commitment to aviation safety and airplane quality while strengthening our commercial production and supply chain stability. We also completed the divestiture of portions of our digital aviation solutions business as part of our disciplined portfolio management, strengthening our balance sheet and supporting our investment-grade credit rating. The data from these entities is not included in this report unless specifically noted.

2025 by the Numbers



BCA	50,494
BDS	18,656
BGS	18,167
Enterprise	94,667



BCA	\$41.5B
BDS	\$27.2B
BGS	\$20.9B

20-Year Commercial Market Outlook

Deliveries	43,600
Services	\$4.7T

1. Total workforce rounded; includes Spirit AeroSystems employees
2. See [Form 10-K](#) for more information

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A Letter From Jeff Shockey

Boeing's Global Sustainability Report reflects our responsibility to meet global stakeholder expectations and lead as a trusted aerospace manufacturer, innovator and partner. Guided by our mission to connect, protect and explore our world and beyond, we recognize the important role aerospace plays in supporting economic growth, global mobility, national security and human progress.

Air transport contributes \$4.1 trillion to the global economy, supports 86.5 million jobs, and carries one-third of world trade by value. As a key supplier to commercial customers and governments around the world, Boeing faces expectations related to emissions, disclosures and supply chain accountability. Meeting those expectations is a business imperative – and essential to trust, resilience and leadership. This report also reflects the Values and Behaviors that guide how we operate as a company as we focus on safety, quality, integrity, accountability, and working together to deliver for our customers, stakeholders and communities. We continue to align our sustainability and reporting approach with global standards.

Safety & Quality

Our commitment begins with safety and quality. These priorities anchor our work. We are making steady progress and remain focused on continual improvement across our products, operations, workplace and communities. We earn customer trust by delivering safe, high-quality products and services. Boeing is committed to advancing safety for everyone who designs, builds, flies, operates or services our products, helping ensure they return home safely.

Trust

We strive to make customer priorities ours, too. We support customers and governments as they pursue their sustainability goals. Our strategy supports resilient aerospace growth while helping the industry adapt to evolving reporting requirements. We are working with customers to renew fleets, deploy more efficient technologies, scale sustainable aviation fuel (SAF), optimize flight planning, and advance carbon removal. This report highlights our ambitions and progress, reinforcing the connection between sustainability and long-term business performance.

Innovation

Innovation is key to making aerospace safer, stronger and more resilient. We are investing in technologies that improve efficiency across airframes, propulsion systems, and energy use. With more than a century of aerospace leadership, we recognize our responsibility to consider the impact of what we innovate, build, deliver and service. Our talented team is shaping the future by developing products, services and practices that embody resilient growth. Every day they do cool things. We prioritize our team's well-being and are building a culture where people can do their best work and grow their careers.



This report reflects what we achieved in 2025, demonstrating how sustainability is core to Boeing's operations and innovation – enabling our people and helping build a stronger future for our customers and communities.

Jeff Shockey

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



Learn more about our Values and Behaviors [here](#)

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

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Goal	2030 Target	2025 Progress
<p>Employee Safety and Well-Being</p> <p>Value human life and well-being above all else and take action accordingly</p>	<p>Top-quartile recordable case (injury) rate, as compared with performance of aerospace industry companies</p> <p>Prioritize employee engagement in strengthening company culture and provide leading well-being benefits²</p>	<p>Demonstrated performance of 1.54 Recordable Case Rate, with a goal of 0.95 in the next four years¹; increased focus on injury prevention by proactively mitigating high risks and performing enhanced compliance checks, which supports effective safety practices and work environment</p> <p>In a November 2025 engagement survey, 68% of employees reported feeling their contributions are recognized and valued, up 7 percentage points from February 2025, and 76% reported feeling engaged, up 8 percentage points. Employees cited Boeing's leading benefits as a key reason they recommend working at Boeing</p>
<p>Global Aerospace Safety</p> <p>Drive aerospace safety to prevent accidents, injury or loss of life with our Boeing culture and actions rooted in safety</p>	<p>Drive aerospace safety via strategic operations to maintain downward trend of worldwide commercial jet fleet 10-year moving average fatal accident rate</p>	<p>Expanded Competency-Based Training and Assessment programs to a total of 60 operators and provided enhanced Flight Operations support to 245 global operators; expanded internal audit capability to emphasize quality, including completing 475 new No-Notification Product Audits across five Commercial sites in addition to regular audits; conducted 59 Design Build Safety assessments across Commercial programs, leading to improvements that reduce potential safety and quality risks; increased Safety Experience Center visitors and deployed site kiosks to expand access to the digital Safety Experience Center</p>
<p>Sustainable Operations</p> <p>Reduce greenhouse gas (GHG) emissions from Boeing operations through conservation and renewable energy</p>	<p>Achieve 30% GHG reduction in Scope 1 and Scope 2 market-based emissions from 2023 base year³</p> <p>Achieve 100% renewable electricity³</p> <p>Achieve 3% reduction of natural gas intensity from 2023 base year³</p>	<p>Achieved 21.9% reduction in Scope 1 and Scope 2 market-based GHG emissions from 2023 base year</p> <p>Achieved 52% renewable electricity via direct purchases and renewable energy credits</p> <p>Achieved 0.6% reduction of natural gas intensity from 2023 base year performance</p>
<p>Innovation and Clean Tech</p> <p>Support the transition to carbon-neutral aerospace through investments and partnerships for fleet efficiency improvements, SAF and future platform technologies</p>	<p>All production commercial airplanes will be 100% SAF compatible</p> <p>Support the commercial aviation industry's ambition to achieve net-zero carbon emissions by 2050 for global commercial aviation operations</p> <p>Build and certify our first zero-emission, electric, autonomous aircraft via Wisk</p>	<p>Led industry group on 100% SAF compatibility by 2030, completed several internal technical design reviews to determine 100% SAF effects on aircraft materials, fuel systems and components, and also supported industry efforts toward 100% drop-in ready SAF certification</p> <p>Invested in SAF technology funds to advance low-cost, widely available SAF; funded two Canadian projects with nearly 20 million Canadian dollars to strengthen energy security and expand SAF production; met technical milestones on NASA Advanced Aircraft Concepts for Environmental Sustainability (AACES) Subsonic Flight Demonstrator and Federal Aviation Administration Continuous Lower Energy, Emissions, and Noise (FAA CLEEN) programs</p> <p>Achieved Gen 6 first flight; built second test vehicle; expanded commercialization efforts via go-to-market partnerships; acquired SkyGrid to validate autonomy and airspace integration technologies</p>
<p>Community Engagement</p> <p>Build better communities through corporate investments, employee engagement programs and advocacy efforts</p>	<p>Expand opportunities for more than 12.5 million youth, veterans, veterans' families and economically disadvantaged individuals across communities around the world</p>	<p>Reached more than 30 million individuals over the past three years, and continue further expansion of opportunities within the community through partnerships that support workplace skill development and the transition from military to civilian life</p>

1. Includes privacy cases

2. Target has been updated for 2025 to better align with Boeing's employee engagement strategy and current well-being goals

3. For more information about our GHG accounting and goals, please see our [GHG Supplement](#), our [GHG Audit Statement](#) or Strategy & Approach, [Page 22](#)

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Governance & 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 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 (GES) organization led by the vice president, Global Enterprise Sustainability, who reports to the executive vice president of Government Operations, Global Public Policy & Corporate Strategy. The progress of Boeing’s sustainability objectives and stakeholder-oriented disclosures is reported regularly to the GPP Committee. 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, including Environment, Health and Safety (EHS); Supply Chain; Law; and Human Resources. 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 allows broad engagement with relevant functions that advance sustainability.

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 business unit and functional leadership who provide partnership and action to advance objectives and strategy for sustainability

Cross-Functional Working Teams

- Policy
- Finance and Governance
- Technology and Innovation – Sustainable Aviation Technologies
- Market Transition – Customers, Sustainable Aviation Fuel
- Sustainable Operations

Sustainability and climate-related governance is overseen through a mix of dedicated structures and applicable business and functional forums to strengthen how sustainability and climate-related considerations are embedded into strategy, risk management and execution.

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Stakeholder Engagement

Boeing values the opportunity to collaborate with our stakeholders to understand their interests, which help shape our key priorities. Throughout 2025, we engaged with key stakeholders through proactive, ongoing dialogue, surveys, industry forums and events, and external data monitoring. This dialogue provided insights and informed our sustainability strategies, goals and actions, which are overseen 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 labor, geopolitics, long-term competitiveness, reputation, talent and sustainability. The ERM process also considers key operational risks, such as those relating to product safety, development program execution, supply chain, production system health and quality, cybersecurity, and liquidity. The ERM process also evaluates the mitigation efforts of the strategic and operational risks discussed. 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. All business units and functions participate in both the ERM and CRM processes, as part of an annual review that assesses and prioritizes 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.

Additionally, GES employs subject matter experts in sustainability-related topics who directly contribute to Boeing’s risk management. GES compares risks that overlap between the ERM process and our sustainability priorities and further monitors and manages those topics. Throughout this report, we will continue to discuss our governance, risk identification and management of our key priorities.

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

Audit Committee

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

**Enterprise Risk Management (ERM)
Compliance Risk Management (CRM)**

Aerospace Safety Committee

The Aerospace Safety Committee is briefed at every meeting on SMS performance

Safety Management System (SMS)

Annual Employee Training and Code of Conduct Reaffirmation

On an annual basis, all employees are required to:

- Complete training on compliance risk areas tailored to their specific duties and responsibilities
- Complete product safety training that highlights the importance of speaking up about any potential product- or services-related safety concerns
- Reaffirm their commitment to uphold our Values and Behaviors and comply with applicable laws, regulations and company policies by signing the Code of Conduct

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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. It 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 regularly reviews SMS performance.

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 initiatives – Business Preparedness, Emergency Management, Information Technology Preparedness, Supply Chain Preparedness and Human Resources Preparedness. The primary objective of these programs is to develop and maintain guidelines, standards, processes and tools that protect and support employees and enable business units and functions to mitigate risk and recover critical programs, applications and suppliers after a business disruption.

The Boeing Business Continuity program completed key risk mitigation actions in 2025:

- Responded to atmospheric river flooding events in the Pacific Northwest with an integrated Business Continuity approach
- Improved technology tools to expand the scale of risk visibility across the enterprise
- Responded to 59 disruptive events to ensure the safety of over 1,700 affected employees
- Developed 263 new IT Disaster Recovery Plans through the Subsidiary Durability Initiative
- Assessed 152 supply chain incidents causing business disruptions
- Expanded and improved the enterprise mass notification system, the Boeing Emergency Alert System, enhancing employee safety communications

BCM continues to identify risks and 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](#)

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Ethical & Compliant Business

Code of Conduct

Each year, Boeing employees reaffirm their commitment to the company's Values and Behaviors by signing our [Code of Conduct](#), pledging to comply with applicable laws, regulations and company policies. The Code serves as a formal reminder that to earn the trust of our customers, regulators and the flying public, we must foster a workplace environment where we hold each other accountable. That means making the right decisions and operating to the highest standards. Members of our Board of Directors sign a [Code of Ethical Business Conduct for Directors](#) annually to affirm their commitment to Boeing's Values and Behaviors.

Boeing also introduced localized engagement plans at its sites to accompany our enterprise Code of Conduct signing period. Each engagement plan identifies specific site or regional issues based on data and input from site stakeholders and complements existing communications that take into consideration local compliance requirements, culture and environment.

Site Compliance and Ethics Officers (SCEOs) and Ethics Ambassadors

SCEOs are placed at sites across the enterprise to:

- Engage with employees and leadership teams to support an open and accountable culture
- Identify potential risk and improvement areas
- Connect with employees at all levels and elevate concerns as appropriate

Additionally, several SCEOs work with Ethics Ambassadors, teammates outside of Law and Global Compliance who are selected following an application process. Ambassadors spend time engaging with teammates on compliance- and ethics-related matters, acting as a force multiplier for the Ethics program. They demonstrate our Values and Behaviors while gaining insight from other teammates and supporting ethical practices across the enterprise.

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 supporting all business units.

Understanding Ethical Concerns: 2025 Data^{1,2}

1,037

Ethics inquiries

1,204

Conflict of interest
determinations

4,624

Investigative
requests

6,865

Total contacts to Ethics
and Business Conduct

42%

Investigative
requests that were
substantiated

3,324

Investigative requests
with enough information
to investigate

1. Data reflects the reporting period of Nov. 1, 2024, through Oct. 31, 2025
2. Further information pertaining to Ethics data can be found in Key Data, [Page 36](#)

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Monitoring, Reporting and Mitigation

Our Law and Global Compliance team is responsible for evaluating the effectiveness of our actions. The team takes a data-driven approach to identify, prioritize and mitigate compliance risk. The team:

- Considers various 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 compliance and ethics program to determine its effectiveness and recommends changes
- Evaluates proposed employee activity for conflict of interest. They also review events, gifts or anything of value that could be given by third parties to determine if those items 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 to help risk owners address compliance and ethical vulnerabilities across the company

We have prioritized and enhanced compliance training and employee engagements to emphasize each teammate’s personal responsibility for ethical behavior.

Inquiries and Investigations Dashboard

Law and Global Compliance monitors information available through an internal dashboard to identify trends and build on insights. It captures reporting- and investigations-related metrics starting at the enterprise level, then broken down 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 report concerns
- Instances and topic areas of concern 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 in Ethics cases

Surveys help assess the effectiveness of the company’s ethics and compliance programs. Law and Global Compliance teams, and SCEOs, review the internal dashboard and survey results to tailor their engagements to best mitigate risk and misconduct.

Employee Engagement

Engaging with stakeholders is critical to compliance activities. Our teams work across the enterprise to listen to employee feedback and to support a compliant and ethical culture. Further, Law and Global Compliance teams engage with employees daily, receiving questions, concerns and ideas for improvement.

Education and Awareness

The Ethics Education and Awareness team provides enterprise resources, communications and training to support Boeing employees. They also provide localized content to address site-specific risks. Additionally, the team deploys and tracks the completion rates for the [Code of Conduct](#) acknowledgment, and highlights positive examples of employees speaking up and raising issues through 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 provides employees with awareness 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 contact the 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 contacting [Boeing Ethics](#).

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Enterprise Security & Data Privacy

Boeing's Global Privacy Office applies a global privacy framework aligned with key laws and recognized standards to govern personal information for employees, customers, applicants and other stakeholders. We prioritize lawful, transparent data handling, robust governance and continuous improvement to enhance privacy practices and sustain trust with stakeholders.

Boeing's Global Privacy Office focuses on privacy policy and accountability and collaborates with Boeing Enterprise Security (BES) to uphold the technical and operational protections that safeguard personal information. BES plays a pivotal role in enabling Boeing's operations around the world by providing a fabric of procedures, standards and operating principles that support the confidentiality, integrity and availability of the company's information systems.

Boeing's Information Digital Technology and Security organization, which includes BES, is committed to building a security program that is resilient to evolving threats that incorporate both cyber and physical elements. To address this, Boeing recently consolidated its classified, cyber, fire, physical and global security functions. This unification of security functions modernizes Boeing's approach to security and positions BES to develop a simplified, integrated and automated security operating model and foster a positive security culture founded on Boeing's Values and Behaviors.

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. It also 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 is a cross-functional body that sets strategic direction for security and enables execution of Boeing's corporate mission to connect, protect and explore our world and beyond by ensuring the safety and security of our people, property, products and information. 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.

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Safety & Quality

Boeing is dedicated to ensuring every person who designs, builds, flies on, operates or services Boeing products gets home safely.



Global Aerospace Safety & Quality

Safety is the foundation of everything 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 FAA.

Safety Culture

- Confidential Speak Up channel enables employees to flag and report product safety concerns
- Annual SMS training for all employees focuses on the importance of hazard identification and safety reporting
- Digital learning platform, the Safety Experience, 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
- Competency-based training and assessment programs for pilots and mechanics
- Collaboration with international organizations to strengthen safety systems for our operators

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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.

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 requirements 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

Boeing continues to take robust steps to enhance safety and quality across our operations and 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 generally 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. We are committed to this plan and to ongoing improvement, which has helped make commercial aviation the safest mode of transportation.

Our Progress in the Safety & Quality Four Focus Areas in 2025

Investing in Workforce Training

- Conducted mandatory product safety and quality training for employees
- Strengthened training for mechanics and quality inspectors with an enhanced support system, including workplace coaches, peer trainers and skill enhancement centers
- Added more than 600 hours of new curriculum to training programs, including quality proficiency, SMS Positive Safety Culture and critical skills

- Enrolled more than 5,000 employees in our Foundational Training Center
- Activated enhanced training programs around six critical manufacturing skills: hydraulic tubing, torque, sealing, drilling, bonding and grounding, and interiors
- Launched Leaders in Foundational Training – a four-week immersive training program, which is mandatory for all commercial operations managers
- Digitized the foundational training system to strengthen employee performance tracking and their completion of critical tasks
- Deployed revised removals and stamping training for production teammates

Simplifying Plans and Processes

- Instituted random quality audits of documented removals in high-frequency areas to ensure compliance to process
- Simplified removal process instructions, reducing length of the governing document by 50% while increasing clarity and enabling compliance for employees
- Released more than 5,500 simplified installation plans into airplane program production and began launching “how-to” videos to supplement instructions
- Performed dozens of internal design build audits across airplane programs to determine further opportunities for production improvements and revised standards for inspectors
- Updated “stamping” system for mechanics and quality inspectors to improve functionality and display employee names on stamps for completed work

Eliminating Defects

- Reduced defects in 737 fuselage assembly through increasing inspection points at build locations and implementing customer quality approval process
- Piloted tool control centralized ownership in targeted 737 and 787 final assembly areas improving compliance and significantly reducing tool loss
- Launched tool control radio frequency identification (RFID) pilot on the 737 and 787 programs, adding unique RFID tags to thousands of tools
- Developed embedded management and metrics for foreign object debris prevention in critical work areas
- Launched work instruction adherence checks as a standard operating rhythm in production to ensure mechanics and inspectors are proficiently resourced
- Implemented a new Work in Process system and procedure across all Commercial Airplanes final assembly areas 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

- Launched quarterly, manager-led safety and quality events across all programs to share ideas and strengthen culture
- Implemented more than 1,300 Employee Involvement teams across Commercial Airplanes 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 the Speak Up system to strengthen confidentiality, encourage reporting, and keep employees who submit reports informed of the status and resolution

- Assessed over 7,000 airplane production line moves with the Move Ready Hazard assessment process, helping reduce traveled work across all Commercial Airplanes programs
- 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 (KPIs) 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 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 prior to 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](#).



“Safety is at the core of everything we do. In our industry, continuous learning is required to achieve the highest levels of safety. The multiple ways we at Boeing are learning – and applying that knowledge to drive improvements that protect human life – continues to expand.”

Don Ruhmann
Boeing Chief Aerospace
Safety Officer

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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.

Our top-level company policies reinforce this commitment, outlining clear guidelines and procedures designed to prevent accidents and injuries. Process and procedure documentation governs EHS compliance. Boeing engages teammates at all levels to ensure they understand and integrate safety protocols 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 (SIF), and our SIF prevention efforts focus on identifying high-risk conditions, strengthening critical controls, and preventing serious injuries and fatalities before they occur. 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 2025, Boeing has four third-party ISO 45001 conformance certificates representing 29 individual locations. Additionally, multiple non-certified sites conform to ISO 45001 in support of our business objectives.

2025 Employee Safety Numbers

120:1

employee hazard reporting
to recordable injury ratio

0

workplace fatalities in 2025

1.54

Recordable Case Rate¹

1. Includes privacy cases



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Boeing is committed to supporting our workforce, recruiting and retaining top talent, and creating a culture where every teammate can contribute to meaningful work in support of the company's mission.



Our Team

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

Boeing’s compensation, benefits and well-being programs focus on improving the lives of our employees and their families by supporting financial, emotional and physical health, in addition to community involvement. Offerings are based on data-driven design, innovation, employee feedback and industry best practices. We continually monitor, adjust and enhance our offerings as we strive to meet employees’ evolving needs.

Our Culture

Our culture is how we meet our mission to protect, connect and explore our world and beyond. Every day, we are dedicated to carrying out our mission – safely and sustainably. In 2025, we took action to make progress in our culture journey and saw improvement across all categories in our latest all-employee survey. Key actions included:

- Released new Values and Behaviors to provide clear expectations to all employees and are incorporated into our performance management system, our annual employee incentive programs and leadership development programs, and in our hiring and promotion processes
- Conducted more than 100 focus groups and two confidential all-employee surveys to gather perspectives on engagement, senior leadership effectiveness, manager effectiveness, ways of working, culture and values
- Required managers to review survey results with their teams, identify and address action items for improvement, and reinforce the new Values and Behaviors
- Adopted a single enterprisewide incentive structure – the One Company Score – to govern annual incentive payouts for over 100,000 employees globally

The Board of Directors provides oversight of our corporate culture and human capital management strategy.



“While culture change takes time, we’re seeing a difference in how we work together to restore trust and move our company forward.”

Kelly Ortberg
Boeing President and CEO



Learn more about
our [culture journey](#)

Compensation

Our compensation program is designed to attract, reward and retain the best-qualified employees. Boeing's competitive compensation and benefit program includes recognition and incentive pay opportunities, healthcare, paid time off, parental leave, retirement benefits, tuition assistance, employee skills and leadership development programs, and mental and physical well-being programs. We hold ourselves accountable for providing equal pay for equal work by conducting regular compensation reviews.

The Boeing Company 401(k) Retirement Plan helps employees save for their future, with generous matching contributions from the company, and provides for immediate vesting, access to investment advice, free online resources and tools, and a student loan match feature.

Employee Well-Being

Boeing provides comprehensive health, insurance and well-being benefits for employees and families. These include medical, prescription drug, dental, vision, virtual healthcare, disability and life insurance benefits. We offer paid time off, vacation and sick leave, holiday pay, jury duty and witness service, and bereavement leave. We also provide comprehensive physical and emotional well-being programs including digital health benefits, fitness classes, a tobacco-cessation program and personalized mental health support, available 24/7 through an Employee Assistance Program.

In the U.S., our medical plan options include domestic partner coverage, family planning and women's health programs. We also offer leave of absence, paid parental leave, backup child/adult/elder care, pet care, parental coaching and commuter benefits in the U.S. In many cases, our employees outside of the U.S. are eligible for healthcare services provided under the country's national health system, but in many countries, we also offer supplemental health and well-being programs.

Employees also have the benefit of earning matching dollars for donations and volunteer hours, participating in donation drives and accessing volunteer opportunities. Learn more about our [Total Rewards and benefits](#).

Professional Development, Education and Learning

Boeing remains committed to investing in our employees by supporting continuous development of professional, technical and leadership skills through access to educational opportunities, learning resources, and leading professional/technical societies and organizations around the world.

We offer extensive in-person, on-demand and virtual learning resources to employees, in addition to robust on-the-job training and structured learning for those new to the company or new to their role. We strive to make opportunities easily accessible to employees. Learning plans help managers identify the training their employees need to meet certification requirements for their work.

In 2025, we expanded our leadership development investments by delivering new and enhanced development programs and resources for current and aspiring leaders at all levels. We aim to build a pipeline of highly effective leaders who can influence our culture, manage program execution and create an environment for teammates to thrive. Explore [employee learning and development opportunities](#).

Performance and Development

Our performance and development process is designed to provide employees with clear expectations and regular, meaningful feedback to support their growth and development, along with providing the coaching needed to succeed. Employees and managers have midyear and end-of-year feedback conversations to discuss performance ratings given for "what" employees accomplished (goals) and "how" they achieved those goals (Values and Behaviors), which factor into their rewards and incentives.

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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 the products we build, deliver and service affect 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.



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Strategy & Approach

The aviation and aerospace manufacturing industries face significant environmental challenges and opportunities in the adoption of cleaner technologies for sustained, long-term growth. Safe and sustainable aerospace is an imperative for our commercial and governmental customers, employees and communities. 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 by 2050. Evolving environmental risks and opportunities inform our strategy, as evidenced by our commitments and actions in our products, services and operations.

We believe our business strategy is resilient, supported by sustained focus and investment in our products, services and operations, as well as enhanced risk management practices across our 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

Boeing follows an “avoid first, remove second” carbon management strategy, which prioritizes avoiding Scope 1 and Scope 2 GHG emissions in the first place, such as increasing the use of renewable electricity and SAF in our operations, as the most direct way to reduce our operational emissions. For harder-to-abate emissions, we are increasing focus and support 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 and our SAF strategy, see our [Carbon Offset Fact Sheet](#) and our [SAF Fact Sheet](#).

“We are advancing sustainability to support growth and serve customers worldwide by improving efficiency across products and services, addressing our legacy footprint, and building resilience.”



Allison Melia
Vice President
Global Enterprise Sustainability

2030 Sustainable Operations Targets

Measuring Our Progress

In 2025, we continued to make progress toward our 2030 targets. Boeing’s decarbonization strategy across our manufacturing sites and other facilities prioritizes avoiding and reducing direct emissions first via efficiency improvements, conservation and renewable energy procurement.



Greenhouse Gas Emissions

2030 Targets¹

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

2025 Progress

21.9%
reduction



Energy

2030 Targets¹

100% renewable electricity²

2025 Progress

52%

3% natural gas intensity reduction from 2023 base year performance³

0.6%
reduction

1. The 2030 greenhouse gas and renewable electricity targets are set with an operational boundary of The Boeing Company, which includes all majority-owned subsidiaries. More information about our approach can be found in our [GHG Supplement](#) and our [GHG Audit Statement](#)

2. Renewable electricity procurement combines direct off-take agreements and indirect market purchases (e.g., renewable energy certificates, solar renewable energy certificates, supplier contracts)

3. The target boundary is all major manufacturing locations using natural gas within The Boeing Company, including all majority-owned subsidiaries, which represents almost 78% of our total operations in 2025. “Major manufacturing” is defined as over 100,000 square feet of factory and/or laboratory space. The intensity measure used is square footage

Aerospace Innovation & Efficiency

We support our customers and governments in pursuit of their sustainability goals, including civil aviation's and the [International Civil Aviation Organization's shared long-term aspirational goal](#) of achieving net-zero emissions by 2050. Our multifaceted approach focuses on five key strategies to advance sustainable and resilient growth for aerospace.

Strategies in Action



Fleet Renewal

Replacing older models with new, innovative airplanes provides significant efficiency gains. Boeing's newest commercial airplanes typically reduce fuel use and carbon dioxide (CO2) emissions by 20%-30% compared to the in-service airplanes they replace.

- Supported Malaysia Airlines' fleet update as Malaysia Aviation Group ordered 18 737-8 and 12 737-10 wide-body jets
- Finalized a landmark order with Korean Air to modernize its fleet with up to 50 wide-body airplanes, including 20 777-9s, 20 787-10s and options for 10 additional 787 Dreamliners
- Worked with Turkish Airlines to update its fleet as it placed an order for 35 787-9s, 15 787-10s and options for 25 787 Dreamliners



Operational Efficiency

Leveraging data, digital tools, maintenance and modifications can reduce fuel use and cost, potentially reducing emissions by around 9%.¹

- Completed two weeks of flight testing on a United Airlines 737-8 across the U.S. and Europe as part of the Boeing ecoDemonstrator program. The aircraft evaluated the Internet Protocol Suite, which is an advanced, secure, internet-based communications system designed to improve air traffic management and security
- Released a Concept of Operations for Automated Flight Rules to address both crewed and uncrewed aircraft operations, including commercial aviation, with subsidiaries Wisk and SkyGrid. Automated Flight Rules create a capability that allows more automation to guide decisions, enabling increased operational efficiency and safety alongside existing flight rule models



Renewable Energy Transition

Unblended ("neat") SAF can reduce life cycle carbon emissions by up to 80%² compared to conventional jet fuel. It offers an opportunity to advance aviation's decarbonization while supporting energy security and economic resilience.

- Became a founding member of Cascadia, a coalition focusing on increasing regional SAF production and use
- Supported two projects in Canada, investing nearly CA\$20 million to strengthen energy security and expand SAF production as part of the CP-8A Poseidon Industrial and Technological Benefits program
- Became a key project development partner of Norsk e-Fuel to support one of Europe's first industrial-scale Power-to-Liquids facilities to foster the supply of synthetic SAF (e-SAF)
- Partnered with the U.S. SAF Coalition to support SAF policies aimed at making projects more financially viable, improving the economics of SAF



Advanced Technologies

Innovation remains central to advancing safe and resilient aerospace products and operations. We continue investing to explore and mature technologies that improve efficiency across airframes, propulsion systems and energy.

- Accomplished technical milestones on NASA Advanced Aircraft Concepts for Environmental Sustainability, NASA Subsonic Flight Demonstrator, and FAA Continuous Lower Energy, Emissions, and Noise programs
- Invested in EVIO, a hybrid-electric aircraft developer aiming for the 50-to-100-seat market with an expected entry into service in the early 2030s



Carbon Removals and Market-Based Measures

Supporting the commercialization of CO2 removal technologies to deliver high-quality credits for the aerospace industry to advance responsible growth.

- Launched a multiyear Carbonfuture agreement for at least 40,000 tonnes of durable carbon removal from biochar
- Secured an agreement with Grassroots for at least 40,000 tonnes of durable carbon removal via regenerative grazing and soil carbon sequestration
- Entered into an agreement to procure 20,000 tonnes of permanent carbon removal credits from Supercritical through biochar

1. Source: [ATAG Waypoint 2050, Third Edition](#)

2. Source: [Aviation Benefits Beyond Borders, Waypoint 2050](#)

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.

Strategies in Action



Innovation and Engagement

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 encourage employees to foster more efficient habits.

- Completed a study evaluating a hybrid CO2 heat pump system to replace steam-based heat generation for occupant heating, supporting site efficiency and investment decisions to reduce energy, water and waste
- Initiated a comprehensive natural gas study at the Everett plant to identify operational efficiency improvements and pathways for electrification
- Celebrated the Environmental Sustainability Leadership Awards to acknowledge employee-driven efficiency and conservation innovation



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.

- Completed 13 electricity and natural gas conservation projects, with an estimated annual utility consumption reduction of 133,000 million BTUs
- Used 1.24 million gallons (4.70 million liters) of neat SAF in our operations
- Earned our sixth ENERGY STAR Challenge for Industry Award, for reducing electricity use by 10 million kilowatt-hours annually at the Development Center near Seattle
- Cut deionized water use at Spectrolab in Sylmar by targeting high weekend consumption and installing automatic control valves, which saved nearly 2 million gallons (nearly 8 million liters)



Site and Infrastructure Investment

We seek to improve efficiency, extend equipment longevity and reduce resource use. We pursue Leadership in Energy and Environmental Design (LEED) 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.

- Launched first phase of Energy Performance Contracting to replace 120,000 lighting fixtures at 17 buildings and cut an estimated 59 million kWh each year
- Achieved 100% renewable electricity annually at St. Louis operations working with Ameren Missouri through a combination of direct renewable energy procurement (solar) and renewable energy certificates (RECs)



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.

- Won 2025 Tandem Global Awards for corporate conservation excellence for the Marine Intertidal project at Plant 2 in Seattle and Pollinator and Remediation projects at Pollinator Prairie in Olathe, Kansas
- Advanced final cleanup plan at Santa Susana Field Laboratory, a former rocket engine testing and energy research site, after state regulators released the proposed plan for public comment
- Removed nearly 80,000 cubic yards (nearly 62,000 cubic meters) of contaminated sediment from the Lower Duwamish Waterway Superfund site since late 2024, with 17 of the 26 sediment management areas now complete

Human Rights

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

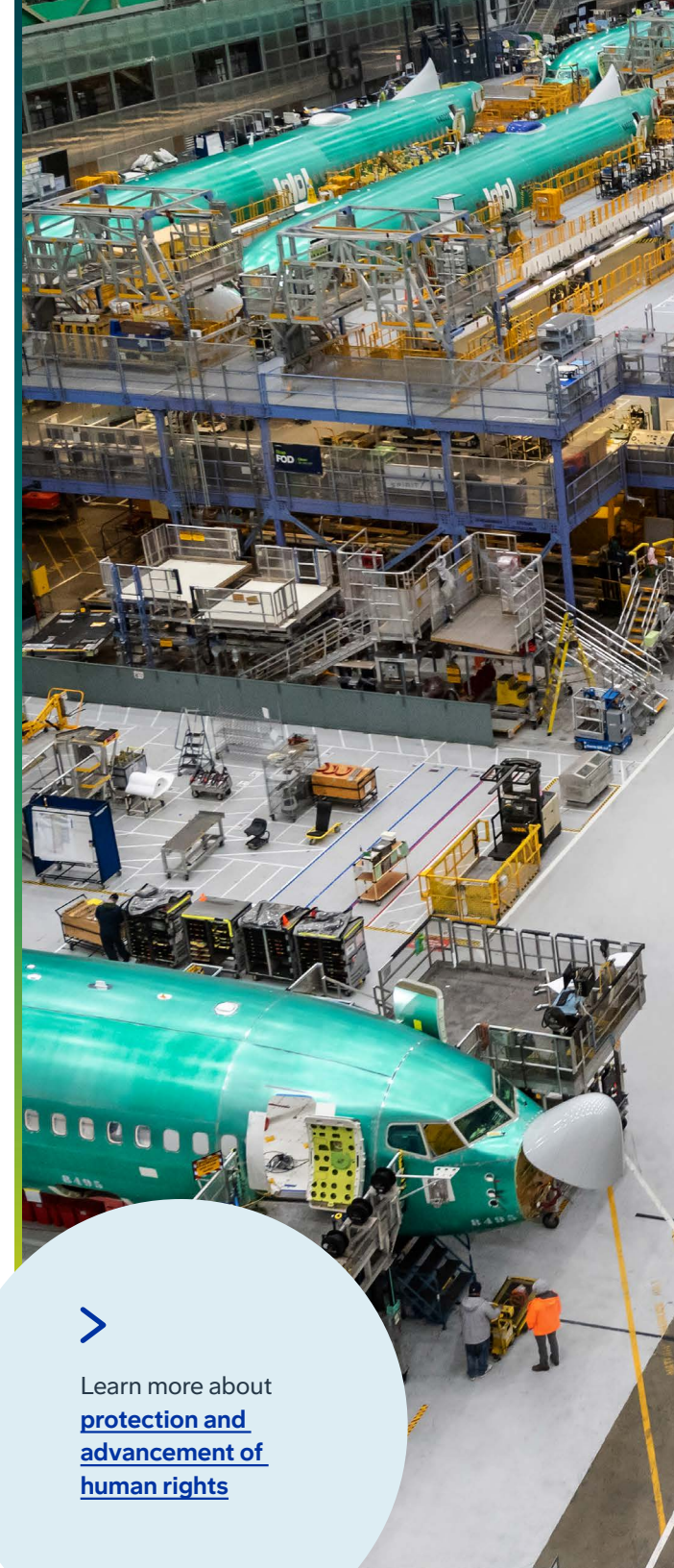
Operations

We have policies and practices designed to identify and address human rights risks; they are reviewed annually via Boeing's [Compliance Risk Management program](#). Learn more about human rights management in our [Boeing Enterprise Modern Slavery Statement](#) and our [human rights awareness training](#).

Supply Chain

Supply chain sustainability embeds environmental responsibility, workforce practices and operational integrity 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 scrap revert program and streamlined inventory management and supplier packaging to reduce waste. We have established clear procurement authority to mitigate corruption risk and encouraged transparency from suppliers on sustainability practices.

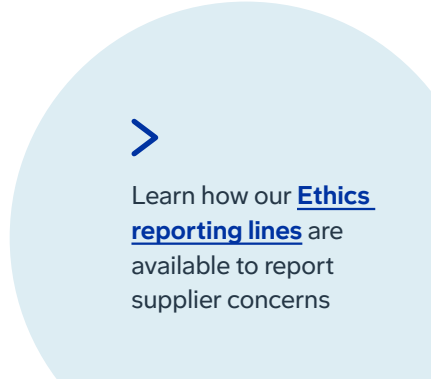
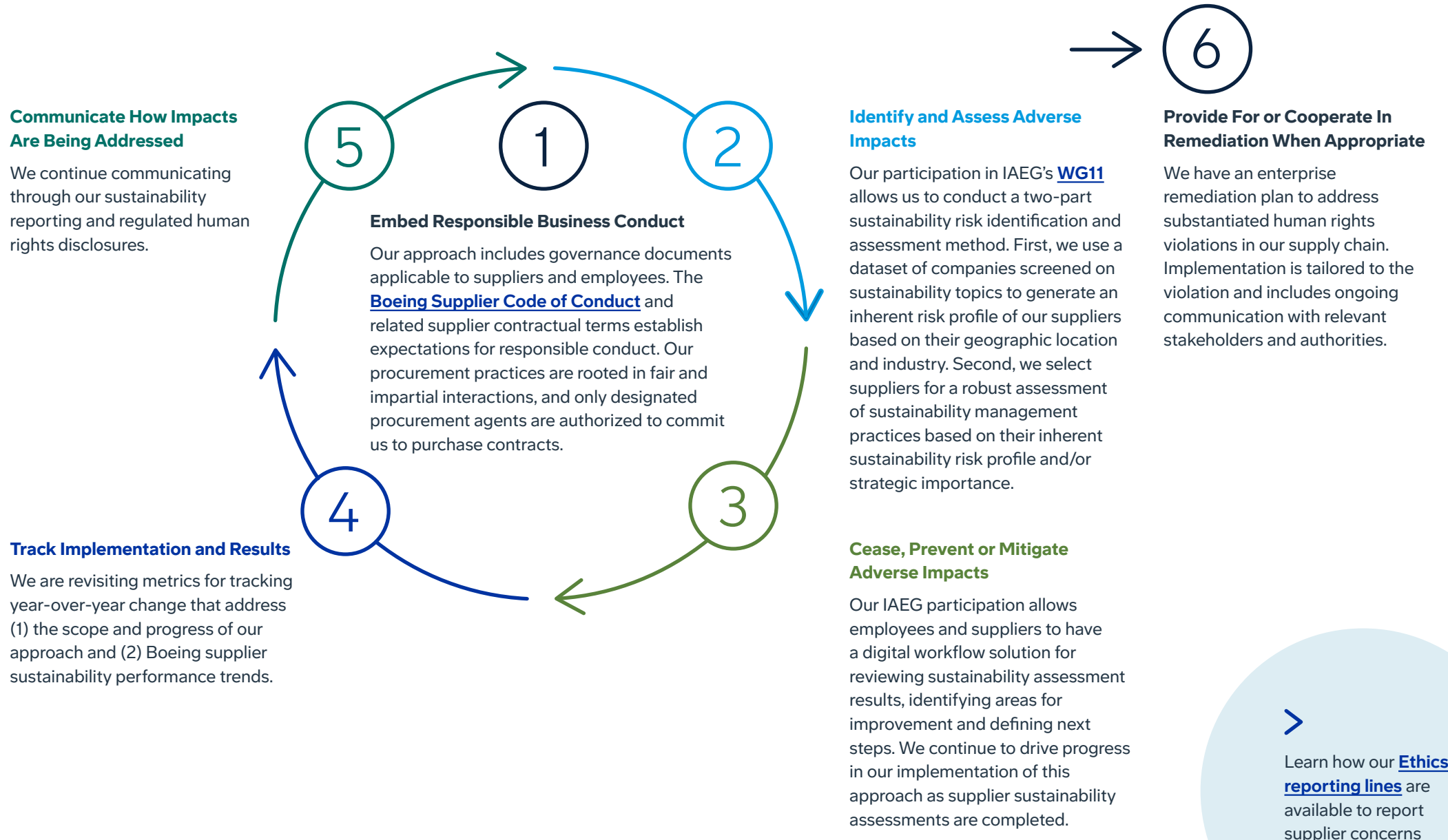
We understand that relevant topics may evolve for our industry or procurement categories, and we engage in industry voluntary approaches, where relevant, to have a meaningful positive impact. Boeing is a founding member of the International Aerospace Environmental Group (IAEG), a globally renowned industry forum that addresses sustainability matters, such as human rights, across our shared supply base. Boeing adopted IAEG's efforts and implemented a voluntary sectoral framework for supplier sustainability assessment. This assessment furthers our 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. By year-end 2025, 13 participating IAEG member companies (including Boeing) achieved the accumulation of over 7,000 supplier assessments. We also participate in the International Forum on Business Ethical Conduct and use its industry model for our supplier code of conduct.



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

Supply Chain Sustainability Risk Management Framework

Boeing's supply chain sustainability management approach is aligned to the [OECD's six-step due diligence 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.



Learn how our [Ethics reporting lines](#) are available to report supplier concerns

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 Science, Technology, Engineering and Math (STEM) education and workforce development programs, assisting veterans and their families in finding their new mission, uplifting underserved communities, and stepping up for communities in crisis.

Over
\$2.0B

investments by Boeing
in communities over
the last 10 years

Boeing Contributions in 2025

\$78.3M

in charitable grants
invested in 48 countries

\$13.0M

contributed in support of
veterans programs

\$2.0M

in humanitarian relief and
recovery efforts globally

14,000+

community
partners globally

\$12.4M

in support of
environmental programs

\$50.8M

across 424 grants
invested in support of
STEM education
and workforce
development programs

1.4M

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

\$14.1M

invested in 195 higher-education
institutions in 38 states and 28
countries supporting postsecondary
education in industry-relevant fields

Employee Contributions

526,000

volunteer hours donated by
employees to charitable causes

\$67.3M

contributed by employees
and Boeing through the
[Boeing Gift Match Program](#)

\$3.2M

donated by Employees
Community Fund chapters

“We are driven to strengthen and uplift the places where we live and work – committing to environmental stewardship, support for veterans and their families, STEM education, and investment in economically disadvantaged communities.”



Lindsay Leonard
Vice President
Boeing Global Engagement

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Data within the Key Data table, Global Reporting Initiative (GRI) Index (in accordance with 2021 standards), Sustainability Accounting Standards Board (SASB) Index (in accordance with 2023 Aerospace and Defense Standard), and Task Force on Climate-related Financial Disclosures (TCFD) Index (in accordance with 2017 standards) is for the period from Jan. 1, 2025, through Dec. 31, 2025, unless otherwise noted. Boeing's acquisition of Spirit AeroSystems occurred on Dec. 8, 2025; Spirit AeroSystems is not included in this data set unless otherwise noted.



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	2025	2024	2023
Energy¹	Terajoules	Terajoules	Terajoules
Natural Gas	6,379	6,595	6,415
Jet Fuel	1,919	1,390	2,408
Other Nonrenewable Fuels ²	468	482	587
Total Nonrenewable Fuels	8,766	8,467	9,410
Sustainable Aviation Fuels	176	101	83
Total Renewable Fuels³	187	101	83
Purchased Nonrenewable Electricity	3,956	5,440	4,849
Purchased Renewable Electricity	4,205	2,783	3,013
Total Electricity Consumption⁴	8,165	8,225	7,862
Total Energy Use⁵	17,172	16,843	17,398
Percentage of Energy Consumption From Renewable Sources	26%	17%	18%
Total Renewable Energy Use	4,396	2,886	3,096
Energy Intensity Ratio ⁶	0.00005	0.00007	0.00006
Natural Gas Intensity Ratio ^{1,6}	0.08260	0.08050	0.08310
Emissions¹	Metric Tons CO2e	Metric Tons CO2e	Metric Tons CO2e
Scope 1 GHG	525,000	517,000	576,000
Scope 2 GHG – Location Based	732,000	783,000	758,000
Scope 2 GHG – Market Based	253,000	464,000	420,000
Scope 3 GHG – Business Travel	163,000	161,000	254,000
Scope 3 GHG – Use of Sold Products (Commercial Airplanes)	646,000,000	352,000,000	427,000,000
Scope 3 GHG – Use of Sold Products (Defense, Space & Security)	26,000,000	21,000,000	21,000,000
Total Calculated GHG (Market-Based) Excluding Sold Products	941,000	1,142,000	1,250,000
GHG Intensity Ratio ⁶	0.000009	0.000015	0.000013

1. 2023 data reflects updated figures due to a re-verification in 2025. 2023-2025 data categories in the data table were reorganized to streamline and clarify major contributors to our energy use.

2. Other Nonrenewable Fuels includes fuels such as motor gasoline, diesel and propane.

3. Total Renewable Fuels also includes renewable diesel at 11 terajoules for 2025.

4. Total Electricity Consumption also includes solar at 2 terajoules for 2024 and 4 terajoules for 2025.

5. Total Energy Use also includes purchased chilled water at 43 terajoules for 2023, 50 terajoules for 2024 and 54 terajoules for 2025.

6. Energy and GHG Intensity Ratios reflect megawatt hours and metric tons per dollar revenue, respectively. Natural Gas Intensity reflects millions of British thermal units (MMBtu) per square foot.

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	2025	2024	2023
Waste ¹	Metric Tons	Metric Tons	Metric Tons
Hazardous Waste Directed to Disposal ^{2,3,4}	7,868	6,019	5,935
Hazardous Waste Incinerated for Energy Recovery	1,126	689	816
Hazardous Waste Incinerated Without Energy Recovery	1,130	766	993
Hazardous Waste Sent to Landfill	3,782	2,246	2,553
Hazardous Waste Otherwise Disposed ⁵	1,830	2,318	1,573
Hazardous Waste Recycled	96	37	50
Percentage of Hazardous Waste Recycled	1.2%	0.6%	0.8%
Total Hazardous Waste Generated	7,964	6,056	5,985
Nonhazardous Waste Directed to Disposal ^{3,4,6}	29,374	19,994	21,579
Nonhazardous Waste Incinerated for Energy Recovery	3,658	2,884	2,649
Nonhazardous Waste Incinerated Without Energy Recovery	189	306	206
Nonhazardous Waste Sent to Landfill	20,568	12,188	11,515
Nonhazardous Waste Otherwise Disposed ⁵	4,959	4,616	7,209
Nonhazardous Waste Recycled	42,827	37,743	50,562
Percentage of Nonhazardous Waste Recycled	59%	65%	70%
Total Nonhazardous Waste Generated	72,201	57,737	72,141
Total Waste Directed to Disposal⁴	37,242	26,013	27,514
Total Waste Recycled	42,923	37,780	50,612
Percentage of Total Waste Recycled	54%	59%	65%
Total Waste Generated	80,165	63,793	78,126

1. 2025 waste data represents approximately 86% of operations by square footage, while 2023 and 2024 data represent approximately 73% of operations by square footage. 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 non-production 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.

2. Hazardous 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.

3. For 2023, 2024 and the current reporting year of 2025, data was updated such that "nonhazardous waste" is a combination of nonhazardous and solid waste, and "hazardous waste" is a combination of hazardous and universal waste, compared to the previous report.

4. Waste directed to disposal is the sum of waste incinerated for energy recovery, incinerated without energy recovery, sent to landfill and otherwise disposed.

5. "Otherwise Disposed" includes any disposal method that is unknown or not defined by other disposal categories.

6. Nonhazardous waste quantities represent values gathered from scale-weighted containers as well as calculated estimates.

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	2025	2024	2023
Environmental Management and Penalties¹			
Number of Significant Spills (All Operations)	1	0	0
Quantity Spilled From Significant Spills (All Operations) (kg)	22.7	0	0
Quantity of Material Recovered From Significant Spills (All Operations) (kg)	22.5	0	0
Incidents Incurring a Penalty Over \$10,000 (All Operations)	0	0	1
Total of Penalties Over \$10,000 (All Operations)	\$0	\$0	\$16,985

Water²

	2025		2024		2023	
	All Areas (Megaliters)	Areas With Water Stress (Megaliters)	All Areas (Megaliters)	Areas With Water Stress (Megaliters)	All Areas (Megaliters)	Areas With Water Stress (Megaliters)
Percentage of Total Water Withdrawal From Areas With Water Stress ³	14%		13%		12%	
Total Water Withdrawal	5,623.9	763.8	5,021.7	640.6	4,556.8	565.6
Total Reclaimed Water (Not Withdrawn)	28.1	11.2	37.2	10.6	42.1	9.4

1. Data represents spills information in accordance with GRI 306-3 (2016).

2. Water data represents approximately 76% of operations by square footage.

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

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Health and Well-Being¹			
Employee Fatalities as a Result of Work-Related Ill Health ²	0	0	0
Fatalities as a Result of Work-Related Injuries ²	0	0	0
Lost Workday Case Rate (Lost Time Injury Frequency Rate)	0.38	0.39	0.41
Near-Miss/Hazard Ratio to Recordable Injuries ³	120:1	107:1	102:1
Number of Hours Worked	273,698,450	277,617,475	275,569,359
Number of Work-Related Ill Health Cases	422	406	410
High-Consequence Work-Related Injuries (Excluding Fatalities)	126	115	108
Recordable Work Injuries ⁴	2,112	2,029	2,156
Recordable Case Rate ⁵	1.54	1.46	1.56
Health and Safety Training Courses Available	1,097	1,118	1,078
Percentage of Employees Covered With Healthcare ⁶	94%	95%	94%

Employee Demographics⁷

Employee Representation

Total Boeing Workforce Members⁸	182,000	172,000	171,000
Non-U.S. Workforce Members	13.9%	14.6%	13.7%
Total Boeing Workforce Members Covered by Collective Bargaining Agreements⁸	40%	34%	33%
U.S. Workforce Members Who Are Veterans ⁹	13.7%	13.9%	14.2%

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. When comparing the year-over-year Recordable Case Rate, 2024 data includes a 53-day period where more than 33,000 members of the International Association of Machinists and Aerospace Workers (IAM) in Washington state and Oregon were on strike, resulting in a lower than anticipated rate.

6. Based on enrollment in medical coverage as of Dec. 1, 2025. Includes active employees of The Boeing Company and fully integrated subsidiaries located in the U.S.

7. Unless otherwise indicated, data presented is a snapshot 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.

8. Total includes former Spirit AeroSystems employees who became part of The Boeing Company effective Dec. 8, 2025. All other employee demographic data excludes Spirit. Values are rounded.

9. 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.

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	2025	2024	2023
Female Workforce^{1,2}			
Overall (Companywide)	23.8%	24.3%	24.4%
Total Number of Female Workforce Members	38,206	40,699	39,754
Board of Directors	25.0%	27.3%	30.8%
Executives	33.3%	33.2%	33.2%
Managers	24.0%	24.4%	24.3%
New Hires (%) ³	29.4%	24.2%	24.5%
New Hires (#) ³	3,243	4,009	6,188
Total Number of Male Workforce Members	121,652	126,481	123,201
Veterans⁴			
Percentage of Veterans	13.7%	13.9%	14.2%
Disabilities⁵			
U.S. Disability Self-ID Participation Rate	52.7%	49.4%	47.0%
Percentage of Workforce Members Who Self-ID as Having a Disability	8.2%	8.1%	8.1%
Workforce Members by Generation			
Percentage of Workforce Members in the Generation Z Age Range (1997+)	19.2%	12.0%	9.9%
Percentage of Workforce Members in the Generation Y Age Range (1981-1996)	41.2%	40.9%	40.3%
Percentage of Workforce Members in the Generation X Age Range (1965-1980)	31.2%	32.2%	32.8%
Percentage of Workforce Members in the Baby Boomer Age Range (1946-1964)	8.4%	14.7%	16.8%
Percentage of Workforce Members in the Traditionalist Age Range (-1945)	<0.1%	0.1%	0.1%
Percentage of Workforce Members in an Unknown Age Range	<0.1%	0.1%	0.1%
Parental Leave			
Total Number of Workforce Members Who Took Parental Leave	6,385	5,320	4,695
New Hires and Turnover			
Total New Hires³	10,925	14,052	23,236
Turnover Rate ⁶	3.4%	3.6%	3.0%

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

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

3. "New Hires" represents external candidates hired during the reporting period.

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

5. 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.

6. Turnover rate represents enterprise voluntary resignation rate.

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Strategic Sourcing and Partnerships¹			
Total Veteran-Owned Suppliers ²	386	390	370
Total Suppliers	11,300	11,300	11,000
Total U.S. States Where Suppliers Are Located	50	50	50
Total Countries Where Suppliers Are Located	65	61	60
Percentage of Suppliers That Are Local to Significant Locations of Operation	89%	89%	89%
Total Spend on Small Business Suppliers ³	\$6,000,000,000	\$5,600,000,000	\$5,400,000,000
Spend With Local Suppliers as a Percentage of Total Supplier Spend	82%	80%	83%
Total Spend on Suppliers	\$52,000,000,000	\$48,250,000,000	\$43,000,000,000

Workforce Member Training and Development⁴			
Average Workforce Member Training Hours per Learner ⁵	30.6	30.2	37.0
Percentage of the Total Workforce That Received Training on Discrimination and/or Harassment ⁶	28%	96%	94%
Percentage of the Total Workforce That Received Training on Environmental Issues ⁷	45%	47%	47%
Total Mandatory Workforce Member Training Hours	679,000	577,000	600,000
Total Hours of Workforce Member Training	5,808,000	5,921,000	7,100,000

1. Strategic Sourcing and Partnerships data does not reflect all subsidiaries. Includes U.S. and non-U.S. small or large suppliers. Suppliers may fall into more than one category.

2. "Veteran Owned" is defined as 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 therefrom 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.

3. 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.

4. Average training hours per workforce member category equals the total number of training hours provided to each category of workforce members divided by total number of workforce members in category.

5. 2023 training hours have been revised to reflect the correction of an error.

6. Training data was filtered using courses provided by Boeing Global Equal Employment Opportunity Compliance and Ethics. Employees receive training on a biannual basis; new employees receive training upon hire.

7. Training data was filtered using courses provided by Environment, Health and Safety. These include courses covering permitting, hazardous chemicals and waste, environmental and regulatory awareness, spills prevention, etc.

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Community Engagement			
Community Giving ¹	\$182,436,192	\$176,356,728	\$191,100,000
Number of Community Partners	14,271	11,531	13,784
Charitable Grants	\$78,311,734	\$81,048,405	\$79,210,863
Number of Countries Receiving Charitable Grants ²	48	49	48
Total Number of Countries Where Contributions Were Made	69	68	66
Total International Partners Receiving Contributions	562	559	620
Global Humanitarian Relief and Recovery Effort Contributions	\$1,995,000	\$3,838,591	\$5,023,757
Support for Environmental Programs	\$12,389,558	\$8,407,325	\$8,591,437
Total Number of Contributions Supporting Environmental Programs	534	665	494
Contributions to Veterans Organizations	\$12,985,794	\$20,119,837	\$17,200,000
Grants in Support of Veterans Programs	\$9,770,000	\$15,655,523	\$13,150,000
Number of Grants in Support of Veterans Programs	107	124	110
Total Organizations Receiving Contributions Supporting Veterans Programs	401	356	440
Contributions Supporting Science, Technology, Engineering and Math (STEM) Education and Workforce Development Programs	\$66,851,344	\$70,065,843	\$74,400,000
Grants in Support of STEM Education and Workforce Development Programs	\$50,842,034	\$45,415,528	\$48,501,664
Number of Grants in Support of STEM Education and Workforce Development Programs	424	456	423
Total Number of Organizations Receiving Contributions Supporting STEM Education and Workforce Development Programs	3,374	2,605	1,280
Approximate Students Reached Through Boeing's Hands-On STEM Learning Program FUTURE U ³	165,865	368,263	584,204
Contributions by Workforce Members With a Boost From the Boeing Gift Match Program	\$67,278,712	\$47,362,012	\$60,595,598
Donations by Employees Community Fund Chapters	\$3,242,938	\$5,755,774	\$7,581,318
Total Volunteer Hours	526,900	494,629	477,679

1. Community giving is inclusive of charitable grants, business contributions, in-kind donation, Boeing Company Charitable Trust, and Boeing's employee donations and corresponding Boeing Gift Match.

2. Charitable grants, which are monetary investments made to organizations categorized as charitable by applicable country laws (e.g., 501(c)3 in the U.S.), were made in 48 countries. Boeing made monetary investments, including charitable grants, sponsorships, in-kind donations, the Boeing Gift Match program and The Boeing Charitable Trust, in a total of 69 countries.

3. The FUTURE U Program ended in July 2025.

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Ethics¹			
Inquiries ²	1,037	1,334	1,407
Conflict of Interest Determinations	1,204	1,413	1,527
Investigative Requests ³	4,624	4,142	4,194
Total Contacts to Compliance Analytics and Ethical Business Conduct	6,865	6,889	7,128
Investigative Requests With Enough Information To Investigate	3,324	2,907	3,428
Percentage of Investigative Requests That Were Substantiated	42%	35%	34%

1. Data reflects the reporting period of November 2024 through October 2025 to account for a full year.

2. Inquiries are comprised of 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.

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Disclosure	Disclosure Title	Report Section(s)	Additional Reference(s)/Links
GRI 2: General Disclosures			
2-1	Organizational details	2025 Company Profile, Page 4	<p>The Boeing Company is a publicly traded corporation. Our headquarters are located at 929 Long Bridge Drive, Arlington, VA 22202</p> <p>AR Form 10-K, Page 1, Item 1. Business</p> <p>AR Form 10-K, pages 26-27</p> <p>20-Year Commercial Market Outlook</p> <p>Boeing Employment Data, December 2025</p> <p>Boeing Global</p>
2-2	Entities included in the organization's sustainability reporting		<p>This report includes the organizational boundaries of The Boeing Company and its subsidiaries, including those identified in AR Form 10-K, Exhibit 21, unless otherwise noted. For the purposes of this report, Spirit AeroSystems, acquired by The Boeing Company on Dec. 8, 2025, and Jeppesen, sold by The Boeing Company on Oct. 31, 2025, are excluded unless otherwise noted.</p>
2-3	Reporting period, frequency and contact point		<p>Boeing's sustainability report is published annually, with a reporting period of Jan. 1-Dec. 31, 2025 (unless otherwise noted). The reporting period for Boeing's financial reporting aligns with the period for its sustainability reporting.</p> <p>This report was published on July 2, 2026.</p> <p>Boeing Communications Email: media@boeing.com Mailing address: 929 Long Bridge Drive, Arlington, VA 22202</p>
2-4	Restatements of information		<p>2023-2025 Energy and greenhouse gas (GHG) data: 2023 data reflects updated figures due to a 2025 re-verification. 2023-2025 data categories in the data table were reorganized to streamline and clarify major contributors to our energy use.</p> <p>2023 and 2024 Waste data: data was reorganized to streamline data reporting. Historical data was combined such that "nonhazardous waste" is a combination of nonhazardous and solid waste, and "hazardous waste" is a combination of hazardous and universal waste.</p> <p>2023 Health and Well-Being data: "High-Consequence Work-Related Injuries (Excluding Fatalities)" was revised due to an identified error.</p> <p>2023 Workforce Member Training and Development data: "Average Workforce Member Training Hours per Learner" was revised due to an identified error. Revised hours are 57% higher compared to the number of hours previously reported.</p>
2-5	External assurance		<p>Select environmental data related to GHG has been externally verified by DNV Business Assurance USA. See Audit Statement.</p>

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2-6	Activities, value chain and other business relationships	2025 Company Profile, Page 4 Human Rights, pages 25-26	GRI Sector: Aerospace and Defense Boeing Overview AR Form 10-K , Page 1, Item 1. Business AR Form 10-K , pages 26-27 20-Year Commercial Market Outlook Boeing Employment Data, December 2025 Boeing Weapons Statement Boeing Commercial Orders & Deliveries Commercial Services Boeing Suppliers Tax Governance and Compliance
2-7	Employees	Key Data, pages 32-33	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. Total Workforce metric includes former Spirit AeroSystems employees who became part of The Boeing Company effective Dec. 8, 2025.
2-9	Governance structure and composition	Governance & Risk Management, pages 7-9	Boeing Corporate Governance PS , pages 5-19
2-10	Nomination and selection of the highest governance body	Governance & Risk Management, pages 7-9	Board Governance Director Independence Standards Corporate Governance Principles PS , pages 5-7
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 & Risk Management, pages 7-9	PS , pages 22-35 Governance & Public Policy Committee Charter The Boeing Company TCFD Report , pages 2-3; 8-9
2-13	Delegation of responsibility for managing impacts	Governance & Risk Management, pages 7-9	PS , pages 22-35 Governance & Public Policy Committee Charter Audit Committee Charter The Boeing Company TCFD Report , pages 2-3; 8-9

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2-14	Role of the highest governance body in sustainability reporting	Governance & Risk Management, pages 7-9	PS , pages 26, 31 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 & Compliant Business, pages 10-11	PS , pages 5, 20, 39, 43, 52 Code of Ethical Business Conduct for Directors Ethics and Compliance
2-16	Communication of critical concerns	Ethical & Compliant Business, pages 10-11 Key Data, Page 36	PS , pages 2, 4, 30, 38 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.
2-17	Collective knowledge of the highest governance body	Governance & Risk Management, pages 7-9	PS , pages 8-19, 36 The Boeing Company TCFD Report , pages 2-3
2-18	Evaluation of the performance of the highest governance body		PS , pages 37-38, 51-53
2-19	Remuneration policies	Workforce, Page 20	PS , pages 48-63 Boeing Benefits
2-20	Process to determine remuneration	Workforce, Page 20	PS , pages 48-63 Boeing Benefits Boeing Benefits Compensation, Incentives and Stock Boeing Benefits Career
2-21	Annual total compensation ratio		2026 PS , Page 73 2025 PS , Page 83 2025 estimated ratio: 166 to 1 2024 estimated ratio: 183 to 1 Change in ratio from 2024 to 2025; approximately a 9% decrease

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2-22	Statement on sustainable development strategy	<p>Strategy & Approach, Page 22</p> <p>Sustainable Operations, Page 24</p> <p>Human Rights, pages 25-26</p>	<p>The Boeing Company TCFD Report, pages 3-8</p>
2-23	Policy commitments	<p>Governance & Risk Management, pages 7-9</p> <p>Ethical & Compliant Business, pages 10-11</p>	<p>PS, pages 29-31</p> <p>The Boeing Company TCFD Report, pages 8-9</p> <p>Environmental Policy</p> <p>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.</p> <p>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.</p>
2-24	Embedding policy commitments	<p>Progress to Plan, Page 6</p> <p>Governance & Risk Management, pages 7-9</p> <p>Strategy & Approach, Page 22</p>	<p>PS, Page 35</p> <p>People & Culture</p> <p>Code of Ethical Business Conduct for Directors</p> <p>Anti-Corruption Program</p> <p>Boeing Code of Conduct</p> <p>Supplier Principles</p> <p>Supplier Code of Conduct</p> <p>Conflict Minerals Policy</p> <p>Code of Basic Working Conditions and Human Rights</p> <p>Boeing Modern Slavery Statement</p>
2-25	Processes to remediate negative impacts	<p>Governance & Risk Management, pages 7-9</p> <p>Ethical & Compliant Business, pages 10-11</p> <p>Human Rights, pages 25-26</p> <p>Community, Page 27</p>	<p>Integrity Counts – Confidential & Anonymous Reporting System</p> <p>Contacting Ethics</p> <p>Audit Committee Charter</p> <p>Resilience and Risk Management</p>

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2-26	Mechanisms for seeking advice and raising concerns	Ethical & Compliant Business, pages 10-11 Human Rights, pages 25-26 Key Data, Page 36	PS , pages 21-22, 27 Audit Committee Charter Ethics and Compliance Integrity Counts – Confidential & Anonymous Reporting System Contacting Ethics
2-27	Compliance with laws and regulations	Ethical & Compliant Business, pages 10-11 Sustainability & Resilience, pages 21-27 Key Data, Page 31	U.S. Political Advocacy Report , Page 4
2-28	Membership associations		U.S. Political Advocacy Report , Page 9
2-29	Approach to stakeholder engagement	Governance & Risk Management, pages 7-9	PS , pages 20-26 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 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 other 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 32	AR , pages 9-10

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GRI 3: Material Topics			
3-1	Process to determine material topics	Governance & 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 2025, 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.
3-2	List of material topics	Governance & Risk Management, pages 7-9	<p>There are no changes to our list of sustainability priorities compared with the previous reporting period:</p> <ul style="list-style-type: none"> Global Aerospace Safety Employee Safety & Well-Being Climate Action Environmentally Responsible Operations People & Culture Ethical & Compliant Business Data Privacy & Information Security Professional Development, Education & Learning Community Engagement Responsible Supply Chain Economic Performance
GRI 201: Economic Performance			
3-3	Management of material topics	2025 Company Profile, Page 4	
201-1	Direct economic value generated and distributed	2025 Company Profile, Page 4 Community, Page 27	AR , Page 54 Boeing Community Engagement
201-2	Financial implications and other risks and opportunities due to climate change	Sustainability & Resilience, pages 21-27	AR , pages 4, 13, 16-17 The Boeing Company TCFD Report , pages 3-8
201-3	Defined benefit plan obligations and other retirement plans	Workforce, Page 20	AR , pages 45, 51, 64, 95-104 Boeing Benefits
201-4	Financial assistance received from government		AR , pages 90-91

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GRI 203: Indirect Economic Impacts			
203-1	Infrastructure investments and services supported		Boeing South Carolina Spirit AeroSystems Acquisition
203-2	Significant indirect economic impacts		Boeing Community Engagement
GRI 204: Procurement Practices			
204-1	Proportion of spending on local suppliers	Key Data, Page 34	89% percent of our suppliers are local to our significant locations of operations, and spend with these local suppliers comprised 82% 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 & Compliant Business, pages 10-11	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 & Compliant Business, pages 10-11	Anti-Corruption Program
GRI 302: Energy			
3-3	Management of material topics		
302-1	Energy consumption within the organization	Sustainable Operations, Page 24 Key Data, Page 29	GHG Supplement
302-3	Energy intensity	Key Data, Page 29	GHG Supplement
302-4	Reduction of energy consumption	Sustainability & Resilience, pages 21-27	Boeing's collaboration with Ameren Missouri through its Renewable Solutions Program signifies one of Boeing's largest renewable electricity procurements and is completely powering Boeing St. Louis facilities with 248,000 megawatt hours of renewable electricity annually.
302-5	Reductions in energy requirements of products and services	Sustainability & Resilience, pages 21-27	

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GRI 303: Water and Effluents			
3-3	Management of material topics	Sustainability & Resilience, pages 21-27	<p>Reducing Water Use</p> <p>Our water is sourced from local public utilities and company generation. Water used within our facilities is discharged to public sanitary sewer systems. In some cases, we pretreat wastewater before discharging it to public utility 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.</p> <p>Our specialists work to identify efficiencies, best practices and new technologies to reduce water use. We work to identify irregularities that may require action to minimize water use, applying many water management techniques recommended by the U.S. Environmental Protection Agency (EPA). Following the outcome of our investment-grade electricity, natural gas and water audits in 2023, we are beginning Phase 1 of domestic water upgrades at our West Corridor sites.</p> <p>Working To Conserve Water</p> <p>We implement efficiencies, best practices and new technologies to reduce water use and identify alternatives for water-intensive processes. We regularly review industry best practices and use the International Organization for Standardization (ISO) 14001 standard at our major sites 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 environmental issues critical to the company and our stakeholders. It also informs our next-generation environmental strategy and targets.</p>
303-1	Interactions with water as a shared resource	Sustainability & Resilience, pages 21-27	<p>The water used in our facilities is sourced from local public utilities 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 utility water supply systems, and most withdrawal measurement is from water system meters.</p> <p>A review was conducted for facilities included in this reporting boundary to determine their water withdrawal sources. These sources and water bodies were then correlated with the 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.</p>
303-2	Management of water-related impacts	Sustainability & Resilience, pages 21-27	<p>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.</p> <p>The nature of Boeing's manufacturing requires sufficient quantities and strict qualities of parts and materials acquired through its direct supply chain (parts and materials that directly comprise Boeing's products). Thus, it is important that sufficient good-quality fresh water be available to suppliers whose production processes and technologies rely on it.</p> <p>Indirect water use of Boeing's products may vary by purpose and quantity; however, fresh water availability is still important for commercial airplane operations and defense product use. Boeing provides a Qualified Parts List (QPL) of aircraft wash products that airlines can choose, and our guidance includes dry washing procedures.</p>

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303-3	Water withdrawal	Key Data, Page 31	Boeing does not withdraw brackish surface water/seawater for direct operations.
303-4	Water discharge		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	See disclosure in 303-4	

GRI 304: Biodiversity

3-3	Management of material topics				
			<p>Duwamish Waterway</p> <p>Santa Susana Field Laboratory</p> <p>Boeing promotes local biodiversity by pursuing third-party habitat certifications near major manufacturing where possible.</p> <p>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 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.</p> <p>Sites with ongoing protection or restoration efforts include:</p>		
304-1	Habitats protected or restored	Sustainability & Resilience, pages 21-27	Location	Size	Approved by Independent External Professionals
			Boeing Plant 2 in Seattle	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	

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GRI 305: Emissions			
3-3	Management of material topics	Sustainability & Resilience, pages 21-27	GHG Audit Statement
305-1	Direct (Scope 1) GHG emissions	Key Data, Page 29	GHG Audit Statement
305-2	Energy Indirect (Scope 2) GHG emissions	Key Data, Page 29	GHG Audit Statement
305-3	Other indirect (Scope 3) GHG emissions	Key Data, Page 29	GHG Audit Statement
305-4	GHG emissions intensity	Key Data, Page 29	GHG Audit Statement
305-5	Reduction of GHG emissions	Progress to Plan, Page 6 Sustainability & Resilience, pages 21-27	GHG Audit Statement
GRI 306: Effluents and Waste			
3-3	Management of material topics		
306-3 (2016)	Significant spills	Key Data, Page 31	There was one recordable quantity spill on April 15, 2025, in Mesa, Arizona, when a waste drum containing Waterborne Primer rinse was spilled. It was calculated that approximately 50 pounds (22.7 kilograms) of D007 (Chrome) was spilled onto asphalt and soil. The asphalt was cleaned using absorbent powder and wet soil was immediately dug out and contained. Recovery estimate is 99% recovered, approximately 49.5 pounds (22.5 kilograms).

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GRI 306: Waste			
306-1	Waste generation and significant waste-related impacts	Key Data, Page 30	<p>Managing Waste Materials</p> <p>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 include office space, part fabrication, assembly of aircraft and space vehicles, and maintenance, repair and overhaul (MRO). 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 scrap revert program and streamlined inventory management and supplier packaging to reduce waste.</p> <p>Management of Hazardous Waste and Chemicals</p> <p>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, including MRO and component repair work.</p> <p>Hazardous waste disposal may be reduced upstream and downstream through on-site or off-site regeneration of consumable chemicals and through processes that extend the useful life of those chemicals to avoid creating 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. We are also working to identify less- or non-hazardous products and processes where feasible. Downstream, we look at hazardous waste generated from site operations. We implement several recycling and recovery activities to reduce the need for new chemicals.</p> <p>Boeing generates nonhazardous solid waste through a number of activities: manufacturing, production and design of products; MRO; 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. To reduce nonhazardous solid waste, we implement several recycling and recovery activities (e.g., employee wood clubs, pallet reuse programs).</p>

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306-2	Management of significant waste-related impacts	Human Rights, pages 25-26 See GRI 308-1 for Supplier Environmental Assessment overview	Environmental Policy
			Environment Resources
			Third-party vendors handle, transport and dispose 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 waste manifests or equivalent government shipping documents, with waste profiles 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 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 contaminants from process tanks) or regenerate them for further use (an example of which is recycling solvent). Our teams seek alternative uses for hazardous materials no longer suitable for use in our processes or products while also working to identify products or processes that are less- or non-hazardous. We implement several inventory management, recycling and recovery activities to reduce the need for new chemicals.
			Boeing supports responsible airplane retirements and partners with airplane recyclers and dismantlers 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, Page 30	
306-4	Waste diverted from disposal	Key Data, Page 30	
306-5	Waste directed to disposal	Key Data, Page 30	

GRI 308: Supplier Environmental Assessment

3-3	Management of material topics	Human Rights, pages 25-26	
308-1	New suppliers that were screened using environmental criteria		There was a 42% increase in suppliers screened using environmental criteria; 1,028 Boeing suppliers were rated as of the end of 2025.
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.

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GRI 401: Employment			
401-1	New employee hires and employee turnover	Key Data, Page 33	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Workforce, Page 20	Boeing Benefits
401-3	Parental leave	Key Data, Page 33	
GRI 402: Labor			
402-1	Minimum notice periods regarding operational changes		We provide advance notice in accordance with all applicable legal and/or contractual requirements in the different locations where we operate.
GRI 403: Occupational Health and Safety			
3-3	Management of material topics	Employee Safety, Page 17	
403-1	Occupational health and safety management system	Employee Safety, Page 17 Key Data, Page 32	<p>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. Our Occupational Health and Safety Management System (OHSMS) is modeled after 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. As of 2025, Boeing has four third-party ISO 45001 conformance certificates representing 29 individual locations, which includes 4.8% of our major manufacturing footprint by square footage.</p> <p>To outline how the standard applies to Boeing and our policies and processes, Environment, Health and 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.</p>

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403-2	Hazard identification, risk assessment and incident investigation	Employee Safety, Page 17	<p>In addition to performing job hazard analyses for work tasks, work-related hazards are identified through a variety of processes. Examples include: 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.</p> <p>Employees are encouraged to report work-related hazards and have multiple methods, which include reporting through the EHS reporting system (Enablon) 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.</p> <p>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.</p> <p>The Incident Management process for work-related incidents and near misses enables identification of root causes, contributing factors, corrective actions and implementation mitigation actions to prevent recurrence and ensure risk reduction.</p> <p>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 Boeing 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.</p>
403-3	Occupational health services		<p>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.</p>

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403-4	Worker participation, consultation and communication on occupational health and safety		<p>Participation</p> <p>Occupational Health and Safety (OH&S) participation by employees is a key factor in achieving our OH&S injury prevention objective. Boeing encourages and recognizes employees for participation in such activities as:</p> <ul style="list-style-type: none"> • 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, Process Hazard Analysis 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, Incident Review Board, 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 (our companywide EHS data and EHS risk management software solution) or an equivalent system. Union employees may use the Boeing Safety, Health and Environmental Action Request 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. <p>Employees attend site safety councils, participate in setting OH&S objectives and assist in the development/implementation of plans. Employee consultation occurs with changes that could introduce new or unfamiliar workplace conditions. 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.</p> <p>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, daily first-line manager/team meetings, the EHS organization or the appropriate Boeing person/organization that can take action.</p> <p>Consultation</p> <p>When appropriate, Boeing consults with employees, union representatives, contractors and other interested parties concerning OH&S activities or issues that could affect them. Boeing may also consult with 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.</p>

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403-5	Worker training on occupational health and safety	Employee Safety, Page 17 Key Data, Page 32	<p>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.</p> <p>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.</p> <p>As part of our ongoing commitment to safety and quality improvement, all manufacturing leaders across Boeing Commercial Airplanes have undergone advanced worker safety training. This training focuses on safety leadership, as well as the prevention of serious injuries and fatalities.</p>
403-6	Promotion of worker health	Employee Safety, Page 17 Workforce, Page 20 Key Data, Page 32 See 3-3 Management of Material Topic Occupational Health and Safety	<p>Boeing Benefits</p> <p>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.</p> <p>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.</p>
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, Page 17 See 403-1 to 403-3 for additional disclosures	
403-9	Work-related injuries	Employee Safety, Page 17 Key Data, Page 32	

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403-10	Work-related ill health	Key Data, Page 32	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, and carpal tunnel syndrome. Boeing has an ergonomics program that implements actions to minimize risks of musculoskeletal disorders, including reviewing new job tasks and equipment to assess potential for ergonomic risks.
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 34	
404-2	Programs for upgrading employee skills and transition assistance programs	Workforce, Page 20	Boeing Benefits Career
GRI 406: Nondiscrimination			
406-1	Incidents of discrimination and corrective actions taken	Ethical & Compliant Business, pages 10-11 Key Data, Page 36	
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 , pages 9-10
GRI 413: Local Communities			
3-3	Management of material topics	Community, Page 27	Boeing Community Engagement
413-1	Operations with local community engagement, impact assessments and development programs (percentage of operations)	Community, Page 27	

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GRI 414: Supplier Social Assessment			
3-3	Management of material topics	See GRI 308 for additional disclosure	
414-1	New suppliers that were screened using social criteria		There was a 42% increase in suppliers screened using social criteria; 1,028 Boeing suppliers were rated as of the end of 2025.
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 & Quality, pages 15-16	PS , pages 1-3 Chief Aerospace Safety Officer Report
416-1	Assessment of the health and safety impacts of product and service categories	Global Aerospace Safety & Quality, pages 15-16	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 & Quality, pages 15-16	PS , pages 1-3 Chief Aerospace Safety Officer Report
GRI 418: Customer Privacy			
3-3	Management of material topics	Enterprise Security & Data Privacy, Page 12	

Sustainability Accounting Standards Board (SASB) Index

Business Approach

Safety & Quality

Workforce

Sustainability &
Resilience

**Reporting &
Disclosures**

Key Data

GRI Index

SASB Index

TCFD Index

Caution Concerning
Forward-Looking
Statements

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 29
Percentage of Grid Electricity	RT-AE-130a.1	Key Data tables, Page 29
Percentage of Renewable Electricity	RT-AE-130a.1	Key Data tables, Page 29
Hazardous Waste Management		
Amount of Hazardous Waste Generated	RT-AE-150a.1	Key Data tables, Page 30
Percentage of Hazardous Waste Recycled	RT-AE-150a.1	Key Data tables, Page 30
Number and Aggregate Quantity of Reportable Spills	RT-AE-150a.2	Key Data tables, Page 31
Quantity Recovered From Reportable Spills	RT-AE-150a.2	Key Data tables, Page 31
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	Aerospace Innovation & Efficiency, Page 23
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.

Sustainability Accounting Standards Board (SASB) Index

Accounting Metric	Code	Boeing Metric or Qualitative Disclosure(s) and Disclosure Location(s)
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 144-158 Orders and Deliveries
Number of employees	RT-AE-000.B	182,000

Task Force on Climate-related Financial Disclosure (TCFD) Index

TCFD

AR = 2025 Annual Report PS = 2026 Proxy Statement

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

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 and geopolitical developments; (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.



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