Welcome to your CDP Water Security Questionnaire 2021

W0. Introduction

W0.1

(W0.1) Give a general description of and introduction to your organization.
As a leading global aerospace company, Boeing develops, manufactures and services commercial airplanes, defense products and space systems for customers in more than 150 countries. As a top U.S. exporter, the company leverages the talents of a global supplier base to advance economic opportunity, sustainability and community impact. Boeing’s diverse team is committed to innovating for the future and living the company’s core values of safety, quality and integrity.

W0.2

(W0.2) State the start and end date of the year for which you are reporting data.

<table>
<thead>
<tr>
<th>Reporting year</th>
<th>Start date</th>
<th>End date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>January 1, 2020</td>
<td>December 31, 2020</td>
</tr>
</tbody>
</table>

W0.3

(W0.3) Select the countries/areas for which you will be supplying data.
- Australia
- Canada
- United States of America

W0.4

(W0.4) Select the currency used for all financial information disclosed throughout your response.
- USD

W0.5

(W0.5) Select the option that best describes the reporting boundary for companies, entities, or groups for which water impacts on your business are being reported.
Companies, entities or groups over which operational control is exercised

**W0.6**

(W0.6) Within this boundary, are there any geographies, facilities, water aspects, or other exclusions from your disclosure?

Yes

**W0.6a**

(W0.6a) Please report the exclusions.

<table>
<thead>
<tr>
<th>Exclusion</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fully Serviced Leased Facilities</td>
<td>Boeing facilities that are leased where the utilities are being billed through a lease are not included in metric tracking.</td>
</tr>
<tr>
<td>Facilities generating less than 50,000 MMBTU's of energy per year</td>
<td>Those facilities that are smaller than 250k square feet and consume less than 50k MMBtu's per year are not included.</td>
</tr>
<tr>
<td>Facilities smaller than 250,000 square feet</td>
<td></td>
</tr>
<tr>
<td>Facilities without discrete water meters</td>
<td>Facilities are not included if they do not have water meters for which we can track consumption.</td>
</tr>
<tr>
<td>Facilities without mature data collection process</td>
<td>Facilities are not included if they do not have a data collection process that can provide accurate and complete data. If a facility meets the criteria to be included but does not have an established data collection process they may be excluded from the disclosure.</td>
</tr>
</tbody>
</table>

**W1. Current state**

**W1.1**

(W1.1) Rate the importance (current and future) of water quality and water quantity to the success of your business.

<table>
<thead>
<tr>
<th></th>
<th>Direct use importance rating</th>
<th>Indirect use importance rating</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sufficient amounts of good quality freshwater available for use</td>
<td>Important</td>
<td>Important</td>
<td>Sufficient amounts of acceptable potable/drinking water meeting regulatory requirements are available and utilized throughout our production system, supporting processes such as metal finishing, QA inspection and cleaning during final assembly/paint prep. Water quantity requirements for production purposes are determined by quality</td>
</tr>
</tbody>
</table>
assurance specifications for our processes, which primarily utilize tap water provided by local municipalities. If more refined water is required, de-ionization or other water conditioning may be employed before use. Boeing continuously analyzes and monitors baseline water needs to support production processes, and our continuous improvement processes and water conservation goals support long-term supply for critical business needs while protecting water supply.

A specific example of our water quality requirements and monitoring processes is at our Boeing Portland facility in Gresham, Oregon. At least once per year, the local municipality switches from the primary water supply for the city (local reservoir) to a secondary supply (local groundwater). When this change occurs, our site watches for variability in water quality and alerts all potentially impacted production areas about this change in our water source. In extreme cases of water quality variability, this change can cause the facility to outsource some production processes to vendors if our water is out of specification tolerances.

W1.2

(W1.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

<table>
<thead>
<tr>
<th></th>
<th>% of sites/facilities/operations</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water withdrawals – total volumes</td>
<td>Not monitored</td>
<td>Boeing does not currently monitor total water withdrawal on a routine basis.</td>
</tr>
<tr>
<td>Water withdrawals – volumes by source</td>
<td>76-99</td>
<td>Boeing measures and monitors water withdrawals from 3rd parties in roughly 79% of its facilities calculated by headcount</td>
</tr>
</tbody>
</table>
Water withdrawals quality | Not monitored | Boeing does not currently monitor water withdrawal quality on a routine basis.
---|---|---
Water discharges – total volumes | Not monitored | Boeing does not currently monitor water discharges other than for National Pollutant Discharge Elimination System Permitting purposes.
Water discharges – volumes by destination | Not monitored | Boeing does not currently monitor water discharges by destination U.S.
Water discharges – volumes by treatment method | Not monitored | Boeing does not currently monitor water discharges U.S. by treatment method.
Water discharge quality – by standard effluent parameters | 51-75 | Boeing does not currently monitor water discharges other than for compliance with applicable regulatory discharge requirements (e.g., National Pollutant Discharge Elimination System Permitting).
Water discharge quality – temperature | Not monitored | Boeing does not currently monitor water discharges for temperature U.S.
Water consumption – total volume | Not monitored | Yes. Boeing monitors water use (consumption) in roughly 79% of its facilities (note: calculated by headcount at facilities).
Water recycled/reused | 1-25 | We have recycled water and water reuse systems in select locations. These are not monitored at the Boeing Enterprise level but are measured at the facility level.

The provision of fully-functioning, safely managed WASH services to all workers | 100% | ---

**W1.2b**

(W1.2b) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, and how do these volumes compare to the previous reporting year?

<table>
<thead>
<tr>
<th>Volume (megaliters/year)</th>
<th>Comparison with previous reporting year</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total withdrawals</td>
<td>4,350</td>
<td>Lower</td>
</tr>
</tbody>
</table>
Boeing does not collect data on water discharge volumes.

Boeing does not collect data on water consumption volumes at the Corporate level.

**W1.2d**

(W1.2d) Indicate whether water is withdrawn from areas with water stress and provide the proportion.

<table>
<thead>
<tr>
<th>Withdrawals are from areas with water stress</th>
<th>% withdrawn from areas with water stress</th>
<th>Comparison with previous reporting year</th>
<th>Identification tool</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1</td>
<td>Yes</td>
<td>1-10</td>
<td>This is our first year of measurement</td>
<td>WRI Aqueduct</td>
</tr>
</tbody>
</table>

**W1.2h**

(W1.2h) Provide total water withdrawal data by source.

<table>
<thead>
<tr>
<th>Source</th>
<th>Relevance</th>
<th>Volume (megaliters/year)</th>
<th>Comparison with previous reporting year</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fresh surface water, including rainwater, water from wetlands, rivers, and lakes</td>
<td>Relevant but volume unknown</td>
<td>Boeing does use captured rainwater at its Portland facility but does not have a meter to monitor volumes.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brackish surface water/Seawater</td>
<td>Not relevant</td>
<td>Boeing does not directly withdraw water from brackish surface water or seawater in any of its currently monitored facilities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Groundwater – renewable</td>
<td>Relevant</td>
<td>10 Lower</td>
<td>Boeing uses groundwater sourced from a well at the Palmdale California facility.</td>
<td></td>
</tr>
<tr>
<td>Groundwater – non-renewable</td>
<td>Not relevant</td>
<td>Boeing uses third party water sources for the majority of its water</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Produced/Entrained water</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Third party sources</td>
<td>Relevant</td>
<td>4,340 Lower</td>
<td>Boeing uses third party water sources for the majority of its water</td>
<td></td>
</tr>
</tbody>
</table>
withdrawals. A 3rd party source varies from local utility providers and municipalities, and these providers obtain their water through various fresh water sources such as well water, rivers, streams, reservoirs, etc.

In 2020 The Boeing Company saw a 24% water withdraw reduction from the 2017 baseline, and a 18% water withdraw reduction from 2019. Our performance in 2020 was affected by changes associated with occupancy and operations during COVID-19.

**W1.4**

(W1.4) Do you engage with your value chain on water-related issues?  
Yes, our suppliers

**W1.4a**

(W1.4a) What proportion of suppliers do you request to report on their water use, risks and/or management information and what proportion of your procurement spend does this represent?

<table>
<thead>
<tr>
<th>Row 1</th>
<th>% of suppliers by number</th>
<th>Rationale for this coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>None and we do not plan to request this from suppliers</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**W1.4b**

(W1.4b) Provide details of any other water-related supplier engagement activity.
Type of engagement
   No other supplier engagements

Details of engagement
   % of suppliers by number
   % of total procurement spend

Rationale for the coverage of your engagement

Impact of the engagement and measures of success

Comment

W2. Business impacts

W2.1
   (W2.1) Has your organization experienced any detrimental water-related impacts?
         No

W2.2
   (W2.2) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?
         No

W3. Procedures

W3.3
   (W3.3) Does your organization undertake a water-related risk assessment?
          Yes, water-related risks are assessed

W3.3a
   (W3.3a) Select the options that best describe your procedures for identifying and assessing water-related risks.
Direct operations

**Coverage**
Full

**Risk assessment procedure**
Water risks are assessed as part of an enterprise risk management framework

**Frequency of assessment**
Annually

**How far into the future are risks considered?**
More than 6 years

**Type of tools and methods used**
Enterprise Risk Management
Other

**Tools and methods used**
External consultants

**Comment**

Supply chain

**Coverage**
Full

**Risk assessment procedure**
Water risks are assessed as part of an enterprise risk management framework

**Frequency of assessment**
Annually

**How far into the future are risks considered?**
More than 6 years

**Type of tools and methods used**
Enterprise Risk Management

**Tools and methods used**

**Comment**

Other stages of the value chain

**Coverage**
None
**W3.3b**

(W3.3b) Which of the following contextual issues are considered in your organization’s water-related risk assessments?

<table>
<thead>
<tr>
<th>Issue</th>
<th>Relevance &amp; Inclusion</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water availability at a basin/catchment level</td>
<td>Relevant, always included</td>
<td>Boeing’s governance includes reviewing and assessing significant environmental challenges and risks to the company and industry, which includes water-related risks and scarcity. Any potential water-related risk would be evaluated and managed through our enterprise risk management process. If any portion of Boeing’s operations or value chain was determined to be at risk, Boeing would require detailed resiliency and response plans for mitigation.</td>
</tr>
<tr>
<td>Water quality at a basin/catchment level</td>
<td>Not considered</td>
<td></td>
</tr>
<tr>
<td>Stakeholder conflicts concerning water resources at a basin/catchment level</td>
<td>Not considered</td>
<td></td>
</tr>
<tr>
<td>Implications of water on your key commodities/raw materials</td>
<td>Relevant, always included</td>
<td>Boeing’s governance includes reviewing and assessing significant environmental challenges and risks to the company and industry, which includes water-related risks and scarcity. Any potential water-related risk would be evaluated and managed through our enterprise risk management process. If any portion of Boeing’s operations or value chain was determined to be at risk, Boeing would require detailed resiliency and response plans for mitigation.</td>
</tr>
<tr>
<td>Water-related regulatory frameworks</td>
<td>Relevant, always included</td>
<td>Boeing reviews existing and potential regulatory frameworks within the enterprise risk management process. Boeing’s legal and policy team monitors local, regional, state, federal, and foreign regulatory frameworks and develop plans to address impacts to the Company. Reviewing policy changes is a key component to the risk assessment process.</td>
</tr>
<tr>
<td>Status of ecosystems and habitats</td>
<td>Not considered</td>
<td></td>
</tr>
</tbody>
</table>
Access to fully-functioning, safely managed WASH services for all employees  | Relevant, always included | Boeing’s governance includes reviewing and assessing significant environmental challenges and risks to the company and industry, which includes water-related risks and scarcity. Any potential water-related risk would be evaluated and managed through our enterprise risk management process. If any portion of Boeing’s operations or value chain was determined to be at risk, Boeing would require detailed resiliency and response plans for mitigation. |

Other contextual issues, please specify  | Not considered |

**W3.3c**

*(W3.3c) Which of the following stakeholders are considered in your organization’s water-related risk assessments?*

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Relevance &amp; inclusion</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers</td>
<td>Relevant, always included</td>
<td>The water-related risk associated with our downstream value chain is relevant to the enterprise risk management system. The water-related identified risk to our customers is relatively low.</td>
</tr>
<tr>
<td>Employees</td>
<td>Relevant, always included</td>
<td>Employees are the key in Boeing’s environmental compliance and conservation programs. They are trained on best management practices for sites with a stormwater permit. They are key in helping identify water-related risks and opportunities within our operations. Employees also participate in water related volunteer events to raise awareness of how precious water is as a resource.</td>
</tr>
<tr>
<td>Investors</td>
<td>Relevant, always included</td>
<td></td>
</tr>
<tr>
<td>Local communities</td>
<td>Relevant, sometimes included</td>
<td>Boeing’s philanthropic work often connects with local communities on stormwater related grants. These activities provide an opportunity for Boeing to engage at the local level, highlight water as a shared resource, advance stormwater green infrastructure science, as well as demonstrate leadership in stormwater management solutions.</td>
</tr>
<tr>
<td>NGOs</td>
<td>Relevant, sometimes included</td>
<td>Boeing partners with several non-profits to advance green infrastructure science and develop new technologies that pertain to water quality. A key focus is also on understanding and sharing the multi-benefits from green infrastructure</td>
</tr>
</tbody>
</table>
### W3.3d

**W3.3d** Describe your organization’s process for identifying, assessing, and responding to water-related risks within your direct operations and other stages of your value chain.

Risk insurer FM Global does this risk assessment in coordination with Boeing. Manufacturing and business operations are engaged for needs and requirements. They review water availability and the risks associated with the availability. A detailed resiliency plan is generated to ensure we can operate without incoming water for a period of time.

### W4. Risks and opportunities

#### W4.1

**W4.1** Have you identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on your business?
W4.1a

(W4.1a) How does your organization define substantive financial or strategic impact on your business?

Boeing considers an opportunity or risk to have substantive financial impact if it could have a significant effect on our financial position, results of operations, and/or cash flows.

Boeing considers an opportunity or risk to have substantive strategic impact on our business if it could have a significant effect on our markets, products, operations, customers, and/or suppliers.

W4.2b

(W4.2b) Why does your organization not consider itself exposed to water risks in its direct operations with the potential to have a substantive financial or strategic impact?

<table>
<thead>
<tr>
<th>Primary reason</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1</td>
<td>Risks exist, but no substantive impact anticipated</td>
</tr>
<tr>
<td></td>
<td>Boeing’s governance includes reviewing and assessing significant environmental challenges and risks to the company and industry, which includes water-related risks and scarcity. Any potential water-related risk would be evaluated and managed through our enterprise risk management process. If any portion of Boeing’s operations or value chain was determined to be at risk, Boeing would require detailed resiliency and response plans for mitigation.</td>
</tr>
</tbody>
</table>

W4.2c

(W4.2c) Why does your organization not consider itself exposed to water risks in its value chain (beyond direct operations) with the potential to have a substantive financial or strategic impact?

<table>
<thead>
<tr>
<th>Primary reason</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1</td>
<td>Risks exist, but no substantive impact anticipated</td>
</tr>
<tr>
<td></td>
<td>Boeing’s governance includes reviewing and assessing significant environmental challenges and risks to the company and industry, which includes water-related risks and scarcity. Any potential water-related risk would be evaluated and managed through our enterprise risk management process. If any portion of Boeing’s operations or value chain was determined to be at risk, Boeing would require detailed resiliency and response plans for mitigation.</td>
</tr>
</tbody>
</table>

W4.3

(W4.3) Have you identified any water-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes, we have identified opportunities, and some/all are being realized
W4.3a

(W4.3a) Provide details of opportunities currently being realized that could have a substantive financial or strategic impact on your business.

**Type of opportunity**
- Efficiency

**Primary water-related opportunity**
- Cost savings

**Company-specific description & strategy to realize opportunity**
Strategy is to prioritize high-impact projects, eliminate once-through cooling loops, increase cycles of concentration in cooling tower operations and incorporate low-flow fixtures and water efficiency in major project design.

**Estimated timeframe for realization**
- 4 to 6 years

**Magnitude of potential financial impact**
- Low

**Are you able to provide a potential financial impact figure?**
- No, we do not have this figure

**Potential financial impact figure (currency)**

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact**
- The impact has not been quantified financially

**Type of opportunity**
- Efficiency

**Primary water-related opportunity**
- Improved water efficiency in operations

**Company-specific description & strategy to realize opportunity**
Strategy is to require sites that make up the top 80% of Boeing’s water footprint by headcount to implement Conservation Best Practices (CBP). CBP are low-cost, proven...
initiatives that reduce water use and associated utility costs from Boeing operations. Key components of this initiative include developing site-level conservation plans through 2025 and sharing the plans with key decision makers. In addition to infrastructure-related improvements listed elsewhere, the CBP also focus on finding and fixing water leaks and requiring all major sites to have a water use reduction project specific to its operations.

**Estimated timeframe for realization**
Current - up to 1 year

**Magnitude of potential financial impact**
Low

**Are you able to provide a potential financial impact figure?**
No, we do not have this figure

**Potential financial impact figure (currency)**

**Potential financial impact figure – minimum (currency)**

**Potential financial impact figure – maximum (currency)**

**Explanation of financial impact**
The impact has not been quantified financially

**Type of opportunity**
Other

**Primary water-related opportunity**
Other, please specify
Conservation Engagement

**Company-specific description & strategy to realize opportunity**
Active engagement of employees is a critical component of improving the environmental performance of Boeing operations; doing this well requires unique approaches at different sites and with different groups of employees. Boeing’s employee engagement program focuses on identifying ways to encourage and facilitate employees adopting sustainable behaviors. This is done through deploying employee-based social marketing techniques and by providing tools to help employees save energy and water and reduce waste. Resources are centrally available and include a website; social networking site; conservation and behavior change communities of practice; playbooks for best practices; gamification; hands-on learning kits; communications; environment tips and training. One of the highlights of this program is Boeing’s Battle of the Buildings Competition (BoB), which is recognized each year during Earth Day at Boeing sites. Learnings are incorporated into Boeing’s Conservation Best Practices. Through BoB,
Boeing leverages the gamification of conservation to engage employees to change behaviors and reduce water use – whether they’re working at a Boeing site or at home.

Estimated timeframe for realization
Current - up to 1 year

Magnitude of potential financial impact
Low

Are you able to provide a potential financial impact figure?
No, we do not have this figure

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact
The impact has not been quantified financially

W6. Governance

W6.1

(W6.1) Does your organization have a water policy?
No

W6.2

(W6.2) Is there board level oversight of water-related issues within your organization?
Yes

W6.2a

(W6.2a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for water-related issues.

<table>
<thead>
<tr>
<th>Position of individual</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director on board</td>
<td>The Board in its entirety has extensive oversight of key strategic, operational and compliance risks, with a sharpened focus on risks that could affect the safety and quality of our products and services, as well as other risks such as cybersecurity. The Board has significant involvement in strategy development, such as efforts to reduce emissions in our production facilities, develop targeted community engagement</td>
</tr>
</tbody>
</table>
strategies, and enhance workforce diversity and inclusion. The Board also oversees our global ethics and compliance efforts, corporate culture, and political and charitable contributions.

Recent Board discussions have addressed shareholder feedback on a variety of topics, including Board leadership, company culture, executive compensation, sustainability priorities and strategic priorities, often resulting in changes to our policies and practices as well as guiding the focus of discussions in the boardroom. The Board addresses a variety of sustainability-related topics, including through its committees, in the following areas: Risk Management, Product Safety, Diversity and Inclusion, Climate Change.

Environmental sustainability is an integral part of our strategy, and the Board has significant involvement in strategy development for our products, services and operations. We take into account how every product we build and service we provide affects our world now and in the future. We have also committed to reducing water withdrawals from our operations by 20% by 2025 (from 2017 levels). All board members have expertise in risk management, with experience assessing and managing risks, which enables directors to effectively oversee the most significant risks facing Boeing.

**W6.2b**

(W6.2b) Provide further details on the board’s oversight of water-related issues.

<table>
<thead>
<tr>
<th>Frequency that water-related issues are a scheduled agenda item</th>
<th>Governance mechanisms into which water-related issues are integrated</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled - some meetings</td>
<td>Monitoring implementation and performance</td>
<td>As a company at the forefront of innovation, Boeing takes measured risks each day. Senior management is responsible for day-to-day risk management, including the creation and implementation of risk management policies and procedures. The Board is responsible for overseeing management in the execution of its risk management responsibilities and for assessing the company’s approach to risk management. The Board has extensive oversight of key strategic, operational and compliance risks, with a sharpened focus on risks that could affect the safety and quality of our products and services, as well as other risks such as cybersecurity. The Board has significant involvement in strategy development, such as efforts to reduce emissions in our production facilities, develop targeted community engagement strategies, and enhance workforce</td>
</tr>
<tr>
<td></td>
<td>Oversewing acquisitions and divestiture</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Oversewing major capital expenditures</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reviewing and guiding annual budgets</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reviewing and guiding business plans</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reviewing and guiding major plans of action</td>
<td></td>
</tr>
</tbody>
</table>
Reviewing and guiding risk management policies
Reviewing and guiding strategy
Reviewing and guiding corporate responsibility strategy
Reviewing innovation/R&D priorities
Setting performance objectives
diversity and inclusion. The Board also oversees our global ethics and compliance efforts, corporate culture, and political and charitable contributions. Recent Board discussions have addressed shareholder feedback on a variety of topics, including Board leadership, company culture, executive compensation, sustainability priorities and strategic priorities, often resulting in changes to our policies and practices as well as guiding the focus of discussions in the boardroom. For example, in 2020, we amended our Corporate Governance Principles to require that our Board chairman be an independent director. In addition, this past April, we made a public commitment to provide additional disclosures regarding our political advocacy activities, including additional detail regarding the Board’s oversight role and our policies and procedures in this area. We believe that these enhancements will give shareholders and other stakeholder’s insight into how our Board assesses the risks and opportunities related to engagement in the political process, enabling us to advance our shared priorities in a way that supports Boeing’s core values.
The Board addresses a variety of sustainability-related topics, including through its committees, in the following areas: Risk Management, Product Safety, Diversity and Inclusion, Climate Change.

### W6.3

(W6.3) Provide the highest management-level position(s) or committee(s) with responsibility for water-related issues (do not include the names of individuals).

<table>
<thead>
<tr>
<th>Name of the position(s) and/or committee(s)</th>
<th>Responsibility</th>
<th>Frequency of reporting to the board on water-related issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Officer (CEO)</td>
<td>Both assessing and managing water-related risks and opportunities</td>
<td>Half-yearly</td>
</tr>
</tbody>
</table>

Please explain
The CEO focuses on executing our strategic imperatives, including safely returning the 737 MAX to service around the globe, driving our business transformation efforts, sharpening our focus on our core values of safety, quality and integrity, and increasing transparency with our stakeholders. Through October 2020, when the Global Enterprise Sustainability (GES) organization was established, our CEO led the EHS Policy Council to ensure environment strategy and performance targets are set and monitored. A team of 20 executives, called the Strategy Integration Team (SIT), from across our businesses, meets regularly to advance that strategy and plan. The SIT gives direction to the Environment portion of our EHS and GES organizations. EHS comprises functions focused on workplace safety and health, environmental regulatory compliance. The GES team works with our leaders to drive an integrated strategy that addresses our products, services, processes, operations, contractors and employees.

W6.4

(W6.4) Do you provide incentives to C-suite employees or board members for the management of water-related issues?

<table>
<thead>
<tr>
<th>Provide incentives for management of water-related issues</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>In 2020, the Vice President of EHS was responsible for execution and performance of Boeing’s EHS strategy. Performance against this strategy is used in determining monetary compensation for the VP of EHS. Evaluation of the EHS strategy performance is scored in three main areas: (1) Zero Injury Workplace, (2) Environmental Leadership, and (3) Engineering and Digital Enterprise. The CEO, CFO, and the Executive Vice Presidents for Boeing Defense and Space, Commercial Airplanes, and Human Resources have an annual and long-term incentive metric that align with our business strategy and pay out based on sustained operational excellence, growth and responsible risk management.</td>
</tr>
</tbody>
</table>

W6.4a

(W6.4a) What incentives are provided to C-suite employees or board members for the management of water-related issues (do not include the names of individuals)?

<table>
<thead>
<tr>
<th>Role(s) entitled to incentive</th>
<th>Performance indicator</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monetary reward</td>
<td></td>
<td>(i) In 2020, the Vice President of EHS was responsible for execution and performance of Boeing’s EHS strategy. (ii) Performance against this strategy is used in determining monetary compensation for the VP of EHS. (iii) Evaluation of the EHS strategy performance is</td>
</tr>
</tbody>
</table>
Vice President of EHS
Other, please specify Executive Vice Presidents of Boeing Commercial, Defense, and Human Resources | Risk Management

scored in three main areas: (1) Zero Injury Workplace, (2) Environmental Leadership, and (3) Engineering and Digital Enterprise. Within these criteria are specific line items for achieving Boeing’s environmental performance targets for GHG emissions, energy consumption, water intake, solid waste sent to landfill, and hazardous waste generation. For the 8-year period 2018-2025, the target for water withdraws is 20 percent absolute reduction from the 2017 baseline. Progress on these targets is reviewed monthly.

The CEO, CFO, and the Executive Vice Presidents for Boeing Defense and Space, Commercial Airplanes, and Human Resources have an annual and long-term incentive metric that align with our business strategy and pay out based on sustained operational excellence, growth and responsible risk management.

Non-monetary reward | No one is entitled to these incentives

W6.5

(W6.5) Do you engage in activities that could either directly or indirectly influence public policy on water through any of the following?
Yes, direct engagement with policy makers
Yes, trade associations
Yes, funding research organizations

W6.5a

(W6.5a) What processes do you have in place to ensure that all of your direct and indirect activities seeking to influence policy are consistent with your water policy/water commitments?
We have a team of senior cross-functional executives, the Strategy Integration Team (SIT), which oversees our outreach to governmental entities and environmental work with our trade associations. Through their semi-monthly meetings, they ensure that our outreach and work with trade associations stays consistent with our overall environment and climate change strategy.
Boeing has a team of senior cross-functional Directors that meet regularly on stormwater regulatory strategic initiatives to track and influence stormwater policy. In addition, we have internal processes in place to facilitate effective comments on stormwater permit renewals.
W6.6

(W6.6) Did your organization include information about its response to water-related risks in its most recent mainstream financial report?

No, and we have no plans to do so

W7. Business strategy

W7.1

(W7.1) Are water-related issues integrated into any aspects of your long-term strategic business plan, and if so how?

<table>
<thead>
<tr>
<th>Are water-related issues integrated?</th>
<th>Long-term time horizon (years)</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-term business objectives</td>
<td>Yes, water-related issues are integrated</td>
<td>5-10</td>
</tr>
<tr>
<td>Strategy for achieving long-term objectives</td>
<td>Yes, water-related issues are integrated</td>
<td>5-10</td>
</tr>
<tr>
<td>Financial planning</td>
<td>Yes, water-related issues are integrated</td>
<td></td>
</tr>
</tbody>
</table>

W7.2

(W7.2) What is the trend in your organization’s water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?

Row 1

Water-related CAPEX (+/- % change) 0
Anticipated forward trend for CAPEX (+/- % change)
0

Water-related OPEX (+/- % change)
0

Anticipated forward trend for OPEX (+/- % change)
0

Please explain
Boeing is currently compiling financial related information pertaining to capital and operational expenditure.

W7.3

(W7.3) Does your organization use climate-related scenario analysis to inform its business strategy?

<table>
<thead>
<tr>
<th>Use of climate-related scenario analysis</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1 Yes</td>
<td></td>
</tr>
</tbody>
</table>

W7.3a

(W7.3a) Has your organization identified any water-related outcomes from your climate-related scenario analysis?
Yes

W7.3b

(W7.3b) What water-related outcomes were identified from the use of climate-related scenario analysis, and what was your organization’s response?

<table>
<thead>
<tr>
<th>Climate-related scenarios and models applied</th>
<th>Description of possible water-related outcomes</th>
<th>Company response to possible water-related outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1 Other, please specify RCP 8.5, and limit global warming to well below 2ºC above pre-industrial levels</td>
<td>Physical risks were assessed using IPCC RCP4.5 &amp; 8.5 for 2030 and 2050 time horizons, with RCP8.5 generally introducing the upper boundary for risk. The high-level physical risk analysis covers a subset of Boeing’s global portfolio of owned and third-party assets &amp; some key infrastructure. It includes 9 different vulnerability indicators for 7 types of activities. Physical risks included numerous potential effects of temperature, water, humidity, wind, flooding, and extreme weather events. Transition risks and</td>
<td>Boeing is currently evaluating the results and next steps.</td>
</tr>
</tbody>
</table>
opportunities were assessed using a scenario based on the key commitment to limit global warming to well below 2°C above pre-industrial levels. The scenario assumes proactive and sustained action to reduce carbon emissions over the next 30 years to build a low carbon economy. The aviation sector’s 2050 goal to halve net CO2 emissions on a 2005 baseline is in line with the Paris Agreement. Sources that inform assumptions include projections used in Shared Socio-Economic Pathways (SSP), the IEA (Sustainable Development & NZE2050), IPCC (RCP1.9 & 2.6) and NGFS Orderly Scenario. Assumptions included environmental, social, political, economic, and technological elements. The project qualitatively assessed consequence of risks but not likelihood, which is mitigated by Boeing’s business continuity plans & business strategy. The assessment included 13 risks and four opportunities.

W7.4

(W7.4) Does your company use an internal price on water?

Row 1

Does your company use an internal price on water?

No, and we do not anticipate doing so within the next two years

Please explain

W8. Targets

W8.1

(W8.1) Describe your approach to setting and monitoring water-related targets and/or goals.

<table>
<thead>
<tr>
<th>Levels for targets and/or goals</th>
<th>Monitoring at corporate level</th>
<th>Approach to setting and monitoring targets and/or goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company-wide targets and goals</td>
<td>Targets are monitored at the corporate level</td>
<td>Our company’s environmental strategy and policies have been guided and approved by the EHS Policy Council, composed of Boeing’s Executive Council and led by CEO. Reviews by the EHS Policy Council and a functional review with our CEO have been conducted twice a year. Progress and status are</td>
</tr>
</tbody>
</table>
reported through each of these meetings in addition to other internal executive reviews across the company. One EHS Policy Council meeting each year was focused on setting targets that are aligned with corporate long-range business planning; another annual meeting focused on detailed planning and reviewing the company’s environmental and safety performance. The EHS Policy Council ensures that strategy and performance targets are set and monitored. Boeing’s strategy is guided by a comprehensive review and assessment of the most significant environmental challenges and risks, including climate change risks and opportunities, facing our company and industry. Boeing’s Global Sustainability Council has now taken on these roles as of late 2020.

**W8.1a**

(W8.1a) Provide details of your water targets that are monitored at the corporate level, and the progress made.

<table>
<thead>
<tr>
<th>Target reference number</th>
<th>Target 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category of target</td>
<td>Water withdrawals</td>
</tr>
<tr>
<td>Level</td>
<td>Company-wide</td>
</tr>
<tr>
<td>Primary motivation</td>
<td>Water stewardship</td>
</tr>
<tr>
<td>Description of target</td>
<td>20% reduction in withdraw from 2017 baseline</td>
</tr>
<tr>
<td>Quantitative metric</td>
<td>% reduction in total water withdrawals</td>
</tr>
<tr>
<td>Baseline year</td>
<td>2017</td>
</tr>
<tr>
<td>Start year</td>
<td>2018</td>
</tr>
<tr>
<td>Target year</td>
<td>2025</td>
</tr>
</tbody>
</table>
% of target achieved
100

Please explain
In 2020 The Boeing Company saw a 24% water withdraw reduction from the 2017 baseline.
Our performance was affected by changes associated with occupancy and operations during COVID-19.

W9. Verification

W9.1

(W9.1) Do you verify any other water information reported in your CDP disclosure (not already covered by W5.1a)?
No, but we are actively considering verifying within the next two years

W10. Sign off

W-FI

(W-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

W10.1

(W10.1) Provide details for the person that has signed off (approved) your CDP water response.

<table>
<thead>
<tr>
<th>Job title</th>
<th>Corresponding job category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1  Vice President of Global Environmental</td>
<td>Environment/Sustainability manager</td>
</tr>
</tbody>
</table>

W10.2

(W10.2) Please indicate whether your organization agrees for CDP to transfer your publicly disclosed data on your impact and risk response strategies to the CEO Water Mandate’s Water Action Hub [applies only to W2.1a (response to impacts), W4.2 and W4.2a (response to risks)].
No
Submit your response

In which language are you submitting your response?
   English

Please confirm how your response should be handled by CDP

<table>
<thead>
<tr>
<th>I am submitting to</th>
<th>Public or Non-Public Submission</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investors</td>
<td>Public</td>
</tr>
</tbody>
</table>

Please confirm below

I have read and accept the applicable Terms