



THE BOEING COMPANY
2021 SUSTAINABILITY REPORT

SUSTAINABLE AEROSPACE TOGETHER

EXECUTIVE SUMMARY



Dave Calhoun, President and CEO

Message from Dave Calhoun

The essence of sustainability is about meeting the needs of the present without compromising the ability of future generations to meet their own. Throughout our long history of innovation, Boeing has looked for ways to improve sustainability. Today, the scope of sustainability requires broader consideration across the environmental, social and economic landscape and identifying ways to further enable efficiency, innovation and human connection. Simply, it's about doing what's right for our customers, our people and our planet while continuing to chart a course that safeguards our environment, does not compromise quality of life, and ensures growth and prosperity for all stakeholders.

At Boeing, everything we do ties back to our values and purpose, which is "to protect, connect and explore the world and beyond." This starts with our commitment to protect. Why? Because it is imperative our employees, customers, the flying public and military service members understand that absolutely nothing is more important to us than doing everything possible to keep them safe and protect them from harm. We carry a big and important responsibility on our shoulders, and we never forget that for a moment. We must also hold ourselves accountable for how we are taking meaningful actions to help protect our world for future generations. This is the lens through which we view our Environmental, Social and Governance (ESG) efforts.

While focusing on sustainability is valuable to every company, it is particularly vital to the global aerospace industry. Boeing's inaugural Sustainability report shares our journey through stories and data that convey how well we are living up to this broader obligation, and uncovers where we can do better in the coming years. You'll notice we've developed a few new goals on some of the most critical topics facing our company and our world. The report focuses on our people, products and services, operations and communities.

People: As a leader in the aerospace industry, we have multiple responsibilities with respect to protecting people. First and foremost, our team is focused on protecting everyone who has any interaction with our products. In 2019 — a year before the pandemic — there were approximately 4.5 billion air travel occasions for passengers worldwide, and many of these were on Boeing aircraft. In parallel, the U.S. military and our allied nations depend on Boeing products to let them safely complete their missions. Each and every flight that utilizes our aircraft represents a social responsibility of the highest order.

We are equally passionate about protecting our 140,000 teammates, their families, and the communities where we operate or influence social interactions. In the last year we have put a bright

spotlight on confronting racism and addressing racial equity and inclusion at Boeing. Our pledge to eradicate any racism and discrimination across our ecosystem is irrevocable. This leadership starts at the top, starting with multiple moves to create a more diverse senior executive team to shape our strategy, operations and culture.

Products and Services: For over a century, we have had the privilege to bring air travel to the world and help pioneer space exploration. Given the intrinsic nature of air and space travel, every product we build and service we provide inevitably affects Earth's atmosphere. However, our 50,000 engineers are hard at work reinventing the future of aerospace to ensure that we significantly reduce our environmental impact during every stage of a product's life cycle.

One significant step in this direction is our commitment to making certain our commercial airplanes will be certified to safely fly on 100% sustainable aviation fuels by 2030. Equally impactful is helping our customers around the world find new ways to accelerate the replacement of older, less-fuel-efficient aircraft.

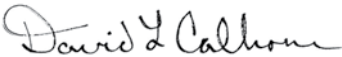
Operations: We announced last year that we achieved net-zero carbon emissions at our factories and worksites. We will always continue to seek more ways to make our work more energy efficient. Each day, we collaborate with a global network of approximately 12,000 suppliers to help design, build and service our products and apply a core set of principles throughout our supply chain. We pay careful attention to vetting, selecting and supporting our suppliers every step of the way and are equally committed to collaborating with suppliers who share our passion for creating a more sustainable environment. We look for every opportunity to help them uncover new ideas and approaches to lessen their own environmental footprint.

Communities: Through our investment in education programs, veterans care, cultural organizations and support efforts, we are supporting the next generation of STEM leaders; contributing to local charities; and building partnerships that expand equity, such as our work with Allen University to establish the Boeing Institute on Civility.

At the beginning of the report, we dedicate a section to our approach and governance. Governance at Boeing starts with the composition of our Board of Directors, a group that brings a healthy diversity of expertise and lived experiences to every major decision facing our company. We have continued to evolve our board

composition in recent years to include a greater diversity of perspectives in every consequential conversation. Our Board — in close coordination with our senior executive team — ensures that we hold ourselves to the highest standards in our work and business practices, ethical conduct and information protection. Included within this mandate are all the policies we develop and the training we provide to enable our teams to operate with utmost integrity. We will always have zero tolerance for bribery, corruption, illegal activities, or any other decision or action that violates our Code of Conduct. The Board actively oversees our corporate sustainability activities through the Governance & Public Policy Committee, working closely with leadership to ensure that we meet our commitments to our stakeholders.

Our Sustainability report highlights our initiatives and investments to help protect, connect and explore our world and beyond. I’m incredibly proud of how our teams are constantly discovering new ways to build a better Boeing, all in service of building a better world. We look forward to the journey ahead and will work tirelessly with all of our stakeholders to create the future of sustainable aerospace together.



David L. Calhoun
President and Chief Executive Officer

Our Values

HOW WE OPERATE:

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

HOW WE ACT:

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

Innovate and operate to make the world better



Chief Sustainability Officer Chris Raymond discusses Boeing's commitment to partner across the industry to redefine sustainable aerospace by 2050.



Boeing has been exploring and developing concepts for advanced aircraft that can meet specific energy-efficiency, environmental and operational goals in 2030 and beyond.

Partnering for Sustainable Aerospace

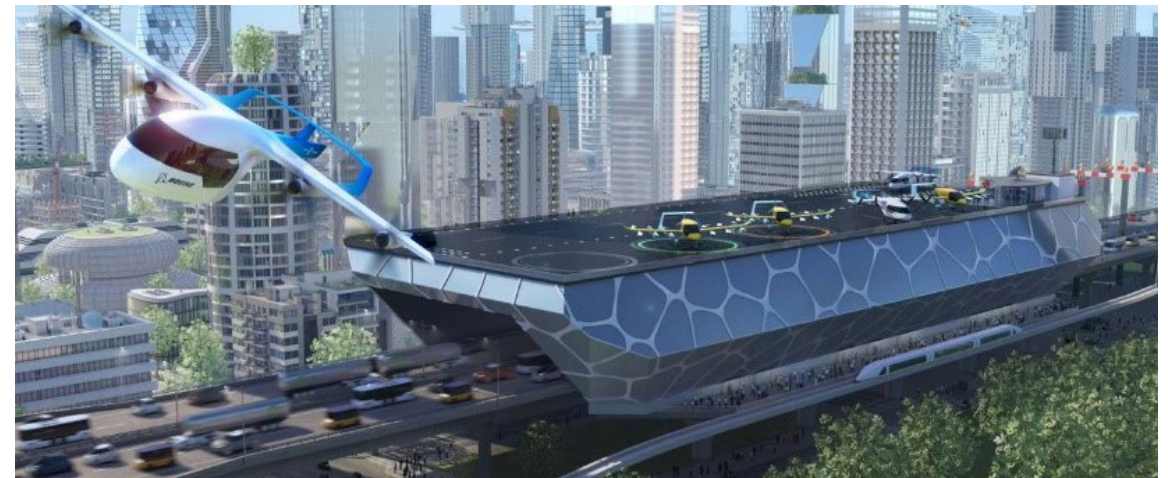
In September 2020 Boeing formed a Sustainability organization and named you as their Chief Sustainability Officer. Why was this the right time?

For more than 100 years, Boeing has been committed to protecting, connecting and exploring our world and beyond, and we continue to do so today, safely and sustainably. However, in the midst of a pandemic, we wanted to be even more intentional about our stakeholder focused efforts and created a Global Enterprise Sustainability organization. Sustainability is rooted in our company values and encompasses our focus on environmental stewardship, social progress and inclusion, and values-based transparent governance. Within this report, we share our journey, our industry point of view and data around key stakeholder topics for our business. You'll find the details of how we are actively advancing sustainability on all of our priorities through our people, products and services, operations and communities.

Our industry and our company are facing climate change driven risks, opportunities and the need to decarbonize aerospace for sustained long-term growth. Safe and sustainable aerospace is non-negotiable to our commercial and defense customers, communities and current and future employees. Our people around the globe and partnerships in our local communities are foundational to our success.

How does Boeing plan to decarbonize aerospace for future generations?

Our purpose is to protect, connect and explore our world and beyond safely and sustainably, so we're partnering across the industry to reimagine and



ultimately decarbonize aerospace in the second half of this century. By 2050, we see a world where air travel will safely carry 10 billion passengers a year; support 180 million jobs; support science, technology, engineering and math education; and generate nearly \$9 trillion in economic activity, all while minimizing the impact on our planet.

At the same time, governments around the globe are committing to bold climate change ambitions and are looking to our industry to partner with them on a more sustainable aerospace future both in the commercial and defense sectors. This future requires a portfolio of solutions and partnerships that allows our industry sector to decarbonize while ensuring the human connectivity, societal and economic benefits that come from aerospace are available to people everywhere.

Electric propulsion enables small, zero-emissions aircraft that have the potential to bring sustainable flight closer to home in the future.

What is included in Boeing's portfolio of solutions?

Safe, sustainable aerospace requires different solutions tailored to the needs, capabilities and constraints of different regions and markets. We have made solid progress in areas where we see the biggest potential, including fleet renewal, network operational efficiencies, renewable energy transition, and advanced technology in power systems and platforms.

✈ See the [full Q&A](#) with Chief Sustainability Officer Chris Raymond.

Sustainability Approach

We have organized our sustainability efforts around four key pillars: People, Products & Services, Operations and Communities. We have defined key sustainability priorities based on stakeholder interests. Our key stakeholders include our communities, customers, current and future employees, the flying public, investors, regulators and suppliers.



PEOPLE

Our story starts with our people. We commit to advancing a collaborative, inclusive and globally diverse culture that creates unique careers in aerospace.



PRODUCTS & SERVICES

We innovate for a better tomorrow. We demonstrate an unwavering commitment to safety, quality and integrity and instill best practices in all that we do.



OPERATIONS

It's not just what we do — it's also how we do it. We operate sustainably and engage transparently on behalf of our customers and stakeholders.



COMMUNITIES

Our communities matter to us. We focus on global partnerships and programs that inspire our future through education, honor our heroes and strengthen our homes.

Sustainability Priorities

We have defined key sustainability priorities and aligned them with responsible and inclusive business practices to enable a positive global impact.

- Climate Action
 - Employee Safety & Well-Being
 - Environmentally Responsible Operations
 - Equity, Diversity & Inclusion
- Product & Services Safety & Quality
 - Community Engagement
 - Education & Skill Development
 - Economic Performance
- Ethical Business Practices
 - Responsible Supply Chain Practices
 - Data Privacy & Information Security

COMPANY HIGHLIGHTS

Boeing protects, connects and explores our world and beyond. 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.

<div>2020 Revenue</div> <div>\$58B</div>	<div>2020 10-Year Served Market Outlook</div> <div>\$8.5T</div>	<div>2020 Employment</div> <div>141K</div>
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Boeing's H-47 Chinook helicopter is an advanced, battle-tested heavy-lift helicopter supporting cargo and troop transport, humanitarian and special operations missions for defense forces around the world.

Sustainability Goals

To reflect our ambition, Boeing has set six 2030 goals to advance sustainable aerospace in alignment with our key sustainability priorities and stakeholder interests.

We are laser focused on these ambitions today and are in the process of developing waypoints and metrics to demonstrate progress, hold ourselves accountable, and push ourselves to be and do better. We will share our metrics and waypoints to 2030 in our next report.



EMPLOYEE SAFETY & WELL-BEING

Value human life and well-being above all else and take action accordingly; we strive to prevent all workplace injuries.



GLOBAL AEROSPACE SAFETY

Drive aerospace safety to prevent accidents, injury or loss of life, with our Boeing culture and actions rooted in safety.



EQUITY, DIVERSITY & INCLUSION

Address representation gaps and strengthen equity, diversity and inclusion so that all team members feel supported and inspired to reach their full potential.



SUSTAINABLE OPERATIONS

Maintain a net-zero future for Boeing operations through conservation and renewable energy; partner with the supply chain for responsible business practices.



INNOVATION & CLEAN TECHNOLOGY

Enable the transition to carbon neutral aerospace through investments and partnerships for fleet efficiency improvements, sustainable aviation fuel and future platform technologies.



COMMUNITY ENGAGEMENT

Build better, more equitable communities through corporate investments, employee engagement programs and advocacy efforts.

Healthy and Empowered People

Our story starts with our people. We commit to advancing a collaborative, inclusive and globally diverse culture that creates unique careers in aerospace.

SUSTAINABILITY GOALS

Employee Safety & Well-Being

Value human life and well-being above all else and take action accordingly; we strive to prevent all workplace injuries

Equity, Diversity & Inclusion

Address representation gaps and strengthen equity, diversity and inclusion so that all team members feel supported and inspired to reach their full potential

U.N. Sustainable Development Goals



STRIVING FOR WORKPLACE SAFETY

Nothing is more important than safety — in the workplace and in the products we design, build and support. We are committed to keeping our employees safe by fostering a positive safety culture, cultivating safe work environments and strengthening our safety processes through continuous improvement, learning and innovation.

Workplace Safety by the Numbers

24:1 Near Miss to Hazard
(ratio to recordable injuries)

98% Found/Fixed Metric

0.43 Lost Workday
(case rate out of full day)

950 Health and Safety Training
Courses Available

2025 GLOBAL EQUITY, DIVERSITY AND INCLUSION ASPIRATIONS

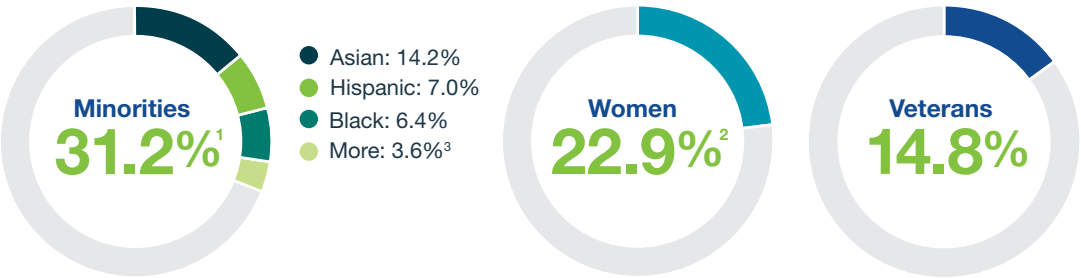
Boeing aspires to be the world’s most equitable, diverse and inclusive company. This vision is bold and will require us to live our commitments consistently, every day, across all levels. To address our representation gaps and build a culture of inclusion, we have established a set of aspirations we will strive to achieve by 2025.

- 1. Increase** the Black representation rate in the U.S. by 20%.
- 2. Achieve** parity in retention rates of all groups.
- 3. Close** representation gaps for historically underrepresented groups.
- 4. Advance** common understanding, shared experiences and mutual respect.
- 5. Report** diversity metrics and progress annually.
- 6. Eliminate** any statistically significant differences between the workplace experiences of underrepresented and at-representation groups.



Richa Gupta, Project Management Specialist,
Corporate Compliance

2021 Diversity Metrics



1. Race and Ethnicity Data: U.S.-based work locations of The Boeing Company, excluding non-fully integrated subsidiaries that are not on Boeing HR systems.
2. Gender Data: U.S.-based work locations of The Boeing Company, excluding subsidiaries except where noted.
3. “More” includes American Indian/Alaskan Native, Native Hawaiian or Other Pacific Islander, and Two or More Races.

Safe and Sustainable Aerospace

We innovate for a better tomorrow. We demonstrate an unwavering commitment to safety, quality and integrity and instill best practices in all that we do.

SUSTAINABILITY GOALS

Global Aerospace Safety

Drive aerospace safety to prevent accidents, injury or loss of life with our Boeing culture and actions rooted in safety

Innovation & Clean Technology

Enable the transition to carbon neutral aerospace through investments and partnerships for fleet efficiency improvements, sustainable aviation fuel and future platform technologies

U.N. Sustainable Development Goals



AEROSPACE SAFETY AND QUALITY

Safety is a fundamental value and our highest priority. We take seriously the responsibility to ensure those who fly on and service our products are safe.

Everyone at Boeing will never forget the lives lost and where the company fell short in the tragic 737 MAX accidents. Based on key lessons learned, we implemented a series of meaningful changes to strengthen our safety practices and culture and bring lasting improvements to aerospace safety. In 2020, Boeing began implementing an enterprise Safety Management System, or SMS. As an integrating framework for managing safety risks throughout the product and service life cycle, our SMS will incorporate data from employee reporting, production, compliance, quality and safety processes. This will provide line of sight to risks, incidents and identified hazards so we can proactively mitigate issues and continuously improve safety performance.

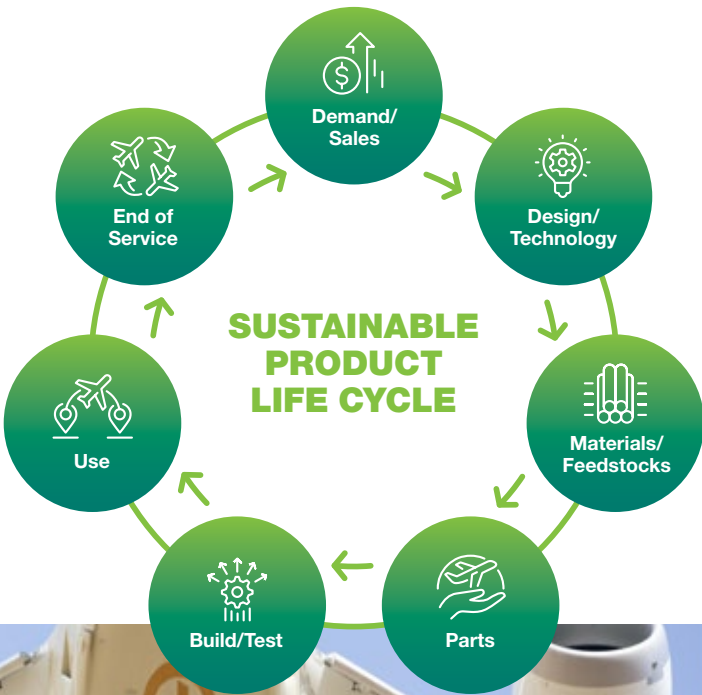
Boeing is taking comprehensive action to continuously improve quality. Boeing employees from each of our businesses work together to drive improvements that will help us build first-time quality into everything we do. Across the company, quality teams are implementing standard practices aimed at helping us all do our work the right way — the first time, every time — while solving problems using a structured methodology to eliminate root causes and prevent recurrence.

Since 2010, Boeing's ecoDemonstrator program has accelerated innovation by taking promising technologies out of the lab to test them in the air. Boeing and its 2020 partner, Etihad Airways, used one of the airline's new 787-10 Dreamliners to test efficient arrival procedures, quiet landing gear and an ultraviolet light wand that quickly disinfects high-touch surfaces, among other projects.

PRODUCT LIFE CYCLE

Circularity: Sustainability Is Built In

From a customer's initial request to the creation of the aircraft or product to its use and eventual retirement, every stage along the way is engineered with sustainability in mind. This is Boeing's life-cycle approach: design, build, deliver and support each of its products and services with the highest standards of safety, quality and integrity.



Responsible and Resilient Operations

It's not just what we do — it's also how we do it. We operate sustainably and engage transparently on behalf of our customers and stakeholders.

SUSTAINABILITY GOAL

Sustainable Operations

Maintain a net-zero future for Boeing operations through conservation and renewable energy; partner with supply chain for responsible business practices

U.N. Sustainable Development Goals



ENVIRONMENTAL GOALS AND PROGRESS¹

Boeing invests in sustainable operations to drive the highest levels of industrial performance at our manufacturing sites. Our 2020 performance was affected by changes associated with occupancy and operations during COVID-19, which are reflected in the below table.

Performance Area	2025 Goals Versus 2017	Progress Toward 2025 Goals ²	2030 Goals
 Greenhouse Gas Emissions	Reduce emissions by 25%	Net-zero³ (absolute reduction of 14%)	<ul style="list-style-type: none">• Net-zero emissions• 55% GHG reduction from 2017• 100% renewable electricity
 Energy	Reduce energy consumption by 10%	12% reduction	<ul style="list-style-type: none">• 10% energy-intensity reduction from 2025
 Water	Reduce water withdrawal by 20%	23% reduction	<ul style="list-style-type: none">• 5% reduction from 2025
 Waste	Reduce solid waste to landfill by 20% and hazardous waste by 5%	<ul style="list-style-type: none">• 44% reduction in solid waste• 34% reduction in hazardous waste	<ul style="list-style-type: none">• 30% reduction in waste produced from 2025• Over 90% diversion from landfill or incineration• Zero waste where applicable at major sites• 5% hazardous waste reduction from 2025

1. 2025 goals were set based on data from Core Metric Sites, which represent the vast majority (>70%) of Boeing's operations.
2. Operational goals shown are absolute targets and not indexed to production levels or growth. 2020 performance was affected by changes associated with occupancy and operations during COVID-19. The targets were established against a 2017 baseline, and the 2025 goals will act as a milestone to guide actions and progress to the 2030 goals.
3. The net-zero achievement covered Scope 1 and Scope 2 emissions for all sites within the company's operational control as well as Scope 3 – Business Travel.



Boeing achieved net-zero emissions at manufacturing and worksites in 2020 by expanding conservation and renewable energy use, while securing responsible offsets for the remaining greenhouse gas emissions. This is the Wild Horse facility in Washington that powers facilities in the state.

Purposeful Partnerships

Our communities matter to us. We focus on global partnerships and programs that inspire our future through education, honor our heroes and strengthen our homes.

SUSTAINABILITY GOAL

Community Engagement

Build better, more equitable communities through corporate investments, employee engagement programs and advocacy efforts

U.N. Sustainable Development Goals



267

grants targeting STEM and workforce development programs in 2020



\$4.2M

donated to COVID-19 relief around the world in 2020



5M+

students reached through Boeing's hands-on STEM learning program FUTURE U



\$100M+

in charitable grants to 590 organizations in 51 countries — including \$14.2 million in support of veterans programs



13,000+

active partnerships with community-based organizations



\$36M

contributed to charitable causes by Boeing employees in 2020



\$2B

approximately in Boeing community investments over the last 10 years



\$15.6M

contributed to nonprofits supporting racial equity and social justice in 2020



31

unique grants supporting environmental programs in 2020



\$234M+

community investments in 2020



Boeing volunteers in St. Louis shared FUTURE U kits with the supplies students needed to complete STEM experiments while they were homebound during the pandemic.

Key ESG Data

All data is for the period from Jan. 1, 2020, through Dec. 31, 2020, or as of Dec. 31, 2020, unless otherwise noted. See full report for comprehensive data disclosures, which align to GRI, SASB and TCFD.

2020 Performance Against 2025 Operations Environmental Goals ¹		
Performance Area	2025 Goal (vs. 2017)	Progress (as of YE 2020)
GHG emissions	Reduce by 25%	Net-zero (absolute reduction of 14%)
Energy consumption	Reduce by 10%	12% reduction
Water withdrawal	Reduce by 20%	23% reduction
Solid waste to landfill	Reduce by 20%	44% reduction
Hazardous waste	Reduce by 5%	34% reduction

1. Operational goals shown are absolute targets and not indexed to production levels or growth. 2020 performance was affected by changes associated with occupancy and operations during COVID-19. The targets were established against a 2017 baseline, and the 2025 goals will act as a milestone to guide actions and progress to the 2030 goals.

Key Environmental Data	
Performance Area	2020 Data
Total energy use ¹	16,196 TJ
Total water withdrawal ²	4,350 ML
Scope 1 GHG ³	560,000 MT
Scope 2 GHG – location-based ⁴	800,000 MT
Scope 2 GHG – market-based ⁵	625,000 MT
Scope 3 GHG – business travel	92,000 MT
Scope 3 GHG – use of sold products ⁶	158 MMT
Total hazardous waste generated ⁷	4,935 MT
Total waste to landfill	11,384 MT

1. Energy data represents 100% of the company.
2. Water data represents 79% of the company by headcount.
3. Scope 1 and 2 data represents 100% of the company. For Scopes 1, 2 and 3, we calculate emissions from CO2, CH4, N2O, HFCs, PFCs, SF6 and NF3 for this dataset.
4. Location-based data is calculated using regional factors for carbon content.
5. Market-based data is calculated using carbon content of actual purchased energy.
6. Use of sold products emissions are based on estimated lifetime emissions of Boeing Commercial Airplanes product deliveries in 2020, including direct emissions from combustion of fuel (136 MMT) and indirect emissions from production of fuel (22 MMT).
7. Waste data represents approximately 70% of operations by headcount.

Community Engagement		
Community Giving	Total Volunteer Hours	Number of Community Partners
\$234 million	250,000 hours	13,400

Health and Well-Being	
Fatalities	0
Lost workday case rate	0.43
Near-miss/hazard ratio to recordable injuries	24:1
Found/fixed metric	98%

Global Equity, Diversity and Inclusion	
Employee Representation ¹	
Total Boeing employees	141,000
Non-U.S. employees	11%
Total Boeing employees covered by collective bargaining agreements	33%
U.S. employees who are veterans ²	14.8%

1. As of Dec. 17, 2020.

2. Veterans Data: U.S.-based work locations of The Boeing Company, excluding non-fully integrated subsidiaries that are not on Boeing HR systems.

Female Representation ¹						
Overall (U.S.)	Overall (Non-U.S.)	Board of Directors	Executive Council ²	Executives	Managers	New Hires
22.9%	24.3%	25.0%	13.6%	31.8%	22.2%	22.0%

1. As of Dec. 17, 2020.

2. Executive Council gender data includes both U.S. and non-U.S. members.

Gender Data: U.S.-based work locations of The Boeing Company, excluding subsidiaries except where noted.

Racial and Ethnic Minority Representation ¹					
Overall	Board of Directors	Executive Council ²	Executives	Managers	New Hires
31.2%	16.7%	35.0%	20.8%	23.0%	37.2%

1. As of Dec. 17, 2020.

2. Executive Council Race and Ethnicity data does not include non-U.S. members. However, Susan Doniz, Chief Information Officer and senior vice president of Information Technology & Data Analytics, openly identifies as Hispanic.

Race and Ethnicity Data: U.S.-based work locations of The Boeing Company, excluding non-fully integrated subsidiaries that are not on Boeing HR systems. Racial and ethnic minorities include Black, Asian, Hispanic, American Indian/Alaskan Native, Native Hawaiian or Other Pacific Islander, and Two or More Races.



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THE BOEING FAMILY OF REPORTS

We are continually collecting, assessing and making available data about our company and the broader aerospace ecosystem to keep our employees, customers, communities, industry partners, investors and other stakeholders informed and engaged.

Annual Report and Proxy

View our Annual Report and Proxy to find additional information about our financial performance and Boeing business practices. [boeing.com/annual-report](https://www.boeing.com/annual-report)

Global Equity, Diversity & Inclusion

We believe in a culture and workplace where everyone is respected, valued and inspired to reach their fullest potential. Learn more about our Global Equity, Diversity & Inclusion efforts at [boeing.com/diversity](https://www.boeing.com/diversity).

Community Engagement

Through purposeful investments, employee engagement and thoughtful advocacy efforts, Boeing and its employees are helping build better communities worldwide. Learn more at [boeing.com/community](https://www.boeing.com/community).