

A photograph of two Boeing employees, a woman and a man, in a large industrial facility. The woman on the left is wearing a blue long-sleeved shirt, safety glasses, and a pink face mask. The man on the right is wearing a black t-shirt with the Boeing logo, safety glasses, and a black face mask. He is pointing towards a large, curved metal structure, possibly part of an aircraft fuselage, which is labeled with "STR 1R", "STR 1L", and "STR 1R". The background shows a complex industrial environment with various mechanical parts and structures.

Sustainable  
Aerospace  
Together



## Message from Dave Calhoun



Dave Calhoun, President and CEO

The aerospace manufacturing and aviation industries play a profound role in our world. Safety will always be our top priority. Sustainability represents an opportunity for us to define our next chapter together, with a focus on reducing carbon emissions and enabling people everywhere to travel and fly responsibly. These efforts make it possible for the next generation of aerospace workers to continue to enjoy rewarding careers, strengthen the fabric of the communities where we operate, and collaborate within our industry for environmental stewardship (E), social progress (S) and transparent governance (G).

Boeing's mission is to protect, connect and explore our world and beyond. Every day, we are dedicated to carrying out our mission — safely and sustainably. Boeing is pursuing sustainable aerospace together because we know it is an imperative and because our teammates are committed to making the world better for future generations.

Throughout Boeing's long history, we have looked for ways to enhance sustainability in everything we do. This commitment to innovate is deeply rooted in our core values, where we continue to reinforce safety as our top priority, strive for first-time quality and hold ourselves to the highest ethical standards to support a more sustainable future.

By 2050, our industry sees a world where air travel will carry over 10 billion passengers a year, support 180 million jobs and generate nearly \$9 trillion in economic activity, all while furthering our goal of minimizing the impact on our planet and striving to achieve the commercial aviation industry's ambition

of net-zero carbon emissions. Aerospace also continues to be essential to national security, humanitarian and peacekeeping efforts around the globe. We are committed to preserving the societal, security and economic benefits of our industry, safely and sustainably.

Advancing the future of flight and improving the world for future generations requires a multi-faceted approach. Our focus on ESG is embedded in our culture and our stakeholders' expectations, including our current and future employees, customers, regulators, suppliers, communities and investors.

### Environmental Stewardship

To address climate change, Boeing continues to collaborate with partners across the globe on innovation and clean technology to get commercial aviation to net-zero carbon emissions. We're finding more efficient ways for our commercial and defense customers to operate their fleets, and we're investing heavily in sustainable aviation fuels, considered the safest and most measurable solution to reduce aviation carbon emissions over the next 20 to 30 years. We continue to test the latest technologies to cut emissions, reduce noise and enhance safety with our ecoDemonstrator program, which celebrates its 10th anniversary this year, while investing in and demonstrating alternative fuel solutions to inform the future of flight. We are committed to maintaining net-zero carbon emissions within our operations as we advance the design-for-environment view of our defense and commercial products and build sustainability into every step of our product life cycle.

## Social Progress

Our people are our most important asset. Employee safety and well-being is our priority. We have taken steps to create open, candid and respectful environments for all our teammates — not just within our four walls, but within the communities where we live and work. Boeing's Seek, Speak & Listen habits are foundational to a culture of integrity and inclusion. We're committed to increasing the representation of women and underrepresented racial and ethnic minorities at every level of our company. And we continue to invest in our future through technical and educational organizations that inspire the next generation of aerospace innovators.

## Global Engagement

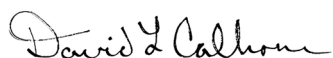
Most recently, our focus has been on our employees affected by the war in Ukraine. As a global company with over a century in flight and a long legacy of advancing human freedom, Boeing has continuously navigated challenging and shifting geopolitical dynamics and we will continue to do so in this case, guided by our values. We have taken action and will continue to follow the lead of the U.S. Government and focus on strictly adhering to the export controls and restrictions that have been announced governing work in Russia as a baseline, while also taking additional actions. As always, our first priority is safety and the safety of our employees in Ukraine has our total focus. We also announced a significant humanitarian assistance package to support the Ukrainian people affected by

the ongoing conflict. I am incredibly proud of our teammates who have made their own donations in support of Ukrainian humanitarian relief, which the company is matching through our Boeing Gift Match Program.

## Transparent Governance

Our Board of Directors works closely with Boeing leaders to ensure we hold ourselves to the highest standards in our work, ethical conduct and information protection. We all sign a Code of Conduct annually and commit to prioritizing safety, quality and integrity and holding one another accountable. Through the Board's Governance & Public Policy Committee, we have enhanced our practices and policies and formalized oversight of public policy, political advocacy and corporate sustainability practices — including matters related to environmental stewardship and climate change, and to diversity, equity and inclusion.

Opportunity lies before us as we advance safe and sustainable aerospace, which is critical to our commercial and defense customers and to our communities at large. I am proud of our teams as they explore innovative ways to help us continue to take meaningful steps toward a more sustainable future. I invite you to join us on our journey as we advance the future of flight together, safely and sustainably.



**David L. Calhoun**  
President and CEO

## 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

➤ Read more about our sustainability progress and how we are defining the future of flight in our Chief Sustainability Officer's letter to stakeholders on [page 5 of our 2022 Sustainability Report](#).

# 2021 Sustainable Aerospace Journey

Boeing innovated and partnered across the industry in 2021, making significant progress toward our industry's net-zero aspirations and goals.

## January

Committed to deliver 100% SAF capable airplanes by 2030



## February

Became founding member of MIT Climate and Sustainability Consortium



## April

ENERGY STAR Partner of the Year Award for Sustained Excellence



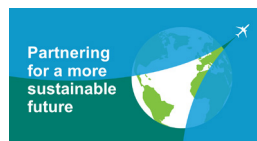
## June

Announced Alaska Airlines as 2021 ecoDemonstrator partner



## July

Announced partnership with SkyNRG to scale availability and use of sustainable aviation fuels globally



Highlighted sustainable technologies at congressional event in Washington, D.C.



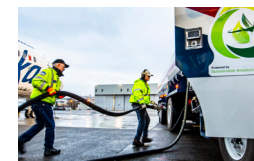
## August

Showcased new technologies tested on ecoDemonstrator to STEM-focused students, part of the Alaska Native Science & Engineering Program



## September

Amplified SAF ambitions during White House sustainability roundtable



Showcased sustainable technologies on ecoDemonstrator at Boeing Field in Seattle



## October

Partnered with United Airlines on first passenger flight with 100% SAF in one engine



Partnered with Etihad Airways on sustainable flight



Partnered with Rolls-Royce on 100% SAF flight



Partnered with NASA Langley Research Center to test the emissions of SAF on ecoDemonstrator



Supported commercial aviation industry's ambition to achieve net-zero carbon emissions by 2050



Hosted Innovation Forum in Glasgow, convening industry to discuss decarbonizing aerospace within the region and globally



## November

Became founding member of First Movers Coalition, partnering with leading companies to accelerate new technology development to reduce emissions



Hosted 2021 STEM event at San Francisco International Airport to showcase ecoDemonstrator's sustainable technologies



Participated in COP26, highlighting our perspectives, innovations and partnerships for a more sustainable aerospace future



Expanded sustainability alliance with Etihad Airways



## December

Conducted successful testing with NASA and DARPA on a large, fully composite, linerless cryogenic fuel tank with the capacity to hold 16,000 gallons (over 60,500 liters) of liquid hydrogen



Bought 2 million gallons (7.6 million liters) of SAF blended with EPIC Fuels to power Commercial Airplanes operations in Washington state and South Carolina through 2022





# Sustainability Approach and Governance

Our commitment to sustainability is rooted in our company values and our stakeholders' expectations. It encompasses our focus on environmental stewardship, social progress and inclusion as well as values-based, transparent governance.

## Stakeholder-Driven Transparency

Boeing is committed to transparency. Through our annual disclosure and reporting cycle, we compile and share a broad set of data, information and operating examples that are relevant to our stakeholders, including our employees, customers, industry partners, investors, regulatory authorities, communities and others. Throughout 2021, we brought together a comprehensive stakeholder engagement strategy that focused on engaging with key stakeholders through proactive ongoing dialogue, surveys, industry forums and events, and monitoring external data. We look forward to continuing to evolve and refine our stakeholder engagement strategy throughout 2022 and beyond.

## Embedding Sustainability at Boeing

We continue to embed sustainability across our business, building on this important work and evolving our approaches. We have organized our sustainability efforts around four key pillars: People, Products & Services, Operations and Communities. Our sustainability priorities and enterprise initiatives are managed through these pillars, with key goals and metrics monitored by company leaders including our Global Sustainability Council. For a full list of key metrics, see [Reporting section of our 2022 Sustainability Report](#).

Our efforts reflect the shared value we create with our key stakeholders. We have shaped our sustainability priorities shown below by listening to and collaborating with our stakeholders on what matters most to them.

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

## Reporting Approach and Alignment

To address the diverse interests of our stakeholders, we have brought together a detailed overview of our environment, social and governance (ESG) activities and data in this report. We are providing indexes with alignment to the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), Task Force on Climate-related Financial Disclosures (TCFD) and the United Nations Sustainable Development Goals (U.N. SDGs) in the Reporting section. We support

the objectives of the Paris Agreement and consider climate change to be an urgent issue. We demonstrate the importance of climate considerations to the company by aligning our governance, strategy, risk management, metrics and targets to the TCFD core elements. To supplement this report, we publish additional information at <https://www.boeing.com/principles/sustainability>.

## Sustainability Governance

Sustainability is rooted in Boeing's values. The Board oversees a variety of sustainability topics and in 2021, the Governance & Public Policy (GPP) Committee, charter was amended to expressly include oversight of our practices — relating to corporate sustainability, including matters related to environmental stewardship and climate change, and to diversity, equity and inclusion. Chris Raymond is Boeing's Chief Sustainability Officer (CSO), a Boeing Executive Council position reporting to Boeing's Chief Executive Officer. As CSO, Raymond reports the progress of Boeing's sustainability objectives and stakeholder-oriented reports regularly to the GPP Committee and the full Board.

## Oversight of Sustainability



### Board of Directors Governance & Public Policy Committee

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



### Chief Sustainability Officer Executive Council Member Leads Global Enterprise Sustainability

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



### Global Sustainability Council & Extended Council

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

### Subcouncils



# Sustainability Goals

➤ Read more about our sustainability journey at [www.boeing.com/sustainabilityreport](http://www.boeing.com/sustainabilityreport)

Goal Statement	2030 Target	Accomplishments
<b>Employee Safety &amp; Well-Being</b> We value human life and well-being above all else and take action accordingly; we strive to prevent all workplace injuries	<ul style="list-style-type: none"> <li>• Top quartile Recordable Injury Rate (among sector benchmarked performance)</li> <li>• ≥90% believe their manager supports their well-being</li> </ul>	<ul style="list-style-type: none"> <li>• 13% Reduction in 2021 OSHA recordable cases compared with 2020</li> <li>• Deployed EHS Strategic Framework to achieve step function change in program performance</li> <li>• 90% of employees surveyed responded positively when asked if they believe their manager supports their well-being</li> <li>• Launched virtual tutoring and virtual therapy appointments; doubled back up care benefit in 2021</li> </ul>
<b>Global Aerospace Safety</b> Drive aerospace safety to prevent accidents, injury or loss of life with our Boeing culture and actions rooted in safety	<ul style="list-style-type: none"> <li>• Drive aerospace safety via global aerospace safety initiatives to maintain downward trend of worldwide commercial jet fleet 10 Year Moving Average Fatal Accident Rate</li> </ul>	<ul style="list-style-type: none"> <li>• Steady progress implementing our enterprise SMS &amp; strengthening our safety culture; a continuous improvement journey</li> <li>• Established the independent Chief Aerospace Safety Office to align critical safety functions under one organization</li> <li>• Incorporated product safety, employee safety and quality metrics into our primary annual incentive structures</li> <li>• Implementing competency based training through programs, product deployments and regulatory course approvals</li> </ul>
<b>Equity, Diversity &amp; Inclusion</b> Address representation gaps and strengthen equity, diversity and inclusion so that all team members feel supported and inspired to reach their full potential	<ul style="list-style-type: none"> <li>• Increase representation of women globally and underrepresented racial/ethnic minorities in the U.S.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased women and racial/ethnic minority representation at Boeing overall in 2021 as compared with the prior year</li> <li>• Launched Seek, Speak, Listen (SS&amp;L) habits to strengthen culture of inclusion and achieve better business outcomes</li> <li>• 96.6% of teammates completed SS&amp;L training; 85% of teammates surveyed reported using the habits daily</li> <li>• Increased transparency in <a href="#">GEDI Report</a> by sharing data on women of color, disability, gender identity and sexual orientation for the first time</li> </ul>
<b>Sustainable Operations</b> Maintain net-zero future for Boeing operations (Scope 1 and 2) through conservation and renewable energy	<ul style="list-style-type: none"> <li>• Achieve 55% absolute reduction in Scope 1 and 2 GHG from 2017 baseline<sup>1</sup></li> <li>• Maintain net-zero emissions for Scope 1 and 2</li> <li>• Achieve 100% renewable electricity</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved 15% absolute GHG reduction at year end 2021 from 2017 baseline toward 2030 goal (Scope 1 and 2)<sup>1</sup></li> <li>• Maintained net-zero emissions for Scope 1 and 2 for second year in a row</li> <li>• Achieved 28% renewable electricity in 2021</li> </ul>
<b>Partner with supply chain for responsible business practices</b>	<ul style="list-style-type: none"> <li>• Work with our suppliers to increase GHG reporting and proactively address climate change driven risks</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented supplier code of conduct aligned to ESG elements including climate change and environment priorities</li> <li>• Launched supplier engagement via CDP Climate Change submissions to report emissions, assess reduction targets/progress and identify collaboration opportunities</li> </ul>
<b>Innovation &amp; Clean Tech</b> Enable the transition to carbon neutral aerospace through investments and partnerships for fleet efficiency improvements, sustainable aviation fuel and future platform technologies	<ul style="list-style-type: none"> <li>• Support the commercial aviation industry's ambition to achieve net-zero carbon emissions for global civil aviation operations by 2050</li> <li>• Current and future commercial airplanes will be 100% SAF capable</li> <li>• Build and certify our first zero-emission, electric, autonomous aircraft</li> </ul>	<ul style="list-style-type: none"> <li>• Launched five-year ecoDemonstrator program partnership with NASA to collect and analyze data on SAF emissions</li> <li>• Partnered with SkyNRG to scale up the availability and use of SAF</li> <li>• Purchased 2M gallons of SAF, in 2021, for use in 2022 commercial operations</li> <li>• Announced \$450M investment in the Wisk JV and increased Boeing-Wisk engineering collaboration effort with 100+ engineers working on avionics, autonomy, certification, electrification and model-based systems engineering</li> </ul>
<b>Community Engagement</b> Build better, more equitable communities through corporate investments, employee engagement programs and advocacy efforts	<ul style="list-style-type: none"> <li>• Expand opportunities for more than 12.5 million youth, veterans, veteran's families and underserved individuals across communities around the world</li> </ul>	<ul style="list-style-type: none"> <li>• Reached 2.7M young women and girls in STEM through community programs, grants and sponsorships</li> <li>• Invested \$13M across 108 grants supporting skills development and training for veterans</li> <li>• Supported 107K students in 158 schools via grant to Medical University of South Carolina school-based wellness initiative</li> <li>• Funded Northwestern University FUSE STEAM Chicagoland program serving 6,000 under-represented students</li> </ul>

1. The 2030 GHG reduction target is set with an operational boundary of The Boeing Company, and includes all Scope 1 and Scope 2 emissions.

# People

## Healthy and Empowered

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

➤ **Goal: Employee Safety and Well-Being**

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

➤ **Goal: Equity, Diversity and Inclusion**

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

➤ Learn more about our team and the actions we're taking to recruit, support and develop diverse talent while creating an inclusive culture where everyone is seen, heard, valued and respected in the [2022 Global Equity, Diversity & Inclusion Report](#).

## 2021 Highlights



### Enhanced workplace safety via

**27%**

reduction of serious injuries from 2020 to 2021<sup>1</sup>

### Expanded

U.S. employee benefits to include **domestic partnerships**



**90%**  
of employees

surveyed say their manager supports their **overall well-being**

**3.6M**

total hours of employee training

**1.5%**  
Increase

in racial/ethnic minority representation within our U.S. workforce from 2020 to 2021

### Boeing ranked

**#7**

Best for Vets Employer by Military Times **out of 144 companies**



### DiversityInc

ranked Boeing on the 2022 **Top 50 Companies for Diversity**

**#16**



### Disability:IN

recognized Boeing as one of Best Places to Work for Disability Inclusion for **sixth year in a row**



### Published

**aspirations for advancing equity, diversity and inclusion** in our first Global Equity, Diversity & Inclusion (GEDI) report

1. U.S., Canada and Australia employees only.

# Products and Services

## Safe and Sustainable

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

### ➤ Goal: Global Aerospace Safety

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

### ➤ Goal: Innovation and Clean Technology

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

➤ [Read about our safety journey in the Chief Aerospace Safety Officer Report.](#)

## 2021 Highlights



### Safety Management System

implementation across enterprise, fostering **positive safety culture**

### Partnered

with SkyNRG to **scale up** the availability and use of **sustainable aviation fuel**

### 2021 ecoDemonstrator tested

**20** new technologies that can make **flying safer and more sustainable**



### Purchased

**2M** gallons (7.6M liters) of SAF for 2022 commercial operations



### Invested

**\$450M** in Wisk to advance **autonomous electric flight**

### 2021 Defense Award Recipient

Aviation Week Network's 65th Annual Laureate Awards recognized Boeing's Air Teaming System and SAF initiatives

### Completed

**6<sup>th</sup>** hydrogen technology **demonstration** with successful test of cryogenic fuel tank





# Operations

## Responsible and Resilient

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

### ➤ Goal: Sustainable Operations

Maintain a net-zero future for Boeing manufacturing and work-site operations through conservation, renewable energy and responsible offsets

Partner with the supply chain for responsible business practices

➤ [Learn more about our sustainability data and disclosures.](#)

## 2021 Highlights



Manufacturing and other facilities achieved

**NET-ZERO**

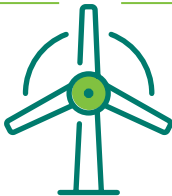
CO<sub>2</sub>e emissions again in 2021

**Since 2017,**

Boeing has **reduced greenhouse gas emissions** from our operations<sup>1</sup> by

**25%**

**Achieved** **28%**  
renewable electricity in 2021  
on our path to 100% in 2030



**Received**

**EPA ENERGY STAR Partner of the Year Award** for Sustained Excellence



**72,000**  
employee actions

taken in a month in support of the Battle of the Buildings conservation program

**Boeing spent**

**\$4B+** with small and diverse suppliers



**Supplier Code of Conduct implemented**

1. Greenhouse gas (GHG) emissions from our operations is calculated using GHG emissions from the energy (electricity and natural gas) consumption at Boeing's Core Metric Sites. Core Metric Sites represent the majority (70%) of Boeing's GHG footprint from operations. This is an absolute reduction in GHG emissions; no normalization has been applied.

# Community Engagement

## Where Is Our Impact?

Through purposeful investments, employee engagement and advocacy efforts, Boeing supports partnerships and programs that align with our business, create value and help build better communities worldwide. Boeing charitable grants drive positive, lasting change in the communities where our employees and their families live and work. Boeing focuses on opportunities that inspire our future, empower our heroes and strengthen our homes, with an emphasis on advancing racial equity, protecting the environment and combating systemic racism.

### ➤ Goal: Community Engagement

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

➤ Read about Boeing [Global Engagement 2022](#) purposeful giving.



## 2021 Highlights

**Approx. \$2B** in Boeing community investments over the last 10 years



**Since 2020, \$30M** toward racial equity & social justice

**More than \$187M** in community investments in 2021



**\$13M** to support humanitarian relief, including COVID-19

**\$18.7M** in support of veterans programs in 2021



Boeing employees contributed more than **\$36.5M** to charitable causes in 2021



In 2021, we partnered with more than **13,900** community partners globally

**More than 8M** students reached through Boeing's hands-on STEM learning program **FUTURE U.** since 2019



**In 2021, 648** organizations received contributions supporting **STEM education and workforce development**

**37** unique grants supporting environmental programs in 2021

**In 2021, 290,000** volunteer hours worldwide

# Key ESG Data

All data is for the period January 1, 2021 through December 31, 2021, unless otherwise noted. See full report for comprehensive data disclosures, which align to GRI, SASB and TCFD.

## Environment

Performance Area	2021 Data
Total energy use <sup>1</sup>	16,722 TJ
Total water withdrawal <sup>2</sup>	1,095,816 KG
Scope 1 GHG <sup>5,6</sup>	612,000 MT
Scope 2 GHG – location-based <sup>5,6</sup>	756,000 MT
Scope 2 GHG – market-based <sup>5,6</sup>	446,000 MT
Scope 3 GHG – use of products sold (Commercial Airplanes) <sup>3</sup>	278,000,000 MT
Scope 3 GHG – use of products sold (Defense, Space and Security) <sup>4</sup>	22,000,000 MT
Total hazardous waste generated <sup>2</sup>	6,122T
Total waste to landfill <sup>2</sup>	9,938T

1. Data represents 100% of the company.
  2. Waste and Water Data represents 83% of operations by square footage.
  3. Use of sold products emissions are based on estimated lifetime emissions of Boeing Commercial Airplanes product deliveries in 2021, including direct emissions from combustion of fuel (242M metric tons) and indirect emissions from production of fuel (36M metric tons).
  4. Use of sold products emissions are based on estimated lifetime emissions of Boeing Defense, Space & Security aircraft product deliveries in 2021, including direct emissions from combustion of fuel (19M metric tons) and indirect emissions from production of fuel (3M metric tons).
  5. Scopes 1 and 2 data represents 100% of the company.
  6. For Scopes 1, 2 and 3, we calculate emissions from CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub> and NF<sub>3</sub> for this dataset.
- To read further, visit our [GHG supplement](#).

## Employee Health and Well-Being<sup>1</sup>

Fatalities as result of a work-related injury	0
Lost workday case rate <sup>2</sup>	0.53
Near-miss/hazard ratio to recordable injuries <sup>2</sup>	39:1
Found/fixed metric	98%

1. Injury data represents U.S., Canadian and Australian operations; New Miss/Hazard Reports represent global operations.
2. Includes COVID-19 cases.

## Community Engagement

Community Giving <sup>1</sup>	Total Volunteer Hours	Number of Community Partners
\$187,100,000	290,000	13,957

1. Community giving is inclusive of Boeing and employee giving.

## Employee Representation<sup>1</sup>

Total Boeing employees	142,000
Non-U.S. employees	11%
Total Boeing employees covered by collective bargaining agreements	33%
U.S. employees who are veterans <sup>2</sup>	14.6%

1. Unless otherwise indicated, data presented are snapshots taken in December of the year referenced.
2. 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.

## Female Representation<sup>1,3,4</sup>

Overall (U.S.)	Overall (Non-U.S.) <sup>5</sup>	Board of Directors	Executive Council <sup>6</sup>	Executives	Managers	New Hires
23.2%	24.6%	25.0%	19.0%	33.5%	22.8%	23.9%

3. All data on gender is collected globally.
4. Numbers for gender may not total 100% due to team members who identify as non-binary or who choose not to disclose.
5. Non-U.S. indicates team members outside the U.S.
6. Executive Council gender data includes both U.S. and non-U.S. leaders.

## Racial and Ethnic Minority Representation<sup>1,7</sup>

Overall	Board of Directors	Executive Council <sup>8</sup>	Executives	Managers	New Hires
32.7%	25.0%	33.3%	22.5%	24.3%	42.5%

7. Race and ethnicity data reflects the U.S. workforce only. Numbers may not total 100% due to inclusion of people who choose not to disclose or due to rounding. Racial and ethnic minority representation includes Asian, Black, Hispanic/Latino/a/x, Native American, Pacific Islander and Two or More Races as defined by the U.S. Equal Employment Opportunity Commission.
8. Race and ethnicity data reflects U.S. leaders only; however, Susan Doniz, Chief Information Officer and Senior Vice President of Information Technology & Data Analytics, based in Canada, identifies as Hispanic.

## Employee Training

Total Hours Employee Training	3,600,000 hours
Average Employee Training Hours per Learner	23.6





The Boeing Company  
929 Long Bridge Drive,  
Arlington, VA, 22202, USA

## 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 Statement

View our Annual Report and Proxy Statement 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).