

# Employee Well-Being

Boeing takes a holistic approach to employee safety and overall well-being, including physical, financial and mental health components at work and at home. We value human life and well-being above all else and take action to improve many aspects of an employee's life. [Read more information about our benefits.](#)



Pamela Pulla, engineer, Flight Crew  
Operations. (Stephanie Su photo)

## Boeing continues to demonstrate strong commitment to employee well-being

**Why it matters:** Boeing has increasingly put a spotlight on the importance of striving to achieve and maintain good physical and mental health.

### The Topic and Numbers

Boeing is committed to employees' well-being and believes that providing ongoing education about well-being topics is an important complement to the company's health benefits. The company offered engaging content to a diverse breadth of employees throughout 2022.

We hosted more than 60 well-being-related webinars, with 20,000+ employees participating. Some of the webinar topics included:

- **Finding balance:** How to balance demands on time and feel fulfilled when managing work and life becomes challenging.
- **Sleep and emotional well-being:** Why sleep is an important component of emotional wellness and how to improve sleeping habits to optimize health and productivity.
- **Family nutrition and the farmers market:** Fruits' and vegetables' peak growing seasons, how to pick them and store after purchase, and tips to help children with fear of new/unfamiliar food.

- **Loss and grief:** The stages of grief, myths and facts, symptoms, coping mechanisms, self-care, the difference between grief and depression, and when to contact a grief counselor.

- **The gut-brain connection:** The microbiome and why we might care about the microbiome's effect on health.

- **How to find a therapist:** Common terminology used in the mental health field, including types of mental health providers and types of therapy; insurance navigation tips; how to find the right fit, including questions to ask yourself and potential providers.

- **Staying emotionally happy and healthy:** Practical tips to find joy, inner peace and fun by prioritizing what is important in your life and setting boundaries.

- **Fertility wellness:** The best time to start seeing an infertility specialist, how to walk through the journey feeling supported emotionally and available benefits.

- **Managing trauma and intense emotions:** The relationship between trauma, fear and anxiety and the tools for managing the range of intense emotions that may be experienced after distressing events.

- **Pain:** Contributing factors and getting support: The science of pain, factors affecting the experience, and how exercise therapy can help improve overall health and well-being.

- **Diabetes 101:** How to lower your risk or manage your diagnoses with small, impactful changes.

- **Women's health through life stages:** Factors related to women's health during each life stage decade (e.g., 20s, 30s, 40s), including health conditions, preventive care and programs for support.

- **Health and well-being for Black employees:** Discussed health conditions that are prevalent among African Americans, as well as behavioral health, prevention and management programs.

- **Latinx health:** Focused on the physical and mental health disparities, as well as disease risk factors, chronic diseases, preventive care and health care access resources in the Latinx community.

- **LGBTQIA+ inclusion in health care:** Barriers and inequalities that are experienced within the community, how the cycle is being broken, and benefits and resources available.

**What's next:** Boeing will continue to provide educational resources to empower employees to make informed decisions about their physical and emotional well-being and understand the many benefits and resources that are available to them.

- Contents
- Introduction
- Approach & Governance
- People**
  - Workplace Safety
  - Employee Well-Being
  - Global Equity, Diversity and Inclusion
  - Professional Development, Education and Learning
- Products & Services
- Operations
- Communities
- Reporting



Grzegorz Stanny, a manager from Boeing Gdańsk, and Kseniia Karpechenko, a colleague from Ukraine, who relocated to Gdańsk. Stanny drove Karpechenko and her daughter to Gdańsk at the beginning of the war when she fled from Ukraine. (Boeing photo)

## Boeing stands with our Ukraine team

When the war in Ukraine started, Boeing immediately informed its employees in Ukraine that they did not have to work and should make their safety a first priority. Despite the challenging situation, the Ukraine team continued to work and grow during the war. Boeing is supporting the local team with everything needed to stay safe and online.

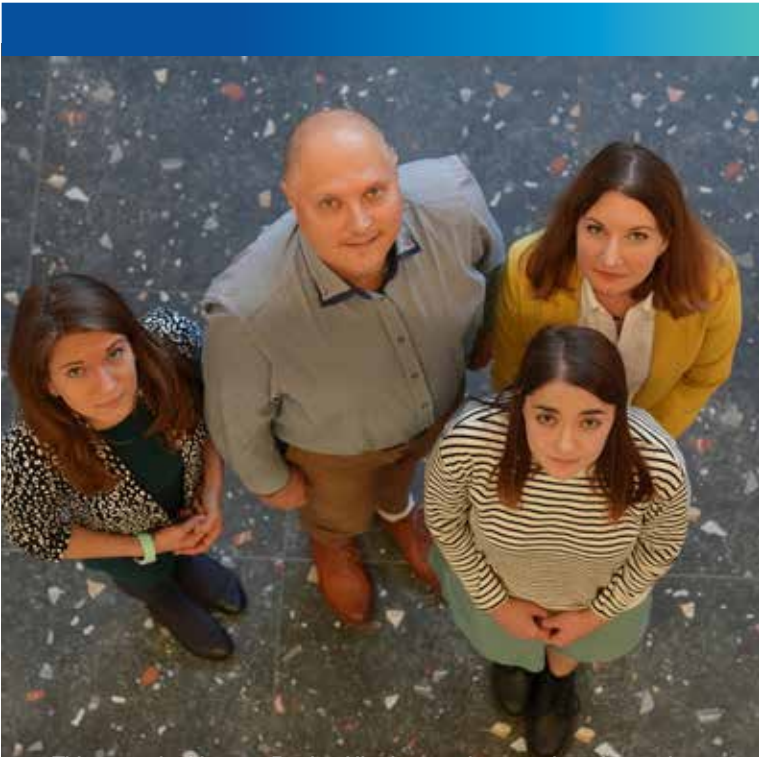
**A unified effort** by Boeing and the initiative of individual employees kept the Ukraine team safe. Employees from Poland welcomed colleagues and other people who crossed the border to seek shelter in their neighboring country. The company provided housing opportunities for them in Poland and gave the team members who stayed in Ukraine financial means and the necessary IT equipment to work safely from home.

**It comes down to this:** Supporting Ukraine is a priority for Boeing and its employees. In addition to the support of the Boeing team, the company has committed \$2 million to support Ukraine relief efforts. Boeing employees, with a boost from the Boeing Gift Match program, donated more than \$1 million.

**Video:** Learn more about how our Boeing Poland team supported our Ukraine employees.

“It is incredible to witness the team spirit of our colleagues in Ukraine. We admire our local colleagues for facing all challenges upfront. Our role is to provide them with everything necessary to continue their fantastic engagement with a laser focus on safety and care.”

**Suzanne Purdum**, senior director, Human Resources, Europe, Israel & Ukraine



Things are looking up: Boeing Ukraine employees who relocated to Gdańsk, Poland, include: Boeing employees Lilit Khumarian, Olha Avdieienko, Yaroslav Kontsur and Anna Rudenko. (Boeing photo)



- Contents
- Introduction
- Approach & Governance
- People
  - Workplace Safety
  - Employee Well-Being
  - Global Equity, Diversity and Inclusion
  - Professional Development, Education and Learning
- Products & Services
- Operations
- Communities
- Reporting

# Boeing Employee Assistance Program provides help in times of need

**Why it matters:** “Some Boeing employees, like individuals in many communities, were impacted by tragic events and natural disasters — whether directly or indirectly,” said Andrea Landsman, manager, Boeing Employee Assistance Program (EAP). Boeing offers an EAP to provide support to employees and eligible family members navigating difficult life events.

**A few examples of how the EAP helped employees:**

- **Conflict Zones:** In addition to providing emotional support to leaders, managers and employees during the war in Ukraine, the EAP offered local employees and their families help with locating emergency resources and information. In March, Boeing extended EAP services to European-based subsidiaries and contract workers to help them cope with the crisis.
- **Pandemic Relief:** To assist employees in China impacted by strict COVID-19-related travel restrictions and lockdowns, EAP provided virtual group support for employee work groups in both Mandarin and English.
- **Trauma Care:** Following the Robb Elementary School shooting in Uvalde, Texas, in May and the Highland Park shooting near Chicago in July, counselors were available to support employees and provide information about the EAP.
- **Natural Disasters:** The EAP prepared resources to support multiple natural disasters occurring in the U.S., including employees affected by Hurricane Ian in September.
- **Stress Relief:** To relieve stress and promote emotional well-being, the EAP conducted 597 Mindfulness Meditation sessions with more than 3,100 participants.



“The Boeing EAP was available 24/7 worldwide to provide counseling and other resources for our employees, some of whom were faced with very challenging circumstances.”

Andrea Landsman, manager, Boeing EAP

Andrea Landsman, manager, Boeing EAP

- **Suicide Prevention:** EAP coordinated with the Boeing Veteran Engagement Team (BVET) employee resource group to offer suicide prevention webinars to their membership.
  - **Mental Health Screenings:** All employees were encouraged to complete online anxiety and depression screenings to help assess their risks and learn about getting help if they needed it.
- Our final thought:** The Boeing EAP provides support to employees and eligible family members at no cost. Professional EAP counselors can provide help with navigating life events, stress management, work-life challenges, grief and loss, substance abuse and more.

- Contents
- Introduction
- Approach & Governance
- People
  - Workplace Safety
  - Employee Well-Being
  - Global Equity, Diversity and Inclusion
  - Professional Development, Education and Learning
- Products & Services
- Operations
- Communities
- Reporting

# Global Equity, Diversity and Inclusion

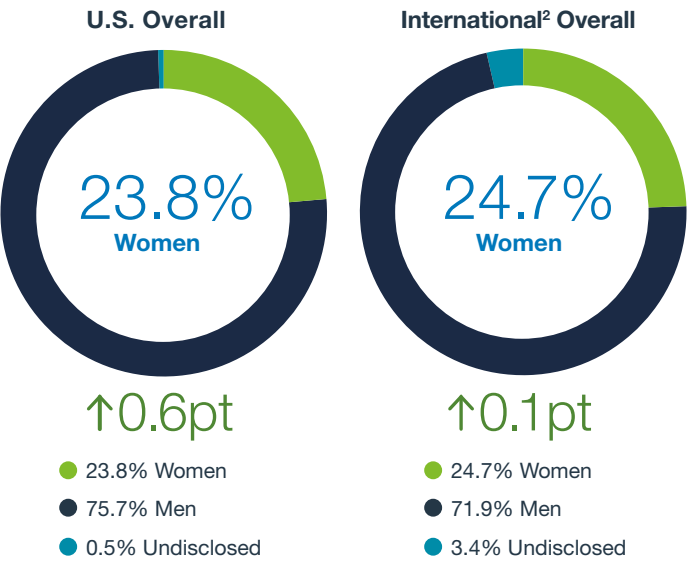
Equity, diversity and inclusion are foundational values at Boeing and key drivers of business outcomes. Each member of our global team brings a unique perspective, and we grow stronger when everyone has an opportunity to contribute. We are committed to the necessary and challenging work of

building an environment in which each teammate has a voice and feels inspired to achieve their full potential. Transparency is the foundation of this commitment, and we have been sharing our progress each year in our [Global Equity, Diversity & Inclusion Report](#) and our [EEO-1 Report](#).

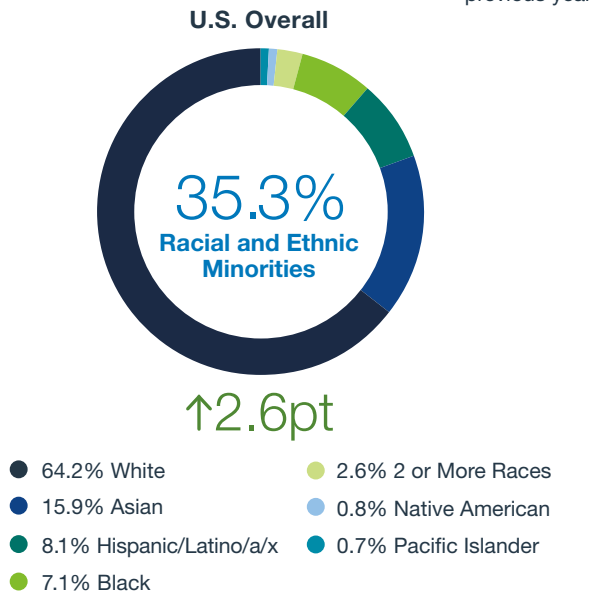


Read more about [Boeing's Global Equity, Diversity & Inclusion](#) efforts in our 2023 report.

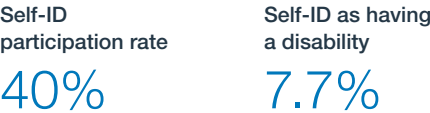
## Gender<sup>1</sup>



## Race and Ethnicity<sup>3</sup>



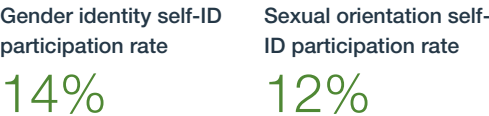
## U.S. Disability<sup>4</sup>



## U.S. Veterans<sup>5</sup>



## U.S. LGBTQIA+<sup>6</sup>



**View all Global Equity, Diversity and Inclusion data. Unless otherwise indicated, data presented are snapshots taken in December 2022.**

1. All data on gender is collected globally. Numbers for gender may not total 100% due to team members who identify as nonbinary or who choose not to disclose.

2. International indicates team members outside the U.S.

3. 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.

4. A disability is defined as a physical or mental impairment or medical condition that substantially limits a major life activity or a history or record of such an impairment or medical condition.

5. 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.

6. LGBTQIA+ is a term that includes people of all genders and sexualities, such as lesbian, gay, bisexual, transgender, questioning, queer, intersex, asexual, pansexual and all others. Gender identity and sexual orientation data reflects the U.S. workforce only based on voluntary, confidential self-identification. Data related to gender identity and sexual orientation are not shared with the government, unlike gender and race/ethnicity data, which Boeing is required to submit to the Equal Employment Opportunity Commission for U.S. employees. The gender identity options include female, male, nonbinary, not listed, prefer not to answer, transgender female and transgender male. Gender identity and sexual orientation participation rates are reported as of March 1, 2023. We will continue our efforts to educate and encourage all team members to self-identify and expand self-ID options outside the U.S. where it is safe and lawful to do so.

- Contents
- Introduction
- Approach & Governance
- People**
  - Workplace Safety
  - Employee Well-Being
  - Global Equity, Diversity and Inclusion
  - Professional Development, Education and Learning
- Products & Services
- Operations
- Communities
- Reporting

## Global Equity, Diversity & Inclusion Report reflects Boeing’s journey

Boeing recently released its third annual Global Equity, Diversity & Inclusion (GEDI) report, which shared demographics data, progress toward the company’s six 2025 aspirations, and stories from across the enterprise and around the world about policies, teams and individuals who are making a difference. The report is an invitation to all prospective and current employees, suppliers, customers and community partners to join us on our journey toward becoming a more equitable and inclusive company.

Boeing has roughly 156,000 employees representing 47 nationalities in 65 countries. In 2022 we hired more than 23,000 new teammates, resulting in an increase in female representation across virtually all job levels — production and maintenance, individual contributors, managers,

directors and executives — and increased racial and ethnic representation in the U.S. at junior and senior levels. We also saw increased rates of participation in our self-identification process, which encourages employees to confidentially share their disability status, sexual orientation, gender identity and veteran status.

### Key Highlights Included:

In 2022, Boeing tied inclusive hiring processes to its incentive compensation: 92% of candidate interview slates in 2022 for manager or director-level roles included at least one woman globally, or at least one woman or racial/ethnic minority in the U.S., showing that specific, measurable and financially relevant accountability has an affect on incentivizing the right behaviors that naturally lead to more diverse outcomes.

We reformed our Racial Equity Steering Team (newly named Equity & Inclusion Council) to include Executive Council champions and representatives from each of our nine Business Resource Groups, which increased transparency and access to senior leadership. We also made progress on our six specific 2025 aspirations we announced and continue to report against.

As we look forward to 2023 and beyond, we are energized by the progress we’ve made and are committed to continuing the hard work because it is necessary not just for our business success but also for the sustainability of aerospace and our communities.

Samuel Atilabachew, Commercial Airplanes, Renton. Duaa Alshareef, Human Resources, Saudi Arabia. (Boeing photos)



## Pay equity summary

We foster a diverse, collaborative and inclusive environment that empowers employees to do their best. Equal pay for equal work is a foundational element of our approach. We hold ourselves accountable to equal pay for equal work by conducting regular compensation reviews to ensure that employees are compensated equitably throughout their careers — independent of race, gender or ethnicity. It’s the right thing to do and makes us a better, more inclusive and higher-performing company. We’re committed to continuing and expanding our analysis globally and doing the work to ensure pay equity at the time of hire and throughout every employee’s career.



Boeing is dedicated to growing and developing a diverse pipeline of aerospace talent at all levels. Our professional development programs provide education and training opportunities for current and future employees. We want our people to think about working at Boeing as a lifetime endeavor — full of opportunities to achieve their personal and professional goals. We understand that by supporting our team today, we build a successful tomorrow.

Read more about the [learning and professional development opportunities we offer our employees here](#).

# Professional Development, Education and Learning



Boeing employees in St. Louis at the Cortex, an innovation community.  
(Boeing photo)

## Growing with Boeing: Learning to build a great career

In 2022, we launched Learn@Boeing, a new digital learning resource that makes it easier for teammates to find learning content aligned to business goals. Learn@Boeing was leveraged by 77,000 teammates to develop knowledge and skills for their current role or to prepare for a future role. See more of the ways we invest in our employees' learning and development to help them foster new skills, boost performance and build a great career at Boeing.

5M trainings completed



2M hours of production training delivered

5,000 coaching sessions to develop managers and executives globally



4,300 leaders developed through programs and courses



450,000 certifications and skill trainings completed

10,000 employees received tuition assistance for degree and nondegree programs

- Contents
- Introduction
- Approach & Governance
- People
- Products & Services**
  - Global Aerospace Safety
  - Sustainable Product Life Cycle
  - Innovation and Clean Technology
    - Fleet Renewal
    - Operational Efficiency
    - Renewable Energy
    - Advanced Technology
    - Partnerships
- Operations
- Communities
- Reporting



ecoDemonstrator, Boeing's sustainability test bed. (Boeing photo)

# PRODUCTS & SERVICES

Safe and Sustainable

- Contents
- Introduction
- Approach & Governance
- People
- Products & Services
  - Global Aerospace Safety
  - Sustainable Product Life Cycle
  - Innovation and Clean Technology
  - Fleet Renewal
  - Operational Efficiency
  - Renewable Energy
  - Advanced Technology
  - Partnerships
- Operations
- Communities
- Reporting

# Global Aerospace Safety

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

Our Board of Directors oversees global aerospace safety through a dedicated subcommittee of the board, the Aerospace Safety Committee, to which our chief aerospace safety officer provides regular updates. More information about the subcommittee’s oversight can be found in our Chief Aerospace Safety Officer Report.

In 2020, Boeing began implementing its enterprise **Safety Management System**, or SMS. As an integrated framework for managing safety risks throughout the product and service life cycle, SMS incorporates data from employee reporting, production, compliance, quality and safety processes. This provides line of sight to risks, incidents and identified hazards to enable proactive mitigation of issues and to continuously improve safety performance. Ultimately, SMS brings the right data into the right forums with the right people to make data-driven, risk-based decisions that result in safer products. It is a journey of continuous improvement informed by existing data and ongoing development of increasingly better safety analytics.

Learn more about our progress in the [Chief Aerospace Safety Officer Report](#).

## Boeing’s safety journey: Every step is purposeful

**The big picture:** The safety of our products starts with our culture and is supported by technology and training. Advancements in both areas have led to progress in our safety journey.

**Why culture is first:** When more teammates feel comfortable speaking up about safety issues and ideas — and more leaders listen — we will have safer products. Our Speak Up program is the fuel for our enterprise SMS that helps manage safety risks throughout the product and services life cycle. Through efforts in the past year:

- Submissions to our Speak Up reporting channel doubled from 2021 to 2022 — a sign of progress toward a healthy reporting culture.
- We trained more than 130,000 of our teammates on SMS, safety culture and why it matters.
- We established a dedicated ombudsperson for FAA Organization Designation Authorization representatives to support their independence and transparency ([see Page 29](#)).

**How technology and training help:** Alongside culture improvements, advancements in technology are helping us identify safety hazards and risks through data, and are helping customers. Last year, we:

- Introduced the Boeing Virtual Procedures Trainer and Maintenance Synthetic Trainer for pilots and mechanics to provide experiential training and complement current training.



**Read more** about our safety journey in the [Boeing Chief Aerospace Safety Officer Report](#), including how we’re working with industry to strengthen aviation safety and created a new Safety Experience website — a resource intended for employees to better understand their role in Boeing’s safety culture.

- Inducted a new real-time data and analytics platform called Boeing Safety Intelligence into our SMS.
- Delivered competency-based training and assessment (CBTA) courses to four commercial customers. Additionally, Boeing Next-Generation 737, 737 MAX and 787 CBTA courses were approved by multiple regulatory agencies.

**Why it matters:** “Over the next few years, we’re going to see the maturity of our SMS, increased collaboration with our customers to get ahead of safety risks and deployment of our Safety Experience tool for increasing transparency and learning throughout the organization,” said Mike Delaney, Boeing chief aerospace safety officer. “Every step is purposeful to make our products safer. These efforts and more have laid both the cultural and structural foundation for our safety journey. It’s up to us to keep that foundation strong and build on it.”



- Contents
- Introduction
- Approach & Governance
- People
- Products & Services**
  - Global Aerospace Safety
  - Sustainable Product Life Cycle
  - Innovation and Clean Technology
    - Fleet Renewal
    - Operational Efficiency
    - Renewable Energy
    - Advanced Technology
    - Partnerships
- Operations
- Communities
- Reporting

# Ombudsperson empowers regulatory representatives

**Dedicated focus:** In June 2022, Boeing established a dedicated ombudsperson for Boeing employees who work on behalf of the U.S. Federal Aviation Administration (FAA). These employees — known as Organization Designation Authorization (ODA) representatives — serve a critical role in the design certification and conformance of aircraft.

ODA Ombudsperson Mark Fava, a lawyer with more than 35 years of aviation experience, serves as a neutral, independent third party to advise and assist ODA representatives. He supports them on work-related concerns relevant to their delegated authority and related matters, including those associated with independence and transparency, without fear of retaliation or reprisal.

**Why it matters:** The strength of the Boeing safety system is rooted in a transparent and open culture, one that gives all team members multiple ways to speak up when they have concerns. Boeing works every day to be trusted with the responsibility of holding an ODA, and the establishment of an ombudsperson demonstrates the company’s commitment to strengthening its safety culture.

“Boeing is working to ensure the ODA program operates with the independence needed to fulfill all our FAA requirements. The appointment of a dedicated ombudsperson strengthens Boeing’s commitment to foster an environment where ODA representatives carry out their duties independently and without interference.”

Mark Fava, ODA Ombudsperson



Mark Fava, ODA Ombudsperson

- Contents
- Introduction
- Approach & Governance
- People
- Products & Services
  - Global Aerospace Safety
  - Sustainable Product Life Cycle
  - Innovation and Clean Technology
    - Fleet Renewal
    - Operational Efficiency
    - Renewable Energy
    - Advanced Technology
    - Partnerships
- Operations
- Communities
- Reporting



Christin Datz, Hugh Wong and Helen Lee.

## Engineering excellence, technically speaking

Boeing Technical Fellows are shaping the future of Boeing and aerospace.

**Why it matters:** Recognized as technology leaders inside and outside the company, the Boeing Technical Fellowship program represents the top 3% of Boeing’s technical and scientific community.

**Celebrating firsts:** Christin Datz, Hugh Wong and Helen Lee are among Boeing’s newest Associate Technical Fellows (ATF). They also share other distinctions. Lee is Boeing’s first Technical Fellow appointed in China. Datz and Wong are the most recent ATFs appointed in the area of Sustainability. Together, they will help innovate and continue integrating sustainability into Boeing’s engineering teams and functions to make our products, services and operations better for people and the environment.

- Datz is an expert on life cycle assessment tools and their application to Boeing’s design processes, providing critical proof points about how we use sustainability principles in our product development and design.
- Wong is a technical expert in conceptual commercial aircraft design and analysis, and specializes in creating engineering tools and methods for design and analysis of aircraft with alternative energy and propulsion systems. Wong helped develop Cascade, Boeing’s emissions modeling and analysis tool.
- Lee is the regional director of airspace and airport programs for Boeing China’s Global Support Center, supporting the Greater China region. In her role, Lee thinks about ways advanced technologies like artificial intelligence can be applied to improve air traffic management operations.

**It comes down to this:** Technical Fellows are trusted consultants, advisers and mentors, and possess expertise in a variety of areas spanning the full life cycle of all Boeing products, processes and services, across a number of engineering disciplines.

“The breadth and depth of our Technical Fellowship is unique to the industry, and we count on our fellows to be stewards of technical excellence across the enterprise. This group will continue to strengthen our company and represent engineering excellence throughout the industry.”

**Howard McKenzie**, Boeing chief engineer and executive vice president of Engineering, Test & Technology