

Reporting

AR = 2022 Annual Report  
PS = 2023 Proxy Statement

Disclosure	Disclosure Title	Sustainability Report Section(s)	Additional Reference(s)/Link(s)
2-21	Annual total compensation ratio		<a href="#">PS</a> , Page 66 <a href="#">PS 2022</a> , Page 67 2021 estimated ratio: 169 to 1 2022 estimated ratio: 154 to 1 Change in ratio from 2021 to 2022: Nearly a 9% decrease
2-22	Statement on sustainable development strategy	President and CEO Message, <a href="#">Pages 3-4</a>	<a href="#">PS</a> , Page 66
2-23	Policy commitments	Ethical and Compliant Business, <a href="#">Pages 16-17</a>	<a href="#">Our Principles</a> <a href="#">Our Values</a> <a href="#">Ethical Business Conduct Guidelines</a> <a href="#">Code of Ethical Business Conduct for Members of the Board of Directors</a> <a href="#">Anti-Corruption Program</a> <a href="#">Boeing Code of Conduct</a> <a href="#">Supplier Principles</a> <a href="#">Supplier Code of Conduct</a> <a href="#">Conflict Minerals Policy</a> <a href="#">Code of Basic Working Conditions and Human Rights</a> <a href="#">Boeing Australia Modern Slavery Statement</a> <a href="#">Boeing UK Modern Slavery Statement</a> Precautionary Principle: Boeing has a robust enterprise risk management (ERM) process, which is described in the Governance and Risk Management section. While the Precautionary Principle is not specifically applied as part of our ERM, we do consider environmental protection as a fundamental part of our approach to business. For example, the Due Diligence program conducts reviews designed to reduce risks and to facilitate efficient environment, health and safety integration of acquired properties and business operations. Environmental considerations are also included in our life cycle assessments of products and projects. Life cycle assessments are discussed further in the Products & Services section of this report.
2-24	Embedding policy commitments	Advancing Our Sustainability Journey, <a href="#">Page 11</a>	<a href="#">PS</a> , Pages 27-33 <a href="#">Our Principles</a> <a href="#">Our Values</a> <a href="#">Ethical Business Conduct Guidelines</a> <a href="#">Code of Ethical Business Conduct</a> <a href="#">Code of Ethical Business Conduct for Members of the Board of Directors</a> <a href="#">Anti-Corruption Program</a> <a href="#">Boeing Code of Conduct</a> <a href="#">Supplier Principles</a> <a href="#">Supplier Code of Conduct</a> <a href="#">Conflict Minerals Policy</a> <a href="#">Code of Basic Working Conditions and Human Rights</a> <a href="#">Boeing Australia Modern Slavery Statement</a> <a href="#">Boeing UK Modern Slavery Statement</a>

Contents

Introduction

Approach & Governance

People

Products & Services

Operations

Communities

Reporting

Key ESG Data

GRI Index

SASB Index

TCFD Index

U.N. Sustainable  
Development Goals

Awards and Recognition

Select Memberships  
and Partnerships

Forward-Looking  
Statements

AR = 2022 Annual Report  
PS = 2023 Proxy Statement

Disclosure	Disclosure Title	Sustainability Report Section(s)	Additional Reference(s)/Link(s)
2-25	Processes to remediate negative impacts	Ethical and Compliant Business, <a href="#">Pages 16-17</a> ; Advancing Our Sustainability Journey, <a href="#">Page 11</a> ; Communities, <a href="#">Pages 67-72</a>	<a href="#">PS</a> , Pages 16-17 <a href="#">Integrity Counts – Confidential &amp; Anonymous Reporting System</a> <a href="#">Contacting Ethics</a> <a href="#">Ethical Business Conduct Guidelines</a> <a href="#">Audit Committee Charter</a> <a href="#">Remediation</a>
2-26	Mechanisms for seeking advice and raising concerns	Ethical and Compliant Business, <a href="#">Pages 16-17</a>	<a href="#">PS</a> , Page 32 <a href="#">Integrity Counts – Confidential &amp; Anonymous Reporting System</a> <a href="#">Contacting Ethics</a> <a href="#">Ethical Business Conduct Guidelines</a> <a href="#">Audit Committee Charter</a>
2-27	Compliance with laws and regulations	Biodiversity and Environmental Compliance <a href="#">Pages 60-61</a> ; Key ESG Data, <a href="#">Pages 74-78</a>	Boeing paid one federal reportable penalty in 2022. At the end of 2021, stormwater samples collected at the Santa Susana Field Lab exceeded the site-specific permit limits for copper, chronic toxicity, iron, manganese, dioxin (TCDD), and biochemical oxygen demand (BOD) at one or more outfalls. The penalty incurred was \$22,000. The site experienced high-intensity rain events in the fourth quarter of 2021 that resulted in higher than normal rates of erosion from the site; the excess levels are believed to be attributable to natural sources — such as increased erosion of natural soils, decaying vegetation or waterfowl waste — and nonindustrial sources – such as road runoff and soils adjacent to telephone/utility poles. Excess copper and chronic toxicity were not attributed to an identifiable source and were episodic in nature where laboratory error was suspected. Boeing paid \$27,275 in fines regarding environmental noncompliance that occurred in the current reporting cycle; Boeing paid \$3,000 in fines regarding environmental noncompliance that occurred in a previous reporting cycle.
2-28	Membership associations	Select Memberships and Partnerships, <a href="#">Page 98</a>	<a href="#">2022 Trade Association Memberships</a> CDP <sup>1</sup> climate report C12.3b
2-29	Approach to stakeholder engagement	Advancing Our Sustainability Journey, <a href="#">Page 11</a> ; Approach & Governance, <a href="#">Pages 9-17</a>	<a href="#">PS</a> , Pages 4, 27-32 Boeing considers stakeholders’ interests to identify and prioritize the most relevant issues and to assess the most significant challenges and risks facing the company. Throughout our company disclosures and reports, we compile and share a broad set of data, information and operating examples for our stakeholders, including our employees, customers, industry partners, investors, regulatory authorities, communities and others. These diverse groups of stakeholders have been identified by Boeing as being key to the business because of their potential to influence or be affected by Boeing’s mission to protect, connect, and explore our world and beyond.
2-30	Collective bargaining agreements		<a href="#">AR</a> , Page 2 Approximately 32% of Boeing’s total workforce are covered by collective bargaining agreements.

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Contents

Introduction

Approach & Governance

People

Products & Services

Operations

Communities

Reporting

Key ESG Data

| GRI Index

SASB Index

TCFD Index

U.N. Sustainable  
Development Goals

Awards and Recognition

Select Memberships  
and Partnerships

Forward-Looking  
Statements

AR = 2022 Annual Report  
PS = 2023 Proxy Statement

Disclosure	Disclosure Title	Sustainability Report Section(s)	Additional Reference(s)/Link(s)
GRI 3: Material Topics			
3-1	Process to determine material topics	Advancing Our Sustainability Journey, <a href="#">Page 11</a>	
3-2	List of material topics	Advancing Our Sustainability Journey, <a href="#">Page 11</a>	There are no changes to our list of material topics compared to the previous reporting period.
3-3	Management of material topics	Company Profile, <a href="#">Page 10</a> ; Advancing Our Sustainability Journey, <a href="#">Page 11</a> ; Governance and Risk Management, <a href="#">Pages 13-14</a> ; Ethical and Compliant Business, <a href="#">Pages 16-17</a> ; People, <a href="#">Pages 18-26</a> ; Workplace Safety, <a href="#">Pages 19-20</a> ; Global Equity, Diversity and Inclusion, <a href="#">Pages 24-25</a> ; Global Aerospace Safety, <a href="#">Pages 28-30</a> ; Sustainable Product Life Cycle, <a href="#">Pages 31-32</a> ; Innovation and Clean Technology, <a href="#">Pages 33-48</a> ; Sustainable Operations, <a href="#">Pages 52-61</a> ; Addressing Climate Change, <a href="#">Pages 54-55</a> ; Biodiversity and Environmental Compliance, <a href="#">Pages 60-61</a> ; Responsible Supply Chain, <a href="#">Pages 62-65</a> ; Communities, <a href="#">Pages 67-72</a> ; Key ESG Data, <a href="#">Pages 74-78</a>	<a href="#">PS</a> , Pages 6-19, 21-22, 39-42 <a href="#">AR</a> , Pages 2-3, 8-9, 16, 20-21, 28, 35, 37-38, 39 GRI 201: Economic Performance   <a href="#">Corporate Governance</a> ; <a href="#">Approach to Taxes</a> GRI 203: Indirect Economic Impacts   <a href="#">Community Engagement</a> ; <a href="#">2023 Community Engagement Portfolio</a> GRI 204: Procurement Practice   <a href="#">Supplier Code of Conduct</a> GRI 205: Anti-Corruption   <a href="#">Anti-Corruption Program</a> GRI 301: Materials   <a href="#">Environment</a> ; <a href="#">Airplane and Carbon Fiber Recycling Factsheet</a> ; <a href="#">Conflict Mineral Policy</a> GRI 302: Energy   <a href="#">Environmental Policy</a> GRI 303: Water   <a href="#">Environmental Policy</a> ; <a href="#">CDP Water Report</a> GRI 304: Biodiversity   <a href="#">Environmental Policy</a> GRI 305: Emissions   <a href="#">Environmental Policy</a> ; CDP Climate Report <sup>1</sup> C2.3a and C1 GRI 306: Waste   <a href="#">Environmental Policy</a> ; 76% of Boeing operations are covered, based on square footage. All major manufacturing sites are covered by ISO14001 external certification GRI 307: Environmental Compliance   <a href="#">Environmental Policy</a> ; <a href="#">Environmental: ISO14001 Certifications</a> ; 76% of Boeing operations are covered, based on square footage. All major manufacturing sites are covered by ISO14001 external certification GRI 308: Supplier Environmental Assessment   <a href="#">Supplier Code of Conduct</a> GRI 401: Employment   <a href="#">Working Here</a> GRI 403: Occupational Health and Safety   <a href="#">Safety Management System Policy</a> ; <a href="#">Safety at Boeing</a> GRI 404: Training and Education   <a href="#">Careers</a> ; <a href="#">Benefits</a> GRI 405: Diversity and Equal Opportunity   <a href="#">PS</a> , 6-7; 8-14; <a href="#">Boeing 2023 Global Equity, Diversity &amp; Inclusion Report</a> ; <a href="#">Boeing EEO-1 report</a> GRI 406: Nondiscrimination   <a href="#">Boeing 2023 Global Equity, Diversity &amp; Inclusion Report</a> GRI 407: Freedom of Association and Collective Bargaining   <a href="#">Human Rights</a> ; <a href="#">Code of Basic Working Conditions and Human Rights</a> GRI 413: Local Communities   <a href="#">Community Engagement</a> GRI 414: Supplier Social Assessment   <a href="#">Supplier Code of Conduct</a> ; <a href="#">Boeing Australia Modern Slavery Statement</a> ; <a href="#">Boeing UK Modern Slavery Statement</a> GRI 416: Customer Health and Safety   <a href="#">2023 Chief Aerospace Safety Officer Report</a> ; <a href="#">Aerospace Safety Committee Charter</a> ; <a href="#">Safety at Boeing</a> ; <a href="#">Supplier Quality</a>
GRI 201: Economic Performance			
201-1	Direct economic value generated and distributed	Company Profile, <a href="#">Page 10</a> ; 2022 Community Engagement Highlights, <a href="#">Page 68</a> ; Key ESG Data, <a href="#">Page 78</a>	<a href="#">AR</a> , Pages 2-3, 16, 53-58
201-2	Financial implications and other risks and opportunities due to climate change	Innovation and Clean Technology, <a href="#">Pages 33-48</a> ; Addressing Climate Change, <a href="#">Pages 54-55</a>	CDP Climate Report <sup>1</sup> C2.3a, C2.4a <a href="#">AR</a> , Pages 4, 15

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Contents

Introduction

Approach & Governance

People

Products & Services

Operations

Communities

Reporting

Key ESG Data

GRI Index

SASB Index

TCFD Index

U.N. Sustainable Development Goals

Awards and Recognition

Select Memberships and Partnerships

Forward-Looking Statements

AR = 2022 Annual Report  
PS = 2023 Proxy Statement

Disclosure	Disclosure Title	Sustainability Report Section(s)	Additional Reference(s)/Link(s)
201-3	Defined benefit plan obligations and other retirement plans	2022 Community Engagement Highlights, <b>Page 68</b> ; Key ESG Data, <b>Pages 77-78</b>	<b>AR</b> , Pages 25, 44, 63, 90-99 <b><u>Benefits</u></b>
201-4	Financial assistance received from government		<b>AR</b> , Pages 85-86
<b>GRI 203: Indirect Economic Impacts</b>			
203-1	Infrastructure investments and services supported		<b><u>Boeing's U.S. Footprint: Interactive Map</u></b>
203-2	Significant indirect economic impacts	CSO Message, <b>Pages 5-6</b> ; Advanced Technology, <b>Pages 42-44</b> ; Innovation and Clean Technology, <b>Pages 33-48</b>	<b><u>Boeing's U.S. Footprint: Interactive Map</u></b> In 2022, Boeing announced its Aatmanirbhar Bharat strategy for India's defense industry. This project has the potential economic impact of \$3.6 billion over 10 years for the Indian economy. This was rolled out as part of Boeing's Make in India initiatives, building on a successful track record of contributing to India's indigenous aerospace and defense ecosystem. Boeing Australia's partnership with the Indigenous Defence and Infrastructure Consortium (iDiC) was recognized by Australia's Supply Nation as the 2022 Supplier Diversity Partnership of the Year. Boeing Defence Australia has achieved more than 17 million Australian dollars in accumulated Indigenous supply chain spend since 2012. One of many milestones was the first Indigenous-owned business in Australia to become qualified to audit or certify under AS9100.
<b>GRI 204: Procurement Practices</b>			
204-1	Proportion of spending on local suppliers		89% of our suppliers are local to our significant locations of operations, and spend with these local suppliers comprised 81% of our supplier spend. Local suppliers are defined as domestic in relation to the location of operation; significant locations of operation are defined as major operational areas as determined by square footage.
<b>GRI 205: Anti-Corruption</b>			
205-2	Communication and training about anti-corruption policies and procedures	Ethical and Compliant Business, <b>Pages 16-17</b>	<b><u>Anti-Corruption Program</u></b>
<b>GRI 301: Materials</b>			
301-1	Materials used by weight or volume	Sustainable Product Life Cycle, <b>Pages 31-32</b> ; Responsible Supply Chain, <b>Pages 62-65</b>	<b>AR</b> , Pages 4-5
<b>GRI 302: Energy</b>			
302-1	Energy consumption within the organization	Key ESG Data, <b>Page 74</b>	CDP Climate Report <sup>1</sup> C8.2a

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Contents

Introduction

Approach & Governance

People

Products & Services

Operations

Communities

Reporting

Key ESG Data

GRI Index

SASB Index

TCFD Index

U.N. Sustainable Development Goals

Awards and Recognition

Select Memberships and Partnerships

Forward-Looking Statements

AR = 2022 Annual Report  
PS = 2023 Proxy Statement

Disclosure	Disclosure Title	Sustainability Report Section(s)	Additional Reference(s)/Link(s)
302-3	Energy intensity	Key ESG Data, <a href="#">Page 74</a>	CDP Climate Report <sup>1</sup> The energy intensity ratio includes total energy use divided by revenue. This figure represents purchased renewable energy and purchased nonrenewable energy, including: natural gas, electricity, No. 2 petroleum diesel, No. 5 petroleum oil, No. 6 residual fuel oil, motor gasoline, jet fuel, propane, aviation gasoline, liquefied petroleum gas, diesel oil and sustainable aviation fuel. This ratio includes energy from sites considered within our “operational control,” following GHG Protocol in defining our organizational boundary.
302-4	Reduction of energy consumption	Key ESG Data, <a href="#">Page 74</a> ; Sustainable Operations, <a href="#">Pages 52-61</a>	CDP Climate Report <sup>1</sup> Boeing’s switch to LED lighting in its Everett, Washington; Frederickson, Washington; and El Segundo, California, facilities is driving an annual recurring savings of 25.3 million kWh.
302-5	Reductions in energy requirements of products and services	Key ESG Data, <a href="#">Page 74</a> ; Advanced Technology, <a href="#">Pages 42-44</a> ; Sustainable Operations, <a href="#">Pages 52-61</a>	CDP Climate Report <sup>1</sup> SASB RT-AE-410a.1; RT-AE-410a.2
GRI 303: Water and Effluents			
303-1	Interactions with water as a shared resource	Sustainable Operations, <a href="#">Pages 52-61</a> ; Communities, <a href="#">Pages 67-72</a>	<b>CDP Water Report</b> Key to Boeing’s water stewardship efforts is our internal Conservation Best Practices program that engages all employees from the shop floor to our C-suite. Conservation Best Practices are low-cost, proven initiatives that reduce resource use by Boeing operations. In 2022, Boeing focused water reduction efforts on improving process efficiencies across the company.  We utilize monthly metrics to identify irregularities that may indicate an impact on water consumption that requires action, as well as the Conservation Best Practice (CBP) program to minimize on-site water use. Boeing utilizes many of the water management techniques endorsed by the U.S. EPA in this CBP program, which include: Meter/Measure/Manage; Optimize Cooling towers; Replace Restroom Fixtures; Eliminate Single Pass Cooling; Use Water-Smart Landscaping and Irrigation.  Boeing regularly reviews industry best practices and utilizes ISO 14001 to target continuous improvement opportunities, enhance environmental performance, meet its compliance obligations and achieve its reduction goals.
303-2	Management of water-related impacts	Sustainable Operations, <a href="#">Pages 52-61</a>	<b>CDP Water Report</b>

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Contents

Introduction

Approach & Governance

People

Products & Services

Operations

Communities

Reporting

Key ESG Data

GRI Index

SASB Index

TCFD Index

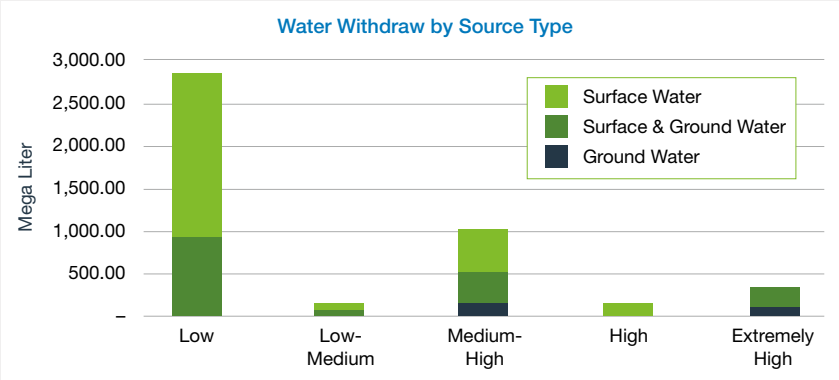
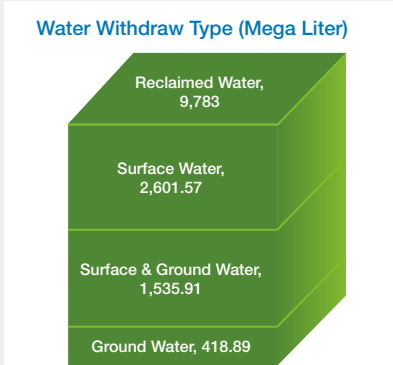
U.N. Sustainable Development Goals

Awards and Recognition

Select Memberships and Partnerships

Forward-Looking Statements

AR = 2022 Annual Report  
PS = 2023 Proxy Statement

Disclosure	Disclosure Title	Sustainability Report Section(s)	Additional Reference(s)/Link(s)																																		
303-3	Water withdrawal	Sustainable Operations, <a href="#">Pages 52-61</a> ; Key ESG Data, <a href="#">Page 75</a>	<p><b>CDP Water Report W1.2</b> Boeing utilized the Aqueduct project of the World Resources Institute (WRI) to systematically evaluate each location to determine whether a facility is located in a water- stressed area.</p> <div><p><b>Water Withdraw by Source Type</b></p><table><thead><tr><th>Risk Level</th><th>Surface Water</th><th>Surface &amp; Ground Water</th><th>Ground Water</th></tr></thead><tbody><tr><td>Low</td><td>~2,800</td><td>~1,000</td><td>0</td></tr><tr><td>Low-Medium</td><td>~200</td><td>~100</td><td>0</td></tr><tr><td>Medium-High</td><td>~500</td><td>~500</td><td>~100</td></tr><tr><td>High</td><td>~200</td><td>~100</td><td>0</td></tr><tr><td>Extremely High</td><td>~100</td><td>~200</td><td>~100</td></tr></tbody></table><p><b>Source:</b> Third-party data, municipal water meters <b>Boundary:</b> 4-Walls Metric Sites, 84% of Company Population</p><div><p><b>Water Withdraw Type (Mega Liter)</b></p><table><thead><tr><th>Source Type</th><th>Value</th></tr></thead><tbody><tr><td>Reclaimed Water</td><td>9,783</td></tr><tr><td>Surface Water</td><td>2,601.57</td></tr><tr><td>Surface &amp; Ground Water</td><td>1,535.91</td></tr><tr><td>Ground Water</td><td>418.89</td></tr></tbody></table><p><b>Source:</b> Third-party data, municipal water meters <b>Boundary:</b> 4-Walls Metric Sites, 84% of Company Population</p></div></div>	Risk Level	Surface Water	Surface & Ground Water	Ground Water	Low	~2,800	~1,000	0	Low-Medium	~200	~100	0	Medium-High	~500	~500	~100	High	~200	~100	0	Extremely High	~100	~200	~100	Source Type	Value	Reclaimed Water	9,783	Surface Water	2,601.57	Surface & Ground Water	1,535.91	Ground Water	418.89
Risk Level	Surface Water	Surface & Ground Water	Ground Water																																		
Low	~2,800	~1,000	0																																		
Low-Medium	~200	~100	0																																		
Medium-High	~500	~500	~100																																		
High	~200	~100	0																																		
Extremely High	~100	~200	~100																																		
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303-4	Water discharge	Key ESG Data, <a href="#">Page 75</a>	<a href="#">CDP Water Report</a>																																		
303-5	Water consumption	Key ESG Data, <a href="#">Page 75</a>	<a href="#">CDP Water Report</a>																																		
<b>GRI 304: Biodiversity</b>																																					
304-3	Habitats protected or restored	Biodiversity and Environmental Compliance, <a href="#">Pages 60-61</a>	<a href="#">Duwamish Waterway Santa Susana</a>																																		

Reporting

AR = 2022 Annual Report  
PS = 2023 Proxy Statement

Disclosure	Disclosure Title	Sustainability Report Section(s)	Additional Reference(s)/Link(s)
GRI 305: Emissions			
305-1	Direct (Scope 1) GHG emissions	Key ESG Data, <a href="#">Page 75</a>	CDP Climate Report <sup>1</sup> C6.1 <a href="#">GHG Supplement</a>
305-2	Energy indirect (Scope 2) GHG emissions	Key ESG Data, <a href="#">Page 75</a>	CDP Cimate Report <sup>1</sup> C6.3 <a href="#">GHG Supplement</a>
305-3	Other indirect (Scope 3) GHG emissions	Key ESG Data, <a href="#">Page 75</a>	CDP Climate Report <sup>1</sup> C6.5 <a href="#">GHG Supplement</a>
305-4	GHG emissions intensity	Key ESG Data, <a href="#">Page 75</a>	CDP Climate Report <sup>1</sup> C6.10 <a href="#">GHG Supplement</a>
305-5	Reduction of GHG emissions	Sustainability Goals, <a href="#">Page 12</a> ; Operational Targets Progress, <a href="#">Page 53</a>	CDP Climate Report <sup>1</sup> C4 <a href="#">GHG Supplement</a>
GRI 306 (2016): Effluents and Waste			
306-3	Significant spills	Key ESG Data, <a href="#">Page 76</a> ; Operations, <a href="#">Page 61</a>	
GRI 306: Waste			
306-1	Waste generation and significant waste-related impacts	Key ESG Data, <a href="#">Pages 75-76</a>	Boeing generates nonhazardous solid waste through a number of activities: Manufacturing, production and design of products; Packaging from materials received at facilities; On-site facility maintenance activities; Employee-generated office waste; Food-related waste (cafeterias, employee lunches and vended products); and Construction projects.
306-2	Management of significant waste-related impacts	Key ESG Data, <a href="#">Pages 75-76</a> ; Operational Targets Progress, <a href="#">Page 53</a>	<a href="#">Airplane and Carbon Fiber Recycling Fact Sheet</a> Boeing has dedicated internal teams to prevent waste from going to the landfill. <b>Our reclamation team works to capture and collect materials across the company, while our investment recovery team repurposes materials, facilitates donations and sells scrap materials.</b> Our packaging team assesses opportunities to return or reuse packaging for parts and materials. Packaging engineers have developed standards for reusing containers with our suppliers. Our employees also develop processes to reuse and repurpose incoming packing materials, helping to reduce waste and cost. The Boeing Supplier Code of Conduct, based on the International Forum on Business Ethical Conduct for the Aerospace and Defense Industry’s model code, provides suppliers with a set of responsible business conduct expectations consistent with our policies, principles and ESG efforts.
306-3	Waste generated	Key ESG Data, <a href="#">Pages 75-76</a>	
306-4	Waste diverted from disposal	Key ESG Data, <a href="#">Pages 75-76</a>	

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Contents

Introduction

Approach & Governance

People

Products & Services

Operations

Communities

Reporting

Key ESG Data

GRI Index

SASB Index

TCFD Index

U.N. Sustainable Development Goals

Awards and Recognition

Select Memberships and Partnerships

Forward-Looking Statements

AR = 2022 Annual Report  
PS = 2023 Proxy Statement

Disclosure	Disclosure Title	Sustainability Report Section(s)	Additional Reference(s)/Link(s)
306-5	Waste directed to disposal	Key ESG Data, <a href="#">Pages 75-76</a>	Generally, third-party vendors handle transport and disposal of Boeing waste. The company contracts with vendors who provide waste-to-landfill, waste-to-energy, recycling and composting services. Vendors provide disposal data, and in the absence of weight-based data, Boeing calculates weight using a parametric approach. Hazardous waste is determined from U.S. EPA hazardous manifest or equivalent government shipping documents. With profile waste designations determining the type of waste and Management codes determining the disposal method.
GRI 308: Supplier Environmental Assessment			
308-1	New suppliers that were screened using environmental criteria		Boeing does not screen suppliers using environmental criteria.
GRI 401: Employment			
401-1	New employee hires and employee turnover		<a href="#">AR</a> , Page 3
401-3	Parental leave		<b><a href="#">Benefits</a></b> In 2022: <ul style="list-style-type: none"><li>• 98,821 employees were eligible for paid parental leave: 25,657 women, 72,644 men and 520 people of unknown gender.</li><li>• 4,305 employees took paid parental leave: 834 women, 3,451 men and 20 people of unknown gender.</li><li>• 4,140 employees returned from paid parental leave: 769 women, 3,351 men and 20 people of unknown gender.</li></ul> 3,991 employees who took paid parental leave in 2022 were still employed as of May 15, 2023: 776 women, 3,196 men and 19 people of unknown gender.
GRI 402: Labor/Management Relations			
402-1	Minimum notice periods regarding operational changes		We provide advance notice in accordance with all applicable legal and/or contractual requirements in the different locations where we operate.
GRI 403: Occupational Health and Safety			
403-1	Occupational health and safety management system	Workplace Safety, <a href="#">Pages 19-20</a> ; Key ESG Data, <a href="#">Pages 77-78</a>	
403-2	Hazard identification, risk assessment and incident investigation	Workplace Safety, <a href="#">Pages 19-20</a>	
403-5	Worker training on occupational health and safety	Workplace Safety, <a href="#">Pages 19-20</a> ; Key ESG Data, <a href="#">Pages 77-78</a>	
403-6	Promotion of worker health	Workplace Safety, <a href="#">Pages 19-20</a> ; Employee Well-Being, <a href="#">Pages 21-23</a>	



Contents

Introduction

Approach & Governance

People

Products & Services

Operations

Communities

Reporting

Key ESG Data

GRI Index

SASB Index

TCFD Index

U.N. Sustainable Development Goals

Awards and Recognition

Select Memberships and Partnerships

Forward-Looking Statements

AR = 2022 Annual Report  
PS = 2023 Proxy Statement

Disclosure	Disclosure Title	Sustainability Report Section(s)	Additional Reference(s)/Link(s)
403-8	Workers covered by an occupational health and safety management system	Workplace Safety, <a href="#">Pages 19-20</a>	
403-9	Work-related injuries	Workplace Safety, <a href="#">Pages 19-20</a> ; Key ESG Data, <a href="#">Page 77</a>	
403-10	Work-related ill health	Key ESG Data, <a href="#">Page 77</a>	
GRI 404: Training and Education			
404-1	Average hours of training per year per employee	Key ESG Data, <a href="#">Pages 77-78</a>	<a href="#">AR</a> , Page 3
404-2	Programs for upgrading employee skills and transition assistance programs		<a href="#">Benefits</a>
GRI 405: Diversity and Equal Opportunity			
405-1	Diversity of governance bodies and employees	Key ESG Data, <a href="#">Page 77</a>	<a href="#">PS</a> , Page 7 <a href="#">Boeing 2023 Global Equity, Diversity &amp; Inclusion Report</a>
GRI 406: Nondiscrimination			
406-1	Incidents of discrimination and corrective actions taken	Ethical and Compliant Business, <a href="#">Pages 16-17</a> ; Key ESG Data, <a href="#">Pages 77-78</a>	<a href="#">Boeing 2023 Global Equity, Diversity &amp; Inclusion Report</a>
GRI 407: Freedom of Association and Collective Bargaining			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		<a href="#">AR</a> , Page 17
GRI 413: Local Communities			
413-1	Operations with local community engagement, impact assessments and development programs (percentage of operations)	Communities, <a href="#">Pages 67-72</a>	<a href="#">2023 Boeing Global Engagement Portfolio</a> <a href="#">Boeing's U.S. Footprint: Interactive Map</a>
413-2	Operations with significant actual and potential negative impacts on local communities	Communities, <a href="#">Pages 67-72</a>	<a href="#">Boeing's U.S. Footprint: Interactive Map</a> <a href="#">Remediation</a>
GRI 414: Supplier Social Assessment			
414-1	New suppliers that were screened using social criteria		Boeing does not screen suppliers using social criteria.

Reporting

AR = 2022 Annual Report  
PS = 2023 Proxy Statement

Disclosure	Disclosure Title	Sustainability Report Section(s)	Additional Reference(s)/Link(s)
GRI 416: Customer Health and Safety			
416-1	Assessment of the health and safety impacts of product and service categories	Global Aerospace Safety, <a href="#">Pages 28-30</a>	<a href="#">Statistical Summary of Commercial Jet Airplane Accidents</a>
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	Global Aerospace Safety, <a href="#">Pages 28-30</a>	SASB RT-AE-250a.3 <a href="#">Statistical Summary of Commercial Jet Airplane Accidents</a>
GRI 418: Customer Privacy			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Enterprise Security and Data Privacy, <a href="#">Page 66</a>	SASB RT-AE-230a.2

Contents

Introduction

Approach & Governance

People

Products & Services

Operations

Communities

Reporting

Key ESG Data

GRI Index

SASB Index

TCFD Index

U.N. Sustainable Development Goals

Awards and Recognition

Select Memberships and Partnerships

Forward-Looking Statements

# SASB Index

AR = 2022 Annual Report  
PS = 2023 Proxy Statement

Accounting Metric	Code	Boeing Metric or Qualitative Disclosure(s) and Disclosure Location(s)
Energy Management		
Total energy consumed	RT-AE-130a.1	Key ESG Data, <a href="#">Page 74</a> CDP Climate Report <sup>1</sup>
Percentage of grid electricity	RT-AE-130a.1	Key ESG Data, <a href="#">Page 74</a>
Percentage of renewable energy	RT-AE-130a.1	Key ESG Data, <a href="#">Page 74</a> ; Sustainability Goals, <a href="#">Page 12</a>
Hazardous Waste Management		
Amount of hazardous waste generated	RT-AE-150a.1	Key ESG Data, <a href="#">Pages 75-76</a>
Percentage of hazardous waste recycled	RT-AE-150a.1	Key ESG Data, <a href="#">Pages 75-76</a>
Number and aggregate quantity of reportable spills	RT-AE-150a.2	Key ESG Data, <a href="#">Page 76</a>
Quantity recovered from reportable spills	RT-AE-150a.2	Key ESG Data, <a href="#">Page 76</a>
Data Security		
Description of approach to identifying and addressing data security risks in company operations	RT-AE-230a.2	We rely extensively on information technology systems and networks to operate our company and meet our business objectives. As cyber threats increase in volume and sophistication, the risk to the security of these systems and networks — and to the confidentiality, integrity and availability of the data they house — continues to evolve, requiring constant vigilance and concerted, companywide risk management efforts. Boeing takes a risk-based approach to managing the security of its data and has a documented low-risk appetite for cybersecurity and data protection, while recognizing that business requirements may necessitate adjustments to that risk tolerance. To address these risks, we maintain an extensive network of technical security controls, policy enforcement mechanisms, monitoring systems and management oversight. We also have established a Security Council to strengthen governance and coordination of cyber and physical security activities. While these measures are designed to prevent, detect and respond to unauthorized activity, there is no guarantee that they will be sufficient to prevent or mitigate the risk of a cyberattack or data loss or the potentially serious reputational, operational or financial impacts that may result. A strong partnership exists between IT, Enterprise Security, Corporate Audit, and Legal to ensure identified issues are addressed in a timely manner and incidents are reported to the appropriate regulatory bodies as required.
Description of approach to identifying and addressing data security risks in products	RT-AE-230a.2	Product Security Engineering provides a disciplined approach to the development and sustainment of our products, which is essential to ensuring mission assurance, resiliency and security. Security is integrated into our engineering processes, starting from concept development, ensuring that we develop products that are secure by design. Key cyber attributes and adversity (or threat) to the system are identified during requirements engineering, allocated throughout design, implemented and validated during development, fully tested and supported during sustainment. Additionally, Boeing works to ensure that our products are designed to anticipate, withstand, recover and adapt to cyberattack. Specifically, our security processes ensure that we have high-level requirements to baseline and monitor data flow and system behavior, detect anomalies and actively manage system configuration. The ability of our systems to understand normal operations and rapidly detect and mitigate the abnormal, combined with the security engineering focus of our development processes, provides Boeing’s programs with a proactive approach to risk management. Product Security is also integrated into the Boeing enterprise Incident Response process, and we work seamless with stakeholders to rapidly identify, analyze, and mitigate vulnerabilities and breaches across our portfolio.

1. Boeing participates annually in the CDP Climate Report. Our most recent response is available on our website [here](#) in accordance with the CDP reporting schedule.

AR = 2022 Annual Report  
PS = 2023 Proxy Statement

Accounting Metric	Code	Boeing Metric or Qualitative Disclosure(s) and Disclosure Location(s)
Product Safety		
Number of Airworthiness Directives received	RT-AE-250a.3	53 (see the <a href="#">FAA Dynamic Regulatory System Statistical Summary of Commercial Jet Airplane Accidents</a> )
Fuel Economy and Emissions in Use-Phase		
Revenue from alternative-energy-related products	RT-AE-410a.1	Per ASTM standards, all commercial turbojet airplanes are certified to fly revenue passengers with a blend of up to 50% sustainable aviation fuels derived from biomass and other sustainable sources that can reduce CO <sub>2</sub> emissions by up to 80% over conventional fossil jet fuel on a life cycle basis. Boeing Commercial Airplanes 2022 revenues were \$25,867 million USD and are listed in our <a href="#">AR</a> , Page 22; CDP <sup>1</sup> C4.5a.
Description of approach and discussion of strategy to address fuel economy and GHG emissions of products	RT-AE-410a.2	Global Aerospace Safety, <a href="#">Pages 28-30</a> Innovation and Clean Technology, <a href="#">Pages 33-48</a> Sustainable Product Life Cycle, <a href="#">Pages 31-32</a>
Materials Sourcing		
Description of the management of risks associated with the use of critical materials	RT-AE-440a.1	<a href="#">AR</a> , Pages 4-5 We are highly dependent on the availability of essential materials, parts and subassemblies from our suppliers and subcontractors. The most important raw materials required for our aerospace products are aluminum (sheet, plate, forgings and extrusions), titanium (sheet, plate, forgings and extrusions) and composites (including carbon and boron). Although alternative sources generally exist for these raw materials, qualification of the sources could take a year or more. During 2022, as a result of the Russia-Ukraine war, we suspended purchasing titanium from Russia. This has not disrupted our operations as we have been able to use inventory on hand and identify alternative sources. Many major components and product equipment items are procured or subcontracted on a sole-source basis. We continue to work with a small number of sole-source suppliers to ensure continuity of supply for certain items.
Business Ethics		
Discussion of processes to manage business ethics risks throughout the value chain	RT-AE-510a.3	Ethical and Compliant Business, <a href="#">Pages 16-17</a> <a href="#">Ethics and Compliance Anti-Corruption</a> Suppliers: Suppliers are encouraged to model their ethics program in accordance with the Federal Sentencing Guidelines and industry best practices. Boeing believes that our suppliers and partners share the goal of maintaining the highest standards of business conduct as defined in our <a href="#">Boeing Supplier Code of Conduct</a> . This shared goal helps enable compliant company performance across all geographic locations. We also recognize that continued, collaborative partnership between our company, suppliers and other third parties leads to relationships built on trust and respect — which leads to enhanced business performance. Suppliers: <a href="https://www.boeingsuppliers.com/supplier_principles.html#/ethics">https://www.boeingsuppliers.com/supplier_principles.html#/ethics</a>
Activity Metrics		
Production by reportable segment	RT-AE-000.A	<a href="#">AR</a> , Pages 136-144 <a href="#">Orders and Deliveries</a> Patents: 3,938 in 2022 (U.S. and non-U.S.); 60,239 since 1962 (U.S. and non-U.S.)
Number of employees	RT-AE-000.B	156,000 Key ESG Data, <a href="#">Page 77</a>

1. Boeing participates annually in the CDP Climate Report. Our most recent response is available on our website [here](#) in accordance with the CDP reporting schedule.

Contents

Introduction

Approach & Governance

People

Products & Services

Operations

Communities

Reporting

Key ESG Data

GRI Index

SASB Index

TCFD Index

U.N. Sustainable  
Development Goals

Awards and Recognition

Select Memberships  
and Partnerships

Forward-Looking  
Statements

# TCFD Index

AR = 2022 Annual Report  
PS = 2023 Proxy Statement

Disclosure	TCFD Recommended Disclosure	Sustainability Report Section(s)	Additional Reference(s)
Governance	Describe the Board’s oversight of climate-related risks and opportunities	Governance and Risk Management, <a href="#">Pages 13-14</a> ; Addressing Climate Change, <a href="#">Pages 54-55</a>	CDP Climate Report <sup>1</sup> 1.1.b
	Describe management’s role in assessing and managing climate-related risks and opportunities	Governance and Risk Management, <a href="#">Pages 13-14</a> ; Addressing Climate Change, <a href="#">Pages 54-55</a>	CDP Climate Report <sup>1</sup> C1.2
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term		CDP Climate Report <sup>1</sup> C2.3a, C2.4a
	Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning		CDP Climate Report <sup>1</sup> C2.3a, C2.4a, C3.3, C3.4
	Describe the potential impact of different scenarios, including a 2 degree Celsius scenario, on the organization’s businesses, strategy and financial planning		CDP Climate Report <sup>1</sup> C3.2.a
Risk Management	Describe the organization’s process for identifying and assessing climate-related risks	Governance and Risk Management, <a href="#">Pages 13-14</a>	CDP Climate Report <sup>1</sup> C2.1, C2.2, C2.2a
	Describe the organization’s processes for managing climate-related risks	Governance and Risk Management, <a href="#">Pages 13-14</a>	CDP Climate Report <sup>1</sup> C2.1, C2.2
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management	Governance and Risk Management, <a href="#">Pages 13-14</a>	CDP Climate Report <sup>1</sup> C2.1, C2.2
Metrics and Targets	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk-management process		CDP Climate Report <sup>1</sup> C4.1, C4.2, C9.1
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	Key ESG Data, <a href="#">Page 74</a>	CDP Climate Report <sup>1</sup> C6.1, C6.3, C6.5
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	2030 Goals, <a href="#">Page 12</a> ; Addressing Climate Change, <a href="#">Pages 54-55</a> ; Sustainable Operations, <a href="#">Pages 52-61</a>	CDP Climate Report <sup>1</sup> C4.1, C4.1a, C4.2, C4.2b

1. Boeing participates annually in the CDP climate report. Our most recent response is available on our website [here](#) in accordance with the CDP reporting schedule.

Contents

Introduction

Approach & Governance

People

Products & Services

Operations

Communities

Reporting

Key ESG Data

GRI Index

SASB Index

TCFD Index

U.N. Sustainable Development Goals






Awards and Recognition

Select Memberships and Partnerships

Forward-Looking Statements



U.N. Sustainable Development Goals (SDG) are a universal call to action to end poverty, protect the planet, and improve the lives and prospects of everyone, everywhere.<sup>1</sup> Boeing supports all 17 SDGs and has identified 10 goals of focus, listed below and on the following pages, in which we are committed to outcomes that make the world a better place for all.

Goal	Key SDG Sub-Indicators	2023 Progress
 <div>Good Health and Well-Being</div>	3.3 3.7 3.9	<ul style="list-style-type: none"><li>Boeing is celebrating 10 years of our Go for Zero initiative, which prioritizes workplace safety. Since Go for Zero’s introduction in 2013, Boeing has seen significant reductions in serious safety accidents and injuries.</li><li>Boeing’s Lifesaving Rules are intended to reduce or eliminate risks created when around or performing processes recognized as High Hazard Processes, preventing life-critical incidents.</li><li>In 2022, Boeing hosted more than 60 well-being webinars, with 20,000+ employees attending. Topics included work/life balance, health and well-being for various minority groups, fertility wellness, and physical and mental health.</li></ul>
 <div>Quality Education</div>	4.3 4.4 4.7	<ul style="list-style-type: none"><li>Amideast and Boeing announced an expanded partnership to support more Egyptian young people through STEM education with a focus on sustainability. The expanded partnership will include STEM programs in robotics, graphics, animation, 3D printing, programming and web development; a STEM entrepreneurship competition; and a new STEM Program for Climate Sustainability.</li><li>In 2022, about 10,000 employees received tuition assistance for degree and nondegree programs.</li><li>In 2022, Learn@Boeing was leveraged by 77,000 employees to develop knowledge and skills for their current role or to prepare for a future role.</li></ul>
 <div>Gender Equality</div>	5.5.2	<ul style="list-style-type: none"><li>90% of candidate interview slates 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 effect on incentivizing the right behaviors that naturally lead to more diverse outcomes. Our 2023 target is to increase participation to 92%.</li><li>Boeing’s office in Saudi Arabia has doubled representation of women over the past six years in line with Saudi Arabia’s Vision 2030, which aims to increase gender diversity in the country’s workforce. Boeing continues to support workforce diversity locally by partnering with nonprofits that help women from underserved communities join the labor market, and by funding research with Saudi universities such as Princess Nora University, the largest all-women university in the world.</li><li>In partnership with the Boeing Women Inspiring Leadership Business Resource Group (BRG), supplier Mitsubishi Heavy Industries (MHI) hosted workshops in Vietnam and Japan to increase awareness of gender gaps and inspire leaders to take ownership for equity in the workplace. After the success of the workshops, both companies have agreed to collaborate on more events in 2023, including quarterly roundtable discussions.</li></ul>
 <div>Clean Water and Sanitation</div>	6.6	<ul style="list-style-type: none"><li>Boeing’s Aurora Bridge Bioswale project was designed to clean up polluted stormwater coming off the bridge, filtering the water and protecting the salmon in the canal below. It is one of 10 enhanced rain gardens at Boeing sites across Washington state.</li><li>Boeing partners with River LA’s Resilient Rio 51 program (RR51) to engage low-income, disadvantaged urban youth with the LA River through recreational activities combined with river-oriented curricula and leadership development. The program fosters river stewardship and teaches students how to advocate for and apply sustainability practices to their lives.</li><li>Boeing’s partnership with DigDeep on the Navajo Water Project brings safe, clean running water to homes in the Navajo nation, as well as septic systems, education and skilled job creation.</li></ul>
 <div>Affordable and Clean Energy</div>	7.2 7.3	<ul style="list-style-type: none"><li>Boeing is collaborating with suppliers to ensure all commercial airplanes we deliver by 2030 will be compatible with 100% sustainable aviation fuel (SAF). In 2022, we purchased 5.6 million gallons (21.2 million liters) of blended SAF to support our commercial operations.</li><li>Boeing and NASA continued their partnership testing the emissions of SAF. This year, the team conducted tests on the 2022 Boeing ecoDemonstrator, a 777-200ER (Extended Range) with Rolls-Royce Trent 800 engines and a 787-10 with GEnx-1B engines.</li><li>Boeing has set a goal of achieving 100% renewable energy in operations by 2030. We achieved 35% renewable electricity in 2022 by increasing use of renewable electricity and purchasing renewable energy credits.</li></ul>

1. Source: <https://www.un.org/sustainabledevelopment/development-agenda/>

Contents

Introduction

Approach & Governance

People

Products & Services

Operations

Communities

Reporting

Key ESG Data

GRI Index

SASB Index





TCFD Index

U.N. Sustainable Development Goals

Awards and Recognition

Select Memberships and Partnerships

Forward-Looking Statements

Goal	Key SDG Sub-Indicators	2023 Progress
 <div>Decent Work and Economic Growth</div>	8.2 8.3 8.4	<ul style="list-style-type: none"><li>Through the Boeing Technical Apprenticeship Program (BTAP) we are striving to place at least 1,000 technical apprentices into high-skill, technical roles by 2025. The first Cybersecurity apprenticeship pilot cohort graduated in 2022, and 100% of participants are being placed in Boeing jobs.</li><li>Boeing and its employees donated \$185.7 million and contributed 366,000 volunteer hours to 13,371 community partners in 2022 to help build better communities worldwide.</li><li>Boeing contracts with approximately 11,000 Tier-1 suppliers globally. In 2022, we spent nearly \$4.6 billion with diverse suppliers and small businesses.</li></ul>
 <div>Industry, Innovation and Infrastructure</div>	9.1.2 9.3.1 9.4.1 9.5.1 9.5.2 9.B.1	<ul style="list-style-type: none"><li>Boeing debuted The Boeing Cascade Climate Impact Model (Cascade) at the Farnborough International Airshow in 2022. This web application uses digital technical data pulled from across the world to visualize how introducing various sustainable aviation options would impact global emissions, providing a data-driven way for our stakeholders to make informed decisions about how to reach the commercial aviation industry’s net-zero 2050 ambition.</li><li>Boeing’s Wisk technology joint venture announced the world’s first self-flying, all-electric four-passenger vertical takeoff and landing (eVTOL) air taxi in October, following the securing of \$450 million from Boeing to advance certified autonomous electric flight in January. Wisk will be the first candidate for certification of an eVTOL aircraft in the U.S.</li><li>In January, GE Aviation announced it had selected Boeing and Aurora to support flight tests of its hybrid electric propulsion system, a big step forward in exploring electric for the future of commercial flight to reduce carbon emissions.</li></ul>
 <div>Reduced Inequalities</div>	10.2.1 10.3.1 10.B.1	<ul style="list-style-type: none"><li>Since Boeing and the Thurgood Marshall College Fund (TMCf) began their partnership in 2018, Boeing has quadrupled the number of interns — many of whom return for a full-time position — hired through partner Historically Black Colleges and Universities (HBCUs) and extended the company’s reach to more than 6,800 HBCU students. In 2022 we announced a new \$8 million, multiyear partnership that will support campus recruitment initiatives, career immersion activities, TMCf Leadership Institute programming and student scholarships through 2026.</li><li>For the second year in a row, we saw exit rates for women, men and teammates of all races all within a point of each other. Our 2025 Aspiration is to “achieve parity in retention rates of all groups,” and we have been pleased to see our resignation rates are at parity across genders and U.S. racial/ethnic identities in light of the “great resignation” other companies are seeing, particularly among women.</li><li>As of March 2023, 3,300 teammates from 33 countries registered to be Inclusion Ambassadors, committed to advancing inclusion on their own teams. These Inclusion Ambassadors join a monthly call where they learn together, adopt new inclusion tools, share insights and commit to taking action.</li></ul>
 <div>Responsible Consumption and Production</div>	12.2 12.4 12.5 12.6 12.7	<ul style="list-style-type: none"><li>Boeing has set targets for reducing Scope 1 and Scope 2 greenhouse gas (GHG) emissions by 25%. In 2022, we achieved a 31% reduction in GHG emissions compared to 2017. GHG emissions were 8% lower than anticipated for the year.</li><li>Employees across the globe took more than 231,000 60-second actions for the environment for Earth Day on April 22 to May 31.</li><li>Boeing looks at every stage of the product life cycle through a sustainability lens, from design through to how materials are recycled after an aircraft is retired. Ninety percent of the parts and materials in Boeing aircraft are reused and recycled across aerospace and other industries.</li></ul>



- Contents
- Introduction
- Approach & Governance
- People
- Products & Services
- Operations
- Communities
- Reporting
  - Key ESG Data
  - GRI Index
  - SASB Index
  - TCFD Index
  - U.N. Sustainable Development Goals
  - Awards and Recognition
  - Select Memberships and Partnerships
  - Forward-Looking Statements

Goal	Key SDG Sub-Indicators	2023 Progress
<div></div> <div>Climate Action</div>	<div>13.1</div> <div>13.3</div>	<ul style="list-style-type: none"><li>Boeing achieved net-zero GHG emissions at manufacturing and other work sites and in business travel in 2022 for the third consecutive year, by expanding conservation and renewable energy use while securing carefully selected, third-party-verified offsets for the remaining greenhouse gas (GHG) emissions.</li><li>With support from a Boeing grant in 2022, EarthGen engaged 2,000 students across four Puget Sound school districts in its Stormwater Stewards program. The students learned about watersheds and the impact of stormwater runoff, investigated their local watersheds and then designed and implemented green stormwater infrastructure projects to improve water quality in their community.</li><li>Boeing supports the commercial aviation industry's net zero ambition and is working with decision-makers and policy institutions globally to create tailor-made paths forward to decarbonize aerospace. The industry's ambition of net-zero carbon emissions by 2050 has multiple levers to work toward meeting this target.</li></ul>
<div></div> <div>Partnerships for the Goals</div>	<div>17.16</div> <div>17.17</div>	<ul style="list-style-type: none"><li>In July, Boeing became the founding member, in partnership with the University of Sheffield, of the Energy Innovation Center to drive SAF development. In early 2023, the EIC was announced as the UK's SAF Clearing House, in partnership with the University of Dayton, reinforcing the critical role that this key facility, with Boeing's support, will play in the global ecosystem that is seeking to accelerate SAF development.</li><li>Boeing and Mitsubishi Heavy Industries agreed to study sustainable technologies for a low-carbon society. Their focus areas include green hydrogen, carbon capture, electrification, sustainable materials, zero emissions technologies, new aircraft design concepts, and new feedstocks and technologies for SAF production.</li><li>Boeing is supporting the Pan American Development Foundation (PADF), which is active in eight countries, working with teachers, and primary and university or post-university students to find solutions to local environmental issues. In Bolivia, PADF works with partners to develop a curriculum about alternative energy, waste management, natural resources and identifying local solutions. In Ecuador and Mexico, local partners will work with teachers to design lessons that address local needs such as reducing pollution, using plastic alternatives or storing electricity.</li></ul>



Contents

Introduction

Approach & Governance

People

Products & Services

Operations

Communities

**Reporting**

Key ESG Data

GRI Index

SASB Index

TCFD Index

U.N. Sustainable Development Goals

| Awards and Recognition

Select Memberships and Partnerships

Forward-Looking Statements

# Awards and Recognition

## People

- AAEOY recognized Vishwa Uddanwadiker as Asian American Executive of the Year in 2022
- Career Communications Group Inc. Top Supporters of HBCU Engineering Schools – Industry (No. 4 in 2022)
- DiversityInc Top 50 Companies for Diversity (No. 12 in 2023)
- DiversityInc Top Companies for Veterans (No.1 in 2023)
- DiversityInc Top Companies for Black Executives (No. 26 in 2023)
- DiversityInc Top Companies for Native American/Pacific Islander (NAPI) Executives (No. 21 in 2023)
- DiversityInc Top Companies for Board of Directors (No. 20 in 2023)
- DiversityInc Top Companies for People With Disabilities (No. 7 in 2023)
- DiversityInc Top Companies for Sponsorship (No. 16 in 2023)
- DiversityInc Top Companies for Environmental, Social & Governance (ESG) (No. 18 in 2023)
- DiversityInc Top Companies for Executive Diversity Councils (No. 11 in 2023)
- DiversityInc Top Companies for Mentoring (No. 11 in 2023)
- DiversityInc Top Companies for Talent Acquisition for Women of Color (No. 12 in 2023)
- Inclusion in Bloomberg’s 2023 Gender-Equality Index
- LinkedIn Top Companies – United States (No. 11 in 2023)
- National Organization on Disability – Leading Disability Employer
- Scored 100% on the Disability:IN – Disability Employment Index (DEI) for the seventh consecutive year
- Scored 100% on the Corporate Equality Index – Human Capital Index
- Woman Engineer Magazine’s annual Top 50 Employer list (No. 12 in 2022)

## Communities

- Best Commitment to Education Program by U.S. Chamber of Commerce
- Best Global Engagement Support Provider Award
- Forbes’ America’s Best Employers for Veterans (No.10 in 2022)
- Housing Hope Partner Award
- Military Friendly Employer list’s >\$5B category for 2023 (Gold Award – No. 8)

- Military Times Best for Vets: Employers (No. 11 in 2022)
- U.S. Department of Labor Hire Vets Medallion – HIRE Vets Platinum Medallion Award
- Vets in Tech Educated Award
- WayUp’s Top 100 Internship Programs for 2022

## Products & Services

- Airforce Technology Excellence Awards and Rankings 2022
- Cisco 2022 Fast Future Innovation Awards Enterprise West (No. 1 for The Future of Risk Management)
- Clarivate Top 100 Global Innovators 2023
- Popular Science 2022 Best of What’s New Award for Starliner

## Operations

- Australia’s Supply Nation Supplier Diversity Partnership of the Year between Boeing and the Indigenous Defence and Infrastructure Consortium
- Executive Flight Operations received the Sustainable Flight Department Accreditation from the National Business Aviation Association
- Gold Wildlife Habitat Council certification for Pollinator Prairie remediation site

- Military Friendly Top 10 Supplier Diversity (No. 1 in 2022)
- National Veteran Small Business Coalition (NVSBC) Champion of Veteran Enterprise Award (2022)
- U.S. Environmental Protection Agency (EPA)
  - Green Power Partnership Fortune 500 Partner List (No. 26 in 2022)
  - EPA ENERGY STAR Partner of the Year Award for Sustained Excellence
- Wildlife Habitat Council awards for Wichita Emery Landfill



Executive Flight Operations received the Sustainable Flight Department Accreditation from the National Business Aviation Association.



# Select Memberships and Partnerships

- Aeronautics and Space Engineering Board
- Aerospace Chromate (and Cadmium) Elimination Team
- Aerospace Industries Association of America Inc
- Air Line Pilots Association, International
- Air Transport Action Group
- Aircraft Fleet Recycling Association
- Alliance of Western Energy Consumers
- American Indian Science and Engineering Society
- American Institute of Aeronautics and Astronautics
- APEX Accelerators
- Association for Unmanned Vehicle Systems International
- Association of Certified Fraud Examiners
- Association of International Risk Intelligence Professionals
- Association of Public-Safety Communications Officials — International
- Association of Threat Management Professionals
- Association of Washington Business
- Aviation-Information Sharing and Analysis Center
- Billion Dollar Roundtable
- Brazil-U.S. Business Council
- Business Roundtable
- California Chamber of Congress
- Canadian Aboriginal Minority Supplier Council
- Cargo Compartment Halon Replacement Advisory Group
- Centre for Information Policy Leadership
- Contrail Impact Task Force
- Corporate Eco Forum
- Dallas Regional Chamber
- Defense Industry Initiative
- Disability:IN
- Domestic Security Alliance Council
- Domestic Security Partnership
- Embry-Riddle Aeronautical University
- Ethics and Compliance Initiative
- FIRST Robotics
- Flight Safety Foundation
- General Aviation Manufacturers Association
- Global Privacy Alliance
- Greater Seattle Chamber of Commerce
- Halon Alternatives Research Corporation
- Halon Recycling Corporation
- Hostage US
- HUBZone Contractors National Council
- Institute of Business Ethics
- International Aerospace Environmental Group
- International Air Transport Association
- International Association of Privacy Professionals
- International Aviation Womens Association
- International Civil Aviation Organization
- International Coordinating Council of Aerospace Industries Association
- International Federation of Airline Pilots' Associations
- International Forum on Business Ethical Conduct
- MIT Climate & Sustainability Consortium
- MIT Zero Impact Aviation Alliance
- National 8(a) Association
- National Association of Manufacturers
- National Center for American Indian Enterprise Development
- National Defense Industrial Agency
- National Defense-Information Sharing and Analysis Center
- National Minority Supplier Development Council
- National Society of Black Engineers
- Newton Europe
- Out in Science, Technology, Engineering, and Mathematics
- Overseas Security Advisory Council
- Professional Background Screening Association
- Renewable Energy Buyers Alliance
- Responsible Business Alliance
- Roundtable on Sustainable Biomaterials
- SAE International
- Society for Corporate Governance
- Society of Asian Scientists and Engineers
- Society of Corporate Compliance and Ethics
- Society of Hispanic Professional Engineers
- Society of Women Engineers
- St. Louis Regional Chamber of Commerce
- Sustainability 50/World 50
- The Conference Board
- U.S. Chamber of Commerce
- United Service Organization
- United States Council for International Business
- Villanova Resilient Innovation Through Sustainable Engineering Forum
- Washington Roundtable
- WEConnect International
- Wildlife Habitat Council
- Women in Aviation International
- Women's Business Enterprise National Council
- World Economic Forum
- Yale Center for Natural Carbon Capture

- Contents
- Introduction
- Approach & Governance
- People
- Products & Services
- Operations
- Communities
- Reporting
  - Key ESG Data
  - GRI Index
  - SASB Index
  - TCFD Index
  - U.N. Sustainable Development Goals
  - Awards and Recognition
  - Select Memberships and Partnerships
  - Forward-Looking Statements

# Forward-Looking Statements

**Caution Concerning  
Forward-Looking Statements**

Certain statements in this report may be “forward-looking” within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as “may,” “should,” “expects,” “intends,” “projects,” “plans,” “believes,” “estimates,” “targets,” “anticipates” and similar expressions generally identify these forward-looking statements. Examples of forward-looking statements include statements relating to our future plans, business prospects, financial condition and operating results, as well as any other statement that does not directly relate to any historical or current fact. Forward-looking statements are based on expectations and assumptions that we believe to be reasonable when made, but that may not prove to be accurate. These statements are not guarantees and are subject to risks, uncertainties and changes in circumstances that are difficult to predict. Many factors could cause actual results to differ materially and adversely from these forward-looking statements. Among these factors are risks related to: (1) general conditions in the economy and our industry, including those due to regulatory changes; (2) our reliance on our commercial airline customers; (3) the overall health of our aircraft production system, planned commercial aircraft production rate changes, our ability to successfully develop and certify new aircraft or new derivative aircraft, and the ability of our aircraft to meet stringent performance and reliability

standards; (4) changing budget and appropriation levels and acquisition priorities of the U.S. government; (5) our dependence on our subcontractors and suppliers, as well as the availability of highly skilled labor and raw materials; (6) competition within our markets; (7) our non-U.S. operations and sales to non-U.S. customers; (8) changes in accounting estimates; (9) realizing the anticipated benefits of mergers, acquisitions, joint ventures/strategic alliances or divestitures; (10) our dependence on U.S. government contracts; (11) our reliance on fixed-price contracts; (12) our reliance on cost-type contracts; (13) contracts that include in-orbit incentive payments; (14) unauthorized access to our, our customers’ and/or our suppliers’ information and systems; (15) potential business disruptions, including threats to physical security or our information technology systems, extreme weather (including effects of climate change) or other acts of nature, and pandemics or other public health crises; (16) potential adverse developments in new or pending litigation and/or government inquiries or investigations; (17) potential environmental liabilities; (18) effects of climate change and legal, regulatory or market responses to such change; (19) changes in our ability to obtain debt financing on commercially reasonable terms, at competitive rates and in sufficient amounts; (20) substantial pension and other postretirement benefit obligations; (21) the adequacy of our insurance coverage; (22) customer and aircraft concentration in our customer financing portfolio; and (23) work stoppages or other labor disruptions.

Additional information concerning these and other factors can be found in our filings with the Securities and Exchange Commission, including our most recent Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. Any forward-looking statement speaks only as of the date on which it is made, and we assume no obligation to update or revise any such statement, whether as a result of new information, future events or otherwise, except as required by law.



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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.

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### 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).

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