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# President and CEO Message

## Working Together for Our Employees and Communities

We also continue our focus on providing a transparent, inclusive workplace culture in which teammates’ voices are heard and managers are empowered to make meaningful change when necessary. Our latest progress and efforts in 2022 are seen within our **Global Equity, Diversity & Inclusion** report, including an increase in women’s representation in our global workforce and racial/ethnic minority representation in the U.S. workforce and connecting incentive compensation to inclusion.

We routinely **encourage use of our Seek, Speak & Listen habits in internal interactions**. Quarterly enterprise culture surveys indicate that a majority of our **teammates are comfortable discussing concerns with managers and feel comfortable telling others at work when they have made an error**. Our goal is to provide a safe environment so that **each employee’s voice is heard**.

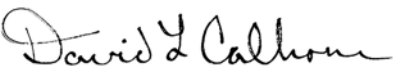
Our employees are also at the heart of our **community work**. Through our global community engagement efforts across

Boeing, we support science, technology, engineering and math (STEM) education initiatives; assist military members, veterans and their families; promote environmental stewardship; advance racial equity; and provide for communities in need — including disaster recovery and relief.

## Transparency at Every Level

We continue to **prioritize safety, quality, integrity and sustainability** every step of the way. Trust is earned one airplane and one interaction at a time. Our leadership team also works closely with the Boeing Board of Directors to help ensure industry standards and ethical practices are followed. Our Board and specifically the Governance & Public Policy Committee provides oversight and holds us accountable to our sustainability policies, practices and strategy.

We are in the era of **more sustainable aerospace**, and together, we look forward to achieving it.



**David L. Calhoun**  
President and CEO

## Our Values

### How We Operate

Start with engineering excellence

Be accountable — from beginning to end

Apply Lean principles — eliminate traveled work

Crush bureaucracy

Reward predictability and stability — everywhere in our business

### How We Act

**Lead on safety, quality, integrity and sustainability**

**Foster a Just Culture grounded in humility, inclusion and transparency**

**Import best leadership practices**

**Earn stakeholder trust and preference**

**Respect one another and advance a global, diverse team**

**Innovate and operate to make the world better**

[Read more about our values](#)