

Advancing Our Sustainability Journey

Stakeholder-Driven Transparency

Boeing is committed to transparency. Boeing considers stakeholders’ interests to identify and prioritize the most relevant issues and to assess the most significant challenges and risks facing the company. Through our annual disclosure and reporting cycle, we compile and share a broad set of data, information and operating examples that are relevant to our stakeholders, including our employees, customers, industry partners, investors, regulatory authorities, communities and others. 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. Using widely applicable disclosure frameworks, Boeing reports each year on our financial performance and company priorities; our employee demographics and progress toward achieving equity, diversity and inclusion goals; our sustainability performance; our community investments and advocacy; and our industry-leading aerospace market outlooks.

Throughout 2022, we maintained a comprehensive engagement strategy that focused on engaging with key stakeholders through proactive ongoing dialogue, surveys, industry forums and events, and monitoring external data, some of which is discussed throughout this report. This dialogue and collaboration informs our approach, goals and actions to drive sustainable, long-term value for our stakeholders. We look forward to continuing to evolve and refine our stakeholder engagement strategy throughout 2023 and beyond.

Embedding Sustainability at Boeing

We continue to embed sustainability practices across our business, learning and evolving to meet stakeholder

expectations. We have organized our sustainability efforts around four key pillars: People, Products & Services, Operations and Communities. Our sustainability priorities and enterprise initiatives are managed through these pillars, with key goals and metrics monitored by company leaders including our Global Sustainability Council (**See Page 13**). Our efforts reflect the shared value we create with our key stakeholders. You will see our sustainability priorities, listed below, emphasized in this report. Our collaborative relationships inform these priorities and our sustainability goals, driving long-term value for our stakeholders.

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

Reporting Approach and Alignment

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

To supplement this report, we publish additional information at boeing.com/sustainability.

Stakeholder Group	Engagement Channel
Employees	• Annual and quarterly surveys
	• Employee forums and meetings
Customers	• Internal websites
	• D&I committees
	• Boeing resource groups
	• Airshows
Commercial	• Trade shows
	• Customer meetings and summits
Defense	• Airshows
	• Customer meetings and summits
Investors	• Industry groups and forums
	• Investor conferences
Regulators	• Investor meetings and summits
	• NGO events and forums
Suppliers	• Government regulator meetings
	• Industry groups and forums
Flying Public	• Boeing supplier conferences
	• Supplier communications
Flying Public	• Industry groups and forums
	• Third-party surveys
Flying Public	• Media
	• Media

Sustainability Goals

Goal Statement	2030 Target	Progress
Employee Safety & Well-Being Value human life and well-being above all else and take action accordingly; strive to prevent all workplace injuries	<ul style="list-style-type: none">• Top quartile recordable injury rate (among sector benchmarked performance).• ≥90% believe their manager supports their well-being.	<ul style="list-style-type: none">• We continue to strive to be in the top quartile of recordable injury rates among benchmarked peers.• In 2022, COVID-19-related impacts led to a 39% increase in recordable injury rate. When normalized for COVID-19 impacts we saw a 4% reduction in recordable injury rate, suggesting continued progress as COVID-19 subsides.• Read more about Workplace Safety on Pages 19-20.• In 2022, 91% of employees reported that their manager supported their well-being.• Read more about Employee Well-Being on Pages 21-23.
Global Aerospace Safety Drive aerospace safety to prevent accidents, injury or loss of life with our Boeing culture and actions rooted in safety	<ul style="list-style-type: none">• Drive aerospace safety via global aerospace safety initiatives to maintain downward trend of worldwide commercial jet fleet 10-year moving average fatal accident rate.	<ul style="list-style-type: none">• Established a dedicated ombudsperson for FAA Organization Designation Authorization representatives.• Inducted a new real-time data and analytics platform called Boeing Safety Intelligence into our Safety Management System.• Introduced Boeing Virtual Procedures Trainer and Maintenance Synthetic Trainer for pilots and mechanics to provide experiential training and complement current training.• Delivered competency-based training and assessment (CBTA) courses to four commercial customers; Boeing Next-Generation 737, MAX and 787 CBTA training courses were approved by multiple regulatory agencies.
Equity, Diversity & Inclusion Address representation gaps and strengthen equity, diversity and inclusion so that all team members feel supported and inspired to reach their full potential	<ul style="list-style-type: none">• Increase representation of women globally and underrepresented racial/ethnic minorities in the U.S.	<ul style="list-style-type: none">• Increased women and U.S. racial/ethnic minority representation at Boeing at nearly every level of the company.• Tied inclusive hiring processes to incentive compensation: 92% 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. Read more on Page 25.• Read more in our GEDI Report.
Sustainable Operations Maintain net-zero future for Boeing operations through conservation and renewable energy	<ul style="list-style-type: none">• Achieve 55% absolute reduction in Scope 1 and Scope 2 GHG from 2017 base year.¹• Maintain net-zero emissions for Scope 1 and Scope 2.• Achieve 100% renewable electricity.	<ul style="list-style-type: none">• Achieved 16% absolute GHG reduction at year-end 2022 from 2017 base year toward 2030 goal (Scope 1 and 2).• Achieved net-zero at manufacturing and work sites, for a third year, by emphasizing and incentivizing employee conservation and increasing renewable electricity use while procuring verified offsets for the remaining GHG.• Achieved 35% renewable electricity in 2022 by purchasing renewable electricity and renewable energy credits.
Partner with supply chain for responsible business practices	<ul style="list-style-type: none">• Work with our suppliers to increase GHG reporting and proactively address risks driven by climate change-driven risks.	<ul style="list-style-type: none">• Implemented supplier code of conduct aligned to ESG elements including climate change and environment priorities.• Launched supplier engagement via CDP Climate Change submissions to report emissions, assess reduction targets/progress and identify collaboration opportunities.
Innovation & Clean Tech Enable the transition to carbon-neutral aerospace through investments and partnerships for fleet efficiency improvements, SAF and future platform technologies	<ul style="list-style-type: none">• Current and future commercial airplanes will be 100% SAF compatible.• Build and certify our first zero-emission, electric, autonomous aircraft via Wisk joint venture.• Support the commercial aviation industry's ambition to achieve net-zero carbon emissions for global civil aviation operations by 2050.	<ul style="list-style-type: none">• Established plan for all materials, systems and part compatibility testing required to support qualification, certification and implementation of SAF compatibility by 2030.• Developed jet reference fluids (JRFs) composed of the simple chemical compounds found in SAF. These JRFs will help standardize testing and evaluation of how SAF interacts with airplane materials and systems.• Wisk became the first autonomous air mobility company to join the FAA's voluntary Safety Management program.• Built trust with regulators with the public release of Wisk's Concept of Operations (ConOps).• Selected by NASA to lead the development and flight testing of a full-scale Transonic Truss-Braced Wing demonstrator airplane.• Introduced the Boeing Cascade Climate Impact Model, or Cascade, a dynamic modeling tool that quantifies the power of aviation's major strategies to reduce emissions.
Community Engagement Build better, more equitable communities through corporate investments, employee engagement programs and advocacy efforts	<ul style="list-style-type: none">• Expand opportunities for more than 12.5 million youth, veterans, veterans' families and underserved individuals across communities around the world.	<ul style="list-style-type: none">• Expanded opportunities for over 7 million youth, veterans, veteran's families and underserved individuals across communities around the world in 2022.• Read more about our Boeing 2023 Community Impact Portfolio.

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

Approach & Governance

Governance and Risk Management

Oversight of Sustainability



Corporate and Sustainability Governance

The Board of Directors has extensive oversight of strategy development, company culture, political and charitable contributions, corporate sustainability and key strategic, operational and compliance risks. Please see our [corporate governance materials](#) for more information.

Sustainability is rooted in Boeing's values. The Board, and specifically the Governance and Public Policy (GPP) Committee, oversees a variety of sustainability topics and Boeing's Chief Sustainability Officer (CSO), Chris Raymond, is an Executive Council member reporting to Boeing's CEO. As CSO, Raymond reports the progress of Boeing's sustainability objectives and stakeholder-oriented reports regularly to the GPP Committee and the full Board. The Board reviews and provides input on the sustainability report.

Read the [Governance and Public Policy Committee's Charter](#).

Oversight of Political Activity

Together, the Board, the GPP Committee and senior leadership are committed to aligning political activities with the company's values, business strategies, long-term shareholder interests and long-term strategic imperatives. This includes regular discussions about the company's public policy priorities; the company's memberships in and payments to trade associations and other tax-exempt organizations; Boeing Political Action Committee (BPAC) strategy and expenditures; and the company's network of compliance procedures related to these activities.

Risk Management

With over 100 years at the forefront of innovation, Boeing has established processes to identify, assess, mitigate and manage risk. It is the responsibility of the Board and senior management to ensure that we avoid imprudent risks and mitigate the strategic, technological, operational and compliance risks we face, all with our core values of safety, quality, integrity and sustainability at the forefront. Our Board has significant climate change risk expertise and management skills and experience, which is described further in the [Proxy Statement](#). Senior management is responsible for day-to-day management of risk, including the creation of appropriate risk management policies and procedures.

Boeing has two overarching risk processes: Enterprise Risk Management (ERM) and Compliance Risk Management (CRM). All functions and business units participate in both ERM and CRM, including the Global Enterprise Sustainability organization. Global ERM and CRM risk assessments are completed annually to determine the most critical risks to Boeing.

Boeing's sustainability organization, informed by internal and external stakeholders and augmented by a digital tool, determined the most relevant sustainability priorities to our business. You can learn more about our 11 sustainability priorities on [Page 11](#).

To learn more about our lobbying and political activity governance, see:

- [Boeing's Oversight and Compliance Procedures for Political Activity](#)
- [BPAC Contributions](#)
- [2022 Trade Association Memberships](#)

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The results from the risk assessments and sustainability priority assessment are compared for commonality, and overlapping risks receive additional monitoring and management. For example, Innovation and Clean Tech is a key priority for Boeing and our 2030 goal of 100% SAF-compatible current and future commercial airplanes is a key component to the commercial aviation industry's climate goals. Within the ERM process, Boeing mitigates and manages the key strategic risk to this priority and goal — the ability to scale SAF supply to meet the demand needed to achieve the commercial aviation industry's net-zero ambitions. SAF as a drop in fuel is currently approved to be blended at 50/50 blend with Jet A and works with existing airplanes and offers the largest potential to reduce carbon emissions over the next 20 to 30 years in all aviation segments. Boeing's intent is to help catalyze SAF scaling through subject matter expertise, investments in product compatibility work, purchasing SAF for our own fuel use, and our partnerships and policy advocacy. As mentioned on [Page 45](#), Boeing continued to make key investments to scale SAF in 2022.

Within the sections of this report, we will continue to discuss our governance, risk identification and management of our key priorities.

Business Continuity Management

Boeing strengthens its resiliency through Business Continuity Management (BCM), managing and mitigating risks should a significant incident disrupt business operations. This entails five key preparedness programs: Business, Emergency, Information Technology, Supply Chain and Human Resources, working together to facilitate company resiliency. The primary objective of these preparedness functions is to develop and maintain guidelines, standards, processes and tools that enable business units and functions to mitigate risk and recover critical programs, applications and suppliers.

Enterprise Risk Management and Compliance Risk Management

Audit Committee

The Audit Committee receives annual reports on Boeing's Enterprise Risk Management (ERM) and Compliance Risk Management (CRM) processes and regular reporting on the company's compliance and ethics programs from the Company's Controller and Chief Compliance Officer (CCO).

Enterprise Risk Management

The full Board of Directors reviews enterprise risks on a regular basis as well as conducts regular reviews of our ethics and compliance programs. ERM assesses strategic risks to the company and industry, including topics within the environmental, social and governance elements of sustainability, such as climate and policy change.

Compliance Risk Management

The CRM process is overseen by the Compliance Risk Management Board (CRMB), chaired by Boeing's chief compliance officer. The CRMB includes senior company leaders who provide oversight on Boeing's CRM process designed to identify, evaluate and prioritize the most significant compliance risks; assess mitigation strategies; and provide visibility to Boeing's CEO and Audit Committee of the Board of Directors.

Annual Employee Training

All employees, from senior leaders to entry-level, receive annual training on compliance risk areas tailored to their specific duties and responsibilities, such as U.S. Department of Defense procurement rules, proper handling of sensitive information, safety training, Seek, Speak & Listen Habits and anti-corruption.

Boeing navigated challenges in 2022 that added to the company's risk profile, including:

- Social and political issues
- Organizational and structural challenges
- Regulatory review of the 737 MAX

BCM continues to identify risks and to implement strategies and processes to mitigate those risks to our people, programs, infrastructure, network and supply chain.

Tax Governance and Compliance

We are committed to being a responsible taxpayer wherever we operate. Our global tax team is responsible for maintaining the highest compliance standards, being transparent in our dealings with authorities and sustaining robust internal controls for risk management. Boeing's principled tax approach is grounded in ethical business practices and tax guidance that follows business substance.

Learn more about Boeing's approach to [global tax governance and compliance](#).

Enhancing a Sustainability Culture

Annual Incentive Plans Reinforce Sustainability Goals

Starting in 2022 and continuing into 2023, Boeing enhanced its enterprise annual incentive design to incorporate climate and equity, diversity and inclusion metrics into the Company Performance Score formula, which determines payouts under the company's largest employee incentive plans. These include the Performance-Based Incentive Plan, the Employee Incentive Plan, the Management Incentive Plan, and the Executive Annual Incentive Plan.

The climate metric is designed to incentivize and reward employee behavior that reduces our energy consumption across the enterprise, and along with equity, diversity and inclusion and our other operational goals, accounts for 25% of the overall Company Performance Score driving payouts under our incentive plans. Individual performance is also taken into account in determining individual employee payouts under most of our incentive plans.

Learn more about Boeing's 2022 company performance in our [Proxy Statement](#).

Good Habits: Seek, Speak & Listen

Teammates across the company continue to build Seek, Speak & Listen habits, which are fundamental to how we work together. These habits are foundational to our culture of integrity and inclusion, and they enable us to improve — in safety, quality, production, performance and inclusion. Individual performance is also assessed using our Seek, Speak & Listen habit framework.

By embracing these simple habits, we make better decisions, drive innovation and build connection. We seek out the places where things aren't going well and where potential issues could arise, so we can learn and address issues before they become problems. We get all perspectives on the table and ensure every team member feels safe to speak up. We listen to each other with humility and grace. This is a key part of our commitment to collective progress, lasting cultural change and enhancing trust from within.

The habits are simple acts of caring so our people can be their best at work and in life. We will continue to embed the habits into our daily work, processes, systems and communications to hold ourselves accountable.

Our Habits



Seek

Because awareness
can teach us and help
us improve



Speak

Because it's the right
thing to do and every
voice matters



Listen

Because listening
builds trust and leads
to better decisions



The Olathe Pollinator Prairie, near Kansas City, is an ecological habitat supported by Boeing. (Boeing photo)