

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