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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](#).