



# Global Equity, Diversity & Inclusion 2023 Report



## A Letter from Leadership

Progress isn't a moment in time, and it's not a set of metrics. Progress is commitment and action from all of us every day.

Across Boeing, we continue to make progress on our commitments as we advance representation and inclusion companywide. We know diversity must be at the table for every important decision our company makes – every challenge we face, every innovation we design. Equity, diversity and inclusion are core values because they make Boeing — and each of us individually — better.

We are on our way to achieving Boeing's 2025 aspirations and are committed to doing much more, for many years to come. Women are over 24% of our workforce and are more represented at nearly every level compared to a year ago, including executive, manager, engineering, and professional ranks, as well as on the factory floor. Racial and ethnic minorities are now over 35% of our U.S. workforce and more represented in management, engineering, professional positions, and in the factory compared to a year ago. Business Resource Groups continue to grow, fostering professional development and business insights. In recognition of our BRG enterprise leaders' contributions to inclusion, we awarded each of them restricted stock units in 2022 — a practice we intend to continue well into the future.

Also in 2022, for the first time in our company's history, we tied incentive compensation to inclusion. Our goal was to achieve diverse interview slates for at least 90% of manager and executive openings. We exceeded that target with 92% of interview slates being diverse, resulting in 47% diverse hires at the management and executive levels. For 2023, we've raised the bar and expect at least 92.5% of those interview slates will be diverse. We do this not to hit a certain number but because meritocracy demands the opportunity to compete.

Progress is every teammate acting on our Seek, Speak & Listen habits. Progress is every teammate feeling physically and psychologically safe, and ensuring that safety for each other. Progress is reflecting the diversity of the world's talent within our workforce. Progress is being the destination for great people to build amazing careers in aerospace. Progress is equity; progress is diversity; progress is inclusion — for all and by all.

“

Boeing continues to make progress on our commitments as we advance representation and inclusion across our company. We know diversity must be at the table for every important decision our company makes – every challenge we face, every innovation we design. Equity, diversity and inclusion are core values because they make Boeing — and each of us individually — better.”

**Sara Bowen**

Vice President, Global Equity, Diversity & Inclusion,  
Talent Intelligence and Employee Listening



# Our People

## Who We Are

Boeing's greatest asset is its people — roughly **156,000 teammates representing 47 nationalities in 65 countries** around the globe. We are mothers, fathers, daughters, brothers; we are pilots, scientists, engineers, mechanics; we are entrepreneurs, innovators and problem-solvers. Above all, we are teammates, united by our mission to protect, connect and explore our world and beyond.

In 2022, we continued toward our goal of making Boeing's team more reflective of the communities in which we work. We set, met and even exceeded targets for more diverse candidate slates\* and fewer direct-placements into manager and executive roles – and we saw increased representation of women and U.S. racial and ethnic minorities at nearly all levels of the company. At the same time, resignation rates at Boeing remained lower than industry averages with no statistical differences in the exit rates of women, men and teammates of different races across the company.

\*Diverse candidate slates in the U.S. include at least one woman and/or underrepresented ethnic or racial minority, and in non-U.S. countries include at least one woman.

## How We Work Together

To build and sustain an inclusive, high-performance culture, we prioritize practices that bring out the best in ourselves and each other:

- **Seek, Speak & Listen** habits to strengthen our global team and drive stronger business outcomes through an open and honest environment.
- **Culture of Inclusion** built with psychological safety and an environment that encourages collaboration.
- **Global Focus** on needs and experiences of our teammates wherever they are in the world.

## Our Global Equity, Diversity & Inclusion Strategic Pillars & Goals

Three pillars drive our strategy:

### Equity for All

- Ensure fairness for every team member at every stage of their employment
- Commit to structural and systemic equity
- Share diversity metrics and progress to hold ourselves accountable

### Team of All

- Achieve diverse representation at every level of the organization
- Find, hire and keep talent that represents the diversity in our marketplaces
- Strengthen community and supplier partnerships around the globe

### Inclusion by All

- Build a culture where all team members feel seen, heard, valued and respected
- Support each other on the journey to disrupt bias, racism and discrimination
- Embed Seek, Speak & Listen habits into our cultural DNA



Seek, Speak & Listen is a simple concept with big impact for Boeing. Through these habits, teammates feel confident speaking up and trust their voice will be heard, which allows us to address issues before they become problems.”

**David Calhoun**  
Boeing President & CEO

# Our Data

Over the past three years, representation at Boeing has increased for women and U.S. racial/ethnic minorities in nearly every area. While Boeing surpasses industry averages, women and minorities remain sorely underrepresented in STEM, especially in the aerospace and defense sector. We are committed not only to improving our own diversity, but to ensuring a robust and diverse pipeline of talent for generations to come.

## Women

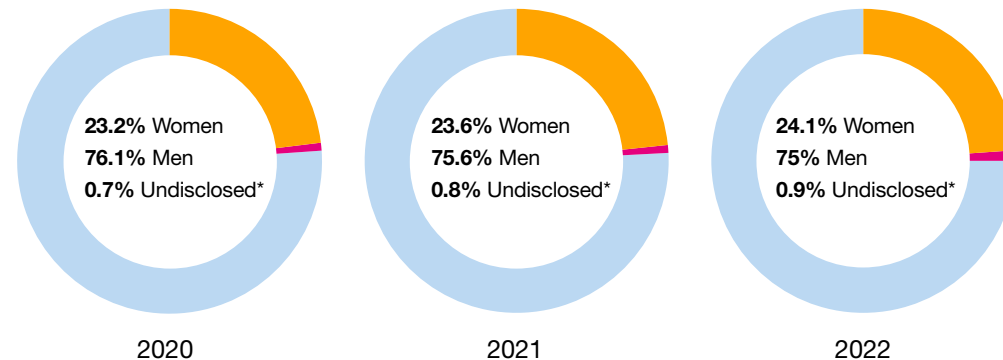
Women's representation in our workforce increased to 24.1% in 2022 from 23.2% in 2020, both because of hiring efforts and stronger retention.

**Women's Representation**  
↑ +0.9pt  
Since 2020

**Women in Management Roles**  
↑ +1.4pt  
Since 2020

**Women in Production & Maintenance**  
↑ +2.8pt  
Since 2020

## Overall



\*Undisclosed refers to employees who chose not to declare.

## Gender by Business Unit

### Boeing Commercial Airplanes

20.8%	78.5%	0.7%
Women	Men	Undisclosed

Women +1.3 percentage points since 2020

### Boeing Defense, Space & Security

25%	74.5%	0.5%
Women	Men	Undisclosed

Women +1.2 percentage points since 2020

### Boeing Global Services

26.5%	72.8%	0.7%
Women	Men	Undisclosed

Women +0.5 percentage points since 2020



## Women

Women are now more represented at nearly every level within our employee base — executive, manager, individual contributor, engineer, and production and maintenance — than they were a year ago.

### Women by Job Group

	2020	2021	2022
<b>Board of Directors*</b>	25%	25%	<b>30.8%</b>
<b>Executive Council*</b>	13.6%	19%	<b>19%</b>
<b>Executives</b>	31.5%	33%	<b>33.2%</b>
<b>Managers</b>	22.3%	22.9%	<b>23.7%</b>
<b>Individual Contributors</b>	34.5%	34.5%	<b>34.6%</b>
<b>Engineering</b>	16.5%	16.9%	<b>17.4%</b>
<b>Production &amp; Maintenance</b>	13.8%	15.4%	<b>16.6%</b>
<b>Promotions</b>	27.6%	29.7%	<b>28.5%</b>
<b>New Hires</b>	21.8%	24.7%	<b>25.3%</b>

\*Board of Directors and Executive Council numbers reflect status as of April 2023. All other numbers are based on data from December 2022.

## U.S. Women of Color

In 2022, U.S. women of color were more represented overall but not at the executive level, something we need to remedy to continue supporting the economic empowerment of one of the most historically excluded populations in the U.S.

### Women of Color

	2020	2021	2022
<b>U.S. Overall</b>	8.6%	9.1%	<b>9.9%</b>
<b>U.S. Executives</b>	7.8%	8.4%	<b>8%</b>



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## Pay Equity and Pay Transparency

Equal pay for equal work is foundational to our commitment to equity for all. We conduct annual internal compensation reviews to ensure employees are compensated equitably throughout their careers — independent of race, gender or ethnicity. In our effort to maintain pay equity, we are in the process of acquiring additional tools to enable more frequent reviews and model in real time how to make pay changes related to annual increases, promotions or other talent moves in ways that are equitable. As a company, we are committed to doing what is right, and our commitment to pay equity is a big part of that.

## UK and Europe Pay Gap Reporting

Since 2018, Boeing has published its UK Gender Pay Gap Report according to UK government legislation. The gender pay gap is the difference between the average pay of men and women in an organization. A large pay gap usually indicates that men are more concentrated in senior, higher-paying jobs, so the way to address the gap is to work towards increasing female representation in senior roles. The existence of a pay gap does not imply women and men performing similar work are being paid differently. Boeing provides equal pay for equal work in the UK and around the globe, and we are working towards more equal representation across levels.

In the UK, our gender pay gap continues to reduce year over year and we remain committed to further narrowing the gap through a multi-faceted action plan. Our three key focus areas continue to be recruiting the best people from the widest talent pool, developing and advancing talent within the company and retaining our best people. More information can be found [here](#).



## Race and Ethnicity

U.S. racial and ethnic minority representation is up to 35.3%, four points higher than in 2020 and three points higher than the industry average. Racial and ethnic minorities are now more represented at every level than they were a year ago, except at the executive level, where representation dropped one point to 21%.

We continue to build a diverse leadership pipeline: 27% of managers are racial and ethnic minorities, up three points from last year and four points from 2020. We attribute this to encouraging and incentivizing diverse candidate slates for all manager and executive positions as one way to meet our operational goals as well as our commitment to developing and promoting internal diverse talent.

### U.S. Racial and Ethnic Minorities

↑ +4.1pt

Since 2020

### U.S. Racial and Ethnic Minorities in Management Roles

↑ +4.1pt

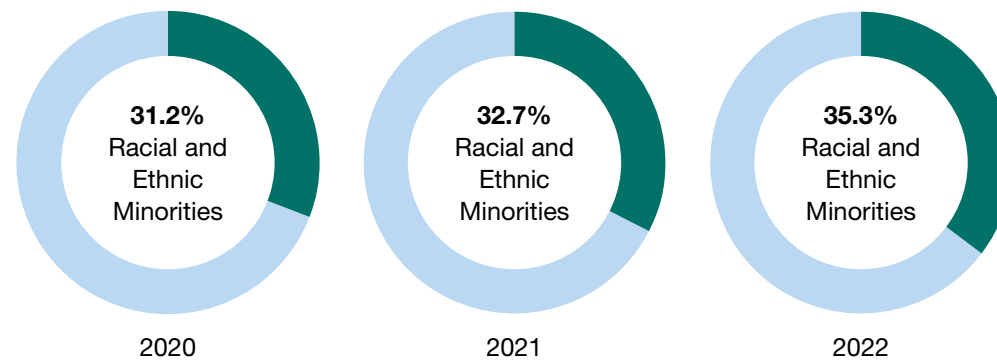
Since 2020

### U.S. Racial and Ethnic Minorities in Production & Maintenance

↑ +6.5pt

Since 2020

## U.S. Overall



## Overall Breakdown by U.S. Race and Ethnicity

	2020	2021	2022
<b>Asian</b>	14.2%	14.6%	<b>15.9%</b>
<b>Black</b>	6.4%	6.6%	<b>7.1%</b>
<b>Hispanic/Latino/a/x</b>	7%	7.4%	<b>8.1%</b>
<b>Native American</b>	0.8%	0.8%	<b>0.8%</b>
<b>Pacific Islander</b>	0.6%	0.7%	<b>0.7%</b>
<b>2 or more races</b>	2.2%	2.3%	<b>2.6%</b>
<b>White</b>	68.8%	67.1%	<b>64.2%</b>



## Race and Ethnicity

### U.S. Racial and Ethnic Minorities by Job Group

	2020	2021	2022
<b>Board of Directors*</b>	16.7%	25%	<b>25%</b>
<b>Executive Council*</b>	35%	33.3%	<b>21.1%</b>
<b>Executives</b>	20.8%	22.5%	<b>21.8%</b>
<b>Managers</b>	23%	24.3%	<b>27.1%</b>
<b>Professionals</b>	28.2%	29.2%	<b>30.7%</b>
<b>Engineering</b>	32.3%	33.5%	<b>35.6%</b>
<b>Production and Maintenance</b>	36%	38.4%	<b>42.5%</b>
<b>New Hires</b>	37.2%	42.5%	<b>47.5%</b>
<b>Promotions</b>	32%	33.3%	<b>34.4%</b>

\*Board of Directors and Executive Council numbers reflect status as of April 2023. All other numbers are based on data from December 2022. Because our Executive Council is a small group, and because racial/ethnic data is only collected on U.S.-based executives, retirements and job changes have an outsized effect on population percentages.

### U.S. Racial and Ethnic Minorities by Business Unit

#### U.S. Boeing Commercial Airplanes

**41.4%** racial and ethnic minorities

+5.3 percentage points since 2020

#### U.S. Boeing Defense, Space & Security

**28.3%** racial and ethnic minorities

+3.7 percentage points since 2020

#### U.S. Boeing Global Services

**38.2%** racial and ethnic minorities

+2.5 percentage points since 2020



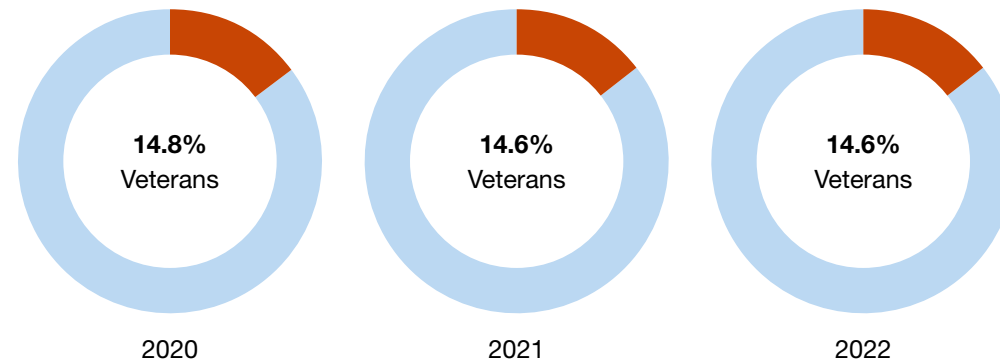


## Veterans

Veteran representation stayed steady at 14.6% and is above industry average in the majority of our business units — most notably Global Services, which is nearly 11 points above comparable aerospace businesses. While we have more veterans than a year ago, and more than we had in 2020, the veteran representation rate is down slightly because our non-veteran population grew at a faster rate.

Our hiring and retention efforts continue with partnerships like the U.S. Department of Defense's SkillBridge program and expanded military pay differentials for reservists on temporary special duty. These efforts help us not just hire veterans, but also continue supporting them and their families so they can enjoy enduring careers with Boeing.

### U.S. Veterans Overall



### U.S. Veterans by Business Unit

	2020	2021	2022
U.S. Boeing Commercial Airplanes	16%	14.9%	14.4%
U.S. Boeing Defense, Space & Security	18.8%	18.8%	20%
U.S. Boeing Global Services	34.8%	27.9%	27.9%

## About SkillBridge

**Mesa, Ariz.** — Through SkillBridge, a program borne from a partnership with the U.S. Department of Defense, we hire military members as interns for the final 180 days of their service, which often leads to full-time employment opportunities. Returning to civilian life after leaving the military comes with all sorts of challenges, and SkillBridge gives participants a smoother transition into the workforce.



I haven't forgotten a single name or person who was there for me during that entire transition. I wouldn't be here without them."

**Scott Harkey**

Supply Chain Preparedness Analyst and former SkillBridge intern



## LGBTQIA+

People do their best work when they are psychologically safe and supported. Boeing is committed to providing world-class opportunities to our LGBTQIA+ teammates, as we are to all populations. Offering teammates the opportunity to voluntarily and confidentially self-identify (self-ID) their gender identity and sexual orientation in the U.S. helps us better understand our workforce and support teammates through tailored benefits, recruitment and retention efforts, learning and development programs and more.

### U.S. Self-ID Participation Rates

14%

Gender identity participation rate

12%

Sexual orientation participation rate

Boeing employees **Amelia Thurdekoos** (left) and **Paris Garcia** (right) participate in the Out in Science, Technology, Engineering and Mathematics Conference (oSTEM).



## Disability

Having a disability is part of the human condition, as many people will experience a physical or mental condition at some point in their lives. Self-ID is important because it helps destigmatize disability, and we're heartened that participation numbers continue to increase, as does the percentage of our workforce that has a disability (up 1.3 points from last year). Programs like Neurodiversity at Work have helped Boeing employ neurodiverse talent in thoughtful ways. Program participants receive ongoing coaching and support, and their teams receive workplace education about autism, ADHD, dyslexia and other neurological variations.

### U.S. Self-ID Participation Rates

40%

Disability participation rate

7.7%

of workforce has (or has had) a disability

### Accessibility at Wisk's Core

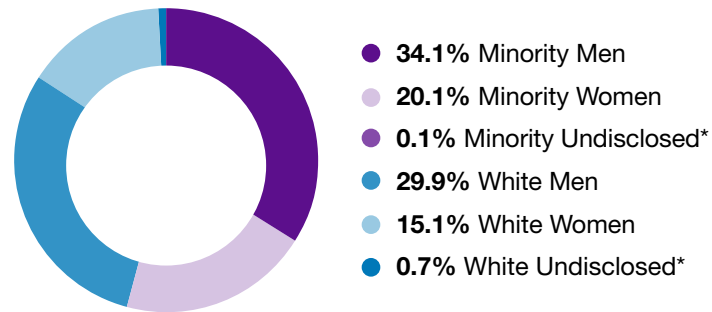
**Mountain View, Calif.** — Our strategic partner Wisk is developing the world's first self-flying, all-electric, four-seat air taxi with accessibility at the forefront. The Generation 6 aircraft is intended to be a service for everyone, with a price target of \$3 per mile and a number of features, from an entry and exit designed for individuals across the mobility spectrum, to user interfaces that accommodate people living with hearing or vision loss.



## The Boeing Talent Pipeline

A majority of our interns return to Boeing as full-time employees, and our 2022 intern class was the most diverse in our company's history, with more than 50% from underrepresented backgrounds.

### 2022 U.S. Interns



\*Undisclosed refers to interns who chose not to declare.

#### Data Disclaimer and Terms

This report provides visibility to the reliable data we have based on teammates' voluntary self-identification but does not reflect the full diversity of our workforce. We're working toward expanding self-identification outside the U.S. Additional U.S. data is available in our [2021 EEO-1 report](#) and later this year in our 2022 EEO-1 report. More information is also available in the [data glossary](#).

### Meet Jasmine Lehal

**Renton, Wash.** — During the first half of 2022, Jasmine Lehal was a high school senior participating in Core Plus Aerospace — a two-year manufacturing program supported by Boeing and other aerospace companies. She was also a Boeing intern and the first woman to win the SkillsUSA competition, a set of tests, interviews and practical challenges. By the second half of the year, she was a full-time 737 Assembly employee.



I've always been up for trying out new things. My whole high school career I explored things I found interesting, and through Core Plus Aerospace and interning at Boeing, I discovered my love for airplanes, how they work and what's put into them."

**Jasmine Lehal**

737 Assembly Manufacturer



## Our Progress

Talent data and Boeing’s culture surveys show we are making progress in creating an inclusive culture. In 2021, we established a set of six aspirations we are striving to achieve by 2025. We also introduced the Seek, Speak & Listen habits to build stronger teams, achieve better business outcomes and strengthen a culture of inclusion.



I was encouraged to push my boundaries and take opportunities outside my comfort zone.”

**Jaida West**

Inaugural Thurgood Marshall College Fund Scholar who is now part of the Boeing Career Foundations Program



## 2025 Aspirations



**Goal 1: Increase the Black representation rate in the U.S. by 20%**

**Progress:** In 2021, we set a goal to increase the Black representation rate in the U.S. by 20% over our baseline of 6.4%. Since that time, Black representation has increased to 7.1%, signifying a rate increase of 11%. With our continued focus, we are on track to achieve this aspiration by the end of 2025.

**Goal in action:** Since Boeing and the Thurgood Marshall College Fund (TMCf) began their partnership in 2018, we have 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.



**Goal 2: Close representation gaps for historically underrepresented groups**

**Progress:** Overall racial and ethnic minority representation increased to 35.3% in our U.S. workforce and accounted for 47.5% of new hires (a 5-point increase from 2021) and 34.4% of promotions in 2022.

**Goal in action:** When recruiting, hiring and retaining new talent, we set an enterprisewide target to ensure more of our manager and executive interview slates are diverse and that roles are selected through a competitive process rather than direct placement. Not only did we meet those goals, but we exceeded them: 92% of our interview candidate slates had at least one woman or person of color in the U.S. or one woman in countries outside the U.S., and we dramatically decreased the share of direct placements compared to prior years. We will continue tying our success in interviewing diverse candidate slates to incentive payouts in 2023.



### Goal 3: Achieve parity in retention rates of all groups

**Progress:** In 2022, for the second consecutive year, we saw exit rates for women, men and teammates of all races within one point of each other.

**Goal in action:** The 2022 Enterprise Culture Surveys, sent to randomly selected employees throughout the year, showed there is little difference (3 points or less) between demographic groups in their intention to stay at Boeing for at least 12 months. However, those early in their careers are the most likely to leave, regardless of race or gender. We will continue our efforts to retain great talent through world-class benefits, compensation and a supportive culture and inspiring mission.



### Goal 4: Advance common understanding, shared experiences and mutual respect

**Progress:** The Seek, Speak & Listen habits have taken hold in our culture, and we continue to cultivate common understanding and mutual respect. But our culture surveys tell us that many teammates feel their teams could do more to ensure everyone feels included — and this is true across all genders and races. This is an important indicator of psychological safety so we will continue to work at it.

**Goal in action:** As of March 2023, 3,300 teammates from 33 countries registered to be Inclusion Ambassadors — individuals 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.

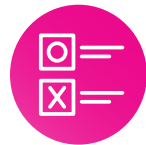




### Goal 5: Eliminate significant differences between the experiences of teammates from different backgrounds

**Progress:** Men and women of different races report similar levels of psychological safety as measured through indicators like comfort in admitting mistakes and asking questions when they recognize tension or worry on their teams.

**Goal in action:** In our second year of Seek, Speak & Listen, leaders regularly gather groups of teammates to seek ideas, input and concerns, and engage in problem-solving. Our survey data helps identify where we need to do more to support teammates of different backgrounds.



### Goal 6: Report diversity metrics and progress annually

**Progress:** This is Boeing's third annual report, and Boeing is committed to continued sharing of our progress and responding to feedback from our teammates.

**Goal in action:** As we publish our annual Global Equity, Diversity & Inclusion Report, we continue to include additional metrics such as data related to our 2022 intern class and results from enterprise culture surveys. This work started by expanding our self-identification options to include gender identities and sexual orientations, and it continues as we educate employees about how understanding who our workforce is helps us enhance support for all employees.

#### Enterprise Culture Surveys 2022 (U.S.)

**"I feel comfortable admitting (or telling people) when I make a mistake."**

Men of color (U.S.)	White men (U.S.)	Women of color (U.S.)	White women (U.S.)
86%	90%	86%	88%

## Why These Aspirations Matter

These aspirations exist not only because they're the right thing to do, but also because they make us a stronger, more innovative company. When a diverse group of people around the world is included in the conversation, asked to lead our teams and given the support needed to develop professionally, we make progress in our mission to protect, connect and explore our world and beyond.

# Our Stories

## Seek, Speak & Listen

Two years after introducing the Seek, Speak & Listen habits, we've heard from teammates how "going back to basics" has helped them connect with each other and deliver better results. The habits are how we work together to create and sustain a psychologically safe environment where people feel comfortable bringing their whole selves to work and speaking up to achieve our shared goals. While "seek" and "listen" are regularly used, "speak" is still a habit we need to encourage employees to practice. One of the ways we're working on this is by ensuring managers act on what they hear from their teams.

When our environment encourages everyone to voice their perspective, bring issues to light, seek and receive feedback, and feel heard by their leadership, we improve not only the employee experience, but also product quality and stability. Issues get identified and fixed early, our products are better and we're smarter about serving our customers.

### Enterprise Culture Surveys 2022 (U.S.)

"When I sense tension or worry on my team, I ask questions to learn more."

Men of color (U.S.)	White men (U.S.)	Women of color (U.S.)	White women (U.S.)
78%	79%	78%	80%



“

Seek, Speak & Listen helps every teammate feel heard, cared for and psychologically safe. That's why we'll continue to seek and listen to each unique voice.”

**Mike D'Ambrose**  
Chief Human Resources Officer and  
Executive Vice President of Human Resources

## Inclusion in Action Around the World

### San Antonio, United States: Tooling Made Efficient

The foundation of inclusion is psychological safety, and this means teammates feel safe to speak up and leaders listen and act — often establishing better ways to perform day-to-day tasks. Tool accountability is crucial for the San Antonio site, which performs maintenance and repairs for programs including the C-17, F-15 and F/A-18. When teammates and leaders practiced the Seek, Speak & Listen habits together, they identified process inefficiencies, and ergonomic and safety risks related to the Tool Control Area. As a result, they installed new lighting, improved the space's ergonomic flow and made efficiency improvements like inventory management system training.

**Hector Villarreal** (left), **Olga Ortiz** (center) and **Jose Saenz** (right) worked on the team that helped to produce an accurate tool inventory and led training on the inventory management system for the San Antonio site.



### Dubai, United Arab Emirates: Removing Barriers

Vini Maskun, a Boeing field service representative in Dubai and previously in Jakarta, Indonesia, has worked on 20 airplane types over her 25-year aerospace career — and as a woman, her experience also includes overcoming bias in the workplace. Early in her career, she encountered male colleagues who ignored her technical inputs because they assumed she didn't understand the aircraft. Today she uses Seek, Speak & Listen to deliberately ask the opinion of those who might go unnoticed in the room.



**Vini Maskun**, a Boeing field service representative, uses Seek, Speak & Listen to ask for input from her teammates.

“

It's important for me to lift all voices in the team regardless of their gender or personality types. Seek, Speak & Listen gives me the courage to question behaviors that aren't right, and I wish I had known about these habits when I was starting my career.”

**Vini Maskun**  
Boeing Field Service Representative



## Saudi Arabia: Envisioning a More Diverse Workforce

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. In support of its increasingly gender-diverse workplace, the Boeing team in Saudi Arabia introduced a gender communication workshop to promote teamwork. In addition, Boeing continues to promote 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 Nourah Bint Abdulrahman University, the largest all-women university in the world.

## United Kingdom: A Tale of Two Internships

Boeing partnered with Leonard Cheshire and Ambitious About Autism to pilot two internship programs that placed participants with a disability on a team within Boeing UK. The partnership between Boeing UK, Leonard Cheshire and Ambitious about Autism increases awareness and understanding of autism and other disabilities amongst employees, while also providing a dedicated and experienced support team in the preparation, delivery and conclusion of hiring an intern. The partnership will continue throughout 2023 to increase the number of internships following positive feedback from both interns and hiring managers.

## Vietnam and Japan: Gender Workshops Inspire Action

In partnership with the Boeing Women Inspiring Leadership Business Resource Group, supplier Mitsubishi Heavy Industries hosted workshops in Vietnam and Japan to increase awareness of gender gaps and inspire leaders to take ownership of 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, to continue to "break the bias."

“

Boeing is a global team, and diversity is our core. It's incredibly powerful to see associates at one of our most important suppliers in the world embrace it with us.”

**Will Shaffer**

President, Boeing Japan

Participants at a Mitsubishi Heavy Industries workshop in Vietnam learned about gender gaps and biases that hamper diversity across workplaces. (Participants wore masks in compliance with local COVID-19 regulations.)



## Culture of Inclusion

At its core, inclusion is about care. It's about caring for the person next to you, no matter your differences. That's why we begin by cultivating a culture of care and trust, a culture that meets people where they are and supports them in achieving their goals.

Over the past 25 years, Boeing has invested almost \$2 billion in tuition assistance for its employees through the Learning Together Program, which employees have used to complete 18,000 degrees, professional certifications and flight incentives. In 2022, we continued our legacy of providing employees with comprehensive benefits and programs designed to meet their needs as their careers grow and lives change. Through our external partnerships and feedback gathered from our business resource groups, we found more ways to support all employees that make them feel understood and included.

## Support Outside of Work

### Better Living Through Coaching

Coaching makes a difference. In 2022, we provided a new emotional well-being coaching benefit to employees outside the U.S., with no cost to the employee, to help users improve emotional well-being, navigate change and have better work-life balance. Users have access — anytime and anywhere — to confidential one-on-one coaching in more than 60 languages. Coaching services also provide science-backed tools and workshops to help teammates achieve their full potential.

### Growing and Supporting Families

In 2022, most Boeing-sponsored medical plans began to include fertility benefits, and all employees have access to Boeing's Surrogacy Assistance Program and Adoption Assistance Program. We also added the Transgender & Intersex Management Advocacy Program to our already extensive Total Rewards package, which connects employees and dependents who are transgender, nonbinary or intersex with resources and tailored health care.

## Supporting education makes impacts beyond Boeing

**Everett, Wash.** — Providing resources for employees' education goals not only benefits Boeing — it can change the world.

Dr. Nixon Opondo, a process and quality engineer, began his career as a licensed aircraft and power plant mechanic. Using the Learning Together Program, which provides tuition assistance for eligible employees pursuing college degrees, he graduated in 2022 as a Doctor of Technology, his second doctorate degree and sixth degree overall. While working on his doctoral studies focusing on emerging technological trends in lower limb prosthetic devices, Dr. Opondo was diagnosed with a serious medical condition, making him a prosthetic device user himself just two weeks after graduation. He hopes to advance the use of technologies for people with limb disabilities, particularly in remote communities like the one he grew up in, in Western Kenya.



What kind of impact can I make with the knowledge I have? To start, I want to improve human interaction with technology, resulting in a better quality of life.”

**Dr. Nixon Opondo**  
Process Quality Engineer,  
Boeing Global Services



## On-the-job Development

### Finding Talent Beyond the Resume

Created in early 2022, the Boeing Technical Apprenticeship Program (BTAP) attracts people from different career experiences and backgrounds into fields where talent is urgently needed (such as cybersecurity), and provides them with on-the-job learning and opportunities to earn digital credentials and certifications that can be used across industries. Supported by the U.S. Economic Development Administration's Good Jobs Challenge grant and Department of Labor Office of Apprenticeship, BTAP will continue expanding throughout 2023.

### Building Skills in Future Leadership

**Ridley Park, Pa., and Mesa, Ariz.** — The first Philadelphia and Mesa Leadership Development and Diversity Cohort graduated in 2022, with plans to continue and expand. This program was developed in response to employee feedback about the Black experience and provides participants of all races and ethnicities with a year of curriculum and mentoring meant to prepare them for leadership positions — 36% of participants were promoted during or after the program, and 32% were offered new development opportunities to grow within the company.

### From Mentorship to Mutual Partnership

**Bengaluru, India** — Dr. Kishora Shetty, Associate Technical Fellow, created the Diverse and Reverse Mentorship program aimed to improve the diversity of mentorship and facilitate cross-cultural, gender and generational dialogue. By reshaping traditional mentor-mentee relationships into mutually supportive partnerships, Dr. Shetty has promoted equality, inclusiveness and a growth mindset in over 1,000 members from nine countries.



There is no mentor-mentee relationship: It's a mentor-mentor relationship. Both learn from each other."

**Dr. Kishora Shetty**

Associate Technical Fellow, Boeing Research & Technology

## Allyship Results in Achievement

**Michoud, La.** — When Lauren Murphy — at the time a summer intern — came out at work, her site support sponsor, Oliver Duvernay, went on a personal development journey to better understand her experience and support other employees going through the same thing. Together, they not only found mutual ground of sharing life's experiences, but also partnered, designed and launched a new internal website to enhance employees' experience with site-specific resources.



Every day, Lauren brought a level of energy, execution, willingness to bring solutions, and never shied away from her true self. Five years later, I call her my colleague and friend."

**Oliver Duvernay**

Executive Assistant, Boeing Space & Launch



Oliver was an ally to me, and his compassion not only made me feel comfortable bringing my whole self to work, but also made me pursue a full-time opportunity at the company."

**Lauren Murphy**

Human Resources, Boeing Commercial Airplanes

## Business Resource Group Impact

Our nine employee Business Resource Groups (BRGs) help us fulfill Boeing's commitment to advance inclusion, develop diverse talent and strengthen business insights. BRGs are voluntary, employee-driven groups that are committed to enriching and strengthening Boeing's culture through their communities and allies. Teammates voluntarily lead the BRGs, and in 2022, we began recognizing enterprise BRG officers with restricted stock units.



## Meet the Equity & Inclusion Council

In 2022, we integrated our Racial Equity Task Force and Business Resource Groups to create a sustainable, streamlined model focused on equity and inclusion for all while continuing to combat racism. The Council comprises Executive Council leaders who champion our BRGs and the nine BRG enterprise presidents who amplify the voices of many teammates around the globe. Together, they mobilize change by raising issues, suggesting solutions and working together to ensure that all teammates have a voice.



**Zaina Alhejin**, a Boeing Saudi Arabia employee, leads the BWIL Middle East chapter.

**In 2022, our Business Resource Groups continued to grow and increase their impact:**

**15,350+**  
members around the world  
Up from **13,005** members in 2021

**530+**  
new members outside the U.S.  
Up from **226** new members outside the U.S. in 2021

**176**  
total chapters around the world  
Up from **151** total chapters around the world in 2021

**28**  
chapters outside the U.S.  
Up from **22** chapters outside the U.S. in 2021

## Empowering Our Communities

Community support is critical to our equity, diversity and inclusion efforts. Our Global Engagement pillars focus on serving our homes, our heroes and our future.

### By the Numbers:

- \$13.3M across 116 grants in support of veterans programs in 2022
- \$6M to humanitarian relief and recovery efforts globally in 2022
  - Boeing and its employees — with a boost from the Boeing Gift Match Program — donated more than \$3M to support humanitarian response efforts in Ukraine
- Employees on their own (and sometimes with a company match) donated \$63M and 366,000 volunteer hours to charitable causes in 2022
- \$11M to racial equity and social justice causes in 2022, and \$30M to organizations since we announced our commitment to racial equity in 2020
- 2.2M young women and girls empowered by STEM education community programs, grants and sponsorships in 2022

### Indigenous Community Outreach

**Winnipeg, Manitoba** — Boeing teammates in Winnipeg, Canada, completed meaningful awareness training in response to local government recommendations. Inclusion requires more than awareness, however — teammates also provided sandwiches to indigenous-led community patrols that they then delivered to underserved inner-city communities. The Winnipeg team also plans on restoring a piece of prairie land next to the facility starting in spring 2023.

## Supporting Ukrainian Employees During Relocation

**Gdansk, Poland** — In April 2022, Boeing offered all Ukrainian employees the option to relocate during the war. Hanna Dushyna, a finance employee, made the difficult decision to go to Poland with her mother, leaving behind her husband so that she could have their baby in a safe environment. When she arrived, Boeing's Gdansk team organized a baby shower for her, provided her with childcare supplies and made sure she felt welcome before going on maternity leave. While she was out on leave, Boeing was able to hire a family member of another Ukrainian colleague who had traveled to Poland at the same time.



No one was ready for a situation like this, but I want to thank all employees in Poland, Ukraine, Germany, the Netherlands, the U.S. and beyond for their support. I'm grateful to Boeing for the support with housing and for the opportunity for continued employment during this difficult period."

**Hanna Dushyna**  
International Finance Accountant

**Hanna Dushyna** (left)  
celebrates at a baby shower  
thrown by her co-workers in  
Gdansk, Poland



## Recognition

At Boeing, we strive every day to be as equitable, diverse and inclusive a company as we can be. This ambitious vision requires daily commitment and effort, and we're honored that our teammates have been recognized by external organizations for their efforts.

### Awards

- 2023 DiversityInc rankings:
  - #12 Top 50 Companies for Diversity
  - #1 of 16 Top Companies for Veterans
  - #7 of 22 Top Companies for People With Disabilities
  - #11 of 25 Top Companies for Executive Diversity Councils
  - #11 of 22 Top companies for Mentoring
  - #12 of 25 Top Companies for Talent Acquisition for Women of Color
  - #16 of 22 Top Companies for Sponsorship
  - #18 of 25 Top Companies for Environmental, Social & Governance
  - #20 of 27 Top Companies for Board of Directors
  - #21 of 23 Top Companies for Native American/Pacific Islander Executives
  - #26 of 28 Top Companies for Black Executives
- Inclusion in Bloomberg's 2023 Gender-Equality Index
- 2022 U.S. Department of Labor Hire Vets Medallion - HIRE Vets Platinum Medallion Award
- #11 on the 2022 Military Times Best For Vets, ahead of all other aerospace and defense companies
- #8 on the 2023 Military Friendly Employer list's >\$5B category
- #10 on Forbes' America's Best Employers for Veterans 2022 list
- #12 on *Woman Engineer Magazine's* annual Top 50 Employers list in 2022
- 100% on the DisabilityIn - Disability Employment Index for the seventh consecutive year in 2022
- 100% on the 2022 Corporate Equality Index - Human Capital Index




## Conclusion

As we look at the data and stories from 2022, we are empowered by Boeing's progress and energized to continue working to achieve our 2025 goals. Our aspiration to be among the most equitable, diverse and inclusive companies requires everyone to take part in creating a workplace where every teammate can grow, thrive and build a better future together.

### In 2023, we will prioritize:

- Taking action with the Seek, Speak & Listen habits so teams build the psychological safety and strength crucial to achieving business outcomes.
- Promoting equitable hiring practices and incentivizing diverse candidate slates.
- Continuing the globalization of practices that respect our local communities and bring together employees around the world.



Help us advance equity,  
diversity and inclusion for all,  
by all. Join the conversation  
using [#TeamBoeing](#).