



# 2023 Global Equity, Diversity & Inclusion Report Summary

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“Progress isn’t a moment in time, and it’s not a set of metrics. Progress is commitment and action by 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.”



**Sara Bowen**

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

## 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 our workforce demographics at nearly all levels of the company become more reflective of the communities in which we work. 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.

## Our Data

### Gender

	Women Overall	Women of Color	
	U.S. and Boeing Global†	U.S. Overall	U.S. Executive Level
2022	24.1%	9.9%	8%
2021	23.6%	9.1%	8.4%
2020	23.2%	8.6%	7.8%

### Race and Ethnicity

U.S. Overall

Asian	Black	Hispanic/Latino/a/x	Native American	Pacific Islander	White	Two or More Races
15.9%	7.1%	8.1%	0.8%	0.7%	64.2%	2.6%
↑ +1.3pt	↑ +.5pt	↑ +.7pt	±0pt	±0pt	↓ -2.9pt	↑ +.3pt

### U.S. Veterans

Veterans  
14.6%  
±0pt

### U.S. Disability

Disability‡  
7.7%  
↑ +1.3pt

### U.S. LGBTQIA+

Gender Identity‡  
Self-ID Participation Rate  
14%  
↑ +5pt

Sexual Orientation‡  
Self-ID Participation Rate  
12%  
↑ +3pt

†Boeing Global comprises all countries outside the U.S.

‡Disability, gender identity and sexual orientation data determined through voluntary, confidential self-identification process.

↓ ↑ pt change from previous year

## Progress Toward Our Aspirations

Talent data and Boeing's culture survey show we are making progress on our 2025 aspirations. 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.



### 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 United States by 20% over our baseline of 6.4% by 2025. Since that time, Black representation has increased to 7.1% — an 11% increase.



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

**Progress:** Representation of racial and ethnic minorities (35.3%) and women (24.1%) is up again this year, across nearly every level of the company.



### 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 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 — across all genders and all races — feels included so we will continue to work at it.



### 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 admitting mistakes and asking questions when they recognize tension or worry on their teams.



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

**Progress:** 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.



## Three Simple Habits for a Culture of Inclusion

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 can speak 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.

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

### 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](#).