



Safety Leadership Continuous Recommitment

Boeing Safety Leadership Evolution

Kayode Ariwodola

Director – Global Safety & Regulatory Affairs
Africa & Middle East

CASIP SIRM - April 2024

We Will Never Be Done Improving



Contents Introduction Approach & Governance People **Products & Services** Operations Communities Appendix

Aerospace Safety and Quality

Safety is a fundamental value and our highest priority. We take seriously the responsibility to ensure those who fly on and service our products are safe.

Everyone at Boeing will never forget the lives lost and where the company fell short in the tragic 737 MAX accidents. Based on key lessons learned, we implemented a series of meaningful changes to strengthen our safety practices and culture and bring lasting improvements to aerospace safety.

These changes include uniting critical safety teams and functions under the leadership of Mike Delaney, our first-ever Chief Aerospace Safety Officer. Aligning these groups into a consolidated team helps drive safety across every aspect of our operations and helps enable end-to-end accountability throughout the safety ecosystem.

In 2020, Boeing began implementing its enterprise Safety Management System, or SMS. As an integrating framework for managing safety risks throughout the product and service life cycle, our SMS will incorporate data from employee reporting, production, compliance, quality and safety processes. This will provide line of sight to risks, incidents and identified hazards so we can proactively mitigate issues and continuously improve safety performance.

Ultimately, the intent of SMS is to bring 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 — including what is publicly available in Boeing's annual Statistical Summary of Commercial Jet Airplane Accidents report — and ongoing development of increasingly better safety analytics.

The nature of Boeing's work is both technical and personal. We know that protecting people starts with people. Foundational to SMS is a positive safety culture in which every employee is empowered and encouraged to voice concerns, raise issues and share ideas.

Answering Stakeholder Expectations for Quality

Boeing is taking comprehensive action to continuously improve quality. Boeing employees from each of our businesses work together to drive improvements that will help us build first-time quality into everything we do. Across the company, Quality teams are implementing standard practices aimed at helping us all do our work the right way — the first time, every time — while solving problems using a structured methodology to eliminate root causes and prevent recurrence.

LEADING IN A RAPIDLY CHANGING WORLD

Operating in a rapidly changing environment with a growing range of global competitors, our people remain our best competitive advantage. We invest in them by providing needed resources and training. Advanced Product Quality Planning (APQP) is a structured approach to product and process design that spans Product Engineering, Production Engineering, Quality, Supply Chain and Manufacturing to ensure that quality is designed into the product and controlled throughout every step — from concept to production. The APQP framework ensures quality products are delivered on time while satisfying cost performance targets, by designing quality into the product — even before the first prototype is built — instead of detecting and addressing problems in the finished product.



"From information gathered through risk assessment processes to the issues and ideas employees bring forward, our Safety Management System relies on data. We're taking an eyes-wide-open approach to how we use that data to continuously learn and improve — always with our sights set on safety."

Mike Delaney, Chief Aerospace Safety Officer and Senior Vice President, Global Aerospace Safety



Boeing is building first-time quality into everything we do. Pictured here is Christal Neeby and colleagues from P-8 First Assembly working to take quality to the finish line.

We Will Never Be Done Improving

“Everyone at Boeing will never forget the lives lost and where the company fell short in the tragic 737 MAX accidents. Based on key lessons learned, we implemented a series of meaningful changes to strengthen our safety practices and culture and bring lasting improvements to aerospace safety.”



Commitment to Safety & Just Culture

Board of Directors Aerospace Safety Committee (ASC), assists the Board in the oversight of the safety of company products and services, formal lines of communication ensure all safety and potential safety issues are evaluated, discussed and addressed during weekly Safety Reviews with business unit presidents, Boeing's chief engineer, functional and program leaders, and members of the FAA.

The Chief Aerospace Safety Office (CASO), which was established in 2021, has developed a comprehensive strategy to strengthen Boeing's safety practices and culture and is collaborating with global regulators, airline operators and other industry stakeholders to improve the aerospace safety ecosystem – one of which is the **Global Aerospace Safety Initiative**



BOEING SAFETY MANAGEMENT SYSTEM POLICY

In everything we do and in all aspects of our business, **safety** is our foundation. We strive for first-time quality, and hold ourselves to the highest ethical standards as set forth in our Code of Conduct and POL-2, "Advancing the Boeing Principles." Our Safety Management System ensures the safety, quality and compliance of our products and services for the people who entrust us with their lives when they operate, maintain and fly on our products.

This requires our unyielding commitment to the following:

- We commit to a **Safety Management System** to advance our goals for safety, quality and compliance.
- We foster a **Positive Safety Culture** that enables proactive identification and mitigation of risks in order to prevent accidents, injuries, or loss of life.
- We ensure all employees understand the **requirement to report** any safety hazard, incident, or concern, and can do so without fear of retaliation.
- We **promote a Just Culture** where everyone trusts they will be treated fairly; and understands there is a line between acceptable and unacceptable behavior where appropriate accountability lies.
- We **openly communicate safety actions** being taken while appropriately protecting the safety data and safety information driving those actions.
- We **clearly define the responsibilities** of all employees so that everyone understands their roles in ensuring the safety, quality and compliance of our products and services.
- We **eliminate or mitigate potential safety, quality and compliance risks** associated with our products and services which must include meeting all applicable requirements and regulations.
- We **respond to emergencies** with appropriate urgency and resources in accordance with our emergency response plans, to safely transition from normal to emergency operations and back.
- We use **actionable key performance metrics and targets** that drive continuous improvement of our Safety Management System.
- We **allocate sufficient resources** (people, processes, tools and training) to supporting this safety policy.
- We **ensure all employees understand** that we all have a daily obligation to pursue safety, quality and compliance as described in this safety policy.

SMS IS HOW WE WORK

Copyright © 2023 Boeing. All rights reserved.
Rev January 2024

Global Aerospace Safety Initiative



Airline
Operational
Safety Support



Enhance pilot
and maintainer
competency



Increase
global pilot
presence



**Safety
Management
System**



**Increase global
safety &
regulatory
affairs presence**



Operational
Aspects of
Design

An Integrated Approach to Strengthen Aerospace Safety

Enterprise Safety Management System



Global Safety & Regulatory Affairs (GS&RA) Engagement



Integrate
with stakeholders



Identify regional
risks & priorities



Champion
a safe, efficient aviation
ecosystem




Prior to 737MAX Accidents

Global Safety & Regulatory Affairs



Senior Director
Global Safety &
Reg. Affairs

Todd Sigler



Autonomous
Systems

Stella Weidner



Global Regulatory
Strategy

Mildred Troegeler



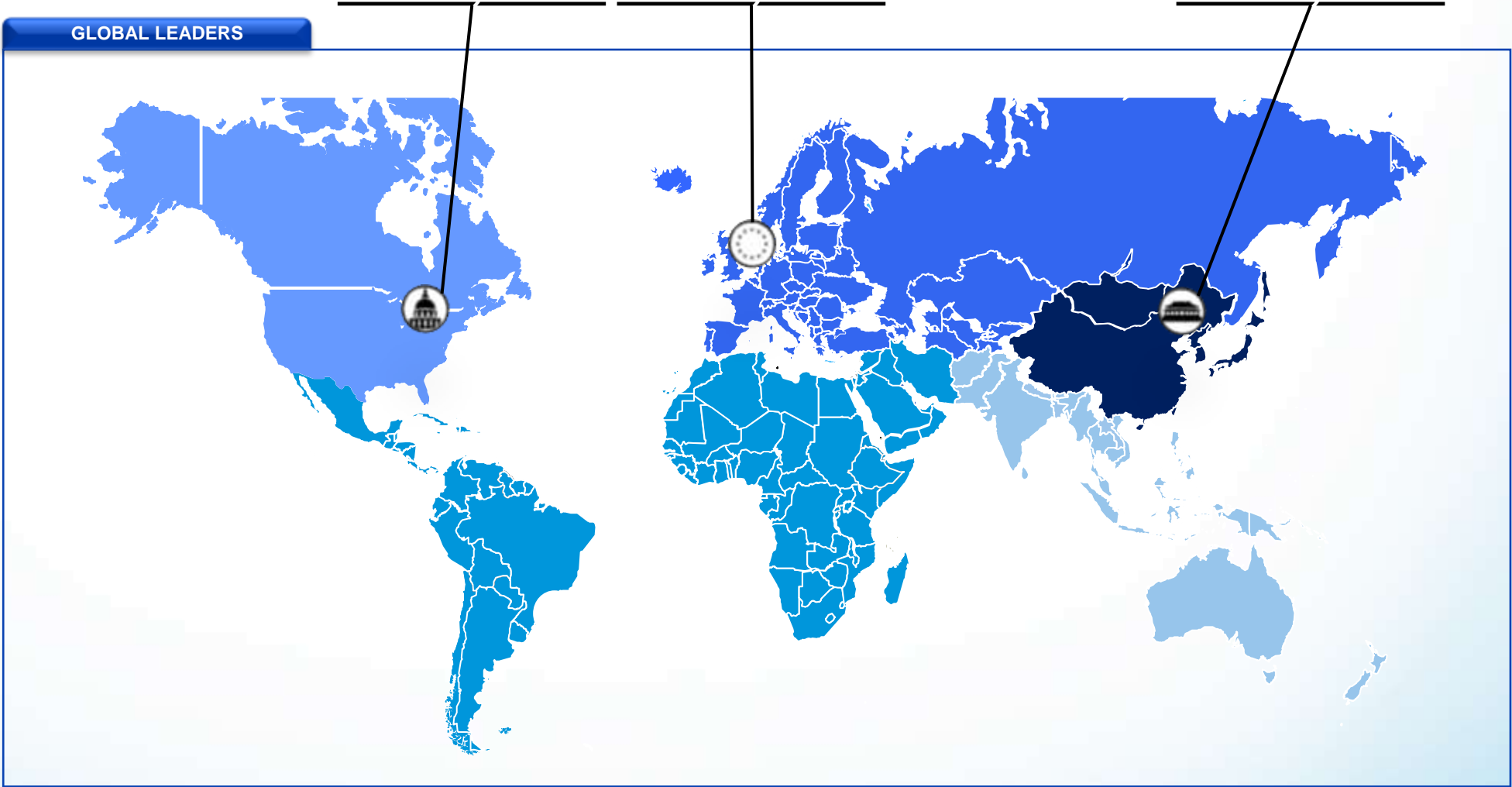
Global Safety & Regulatory Affairs
Washington, DC




Global Safety & Regulatory Affairs
Europe









Global Safety & Regulatory Affairs
China

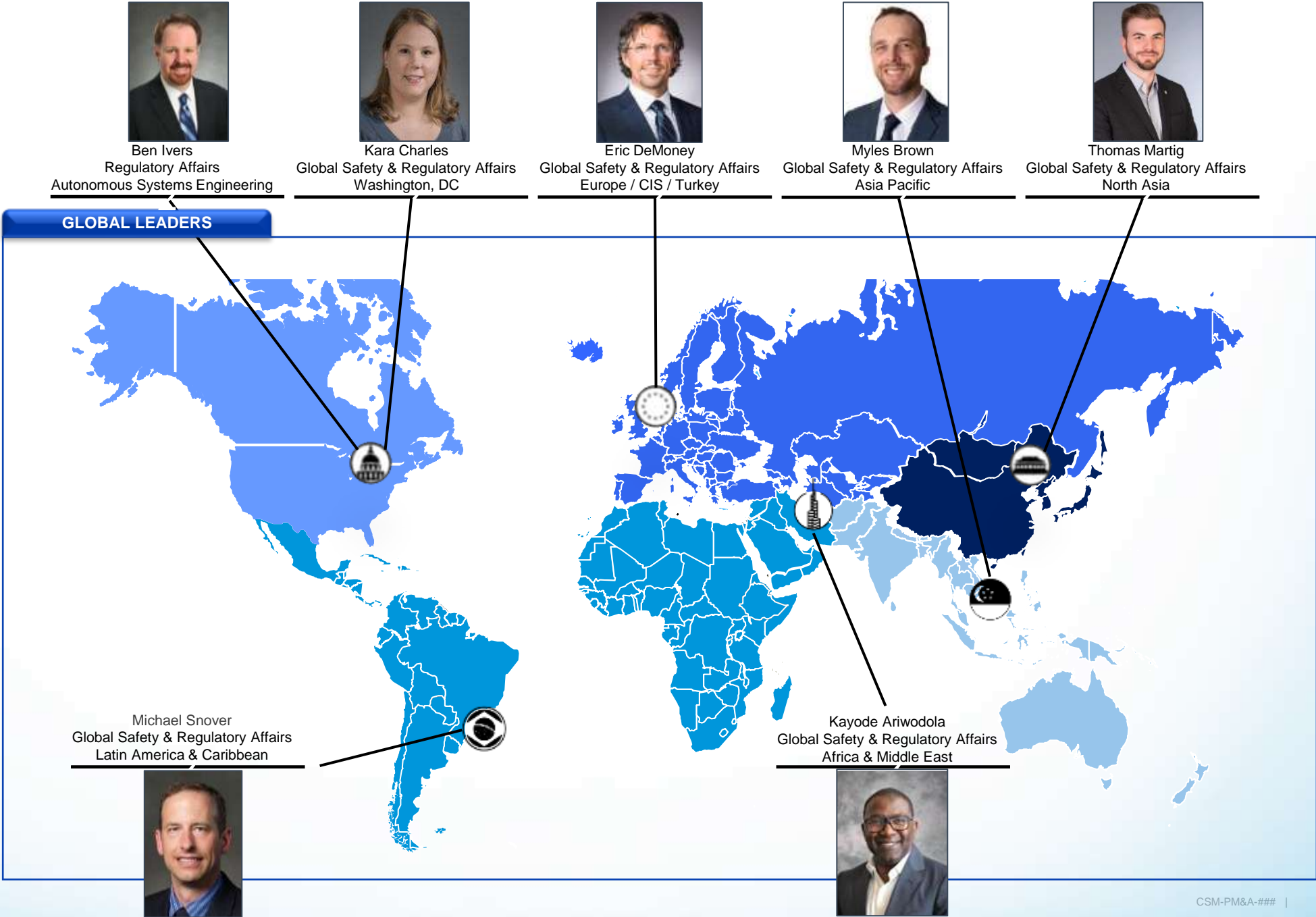


Currently ...

Chief Aerospace Safety Office
**Chief Aerospace Safety Officer, Senior VP Global Aerospace Safety**
Mike Delaney

Product & Services Safety
**VP & General Manager, Product and Services Safety**
Tom Galantowicz

Global Safety & Regulatory Affairs
**Senior Director Global Safety & Reg. Affairs**
Todd Sigler
**Autonomous Systems**
Stella Weidner
**Liaison to ICAO & Global Reg. Strategy**
Mildred Troegeler
**Global Safety Strategy**
David Zwegers
**International Teams**
Victoria Wilk



Regional Efforts



Positive Safety Culture

Just

Safety Management System

Engagement

Protect

Speak Up

Dedication

Safety Assurance

Integrity

Compliance

Safety

Transparency

Collaboration

Humility

Trust



