Safety Leadership Continuous Recommitment
Boeing Safety Leadership Evolution

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We Will Never Be Done Improving

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 serve 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 Delavan, 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 ESM. As an integrated framework for managing safety risks throughout our product and service lifecycle, our ESM 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 ESM 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 ESM 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 better quality into everything we do. Across the company, quality teams are implementing standard practices aligned to supporting us in our work the right way — the first time, every time. 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, the issues and ideas employees bring forward, our Safety Management System relies on data. We’re taking an eyes-on-the-project approach to know we can see that data being proactively learned and improved — always with our sights set on safety.”

— Mike Delavan, Chief Aerospace Safety Officer and Senior Vice President, Global Aeronautics Safety
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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.
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

![Diagram showing a hexagonal structure with labels: Informed, Flexible, Positive Safety Culture, Reporting, Learning, Just.](image)
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 LEADERS

Global Safety & Regulatory Affairs
Washington, DC

Global Safety & Regulatory Affairs
Europe

Global Safety & Regulatory Affairs
China
Regional Efforts

- Safety Pilot
- Global Training
- FOR
- AOSS
- Field Service Representative

GS&RA Africa & Middle East

- Safety Advocacy and Oversight
- Enhanced Collaboration
- Technical Expertise
- Risk Mitigation
- Consistent Safety Messaging
- Data-Driven Decision-Making
Positive Safety Culture

Just  Safety Management System  Engagement

Protect  Speak Up  Dedication

Safety Assurance  Integrity  Compliance

Transparency  Collaboration  Safety

Humility  Trust