

# Running a healthy business

Environmental performance is a key indicator of business results

Every day, in crew meetings and conference rooms around Boeing, we track the health of our business. Each of us plays a pivotal role in our continued success by:

- Improving quality and productivity
- Streamlining processes and reducing waste
- Enhancing workplace safety
- Engaging employees to generate innovative ideas to help Boeing stay ahead of the competition and shape the market for aerospace products

In short, we measure continuous improvement as a sign of running a healthy business.

To the metrics listed above, I suggest we include one additional measure, and that involves improving our environmental performance.

Boeing set aggressive environmental improvement targets for our facilities and, since 2002, cut energy use and carbon emissions by nearly one-third and water consumption and hazardous-waste generation by more than 40 percent.

By eliminating environmental waste and conserving resources, we have saved millions of dollars in cost, making our products more competitive in the market.

In the past few months, Boeing sites in Charleston, S.C., Huntsville, Ala., and Philadelphia have joined Salt Lake City in eliminating solid waste sent to landfills. This indicates that these manufacturing sites are improving processes and operating efficiently. This month, The Boeing Company is set to receive an ENERGY STAR Partner of the Year award from the U.S. Environmental Protection Agency for our ongoing commitment to protecting the environment through energy efficiency in our internal operations.

Environmental improvements have played a major role in our recent business successes. Sales of the 787 Dreamliner and 747-8 are the result of responding to customer demands for cleaner, more fuel-efficient airplanes. A key component of our P-8A Poseidon and KC-46A tanker wins involved responding to Defense Department requests for airplanes that can be operated and maintained using fewer toxic chemicals.

This month, thousands of Boeing employees will participate in Earth Day projects around the world, many aimed at protecting natural resources and improving performance at our operations—



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— Mary Armstrong

Vice president, Boeing Environment, Health and Safety

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just a snapshot of the many environmental achievements we see throughout the year from Lean+ events, supplier collaboration, Green Team efforts, volunteerism and more. (Read about a Boeing Green Team, at the Wichita, Kan., site, on Page 43.)

It’s exciting how Boeing leverages our environmental performance to create a market advantage for our products. None of this would be possible without the energy, enthusiasm and expertise of people throughout the company in finding ways—both big and small—to generate continuous environmental improvements.

Earth Day is now in its fourth decade of inspiring awareness and encouraging participation in the appreciation and protection of our planet. I participated in the first Earth Day by walking to school instead of riding the bus. Little did I know how much that early experience would come to be so meaningful to me personally and professionally.

Every day, people throughout Boeing make both small and large contributions to improve our environmental performance. Like other indicators of a healthy business, continuous environmental improvements ensure our place as the global leader in aerospace technology. ■