

A message from

**Kelly Ortberg**

President and Chief Executive Officer

RESTORING TRUST TOGETHER

Team,

Kelly

Working together to rebuild our culture is perhaps the most important change we can make as a company. As you might have heard me say, this is more than a slogan or poster on the wall — it's fundamental change to get us back to the values that once defined Boeing.

In my conversations with our teammates, I've consistently heard that you're ready to get involved and be part of the solution. We all have an important voice in shaping our culture, and we need everyone to join this effort.

This week, we sent out our [confidential employee survey](#) focused on improving our workplace and culture. I encourage everyone to spend a few minutes filling it out. The results will be shared with leaders as well as your managers to drive actionable changes within your teams based on your direct feedback.

Our recently formed global Culture Working Group will also utilize the survey findings as we redefine our values and behaviors. This team includes dozens of employees at all levels in organizations across our company. While they make progress, I'll meet with smaller employee focus groups to share their work and get real-time feedback.



As I continue to visit our sites, meet with, and listen to many of you, I've emphasized with our leaders the importance of getting closer to the work happening in our factories and labs so we can hear your ideas and better understand your challenges. In recent weeks, I've had great conversations with teammates in India, Australia and in Europe on improving our culture and finding new ways to collaborate across the company.

I believe my job is to make it easier for everyone to do theirs — and there's nothing more important than creating a culture where we're all working together. While it will take time and a concerted effort, when we get it right, our culture will be the reason for our success.

Restoring trust together,

*Kelly*