



## **Safety & Quality Plan Progress Update**

Boeing's Safety & Quality Plan focuses on improvements with actions that align to four focus areas: elevating our safety and quality culture, investing in workforce training, simplifying manufacturing processes and plans, and eliminating defects. The plan also outlines Key Performance Indicators (KPIs) to continuously monitor and manage the health of our production system.

Boeing's Safety & Quality Plan is on track with progress showing tangible improvements. Key highlights include:

### **Elevating Safety & Quality Culture**

- Addressed over 70% of action items in commercial airplanes production based on employee feedback during Quality Stand Down sessions.
- Implemented Employee Involvement Teams across Airplane Programs and Fabrication, to bring teammates from different work disciplines together to raise and solve issues, ask questions, and offer assistance.
- Invested in improvements to the Speak Up system to strengthen confidentiality and keep employees who submit reports informed of the status and resolution of their report.
- Implemented "move ready" criteria across Final Assembly for the 737, 787 and portions of 767 and 777 to manage traveled work and mitigate risk.
- Created and filled a new position of Human Factors Functional Chief Engineer.

### **Investing in Workforce Training**

- Conducted mandatory Product Safety and Quality Training for all employees.
- Strengthened training for mechanics and quality inspectors with an enhanced support system, including workplace coaches, peer trainers, and skill enhancement centers.
- Added hundreds of hours of new curriculum to training programs, including quality proficiency, Safety Management System (SMS) Positive Safety Culture, and critical skills.
- Enrolled more than 2,500 employees in our new Foundational Training Center.

### **Simplifying Processes and Plans**

- Instituted new random quality audits of documented removals in high frequency areas to ensure compliance to process.
- Mapped and prepared thousands of governance documents and work instructions for revision.
- Released initial simplified installation plans into 737 production.
- Updated "stamping" system for mechanics and quality inspectors to display employee names on stamps for completed work.

### **Eliminating Defects**

- Significantly reduced defects in 737 fuselage assembly at Spirit AeroSystems by increasing inspection points at build locations and implementing customer quality approval process.



- Piloted tool control centralized ownership in targeted 737 and 787 final assembly areas to improve compliance and reduce tool loss.
- Developed embedded management and metrics for FOD (foreign object debris) prevention in critical work areas.
- Fully implemented a new Work in Process (WIP) system and procedure in 737 and 787 final assembly that tracks and secures parts for manufacturing work that is not yet complete to prevent loss or improper use.

Boeing will continue to implement improvements in each of the four focus areas in the new year. As part of that effort, we'll continue to provide updates to the FAA, our customers and to the public at <https://www.boeing.com/strengthening-safety-and-quality>