

Boeing Defence UK Limited
Section 172(1) Statement
for the year ended 31 December 2022

Registered number: 01290439

Boeing Defence UK Limited

Section 172(1) statement

Section 172(1) of the Companies Act 2006 requires that a director of a company must act in the way that they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

- a. the likely consequences of any decision in the long term,
- b. the interests of the Company's employees,
- c. the need to foster the Company's business relationships with suppliers, customers and others,
- d. the impact of the Company's operations on the community and the environment,
- e. the desirability of the Company maintaining a reputation for high standards of business conduct, and
- f. the need to act fairly as between members of the Company.

The directors of Boeing Defence UK Limited (BDUK) believe that, individually and together, they have acted in the way they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole, having regard to the stakeholders and matters set out in s172(1)(a–f) of the Companies Act 2006 in the decisions taken during the year ended 31 December 2022.

a. the likely consequences of any decision in the long term,

The Boeing Company sets out the group's values, policies and processes and the principles of good governance to which all Group subsidiaries must follow. Decisions affecting a subsidiary are required to be taken in line with these policies and with the engagement of the Business Unit management teams, including in accordance with applicable delegations of authority, and in accordance with applicable law. The Company provides services in support of the following Boeing Business Units and Functional Overhead Teams:

- Boeing Commercial Airplanes (BCA)
- Boeing Defence Space and Security (BDS)
- Boeing Global Services (BGS)
- Boeing Capital (BCC)

All decisions that affect current or future contracts are discussed with appropriate levels of Business Unit management to ensure they align with their Long Term Strategic Objectives.

The President of Boeing Global, previously called Boeing International, (all non-US legal entities) sits on the Boeing Group's Executive Council and is responsible for ensuring that International entities are aligned to the Group's objectives.

The Company's board acting in conjunction with senior business unit leadership ensures that the Company is aligned to the Group's international objectives.

The Boeing Company's businesses each produce a Long Range Business Plan, a financial forecast for the current year and financial projections for the next five years that considers Orders, Revenue, Earnings and Cash. The directors of the Company review and provide input towards the Long Range Business Plan. The directors are responsible for considering both current and future risks and opportunities. In so doing the directors consider a variety of matters including the interests of various stakeholders, the consequences of their decisions in the long term and the long-term reputation of the Company and its businesses.

b. the interests of the Company's employees,

Colleague engagement is critical to our success and to ensure the long term sustainability of delivering the innovation needed to solve our customers' complex challenges. We work to create a diverse and inclusive workplace where every employee can reach their full potential and be at their best. We engage with our people to ensure we are delivering to their expectations, supporting wellbeing and making the right business decisions.

Boeing Defence UK Limited

Our employees are kept informed about what is happening across the business through emails, our intranet and news portal, leadership all-hands meetings and briefings. Employees are encouraged to ask questions, speak to their management and share their views through all of these channels and through periodic employee surveys, the results of which are reviewed by the Board and Senior Leadership to inform decision making and implement improvement action plans delivered by individual managers tailored to meeting the interests of our employees.

Following the onset of the COVID-19 pandemic in 2020 the Company initiated an Incident Management Team to respond to issues arising from the pandemic with a strategic importance on ensuring the safety and wellbeing of its employees whether they are working from home or in the workplace. The Company provided flexibility to its employees through allowing Company equipment to be used from home where required and introducing additional safety procedures and protocols within the workplace in line with or exceeding government requirements. As the pandemic matured during 2021 the Company started to look towards returning to the workplace and have created new policies and procedures designed to allow employees greater flexibility through the introduction of hybrid working patterns that will provide employees an enhanced work-life balance as we move towards the new normal. Hybrid working will ensure that Boeing offices are seen as a setting to collaborate with colleagues, customers and suppliers in a face-to-face environment whilst maintaining the benefits our employees have enjoyed whilst working from home to maintain a productive and positive work life balance.

The Company continues its focus on Gender, Equity, Diversity and Inclusion (GEDI) and TBC published its second Public Report in 2022. To improve open and honest communications across the enterprise TBC launched a focus on Seek, Speak and Listen habits aimed at all employees to improve business outcomes and create stronger teams. The Company also prepares and publishes its Gender Pay Gap reporting and the directors use this data to develop strategies for enhancing all aspects of GEDI. All of these Boeing focus areas are supported, adopted and implemented by the directors of the Company.

The company is also promoting diversity through Boeing Resource Groups which are focused on providing opportunities for employees to meet and collaborate such as BWIL (Boeing Women In Leadership) which is helping to foster positive outcomes for our female colleagues or BEPA the Boeing Employees Pride Alliance

We offer an extensive range of professional development and career enhancing learning opportunities delivered internally within The Boeing Company and heavily subsidised training for learning opportunities with external education partners. Furthermore, our employees and their families have unlimited access to a confidential, independent employee assistance program, that offers the support of a professional who are trained to help with life's difficulties.

The Company has a continuing policy of giving disabled people full consideration for all job vacancies for which they offer themselves as suitable applicants. Wherever practical the Company maintains the employment of those employees who become disabled and offers appropriate training. In the UK, the Company meets the requirements of the Disability Discrimination Act 1995.

c. the need to foster the Company's business relationships with suppliers, customers and others

Suppliers

Our external supply chain and our inter-company suppliers are vital to our performance. We engage with them through performance reviews, face-to-face meetings and integrated project teams to build trusting relationships from which we can mutually benefit and to ensure they are performing to our standards and conducting business to our expectations.

The directors recognise that our suppliers who are classified as Small to Medium sized Enterprises (SME's) are often dependent on large organisations like Boeing to manage their cash flow, as a result the directors have been focused on maintaining prompt payment to all suppliers in accordance with the government's requirements to report on payment practices and performance.

We apply a structured and professional competitive process to all procurement activity.

Boeing Defence UK Limited

Customers

Focusing on the needs of our customers is critical to the success of our business. We collaborate and innovate with our customers to improve product performance and drive value through continuous dialogue. Our primary customer is the UK Government Ministry of Defence. Strong and collaborative relationships with our principal customer helps us to identify its requirements and to help position the Company as a trusted provider.

The directors and Senior leaders of BDUK regularly meet with their UK Government Ministry of Defence counterparts to discuss strategy, new opportunities, new technologies and day-to-day operational requirements including adherence to customer Key Performance Indicators. We also support the Ministry of Defence's Supplier Relationship Meetings which conduct a thorough and in-depth review of performance on each Platform/Program supported by the business.

Others - End Users

Our end users are often members of the UK's Ministry of Defence and Armed Forces. We work very closely with the people who use our products and services, in many instances alongside them at their facilities or bases. The quality of our products and services, the safety and security of those using them, and the reliability and responsiveness of our teams to rectify issues quickly is important.

Others - Shareholders

The Company is 100% owned by The Boeing Company. The directors work to ensure that Business Unit management have a strong understanding of our strategy, performance, ambition and culture. This is achieved through:

- regular reporting of financial performance;
- joint customer visits by local and divisional management;
- representation at senior divisional and cross-geographical leadership teams; and
- delegation of authority

Others - Governing bodies and regulators

We engage with national governments, agencies, key politicians and regulators to ensure that we can provide appropriate input on policy and ensure local engagement and investment. It is important to have regular dialogue with those that impact the regulations which can influence our business.

An example of this engagement is demonstrated through the announcement by Scottish First Minister Nicola Sturgeon in October 2021 of The Newton Flight Academy at Glasgow Science Center. The new Boeing-supported academy will be a permanent classroom used to teach students aviation-related STEM (science, technology, engineering and math) concepts. This opened in spring of 2022, the academy has been made possible through funding from Boeing.

d. the impact of the Company's operations on the community and the environment,

The directors recognise the importance of leading a company that not only generates value for shareholders but also contributes to wider society. We recognise that our operations have an impact on the environment – from the energy and resources we use, to the products we supply and the waste that we generate. As an organisation, The Boeing Company is committed to reducing the environmental impact of our operations and products, minimising our environmental footprint and, in turn, decreasing our operational costs.

Boeing recognises climate change is a fundamental global challenge, and as we enable people to move freely across the planet we recognise the need to reduce the impact of flying. We are reducing carbon emissions and using resources efficiently through innovative solutions across our product life cycle, in our factories and at work sites.

Boeing Defence UK Limited

In addition Boeing's ecoDemonstrator program actively accelerates innovation by taking promising technologies out of the lab and testing them in the air to solve real-world challenges for airlines, passengers and the environment. The ecoDemonstrator aircraft made a visit to Glasgow ahead of the UN COP26 summit where world leaders came to the city to tackle climate issues.

<https://www.boeing.com/principles/environment/ecodemonstrator>

Boeing's Global Environment Report includes our Global 2025 Strategy for Environmental Leadership and metrics and targets for emissions, water and electricity consumption and waste reductions.

<https://www.boeing.com/principles/sustainability/annual-report/index.page>

At a local level we are committed to building positive relations with the communities in which we operate. We support communities and groups, local and relevant to our operations, in a variety of ways including fundraising (some funds are eligible for company matched giving) and volunteering.

We form long-term strategic partnerships with national and regional charities, prioritising the needs of veterans and their families, workforce readiness development and STEM as well as nourishing local communities connected with individual company sites across the UK and Ireland. Each year Boeing invests with community partners, to support programmes, resourcing, initiatives and staff costs that make a real difference to the communities in which we live and work.

e. the desirability of the Company maintaining a reputation for high standards of business conduct

The Boeing Company recognises the importance of being a leader in business conduct, which enables us to maintain stakeholder trust, improve business success and instil confidence in our customers and end users in our products. The Boeing Company expects all employees to adhere to The Boeing Values.

<https://www.boeing.com/principles/values.page>

All employees of The Boeing Company and its affiliates are expected to act in accordance with the requirements of policies, including the Code of Conduct, at all times. This reduces the risk of compliance failure and facilitates our talent management goals.

Detailed information on the Boeing group-wide business conduct processes and policies are described in The Boeing Company's Annual Report.

<https://investors.boeing.com/investors/financial-reports/default.aspx>

f. the need to act fairly as between members of the Company,

The company only has one member, The Boeing Company. During the year there was no actual or potential conflict between the interests of its member and the Company.

Boeing United Kingdom Limited

Section 172(1) Statement

for the year ended 31 December 2022

Registered number: 04355070

Boeing United Kingdom Limited

Section 172(1) statement

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The directors of Boeing United Kingdom Limited believe that, individually and together, they have acted in the way they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole, having regard to the stakeholders and matters set out in s172(1) (a–f) of the Companies Act 2006 in the decisions taken during the year ended 31 December 2022.

a. the likely consequences of any decision in the long term,

TBC sets out the group's values, policies and processes and the principles of good governance to which all Group subsidiaries must follow. Decisions affecting a subsidiary are required to be taken in line with these policies and with the engagement of the Business Unit management teams, including in accordance with applicable delegations of authority, and in accordance with applicable law.

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b. the interests of the Company's employees

Colleague engagement is critical to our success and to ensure the long-term sustainability of delivering the innovation needed to solve our customers' complex challenges. We work to create a diverse and inclusive workplace where every employee can reach their full potential and be at their best. We engage

Boeing United Kingdom Limited

with our people to ensure we are delivering to their expectations, supporting wellbeing and making the right business decisions.

Our employees are kept informed about what is happening across the business through emails, our intranet and news portal, leadership all-hands meetings and briefings. Employees are encouraged to ask questions, speak to their management and share their views through all of these channels and through periodic employee surveys, the results of which are reviewed by the Board and Senior Leadership to inform decision making and implement improvement action plans delivered by individual managers tailored to meeting the interests of our employees.

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c. the need to foster the Company's business relationships with suppliers, customers and others,

Suppliers

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The directors recognise that our suppliers who are classified as Small to Medium sized Enterprises (SME's) are often dependent on large organisations like Boeing to manage their cash flow, as a result

Boeing United Kingdom Limited

the directors have been focused on maintaining prompt payment to all suppliers in accordance with the government's requirements to report on payment practices and performance.

We apply a structured and professional competitive process to all procurement activity.

Customers

Our customers are solely inter-company with TBC being the primary customer to whom we provide a range of goods and services. We work closely with our internal business partners to ensure that the goods and services provided and performed by the Company are focused on meeting their needs to a high degree of quality, safety and productivity to support the ongoing success of their business.

Others - Shareholders

The Company is 100% owned by TBC, the Directors work to ensure that Business Unit management have a strong understanding of our strategy, performance, ambition and culture. This is achieved through:

- regular reporting of financial performance;
- reviews by local and divisional management;
- representation at senior divisional and cross-geographical leadership teams; and
- delegation of authority.

Others - Governing bodies and regulators

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d. the impact of the Company's operations on the community and the environment,

The directors recognise the importance of leading a company that not only generates value for shareholders but also contributes to wider society. We recognise that our operations have an impact on the environment – from the energy and resources we use, to the products we supply and the waste that we generate. As an organisation, TBC is committed to reducing the environmental impact of our operations and products, minimising our environmental footprint and, in turn, decreasing our operational costs.

Boeing recognises climate change is a fundamental global challenge, and as we enable people to move freely across the planet we recognise the need to reduce the impact of flying. We are reducing carbon emissions and using resources efficiently through innovative solutions across our product life cycle, in our factories and at work sites.

In addition Boeing's ecoDemonstrator program actively accelerates innovation by taking promising technologies out of the lab and testing them in the air to solve real-world challenges for airlines, passengers and the environment. The ecoDemonstrator aircraft made a visit to Glasgow ahead of the UN COP26 summit where world leaders came to the city to tackle climate issues.

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Boeing United Kingdom Limited

At a local level we are committed to building positive relations with the communities in which we operate. We support communities and groups, local and relevant to our operations, in a variety of ways including fundraising (some funds are eligible for company matched giving) and volunteering.

We form long-term strategic partnerships with national and regional charities, prioritising the needs of veterans and their families, workforce readiness development and STEM as well as nourishing local communities connected with individual company sites across the UK and Ireland. Each year Boeing

invests with community partners, to support programmes, resourcing, initiatives and staff costs that make a real difference to the communities in which we live and work.

e. the desirability of the Company maintaining a reputation for high standards of business conduct

TBC recognises the importance of being a leader in business conduct, which enables us to maintain stakeholder trust, improve business success and instil confidence in our customers and end users in our products. TBC expects all employees to adhere to The Boeing Values.

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f. the need to act fairly as between members of the Company.

The Company only has one member, TBC. During the year there was no actual or potential conflict between the interests of its member and the Company.

Boeing Commercial Aviation Services Europe Limited

Section 172(1) Statement

for the year ended 31 December 2022

Registered number: 08186759

Boeing Commercial Aviation Services Europe Limited

Section 172(1) statement

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- b. the interests of the Company's employees,
- c. the need to foster the Company's business relationships with suppliers, customers and others,
- d. the impact of the Company's operations on the community and the environment,
- e. the desirability of the Company maintaining a reputation for high standards of business conduct, and
- f. the need to act fairly as between members of the Company.

The directors of Boeing Commercial Aviation Services Europe Limited believe that, individually and together, they have acted in the way they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole, having regard to the stakeholders and matters set out in s172(1)(a–f) of the Companies Act 2006 in the decisions taken during the year ended 31 December 2022.

a. the likely consequences of any decision in the long term,

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The President of Boeing Global, previously called Boeing International, (all non-US legal entities) sits on the Boeing Group's Executive Council and is responsible for ensuring that International entities are aligned to the Group's objectives.

The Company's board acting in conjunction with senior business unit and functional leadership ensures that the Company is aligned to the Group's international objectives.

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b. the interests of the Company's employees,

Colleague engagement is critical to our success and to ensure the long-term sustainability of delivering the innovation needed to solve our customers' complex challenges. We work to create a diverse and inclusive workplace where every employee can reach their full potential and be at their best. We engage with our people to ensure we are delivering to their expectations, supporting wellbeing and making the right business decisions.

Boeing Commercial Aviation Services Europe Limited

Our employees are kept informed about what is happening across the business through emails, our intranet and news portal, leadership all-hands meetings and briefings. Employees are encouraged to ask questions, speak to their management and share their views through all of these channels and through periodic employee surveys, the results of which are reviewed by the Board and Senior Leadership to inform decision making and implement improvement action plans delivered by individual managers tailored to meeting the interests of our employees.

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The directors recognise that our suppliers who are classified as Small to Medium sized Enterprises (SME's) are often dependent on large organisations like Boeing to manage their cash flow, as a result the directors have been focused on maintaining prompt payment to all suppliers in accordance with the government's requirements to report on payment practices and performance.

We apply a structured and professional competitive process to all procurement activity.

Boeing Commercial Aviation Services Europe Limited

Customers

The primary customer for the Company is The Boeing Company who through the Boeing Global Services business unit manage the external customer relationships and contracts. The company interfaces with end customers to provide the frontline services to airlines locally in the UK on behalf of The Boeing Company. The Company works closely with our internal business partners to ensure that the goods and services provided and performed by the Company are focused on meeting their needs to a high degree of quality, safety and productivity to support the ongoing success of their business and the impact to the end customer.

Others - Shareholders

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