

***—Not for Public Release Until Posted by Senate Committee—***  
**Written Testimony of Robert K. Ortberg**  
**Senate Committee on Commerce, Science & Transportation**  
**April 2, 2025**

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Thank you, Chairman Cruz, Ranking Member Cantwell, and Members of the Committee, for inviting me to testify and for your willingness to work with us as we make fundamental changes to our company to restore trust and return The Boeing Company to the iconic American manufacturer it used to be.

Since joining Boeing over six months ago, I have appreciated the opportunity to hear from many of you, and I am committed to continuing to work transparently with our regulators and Congress.

Last month, on March 10, marked the six-year anniversary of the tragic loss of passengers and crew members on Ethiopian Airlines Flight 302. I know many victims' family members, as well as those from Lion Air Flight 610, are here today. I want to extend my condolences for the painful loss of their loved ones on our aircraft and offer my pledge to make the necessary changes so this never happens again.

Boeing has made serious missteps in recent years – and it is unacceptable. In response, we have made sweeping changes to the people, processes, and overall structure of our company. While there is still work ahead of us, these profound changes are underpinned by the deep commitment from all of us to the safety of our products and services.

This commitment to aviation safety goes well beyond Boeing. We play a crucial role in the U.S. economy and national security, as evidenced by the U.S. Air Force's recent selection of Boeing to build the world's first sixth-generation fighter jet – the F-47. As the nation's largest exporter, Boeing has helped support 1.8 million American jobs and contributes \$84 billion annually to the U.S. economy. It all depends on us getting this right.

I appreciate the opportunity today to provide the Committee with an update on the actions we have taken, the results we are seeing, and the ongoing work we are doing to strengthen our safety and quality, which are fundamental to our leadership in aerospace.

For over a year, we have been working with the FAA on implementing recommendations from the Aircraft Certification, Safety, and Accountability Act of 2020 Section 103 expert review panel, which this Committee was instrumental in creating.

Boeing is implementing a robust Safety Management System, a framework built on proven aviation industry best practices, to proactively identify and manage safety risks that may impact our commercial and defense products. We submitted our plan to the FAA ahead of schedule and have a strategy to fully implement well ahead of the required deadline.

Under the close oversight of the Department of Transportation and FAA leadership, we are implementing our Safety and Quality plan and directly addressing the findings from the FAA's special audit with a focus on four major work areas, including reduction of defects, enhancing employee training, simplifying processes and procedures, and elevating our safety and quality

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culture. Many aspects of this plan came from our employees, who generated over 26,000 improvement ideas, which we continue to evaluate and implement in support of strengthening safety and quality. The impact of our efforts is already evident to our airline customers based on their feedback about the improved quality of our aircraft.

Culture is perhaps the most predominant change we are making as a company. We are aligning our culture and our incentives with the values everyone expects from Boeing – safety, quality and integrity. That starts with our leadership – me included – spending more time listening and learning from our employees, working to restore trust, and holding leadership accountable. I moved to Seattle because I believe our leadership needs to get closer to the people designing and building our aircraft.

As part of securing Boeing’s future, we took actions in recent months to improve our financial position and completed contract negotiations with our unionized production workforce in Washington and Oregon. We also expect to finalize the acquisition of Spirit AeroSystems later this year, which is key to delivering for our commercial and defense customers and will help improve overall performance and quality.

Looking forward, Boeing continues to invest in innovation and manufacturing to remain competitive globally. This includes investments in advanced combat aircraft manufacturing, maintenance facilities and parts, commercial manufacturing, and new product development, all of which will power the nation’s economy.

I have confidence in our plan because I believe in the dedication of our more than 160,000 employees – 85% of whom are based in the U.S. – and our nearly 10,000 suppliers across the country. From Texas to Washington, Missouri to California, Arizona to South Carolina, and Kansas to Pennsylvania, these are hardworking men and women building our products.

No one is more committed to turning our company around than our team. Working together, we are focused on connecting the world, protecting our freedoms, and supporting our economy.

In closing, I want to reiterate my thanks to Chairman Cruz, Ranking Member Cantwell, and Members of the Committee. I look forward to taking your questions.

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