



2023 SUSTAINABILITY REPORT



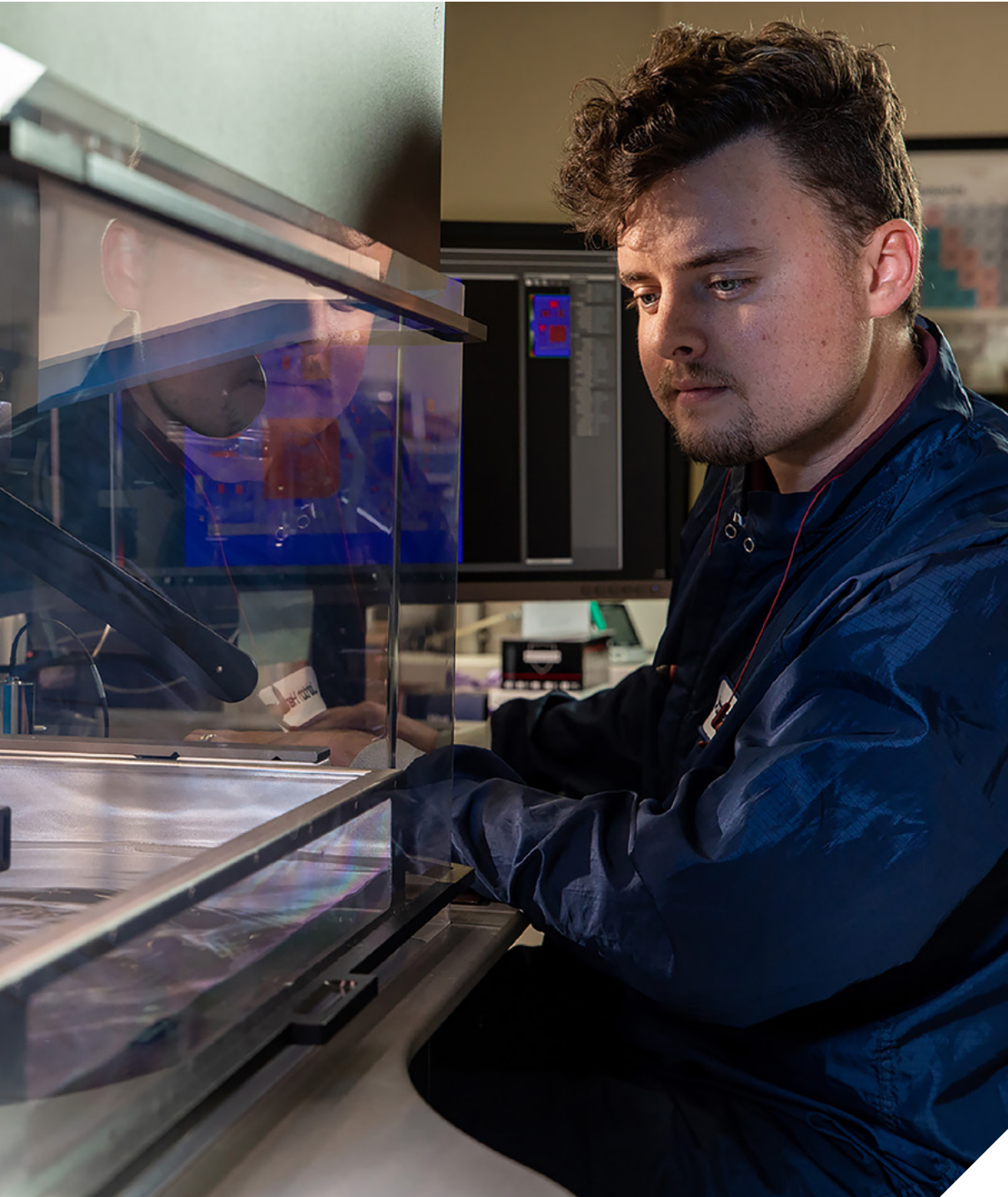


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APPROACH

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GOVERNANCE

ENVIRONMENTAL

SOCIAL



A MESSAGE FROM THE CEO

Amidst rapidly changing geopolitical and business environments, our commitment to a culture of innovation remains strong. Technological advancements have shaped who we are, and our story continues to unfold.

Our Trusted Disruptor strategy is clear—we strive to deliver innovative, resilient, mission-critical solutions for U.S., allied and partner national security needs. As we continue to execute that strategy, we must conduct our business in a way that protects future generations through our operations and our impact on our communities.

In 2023, we continued to make progress toward a sustainable future. Across the enterprise, we invested in numerous innovative initiatives. Examples include:

- Our Elm Branch Solar Farm in Texas helped us exceed our greenhouse gas (GHG) emission reduction target of 30%.
- We executed four renewable energy contracts—one at our San Diego, California, site to install a solar carport to address approximately 95% of the site’s electrical load and three offsite solar projects in Rochester, New York to address around 50% of the electrical load for five of our locations.

🔥 We must conduct our business in a way that protects future generations through our operations and our impact on our communities. 🔥

- We received the prestigious 2023 Texas Environmental Excellence Award from the State of Texas for improving water efficiency within Alodine rinse water tanks at our Greenville, Texas, site.
- We built a condensate recovery system at one of our Greenville, Texas, paint hangar bays and collected 800,000 gallons of water in just the first few months of operation.

At L3Harris, we recognize that we achieve goals together, and our company performs best, when our employees feel included, connected and committed to their work. Last year we implemented several programs to further embed this mindset into our workplace culture, including creating two new Employee Resource Groups and an LGBTQ+ Self-ID program. We also launched DE&I Champions, an inaugural learning program, enabling employees to build on their DE&I skillsets and behaviors.

We remain steadfast in ensuring that our political activities follow our policy to conduct business ethically, transparently and in compliance with law.

This past year, we enhanced our oversight and compliance procedures related to political activities and established a new webpage to serve as a central repository for our political advocacy, lobbying and political contribution disclosures.

Our values of integrity, excellence and respect will continue to guide us in driving positive change. As part of our approach to continuous improvement, we have reevaluated our environmental, social and governance focus areas and are working to more fully integrate them into our larger sustainability strategy. Together, we remain committed to making measurable strides toward a more sustainable future for generations to come.



Christopher E. Kubasik

CHRISTOPHER E. KUBASIK
Chair and Chief Executive Officer

ABOUT L3HARRIS

L3Harris Technologies is the Trusted Disruptor in the defense industry. With customers’ mission-critical needs always in mind, our dedicated employees deliver end-to-end technology solutions connecting the space, air, land, sea and cyber domains in the interest of national security.


L3Harris operates as a leading global defense technology company with four well-positioned segments: Space & Airborne Systems, Integrated Mission Systems, Communication Systems and Aerojet Rocketdyne^[1]. Through our partnerships in national security and U.S. ally endeavors, we aim to protect everyday life by securing freedom and extending peace around the globe in every domain. L3Harris customers include departments and agencies of the United States (U.S.) government, foreign governments and other large defense contractors.

Headquartered in Melbourne, Fla. and publicly traded on the New York Stock Exchange (Symbol: LHX), L3Harris strives to be a leader in the market and drive change around the world. Our values of **INTEGRITY**, **EXCELLENCE** and **RESPECT** are integrated throughout the L3Harris business and influence all of our actions and decisions.

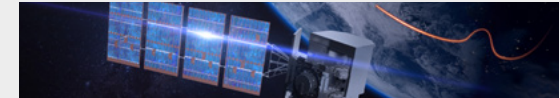
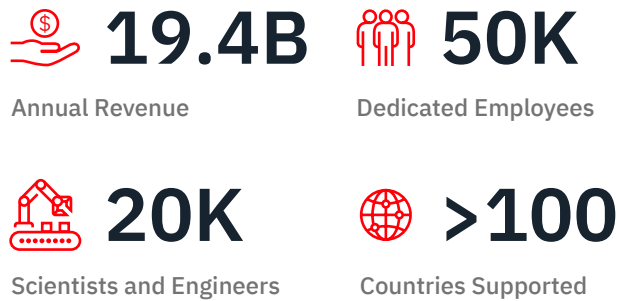
[1] Aerojet Rocketdyne (AR) was acquired on July 28, 2023. L3Harris has included all relevant data where possible and will continue to fully integrate the segment. The Sustainability Report will note where AR data is not included.

Transparency Approach

The L3Harris Sustainability Report provides the Environmental, Social and Governance (ESG) program and strategy information to all stakeholders. Aligned with various distinguished frameworks provided by the Global Reporting Initiative (GRI), the Aerospace and Defense standards for the Sustainability Accounting Standards Board (SASB) and the Task Force for Climate Related Financial Disclosures (TCFD), our report promotes and emphasizes transparent written and data disclosures. L3Harris initiatives, programs and business strategies also support the United Nations Sustainable Development Goals (UN SDGs).

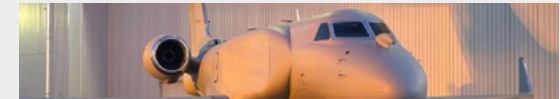
 See the [GRI/SASB/TCFD/UN SDG Index](#) for our 2023 disclosures.

L3HARRIS AT A GLANCE



SPACE & AIRBORNE SYSTEMS

Space and Airborne Systems is a leading provider of full mission solutions as a prime and subsystem integrator in the space, airborne and cyber domains. We provide top-tier capabilities in the design, development, integration, production and sustainment of major weapons systems for national security, civil government, and international customers.



INTEGRATED MISSION SYSTEMS

Integrated Mission Systems is a leading developer and integrator of mission systems in the air, land and sea domains. We deliver top-tier capabilities in the design, development, integration, production and sustainment of intelligence, surveillance and reconnaissance (ISR), passive sensing and targeting, electronic attack, autonomy, power and communications, networks and sensors for national security and international customers.



COMMUNICATION SYSTEMS

Communication Systems enables warfighters across all domains with solutions critical to mission success even in the most contested environments. We are a leading provider of resilient communications solutions for U.S. Department of Defense (DoD), international, federal and state agency customers.



AEROJET ROCKETDYNE


Aerojet Rocketdyne is a leading provider of propulsion, power and defense armament products and systems to the U.S. government, including the DoD, National Aeronautics and Space Administration (NASA) and major aerospace and defense prime contractors.




2023 HIGHLIGHTS


GOVERNANCE


 AI policy development and release

 100% employees trained on anti-corruption


ENVIRONMENTAL


 Water reduction target progress (3% exceeded)


 Signed new renewable energy contracts resulting in four solar projects


 Climate and Water Risk Management Plan (CWRMP) updated

SOCIAL

 Expanded EHS audit program to include third-party auditors

 Two new ERGs

 Launched voluntary LGBTQ+ Self-ID

 Supplier Code of Conduct update



STAKEHOLDER ENGAGEMENT

Our commitment to being a trusted partner to our customers, suppliers, employees and communities informs our strategies and business decisions. Protecting society for future generations is key to the way we do business. By maintaining a holistic view of our operations, our roles in society and our impact on our communities we take part in the sustainability of our environment.

In 2023, L3Harris partnered with a third-party firm to conduct an updated, formal materiality assessment. Our process involved inputs from external stakeholders, including customers, communities, investors and various L3Harris leaders and employees. Through interviews, surveys and other engagements, we gained meaningful insights that will steer our ESG program and strategy while shaping leadership and long-term outcomes.

L3Harris will continue to evaluate, review and update our strategies as needed and assess appropriate timing for conducting our next materiality assessment.



STAKEHOLDER GROUP	ENGAGEMENT CHANNELS	KEY TOPICS
Employees	Comprehensive employee surveys, working groups, Employee Resource Groups (ERGs), intranet, emails, e-newsletters	<ul style="list-style-type: none"> Corporate governance Human capital Diversity, equity and inclusion Workplace health and safety Data privacy and cybersecurity
Customers	Meetings, virtual and in-person trade shows, regular interaction with government officials and regulators, contractor meetings, customer service feedback	<ul style="list-style-type: none"> Business ethics Anti-corruption Sustainable products/services and packaging materials
Suppliers	Sales meetings, conferences, forums	<ul style="list-style-type: none"> Supply chain Business ethics Human rights Conflict minerals All environmental topics
Community	Meetings with community partners, volunteer events	<ul style="list-style-type: none"> All environmental topics Community engagement Diversity, equity and inclusion
Investors	Earnings calls, shareholder and analyst meetings, publication of financial results and presentations, participation in ESG ratings	<ul style="list-style-type: none"> All topics including but not limited to: lobbying and political advocacy, all environmental topics and corporate governance
Industry Peers	Involvement in industry associations	<ul style="list-style-type: none"> Supply chain All environmental topics Diversity, equity and inclusion

NOTE: The table above provides examples of key engagement methods with main stakeholder groups but is not an exhaustive list.



FOCUS AREAS

Excellence and transparency steer our ESG journey and drive the improvement of our strategy, reporting and programs along with our stakeholder engagement initiatives. L3Harris manages various ESG issues, and this 2023 Sustainability Report addresses the key ESG topics, impacts and opportunities relevant to our defense business and our diverse internal and external stakeholder groups. L3Harris focuses and reports on key issues by understanding and prioritizing the ESG topics in which our business has the greatest impact.

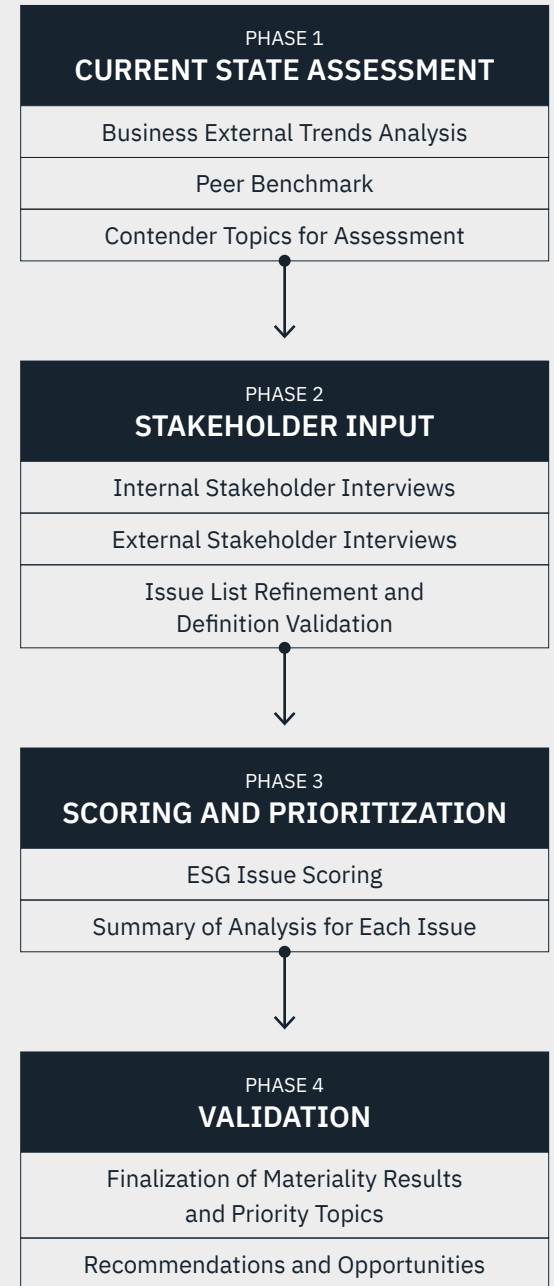


L3Harris’ initial 2020 materiality assessment informed our ESG program’s focus areas, initiatives and subsequent disclosures. In 2023, we partnered with a leading sustainability firm to evaluate our materiality approach to locate areas of new risks and opportunities. Our 2023 materiality assessment process incorporated various external stakeholders to augment our stakeholder outreach and align our comprehensive methodology with GRI’s definition of “material” and materiality principles.

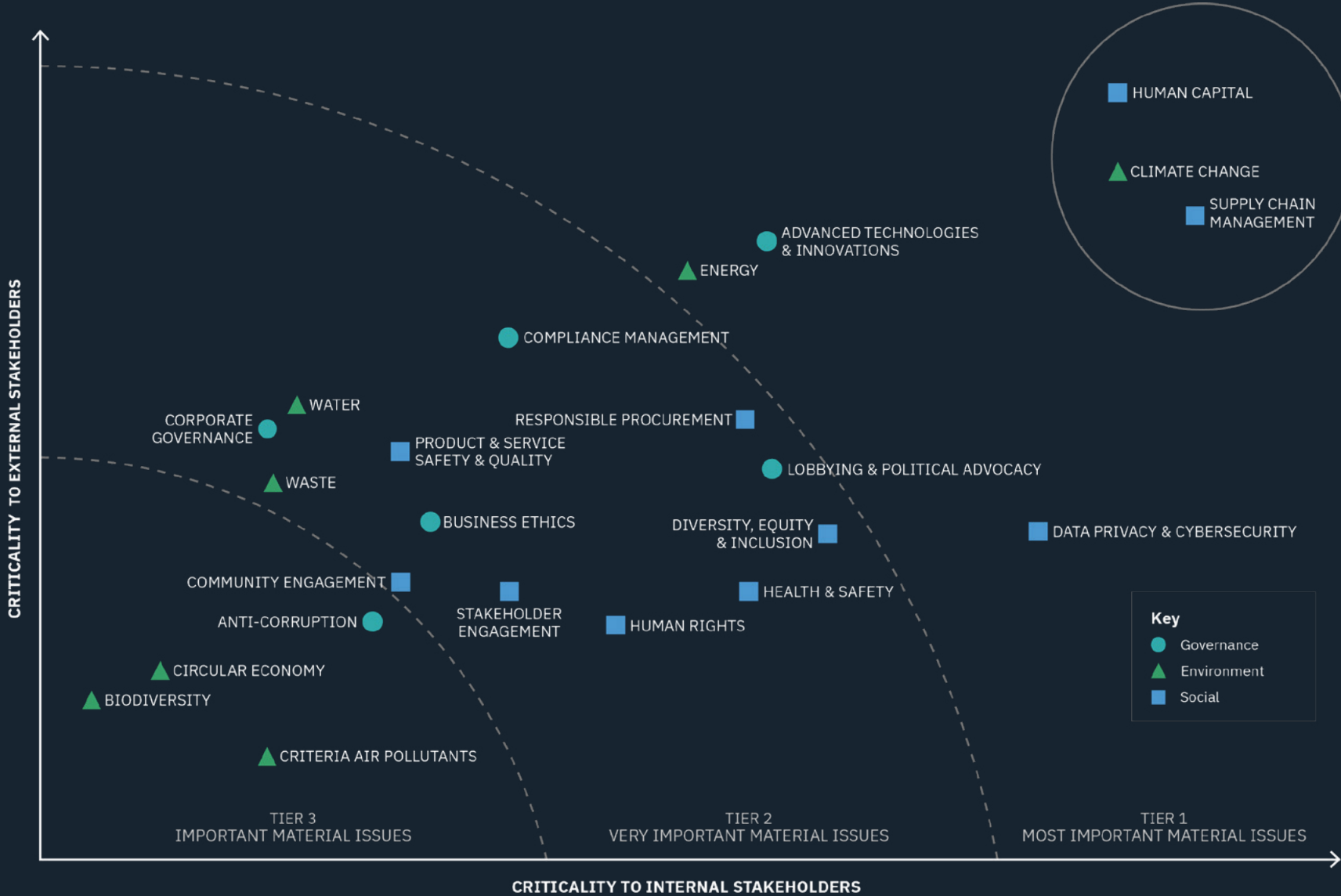
We began our process by identifying initial topics based on a diverse range of external sources and the larger industry’s current state. The various sources included ESG agencies such as Sustainalytics; MSCI; International Shareholder Services (ISS) and S&P Global; established ESG frameworks from GRI, SASB and TCFD; public peer disclosures; voluntary and mandatory ESG requirements and multiple industry and ESG trends reports. The initial topics list consisted of 23 topics which were prioritized based on the relative impacts, risks and opportunities discussed during multiple internal and external stakeholder interviews.

Based upon the ESG insights from investors, community stakeholders and employees and our quantitative scoring methodology, we created a finalized material topic list to inform our future ESG strategy, program and initiatives. This list is organized by internal and external importance in a materiality assessment matrix located on [page 9](#).

Materiality Assessment Process



Materiality Assessment Matrix



NOTE: Criteria air pollutants does not include greenhouse gas emissions.

APPROACH

GOVERNANCE

- > CORPORATE GOVERNANCE
- > BUSINESS ETHICS
- > ANTI-CORRUPTION
- > LOBBYING AND POLITICAL ADVOCACY
- > ADVANCED TECHNOLOGY AND INNOVATION

ENVIRONMENTAL

SOCIAL



CORPORATE GOVERNANCE

Management Approach

GRI 2-9, GRI 2-11, GRI 2-12

L3Harris is dedicated to sound corporate governance that will improve the production of long-term, sustainable shareholder value and enable us to be accountable and responsive to all our stakeholders. Leading this effort, the L3Harris Board recognizes the importance of aligning business and sustainability efforts to deliver on this commitment. It is comprised of 14 directors elected annually by our shareholders, all of whom are independent except for our Chair and Chief Executive Officer (CEO). Both positions are held by one responsible party.

As our highest governance body, the Board maintains oversight of ESG programs, activities related to environmental sustainability, health and safety, political advocacy and lobbying, DE&I, the development and implementation of our corporate strategy, action plans, management policies and performance objectives, both through its committees and as a full Board. The Nominating and Governance Committee of the Board monitors and takes appropriate action regarding strategic issues and trends relating to environmental, social and governance efforts and corporate citizenship and responsibility that could affect our operations, financial performance or public image, and the Audit Committee of the Board assists the full Board in overseeing our ethics and business conduct program.

Our directors collectively possess a diverse mix of backgrounds, skills and experience. We feature diversity criteria in Board nominations and selection as well as other details on our Board Committees and Nominating and Governance Committee on page 8 of our 2024 Proxy Statement. More information on our current Board leadership structure, including our Chair, CEO and Lead Independent Director roles can be found on [page 13](#).

GRI 2-13, GRI 2-14, GRI 2-17

The Vice President (VP) of Global Operations regularly briefs our CEO on ESG-related issues, and our CEO oversees the implementation of our ESG strategy. Our Board receives frequent updates regarding ESG-related risks and opportunities from the ESG Steering Committee. To maintain efficient management and promote performance across our material ESG topics, we have also created committees and groups across the organization as seen in the ESG Management Structure on the next page.

GRI 2-10, GRI 2-15

It is the responsibility of the Board to approve nominees who stand for director elections. Qualified individuals are identified and recommended for elections to the Board by the Board Nominating and Governance Committee based on professional experience and alignment with other personal criteria documented in the L3Harris Corporate Governance Guidelines.

To provide shareholders with a voice in director elections, we outline a process to recommend or make director nominations in the 2024 Proxy Statement on page 9.

The Board of Directors undertakes an annual self-evaluation overseen by the Nominating and Governance Committee and each individual committee also conducts annual self-evaluations. The Board of Directors undertakes an annual self-evaluation through the Nominating and Governance Committee and each individual committee. The Corporate Governance portion of our ESG website contains our Director Independence Standards and Corporate Governance Guidelines, which guide Board conduct.

We value diverse leadership and employees throughout the organization, from our facilities to the Boardroom. Different viewpoints, backgrounds, experiences and personal characteristics, including age, gender and gender identity, sexual orientation, ability, race and ethnicity, enable us to remain agile and innovative. See our 2023 Diversity, Equity and Inclusion Annual Report to learn more about our DE&I strategies, practices and accomplishments.

 [2024 Proxy Statement](#)

 [ESG Website](#)

 [2023 Diversity, Equity and Inclusion Annual Report](#)



ESG Management Structure

NOMINATING AND GOVERNANCE COMMITTEE	BOARD OF DIRECTORS
<ul style="list-style-type: none"> ▪ Ultimate responsibility for ESG strategy ▪ Annual oversight of ESG/Sustainability disclosures 	

ESG STEERING COMMITTEE
<ul style="list-style-type: none"> ▪ Accountable for ESG goals <p>Key Executives Including:</p> <ul style="list-style-type: none"> ▪ CEO: Provides Board of Directors updates on ESG-related risks and opportunities ▪ Chief Financial Officer ▪ Chief Human Resources Officer ▪ General Counsel ▪ VP, Global Operations: Briefs CEO

ESG WORKING GROUP
<ul style="list-style-type: none"> ▪ Management and executive-level members representing various departments ▪ Harmonizes ESG programs ▪ Operational responsibility for implementation and tracking of Board decisions and day-to-day management of enterprise-wide ESG issues

Enterprise Risk Management

Guided by the Committee of Sponsoring Organizations (COSO) framework, the L3Harris Enterprise Risk Management (ERM) process identifies and assesses our top risks, across all functions and business areas. This includes any material risks related to climate and other ESG topics. The process is Board-approved and overseen by the CEO and Senior Executives. The ERM process is also reviewed by our Audit Committee to identify any risks and to ensure they are being properly handled. Our Chief Ethics and Compliance Officer chairs the ERM Committee which includes executive leadership and representatives from each business segment and major function. Risks are reviewed and ranked by the ERM Committee by evaluating the impact the risk may pose on our global business, risk trends and the likelihood of risk occurrence, current mitigation measures in place to deter the risk and how rapidly the risk could realize. Following ERM Committee alignment the risks are then incorporated, along with mitigation plans, into strategic planning by the CEO and executive leadership. Risks are reviewed and included in the site Business Continuity Plan as appropriate. Our Board annually reviews the top enterprise risks and mitigation plans and focuses on each risk in more detail throughout the annual Board cycle.

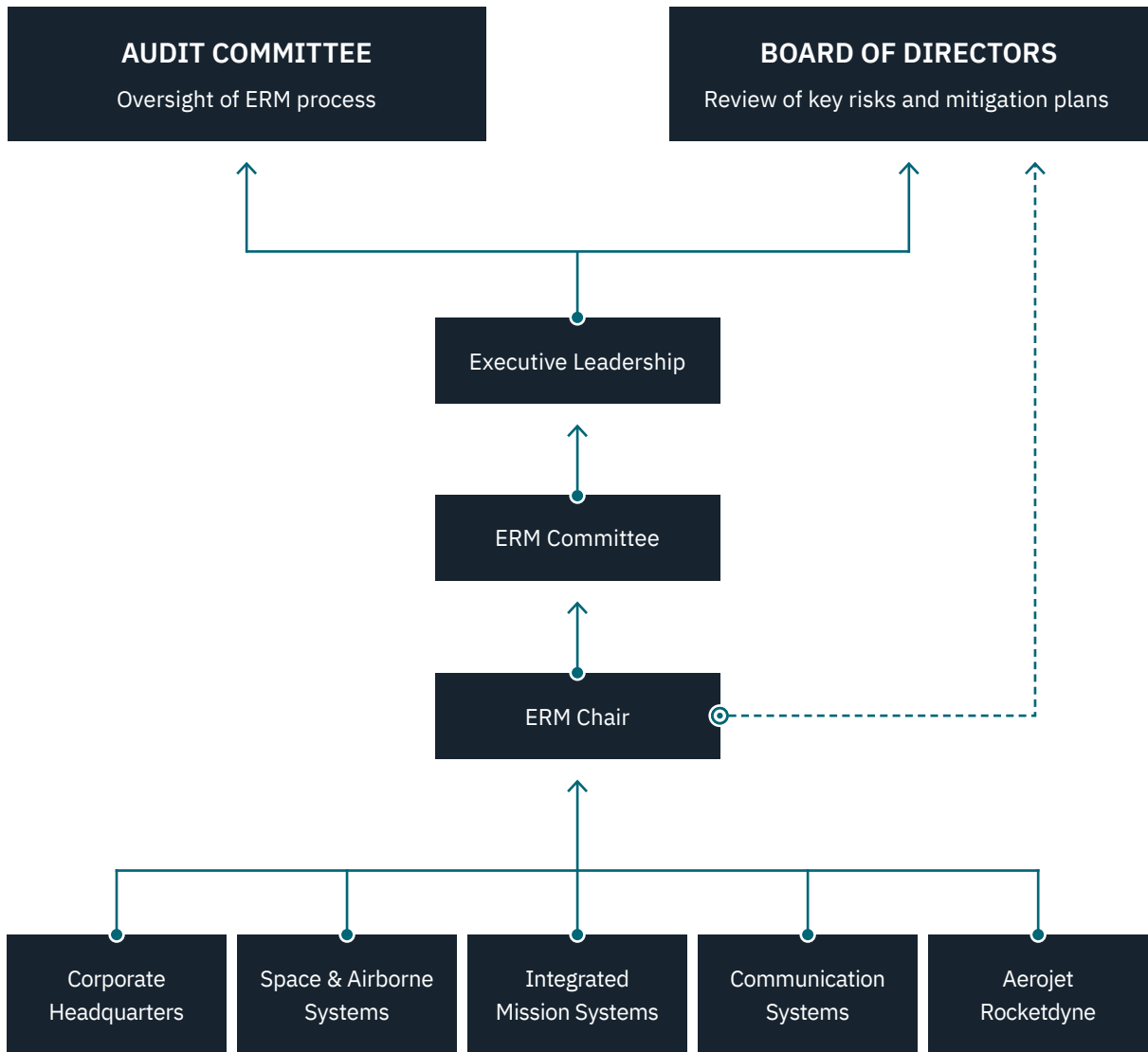
Established in 2021, the L3Harris Business Resilience Program enhances the organization’s risk management practices. Functional and segment leaders serve as delegates on the Business Resilience Council (BR Council), which reports to the Business Resilience Management Team (BRM). Along with L3Harris senior leadership, the BRM team oversees the Business Resilience Policy.

The Business Resilience Policy drives the governance and implementation of business continuity processes and procedures. The policy outlines the Business Continuity Plan (BCP) requirements to allow mission-critical business processes to continue, as well as the development of threat and vulnerability assessments and Business Impact Analyses (BIAs). The BR Council ranked all active L3Harris sites into three tiers of criticality which will be reviewed and updated regularly so we remain vigilant against emerging risks.

In 2023, the L3Harris Business Continuity Function Leads reviewed and updated BIAs per the two-year review period of the Business Resilience Policy, and BIAs for Tier 1 sites were developed in 2022–2023. Testing of the plan through an “exercise” was conducted and action plans to address site-specific risks were developed, communicated and reviewed by multiple levels of leadership including the BR Council. Metrics have been defined to show the improvement of the site business continuity program. L3Harris has initiated the next phase of this process and will be assessing selected Tier 2 sites.



ERM Governance and Risk Oversight



We will develop a Business Resilience program roadmap in 2024 to incorporate the Aerojet Rocketdyne Segment into the L3Harris Business Resilience program.

GRI 2-16

Anyone wishing to communicate with members of our Board may send an email to the intended recipient(s) c/o our Corporate Secretary at corporate.secretary@l3harris.com, or may write to the intended recipient(s) c/o Corporate Secretary, L3Harris Technologies, Inc., 1025 West NASA Boulevard, Melbourne, Florida 32919.

GRI 2-18

For information about our Board and Committee Self Evaluations, see our 2024 Proxy Statement, page 20.

GRI 2-19

For information about our remuneration policies for Board members and senior executives, see our 2024 Proxy Statement, pages 30 and 37.

GRI 2-20

For more information about the management of our remuneration policies, see our 2024 Proxy Statement, page 37.

GRI 2-21

For more information about our CEO pay ratio, see our 2024 Proxy Statement, page 75.

 [2024 Proxy Statement](#)

BUSINESS ETHICS

Management Approach

GRI 2-23, GRI 2-24, GRI 2-26, GRI 406-1, SASB RT-AE-510A.3

The L3Harris Ethics and Compliance (E&C) program is designed to support leadership at all levels with operating our business in accordance with our Values and Code of Conduct. With oversight by the Board of Directors, the goal is to drive accountability of our actions and empower employees to meet or exceed legal requirements. This year, our leaders emphasized a strong “Tone from the Top” by raising awareness of our commitment to an ethical workplace and placing an emphasis on how we perform to ensure we remain a trusted partner with our customers and communities for years to come.

A key component of the E&C program is to have confidential and anonymous reporting options for stakeholders, particularly employees, to report potential misconduct. L3Harris uses a third-party to manage our Helpline, which includes a phone number and website. In addition, we leverage our more than 140 employees located at various locations across the globe which we refer to as Ethics Advisors. Ethics Advisors are dual-hatted employees who have been trained and equipped

to support leaders and employees at their respective local facilities, to navigate the resources available to them when faced with an ethical dilemma and to foster a values-based approach.

To help ensure employees are provided an ethical workplace, as shown in the pyramid on the [next page](#), L3Harris maintains Ethics and Compliance Review Boards (ECRBs) at corporate headquarters (CHQ) and each segment of the business. ECRBs are governance committees comprised of senior leaders in various functions that ensure all allegations are thoroughly investigated, by one of our full-time trained E&C investigators, and consistently and promptly adjudicated with corrective actions, when necessary, in accordance with company policy.

🗨️ Upholding the most ethical standards is a top priority for L3Harris, not only to drive long-term value but to continue to build and maintain trust with all our stakeholders. 🗨️

Scott T. Mikuen, Senior Vice President, General Counsel and Secretary, L3Harris



L3HARRIS VALUES

INTEGRITY

Accountable, ethical, honest

EXCELLENCE

Flawless execution, customer-focused, innovative

RESPECT

Safe and sustainable, community-minded, inclusive





Values and Governance

Our values of Integrity, Excellence and Respect are at the heart of everything we do and inspire our team members around the globe. Additionally, our values set the foundation to which we are all accountable. Our annual, all-employee pledge to never compromise our values to achieve business objectives, helps us instill the highest standards of performance and behavior.

Ethics Survey

L3Harris takes our commitment to Excellence seriously. In April 2023, we conducted an all-employee ethics survey to assess workplace culture, identify areas of risk and support continuous improvement of the E&C program. More than 60% of L3Harris employees participated in the survey. With the acquisition of Aerojet Rocketdyne, we extended the ethics survey to those 5,000 employees in October 2023 to ensure that we have comprehensive results and input from all of our employees. By comparing our overall results with our prior survey in 2020 and the Defense Industry Benchmark, we have identified areas for improvement at corporate, segment and local facility levels, and have developed and initiated plans based upon these results to improve our ethical culture.

- L3Harris is an active member of the Defense Industry Initiative (DII) on Business Ethics and Conduct, whose mission is the continued promotion and advancement of a culture of ethical conduct in every company that provides products and services through government contracting.

L3Harris expects the highest level of ethical standards
Report all observations of misconduct immediately

1-877-532-6339
www.L3HarrisHelpline.com
24/7 – 365 days a year

SCAN QR CODE FOR ACCESS TO THE HELPLINE

ETHICS WEEK | SEPTEMBER 11-15, 2023 | L3HARRIS

ETHICS WEEK
SEPTEMBER 11-15, 2023

“ How we perform matters ”

ACT ask consider take action
VALUES-BASED ETHICS



Our annual ‘Ethics Week’ is designed to raise awareness about living our values.

Ethics Week

L3Harris held our annual Ethics Week event in 2023 on September 11–15. This year, over 18,000 voluntary participants joined nearly 20 leaders across the business to discuss the importance of ethics in the workplace. These leader-led discussions allowed L3Harris employees to engage with leaders through open dialogue and discuss best practices for maintaining an ethical workplace. In addition, the week was filled with various promotions including leadership messaging, Ethics Advisor tables with materials and giveaways, online compliance games, and posters/tent cards.

Training

All L3Harris employees, leaders, officers and directors must abide by the company’s Code of Conduct and are required to complete various E&C training including Code of Conduct, trade compliance and sexual harassment. E&C-related training is administered quarterly for all employees and translated into the core L3Harris languages. In 2023, 100% of L3Harris employees completed their E&C training on time.

For new hires or managers, nearly 6,000 employees completed one-hour live trainings called ‘Working to a Higher Standard’ or ‘Leading to a Higher Standard’. These courses are used to set expectations, for both employees and managers, as to how L3Harris aspires to operate and provides resources to obtain support when faced with an ethical dilemma.

Reporting

GRI 2-25

L3Harris does not tolerate any actions that violate our Code of Conduct, policies or the law. We encourage all employees to report any misconduct via supervisors, Ethics Advisors, Human Resources, Legal and subject matter experts or through our third-party Helpline website or toll-free phone number if they wish to report anonymously. Our Helpline and toll-free phone number are available in all jurisdictions where L3Harris operates and can be accessed by external entities and suppliers. In 2023, we received 1,676 total reports, including allegations and inquiries, with a reporting rate of 3.2 per 100 employees.

Ethics Reports

In 2023, we conducted over 650 investigations by our trained professionals, many of whom have former government experience. Primary corrective actions taken for the substantiated investigations included 96 dismissals, 65 disciplines, 58 coaching, counseling or training sessions and 46 other actions such as process or policy improvements and third-party reconciliations. We have a strict non-retaliation policy for any report submitted in good faith. After the investigations were completed, all named reporters were then contacted through a Reporter Experience Survey to determine if anyone had experienced retaliation as a result of filing a report and took appropriate action if needed.

 [Code of Conduct](#)

ETHICS WEEK

 **18K**

employee attendance in leader sessions

 **60+**

Ethics Advisor tables

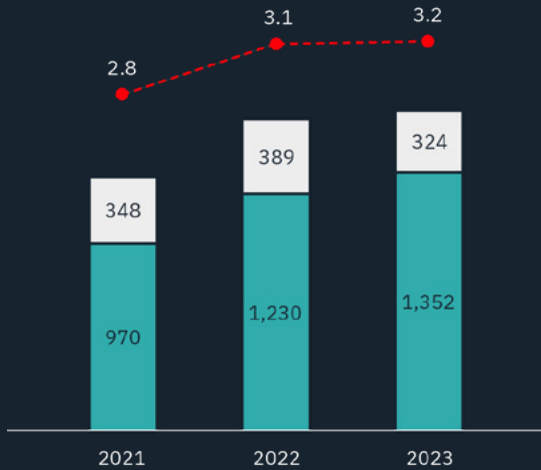
 **1.5K**

employee participation in on-line compliance games



ETHICS REPORTS

■ INQUIRIES ■ ALLEGATIONS ● REPORTING RATE (PER 100 EMPLOYEES)



Updated data from last year’s Sustainability Report to remove Conflict of Interest disclosures and to include Aerojet Rocketdyne to more accurately reflect reporting.

Corporate Policies and Procedures

L3Harris has formalized a structured process and governance model for the development, approval and management of corporate policies and procedures. The process is governed by the Corporate Policy Review Board (PRB), a committee of functional subject matter experts nominated by their function. Corporate policies are reviewed, at a minimum, every 2 years to ensure relevance and accuracy with material revisions approved by the cognizant functional Vice President. Revisions to policies and procedures are communicated to employees through various training and communications.

In 2023, a cross-functional team developed an Artificial Intelligence (AI) Policy to address the growing accessibility and integration of AI. This policy will ensure the company adopts responsible development and use of AI, in alignment with L3Harris values.

Suppliers

At L3Harris, we strive to maintain the highest ethical principles, norms and standards without compromising our values of integrity, excellence and respect. Our suppliers play a critical role in upholding this commitment and we expect all supply chain partners to adhere to the best practices and guidelines for the economy, human rights and environment. To establish a strong supplier group, the L3Harris Supply Chain team follows a robust screening process that reviews critical performance and ethics criteria.

When joining the L3Harris Supply Chain, all suppliers are required to contractually agree to conduct business fairly, impartially, responsibly and ethically through our General Provisions of Purchase. L3Harris also requires all suppliers to annually recommit to conducting business pursuant to the best ethical practices, including continued compliance with all rules and regulations and contractual requirements. We engage with our suppliers in multiple languages to ensure that our expectations are fully understood. L3Harris maintains strong oversight of our suppliers to ensure that they operate ethically and compliantly. By engaging suppliers in multiple languages to reinforce our expectations and reevaluating their practices annually, L3Harris maintains a strong connection and oversight of the ethical and compliant operations throughout our supply chain.

L3Harris also provides a Supplier Code of Conduct to which all suppliers must adhere. This code details the values and expected business standards our suppliers must follow, or act in accordance with, to maintain approval status with L3Harris. In 2023, L3Harris reevaluated, analyzed and updated our Supplier Code of Conduct to ensure compliance with current laws and regulations while maintaining alignment with our internal ethics program and appropriate human rights and employee commitments. For more information on how we optimize our supply chain, see the [Supply Chain Management](#) section.

 [Supplier Code of Conduct](#)



ANTI-CORRUPTION

Management Approach

L3Harris is committed to conducting business in an ethical and transparent manner, including complying with anti-corruption laws in countries in which we operate, such as the U.S. Foreign Corrupt Practices Act, the UK Bribery Act and the Canadian Corruption of Foreign Public Officials Act.

Our best-in-class Anti-Corruption Compliance Program reflects the hallmarks of an effective compliance program that include a commitment from senior management, a clearly articulated anti-corruption policy, board and senior management oversight, risk assessment, training, continuous improvement, third-party due diligence, pre-acquisition due diligence and post-acquisition integration, among others.

These hallmarks are then operationalized into Compliance Guidance and Training, Risk Assessment and Monitoring, Third-Party Risk Management and Business Courtesies elements that work together to prevent, detect and mitigate corruption in L3Harris' business transactions.

A compliance program must be viewed as a continually changing program that is updated based on new risks and periodically reviewed for effectiveness. In addition to day-to-day management of anti-corruption compliance, our dedicated corporate, as well as segment anti-corruption compliance professionals, tirelessly collaborate to focus on continuous improvement.

The following are highlights of our continuous improvement efforts in 2023:

- Enhanced the gathering of data related to engaged third-party intermediaries through the implementation of a new platform. Enhancements provide better metrics and reporting capabilities across functions.
- Implemented a new anti-corruption training course for third-party intermediaries that decreases training completion time by 70%.
- Assessed and updated over 40% of anti-corruption related policies and procedures in the 2023 calendar year cycle to improve transparency and to reduce guidance misinterpretation.
- Streamlined self-assessment process by eliminating 32% of questions to better align with emerging risk areas.
- Increased cadence of professional development training sessions on anti-corruption related topics to reinforce existing policies and procedures awareness while focusing on identified areas of risks during the annual risk assessment.

GRI 205-1, GRI 205-2

STAKEHOLDER GROUP	PERCENTAGE
Business Segments Assessed for Corruption Risks	100%
Employees That Received Policies and Procedures	100%
Business Partners ^[1] That Received Policies and Procedures	100%
Employees Trained ^[2]	100%
Business Partners ^[1] Trained	100%

[1] Includes new and renewed Business Partners with agreements executed in 2023. All Business Partners are notified of anti-corruption policies and procedures and are trained every three years on recognizing and avoiding corruption in our business transactions.

[2] Anti-Corruption training is provided in multiple formats. Annual training is provided as part of the Code of Conduct training to all employees. Anti-Corruption training is also provided every three years to all employees with targeted role-based anti-corruption training provided in intervening years to identified Gatekeepers.

Not applicable to Aerojet Rocketdyne, with an exception to the Code of Conduct training.



LOBBYING AND POLITICAL ADVOCACY

Management Approach

National security is at the core of our mission and the customers we serve. To promote this security, L3Harris actively works to educate policymakers about our core values and solutions to meet our customers' mission-critical needs across space, air, land, sea and cyber domains. L3Harris has a Political Advocacy Policy governing all political advocacy, lobbying and contributions by or on behalf of L3Harris at Federal, state and local levels. We work to foster transparency by incorporating stakeholder input when developing our political activity disclosures. Under the direction of the VP of Government Relations, the L3Harris Government Relations team is charged with managing political lobbying and contributions made by or on behalf of the company. The VP reports directly to the CEO, and activities are overseen by the Nominating and Governance Committee of the Board. The company's CEO and Senior Executives also receive frequent briefings on lobbying efforts, as warranted by legislation or other lobbying updates.

GRI 415-1

We have created an employee Political Action Committee (PAC) in compliance with all federal laws. It is governed by the L3Harris PAC Board, whose members are appointed by the CEO and include executives representing our business segments. The L3Harris PAC is funded entirely by voluntary personal contributions from eligible employees and is the sole method L3Harris uses to make political contributions.

All L3Harris PAC contributions are made on a nonpartisan basis and based on a candidate's positions on issues in support of L3Harris, our employees and our shareholders. The L3Harris PAC undergoes annual audits and reports findings to the L3Harris PAC Board, our CEO and the Audit Committee of L3Harris' Board.

All L3Harris PAC contributions and lobbying activity are disclosed to the Federal Election Commission (FEC) and applicable state reporting portals in accordance with federal and state laws governing political contributions. These reports can be found posted on our website. L3Harris also maintains memberships with industry and other associations in support of our strategic business objectives. These entities support our efforts to stay informed on issues impacting our industry, ensure we are participating in critical discussions alongside our peers and have access to unique industry resources. Our website provides a listing of the major associations L3Harris supports, along with information about the portion of dues that each association uses for lobbying purposes.

[Political Activities](#)



ADVANCED TECHNOLOGY AND INNOVATION

Management Approach

Our technology and capabilities are driven by our customers, employees and the changing world around us. Using our proven technologies, customers can make efficient and informed decisions while our employees are engaged and challenged to push past the boundaries of the industry. As an organization, we understand that our products have major impacts on the lives of the people we serve and strive to consistently meet and exceed expectations through our products and services.

L3Harris continues to leverage an internal Program Management Gate Process and a Frontloading Process to continually innovate our products. During the early or prototype stages of our products, engineers are prompted by these processes to consider the innovation and effectiveness of products through different characteristics such as the life cycle of materials used. Throughout the manufacturing phase of our global products, such as electronics, we ensure compliance with rules and regulations through our robust site inspection process for the safety and mitigation of hazardous risks. We pride ourselves on innovation and developing with partners breakthrough technologies that can lead to a more sustainable future.



WESCAM MX-10™

As imaging technologies evolve, our WESCAM MX-Series systems continue to leverage advancements in diverse optical, sensing and processing technologies—directly reducing size, weight and power requirements. The L3Harris WESCAM MX-10™ is a smaller and affordable commercial sensor system that incorporates field-proven technology with the capability to provide imaging over multiple wavebands, ensuring both day and night imaging capability over a wide range of weather conditions.

► Wildlife and Natural Resource Conservation aided by L3Harris WESCAM MX-10 Technology

Idaho-based Owyhee Air Research is at the forefront of using L3Harris aerial infrared technology in a wildlife and natural resource survey capacity. The WESCAM MX-10™ enables missions to have less impact on the wildlife they are studying, thanks to the long-distance zoom. The natural resource focus led to additional work in firefighting, using Electro-Optical/Infrared (EO/IR) technology to provide agencies with fire maps, hotspot detection and risk assessment and livestreaming for real-time reconnaissance.



SEASATS INVESTMENT

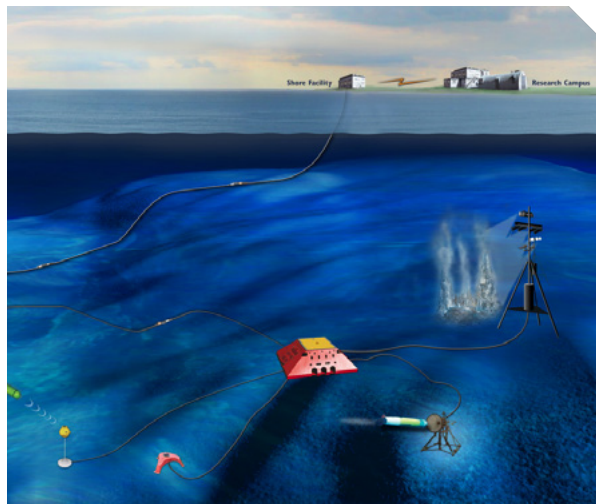
L3Harris strategically invested in Seasats, a privately-owned company involved in the design and production of low-cost, solar-powered maritime autonomous surface vehicles (ASV) for military and commercial use. This partnership has fueled collaborative development and accelerated production of Seasats' X3 micro-ASV, whose unique design and low-signature waterline make it difficult to detect by sight and radar. The X3 complements L3Harris' large and medium-sized ASV offerings with features such as stealthy performance and reliable six-month endurance in all weather conditions for a fraction of the price of current small maritime ASVs.

The X3 addition is well positioned to enhance the counter-piracy, mine clearing, intelligence, surveillance and reconnaissance, and electronic warfare solutions L3Harris already provides its customers. Seasats also serves commercial clients by pairing platforms and sensors to enable advanced hydrographic surveys, infrastructure monitoring and scientific discovery.



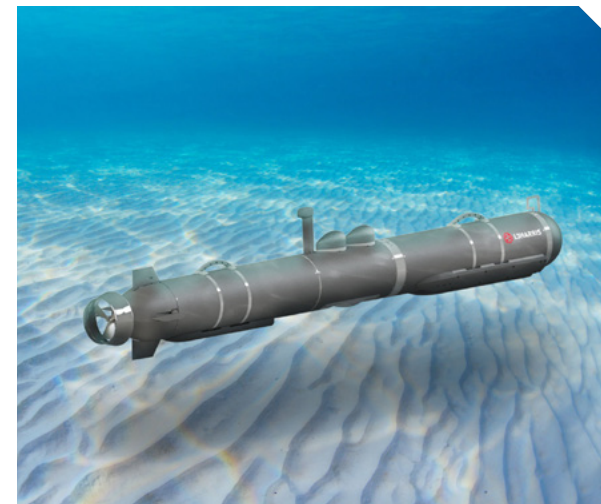
SHIELD CAPITAL PARTNERSHIP

L3Harris Technologies and venture capital firm Shield Capital formed a strategic partnership to foster emerging defense and commercial technologies that address customers' growing requirements for innovative, agile solutions that can be rapidly fielded. This effort provides seed funding in four focus areas: artificial intelligence and machine learning, space, cyber and autonomy.



CABLED OCEAN-OBSERVING SYSTEMS

L3Harris provides cabled ocean-observing cable systems to the scientific community, delivering long-life, deep-ocean power and data connectivity systems for academia, the U.S. and international navies and commercial users. Our ocean-observing cables have various applications such as undersea research, tsunami warning, renewable energy monitoring and many more. The technology employed in cabled ocean-observing systems is built on six decades of L3Harris delivering a variety of deep-ocean, long-life sensor systems that have exceeded mission requirements and expectations.



IVER 4 AUTONOMOUS UNDERWATER VEHICLE

Iver4 is a commercially developed family of low-cost autonomous underwater vehicles (AUVs), ideal for coastal applications such as sensor development, general survey work, sub-surface security, research and environmental monitoring. Iver 4 is the first ever AUV to successfully be launched and recovered from an underway undersea platform and capable of operating in contested environments where manned operations could put operators at risk. These modern AUVs are portable and feature simple "point-and-click mission" planning and autonomous operation.

🔴 Innovation is in our DNA. L3Harris supports scientific research, conservation and advanced warning for natural disasters by leveraging key technologies to advance sustainability to protect society and our environment. 🏠

Andrew Puryear, Vice President and Chief Technology Officer, L3Harris

APPROACH

GOVERNANCE

ENVIRONMENTAL

- > EHS AND SUSTAINABILITY MANAGEMENT SYSTEM
- > ENERGY AND CLIMATE CHANGE
- > WATER
- > WASTE AND HAZARDOUS WASTE

SOCIAL



EHS AND SUSTAINABILITY MANAGEMENT SYSTEM

Management Approach

We are dedicated to creating a more sustainable future for our company and the communities where we live and work. Complying with all applicable laws and regulations as a minimum, L3Harris sets higher standards and manages our risk accordingly. Our Environmental, Health and Safety (EHS) and Environmental Sustainability (EHS&S) programs—which include policies and standards, risk assessment tools and compliance assurance programs—guide our operations.

Our interests and values align with our EHS “Accept Only Zero” initiative and environmental sustainability goals as we work to meet and exceed regulatory expectations.



L3Harris evaluates and updates policies and procedures to align with ever-changing requirements and best practices. Cross-functional teams work to expand EHS&S knowledge across the enterprise.

As part of the L3Harris Environmental Sustainability Policy, locations must report relevant environmental sustainability data along with strategies in place to reduce GHG emissions, use water more efficiently and increase waste diversion. Tracked in our EHS&S Management System, this data and our 2026 environmental sustainability goals guide our business and empower our employees and executives to prioritize environmental sustainability in their daily work.

While we continue working towards our goals, we are in the process of integrating Aerojet Rocketdyne’s environmental systems and data. Once we have assessed our combined current state, we plan to disclose our integrated environmental sustainability data and announce revamped goals no later than the release of our 2024 Sustainability Report.

Our EHS system is informed by external management systems including ISO 14001:2015 and ISO 45001:2018. Fifteen of our global sites have incorporated an ISO 14001:2015 certified management system throughout their operations.

ISO CERTIFIED SITES

14001: 2015

- Barrow-in-Furness, UK
- Brisbane, AUS
- Bristol, UK
- Calzoni (Bologna), ITA
- Clifton, NJ, USA
- Crawley, UK
- Farnborough, UK
- Ft Wayne, IN, USA
- Hamilton, AUS
- Mirabel, CAN
- Portchester, UK
- Queensland, AUS
- Rochester, NY, USA
- Tewkesbury, UK
- Victoria Gardens, UK

45001: 2018

- Barrow-in-Furness, UK
- Brisbane, AUS
- Bristol, UK
- Calzoni (Bologna), ITA
- Crawley, UK
- Farnborough, UK
- Hamilton, AUS
- Portchester, UK
- Queensland, AUS
- Victoria Gardens, UK





ENVIRONMENTAL SUSTAINABILITY GOALS

 **30%**

reduction of GHG emissions (2019 baseline)

 **20%**

reduction of water use (2019 baseline)

 **75%**

solid waste diversion rate from landfill

GRI 2-27

L3Harris is committed to tracking, reporting and responding efficiently and with accurate and complete information to regulatory requirements and potential inquiries from regulatory bodies. Every L3Harris facility is required, at a minimum, to adhere to relevant national, federal, state and local regulations, directives and legal requirements, as outlined in our Environmental Compliance Policy.

We track and log instances, potential risks and fines issued for non-compliance from regulatory events, onsite visits, inspections and interactions in our incidents and measures (I&M) module. We analyze this data to determine any root causes and establish steps to act. Our internal audit process (described below) requires a follow-up on these risks in detail. All actions are entered into our Action Tracking System (ATS) and interlinked with the I&Ms module.

Internal audits are conducted on an annual basis to evaluate compliance with federal and state/local regulations as well as our own internal requirements at selected sites to identify and address potential compliance risks and gaps related to environment, health and safety. These audits are created following risk-based criteria developed by the company which include:

- requests by segment EHS leadership
- injury rates
- significant EHS injury or event
- time since last audit
- location capabilities assessment
- on-time closure of required actions flagged in the ATS from recordable injuries, regulatory agency visit actions and past corporate audits

Audits begin with facility self-assessments before further reviews are conducted by the internal audit team. The team consists of corporate EHS representatives and third-party subject matter experts qualified in EHS regulations. Results are communicated to the corporate EHS team and site-specific team members and uploaded to our EHS&S Management Software. L3Harris continues to monitor the internal audit process to increase efficiency and decrease EHS risks.

L3Harris had zero significant instances of non-compliance with environmental laws and regulations nor paid any related fines greater than \$10,000 during the 2023 reporting year^[1].

[1] Aerojet Rocketdyne is not included in the zero significant instances of non-compliance statement.

🔥 Through continued improvement, employee engagement and leadership commitment L3Harris is driving closer to zero injuries and minimizing our impact on the environment and communities in which we operate. 🏡

Byron Green, Vice President, Global Operations, L3Harris



ENERGY AND CLIMATE CHANGE

Management Approach

Addressing climate change is crucial for securing a sustainable future. At L3Harris, we maintain our commitment to reduce greenhouse gas (GHG) emissions as a pivotal element of our environmental sustainability strategy. Our approach to managing GHG emissions and energy consumption is guided by a comprehensive GHG Reporting Procedure, which is applied consistently across all our company locations globally. This procedure outlines the management process that governs our GHG emissions reduction efforts and tracks our progress toward achieving reduction targets. L3Harris has engaged an external assurance provider for third-party verification of our 2023 Scope 1 and 2 GHG emissions data in accordance with the ISO 14064-3 standard.

L3Harris has continued to make progress in reducing our GHG emissions after exceeding our original reduction target of 30% through the success of the Elm Branch Solar Farm, consolidation of our carbon footprint and energy reduction projects. L3Harris is committed to continuing our alignment with the SBTi 1.5-degree scenario (1.5C°) reduction pathway as we work to further mitigate emissions until our next long-term GHG reduction target is established. Our corporate commitments play a pivotal role in fostering collaboration throughout our business functions, segments and leadership, ensuring that we remain at the forefront of sustainability efforts.

In 2023, L3Harris saw several regulatory developments, both within the U.S. and internationally. L3Harris is actively monitoring and preparing for emerging climate change reporting requirements that will have business implications.

GRI 302-4

Our Corporate Environmental Sustainability Team collaborates across segments and functions, including but not limited to EHS, Facilities and Category Management to drive energy management initiatives throughout the organization. L3Harris continues to actively look for opportunities to reduce our energy consumption through facilities infrastructure and resiliency projects. When identifying projects, we assess their potential positive or negative sustainability impacts with our Environmental Sustainability Calculators. These calculators offer a standardized approach for estimating the environmental impacts and associated costs of infrastructure improvements such as higher efficiency HVAC systems, boilers, lighting, roof replacements, window upgrades, compressed air systems and more. The incorporation of these Environmental Sustainability Calculators enables us to create a preliminary model of how these projects might contribute to our overarching environmental sustainability objectives. In 2023, we successfully executed an additional 80 energy efficiency projects, which are anticipated to result in an estimated annual energy savings of around 6,047,845 kWh.

GRI 305-5

L3Harris has made significant progress in reducing our GHG emissions, primarily due to renewable energy. Our renewable energy sourcing strategy (pictured on [page 27](#)) enables us to systematically prioritize, identify, select and execute projects. In 2023, our renewable energy usage was 29%. A new retail contract was executed to position a site for potential renewable energy options, and we continued working on four renewable energy projects that were identified within our sourcing strategy which included continued negotiations for three community solar-type projects in NY State and executing the contract for an onsite solar project in California (see the [Highlight Story](#)). These projects are expected to be operational by 2024–2025.



Energy and Climate Data

GRI 302-1, GRI 305-1, GRI 305-2, GRI 305-4, SASB 130A.1

CATEGORY	2020 ENERGY (TERAJOULES)	2020 GHG EMISSIONS (MTCO ₂ e)	2021 ENERGY (TERAJOULES)	2021 GHG EMISSIONS (MTCO ₂ e)	2022 ENERGY (TERAJOULES)	2022 GHG EMISSIONS (MTCO ₂ e)	2023 ENERGY (TERAJOULES)	2023 GHG EMISSIONS (MTCO ₂ e)
Fuel: Diesel, Propane, Gasoline, Jet Fuel (Scope 1)	179	—	104	—	100	—	110	—
Fuel: Natural Gas (Scope 1)	585	—	581	—	605	—	606	—
Total Fuel (Scope 1)	765	43,325	685	37,789	705	39,210	715	40,150
Process and Fugitive (Scope 1)	—	49,658	—	45,407	—	32,893	—	9,638
GHG Emissions—Total Scope 1	—	92,983	—	83,196	—	72,103	—	49,788
Grid Electricity (Scope 2)	2,014	205,679	1,995	204,711	1,964	196,110	1,931	187,401
Onsite Solar Electricity Generation (Scope 2)	0	0	0.14	0	0.16	0	0.15	0
Other Direct Line Energy (Scope 2)	102	8,646	101	8,575	95	6,004	95	5,986
Reductions—Elm Branch Solar Farm (Scope 2)	0	0	-88	-14,025	-830	-108,997	-747	-96,026
Reductions—Other RECs (Scope 2)	—	—	-15	-1,533	-27	-3,567	-36	-4,301
GHG Emissions—Total Scope 2	—	214,325	—	197,729	—	89,550	—	93,061
Total Energy and GHG Emissions (Scopes 1 and 2)	2,880	307,308	2,781	280,924	2,764	161,653	2,741	142,849
GHG Intensity (MTCO₂e/\$ Total Revenue); Includes Scopes 1 and 2	—	0.000017	—	0.000016	—	0.000010	—	0.000007

CO₂e (carbon dioxide [CO₂] equivalent) = all 7 gases of the GHG Protocol (CO₂, methane [CH₄], nitrous oxide [N₂O], hydrofluorocarbons [HFCs], perfluorocarbons [PFCs], sulfur hexafluoride [SF₆] and nitrogen trifluoride [NF₃]) calculated as a common unit (metric tons [MT]) to determine equivalent global warming impact. We develop our GHG emissions inventories in accordance with the WRI GHG Protocol Corporate Standard and the International Aerospace Environmental Group (IAEG) Greenhouse Gas Reporting Guidance.

Scope 1: All direct GHG emissions including stationary combustion of fuel by L3Harris locations, mobile combustion of fuels in L3Harris operated vehicles and process and fugitive emissions, releases from stationary air conditioning units containing HFC refrigerants and SF₆ from semiconductor and/or electrical equipment at L3Harris properties.

Scope 2: Market-based indirect GHG emissions resulting from the generation of purchased electricity or other direct line energy purchases (e.g., steam). Both location-based and market-based emissions are reported in our annual CDP report.

We monitor GHG emissions data from the wholly owned and/or operated properties over which L3Harris has complete operational control in alignment with the criteria provided in the IAEG GHG reporting guidance.

L3Harris undergoes an annual process to assess any potential material data entry errors in prior year inventories in alignment with the GHG Reporting Procedure. As a result, totals presented in this report will not necessarily match past reports.

2019 is our base year, as it represents the first full year of data. The environmental sustainability data reporting period for 2023 shifted from calendar year to October 2022 through September 2023 to successfully complete GHG third-party verification prior to report publication.

Aerojet Rocketdyne is not included in the energy and climate data.



HIGHLIGHT STORY

EXPANDING RENEWABLE ENERGY

L3Harris signed four renewable energy contracts: an onsite solar carport at our San Diego location and three offsite solar projects in New York.

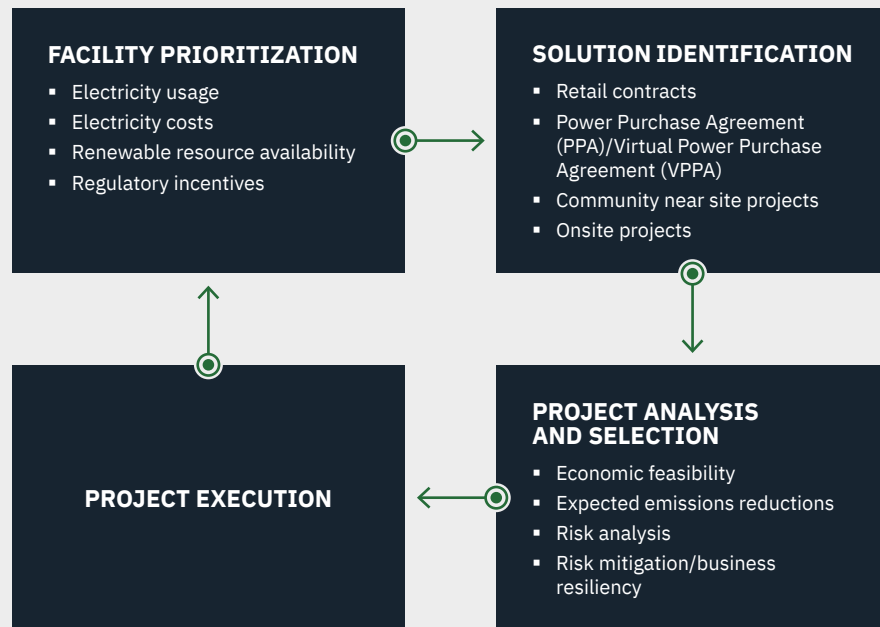
L3Harris is committed to increasing our renewable energy portfolio and reducing corporate wide emissions. In 2023, we finalized a contract for onsite solar carports at our San Diego site. Solar carports are ground-mounted solar panels that are installed above parking lots which can be oriented at the most optimal angle for sun exposure, provide shade for employees' cars, do not present the additional challenges of rooftop mounting and eliminate the need for additional land. The project will address approximately 95% of the site's electrical load and is currently scheduled to be operational in the latter half of 2025.

Additionally, L3Harris signed contracts for three offsite solar projects in the State of New York to address approximately 50% of the electrical load at five of our Rochester locations. The projects are part of the state VDER program, or Value for Distributed Energy Resources, which incentivizes small-scale solar generation. The projects are expected to become operational in 2024 and 2025.

Beyond their environmental benefits, these solar projects also serve as visible symbols of L3Harris' dedication to environmental sustainability, allowing both our employees and the local communities to witness the tangible investments we are making in renewable energy. This year we continued to benefit from the exceptional performance of the Elm Branch Solar Farm through a virtual power purchase agreement (VPPA) with partner Lightsource bp, which generated 207,533,631 kWh of clean energy and has reduced 96,026 MTCO₂e. In addition, L3Harris continues to focus on energy efficiency, energy management and real estate consolidation to reduce GHG emissions. These key strategies have yielded an annual Scope 1 and 2 emissions reduction of 18,804 MTCO₂e, contributing to a cumulative impact of a 58% reduction from the 2019 baseline.



Renewable Energy Sourcing Strategy

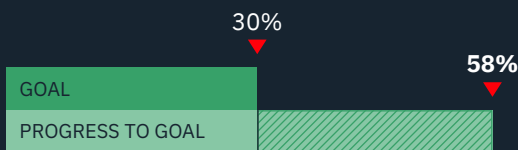




GOAL PROGRESS

 **30%**

reduction in Scope 1 and 2 GHG emissions by 2026 against a 2019 baseline



GRI 305-3

Scope 3 emissions are value chain emissions that result from a company’s actions and operations but are emitted from sources the company does not own or have direct control over. These emissions frequently constitute a significantly larger share of a company’s total emissions compared to Scopes 1 and 2. At present, L3Harris reports its enterprise-wide upstream Scope 3 emissions originating from activities related to fuel and energy (Category 3), as well as those associated with business travel (Category 6) and employee commuting (Category 7).

To comply with regulatory mandates, we include Scope 3 emissions resulting from upstream and downstream transportation and distribution, waste generated from operations, business travel and employee commuting for locations in the United Kingdom within our UK Carbon Reduction Plan (CRP). In addition, one of

our locations in the UK is conducting a Life Cycle Assessment (LCA) for a product which will provide greater insight into not only its associated Scope 3 emissions but also a range of other environmental impacts. We hope to leverage the results in future inventories and potentially assess additional products.

L3Harris continues to assess and refine our internal controls and processes pertaining to our preliminary Scope 3 GHG Inventory. In particular, to address data gaps around Categories 11: Use of Sold Products and 12: End-of-Life Treatment of Sold Products. These categories pose distinct challenges due to our extensive range of different product offerings, the intricacies and proprietary nature of our products, as well as the absence of sector-specific guidance from prominent voluntary organizations. See [page 29](#) for our Scope 3 Category Overview.

 [UK Carbon Reduction Plan \(CRP\)](#)

CATEGORY	2020 MTCO ₂ e	2021 MTCO ₂ e	2022 MTCO ₂ e	2023 MTCO ₂ e
Scope 3 Fuel- and Energy-Related Activities (Not Included in Scopes 1 and 2)^[1]	10,284	10,159	9,627	9,155
Scope 3 Business Travel^[2]	15,528	25,818	36,082	33,680
Scope 3 Employee Commuting	74,208	61,301	74,618	87,821

[1] Reported Fuel- and Energy-Related Activities emissions only include GHG emissions from transmission and distribution losses.

[2] Reported Business Travel emissions only include GHG emissions from air travel.

Aerojet Rocketdyne is not included in the Scope 3 GHG emissions data or progress to goal visual.



Scope 3 Overview

UPSTREAM CATEGORIES

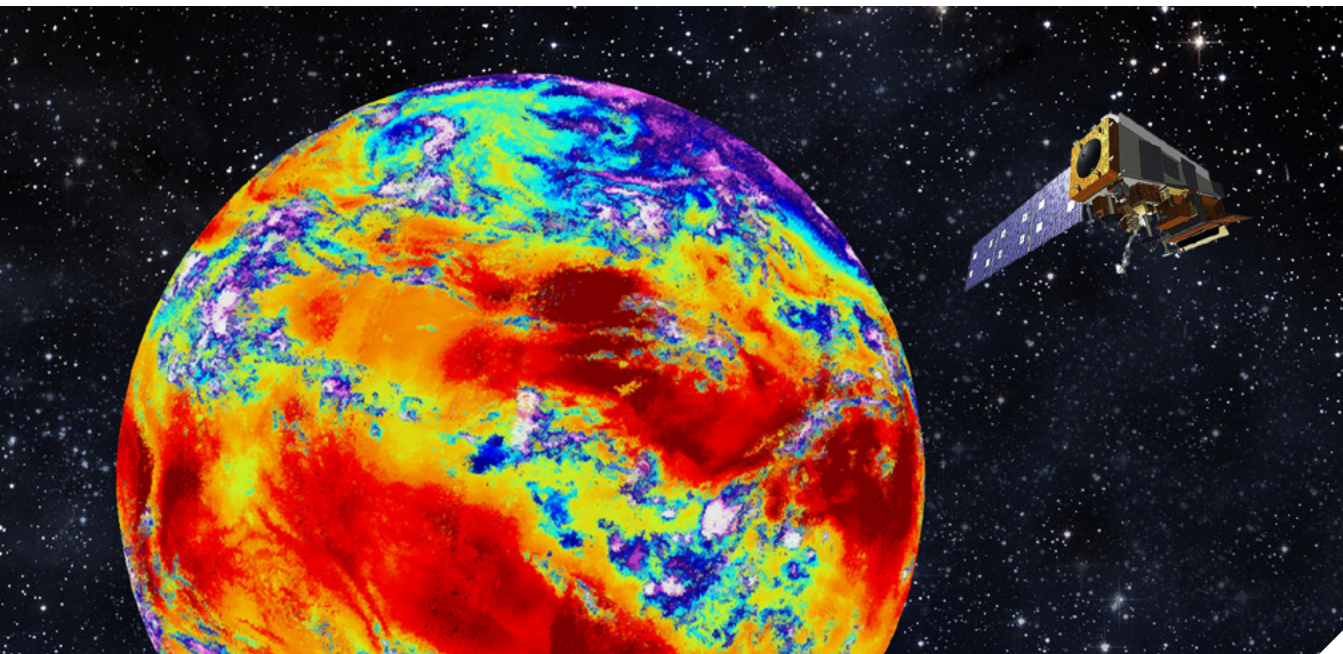


DOWNSTREAM CATEGORIES



Key

- Relevant, calculated
- - - Relevant, not calculated
- Not relevant, calculated
- Not relevant, not calculated



Climate Risk

In response to the changing climate, L3Harris actively works to identify, evaluate and manage related risks and opportunities. This year we updated our Climate and Water Risk Management Plan (CWRMP) on our biennial schedule. The CWRMP is available to L3Harris personnel and facilities, aiding in the development of site-specific emergency management and risk mitigation plans. While the plan is updated every two years, we are in the process of exploring software tools that can leverage real-time data from all our facilities, enabling more frequent and rapid assessments of potential climate change impacts on crucial resources for major L3Harris locations and operations.

The CWRMP combines climate and water risk considerations across L3Harris' operations in the United States, Canada, UK and Australia. The analysis scope within the CWRMP is determined by prioritizing the most critical locations where L3Harris operates, as identified through the Enterprise Risk Management (ERM) process. It includes an evaluation of climate science-based projections and potential associated risks linked to climate variables, including average annual temperature and precipitation, sea level rise, extreme weather events (such as extreme temperatures, heavy precipitation, hurricanes/tropical storms, severe storms and wildfires), water stress and drought.^[1] The CWRMP primarily concentrates on a high-emissions scenario (business-as-usual) and incorporates discussions of climate science scenarios aimed at limiting warming to 2 degrees Celsius or lower, when relevant.^[2]

Key risks identified in the CWRMP include extreme weather events and rising average temperatures, which according to the results of the scenarios analysis pose significant threats to our assets and operations. These climate risks can result in direct damage or ongoing stress to our facilities and infrastructure, potentially leading to equipment failures and site closures. L3Harris has taken measures to develop adaptive capacity to mitigate these risks, including infrastructure upgrades, bolstering facility structural integrity, ensuring the availability of appropriate backup power and increasing the incorporation of renewable energy sources within our overall portfolio. To keep up with the ever-changing nature of climate science and the continuous advancements in technologies aimed at mitigating climate impacts and potentially negative operational impacts, L3Harris is focused on studying the most current climate science available. For further insights into our climate change-related risks, please consult our CDP Climate Change questionnaire response.

[1] This assessment used datasets of current and projected climate parameters from the World Bank Climate Knowledge Portal, the U.S. Global Change Research Program's Fourth National Climate Assessment, Canada's Changing Climate Report, the UK's Climate Projections Report and Australia's State of the Climate Report.

[2] The specific scenarios or "Representative Concentration Pathways" (RCPs) used come from the IPCC Fifth and Sixth Assessment Reports (AR5 and AR6). The RCPs used in AR5 include RCP2.6, RCP4.5, RCP6.0 and RCP8.5. AR6 couples updated RCPs with new Shared Socioeconomic Pathways (SSPRCPs) to create more robust, higher-quality models with more context. SSP-RCPs include factors linked to climate change, such as population growth, urbanization and technological advances. The specific SSP-RCPs used in AR6 include SSP1-1.9, SSP1-2.6, SSP2-4.5, SSP3-7.0 and SSP5-8.5.

 [CDP Climate Change questionnaire response](#)

WATER

Management Approach

As climate change exacerbates water scarcity across the globe, L3Harris works to reduce our exposure to water-related risks and maintain our negligible impact on the water quality in the regions we operate. Although L3Harris' operations are not highly water-dependent, water is still required to keep our workplace functional for employees and for onsite cooling, irrigation and processes. Given our diverse global supply chain, our exposure to water-related risks within our value chain is limited and provides a level of risk mitigation against potential water-related impacts. Company-wide management of water-related issues is governed by our Water Reporting Procedure. It defines our approach and methodology for calculating the company-wide water inventory, describes the management process governing reduction activities and outlines the process for reporting progress towards our 20% water use reduction goal. L3Harris holds wastewater discharge permits at some sites and follows all applicable local, state and federal water-related regulatory requirements and standards. In addition, our operations are typically in developed areas, and we work to minimize any potential impacts to ecosystems or habitats.



GRI 303-3, GRI 303-5

WATER	2020 MEGALITERS	2021 MEGALITERS	2022 MEGALITERS	2023 MEGALITERS
Potable Water	1,381	1,279	1,178	1,104
Groundwater	0.44	1.9	1.1	33
Total Water	1,382	1,281	1,179	1,136

We monitor water use data from the wholly owned and/or operated properties over which L3Harris has complete operational control in alignment with the criteria provided in the IAEG GHG reporting guidance.

L3Harris undergoes an annual process to assess any potential material data entry errors in prior year inventories in alignment with the GHG Reporting Procedure. As a result, totals presented in this report will not necessarily match past reports.

2019 is our base year, as it represents the first full year of data. The environmental sustainability data reporting period for 2023 shifted from calendar year to October 2022 through September 2023 to successfully complete GHG third-party verification prior to report publication.

Potable water includes municipal water, groundwater and other potable water sources.

Aerojet Rocketdyne is not included in the water data.



Our water reduction strategy focuses on the prioritization of large-scale water conservation and efficiency projects throughout our portfolio and collaboration with our facilities to assess and implement these projects. Through this initiative, we previously identified four priority locations distinguished by their relatively high-water consumption and water costs. At these locations, the Corporate Environmental Sustainability Team, in partnership with Facilities and EHS, evaluated water usage data from our EHS&S Management System along with water equipment and processes. Potential opportunities to reduce onsite water use were considered for each site, including the evaluation of existing water processes and the use of alternative water sources to reduce potable water demand. In 2023 we continued working to identify new unique site-specific opportunities and facilitate ongoing improvements and progress towards our sustainability goals.



Manufacturing Director Craig Driggers and EHS Senior Specialist Charles Allen, center, awarded by state officials at the 2023 Texas Environmental Excellence Awards ceremony in Austin, Texas.



HIGHLIGHT STORY

CONDENSATE RECOVERY

Innovative ways to reduce water use.

This past year we designed and built a condensate recovery system at one of our paint hangar bays in Greenville, Texas to collect HVAC condensate water from one cooling system and use it as the water feed at a nearby cooling tower. The reclamation and reuse of pre-cooled water allows the tower to operate more efficiently and reduces our reliance on water from the utility provider. The project considered the quantity and quality of condensate available to recover, the needs of the cooling tower and its effect on its chemistry as well as other complexities and engineering requirements. During the first four

months running full-time, the water tower collected almost 800,000 gallons of condensate water from the hangar bay, resulting in cost savings that provide additional benefits past the environmental impacts. We aim to replicate condensate projects like this in similar locations where we can have a significant impact on water use.

The Greenville team's commitment to environmental sustainability was recognized by the State of Texas and its Governor this year, as the winner of the prestigious 2023 Texas Environmental Excellence Award for Water Conservation. The site installed automated valves controlled by conductivity sensors and solenoids where continuous flow had been used in their process rinse tanks. The project reduced the freshwater makeup usage in the tanks by 70% (an average of 700,000 gallons of water saved each month) and had the added benefit of reducing process wastewater and associated treatment sludge by 50%.



[2023 Texas Environmental Excellence Award for Water Conservation](#)



L3Harris prioritizes water conservation and efficiency projects, evaluating water-intensive processes and alternative water sources to reduce potable water demand.

GRI 303-1

In 2023 we updated our Climate and Water Risk Management Plan (CWRMP) per our biennial update process to expand upon previous reports and identify potential water-related impacts to global business operations. The report covers facilities across four countries, selected because they were identified as critical by L3Harris’ Enterprise Risk Management (ERM) process. Identified water risks have been made more accessible and visible to leadership through CWRMP’s integration into our ERM process.^[1]

Water stress, depletion, reliability and availability were identified as key risks to our assets and operations, especially for locations in California and the southwestern US, Australia and the UK where decreases in rainfall exacerbate the frequency and severity of droughts and contribute to unreliable water supply. Locations along our coastlines are at risk from sea level rise which could impact water supply and threaten drinking water with saltwater intrusion. Many locations in the U.S. and Canada are susceptible to the risks of flooding due to extreme precipitation events. These water risks could potentially disrupt

[1] This assessment used datasets of current and projected water parameters from the World Bank Climate Knowledge Portal, the World Resources Institute’s (WRI) Aqueduct Water Risk Atlas and the Water Risk Filter developed by the World Wildlife Fund for Nature (WWF) in collaboration with Deutsche Entwicklungsgesellschaft (DEG).

our operations, increase costs and present health and safety concerns for our employees. To mitigate these risks, L3Harris is upgrading our facilities to use less water for daily operations, as described previously and improving infrastructure.

In 2023, we successfully decreased our yearly water use by 43 megaliters, contributing to a cumulative impact of a 23% reduction from the 2019 baseline.

This reduction was driven by a range of initiatives including irrigation controls, xeriscaping, low-flow toilets/faucets and aerators, fixture replacements, reuse of wastewater and cooling tower efficiencies, identifying and repairing leaks, as well as new technologies and processes to minimize the amount of onsite water use. We employ our Environmental Sustainability Calculators to evaluate the expected cost savings and water usage reductions for each project. This enables us to prioritize projects that enhance resilience, cut down on expenses and drive us closer to achieving our water goal.

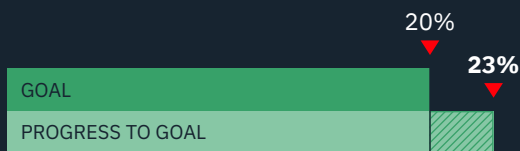


For more information on our risks associated with water, please see our [CDP Water Security questionnaire response](#).

GOAL PROGRESS

 **20%**

reduction in water use by 2026 against a 2019 baseline



Aerojet Rocketdyne is not included in the progress to goal visual.



WASTE AND HAZARDOUS WASTE

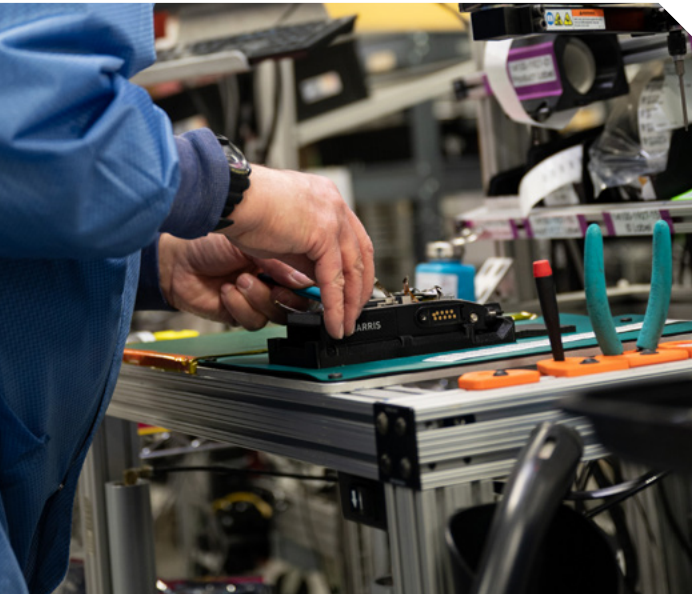


Standardized recycling and trash signage is one of L3Harris' minimum waste requirements.



Waste Management Approach

L3Harris places significant emphasis on effective waste management. We conduct site visits and waste characterization audits to identify strategies for waste reduction, explore possibilities for reuse and find opportunities to divert waste from landfills. The types of waste and recycling streams produced by L3Harris at all our sites and in all our operations include solid, non-hazardous and universal wastes.



Solid Waste

Our work to reduce solid waste is guided by a Solid Waste and Recycling Procedure that has been implemented across our locations globally. L3Harris has a common operating philosophy of continuous improvement and operational excellence. We focus on optimizing resources rather than managing discards. We work to reduce, reuse, recycle, compost and recover energy to eliminate solid waste by:

- redesigning products to maximize material usage
- changing manufacturing processes
- purchasing more durable goods
- conserving commodities through upstream waste prevention
- reusing/donating materials and products
- initiating progressive supply chain-oriented practices

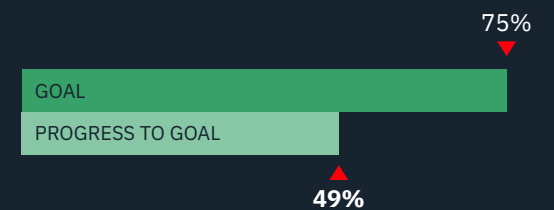
🔥 Conserving natural resources and prioritizing waste management based on the best possible resource value is the responsible choice; driving out waste not only has a positive impact on the bottom line but on the environment. 🧑🏻‍🦯

Katie Ochoa, Senior Director, Sustainability, L3Harris

GOAL PROGRESS

 **75%**

solid waste diversion rate from landfill by 2026



Aerojet Rocketdyne is not included in the progress to goal visual.



HIGHLIGHT STORY

REDUCING PACKAGING MATERIAL WASTE

With our relentless commitment to excellence in the development of advanced technologies and solutions, we execute strategies to reduce emissions, waste creation, paper use and hazardous chemicals in both our products and packaging. In the UK a new packaging solution was selected for one of our products to balance reduced environmental impacts aligned to environmental life cycle assessment standards (ISO 14001:2015 and EN ISO 14040:2006) with military packaging standards and customer-specific packaging requirements which ensure product protection throughout the shipping process. The solution is to use cardboard, which eliminates plastic, and is made of 66% recycled material. An added benefit of the new packaging is reduced weight, lowering its carbon emissions impact from transport by 44%. L3Harris aims to apply similar packaging solutions where feasible for other products and customers in the future.

Waste Management Approach

MOST PREFERRED

LEAST PREFERRED



Even while maintaining these core principles, in 2023 L3Harris faced challenges advancing our company-wide goal of diverting 75% of our solid waste from landfills by 2026. The root of these challenges centers around the uniqueness of each location which complicates the roll out of standardized approaches. Recycling programs vary significantly between municipalities, states and countries and recycling is not available for all materials. There is often a lack of infrastructure for key waste streams such as industrial composting or waste to energy. Differences in contracts with janitorial support and waste services cause additional complexities. In response to these challenges, we are refocusing our efforts for 2024 by engaging with external experts to help identify and implement potential large-impact projects, implementing minimum requirements at all sites, streamlining contract language to align services provided across locations and working to drive employee engagement around proper adherence to our revamped Solid Waste Management Strategy. This strategy guides:

- Best practices for handling various types of waste, e.g., food waste, compost, trash, green waste, metals, plastics, cardboard, glass and other materials.
- Plans for onsite waste management infrastructure that facilitate the optimal process for waste and recycling collection.

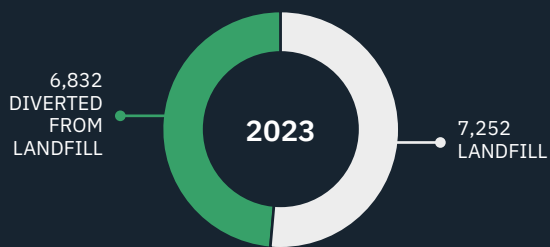
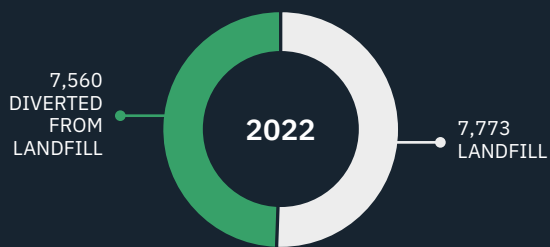
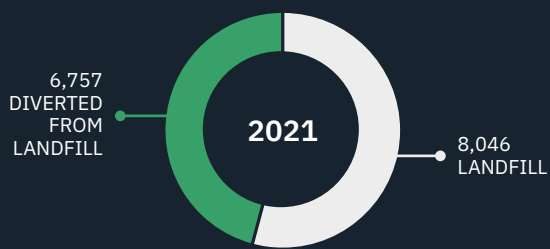
- Procedures for waste inventory and assessment that help the locations understand how solid waste is generated and disposed of onsite, as well as identify potential upstream/downstream impacts and diversion opportunities.
- Opportunities for working with vendors to find ways to reduce waste and increase recycling—and lower overall cost.

As we continue to work towards our own solid waste goals, we also aim to positively influence our suppliers. As outlined in our Code of Conduct and Supplier Code of Conduct, we continually work with our vendors to ensure they are also pursuing ways to reduce waste and preserve our natural resources.



WASTE GENERATION AND DISPOSAL (TONS)

■ LANDFILL ■ DIVERTED FROM LANDFILL



 **49%**

of all waste generated was diverted from landfill in 2023

Hazardous Waste Management Approach

L3Harris has a dedicated approach for the management of hazardous and radioactive waste, governed by our Environmental Compliance Policy. We uphold stringent requirements for the monitoring of hazardous waste from “cradle to grave”, ensuring full compliance with federal, state and local regulatory mandates. These measures are documented, aligning with our Policy.

We follow all applicable laws and regulations at the locations where we operate and strive to safeguard the environment from any negative impacts. At our U.S. locations, L3Harris adheres to the Resource Conservation and Recovery Act (RCRA) regulatory framework for the proper management of hazardous and non-hazardous solid waste. The RCRA framework includes regulations, guidance and policies to facilitate the safe management of hazardous and non-hazardous waste materials, while also promoting source reduction and beneficial reuse.

Total Waste Generation and Disposal

GRI 306-1, GRI 306-2, GRI 306-3, GRI 306-4, GRI 306-5, SASB 150a.1

WASTE	2020 (TONS)	2021 (TONS)	2022 (TONS)	2023 (TONS)
Landfill	8,915	8,046	7,773	7,252
Diverted From Landfill	5,867	6,757	7,560	6,832

HAZARDOUS WASTE RECOVERY/DISPOSAL OPERATIONS	2021	2022
Total Hazardous Waste Generated (Tons)	1,059	569
Landfill	73%	48%
Recycling/Recovery	9%	12%
Incineration	14%	30%
Other	4%	9%

We monitor solid waste data from the wholly owned and/or operated properties over which L3Harris has complete operational control in alignment with the criteria provided in the IAEG GHG reporting guidance.

L3Harris undergoes an annual process to assess any potential material data entry errors in prior year inventories in alignment with the GHG Reporting Procedure. As a result, totals presented in this report will not necessarily match past reports.

2019 is our base year, as it represents the first full year of data. The environmental sustainability data reporting period for 2023 shifted from calendar year to October 2022 through September 2023 to successfully complete GHG third-party verification prior to report publication.

Aerojet Rocketdyne is not included in the total waste generation and disposal data.



APPROACH

GOVERNANCE

ENVIRONMENTAL

SOCIAL

- > HUMAN CAPITAL
- > DIVERSITY, EQUITY AND INCLUSION
- > HEALTH AND SAFETY
- > HUMAN RIGHTS
- > COMMUNITY
- > SUPPLY CHAIN MANAGEMENT
- > DATA PRIVACY AND CYBERSECURITY
- > PRODUCT SAFETY AND QUALITY



HUMAN CAPITAL

Management Approach

Through the people who work at L3Harris every day, we earn our reputation as the Trusted Disruptor of our industry. We succeed because our employees are steadfast in their commitment and knowledge—and they constantly pave ways to advance our customers in their mission-critical needs.

In turn, L3Harris supports employees through a robust benefits package, as well as opportunities for professional growth and advancement. We carry this commitment to all L3Harris employees, current and future, who embody a vast range of backgrounds and life experiences. We know that an inclusive and equitable culture, along with our diverse experiences, powers the innovation needed to serve our clients and our business. Further, we track our progress toward our human capital goals by monitoring employee hiring, performance and retention on an annual basis.



GRI 401-2

In 2023, we launched our new benefits brand, CARE—Creating a Rewarding Experience, while also expanding benefits for 2024 to include several enhancements, most at no additional cost to our employees. The new branding, CARE, is about our focus on employees and providing a customized benefits experience to support employees during all stages of life. The benefit enhancements included the addition of a new, personalized concierge service to help employees navigate the healthcare system and the L3Harris benefits ecosystem, new providers for medical and prescription drug administration, expanded fertility benefits, hearing aid coverage for adults, a menopause support program, additional caregiver support and flexibility for phasing into retirement.

These benefits enhancements result from ongoing feedback from employees. L3Harris listens to our employees, and the Employee Resource Groups (ERGs) serve as one avenue for understanding the needs of our population. For instance, our Willing and Able (WILA) ERG came forward and identified a need for wig and hearing aid coverage under the medical plan. This prompted a re-evaluation of existing coverage and the decision to add these new benefits.

👏 Our talented workforce is the force multiplier that drives innovation. We bring the best people together to deliver on our customers' mission-critical needs. 🙌

Melanie Rakita, Vice President and Chief Human Resources Officer, L3Harris

OUR PERFORMANCE GOALS AND 2023 RESULTS

RETENTION

Maintain a voluntary attrition rate lower than industry average. **2023 Results: 10%**

HIRING

Maintain a strong focus on university hiring. New college graduate hiring >10% of annual hiring. **2023 Results: 1,156 New College Graduates and 6,472 Total Hires globally.**

TALENT

Help our employees develop and improve skills through mentoring programs and career growth opportunities. **2023 Results: 25 average hours of annual training per employee**

GRI 401-3

PARENTAL LEAVE



11K

Women

33K

Men

U.S. employees entitled to parental leave by gender

Aerojet Rocketdyne is not included in the voluntary attrition rate, new college graduate hiring or total hires.

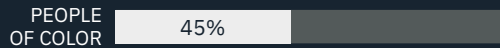


GRI 401-1

2023 HIRING

NEW COLLEGE GRADUATES

■ WOMEN ■ PEOPLE OF COLOR (U.S. ONLY)



NEW HIRES

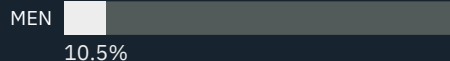
■ WOMEN ■ PEOPLE OF COLOR (U.S. ONLY)



2023 VOLUNTARY ATTRITION

EMPLOYEE VOLUNTARY ATTRITION BY GENDER

■ WOMEN ■ MEN



Aerojet Rocketdyne is not included in the hiring or voluntary attrition data.

An Overview of L3Harris' Benefits

- **Health Benefits:** L3Harris operates in multiple countries, and our health benefits vary across the globe. In the United States, we offer medical, dental and vision insurance, in addition to a variety of elective benefits. Globally, we offer these benefits in place of or in tandem with plans sponsored by the host country.
- **Retirement Benefits:** To help employees in the United States save for retirement, L3Harris provides access to various statutory and non-statutory retirement programs, such as 401(k) and supplemental savings plans with an employer match. In the United Kingdom, we offer stakeholder savings plans with company contributions.
- **Work/Life Balance:** To support employee work/life balance, we offer various benefits, including counseling services, a 9/80 work schedule, and in some countries, supplemental childcare and eldercare. Our parental leave policy enables employees to focus on their families at critical moments in life.
- **Mental Health and Well-Being:** At L3Harris, we are committed to supporting our employees fully in their health, including their mental health and well-being. When an employee faces a stressful or challenging life event, our Employee Assistance Program (EAP) offers confidential counseling and other helpful services.
- **Dress for Your Day:** Our Dress for Your Day policy acknowledges that different job responsibilities, on different days, create flexibility in what people want to wear. As a result, people choose the workwear that best suits the day ahead. This facilitates greater ease, comfort and inclusion within the workplace, as people make these decisions based on their personal workload rather than a formal dress code.

- **LGBTQ+ Benefits Guide:** To continually attract and retain top talent, L3Harris stays at the forefront of benefit offerings across our operations. In 2023, L3Harris introduced the LGBTQ+ benefits guide to further expand our inclusion and benefits efforts towards the needs of our employees. This guide outlines benefits relevant to the LGBTQ+ community and allows L3Harris to further our values of inclusion within the healthcare space.

Hiring

In 2023, L3Harris focused on improving the workplace and livelihoods of our employees, including future employees. This year, to enhance the candidate experience we prioritized skills-based hiring, applied process improvement tools and ensured candidates had realistic job previews.

GRI 404-1

Once on the job, L3Harris employees expand their skills through our career development programs, including training and mentoring. On average, an L3Harris employee will spend ~25 hours in training annually. In offering these programs, L3Harris highlights compliance with our Code of Conduct, ethics and laws related to our business; trade compliance; diversity, equity and inclusion; skills directly applicable to employees' specific roles; and the need for everyone to be responsible for their personal safety and environment on the job, as well as that of their colleagues.



HIGHLIGHT STORY



ENGINEERS WEEK

In 2023, L3Harris celebrated our 20,000 engineers and scientists through more than 300 hybrid, virtual and in-person events during the annual Engineers Week (EWeek). To emphasize a supportive working environment, inspire our early career professionals and celebrate our employees, L3Harris conducted various activities including collaborative engineering activities promoting innovative thinking, seminars given by technology experts from across the organization, site tours and STEM outreach activities with local students. L3Harris could not conduct our business without these employees, and we believe that their accomplishments and achievements deserve to be celebrated.

2023 ENGINEERS WEEK
CREATING
 THE FUTURE



Early Career Development

GRI 404-2

When people begin their careers at L3Harris, we are eager to help them explore the wide range of possibilities available to them. To do so, early career rotational assignments are available through different roles in Engineering, Finance and Information Technology. With every new assignment, the employees meet mentors who can assist them in growing their knowledge and becoming stronger leaders. These rotational assignments also offer new training and networking opportunities across various roles, disciplines and locations. As a result, participants gain diverse experiences that show them the long-term opportunities for career growth available at L3Harris.

Professional and Leadership Development

Maintaining a culture of continuous growth and education is a top priority for L3Harris and starts with our employees. While the development of our early career professionals is key to our performance, we aim to equip all L3Harris professionals and leaders with foundational and technical knowledge and key insights to maximize the skills and expertise of our

workforce. At L3Harris, we have implemented various programs and initiatives to promote the development of our professionals, leadership and executive employees including:

- **The L3Harris Frontline Leadership Training Program:** This program enhances leadership skills in the areas of team performance, communication, inclusion, engagement, effective delegation and coaching. The live interactive sessions allow participants to practice and apply key concepts.
- **Education Assistance Program:** L3Harris provides college tuition reimbursements for full degree programs and university-based certificates. This program assists L3Harris personnel striving to expand their knowledge through university degree or credit-bearing certificate programs.
- **Excellence Academies:** We currently offer functional development programs for our employees in the Business Development, Program Management, Engineering and Supply Chain fields. These programs—created by technical experts—include live learning engagements, digital online content, simulations and formal mentoring.
- **Wharton School of Business Partnership:** L3Harris partners with the Wharton School of Business at the University of Pennsylvania to provide two programs for emerging, high-potential and experienced leaders. These programs are the Executive Program (EP) and the Emerging Leaders Program (ELP). The EP is a five-day program offered to experienced or newly promoted executives and occurs twice a year. The ELP prepares high-potential leaders for the tasks, skills and knowledge that current L3Harris leaders participate in and exhibit.



'Creating the Future', the theme of L3Harris' 2023 Engineers Week which took place from February 20–24, 2023.



HIGHLIGHT STORY

SELF-LED TRAININGS, CONTENT AND RESOURCES

In 2023, through our listening strategy, our employees expressed difficulty locating self-led developmental and technical learning content and resources. In response, L3Harris expanded and enhanced the training opportunities for our professional and technical employees and leaders by launching two new internal learning platforms. These new learning platforms focus

on self-led learning resources and are customizable to any employee's needs, maximizing efficiency and training effectiveness as well as promoting continuity among teams and skill sets. These platforms offer courses, books, videos, skills benchmarking and live trainings to allow our diverse workforce to easily access lessons and development opportunities.

HIGHLIGHT STORY

MEET LISA BLUFORD MILLER, L3HARRIS AVIATION MECHANIC

Lisa Bluford Miller, an aircraft mechanic at L3Harris, had a love for planes throughout her childhood. Yet, she began her aviation career a little later after getting married and having four kids. At first she didn't know anyone who flew a plane or worked in the field. Then one day she found a pamphlet for Pulaski Tech Aviation School in North Little Rock, and she decided to enroll. Two and a half years later, after a lot of hard work, Lisa graduated with an associate degree in aircraft maintenance technology, airframe and power plant. She took her first job after school with L3Harris, and she continues to grow her expertise with us.

Four years into her work at L3Harris, Lisa decided to pursue a Bachelor of Business Administration degree, specializing in business management. L3Harris covered her tuition through our Education Assistance program, and she graduated in August 2022.

💡 I am thankful for a life of abundance. It isn't always easy, but if you believe, you can achieve. That little girl who grew up to become an aircraft mechanic is proof of that. If I can do it, anyone can. 💡

**Lisa Bluford Miller, Aircraft Maintenance,
Integrated Mission Systems, L3Harris**

Mentoring

Individual development is an important factor to the L3Harris growth mindset, and mentoring is a simple way that L3Harris employees can learn from each other. Mentors can share expertise, gain insight into the development needs of others and grow their own coaching and leadership competencies, while mentees receive crucial knowledge and develop critical skills relating to particular interests.

Performance Management

GRI 404-3

Over the past two years, we evaluated and updated our performance review process based on employee feedback. Reviews shifted focus from employee ratings to SMART individual performance goals and real-time, continuous feedback and recognition. Our employees receive annual performance reviews, career development guidance and recognition for their hard work. L3Harris will continue to monitor and review this process for effectiveness and employee engagement.



DIVERSITY, EQUITY AND INCLUSION

Management Approach

At L3Harris, we are in the business of helping our customers meet critical and complex challenges around the world. For us to succeed, we need a diverse team with a range of perspectives, experiences and backgrounds to push innovation. When our employees bring different points of view—across race, age, ability, sexual orientation, ethnicity, gender identity and education—to the problem-solving process, we become even stronger as an organization.

Our DE&I commitments and strategies are actively embedded into our workforce, governance bodies and overall company culture to allow people of all backgrounds to have a voice and achieve psychological safety and belonging at work. To promote communication and advocacy of DE&I throughout all levels within the workforce, L3Harris maintains a Diversity Council. This council is comprised of the CEO and VP of Talent, Equity and Inclusion and Employee Resource Group (ERG) chairs and executive sponsors. It was established four years ago to inspire and advance leadership, employee engagement and our values.

A few of our key initiatives include:

- **DE&I Strategy:** In 2022, L3Harris launched an updated, internal DE&I strategy with the mission to provide human-centered DE&I strategies and resources to enable equitable opportunity for all employees. This year, L3Harris has worked to

make it more robust, communicated and visible from employees to leaders and more seamlessly integrated into our company culture. Our DE&I strategy is aligned with the overall L3Harris strategy and the six inclusive behaviors: Cognizance of bias, Commitment, Courage, Curiosity, Cultural Intelligence and Collaboration and Empathy.

- **Expanding Our ERGs:** ERGs are voluntary, employee-led groups that bring individuals together to promote and celebrate equity, inclusivity and our workforce's diverse experiences. In 2023, we grew our membership to approximately 23,400 members across more than 135 chapters, while also expanding our ERGs to eleven groups when we welcomed two new groups: MENA (Middle Eastern and North African Descent and Allies) and 5GEN (Advancing a Multigenerational Workforce). Our ERGs promote professional development, foster connections and engage in local community outreach. More information on our ERGs can be found on pages 19–21 of our 2023 Diversity, Equity and Inclusion Annual Report.



[2023 Diversity, Equity and Inclusion Annual Report](#)

MENA

Middle Eastern &
North African Descent and Allies

5GEN

Advancing a
Multigenerational Workforce

HIGHLIGHT STORY

MEET OUR NEW ERGS

In 2023, L3Harris expanded our ERGs and welcomed the MENA and 5GEN groups.

MENA is an intercultural group of L3Harris employees with backgrounds, roots and/or interest in the cultures of the Middle East and North Africa. L3Harris is one of the first companies within the aerospace and defense industry to offer an ERG celebrating the rich tapestry of Middle Eastern and North African cultures and allyship. The purpose of this resource group is to increase the visibility of our MENA employees while fostering a community that provides a welcoming space of support, mentoring and advocacy. Since launching, MENA has published internal articles to raise awareness and hosted various events about the region's diverse backgrounds and cultural traditions.

5GEN is a generations ERG that serves to advance a diverse, multi-generational workforce. There are five generations in today's workforce, a trend that's likely to continue as employees live longer and delay retirement. Their mission is to provide a platform for members to connect, obtain professional development and express their unique perspectives while bridging generational gaps to understand and work better together.

GRI 405-1

METRIC	2022	2023
Total Workforce—Diversity		
Women	25%	25%
People of Color (U.S. Only)	28%	29%
Total Workforce—Generation^[1]		
Baby Boomers	23%	21%
Generation X	35%	34%
Millennial	35%	36%
Gen Z	7%	9%
Board of Directors—Diversity		
Women	29%	29%
People of Color	21%	21%
Board of Directors—Generation		
Traditionalists	14%	0%
Baby Boomers	72%	86%
Generation X	14%	14%
Executives		
Women	36%	36%
People of Color (U.S. Only)	20%	18%

[1] Traditionalists account for less than 1% of our workforce demographics.

For further information on employee diversity, please refer to our [2023 Diversity, Equity and Inclusion Annual Report](#)

👏 The globally diverse perspectives that our employees bring to work are a critical part of being the Trusted Disruptor in our industry. We want everyone to have opportunities that enable them to feel recognized, respected and valued. 🏡

Carmen Robertson, Vice President, Talent, Equity and Inclusion, L3Harris

- **DE&I Champions Program:** This year, we launched our newest signature voluntary learning, DE&I Champions, to our ERG leaders and HR professionals. Participants become DE&I Champions by voluntarily completing self-paced learning, signing the DE&I Champions commitment and continuing this important work by attending optional meetings intended to build DE&I skillsets, behaviors and actionable results.
- **Annual DE&I Training:** Employees complete annual DE&I training tailored to each individual learner. Employees are able to choose three of the available lessons they are most interested in to complete this training. The DE&I trainings are based on the six inclusive behaviors. Our annual training enables our employees to behave and act in an inclusive and equitable manner while aligning learnings to specific behavioral outcomes to help us move our culture forward.

- **Board Composition:** At L3Harris, our DE&I goals involve every aspect of our company, including our Board of Directors. Just as our employees’ diverse experiences and viewpoints drive greater innovation, so it is true with our Board. By hearing members’ diverse perspectives and experiences, our Board is able to make informed decisions that guide the company into the future. Our Nominating and Governance Committee considers diversity of viewpoints, background, experience and personal characteristics, such as age, gender and racial and ethnic minority status when selecting a pool of director nominees.
- **LGBTQ+ Self-ID Program:** In alignment with the L3Harris values and our dedication to creating an inclusive workplace for all, L3Harris created the LGBTQ+ Self-ID Program. U.S. employees are now able to voluntarily self-identify as LGBTQ+ within our internal systems. This optional LGBTQ+ self-identification program is an important step toward creating a safe, welcoming and inclusive workplace for all L3Harris employees.



MENA ERG hosts first intercultural unity month celebrating an array of cultures, traditions and perspectives.



AWARDS AND RECOGNITION



HEALTH AND SAFETY

Management Approach

L3Harris believes that health and safety is everyone's responsibility. From our employees to our leaders, environmental, health and safety remains a priority through our aggressive annual injury reduction targets, risk mitigation and reduction initiatives, constant education and training across all levels and commitment to transparency through disclosures and reporting. We strive for excellence through our commitments to the compliance and protection of the health and safety of our employees and the global communities that surround L3Harris.

At L3Harris, we maintain a culture of continuous improvement to drive progress toward mitigating hazards and risks. Aligned with our environmental, health and safety culture, in 2023, L3Harris partnered with an external, third-party company to conduct site-wide EHS audits. All results were reported to L3Harris executive leadership to promote visibility at the management level. As we continue to develop and strengthen our EHS compliance program, L3Harris will expand enterprise audit processes to include elements of the EHS management system and compliance obligations. See the highlight story on [page 46](#) for further details on the External Audit Process.

GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5

All L3Harris operations are guided by our EHS&S Management System with various established policies, procedures and risk assessment tools that drive our

zero injury work environment and culture. Our EHS&S Management System policies and procedures require that all employees, contractors and visitors at all L3Harris locations align with our values and safety culture. More information about the L3Harris EHS&S Management System can be found on [page 23](#).

As stated in our EHS Policy, each operational location is required to develop site-specific programs including, but not limited to:

- processes for worksite analysis, hazard recognition, evaluation and correction or control
- a process for establishing and communicating responsibilities
- safe working and procedures to recognize, control and anticipate location-specific hazards, along with a process for implementing each standard
- processes to ensure that workers have the competence to safely undertake assigned tasks through appropriate supervision, instruction and training programs that are focused on compliance and risk

- procedures to identify and report imminent danger to life, health conditions or practices, including “stop work” authority
- indicators to measure performance with targets that drive continuous improvement
- Emergency Action Plans and Emergency Response Plans, as applicable
- a return-to-work process with clear criteria for bringing injured workers back to work
- an effective management of change process



Health and safety is a top priority for L3Harris. Creating a safe and healthy work environment is a key leadership commitment.



HIGHLIGHT STORY

EXTERNAL EHS AUDITS

In the spirit of continuous improvement, L3Harris partnered with a third-party company to expand our approach on EHS compliance audits at identified operational facilities. These audits assess our EHS procedures, programs and policies for compliance with all federal, state and local regulations and applicable L3Harris EHS requirements. The L3Harris audit team, consisting of multiple subject matter experts and corporate EHS representatives, followed risk-based criteria including, but not limited to, the existence of potential onsite hazards, environmental aspects, injury trends and significant EHS events. These external audits will continue for the facilities through 2024.

L3Harris has EHS&S Committees across the company consisting of working groups and teams to promote employee participation in the occupational health and safety program. These teams contain diverse levels of employees striving for the common goal to “Accept Only Zero”. Individual teams meet at varying frequencies throughout the year depending on the needs and demands of committees, facilities and L3Harris employees. To ensure accuracy and consistency of operational performance throughout environmental, health and safety at L3Harris, the EHS&S Management Software data is periodically reviewed by the Corporate EHS&S team. All investigations are recorded within our EHS&S Management Software. For reporting hazards to supervisors or managers, all employees are encouraged to utilize the “stop work” authority program and the “concern reporting” functions within the EHS&S Management Software.

At L3Harris, our continuous improvement of policies and procedures comes from learning from past opportunities for improvement to eliminate future issues. The cause, significance and corrective actions of all near-misses, incidents, injuries and illnesses that occur in the workplace are investigated to promote our education-based health and safety management system.

Outside of incident specific trainings, L3Harris requires all employees to receive global EHS&S training from the L3Harris training program. This program provides trainings tailored to an employee’s needs depending on work-related hazards, including confined spaces, injury investigation, laser safety and fall protection.

Our employees play a critical role in keeping L3Harris a healthy and safe place to work. To emphasize the importance of this engagement and responsibility, we enforced the following initiatives in 2023:

- **Winter Injury Prevention Plan:** During the winter many injuries can occur within the L3Harris workforce. To educate, mitigate and protect all L3Harris employees from risks such as slips, trips and falls, a winter injury prevention program was developed. This proactive approach provides additional guidance to our operations for winter weather-related injuries and resulted in zero workplace injuries related to icy winter conditions in 2023.
- **EHS Essentials Training:** This module of information is customized for our employees based on the varying types of health and safety risks they may face during the workday. This module was updated in 2023 to reflect our changing work environments. The EHS Essentials training is required annually for all L3Harris employees.
- **Zero Injury Plan:** All operational facilities at L3Harris review site-specific injuries and the process of how they occurred to create action plans to eliminate injuries. All incidents, issues and injuries are reviewed at the executive level to emphasize visibility and action among various management channels.

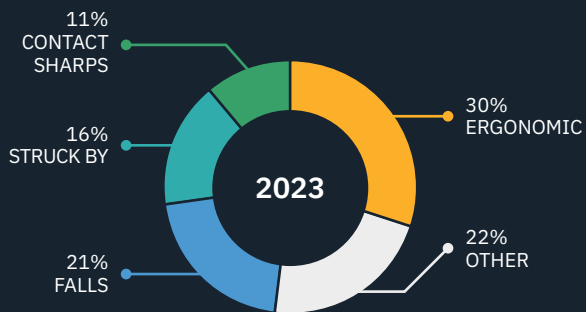
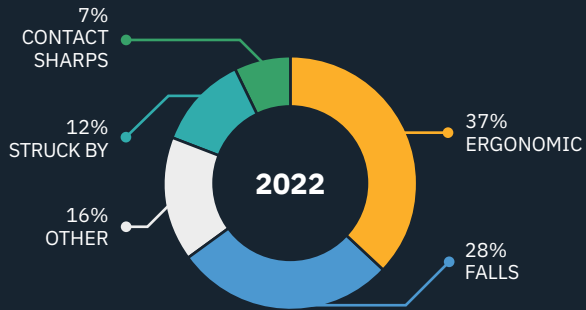
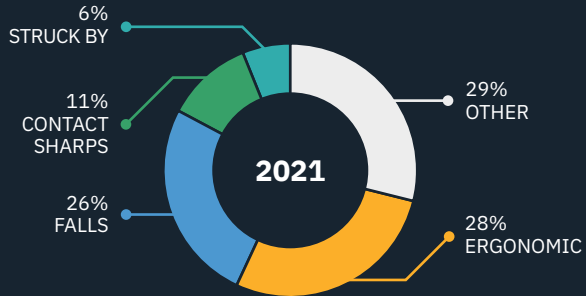
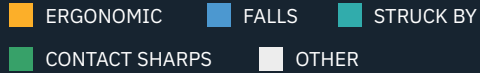


Employees made the personnel commitment to safety by signing L3Harris’ ‘Safety Starts with Me’ banners. These banners along with electronic displays act as a visual representation of L3Harris’ commitment to workplace safety.



GRI 403-9

WORK-RELATED INJURY TYPES



GRI 403-6

The health and safety of all L3Harris employees in and outside of the workplace will always be a priority. To promote the well-being of our employees, we provide free, year-around employee initiatives and programs including the L3Harris Employee Assistance Program (EAP) Helpline. This helpline provides support for L3Harris employees and families during stressful/challenging times or everyday activities.

👏 As leaders of L3Harris, we are committed to driving a proactive safety culture to match our firm belief in an injury free workplace. 👏

**Haskell Allen, Vice President,
Environmental, Health and Safety, L3Harris**

➔ For information on our medical and benefits programs and other non-occupational healthcare initiatives, see [Human Capital](#).

Work-Related Injury Rates

TYPE OF INJURY	2021		2022		2023	
TRIR	0.54 [-4%Δ]	Total: 249	0.45 [-17%Δ]	Total: 202	0.34 [-24%Δ]	Total: 155
LDIR	0.17 [0%Δ]	Total: 79	0.14 [-18%Δ]	Total: 63	0.10 [-29%Δ]	Total: 45
Fatality Rate	0%Δ	Total: 0	0%Δ	Total: 0	0%Δ	Total: 0

Aerojet Rocketdyne is not included in the work-related injury types and rates data.



HUMAN RIGHTS



Community programs and partnerships, such as the United Way, benefit the communities where our employees live and work, allowing L3Harris employees to respond when needs arise.



Management Approach

We conduct business in a way that protects human rights and works to encourage and empower our employees, suppliers and customers to align with our values.

L3Harris has developed and implemented policies and compliance plans to support this commitment including the L3Harris Code of Conduct, our Human Trafficking Policy and our Human Rights Policy. We promote and comply with all laws and standards at our locations and expect the same of everyone who works on our behalf, including our agents, partners and suppliers.

IN SUPPORT OF HUMAN RIGHTS

L3Harris is committed to implementing our Human Rights Policy by treating people with dignity, fairness and respect, as well as partnering with our stakeholders to protect human rights.

- L3Harris is committed to sourcing components and materials from companies that share our respect for human rights. We communicate our expectations around human rights to suppliers annually through our supplier letter and Supplier Code of Conduct, and annually disclose our due diligence efforts in accordance with SEC regulations in our Conflict Minerals Disclosure and Report. Our next Conflict Minerals Disclosure and Report will be completed by no later than June 2024. L3Harris also complies with the U.S. Dodd-Frank Wall Street Reform and Consumer Protection Act, Article 1502, to promote against mining activities that fuel armed conflicts.

Our commitment to sourcing responsibly is emphasized by reporting the tin, tantalum, tungsten and gold (3TG) sources we use for L3Harris products.

- We expect our suppliers to ensure that illegal child labor is not used in the performance of work.
- It is our policy to not engage in human trafficking within our operations and we do not willingly or knowingly assist in any human trafficking committed by any other party, including suppliers or business partners. We maintain this commitment by building awareness among our suppliers, monitoring and certifying suppliers, performing risk-based due diligence and training all employees annually via our Code of Conduct training which includes material around human trafficking. More information can be found in our Human Trafficking Policy.
- To protect the rights of employees we avoid misleading or fraudulent recruiting and employment practices, including charging recruiting fees, denying access to an employee's identity or immigration documents and failing to disclose key terms and conditions of employment. L3Harris does not tolerate harassment or unlawful discrimination of any type. We also recognize the right to collective bargaining and comply with all applicable wage and hour laws.
- L3Harris is a validated Tier III member of U.S. Customs and Border Protection's (CBP's) Customs Trade Partnership Against Terrorism (CTPAT) program, a joint collaboration to protect L3Harris' supply chain through the implementation of multi-layered, inter-department security protocols to include:

risk management, trade compliance, business partner vetting and management, physical security, personnel security, IT system and cybersecurity, conveyance security and executive management support.

Supported by policy, L3Harris has implemented multi-faceted procedures to protect our supply chain and organization from illegal or illicit activities, including terrorism, drug trafficking, human trafficking, forced labor, money laundering and illegal contraband. As a CTPAT member, L3Harris participates in a worldwide campaign to eliminate these harmful activities. As a Tier III member, L3Harris is recognized by CBP as one of the top CTPAT participants that exceeds CTPAT minimum security criteria through the implementation of innovative best practices.

We engage employees on this issue through our Code of Conduct training, which includes a section dedicated to Human Rights. All L3Harris employees, regardless of their role, must complete this training annually. The L3Harris Helpline is an additional resource made available for anyone to report suspicious activity and any violations regarding human rights and/or human trafficking. All reports to the helpline are referred to a compliance committee responsible for remediation.

 [Conflict Minerals Disclosure and Report](#)

 [Human Rights Policy](#)

 [Human Trafficking Policy](#)

 [L3Harris Helpline](#)

COMMUNITY

Management Approach

In 2023, the L3Harris community and the communities that surround our employees remained a top priority. L3Harris invested and partnered with multiple non-profits and philanthropies, through the L3Harris Foundation, which allowed our employees to give back to the communities in which they live and work. The L3Harris Foundation provided vast opportunities for our employees to build up their communities and promote our three service pillars:

- Science, Technology, Engineering and Math (STEM):** Initiatives within the STEM pillar provide funding, volunteer personnel and access to STEM resources for K-12 and university STEM programs to develop the minds of younger generations within the field. In 2023, we hosted our inaugural STEM night in Florida with the Orlando Magic and invited our robotics teams, employee mentors and volunteers from our ERGs to showcase on the concourse.
- Mission Aligned:** Our dedication to active-duty military, veterans, first responders and their surrounding families and communities



L3Harris volunteers complete a landscaping project for Homes For Our Troops. In all L3Harris volunteers spent 133,701 hours supporting our local communities in 2023.

is represented through the Mission Aligned pillar. We value these groups through many partnerships including Home for Our Troops where we work to provide housing for injured veterans near L3Harris locations.

- Community:** Our employees and communities are at the heart of all L3Harris commitments and values. Our business is driven by these individuals, and we aim to support, uplift and improve their lives through L3Harris social contributions. One program that embodies the Community Pillar is The L3Harris Investing for Tomorrow (LIFT) program.

L3Harris is proud of our employees' dedication to their communities. To recognize their efforts, we have the Volunteer of the Month award and the Annual ERG Community Competition, where all ERGs challenge each other to serve the most volunteer hours and have the most participating members in volunteer activities. In 2023, our Women Who Strive for Empowering, Enhancing and Encouraging Other Women (WE3) ERG won for the most volunteer hours and our Pride (LGBTQ+ and allyship) ERG won for the highest member participation.



VOLUNTEERING ^[1]	2020	2021	2022	2023
Charitable Giving Dollars	6.4M	5.3M	5.4M	4.1M
# of Volunteers (% of Total Employees)	2,615 (5%)	4,544 (10%)	5,850 (13%)	6,635 (14%)
Total Volunteer Hours (per Employee)	35,538 (0.74)	105,141 (2.24)	122,485 (2.66)	133,701 (2.89)

[1] Aerojet Rocketdyne did not have access to the LIFT platform until January 1, 2024.

EMPLOYEE VOLUNTEERING

 **98K**

hour increase in employee volunteer hours since 2020

HIGHLIGHT STORY

3 PEAKS CHALLENGE— COMBAT STRESS

In June of 2023, 19 UK-based L3Harris employee volunteers and 4 support drivers set out to raise money for the organization, Combat Stress.


This organization is the UK's leading charity for veterans seeking mental health treatment, support and assistance. The Three Peaks Challenge involved climbing the three highest peaks of Scotland, England and Wales, a total of 23 miles walked, over 3,000 meters ascended and 462 miles driven, all within 24 hours. The SERVE ERG decided to participate in this challenge after completing a similar event in 2022. The Three Peaks Challenge was a larger feat, but the team began training and completed the Three Peaks Challenge which raised a total of £10,000 for Combat Stress.



GRI 413-1

In 2023, L3Harris participated in various community engagements and volunteer events including:

- The L3Harris Emergency Assistance Fund, which is funded by voluntary employee contributions to assist other employees and colleagues who are facing financial hardship as a result of unprecedented disasters.
- L3Harris partnered with the American Red Cross to provide disaster relief for communities that were affected during the Maui wildfires in Hawaii.
- The LIFT program featured various engagement events including food packaging in underserved communities, the North American Indigenous Games (NAIG) and three Stand Up Paddle Boarding events for teachers, emergency responders, military members, veterans and their families.
- Through the Full Circle Home Program, L3Harris provided funding for supplies to send holiday gifts from deployed troops to their Heroes at Home.

 Read more about L3Harris' community efforts and volunteering in our [2023 Diversity, Equity and Inclusion Annual Report](#)



“When we completed all three peaks, there was a fantastic atmosphere of celebration among the group,” Alex Hanham, Support Engineer, L3Harris.

SUPPLY CHAIN MANAGEMENT

Management Approach

2023 presented many challenges for our Supply Chain, but our commitment to uphold the highest principles and standards in all economic, human rights and environmental guidelines and practices never wavered. L3Harris remained determined to deliver leading Supply Chain performance. The L3Harris Supply Chain team continued to work closely with our Legal and Contracts teams to ensure our standard terms and conditions and other forms contain all necessary and desired clauses and requirements for our suppliers, contracts and subcontracts.

All business segments at L3Harris use the internal Supply Chain Center of Excellence teams to optimize Supply Chain performance, achieve compliance, ensure suppliers are aligned with our objectives and values and drive standardization of Supply Chain processes across the organization. The excellence teams also provide important Supply Chain functional training and tools to improve efficiency, enhance data collection across different sites and minimize costs.

To promote and advance our culture of ethical conduct, L3Harris is an active member of the Defense Industry Initiative, that assists every company providing products and services through government contracting. We also worked alongside a third-party



L3Harris Supply Chain Conference was held on November 8, 2023. The conference allowed for suppliers to engage with our leaders and drive stronger partnerships and collaboration.

consulting firm to augment our category management team by introducing best practices for supplier and customer management, including pricing negotiations.

Supplier Selection

We aim to select supply partners focused on creating value, reducing total costs and adhering to our key values of integrity, excellence and respect. All suppliers must also meet and aim to exceed our quality and responsiveness requirements as well as our standards of corporate citizenship. L3Harris suppliers must have management systems in place to ensure compliance with laws, regulations and the expectations of our Supplier Code of Conduct and contracts. Supply Chain partners are also required to certify annually that they continue to comply with ethical and contractual requirements.

During the supplier selection process, L3Harris evaluates available opportunities, enterprise fit and commitment to ethical practices to ensure compliance with our Supplier Code of Conduct. This policy requires all suppliers to incorporate best practices to drive compliance with laws, human rights, employment practices, anti-corruption, conflict of interest rules, information protection, EHS&S, global trade requirements, supply chain security, quality expectations and ethical conduct. In 2023, L3Harris evaluated and updated our Supplier Code of Conduct to comply with laws and regulations as well as align with our current supply chain.



[Supplier Code of Conduct](#)



SUPPLIER DIVERSITY



1,000+

woman-owned small businesses



800+

veteran-owned small businesses



350+

small disadvantaged businesses, including minority and black-owned businesses

Aerojet Rocketdyne is not included in the supplier diversity data.

HIGHLIGHT STORY



NAVY PROGRAM

In 2023, L3Harris was a sponsor for the National Defense Industrial Association's Navy Gold Coast Conference.


The Navy program specializes in transitioning small businesses with innovative technology from the development stage to commercialization. During the event, L3Harris employees met with over 40 small businesses and located prospective small, disadvantaged, women-owned, veteran-owned, service-disabled veteran-owned and HUBZone small businesses. L3Harris also created a webinar on "How to do business with L3Harris" for this program.



Supplier Diversity

L3Harris supports many different businesses, of varying sizes, throughout our communities and industry. Working with supply chain partners who demonstrate the highest ethical standards is critical to how we do business and how we serve our customers. We actively pursue supplier programs that encourage small business participation from a wide range of business categories, such as Disadvantaged, woman-owned, Historically Underutilized Business Zones, Veteran-Owned and Service-Disabled Veteran-Owned. In the government fiscal year 2023, we conducted nearly 38% of our business with small businesses. We increased our spending with small, disadvantaged businesses and veteran-owned and service-disabled veteran-owned small businesses.

L3Harris supports our suppliers, including small businesses, by providing resources and opportunities to assist in Supply Chain risk prevention and promote the development of new technologies. Our Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) efforts give L3Harris multiple opportunities to collaborate with and support small businesses with innovative projects by providing interested suppliers with the DoD SBIR topics. In a cross-functional effort, we enhanced our public-facing webpage on SBIR efforts to allow suppliers to easily understand what we're looking for and how to participate.



The Navy Gold Coast Conference provides a forum to educate, guide and assist businesses, especially small businesses, in supporting the warfighter mission within the Navy and the DoD. L3Harris is a long-time sponsor of this conference.

Supply Chain ESG

Our Supply Chain maintains a critical role in the L3Harris sustainability and climate resilience efforts. L3Harris identifies and evaluates potential Supply Chain climate change risks in our Supply Chain Climate Risk Assessment (SCCRA). In 2023, we conducted the second review of climate change-related risks in L3Harris' supply chain and evaluated four supply chain sectors, Facilities and Operations, Freight and Logistics, Energy and Utilities and Travel, for general physical risks that may present themselves given future climate change predictions. The SCCRA provides L3Harris with information and details of potential hazards or disruptions to create informed solutions to fortify our Supply Chain against possible climate change impacts. Information from the SCCRA is used and referenced to inform the CWRMP and our efforts to publicly disclose relevant environmental and physical climate-related risks and opportunities, including our annual CDP Climate Change and Water questionnaire responses.

GRI 403-7

L3Harris expects all suppliers to manage risks, hazards and opportunities associated with the environment and health and safety through an established systematic approach to mitigate regulatory non-compliance and protect the welfare of their people. For more information about how L3Harris manages environmental, health and safety impacts in our supply chain, see our Supplier Code of Conduct.



[L3Harris SBIR Program](#)



[Supplier Code of Conduct](#)

HIGHLIGHT STORY

MENTOR-PROTÉGÉ PROGRAM

In 2022, L3Harris partnered with DoD to implement the Mentor-Protégé Program at the corporate level. This program focuses on companies looking for guidance on technical and business decision-making and action planning from an industry leader such as L3Harris.



We selected Sidus Space, Inc. as our first corporate protégé in 2022 and we got formal government approval to begin our mentorship in early 2023.

Sidus Space is a Florida-based company that is a woman-owned, disadvantaged and service-disabled veteran-owned small business. Through this relationship, we met at least monthly and provided trainings led by internal SMEs on topics such as understanding USG contracting regulations, cybersecurity, added requirements for accounting and financial systems and improving manufacturing quality. L3Harris also served as an additional support for addressing challenges such as sourcing hard-to-find components and their supplier relationships.

In late 2023, an L3Harris business segment, Space and Airborne Systems (SAS), was selected for the company's first-ever mentor-protégé agreement through NASA, for a program under our Spectral Sensors division. The program and small business teams are currently evaluating potential protégés for participation in this opportunity.



DATA PRIVACY AND CYBERSECURITY

Data Privacy Management Approach

The privacy landscape is constantly evolving, and L3Harris is committed to ensuring compliance and maintaining best practices within the global regulatory landscape. The L3Harris Global Privacy Steering Committee and functional leaders receive company-wide guidance from the L3Harris Privacy Team, who oversee data privacy and make final determinations on all data privacy matters. This committee includes leaders across various L3Harris functions who work closely with the Privacy Team to ensure compliance. The team also maintains a comprehensive set of privacy policies and procedures, which are regularly assessed and updated to ensure they remain current and compliant.

The processing of personal information within L3Harris is managed by our company-wide Data Privacy Compliance Program and satisfies all applicable regulatory standards. We also regularly train employees throughout the enterprise as new privacy regulations or demands arise, ensuring compliance within various functions. We regularly assess international cross-border transfer requirements to ensure compliance and conduct internal and external third-party supplier risk assessments on an enterprise-wide basis. L3Harris additionally maintains a robust set of privacy notices and policies which are regularly assessed and updated (see our [external website privacy policy](#)).

We maintain the right of employees and third parties to request access to their accounts to erase, rectify, complete or amend their information, consistent with best practices and all applicable laws and regulations.

Cybersecurity Management Approach

SASB 230A.2

Security is at the heart of everything we do at L3Harris. This includes a commitment to iron-clad protection of our clients' data. To deliver on this commitment, we use the full ISO 27001 certified Information Security Management System, backed by our cybersecurity department of nearly 100 full-time employees, headed by our Chief Information Security Officer.

The L3Harris Security Operations Center (SOC) vigilantly tracks digital activity, and our teams scan applications and systems for potential vulnerabilities with frequency. In the event a risk is identified, the SOC implements an action plan to rectify the issue until it is wholly resolved.

Not only do our security experts address these topics—all L3Harris employees must take annual cybersecurity training. All employees also receive weekly security awareness updates, including any changes to policies and procedures. Employees are then tested on a regular basis to confirm their retention of the training.

GRI 418-1, SASB 230A.1

In 2023, there were no breaches of customer privacy data, nor have we received any complaints regarding our data management and protection practices.

 [External Website Privacy Policy](#)



HIGHLIGHT STORY

CYBERSECURITY EDUCATION FOR OUR SUPPLY CHAIN

An important component of our cybersecurity strategy is mitigating cyber risk throughout our global supply chain.

To prepare DoD subcontractors and suppliers for implementation of the security controls found in the National Institute of Standards and Technology (NIST) Special Publication 800-171 (Protecting Unclassified Information in Nonfederal Information Systems and Organizations) L3Harris has developed and implemented a Cybersecurity Maturity Model Certification (CMMC) education program. Through this program, we provide training and informational webinars to our suppliers to help address the challenges associated with CMMC Level 1 and 2 certifications, as well as ensure they are aware of any updates made to the program. Since its development, L3Harris has reached out to over 300 suppliers via the virtual webinar series. In addition to our suppliers, we also conduct continued education of our Supply Chain personnel, addressing CMMC, Software Bill of Materials (SBOMS) and other Federal cybersecurity requirements.

In addition to our own internal programs, L3Harris is a leader and active participant in the National Defense Information Sharing and Analysis Center (ND-ISAC). ND-ISAC provides defense sector companies, their suppliers, and related interests a community and forum for sharing cyber and physical security threat indicators, tools, services best practices and mitigation strategies. Through ND-ISAC, members share intelligence on cyber and physical security, insider threats, vulnerabilities and associated threat remediation. L3Harris is also a member of Defense Industrial Base Cybersecurity (DIB CS), facilitated by the DoD Chief Information Officer (CIO) Office, and other industry partnerships between the public and private sectors.

Supplier participation in the cybersecurity educational program and continued engagement with internal supply chain personnel ultimately ensures that we end up with the best possible cybersecurity solutions across our value chain.

Michael Higgins, Vice President and Chief Information Security Officer, L3Harris



PRODUCT SAFETY AND QUALITY

Management Approach

At L3Harris, we are committed to providing high-quality products and services that meet our customers' needs through flexible, versatile and engaged operational teams. The teams at L3Harris believe that product safety and quality are fundamental to our business success and essential to earning and maintaining the trust of our warfighters.

The L3Harris approach to Quality Management is based on having sites certified and/or compliant with the ISO 9001 and/or AS9100 governing standards. These standards ensure that L3Harris processes are constantly reviewed and improved without affecting the safety and quality of our products. L3Harris consistently meets customer expectations and requirements by applying our policies and procedures across the enterprise to identify and prevent any safety and quality issues from impacting our customers. We continue to leverage an internal Program Management Gate Process and a Frontloading Process that help us monitor our products, as well as carbon content and the full life cycle of our materials.



In 2023, the L3Harris Corporate Quality team reviewed, identified and implemented various comprehensive strategies, including:

- **Leadership support to Stop Work Authority:** All employees at L3Harris have a Stop Work Authority (SWA) responsibility. Our employees should feel empowered to use this authority if they believe a situation threatens the safety of their colleagues or the quality of L3Harris products. We've recognized several team members who have exercised SWA by highlighting their actions in company communication channels and by offering incentives.
- **Promoting Personal Warranty:** L3Harris employees have a Personal Warranty to ensure consistency and compliance of all products, systems and services with the requirements and expectations of our customers/warfighters. Through personal warranty, we are demonstrating our commitment to building trust and confidence with our customers.
- **Gathering and deciphering the Voice of the Customer (VOC):** We receive performance scorecard data for all direct federal government and/or ally contracts (Prime) and subcontracts to develop systemic improvement plans and avoid event recurrence. Once we gather VOC data, we analyze it to identify themes and opportunities for improvement. We then share these insights with all relevant stakeholders, including senior leadership, to ensure that the "Voice of the Customer" is heard and reflected in our decision-making process.
- **Unwavering commitment that "Quality Matters to the Mission":** Our Quality Matters to our freedom and safety, work family, customers' success, warfighters and first responders and national security and allies. We produce high-quality products by doing what we say we are going to do, having a culture of employee empowerment, solving problems to drive improvements, driving toward zero defects and delivering trusted products and services to our customers.
- **Maturing the Zero-Defect Plan (ZDP) framework to drive continuous quality improvement:** Aligning with our value of excellence, we maintain a quality performance standard of zero defects. ZDP outlines how L3Harris mitigates defects from occurring or leaving our facilities. Since being implemented in 2022, the Enterprise ZDP initiative has resulted in 400+ improvement project initiatives and significant Year-Over-Year (YOY) savings across the enterprise. By continually maturing our ZDP framework, we are creating a dynamic environment where quality is not just a goal but an ongoing journey.
- **Progressively strengthening and actively enforcing the Counterfeit Parts (CP) Risk Mitigation policy:** At L3Harris, we are unwavering in our commitment to safeguarding our reputation and protecting our customers from counterfeit products. The safety and quality of our products is largely attributed to the risk identification, mitigation, characterization and reporting of our products and services outlined in our policy.



HIGHLIGHT STORY

BLACK LETTER STATUS

In March 2023, the Rivet Joint Aircraft (RJ7) received the rare Black Letter Status.

This status is awarded after an aircraft is inspected for any flyable or non-flyable discrepancies before flying missions. An aircraft with zero discrepancies receives a report back with no red annotations and further receives a Black Letter Status. The RJ7 was delivered from the L3Harris facility in Greenville, TX to Offutt Air Force Base, NE for its inspection. Once delivered, the 55th Maintenance Squadron team conducted a thorough inspection of the aircraft lasting three to five days.

Upon inspection, zero discrepancies were discovered and the aircraft received Black Letter Status. On average, 20 discrepancies are found for each aircraft upon inspection. The 55th Maintenance Squadron Commander, who has served 29 years, said that this was only the second Black Letter he has experienced making this achievement extremely rare.

GRI 416-1

Our culture of continuous improvement is deeply embedded in the safety and quality of all L3Harris products and services, and we constantly evaluate 100% of our products for any health and safety impacts or risks. At L3Harris, we believe that all employees and suppliers are responsible for the products and services we provide and the standards they uphold. When managing incidents and deciding corrective actions, L3Harris follows a bottom-up and top-down approach that allows L3Harris to maintain problem-solving efficiencies and company-wide transparency. All L3Harris facilities are responsible for following applicable protocols and policies while reporting any instances of non-compliance they may witness within their facilities. We believe that by continually investing in our culture and processes, we can ensure a safer and more sustainable future for our customers, our team members and the planet.

SASB 250A.2

The presence of counterfeit parts in the supply chain poses a significant threat to product safety, quality and reliability. To address this ongoing concern, at L3Harris, we have implemented a comprehensive program for mitigating risk and safeguarding product integrity through the Counterfeit Parts Council. Our businesses continue to be vigilant in ensuring our processes are strong at preventing and mitigating counterfeit part risk.

We do this through the following:

- internal audits at our sites to identify and close gaps in the process
- training and coaching employees on counterfeit parts to strengthen understanding
- supplier flow downs of counterfeit part requirements
- standardizing independent distributor purchases
- rapid response and escalation process throughout L3harris to quickly resolve any instances of potential suspect counterfeit parts

“ Our missions are sacred to our way of life and the freedoms we enjoy. The teams at L3Harris do not take this for granted, mission success is paramount to the trust our customers and end users have in our products and services. Our quality system is designed to enable us to deliver technology, innovation and trust. 🧑‍🔧”

Jamie Pickett, Vice President, Quality, L3Harris



The Black Letter Status RJ7 taking flight.



CONSOLIDATED DATA

METRIC	2019	2020	2021	2022	2023	GRI	SASB
ACTIVITY							
Annual Revenue (\$)	18,097,000,000	18,194,000,000	17,800,000,000	17,000,000,000	19,400,000,000	✓	
Total Number of Countries Supported	–	>100	>100	>100	>100	✓	
Total Number of Employees	–	~48,000	~47,000	~46,000	50,000		✓
Total Number of Scientists and Engineers	–	~19,000	~19,000	~20,000	20,000		
ENVIRONMENT							
Global Sites With ISO 14001 Certification (#)	–	–	7	10	15		
Major Non-Compliance Issues With Environmental Laws and Regulations (#)*	–	–	0	0	0	✓	
Energy							
Total Energy Consumed (Terajoules)*	3,260	2,880	2,781	2,764	2,741	✓	✓
Fuel: Diesel, Propane, Gasoline, Jet Fuel (Scope 1) (Terajoules)*	256	179	104	100	110	✓	
Fuel: Natural Gas (Scope 1) (Terajoules)*	789	585	581	605	606	✓	
Total Fuel (Scope 1) (Terajoules)*	1,045	765	685	705	715	✓	
Grid Electricity (Scope 2) (Terajoules)*	2,095	2,014	1,995	1,964	1,931	✓	✓
Onsite Solar Electricity Generation (Scope 2) (Terajoules)*	0	0	0.14	0.16	0.15		
Renewable Energy Generated by Elm Branch Solar Farm (Terajoules)*	0	0	-88	-830	-747		
Other Renewable Energy Credits (Terajoules)*	–	–	-15	-27	-36		
Other Direct Line Energy (Scope 2) (Terajoules)*	121	102	101	95	95	✓	
Energy Intensity Ratio (Terajoules/\$ Total Revenue)*	1.8E-07	1.6E-07	1.6E-07	1.6E-07	1.4E-07	✓	



METRIC	2019	2020	2021	2022	2023	GRI	SASB
Emissions							
Total Fuel (Scope 1) (MT CO ₂ e)*	57,006	43,325	37,789	39,210	40,150	✓	
Process and Fugitive (Scope 1) (MT CO ₂ e)*	52,569	49,658	45,407	32,893	9,638	✓	
Total GHG Emissions (Scope 1) (MT CO ₂ e)*	109,574	92,983	83,196	72,103	49,788	✓	
Grid Electricity (Scope 2) (MT CO ₂ e)*	217,255	205,679	204,711	196,110	187,401	✓	
Other Direct Line Energy (Scope 2) (MT CO ₂ e)*	10,233	8,646	8,575	6,004	5,986	✓	
Total REC Emissions Reductions—(Scope 2) (MT CO ₂ e)*	0	0	-15,558	-112,564	-100,327	✓	
<i>Elm Branch Solar Farm REC Emissions Reductions (MT CO₂e)*</i>	0	0	-14,025	-108,997	-96,026		
<i>Other REC Emissions Reductions (MT CO₂e)*</i>	—	—	-1,533	-3,567	-4,301		
Total GHG Emissions (Scope 2) (MT CO ₂ e)*	227,488	214,325	197,729	89,550	93,061	✓	
Total GHG Emissions (Scope 1 & 2) (MT CO ₂ e)*	337,062	307,308	280,924	161,653	142,849	✓	
GHG Intensity (Scope 1 & 2) (MT CO ₂ e/\$ Total Revenue)*	0.000019	0.000017	0.000016	0.000010	0.000007	✓	
GHG Emissions, Location-Based (Scope 2) (MT CO ₂ e)*	216,522	206,263	204,532	189,265	180,668	✓	
GHG Emissions, Market-Based (Scope 2) (MT CO ₂ e)*	227,488	214,325	197,729	89,550	93,061	✓	
Scope 3 Fuel- and Energy-Related Activities (not included in Scopes 1 or 2) (MT CO ₂ e)*	10,863	10,284	10,159	9,627	9,155	✓	
Business travel (Scope 3) (MT CO ₂ e)*	17,174	15,528	25,818	36,082	33,680	✓	
Employee commuting (Scope 3) (MT CO ₂ e)*	112,437	74,208	61,301	74,618	87,821	✓	
Water							
Total Water Used (Megaliters)*	1,474	1,382	1,281	1,179	1,136	✓	
<i>Potable Water (Megaliters)*</i>	1,474	1,381	1,279	1,178	1,104	✓	
<i>Groundwater (Megaliters)*</i>	0.35	0.44	1.9	1.1	33	✓	



METRIC	2019	2020	2021	2022	2023	GRI	SASB
Waste/Circularity							
Total Waste Generated (Tons)*	15,525	14,782	14,803	15,333	14,084	✓	
<i>Total Waste Generated—Composition Breakdown*</i>							
Metals (Tons)*	—	—	—	—	1,252		
Other (Tons)*	—	—	—	—	839		
Single Stream (Tons)*	—	—	—	—	1,908		
Paper and Cardboard (Tons)*	—	—	—	—	1,420		
Organics (Tons)*	—	—	—	—	107		
Landfill and Incineration (Tons)*	—	—	—	—	7,252		
Wood (Tons)*	—	—	—	—	313		
Waste-to-Energy (Tons)*	—	—	—	—	993		
Landfill (Tons)*	9,710	8,915	8,046	7,773	7,252	✓	
Diverted From Landfill (Tons)*	5,814	5,867	6,757	7,560	6,832	✓	
Percent of Waste Diverted From Landfill (Tons)*	37%	40%	46%	49%	49%	✓	
Total Hazardous Waste Generated (Tons)*	—	691	1,059	569	—	✓	✓
Landfill (Tons)*	—	62%	73%	48%	—	✓	
Recycling/Recovery (Tons)*	—	7%	9%	12%	—	✓	✓
Incineration (Tons)*	—	27%	14%	30%	—	✓	
Other (Tons)*	—	5%	4%	9%	—	✓	



METRIC	2019	2020	2021	2022	2023	GRI	SASB
SOCIAL							
Workforce Safety							
Total Work Related Injuries (#)*	—	258	249	202	155	✓	
<i>Ergonomic (%)*</i>	32	33	28	37	30	✓	
<i>Falls (%)*</i>	30	20	26	28	21	✓	
<i>Contact Sharps (%)*</i>	16	13	11	7	11	✓	
<i>Struck by (%)*</i>	11	9	6	12	16	✓	
<i>Other (%)*</i>	11	25	29	16	22	✓	
Fatalities as a result of work-related ill health*	—	—	—	—	0		
Total Recordable work-related ill health*	—	—	—	—	1		
Total Recordable Incident Rate (TRIR) (#)*	—	0.56	0.54	0.45	0.34	✓	
Lost Time Incident Rate (LTIR) (#)*	—	0.17	0.17	0.14	0.10	✓	
Total Lost Works Days Cases (#)*	—	80	79	63	45	✓	
Fatality Rate (#)*	—	0	0	0	0	✓	
Workforce							
Employee Resource Groups (ERGs) (#)	—	—	9	9	11		
<i>ERG Chapters Worldwide (#)</i>	—	—	—	100+	135+		
<i>ERG Members (Total Members) (#)</i>	—	—	—	18,000	23,400		
Total U.S. Workforce (Employees) (#)	—	—	—	40,000	45,000		
<i>Full-Time (Employees) (%)</i>	—	—	—	99	99		
Total Workforce (Employees) (#)	—	~48,000	~47,000	~46,000	50,000	✓	
<i>Full-time (Employees) (%)</i>	—	—	—	99	99		
<i>% Workforce That Are Women</i>	—	24	25	25	25	✓	
<i>% Workforce That Are People of Color</i>	—	24	26	28	29	✓	
<i>% Workforce That Are Baby Boomers</i>	—	31	26	23	21	✓	
<i>% Workforce That Are Gen X</i>	—	35	35	35	34	✓	



METRIC	2019	2020	2021	2022	2023	GRI	SASB
<i>% Workforce That Are Millennial</i>	—	32	34	35	36	✓	
<i>% Workforce That Are Gen Z</i>	—	2	5	7	9	✓	
% of Executives That Are Women	—	31	34	36	36	✓	
% of Executives That Are People of Color (U.S. Only)	—	17	18	20	18	✓	
Voluntary Attrition rate (%)*	—	7	9	12	10		
Total New College Graduate Hires (#)*	—	891	840	917	1,156		
<i>Women (%)*</i>	—	33	36	37	33	✓	
<i>People of Color (U.S. Only) (%)*</i>	—	37	42	44	45	✓	
Intern Conversion Rate (%)*	—	77	88	71	87		
Employee Turnover*							
<i>Women (%)*</i>	—	6.8	9.6	11.9	9.9	✓	
<i>Men (%)*</i>	—	7.1	9.1	12.5	10.5	✓	
Total New Hires (Global) (#)*	—	7,229	8,087	7,334	6,472	✓	
<i>Women (Global) (%)*</i>	—	26	25	27	26	✓	
<i>Men (Global) (%)*</i>	—	74	75	73	74	✓	
<i>People of Color (U.S. Only) (%)*</i>	—	—	37	38	40		
Training/Development							
Employees That Received Education Assistance (#)	—	—	—	1,248	1,465		
Average Training Hours (per Employee) (#)	—	20	22	24	25	✓	
Community							
Total Volunteer Hours (per Employee)*	55,594 (1.13)	35,538 (0.74)	105,141 (2.24)	122,485 (2.66)	133,701 (2.89)		
Charitable Giving Dollars (Millions)*	2.6	6.4	5.3	5.4	4.1		
Number of Volunteers*	4,295	2,615	4,544	5,850	6,635		
<i>% of total employees*</i>	9	5	10	13	14		



METRIC	2019	2020	2021	2022	2023	GRI	SASB
GOVERNANCE							
Board Diversity							
% of Board of Directors That Are Women	—	17	15	29	29	✓	
% of Board of Directors That Are People of Color	—	17	23	21	21	✓	
% of Board of Directors That Are Traditionalists	—	—	15	14	0	✓	
% of Board of Directors That Are Baby Boomers	—	—	85	72	86	✓	
% of Board of Directors That Are Generation X	—	—	0	14	14	✓	
Ethics and compliance							
% of Employees Completing Code of Conduct Training	—	100	100	100	100		
Total Ethical Misconduct Reports (#)	—	999	1,318	1,619	1,676	✓	
Total Misconduct Allegations (#)	—	708	970	1,230	1,352		
Total Misconduct Inquiries (#)	—	291	348	389	324		
Anonymous Reporting Percentage (per 100 Employees)	—	—	25%	29%	27%		
Percentage of Business Segments Assessed for Corruption Risks*	—	100	100	100	100	✓	
Percentage of Employees That Received Policies and Procedures*	—	100	100	100	100	✓	
Percentage of Business Partners That Received Policies and Procedures*	—	100	100	100	100	✓	
Percentage of Employees Trained*	—	100	100	100	100	✓	
Percentage of Business Partners Trained*	—	100	100	100	100	✓	
Cybersecurity							
Breaches of Customer Privacy and Losses of Customer Data (#)*	—	0	0	0	0	✓	✓
<i>Percentage involving confidential information*</i>	—	0	0	0	0		✓
PRODUCTS							
Product Safety							
Number of Counterfeit Parts Detected*	—	—	0	1	0		✓
<i>Percentage Avoided*</i>	—	—	—	—	—		✓

* Aerojet Rocketdyne is not included in the data. Please reference the footnotes throughout the report for more details.





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This report contains forward-looking statements that are based on the views of management regarding future events at the time of publication of this report. Such statements are made in reliance on the safe harbor provisions of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. These forward-looking statements, which include, but are not limited to: our plans, strategies and objectives for future operations; new products, services, initiatives or programs; future goals and targets and anticipated actions to meet goals and targets; our outlook on future economic, business, political, social and climate conditions; our growth potential; allocation of resources; planned, encouraged or anticipated actions; and the potential of the industries and markets we serve, are subject to known and unknown risks, uncertainties and other factors that may cause our actual results to be materially different from those expressed in or implied by each forward-looking statement. These risks, uncertainties and other factors are discussed in our Form 10-K for the fiscal year ended December 29, 2023. Actual results could differ materially due to factors which include but are not limited to: the availability of funding for the programs described in this report; our ability to achieve reductions in energy use, water, greenhouse gas emissions and other sustainability goals and objectives; changes in our priorities and changes in the priorities of our customers and suppliers; the amount of our future investments; the accuracy of our estimates and assumptions; the future effect of legislation, rulemaking and changes in policy; the impact of acquisitions or divestitures or other changes in our employee or product and service base; the success of our diversity and inclusion initiatives; the impact of cyber or other security threats; the willingness of suppliers and other third parties to adopt and comply with our programs; and changes in global economic, business, political, social and climate conditions.

