



# DIVERSITY AND INCLUSION

2020 Annual Report

# CEO MESSAGE

We established L3Harris just over a year ago to create a new company with the size and agility to transform the aerospace and defense industry. And we set the pace for achieving that goal with our new tagline – Fast. Forward.

Despite an extraordinarily challenging environment, we have made tremendous progress towards that vision. We are a strong, global company with 48,000 dedicated employees who are passionate about delivering the technical innovation and operational excellence that is crucial to our customers' missions.

Our future success depends on our ability to continue to innovate, imagine, invent and apply new solutions to solve our customers' most critical challenges.

In my experience, innovation often results from the confluence of bright minds bringing new ideas and different perspectives to tough problems. Innovation happens when teams with different reference points – whether education, experience, understanding of the problem, or the ability to connect dots and anticipate trends – come together to reframe problems and create transformational solutions. And that's the intangible value that diversity and inclusion bring to the workplace.

To attract the **best and brightest**, we must sustain a culture in which individuals of **all backgrounds** have an **equal opportunity** to contribute to the **best of their abilities every day**.

We have seen again and again that when everyone feels welcome to share their thoughts and empowered to do their best work, we thrive and achieve better results. Diversity alone is not enough. We must create an inclusive environment where all voices are heard and everyone is confident in contributing their ideas.

Our drive to build a diverse and inclusive workforce goes beyond the financial and technological benefits. We are inspired to create a strong company that our employees,

communities, customers, suppliers and investors are proud to be associated with. We are investing in an inclusive and diverse workforce by supporting a variety of STEM initiatives focused on underserved communities. We believe these efforts will help encourage a broader range of students to consider careers in engineering and science – and inspire the next generation of innovators.



Today 41% of our executives, 42% of our employee base and 56% of our new college graduates are drawn from underrepresented groups.

To hold ourselves accountable, we have set two clear goals: **half** our workforce will be **women** and at least a **third** will be **persons of color**.

I am proud of the progress we have made towards greater diversity and inclusion, but the pace of technology innovation and the demand for talent make this imperative more urgent than ever before.

This **Diversity and Inclusion Annual Report** is an important step in our journey and reasserts our commitment to these goals. I am proud of the actions we have taken, and I look forward to sharing our progress in future reports.

I am confident that we can be part of the solution to create a society that truly provides equal opportunity for all.

**William M. Brown**  
Chairman and Chief Executive Officer

*William M. Brown*

# ABOUT OUR COMPANY

## ABOUT L3HARRIS TECHNOLOGIES

L3Harris is an agile global aerospace and defense technology innovator, delivering end-to-end solutions that meet customers' mission-critical needs. The company provides advanced defense and commercial technologies across air, land, sea, space and cyber domains.

**\$18B** ANNUAL REVENUE  
**~48K** L3HARRIS EMPLOYEES  
**~20K** SCIENTISTS & ENGINEERS



CUSTOMERS IN  
**~100** COUNTRIES

## INTEGRATED MISSION SYSTEMS

Leading technology integrator to U.S. and international militaries for complex ISR, airborne and maritime platforms

**ISR | Maritime | Electro-Optical**



## SPACE & AIRBORNE SYSTEMS

Mission solutions for space and airborne domains with defense, intelligence and commercial applications

**Space | Intel and Cyber | Avionics | Electronic Warfare**



## COMMUNICATION SYSTEMS

Secure ground and airborne communications and network systems for U.S. military, international forces and commercial customers

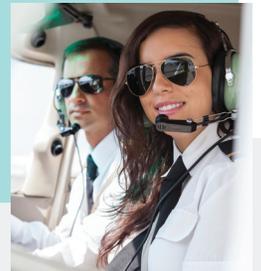
**Tactical Communications | Broadband Communications | Integrated Vision Solutions | Public Safety**



## AVIATION SYSTEMS

Commercial and military aviation solutions, systems, networks and pilot training

**Defense Aviation | Commercial Aviation | Commercial & Military Training | Mission Networks**



# OUR VALUES



## INTEGRITY

- > Accountable
- > Ethical
- > Honest

## EXCELLENCE

- > Flawless Execution
- > Customer-Focused
- > Innovative

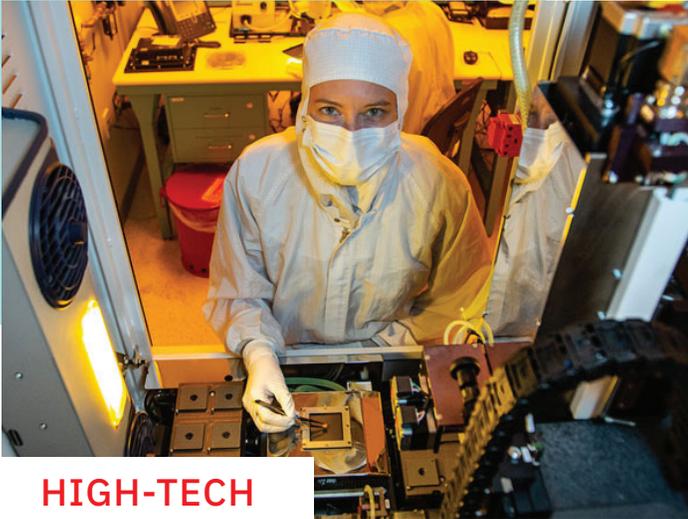
## RESPECT

- > Diverse & Inclusive
- > Safe & Sustainable
- > Community-Minded



# EMPLOYEE EXPERIENCE

Delivering a rewarding employee experience is important to us. Our employees are united in their dedication to our customers' missions and desire for professional growth. We are proud to offer current and prospective employees a work environment that is designed to empower people and promote success in work and life.



## HIGH-TECH

L3Harris competes at the leading edge by investing nearly 4% of its revenue in internal research and development. We embrace open architecture and software defined systems to rapidly field and test mission-critical solutions. We have earned more than 3,000 patents, deliver 15 million lines of code annually, and our engineers and scientists push boundaries through more than 100 innovation projects each year.



## HIGH-PERFORMANCE

From ocean to orbit, our work plays a critical role in national security, civil service and transportation safety. With more than 800 years of on-orbit operations, air traffic modernization solutions that have reduced communications-related air traffic delays by 99%, and more than 300 autonomous unmanned undersea vehicles supporting search and response missions – we strive for excellence in every domain.



## HIGH-RETURN

L3Harris has a suite of total rewards uniquely designed to support our employees' work-life balance and development through different stages of their careers, such as paid parental leave, educational assistance, back-up care, discretionary paid time off and dress for your day.



## HIGH-ENERGY

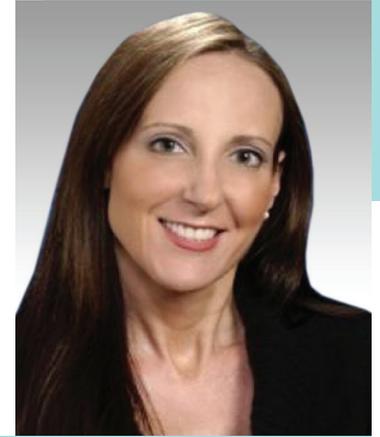
L3Harris cultivates an inclusive culture that values diversity of thought and drives impactful support to the communities in which we work and live through Employee Resource Groups, employee and leader training, and listening sessions.

# MESSAGE ON INCLUSION

Our lived experiences are what make every individual unique. They influence how we think, what we value and how we behave in the workplace.

Collectively, the diverse experiences, ideas, perspectives, and backgrounds our employees bring to the company are what drive innovation and excellence – imperatives for remaining an industry leader. So, to us, diversity and inclusion is far more than a business metric. It is a key driver of our business success.

When we came together as L3Harris in 2019, we recognized that it was our people who make us an industry leader. We made a commitment to create a company in which everyone could thrive because we know that when our employees are at their best, L3Harris is at its best.



We have taken very intentional steps to create an environment in which all of our colleagues feel valued and respected – and where everyone has an equal opportunity to reach their potential while being their true selves at work. These steps drive how we govern our business, make strategic decisions, educate and develop leaders, and engage and empower our employees.

Throughout this report, we highlight some of the actions we are taking to champion diversity and inclusion both within our company and the world around us. While we are pleased with the progress we have made, we continue to set higher goals and expectations for our company because our commitment is not just for a moment. It is what will help us ensure that every employee has a consistently positive experience throughout their career at L3Harris now and in the future.



TOP: (LEFT - RIGHT) BILL BROWN (CHAIRMAN AND CEO), CRYSTAL PECK (SENIOR DIRECTOR, HUMAN RESOURCES), JIM GIRARD (VP AND CHRO).  
BOTTOM: (LEFT - RIGHT) MICHELE ST. MARY (VP, GENERAL COUNSEL), BYRON GREEN (VP, GLOBAL OPERATIONS).

*Kirsten Wilkers*

**Kirsten Wilkers**  
Vice President, Talent & Inclusion

## CORPORATE AWARDS



# CULTURE OF INCLUSION

We believe that everyone – regardless of race, gender, belief system, background or identity – should feel empowered, valued and treated fairly. To do this, we hold ourselves and one another accountable, we face our biases, and we take proactive steps to equip our leaders and employees with the tools and training to maintain an inclusive work environment.

## HOW WE WORK

As a company, we have policies, practices and processes that help drive diversity, equity and inclusion. We are rigorous in tracking and measuring our execution in alignment with our culture of continuous improvement.

## HOW WE LEAD

Leadership sets the tone that reverberates through the company. Leaders are expected to make decisions and model behaviors to ensure consistent performance. We believe it starts at the top and permeates down into the organization – with every leader at every level.

## HOW WE CONDUCT OURSELVES

Every individual is responsible for aligning with our L3Harris Values, Code of Conduct and Mission. In its simplest form, this means act with integrity, perform with excellence and respect one another at all times and in all interactions.



## PARTNERSHIPS

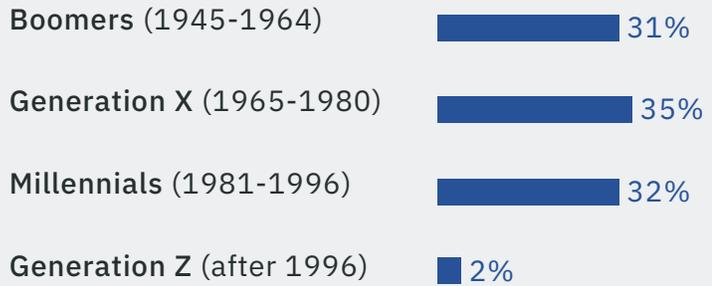
We are committed to listening, learning and advancing our diversity and inclusion efforts, so we have formed strategic partnerships with a breadth of organizations and thought leaders to benchmark and implement best practices.



# AT A GLANCE



## GENERATIONAL BREAKOUT



AGE RANGES ALIGN TO PEW RESEARCH CENTER - TRADITIONALISTS COMPOSE <1%

## TOTAL EMPLOYEES

**~48K**  
EMPLOYEES

**15%**  
INTERNATIONAL

**~40%**  
SCIENTISTS  
AND ENGINEERS

## FEMALE POPULATION

**24%**  
OVERALL

**31%**  
EXECUTIVE

**33%**  
NEW COLLEGE GRAD



## PERSONS OF COLOR

**24%**  
OVERALL

**17%**  
EXECUTIVE

**37%**  
NEW COLLEGE GRAD

## SELF-IDENTIFIED PERSONS WITH DISABILITIES

**6%**  
OVERALL

**4%**  
EXECUTIVE



## VETERANS

**15%**  
OVERALL

**14%**  
EXECUTIVE

# OUR LONG-TERM GOALS

At least

**50%** WOMEN  
GLOBALLY

**33%** PERSONS  
OF COLOR  
IN THE U.S.\*

\* U.S. SELF-IDENTIFIED



# WOMEN LEADING

Our long-term goal is to achieve gender parity in our global workforce. This requires us to create an inclusive environment in which women see a clear opportunity to further their careers at L3Harris.

We maintain a **diverse** hiring slate and have put rigor into setting, measuring and reporting **progress** against our diversity metrics through the **highest levels** of the organization.



(LEFT - RIGHT) L3HARRIS BOARD DIRECTORS SALLIE BAILEY AND RITA LANE

## EVENTS

### Why Workshop

August 2019 | Greenville, Texas

### Time to Get your Defense On!

November 2019 | Nashville, Tennessee

### Women's Networking Event

November 2019 | Clifton, New Jersey and Amityville, New York

### L3Harris Moving Mountains

January 2020 | Colorado Springs, Colorado

### International Women's Day Event

March 2020 | Salt Lake City, Utah

### Women's Tech Conference

October 2020 | Virtual

## L3HARRIS WOMEN'S LEADERSHIP CONFERENCE

In November 2019, 150 female L3Harris leaders convened in Melbourne, Florida, for the L3Harris Women's Leadership Conference. The event, themed "Inclusion starts with I," featured networking events and guest speakers, including L3Harris Directors Sallie Bailey and Rita Lane.



TANIA HANNA (VICE PRESIDENT, GOVERNMENT RELATIONS)

# COMMUNITY IMPACT SPOTLIGHT: INROADS



(LEFT - RIGHT) BILL BROWN, CHAIRMAN AND CEO, L3HARRIS AND FOREST HARPER, CEO, INROADS

L3Harris is making a commitment to future innovators, scientists and mathematicians with a **\$2 million investment in INROADS College Links**. College Links is an innovative program that seeks to close the knowledge and skills gap that often plagues talented and underserved youth, particularly from racial minority communities.

L3Harris understands that now, more than ever, is a time for us to wrap our arms around our youth. The company's support will help impact more than **11,000 College Links families** over three years.

› FOREST HARPER  
INROADS CEO



“INROADS opened doors for me while giving me the necessary education and tools to succeed. This program molds students into leaders and professionals that we need to make a socioeconomic impact in the future. As an alumna, this gift is greatly appreciated. It will make a huge difference in the lives of many students.”

› DEASIA LITTLE  
L3Harris Software Engineer



# A DIVERSE TALENT PIPELINE

A diverse talent pipeline leads to a diverse workforce. L3Harris is actively creating employment opportunities, and we have partnered with some of the country's leading professional organizations to attract top talent, particularly in STEM roles.



## GRACE HOPPER & SOCIETY OF WOMEN ENGINEERS (SWE)

L3Harris joined female engineers and technologists from around the world at the Anita Borg 2019 Grace Hopper Celebration in Orlando, Florida, and the Society of Women Engineers 2019 Conference in Anaheim, California. At the events, L3Harris engineers met with approximately 500 job candidates and engaged with hundreds of students interested in learning about STEM opportunities with our company.



## NATIONAL SOCIETY OF BLACK ENGINEERS (NSBE)

As a Board of Corporate Affiliates (BCA) member for NSBE, L3Harris leaders attend NSBE events throughout the year to recruit talent at all levels and establish relationships with students early in their careers. We also partner through giving at both a national level and locally through partner universities.

# DIVERSITY COUNCIL



**Chair**  
Bill Brown  
Melbourne, FL



**Co-Chair**  
Kirsten Wilkers  
Melbourne, FL

The **L3Harris Diversity Council**, selected and announced in November 2019, is jointly led by our CEO and vice president of talent and inclusion. It comprises Employee Resource Group (ERG) leadership and executives from across the enterprise. The Diversity Council influences and evaluates the strategies, policies and steps the company takes to advance diversity and inclusion and build a high-performance workforce.

## APEX

Asian Professionals for Excellence

## ECP

Early Career Professionals

## HOLA

Hispanic/Latino Organization for Leadership & Advancement

## INTRAPRENEURS

Technology & Innovation Resource Group



**APEX**  
Mitesh Parikh  
Rochester, NY



**ECP**  
Nicole Whitman  
Melbourne, FL



**HOLA**  
Milena Gordon  
Melbourne, FL



**INTRAPRENEURS**  
Jorge Relea-Gonzalez  
Melbourne, FL

### ERG CHAIRS



**APEX**  
Larry Lohman  
Palm Bay, FL



**ECP**  
Anthony Nigara  
Palm Bay, FL



**HOLA**  
Dan Watt  
Salt Lake City, UT



**INTRAPRENEURS**  
Kristen Lomastro  
Londonderry, NH

### EXECUTIVE SPONSORS

## LEAD

L3Harris Employees of African Descent

## PRIDE

LGBTQ+ Resource Group

## SERVE

Supporting Emergency Responders and Veterans Engagement

## WE<sup>3</sup>

Women Who Strive for Empowering, Enhancing, & Encouraging Other Women



**LEAD**  
Justin Cloud  
Palm Bay, FL



**PRIDE**  
Lelia Jenkins  
Herndon, VA



**SERVE**  
Larry Nace  
Melbourne, FL



**We3**  
Essie McIntire  
Salt Lake City, UT

### ERG CHAIRS



**LEAD**  
Bill Wade  
Arlington, VA



**PRIDE**  
Kathy Crandall  
Melbourne, FL



**SERVE**  
Bill Irby  
Greenville, TX



**We3**  
Stephanie Dickman  
Rochester, NY

### EXECUTIVE SPONSORS

# EMPLOYEE RESOURCE GROUPS

## WHAT ARE ERGS?

ERGs are voluntary, employee-led groups that bring together employees with similar values. These high-energy groups are a great way to meet new people, network outside the office, support our communities and foster professional development.

### APEX

Asian Professionals for Excellence

### LEAD

L3Harris Employees of African Descent

### ECP

Early Career Professionals

### PRIDE

LGBTQ+ Resource Group

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### SERVE

Supporting Emergency Responders and Veterans Engagement

### INTRAPRENEURS

Technology & Innovation Resource Group

### WE<sup>3</sup>

Women Who Strive for Empowering, Enhancing, & Encouraging Other Women



## ERG PILLARS



PROFESSIONAL DEVELOPMENT



COMMUNITY OUTREACH



EMPLOYEE ENGAGEMENT



Built on our Values of Integrity, Excellence and Respect, our ERGs are focused on community outreach, providing professional development **opportunities** for members and driving employee engagement.

Our ERG footprint has continuously grown in our first year as L3Harris, with more than **60 local chapters** established and approximately **10,000 members** worldwide.

# EMPLOYEE RESOURCE GROUPS

## APEX

### Asian Professionals for Excellence

APEX is an ERG that taps into the perspectives of our Asian employees to explore, develop and drive customer engagement and talent retention strategies. The ERG also works in partnership with others to develop cultural competency in all employees.



As the **executive sponsor** for APEX, I know we are making a difference by helping employees be a part of a team that is doing something **significant**. ERGs create a sense of **community**, making L3Harris a more enjoyable place to work and allowing individuals to do their **best work**.

➤ **LARRY LOHMAN, EXECUTIVE SPONSOR**  
SAS Vice President, General Counsel  
Melbourne, Florida



My goal is to facilitate professional development for all employees and promote employee engagement, professional networking, community outreach and cultural awareness. I also want to strengthen APEX's impact on L3Harris' business success. With recent COVID-19

restrictions, the APEX team looked beyond local sites and successfully engaged employees across all segments by hosting several virtual professional development events and panel discussions, promoting employee engagement and inclusion.

➤ **MITESH PARIKH, CHAIR**  
Director, Engineering Management  
Rochester, New York

### KEY ACCOMPLISHMENTS & SIGNATURE EVENTS

- > Asian American & Pacific Islander Month events, including
  - Executive leadership presentations
  - Heritage dress contest
  - Origami Peace Crane Making for the Hiroshima Peace Memorial
- > Panel discussions on culture, leadership and inclusivity
- > Opened new chapters in Rochester, New York; Sunrise, Florida; and Clifton, New Jersey
- > Launch of cross-ERG employee survey



# EMPLOYEE RESOURCE GROUPS

## ECP

### Early Career Professionals

ECP aims to enrich the new hire experience through meaningful connections and impactful professional development. We want to empower early career professionals to feel connected to the company and the community while helping retain and grow future leaders of L3Harris.



ECP members throughout L3Harris.

> **NICOLE WHITMAN, CHAIR**  
Director, Finance  
Melbourne, Florida

### KEY ACCOMPLISHMENTS & SIGNATURE EVENTS

- > Virtual networking events
- > LIFT volunteer events
- > Speaker series featuring senior leaders
- > Launch of cross-ERG employee survey



My goal is to foster an engaging community for our early career talent. Having been with L3Harris my entire career, I want to help our early career professionals on their **professional** journeys by sharing my experiences while also **engaging** and learning from our community through our planned events.

> **ANTHONY NIGARA, EXECUTIVE SPONSOR**  
Vice President, Strategy & Business Development  
Melbourne, Florida



# EMPLOYEE RESOURCE GROUPS

## HOLA

### Hispanic/Latino Organization for Leadership & Advancement

HOLA brings Hispanic/Latinx employees together to foster an inclusive environment, support career development and support the L3Harris focus on developing, engaging and retaining a high-performing, diverse workforce and ensuring a culture of inclusion in which all employees can achieve their full potential.



As part of HOLA, members are able to engage rather than just participate. They add value beyond their current roles by taking leadership positions within HOLA or participating in activities that are designed to promote growth and development, serve their communities and build networks with leaders across the organization.

 **MILENA GORDON, CHAIR**  
Senior Director, Audit  
Melbourne, Florida

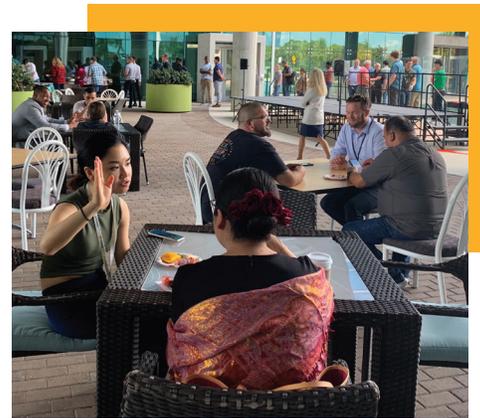
#### KEY ACCOMPLISHMENTS & SIGNATURE EVENTS

- > Lunch and Learns
- > Speaker series
- > Skills development and professional growth workshops
- > Virtual volunteering through LIFT
- > Panel discussions
- > Launch of cross-ERG employee survey



HOLA provides a great platform for **employees** to strengthen their connections. It also provides development and **engagement opportunities** with leaders who are allies and support our efforts to celebrate and promote Latinx and Hispanic heritage. It is important for me to see Latinx and Hispanic employees at all levels of L3Harris, getting opportunities to connect with leaders, receive **mentoring** and get more **engaged** with L3Harris as a whole. HOLA is an essential organization to enable that.

 **DAN WATT, EXECUTIVE SPONSOR**  
Vice President, Program Management  
Salt Lake City, Utah



# EMPLOYEE RESOURCE GROUPS

## INTRAPRENEURS

Technology & Innovation Resource Group

Intrapreneurs is organized around fostering technology and innovation that helps L3Harris and its employees grow. It connects employees to a vast network of resources, engineers, strategists, business developers and more to help them glean insight into how business decisions are made and support them in bringing their own ideas to life.



My goals are to establish a strong ERG presence across all four segments, grow employee cognizance of L3Harris capabilities, create novel development and growth opportunities and increase idea contributions.

> **JORGE RELEA-GONZALEZ, CHAIR**  
Senior Director, Software Engineering and Image Science  
Palm Bay, Florida



### KEY ACCOMPLISHMENTS & SIGNATURE EVENTS

- > Engineering Week
  - Innovation Talk
  - Innovation: Turning Ideas into Solutions with Sprints
- > Monthly technical talks
- > Data Visualization Panel
- > Launch of cross-ERG employee survey

Diversity recognizes that every person is **unique**, given our differing ethnicities, experiences and **perspectives**. With the ERGs, this uniqueness provides us with the ability to **grow** and learn from one another from a common point of interest, **advocacy** and passion.

> **KRISTEN LOMASTRO, EXECUTIVE SPONSOR**  
Vice President, Program Manager,  
Night Vision Goggles  
Londonderry, New Hampshire



# EMPLOYEE RESOURCE GROUPS

## LEAD

### L3Harris Employees of African Descent

LEAD seeks to build and foster an environment that champions diversity and global inclusion through recruitment and retention initiatives; professional development, networking and career advancement platforms for its members; and community-focused volunteerism and philanthropy.



Working with other employee volunteers, LEAD strives to support the local community through service projects that focus on Science, Technology, Engineering and Math outreach. As chair, one of my most important goals is to establish training and workshops and encourage

mentoring initiatives to promote professional development. Within LEAD, my focus is to create individual leadership opportunities, experiences and additional recognition for its members.

➤ **JUSTIN CLOUD, CHAIR**  
Director, Project Engineering  
Palm Bay, Florida



(LEFT - RIGHT) BRYANT HENSON (PRESIDENT, MISSION AVIONICS), CHRIS KUBASIK (PRESIDENT AND COO), BYRON GREEN (VICE PRESIDENT, GLOBAL OPERATIONS) AND JUSTIN CLOUD (DIRECTOR, PROJECT ENGINEERING)

#### KEY ACCOMPLISHMENTS & SIGNATURE EVENTS

- > CEO and corporate leadership panel on inclusion
- > Launch of cross-ERG employee survey
- > Chat with the Chair
- > Black History Month activities
- > LEAD mentoring program

ERG sponsors are in a **unique** position to provide direction and remove obstacles so that the members of the group can achieve their **goals**. This results in meaningful experiences and unique opportunities to **engage** at a company level and a personal level. For L3Harris, this allows us to tap into the energy and **creativity** of our employees outside of the normal work channels.

➤ **BILL WADE, EXECUTIVE SPONSOR**  
Vice President, Global Trade Compliance  
Arlington, Virginia



# EMPLOYEE RESOURCE GROUPS

## PRIDE

### LGBTQ+ Resource Group

The mission of the PRIDE ERG is to promote an inclusive, supportive and safe environment for all employees, regardless of sexual orientation, gender identity or gender expression, in support of L3Harris' commitment to global inclusion.



I continue to be inspired by the great work our PRIDE ERG has accomplished to ensure L3Harris is a place where all individuals can feel valued, respected and included. Our ERG has made a huge impact on our organization over the years. We have amazing PRIDE ERG leaders and members who

truly embody and embrace a culture whereby we all can do our best work.

› **LELIA JENKINS, CHAIR**  
Director, Engineering Management  
Herndon, Virginia



### KEY ACCOMPLISHMENTS & SIGNATURE EVENTS

- › Pride month celebration, including flying rainbow flag at different locations, social media presence and weekly events throughout the month
- › L3Harris Pride Ally Day
- › Launch of cross-ERG employee survey

One of our company's core **Values** is respect. To live that Value means we must have an **inclusive** mindset. An inclusive mindset creates an environment where everyone, including our LGBTQ+ coworkers, can be who they are and feel like they belong.

› **KATHY CRANDALL, EXECUTIVE SPONSOR**  
General Manager, Mission Networks  
Managed Services  
Melbourne, Florida



# EMPLOYEE RESOURCE GROUPS

## SERVE

### Supporting Emergency Responders and Veterans Engagement

SERVE strives to create an environment that champions, supports and celebrates our veterans and emergency responders. SERVE accomplishes this mission by fostering inclusive networks, creating leadership and development opportunities and giving back to the communities in which we live.



I am so very proud and humbled by the culture we celebrate within L3Harris - one that recognizes, supports and promotes our collective diversity. I am honored to be a part of that and to represent our community of current, former and friends of first responders and veterans

as enterprise chair of the SERVE ERG. It is through this celebration that we become better at who we are, what we stand for and what we do for our communities, our families and our company.

> **LARRY NACE, CHAIR**  
Director, Engineering Management  
Melbourne, Florida

#### KEY ACCOMPLISHMENTS & SIGNATURE EVENTS

- > Segment president “Fireside Chat” series
- > Military appreciation month activities
- > Launch of cross-ERG employee survey

Along with the other **leaders** of our company, I embrace the perspectives of all employees and the **diverse** backgrounds and thoughts of each. In fact, this diversity is critical to driving **results**. As one of several ERGs, SERVE supports emergency responders and veterans by creating a workplace where they can be their true selves, contribute insights and opinions and lead with **authenticity**.

> **BILL IRBY, EXECUTIVE SPONSOR**  
President, Reconnaissance Mission Systems  
Greenville, Texas



# EMPLOYEE RESOURCE GROUPS

## WE<sup>3</sup>

Women Who Strive for Empowering,  
Enhancing, & Encouraging Other Women

WE<sup>3</sup> strives to empower, enhance and encourage women professionals through a network that cultivates future leaders, enriches the capability of our workforce and helps ensure L3Harris' competitive advantage.



The focus of WE3 is three-fold: to **support** the development of women throughout their **career journeys**; to create meaningful engagement opportunities for our workforce; and to develop targeted local projects that give back to the communities where we live – all with the **ultimate goal** of creating a vibrant, inclusive culture that energizes employees and drives company growth.

➤ **STEPHANIE DICKMAN, EXECUTIVE SPONSOR**  
Vice President, Strategy and Business Development  
Rochester, New York



Our ERGs bring a sense of unity and belonging. They provide a forum for us to bring our diversity of thought. They allow each of us to share our insights and feedback from our diverse employee population, leading to more engaging policies and behaviors. When we are engaged, we feel a sense of achievement, loyalty and trust to each other and to our company.

➤ **ESSAAF MCINTIRE, CHAIR**  
Director, Field Organizations  
Salt Lake City, Utah

### KEY ACCOMPLISHMENTS & SIGNATURE EVENTS

- > Women's History Month
- > Virtual Zoom face mask making
- > Virtual weekly coffee dates
- > Virtual WE<sup>3</sup> book clubs
- > Virtual lunch & learn series
- > United Way cookbook
- > Leadership / guest speaker events
- > Virtual 5K
- > Development workshop



# EMPLOYEE ENGAGEMENT AND SATISFACTION

Inclusion drives engagement, and we believe it all starts with listening to the diverse perspectives, experiences and feedback from our employees.

L3Harris established a listening strategy to help us best understand the total employee experience – both what makes this an excellent place to work as well as areas in which we can improve.

Through a series of checkpoints, such as our annual engagement survey, we welcome employees to let us know what truly matters to them, share how our company can consistently provide an excellent experience and suggest ways in which we can improve company-wide and locally.

Our listening strategy helps us continuously improve so our employees feel more included and engaged.

**Listening strategy components we are implementing include the following:**

- > New hire survey
- > Onboarding survey
- > Engagement survey
- > Engagement 1:1s
- > Exit survey
- > Alumni survey

## YOUR VOICE MATTERS

In **July 2020**, L3Harris launched its Employee Engagement Survey, a checkpoint in our listening strategy. **82%** of employees participated, exceeding the benchmark of **75%**.

## BENEFITS

L3Harris offers a variety of benefits and resources to help employees reach their personal and professional goals.



**PAID  
PARENTAL LEAVE**  
(4 weeks)



**EDUCATIONAL  
ASSISTANCE PROGRAM**



**R.I.S.E.  
EMPLOYEE  
RECOGNITION  
PROGRAM**



**DISCRETIONARY  
PAID TIME OFF**



**DRESS  
FOR YOUR DAY**



# OUR VALUES IN ACTION

Ethics is an integral part of who we are and what drives our actions every day. Ensuring all employees have access to the appropriate resources and trainings to support them in doing the right thing is essential to maintaining the integrity of our business.

Our employees have a variety of confidential channels to ask questions or report concerns.

- > ANONYMOUS ETHICS HELPLINE
- > SUPERVISOR AND MANAGERS
- > ETHICS ADVISORS AND COMPLIANCE STAFF
- > FUNCTIONAL SUBJECT MATTER EXPERTS WHO SPECIALIZE IN ETHICS

## INCLUSIVE LEARNING

Our training and learning efforts provide concrete ways for employees to engage in respectful interactions in the workplace and drive a more inclusive culture.

Earlier this year, L3Harris deployed Unconscious Bias training to all U.S. employees and hosted senior leader workshops to explore how biases show up in day-to-day decision-making and the impact it can have. Our goal is to help employees at all levels discover conscious techniques to remove any biases from decisions to create a more productive workplace.

L3Harris also rolled out Front Line Leader training with a module focused on Inclusion.



(LEFT - RIGHT) BILL BROWN (CHAIRMAN AND CEO), LEWIS KRAMER (BOARD DIRECTOR), LLOYD W. NEWTON (BOARD DIRECTOR)



**UNCONSCIOUS BIAS TRAINING**  
required for all U.S. employees in 2020



**EXECUTIVE**  
workshops



**LEADER AND EMPLOYEE**  
resources and trainings



**MONTHLY COMMUNICATIONS**  
campaigns

# SUPPLIER DIVERSITY



Our diversity and inclusion efforts extend to those we work with as well. L3Harris has a robust and highly successful Supplier Diversity program that provides small businesses and other diverse organizations with maximum opportunities to contribute to high-tech programs that support the warfighter and engage in technological advances in aerospace and defense.

Our U.S.-wide Supplier Diversity offices, which ensure small business participation and compliance, have dedicated support teams that facilitate subcontracting opportunities with diverse organizations that will enhance our industrial base. Together, our work positions L3Harris to better meet customer needs and requirements while also providing an avenue for us to foster growth and innovation in small businesses.

## ENABLING SUCCESS

Our suppliers gain access to L3Harris resources, which provides a pathway to mature new technologies. L3Harris has successfully collaborated with small businesses on innovation projects that include Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) efforts. The L3Harris SBIR Program website is a place where subcontractors can evaluate Department of Defense (DOD) SBIR topics and express an interest in partnering.

During the U.S. Government Fiscal Year **2019**, L3Harris awarded **43%** of its procurements to **Small Businesses** on Department of Defense (DoD) programs.

## CREATING MORE OPPORTUNITY

L3Harris is a skilled mentor to suppliers, providing developmental assistance focused on technical and business acumen. We have received three Nunn Perry Awards from the DoD in recognition of our mentoring efforts.

The Nunn Perry Mentor-Protégé program encourages large contractors, such as L3Harris, to share their technical expertise and knowledge of government contracting with innovative small businesses. The program's major goal is to positively impact the growth of the defense industry base through partnerships between small, innovative technology companies and major defense industry contractors.

# CULTURE OF COMMUNITY

Community engagement is at the heart of L3Harris. We are making an impact on the vibrant and diverse communities where we live and work through grants, gift matching, sponsorships and our employee volunteer program, LIFT.



## OUR CORPORATE GIVING FOCUSES ON THREE STRATEGIC AREAS



### STEM

L3Harris supports K-12 STEM education through mentorship programs, STEM kits, robotics programs, STEM challenges and innovation games. We have also provided grants to 19 universities, including the University of Puerto Rico at Mayagüez and historically black colleges and universities like Prairie View A&M University in Texas.



### MISSION-ALIGNED

Employee volunteers participate in letter writing campaigns and care kit building for active-duty military, veterans and first responders, and we also support organizations such as the Special Operations Warrior Foundation, the National Organization of Black Law Enforcement Executives and the Iraqi Children's Foundation.



### COMMUNITY

We actively encourage and support our employees' engagement in their local communities. Some of our most successful activities have included Pride events, cultural festivals, United Way campaigns, COVID-19 relief efforts and support of organizations leading the fight for social justice.

## PARTNERSHIPS



# CULTURE OF COMMUNITY

## L3HARRIS INVESTING FOR TOMORROW (LIFT)

LIFT is our employee-led volunteer program, currently active in 26 states. As part of the program, employees identify activities aligned with our three strategic giving areas and organize participation with funding from the company.

In the past year, L3Harris completed more than 650 projects and registered more than 32,000 volunteer hours as part of LIFT.



JAY MALAVE, SVP & CFO WITH FINANCE TEAM MEMBERS

## GIFT MATCHING

L3Harris provides dollar-for-dollar gift matching in support of causes and organizations that matter most to our employees.

In response to COVID-19, we doubled gift matching from April to June to organizations on the frontlines of the pandemic.



## L3HARRIS CARES

We established L3Harris Cares to help employees in times of financial need following a declared disaster. With the support of the L3Harris Foundation and individual donations from employees, we have been able to provide assistance to colleagues who faced hardships due to hurricanes and as a result of COVID-19.





**L3HARRIS**

FAST. FORWARD.

**L3HARRIS TECHNOLOGIES**

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Thank you to all 48,000 L3Harris employees for contributing to our many successes and driving us to achieve more.

A special thank you to all the employees who are featured in this report.