



20 24 | SUSTAINABILITY REPORT

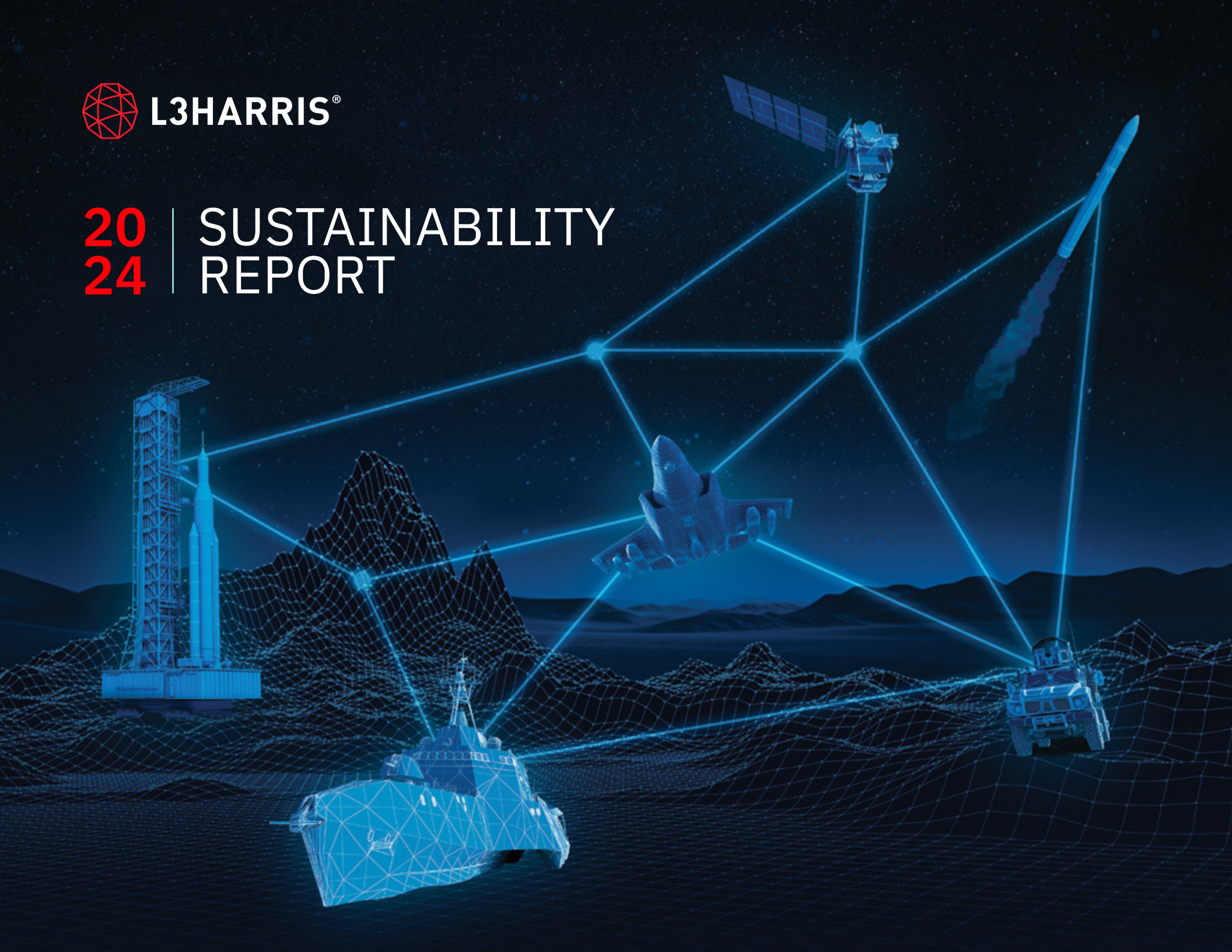


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APPROACH

- A MESSAGE FROM THE CEO
- ABOUT L3HARRIS
- 2024 HIGHLIGHTS
- STAKEHOLDER ENGAGEMENT
- FOCUS AREAS

GOVERNANCE

ENVIRONMENTAL

SOCIAL

CONTENT INDICES





A MESSAGE FROM THE CEO

In the face of an extraordinarily volatile and complex global landscape in 2024, we remained steadfast in our mission to support U.S. and allied warfighters through the delivery of innovative, reliable and sustainable solutions for their most pressing challenges.

The results we achieved last year clearly show that our Trusted Disruptor strategy is working. We formed novel partnerships, made strategic investments and set new commitments to enhance the value we create for our customers and other stakeholders. At the same time, we upheld our values of integrity, excellence and respect by prioritizing the safety and well-being of our employees and the communities where we live and work. Our 2024 sustainability highlights included:

- A new strategic partnership with Palantir to combine their Artificial Intelligence Platform (AIP) with our sensors and software-defined systems to propel digital transformation and empower our customers to make quicker and better-informed decisions.
- Our existing strategic partnership with venture capital firm Shield Capital continuing to bear fruit, with multiple Shield Capital-associated startups integrating their technologies into our products to enhance capability for our customers.

- The establishment of bold new 2030 environmental sustainability goals to reduce our direct and indirect greenhouse gas emissions, water usage and solid waste disposal in landfills, while sourcing a greater amount of our electricity from renewable sources.
- The achievement of key milestones in capital projects to offset or reduce our environmental footprint and reduce costs, including the completion of a stormwater reuse project that will contribute directly to the achievement of our new 2030 goals.
- The inauguration of L3Harris Safety Week, with events at dozens of our sites to celebrate our collective achievements in fostering a proactive safety culture and advancing our goal of a zero-injury work environment.
- The rapid surging of vital support to people in need following an unprecedented series of natural disasters in the United States.

In the pages that follow, you'll learn more about our company's purpose to make the world a safer and better place through disruptive innovation.

I'm deeply proud of the great strides our team has made toward becoming a more efficient, resilient and sustainable enterprise. While we have much more to achieve on our sustainability journey, I'm confident that we will build upon our successes by continuing to stay true to our values, engaging with all our key stakeholders and holding ourselves to the highest standards of excellence in every aspect of our business.



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 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, comprised of four key segments: Space & Airborne Systems, Integrated Mission Systems, Communication Systems and Aerojet Rocketdyne. Through our partnerships in United States (U.S.) national security and U.S. ally endeavors, we strive to uphold freedom, protect everyday life and extend peace across the globe. We accomplish this through upholding our values of INTEGRITY, EXCELLENCE and RESPECT. We integrate these values throughout our business to form the foundation of everything we do, ensuring that our values align with the needs of our customers, which include U.S. government agencies and departments, foreign governments and other large defense contractors.

As the Trusted Disruptor, we innovate relentlessly and deliver capability with the speed, passion and determination that our customers demand in executing their most challenging missions. Headquartered in Melbourne, Florida and publicly traded on the New York Stock Exchange (Symbol: LHX), L3Harris serves over 100 countries.

Transparency Approach

The 2024 Sustainability Report offers stakeholders comprehensive insights into our sustainability program, strategy and initiatives. We uphold our commitment to transparency through data disclosures and alignment with distinguished frameworks including the Global Reporting Initiative (GRI), the Aerospace and Defense industry standards for the Sustainability Accounting Standards Board (SASB), the Task Force for Climate Related Financial Disclosures (TCFD) and our ongoing efforts to align with the International Sustainability Standards Board (ISSB) which is part of the International Financial Reporting Standards (IFRS) Foundation (IFRS S1 and S2).

See the [GRI/SASB/TCFD/IFRS/Index](#) for our 2024 disclosures.



L3HARRIS AT A GLANCE



21.3B

Annual Revenue



~18K

Scientists and Engineers



~47K

Dedicated Employees



>100

Countries Supported

BUSINESS SOLUTIONS

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 provider of differentiated mission capabilities and prime systems integration for the air, land and sea domains. We deliver top-tier capabilities in the design, development, integration, production, modernization 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.



2024 HIGHLIGHTS


2024 PERFORMANCE GOALS

 Exceeded Previous GHG Emissions and Water Use Goals Ahead of Schedule

 **50%**
of All Waste Generated Was Diverted From Landfill

2030 GOALS

 **60%**
GHG Emissions Reduction


 **40%**
of Total Electricity From Renewable Sources


 **20%**
Water Use Reduction

 **10%**
Solid Waste Reduction From Landfill

RECOGNITION

 **24.3**
Sustainalytics Score

 **B**
2024 CDP Corporate Questionnaire, Climate Score

 **B**
2024 CDP Corporate Questionnaire, Water Score





STAKEHOLDER ENGAGEMENT

L3Harris is a trusted partner to our customers, suppliers, employees and communities. Authentically engaging these stakeholders is fundamental to our strategy and a key driver of our business decisions. We embrace a holistic view of our operations, role in society and impact on our communities, and we meaningfully contribute to environmental stewardship to uphold our mission of protecting society for future generations.

In 2023, L3Harris completed a refresh of our materiality assessment. Through engagement of internal and external stakeholders, including customers, communities, investors and L3Harris leaders and employees, we gained meaningful insights that have helped shape our sustainability program and strategy.

We regularly evaluate, review and update our strategies as needed and assess appropriate timing for conducting updated materiality assessments.

STAKEHOLDER ENGAGEMENT	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 governanceHuman capitalWorkplace health and safetyData 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 ethicsAnti-corruptionSustainable products/services and packaging materials
Investors	Earnings calls, shareholder and analyst meetings, publication of financial results and presentations, participation in rating agencies	<ul style="list-style-type: none">All topics including but not limited to: lobbying and political advocacy, all environmental topics and corporate governance
Suppliers	Sales meetings, conferences, forums	<ul style="list-style-type: none">Supply chainBusiness ethicsHuman rightsConflict mineralsAll environmental topics
Community	Meetings with community partners, volunteer events	<ul style="list-style-type: none">All environmental topicsCommunity engagement
Industry	Involvement in industry associations	<ul style="list-style-type: none">Supply chainAll environmental topics

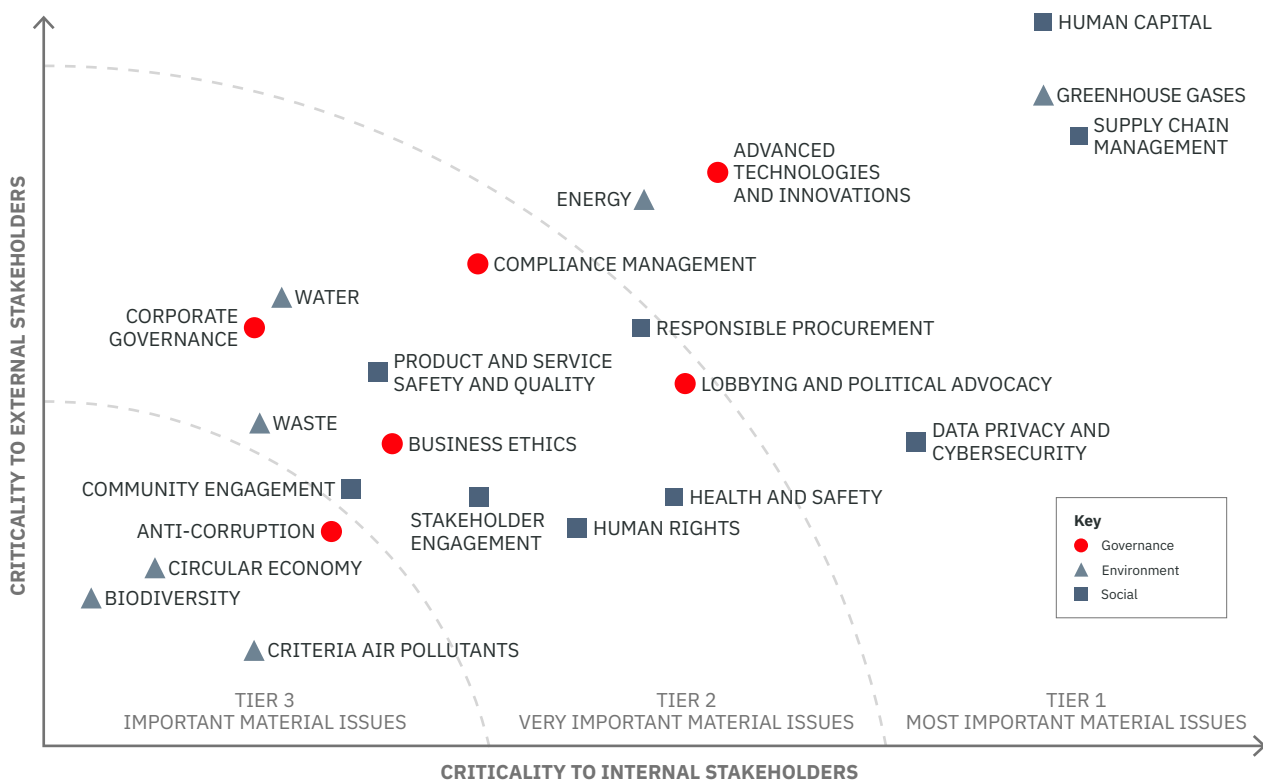
NOTE: The table above provides examples of key engagement methods with main stakeholder groups but is not an exhaustive list.



FOCUS AREAS

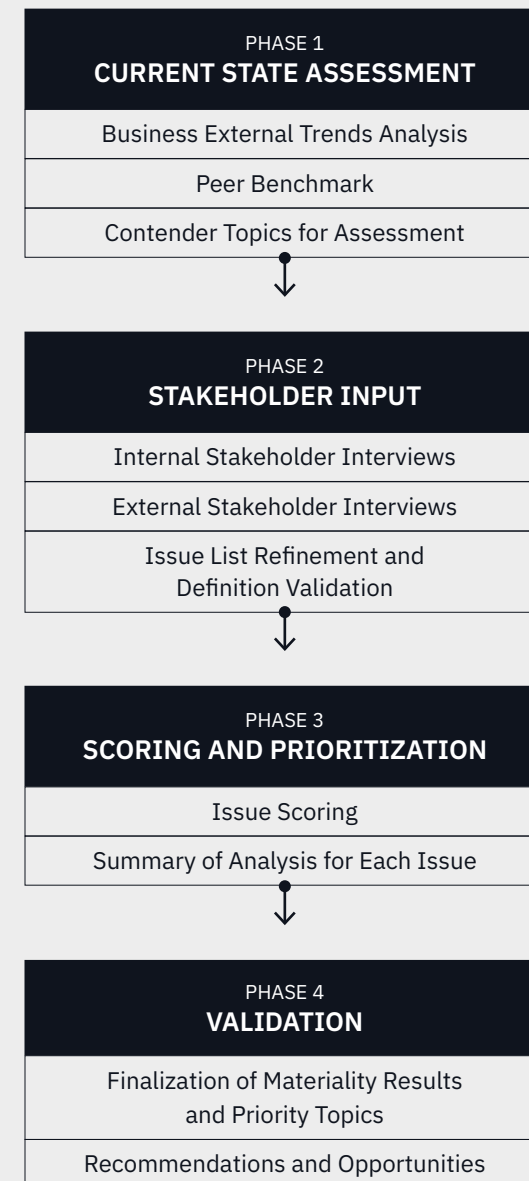
Our commitment to excellence and transparency guides our sustainability journey and propels advancements in our strategy, reporting, programs and stakeholder engagement initiatives. L3Harris manages and reports on key topics that have been identified with our materiality assessment that are pertinent to our industry, stakeholders and areas where our business makes significant impact.

MATERIALITY ASSESSMENT MATRIX



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

MATERIALITY ASSESSMENT PROCESS



APPROACH

GOVERNANCE

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

ENVIRONMENTAL

SOCIAL

CONTENT INDICES





CORPORATE GOVERNANCE

Management Approach

Sound corporate governance is foundationally important at L3Harris. It ensures responsiveness and accountability to all stakeholders and supports long-term shareholder value. This commitment is overseen by the highest governing body, the L3Harris Board of Directors. The Board is currently comprised of 12 independent directors elected by shareholders on an annual basis, with our CEO also serving as Chair of the Board.

Sustainability oversight starts from the top at the Board and CEO level, extending down to top executives and the entire company. We set goals and incorporate sustainability into our management structure throughout the enterprise. The Board oversees sustainability programs and activities related to health and safety, environmental sustainability, political advocacy and lobbying, the development and implementation of our corporate strategy, talent and culture, management policies, performance objectives and action plans. The Board's Nominating and Governance Committee oversees sustainability efforts, as well as corporate citizenship and responsibility initiatives that could impact our operations, public reputation and financial performance. The Board's Audit Committee monitors ethics and business conduct.

Our directors bring a variety of backgrounds, skills and experiences to L3Harris. Nomination and selection criteria for Board members, Board Committees and

Nominating and Governance Committee members can be found on page 7 of our 2025 Proxy Statement. The Board's Nominating and Governance Committee identifies and recommends nominees for director elections, and the Board is responsible for approving them. Nominations are based on professional experience and personal criteria as documented in our Corporate Governance Guidelines. Shareholders also have a voice in director elections through a process that allows them to make director nominations, outlined in the 2025 Proxy Statement on page 8. For more information on our current Board leadership structure, including our CEO, Chair and Lead Independent Director roles, visit page 15 of our 2025 Proxy Statement.

Several Board committees, including the Nominating and Governance Committee, also support the Board in conducting an annual self-evaluation. The Director Independence Standards and Corporate Governance Guidelines guide our Board conduct and can be found on our Sustainability web page.

Our Sustainability Management Structure on [page 11](#) illustrates how we organize our committees to aid in effectively managing performance across all material sustainability topics. The Sustainability Steering Committee provides updates on a regular basis to the Board regarding sustainability-related risks and opportunities. The General Counsel regularly briefs our CEO on sustainability-related issues, so that our CEO can oversee the implementation of our strategy.

At L3Harris, we value the varying skills, experience and viewpoints across our workforce and all levels within the organization. For more on Talent and Culture strategies, see [page 38](#).

[Corporate Governance Guidelines](#)



[2025 Proxy Statement](#)



[Sustainability and Governance Web Page](#)





SUSTAINABILITY
MANAGEMENT STRUCTURE

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

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

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

Enterprise Risk Management

The Committee of Sponsoring Organizations (COSO) framework guides the L3Harris Enterprise Risk Management (ERM) processes. The framework identifies and assesses the most significant risks across all business areas and functions, including material risks related to sustainability or climate topics. The Board approves this process, and the CEO and Senior Executives provide oversight. Our Audit Committee also reviews this process, identifying risks and ensuring proper management.

Our ERM Committee includes executive leadership, business segment and CHQ functional representatives who evaluate the potential impacts of identified risks to our global business. In addition, the ERM Committee investigates the likelihood of risk occurrence, risk trends and any current mitigation measures to manage the speed at which the risk could materialize.

Following review by the ERM Committee, the CEO and executive leadership incorporate risks and mitigation plans into strategic planning. As appropriate, risks may also be reviewed for inclusion in the site Business Continuity Plan. The Board also reviews top priority enterprise risks and mitigation plans, gaining more detailed insights into each risk throughout the annual Board cycle.

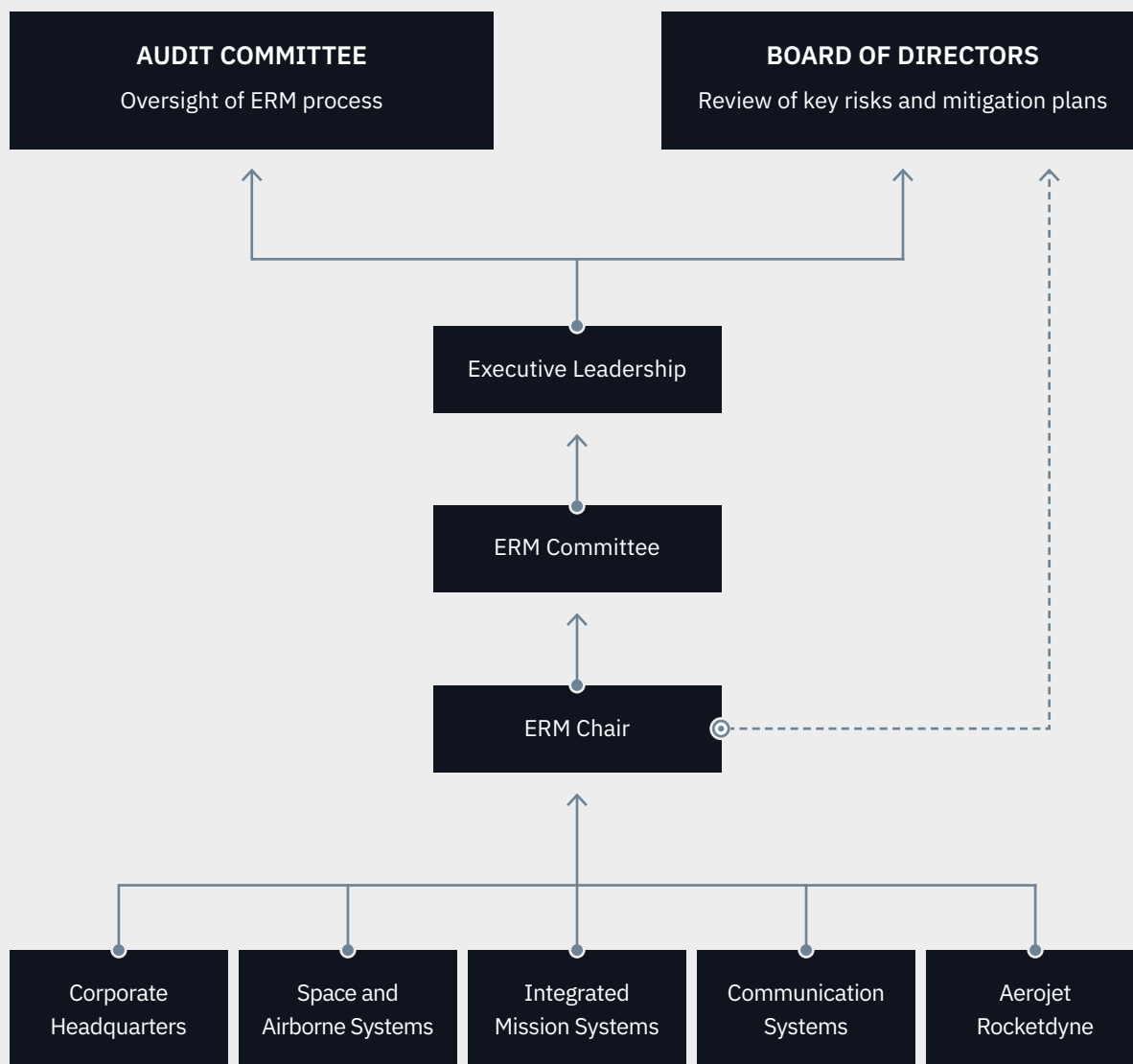
The L3Harris Business Resilience Program (BRP) was created in 2021, and it enhances our risk management practices. This strategic process ties ERM to BRP. The BRP lead is a member of the ERM Committee and assists in establishing L3Harris risk areas, while the ERM lead is a member of the Business Resilience Council (BR Council).



The BR Council, consisting of delegates including functional and segment leaders, reports to the Business Resilience Management (BRM) Team. The BR Council works with senior leadership to oversee the Business Resilience Policy, which drives governance and implementation of business continuity procedures and processes. The policy also outlines the Business Continuity Plan (BCP) requirements, which enable continuation of our mission-critical business processes, Business Impact Analyses (BIA) and threat and vulnerability assessment development. To remain vigilant against emerging attacks, the BR Council reviews L3Harris sites to determine criticality and then categorizes the critical sites into three tiers. The council reviews and updates these rankings regularly.



ERM GOVERNANCE AND RISK OVERSIGHT



In 2024, the BR policy was updated to incorporate a revised schedule for reviews of the BIA (annually), BCP (twice per year) and Exercise (annually). We developed a timetable to ensure consistent accountability for managing improvement actions arising from Business Resilience events or exercises and ensuring proper debriefs or reporting of any outcomes.

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

To find out more about:

- Our Board and Committee Self Evaluations, see page 16 of our 2025 Proxy Statement
- Our remuneration policies for Board members and senior executives, see pages 23 and 28 of our 2025 Proxy Statement
- The management of our remuneration policies, see page 39 of our 2025 Proxy Statement

[2025 Proxy Statement](#)





BUSINESS ETHICS

L3Harris designed the Ethics and Compliance (E&C) program to support our leaders at all levels to operate in accordance with our Code of Conduct and Values.

Values and Governance

Our values of Integrity, Excellence and Respect will always be at the heart of everything we do and inspire our workforce and leadership across the world. At L3Harris, we are all accountable. Our all-employee pledge underscores our commitment to excellence in performance and behavior, ensuring we never compromise our values in pursuit of business objectives.

Board of Directors: The Board has the ultimate oversight over our Ethics & Compliance program with the expectation for the organization and its employees to meet and exceed legal requirements.

Ethics & Compliance Review Boards (ECRBs): As shown in the chart, L3Harris leverages ECRBs to ensure that all ethics allegations are thoroughly investigated. These governance committees, comprised by senior leaders from Finance, Legal, Security, HR and Ethics, also ensure that all reported matters are promptly adjudicated by identifying and implementing appropriate corrective actions in accordance with company policy.

Ethics Advisors: L3Harris also leverages over 140 Ethics Advisors, who are employees located around the globe that have been trained and equipped to support employees with ethical dilemmas and assist leaders with maintaining an ethical culture.

[Code of Conduct](#)





Ethics Advisor conference hosted by the CEO, Board, Segment Presidents and other senior leadership.

Continuous Improvement

L3Harris is dedicated to continuously refining and enhancing our business conduct practices to ensure alignment with industry standards and the highest levels of integrity. Our policies and codes are regularly evaluated, and we updated our Code of Conduct in early 2025. In addition, L3Harris maintains our membership in the Defense Industry Initiative on Business Ethics and Conduct, whose mission is continuing to promote and advance a culture of ethical conduct for all companies that offer products and services via government contracting. We remain highly engaged with the initiative as a formal way to align with our industry's best practices.

Code of Conduct



We owe it to our shareholders, customers, suppliers, communities and to each other to live our values every day. Because we can't be the Trusted Disruptor without TRUST.

Christopher E. Kubasik, Chair and CEO, L3Harris



STORY

ADVANCED INVESTIGATOR TRAINING AND ETHICS ADVISOR CONFERENCE

In 2024, L3Harris took significant steps to strengthen our culture of integrity and ethical leadership across the organization.

It began in January with our Advanced Investigator Training, a specialized program tailored for ethics, security, anti-corruption, human resources and legal professionals. A full day was devoted to mastering advanced interviewing techniques and equipping investigators with the skills to address complex challenges with confidence and precision.

Building on this momentum, in October, we hosted our bi-annual Ethics Advisor Conference, a dynamic gathering of 140 Ethics Advisors and E&C staff, including legal and anti-corruption experts. This event featured inspiring keynotes

from our CEO and Board, along with engaging sessions led by external speakers. Training workshops equipped our Ethics Advisors with practical tools and strategies to foster ethical practices in their local offices, ensuring ethics are deeply woven into the fabric of our business. The conference not only unified our global team but also reinforced our shared commitment to integrity at every level.

These initiatives didn't just enhance the capabilities of our teams — they demonstrated our unwavering dedication to accountability, compliance and maintaining the highest ethical standards across all locations. Together, they represent our ongoing mission to lead with integrity and inspire trust in everything we do.



Our values of integrity, excellence and respect provide the foundation for our company's long-term success. We share an unwavering commitment to never compromise these values to achieve business objectives.



Ethics Survey

In 2024, L3Harris implemented key improvement actions to address our latest employee ethics survey results and to strengthen our workplace culture. These efforts included hosting over 60 in-person and virtual employee focus groups, conducting leadership briefings, making site visits, increasing Ethics Advisor engagement with leaders, enhancing our training program and rolling out a new Risk Assessment process to proactively address emerging ethical risks.

Employee Training

All employees are required to complete various E&C trainings that include courses such as Code of Conduct, anti-harassment and trade compliance. These trainings are administered twice annually and are available in all core L3Harris languages. In 2024, we enhanced our Code of Conduct training by including a leader-specific module to better set expectations of people managers. We also highlighted a real finance case to promote transparency and our Ethics in Action program. We continue to achieve 100% on-time completion rates for required training.

Code of Conduct



Reporting

L3Harris expects employees to seek guidance and raise concerns if they observe or suspect misconduct. Reporting options include contacting any supervisor or manager, Ethics Advisors, Human Resources, Legal, other subject matter experts or our Helpline, which supports anonymous reporting. The L3Harris Helpline is third-party operated, has both web and toll-free options available in all jurisdictions where we operate and is accessible to both internal and external reporters.

STORY

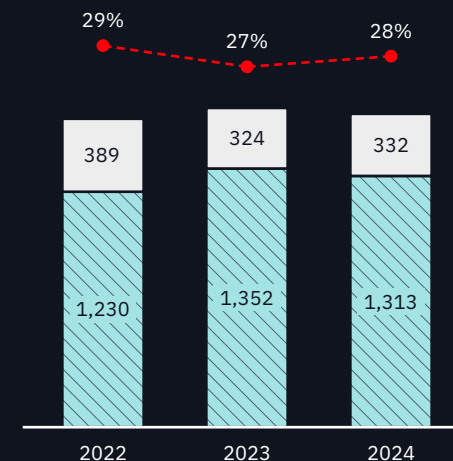
ETHICS WEEK

In 2024, L3Harris hosted an Ethics Week, emphasizing our continued commitment to our values and ethical conduct through a series of engaging activities and discussions. The event featured 14 leader-led sessions with nearly 15,000 attendees across all levels of the organization, alongside messages from the CEO, General Counsel and Chief Ethics and Compliance Officer. Additional online and local promotions included interactive games, resource materials and in-person activities to reinforce the importance of ethics and compliance in the workplace.

DATA

ETHICS REPORTS

INQUIRIES ALLEGATIONS
ANONYMOUS REPORTING RATE





Corporate Policies and Procedures

A formal, structured governance model supports accurate and relevant corporate policies and procedures. The Policy Review Board, a cross-functional committee of subject matter experts, facilitates the review and approval of material revisions. Employees are informed of policy and procedure revisions via training and communications as appropriate.

Suppliers

At L3Harris, we are unwavering in our commitment to our values of integrity, excellence and respect. Supply chain partners are expected to adhere to these values and our guidelines regarding human rights, the economy and the environment. We employ a robust screening process, conducting due diligence and reviewing critical performance to maintain strong supplier groups.

Upon joining our supply chain, all suppliers are required by our General Provisions of Purchase to agree to conduct business fairly, ethically, impartially and responsibly. Suppliers must also recommit on an annual basis through acknowledgment to L3Harris to conduct business in line with the best ethical practices, including continued compliance with all rules, regulations and contractual requirements.

Suppliers must also adhere to the Supplier Code of Conduct, which outlines the values and business standards our suppliers are expected to follow. Suppliers who do not adhere to this code will not maintain their approval status with L3Harris. Our dedication to business ethics is also demonstrated in our strong oversight of our supply chain. To learn more about how we optimize our supply chain, visit the Supply Chain Management section on [page 46](#).

[Supplier Code of Conduct](#)



Suppliers play a crucial role in upholding our values.



ANTI-CORRUPTION

Management Approach

L3Harris’ Anti-Corruption Program drives our commitment to ensure we conduct business in a fair, ethical and transparent manner consistent with our company values and anti-corruption laws, such as the U.S. Foreign Corrupt Practices Act (FCPA), the U.K. Bribery Act and the Canadian Corruption of Foreign Public Officials Act.

L3Harris has zero tolerance for corrupt practices in our business dealings. Our anti-corruption policies and procedures along with our core values produce a culture of integrity, create a positive work environment for our employees, build trust with our customers and help us to develop strong relationships with our business partners.

Our best-in-class Anti-Corruption Program reflects the hallmarks of an effective compliance program that include 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.

The Corporate Anti-Corruption (CAC) team, led by our Chief Ethics and Compliance Officer, is responsible for the implementation and oversight of our Anti-Corruption Program. The CAC works closely with Segment Anti-Corruption Officers (SACOs), Anti-Corruption

Advisors (ACAs) and Due Diligence Professionals (DDPs) to ensure the program’s effectiveness across all divisions and newly acquired companies. The team operationalizes the program’s hallmarks into Compliance Guidance and Training, Risk Assessments and Monitoring, Third-Party Risk Management and Business Courtesies Monitoring. Together, these elements work to prevent, detect and mitigate corruption in L3Harris’ business transactions.

Our Anti-Corruption Program continually evolves and is updated based on emerging risks, as well as routinely evaluated for effectiveness. Our dedicated anti-corruption professionals collaborate with stakeholders company-wide to foster awareness of our anti-corruption policies, procedures and controls.

In 2024, continuous improvement efforts included:

- Raising anti-corruption risks and awareness through collaboration with other functional areas by participating and presenting at the Audit and Government Compliance for Finance Days, Ethics Advisors Conference and the Global Trade Summit.
- Enhancing the data collection process to improve ITAR Part 130 reporting.
- Implementing updates to the Business Courtesy policy and procedures based on minimal risks, resulting in a 28% decrease in required request approvals.



STAKEHOLDER GROUP ANTI-CORRUPTION TRAINING DATA

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 2024. 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.



LOBBYING AND POLITICAL ADVOCACY

Management Approach

National security remains the core of our mission and a key priority of the customers that we serve. L3Harris actively promotes national security and educates policymakers about how our solutions help meet customers' mission-critical needs across space, air, land, sea and cyber domains. Our Political Advocacy Policy governs all political advocacy, lobbying and contributions made on behalf of or by L3Harris at the federal, state and local levels. We incorporate stakeholder input in our political activity disclosures to foster transparency.

Our VP of Government & Customer Relations (GCR) reports directly to the CEO and oversees the L3Harris GCR team. The GCR team manages lobbying activities and political contributions made by or on behalf of L3Harris, and all activities are overseen by the Nominating and Governance Committee of the Board. Senior Executives and the L3Harris CEO also receive briefings, at a minimum of once per year, on lobbying activities.

The L3Harris Political Action Committee (PAC), which is funded by voluntary personal contributions from eligible employees and members of the L3Harris Board of Directors, is the sole method used by L3Harris to make political contributions and complies with all federal laws and regulations. The L3Harris PAC makes contributions based on specific criteria, including representation of L3Harris employees and facilities, committee assignments and support of the broader aerospace and defense industry. The PAC is governed by the PAC Board, whose members include L3Harris' Chief Financial Officer (CFO), General Counsel and the presidents of each of the four L3Harris business segments as appointed by the CEO. Each year, the PAC undergoes an audit and reports the findings to the L3Harris PAC Board, the CEO and our Board's Audit Committee.

In accordance with laws governing political contributions, L3Harris discloses all contributions made by the L3Harris PAC to the Federal Election Commission on at least a quarterly basis and also complies with all applicable federal, state and local lobbying disclosure requirements.

Political Activities



» STORY

CHRISTOPHER E. KUBASIK ELECTED CHAIR OF THE AIA



In November 2024, Christopher E. Kubasik, Chair and CEO of L3Harris was elected Chair of the Aerospace Industries Association (AIA) Board of Governors, serving a term through 2025. This prestigious role reflects Kubasik's leadership within the aerospace and defense sectors and his commitment to driving innovation and advancing U.S. competitiveness. As AIA Chair, he will collaborate with industry leaders, policymakers and government agencies to address critical challenges, advocate for investment in aerospace technologies and promote policies that enhance industry resilience and security.

L3Harris is poised to strengthen its partnership with AIA under Kubasik's leadership, focusing on shared priorities such as sustainability, workforce development and technological advancement. Together, these efforts will ensure the aerospace and defense industry continues to thrive while contributing to global security and economic prosperity. This collaboration reinforces L3Harris' role as the Trusted Disruptor in the defense industry and a leading voice in shaping the future of aerospace.



ADVANCED TECHNOLOGY AND INNOVATION

Innovation is the backbone of L3Harris, driving our mission to deliver cutting-edge solutions for national security and advancing technological progress across the defense and aerospace industries. As global challenges evolve, our commitment to innovation ensures we remain agile, responsive and equipped to address emerging needs while maintaining our leadership in the industry. Through speed, innovation and flawless execution, we not only propel the development of mission-critical technologies but also strengthen partnerships, enhance sustainability and support the long-term success of our customers and stakeholders.

Our early-stage product development is guided by our internal Program Management Gate and Front Loading Processes, which emphasize proactive planning for manufacturability, cost optimization and scalability. During the early or prototype stages in product development, engineers must consider the life cycle of materials used, effectiveness of the products and the potential for innovation. We ensure compliance in the manufacturing stage for our electronics and other global products by abiding by all applicable rules and regulations. We also employ a robust site inspection process that investigates possible hazards and safety risks and identifies mitigation opportunities. We strive to offer products and services that meet and exceed customer expectations, and we are proud to innovate and collaborate with partners to develop breakthrough technologies that will drive a more sustainable future.

At L3Harris, we strive to integrate sustainability into the product development life cycle. This includes assessing material usage, optimizing manufacturing processes and exploring innovative approaches to reduce environmental impact. For example, in our advanced rocket propulsion systems, we have prioritized the use of greener fuels that demonstrate our commitment to reduced emissions while maintaining performance excellence. Other initiatives such as our weather-monitoring satellites, which we developed in partnership with leading technology firms, support global efforts to study and mitigate the effects of severe weather events. Advanced technologies such as these showcase the intersection of innovation and sustainability.

In 2024, L3Harris maintained our steadfast commitment to research and development, dedicating approximately 10% of our internal research and development budget to innovation-focused initiatives. This investment highlights our resolve to remain the Trusted Disruptor in the defense industry and deliver solutions that meet current needs and anticipate future challenges. Additionally, we developed the ENG-06 policy for the Responsible Development of Artificial Intelligence Technologies, an important step in demonstrating our company's social responsibility. This policy aligns with the position of our government customers and underscores our commitment to ethical innovation, as well as keeps pace with competitors who have begun promoting similar policies.



Diamondback is an autonomous reconnaissance and security system designed to be quickly reconfigured to adapt to any mission.



STRATEGIC PARTNERSHIP WITH SHIELD CAPITAL

L3Harris has partnered with Shield Capital, a venture capital firm supporting startups, to harness next-generation technologies from emerging innovators. Through this collaboration, L3Harris gains access to groundbreaking technology and solutions that are more efficient and require less power.

Collaborating with innovative companies from across the defense technology ecosystem is at the heart of our strategy to disrupt our industry and accelerate delivery of proven capabilities into the hands of our warfighters.

Pat O'Reilly, VP, Venture Tech Disruption, L3Harris

Photo Credit: Overwatch Imaging



STRATEGIC PARTNERSHIP WITH PALANTIR

The partnership between L3Harris and Palantir integrates advanced AI and imaging technologies to revolutionize intelligence and decision-making capabilities. One example of this collaboration combines Palantir's expertise in data analytics with L3Harris' state-of-the-art WESCAM systems, enhancing situational awareness and operational efficiency for our customers.

As the industry's Trusted Disruptor, we are committed to collaborating with innovative partners to deliver unmatched value to our global customers.

Christopher E. Kubasik, Chair and CEO, L3Harris

APPROACH

GOVERNANCE

ENVIRONMENTAL

- EHS AND SUSTAINABILITY MANAGEMENT SYSTEM
- GREENHOUSE GAS AND ENERGY REDUCTION
- WATER
- WASTE AND HAZARDOUS WASTE

SOCIAL

CONTENT INDICES





EHS AND SUSTAINABILITY MANAGEMENT SYSTEM

At L3Harris, environmental sustainability is a cornerstone of how we operate, innovate and contribute to a better future. Environmental sustainability is incorporated throughout our corporate culture and extends into the communities where we live and work. We are committed to transparency in our efforts and to publishing annual sustainability reports on our goals, progress and sustainability-related activities. In 2023, we achieved two of our previous environmental sustainability goals three years ahead of schedule. We reduced our Scope 1 and 2 greenhouse gas (GHG) emissions by 58% through strategic investments in renewable energy and other programs and reduced our water usage by 23% through reduction initiatives and efficiencies.

As we achieved these goals ahead of schedule and completed our acquisition of Aerojet Rocketdyne in 2023, we introduced new 2030 environmental sustainability goals in 2024. Our new goals are to reduce our Scope 1 and 2 GHG emissions by 60%, water usage by 20% and solid waste reduction from landfill by 10%. We also introduced a goal to source 40% of our electricity from renewable sources. We will measure each goal against a 2021 performance baseline, and we will begin reporting against these targets in 2025.

A key component of the L3Harris Sustainability Policy is ensuring accurate collection and reporting of relevant environmental sustainability data and initiatives in our Environmental, Health and Safety (EHS) and Environmental Sustainability (EHS&S) Management System. We use this data to launch innovative projects that support our environmental sustainability goals and make them priorities for all L3Harris employees, sites and executives.

With our acquisition of Aerojet Rocketdyne in 2023, L3Harris became a leading producer of world-class propulsion systems and energetics. Since then, we have incorporated Aerojet Rocketdyne into our environmental plans, policies and procedures. Aerojet Rocketdyne data is included in our environmental sustainability figures.



Installing water equipment as part of Operation Splashdown, a large water reuse project at our Palm Bay, Florida campus.

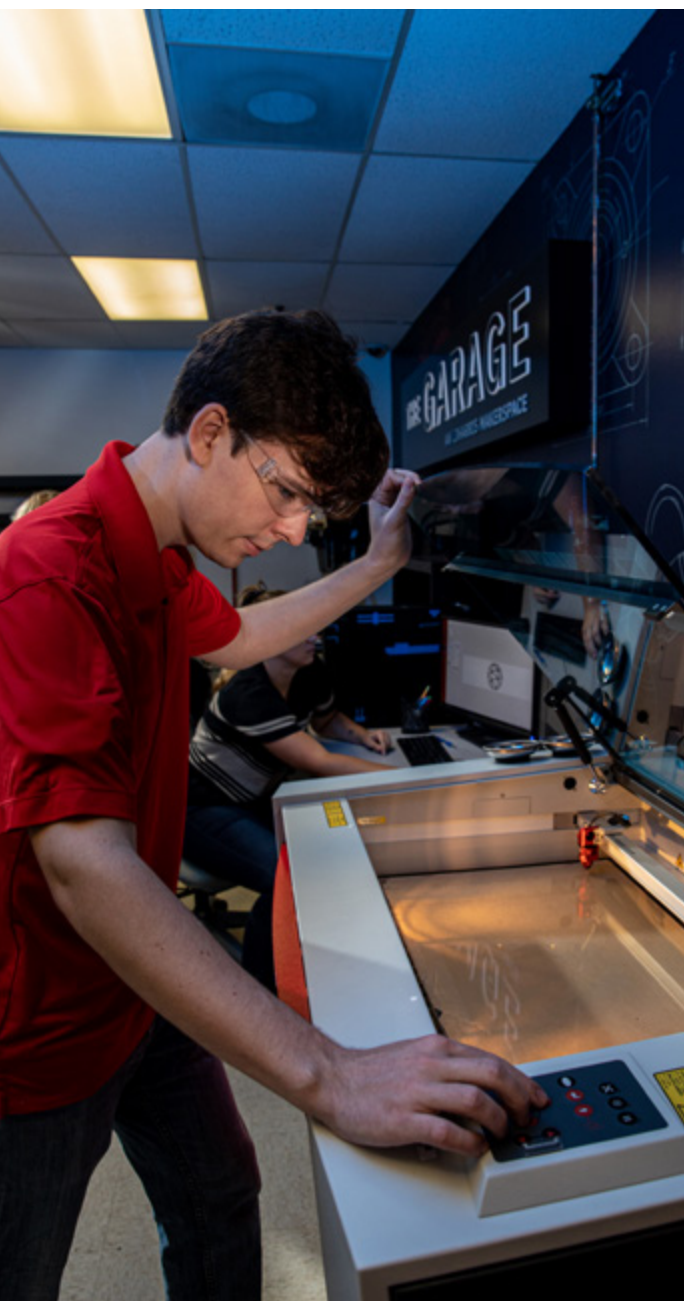
EHS and Sustainability Management System

Our EHS&S programs advance our mission for a sustainable future by managing our risks and ensuring that we meet and exceed all applicable laws and regulations.

We are committed to establishing challenging reduction goals for workplace safety to drive our culture of continuous improvement. Cross-functional teams within L3Harris continually evaluate our progress and goals to compare our performance to that of our industry. These evaluations ensure that we remain up to date on EHS&S best practices and regulatory requirements.

Our EHS&S Management System is aligned with international frameworks: 17 global sites follow the ISO 14001:2015 standard and 17 global sites follow the ISO 45001:2018 standard. See [page 57](#) for a list of locations.





L3Harris maintains high compliance standards across our global locations, and we commit to tracking, reporting and responding with complete and accurate information to relevant regulatory bodies. Our Environmental Compliance Policy requires all L3Harris sites to adhere to, at a minimum, all relevant national, federal, state and local requirements, directives and regulations.

We conduct annual third-party assessments to evaluate compliance with external regulatory requirements at selected sites. These assessments help us identify and address any potential compliance risks or gaps related to environment, health and safety management. Site selection for these assessments consider the following:

- Assessment requests by segment EHS leadership
- Site injury rates
- EHS injuries or events
- Length of time since last assessment
- Location capabilities assessment
- On-time closure of required actions flagged in our Action Tracking System from regulatory agency visit actions, past corporate assessments and recordable injuries

Each assessed facility begins with a self-assessment and further review by our internal assessment team, which consists of corporate EHS representatives and third-party subject matter experts specializing in EHS regulations. Facilities then communicate the results of these assessments to both the corporate EHS team and site-specific team members and upload the results into our EHS&S Management Software.

The results of these assessments identify opportunities to increase efficiencies and mitigate EHS risks and continue to inform our EHS&S management strategy.

All our sites record and track potential risks or fines issued for non-compliance related to regulatory events, on-site visits, inspections and interactions within the incidents and measures (I&M) module of our EHS&S Management Software. Accurate records and tracking allow our EHS team to analyze this data, identify root causes and develop action plans. Any planned actions are entered into our Action Tracking System (ATS), which is linked with the I&M module. Our internal assessment team then follows up on actions to determine and analyze whether implementation was successful.

In 2024, L3Harris had only one significant instance of non-compliance with environmental laws and regulations resulting in a fine greater than \$10,000. The fine was approximately \$17,500.

Employee and leadership engagement along with continuous improvement drive our progress toward sustained excellence in our environmental, health, safety and sustainability initiatives.

Katie Ochoa, Senior Director, Sustainability, L3Harris



GREENHOUSE GAS AND ENERGY REDUCTION

Management Approach

L3Harris is committed to reducing our GHG emissions as a part of our environmental sustainability strategy and overall mission to create a more sustainable environment. Our GHG Reporting Procedure guides our comprehensive management approach toward reducing GHG emissions from our global operations and outlining the process for tracking progress toward our goals. In 2024, we enhanced our procedures with a GHG Emissions Data Checklist. The Checklist strengthens our process for emission source identification across our business.

Regulatory requirements related to GHG emissions are prone to change. L3Harris continues to monitor and prepare for changing requirements that may affect our business. We engaged an external assurance provider for third-party verification of our 2024 Scope 1 and 2 GHG emissions data in alignment with the ISO 14064-3:2019 standard.

2024 was a year of innovative projects and continued expansion of renewable energy. We achieved our previous 30% emissions reduction goal three years ahead of schedule, due in part to our investment in the Elm Branch Solar Farm and a variety of other energy reduction initiatives. In addition, we prioritized site consolidation to optimize operations within our physical footprint. We consolidated 24 sites in total, corresponding to roughly 1 million square feet reduced out of 33 million square feet total. Building

on this success, we introduced a new Scope 1 and 2 emissions reduction goal and a renewable energy goal in 2024. Ambitious environmental targets such as these drive us toward increased collaboration and integration between different teams and functions throughout L3Harris, as we work toward our collective goal of building a more sustainable future.

Our Corporate Environmental Sustainability team oversees the management of our energy efficiency and emissions reduction efforts. The team works across various business functions including EHS, Supply Chain, Manufacturing, Real Estate and Facilities to ensure broad coverage of energy efficiency efforts and other initiatives. When considering new environmental initiatives, the team leverages our Environmental Sustainability Calculators to assess any potential positive or negative impacts.

The calculators, which are available for use by all L3Harris employees, enable a standardized approach for estimating the monetary costs and environmental impact of standard energy efficiency upgrades, such as new lighting; heating, ventilation and air conditioning systems; roof and window replacements and upgrades; compressed air systems and more. Using the Environmental Sustainability Calculators allows our team to use data to assess how projects will improve environmental sustainability at our sites and contribute to our environmental sustainability goals. In 2024, we completed 89 energy efficiency projects resulting in an estimated energy savings of 5,767,134 kWh annually.

2030 GOALS

GREENHOUSE GAS AND ENERGY REDUCTION



60%

GHG Emissions Reduction



40%

of Total Electricity From Renewable Sources





Increasing our renewable energy usage continues to be an ongoing priority for L3Harris. We invested in several renewable energy initiatives over the course of 2024 designed to decrease our energy-related emissions. Our Rochester, New York, locations successfully executed their Value of Distributed Energy Resources (VDER) contracts in February 2024. The first of three solar farms came online in Q1 of 2025, with the other two solar farms scheduled for completion in Q4 of 2025 and 2026. In September 2024, our San Diego, California, site broke ground on their new solar carports, which will fulfill approximately 95% of the site's electricity demand with on-site solar energy (please see the Highlight Story on [page 27](#)). In Florida, we began investing in local Florida Power & Light Company (FPL) solar farms through the FPL SolarTogether® program. Our participation in this program will lower our enterprise-wide GHG emissions by approximately 4% and reduce the cost of electricity for our Brevard County, Florida, sites. Six of our sites in deregulated markets renegotiated natural gas and electricity contracts, with two of these sites negotiating renewable energy credits (RECs) from new solar projects. Together, these efforts are anticipated to reduce our enterprise-wide emissions by an additional 5%, offer significant long-term cost savings and advance our mission of driving sustainability in our operations and our communities.



L3Harris' ambitious environmental targets drive increased collaboration between teams as we work toward our collective goal of building a more sustainable future.





GREENHOUSE GAS AND ENERGY REDUCTION DATA

CATEGORY	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)	2024 ENERGY (TERAJOULES)	2024 GHG EMISSIONS (MTCO ₂ e)
Fuel: Diesel, Propane, Gasoline, Jet Fuel (Scope 1)	133	—	130	—	143	—	184	—
Fuel: Propellants (Scope 1)	13	—	12	—	9	—	7	—
Fuel: Natural Gas (Scope 1)	829	—	831	—	840	—	792	—
Total Fuel (Scope 1)	975	52,288	974	52,751	992	54,317	984	54,921
Process and Fugitive (Scope 1)	—	46,222	—	34,427	—	11,087	—	19,040
GHG Emissions — Total Scope 1	—	98,510	—	87,178	—	65,404	—	73,961
Grid Electricity (Scope 2)	2,492	253,535	2,477	244,521	2,445	233,813	2,467	237,212
On-site Solar Electricity Generation (Scope 2)	0.14	0	0.16	0	0.15	0	0.14	0
Other Direct Line Energy (Scope 2)	101	8,575	95	6,004	95	5,986	92	5,792
Reductions — Elm Branch Solar Farm (Scope 2)	-88	-14,025	-830	-108,997	-747	-96,026	-724	-93,978
Reductions — Other RECs (Scope 2)	-15	0	-27	-3,567	-36	-4,301	-98	-10,930
GHG Emissions — Total Scope 2	—	248,085	—	137,961	—	139,472	—	138,097
Total Energy and GHG Emissions (Scopes 1 and 2)	3,568	346,594	3,546	225,140	3,533	204,877	3,543	212,058
GHG Intensity (MTCO ₂ e/\$ Total Revenue); Includes Scopes 1 and 2	—	—	—	—	—	0.00001	—	0.00001

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 World Resources Institute 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 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, chilled water). Both location-based and market-based emissions are reported in the Climate Change section of our annual CDP Corporate Questionnaire response and the consolidated data table at the end of this 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 does not consider carbon offsets as part of our larger GHG reduction strategy at this time. We continually reevaluate this position based on emerging technologies and approaches to emission reductions to ensure that we remain aligned with industry best practices.

In 2024, we performed a re-baselining exercise to incorporate historical Aerojet Rocketdyne data due to the acquisition, as recommended by the World Resources Institute GHG Protocol Corporate Standard. Our new base year is 2021 as it represents the first full year of available data. The environmental sustainability data reporting period is calendar year for 2021 and 2022. In 2023, we shifted the reporting period for environmental sustainability data from calendar year to October 2022 through September 2023 to successfully complete GHG third-party verification prior to report publication. All future years reflect this shifted reporting period.



STORY

SAN DIEGO SUSTAINABILITY JOURNEY AND SOLAR CARPORTS

The L3Harris San Diego facility’s journey to sustainability is a model of grassroots-driven impact. The site’s employees’ commitment to environmental stewardship began with a few quick, employee-driven steps that grew to high-impact initiatives. These important initiatives culminated in the site winning the 2024 LHX NeXt Excellence Award.

The journey began with simple efforts to reduce their environmental footprint, including switching to LED lighting to reduce energy usage and adopting Xeriscaping to conserve water through drought-resistant landscaping, which is especially vital in California’s dry climate. These efforts laid the groundwork for a comprehensive approach to sustainability driven by employees dedicated to making positive change. Employees built on these foundational efforts by implementing an electrostatic discharge (ESD) bag recycling program that sorts and recycles ESD bags from packing and shipping electronics to further reduce their environmental impact.

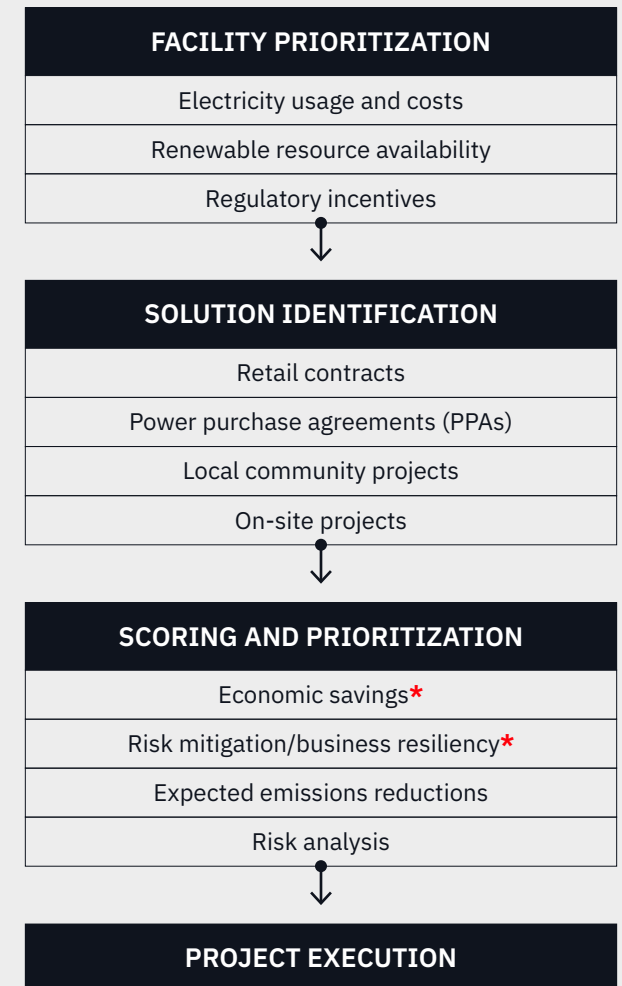
In 2024, the site broke ground on their new solar carports. The site will install solar panels over their parking lot, providing approximately 95% of the site’s electricity while also providing shade for vehicles. Installing the solar

carports will significantly reduce the site’s carbon footprint while yielding considerable annual savings. This initiative is an important step forward toward achieving L3Harris’ renewable energy goals and illustrates how environmental sustainability efforts can lead to cost savings.

L3Harris’ Space Systems President, Jeff Hanke, underscored the importance of this project, calling it “a significant investment in the company’s long-term sustainability goals and a model for other businesses.” The LHX NeXt Excellence Award recognizes San Diego’s comprehensive, employee-driven commitment to sustainable practices through waste reduction, water conservation, energy reduction and on-site renewable energy. The LHX Excellence Awards recognize individuals and teams that demonstrate an outstanding commitment and track record of driving excellence in safety, quality, continuous improvement, sustainability and program execution.

The site’s achievements highlight L3Harris’ vision for a sustainable future — proving that engaging employees as stakeholders in sustainability leads to measurable impact and innovation.

RENEWABLE ENERGY SOURCING STRATEGY



* These factors serve as the primary criteria for project selection.



Scope 3 emissions are GHG emissions produced in a company’s value chain, where the company neither owns nor has direct control over but still result from a company’s actions. Scope 3 emissions often represent a significantly greater fraction of a company’s total emissions than Scopes 1 and 2. In 2024, we began working on a refreshed Scope 3 GHG emissions inventory to capture value chain emissions across all four of our segments. 2024 is now our most accurate and representative year for Scope 3 emissions, and any previously reported data is no longer representative of our business. We report enterprise-wide upstream Scope 3 emissions from three sources: activities related to fuel and energy not related to Scopes 1 or 2, business travel and employee commuting.

The United Kingdom requires companies with U.K. operations to report Scope 3 emissions from upstream and downstream transportation and distribution, waste generated from operations, business travel and employee commuting. We report these emissions for our U.K. locations in our [U.K. Carbon Reduction Plan \(CRP\)](#).

We continue to refine and assess our internal controls and processes for calculating our Scope 3 emissions. We have identified Category 11: Use of Sold Products and Category 12: End-of-Life Treatment of Sold Products as areas with data collection gaps to assess. The extensive and diverse range of our products, their proprietary nature and the absence of sector-specific guidance from relevant voluntary organizations present specific challenges in our efforts to calculate these emissions.


Nevertheless, L3Harris remains committed to collecting accurate Scope 3 emissions data for all our products, offerings and activities. In 2024, one of our U.K. locations initiated a Life Cycle Assessment (LCA) to better understand the GHG emissions associated with one of our products. LCAs provide greater insight into the full range of a product’s emissions and other environmental impacts. Once the LCA is finalized, we will explore the feasibility of scaling this approach up for additional products. Please see [page 29](#) for our Scope 3 Category Overview.

SCOPE 3 EMISSIONS DATA

SCOPE 3 CATEGORY	2024 (MTCO ₂ e)
Category 3: Fuel-and Energy-Related Activities (Not Included in Scopes 1 and 2)	69,621
Category 6: Business Travel	87,329
Category 7: Employee Commuting	104,303

In 2024, we began working on a refreshed Scope 3 GHG emissions inventory to capture value chain emissions across all four of our segments. Due to the acquisition of Aerojet Rocketdyne, our previously reported Scope 3 emissions no longer reflect our current operations. 2024 is now our most representative year.

[UK Carbon Reduction Plan](#)


L3Harris remains committed to collecting accurate Scope 3 GHG emissions data for all our products, offerings and activities.





SCOPE 3 OVERVIEW

UPSTREAM CATEGORIES



DOWNSTREAM CATEGORIES



Key

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



Environmental Sustainability Risk

Increasing temperatures, sea level rise, extreme heat, precipitation, drought, wildfires, severe storms and water scarcity pose certain risks to our business and operations. Our Environmental Sustainability Risk Management Plan (ESRMP) is accessible to all L3Harris locations to support the development of site-specific energy management and risk mitigation plans. In 2023, we began to explore leveraging real-time data from our sites to facilitate more frequent and efficient impact assessments.

Our ESRMP covers our operations in Australia, Canada, the U.K. and the U.S. Our ERM informs our ESRMP by identifying our critical sites and operations to prioritize the greatest potential impacts. These combined programs analyze projections and associated risks for several scenarios, considering variables such as water stress and drought, extreme weather events (such as extreme temperatures, increased severe precipitation, hurricanes and tropical storms and wildfires), average annual temperatures and projected sea level rise.

Data from multiple global circulation models (GCMs) inform the ESRMP. The GCMs used for the ESRMP include the World Bank Climate Knowledge Portal, the U.S. Global Change Research Program's Fourth National Climate Assessment (NCA4), Canada's Changing Climate Report, the U.K.'s Climate Projections Report (UKCP18) and Australia's State of the Climate Report. We identified two current, relevant planning timeframes for our operations: near-term (2040) and medium-term (2049). The ESRMP analyzes World Bank data for these two time horizons.

The ESRMP focuses on the high-emissions or business-as-usual scenario from the Intergovernmental Panel on Climate Change (IPCC) Fifth and Sixth Assessment Reports' (AR5 and AR6) Representative Concentration Pathway 8.5 (RCP8.5).^[1]

The ESRMP identifies extreme weather events and average temperature increases as two key risks that could pose significant impacts to our operations. We have implemented several measures designed to mitigate risk of direct damage or ongoing stress to our facilities and infrastructure resulting from these risks, including increasing the availability of backup power at our sites, reinforcing and upgrading infrastructure, enhancing the structural integrity of our sites and facilities and introducing more renewable energy sources to our energy portfolio.

Mitigating risk remains a key priority for our business and our employees. Over the course of 2024, we launched several initiatives designed to help us evaluate and mitigate our risk. We started updating our ESRMP one year ahead of schedule to incorporate the latest developments in science and innovation.

[1] Where relevant, the ESRMP also incorporates other scenarios designed to limit warming to 2°C or lower. The RCPs used in AR5 include RCP2.6, RCP4.5, RCP6.0 and RCP8.5. AR6 couples updated RCPs with new Shared Socioeconomic Pathways (SSPs) to create more robust, higher-quality models with more context. SSPs include factors linked to climate change, such as population growth, urbanization and technological advances. The specific SSPs used in conjunction with scenarios include SSP1, SSP2, SSP3, SSP4 and SSP5. RCPs and SSPs align with 2.5°C–2.9°C and 4.0°C and above. Our reference years are 1991–2020.

We are modeling material physical and transition risks based on ISSB-aligned scenarios. L3Harris monitors developments in science and strives to incorporate the latest research, developments and mitigation technology. Our risk mitigation must remain agile, so we can respond to the latest developments quickly and incorporate them into our ERM and ESRMP.

For additional information on our risks, please see our 2024 CDP Corporate Questionnaire response.

[CDP Corporate Questionnaire response](#)





WATER

Management Approach

Water scarcity and its associated risks have the potential to affect our direct operations and value chain. Although L3Harris does not have a substantial water dependence or impact on water quality, we still require access to clean water for several workplace functions including manufacturing processes and general business operations.

In 2024, we decreased our annual water use by 164 megaliters compared to 2023. We continue to use less water in our operations while still offering the same high degree of quality and innovation that our customers expect from us. Last year, we surpassed our previous goal of 20% water usage reduction in our operations three years ahead of schedule. Following our incorporation of Aerojet Rocketdyne and achievement of our prior goal, we have set a new target of reducing our water usage by an additional 20%.

WATER USAGE DATA

WATER	2021 (MEGALITERS)	2022 (MEGALITERS)	2023 (MEGALITERS)	2024 (MEGALITERS)
Potable Water	2,023	1,843	1,730	1,559
Groundwater	41.5	46.8	44.2	51.4
Total Water	2,065	1,890	1,774	1,610

We monitor 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.

In 2024, we performed a re-baselining exercise to incorporate historical Aerojet Rocketdyne data due to the acquisition, as recommended by the World Resources Institute GHG Protocol Corporate Standard. Our new base year is 2021 as it represents the first full year of available data. The environmental sustainability data reporting period is calendar year for 2021 and 2022. In 2023, we shifted the reporting period for environmental sustainability data from calendar year to October 2022 through September 2023 to successfully complete GHG third-party verification prior to report publication. All future years reflect this shifted reporting period.

2030 GOALS

WATER



20%

Water Use Reduction





Our Water Reporting Procedure manages water-related issues for our global operations. It informs our methodology and approach for calculating our water inventory and contains our management approach for water reduction activities aligned with our new water reduction target. Many of our facilities operate in developed areas, so we work to minimize any potential habitat or biodiversity impacts resulting from our water usage.

L3Harris is committed to upholding the water quality of our local communities. We hold wastewater discharge permits for certain sites. Several L3Harris locations conduct primary, secondary or tertiary treatment on-site. The level of treatment is determined by site-specific operations in parallel with all applicable local, state and national guidelines and regulations.

We prioritize large-scale water efficiency and conservation projects for our water use reduction strategy because these projects have the greatest potential to reduce our water-related impacts. We previously identified four high-priority sites for water use reduction initiatives due to their elevated water consumption and cost relative to other L3Harris sites. Local facilities and EHS teams worked with our Corporate Environmental Sustainability Team to analyze water usage data, equipment and processes to identify opportunities for water efficiency and water use reduction. In 2024, we completed several projects related to water stewardship, and we will continue to work to find ways to reduce our water-related impacts.

Our 2024 ESRMP considers the latest developments in climate and water science to identify risks and opportunities for our sites in Australia, Canada, the U.K. and the U.S. Implementing the ESRMP into our broader

ERM process aids our identification of water-related risks and opportunities, allowing us to take action to protect our operations and reduce our impact.

Our locations in Australia, the U.K., California and the Southwestern U.S. have experienced changing precipitation patterns that lead to increased drought severity and unreliable water supplies. Our locations along coastlines also experience risk from rising sea levels, and many of our sites in Canada and the U.S. are susceptible to more frequent and extreme flooding events. These water risks, including water stress, depletion, reliability and availability, have the potential to disrupt our operations, present health and safety concerns for our employees and potentially increase operating costs. L3Harris considers these water-related risks as we work to upgrade our facilities by increasing water-use efficiency and improving our infrastructure.

For more information on our risks associated with water, please see the Water Security section of our 2024 CDP Corporate Questionnaire Response.

CDP Corporate Questionnaire response



The Operation Splashdown team commemorating the completion of the water reuse project in Palm Bay, Florida.

**STORY****OPERATION SPLASHDOWN**

L3Harris' Operation Splashdown is transforming water use at our Palm Bay, Florida, site and highlighting the intersection of sustainability and cost savings. Operation Splashdown is a stormwater reuse project completed in late 2024 that reduces our reliance on municipal potable water and aligns our environmental goals with economic benefits.

Water is essential to both our operations and the well-being of our surrounding communities. Approximately 70% of our Palm Bay site's water usage was for evaporative cooling for the buildings on the campus relying primarily on municipal potable water. Operation Splashdown reduces the site's potable water usage by tapping into an on-site stormwater pond. The project is projected to save approximately 20 million gallons of potable water annually through filtering and reusing stormwater for cooling, which will reduce overall water costs and advance our goal of reducing water usage by 20% over the next six years.

Operation Splashdown's benefits extend beyond reducing potable water use and cost savings. By using an independent water source, the project enhances the site's resilience and mitigates risks tied to water shortages or disruptions in the municipal supply. This redundancy ensures continuous operation of essential cooling systems and strengthens L3Harris' operational resiliency.

Operation Splashdown reflects our commitment to sustainable practices that address both global environmental challenges and our long-term goals. This project highlights the impact of innovative infrastructure on reducing resource consumption and operational costs.

L3Harris is committed to upholding practices that benefit our environment and the communities we work and live in. This project boasts environmental benefits and, by establishing an alternative water source for our Palm Bay facility, will increase our operational resiliency and contribute to meaningful goals.

Haskell Allen, VP Environmental, Health, Safety & Sustainability, L3Harris





WASTE AND HAZARDOUS WASTE

Waste Management Approach

Effective solid waste management is a key priority for L3Harris. Our comprehensive management approach includes site visits and waste characterization assessments with the goal of understanding where our waste comes from and where we can find opportunities to decrease waste generation, reuse materials and divert waste from landfills.

Solid Waste

Our Sustainability Waste Management Procedure guides our company-wide waste reduction efforts. Our philosophy of continuous improvement and operational excellence pushes us to optimize our resource use to decrease the total waste we produce while still focusing on waste disposal management. We prioritize optimization of material usage and waste reduction, followed by reuse, recycling, composting and energy recovery. All these efforts contribute toward achieving our new solid waste reduction from landfill goal. This new goal does not replace our focus on diversion from landfill, which remains an ambitious internal target for our company. In 2024, we achieved a 50% landfill diversion rate. We will continue to work toward increasing our diversion rate from landfill, and 2024 will be the final year for external reporting on this target.

Our phased waste reduction strategy identifies scalable practices for enterprise-wide implementation, especially for manufacturing where waste reduction

opportunities are the most prevalent. Our approach emphasizes accurate data collection and collaboration across functions such as Manufacturing, Facilities and Supply Chain to drive consistent improvements. We have developed minimum requirements that we will introduce to all sites in 2025 to ensure a consistent and unified approach to waste reduction and diversion. Some of the specific actions we are phasing into our operations through the introduction of these minimum standards include designing our products to maximize material usage and minimize scraps; optimizing our manufacturing processes; manufacturing and purchasing more durable goods; conserving and reusing commodities to prevent upstream waste; reusing or donating materials and products and working toward progressive supply chain-oriented practices.

Our internal Sustainability Waste Management Procedure provides waste generation, reduction, reuse and diversion guidance for all L3Harris locations to establish a foundation for both current and future waste initiatives. As we continue our waste reduction journey, we promote similar attitudes toward minimizing waste throughout our value chain. Our Code of Conduct and Supplier Code of Conduct outline our position toward working alongside our vendors to ensure they pursue ways to minimize waste and protect the environment.

Code of Conduct



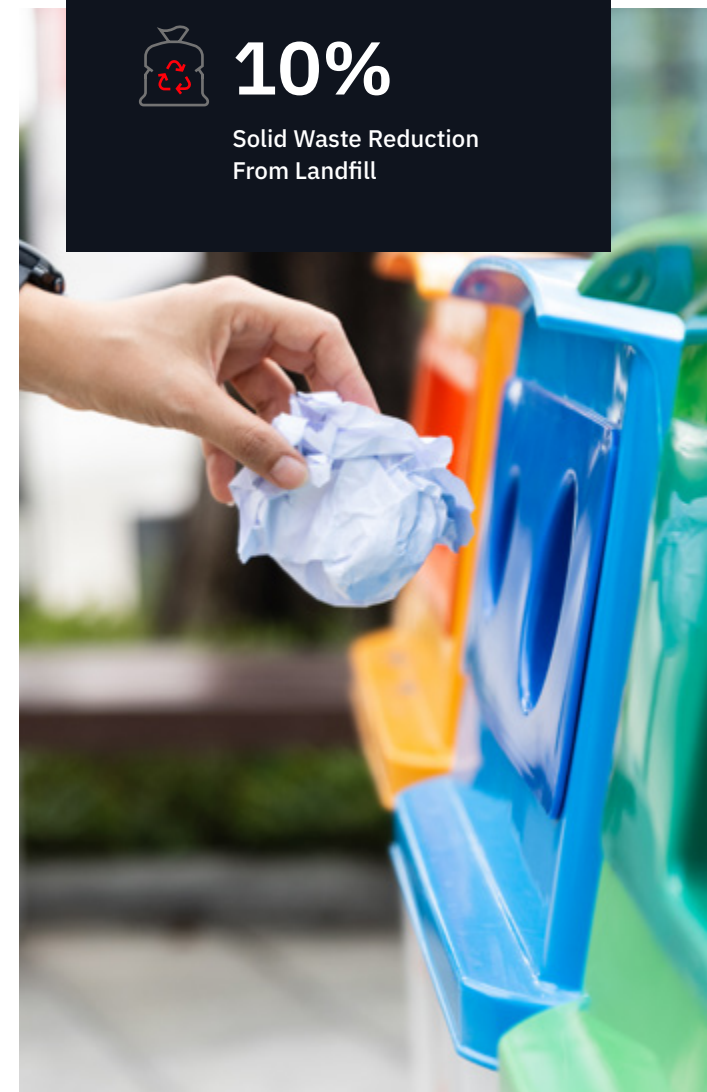
2030 GOALS

WASTE AND HAZARDOUS WASTE



10%

Solid Waste Reduction
From Landfill





WASTE MANAGEMENT APPROACH

MOST PREFERRED

LEAST PREFERRED

**SOURCE REDUCTION
AND REUSE****RECYCLING/
COMPOSTING****ENERGY
RECOVERY****TREATMENT
AND DISPOSAL**

Hazardous Waste Management Approach

Our Environmental Compliance Policy details our dedicated approach to proper handling and disposal of hazardous and radioactive waste. We track all hazardous materials that we handle from “cradle to grave” to ensure compliance with federal, state and local regulations and requirements. We document these measures and align them with our Policy.

L3Harris strives to protect the environment from improper handling of hazardous waste and follows all applicable laws and regulations in the areas where we operate. We follow the Resource Conservation and Recovery Act (RCRA) framework for managing both hazardous and non-hazardous waste in our U.S. operations, as well as other applicable federal, state and local regulations. The RCRA framework compiles regulations, guidance and policies designed to promote source reduction and beneficial reuse of hazardous and non-hazardous waste materials while also facilitating their safe management, handling and disposal. Outside of the U.S., we prioritize compliance with all applicable national and local regulations regarding the handling, use and disposal of hazardous materials.

L3Harris has made progress in reducing waste disposed in landfills. We also remain committed to eliminating waste at the source to maximize efficiency and conserve natural resources.

Dave Zack, VP Operations & Program Excellence, L3Harris



STORY

BREVARD COUNTY, FLORIDA, WASTE WALKS

This year, we engaged with external partners to conduct “waste walks” with internal subject matter experts at our Brevard County, Florida, sites. We identified six sites in Brevard County as ideal locations to pilot this initiative because these sites make up a larger percentage of our waste production. On these waste walks, employees were interviewed to identify opportunities for increased source reduction and waste stream diversion. Having third parties accompany our employees on these walks allows us to have fresh sets of eyes that might identify areas our internal efforts may have missed. Our Brevard County waste walks were a success, and we plan to scale these waste walks to other locations across our business.

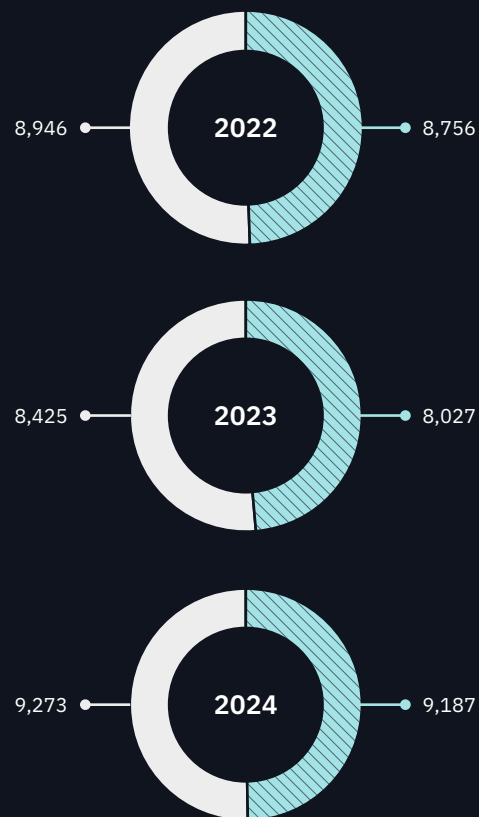
Building off this success, we plan to pilot a new waste reduction initiative at our Brevard County sites in 2025. This new initiative will target our manufacturing lines and identify new, scalable ways to streamline production and optimize material usage to reduce the waste generated by these processes. Initiatives like these waste walks and our other waste reduction programs support our goal of achieving a 10% reduction from landfill in 2030.



DATA

WASTE GENERATION
AND DISPOSAL (TONS)

■ LANDFILL ■ DIVERTED FROM LANDFILL



50%

of All Waste Generated
Was Diverted From Landfill

TOTAL WASTE GENERATION AND DISPOSAL DATA

WASTE	2021 (TONS)	2022 (TONS)	2023 (TONS)	2024 (TONS)
Landfill	9,219	8,946	8,425	9,273
Diverted From Landfill	7,952	8,756	8,027	9,187

We monitor 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.

In 2024, we performed a re-baselining exercise to incorporate historical Aerojet Rocketdyne data due to the acquisition, as recommended by the World Resources Institute GHG Protocol Corporate Standard. Our new base year is 2021 as it represents the first full year of available data. The environmental sustainability data reporting period is calendar year for 2021 and 2022. In 2023, we shifted the reporting period for environmental sustainability data from calendar year to October 2022 through September 2023 to successfully complete GHG third-party verification prior to report publication. All future years reflect this shifted reporting period.

HAZARDOUS WASTE DATA

HAZARDOUS WASTE RECOVERY/DISPOSAL OPERATIONS	2023
Total Hazardous Waste Generated (tons)	865
Landfill	351
Recycling/Recovery	13
Incineration	299
Other	201

We monitor 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.

Our hazardous waste generation table lags other environmental data by one year. Due to the acquisition of Aerojet Rocketdyne, our previously reported hazardous waste generation data no longer reflects our current business operations. 2023 is now our most accurate and representative year of data.

APPROACH

GOVERNANCE

ENVIRONMENTAL

SOCIAL

- HUMAN CAPITAL
- HEALTH AND SAFETY
- HUMAN RIGHTS
- COMMUNITY
- SUPPLY CHAIN MANAGEMENT
- DATA PRIVACY AND CYBERSECURITY
- PRODUCT SAFETY AND QUALITY

CONTENT INDICES





HUMAN CAPITAL

Management Approach

L3Harris maintains its reputation as the Trusted Disruptor in the industry due to our exceptional employees. We believe that our people are the foundation of our success and that engaging an innovative workforce paves the way for both meeting customers' mission-critical needs and advancing our business.

L3Harris provides support for our employees through professional development opportunities and comprehensive benefits packages. We welcome ongoing feedback from employees and leverage our Employee Resource Groups (ERGs) to better understand the needs of our workforce. Our employees come from varying backgrounds and bring unique perspectives, and we strive to create a positive workplace culture to support our employees, serve our customers and drive innovation globally.

In 2024, we rolled out several benefits enhancements, most at no cost to employees, including the introduction of Caregiver Time-Off and pre-retirement programs.


As an employer of choice, L3Harris remains dedicated to fostering a culture that respects and values differences in backgrounds, experiences and perspectives. Our talent practices have earned us notable awards and recognition, celebrating both individual achievements and company progress.

Early Career Development

At the beginning of an employee's career, L3Harris offers rotational assignments that encourage exploring an array of roles and disciplines, connects them to mentors and creates access paths to training and networking opportunities. Through these rotational assignments, early career engineers, finance and IT professionals can gain a wide variety of experiences, foster leadership skills and connect with other L3Harris employees.

We also support early career development through our internship program built on three pillars: community outreach, networking events and professional development. Our interns are the future of our company, and we invest in them accordingly.

2024 WORKFORCE DATA

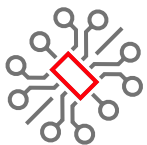
 **~47,000**
Employees

 **4,419**
New Hires

 **8.7%**
Voluntary Attrition

Interns work on projects with real-world impact, developing skills and gaining experience through training sessions and networking. We are committed to ensuring that all interns, regardless of location, have access to the same level of opportunities and support.

EMPLOYEE VALUE PROPOSITION



HIGH-
TECH



HIGH-
ENERGY



HIGH-
PERFORMANCE



HIGH-
RETURN



Professional and Leadership Development

The development of our workforce is a critical component to our ongoing success. We equip employees at all career levels with foundational and technical knowledge, skills and insights. Each year, L3Harris employees spend an average of 23 hours participating in training, mentoring and career progression programs. The programs highlight our commitment to a variety of topics including professional skills development; the L3Harris Code of Conduct, ethics and laws; health and safety; and trade compliance. Additionally in 2024, we introduced the Leadership Pathways program to facilitate internal development and promotion opportunities for employees who aspire to people leadership roles.

We also implemented a variety of other programs and initiatives to promote the development of our workforce, from early career professionals to our leadership and executives. Programs include:

- **Frontline Leadership Training Program:** Our leadership program for new managers includes live interactive sessions and opportunities for participants to apply their skills. The program's focus areas include communication, team performance, effective delegation, engagement and coaching.
- **Education Assistance Program:** For employees striving to expand their knowledge and further their development in a university full-degree program or credit-bearing certificate program, L3Harris offers reimbursement.

- **Excellence Academies:** We offer functional development programs in Engineering, Program Management, Business Development and Supply Chain disciplines. Our technical experts design these programs to include online content, simulations, live learning engagements and formal mentoring.
- **Wharton School of Business Partnership:** Our partnership provides two programs for experienced, high potential leaders. The Executive Program is offered twice per calendar year, takes place over the course of five days and is designed for experienced or newly promoted executives. The Emerging Leaders Program aims to help participants develop leadership skills.

Mentoring

At L3Harris, we encourage mentoring to support individual development and mutual learning. Mentees gain insight into the knowledge and skills they need to excel in their career interest areas. Our mentors benefit as well, gaining insight into their own development needs and enabling them to refine their leadership skills and communications strategies



Our performance review process enables all our employees to receive regular feedback to enhance their performance and develop their career.

STORY

THE LEADERSHIP PATHWAYS PROGRAM

In 2024, L3Harris launched the Leadership Pathways program, which aligns business needs with internal development and promotion opportunities. The program is tailored for employees who aspire to be leaders at L3Harris. Program members participate in a number of activities, including mentorship, self-evaluation exercises and specialized training.





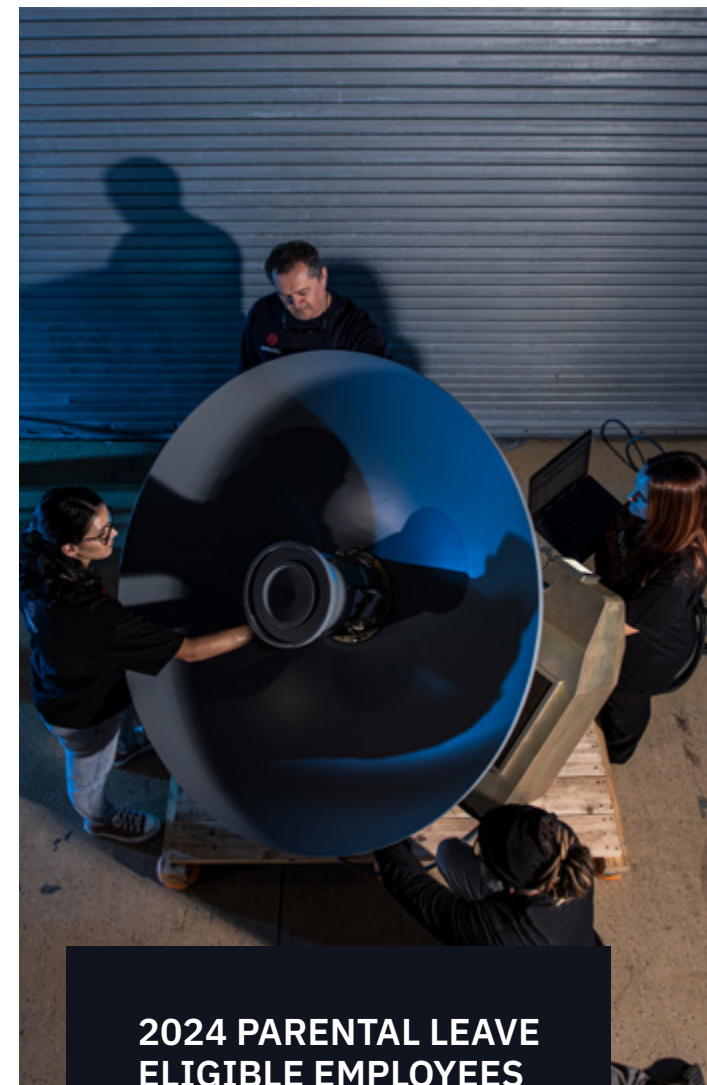
STORY

LEVERAGING AI FOR THE EMPLOYEE EXPERIENCE

In August 2024, L3Harris launched an employee experience survey to better understand drivers of engagement. The survey had a 67% response rate and solicited over 80,000 comments. This enabled us to analyze top engagement drivers for each team and leverage AI to convert these data insights into action plans that included questions for consideration, tangible next steps, additional resources to support taking action and improving the overall employee experience as a team.

Employee Benefits

- **Health Benefits:** Our employees are located around the world, and the health benefits we offer vary by location. We offer medical, dental, vision and elective benefits in the U.S., and in other locations, we offer benefits aligned with plans sponsored by the host country.
- **Retirement Benefits:** We help employees save for retirement by offering stakeholder savings plans with company contributions in the U.K. In the U.S., we offer a variety of statutory and non-statutory retirement programs including a 401(k) with supplemental savings plans and an employer match.
- **Work/Life Balance:** We offer counseling services, a 9/80 work schedule to support work/life balance and the flexibility to work remotely for certain sections of our workforce. In some countries, we also provide access to supplemental childcare and eldercare benefits. Furthermore, our employees are empowered to prioritize parental and familial responsibilities via our parental leave policy.
- **Mental Health and Well-Being:** We are committed to supporting the mental health and well-being of our employees. Employees facing difficult life events or critical periods of stress can leverage our Employee Assistance Program (EAP), which provides confidential counseling in addition to other support services.
- **Dress for Your Day:** Our Dress for Your Day policy enables our employees to make decisions on workwear based on the responsibilities of their job rather than a dress code. This policy encourages flexibility in workwear, promoting ease, comfort and inclusion in the workplace.



2024 PARENTAL LEAVE ELIGIBLE EMPLOYEES



11K
Women

31K
Men



HEALTH AND SAFETY



Employees celebrating the inaugural Safety Week, committing to a safe work environment across all L3Harris sites.



Management Approach

At L3Harris, health and safety is everyone's responsibility and is a top priority. We are committed to a strategic vision that prioritizes compliance with EHS regulations and reduction of workplace hazards, integrating a holistic approach based in risk management and employee involvement. Our leadership is dedicated to employee well-being. We strive for a zero-injury work environment and maintain a culture of continuous improvement where we continue to progress in our capacity to mitigate hazards and risks.

In 2024, we enhanced our EHS programs to align with business growth, using an iterative approach informed by key performance indicators and company data. We also expanded the number of Zero-Injury Plans across the enterprise and made several updates to our management of health and safety, including launching our:

- First enterprise Safety Week
- First enterprise L3Harris Safety Award awarded by the Executive Leadership Team
- "Why I Work Safe" employee inspired campaign across the company
- "Recognizing Unsafe Acts and Behavior" training for leadership

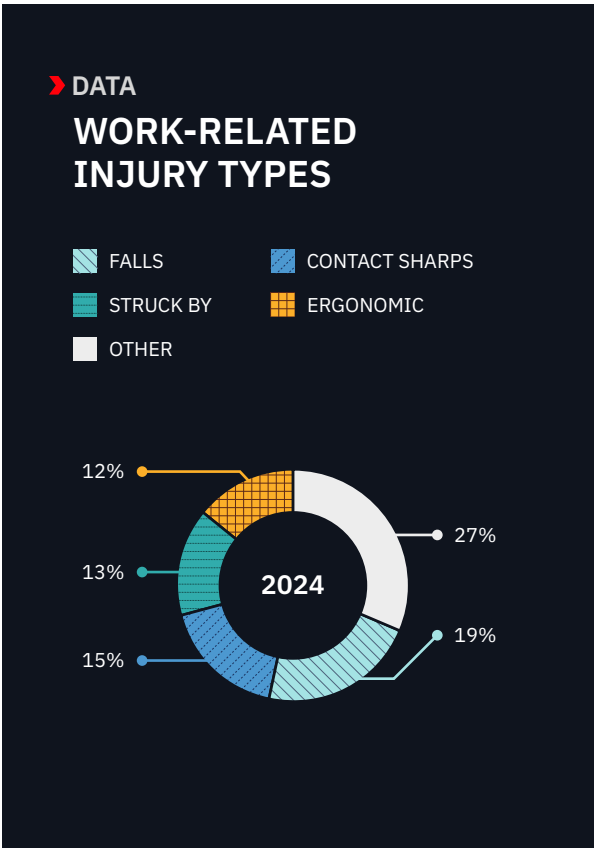
Our regular compliance assessments and the launch of standard policies, tools and training aim to address compliance gaps and educate employees on risk identification. We work to meet and exceed company goals such as Total Recordable Incident Rate (TRIR), Lost Days Incident Rate (LDIR) and Severity Rate by focusing on the standardization of EHS processes across the enterprise. A key milestone includes the introduction of programming that assists in managing operational risks.

L3Harris also uses an EHS&S Management System that includes several policies, procedures and risk assessment tools. Our commitment to EHS&S management is driven by a dedication to regulatory compliance, risk mitigation, ethical responsibility and the pursuit of enhanced operational efficiency. By implementing a robust EHS&S Management System, L3Harris proactively focuses resources on eradicating workplace hazards, thereby reducing accidents and injuries, and ensuring adherence to all relevant laws and regulations that govern workplace environmental compliance, health, safety and sustainability. This systematic approach not only improves employee well-being but also fosters a safer and more sustainable work environment across the company. To find more information about the L3Harris EHS&S Management System, visit [page 22](#).

STORY

L3HARRIS HOSTS INAUGURAL ANNUAL SAFETY WEEK

In June 2024, L3Harris hosted its inaugural Safety Week to celebrate our collective achievements in fostering a proactive safety culture and advancing our goal of a zero-injury work environment. With over 30 local events and a number of webinars, over 600 L3Harris employees across the globe engaged in expert-led discussions on safe driving, ergonomics, fire prevention and health and wellness, gaining valuable insights to stay safe both at work and at home. Additionally, site-specific activities, such as safety fairs, joint safety walks and interactive challenges, reinforced best practices and fostered collaboration among teams. Safety Week was not only a celebration of milestones — including a 32% reduction in total recordable injury rates since 2022 — but also a testament to our shared commitment to making safety a priority every day. For more information about L3Harris' Inaugural Safety Week, please see our [2024 Safety Week video](#).



WORK-RELATED INJURY RATES DATA

TYPE OF INJURY	2022	2023	2024
TRIR	0.5	0.37	0.34
LDIR	0.14	0.11	0.11
Fatality Rate	0	0	0

Our EHS Policy states that each operational location is required to develop programs specific to the site. These include:

- Worksite analysis, evaluation and correction or control and hazard recognition processes.
- Procedures and implementation processes for recognizing, controlling and anticipating location-specific hazards.
- Competency processes that ensure personnel can safely undertake assigned tasks with appropriate supervision.
- Programming dedicated to instruction and training on compliance and risk.
- Processes for establishing and communicating responsibilities.
- “Stop work” authority and other procedures to identify and report imminent danger to health and safety.
- Emergency Response Plans and Emergency Action Plans, as applicable.

- A process for returning to work that includes clear guidance around returning to work after an injury.
- Processes for effective change management.

Across the company, EHS&S Committees function to promote employee participation in occupational health and safety. Committees are made up of teams that represent a range of employees from different career levels, all striving to meet our zero-injury work environment and drive continuous improvement. Team meeting cadences vary depending on the needs of the committees, facilities and employees. The EHS&S Management Software records data on operational performance, and the Corporate EHS&S team periodically reviews this data for accuracy and consistency. The EHS&S Management Software has a “stop work” authority program and “concern reporting” function, in addition to being used as a place to record all investigations. Employees are also encouraged to report all hazards to supervisors or managers.

L3Harris regularly reviews and refines its policies and procedures, incorporating insights from past performance and proactively addressing future challenges. We track incidents and their causes, injuries and illnesses, significance and corrective actions of all near misses. In addition to incident specific training, the L3Harris training program requires employees to participate in global EHS&S training. This training is tailored to the work-related hazards faced by our employees while outlining responsibilities of employees and supervisors, and it relates to areas including the use of personal protective equipment, injury investigation, confined spaces, laser safety and fall protections. To read more about other trainings we offer, visit the Human Capital Section of the report on [page 38](#).



HUMAN RIGHTS



L3Harris is committed to treating all people with dignity, fairness and respect.

Management Approach

We are committed to protecting human rights and empowering our employees and suppliers to do the same. We have developed and implemented policies and compliance plans to support our commitment to protecting human rights, including the L3Harris Code of Conduct, our Human Rights Policy and our Human Trafficking Policy. We treat people with fairness, respect and dignity and expect the same of our stakeholders.

Each year, we engage all L3Harris employees on the topic of Human Rights through our Code of Conduct training. In addition, the L3Harris Helpline exists as a resource for reporting suspicious activities or violations of our human rights or human trafficking commitments. A compliance committee reviews all reports and is responsible for remedial actions. We also promote and comply with all standards and laws specific to our locations, expecting the same from our agents, partners, suppliers and anyone who works with us.

L3Harris' Code of Conduct, Supplier Code of Conduct and various business policies (including our Human Trafficking Statement, Human Rights Policy and Modern Slavery Act Statement) maintain strict compliance with applicable human rights laws. We hold our suppliers to high standards and make our standards clear in documentation. Additionally, our standard terms and conditions require our suppliers to commit to avoid human trafficking and child and forced labor. In 2024, L3Harris enhanced our supplier vetting process through our collaborative relationship with Interos, a supplier

risk management platform. Interos uses a proprietary scoring methodology that analyzes supplier risks, including human rights concerns. L3Harris also expects suppliers to refrain from illegal child labor practices in the performance of work. To find out more, visit the Supply Chain Management section of the report on [page 46](#).

L3Harris is a validated Tier III member of U.S. Customs and Border Protection's (CBP's) Customs Trade Partnership Against Terrorism (CTPAT) program. This collaborative supply chain security program implements protocols that are multi-layered and inter-departmental, including trade compliance, risk management, business partner vetting and management, personnel security, physical security, conveyance security, IT system and cybersecurity with executive management support. We have implemented multi-faceted procedures that protect our supply chain from illicit and illegal activities such as terrorism, human trafficking, drug trafficking, money laundering, forced labor and illegal contraband. As part of our partnership with CTPAT, L3Harris is recognized by CBP for exceeding CTPAT's minimum security criteria, a distinction earned through our adoption of innovative best practices. We also comply with the U.S. Dodd-Frank Wall Street Reform and Consumer Protection Act, Article 1502, which relates to reporting requirements regarding conflict minerals originating in the Democratic Republic of the Congo and adjoining countries. Through these efforts, we contribute to global initiatives that strengthen our human rights practices across industries.



[Code of Conduct](#)



[Conflict Minerals Disclosure and Report](#)



[Human Rights Policy](#)



[Human Trafficking Policy](#)



[L3Harris Helpline](#)



[UK Modern Slavery Act Statement](#)





COMMUNITY

Management Approach

At L3Harris, contributing to the success of the communities where we live and work is of utmost importance. The L3Harris Foundation has been the catalyst for our investments and partnerships with several philanthropies and non-profits. In May 2024,



The L3Harris Foundation officially merged with the AR Foundation and added Rocketry team funding to our L3Harris Investing for Tomorrow (LIFT) Robotics initiative. Partnerships like this provide opportunities for employees to give back to the communities in which they live and work, promoting our three service pillars:

- **Science, Technology, Engineering and Math (STEM):** To develop the minds of younger generations, L3Harris offers access to K–12 STEM resources and university STEM programs, as well as funding and volunteer personnel.
- **Mission Aligned:** We are dedicated to active-duty military, first responders, veterans and their communities and families. Through partnerships like Homes for Our Troops, which provides housing for injured veterans located near L3Harris locations, we demonstrate our support and appreciation for these groups.
- **Community:** Central to our commitments and values are L3Harris employees and their communities. LIFT's Annual ERG Community Competition embodies this pillar, with over 800 participants and 8,275 volunteer hours in 2024. We recognize our employees are the drivers behind our business, and work to uplift, support and improve their lives.



STORY

L3HARRIS CARES AND LIFT VOLUNTEERS

Leading up to Hurricane Milton, L3Harris saw enthusiasm from the community as teams of LIFT volunteers went out to help two employees who needed assistance in hanging hurricane shutters. These volunteers mobilized at a moment's notice to support their colleagues.

In addition, in the wake of Hurricanes Helene and Milton, L3Harris launched quick access funds to support employees requiring assistance for immediate needs such as food and shelter. Across both disasters, 51 employees reached out for and received financial assistance. Over 150 employees have donated to the L3Harris Cares Fund in the amount of over \$15,000, and we have seen these numbers continue to increase.



We are proud that our employees are dedicated to supporting their communities. In 2024, L3Harris participated in and expanded several volunteer and community engagements events. Highlights include:

- Expanding our Wreaths Across America (WAA) initiative by supporting WAA with a \$50,000 grant and increasing our own participation in Wreaths Across America Day. We registered over 700 employees and their families from 30 unique L3Harris sites to participate this year.
- Forming a new partnership with Project Helping, which enables L3Harris to organize low-cost, easily deployed volunteer opportunities. Our participation included assembling and supporting the distribution of Kynd Kits, designed to support oral hygiene, the unhoused, veterans and more. We launched this project at 24 L3Harris locations across three countries, with L3Harris employees engaging 200 volunteers to assemble over 1,250 kits.

L3Harris recognizes our employees' efforts through the Volunteer of the Month Award and the Annual ERG Community Competition, where ERGs compete for the most hours of volunteer service and number of participants in volunteer activities. In 2024, the most volunteer hours award went to Women Who Strive for Empowering, Enhancing and Encouraging Other Women (WE3) ERG, and the highest member participation went to the Supporting Emergency Responders and Veterans Engagement (SERVE) ERG.



L3Harris employees are dedicated to supporting their communities through volunteerism.





SUPPLY CHAIN MANAGEMENT

Management Approach

Each year presents new supply chain challenges, but we remain committed to upholding the highest standards and principles regarding human rights, economic and environmental practices. We are determined and committed to deliver a leading supply chain performance. Supply chain has many strategic partnerships, all of which strive to ensure the contractual obligations are met.

At L3Harris, every business segment uses our dedicated internal Supply Chain Center of Excellence teams to drive compliance, optimize performance and align suppliers with our core values. The Center of Excellence teams are also responsible for supporting supply chain functional training through providing tools to improve efficiency, enhancing data collection and minimizing costs.

One way we promote and advance our culture of ethical conduct is through our membership in the Defense Industry Initiative, which assists companies by providing products and services through government contracting. In addition, our initiatives under LHX NeXt have strengthened our supply chain organization. This has led to the introduction of customer and supplier best practices, including supplier sourcing activities and price negotiations.

Supplier Selection

In selecting supply partners, L3Harris focuses on the best value, creation of value and adherence to our key values of excellence, integrity and respect. We actively pursue programs that encourage small business participation.

Throughout the supplier selection process, we conduct an evaluation of enterprise fit, available opportunities and commitment to ethical practices and compliance with our Supplier Code of Conduct. We require all suppliers to adhere to this code by incorporating best practices that drive compliance with human rights laws, employment practices, conflict of interest rules, anti-corruption, information protection, global trade requirements, EHS&S, supply chain security, ethical conduct and quality expectations. In addition, to ensure compliance with laws, regulations and our Supplier Code of Conduct, our suppliers must have a management system in place.

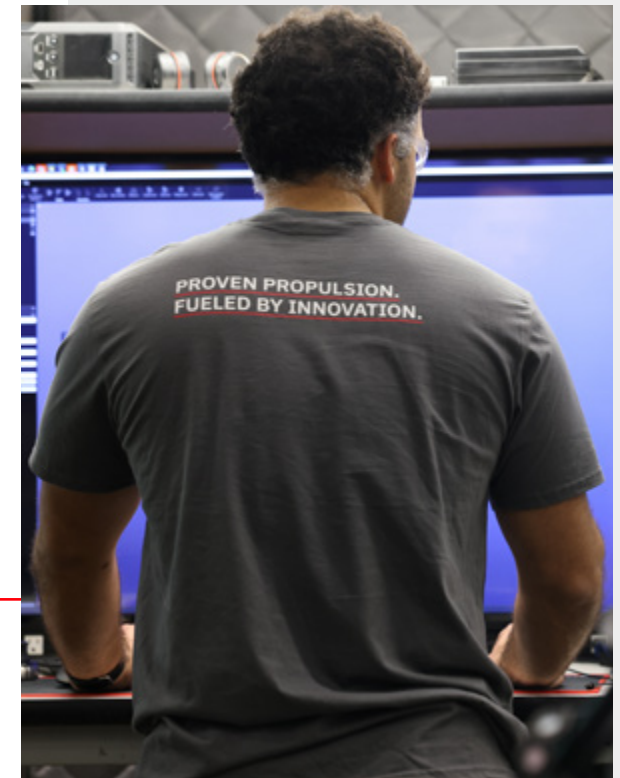


L3Harris selects supply partners focused on creating value, reducing total costs and adhering to our key values of integrity, excellence and respect.

STORY

LHX NEXT

L3Harris strives to be agile and responsive in our supply chain. In 2024, L3Harris launched LHX NeXt, a multiyear plan to increase efficiencies in our operations and deliver \$1 billion in gross cost savings over the next three years. We exceeded our cost-savings target for 2024 and are raising our overall cost-savings goal to \$1.2 billion by the end of 2025. LHX NeXt is a key element of the Trusted Disruptor strategy.





In 2024, L3Harris enhanced our supplier vetting and selection process by leveraging our collaborative relationship with Interos, a supplier risk management platform that uses a proprietary methodology to score and rank suppliers. L3Harris is building a policy around Interos for our supply chain and L3Harris as a whole. In addition, we plan to use Interos scores as a periodic and recurring supplier assessment tool. If a supplier falls below a predetermined Interos score, we will assess whether additional escalation is necessary.

This process for assessing and selecting suppliers will help us manage risks across our product life cycle and improve our supply chain resiliency. We also collaborated with our legal counsel to revise several policies that address the responsible use of artificial intelligence in our supply chain.

Small Business

L3Harris works with supply chain partners and businesses that vary in size, location and a multitude of other factors. We support those who uphold the

highest ethical standards, demonstrating our business values. We participate in government programs that promote small business participation. We also collaborate with small businesses and support innovative projects by providing Department of Defense Small Business Innovation Research (SBIR) topics to interested suppliers. Our SBIR and Small Business Technology Transfer (STTR) efforts are key to offering these opportunities. We have enhanced our SBIR public-facing webpage to enable suppliers with the information they need for effective participation.

SMALL BUSINESS DATA

SUPPLIER ^[1]	METRIC
Small Businesses	3,200+
Women-Owned Small Businesses	300+
Veteran-Owned Small Businesses	150+
Small Disadvantaged Businesses	100+

[1] Aerojet Rocketdyne's data integration is now complete. Errors in small business data have been corrected and Supplier IDs are normalized and cleansed for both accuracy and consistency.

[Small Business Statement](#)

[L3Harris SBIR Program](#)



In honor of Veterans Day, several of our locations unveiled a Wall of Honor to give thanks and appreciation to our veterans. The visuals will serve as a continuous reminder that what we do at L3Harris matters.



Supply Chain Sustainability

Our supply chain plays a prominent role in the environmental sustainability and resiliency efforts at L3Harris. Within our supply chain, we identify and evaluate potential risks using the Supply Chain Environmental Sustainability Risk Assessment (SCESRA), which provides L3Harris with details and information about potential hazards or disruptions in our supply chain. The SCESRA also creates informed solutions to help fortify our supply chain against potential increases in temperatures, sea level rise, extreme heat, precipitation, drought, wildfires, severe weather and water scarcity. Our efforts to disclose environmental and physical risks and opportunities, including our annual CDP Corporate Questionnaire Response, are partly informed by information gathered from the SCESRA. Our review of risks in L3Harris' supply chain included physical risks to four supply chain sectors (Facilities and Operations, Freight and Logistics, Energy and Utilities and Travel) that may be present based on future modeling predictions. The SCESRA assesses these risks to identify key sensitivities where adaptive capacity can be built and mitigation actions can be taken.

At L3Harris, we expect all suppliers to manage EHS&S hazards, risks and opportunities through an established and systematic approach. Read more about how L3Harris manages EHS&S supply chain impacts in our Supplier Code of Conduct.

[Supplier Code of Conduct](#)





DATA PRIVACY AND CYBERSECURITY

Data Privacy Management Approach

We are committed to ensuring compliance and maintaining best practices in the ever-evolving regulatory landscape of data privacy. The L3Harris Privacy Team oversees data privacy, makes final determinations on privacy matters and provides company-wide guidance to our Global Privacy Steering Committee and functional leaders. This committee includes leaders across various L3Harris functions who work closely with the Privacy Team to ensure compliance. The L3Harris Privacy Team maintains a comprehensive set of data privacy policies and procedures. These policies and procedures are regularly assessed to ensure they are current and compliant.

The processing of personal information within L3Harris is managed by L3Harris' Data Privacy Compliance Program, satisfying all applicable regulatory standards. To maintain continued compliance, we regularly train our workforce as new privacy regulations or demands arise. We also consistently assess cross-border data transfer requirements, conduct internal and external third-party supplier risk assessments on an enterprise-wide basis and evaluate and update our robust set of privacy notices and policies (see our external website privacy policy).

We safeguard 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

Security is at the heart of L3Harris' business, demonstrated through our commitment to iron-clad protection of our clients' data. As part of ensuring our stakeholders understand our cybersecurity responsibilities, all employees are trained annually and tested to confirm retention of information learned in the training. Employees receive updates about security including any changes to policies and procedures and participate in periodic email phishing tests.

Our cybersecurity department consists of nearly 100 full-time employees headed by our Chief Information Security Officer. Our organization's Information Security Management System is ISO 27001. Our teams scan applications and systems for potential vulnerabilities with frequency, and our L3Harris Security Operations Center (SOC) tracks digital activity. When a risk is identified, the SOC will implement an action plan to temporarily mitigate the issue until a full resolution can be implemented.

As a defense contractor, L3Harris is required to comply with stringent regulations and employ oversight activities validating compliance. We use a set of metrics to drive strong execution of the cyber mission with the key goal of ensuring there are no material breaches of L3Harris data, including data our customers and partners share with us. In 2024, there were zero material breaches of customer privacy

data. In addition, we received no data management and protection practices complaints. Other key accomplishments in 2024 included:

- Integrating Aerojet Rocketdyne into L3Harris cyber capabilities
- Passing DIBCAC High Assessment from DCMA, which will be a CMMC Level 2 certification
- Passing ISO 27001 annual review audit
- International integration into IT Shared Services
- Outsourcing some IT functions, resulting in minor responsibility shifts for certain cybersecurity activities, specifically related to maintaining privileged accounts associated with applications

[External Privacy Policy](#) 

CYBERSECURITY MATURITY MODEL CERTIFICATION (CMMC) EDUCATION PROGRAM

L3Harris passed our Defense Industrial Base Cybersecurity Assessment Center (DIBCAC) with a score that will result in a CMMC Level 2 certification once the rule is finalized by the U.S. government.



PRODUCT SAFETY AND QUALITY

Management Approach

L3Harris is committed to exceeding customer expectations, cultivating trust and nurturing enduring partnerships. This commitment is achieved through our focus on the quality of products and processes. Our program excellence and operational teams are proactive, adaptable and multi-faceted, operating with the fundamental conviction that product safety and quality are paramount. We deliver superior-quality products that embody our dedication to the mission through program excellence and operational superiority.

Compliance with industry norms and regulatory mandates guarantees product safety, legal conformity and market competitiveness, all while safeguarding our warfighters. ISO 9001 and/or AS9100 certified and/or compliant sites are the foundation of the L3Harris Quality Management system. These governing standards ensure our processes are reviewed and improved without affecting the quality or safety of our products. Our Front Loading Process and internal Program Management Gate Process also help us monitor the full life cycle of our materials.

L3Harris is committed to embedding a culture of continuous improvement within our safety and quality management practices. Every product undergoes a thorough evaluation to identify and mitigate any health and safety risks. We uphold a shared responsibility model, where both our employees and suppliers are accountable for meeting our high standards in the

products and services delivered. In the event of an incident, we employ a comprehensive approach through our Safety Review Board that combines both grassroots and executive-level problem-solving to ensure efficiency and transparency throughout the organization. All L3Harris facilities are required to adhere to established protocols and policies when reporting any observed non-conformance. Our commitment to ongoing investment in our culture and processes is central to our vision of a secure and sustainable future for our customers, team members and the environment.

The integrity and safety of our products could be compromised by the risk of counterfeit parts, a challenge that L3Harris confronts with a robust Counterfeit Parts Risk Mitigation Council. We remain vigilant in ensuring strong processes for preventing and mitigating counterfeit part risks. Our processes include:

- Internal assessments to address and rectify vulnerabilities
- Employee training, coaching and education on counterfeit risk prevention
- Enforcement of supplier compliance with anti-counterfeit measures
- Standardized independent distributor procurement
- Streamlined processes for swift counterfeit incident resolution

Our steadfast dedication to program excellence and product quality promotes team empowerment, resulting in increased employee engagement and improved results. Our focus on quality acts as a differentiator, allowing us to strengthen our position in the market and foster loyalty through repeat engagements with customers. This commitment to excellence also adds value to the business by minimizing instances of defects, waste and rework.





In 2024, we rigorously adhered to our performance criterion of Zero Defects. L3Harris uses the “Strategic Project Manager” tool to effectively oversee our Zero Defects initiatives, ensuring adherence to standard work and strategic quality objectives. This centralized tool enhances project management processes and enables proactive risk control. With its enterprise-wide implementation, the tool has contributed to a 200% increase in successfully completed improvement projects since 2021, demonstrating our commitment to enhancing operational excellence and enterprise productivity.

In addition, our Quality team identified and began implementing various strategies in 2024, including:

- **Implementation of Safety Measures and Risk Management:** We have integrated robust safety protocols and comprehensive, proactive risk assessments to maintain continuous compliance with industry standards.
- **Supplier Onboarding Enhancement:** We are strengthening our onboarding program to ensure that our suppliers are fully aligned with our stringent quality standards.
- **Quality Systems Integration Post-Acquisition:** Following the acquisition of Aerojet Rocketdyne, we have worked diligently to align our quality management systems with L3Harris’ policies and principles.

- **Advancement of the Zero-Defect Plan:** Our Zero-Defect Plan has been refined and matured to proactively address product quality issues, a practice we are committed to advancing through 2025.
- **Organizational Collaboration for Quality Assurance:** We have fostered increased collaboration throughout the organization, reinforcing the principle of maintaining quality as a collective responsibility.
- **Data-Driven Quality Insights:** By leveraging data analytics, we have gained deeper insights into program requirements, identified product quality issues and made informed decisions to enhance the quality of products and processes.
- **Customer Feedback Integration:** We have intensified our focus on capturing and responding to customer feedback to further drive improvements in product and program quality.

Our focus on quality and culture of continuous improvement are foundational in supporting our customers’ most demanding and critical mission requirements.

Sam Mehta, President, Communication Systems, L3Harris

APPROACH

GOVERNANCE

ENVIRONMENTAL

SOCIAL

CONTENT INDICES

- CONSOLIDATED DATA
- GRI GENERAL DISCLOSURES
- SASB DISCLOSURES
- TCFD ALIGNMENT INDEX





CONSOLIDATED DATA

METRIC	UNITS	2021	2022	2023	2024
ACTIVITY					
Annual Revenue	\$			19,400,000,000	21,325,000,000
Total Number of Countries Supported	#			>100	>100
Total Number of Employees	#			50,000	~47,000
Total Number of Scientists and Engineers	#			20,000	~18,000
ENVIRONMENT					
Global Sites With ISO 14001 Certification	#				17
Fines Related to Major Non-Compliance Issues With Environmental Laws and Regulations Greater Than \$10,000	#				1
Energy					
Total Energy Consumed	Terajoules	3,568	3,546	3,533	3,543
Fuel: Diesel, Propane, Gasoline, Jet Fuel (scope 1)	Terajoules	133	130	143	184
Fuel: Propellants (scope 1)	Terajoules	13	12	9	7
Fuel: Natural Gas (scope 1)	Terajoules	829	831	840	792
Total Fuel (scope 1)	Terajoules	975	974	992	984
Grid Electricity (scope 2)	Terajoules	2,492	2,477	2,445	2,467
On-site Solar Electricity Generation (scope 2)	Terajoules	0.14	0.16	0.15	0.14
Renewable Energy Generated by Elm Branch Solar Farm	Terajoules	-88	-830	-747	-724
Other Renewable Energy Credits	Terajoules	-15	-27	-36	-98
Other Direct Line Energy (scope 2)	Terajoules	101	95	95	92
% Renewable Energy	Terajoules	3%	24%	22%	23%
% Renewable Energy (electricity only)	Terajoules	4%	35%	32%	33%
Energy Intensity Ratio	Terajoules/\$ Total Revenue			1.8E-07	1.7E-07



METRIC	UNITS	2021	2022	2023	2024
Emissions					
Total Fuel (scope 1)	MT CO ₂ e	52,288	52,751	54,317	54,921
Process and Fugitive (scope 1)	MT CO ₂ e	46,222	34,427	11,087	19,040
Total GHG Emissions (scope 1)	MT CO ₂ e	98,510	87,178	65,404	73,961
Grid Electricity (scope 2)	MT CO ₂ e	253,535	244,521	233,813	237,212
Other Direct Line Energy (scope 2)	MT CO ₂ e	8,575	6,004	5,986	5,792
Total REC Emissions Reductions — (scope 2)	MT CO ₂ e	-14,025	-112,564	-100,327	-104,908
<i>Elm Branch Solar Farm REC Emissions Reductions</i>	MT CO ₂ e	-14,025	-108,997	-96,026	-93,978
<i>Other REC Emissions Reductions</i>	MT CO ₂ e	0	-3,567	-4,301	-10,930
Total GHG Emissions (scope 2)	MT CO ₂ e	248,085	137,961	139,472	138,097
Total GHG Emissions (scope 1 & 2)	MT CO ₂ e	346,594	225,140	204,877	212,058
GHG Intensity (scope 1 & 2)	MT CO ₂ e/\$ Total Revenue			0.00001	0.00001
GHG Emissions, Location-Based (scope 2)	MT CO ₂ e	255,090	237,632	228,614	224,998
GHG Emissions, Market-Based (scope 2)	MT CO ₂ e	248,085	137,961	139,472	138,097
Scope 3 Fuel- and Energy-Related Activities (not included in scopes 1 or 2)	MT CO ₂ e				69,621
Business Travel (scope 3)	MT CO ₂ e				87,329
Employee Commuting (scope 3)	MT CO ₂ e				104,303
Water					
Total Water Used	Megaliters	2,065	1,890	1,774	1,610
<i>Potable Water</i>	Megaliters	2,023	1,843	1,730	1,559
<i>Groundwater</i>	Megaliters	41.5	46.8	44.2	51.4



METRIC	UNITS	2021	2022	2023	2024
Waste/Circularity					
Total Waste Generated	Tons	17,171	17,702	16,451	18,460
Total Waste Generated — Composition Breakdown					
Metals	Tons	2,012	2,425	1,853	1,747
Other	Tons	1,655	1,288	909	983
Single Stream	Tons	1,619	1,850	1,977	2,153
Paper and Cardboard	Tons	1,750	1,760	1,768	1,846
Organics	Tons	53	67	138	846
Landfill and Incineration	Tons	9,219	8,946	8,425	9,273
Wood	Tons	232	473	323	307
Waste-to-Energy	Tons	631	893	1,059	1,305
Landfill	Tons	9,219	8,946	8,425	9,273
Diverted From Landfill	Tons	7,952	8,756	8,027	9,187
Percent of Waste Diverted From Landfill	%	46%	49%	49%	50%
Total Hazardous Waste Generated	Tons			865	
Landfill	Tons			351	
Recycling/Recovery	Tons			13	
Incineration	Tons			299	
Other	Tons			201	



METRIC	UNITS	2021	2022	2023	2024
SOCIAL					
Workforce Safety					
Total Work Related Injuries	#				988
Ergonomic	%				12%
Falls	%				19%
Contact Sharps	%				15%
Struck By	%				13%
Other	%				27%
Fatalities as a Result of Work-Related Ill Health	#		0	0	0
Total Recordable Work-Related Ill Health	#				4
Total Recordable Incident Rate (TRIR)	#		0.5	0.37	0.34
Lost Day Incident Rate (LDIR)	#		0.14	0.11	0.11
Total Lost Works Days Cases	#		5.07	4.47	2.89
Fatality Rate	#		0	0	0



LOCATION		ISO 14001:2015	ISO 45001:2018		
EHS&S Management					
Barrow-in-Furness, U.K.		✓	✓		
Brisbane, Australia		✓	✓		
Bristol, U.K.		✓	✓		
Calzoni (Bologna), Italy		✓	✓		
Clifton, NJ, U.S.		✓	✓		
Crawley, U.K.		✓	✓		
Farnborough, U.K.		✓	✓		
Fleet Hampshire, U.K.			✓		
Ft. Wayne, IN, U.S.		✓	✓		
Hamilton, Australia		✓	✓		
Mirabel, Canada		✓			
Portchester, U.K.		✓	✓		
Queensland, Australia		✓	✓		
Rochester, NY, U.S. (three locations)		✓	✓		
Tewkesbury, U.K.		✓	✓		
Victoria Gardens, U.K.		✓	✓		
METRIC	UNITS	2021	2022	2023	2024
Workforce					
Voluntary Attrition Rate*	%			8.8%	8.7%
New Hires	#			6,472	4,419
Parental Leave Eligible Employees					
Women	#			11,000	11,000
Men	#			33,000	31,000

*Data has been restated to exclude retirements.



METRIC	UNITS	2021	2022	2023	2024
Training/Development					
Average Hours Participating in Training, Mentoring and Career Progression Programs				25 hrs per employee	23 hrs per employee
GOVERNANCE					
Board of Directors					
Gender					
Women	%			29%	29%
Men	%			71%	71%
Race/Ethnicity					
People of Color	%			21%	21%
White	%			79%	79%
Generation					
Traditionalists	%			0%	0%
Baby Boomers	%			86%	86%
Generation X	%			14%	14%
Ethics and Compliance					
% of Employees Completing Code of Conduct Training	%		100%	100%	100%
Allegations of Misconduct Reported to Ethics Office	#		1,230	1,352	1,313
Inquiries to Ethics Office	#		389	324	332
Conflict of Interest Disclosures	#		472	537	376
Total Ethics Office Contacts	#		2,091	2,213	2,021
Anonymous Reporting Rate	%		29%	27%	28%



METRIC	UNITS	2021	2022	2023	2024
Anti-Corruption					
Business Segments Assessed for Corruption Risks	%			100%	100%
Employees That Received Policies & Procedures	%			100%*	100%
Business Partners That Received Policies & Procedures	%			100%*	100%
Employees Trained	%			100%*	100%
Business Partners Trained	%			100%*	100%
Cybersecurity					
Breaches of Customer Privacy and Losses of Customer Data	#			0	0
Percentage Involving Confidential Information	%			0	0
Supply Chain*					
Small Businesses	#				3,200+
Women-Owned Small Businesses	#				300+
Veteran-Owned Small Businesses	#				150+
Small Disadvantaged Businesses	#				100+
PRODUCTS					
Product Safety					
Number of Counterfeit Parts Detected	#				0

*Aerojet Rocketdyne’s data integration is now complete. Errors in small business data have been corrected and Supplier IDs are normalized and cleansed for both accuracy and consistency.



EEO-1 SUMMARY DATA

CATEGORY	HISPANIC OR LATINO		NOT HISPANIC OR LATINO MALE						NOT HISPANIC OR LATINO FEMALE						TOTAL
	MALE	FEMALE	WHITE	BLACK OR AFRICAN AMERICAN	ASIAN	NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	ASIAN	NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	
Executive/Senior Level Officials and Managers	2	3	114	6	7	0	0	1	45	4	1	2	0	2	187
First/Mid-Level Officials and Managers	355	117	4,106	249	213	12	14	92	1,154	112	4	86	6	33	6,553
Professionals	1,773	673	14,628	943	1,615	37	58	498	4,373	486	18	624	23	209	25,958
Technicians	455	137	2,531	327	293	16	25	113	422	98	3	97	5	11	4,533
Sales Workers	13	5	103	9	2	0	1	1	22	3	0	1	0	0	160
Administrative Support Workers	33	95	242	40	13	1	0	8	658	71	2	33	5	20	1,221
Craft Workers	353	26	1,405	172	93	6	14	47	83	29	2	12	1	3	2,246
Operatives	335	232	1,144	309	210	7	20	45	928	341	6	255	17	29	3,878
Laborers and Helpers	1	0	8	1	0	0	0	0	1	0	0	0	0	0	11
Service Workers	26	23	94	23	4	0	1	2	26	14	0	1	0	0	214
Current 2023 Reporting Year Total	3,346	1,311	24,375	2,079	2,450	79	133	807	7,712	1,158	36	1,111	57	307	44,961
Prior 2022 Reporting Year Total	2,803	1,118	22,002	1,819	2,108	68	125	649	6,900	920	973	26	52	244	39,807



GRI GENERAL DISCLOSURES

L3Harris has reported with reference to the GRI Standards for the period January 1 through December 31, 2024.

GRI INDICATOR	DESCRIPTION	LOCATION OR DIRECT RESPONSE	IFRS S1/S2
GRI 2: GENERAL DISCLOSURES			
The organization and its reporting practices			
Disclosure 2-1	Organizational details	About L3Harris/Approach page 5	S1.20
Disclosure 2-2	Entities included in the organization’s sustainability reporting	Unless otherwise noted, L3Harris’ full global operations are represented in this report, including activities at all facilities owned and leased over which we have operational control.	S1.20
Disclosure 2-3	Reporting period, frequency and contact point	This is L3Harris’ annual Sustainability Report. This iteration covers the calendar year from January 1 to December 31, 2024. The environmental sustainability data reporting period is calendar year for 2021 and 2022. In 2023, we shifted the reporting period for environmental sustainability data from calendar year to October 2022 through September 2023 to successfully complete GHG third-party verification prior to report publication. All future years reflect this shifted reporting period. Hazardous waste data reports one calendar year behind due to availability of data from vendors. L3Harris intends to continue reporting on our sustainability initiatives and progress on a periodic basis.	
Disclosure 2-4	Restatements of information	In 2024, we completed recalculation of our environmental sustainability data incorporating Aerojet Rocketdyne. Our new base year for Scope 1 and 2 greenhouse gas (GHG) emissions, energy, water and waste is 2021. 2024 is now our most accurate and representative year for Scope 3 GHG emissions. Our reporting data for hazardous waste is 2023. All previously reported environmental information no longer reflects our current business operations. We have also restated our 2023 Voluntary Attrition rate to exclude retirements.	S1.17
Disclosure 2-5	External assurance	L3Harris received limited assurance from a third party for our 2023–2024 GHG emissions inventory data.	
Activities and workers			
Disclosure 2-6	Activities, value chain and other business relationships	About L3Harris/Approach page 5 Supply Chain Management/Social page 46	
Disclosure 2-7	Employees	About L3Harris/Approach page 5 Human Capital/Social page 38	
Disclosure 2-8	Workers who are not employees	Confidentiality Constraints	



GRI INDICATOR	DESCRIPTION	LOCATION OR DIRECT RESPONSE	IFRS S1/S2
Governance			
Disclosure 2-9	Governance structure and composition	Corporate Governance/Governance page 10	S1.25a, S1.26
Disclosure 2-10	Nomination and selection of the highest governance body	Corporate Governance/Governance page 10	
Disclosure 2-11	Chair of the highest governance body	Corporate Governance/Governance page 10	
Disclosure 2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance/Governance page 10	
Disclosure 2-13	Delegation of responsibility for managing impacts	Corporate Governance/Governance page 10	
Disclosure 2-14	Role of the highest governance body in sustainability reporting	Corporate Governance/Governance page 10	
Disclosure 2-15	Conflicts of interest	Corporate Governance/Governance page 10	
Disclosure 2-16	Communication of critical concerns	Corporate Governance/Governance page 12	
Disclosure 2-17	Collective knowledge of the highest governance body	Corporate Governance/Governance page 10	
Disclosure 2-18	Evaluation of the performance of the highest governance body	Corporate Governance/Governance page 12	
Disclosure 2-19	Remuneration policies	Corporate Governance/Governance page 12	
Disclosure 2-20	Process to determine remuneration	Corporate Governance/Governance page 12	
Disclosure 2-21	Annual total compensation ratio	2025 Proxy Statement	
Strategy, policies and practices			
Disclosure 2-22	Statement on sustainable development strategy	A Message From the CEO/Approach page 4	S1.26
Disclosure 2-23	Policy commitments	Business Ethics/Governance page 16	
Disclosure 2-24	Embedding policy commitments	Business Ethics/Governance page 16	
Disclosure 2-25	Processes to remediate negative impacts	Business Ethics/Governance page 13	
Disclosure 2-26	Mechanisms for seeking advice and raising concerns	Business Ethics/Governance page 15	
Disclosure 2-27	Compliance with laws and regulations	EHS and Sustainability Management System/Environment page 23	
Disclosure 2-28	Membership associations	L3Harris Political Activities	



GRI INDICATOR	DESCRIPTION	LOCATION OR DIRECT RESPONSE	IFRS S1/S2
Stakeholder engagement			
Disclosure 2-29	Approach to stakeholder engagement	Stakeholder Engagement/Approach page 7	
Disclosure 2-30	Collective bargaining agreements	Workforce Demographics, page 5 Human Rights Policy	
GRI 3: MATERIAL TOPICS			
Disclosure 3-1	Process to determine material topics	Focus Areas/Approach page 7 Human Rights/Social page 43	S1.17
Disclosure 3-2	List of material topics	Focus Areas/Approach page 8	S1.17
Disclosure 3-3	Management of material topics	We discuss our management approaches for each material topic at the beginning of each topic section throughout this report.	S1.17
GRI 204: PROCUREMENT PRACTICES			
Disclosure 204	Management Approach	Supply Chain Management/Social page 46	S1.17
GRI 205: ANTI-CORRUPTION			
Disclosure 205	Management Approach	Anti-Corruption/Governance page 17	S1.17
Disclosure 205-1	Operations assessed for risks related to corruption	Anti-Corruption/Governance page 17	
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	Anti-Corruption/Governance page 17	
GRI 301: MATERIALS			
Disclosure 301	Management Approach	Advanced Technology and Innovation/Governance page 19 Waste and Hazardous Waste/Environment pages 34–35	S1.17
GRI 302: ENERGY			
Disclosure 302	Management Approach	Greenhouse Gas and Energy Reduction/Environment page 24	S1.17
Disclosure 302-1	Energy consumption within the organization	Greenhouse Gas and Energy Reduction/Environment page 26	
Disclosure 302-3	Energy Intensity	Greenhouse Gas and Energy Reduction/Environment page 26	
Disclosure 302-4	Reduction of energy consumption	Greenhouse Gas and Energy Reduction/Environment page 26	



GRI INDICATOR	DESCRIPTION	LOCATION OR DIRECT RESPONSE	IFRS S1/S2
GRI 303: WATER AND EFFLUENTS			
Disclosure 303	Management Approach	Water/Environment page 31	S1.17
Disclosure 303-1	Interactions with water as a shared resource	Water/Environment page 32	
Disclosure 303-2	Management of water discharge-related impacts	Water/Environment page 32	
Disclosure 303-3	Water withdrawal	Water/Environment page 31	
Disclosure 303-5	Water consumption	Water/Environment page 31	
GRI 305: EMISSIONS			
Disclosure 305	Management Approach	Greenhouse Gas and Energy Reduction/Environment page 24	S1.17, S2.29
Disclosure 305-1	Direct (Scope 1) GHG emissions	Greenhouse Gas and Energy Reduction/Environment page 26	S2.29
Disclosure 305-2	Energy indirect (Scope 2) GHG emissions	Greenhouse Gas and Energy Reduction/Environment page 26	S2.29
Disclosure 305-3	Other indirect (Scope 3) GHG emissions	Greenhouse Gas and Energy Reduction/Environment page 28	S2.29
Disclosure 305-4	GHG emissions intensity	Greenhouse Gas and Energy Reduction/Environment page 26	S2.29
Disclosure 305-5	Reduction of GHG emissions	Greenhouse Gas and Energy Reduction/Environment page 26	S2.29
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT			
Disclosure 308	Management Approach	Supply Chain Management/Social page 46	S1.17
Disclosure 308-1	New suppliers that were screened using environmental criteria	Supply Chain Management/Social page 48	
GRI 401: EMPLOYMENT			
Disclosure 401	Management Approach	Human Capital/Social page 38	S1.17
Disclosure 401-1	New employee hires and employee turnover	Human Capital/Social page 38	
Disclosure 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employee	Human Capital/Social page 40	
Disclosure 401-3	Parental leave	Human Capital/Social page 40	
GRI 403: OCCUPATIONAL HEALTH AND SAFETY			
Disclosure 403	Management Approach	Health and Safety/Social page 41	S1.17
Disclosure 403-1	Occupational health and safety management system	Health and Safety/Social page 41	



GRI INDICATOR	DESCRIPTION	LOCATION OR DIRECT RESPONSE	IFRS S1/S2
Disclosure 403-2	Hazard identification, risk assessment and incident investigation	Health and Safety/Social page 41	
Disclosure 403-3	Occupational health services	Health and Safety/Social page 41	
Disclosure 403-4	Worker participation, consultation and communication on occupational health and safety	Health and Safety/Social page 41	
Disclosure 403-5	Worker training on occupational health and safety	Health and Safety/Social page 41	
Disclosure 403-6	Promotion of worker health	Health and Safety/Social page 42	
Disclosure 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety/Social page 41	
Disclosure 403-9	Work-related injuries	Health and Safety/Social page 42	
GRI 404: TRAINING AND EDUCATION			
Disclosure 404	Management Approach	Human Capital/Social page 38	S1.17
Disclosure 404-1	Average hours of training per year per employee	Human Capital/Social page 39	
Disclosure 404-2	Programs for upgrading employee skills and transition assistance programs	Human Capital/Social page 39	
Disclosure 404-3	Percentage of employees receiving regular performance and career development reviews	Human Capital/Social page 39	
GRI 405: REPRESENTATION AND EQUAL OPPORTUNITY			
Disclosure 405	Management Approach	Human Capital/Social page 38	S1.17
Disclosure 405-1	Representation of governance bodies and employees	Human Capital/Social page 38 EEO-1 Table page 60	
GRI 406: NON-DISCRIMINATION			
Disclosure 406	Management Approach	Business Ethics/Governance page 13	S1.17
Disclosure 406-1	Incidents of discrimination and corrective actions taken	Business Ethics/Governance page 15	
GRI 413: LOCAL COMMUNITIES			
Disclosure 413	Management Approach	Community/Social page 44	S1.17
Disclosure 413-1	Operations with local community engagement, impact assessments and development programs	Community/Social page 44	



GRI INDICATOR	DESCRIPTION	LOCATION OR DIRECT RESPONSE	IFRS S1/S2
GRI 415: PUBLIC POLICY			
Disclosure 415	Management Approach	Lobbying and Political Advocacy/Governance page 18	S1.17
Disclosure 415-1	Political contributions	Lobbying and Political Advocacy/Governance page 18	
GRI 416: CUSTOMER HEALTH AND SAFETY			
Disclosure 416	Management Approach	Product Safety and Quality/Social page 50	S1.17
Disclosure 416-1	Assessment of the health and safety impacts of product and service categories	Product Safety and Quality/Social page 50	
GRI 418: CUSTOMER PRIVACY			
Disclosure 418	Management Approach	Data Privacy and Cybersecurity/Social page 49	S1.17
Disclosure 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Cybersecurity/Social page 49 Consolidated Data Table page 59	



SASB DISCLOSURES

SASB NUMBER	DESCRIPTION	LOCATION OR DIRECT RESPONSE
RT-AE-130a.1	Energy Management	Greenhouse Gas and Energy Reduction/Environment page 26
RT-AE-150a.1	Hazardous Waste Management	Waste and Hazardous Waste/Environment page 36
RT-AE-230a.1	Data Security	Consolidated Data Table page 59
RT-AE-230a.2	Data Security	Data Privacy and Cybersecurity/Social page 49
RT-AE-250a.2	Product Safety	Consolidated Data Table page 59
RT-AE-510a.3	Business Ethics	Business Ethics/Governance page 13
RT-AE-000.B	Number of Employees	About L3Harris/Approach page 5




TCFD ALIGNMENT INDEX

TOPIC AND RECOMMENDED CONTENT	SELECT L3HARRIS MATERIAL	IFRS S2
GOVERNANCE		
a) Describe the Board’s oversight of climate-related risks and opportunities	2024 Sustainability Report: Corporate Governance, page 10 2024 CDP Corporate Questionnaire Response: 4.1.2	S2.5a
b) Describe management’s role in assessing and managing climate-related risks and opportunities	2024 Sustainability Report: Corporate Governance, pages 11–12 2024 CDP Corporate Questionnaire Response: 4.3, 4.3.1	S2.5b
STRATEGY		
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long-term	2024 Sustainability Report: Greenhouse Gas and Energy Reduction, page 30 2024 Sustainability Report: Supply Chain Management, page 48 2024 CDP Corporate Questionnaire Response: 2.1, 2.2.2, 3.1, 3.1.1, 3.6 and 3.6.1	S2.9
b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning	2024 Sustainability Report: Greenhouse Gas and Energy Reduction, page 30 2024 CDP Corporate Questionnaire Response: 3.1.1, 3.6.1, 5.1.2, 5.2, 5.3.1 and 5.3.2	S2.10
c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, include a 2°C or lower scenario	2024 Sustainability Report: Greenhouse Gas and Energy Reduction, page 30 2024 CDP Corporate Questionnaire Response: 5.1, 5.1.1 and 5.2.1	S2.22
RISK MANAGEMENT		
a) Describe the organization’s processes for identifying and assessing climate-related risks	2024 Sustainability Report; Greenhouse Gas and Energy Reduction, page 30 2024 Sustainability Report: Corporate Governance, pages 11–12 2024 Sustainability Report: Supply Chain Management, pages 46–48 2024 CDP Corporate Questionnaire Response: 2.1, 2.2.1 and 2.2.2	S2.25



TOPIC AND RECOMMENDED CONTENT	SELECT L3HARRIS MATERIAL	IFRS S2
b) Describe the organization's processes for managing climate-related risks	2024 Sustainability Report: Greenhouse Gas and Energy Reduction, page 30 2024 Sustainability Report: Supply Chain Management, pages 46–48 2024 CDP Corporate Questionnaire Response: 2.1 and 2.2.1	S2.26
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management	2024 Sustainability Report: Greenhouse Gas and Energy Reduction, page 30 2024 Sustainability Report: Corporate Governance, pages 11–12 2024 CDP Corporate Questionnaire Response: 2.1 and 2.2.1	S2.27
METRICS AND TARGETS		
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	2024 Sustainability Report: Greenhouse Gas and Energy Reduction, pages 26, 28 and 30 2024 Sustainability Report: Consolidated Data Table, pages 53–54 2024 CDP Corporate Questionnaire Response: 7.54	S2.28
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions and the related risks	2024 Sustainability Report: Greenhouse Gas and Energy Reduction, pages 26 and 28 2024 Sustainability Report: Consolidated Data Table, pages 53–54 2024 CDP Corporate Questionnaire Response: 7.6, 7.7, 7.8 and 7.8.1	S2.29
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	2024 Sustainability Report: Greenhouse Gas and Energy Reduction, pages 24–25 2024 Sustainability Report: Consolidated Data Table, pages 53–54 2024 CDP Corporate Questionnaire Response: 7.53, 7.53.1 and 7.54	S2.33



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This report contains forward-looking statements within the meaning of federal securities laws made in reliance on the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Examples 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 environmental 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 January 3, 2025. 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 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 environmental conditions.

