



SUSTAINABILITY REPORT 2025



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ABOUT L3HARRIS

L3Harris Technologies, Inc. is a leading global defense tech company and is the Trusted Disruptor for our customers which include U.S. government agencies and departments, allied nations, and other large defense contractors. With customers' mission-critical needs always in mind, we deliver end-to-end technology solutions connecting the space, air, land, sea and cyber domains in the interest of national security.

L3Harris is comprised of three business segments: Space & Mission Systems, Communications & Spectrum Dominance and Missile Solutions. Through our partnerships, we strive to uphold freedom, protect everyday life and remain 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. We accomplish this by upholding our values of Integrity, Excellence and Respect. We integrate these values throughout our business to form the foundation of everything we do.

In 2025, we continued to focus on strong governance through our policies, procedures and well-defined programs associated with each key topic outlined in this report. We maintained a strong commitment to our employees, our local environment and our customers while innovating relentlessly and delivering 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 more than 100 countries.

Transparency Approach

The 2025 Sustainability Report offers stakeholders 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)
- Sustainability Accounting Standards Board (SASB)
- Task Force for Climate-Related Financial Disclosures (TCFD)
- 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 and ISSB/IFRS Indices for our 2025 disclosures.](#)



[L3Harris At A Glance](#)



Through the dedication of our teams, we've built a more efficient, resilient and sustainable enterprise. By staying true to our values, engaging our stakeholders and upholding the highest business standards, we will continue to shape a strong future for our company.

Christopher Kubasik, Chairman and CEO, L3Harris

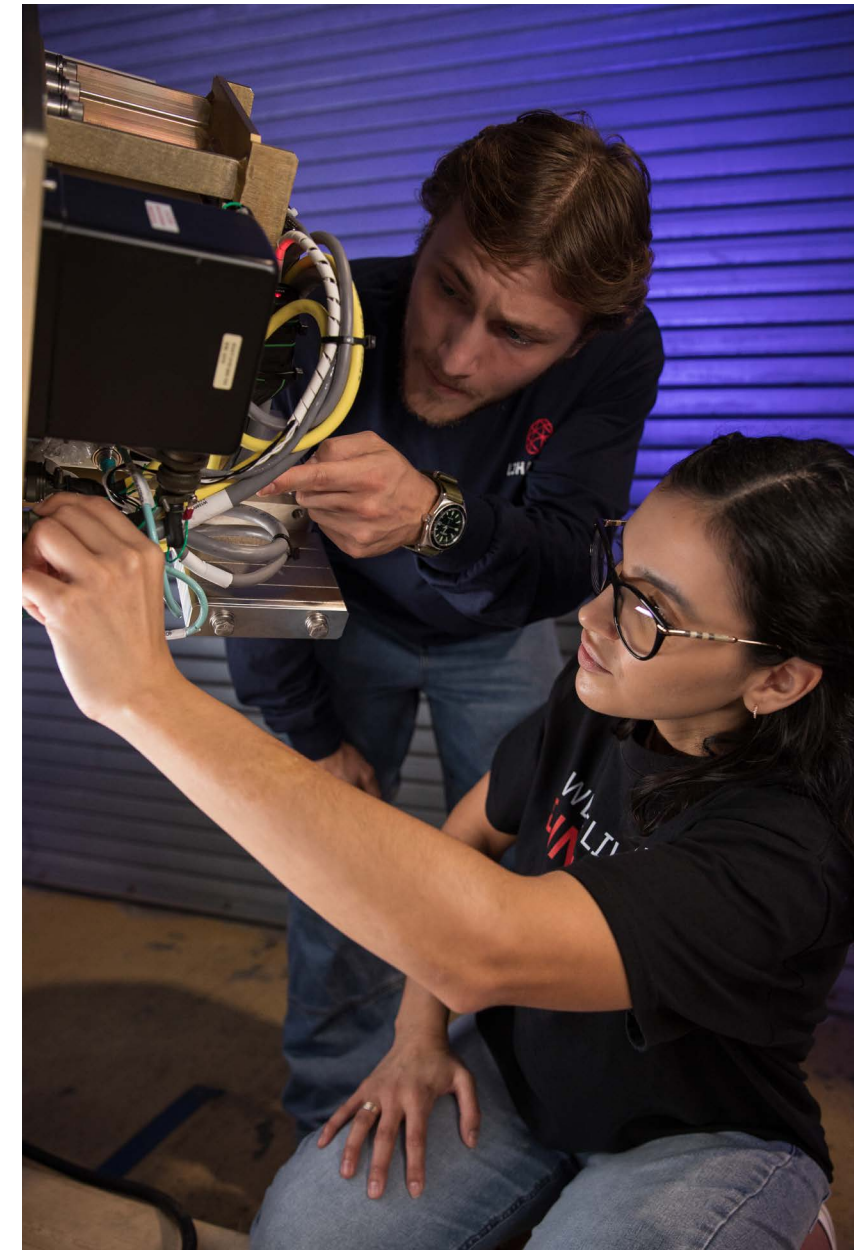


STAKEHOLDER ENGAGEMENT

L3Harris is a trusted partner to our customers, suppliers, employees, investors and communities. Authentically engaging these stakeholders is fundamental to our strategy and a driver of our business decisions.

STAKEHOLDER ENGAGEMENT	ENGAGEMENT CHANNELS
Employees	Comprehensive employee surveys, on-site events, frequent communications through different channels including intranet articles, emails and e-newsletters
Customers	Meetings, virtual and in-person trade shows, regular interaction with government officials and regulators, contractor meetings, customer service feedback
Investors	Earnings calls, shareholder and analyst meetings, publication of financial results and presentations, active engagement with rating agencies
Suppliers	Sales meetings, conferences, forums
Community	Meetings with community partners, volunteer events
Industry	Involvement in industry associations

NOTE: Topics highlighted throughout this report are discussed with stakeholders. The frequency and nature of the topic vary based on the stakeholder.



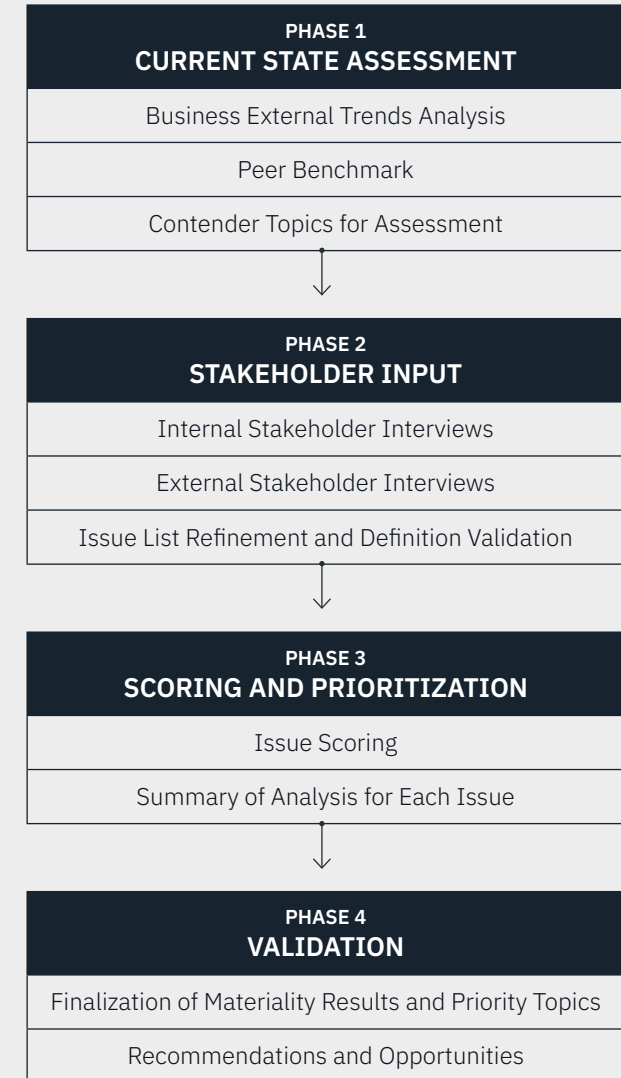
FOCUS AREAS

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 identified as material to our industry, stakeholders and the areas where our business has significant impact, as outlined in our annual Sustainability Report.

We regularly review and update our strategies and assess appropriate timing to update our materiality assessments.



MATERIALITY ASSESSMENT PROCESS





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 [Corporate Governance Guidelines](#) guide our Board conduct and can be found on our Sustainability and Governance [webpage](#).

Sustainability oversight starts from the top at the CEO and Board 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's Nominating and Governance Committee oversees environmental sustainability efforts, as well as corporate governance issues, political advocacy and lobbying, social responsibility, environmental, health and safety matters. The Board's Audit Committee oversees the quality and integrity of financial statements, legal and regulatory compliance, risk assessment and ethics and business conduct. The Board's Compensation Committee oversees executive pay, performance oversight, equity programs, workforce development and compensation-related risk.

Our Board Management Structure on page 15 of the 2026 Proxy Statement illustrates how we organize our committees to effectively manage performance across all sustainability topics included within this report.

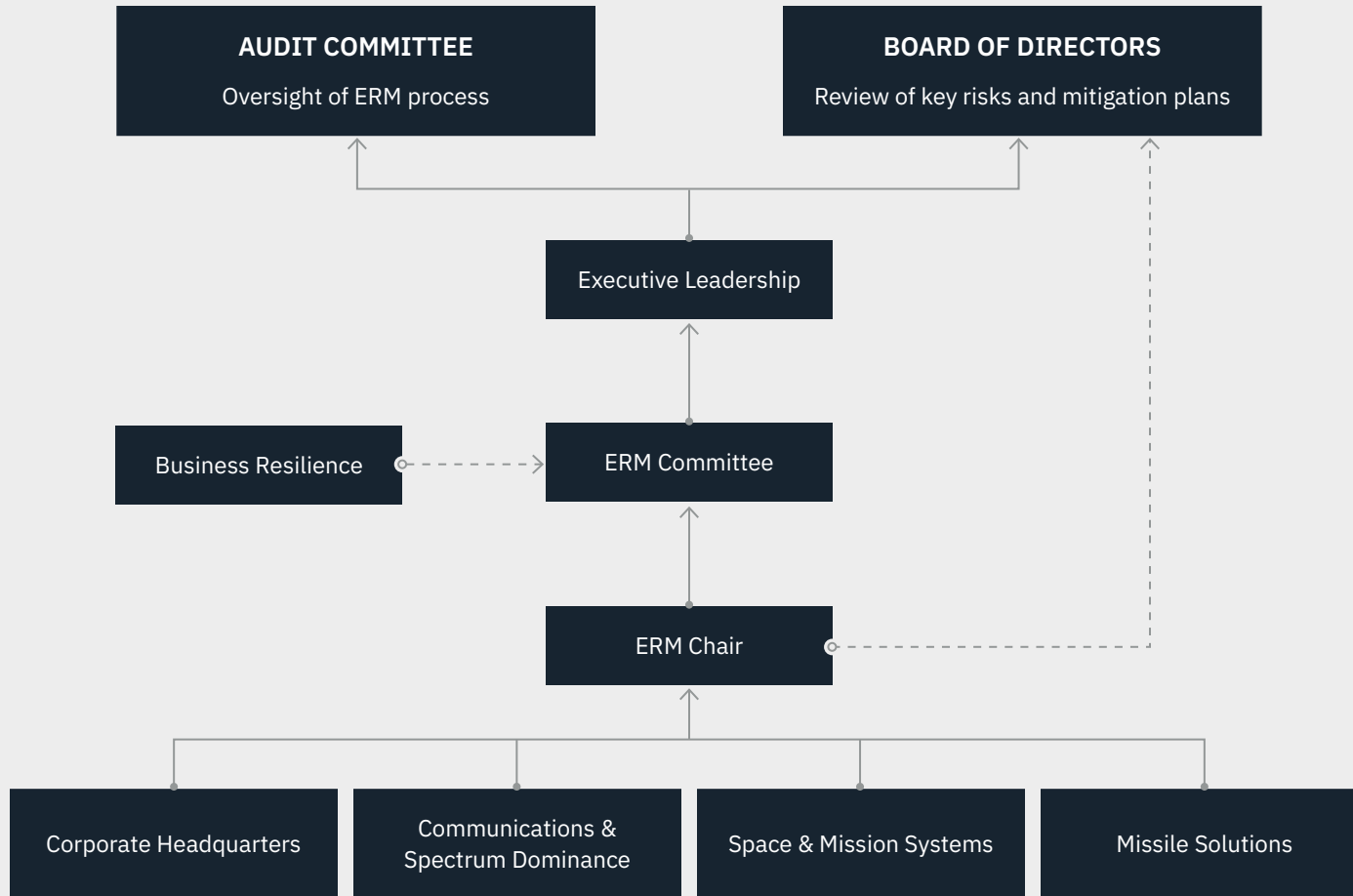
To communicate with members of our Board, email intended recipient(s) c/o our Corporate Secretary at corporate.secretary@l3harris.com or write to the intended recipient(s) c/o Corporate Secretary, L3Harris Technologies, Inc., 1025 West NASA Boulevard, Melbourne, Florida 32919.

To find out more about:

- Our current Board leadership structure, director skills and experiences, and nominee selection criteria, see pages 7-14 of our 2026 Proxy Statement
- Board's role and responsibilities related to strategy, risk, ethics, compliance and sustainability oversight, see pages 18-21 of our 2026 Proxy Statement
- Our Board and Committee Self Evaluations, see page 16 of our 2026 Proxy Statement
- Our remuneration policies for Board members and senior executives, see pages 30 and 39 of our 2026 Proxy Statement
- The management of our remuneration policies, see page 43 of our 2026 Proxy Statement

[2026 Proxy Statement](#) 

ERM GOVERNANCE AND RISK OVERSIGHT



Enterprise Risk Management

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

ERM serves as the strategic foundation, with Business Resilience translating enterprise risks into site-level continuity planning. Our ERM Committee includes executive leadership and business segment and CHQ functional representatives who evaluate the potential impacts of identified risks to our global business, including real-world events to ensure enterprise sustainability. Additionally, the ERM Committee evaluates the likelihood and trends of risk occurrence, reviews current mitigation measures, assesses the velocity at which risks could materialize and examines enterprise recovery plans.

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. Key/critical sites determined by L3Harris are required to conduct a Business Impact Analysis (BIA) annually, develop and review a Business Continuity Plan (BCP) based on the BIA and conduct annual scenario-based exercises. The Board reviews top priority risk-related topics, including regulatory and sustainability related risks, as well as mitigation plans, gaining more detailed insights into each risk throughout the annual Board cycle.

The L3Harris Business Resilience Function was created in 2021 with the charter to develop a Business Resilience Program (BRP) to enhance our risk management practices. This strategic process ties ERM to BRP. The Business Resilience lead is a member of the ERM Committee and assists in identifying 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 BCP requirements, which enable continuation of our mission-critical business processes, 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 at least annually.

The BR policy stipulates annual reviews of the BIA, semi-annual review of the BCP and annual exercises. This timetable ensures consistent accountability for managing improvement actions arising from Business Resilience events or exercises and ensures proper debriefs or reporting of any outcomes to leadership and BR Council.



BUSINESS ETHICS

L3Harris designed the Ethics and Compliance (E&C) program to support its leaders at all levels to operate in accordance with its 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 provides oversight for our Ethics & Compliance program with the expectation for the organization and its employees to meet and exceed legal requirements.

Ethics Disciplinary Committees (EDCs): L3Harris leverages EDCs to ensure that all ethics allegations are thoroughly investigated and that corrective actions are consistent across the company. These committees, comprised of senior leaders from the Office of General Counsel (OGC), Human Resources and Ethics, and other senior leaders as appropriate, also ensure that reported matters are promptly and thoroughly adjudicated by identifying and implementing appropriate corrective actions in accordance with company policy and the Code of Conduct.

Ethics Advisors: L3Harris also leverages over 120 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.

Continuous Improvement

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

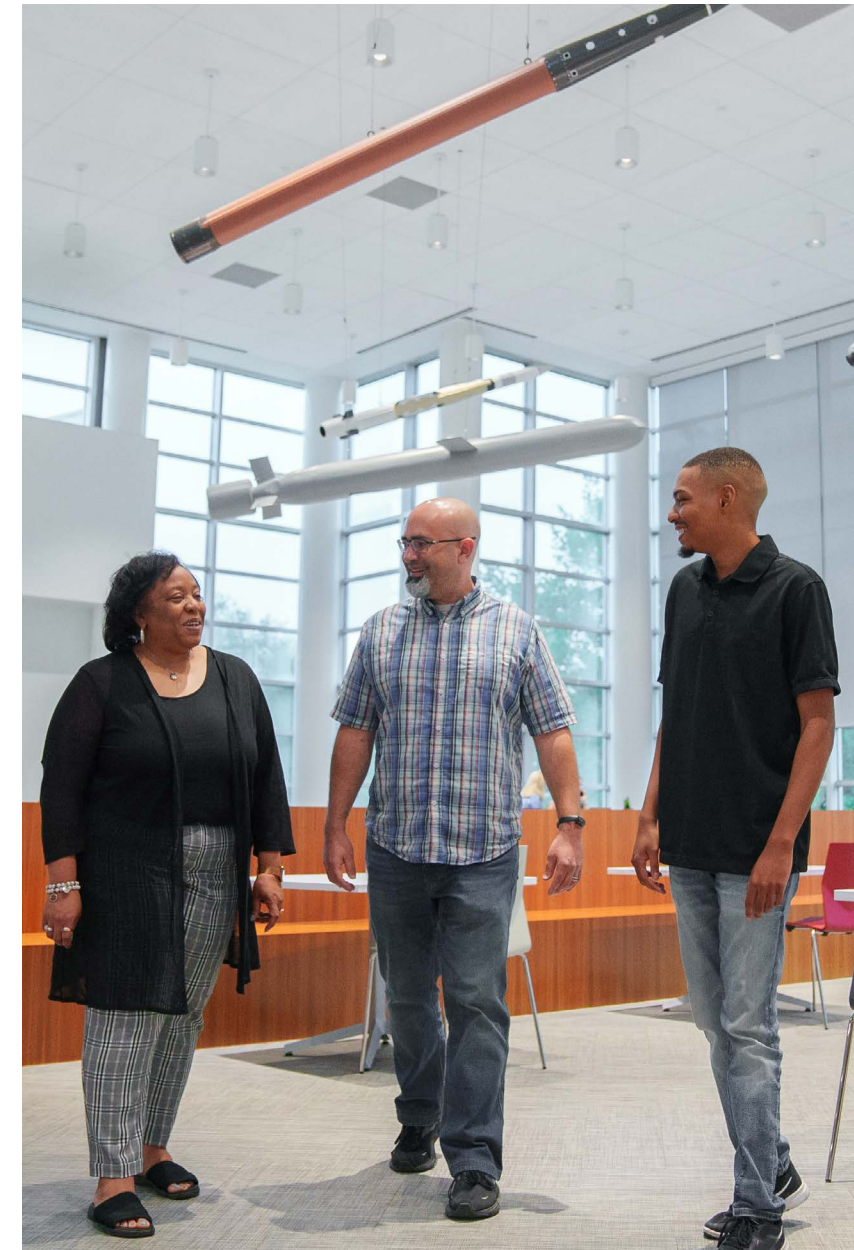
Employee Training

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 different languages. We enhance our Code of Conduct training on a regular basis and continue to achieve 100% on-time completion rates for required training.

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 Kubasik, Chairman and CEO, L3Harris





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, OGC, 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.

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 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, or their equivalent code of conduct, which outlines the values and business standards our suppliers are expected to follow. Suppliers who fail to meet these standards may be subject to corrective action requirements, and those who do not adequately address significant violations may have their approval status suspended or revoked. Our dedication to business ethics is also demonstrated by 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 30.

Supplier Code of Conduct



ANTI-CORRUPTION

Management Approach

L3Harris’ Anti-Corruption Program ensures our business is conducted in a fair, ethical and transparent manner consistent with 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 its 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 comprehensive 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 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 continuously 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. These continuous improvement efforts include:

- Raising anti-corruption risks and awareness through communications, training and business partnership opportunities.
- Providing risk-based oversight of third parties.
- Investing in workflow tools and optimizing processes to ensure compliance with the goal of moving at the speed of business.

Anti-Corruption Policies



ADVANCED TECHNOLOGY AND INNOVATION

Innovation is the backbone of L3Harris, driving our mission to deliver cutting-edge solutions for national security and technological progress while ensuring we remain aligned closely with customer priorities. 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, as well as our expanded use of artificial intelligence (AI), autonomy and digital tools, 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. Sustainability is not treated as a standalone driver of innovation but is addressed through product durability, safety, reliability and long service life. 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 critical intersection of innovation and sustainability.

In 2025, L3Harris dedicated approximately 2.5% of revenue to maintain its steadfast commitment to internal research and development. Our investment enables the development of solutions that meet current needs and anticipate future challenges. While our primary innovation objective remains mission effectiveness and warfighter safety, we also seek to incorporate durability, energy efficiency, reduced size, weight and power, and long life cycle design in support of our broader sustainability principles.

L3Harris leverages a mix of internal development and external partnerships to advance innovation. Key collaborators include Palantir and venture-backed startups. Our digital transformation efforts center on enterprise-wide adoption of our unified data layer, supported by our partnership with Palantir and enhanced digital engineering tools with AI-enabled capabilities. These initiatives



improve data connectivity, speed, design efficiency and decision-making. We fully deployed our Responsible AI policy in 2025 to guide ethical use and risk management of AI technologies.

L3Harris' Trusted Disruptor status combines deep customer mission understanding with the agility to operate across mission, system and technology levels.

EHS AND SUSTAINABILITY MANAGEMENT SYSTEM

At L3Harris, environmental sustainability is a factor in how we operate, innovate and contribute to a better future. We are committed to transparency in our efforts and to publishing annual sustainability reports on our goals, progress and sustainability-related activities.

We introduced new 2030 environmental sustainability goals in 2024. Our goals to reduce our Scope 1 and 2 greenhouse gas (GHG) emissions by 60%, source 40% of our electricity from renewable sources, reduce water usage by 20% and reduce landfill solid waste by 10% remain unchanged. Each goal is measured against a 2021 performance baseline, and we do report against these targets on an annual basis.

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

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. We leverage cross-functional teams within L3Harris to continuously 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 of our global sites follow ISO 14001:2015 and/or ISO 45001:2018 standards.

L3Harris maintains high compliance standards across our global locations, and we commit to complying with, tracking and reporting complete and accurate information to relevant regulatory bodies. Our Environmental Compliance Policy requires all L3Harris sites adhere to, at a minimum, all relevant national, federal, state and local requirements, directives and regulations. We conduct annual third-party assessments at selected sites to evaluate compliance with external regulatory requirements. 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 considers the following:

- Assessment requests by segment EHS&S 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 (ATS) from regulatory agency visits, past corporate assessments and recordable injuries

2030 GOALS

GREENHOUSE GAS REDUCTION



RENEWABLE ELECTRICITY



WATER USE REDUCTION



SOLID WASTE REDUCTION FROM LANDFILL



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

The results of these assessments identify opportunities to increase efficiency and mitigate EHS&S risks and continue to inform our management strategy. All 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 one of our software systems. Accurate records and tracking allow our team to analyze this data, identify root causes and develop action plans. Any planned actions are entered into 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.

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

L3Harris aspires to reduce GHG emissions as a part of our environmental sustainability strategy and cost-savings initiatives. Our GHG Reporting Procedure guides our comprehensive management approach toward reducing GHG emissions from our global operations and outlines the process for tracking progress toward our goals. This year marks the first year of reporting progress against publicly announced 2030 goals. Please see page 13 for how L3Harris is performing towards our long-term goals. Regulatory requirements related to GHG emissions are prone to change, and L3Harris continues to monitor and prepare for changing requirements that may affect our business. We continue to engage an external assurance provider for third-party verification of our Scope 1 and 2 GHG emissions data in alignment with the ISO 14064-3:2019 standard.

Our Corporate Environmental Sustainability team oversees the management of our energy efficiency and emissions reduction efforts. The team works across various business functions including but not limited to Supply Chain, Manufacturing, Global Real Estate and Facilities to ensure broad coverage of energy efficiency efforts and other initiatives. When considering new 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 cost and environmental impact of energy efficiency upgrades, such as new lighting; heating, ventilation and air conditioning systems; roof and window replacements and upgrades; compressed air systems and more.

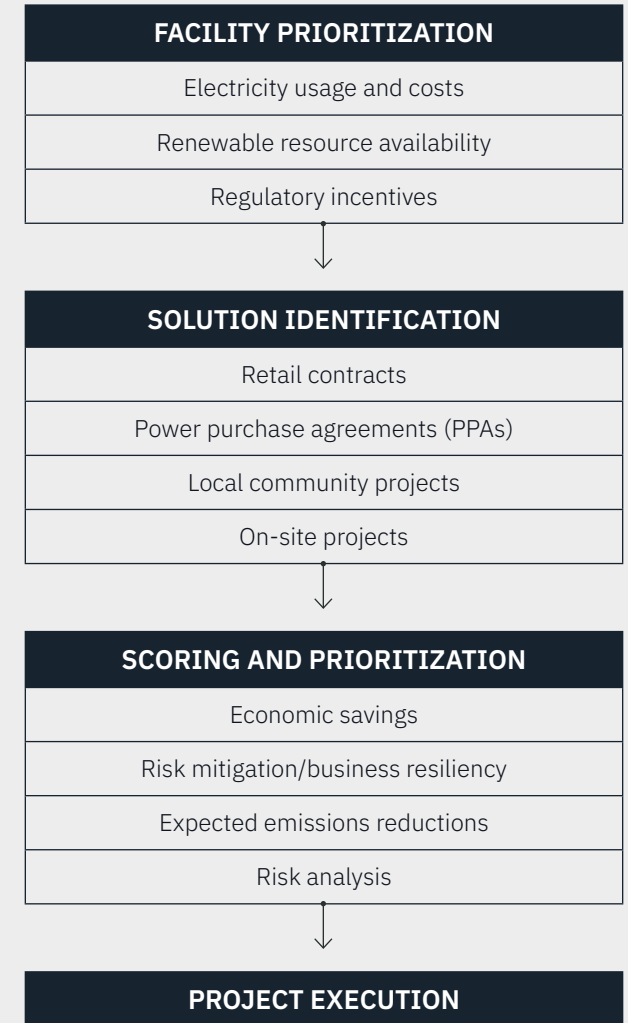
Using the results of the Environmental Sustainability Calculators allows our team to assess how projects will improve environmental sustainability at our sites and contribute to our long-term goals. In 2025, we completed 79 energy efficiency projects resulting in an estimated energy savings of 4.4M kWh annually.

Increasing our renewable energy portfolio continues to be an ongoing priority for L3Harris. Our strategy for sourcing renewable energy is outlined in the visual to the right. We invested in several renewable energy initiatives over the course of 2025.

Our Rochester, New York, locations successfully executed their Value of Distributed Energy Resources (VDER) contracts in February 2024. Two of the three planned community solar farms achieved commercial operation in 2025 and the associated Rochester locations are starting to see the environmental and financial benefits of this investment.

In September 2024, our San Diego, California, site broke ground on new solar carports, which will fulfill approximately 95% of the site's electricity demand with on-site solar energy. Construction took place throughout 2025 and we are in the final stages of fully connecting the solar carports to the building and to the local grid.

RENEWABLE ENERGY SOURCING STRATEGY



In Florida, we continued to participate in Florida Power & Light Company (FPL)’s SolarTogether® program, which lowers GHG emissions for our Brevard County, Florida, sites and the enterprise. In addition, it helps offset increasing electricity costs in the region.

In 2025, we continued streamlining energy contracts. Ten of our sites in deregulated energy markets negotiated or extended natural gas and electricity contracts to obtain long-term cost savings. Two of these sites negotiated renewable energy credits (RECs) from new solar projects and will continue receiving RECs over the life

of the contract. Streamlining energy contracts continues to be a strong focus for L3Harris by identifying financial savings, mitigating potential future energy risks and leveraging environmental attributes where it makes financial sense to do so.

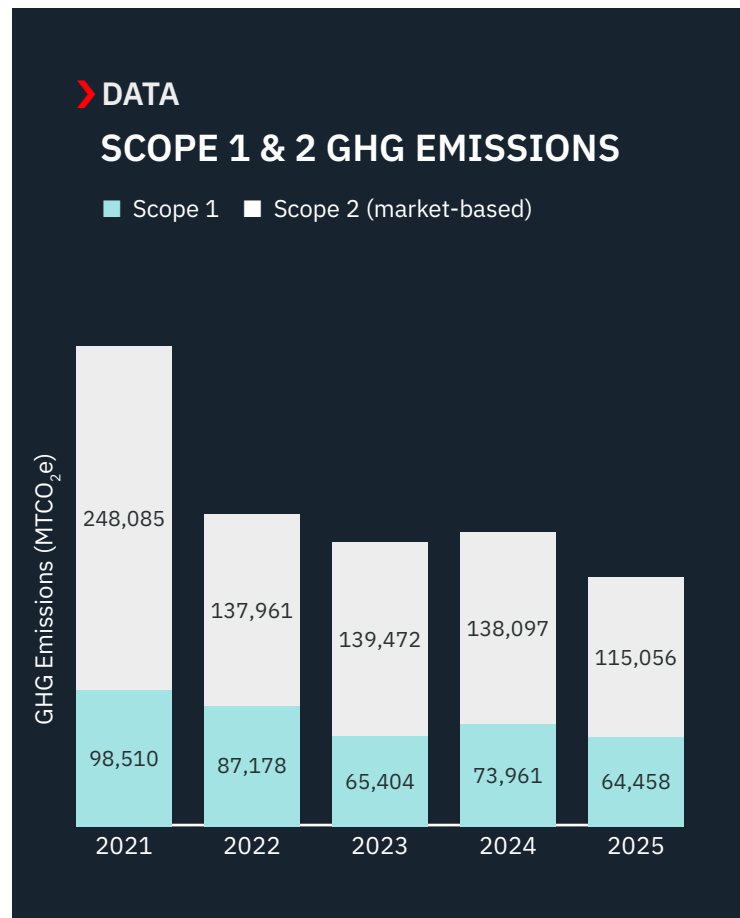
Scope 3

Scope 3 emissions are GHG emissions produced in a company’s value chain, that a company neither owns nor has direct control over, but still result from a company’s actions. We report enterprise-wide 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 local 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 in our [U.K. Carbon Reduction Plan \(CRP\)](#).

We continue to refine and assess our internal processes for calculating our Scope 3 emissions. In 2025, we focused on a specific product line, handheld radios, to enhance our data related to Scope 3, Category 11: Use of Sold Products. In addition to calculating emissions for the product line, we focused on building a scalable process to obtain data for other product lines. Calculating emissions for certain product categories is challenging due to the technical complexity and diversity of our product portfolio and the limited availability of standardized methodologies.

As we continue to strengthen our emissions reporting, we are further evaluating opportunities to better quantify and align product efficiency advancements with our broader Scope 3 emissions framework. Please see page 17 for our Global Scope 3 Category Overview.



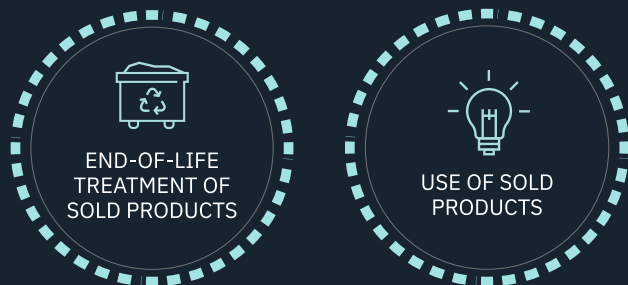
L3HARRIS RELEVANT SCOPE 3 CATEGORY OVERVIEW

■ Relevant, calculated ■ Relevant, not calculated

UPSTREAM CATEGORIES



DOWNSTREAM CATEGORIES





Environmental Sustainability Risk

Our Environmental Sustainability Risk Management Plan (ESRMP) uses the latest scientific insights to assess physical risks across our operations in Australia, Canada, the U.K. and the U.S. The plan helps identify locations with the greatest exposure to natural disasters and severe weather events and supports the development of site-specific mitigation strategies.

Using global models and internationally accepted datasets, the ESRMP evaluates physical risk projections for near-term (2040) and medium-term (2049) timeframes. The assessment considers extreme temperatures, severe precipitation, hurricanes, tropical storms, wildfires and water-related pressures such as drought severity, water stress and supply reliability.

Water-related impacts are a key focus. Several sites in Australia, the U.K., California and the Southwestern U.S. face more variable precipitation patterns that increase drought risk and affect water availability, while many locations in Canada and the U.S. experience more frequent and severe flooding. These conditions can disrupt operations, create health and safety concerns and increase operating costs.

To strengthen resilience, L3Harris is upgrading infrastructure, improving water-use efficiency and reinforcing facilities to better withstand severe weather events and other physical risks. We continue to expand on-site backup power and integrate alternative energy sources where economically feasible. In 2025, we completed our first company-wide transitional risk assessment aligned with IFRS modeling scenarios, and we are using the results to inform long-term planning and risk management.

Robust risk assessments are essential to the success of our environmental, health, safety and sustainability programs. They provide insights that guide informed-decisions and support our passion to constantly improve.

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

¹ 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.

WATER

Management Approach

Water scarcity and its associated risks have the potential to directly affect our 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 workplace functions including manufacturing processes and general business operations.

In 2025, we decreased our annual water use by 121 megaliters (~ 32 MGal) compared to 2024. We continue to use less water, year over year, in our operations while still offering the same high degree of quality and innovation that our customers expect from us.

Our Water Reporting Procedure manages water-related issues for our global operations. It informs the methodology and approach for calculating our water inventory and contains our management approach for water reduction activities aligned with our water reduction target.

L3Harris is committed to minimizing potential habitat or biodiversity impacts resulting from our water usage. 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 since these projects have the greatest potential to reduce our water-related impacts. Local facilities and EHS teams work with our Environmental Sustainability Team to analyze water usage data, equipment and processes to identify opportunities for water efficiency and water use reduction. In 2025, we continued to focus on projects related to water stewardship, and we will continue to find ways to reduce our water-related impacts.



› STORY

PROJECT ECOFLOW—DRIVING MEASURABLE WATER REDUCTION IN MASON, OHIO

As part of L3Harris Technologies’ commitment to operational excellence and environmental stewardship, teams at our Mason, Ohio, site launched Project EcoFlow, a focused initiative to identify the root cause for high water consumption at the site. Project EcoFlow won the 2025 LHX Excellence Award in Sustainability (picture on the right).

A Cross-Functional Approach to Problem Solving

The team initiated a rapid problem-solving event, bringing together representatives from EHS&S, Facilities, Operations, Engineering and Continuous Improvement. Through an on-site process review, the team examined high water consumption areas and evaluated potential inefficiencies. Early analysis ruled out workforce-driven increases in sanitary, potable and kitchen water use, enabling the team to focus squarely on production-related processes. A detailed mass flow balance mapped water inputs, usage and discharge across the site. Meter data was analyzed to pinpoint areas of unexplained consumption and was leveraged to refine the root cause.

Identifying the Root Cause

The investigation revealed surplus water within the site’s mass balance. Further evaluation traced the issue to malfunctioning humidifier systems. Faulty temperature sensors prevented the humidifiers from operating efficiently, resulting in unnecessary water consumption. Facilities teams repaired the sensors and restored the systems to optimal performance. To sustain improvements, the humidifiers were added to an enhanced preventive maintenance schedule, ensuring ongoing monitoring and early detection of potential issues.

Measurable Results

Through Project EcoFlow, the Mason team achieved a significant and measurable impact and reduced water consumption by approximately 29%. This outcome helps lower operating costs and strengthens progress toward enterprise water-reduction targets. Equally important, it demonstrates how disciplined problem-solving, cross-functional collaboration and data-driven analysis can translate sustainability commitments into tangible operational results.



WASTE AND HAZARDOUS WASTE

Waste Management Approach

Our Sustainability Waste Management Procedure guides our company-wide waste reduction efforts for L3Harris locations and establishes a foundation for both current and future waste initiatives. Effective solid waste management is a key focus area for L3Harris. Our 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

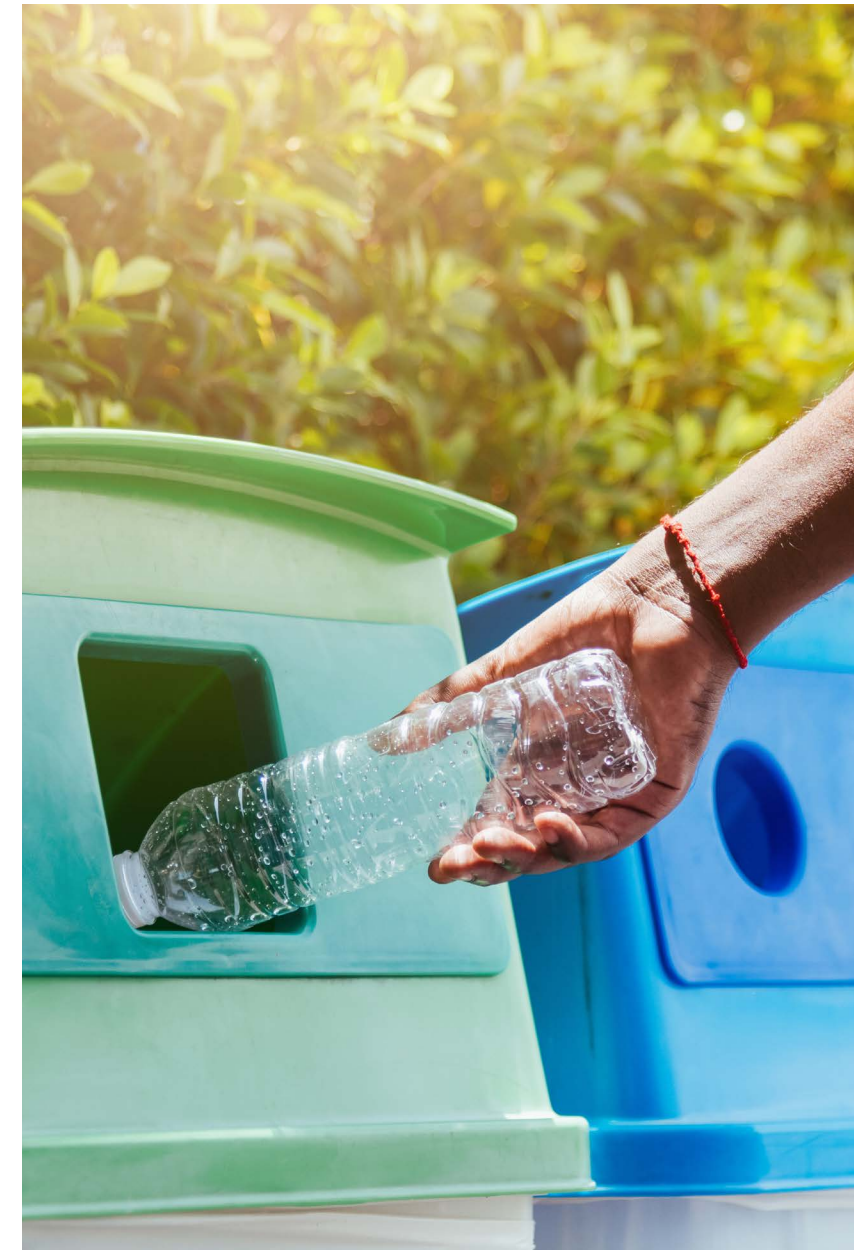
We prioritize optimization of material usage and waste reduction, followed by reuse, recycling, composting and energy recovery. In 2025, we completed a waste reduction pilot at select sites that addressed waste reduction and diversion opportunities plus data accuracy by leveraging portable scales to measure actual waste and waste diversion volumes rather than relying solely on hauler estimates. The pilot model is designed to be replicable across additional locations. In parallel, we developed a new recycling program for electrostatic discharge (ESD) bags and other plastic materials, including bubble wrap and stretch plastics, leveraging existing vendor infrastructure to enable collection and recycling with broad program rollout planned for 2026. These initiatives reflect our continued commitment to practical, site-level waste prevention, improved measurement and scalable recycling solutions.

Our phased waste reduction strategy focuses on identifying replicable practices for enterprise-wide implementation, especially for manufacturing operations where waste reduction opportunities are the most prevalent. Some of the specific actions we continue to focus on 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 sustainable supply chain-oriented practices.

Our Sustainability Waste Management Requirements outline the actions each site must implement to optimize waste management performance. 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 on protecting the environment.

Code of Conduct 

Supplier Code of Conduct 



WASTE MANAGEMENT APPROACH

MOST PREFERRED

LEAST PREFERRED

SOURCE REDUCTION AND REUSE

RECYCLING/COMPOSTING

ENERGY RECOVERY

TREATMENT AND DISPOSAL

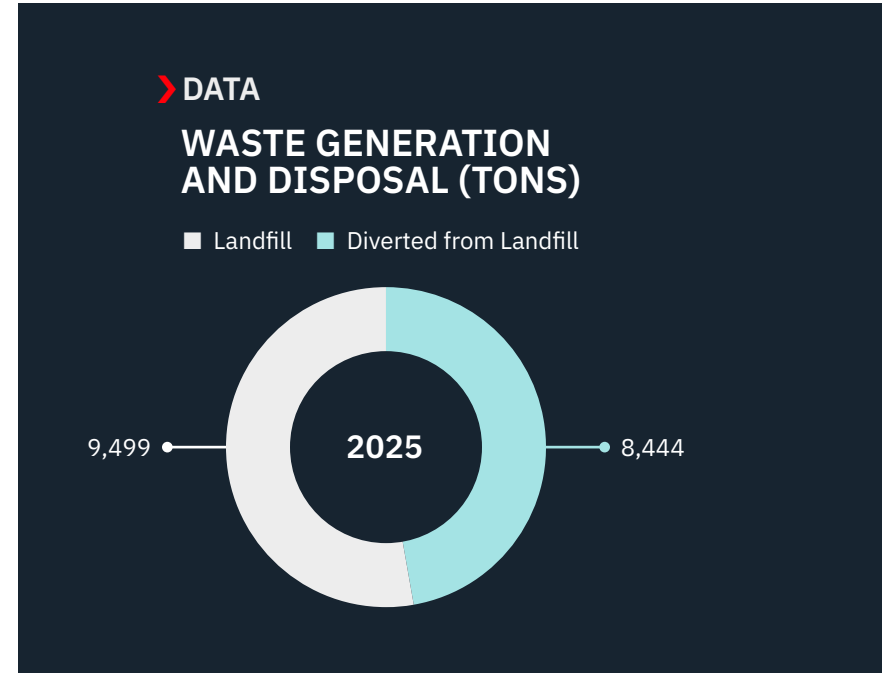


Hazardous Waste Management Approach

Our Environmental Compliance Policy details our approach to proper handling and disposal of hazardous and radioactive waste. We track all hazardous materials from “cradle to grave” ensuring compliance with federal, state and local regulations and requirements. L3Harris follows 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. 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 remains committed to reducing waste disposed in landfills and minimizing waste at the source to maximize efficiency and conserve natural resources.

Dave Zack, VP, Operations & Program Excellence, L3Harris



HUMAN CAPITAL

Management Approach

L3Harris maintains its positive reputation in the industry due to our exceptional employees. We believe our people are the foundation of our success and engaging an innovative workforce paves the way for both meeting customer mission-critical needs and advancing our business. L3Harris provides support for its employees through professional development opportunities and comprehensive benefits packages. 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 2025, we continued to invest in our workforce by strengthening programs that promote engagement and leadership development, while enhancing tools and resources that support employee well-being, collaboration and career growth. Through these efforts, we aim to attract, develop and retain top talent, reinforce a culture of trust and accountability and empower our employees to deliver innovative solutions that advance our customers’ missions and our long-term business objectives.

Employee Surveys

L3Harris remains committed to fostering a high-performance culture grounded in engagement, accountability and continuous improvement. Following the 2024 enterprise-wide employee survey, managers created action plans based on the survey feedback to further improve the employee experience. In 2025, we introduced a pulse survey to measure progress and saw strong year-over-year improvement across key engagement indicators. We continue to take action based on pulse survey results, underscoring our commitment to listening, learning and supporting our workforce.

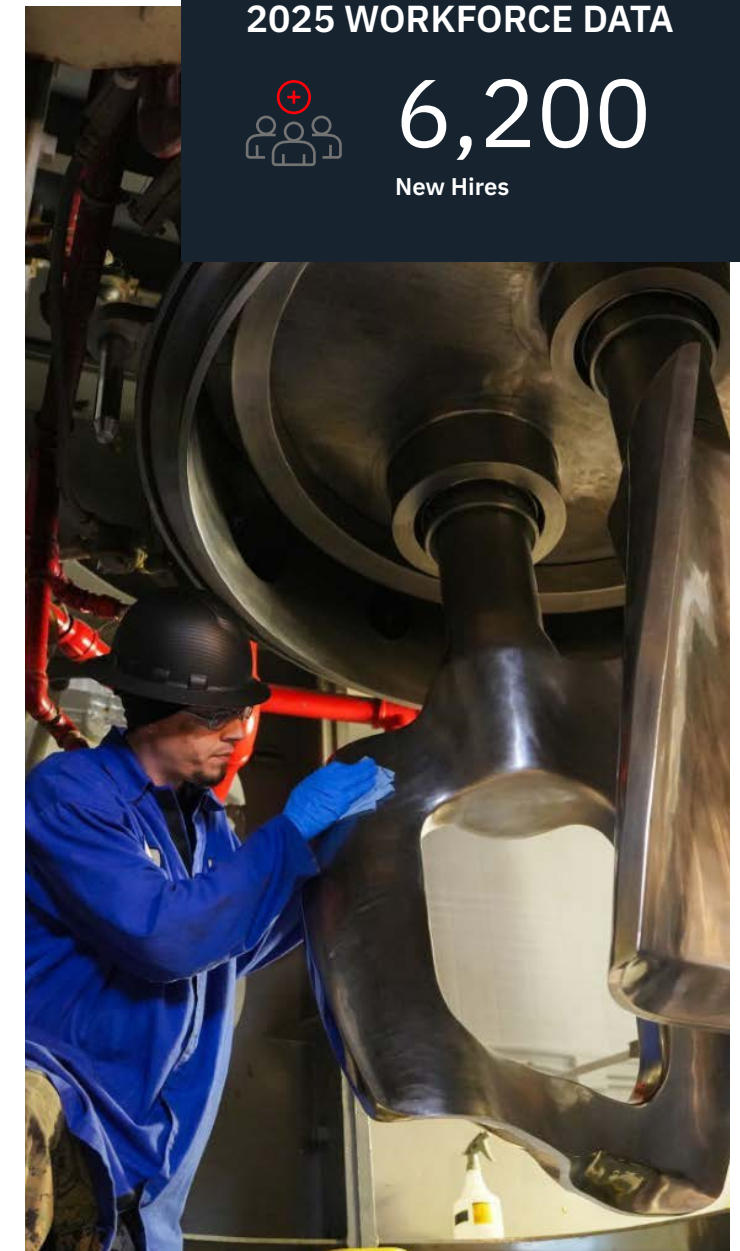
Early Career Development

L3Harris offers rotational assignments that encourage exploring an array of roles and disciplines, foster connection to mentors and create access paths to training and networking opportunities. Through these rotational assignments, early career professionals gain a wide variety of experiences, hone leadership skills and connect with other L3Harris employees.

We also support early career development through our internship program built on three pillars. Interns work on projects with real-world impact, developing skills and gaining experience through training sessions and networking. We are committed to ensuring all interns, regardless of location or function, have access to opportunities and support.

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 27 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. Introduced in 2024, the Leadership Pathways program continues to facilitate internal development and promotion opportunities for employees who aspire to people leadership roles, providing structured learning, mentorship and hands-on experiences designed to build critical leadership skills, strengthen succession planning and support long-term career advancement across the organization.



We continue to offer career building 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 opportunities for reimbursement.

Student Loan 401(k) Match: We rolled out the new Student Loan 401(k) Match program this year, which enables employees with a qualified student loan to have those payments count towards earning the L3Harris company match.

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 takes place over the course of five days and is designed for experienced executives. The Emerging Leaders Program is for newly promoted and future executives and 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 communication strategies.



> STORY

QUARTERLY CONNECT CONVERSATIONS

In 2025, we launched Quarterly Connect, our new performance process designed to strengthen our high-performance culture by promoting meaningful discussions about career development and goals throughout the year. Each quarter, employees and managers engage in focused conversations about performance, aspirations, progress and how individual contributions support our national security mission. This initiative provides a space for managers and employees to engage in intentional dialogue, reinforcing relationships and supporting career growth.

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 in some countries, we also provide access to supplemental childcare and eldercare benefits. Our employees are empowered to prioritize parental and familial responsibilities via our parental leave policy. In addition, we offer several programs including Rethink Parenting Support, subsidized tutoring, adoption assistance, the caregiver time off program and our pre-retirement program.

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 and comfort in the workplace.



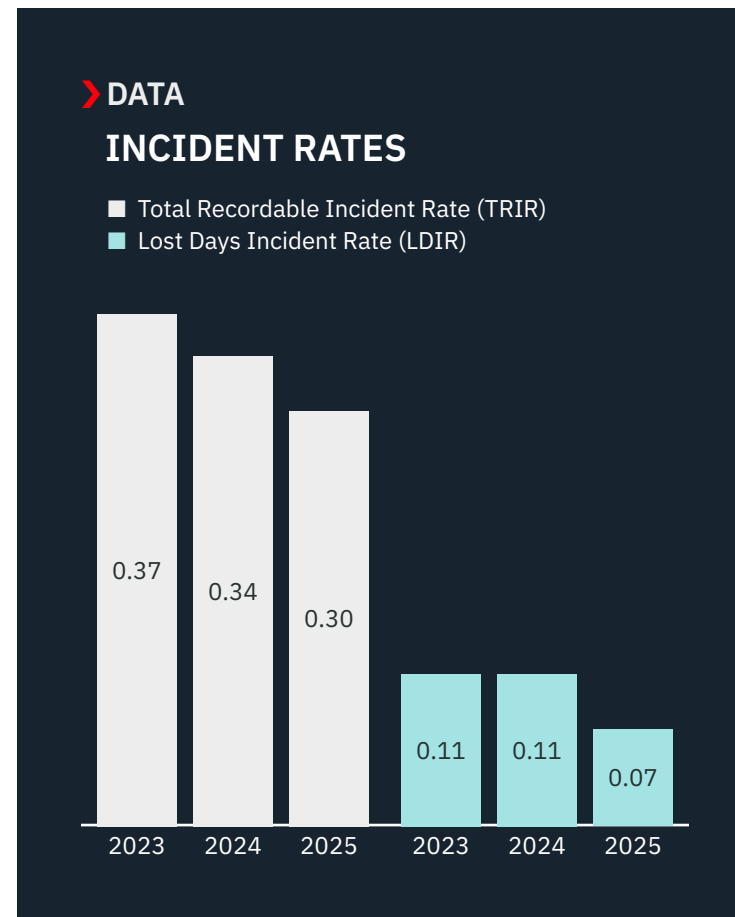
HEALTH AND SAFETY

Management Approach

At L3Harris, health and safety are everyone’s responsibility and are top priorities. We are committed to a strategic vision that prioritizes compliance with EHS regulations and reduction of workplace hazards, integrating a holistic approach based on risk management and employee involvement. 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 2025, we continued to enhance our EHS programs to align with business growth, using an iterative approach informed by key performance indicators and company data. We continue to leverage Zero-Injury Plans across the enterprise and made several updates to our management of health and safety.

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 13.



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 that includes clear guidance on 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

**SIGNED SAFETY PLEDGE BY
L3HARRIS EMPLOYEES**



35,000+

During Safety Month, 35,000+ employees signed Safety Pledges demonstrating their personal commitment to working in a safe and healthy manner.

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 all near misses, including their causes, any resulting injuries and illnesses, their significance, and the corrective actions taken. In addition to incident specific training, L3Harris requires employees to participate in annual 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 23.



ETHICAL OPERATIONS

Management Approach

We are committed to protecting human rights and empowering our employees and suppliers to do the same. We have 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. The EDCs review all reports and are 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 U.K. 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 2025, L3Harris continued to enhance its 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, geopolitical exposure, financial stability and cybersecurity threats, enabling more proactive risk identification, ongoing monitoring and informed decision-making across the supply chain. 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 30.

L3Harris is certified by the U.S. Customs and Border Protection (CBP) as Customs Trade Partnership Against Terrorism (CTPAT) Tier III. This 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](#) 
- [U.K. Modern Slavery Act Statement](#) 

COMMUNITY

Management Approach

At L3Harris, we contribute to the success of the communities where we live and work. The L3Harris Foundation has been the catalyst for our investments and partnerships with several philanthropies and non-profits. In 2024, The L3Harris Foundation officially merged with the AR Foundation and added rocketry team funding to our L3Harris Investing for Tomorrow (LIFT) robotics initiative. As we look back at 2025, it's partnerships like this that provide opportunities for employees to give back to our communities, 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 with organizations like Homes for Our Troops, which provide housing for injured veterans located near L3Harris locations, we demonstrate our support and appreciation for these groups.

Community: The communities in which we operate are central to our commitments and values. In 2025, LIFT hosted a large-scale food packing event at our Waterdown, Ontario, Canada location—the first event of its kind for an international L3Harris facility. 159 employees participated and packed over 2,000 kits supporting the United Way of Halton and Hamilton.



We are proud that our employees are dedicated to supporting their communities.

In 2025, L3Harris participated in and expanded several volunteer and community engagement 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.
- 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, where 200 employee volunteers assembled over 1,250 kits.

> STORY

SUPPORTING MILITARY FAMILIES DURING THE HOLIDAY SEASON

L3Harris' commitment to supporting mission-aligned causes was on full display when employees volunteered with Operation Homefront for the annual “**Holiday Meals for Military**” initiative.

Through the company’s LIFT volunteer network, a dedicated group of employees came together to help provide holiday meals to more than 500 military families. In addition to meal support, L3Harris volunteers assembled and distributed “game night” bags filled with games and treats, extending the impact beyond the dinner table and creating opportunities for families to spend meaningful time together.

For many volunteers, it was a tangible way to recognize the sacrifices made by members of the armed forces and their families. By helping to ensure these families could enjoy a warm meal and moments of celebration, employees demonstrated the company’s ongoing commitment to honoring and supporting those who serve. Through partnerships with organizations like Operation Homefront and the active engagement of employee volunteers, L3Harris continues to strengthen community ties and make a positive impact where it matters most.



SUPPLY CHAIN MANAGEMENT

Management Approach

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

Supplier Selection

In selecting supply partners, L3Harris focuses on 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 2024, L3Harris enhanced its 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 are using Interos scores as a periodic and recurring supplier assessment tool.

The process for assessing and selecting suppliers will help manage risks across our product life cycle and improve our supply chain resiliency. Supplier engagement is supported through biennial supplier conferences, typically two-day events focused on future business needs, regulatory readiness, country-of-origin requirements and direct dialogue between L3Harris leadership and supplier executives.

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. L3Harris exceeds the 30% small business Department of War (DoW) subcontracting goal set by the U.S. Small Business Administration, and our Small Business Program is consistently rated favorable by Defense Contract Management Agency (DCMA). We partake in government programs that promote small business participation. We also collaborate with small businesses and support innovative projects by providing DoW 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.

[L3Harris SBIR Program](#) 

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 natural hazards or disruptions in our supply chain. The SCESRA also creates informed solutions to help fortify our supply chain. Our efforts to disclose environmental and physical risks and opportunities 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). 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.

For purposes of this disclosure, a material breach is defined as an incident that results in unauthorized access to, disclosure of, or loss of customer data that requires notification under applicable law or contract, or that could reasonably be expected to have a significant impact on our business operations or customer relationships.

Cybersecurity

Management Approach

Security is at the heart of L3Harris' business, demonstrated through our commitment to robust protection of our clients' data and our comprehensive cybersecurity programs. 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 over 100 full-time employees headed by our Chief Information Security Officer. Our organization's Information Security Management System is ISO 27001 certified. 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 2025, we had no breaches of customer privacy data that met our threshold for materiality under our incident response procedures. In addition, we received no substantiated complaints regarding data management and protection practices. Other key accomplishments in 2025 included:

- Refined and consolidated cybersecurity-related policies to improve accessibility and clarity for all employees
- Enhanced policies and guidance regarding AI usage with a focus on preventing data leakage and improper use of external AI tools
- Integrated AI risk validation and review protocols into business adoption workflows
- Transitioned ISO 27001 certification from the 2013 to the 2022 standard
- Maintained compliance readiness for DFARS and finalized CMMC regulatory requirements
- Continued environment simplification and platform consolidation to reduce attack surface
- Consolidated VPN solutions onto a standardized platform

External Privacy Policy

CYBERSECURITY MATURITY MODEL CERTIFICATION (CMMC) EDUCATION PROGRAM

L3Harris practices have been rigorously assessed by the DCMA to meet the Level 2 Cybersecurity Maturity Model Certification requirements.



PRODUCT SAFETY AND QUALITY

Management Approach

L3Harris builds customer trust and long-term partnerships by delivering mission-critical products and services that meet rigorous quality standards through disciplined processes and continuous improvement. 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.

Counterfeit parts present a risk to the integrity and safety of our products, 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 2025, we continued to pursue our strategic objective of Zero Defects as part of our culture of continuous improvement and operational excellence. 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. Our Quality team continued to identify and execute on various strategies in 2025, including:

Enhanced Enterprise Product Safety Governance

- Strengthened cross-functional alignment between Engineering, Quality, and Program Management to reinforce product safety accountability across the life cycle
- Advanced standardization of product safety processes across business segments

Expanded Independent Safety Review Processes

- Increased rigor and consistency of independent safety assessments for high-consequence and mission-critical systems
- Formalized review criteria to ensure early identification and mitigation of safety risks

Improved Hazard Tracking and Risk Management

- Enhanced hazard analysis documentation and tracking tools to improve visibility and traceability of safety risks
- Integrated lessons learned into risk mitigation planning to prevent recurrence of known issues

Strengthened Safety Culture and Awareness

- Delivered targeted product safety training to engineering and program teams to reinforce safety-by-design principles
- Promoted proactive risk identification through internal communications and leadership engagement

Advanced Life Cycle Safety Integration

- Improved integration of product safety considerations from design and development through sustainment and field support
- Reinforced processes to capture operational feedback and incorporate it into continuous product improvement efforts

Increased Focus on High Reliability and Mission Assurance

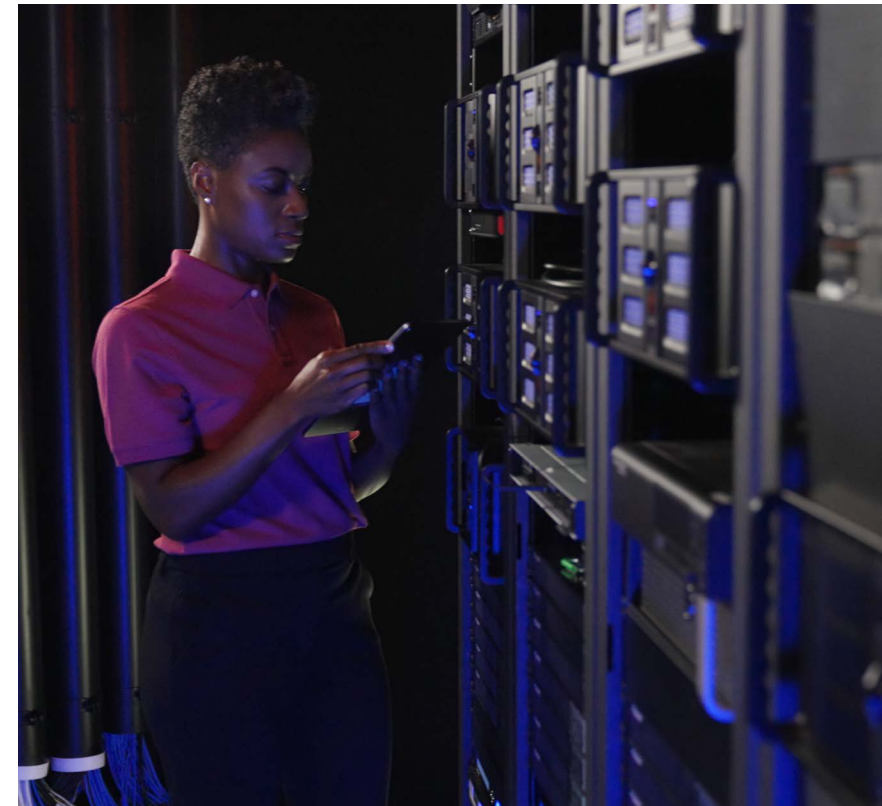
- Enhanced collaboration with Mission Assurance and Quality teams to support reliable performance in high-risk operational environments
- Supported programs with tailored safety planning for complex and next-generation technologies

Refined Metrics and Reporting

- Further developed internal product safety metrics to support data-driven oversight and leadership visibility
- Improved reporting cadence to elevate safety insights to senior management

Regulatory and Standards Alignment

- Maintained alignment with evolving regulatory requirements and industry standards applicable to defense and aerospace systems
- Strengthened internal controls to ensure continued compliance with customer and contractual safety requirements



Sustainable quality comes from culture, not inspection. We empower our teams to build excellence into every process, so our customers receive performance without compromise.

Sara Raymaker, VP, Manufacturing & Quality Excellence, L3Harris

CONSOLIDATED DATA

		2021	2022	2023	2024	2025
Metric	Units	Data	Data	Data	Data	Data
Activity						
Annual Revenue	\$			19,400,000,000	21,325,000,000	21,900,000,000
Total Number of Countries Supported	#			>100	>100	>100
Total Number of Employees	#			~50,000	~47,000	~45,000
Total Number of Scientists and Engineers	#			~20,000	~18,000	~18,000
Environment						
Immaterial fines related to non-compliance issues with environmental laws and regulations greater than \$10,000	#				1	1
Energy						
Total Energy Consumed	Terajoules	3,568	3,546	3,533	3,543	3,307
Fuel: Diesel, Propane, Gasoline, Jet Fuel (Scope 1)	Terajoules	133	130	143	184	148
Fuel: Propellants (Scope 1)	Terajoules	13	12	9	7	11
Fuel: Natural Gas (Scope 1)	Terajoules	829	831	840	792	689
Total Fuel (Scope 1)	Terajoules	975	974	992	984	848
Grid Electricity (Scope 2)	Terajoules	2,492	2,477	2,445	2,467	2,389
Onsite Solar Electricity Generation (Scope 2)	Terajoules	0	0	0	0	0
Renewable Energy Generated by Elm Branch Solar Farm	Terajoules	-88	-830	-747	-724	-686
Other Renewable Energy Credits	Terajoules	-15	-27	-36	-98	-320

Blank data fields are intentional. Data provided reflects trends related to the company's operations, organizational structure or new disclosures.

		2021	2022	2023	2024	2025
Metric	Units	Data	Data	Data	Data	Data
Other Direct Line Energy (Scope 2)	Terajoules	101	95	95	92	70
% Renewable Energy	Terajoules	3%	24%	22%	23%	30%
% Renewable Energy (Electricity only)	Terajoules	4%	35%	32%	33%	42%
Energy Intensity Ratio	Terajoules/\$ Total Revenue			1.80E-07	1.70E-07	1.5E-07
Emissions						
Total Fuel (Scope 1)	MT CO ₂ e	52,288	52,751	54,317	54,921	53,029
Process and Fugitive (Scope 1)	MT CO ₂ e	46,222	34,427	11,087	19,040	11,430
Total GHG Emissions (Scope 1)	MT CO ₂ e	98,510	87,178	65,404	73,961	64,458
Grid Electricity (Scope 2)	MT CO ₂ e	253,535	244,521	233,813	237,212	222,346
Other Direct Line Energy (Scope 2)	MT CO ₂ e	8,575	6,004	5,986	5,792	4,389
Total REC Emissions Reductions (Scope 2)	MT CO ₂ e	-14,025	-112,564	-100,327	-104,908	-111,680
Elm Branch Solar Farm REC Emissions Reductions	MT CO ₂ e	-14,025	-108,997	-96,026	-93,978	-78,043
Other REC Emissions Reductions	MT CO ₂ e	0	-3,567	-4,301	-10,930	-33,637
Total GHG Emissions (Scope 2)	MT CO ₂ e	248,085	137,961	139,472	138,097	115,056
Total GHG Emissions (Scope 1 & 2)	MT CO ₂ e	346,594	225,140	204,877	212,058	179,514
GHG Intensity (Scope 1 & 2)	MT CO ₂ e/\$ Total Revenue			0.00001	0.00001	0.00001
GHG Emissions, Location-Based (Scope 2)	MT CO ₂ e	255,090	237,632	228,614	224,998	188,755
GHG Emissions, Market-Based (Scope 2)	MT CO ₂ e	248,085	137,961	139,472	138,097	112,695

Blank data fields are intentional. Data provided reflects trends related to the company's operations, organizational structure or new disclosures.

		2021	2022	2023	2024	2025
Metric	Units	Data	Data	Data	Data	Data
Scope 3 Fuel- and Energy-Related Activities (not included in Scopes 1 or 2)	MT CO ₂ e				69,621	52,839
Business Travel (Scope 3)	MT CO ₂ e				87,329	77,625
Employee Commuting (Scope 3)	MT CO ₂ e				104,303	72,828
Water						
Total Water Used	Megaliters	2,065	1,890	1,774	1,610	1,489
Potable Water	Megaliters	2,023	1,843	1,730	1,559	1,426
Groundwater	Megaliters	41.5	46.8	44.2	51.4	63
Waste/Circularity						
Total Waste Generated	Tons	17,171	17,702	16,451	18,460	17,943
Total Waste Generated—Composition Breakdown						
Metals	Tons	2,012	2,425	1,853	1,747	1,596
Other	Tons	1,655	1,288	909	983	1,585
Single Stream	Tons	1,619	1,850	1,977	2,153	2,188
Paper and Cardboard	Tons	1,750	1,760	1,768	1,846	1,919
Organics	Tons	53	67	138	846	249
Landfill and Incineration	Tons	9,219	8,946	8,425	9,273	9,211
Wood	Tons	232	473	323	307	199
Waste-to-Energy	Tons	631	893	1,059	1,305	996
Landfill	Tons	9,219	8,946	8,425	9,273	9,499
Diverted from Landfill	Tons	7,952	8,756	8,027	9,187	8,444

Blank data fields are intentional. Data provided reflects trends related to the company's operations, organizational structure or new disclosures.

		2021	2022	2023	2024	2025
Metric	Units	Data	Data	Data	Data	Data
Total Hazardous Waste Generated	Tons			865	990	
Landfill	Tons			351	388	
Recycling/Recovery	Tons			13	13	
Incineration	Tons			299	483	
Other	Tons			201	106	
Social						
Workforce Safety						
Fatalities as a Result of Work-Related Ill Health	#			0	0	0
Total Recordable Work-Related Injuries	#			185	169	135
Total Recordable Incident Rate (TRIR)	#			0.37	0.34	0.30
Lost Day Incident Rate (LDIR)	#			0.11	0.11	0.07
Fatality Rate	#			0	0	0
Workforce						
New Hires	#			6,472	4,419	6,200
Parental Leave Eligible Employees ¹	#			44,000	42,000	41,000
Training/Development						
Average hours participating in training, mentoring and career progression programs	# hrs/employee			25	23	27

¹ L3Harris considers paid parental leave as a paid leave for the purposes of child bonding that is available to both mothers and fathers within 12 months of a child's birth or placement for adoption, foster care or legal guardianship. Data is for U.S. employees only. Total number for paid parental leave fluctuates based on U.S. employee count.

Blank data fields are intentional. Data provided reflects trends related to the company's operations, organizational structure or new disclosures.

		2021	2022	2023	2024	2025
Metric	Units	Data	Data	Data	Data	Data
Governance						
Ethics and compliance						
% of Employees Completing Code of Conduct Training	%			100%	100%	100%
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	0
Supply Chain						
Small Business Suppliers	#				3,200+	3,200+

2021 is our base year for GHG, water and waste. 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.

We monitor GHG emissions, water, waste and hazardous waste data from 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.

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 consolidated data table at the end of this report.

Scope 3: 2024 is our most representative year for Scope 3 emissions for L3Harris Technologies, Inc.

L3Harris does not consider carbon offsets as part of our larger GHG reduction strategy at this time. We continuously re-evaluate this position based on emerging technologies and approaches to emission reductions to ensure that we remain aligned with industry best practices.

Our hazardous waste data, which only includes large quantity generators, lags other environmental data by one year.

Blank data fields are intentional. Data provided reflects trends related to the company's operations, organizational structure or new disclosures.

GRI GENERAL DISCLOSURES

L3Harris has reported with reference to the GRI Standards for the period January 1 through December 31, 2025.

The GRI General Disclosure index outlines the location of each disclosure within the 2025 Sustainability Report, our external webpage or other reports or provides the information directly in a statement.

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 3	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, 2025. 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	There are no significant changes from the previous reporting period in restatements.	S1.17
Disclosure 2-5	External assurance	L3Harris received limited assurance from a third-party for our 2024-2025 GHG emissions inventory data.	
Activities and workers			
Disclosure 2-6	Activities, value chain and other business relationships	About L3Harris/Approach, page 3 Supply Chain Management/Social, pages 30-31	
Disclosure 2-7	Employees	Human Capital/Social, pages 23-25	
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 6	S1.25a, S1.26
Disclosure 2-10	Nomination and selection of the highest governance body	Corporate Governance/Governance, page 6	
Disclosure 2-11	Chair of the highest governance body	2026 Proxy Statement , page 15	
Disclosure 2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance/Governance, page 6	
Disclosure 2-13	Delegation of responsibility for managing impacts	Corporate Governance/Governance, page 6	
Disclosure 2-14	Role of the highest governance body in sustainability reporting	Corporate Governance/Governance, page 6	
Disclosure 2-15	Conflicts of interest	2026 Proxy Statement , pages 8 and 19	
Disclosure 2-16	Communication of critical concerns	Corporate Governance/Governance, page 6	
Disclosure 2-17	Collective knowledge of the highest governance body	2026 Proxy Statement , pages 9-13	
Disclosure 2-18	Evaluation of the performance of the highest governance body	2026 Proxy Statement , page 16	
Disclosure 2-19	Remuneration policies	Corporate Governance/Governance, page 6	
Disclosure 2-20	Process to determine remuneration	Corporate Governance/Governance, page 6	
Disclosure 2-21	Annual total compensation ratio	2026 Proxy Statement , pages 50 and 61	
Strategy, policies and practices			
Disclosure 2-22	Statement on sustainable development strategy	About L3Harris/Approach, page 3	S1.26
Disclosure 2-23	Policy commitments	Business Ethics/Governance, page 10	
Disclosure 2-24	Embedding policy commitments	Business Ethics/Governance, page 10	
Disclosure 2-25	Processes to remediate negative impacts	Business Ethics/Governance, pages 9-10	

GRI Indicator	Description	Location or Direct Response	IFRS S1/S2
Disclosure 2-26	Mechanisms for seeking advice and raising concerns	Business Ethics/Governance, pages 9-10	
Disclosure 2-27	Compliance with laws and regulations	EHS and Sustainability Management System/Environment, pages 13-14	
Disclosure 2-28	Membership associations	L3Harris Political Activities	
Stakeholder engagement			
Disclosure 2-29	Approach to stakeholder engagement	Stakeholder Engagement/Approach, page 4	
Disclosure 2-30	Collective bargaining agreements	2025 Annual Report , page 4 Human Rights Policy	
GRI 3: Material Topics			
Disclosure 3-1	Process to determine material topics	Focus Areas/Approach, page 5 Ethical Operations/Social, page 28	S1.17
Disclosure 3-2	List of material topics	About L3Harris/Approach, page 3 Focus Areas/Approach, page 5	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, pages 30-31	S1.17
GRI 205: Anti-corruption			
Disclosure 205	Management Approach	Anti-Corruption/Governance, page 11	S1.17
Disclosure 205-1	Operations assessed for risks related to corruption	Anti-Corruption/Governance, page 11	
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	Anti-Corruption/Governance, page 11	

GRI Indicator	Description	Location or Direct Response	IFRS S1/S2
GRI 301: Materials			
Disclosure 301	Management Approach	Advanced Technology and Innovation/Governance, page 12 Waste and Hazardous Waste/Environment, pages 21-22	S1.17
GRI 302: Energy			
Disclosure 302	Management Approach	Greenhouse Gas and Energy Reduction/Environment, page 15	S1.17
Disclosure 302-1	Energy consumption within the organization	Consolidated Data Table, page 35	
Disclosure 302-3	Energy Intensity	Consolidated Data Table, page 36	
Disclosure 302-4	Reduction of energy consumption	Consolidated Data Table, page 35	
GRI 303: Water and Effluents			
Disclosure 303	Management Approach	Water/Environment, page 19	S1.17
Disclosure 303-1	Interactions with water as a shared resource	Water/Environment, pages 19-20	
Disclosure 303-2	Management of water discharge-related impacts	Water/Environment, pages 19-20	
Disclosure 303-3	Water withdrawal	Consolidated Data Table, page 37	
Disclosure 303-5	Water consumption	Consolidated Data Table, page 37	
GRI 305: Emissions			
Disclosure 305	Management Approach	Greenhouse Gas and Energy Reduction/Environment, pages 15-16	S1.17, S2.29
Disclosure 305-1	Direct (Scope 1) GHG emissions	Consolidated Data Table, pages 35-36	S2.29
Disclosure 305-2	Energy indirect (Scope 2) GHG emissions	Consolidated Data Table, pages 35-36	S2.29
Disclosure 305-3	Other indirect (Scope 3) GHG emissions	Consolidated Data Table, page 37	S2.29
Disclosure 305-4	GHG emissions intensity	Consolidated Data Table, page 36	S2.29
Disclosure 305-5	Reduction of GHG emissions	Consolidated Data Table, page 36	S2.29

GRI Indicator	Description	Location or Direct Response	IFRS S1/S2
GRI 308: Supplier Environmental Assessment			
Disclosure 308	Management Approach	Supply Chain Management/Social, page 30	S1.17
Disclosure 308-1	New suppliers that were screened using environmental criteria	Supply Chain Management/Social, page 30	
GRI 401: Employment			
Disclosure 401	Management Approach	Human Capital/Social, page 23	S1.17
Disclosure 401-1	New employee hires and employee turnover	Human Capital/Social, page 23 Consolidated Data Table, page 38	
Disclosure 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human Capital/Social, page 25	
Disclosure 401-3	Parental leave	Human Capital/Social, page 25	
GRI 403: Occupational Health and Safety			
Disclosure 403	Management Approach	Health and Safety/Social, page 26	S1.17
Disclosure 403-1	Occupational health and safety management system	Health and Safety/Social, pages 26-27	
Disclosure 403-2	Hazard identification, risk assessment and incident investigation	Health and Safety/Social, pages 26-27	
Disclosure 403-3	Occupational health services	Health and Safety/Social, pages 26-27	
Disclosure 403-4	Worker participation, consultation and communication on occupational health and safety	Health and Safety/Social, pages 26-27	
Disclosure 403-5	Worker training on occupational health and safety	Health and Safety/Social, pages 26-27	
Disclosure 403-6	Promotion of worker health	Health and Safety/Social, pages 26-27	
Disclosure 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety/Social, pages 26-27	
Disclosure 403-9	Work-related injuries	Consolidated Data Table, page 38	

GRI Indicator	Description	Location or Direct Response	IFRS S1/S2
GRI 404: Training and Education			
Disclosure 404	Management Approach	Human Capital/Social, page 23	S1.17
Disclosure 404-1	Average hours of training per year per employee	Human Capital/Social, page 23	
Disclosure 404-2	Programs for upgrading employee skills and transition assistance programs	Human Capital/Social, pages 23-24	
GRI 405: Representation and Equal Opportunity			
Disclosure 405	Management Approach	Human Capital/Social, page 23	S1.17
Disclosure 405-1	Representation of governance bodies and employees	Human Capital/Social, page 23	
GRI 406: Non-discrimination			
Disclosure 406	Management Approach	Business Ethics/Governance, page 9	S1.17
GRI 413: Local Communities			
Disclosure 413	Management Approach	Community/Social, page 29	S1.17
Disclosure 413-1	Operations with local community engagement, impact assessments and development programs	Community/Social, page 29	
GRI 415: Public Policy			
Disclosure 415	Management Approach	L3Harris Political Activities	S1.17
Disclosure 415-1	Political contributions	L3Harris Political Activities	

GRI Indicator	Description	Location or Direct Response	IFRS S1/S2
GRI 416: Customer Health and Safety			
Disclosure 416	Management Approach	Product Safety and Quality/Social, pages 33-34	S1.17
Disclosure 416-1	Assessment of the health and safety impacts of product and service categories	Product Safety and Quality/Social, pages 33-34	
GRI 418: Customer Privacy			
Disclosure 418	Management Approach	Data Privacy and Cybersecurity/Social, page 32	S1.17
Disclosure 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Consolidated Data Table, page 39	

SASB DISCLOSURES

The SASB Disclosure Index identifies the disclosures that we have made publicly available, relevant to the Aerospace & Defense Standard (Version 2018-10).

SASB Number	Description	Location or Direct Response
RT-AE-130a.1	Energy Management	Consolidated Data Table, pages 35-37
RT-AE-150a.1	Hazardous Waste Management	Waste and Hazardous Waste/Environment, page 22
RT-AE-230a.1	Data Security	Consolidated Data Table, page 40
RT-AE-230a.2	Data Security	Data Privacy and Cybersecurity/Social, page 32
RT-AE-510a.3	Business Ethics	Business Ethics/Governance, page 9
RT-AE-000.B	Number of Employees	Consolidated Data Table, page 35

TCFD ALIGNMENT INDEX

The TCFD Alignment Index outlines the location of each disclosure within the 2025 Sustainability Report.

Topic and Recommended Content	Select L3Harris Material	IFRS S2
Governance		
a) Describe the Board’s oversight of climate-related risks and opportunities	2025 Sustainability Report: Corporate Governance, page 6	S2.5a
b) Describe management’s role in assessing and managing climate-related risks and opportunities	2025 Sustainability Report: Corporate Governance, pages 7-8	S2.5b
Strategy		
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term	2025 Sustainability Report: Greenhouse Gas and Energy Reduction, page 18 2025 Sustainability Report: Supply Chain Management, page 31	S2.9
b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning	2025 Sustainability Report: Greenhouse Gas and Energy Reduction, page 18	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	2025 Sustainability Report: Greenhouse Gas and Energy Reduction, page 18	S2.22
Risk Management		
a) Describe the organization’s processes for identifying and assessing climate-related risks	2025 Sustainability Report; Greenhouse Gas and Energy Reduction, page 18 2025 Sustainability Report: Corporate Governance, pages 7-8 2025 Sustainability Report: Supply Chain Management, pages 30-31	S2.25

Topic and Recommended Content	Select L3Harris Material	IFRS S2
b) Describe the organization's processes for managing climate-related risks	2025 Sustainability Report: Greenhouse Gas and Energy Reduction, page 18 2025 Sustainability Report: Supply Chain Management, pages 30-31	S2.26
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management	2025 Sustainability Report: Greenhouse Gas and Energy Reduction, page 18 2025 Sustainability Report: Corporate Governance, pages 7-8	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	2025 Sustainability Report: Greenhouse Gas and Energy Reduction, page 18 2025 Sustainability Report: Consolidated Data Table, pages 35-37	S2.28
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions and the related risks	2025 Sustainability Report: Consolidated Data Table, pages 35-37	S2.29
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	2025 Sustainability Report: Greenhouse Gas and Energy Reduction, pages 13 and 18 2025 Sustainability Report: Consolidated Data Table, pages 35-37	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. Forward-looking statements can be identified by the use of words such as "believe," "expect," "expectations," "plans," "estimate," "commit," "project," "target," "anticipate," "will," "should," "goals," "objectives," "aspire," "seek," "continue," "strive," "intend," "aim," "potential," "future," and other words of similar meaning.

Examples of forward-looking statements include, but are not limited to: our plans, strategies and objectives for future operations; new products, services, initiatives or programs; future goals and targets, including our 2030 environmental sustainability goals; our outlook on future economic, business, political, social and environmental conditions; our growth potential; allocation of resources; statements regarding our commitment to sustainability, environmental stewardship, human rights, product safety, cybersecurity, and supply chain management; expectations regarding climate-related risks and opportunities; anticipated improvements in our environmental, health, safety and sustainability performance; expected benefits from renewable energy initiatives and energy efficiency projects; and the potential of the industries and markets we serve.

These forward-looking statements are subject to known and unknown risks, uncertainties and other factors that may cause our actual results, performance, achievements, or sustainability outcomes 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 2, 2026. Actual results could differ materially due to factors which include but are not limited to: our ability to achieve reductions in energy use, water consumption, greenhouse gas emissions, waste generation and other sustainability goals and objectives within stated timeframes; the accuracy of our estimates, assumptions, and data collection methodologies, including for Scope 3 greenhouse gas emissions where significant data gaps exist; changes in measurement standards, reporting frameworks, and regulatory requirements; the availability and cost of renewable energy, energy efficiency technologies, and other sustainability solutions; climate-related physical and transitional risks that may impact our operations, supply chain, and facilities; our ability to influence supplier and third-party adoption of and compliance with our sustainability programs; the availability of funding for the programs described in this report; changes in our priorities and changes in the priorities of our customers, suppliers, and other stakeholders; the impact of acquisitions, divestitures, or other changes in our employee or product and service base on our sustainability metrics and data comparability; the future effect of legislation, rulemaking and changes in policy related to environmental, social and governance matters; the impact of cyber or other security threats on our operations; and the effectiveness of our cybersecurity, anti-corruption, and compliance programs.

This report contains estimates and assumptions that are subject to change. Certain information is not disclosed due to confidentiality constraints, competitive considerations, or classification requirements related to our defense contracting business.

The goals, targets, commitments, and aspirations described in this report are not guarantees of future performance. Our actual results may differ materially from our stated goals due to the factors described above and other unforeseen circumstances. We undertake no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as required by law.

This sustainability report is provided for informational purposes only and should not be relied upon as the sole basis for any investment or business decision. This report should be read in conjunction with our Annual Report on Form 10-K, Quarterly Reports on Form 10-Q, Proxy Statement, and other filings with the Securities and Exchange Commission. In the event of any conflict between information in this report and our SEC filings, the SEC filings shall control. While we have aligned certain disclosures with the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), Task Force on Climate-Related Financial Disclosures (TCFD), and International Sustainability Standards Board (ISSB) frameworks, this report has not been prepared in full accordance with any single framework, and we have exercised judgment in determining which disclosures to include.