



DIVERSITY, EQUITY AND INCLUSION

2021 Annual Report



FORWARD TOGETHER.

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CEO MESSAGE

When we released our first Diversity, Equity and Inclusion Annual Report, we established two clear goals: half of our workforce will be women and at least a third will be people of color. I am pleased to report that we have already improved our representation in key areas. Today, 34% of our executives are female and 42% of our new college graduates are people of color. We also exceeded our goal of growing our Employee Resource Group (ERG) membership to 20% participation across the company. While we continue to make progress toward our goals, our work is not done.

To be a trusted disruptor and deliver innovative solutions for our customers, we need to leverage the ideas of all our employees. To drive that innovation, we continue to actively engage with our employees. I meet with our Diversity Council and nine ERGs regularly to hear our employees' thoughts and learn how we can improve. Our Diversity, Equity and Inclusion Toolkit provides a wealth of resources to guide managers and employees alike on best practices for creating an inclusive, high-energy culture. We also introduced our 'I Am L3Harris' spotlight series, a storytelling platform that allows employees to share inspirational, personal stories of culture, career and life. Through these platforms, we open the door for all employee voices to be heard.

We are also committed to fostering diversity, equity and inclusion in our communities and future workforce. We believe it is our responsibility to encourage youth of all backgrounds to pursue education in science and engineering. By supporting STEM initiatives for underserved students – like our \$2 million donation to the INROADS College Links program – and giving back to charitable programs aligned with our customers' missions, we're developing the next generation of innovators.

In this report, you'll learn more about how L3Harris is working toward equity at our company and within our communities across the world. We're committed to continued action and to embodying our values of integrity, excellence and respect. To achieve the future we want, we must stand united as a company and move **Forward Together**.



“To be a trusted disruptor and deliver innovative solutions for our customers, we need to leverage the ideas of all our employees.”

Christopher E. Kubrick

Vice Chair and Chief Executive Officer

REPORT HIGHLIGHTS

2K+

Day of Understanding conversations held to encourage inclusivity and understanding among teams

Pride Allyship Program launched, with more than

1K

employees across 10 countries pledging to become allies of the LGBTQ+ community

New disability ERG

WILA

Willing & Able

created for employees of all abilities

I AM L3HARRIS

A new spotlight series where employees share powerful stories of overcoming personal adversity

\$2M

Pledge to INROADS College Links program, supporting youth in underserved minority communities

39 social impact grants awarded to organizations affected by COVID-19, reaching more than

217K

people across the U.S.

ERG participation grew above

7.8K

employees across L3Harris

105K

total employee volunteer hours completed via the L.I.F.T. program

WORKFORCE SNAPSHOT

NEW COLLEGE GRADUATES



42%

PEOPLE OF COLOR

36%

WOMEN

HIRES



36%

PEOPLE OF COLOR

25%

WOMEN

EXECUTIVES



18%

PEOPLE OF COLOR

34%

WOMEN

OUR COMPANY

ABOUT L3HARRIS TECHNOLOGIES

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

>\$17B
ANNUAL REVENUE

~4%
INDUSTRY-LEADING
INTERNAL R&D INVESTMENT

~47K
EMPLOYEES

~19K
ENGINEERS
& SCIENTISTS



**CUSTOMERS IN
MORE THAN
100 COUNTRIES**



ABOUT OUR VALUES

**What drives L3Harris' culture?
A firm commitment to our
shared values.**

Our values provide the foundation for an inclusive organization – they're the standards that guide our behavior. Acting with integrity in all our business dealings, exceeding our customers' expectations through operational excellence and demonstrating respect to all those we interact with is essential to our business success.



INTEGRITY
> Accountable
> Ethical
> Honest



EXCELLENCE
> Flawless Execution
> Customer-Focused
> Innovative



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

EMPLOYEE EXPERIENCE

Our employees share a strong commitment to our customers' missions and their professional growth. We recognize that the needs of our workforce are continuously evolving, and we strive to provide an inclusive environment that empowers employees and promotes work/life success.



HIGH-TECH

Our employees develop technology for every domain – space, air, land, sea and cyber. With an industry-leading investment in internal research and development, we challenge every team member, in every function, to find innovative solutions for our customers' most complex problems.



HIGH-PERFORMANCE

Our products support the most critical missions – simply put, lives depend on them, particularly in times of crisis. Whether they're capturing patents, executing testing or supporting the production line, our employees perform unique roles that cater to every skillset and interest.



HIGH-ENERGY

Our employees take active roles in sharing their unique experiences and viewpoints to shape our business strategy. We recognize that diversity, equity and inclusion are more than a business metric – they're critical to maintaining a competitive advantage and delivering innovative solutions to our customers.



HIGH-RETURN

At L3Harris, we prioritize work/life integration. Educational assistance, discretionary paid time off, paid parental leave and "dress for your day" policies allow our employees to continuously balance professional growth opportunities, have flexible work options and choose what they wear to work.

A MESSAGE ON INCLUSION

Over the last two years, we've witnessed unprecedented change and faced unique challenges in our industry. Despite these circumstances, our commitment to diversity, inclusion and engagement has never wavered.

At L3Harris, our engagement and inclusion vision is to create frameworks and solutions that enable an engaged and inclusive work environment so that all employees feel valued and respected and recognize their unique, positive impact to the business. We regularly seek feedback from employees through our continual lifecycle and frequent pulse and census surveys. With over 2 million data points to date, we are listening to our employees and taking action to ensure the best possible employee experience.

When we create meaningful and equitable experiences that bring out the unique attributes of our employees, we empower them to be their best selves at work. As a result, employees are more engaged and produce more creative and innovative solutions for the customers we serve around the globe.

Our approach to achieving diversity, equity and inclusion occurs by driving transparency and accountability at the individual, leadership and organizational levels, providing ongoing training and development and embedding a culture of inclusion into the work we do every day. Whether through our quarterly engagement surveys, unique policies and benefits, or initiatives like Day of Understanding or our Allyship program, every employee has the opportunity to do their part.

In reviewing our second Diversity, Equity and Inclusion Annual Report, you'll see highlights of our progress to date and our ongoing commitment to our long-term goals. With courage and resilience, we're committed to moving **Forward Together** and continuously making L3Harris an even better place to work.



“When we create meaningful and equitable experiences that bring out the unique attributes of our employees, we empower them to be their best selves at work.”

Kisten Wilkers

Vice President, Talent and Inclusion

AWARDS & PARTNERSHIPS

Our efforts to make L3Harris an inclusive and diverse workplace have earned the company nearly 20 awards and recognitions from external organizations. L3Harris also partners with a growing number of organizations that offer opportunities for collaboration to promote diversity, equity and inclusion inside and outside the workplace.

COMPANY AWARDS



EXTERNAL PARTNERSHIPS



Bloomberg Gender-Equality Index

The Bloomberg Gender-Equality Index (GEI) tracks the performance of companies committed to disclosing their efforts to support gender equality through policy, representation and transparency. L3Harris was the only A&D company in the U.S. to receive this prestigious recognition in 2021.

Catalyst CEO Champions for Change

L3Harris also participates in Catalyst’s CEO Champions for Change commitment. More than 70 high-profile CEOs, including L3Harris’ Vice Chair and Chief Executive Officer Chris Kubasik, pledge to advance more women, especially women of color, into senior leadership positions and onto their boards.



INCLUSIVE CULTURE ACCOUNTABILITY

When an organization's culture is inclusive, employees feel safe, heard, valued and free to be themselves. Everyone – regardless of race, ethnicity, gender, sexual orientation, belief system, background or identity – is treated fairly. To ensure a culture of inclusion flourishes, we have instituted measurable inclusion initiatives and track our progress rigorously. Policies, practices and processes are in place at three levels:

INDIVIDUAL LEVEL

We hold ourselves and one another accountable. Through engagement activities and required training, employees learn about the cultures and experiences of others while identifying individual biases to drive continuous improvement. Employees are encouraged to join ERGs and to self-identify as Allies.

LEADERSHIP LEVEL

Diversity, equity and inclusion start at the top. As part of their performance objectives, which are tied to compensation, leaders are responsible for modeling inclusive behavior and achieving specific representation and engagement goals, which permeate throughout the organization. Our leaders host regular listening sessions for employees to provide candid feedback and utilize resources to enhance their interactions with team members at every level.

ORGANIZATIONAL LEVEL

We understand that biases can be individual or systemic, or both. We take proactive steps to equip our employees and leaders with the tools and training they need to maintain an inclusive work environment. A biennial census and quarterly engagement pulse surveys that contain measures of inclusion track our organization's progress.

INCLUSIVE CULTURE ACTIONS

DAY OF UNDERSTANDING

In May, L3Harris participated in Day of Understanding - an opportunity for employees to talk openly about diversity, equity and inclusion and to explore blind spots and unconscious biases. Leaders across the company facilitated more than 2,000 candid discussions with their teams. This event will continue annually.

I AM L3HARRIS

The I Am L3Harris spotlight series is shared internally on our employee intranet and externally via our social media channels. A direct response to our employee engagement survey, the series features employees' first-person accounts of their unique cultures, careers and lives. These stories are some of our most engaging content internally and externally.

DIVERSITY, EQUITY AND INCLUSION TOOLKIT

A one-stop-shop for diversity, equity and inclusion resources, the Diversity, Equity and Inclusion Toolkit provides leaders and employees with guidance on best practices and tangible actions they can take to nurture a more diverse and inclusive culture. Recent additions to the Toolkit include Gender Transition Support Guidelines, Inclusion Roundtable Guide and Inclusive Language Guide.

LISTENING SESSIONS

Since 2020, virtual forums have engaged thousands of L3Harris employees in conversations about valuing diversity and developing strategies to create a more equitable and inclusive workplace. These leader-led sessions help ensure diversity, equity and inclusion remain top-of-mind for all employees.



STATS AT A GLANCE

WHO IS L3HARRIS TODAY?



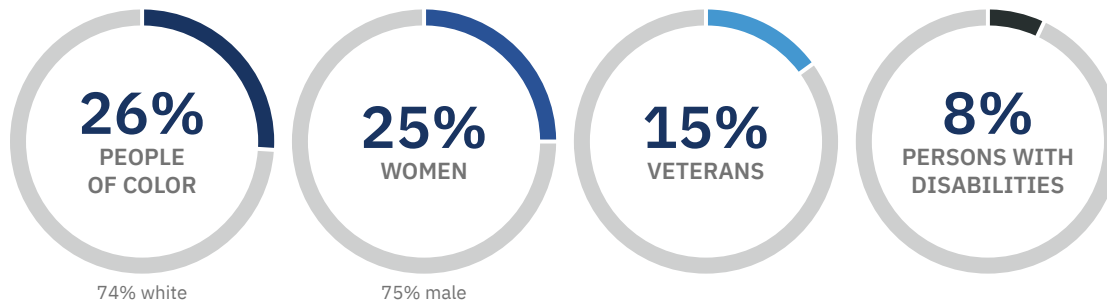
~47K EMPLOYEES

~6K INTERNATIONAL EMPLOYEES

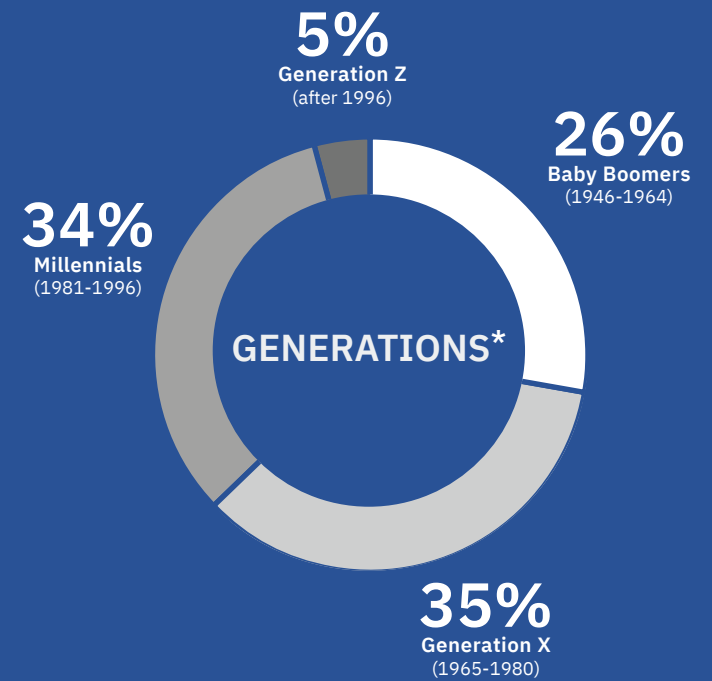


40%
ENGINEERS & SCIENTISTS

OUR WORKFORCE DIVERSITY*



*See Appendix



TALENT PIPELINE

Cultivating an inclusive talent pipeline lays the groundwork for a more diverse workforce. Through partnerships with some of the nation's leading professional organizations, L3Harris encourages STEM students and attracts aspiring professionals to further diverse talent acquisition results.

GRACE HOPPER CELEBRATION

To recruit top women technologists, L3Harris participates in the annual Grace Hopper Celebration, the flagship event of AnitaB.org, a nonprofit social enterprise. AnitaB.org programs empower women and underrepresented communities in technical fields, guide the organizations that employ them and support the academic institutions training the next generation.

SOCIETY OF WOMEN ENGINEERS (SWE)

Each year, L3Harris representatives attend the SWE national conference to recruit top talent. We also partner with SWE chapters at universities where we recruit, provide mentoring and give tech talks. SWE is the world's largest advocate for empowering women to achieve their full potential in engineering and technology.



NATIONAL SOCIETY OF BLACK ENGINEERS (NSBE)

NSBE is dedicated to increasing the number of Black engineers who excel academically, succeed professionally and positively impact the community. L3Harris annually attends NSBE's national and regional conferences to recruit top talent into teams throughout the organization.

PATTI GRACE SMITH FELLOWSHIP

Launched in response to the death of George Floyd, this fellowship seeks to empower Black excellence in aerospace through experience, mentoring and resources. At L3Harris, we are proud to accept interns into this exclusive program.

SKILLBRIDGE

SkillBridge is a U.S. Department of Defense program that offers transitioning military members opportunities to gain valuable civilian work experience, training, internships and apprenticeships. In 2021, L3Harris piloted this program and provided thousands of training hours to SkillBridge participants.



FOCUS: WOMEN

PROMOTING OPPORTUNITIES FOR WOMEN IN THE WORKPLACE

L3Harris is committed to its long-term goal of achieving gender parity in its global workforce. Women-centric initiatives and awards include:



BLOOMBERG GENDER-EQUALITY INDEX (GEI)

For the second year in a row, L3Harris was the only U.S.-based A&D company included in the Bloomberg GEI. We were selected for our high level of overall performance across the framework's five pillars: female leadership and talent pipeline; gender pay parity; inclusive culture; sexual harassment policies and pro-women brand.

LEANIN MCKINSEY WOMEN IN THE WORKPLACE STUDY

Women in the Workplace is the largest study of gender inequality and women in corporate America. L3Harris participated in this study, providing valuable benchmarking data on gender, ethnicity and DE&I-related activities.

L3HARRIS WOMEN'S CONFERENCE

Over 600 L3Harris women and allies attended this virtual conference, which provided opportunities to participate in personal and professional development activities focused on the advancement of women in the workplace. In 2022, L3Harris will expand conference offerings to host a broader inclusion conference.

WOMEN IN AEROSPACE (WIA)

L3Harris is a corporate sponsor of WIA, an organization dedicated to expanding women's leadership opportunities and increasing women's visibility in the aerospace industry. As a corporate sponsor, L3Harris employees have the opportunity to participate in regular professional development sessions and attend WIA's annual awards celebration.

WOMEN OF COLOR AWARDS

Each year, Women of Color magazine recognizes women who have excelled in STEM. In 2021, 23 L3Harris employees were selected to receive the prestigious Technology Rising Star and Technology All Star awards. In addition, the Career Achievement Award was presented to one of our scientists in the Space & Airborne Systems segment.

WOMEN AT L3HARRIS

15%

BOARD OF DIRECTORS

34%

EXECUTIVES

19%

LEADERSHIP

36%

NEW COLLEGE GRADS

25%

HIRES

28%

PROMOTIONS

FOCUS: RACE & ETHNICITY

ENHANCING REPRESENTATION & INCLUSION

L3Harris is committed to advancing people of color (POC) in our workforce, with a long-term goal of one-third representation in U.S.-based locations. In 2021, we participated in the following initiatives as part of our commitment to enhancing racial and ethnic representation and inclusion:

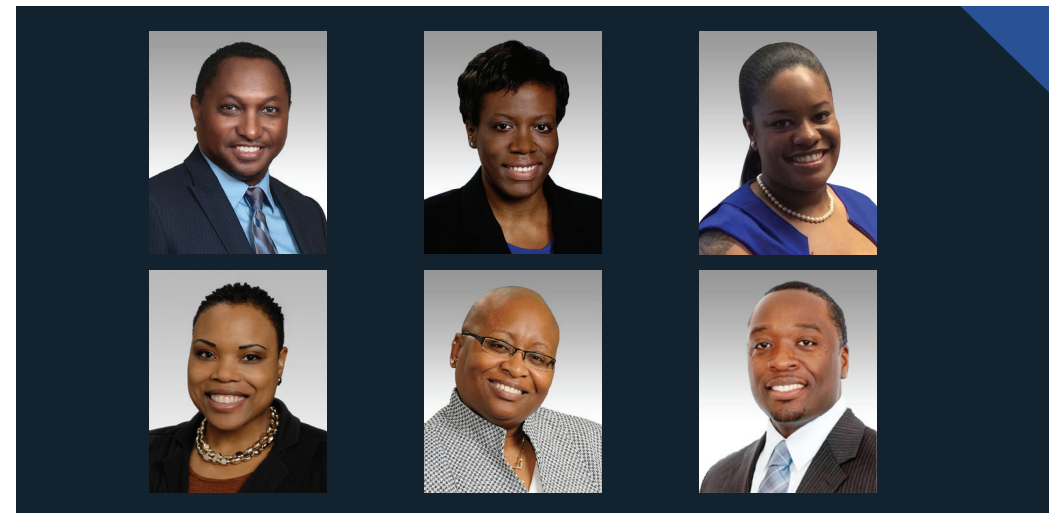
INROADS

In 2021, INROADS named L3Harris its Corporate Partner of the Year for the company's leadership in creating impactful career pathways for ethnically diverse high school and college students. Since 2015, L3Harris has hosted more than 200 INROADS interns. L3Harris also contributed \$2 million to the INROADS College Links program, which served 467 individuals in 2021.

“The scholars L3Harris helps support through INROADS represent the next generation of leaders and innovators – and the future of our company and indeed the aerospace industry as a whole.”

Jim Girard

Vice President and Chief Human Resources Officer
Vice Chair, INROADS National Board of Directors



BLACK ENGINEER OF THE YEAR AWARDS (BEYA)

Twenty-five L3Harris employees (some pictured above) were recognized at the BEYA Awards annual STEM conference in two categories: Modern Day Technology Leaders and the Science Spectrum Trailblazer award.

POC AT L3HARRIS

23%

BOARD OF DIRECTORS

0.4%

AMERICAN INDIAN/
ALASKAN NATIVE

18%

EXECUTIVES

7.2%

ASIAN

15%

LEADERSHIP

6.7%

BLACK/AFRICAN
AMERICAN

42%

NEW COLLEGE
GRADS

9.4%

HISPANIC/
LATINO

36%

HIRES

0.3%

NATIVE HAWAIIAN/
OTHER PACIFIC
ISLANDER

25%

PROMOTIONS

2%

TWO OR
MORE RACES

FOCUS: LGBTQ+

FOSTERING A WELCOMING WORKPLACE

In June 2021, the rainbow flag was flown at L3Harris locations in honor of Pride Month – just one of many ways the organization demonstrated a welcoming environment for LGBTQ+ employees, stakeholders and business associates. Other initiatives included:

EXTERNAL RECOGNITION

L3Harris was recognized as one of the “Best Places to Work for LGBTQ+ Equality” by the Human Rights Campaign, receiving a perfect score of 100% on the Corporate Equality Index. The rating is based on the company’s LGBTQ+ related policies and practices, including non-discrimination protections, domestic partner benefits, transgender-inclusive health benefits, education and awareness programs and public engagement with the LGBTQ+ community.

ALLYSHIP PROGRAM

In June 2021, L3Harris leadership and the Pride ERG launched the L3Harris Allyship Program. Since the launch, over 1,000 employees across 10 countries have taken the Allyship Pledge, committing to continue to learn about LGBTQ+ concerns, to listen and to advocate for a safe, accepting and respectful workplace.

EQUALITY ACT SUPPORT

In June 2021, L3Harris joined the Human Rights Campaign Business Coalition, a group of more than 500 U.S. employers that support the Equality Act - U.S. federal legislation that supports the same protections for LGBTQ+ individuals as are offered to other protected groups under federal law.

OUT & EQUAL SUMMIT

L3Harris was a proud sponsor of the Out & Equal Workplace Summit in October 2021. Employee representatives participated



in the global forums, gaining insight into best practices used across industries and strategies to advance our LGBTQ+ initiatives within the company.

GENDER TRANSITION SUPPORT GUIDELINES

L3Harris launched these guidelines as part of the Diversity, Equity and Inclusion Toolkit. They offer insights for leaders, HR and team members into providing safe systems to support an employee’s gender transition at work.

PRONOUNS

In June 2021, an article on pronoun usage was published internally to all employees. Written by the Pride ERG, the article educated employees about pronoun usage options and also included an email signature template that employees may utilize to include their pronouns.

FOCUS: DISABILITY

ADVANCING EMPLOYEES OF ALL ABILITIES



L3Harris continues to support employees with different abilities and to encourage hiring of persons with disabilities. Initiatives that demonstrate our progress include:

DISABILITY ERG

In January 2021, L3Harris announced the launch of Willing & Able (WILA), the newest addition to the company's ERGs. WILA raises awareness and encourages a safe space where employees with disabilities and/or family members with disabilities and allies can openly discuss various topics, best practices and solutions for sustaining an inclusive work environment.

EMPLOYEES WITH DISABILITIES AT L3HARRIS



DISABILITY EQUALITY INDEX

In 2021, L3Harris was recognized as one of the Best Places to Work for Disability Inclusion and was included in the Disability Equality Index (DEI). The DEI is the nation's most comprehensive annual benchmarking tool, facilitated by leading nonprofit organizations Disability: IN and the American Association of People with Disabilities (AAPD). L3Harris' score reflects its high performance in company culture and leadership, enterprise-wide access, employment practices, community engagement and supplier diversity.

“My eyes are my ears and they are the reason why I am thriving to move forward. At L3Harris, I am able to show people what I am capable of despite being deaf in order to contribute to our company's growth and success.”

Anya Soberano
Associate, Integration/Test Engineer
Space & Airborne Systems

IT ACCESSIBILITY INDEX

Throughout 2021, teams conducted multiple audits and initiated projects to increase L3Harris' digital accessibility for employees and external users with disabilities. As one example, we executed a Web Content Accessibility Guidelines (WCAG) audit for L3Harris.com – the company's external website. Through this audit, the website received a WCAG 2.1 AA level compliant score. In addition, the website now includes a dedicated machine-learning system that makes the site accessible to the user depending on their unique needs.

INCLUSION IN ACTION

DIVERSITY COUNCIL

The L3Harris Diversity Council drives business strategies for engagement, leadership and support to build a robust and diverse workforce. As a collective voice for topics that further diversity, equity and inclusion results, the Diversity Council also provides an avenue for ERGs to communicate directly with senior leadership.



CO-CHAIR
Chris Kubasik



CO-CHAIR
Kirsten Wilkers



APEX CHAIR
Sabab Osmani



APEX SPONSOR
Larry Lohman



ECP CHAIR
Nicole Whitman



ECP SPONSOR
Anthony Nigara



HOLA CHAIR
Milena Gordon



HOLA SPONSOR
Aurora Taylor-Rojas



INTRAPRENEURS CHAIR
Ed Danis



INTRAPRENEURS SPONSOR
Ron Fehlen



LEAD CHAIR
Justin Cloud



LEAD SPONSOR
Bill Wade



PRIDE CHAIR
Janet Donner



PRIDE SPONSOR
Kathy Crandall



SERVE CHAIR
Ginger McKinney



SERVE SPONSOR
CR Davis



We3 CHAIR
Pamela Scheller



We3 SPONSOR
Stephanie Dickman



WILA CHAIR
Carol Kneis



WILA SPONSOR
Matthew Weingast

ERG OVERVIEW

L3Harris offers nine ERGs - voluntary, employee-led groups that bring together employees from diverse backgrounds and foster networking, professional development and community outreach opportunities. In 2021, more than 7,800 unique employees participated in ERGs. Chapters also expanded their presence internationally, to include Canada, Australia and the United Kingdom.

APEX
Asian Professionals
for Excellence

ECP
Early Career
Professionals

HOLA
Hispanic/Latino Organization
for Leadership & Advancement

INTRAPRENEURS
Technology & Innovation Resource Group

LEAD
L3Harris Employees
of African Descent

PRIDE
LGBTQ+
Resource Group

SERVE
Supporting Emergency Responders
and Veterans Engagement

WE³
Women Who Strive for Empowering,
Enhancing, & Encouraging Other Women

WILA
Willing & Able

ERG PILLARS

-  PROFESSIONAL DEVELOPMENT
-  COMMUNITY OUTREACH
-  EMPLOYEE ENGAGEMENT

APEX Asian Professionals for Excellence



Sabab Osmani

ERG CHAIR

Principal, Strategy Development
Integrated Mission Systems



Larry Lohman

ERG SPONSOR

Vice President, General Counsel
Space & Airborne Systems

MISSION STATEMENT

The APEX ERG taps into the perspectives of L3Harris' Asian and Pacific Islander employees to explore, develop and drive customer engagement and talent retention strategies, while also supporting the development of culturally competent employees.

ACTIVITIES AND ACHIEVEMENTS

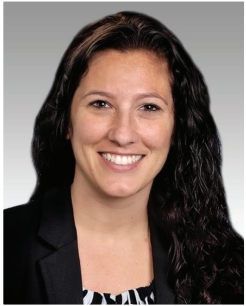
- > Increased membership by 47% and volunteer participation by 20%
- > Led Courageous Conversation on exclusion, xenophobia and racism affecting the Asian and Pacific Islander community
- > Hosted external speaker workshops for more than 1,000 employees on topics such as Cultural Confidence and Intelligent Automation; speakers included New York State Senator Jeremy Cooney and Rochester Institute of Technology lecturer Kal Rabb
- > Hosted virtual fireside chat with Chris Kubasik, Vice Chair and Chief Executive Officer

“My family left India and came to this country in search of a better life, chasing the American Dream. While it wasn't always easy, I am thankful for the opportunities I received as a result of my parents' sacrifices. Being part of the APEX ERG allows me to hear such stories, share similar experiences and bond over mutual respect for the courage it took many people in the L3Harris community to get to where they are today.”

Anagha Indic
Specialist, Software Engineer
Space & Airborne Systems



ECP Early Career Professionals



Nicole Whitman

ERG CHAIR
Director, Finance
Corporate



Anthony Nigara

ERG SPONSOR
Vice President, Strategy &
Business Development
Space & Airborne Systems

MISSION STATEMENT

Empowering early career professionals to feel connected to the company and the community while helping retain and grow future leaders of L3Harris.



ACTIVITIES AND ACHIEVEMENTS

- > Increased membership by 39% and added three new local chapters in Ohio, Utah and Canada
- > Hosted networking and social events to drive engagement among early career professionals and help retain employees
- > Spearheaded volunteer events such as beach cleanups, landscaping, tree rescue and planting and a virtual 5K; logged 400 volunteer hours during the ERG challenge
- > Hosted educational events, such as the Leveling with the Leaders series, where L3Harris leaders offered advice to early career professionals
- > Offered welcome events for new members, including a virtual Family Feud game night and virtual coffee breaks

“The ECP ERG has opened many doors for me. I’ve met people I would not otherwise have had the chance to meet and networked with fellow early career professionals across the company as well as with senior leadership. In addition, I have been able to learn technical and non-technical skills that I would not be exposed to in my regular role, and that has benefited my everyday work. As a site lead now, I’m sharing those same advantages with other ECP members so they can grow and progress their careers as well.”

Maureen Marquez
Senior Associate, Mechanical Engineer
Integrated Mission Systems

HOLA

**Hispanic/Latino Organization
for Leadership & Advancement**

Milena Gordon

ERG CHAIR
Senior Director, Audit
Corporate



Aurora Taylor-Rojas

ERG SPONSOR
Vice President, Engineering
Communication Systems

MISSION STATEMENT

HOLA brings Hispanic and Latino employees together to foster an inclusive environment, provide career development and support the L3Harris focus of developing, engaging and retaining a high-performing, diverse workforce. HOLA ensures a culture of inclusion where all employees can achieve their full potential by providing ongoing member development, driving cultural awareness, promoting strategic relationships and supporting local communities.

ACTIVITIES AND ACHIEVEMENTS

- > Increased membership by 52%
- > Established four new local chapters
- > Established various monthly professional and personal development series programming to support member development and build leadership skills and professional networks
- > Hosted Hispanic Heritage Month events to celebrate Hispanic culture around the globe; events were open to all employees
- > Supported local communities with service events that raised more than \$10,000 for Feeding America and supported community clean-up efforts throughout the country

“Being a part of HOLA has helped me expand my network to include new viewpoints at all levels of the company. Also, I’ve been supported by like-minded people who have mentored and encouraged me to become involved, lead engagements and volunteer within the community for events coordinated by HOLA.”

Denise Berrios Torres
Specialist, University Relations
Space & Airborne Systems



INTRAPRENEURS

Technology & Innovation Resource Group



Ed Danis

ERG CHAIR

Director, Systems Engineering
Space & Airborne Systems



Ron Fehlen

ERG SPONSOR

Vice President and General Manager,
Air Force and Advanced UAS
Communication Systems

MISSION STATEMENT

Intrapreneurs' mission is to grow innovators by providing members with opportunities and resources to discover, engage and collaborate with one another through workshops, innovation challenges and community events.

ACTIVITIES AND ACHIEVEMENTS

- > Increased membership by 35% and established four new chapters
- > Provided membership development through the creation of networking platforms and an e-Learning series that taught members how to use tools such as Tableau for more persuasive business presentations
- > Launched a new innovation collaboration portal, resulting in 10 new collaborative projects
- > Hosted multiple events with senior leaders, including a Fireside Chat with Ross Niebergall, Vice President and Chief Technology Officer and a technology lunch-and-learn with Joyce Hayes, Vice President of Technology Strategy
- > Sponsored Draw the Future Art event with a Salt Lake City, Utah, elementary school to inspire students to think about the future and future technologies



“The Intrapreneurs ERG has exposed me to ideas from a broad cross-section of the L3Harris family. The leadership has created a very collaborative environment where all voices have an opportunity to be heard and to influence leadership in shaping the future of L3Harris.”

Nino Manes
Scientist, Systems Engineering
Communication Systems

LEAD L3Harris Employees of African Descent



Justin Cloud

ERG CHAIR

Director, Program Management
Space & Airborne Systems



Bill Wade

ERG SPONSOR

Vice President,
Global Trade Compliance
Corporate

MISSION STATEMENT

LEAD is an ERG dedicated to advocating and developing L3Harris employees of African descent and all its members through continuous training, development initiatives, strategic partnerships and community engagement.

ACTIVITIES AND ACHIEVEMENTS

- > Increased membership by 20%
- > Partnered with nonprofit organizations such as United Way and The Children's Hunger Project to increase employee engagement and volunteerism within local communities
- > Conducted personal and professional development events focused on technical advancement, effective communication and presentation and career planning skills
- > Held Black History Month virtual 5K; over 100 employees participated, raising \$3,000 to support local charitable organizations
- > Launched LEAD mentoring program with over 80 mentoring partnerships promoting the growth of technical and business skills
- > Strengthened relationships with Historically Black Colleges and Universities (HBCUs) through student mentoring opportunities



“Being a member of LEAD and participating in events has been uplifting. It has allowed me to meet many amazing L3Harris coworkers from different locations and develop valuable connections with people I may not have met otherwise. As a result of my membership in LEAD, I feel more connected as an employee.”

Keith Shaw

Director, Human Resources
Integrated Mission Systems



Janet Donner

ERG CHAIR
Senior Manager,
IT Business Analysis
Corporate



Kathy Crandall

ERG SPONSOR
President, Mission Networks
Space & Airborne Systems
Corporate

MISSION STATEMENT

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

ACTIVITIES AND ACHIEVEMENTS

- > Increased membership by 60% and training and event attendance by 10%
- > Launched the Pride ERG Allyship program with more than 1,000 L3Harris employees participating by pledging to support their LGBTQ+ colleagues
- > Provided educational awareness on personal pronouns and their usage
- > Hosted LGBTQ+ Etiquette & Common Bloopers Workshop for 180 allies
- > Provided volunteer support for Salt Lake City Volunteers of America's Homeless Youth Shelter, distributing food for more than 150 youth
- > Delivered LGBTQ+ 101 and Transgender 101 foundational trainings, reaching 300+ employees



“Seeing the rainbow flag proudly waving over our Corporate Headquarters has been nothing but inspiring. It says we work at an accepting and welcoming company. It shows our community that L3Harris is open and supportive of LGBTQ+ individuals and allies. To our customers, it shows our commitment to a diverse and inclusive environment.”

Hunt Fitch
Senior Associate, Integration/Test Engineer
Communication Systems

SERVE

Supporting Emergency Responders and Veterans Engagement



Ginger McKinney

ERG CHAIR

Senior Manager, Cyber Intelligence
Integrated Mission Systems



CR Davis

ERG SPONSOR

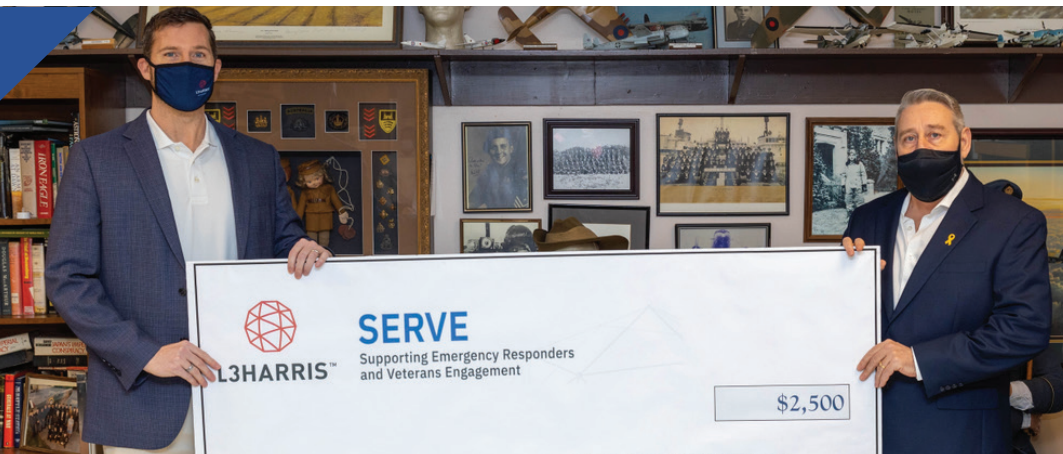
Vice President, L3Harris International
Corporate

MISSION STATEMENT

To connect current, former and friends of L3Harris first responders and veterans in a way that promotes personal and professional development, brings value to the company and engages and supports our community.

ACTIVITIES AND ACHIEVEMENTS

- > Increased membership by 59% and added an international chapter in the United Kingdom
- > Executed a global observance plan for 66 veteran and first responder events in countries with active chapters
- > Conducted a veteran engagement Leading the Way series with Chris Kubasik, Vice Chair and Chief Executive Officer, CR Davis, Vice President of L3Harris International, and JR Gear, Vice President of U.S. Business Development
- > Hosted a 9/11 20th anniversary observance event with award-winning photographer Phil Penman and over 550 participants
- > Strengthened global community engagement with 20+ volunteer activities supporting veterans and first responders
- > Conducted Wreaths Across America event with 122 volunteers, totaling 266 volunteer hours



“As the Membership Engagement Coordinator, I’ve had the privilege to collaborate with other ERGs and discuss how we can expand our visions for diversity and unify the concept of membership engagement as a whole throughout L3Harris. The SERVE ERG has also allowed me to support a vast network of coworkers. It is an honor to be in service with such influential and talented veterans, first responders and patriots dedicated to upholding the traditions of the liberties we hold so dear.”

Atiyah Colbert
Administration
Integrated Mission Systems

WE³ Women Who Strive for Empowering, Enhancing & Encouraging Other Women



Pamela Scheller

ERG CHAIR
Director, Program Management
Integrated Mission Systems



Stephanie Dickman

ERG SPONSOR
Vice President, Strategy
& Business Development
Space & Airborne Systems

MISSION STATEMENT

The WE³ ERG strives to empower, enhance and encourage women professionals through a network that cultivates future leaders, enriches the capability of our workforce and helps ensure L3Harris' competitive advantage.

ACTIVITIES AND ACHIEVEMENTS

- > Increased global membership by 70% and total membership by 15%
- > Held 65 enterprise-wide events
- > Celebrated Women's History Month in March with leadership sessions, book discussions and members taking the "I Choose to Create an Inclusive Environment" pledge
- > Sponsored 33 volunteer projects and events
- > Won the ERG volunteer competition, logging 3,500+ volunteer hours
- > Hosted lunch with leaders, book clubs and L.I.F.T. co-sponsored event

“Engineering is a predominantly male-dominated field, so it's very helpful to have the WE³ ERG to lean on and learn from. It has provided me with formal mentorships and opportunities to network with women who have had incredible careers at L3Harris. It is such a privilege to personally get to know women who are leaders in their fields and to learn from their career paths.”

Samantha Sandler
Associate, Mechanical Engineer
Space & Airborne Systems





Carol Kneis

ERG CHAIR
Director, Human Resources
Business Partner
Communication Systems



Matthew Weingast

ERG SPONSOR
Vice President, General Counsel
Communication Systems

MISSION STATEMENT

WILA's mission is to inspire individuals of all abilities to be part of L3Harris and to support the continued growth and success of our employees. We strive to create a more inclusive work environment and promote awareness on topics that impact our community of employees with disabilities, as well as employees who have loved ones with a disability.

ACTIVITIES AND ACHIEVEMENTS

- > Launched the ERG and built membership to more than 500 employees across five countries in its first year
- > Conducted a member survey to identify the ERG's initial focus
- > Provided skills development opportunities in areas of caregiver support, self-care and hiring of people with disabilities to more than 375 employees during Disability Awareness Month
- > Built employee cultural competence through listening sessions and several employee engagement activities
- > Provided ERG overviews to college students during two university relations events highlighting how ERGs support employees throughout their careers at L3Harris

“As a person living with a disability due to a spinal cord injury, I appreciate the support of WILA and L3Harris in addressing my accessibility needs. I've also had the privilege of contributing to the WILA ERG by sharing some of my experiences and resource contacts that I have made over the years. As with all ERGs, WILA provides great information, resources and support for L3Harris employees and their families.”

Allan Walton
Senior Manager, Software Engineering
Communication Systems



EMPLOYEE ENGAGEMENT & SATISFACTION

Employee engagement and satisfaction are critical for attracting and retaining diverse talent at L3Harris. By listening to employees, responding to their needs and providing world-class benefits, L3Harris fosters an environment where employees love to work.

LISTENING STRATEGY

L3Harris' listening strategy helps leadership understand how employees experience our workplace. Through a series of checkpoints, such as engagement surveys, quarterly pulse surveys and new hire and onboarding surveys, L3Harris invites employees to provide input on how the company can improve. This drives specific actions; for example, the creation of action plans for more than 3,000 people managers, which contributed directly to improvements in engagement scores in 2021.

Additionally, L3Harris offers managers and employees a variety of resources through an Engagement and Retention Toolkit and our new PEER onboarding program.



TOTAL REWARDS

L3Harris offers a comprehensive suite of solutions to provide employees the support they need to bring their best selves to work every day. In addition to healthcare benefits, solutions include:

- > **Paid Time Off:** Allows all employees the opportunity to take discretionary time off to rest and recharge.
- > **Employee Assistance Program:** Provides confidential, 24/7 assistance, referrals and resources in a wide range of areas, including mental health and counseling; childcare and eldercare; adoption; home management; pet care; and financial and legal assistance.
- > **New Parents:** Enables adoption assistance (up to \$15,000) and paid parental leave for new parents. The Future Innovators Program also provides new parents with infant clothing, blankets and toys.
- > **Varsity Tutors:** Global tutoring benefit for school-age children of employees, which offers virtual tutoring, homework assistance and free resources and assessments.
- > **Benefits for Caregivers:** The Teladoc program, which provides free access to expert medical advice, was expanded in 2021 to cover employees' immediate family members, including parents. Similarly, a back-up adult care benefit was added in 2021. L3Harris will subsidize the cost of up to ten back-up adult care visits.
- > **Dress for Your Day:** Offers flexibility and discretion in choosing attire that corresponds to an individual's responsibilities and interactions for the workday.

OUR VALUES IN ACTION

CODE OF CONDUCT

Our Code of Conduct clearly articulates the company's expectations: employees will live our values of integrity, excellence and respect. We do not tolerate harassment or discrimination of any kind. To integrate these values into our business, L3Harris:

- Requires all employees to complete an annual Code of Conduct training and quarterly Ethics & Compliance trainings.
- Maintains a formal governance model for investigations of ethics-related issues.
- Employs more than 100 Ethics Advisors worldwide to confidentially assist employees who have ethics questions and concerns.
- Reinforces ethical standards year-round with monthly communications and an annual Ethics Week event.

L3Harris also provides Unconscious Bias Training to all current, U.S.-based employees and incoming new hires. In 2021, L3Harris launched a new course, Cultivating a Culture of Inclusion, which builds on unconscious bias training by helping employees interact with others more inclusively.

We also offer an Engagement & Inclusion module during Frontline Leadership training, which more than 1,800 leaders have completed. Additionally, in 2021, we hosted over 50 "Six Signature Traits for Inclusive Leadership" workshops, an immersive inclusion experience, which were completed by our Vice Chair and Chief Executive Officer, C-suite and segment senior leadership teams.





SUPPLIER DIVERSITY

L3Harris believes that promoting supplier diversity is critical to the company’s economic growth and customer satisfaction. We drive equal opportunity and diversity in our procurement and business activities through our Supplier Diversity Program.

OUR EFFORTS

- > Developing an infrastructure that integrates supplier diversity within our products, services and procurement processes and promotes the benefits and importance of a diversified supply base to our business and procurement teams.
- > Extending opportunities for small and diverse businesses to serve mission-critical programs.
- > Encouraging active participation in small business outreach, mentor programs and small business innovative research and technology transfer.
- > Providing dedicated supplier diversity offices and supporting professionals to facilitate subcontracting opportunities and ensure regulatory compliance for small and diverse businesses and other socioeconomic business opportunities at L3Harris.

SUPPLIER DIVERSITY AT L3HARRIS

550+

WOMEN-OWNED
SMALL BUSINESSES

300+

VETERAN-OWNED
SMALL BUSINESSES

100+

SMALL DISADVANTAGED BUSINESSES, INCLUDING
MINORITY AND BLACK-OWNED BUSINESSES

CULTURE OF COMMUNITY

Our commitment to diversity extends beyond the walls of our offices. We're making an impact on the vibrant and diverse communities where we live and work through philanthropy, our employee volunteer program, grants and partnerships.

PHILANTHROPY

The L3Harris Foundation provides philanthropic commitments that align with our business strategy and reflect our values. Our strategic giving pillars include:

- STEM initiatives, which aim to excite and inspire students of all ages with learning opportunities in areas such as robotics, coding and space. This includes partnerships with 18 colleges and universities.
- Mission-aligned programs, which recognize and benefit our nation's veterans, active-duty military and their families and first responders through partnerships with organizations like Special Operations Warrior Foundation and the Army Historical Foundation.
- Community programs that touch the communities where our employees live and work.

L3HARRIS INVESTING FOR TOMORROW (L.I.F.T.)

L.I.F.T. is L3Harris' community program, which facilitates employee volunteerism and employee assistance across the world. Volunteer projects focus on underserved and diverse communities and reflect our strategic giving pillars. In 2021, employees completed 1,169 L.I.F.T. projects and registered 105,141 volunteer hours.





CULTURE OF COMMUNITY

ERG L.I.F.T. COMPETITION

As part of the L.I.F.T. program, all nine L3Harris ERGs participated in a friendly competition to see which community could log the highest total volunteer hours and highest member participation. Over 500 ERG members logged more than 11,000 hours in three months.

SOCIAL IMPACT GRANTS

As part of our COVID-19 response, L3Harris awarded 39 social impact grants to organizations in 19 states with diverse populations severely affected by the pandemic. These organizations have served more than 217,000 people, of which 23% are Black, 37% are Hispanic, 51% are female and 30% are individuals with disabilities. Programs supported include: emergency services for women veterans; virtual programs exposing students to STEM careers; safe gathering places for underrepresented youth; food security initiatives for low-income families; art activities for socially isolated seniors; and educational access for low-income students.

YOUNG, BLACK AND LIT

In 2021, L3Harris initiated a new partnership with nonprofit Young, Black and Lit. Mini grants enabled the purchase of books from the nonprofit that featured Black female lead characters in STEM fields. During Read Across America, our employees came together to read these books to second grade students around the country.

APPENDIX

EEO-1 SUMMARY TABLE

	Hispanic or Latino		Not-Hispanic or Latino Male						Not-Hispanic or Latino Female						Overall Totals
	Male	Female	White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaskan Native	Two or More Races	White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaskan Native	Two or More Races	
Executive/Senior Level Officials and Managers	2	3	104	5	0	6	0	0	36	1	0	3	0	2	162
First/Mid-Level Officials and Managers	290	96	3836	174	14	176	16	54	1072	87	4	62	4	21	5906
Professionals	1360	453	15116	854	33	1309	49	339	3845	366	9	456	20	108	24317
Technicians	363	103	2436	250	30	240	17	81	386	66	3	81	4	15	4075
Sales Workers	13	4	112	8	0	2	0	1	27	1	1	1	0	0	170
Administrative Support Workers	33	96	255	35	6	20	2	0	882	105	7	40	5	15	1501
Craft Workers	233	18	1088	149	9	65	11	28	62	29	0	8	1	3	1704
Operatives	387	257	1279	296	27	298	17	62	1068	219	16	299	13	13	4251
Laborers and Helpers	2	0	5	1	1	2	0	1	0	0	1	0	0	0	13
Service Workers	45	26	146	33	6	16	4	10	29	16	3	5	0	1	340
Column Totals	2728	1056	24377	1805	126	2134	116	576	7407	890	44	955	47	178	42439

Consistent with EEOC filing requirements for 2021, this table reflects 2020 EEO-1 data

STATS AT A GLANCE - DEMOGRAPHIC DEFINITIONS

- Gender** Refers to all employees globally who self-identify as male or female.
- Generations** Global data that categorizes all employees into their generational category based on their birth year. Generational categorization is based on data from the Pew Research Center: Traditionalists (1928-1945), Baby Boomers (1946-1964), Generation X (1965-1980), Millennials (1981-1996) and Generation Z (after 1996).
- People of Color (POC)** U.S.-only. Includes all employees who self-identify as American Indian / Alaskan Native, Asian, Black / African American, Hispanic / Latino, Native Hawaiian / Other Pacific Islander, or Two or More Races.
- Persons with Disabilities** U.S.-only. Refers to all employees who self-identify as having a disability and/or have a history or record of having a disability. Disabilities may include, but are not limited to, a physical or mental impairment or a medical condition that substantially limits a major life activity.
- Veterans** U.S.-only. Includes all employees who voluntarily self-identify as an active service member or veteran.

Thank you to all our L3Harris employees for your contributions to our business and to diversity, equity and inclusion. You make us who we are.

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

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L3Harris Technologies is an agile global aerospace and defense technology innovator, delivering end-to-end solutions that meet customers' mission-critical needs. The company provides advanced defense and commercial technologies across space, air, land, sea and cyber domains. L3Harris has approximately \$18 billion in annual revenue and 47,000 employees, with customers in more than 100 countries. [L3Harris.com](https://www.l3harris.com).



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