

TEXTRON



2020
CORPORATE
RESPONSIBILITY
REPORT

A LETTER FROM THE CHIEF EXECUTIVE OFFICER



COLLEAGUES, SHAREHOLDERS AND FRIENDS,

Textron's core values—integrity, respect, trust and the pursuit of excellence—drive who we are and how we conduct our business.

These values guide us to make decisions that align with employee health and safety, environmental stewardship, sustainable products and operations, diverse and inclusive workplaces, high ethical standards and charitable giving and volunteerism. This report highlights the actions we took during 2020 on these environmental, social and governance (ESG) priorities.

2020 was a challenging year for many organizations, and Textron was no exception. In response to the COVID-19 pandemic, we took swift measures to protect the health and safety of our employees, and our teams stepped up to support the communities where we live and work. As the year went on and protests across the U.S. and around the world called for racial equity, we recommitted with a keen focus to forging a more inclusive and diverse community at Textron, one where every employee feels safe, respected and valued.

We at Textron are committed to upholding our values, advancing our sustainability goals and taking action to be a place where people of all backgrounds and experiences work together to make great things happen.

Thank you for your continued support of Textron.

A stylized, handwritten signature in black ink, appearing to read 'S. Donnelly'.

Scott C. Donnelly

Chairman and Chief Executive Officer

TEXTRON: WHO WE ARE



Textron started as a small textile company in 1923, when 27-year-old Royal Little founded the Special Yarns Corporation in Boston. Sales that first year were just \$75,000. In nearly 100 years, that company has grown into a highly successful multi-industry enterprise recognized around the world for our network of powerful brands, such as Bell, Cessna, Beechcraft, Jacobsen, Kautex, Lycoming, E-Z-GO, Arctic Cat, Textron Systems and TRU Simulation + Training.

Through decades of innovation, our talented people have launched many firsts and best-in-class products in our industries. The Bell-Boeing V-22 Osprey, the world's first production tiltrotor aircraft, the Cessna X/X+, which established the world's fastest general aviation speed record over a recognized course, and the E-Z-GO ELiTE series golf car, the first golf car with lithium battery technology at fleet scale, are just some examples of how we anticipate our customers' needs and deliver unmatched solutions and services.

Our [product highlights video](#) showcases our diverse product portfolio. View how we are powering possibilities and reaching for new heights every day with our family of renowned products.

OUR BUSINESS SEGMENTS

We conduct our business through five operating segments: Textron Aviation, Bell, Textron Systems, Industrial and Finance.

- **TEXTRON AVIATION** is home to the Beechcraft and Cessna aircraft brands and is a leader in general aviation through two principal lines of business: aircraft and aftermarket. Textron Aviation manufactures, sells and services business jets, turboprop and piston aircraft and special mission and military aircraft.
- **BELL** is one of the leading suppliers of military and commercial helicopters, tiltrotor aircraft and related spare parts and services in the world.
- **TEXTRON SYSTEMS'** product lines consist of unmanned systems, advanced marine craft, armored vehicles, intelligent software solutions, piston engines, simulation, training and other defense and aviation mission support products and services.
- Our **INDUSTRIAL** segment offers two main product lines: fuel systems and functional components produced by Kautex and specialized vehicles, such as golf cars, recreational and utility vehicles, aviation ground support equipment and professional mowers, manufactured by the Textron Specialized Vehicles businesses.
- The **FINANCE** segment provides financing solutions to purchasers of Textron products, primarily Textron Aviation aircraft and Bell helicopters.

The day-to-day operations of our businesses are conducted through various subsidiaries and operating divisions while oversight, direction and assistance are provided by Textron's Corporate Office consistent with sound governance practices. For more details about our structure, governance, leadership and financial performance, refer to www.textron.com, the [Textron 2020 Annual Report](#) or the [Textron 2020 Fact Book](#).

CORPORATE RESPONSIBILITY AT TEXTRON

TEXTRON AT A GLANCE IN 2020

Revenues:
**\$11.7
billion**

Employees:
33,000

Fortune 500
Rank:
236

NYSE Symbol:
TXT

OUR VALUES

At Textron we are committed to the values of integrity, respect, trust and pursuit of excellence in all our employee, business and community relationships. We are also dedicated to ensuring workplace safety and the health of our employees, to reducing our impact on the environment and to improving the sustainability of our products and operations. We carry out the Company's business with fairness, honesty, integrity and high ethical standards, and in compliance with the laws and regulations of the countries in which we conduct business. These standards govern our conduct when making decisions which affect Textron.

This is demonstrated in our relationships with:

• CUSTOMERS

We maintain a laser-sharp focus on anticipating, understanding and addressing our customers' needs. This applies to all of us, regardless of the role we play in the organization.

• EMPLOYEES

We value the differences among our employees. These differences enrich the workplace and improve our ability to attract employees and work with customers in today's global marketplace. We strive for an environment in which every employee is respected and valued, and we encourage the full contribution of all employees to make our Company stronger.

• BUSINESS PARTNERS

Textron's business partners are an extension of our Company and are chosen and monitored carefully. When agents, sales representatives, dealers, distributors, consultants and joint venture partners are engaged in Textron business, they are required to comply with applicable laws and to adhere to standards of business conduct consistent with the Textron Business Conduct Guidelines.

• SUPPLIERS

We work to build strong business relationships with our suppliers based on lawful, honest business practices and the best interests of Textron and our customers. Our purchasing decisions are always based on appropriate business criteria such as price, quality, technical leadership, reliability and the reputation of the supplier.

• COMMUNITY

Through volunteerism, philanthropic giving and the non-profit Textron Charitable Trust, we support a wide variety of charitable organizations and community interests in the places we do business, work and live.

**CORPORATE
RESPONSIBILITY
AT TEXTRON
(continued)**

INNOVATIVE COLLABORATION AWARD

Trails for bird enthusiasts. Open space that doubles as science “classrooms” for local students. Fields for athletic activities. Wetlands revegetated with native plants and a wildflower garden. These are but a few of the welcoming features of Providence, R.I.’s Mashapaug Pond Park—formerly the site of the Gorham Manufacturing Co.—a renowned silver manufacturer founded in the 19th century.

Textron owned Gorham for nearly 20 years, selling it in 1985. The new owners moved the operations, but after being the site of metal manufacturing operations for close to a century, residual environmental impacts to soil, groundwater and a portion of Mashapaug Pond remained, which Textron was responsible to address.

Working in tandem with state and city officials, school administrators, area residents and local nonprofit organizations, Textron developed and implemented a phased remediation plan that helped lead to the creation of Mashapaug Pond Park.

Stakeholders marked the end of the project with an official ribbon-cutting ceremony. Reaction to this transformed site was overwhelmingly positive. Attendees used words like “awesome,” “amazing” and “wonderful” to describe the new park.

For its efforts in turning this land that was unsuitable for public use into a neighborhood gem, *Providence Business News* honored Textron with an Innovative Collaboration Award.

At Textron, corporate responsibility is at the heart of all we do. Recognition at a national and local level is a testament to our unwavering commitment to sustainable business practices, our employees’ well-being and healthy and thriving communities.

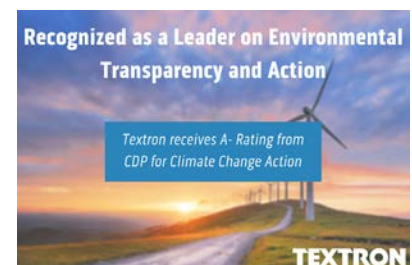
- *Forbes*’ 2020 World’s Best Employers (#133)
- A- rating at the leadership level by CDP (formerly Carbon Disclosure Project)
- *Providence Business News*’ Innovative Collaboration Award
- Pledge to America’s Workers Presidential Award
- 2020 Women on Boards Winning Company



PBN

PROVIDENCE BUSINESS NEWS

**innovative
Company
Award**



TAKING ACTION WITH ACHIEVE 2025

ACHIEVE 2025 GOALS

SAFETY:

20% Reduction in Total Recordable Injury Rates (TRIR)

SUSTAINABILITY:

20% Reduction in Greenhouse Gas Emissions,
10% Reduction in Waste, Water and Energy

WELL-BEING:

20% Improvement in Well-Being Worksite Survey Score

RESILIENCY:

90% or Better Average Property Loss Prevention Ranking

Our EHS Vision:

We are committed to the health and safety of our employees, contractors, and communities. We will actively champion environmentally sound practices and safe behaviors. We will continuously improve our processes, require individual accountability and demonstrate leadership to strive for zero injuries, eliminate adverse environmental impacts, and contribute positively to the communities in which we operate.

SAFE WORKPLACES. HEALTHY EMPLOYEES. A SUSTAINABLE FOOTPRINT. RESILIENT FACILITIES.

These are concepts that are fundamental to the long-term success of any business and they are actively championed by Textron. To ensure that we continuously advance our sustainability program, in 2020 we established a five-year, enterprise-wide set of goals called Achieve 2025.

These goals represent more than just milestones for our company. By working towards each goal, we'll have fewer employee injuries, increase employee engagement and meet the growing expectations of our customers, our shareholders and our communities. There are also cost savings—our efforts help to contain our insurance premium costs and protect our assets, while lowering energy and waste disposal costs.

SO HOW DO WE GET THERE?

Reaching our goals will take all of us working together. Working closely with teams across all of our facilities, we've incorporated health, safety, resiliency and sustainability into how we operate each and every day.

ACHIEVE 2025: SAFETY

Our ultimate vision is zero injuries and our 2025 goal is a milestone on this journey to zero. We will work to focus on eliminating uncontrolled hazards and championing employee-led safety, proactive risk reduction and a continuous improvement mindset.

ACHIEVE 2025: HEALTHY EMPLOYEES

Our vision is to foster a culture of well-being, providing access to resources that empower employees to embrace a healthy and productive lifestyle. We've developed a survey to measure the maturity of each location's well-being programs. Key tactical elements to reach a 20% improvement in our worksite well-being scores include enhancing services related to nutrition, physical fitness and mental health as well as overall changes to the physical layout of our facilities to support our employees' well-being.

ACHIEVE 2025: SUSTAINABLE FOOTPRINT

Our vision is the elimination of adverse environmental impacts. We will work to achieve our 2025 goals by focusing on operationally integrated processes that maximize natural resource efficiency and waste elimination, while creating opportunities for positive engagement with employees, communities and other stakeholders.

ACHIEVE 2025: RESILIENT FACILITIES

Our vision for operational resiliency is achieved through the implementation of programs that mitigate the risk and enhance our ability to respond to and recover from crisis events and natural disasters, including those related to climate change that impact our day-to-day operations. Key tactical elements to achieve a 90% or better Property Loss Prevention Ranking include: collaboration with our insurer, FM Global, on Research and Testing; annual reviews of our worksites by FM Global engineering to evaluate their resiliency; maintaining effective crisis management teams; and emergency response preparedness training and best practice sharing.

TEXTRON AND SAFETY



SAFE WORKPLACES

To maintain and enhance the safety of our employees, we promote a culture of continuous improvement and individual accountability to provide safe workplaces and to strive for our ultimate vision of zero workplace injuries.

SAFETY PERFORMANCE

At the corporate level, our Global Environmental Health and Safety (EHS) Policies and Standards establish a management system framework that includes goal setting, risk reduction, compliance auditing and performance reporting. Our businesses augment the corporate program with management systems of their own. For instance, Kautex facilities are ISO 14001 and 45001 certified. The overall program is guided by the Textron EHS Council, whose members include the senior EHS leaders from the Textron corporate office and each Textron business unit.

In addition to Achieve 2025 goals, we use an annual goal-setting process to drive injury rate improvements. The injury rate reduction goal is a performance metric that resides at the highest levels of the organization. Performance to this goal is reported to Textron's Audit Committee and is tracked and reported to senior leadership as part of our Plan-Do-Check-Act process.

Textron uses various metrics to evaluate health and safety performance globally. The United States Department of Labor Occupational Safety & Health Administration (OSHA) recordkeeping rules are the guidelines all Textron facilities use for reporting injuries. In 2020, we had a Total Recordable Injury Rate (TRIR) of 0.93 and a Lost Time Injury Rate (LTIR) of 0.29.

OUR EHS OPERATING PRINCIPLES

- No job or activity is worth risking injury
- All injuries and environmental incidents are preventable
- Working safely and in an environmentally responsible manner is a condition of employment
- Each of us is responsible for the safe behavior of ourselves and others
- Environmental, Health and Safety is led by senior management, implemented by line management, with each level accountable to the one above and responsible for the one below
- We will design and integrate Environmental, Health and Safety into our products, our facilities and into our management process
- All employees will be provided the necessary knowledge, skills and abilities to work safely
- Strong environmental, health and safety performance is good business

OUR RESPONSE TO THE COVID-19 PANDEMIC

Throughout the COVID-19 pandemic, Textron has focused on our employees' needs and the safety of our workplaces to protect their well-being. We also provided help and supplies to the communities where we work and live. Below you will discover some of the ways we met and continue to address the challenges of this unprecedented time.



SHARING INFORMATION

We created an online COVID-19 Employee Information Center for our employees, which is displayed prominently on our global intranet. This site gathers a variety of information to help our employees understand and take precautions against the coronavirus with links to government disease control and prevention agencies.

PRIORITIZING EMPLOYEE HEALTH AND SAFETY

We promptly took the following actions to protect the health and safety of our employees:

- Formed enterprise-wide **pandemic response teams**. These teams have guided our operations in the implementation of processes and procedures to comply with applicable government-imposed health and safety-related operating restrictions.
- Established **wellness checks** for employees as they enter facilities and buildings.
- Increased the **cleaning and hygiene protocols** within our facilities and buildings.
- Installed **hand sanitizer stations** where soap and water are not nearby.
- Reworked **facility layouts** to ensure physical distancing while minimizing disruption to manufacturing and service facilities and other work activities.
- Engaged in **frequent leadership communications** to inform employees of updates in real time.



ESTABLISHED FLEXIBLE SCHEDULES AND ENABLED REMOTE WORKFORCE

By enhancing our IT infrastructure, we were able to quickly employ telecommuting, staggered work schedules and flexible work arrangements to help keep our employees safe. Across our global operations, we upgraded virtual private network capacity and encouraged the use of online collaboration tools to enable much of our workforce to work remotely. We also:

- Developed training materials for managing and engaging a remote workforce and then to help transition back to the office safely.
- Transitioned existing training courses to virtual sessions to maintain the growth and development of the workforce.



HELPING OUR COMMUNITIES

We were proud to support our communities where we live and work by:

- Donating personal protective equipment (PPE)
- Using our manufacturing facilities to produce supplies that assist front-line workers caring for COVID-19 patients.

TEXTRON AND THE ENVIRONMENT

Textron understands its responsibility to participate in working toward a sustainable future for the environment. Our responsibility to the environment starts with our compliance with regulatory requirements and is supported by our Textron Global EHS Policies and Standards which we follow in all countries where we operate. Beyond compliance, we are focused on reducing the energy and natural resource intensity of our operations and contributing positively to the communities in which we operate.

SUSTAINABLE FOOTPRINT

ACHIEVE 2025 SUSTAINABLE FOOTPRINT GOALS

In 2020 as part of our Achieve 2025 initiative, we established a new set of 5-year sustainability goals specific to the following areas of focus: greenhouse gas emissions, energy use, water use and waste generation. By 2025, Textron's business will strive to achieve the following goals:

- Reduce greenhouse gas emission intensity by 20%;
- Reduce energy use intensity by 10%;
- Reduce water use intensity by 10%, and;
- Reduce waste generation intensity by 10%.

These goals were developed with the intent to create a company that will be more efficient in its use of natural resources to meet the expectations of our customers, shareholders, employees and other stakeholders to better the communities in which our businesses operate. An added benefit of the Achieve 2025 Sustainable Footprint goals will be economic savings due to more efficient operations.

To achieve these goals by 2025, Textron intends to work with our suppliers to carry out resource improvement projects at our facilities and continuously look for more efficient methods in our energy procurement and manufacturing processes. As a demonstration of this commitment, Textron has joined the Renewable Energy Buyers Alliance (REBA). REBA is an alliance of large clean energy buyers, energy providers, and service providers that, together with NGO partners, are working to support access to renewable energy and the greening of the power grid.

TEXTRON'S 2020 SUSTAINABILITY PROJECTS: REDUCING OUR ENVIRONMENTAL FOOTPRINT

In 2020 Textron operations around the globe were able to complete 145 sustainability projects aimed at energy, waste or water use reduction. In addition to saving Textron over \$2 million, these projects helped Textron improve by increasing energy efficiency and reducing greenhouse gas emissions, water use and waste generation. Project savings on energy were over 40,000 mmBTUs, which resulted in reducing greenhouse gas emissions by over 5,500 metric tons. Our waste minimization efforts helped to reduce our landfill disposal by almost 3,400,000 pounds. Water projects resulted in approximately 1.7 million gallons of water savings.

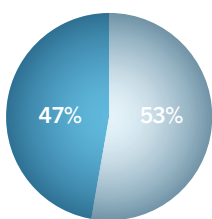
2020 SUSTAINABILITY PERFORMANCE

The charts that follow show our 2020 energy consumption and greenhouse gas emissions data compared to 2019, as well as our 2020 waste profile and water consumption. Due to COVID-19-related business interruptions that impacted 2020 intensity values, for this year's version of the Corporate Responsibility Report, we have provided energy consumption and greenhouse gas emission data in both absolute values and intensity-based figures.

TEXTRON AND THE ENVIRONMENT (continued)

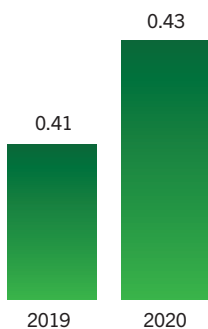
ENERGY CONSUMPTION

2020 ENERGY AND FUEL CONSUMPTION 5,039,000 mmBTUs

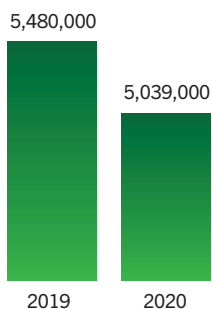


- Direct Energy
2,363,000 mmBTUs
- Indirect Energy
2,667,000 mmBTUs

ENERGY INTENSITY (mmBTU/Revenue)*



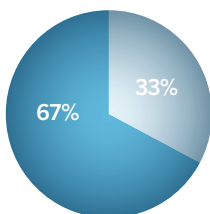
TOTAL ENERGY CONSUMED (mmBTU)



GREENHOUSE GAS (GHG) EMISSIONS

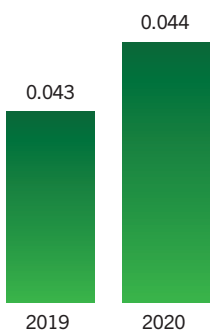
Greenhouse gas (GHG) emissions are determined following the Greenhouse Gas Protocols of the World Business Council for Sustainable Development and the World Resource Institute. Consistent with these protocols, Textron accounts for direct (Scope 1) and indirect (Scope 2) GHG emissions in terms of CO₂-equivalents. Our greenhouse gas emissions and calculation methodology have been verified by an ANSI-accredited independent third party in accordance with ISO 14064-3.

2020 GREENHOUSE GAS EMISSIONS 511,241 metric tons (MT)

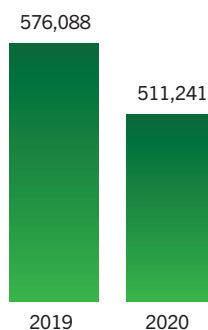


- Direct (Scope 1)
175,174 MT
- Indirect (Scope 2)
336,068 MT

GHG INTENSITY (CO₂-e/Revenue)*

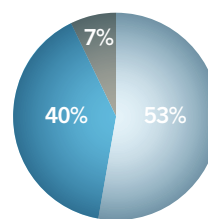


GHG EMISSIONS (tons CO₂-e)



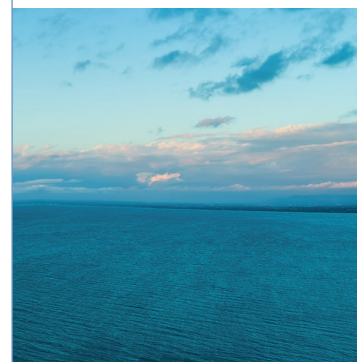
WASTE MINIMALIZATION AND RECYCLING

2020 WASTE PROFILE Disposed: 53,494,500 lbs. Recycled: 60,867,000 lbs. 53% Recycling Rate



- Waste Recycled
60,867,000 lbs.
- Non-Hazardous Waste Disposed
45,982,200 lbs.
- Hazardous Waste Disposed
7,512,300 lbs.

2020 TOTAL WATER CONSUMED: 946,368,200 gallons



*Intensity metrics are normalized to revenue.



ENVIRONMENTAL IMPROVEMENT HIGHLIGHTS

TEXTRON AVIATION OFFSETTING CARBON EMISSIONS WITH WIND ENERGY

As demonstrated by our 5-year Achieve 2025 Energy Use and Greenhouse Gas Emission reduction goals, we are committed to creating more efficient operations and reducing greenhouse gas emissions from our manufacturing operations. While more efficient use of energy will help make progress toward meeting our greenhouse gas emission reduction goal, to fully achieve that goal, we will need to procure and consume energy that is generated in more environmentally friendly manners than some of our current sources.

In November 2020, construction of the 121 turbine, 300 Megawatt Soldier Creek Wind Energy Center located in rural north-central Kansas was completed and the facility began generating clean, renewable electricity. Through a 20-year agreement with Evergy, Inc., the developer of the Soldier Creek Wind Energy Center, the electricity used by Textron Aviation's aircraft manufacturing operations located in Kansas will be provided through Evergy's green energy program, effectively meeting nearly all of these electricity needs through renewable, zero-emission wind energy. This exciting development will result in approximately 100,000 metric tons of greenhouse gas emissions being avoided on an annual basis and make a significant amount of progress toward our Achieve 2025 Greenhouse Gas Emission goal.



TEXTRON AVIATION'S SERVICE CENTER REDUCES ENERGY CONSUMPTION AND COSTS WITH LED LIGHTING

A Textron Aviation lighting system consisting of nearly 200 metal halide fixtures in the Greensboro, N.C., service center was replaced with an LED system. More than 100 LEDs now light the full-service center which provides modifications and repairs for Citation, King Air, Beechjet, Premier and Hawker aircraft.

As a programmable system, it aids in managing lighting levels and reduces energy consumption. The changeover to LED lighting resulted in average monthly savings of approximately \$1,900 and a reduction in total energy costs and consumption of 30 percent. The new system paid for itself in 19 months. In addition to these savings, LED lighting decreases the number of required headlamps and lessens the need for paint rework.

TEXTRON AND THE ENVIRONMENT (continued)



KAUTEX FACILITIES REDUCE SCRAP, REPURPOSE EQUIPMENT

Kautex's 0-0-0 initiative—the drive to achieve zero scrap, zero unplanned downtime and zero injuries—has generated improvements, including more sustainable manufacturing practices, increased productivity and safer workspaces.

Of particular note is a project that a team at the Kautex facility in Guangzhou, China undertook to reduce scrap in its fuel tank manufacturing process. Its three-pronged approach incorporated technology and new processes to reduce the scrap rate and decrease the contamination scrap. With these measures in place, the facility has been able to more efficiently use its materials, translating to waste avoidance equivalent to 7,490 kg/year.

At its facility in Avilla, Indiana, the Kautex team won an internal Vision 2025 award in the R3 category—Refurbish, Rebuild, Repurpose. Eighty-eight percent of all equipment used for quoted projects in 2020 was reused. The total value of all re-used equipment used in 2020 was \$260 million.



KANSAS FARMERS HELP MANAGE TEXTRON AVIATION GRASSLAND

Textron Aviation, which has called Kansas home since Cessna was founded in 1927 and Beechcraft in 1932, proudly works with local Kansas farmers to cut and bale hay on the company property. Almost 1,000 acres of Textron Aviation grassland is utilized for hay production.

Hay is grown without chemical fertilizers, pesticides or herbicides. Grassland and vegetation prevent soil erosion by reducing water runoff and stabilizing the soil. Research shows that natural grasslands promote biodiversity and pollination. By letting the grass grow free and only cutting for baling instead of mowing for maintenance, natural plants and flowers thrive.

What's more, by not maintaining the almost 1,000 acres of property as a manicured lawn, Textron Aviation avoids water waste and reduces resource inputs that go into mowing and caring for a traditional lawn.

Embracing responsible land management helps connect Textron Aviation with the agricultural fabric of the company's home state and is an important part of the company's comprehensive commitment to sustainability.



BELL BECOMES FIRST ROTORCRAFT CUSTOMER TO USE SUSTAINABLE AVIATION FUEL FOR TRAINING

Bell has begun incorporating Sustainable Aviation Fuel (SAF) into all Bell Training Academy and customer demonstration fleet aircraft. Bell is the first rotorcraft customer to receive SAF supply from global aviation fuel supplier, Avfuel Corporation. As an active supporter of the General Aviation Manufacturers Association's sustainable fuel initiative, Bell is committed to seeking more eco-friendly solutions for rotorcraft. The industry is moving toward a greener future, and introducing SAF in our training and demonstration aircraft reflects our dedication to this shared goal and to providing clean alternatives for the environment. Bell continues to support the aviation industry in its objectives to achieve carbon neutral growth and reduce CO₂ emissions by 50% by 2050.

PRODUCT SUSTAINABILITY HIGHLIGHTS

Textron is known around the world for its powerful brands of aircraft, defense and industrial products that provide customers with groundbreaking technologies, innovative solutions and first-class service. All of our businesses are dedicated to developing advanced products and technologies to meet the current and future needs of customers—making us leaders in the markets we serve. Textron continues to blaze a trail with innovative products, while remaining mindful of their impact on society and the environment.

Here are a few examples of how our products promote environmental and economic sustainability and enhance public safety.



TEXTRON SPECIALIZED VEHICLES:

E-Z-GO UPDATES RXV ELiTE LITHIUM-ION POWERED GOLF CARS

- ✓ **Environmental Sustainability**
- ✓ **Economic Sustainability**

Building on the unmatched low cost of operation, energy efficiency and zero maintenance of prior RXV ELiTE models, the updated RXV ELiTE vehicles now use an even smaller battery pack that further reduces the vehicle's weight to allow for nimbler handling and lessen the vehicle's impact on golf-course turf, while offering the same efficiency, range and performance.

In addition, the new ELiTE Light Charger allows golf-course operators the ability to streamline their cart barn's infrastructure, using three times more vehicle chargers per 15-amp circuit. This solution can maximize electricity savings by lowering peak energy demand, and reduces the capital investment required to wire a cart barn to recharge an electric golf-car fleet—making it more cost-effective for operations to “green” their operations by converting from gas-powered to lithium-powered fleets.

Since partnering with Samsung SDI in 2017 to become the first golf-car manufacturer to offer lithium technology at fleet scale, E-Z-GO has sold more than 110,000 ELiTE series vehicles globally. ELiTE vehicles are now in operation at nearly 1,900 golf courses worldwide and have proven their mettle in racking up more than 25 million hours—and an estimated 40 million rounds of golf—of real-world use.

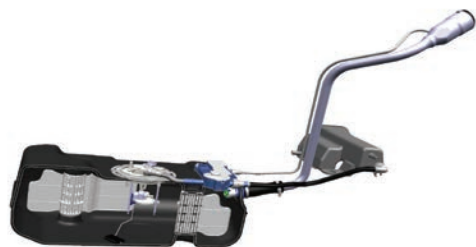


SUSTAINABLE SOLUTIONS FOR AVIATION INTERIORS

- ✓ **Environmental Sustainability**

Textron Aviation offers sustainable solutions in sourcing interiors for customers. Our designers use **textiles, carpets and leather** that are **100% natural and cradle-to-cradle certified**—meaning that at the end of their useful life, they biodegrade in a way that is safe for human health and our environment. Not only are these materials safe for the planet, but they require far less energy to manufacture than artificial fibers.

**PRODUCT
SUSTAINABILITY
HIGHLIGHTS
(continued)**



KAUTEX'S RHAPSODY FUEL SYSTEM

- ✓ **Environmental Sustainability** ✓ **Economic Sustainability**

For more than 50 years, Kautex's plastic fuel systems have had a direct benefit on carbon emissions as they are up to 70% lighter than their steel counterparts. Likewise, Kautex's all-plastic hybrid fuel tanks, introduced in 2015, reduce fuel system weight by a similar range. By reducing the weight of the vehicle, OEMs can reduce the vehicle's total carbon emissions.

Our Rhapsody fuel system further enhances this feature via a software-controlled flow control valve, which improves the overall vehicle fuel and vapor management system. With its flow control valve managed by software algorithms, Rhapsody drives improved quality and value of the fuel management system and complementary systems within the vehicle.



HOWE & HOWE: MITIGATING LIFE-THREATENING SITUATIONS

- ✓ **Public Safety** ✓ **Environmental Sustainability**

The Thermite RS3 is a robotic firefighter that allows first responders to remain at a greater standoff distance from danger, using the robot as an extension of their own senses and capabilities to accomplish their mission from a safer distance.

A super-high volume, low center of gravity, wide-chassis firefighting robot, the Thermite RS3 harnesses the ability to navigate rugged terrain and withstand exposure to extreme elements. The backpack controller provides high-definition video feedback for ultimate maneuverability in difficult conditions. With a modular design and wider stance that accommodates additional equipment including a plow assembly, it has the power to push vehicles from its path and pull up to 8,000 pounds with its winch. The Thermite robotic firefighter's unmatched capability set make it a strong partner for fire departments everywhere.



BELL'S EDAT INNOVATION

- ✓ **Environmental Sustainability** ✓ **Noise Reduction**

The Bell Electrically Distributed Anti-Torque (EDAT) system replaces a conventional tail rotor with four fans that are electrically powered by four separate motors. The all-electric tail rotor enhances on-the-ground safety, reduces noise pollution, carbon emissions and operating costs. In 2020, *Popular Science* named the EDAT system to its list of the top 100 most important innovations of 2020. Bell's EDAT is Bell's latest commercial innovation and is the third consecutive year that *Popular Science* has recognized Bell for innovation.

TEXTRON'S RESILIENT FACILITIES

At Textron we define resilient facilities as ones that have the people, programs and infrastructure in place to respond to and rebound quickly from crisis events. This concept enables us to ensure the safety of our employees, protect our physical assets and continue to deliver our products and services to our customers around the globe. We prepare for all manner of crisis events, including fires, natural disasters, climate-change-related extreme weather events, pandemics, active shooter situations and industrial accidents.

CRISIS MANAGEMENT FOR EXTREME EVENTS

To stay ahead of a crisis before it occurs, Textron has crisis management teams in place at both the enterprise and individual business unit levels. These cross-functional teams are tasked with developing plans to address potential risks to our facilities and to identify resources that can be utilized in times of crisis. Preparedness is a fundamental part of these crisis management plans, and training is conducted on a frequent basis, both live and simulated, to ensure the crisis management plans meet the needs of both the business unit and Textron management.

If an extreme event causes damage to our facilities or endangers our employees, these plans provide guidelines on how management is to address a crisis situation with a rapid, systematic, orderly and controlled response.

Once a crisis has been resolved, the core team evaluates the situation to determine its effectiveness and identify opportunities for improvement to thwart future crises.



DIVERSITY, INCLUSION & BELONGING

“At Textron, I believe we can be a place where people of all backgrounds and experiences work together to make great things happen. Perhaps more importantly, we can be a place where people want to be together. As a company, we will continue to take action to strengthen our efforts. We all have a role to play in making this happen.”

Scott C. Donnelly
*Chairman and
Chief Executive Officer*



At Textron, we are committed to fostering an environment of respect and inclusion where every voice is heard and each employee has an opportunity to contribute and grow professionally. We attract, hire, develop and retain those who may fall within any spectrum of race, color, religion, sex, age, national and ethnic origin, marital status, veteran status, physical or mental disability, sexual orientation, gender identity and expression or any other dimension of diversity.

We believe that by employing highly talented and diverse employees who feel valued, respected and are able to contribute fully, we will improve performance, innovation, collaboration and employee retention. All of this contributes to stronger business results and reinforces our reputation as leaders in our industries and communities.

EXPANDING OUR DIVERSE WORKFORCE

To improve our outreach to diverse candidates, we have increased our recruiting efforts at Historically Black Colleges and Universities (HBCUs), enhanced our partnerships with diverse professional organizations and participated in diverse STEM conferences.

Here are some examples of our diversity initiatives in action in 2020:

- Textron executives, senior leaders and employees attended the Black Engineer of the Year (BEYA) STEM Conference. Textron also served as a sponsor of this conference.
- Textron increased participation with diversity organizations at its core schools by more than 60%, engaging with national student associations, such as the Society of Women Engineers, the National Society of Black Engineers and the Society of Hispanic Engineers.
- Textron focused our recruiting efforts for underrepresented minorities by engaging directly with HBCUs like Tuskegee University and North Carolina A&T State University and virtually attended six national diversity conferences:
 - Great Minds in STEM
 - Women of Color
 - Society of Asian Scientists and Engineers (SASE)
 - Hispanic Professional Engineers
 - HBCU Career Development Marketplace
 - Society of Women Engineers

At each of these conferences, Textron participated in career fairs and professional development sessions. Current employees also had the opportunity to attend these sessions.

**DIVERSITY,
INCLUSION &
BELONGING
(continued)**



To recognize the accomplishments of our diverse employees, we promoted STEM Award nominations across our businesses. The result was an increased number of entries and winners at the following 2020 STEM conferences:

- BEYA: 8 employees honored
- SASE: 5 employees honored
- Women of Color: 8 employees honored

In addition, Textron continues to partner with the DirectEmployers Association, an organization that helps connect us to diverse job seekers via syndication services. This relationship helps Textron advertise its open positions on a significant number of military/veteran network, diversity and disability job websites.



Through our membership in the Minority Corporate Counsel Association (MCCA), we are developing and expanding our relationships with minority bar associations and other legal diversity organizations to introduce and attract diverse candidates to opportunities throughout our family of companies. Additionally, we sponsor the National Association of Minority and Women Owned Law Firms (NAMWOLF) to diversify our outside law firm portfolio.

We are also an industry partner and Gold Level sponsor of Advancing Minorities Interest in Engineering (AMIE), a non-profit organization whose purpose is to expand corporate, government, and academic alliances to implement and support programs to attract, educate, graduate and place underrepresented minority students in engineering careers.

TEXTRON'S DIVERSITY, INCLUSION & BELONGING (DIB) COMMITTEE

Textron's Diversity, Inclusion & Belonging (DIB) Committee plays a role in helping us to achieve this goal of ensuring an inclusive and welcoming workplace for all. Comprised of colleagues from each of our business units, the DIB Committee provides strategic direction and guidance on actionable steps to support the Company's goal of creating a global culture of diversity, inclusion and belonging. Through outreach with internal and external stakeholders, the DIB Committee is dedicated to bringing to life the belief that a diverse workforce is a competitive advantage and is directly linked to driving innovation throughout our businesses.



**DIVERSITY,
INCLUSION &
BELONGING**
(continued)

THE DIB COMMITTEE OPERATES WITH THE FOLLOWING FRAMEWORK:

OVERARCHING STATEMENT

We are DIB allies committed to empowering our people to push past possible by fostering a modern culture that achieves value through inclusion, challenging the *status quo*, promoting new ways of thinking, and advocating for unity.

WORKFORCE

We recruit, develop and retain high-performing, talented and engaged employees with diverse backgrounds and perspectives.

WORKPLACE

Our teams collaborate to foster an inclusive culture and advocate for the diverse people and skills that develop our breadth of products.

MARKETPLACE

Our diverse business culture makes us competitive across each business unit and promotes a diverse ecosystem of customers, suppliers, colleges and universities.

**2020 PERCENTAGE OF
U.S. EMPLOYEES WHO ARE
MILITARY VETERANS AT
OUR DEFENSE BUSINESS
SEGMENTS**

Bell:
21.5%

Textron Systems:
22.1%

INDIVIDUALS WITH DISABILITIES

As an equal opportunity employer, Textron is committed to a diverse workforce and a barrier-free employment process. Textron is committed to providing workplace accommodations, making all our workplaces accessible to individuals of all abilities. We consider each request for accommodation on a case-by-case basis and strive to provide all applicants and employees with reasonable accommodations necessary to apply for and perform the essential functions of their jobs.

MILITARY VETERANS

Textron's defense businesses develop the products and services that keep our bravest and brightest men and women safe while accomplishing their missions. We appreciate the unmatched experience, skills and perspective veterans provide our company.

The military skills translator tool that we added to our website's career pages in late 2019 proved very popular. This resource provides job-seeking veterans with the ability to match their military occupation codes or titles to our open positions. In 2020, more than 1,300 candidates used the tool to apply to at least one position.

Textron is a member of the Veteran Jobs Mission, a coalition of more than 200 companies committed to hiring veterans. As of the end of 2020, Textron employed 3,739 veterans, representing 15.2% of our U.S. employees, and actively recruits former military candidates.

GOLD MEDALLION AWARD

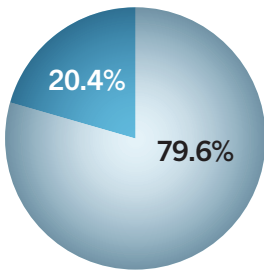
Textron Systems was recognized by the U.S. Department of Labor with a HIRE Vets Gold Medallion Award—the only federal-level veterans' employment award that recognizes a company's or organization's commitment to recruiting, employing, developing and retaining veterans.



TEXTRON DIVERSITY STATISTICS

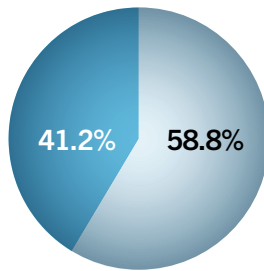
In the charts below, diverse employees are defined as people who identify as female or diverse based on race or ethnicity. United States executive leadership is defined as employees who are eligible to receive equity-based incentive awards.

**2020
GLOBAL WORKFORCE**
~33,000 employees



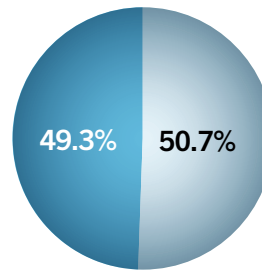
Men
Women

**2020
U.S. WORKFORCE**
~24,600 employees



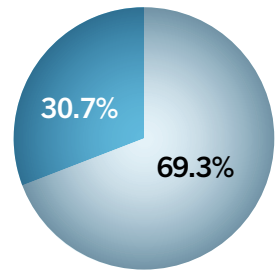
Non-Diverse
Diverse

**2020
U.S. HIRING**
(all positions)



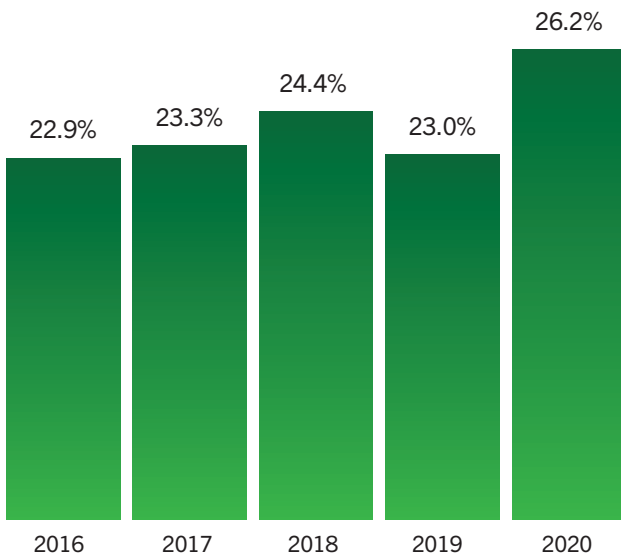
Non-Diverse
Diverse

**2020
U.S. EXECUTIVE
LEADERSHIP**
~500 employees

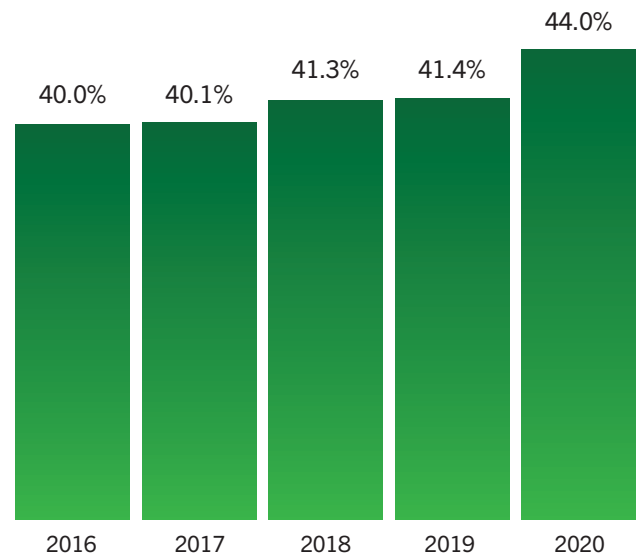


Non-Diverse
Diverse

GLOBAL PROMOTIONS TO WOMEN



U.S. PROMOTIONS TO DIVERSE EMPLOYEES



DIVERSITY, INCLUSION & BELONGING (continued)



EMPLOYEE RESOURCE GROUPS

Employee Resource Groups (ERGs) are company-sponsored, volunteer-based groups of employees who—based on shared experiences, characteristics or interests—join to cultivate engagement, diversity, inclusion and belonging in our workplace. Supported by executive sponsors, ERGs enable employees to connect and educate one another, facilitate communication between members and company leadership and encourage personal and professional development while also supporting our outreach efforts. Although employees of Textron's businesses establish ERGs within their own companies, all are open to all Textron employees.

Our ERGs include:

BELL

- ACE (Asian Corporation of Employees)
- BAANG (Bell African Ancestry Networking Group)
- C4D (Champions for Disabilities)
- FUSION (LGBTQ+ Employees, Family, Friends and Allies)
- HAWC (Health and Wellness Community)
- LA CAMPANA (Latinx Employee Resource Group)
- NEXGEN (New Employees and Early Career Professionals)
- PAB (Parents at Bell)
- VORTEX (Veterans Outreach Through Employee eXperience)
- WLF (Women's Leadership Forum)

KAUTEX

- DRIVE (Develop, Retain, Inspire, Value, Engage)

TEXTRON AVIATION

- Fusion (Employees who identify as Lesbian, Gay, Bisexual, Transgendered, Queer, Intersexed and/or Asexual+ and their straight allies)
- LEAD (Leadership, Education and Development)
- Plane Talk Toastmasters
- Takeoff (Provide new, career-minded individuals with the opportunity to gather, network, support and develop one another through social, professional and educational events)
- Textron Aviation Employees' Club (Provide our members, their families and retirees with the facilities and activities for health, fitness and fun)
- Textron Aviation Employees' Flying Club
- Textron Aviation Flyers (A community of cyclists)
- WINGS (Women's Initiative for Networking, Growth & Success)

DIVERSITY, INCLUSION & BELONGING (continued)

TEXTRON CORPORATE OFFICES

- Colors of Textron
- Employee Connection Committee
- Employee Engagement Team
- Green Team
- LEAD (Leaders Empowering and Accelerating Development)
- Providence CARES
- Textron Teammates
- Women in Network

TEXTRON INDIA PRIVATE LIMITED

- BRIDGE Committee
- CSR (Corporate Social Responsibility)
- Cultural Committee
- Environment, Health & Safety—EHS
- POSH (Prevention of Sexual Harassment)
- Sports Committee
- Toastmasters Club
- TWIN (Textron India Women Network)

TEXTRON SPECIALIZED VEHICLES

- Health & Wellness
- RIDE (Respecting Inclusion, Diversity and Equality)
- Veterans
- Women's Forum
- Young Professionals Group

TEXTRON SYSTEMS

- Fusion
- Room for All (RFA)
- Veteran's Network
- Women's Network
- Young Professionals Network

EQUAL EMPLOYMENT OPPORTUNITY AT TEXTRON

Textron is committed to providing Equal Opportunity in Employment to all applicants and employees regardless of race, color, religion, sex (including pregnancy), age, national and ethnic origin, marital status, military service or obligation, veteran status, handicap, physical or mental disability, sexual orientation, gender identity and expression, genetic information or any other characteristic protected by law. This commitment must be followed in all aspects of employment and personnel practices including but not limited to: recruitment, hiring, placement, performance evaluation, upgrading or promotion, demotion, transfer, compensation, benefits, layoff and recall, training and development, social and recreational programs and application of all Company policies, procedures, and benefits.

Within the United States, it is Textron's policy to take affirmative action to employ and to advance in employment, all persons regardless of their race, sex, status as individuals with disabilities or protected veterans, and to base all employment decisions only on valid job requirements. Textron develops annual Affirmative Action plans with specific goals to support and promote the employment and advancement and fair pay of minorities, women, qualified disabled persons and veterans.

We are dedicated to maintaining a workplace free of harassment or discrimination and where all employees are treated with dignity and respect. Employees are encouraged to report any suspected harassment or discriminatory conduct, and the Company is committed to investigating all reports of harassing and/or discriminatory conduct and taking appropriate action in response when an investigation reveals any prohibited conduct. Managers and supervisors are specifically responsible for taking actions to prevent violations of Textron's equal employment opportunity policy and to maintain a work environment that is free from harassment or discrimination and reporting any conduct that violates this commitment. Retaliation of any kind against employees for reporting discrimination or participating in investigations is expressly prohibited.

OUR EMPLOYEE TALENT STRATEGY



“The solution to almost every problem is people—if you have great people, you will have a successful business.”—Scott C. Donnelly, Chairman and Chief Executive Officer

Textron is focused on developing employees throughout the enterprise so we have the right people in the right jobs at the right time; this is a key aspect of our talent strategy. When positions become available, we want our employees to be prepared to take on new opportunities and continue to grow and develop themselves.

COMPENSATION AND BENEFITS TO RECOGNIZE AND REWARD OUR EMPLOYEES

Textron’s compensation and benefits recognize and reward employees’ hard work and effort.

PROGRAMS TO SERVE OUR EMPLOYEES’ VARYING NEEDS

We offer our U.S.-based employees healthcare benefits, including medical, prescriptions, dental and vision coverage, income protection, retirement benefits, education assistance and more. In addition, we offer a number of programs and policies designed for the well-being of our employees in general and at specific times in their lives, including Employee Assistance Program, Adoption Assistance, Parental Leave Policy, Education Assistance and Scholarship Programs.

REWARDING OUR EMPLOYEES

A “Pay for Performance” philosophy is used throughout Textron to reward our employees in alignment with individual and business performance. Individual performance impacts base pay, while variable pay depends on individual and business performance. Our goal is to be competitive in our markets by providing target total compensation at a level which can attract and retain talent. We compensate the person in the position, not the position that the person is in. Every employee brings varied experiences and is compensated for the results of their performance.

TALENT DEVELOPMENT PROGRAMS

Learning is a lifelong journey. Our talent development programs are designed to prepare our employees at all levels to take on new career and growth opportunities at Textron. Leadership, professional and functional training courses are tailored for employees at each stage of their careers and include a mix of enterprise-wide and business unit-specific programs.

• Entry Level Programs

- **The Textron Leadership Development Program (LDP)** is designed to create a talent pipeline of motivated, engaged and high-performing, early-career professionals through structured learning, on-the-job training and mentoring, while also providing approximately 200 participants across all functions rotational assignments at two or more of our businesses over a two-year period.



OUR EMPLOYEE TALENT STRATEGY (continued)

2020 CAREER DEVELOPMENT AT A GLANCE

1,422 employees utilized tuition reimbursement via the Education Assistance Program

\$6.8 million reimbursed to employees via the Education Assistance Program

15,390 employees participated in Company-provided professional, technical or leadership development instructor-led classes

44,439 classroom completions of Company-provided technical (job or functional) and/or professional training

More than 140,000 online professional and technical development courses completed by employees



- **Rotational programs** within some of our business units allow early career professionals exposure within functional areas such as engineering, integrated supply chain, sales and human resources.

- **Mid-Career Programs**—our business units offer various programs and targeted development designed for experienced professionals to broaden their skill sets, from functional development to curricula designed to transition individual contributors into leadership roles.
- **Leadership Programs**—Textron offers formal learning experiences and programs for experienced leaders, with offerings customized for managers of managers, managers of functions and senior executives.

TRAINING AND EDUCATION ASSISTANCE

Textron's employee training strategy uses a learner-centric approach to determine skills gaps and address them with appropriate development programs. Alongside on-the-job training, a wide variety of skills-based training is also offered to our employees through Textron University. This internal corporate function provides facilitated face-to-face professional and leadership development programs, web-based general and specialized functional and technical courses and an online portal to access advanced skills technical training, manage recertification of existing qualifications and other career planning tools and resources.

Our larger facilities sponsor career development events where employees can speak to representatives to broaden their knowledge of other functions, raise awareness of developmental tools and resources and learn about open job positions. Each business unit provides tailored functional training to match the needs of its business to its workforce such as leadership training programs, educational training for human resources professionals, and career and team development planning.

In addition, Textron's Education Assistance Program reimburses employees for expenses from approved degree or certification programs from institutions accredited by the U.S. Department of Education. Expenses eligible for reimbursement (up to an annual limit) include costs for tuition, books, registration fees, laboratory, College Equivalency Programs and administrative fees. Textron also offers specialized programs, such as the CPA Incentive Package which reimburses employees for study materials, exam and certification fees and offers a financial incentive for passing the CPA exam.

TALENT REVIEWS

The current and future talent needs of each of our businesses are assessed annually through a formal talent review process led by our CEO to enable us to establish leadership succession plans and provide our employees with potential new career opportunities. In addition, leaders from functional areas within each business belong to enterprise-wide councils which conduct annual talent reviews. These processes enable us to fill talent needs by matching employees who are ready to assume new responsibilities and leadership roles with opportunities that best fit their career path in other businesses within the enterprise.

OUR EMPLOYEE TALENT STRATEGY (continued)



DEVELOPING OUR TALENT PIPELINE

While a focus of Textron's talent strategy is promoting from within, another important element is developing an early-career talent pipeline for the future.

Working closely with colleges and workforce development programs, we identify talent through internships, apprenticeships and other career development initiatives. Upon successful completion, participants may be offered entry-level positions within the Textron family of companies.

SUMMER INTERNSHIP PROGRAM

As a testament to its dedication to early career development, Textron hosted an in-person summer internship program for nearly 700 interns, taking every precaution to maintain the health and safety of the college students who participated. We shortened the program from 10 to 6 weeks, keeping interns local to their home states when possible and reassigning interns to different locations to limit travel. Recruiters and managers worked diligently to change intern plans quickly and ensure their workload could be completed in a shorter period without compromising the depth of the project.

Though the timetable was shortened, the interns still enjoyed a meaningful experience as evidenced by an intern conversion rate to full-time positions or second internships greater than 65% for 2020—higher than that for 2019.

WORKFORCE DEVELOPMENT

Community- and educational-based workforce development programs are additional sources of talent. A few examples include:

- **Textron Systems ELEVATE Program:** Textron Marine & Land Systems in Louisiana works with local school districts to provide vocational training, internships, co-ops, materials and job placement opportunities within the skilled trades to graduating high school students. ELEVATE increases awareness of careers in the trade industry while helping students advance their skill sets.

- **Manufacturing Day in a Box:** Textron Aviation's K-12 engagement efforts focus on developing the workforce of the future by exposing youth, educators and parents to opportunities in Science, Technology, Engineering, the Arts and Mathematics (STEAM).

Due to COVID, Aviation had to create an alternative to the large on-campus National Manufacturing Day event held annually. In its place, colleagues developed 1,200 Manufacturing Day in a Box kits and distributed them to employees at all locations. Within the kit, employee families found three STEAM activities, career path information, a list of K-12 opportunities at Textron Aviation and a note from Textron Aviation CEO Ron Draper.

OUR EMPLOYEE TALENT STRATEGY (continued)



- **Manufacturing Academy:** Bell supported the Canyon Independent School District in Canyon, Texas in the development of a manufacturing academy, and worked with the district to develop an appropriate curriculum. This skilled-based learning program is intended to provide students with the opportunity to learn the manufacturing process, particularly welding and machining. Participants who complete the three-year program can earn certifications, such as the OSHA general industry safety certification and the American Welding Society DI welding certification. The academy prepares students for extended training at Amarillo College and for the opportunity to have a career at Bell.
- **Reaching Potential through Manufacturing (RPM): A Partnership with the Community**
A joint initiative of Textron Specialized Vehicles (TSV) and the Richmond County School System (Georgia), RPM is a unique cooperative learning initiative to help high school students who are at risk of dropping out to earn their diplomas. Through a combination of job training, mentoring and classroom instruction, the students continue their education while gaining valuable employment experience in an environment that is half-schoolhouse, half-manufacturing plant. The students' instructional day includes a paid four-hour shift on a manufacturing floor, where they produce components and subassemblies for E-Z-GO golf cars and Cushman utility vehicles. Since its inception, there have been more than 250 RPM graduates. Of those graduates, more than half joined TSV as full-time employees with others finding paid employment at other companies or continuing their education.

EMPLOYEE ENGAGEMENT

At Textron, we believe feedback is a gift. To understand our colleagues' perspectives about our business and work culture as well as their connection and engagement with the company, we conducted an enterprise engagement survey.

Approximately 21,000 employees responded, providing over 46,000 comments. Overall, the survey results showed that employees find their work meaningful, have strong relationships with their managers and feel encouraged to innovate.

We are working on turning feedback into meaningful actions. Leadership teams and managers at all levels of the organization in Textron's businesses are implementing action plans and communicating results as milestones are reached.

CHAIRMAN'S AWARD FOR INNOVATION

Textron's businesses, functions and facilities have various employee recognition and incentive programs to recognize excellence. The highest level of employee recognition is the annual **Textron Chairman's Award for Innovation** which rewards employees who have made significant contributions to innovation, growth, productivity or customer service. In addition to other rewards, each winner is recognized on the Chairman's Award Wall of Fame at Textron's World Headquarters.

TEXTRON AND ETHICS & COMPLIANCE

Integrity is the cornerstone of the way we do business at Textron. Our adherence to a high standard of ethical behavior is not only the right thing to do but has earned us the trust and respect of our customers, shareholders, employees and the communities where we live and work.

All Textron employees—regardless of position or title—are accountable for safeguarding and furthering the high ethical standards associated with our Company in the global marketplace. Adherence to our policies and the laws and regulations of each country within which we conduct business is expected. Our values of integrity, respect, trust and the pursuit of excellence are the foundation of our culture of responsible and ethical behavior.

For more than 40 years, Textron's Ethics and Compliance Program has provided a road map and resources for our employees and has continued to evolve in response to changes in our business and the legal environment in which we operate. The Program requires each of our business units to assess ethics and compliance risks annually and, based upon changes in the business, the operating environment and other factors, prepare annual risk-based Ethics and Compliance Action Plans which include action steps for risk mitigation. A variety of rigorous processes, including ongoing monitoring, audits to detect violations, self-assessments by each Textron business unit, live and computer-based compliance training and other performance checks, ensure we are on the right course. Where appropriate, we incorporate lessons learned from these performance checks into our Ethics and Compliance Action Plans and use them to improve our Program.

BUSINESS CONDUCT GUIDELINES

[Textron's Business Conduct Guidelines](#) set a strict standard for business conduct in areas including conflicts of interest, protection of assets, equal opportunity, diversity, environmental protection, health, safety, personal data protection, gifts and entertainment and anti-corruption. Our Business Conduct Guidelines apply to our Board of Directors and every Textron employee and have been translated into multiple languages and dialects for use by Textron's global workforce. They define our values and our code of conduct and point the way for all of us.

ETHICS & COMPLIANCE OVERSIGHT

Oversight of Textron's Ethics and Compliance Program resides at the highest levels of the organization. The Textron Steering Committee on Corporate Ethics and Compliance Program is responsible for oversight and review of the Program as well as its implementation and effectiveness. The Committee meets quarterly, and its members include Textron's Chairman and Chief Executive Officer, Executive Vice President and Chief Financial Officer, and Executive Vice President, Human Resources. The Committee is chaired by the Executive Vice President, General Counsel and Chief Compliance Officer of Textron Inc., who also reports to the Audit Committee of the Board of Directors on legal, ethics and compliance matters at each Audit Committee meeting.



GLOBAL ANTI-CORRUPTION COMPLIANCE POLICY

Textron's Global Anti-Corruption Compliance Policy applies to our Board of Directors and every Textron employee. It provides detailed standards and processes related to interaction with government officials and onboarding and monitoring of third-party business partners. The Policy prohibits improper payments to government officials and commercial bribery, and it strictly restricts facilitating payments to extremely limited situations where they are necessary to ensure the safety, health or well-being of Textron employees or their family members. The Policy provides detailed approval processes that govern gifts, entertainment, hospitality, and travel expenses for government officials, as well as

non-U.S. charitable donations and non-U.S. political contributions. It also requires periodic training, certification, and background checks for employees in high risk positions.

With respect to third parties, the Global Anti-Corruption Compliance Policy establishes risk-based due diligence, review and approval requirements for the appointment of certain third parties acting on behalf of Textron outside the U.S., such as sales agents, representatives, dealers, distributors, consultants, customs brokers, freight forwarders, lobbyists, joint venture partners, offset providers and teaming partners. Additionally, it establishes procedures for payments to, contractual compliance provisions for agreements with, and continuing oversight of, such parties.

REINFORCING ETHICAL AND COMPLIANT BEHAVIORS

Business Conduct Guidelines and Compliance Certifications

All new employees are asked to review and acknowledge receipt of Textron's Business Conduct Guidelines, which constitute our Code of Conduct. In addition, segments of Textron's workforce annually certify as to the BCGs and, depending upon their role in the organization, to the Global Anti-Corruption Compliance Policy.

Compliance Training Modules

Training and awareness are an integral part of the Ethics and Compliance Program. Live and/or online compliance training are required for employees, including management. More than 113,000 online training modules on various ethics and compliance topics were completed by our employees in 2020, including trainings on the prevention of sexual harassment, prevention of corruption and on the importance of IT security. Each of these training topics was available in English and multiple other languages and dialects.

Recognizing Our Employees

Textron employees who have contributed to improving our compliance program are recognized for their achievements in ethics and compliance in one of three categories—Culture of Compliance, Standards and Procedures, and Communication and Training—through Textron's annual Ethics and Compliance Award for Excellence. Positive reinforcement of best practices encourages our employees to make ethics and compliance a priority.

Culture of Compliance Surveys

Textron periodically surveys segments of its workforce for purposes of measuring its success in cultivating and sustaining a culture of integrity and compliance. These surveys ask employees their views on Textron's expectations regarding ethical behavior, management's leadership with respect to compliance, fear of retaliation, level of confidence that compliance concerns will be properly addressed and whether they feel pressured to compromise on our ethical standards. Textron intends to use these surveys to continue the process of shaping our ethics and compliance program.

ETHICS HELPLINE

Multiple avenues exist to raise issues, ask questions or report violations without fear of retaliation, including through our third-party administered confidential Ethics and Compliance Helpline. Helpline reports may be made online as well as by phone. Telephonic reports are taken by trained professionals and are relayed to Textron's compliance professionals for appropriate resolution. Availability and use of the Helpline to report compliance concerns are promoted on Textron's intranet and on posters displayed in the common areas of each Textron facility.



DATA PRIVACY

COMPLIANCE WITH GLOBAL PRIVACY LAWS, REGULATIONS AND STANDARDS

Textron, like all businesses, handles data that may include personal, sensitive, confidential or proprietary information about our employees, customers and others. We use this information for valid business purposes only and undertake to collect, process and transfer this information in compliance with all applicable laws and regulations in the U.S. and globally.

GOVERNANCE, ENFORCEMENT AND TRAINING

Textron has in place a governance framework and management system which guide the administration of data privacy and the monitoring of compliance throughout the enterprise.

Compliance is enforced via regular privacy risk assessments and audits and regular security audits on our technologies and practices affecting user data. Textron and each of its businesses also conduct regular employee data privacy and security training sessions.

DATA PROTECTION SAFEGUARDS

Information technology security safeguards have long been in place to protect Textron data, including personal data. Data protection safeguards include technical mechanisms to identify and protect against unauthorized access, use or disclosure, internal restrictions on access and a formal, robust, and auditable IT Risk Assessment process for vetting of new information systems or vendors that may access or process confidential or personal information.

INFORMATION SECURITY

Textron protects information assets and cost-effectively manages risk by creating a culture that designs, communicates and operates securely to reduce the likelihood and impact of security incidents. We achieve this objective by:

- Designing, implementing, and maintaining solutions with appropriate security controls
- Sustaining all solutions with required patching and vulnerability remediation
- Creating and executing controls in support of policy as well as regulatory compliance
- Ensuring that our policies, processes, practices, and technologies proactively protect, shield, defend and remediate cyber threats
- Delivering quality communications and training to all stakeholders on cyber awareness and computing hygiene



LIVE SECURE

Textron has adopted a “Live Secure” approach to our security programs. With this approach, we remind our employees, including those within or outside of the IT function, that they are critical to the success of our information security.

TEXTRON'S SECURITY CULTURE

Through our robust security awareness program, we keep our employees apprised of threats, risks and the part that they play in protecting both themselves and the company. One of the key components of this program is phishing simulation to increase awareness on how to spot phishing attempts, and what to do if they suspect an email to be a phishing attack. In addition, educational communications are published on our intranet regularly, employees are required to complete assigned compliance modules and our businesses collaborate each October to execute a campaign to promote National Cybersecurity Awareness Month.

CYBERSECURITY TALENT

Our robust cybersecurity professional talent development program includes a cross-functional, cross-business rotational program to ensure our team is well-rounded and experienced. We invest in regular and frequent training to ensure our team members are up to date on the latest technological advancements and threats.

SECURITY POLICY AND COMPLIANCE

Textron's centrally defined security policies and processes are based on industry best practices and are revisited regularly to ensure their appropriateness based on risk, threats and current technology capabilities. We monitor compliance with these policies and processes through frequent internal audits and a set of robust metrics that assist in protection of our environment.

As a defense contractor, we are additionally obligated to comply with current Department of Defense regulations such as DFRS 252.204-7012 and are preparing for a Cybersecurity Maturity Model Certification (CMMC) Assessment.

SECURITY LEADERSHIP, COLLABORATION & SHARING BEST PRACTICES

Collaboration with our industry partners and government customers contributes to the protection of Textron's computing environment as well as our military stakeholders. Textron is engaged with various industrial groups such as Aerospace Industries Association, National Defense Information Sharing & Analysis Center (NDISAC) and our Defense Industrial Base (DIB) colleagues to ensure that we are aware of and addressing the latest adversarial threats. Additionally, we share cyber best practices to make the industry more secure.

SUPPLY CHAIN SECURITY

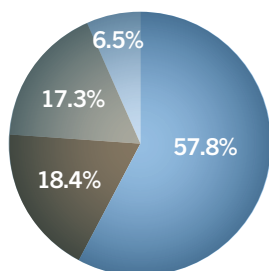
Textron has a rigorous legal and technical process, including a formal IT Risk Assessment, to assess our suppliers and vendors prior to allowing Textron information to be processed, stored or transmitted by third parties. Additionally, we include standardized contractual requirements in each contract where appropriate.

INSIDER THREAT

Protections against insider threat is a critical component of our security strategy, particularly within our defense business units. Processes are designed to evaluate potential insider threats so that appropriate protective measures and responses can be implemented.

TEXTRON AND CHARITABLE GIVING

**2020
CHARITABLE
CONTRIBUTIONS
\$10,907,725**



● **Workforce Development & Education**
\$6,295,489

● **Healthy Families/Vibrant Communities**
\$2,017,073

● **Matching Gifts**
\$1,890,413

● **United Way**
\$704,750

THE TEXTRON CHARITABLE TRUST

The Textron Charitable Trust is a private, non-profit charitable trust funded and operated by Textron Inc. The Trust provides philanthropic support for charitable or educational purposes as determined by its Contributions Committee which is comprised of several Textron officers and employees.

Textron is committed to responsible corporate citizenship and helping improve the quality of life in communities where our employees live and work. The Textron Charitable Trust and Textron Inc., including its business units, provide philanthropic support for nonprofit agencies that align with our giving focus and involve the volunteer efforts of our employees.

In 2020, the trust and Textron businesses gave nearly \$11 million to support the work these organizations do to better our communities.

Our direct charitable giving, which comprised three-quarters of our total 2020 charitable giving, was made in the form of grants, event sponsorships and general funding, and is largely focused in three areas: Healthy Families/Vibrant Communities, Workforce Development & Education, and the United Way. Within these areas of focus, we support non-profit organizations that address issues related to workforce development, education, arts and culture, community revitalization and health and human services programs in communities where Textron has a major business presence.

18.4% HEALTHY FAMILIES/VIBRANT COMMUNITIES | \$2,017,073

The focus of these programs is to invest in the quality of life in the communities where we do business. A wide range of organizations fit this description, encompassing arts and culture, community revitalization and/or health and human services.

57.8% WORKFORCE DEVELOPMENT & EDUCATION | \$6,295,489

These programs help develop our communities' future workforce, providing educational experiences for people of all ages and socioeconomic backgrounds. They include job training and employment development, educational enrichment and mentoring programs for youth and college/university assistance.

6.5% UNITED WAY | \$704,750

This amount reflects annual grants to the United Way made by Textron business units and the Textron Charitable Trust. The United Way partners with member agencies to support initiatives in education, employment, health and the creation of strong neighborhoods. In addition, each year, Textron businesses organize United Way employee-giving campaigns to facilitate contributions to non-profit organizations that address local needs within our communities.

17.3% MATCHING GIFTS | \$1,890,413

Through the Textron Matching Gifts program, full-time employee donations to 501(c)(3) organizations are matched dollar for dollar up to \$7,500 per individual per calendar year. This program supports our employees by investing in the charitable organizations to which they choose to donate. The Textron Charitable Trust provides funding for the program. In 2020, more than 1,600 employees made a charitable gift to more than 1,300 organizations which was matched through the program.

TEXTRON AND OUR COMMUNITIES

Positively impacting the local communities where we live and do business around the globe is an important part of our corporate mission. Local investment of our time and resources helps advance strong, stable and vibrant communities that make good places to live and work.

Giving back is a core part of our culture and it starts at home.

The Textron-United Way partnership dates back to 1937 when our founder, Royal Little, established and endowed a gift that fully covers the United Way of Rhode Island's administrative costs (e.g., salaries, marketing, operational expenses). This means that 100 percent of all contributions to the organization directly supports the advancement of the organization's objectives.

ROOTED IN RHODE ISLAND

For nearly a century, Textron has been a Rhode Island-based company. Given these deep roots, it is important to our Company that we support organizations and programs that improve the lives of Rhode Island's residents and better our communities. Our support spans many different areas, including education, the arts and social services.

In 2020, the Textron Charitable Trust made a four-year grant commitment in support of **United Way of Rhode Island's** LIVE UNITED 2025 strategic plan. As a launch supporter of this initiative, we have committed to stand with the United Way of Rhode Island to unite our community and resources to build racial equity and opportunities for all Rhode Islanders. We are pledging to take meaningful action to address the issues of racial equity and justice in the state.

The plan is built upon four pillars with racial equity at the center of each. It focuses on advancing childhood reading proficiency and access to out-of-school time programs for BIPOC (Black, Indigenous, and people of color) youth, making housing safe and affordable for all, advancing workforce development and adult education, altering policies that perpetuate inequities for people of color and building community and nonprofit capacity.

Another example of Textron's commitment to our home state of Rhode Island is our relationship with **The Met High School's Center for Innovation and Entrepreneurship** in Providence. Since 2013, the Textron Charitable Trust has been a major supporter of this program which helps prepare high school students to be successful in college and in life by engaging them in the rigorous study of entrepreneurship. Through the center's Entrepreneurship 360 course, students learn the entrepreneurial mindset—from concept to business plan development to implementation. The resulting student-owned, student-run businesses then present their plan to a panel of judges—that includes Textron volunteers—in a business plan competition.

Among the other Rhode Island organizations we support are **Trinity Reparatory Company, Providence Performing Arts Center, Providence After School Alliance, House of Hope Community Development Corporation** and **Crossroads Rhode Island**.

TEXTRON AND OUR COMMUNITIES (continued)



Outside Rhode Island, employees at our businesses also are highly engaged in volunteerism and community outreach activities. Here are some examples:

BELL

- Bell is a primary adopter of **Bellaire Elementary School** in Hurst, Texas. Bell's support of the school is coordinated through the Bell Leadership Association for Developing Excellence (BLADE)—Bell's professional paid membership organization. Each year, BLADE and Bell provide 200+ volunteer hours for campus beautification, STEM support, mentorship programs and an annual school supply drive. Bell has helped Bellaire establish an after-school robotics club (Lab Rats) and has expanded Bellaire's reading programs by providing books to all students during their annual book fair. Even during the challenges 2020 brought, BLADE and Bell assisted Bellaire by donating digital thermometers and hundreds of Bell logo bags used for food distribution to students' families.
- Bell has participated in the **Cowtown Marathon** for over 40 years. The marathon promotes health and fitness in the community and supports **The C.A.L.F. (Childrens' Activities for Life & Fitness) Program**, which provides health and nutrition education to students. More than 100 employees and family members challenged themselves to either walk or run in a 5K, 10K, half or full marathon.

KAUTEX

- Kautex employees in Avilla, Indiana, **adopted 85 "angels"** at Christmas and donated about \$8,500 worth of toys and clothing. Employees in Troy, Michigan, also spread holiday cheer to those less fortunate by providing **an adopted family** with gifts and food worth more than \$2,400.



TEXTRON AVIATION

- Textron Aviation and its employees showed tremendous generosity through the **2020 UPLIFT fundraising campaign** by contributing more than \$2.2 million to the UPLIFT organization which is a not-for-profit organization managed by Textron Aviation employees. The annual campaign has generated more than \$25 million during the past 10 years. UPLIFT offers assistance to Textron Aviation employees in financial need and provides support to the company's local community. Employee contributions help fund nearly 200 different community programs, ranging from early childhood development programs to services for catastrophe relief to food and shelter programs.

TEXTRON AND OUR COMMUNITIES (continued)



TEXTRON SPECIALIZED VEHICLES

- E-Z-GO partnered with **Goodwill Industries of Middle Georgia and the Central Savannah River Area** to run its new E-Z-GO Café. This employee dining facility on its Augusta campus not only provides healthy, affordable food options to employees, but it also helps better lives in the local community. Goodwill's Edgar's Hospitality Group, which operates the new cafe, employs students and graduates of the culinary arts program at Goodwill's Helms College, providing the under-skilled and underemployed in the Augusta area with educational opportunities and training to help them build new careers and livelihoods.
- In honor of **National Engineers Week**, a team of Textron Specialized Vehicles' engineers spent an afternoon volunteering at the **Boys and Girls Clubs of the Central Savannah River Area**. The team introduced STEM (science, technology, engineering and mathematics) concepts to about 100 elementary school students by building and racing mini E-Z-GO golf cars with them.



TEXTRON SYSTEMS

- This year, coming together to support our communities was more critical than it's ever been. Textron Systems was able to provide over \$70,000 in financial support to strengthen our communities, through organizations like the **Central Pennsylvania Food Bank and the Ronald McDonald House**.
- Across Textron Systems' locations, our businesses donated or raised more than \$55,000 for veteran-centric organizations. **Operation Gratitude** delivered thank-you notes that our employees wrote to service members. Employees also donated 484 lbs. of clothing to the **Maryland Center for Veterans Education and Training (MCVET)**.
- Textron Systems donated more than \$50,000 in support of **education and STEM** programs to local school systems and foundations like **STEM for HER**, an organization that supports the development of young women interested in STEM, and the **Flight Club 501 Inc.**, which supports youth development and leadership through STEM specialization.



TEXTRON Systems



TEXTRON