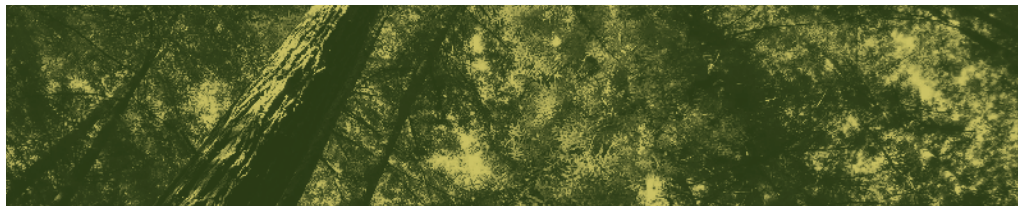


**2024**

Sustainability  
Report



**GENERAL DYNAMICS**

TRANSPARENCY.

TRUST.

ALIGNMENT.

HONESTY.

## Our Ethos

**Our Ethos is our defining moral character.** It is what sets General Dynamics apart and ensures that each of us behaves according to our shared values and uses those values to guide every endeavor. Dedicated to transparency, trust, alignment and honesty, we are unified in our commitment to act as good stewards of the investments our shareholders, customers, employees and communities make in us — now and in the future.



TRANSPARENCY. TRUST. ALIGNMENT. HONESTY.



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## From Our CEO

At General Dynamics, our culture is rooted in the four core values of our Ethos — trust, transparency, honesty and alignment. These values guide every decision we make and set the standard for our behavior and practices. In this report, you will see our Ethos in action through our strong corporate governance practices, environmental stewardship, and initiatives that foster a strong and diverse workforce.

Our company has a legacy of developing advanced, mission-critical solutions. We continue to invest in new technologies that help our customers achieve their goals, including their sustainability objectives. Examples include our next-generation fleet of business jets designed for fuel efficiency, increasing the availability and use of sustainable aviation fuel (SAF) and new combat vehicle concepts that incorporate hybrid propulsion systems in order to reduce the amount of fuel that needs to be transported to the battlefield. We are proud of our achievements and continue to work toward developing even better solutions to meet our customers' missions.

This report highlights our continuing efforts to best serve the long-term interests of our shareholders, customers, employees and communities.

Sincerely,



Phebe N. Novakovic  
Chairman and Chief Executive Officer





## Highlights

### GOVERNANCE

- Our board's **Sustainability Committee** oversees companywide sustainability efforts.
- A **lead director** provides independent oversight of the company.
- All board committees are **chaired by independent directors** and are **100% independent**.
- Our **comprehensive ethics program** ensures that our companywide business practices **align with our Ethos**.

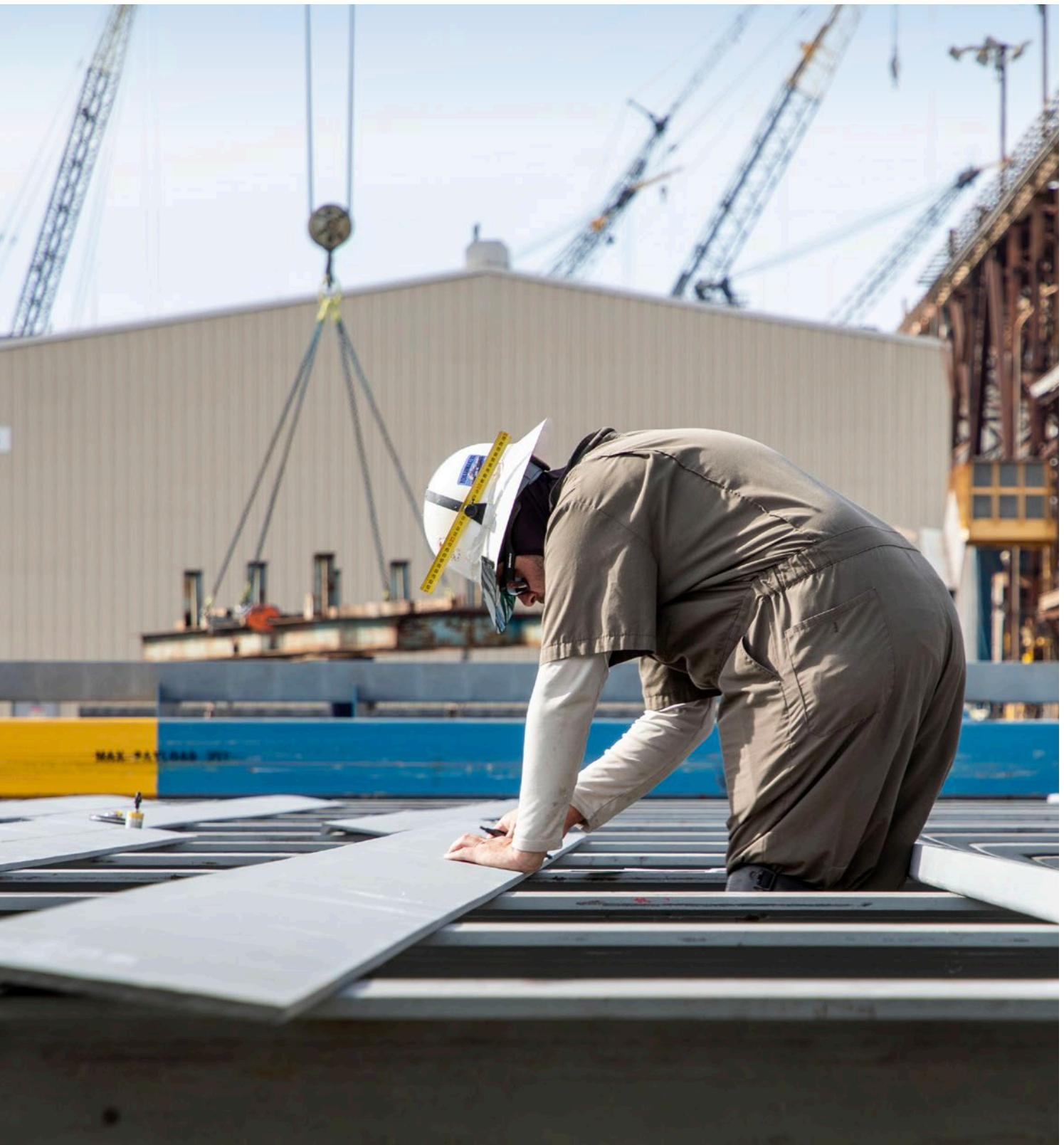
### ENVIRONMENTAL

- We have **reduced Scope 1 and 2 emissions by 6%** since 2019.
- Since 2008, our **GHG emissions per dollar of revenue** decreased by **45%**.

### SOCIAL

- We continue to **promote diversity in our workforce** through initiatives that **foster inclusive work environments**.
- Nearly **1/5 of all U.S. new hires** were veterans.
- We **successfully partnered with our unions** to negotiate all collective bargaining agreements due for renewal in 2023.
- We operate more than 60 sites under ISO 45001, widely regarded as the **world's highest occupational health and safety standard**.

## About Us



General Dynamics is a global aerospace and defense company that specializes in high-end design, engineering and manufacturing to deliver state-of-the-art solutions to our customers. We offer a broad portfolio of products and services in business aviation; ship construction and repair; land combat vehicles, weapons systems and munitions; and technology products and services. We offer these products and services through our 10 business units (BUs), which are organized into four operating segments: Aerospace, Marine Systems, Combat Systems and Technologies.

To optimize market focus, customer intimacy, agility and operating expertise, each BU is responsible for the development and execution of its strategy and operating results. This structure allows for a lean corporate function, which sets the overall strategy and governance for the company and is responsible for allocating and deploying capital.

## Our Business Units

### AEROSPACE

#### **Gulfstream®**

Gulfstream produces the world's most technologically advanced business jets and offers unmatched customer support.



Jet Aviation provides comprehensive business aviation services, custom completions and a global network of facilities for aircraft owners and operators.

### MARINE SYSTEMS

#### **GENERAL DYNAMICS**

Bath Iron Works

Bath Iron Works designs and builds guided-missile destroyers for the U.S. Navy and provides lifecycle support services for multiple ship classes.

#### **GENERAL DYNAMICS**

Electric Boat

Electric Boat is the premier designer and builder of nuclear-powered submarines for the U.S. Navy.

#### **GENERAL DYNAMICS**

NASSCO

NASSCO, the only full-service shipyard on the West Coast of the United States, specializes in the design and construction of ships for the U.S. Navy and commercial markets, as well as repair services for the U.S. Navy.

### COMBAT SYSTEMS

#### **GENERAL DYNAMICS**

European Land Systems

European Land Systems is a global leader in the design and manufacture of wheeled and tracked combat vehicles, mobile bridge systems, artillery systems and services.

#### **GENERAL DYNAMICS**

Land Systems

Land Systems designs, builds and delivers robotic capabilities and next-generation ground combat vehicles, including the Abrams main battle tank, Stryker wheeled vehicle, Light Armored Vehicle, Ajax and M10 Booker for a global customer base.

#### **GENERAL DYNAMICS**

Ordnance and Tactical Systems

Ordnance and Tactical Systems is a leading designer, developer and manufacturer of munitions, energetics, armaments and missile subsystems.

### TECHNOLOGIES

#### **GENERAL DYNAMICS**

Information Technology

Information Technology (GDIT) is a global technology and professional services company that delivers consulting, technology solutions and mission services to every major agency across the U.S. government, defense and intelligence communities.

#### **GENERAL DYNAMICS**

Mission Systems

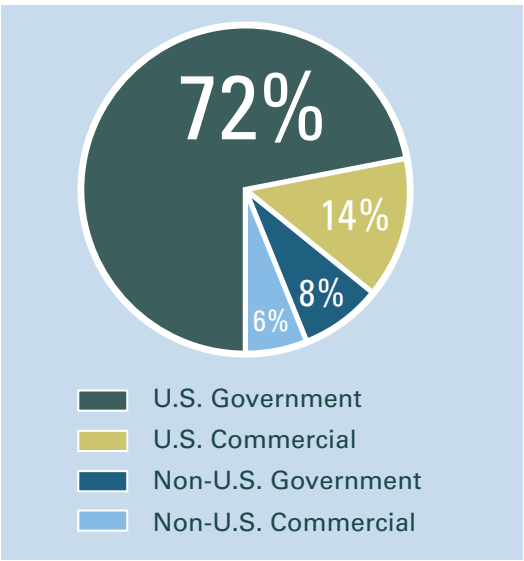
Mission Systems is a defense electronics manufacturer and integrator of secure mission-critical systems for defense, civil government, intelligence and cybersecurity customers.



## 2023 FINANCIAL HIGHLIGHTS

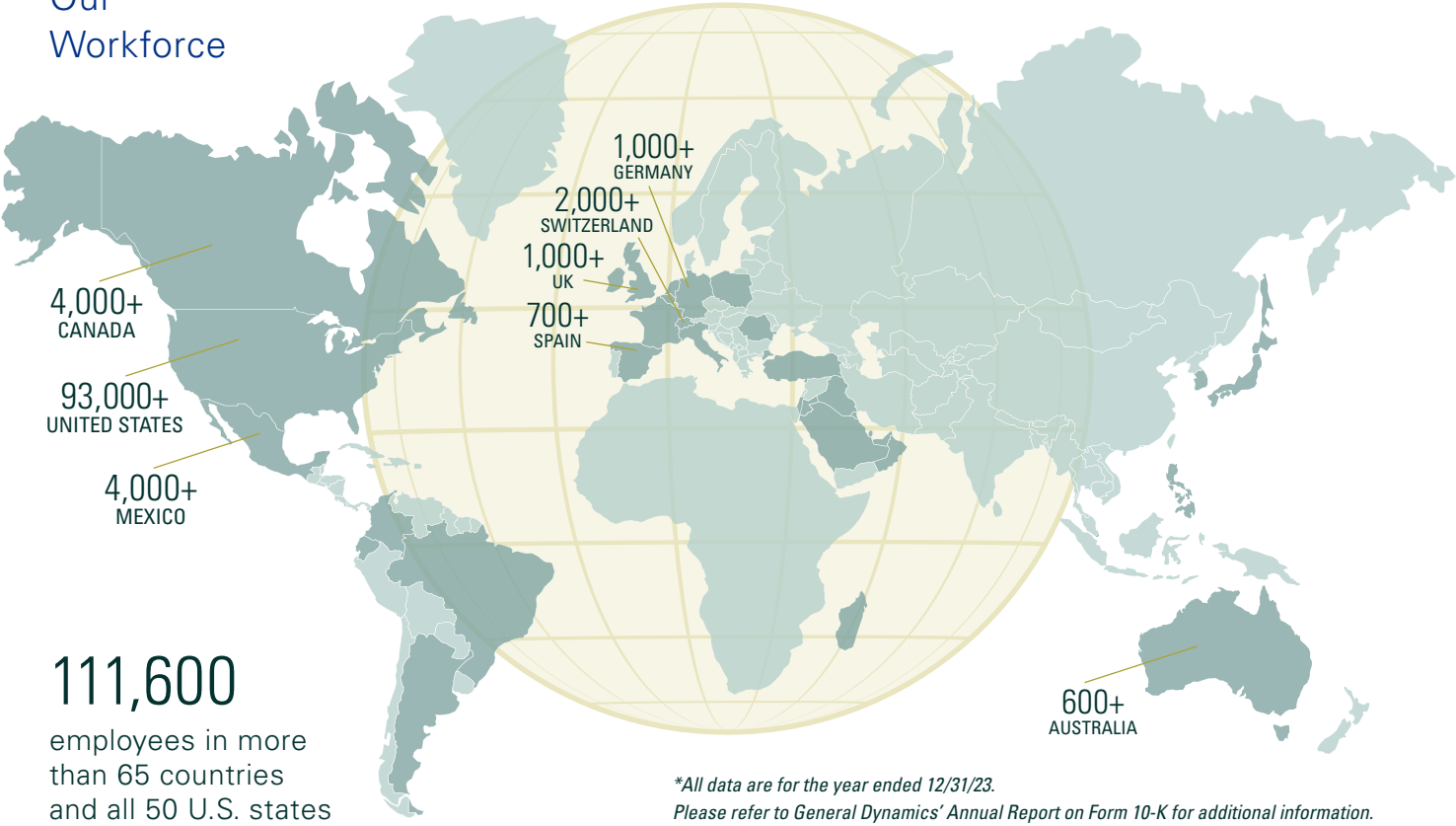
- Total Revenue: **\$42.3 billion**
- Operating Earnings: **\$4.2 billion**
- Capital Expenditures and Company-Sponsored R&D: **\$1.4 billion**
- Net Income Tax Paid: **\$1.1 billion**

## CUSTOMERS (% of consolidated revenue)\*



We take seriously our responsibility to **return value** to our shareholders while at the same time investing for the future. In 2023, we returned **\$1.9 billion** to our investors through dividends and share repurchases while investing **\$1.4 billion** in capital expenditures and company-sponsored research and development.

## Our Workforce



*\*All data are for the year ended 12/31/23. Please refer to General Dynamics' Annual Report on Form 10-K for additional information.*



*Ordnance and Tactical Systems employees*

## Our Ethos at Work

### TRANSPARENCY, TRUST, ALIGNMENT, HONESTY:

**Drive** how we operate our business. We pursue operating excellence by anticipating customer needs; driving innovation; improving processes; and reducing waste, emissions and energy consumption. We believe in being wise stewards of capital and resources.

**Govern** how we engage with our employees, customers, partners and suppliers. We must be forthright and open to change. We seek employees, partners and suppliers that adhere to these values in their businesses and expect them to meet the same high standards we hold ourselves to.

**Guide** our interactions with each other. As a community of people, we are dedicated to our company's purpose and to promoting the health, welfare and safety of our employees. We treat each other with dignity and respect, celebrating our similarities as well as our differences, and making an effort to understand and support one another.

**Ensure** fair compensation and equal employment opportunity in a principled and productive work environment. Our values motivate us to promote strong workplace practices with diversity, training and opportunities for scholarship. We stand behind basic universal human rights, including that all employment must be voluntary. We unequivocally oppose human trafficking in all forms.

**Connect** us with our communities. Fulfilling our obligation to be a good corporate citizen means that we engage in actions that further the well-being of our communities. We do this by supporting participation in social welfare organizations; promoting volunteerism; and undertaking initiatives to mitigate climate change, drive out hazardous waste from our processes and protect water resources.

# Governance



*USNS John L. Canley*



## Board of Directors

Our board of directors believes that good corporate governance enhances shareholder value. Through strong market-leading corporate governance practices, we promote a culture of ethics and integrity that defines how we do business.

Our deeply engaged and experienced board is central to our company's culture of accountability and continuous improvement. The board reflects a diverse and well-qualified group of business leaders and aerospace and defense industry experts, as well as financial and strategic advisers.



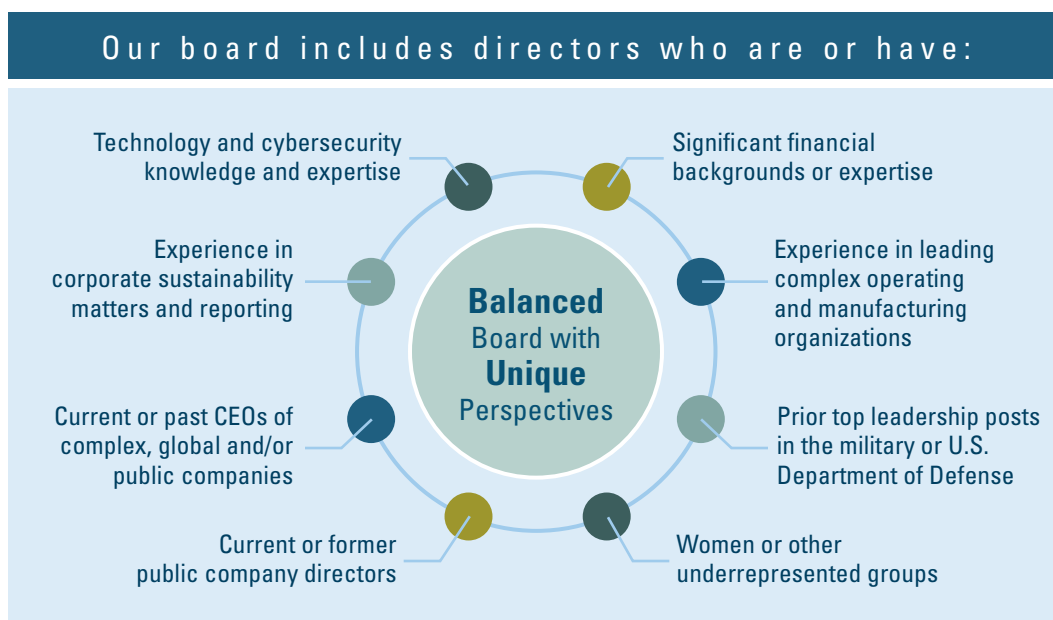
Jet Aviation hangar in Basel, Switzerland

Other than our CEO, all of our directors are independent. Each of our board committees is chaired by an independent director.

The General Dynamics corporate governance guidelines provide a framework for effective governance of the board and the company. The board's commitment is demonstrated by key corporate governance practices, including:

- Strong board independence
- An independent lead director
- A majority voting standard for the election of directors, coupled with a director resignation policy
- Shareholders' right to call a special meeting
- Shareholders' right to act by written consent
- Shareholders' ability to nominate director candidates and have those nominees included in the company's proxy statement, a process known as "proxy access"
- Annual board and committee self-assessments
- A robust shareholder engagement program
- Disclosure of corporate political contributions

### Our board includes directors who are or have:



## Board Oversight of Risk

Under our comprehensive risk management program, the board oversees management's identification and prioritization of risk, focusing on the most significant current and emerging risks facing the company that could have a substantive financial or strategic impact. Each year, the full board reviews and approves a corporate policy addressing the delegation of authority and assignment of management responsibility, allocating the identification and mitigation of the most significant risks and decisions to senior management.

The following summarizes the key elements of the roles of the board, senior management and external advisers in our risk management program:

- The board oversees risk management, focusing on the most significant risks facing the company, including strategic, operational, financial, legal, environmental, cybersecurity and reputational risks.
- Each board committee is integral to risk management and reports specific risk management matters as necessary to the full board.
- The board's Sustainability Committee oversees corporate sustainability practices and management, including those relating to environmental, employee health and safety, human rights, and social matters.
- Senior management is responsible for day-to-day risk management and conducts thorough assessments through internal management processes and controls.
- The CEO and senior management team provide the board with a dedicated and comprehensive briefing of significant risks at least twice per year, and the board is briefed as needed throughout the year on specific risks as they arise, allowing the board to adjust its oversight strategy on a case-by-case basis as risk environments evolve.
- External advisers provide independent advice about specific risks and review and comment on risk management processes and procedures as necessary.



*NASSCO shipyard in San Diego*

We focus our sustainability efforts on the areas that provide the greatest risk and opportunity.

### Board Oversight of Sustainability

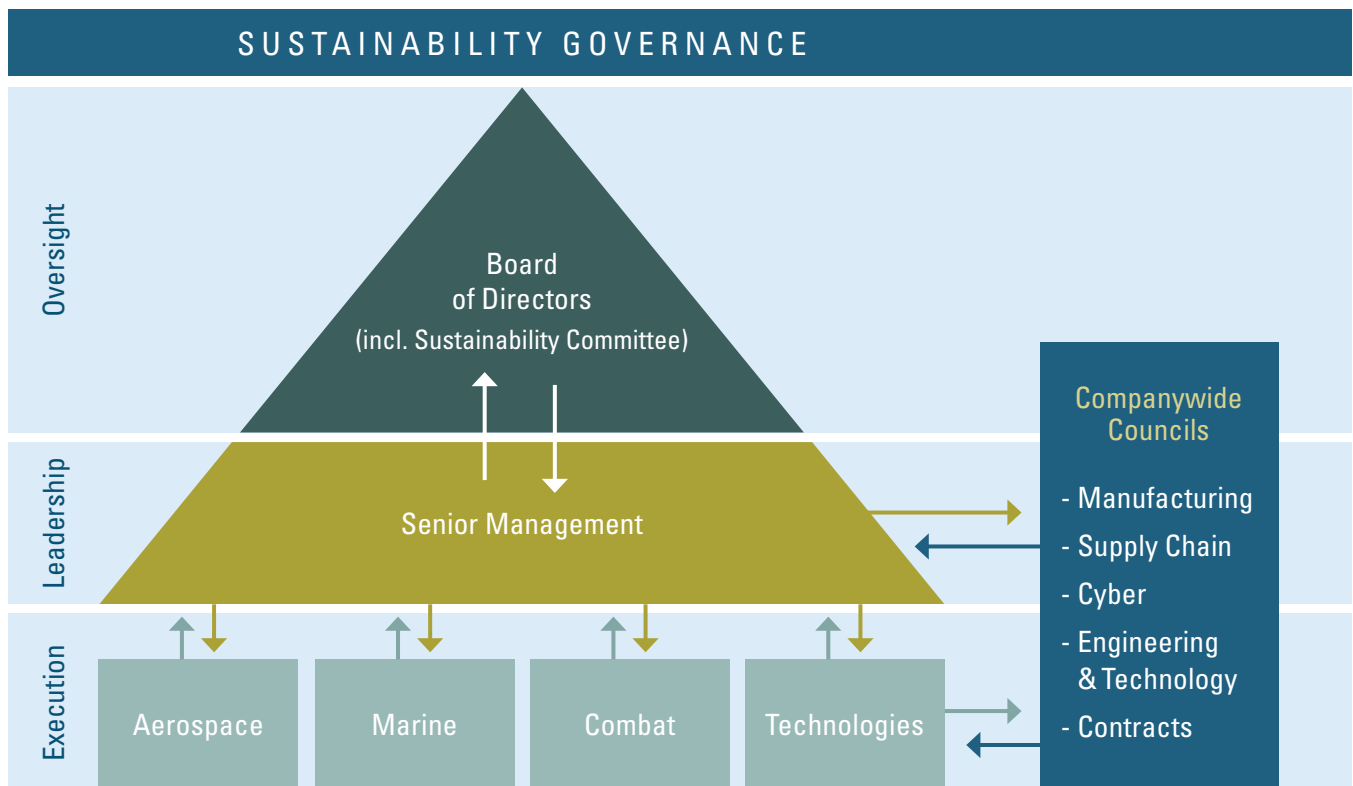
Our board oversight is focused on material risks and opportunities, including those related to sustainability matters, as the board discharges its duties.

The fully independent Sustainability Committee assists the board in overseeing corporate practices relating to sustainability, including environmental, employee health and safety, human rights and other social matters. It is chaired by an independent director with expertise and unique experience in the environmental, social and governance (ESG) field. Currently, the committee is chaired by a former board co-chair of the Value Reporting Foundation, now part of the International Financial Reporting Standards (IFRS) Foundation.

Climate-related risks and opportunities are addressed under our risk management framework. The Sustainability Committee receives briefings on the company’s approach and progress on greenhouse gas emissions. Business unit (BU) presidents also address specific climate-related risks or opportunities.



Solar installation at Gulfstream’s Savannah Research and Development Campus



## Management

Accountable to the board, our management ensures the company's business decisions recognize the economic, environmental and social considerations that are in our operational strategy.

Our corporate headquarters is responsible for setting the overall strategic direction and governance of the company; allocating and deploying capital; and ensuring a culture of ethics and integrity that defines how we engage with our employees, communities, customers and suppliers. Our operating processes and activities incorporate initiatives to improve diversity, promote inclusion, reduce emissions and waste, and adhere to standards that lower risk and drive a healthier and safer workforce and community.

Each of our 10 BUs closely adheres to our corporate vision while maintaining individual responsibility for executing its operating plan. This model empowers our businesses to stay close to their customers while having the agility to make wise decisions quickly. It also allows our businesses to anticipate, adapt and react to our customers' rapidly changing needs.

### Companywide Councils

General Dynamics has companywide councils that share information and best practices throughout the enterprise. These councils are made up of the senior operational executives from our BUs. Many are considered experts in their fields and, within their council duties, help address issues of shared importance, including those relating to climate. The chair of each council reports directly to the CEO on council matters, with mentorship from an assigned executive vice president.

Our Manufacturing Council includes an Environment, Health and Safety (EHS) Committee that directly addresses sustainability, energy and environmental issues. Each BU is represented by a senior EHS professional assigned by the BU president. This subcommittee supports companywide efforts regarding sustainability matters. For example, the subcommittee helps each BU establish its targets and collects and assesses energy and carbon emissions data from across the corporation. The Manufacturing Council makes periodic EHS reports to the board as part of the board's risk management process.

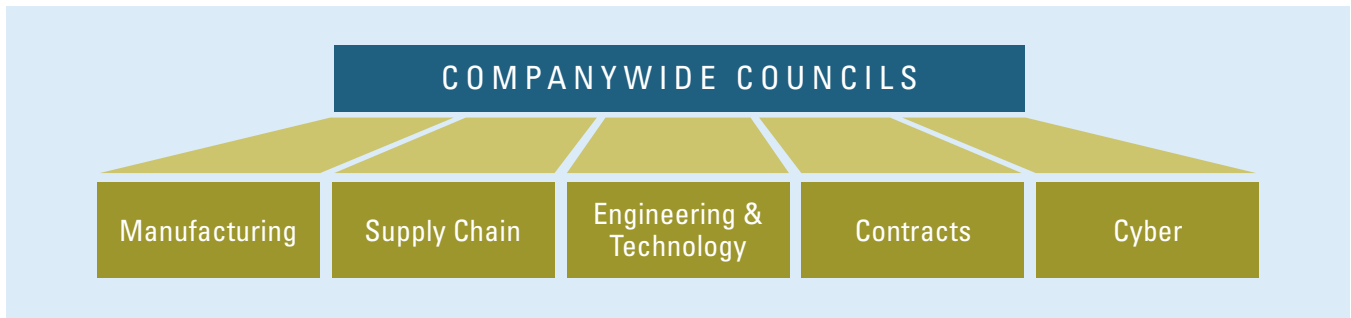
Our Supply Chain Management Council also shares best practices and creates common processes to support our supplier efforts, including those that promote socially responsible performance and environmental stewardship throughout our supply chain. Individual BUs are able to leverage resources, create shared tools and enjoy the benefits of scale. Multiple subcommittees focus on specific areas to improve and achieve cost and time savings, such as travel and transportation and use of e-tools.

In 2023, General Dynamics invested \$1.4 billion in capital expenditures and company-sponsored R&D.



*Gulfstream event for its young professionals*





Our Engineering and Technology Council identifies best practices and emerging technologies to aid in improving overall engineering performance, including areas related to sustainability.

Our Contracts Council monitors emerging regulations, including those related to climate and human capital disclosure requirements, and provides advice to BUs regarding government and commercial contracting.

Our Cyber Council, composed of information technology and cybersecurity executives from our BUs, shares information and cybersecurity practices throughout the company, recommends policy and procedure updates, and tracks emerging trends. More details regarding our approach to cybersecurity can be found in the [Cybersecurity and Data Privacy](#) section of this report.

### Business Model Resilience

Our businesses maintain and exercise plans to ensure continuity of operations in the event of a natural disaster, accident, cyber incident or other crisis. Our decentralized business model aims to minimize single points of failure, with decision-making authority delegated to the lowest competent level. We conduct drills and tabletop exercises with leaders to improve our readiness to respond quickly to crises.

### Executive Compensation

Our compensation program, which covers named executive officers, BU presidents and other key executives, can include strategic and operating goals that specifically encompass sustainability topics where appropriate for the executive's role. For example, our CEO and each of our named executive officers have sustainability efforts included in the goals used to assess their performance. The sustainability goals vary depending on the officer's role and responsibilities, but all encompass efforts to reduce greenhouse gas emissions, initiatives to promote environmental conservation and programs targeted to bring new technologies to market.

Our executive compensation program is rooted in a long-standing pay-for-performance philosophy. To incentivize this focus on creating long-term value, our executive compensation is tied to defined financial and nonfinancial performance metrics that align with creating shareholder value. These metrics also include a stakeholder-centric strategic and operational component, which incorporates environmental, human and social capital sustainability objectives.

More information about executive compensation is available in our [proxy statement](#).

## Ethics

The foundation of our culture is our Ethos, which shapes how General Dynamics employees act according to our shared values of transparency, trust, alignment and honesty.



With approximately 72% of our revenue from the U.S. government, and with our Aerospace segment subject to rigorous Federal Aviation Administration (FAA) oversight, we operate in a highly regulated environment. We are subject to regular audit and review by multiple U.S. government agencies to assess our compliance with applicable laws, regulations and standards.

The U.S. government also reviews the adequacy of, and compliance with, internal control systems and policies, including our purchasing, property estimating, material, earned value management and accounting systems.

Every employee is expected to uphold our high standards. Each employee hears this message from their first day on the job and throughout their career with GD. Not only do we foster an ethical work environment, we work to create an environment where employees feel safe, empowered and equipped to speak up and do the right thing.

Our board and our key financial professionals are required to uphold ethics codes specific to their roles, which they commit to annually. These codes have been carefully crafted by leadership to align with our Ethos. With their signature, our chairman, board members and financial leaders promise to manage our business in accordance with the highest standards of ethical conduct.

### Tools and Resources

Our commitment to ethics is highly visible, readily available and continually reinforced. We equip our employees with the tools and resources they need to do the right thing.

One such step is to require new employees to acknowledge receipt of, understanding of and compliance with our Ethos and our [Standards of Business Ethics and Conduct](#). Available in 17 languages, the code of conduct establishes our standard that all employees conduct business in accordance with our Ethos, our company policies and applicable law. General Dynamics reviews this code of conduct on an ongoing basis and communicates these standards through training and other resources. Our management and leadership teams and the ethics, human resources and legal departments are equipped to assist and provide guidance as needed for our employees who raise questions, seek advice or express concerns. They strive to foster



*NASSCO employees*



In 2023, 83% of fraud, waste and abuse concerns submitted were made through named reporting rather than anonymous reporting, reflecting a high degree of trust in the integrity and effectiveness of our program.

an open and safe environment and embed our Ethos and commitment to ethics into ongoing communications.

Each GD facility is equipped with prominent awareness centers that reinforce our Ethos and outline tools available to employees, and list the Ethics Help Line website and toll-free number. A message from our CEO is included in each awareness center to further demonstrate our commitment to upholding ethical behavior. The GD Business Ethics Help Line is available in 13 languages and is open 24 hours a day, accessible by phone or the web, and available to employees and other external stakeholders, such as suppliers, customers and community members. Questions or concerns can be raised through the help line, anonymously or otherwise.

All reported concerns are investigated promptly and in confidence. If we find that our standards have been violated, we take action, including involuntary termination or disciplinary action; implementing system-wide changes; and/or notifying governmental offices or agencies, customers and/or suppliers.

We strictly prohibit retaliation against anyone who raises an ethics or compliance issue in

good faith, and we take action against those who are found to have retaliated.

Our expectations to operate with integrity go beyond our employees. Suppliers, contractors and joint-venture partners are expected to develop effective ethics and compliance programs as well.

### Global Network of Ethics Officers

Each business has one senior ethics officer (EO) who has direct access to leadership to discuss trends, opportunities and communication strategies. These senior EOs also meet regularly as a group to discuss best practices that can be shared across our portfolio. In support of the EOs, we have nearly 100 part-time local ethics officers (LEOs). Our LEOs, selected by their leadership based on demonstrated character, are embedded in locations with our largest employee populations. Working side by side with other employees, LEOs are accessible resources who answer questions, provide communications and training, conduct investigations, and further ingrain ethics in the everyday activities within our work environment.



*GDIT's Raven mobile command-center*



*Ordnance and Tactical Systems employee*

In addition, to promote and advance ethical cultures in companies that provide products and services to the U.S. government, General Dynamics is a founding member of the nonprofit, volunteer organization, the Defense Industry Initiative (DII). Partnering with 16 other working group members, we deliver an annual, in-person Best Practices Forum, offer quarterly webinars to assist EOs with their ethics and compliance programs, and host an online community to enable real-time discussions and field questions relating to ethics. Together we also launched an initiative sponsoring multiple small and medium-sized companies, offering them access to a model supplier code of conduct, a small-business tool kit and the opportunity to network with others in the DII.

### **Ethical Business Around the World**

We provide services and products to governments around the world. The laws and regulations relating to doing business with government customers and public officials are complex. As such, we provide our

employees with the appropriate training and resources to comply with applicable laws and regulations.

We also abide by the laws and regulations regarding the import and export of our products, services, information and technical data, including the U.S. International Traffic in Arms Regulations (ITAR) and Export Administration Regulations (EAR). Nearly every country has laws and regulations that control the international movement (e.g., imports, exports, re-exports and technology transfers) of specified products, information and services, and we work to remain in compliance with these laws and regulations.

Our robust anti-corruption compliance program is rooted in our Ethos and tailored to potential risks faced in our business. Designated anti-corruption officers and other compliance professionals at each BU help carry out the program and serve as a resource. Elements of the program include written policies and procedures, training, risk-based management and third-party due diligence, multiple reporting systems, and compliance audits.

**Our robust anti-corruption compliance program is rooted in our Ethos.**



# Environmental



*Virginia-class submarine USS Vermont*

We promote the long-term sustainability of our company for our customers, employees and shareholders by identifying ways to reduce our environmental impact while continuing to deliver high-quality services and products. This commitment is shared at all levels of our business.

Our approach to protecting the environment is built around these objectives:

## PROGRESS HIGHLIGHTS

6% ↓ Scope 1 and Scope 2 emissions since 2019

45% ↓ CO<sub>2</sub>e emissions per dollar of revenue since 2008

38,821 ↓ MT CO<sub>2</sub>e emissions avoided in 2023 due to 35 emission reduction initiatives



We regularly evaluate how our business strategy comports with our goal of maintaining sustainable environmental practices over the long term. We seek to protect the environment by improving operating efficiency, lowering costs, minimizing waste and emissions, reducing the use of fossil fuels, and ensuring that we remain compliant with applicable environmental laws and regulations in a way that enhances long-term shareholder value.

As part of our commitment to environmental management, more than 60 of our sites operate under ISO 14001, a voluntary certification of international standards that specifies requirements for an effective environmental management system (EMS).

- Operate our facilities in compliance with applicable laws and regulations to protect the health and safety of our employees, surrounding communities and the environment
- Reduce carbon emissions
- Reuse, recycle and minimize the use of natural resources
- Drive out solid waste from our manufacturing processes
- Integrate environmental considerations into business planning and decisions, including design, procurement, production, facilities management and product support
- Promote a workplace in which employees carry a sense of personal responsibility for protecting the environment
- Work with our customers to help meet their environmental needs and goals, and manage suppliers in a way that is consistent with our environmental compliance and management programs
- Maintain a management system for environmental, employee health and safety matters at each business unit (BU) that is designed to voluntarily meet internationally accepted standards



*Solar installation at Gulfstream facility*



## Collaboration

Each of our businesses has professional EHS programs to ensure our facilities operate safely and comply with company programs and practices to minimize environmental impacts. Each business identifies risks and opportunities and develops annual objectives to drive continuous improvement in EHS performance.

We have an active EHS committee that includes experts from each BU to promote best practices and develop shared strategies. This group is dedicated to promoting a safety- and environment-conscious culture across the company, monitoring and continuously ensuring compliance with laws, regulations and corporate policies.



*Jet Aviation's new hangars in Scottsdale, Arizona, and Bozeman, Montana, incorporate features such as LED lights, water use reduction, construction and demolition waste management, locally sourced materials, and in Bozeman — translucent panels to harvest daylight.*

## Climate Resiliency and Reduction of Greenhouse Gas Emissions

**Strategy.** We recognize the importance of addressing climate change. As a result, we identify and mitigate climate-related risks within our existing risk management framework and promote continuous improvement across our global operations. We look for opportunities to create efficiencies, develop sustainable products and services, and invest in technologies that aim to reduce the carbon footprint of our business and our customers. Our decentralized business model and diverse lines of business across multiple states and countries enable each business to develop its own set of operating objectives to reduce greenhouse gas (GHG) emissions tailored to their individual circumstances.

We strive to offer transparency about our environmental impact as well as our actions to lessen that impact. We participate in the CDP (formerly known as the Climate Disclosure Project) Climate Change questionnaire, a disclosure mechanism for companies to provide information to their stakeholders regarding sustainability

performance, governance, and management of climate risks and opportunities.

**Governance.** Our board focuses its oversight on material risks and opportunities, including those related to sustainability matters, as described in the [Governance section](#) of this report. The Sustainability Committee provides oversight of corporate sustainability management and practices, including those related to environmental impact and climate change. Management is accountable to the board and incorporates economic, environmental and social considerations in its decision-making to support the company's operational strategy.

**Managing Climate Risk.** We manage risks associated with climate change with our comprehensive risk management process, led by senior management and overseen by the board. The board focuses on the most significant and emerging risks facing the company, including environmental risks that could have a substantive financial or strategic impact.



*As part of its strategic facility planning process, Bath Iron Works incorporated predicted flood levels in its future facility plans and layouts. When new buildings are constructed, the shipyard's adaptation strategy sets heights of building foundations at or above the anticipated 2050 FEMA 100-year floodplain levels to account for future sea level rise. This strategic planning work enables infrastructure to withstand stresses while sustaining minimal damage that could occur as a result of climate change impacts.*

Under our comprehensive framework, senior management, including BU leadership, is responsible for day-to-day risk management since they are best positioned to understand their local climate and environmental risks. The CEO and senior management team keep the board and its committees informed throughout the year, as needed, on specific risks facing the company, including environmental risks.

We consider potential climate change hazards, such as severe weather events and sea level rise, within our risk management framework. For example, each of our shipyards monitor the threats of tidal flooding and rising sea levels. Select climate risks and opportunities are detailed in our [CDP response](#), which is available on our website.

**Progress Toward Our Target.** We have a companywide target of reducing Scope 1 and Scope 2 GHG emissions by 40% by 2034, from a 2019 base year. The target was developed using standards articulated by the Greenhouse Gas Protocol and is aligned with efforts to limit global temperature increase to well below 2 degrees Celsius.

Our strategy to achieve our emissions reduction target is aligned with our decentralized business model. We leverage each BU's knowledge of its market, customer base and supply chain. Accordingly, each BU follows its own emissions reduction path that aligns with the overall companywide target.

Each BU's approach is tailored to the specific operational needs and customer demands of its business. These pathways consist of initiatives such as energy efficiency projects, procuring renewable energy and fuel switching, among others. Some examples of these efforts are detailed on Page 25 of this report.

As a government contractor, our ability to meet our emissions targets depends in part on our customers' conduct and direction. For example, some of our contracts specify the manner, means or place of performance in ways that constrain our ability to reduce GHG emissions associated with contract performance. In other instances, we perform work at government-owned facilities, where emissions may be attributable to us under disclosure protocols but where we have limited or no ability to change relevant aspects of the facility.

We regularly assess our progress in reducing GHG emissions and evaluate our emissions reduction target to consider whether it remains the most effective measure of our performance. Factors such as organic business growth, the increasingly complex global threat environment, and changes in the renewable energy market, among others, influence our progress. Our ongoing assessments aim to ensure that our climate goals remain ambitious yet achievable, adapting to both internal and external changes.



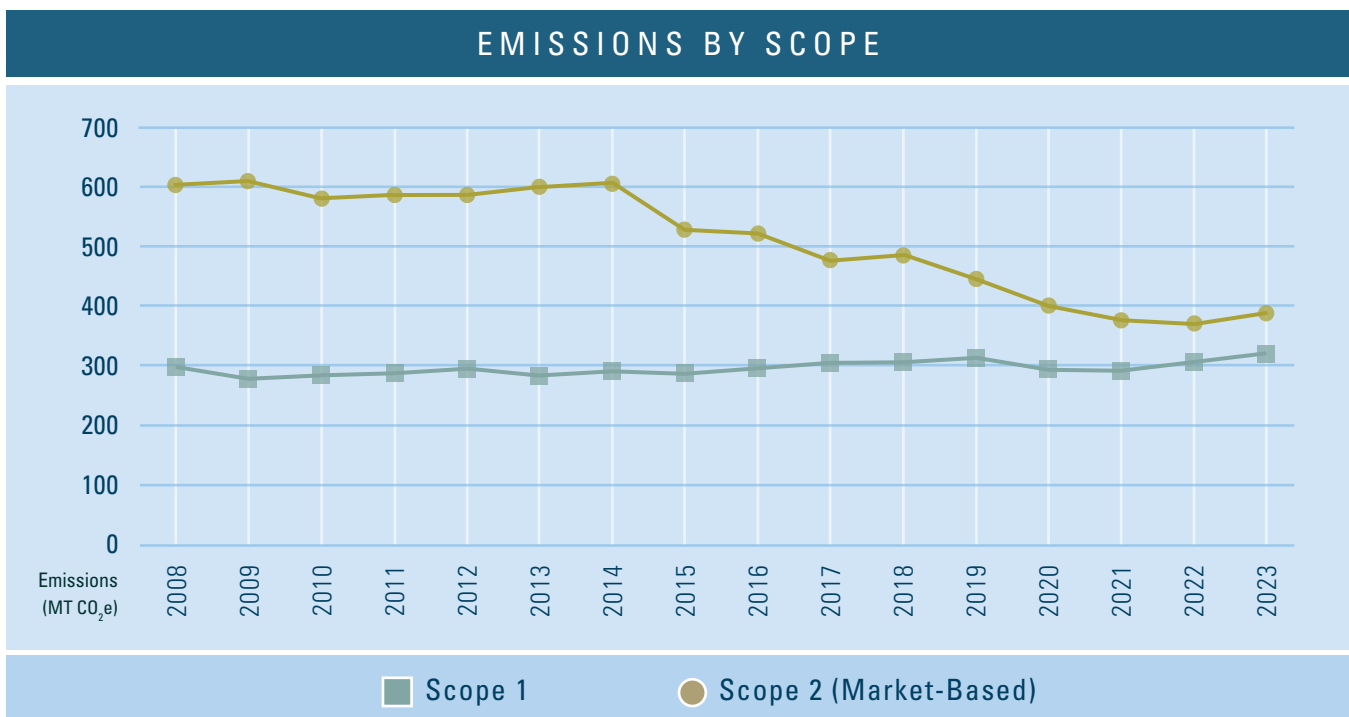
Since our 2019 base year, we have reduced our Scope 1 and Scope 2 emissions by 6%. This reduction was realized through manufacturing efficiencies, switching fuel sources and the use of renewable energy credits, among other actions taken across our business. In 2023, our BUs completed 35 emissions reduction initiatives, avoiding more than 38,820 MT CO<sub>2</sub>e emissions. Some examples of our efforts are detailed on Page 25 of this report.

In 2023, several factors had a significant impact on our year-over-year emissions results. Our Combat Systems segment experienced substantial organic growth in manufacturing. Our Aerospace segment had higher jet fuel usage associated with the production and certification of aircraft. More rigorous FAA certification requirements required additional flight tests in 2023. Additionally, we made enhancements to our emissions calculation methodology in alignment with the Greenhouse Gas Protocol.

2023 Emissions in Metric Tons of Carbon Dioxide Equivalent (MT CO <sub>2</sub> e)	
Scope 1	323,044
Scope 2 (market-based)	390,830
<b>Total Emissions</b>	<b>713,874</b>

*In 2023, we made improvements to our calculation methodology in alignment with the Greenhouse Gas Protocol. Additionally, 2023 data includes emissions from an acquired business. A recalculation of our base year will be reflected in future reporting.*

This change led to an effective increase in reported emissions and was a significant driver of the overall change. A recalculation of our base year emissions will be reflected in future reporting so that progress against our emissions reduction target will be appropriately captured in the context of our enhanced calculation methodology.



Year	Carbon Intensity (MT CO <sub>2</sub> e/\$M Revenue)
2019	19.4
2020	18.4
2021	17.4
2022	17.2
2023	16.9

## Decreasing Carbon Intensity

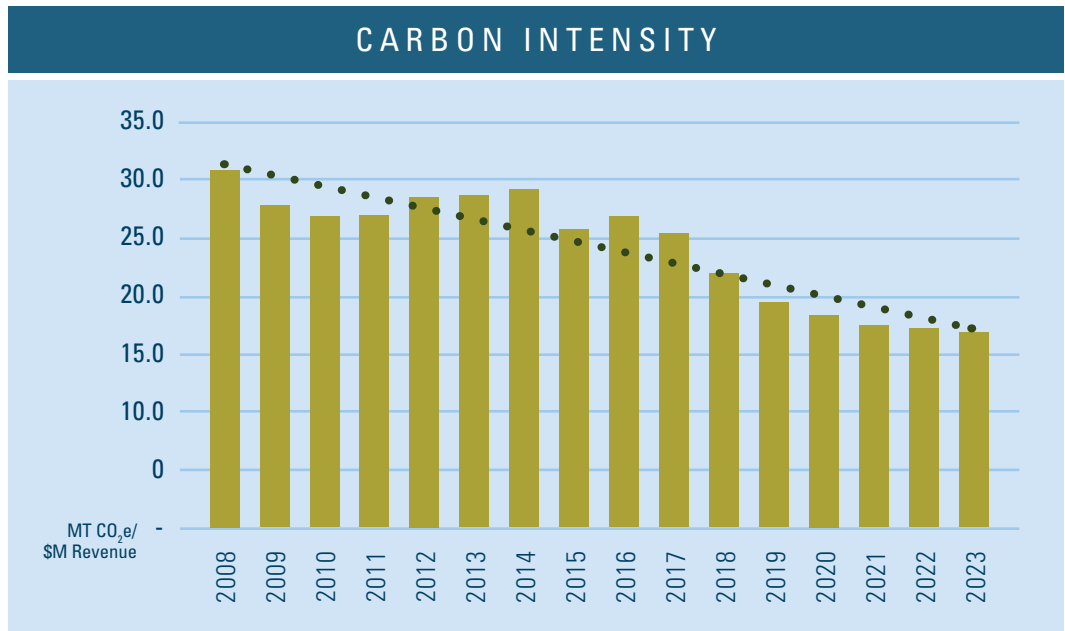
Since our 2019 baseline, we have consistently decreased our carbon intensity of MT CO<sub>2</sub>e emissions per million dollars of revenue year over year. In 2023, our carbon intensity was reduced to a record low. We decreased our carbon intensity by 2% year over year, even while increasing our manufacturing capacity. Overall, we have decreased our carbon intensity by 13% since 2019.

This trend indicates that our business operations are becoming more efficient over time, even as our business continues to grow. These efficiencies are realized through activities such as switching fuel sources, increasing efficiencies in our manufacturing process and utilizing renewable energy credits.

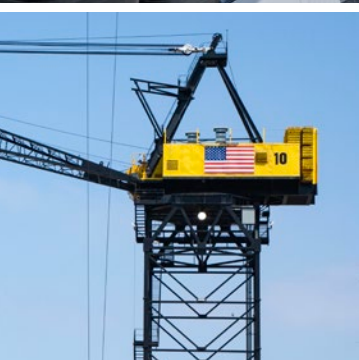


Gulfstream G800

Since 2008, our GHG emissions have declined by 21%, even as our company has grown and increased revenue by 44%. As a result, we have reduced total GHG emissions per dollar of revenue by 45%.



## GHG Reduction Initiatives in Action



Our decentralized business model enables each business to develop its own road map to reduce emissions and align with our companywide target. These emissions reduction initiatives may focus on energy efficiency, renewable energy and more efficient fuel sources, among other strategies. Some of our 2023 initiatives are highlighted below.

- **Land Systems** purchased **100% of its power from renewable sources** at its manufacturing plants in Sterling Heights, Michigan. In total, it purchased more than 8.9 million kWh of electricity generated by wind farms, resulting in a **reduction of its Scope 2 GHG emissions by 4,942 MT CO<sub>2</sub>e** — with contracts in place to continue its purchase of renewable energy.
- **European Land Systems** replaced the gas heating system at its Steyr, Austria, facility with a more efficient electric heating and cooling pump. Since **100% of the electricity at the facility is sourced from waterpower**, the new system does not create any CO<sub>2</sub> emissions. This **reduces emissions by approximately 150,000 kWh a year** — around 8% of the site's total emissions.
- **NASSCO** updated two gantry cranes with new EPA-certified Tier 4 final engines, **reducing its overall diesel particulate matter (DPM) crane emissions by 82%**. In addition, 2023 was the first year in which diesel-powered equipment operated almost exclusively using renewable diesel (R99). Use of R99, combined with the Tier 4 replacements, is **expected to reduce at least 44% of its yardwide DPM emissions** moving forward.
- **Gulfstream** earned four National Business Aviation Association (NBAA) Sustainable Flight Department Accreditations for its sustainability leadership. The company is the first original equipment manufacturer (OEM) to be identified for these efforts across all four categories — flight, ground support, operations and infrastructure. Gulfstream facilities include more than **2.2 million square feet of green Leadership in Energy and Environmental Design (LEED) and Building Research Establishment Environmental Assessment Methodology (BREEAM) buildings**, both in the U.S. and the U.K.
- **GDIT** is implementing a multi-year project to reduce facility square footage without affecting business performance. In 2023, GDIT **reduced its greenhouse gas emissions by more than 1,000 MT CO<sub>2</sub>e as a result of square footage reductions**.

## Scope 3 Emissions

Because we are a government contractor, many Scope 3 emissions attributable to our company under relevant protocols, both upstream and downstream, are driven by policy choices made by our government customers. For example, armored fighting vehicles, which are built to specifications meant to ensure they function as intended on the battlefield, have emission consequences that are outside of our control. Similarly, government procurement requirements often prescribe specific attributes for the supply chain — such as participation of small business, country of origin and other requirements — that have consequences for GHG emissions from our supply base. For reasons such as these, we are currently unable to accurately measure or set a target for indirect emissions across our entire value chain.

Where feasible, we apply our established continuous improvement process to reducing Scope 3 emissions. Most notable

are our efforts to reduce emissions of the business jets we manufacture, with five clean-sheet aircraft models introduced over the past seven years. We do this by focusing our research and development efforts on achieving better efficiency and fuel performance, working to have our aircraft use sustainable aviation fuel (SAF) in their operations, and making carbon offsets and book-and-claim services available to our customers. Gulfstream’s next-generation fleet of aircraft offers fuel-efficiency gains as much as 33% over predecessor models.

At multiple sites across the company, employees are offered the opportunity to participate in alternative transportation incentive programs that offer public transportation pass discounts and fuel cost subsidies for vanpool participants. Many sites offer bike parking accommodations and electric vehicle charging stations as well.



*Refueling with SAF*



**NASSCO offers vanpool subsidies, discounted Metropolitan Transit System passes and bike parking accommodations. For the second year in a row, NASSCO received a Platinum Diamond Award from the San Diego Association of Governments (SANDAG) for its leadership in sustainable commuting.**

In 2023, more than 400 Bath Iron Works employees participated in GO MAINE's Commuter Challenges. The Bath Iron Works team won the award for most carpools and vanpools in the May challenge, with more than 1,300 shared trips. Over the course of the year, employees who were enrolled in the program recorded 13,871 greener trips, saving more than 14,350 gallons of gas and preventing more than 127 MT CO<sub>2</sub>e emissions.

Many of our BUs have codes of conduct for suppliers that specify environmental standards, among other criteria. For example, Gulfstream's supplier code of conduct

encourages suppliers to have an EHS system to actively manage risk while protecting the environment and conserving natural resources.

In 2023, 49% of GDIT's spending power with Staples was used on green or eco products, compared with 30% in 2022. To further increase the use of more sustainable products, in early 2024, GDIT partnered with Staples Business Advantage to curate a list of eco-friendly items that are similar in fit, form and function to many high-usage items, and are available to all authorized Staples purchasers.



*NASSCO employees participate in SANDAG's Bike Anywhere Day*



## Leading the Way With SAF



### Gulfstream Completes World's First Transatlantic Flight on 100% Sustainable Aviation Fuel

In November 2023, Gulfstream completed the world's first transatlantic flight using 100% SAF. The flight, on a Gulfstream G600 aircraft, departed the company's headquarters in Savannah and landed at Farnborough Airport in England.

Powered by Pratt & Whitney PW815GA engines, both using 100% SAF, this mission showcased the potential for aviation's future use of renewable fuels, which feature lower carbon, sulfur and aromatics. The SAF used on the flight was produced by World Energy and delivered by World Fuel Services. It was composed of 100% hydroprocessed esters and fatty acids (neat HEFA), which has at least 70% lower lifecycle CO<sub>2</sub> emissions than fossil-based jet fuel.

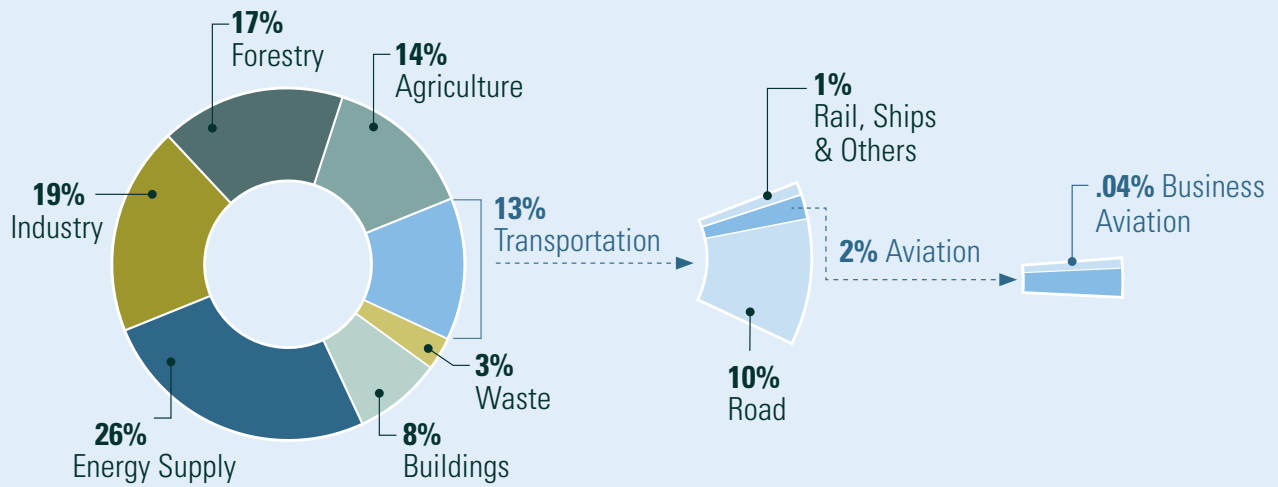
Data collected from this endurance flight will help Gulfstream and its key suppliers gauge aircraft compatibility with future low-aromatic renewable fuels.

### Gulfstream and Jet Aviation are leading the use and availability of SAF

- **First trans-Atlantic flight on 100% SAF**
- First business jet OEM to fly on **100% SAF**
- First business jet OEM to sign a SAF supply agreement
- More than **2.3 million nautical miles flown** on SAF blends
- More than **11 million gallons of SAF uplifted** to customers
- In 2023, Gulfstream and Jet Aviation purchased approximately **338,000 gallons of SAF**, avoiding up to 2,909 MT CO<sub>2</sub>e emissions. In the same year, Jet Aviation signed agreements to **purchase an additional 400,000 gallons of SAF**.
- Since 2022, Jet Aviation has enabled the purchase of 18.4 MT of SAF, **resulting in a reduction of 48.92 MT CO<sub>2</sub>e** emissions through its Book & Claim program.



Business aviation accounts for **0.04%** of global CO<sub>2</sub>e emissions.



Source: [Business Aviation Commitment on Climate Change](#)

## Sustainable Aviation Fuel

We are a leader in expanding the use and availability of SAF in business aviation.

SAF is a low-carbon fuel blend made from agricultural waste and petroleum-based Jet A fuel, with less sulfur and fewer fine particle pollutants than traditional Jet A. Both Gulfstream and Jet Aviation have made SAF a top priority for their customers. On a gallon-for-gallon basis across the lifecycle, SAF can achieve a nearly 80% reduction in CO<sub>2</sub> emissions relative to petroleum Jet A. That lifecycle begins when the agricultural source becomes waste, continues through the refining process and ends with the fuel burn. The renewable fuel meets the sustainability requirements of both the U.S. Environmental Protection Agency (EPA) and the internationally recognized Roundtable on Sustainable Biomaterials (RSB).

Jet Aviation has led the services market in offering access to sustainable fuel for operators of Gulfstream and other business jets. It was the first supplier to offer SAF via a blended fuel option at Van Nuys Airport in

2019 and the first to offer SAF at the World Economic Forum (WEF) in Switzerland in 2020. The company supplied SAF to WEF attendees again in 2024. Jet Aviation also provides SAF at its Bozeman, Montana; Scottsdale, Arizona; Amsterdam and Singapore facilities. Since 2019, Jet Aviation has uplifted more than 11 million gallons of blended SAF to customers.



Refueling with SAF

Jet Aviation also offers a “Book & Claim” program that broadens access to SAF while avoiding the need to transport it physically. Customers worldwide can place orders for SAF, after which the volume is tracked and verified, and a certificate of credit for carbon reduction is issued. This promotes production and future availability of SAF for any customer at any time, even in locations where SAF is not yet available. Since 2022, Jet Aviation has enabled the purchase of 18.4 MT of SAF, resulting in a reduction of 48.92 MT CO<sub>2</sub>e emissions through its Book & Claim program.

Both Gulfstream and Jet Aviation are signatories to the World Economic Forum’s Clean Skies for Tomorrow 2030 Ambition Statement. Among the program’s aims are accelerating the supply and availability of SAF so it can reach 10% of the global jet aviation fuel supply by 2030. In 2023, Gulfstream and Jet Aviation purchased approximately 338,000 gallons of SAF, avoiding up to 2,909 MT CO<sub>2</sub>e emissions. In the same year, Jet Aviation signed agreements to purchase an additional 400,000 gallons of SAF.

Gulfstream and Jet Aviation collaborate with many associations to advance the aviation industry’s goal of achieving net-zero by 2050. We are a member of more than 13 industry

associations and initiatives, including the General Aviation Manufacturers Association (GAMA), the National Business Aviation Association (NBAA) and the International Aerospace Environmental Group (IAEG), among others.

## Carbon Offsets

Both Gulfstream and Jet Aviation offer customers the ability to reduce the impact of their carbon emissions by purchasing offsets.

Gulfstream also offers its customers the ability to pay an annual fee based on aircraft usage to fund activities that generate an equal reduction in carbon emissions. Based on customers’ projected annual flight hours, offset funds are invested in environmentally beneficial activities such as wind energy, forest management, farm power and recovery of landfill gas.

Jet Aviation also participates in the Carbon Offsetting and Reduction Scheme for International Aviation (CORSA), EU Emissions Trading System (EU ETS), and other carbon offset and carbon reduction schemes to lower CO<sub>2</sub> emissions for international flights to help curb aviation’s impact on climate change.



*Jet Aviation employees*

## Energy Management

In 2023, 9.5% of the electricity we consumed came from zero-emission or low-carbon sources — 2.5% of which came from renewable energy, such as solar, and 7% from nuclear power.

In 2023, Bath Iron Works' main shipyard procured carbon-free electricity products, sourced primarily from nuclear generation, to cover 100% of its electricity consumption. The agreement reduced its Scope 2 emissions by 21,288 MT CO<sub>2</sub>e.

We take steps at each of our locations to mitigate the environmental effects of day-to-day operations and manufacturing processes. This includes making efforts to reduce our energy consumption.

As a large industrial manufacturer, we are able to leverage both our scale and our innovative processes to drive energy efficiency and promote the transition to clean sources of energy. In 2023, our businesses consumed 10,525,574 GJ of energy, 46.5% of which came from grid electricity and 53.5% from other forms of energy, such as natural gas and fuel. Renewable sources

accounted for 2.5% percent of the electricity consumed, representing 1.2% of total energy consumption.

Many of our BUs have upgraded facilities to replace traditional incandescent lighting with more energy-efficient LED lights. In 2023, Mission Systems installed new network lighting controls at facilities in Bloomington, Minnesota, and Greensboro, North Carolina, to help reduce energy usage, improve maintenance and reduce GHG emissions. The company recently completed a large lighting project in Greensboro that reduced emissions by approximately 225 MT CO<sub>2</sub>e.



*Jet Aviation's Singapore facility installed 12,000 square meters of solar panels. The panels produce energy that is fed into the local power grid and used by the site during daylight hours.*



## Water and Wastewater Management

We demonstrate responsible and sustainable use of water by endeavoring to obtain fresh water and discharge treated wastewater without negatively affecting aquatic ecosystems. For example, Electric Boat captures all industrial wastewater from its facility in Quonset Point, Rhode Island, for offsite treatment and disposal rather than releasing it into the sanitary sewer system. Each year, more than 100,000 gallons of industrial wastewater are treated before being released back into the sewer system or sea.

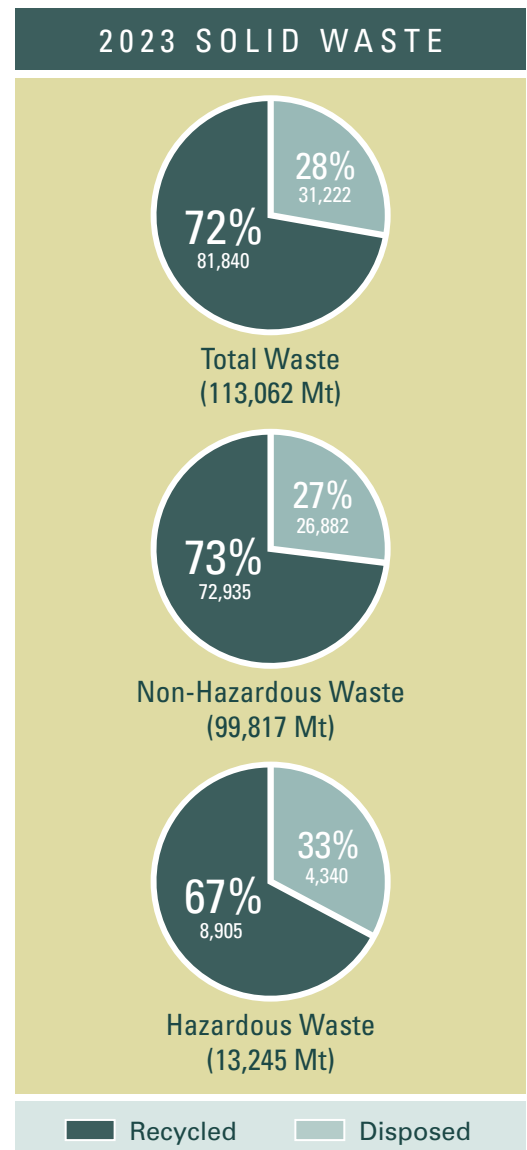
To safeguard precious groundwater sources, we rigorously ensure compliance with federal and state regulations, including the EPA's Resource Conservation and Recovery Act (RCRA) Corrective Action Program. Since the inception of this program in 1985, we have sampled, monitored and remediated impacted soil and groundwater at facilities throughout the United States, resulting in the remediation of tens of thousands of tons of impacted soils and millions of gallons of impacted groundwater.

## Solid Waste Management

We seek to minimize the generation of solid waste by recovering and recycling raw materials where feasible, and disposing of unrecyclable waste in a sustainable manner and in accordance with the strictest waste disposal standards.

Some examples of these efforts across our BUs include:

- NASSCO's Norfolk shipyard spearheaded a new Small Gas Cylinder Recycling project, where spent gas cylinders are recycled as scrap metal. In 2023, 16 gas cylinders were recycled, which resulted in 18 pounds of steel being added to our steel recycling.
- In 2023, GDIT established its first permanent electronics recycling center at its headquarters, where employees can drop off personal electronics for recycling throughout the year.
- Bath Iron Works reduced its solid waste by 6.5% and increased the amount of waste recycled by 9% from 2022 to 2023. The company also decreased its hazardous waste by 19% over the same period.



## Biodiversity

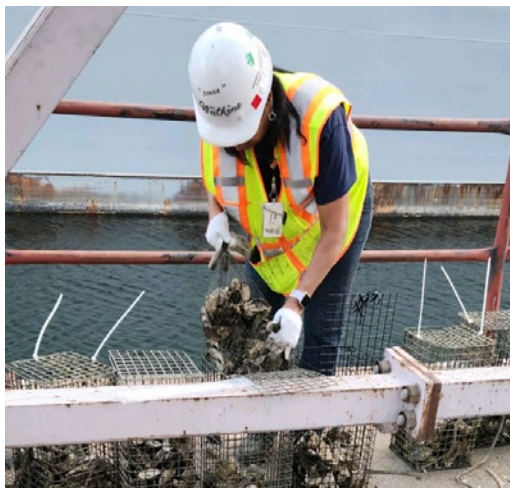
We recognize the importance of the environmental ecosystems in the areas where we operate. Many of our BUs sponsor trash cleanup and tree planting events and participate in programs that support local wildlife.



**GDIT** established a beehive that consists of more than **37,000 bees in an effort to support pollinators in its local ecosystem.** The initiative, located at the GDIT headquarters, serves as an educational tool for employees and the community on the importance of bees.



More than 75 **Gulfstream employees volunteered more than 225 hours** to plant over 135 trees in partnership with the Savannah Tree Foundation for Georgia Arbor Day. This is the fifth year Gulfstream has been the primary supporter of the Savannah Tree Foundation's Arbor Day planting. In addition, Gulfstream donated \$30,000 to the organization to support its mission.



**NASSCO's** Norfolk shipyard partners with the Chesapeake Bay Foundation (CBF) to plant oysters in the Lafayette River. In 2023, **the company helped grow 20 cages of baby oysters to adult oysters** — an estimated 20,000 oysters — which were then donated to CBF to be planted on local reefs.

## Sustainability Products and Services

Many of the products and services we deliver directly enable our government customers to better understand and manage the environment.

For instance, Mission Systems provides climate-related product and service offerings to the Department of the Interior's U.S. Geological Survey, the National Aeronautics and Space Agency (NASA), and the National Oceanic and Atmospheric Administration (NOAA). These include specially engineered instruments and communications devices for observation satellites, including the Landsat constellation, which collects data on forests, farms, urban areas and fresh water

on the planet. Leaders from across the globe use freely available Landsat data to better understand environmental change, manage agricultural practices, allocate scarce water resources, respond to natural disasters and more.

GDIT's federal portfolio includes programs supporting the EPA and other environmentally focused organizations. These services include consulting in environmental sciences and public health, and support of the Western Climate Initiative, the Regional Greenhouse Gas Initiative and other EPA initiatives, including its flagship energy-efficiency ENERGY STAR program.



**Mission Systems** provides ground stations, communications links and mission operations centers for NASA's Earth Observing System (EOS), a series of polar-orbiting and low-inclination satellites for long-term global observations of the land surface, biosphere, solid Earth, atmosphere and oceans.

**Land Systems** is investing in research and development of hybrid-electric-drive combat vehicle concepts that support the U.S. Army's climate and electrification strategies.

The **Gulfstream G700** features an aerodynamic wing, Rolls-Royce Pearl 700 engines and next-generation avionics to support fuel-efficient flight. In 2023, the G700 achieved its 50th speed record on a carbon-neutral flight connecting Los Angeles to Nice, traveling 5,197 nautical miles/9,625 kilometers in 10 hours and 13 minutes at an average speed of Mach 0.90. The industry-leading aircraft then set its 51st speed record — also a carbon-neutral flight — from Nice to Singapore, making the 5,754 nm/10,656 km trip in just 11 hours and 30 minutes at an average speed of Mach 0.90.





## GDIT Strengthens Resiliency of Water Utilities

**Since 2012, GDIT has served as a contractor to the EPA in support of its Creating Resilient Water Utilities (CRWU)**

initiative, which provides tools and resources to water utilities to strengthen their resilience to climate change. GDIT climate, water utility, engineering and emergency response experts assist the water utilities in determining potential adaptation plans to reduce their climate risk. By using the GDIT-developed Climate Resilience Evaluation and Awareness Tool, water utilities are able to understand those risks, identify adaptation projects and model proposed strategies based on actionable data.

GDIT works with utilities of different sizes across many locations and environments, from Alaska to the East Coast, and from large, complex utilities that support major cities to small towns and tribal communities.

- In Oklahoma, working with the Kenwood Water District and Cherokee Nation east of Tulsa, **GDIT developed a plan to confront source water quality issues** that threatened to disrupt drinking water services for more than 700 people.
- In Maryland, **GDIT helped to develop a plan to combat flood and drought risks** to the drinking and wastewater systems that support more than 10,000 people in Middletown and Boonsboro.
- In Oregon, **GDIT worked with the Portland Water Bureau to examine impacts of flooding on a wastewater pump station** that affects a large proportion of their population, including businesses in the downtown area.

As the threat of climate change continues to grow and evolve, GDIT will continue to serve as a partner in the wider EPA effort to drive readiness and resiliency for America's water utilities.



# Social



## Human Capital

More than 1,200 employees across our businesses participate in tuition assistance programs each year to complete formal bachelor's or master's degrees.

Our employees are our most important resource. They are what enable us to deliver to our customers and shareholders. In the interest of recruiting and retaining the most qualified talent, we continually enhance our efforts to fulfill our employees' career and educational aspirations, support their personal and family needs, and invest in the communities where they work and live.

### Engaging and Developing Talent

We engage and develop employees to prepare our workforce for the future. With our customers, local governments, colleges, technical and trade schools, and internal and external subject matter experts, we create programs that are tailored to our unique needs and offer employees development opportunities that enhance their present and future potential to deliver excellence to our customers.

GDIT's AI-powered Career Hub platform enables employees to navigate their personalized career journey by providing them with potential career opportunities and

learning recommendations based on their unique skills and future interests.

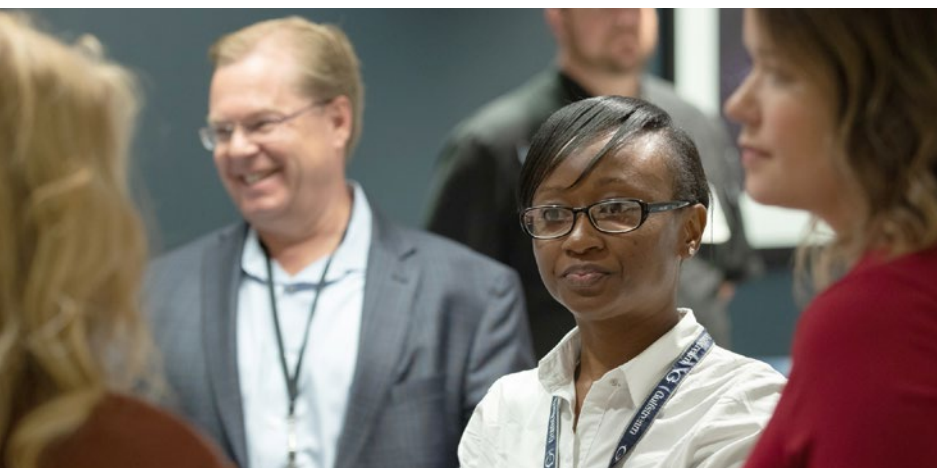
Since its launch in late 2022, more than 22,000 employees have engaged with Career Hub, which directly contributed to more than 4,500 mobility moves in 2023.

**Onboarding and Mentoring.** Meaningful, rapid assimilation into our workforce and continued engagement of our new hires are essential to the success of our company and our customers. Each business tailors onboarding to align new employees with our Ethos and our culture of continuous improvement. Onboarding includes required training and an overview of company policies to include our commitment to providing a safe and ethical work environment. To further engage and develop employees, we offer a variety of mentoring programs throughout our businesses. Our development teams, in concert with business unit (BU) leadership, match employees with subject matter experts to begin mentoring relationships.

**Skills Training.** We offer a variety of programs that enable our employees to gain additional skills so they can grow their value to the company. These include programs that grant certificates in key technical areas.

At our shipyards, we offer active learning centers that teach a variety of skills, allowing shipbuilders to prepare for positions and expand their capabilities in areas such as welding or pipefitting in a realistic environment.

**Competency and Leadership Training.** We offer various training programs to equip leaders with skills and competencies needed to engage employees. These range from certificate-granting program management courses to leadership development programs that rotate future leaders through different parts of the company.



*Gulfstream expanded its finance rotation program in 2023, helping new employees gain experience in a variety of roles across the finance organization.*



Mission Systems earned the 2024 Gallup Exceptional Workplace Award (GEWA). This honor is awarded to companies that have met rigorous standards for an engaged workplace culture.

In 2023, we hired 3,475 veterans of the U.S. armed forces – 18% of our total new hires.

**Performance and Recognition.** We demand — and reward — actions that embody our Ethos, including ethical leadership, technical innovation, creativity and proven results. Using performance management tools and succession plans, we engage and reward employees, developing future leaders to align with strategic objectives tied to company and customer needs. Wherever possible and appropriate, compensation is performance-based. Expectations are transparent and are reinforced through ongoing feedback and semi-annual and annual reviews.

In addition to ongoing and formal reviews, we employ recognition tools to encourage innovation, continuous improvement, creativity, teamwork and commitment to our Ethos. Leaders and peers may nominate employees to recognize their achievements.

By fostering a culture that celebrates and rewards excellence, we encourage employees to bring their best to work every day.

**Labor Relations.** Twenty-two percent of our employees are represented by labor unions. Our employees are free to exercise their rights of freedom of association and collective bargaining. We work to maintain positive relations with our employees' representatives and to engage in good-faith negotiations on issues important to our employees, such as wages, benefits, schedules, job progression, and health and safety.

We have a proven track record of strong relationships with collectively bargained employees. As agreements expire or issues arise, we work closely with the bargaining units to seek mutually beneficial outcomes.

In 2023, we successfully partnered with our unions to negotiate all collective bargaining

agreements due for renewal. This included Bath Iron Works and its largest union, International Association of Machinists and Aerospace Workers Local S6, who successfully worked together to negotiate a new three-year contract that incorporated the biggest pay raises in the local's 68-year history. Electric Boat and the Metal Trades Council, which represents more than 3,400 employees in the skilled trades, ratified a new five-year collective bargaining agreement at the company's Groton, Connecticut, shipyard.

### Hiring and Supporting Veterans.

General Dynamics recognizes the value veterans bring to our workforce, and 19% of our U.S. employees are veterans. We proactively recruit veterans and transitioning military members to join our teams through multiple avenues. We recognize the unique contributions of those individuals who have served in defense of our nation by providing tailored professional development opportunities, career pathways and resources to support their transition to civilian life. We offer dedicated Employee Resource Groups (ERGs) and mentoring programs that assist in attracting, transitioning and retaining this critical part of our workforce.



*NASSCO hosts military appreciation events throughout the year. In addition, NASSCO Norfolk's Veterans in Ship Repair employee resource group hosts sessions focused on coping with post-traumatic stress and supporting emotional wellness, among other topics.*

General Dynamics has been recognized as a Forbes Best Employer for Veterans, Military-Friendly Employer, Military Times Best for Vets, VETS Indexes 5-Star Employer and U.S. Department of Labor HIRE Vets Medallion awardee.

In 2023, General Dynamics offered more than 1,300 internship opportunities across the company, as well as approximately 460 traditional apprenticeships in manufacturing or design competencies.

We participate in several programs to assist service members in the transition to civilian life by providing training and work experience. These include the Department of Defense's SkillBridge program, which allows transitioning service members to gain work experience through specific industry training, apprenticeships or internships during their last 180 days of service. All of our BUs based in the U.S. are SkillBridge sponsors, and many of the sponsored participants go on to become GD employees.

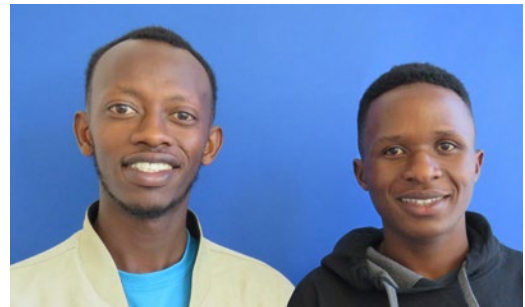
**Support for National Guard and Reserve Employees.** Many of our employees are military reservists or members of the National Guard, and we proudly support them in their service to our nation. We support these citizen soldier employees with benefits such as differential pay and extended health benefits.

**Internships, Apprenticeships and Pipeline Programs.** We offer hundreds of internship and apprenticeship opportunities to expose students to real-world projects through hands-on experience, and our program has been named in WAYUP's Top 100 Internship Programs for the past six consecutive years. We partner with local colleges, high schools, trade schools and universities to recruit a diverse set of talent and provide training opportunities. In many cases, we also provide input on curricula to help schools design their programs to meet the skills students will need in the workplace.

In 2023, we partnered with nearly 200 colleges and universities to offer internships, information sessions and on-campus recruiting events.

During their time at General Dynamics, interns are also provided opportunities to participate in professional development sessions, mentoring and volunteering events.

We have increased our focus on developing pipeline programs for high school students. In 2023, Gulfstream celebrated the first graduates of its Aviation Maintenance Program with Robert W. Groves High School. The program, a partnership between Savannah-Chatham County Public School System, Savannah Technical College and Gulfstream, provides students the opportunity to train and earn certifications from Savannah Technical College. Participants job shadow and complete apprenticeships at Gulfstream and are interviewed for potential full-time employment at the company.



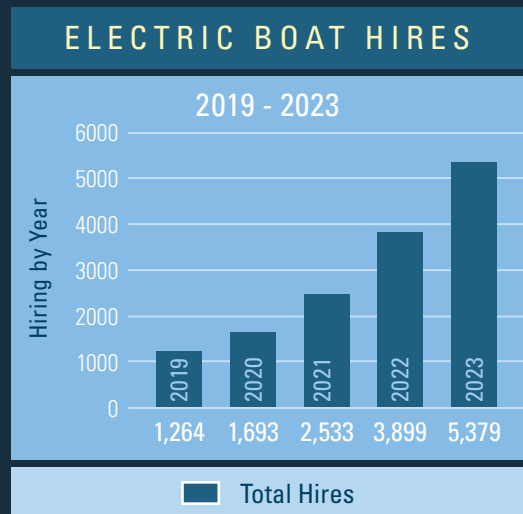
*European Land Systems is hosting two apprentices from Rwanda who have completed an intensive language course and are now training within the company's Bridge Systems business. After completing the three-year program, participants will either bring their new skills back to the Rwandan industrial sector or remain specialists at the company. Additional participants are expected to join the program this year.*



## Electric Boat's Historic Hiring to Meet Historic Needs



Electric Boat is playing a key role in supporting the U.S. Navy's most aggressive expansion in decades. We have welcomed more than 9,000 employees over the past two years to support the continued production of the Virginia-class submarine and construction of the Columbia-class submarine, the U.S. Navy's top strategic priority. This hiring trend is expected to continue for the next decade to support U.S. national defense strategy.



### Inspiring Future Shipbuilders

Our comprehensive pathway programs are designed to ignite interest and foster talent among students from all educational levels. In 2023 alone, we reached over 1,600 elementary to high school students across Connecticut and Rhode Island through our educational initiatives and welcomed more than 500 high school and college students into our internship and co-op programs. Our partnerships with local community colleges were also instrumental in training more than 2,800 students in 2023.

Since 2016, we have hired more than 8,600 graduates from our maritime manufacturing programs at career and technical education (CTE) schools. In addition, Electric Boat's High School Signing Day has seen a more than 400% increase in hires from 2022 to 2024, demonstrating a growing enthusiasm among young talent to join our team. The event, which saw 77 students in 2022, grew to 389 students in 2024.







*Jojo DaCosta, who has worked at Electric Boat for nearly half a century, mentors new welders assigned to the shipyard's latest Virginia-class nuclear-powered fast-attack submarine.*

## Developing Skilled Workers and Future Leaders

Over the past five years, we have doubled our investment in training, recognizing that the growth of our employees is essential to our success. Our Active Learning Centers (ALCs) provide vital hands-on training for over 4,000 employees annually, ensuring they are equipped with the necessary skills for their roles. In 2023, our weld schools in Groton and Quonset Point trained over 1,000 employees in essential structural and pipe welding techniques. We also run Leadership Development Programs with more than 1,200 participants each year and Apprenticeship Programs for Trade and Design, which engage approximately 80 participants annually. Beyond trade-specific training, we offer a variety of programs and courses for individual contributors, with over 1,000 participants benefiting from these opportunities each year.

## Strengthening Our Supply Chain

Electric Boat's suppliers are critical to reaching its production targets. We continue to invest in our supply chain, awarding \$31 billion across 2,700 suppliers in 49 states over the past five years.

## Industry Collaboration

We work closely with local business and academic organizations such as the Connecticut Business and Industry Association (CBIA) and the Eastern CT Advanced Manufacturing Alliance, among others, to support economic development within the community and shape the future of the shipbuilding industry.

Electric Boat's commitment to inspiring future shipbuilders, developing skilled workers and strengthening its supply chain is fundamental to building a strong shipbuilding industry and advancing maritime innovation and excellence.

## Diversity and Inclusion

In 2023, 40% of our new hires in the U.S. were people of color.

Our people are the competitive advantage in driving the innovation and productivity that strengthens the solutions we deliver to our customers, and we celebrate the uniqueness of the individuals that make up our diverse workforce. We proudly support, promote and encourage a work environment that respects diverse backgrounds, values individual skills and celebrates the exceptional experiences our employees bring to the workplace.

Our Ethos — rooted in respect — guides how we engage with each other, and our workplaces reflect policies, procedures and practices that cultivate diversity and inclusion at their core.

We work to continually improve representation of diverse talent at all levels of the company so that our workforce reflects the communities in which we operate. Our ongoing efforts include enhancing ways to attract, develop and retain diverse talent.



GDIT employees

### Who We Are

The following chart provides the composition of our U.S. workforce, as self-reported by our employees. We disclose our EEO-1 data on our [website](#).

GENDER						
Men			Women			
77%			23%			
RACE/ETHNICITY						
Asian	Black or African American	Hispanic or Latino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	White	Two or More Races
6%	11%	10%	0.5%	0.5%	70%	2%
VETERANS			DISABILITY			
Self-ID as a veteran of the armed forces			Self-ID as having a disability			
19%			8%			

\*All data are for the year ended 12/31/23.





NASSCO employees

**Employee Resource Groups & Diversity Councils.** Across our BUs, we cultivate inclusive work environments by supporting ERGs and diversity councils that are sponsored by senior executives. Their efforts support overall company objectives and involvement in the community and serve

as a resource for specific segments of the workforce across our corporation. Currently, we have more than 40 ERGs. Over the past three years, we have seen increased engagement and participation within our established groups and have welcomed several new groups.

**Inclusive Work Environments.** We aspire to foster work environments where all employees feel respected and are empowered to contribute effectively. Our BUs provide accommodations and assistive technology and services to support employees with disabilities. Our Bath Iron Works shipyard has a full-time American Sign Language (ASL) interpreter on staff to improve the company's ability to support and recruit members of the Deaf and hard-of-hearing community. Gulfstream has a workforce assistant program with EmployAbility, whose mission is to empower people with intellectual and developmental disabilities. The company has four assistants through the program and plans to welcome more to its workforce in 2024. In addition, most of our BUs have ERGs that serve as a resource for people with disabilities.







*In 2023, employees from GDIT and Mission Systems participated in the Special Olympics Virginia Dulles Day Plane Pull at Washington Dulles International Airport. The joint General Dynamics team pulled an 82-ton jet 12 feet and raised more than \$19,000 to benefit Special Olympics athletes.*

## Diversity Partnerships

We actively engage in partnerships that allow the best access to and development of diverse talent. We partner with several universities and external organizations that target diverse talent for recruiting and development resources.



Employees from Bath Iron Works and NASSCO hosted a workshop for approximately 100 attendees at the 2023 Society of Hispanic Professional Engineers conference. GD representatives shared methods for overcoming obstacles and developing resilience in the workplace and conducted job interviews following the event.

We have longstanding partnerships with many organizations and internal initiatives that are dedicated to attracting and developing women in our industry. These partnerships include Girls Who Code, STEM for Her, EmpowerHer, Women+Tech and Women in Aviation, among others.

## Supplier Diversity

We are committed to working with small and diverse businesses. We work with nearly 15,000 small businesses, with 5,000 of those recognized as small, disadvantaged businesses; women-owned small businesses; veteran-owned small businesses; service-disabled veteran-owned small businesses; Small Business Administration-certified HUBZone small businesses; Native American-owned small businesses; minority-owned companies and Ability One organizations.

These businesses are vital to maintaining our competitiveness in the global marketplace. Our supplier diversity program operates under a framework based on four pillars: compliance, early engagement, small business innovation and community outreach.

More than \$5.9 billion of our supplier contracts were with small and diverse businesses from October 2022 – September 2023.

**Support for Small Business.** Our small business programs facilitate the process of becoming a General Dynamics supplier.

For our U.S. businesses, our supplier diversity program managers attend more than 50 regional and national events annually to meet with potential suppliers. These include events sponsored by the National 8a Council, APEX Accelerators (formerly known as Procurement Technical Assistance Centers [PTACs]), the National Defense Industrial Association, Women in Defense, the National Veteran Small Business Coalition and the Small Business Administration (SBA).

We provide guidance and support to the thousands of small businesses that work with us. We mentor these businesses through their contract involvement, as well as through our small business and supplier

diversity offices. We also sponsor and host events that allow our BUs to meet with interested small-business suppliers. These initiatives help small businesses expand their solution sets and marketing channels. In addition, since the COVID-19 pandemic, we have hosted virtual training and outreach sessions for small- and diverse-business communities.



*Mission Systems employee*

## Health, Wellness and Safety

We strive to provide our employees and their families with the means to lead healthy, productive lives. We offer resources intended to promote employees' physical, emotional, social and financial well-being to help them achieve their full potential, personally and professionally. Our wellness programs provide resources, information, motivation and support to empower our employees to manage their health and make informed decisions.

### Benefits

Our benefits offerings include medical, dental, vision and prescription drug coverage; life, survivor, and accidental death and dismemberment insurance; short- and long-term disability benefits; multiple tuition assistance programs; voluntary benefits, such as legal insurance; identity theft protection;

critical illness insurance; accident insurance; and coverage for home, auto and pets.

To assist employees with financial wellness, we offer retirement planning counselors and market-competitive 401(k) programs. In addition, we offer members access to tax-free flexible spending accounts and health savings accounts.

Our Employee Assistance Program (EAP) helps employees access childcare and free counseling. Other programs vary by business and location, reflecting the distinct and diverse needs of our employees, and include everything from biometric screenings, mental wellness and fitness programs to in-person health coaches and a wide variety of online tools that can help employees navigate difficult healthcare decisions and life changes.

In 2023, Land Systems was named one of the Best and Brightest Companies in Wellness by the National Association for Business Resources, recognizing the company's prioritization of employee well-being.

Many of our BUs provide resources and sponsor events to promote the importance of mental health and well-being. For example, Bath Iron Works partnered with Cigna to hire a full-time, onsite EAP coordinator to provide better support and mental health services for our employees and their family members. As part of its "How Are You, Really?" campaign, GDIT hosts an ongoing speaker series led by company leaders and mental health professionals on topics like reducing stress and addressing anxiety and depression. In 2023, GDIT received a Platinum Bell Seal for Workplace Mental Health from Mental Health America for its commitment to the cause.

**Family Support.** We recognize the importance that families play in the well-being of our employees. We provide a wealth of resources to assist employees seeking to expand their families with benefits to support adoption and infertility treatment coverage, as well as maternity programs. We also offer paid parental leave programs and provide tools and resources for parenting support. Program availability varies by BU but may include paid family leave, as well as backup daycare and support in locating caregivers.

## Safety

Maintaining a safe work environment for our employees is paramount. Our policies and standards require that we operate in a way that promotes safety and well-being. Across the business, we take measures to prevent workplace hazards, enforce a culture of continuous improvement to ensure our processes help reduce injuries and illnesses, and comply with all applicable health and safety laws.

More than 60 of our sites operate under ISO 45001, widely regarded as the world's highest occupational health and safety standard, and more are in the process of achieving certification. Under ISO 45001, workplace safety is not a stand-alone issue but rather an integral part of the business strategy to maintain a sustainable organization. Each BU has a management system for environmental, health and safety matters. In addition, best practices and continuous improvement initiatives are shared across BUs through the EHS committee within our Manufacturing Council. As a result of our efforts, many of our BUs have been recognized for their success in promoting health and safety among their workers.



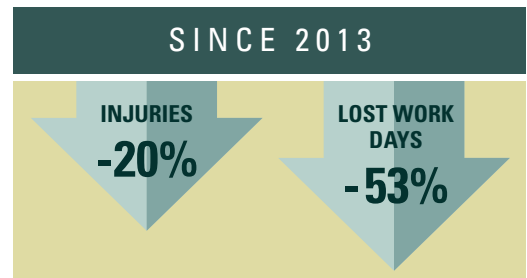
NASSCO employees



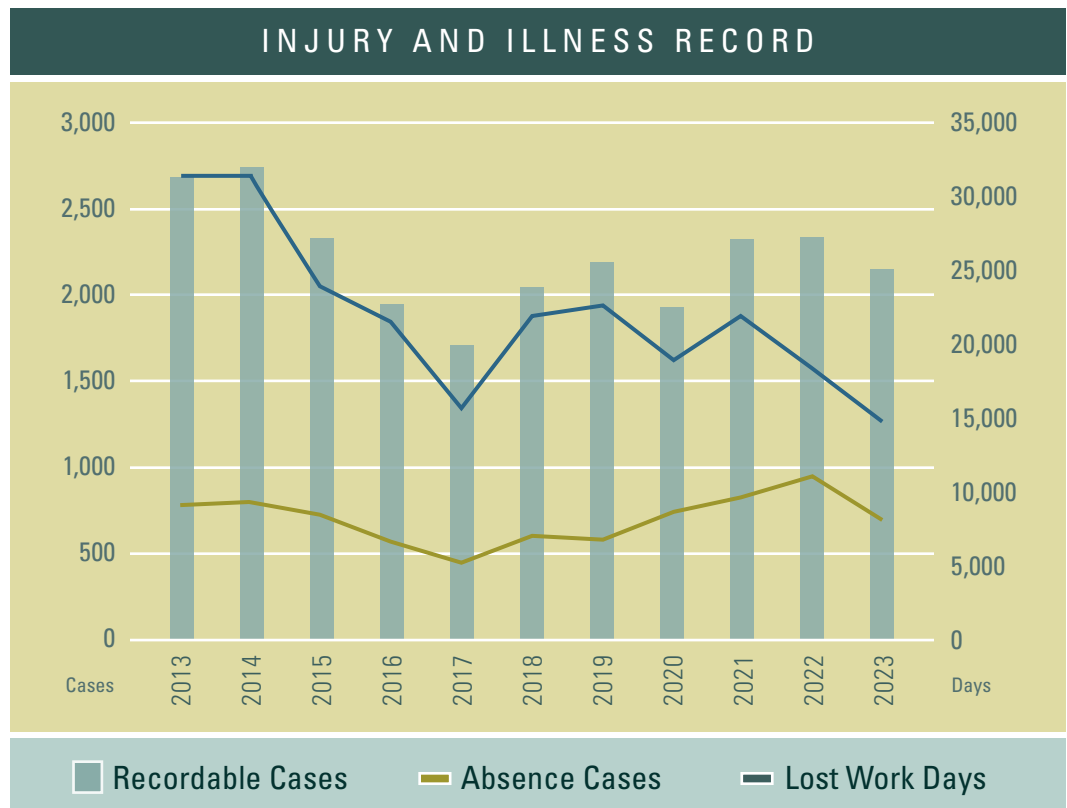


Through GD's Manufacturing Council, a team representing multiple BUs conducted a series of studies introducing exoskeletons for construction and manufacturing workers. Upper and lower body exoskeleton solutions targeting motions such as lifting, leaning and transporting material improved ergonomic safety by reducing fatigue and risk of potential injury while increasing productivity. NASSCO has since integrated the use of lower extremity exoskeletons in its steel department to facilitate the building and disassembly of the ship's cribbing. European Land Systems introduced an exoskeleton in its hardening and paint shop to assist with lifting and forward-leaning tasks.

General Dynamics' recordable case and absence case rates have been better than industry standards for aircraft manufacturing and shipbuilding and repairing for nearly a decade. (Source: U.S. Department of Labor's Bureau of Labor Statistics)



Our safety record is consistently better than industry standards.



**Product Safety.** Our customers use our products — from nuclear-powered submarines to high-speed, long-range business jets — to perform no-fail missions. We never compromise on safety. True to our Ethos, we provide our customers with products that raise the bar for safety, performance and quality. Our purposeful investment in research and development propels superior design that incorporates the latest in safety solutions and includes technological advances to create a competitive edge.

Electric Boat maintains compliance with the U.S. Navy’s Special Emphasis Programs (SEPs) — SUBSAFE, Deep Submergence Systems Scope of Certification (DSS-SOC) and Fly-By-Wire Ship Control Systems (FBW

SCS). These programs provide a high level of quality assurance for the materials and components used in the submarines, the safety features to protect personnel in the event of an accident, and the operability and integrity of critical systems to control and recover the ship in the event of flooding or casualty.

### Counterfeit Parts Prevention

We have stringent quality-control processes in place to detect, prevent and mitigate suspected or confirmed counterfeit parts and software from entering the company’s supply chain. We disclose any relevant findings to the government and the customer.

## Human Rights

We recognize the fundamental human dignity of all people. As a company with operations and suppliers around the world, we appreciate the importance of ensuring that basic human rights are respected in our business activities. This core value is embedded at all levels of our business.

Our corporate Ethos is the single most important element of our culture. It undergirds all of our actions. Through our Ethos, we commit ourselves to transparency, trust, alignment and honesty in all things, at all times: between fellow employees, with our customers and toward anyone with whom we interact. It is our fundamental moral character.

These values demand responsible and ethical practices and an unshakable commitment to human rights, as reflected in our [human rights policy](#).



*GDIT employees*

We engage with our shareholders and other stakeholders on topics related to human rights on an ongoing basis. We incorporate feedback where appropriate to continuously enhance our disclosures.

**We respect the dignity of people who perform work on our behalf.**

## Human Rights Areas of Focus

<p><b>We respect the dignity of the people who perform work on our behalf.</b></p>	<p>Work must be fairly compensated and free from coercion and unnecessary danger. We pay fair wages. We ensure a safe working environment. We never tolerate human trafficking, slavery, child labor or abusive employment practices in our company or at any point in our supply chain.</p>
<p><b>We do not discriminate.</b></p>	<p>All people must be treated fairly regardless of race, ethnicity, gender, sexual orientation or religious belief. We do not tolerate racism, sexism or invidious discrimination in any form.</p>
<p><b>We value diversity.</b></p>	<p>The diverse backgrounds, experiences and viewpoints of our employees and business partners are a source of strength for our company. The <a href="#">DEI section</a> of this report describes how we strive to promote a diverse and inclusive environment.</p>
<p><b>We respect the rule of law.</b></p>	<p>The restraints of law secure human freedom. Strict adherence to applicable law is expected wherever we operate. We hold U.S. law and policy paramount.</p>
<p><b>We are transparent and accountable about our human rights commitments.</b></p>	<p>We make public disclosures regarding our human rights commitments, consistent with the Sustainability Accounting Standards Board (SASB) framework. As described in the <a href="#">Governance section</a> of this report, our board, directly and through its Sustainability Committee, maintains direct oversight over sustainability risks and opportunities, including those related to human rights. Management maintains day-to-day responsibility for these areas through a variety of management procedures and internal controls.</p>

We acknowledge the special responsibility associated with being a defense contractor. Some of our products and services include, or otherwise support, lethal capabilities. This imposes a terrific responsibility on us. To meet this call, we rigorously comply with applicable laws and regulations relating to the export and end use of our products and services. We also maintain demanding quality processes to reduce the risk of accidents and product safety injuries.

In carrying out our core commitment to human rights, our North Star is the law and policy of the U.S. government. In our complex and international business, some circumstances may be subject to potentially

competing imperatives in how and to whom we provide our products and services. We believe that those questions are best resolved by deferring to the laws and policies of the duly constituted and democratically elected U.S. government. Given our role as a core supplier to the United States government and military, we are legally, ethically and morally bound to support the foreign and defense policy of the United States.

We further embed these principles in our [Code of Conduct](#) and in many of the comprehensive corporate directives and practices adopted by our corporation and individual operating units.



We expect all people associated with General Dynamics to live up to these commitments. We encourage employees who believe that there has been a violation of our policy statement or our core commitments to human rights to report it, including through our Ethics program or Business Ethics Help Line.



*Virginia-class submarine at Electric Boat's shipyard*

## Global Supply Chain

Our suppliers are critical to our ability to deliver high-quality products and services to our customers. We expect them to uphold the same high standards that we uphold ourselves. Our suppliers are expected to act as good corporate citizens with sustainable business practices, to treat employees and customers with respect, and to act with integrity and honesty.

### Materials-Sourcing

We are committed to responsible sourcing throughout our global supply chain. We take steps to vet suppliers for their sustainable labor and materials-sourcing practices, purchase long-lasting products with low carbon footprints where possible, deal only with non-embargoed countries, and act to prevent counterfeit parts from entering our supply chain.

We have established mechanisms to assess risk and ensure compliance, and we continually look for new ways to reduce risk throughout our supply chain.

### Modern Slavery and Child Labor

As a corporation with operations and suppliers around the world, we recognize the importance of ensuring that respect for

human rights and dignity is embedded at all levels of our business. We do not tolerate human trafficking, child labor or forced labor anywhere within our businesses or supply chains.

Most of our supply base is located in the United States, which presents a far lower risk of forced labor or human trafficking. Wherever their location and whatever their role, we expect our suppliers to uphold the same high standards we uphold ourselves.

More information about our management processes to meet these standards is available on our [website](#).

### Conflict Minerals

We require our suppliers to trace potential sources of minerals such as tantalum, tin, gold or tungsten, which are known to help finance conflict. In accordance with U.S. Securities and Exchange Commission (SEC) requirements, we submit a Conflict Minerals Specialized Disclosure Report annually.

More information about our efforts to avoid conflict minerals is available on our [website](#).

## Due Diligence

Risk-based due diligence is an important part of our approach to identifying, assessing and mitigating risk. By taking prudent steps to understand the proposed parties and nature of proposed engagements or transactions, we strive to consider the implications of our business activities before entering into them.

Human rights risks, like other risks associated with any engagement or transaction, are included within this well-established approach to addressing risks. Risks related to human rights may arise in a variety of areas associated with a particular engagement or transaction, from supply chain conduct to environmental implications of operations. Our due diligence accordingly is focused on particular risks rather than human rights generally. We use a variety of tools, techniques and analyses to identify and assess the risk of a proposed engagement or transaction.

Detailed descriptions of our risk-based approach to due diligence, areas of focus, and techniques used to identify and assess risks are included in our [human rights policy](#).

Red flags regarding potential legal, policy, regulatory, reputational, financial, strategic or operational risk are identified and assessed by management. Where appropriate, we conduct further, enhanced due diligence. Engagements or transactions presenting significant risks are escalated to senior management in accordance with our risk management framework.

### Board Oversight and Reporting

Our board oversees our risk-based approach to due diligence as part of our overall risk management structure. Significant current and emerging risks identified through our due

diligence process are escalated to the board if appropriate as part of its oversight of the relevant business operations in which that risk arises.

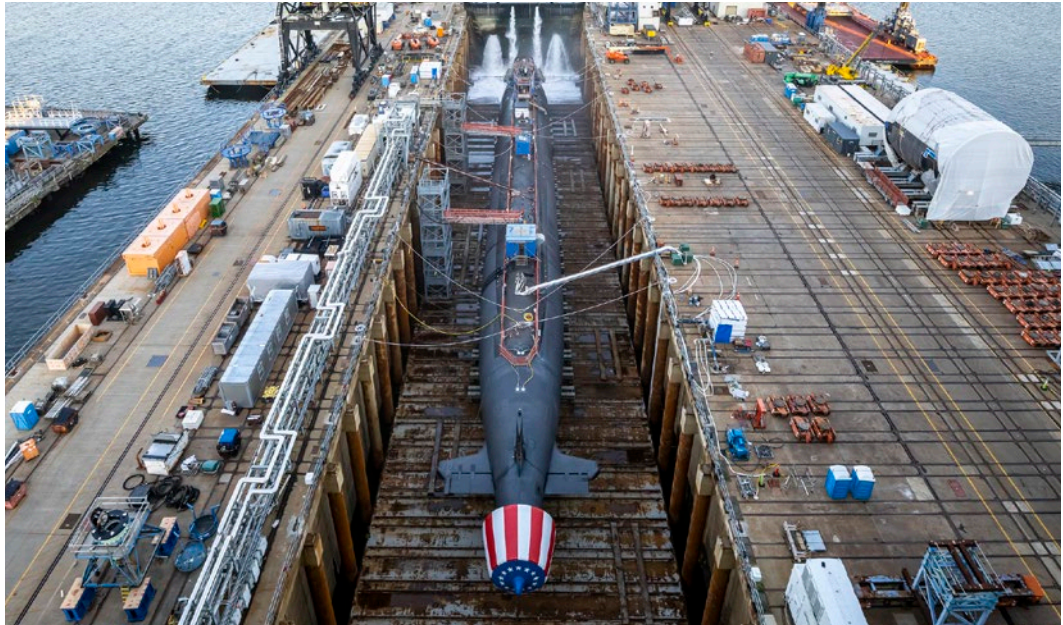
In addition to oversight of the risk management process, due diligence as it relates to sustainability topics, including human rights, is specifically discussed with and overseen by our board's Sustainability Committee.



*Shipbuilder at NASSCO*

### International Sales and End-Use Monitoring

International transactions relating to U.S. defense articles or services are undertaken in compliance with U.S. trade laws and regulations. Such sales must be aligned with and support U.S. national security and foreign policy. We maintain a comprehensive international trade compliance program focusing on risks associated with export, sanctions and anti-corruption compliance.



*Virginia-class submarine at Electric Boat shipyard*

In addition to our due diligence, sales of U.S. defense articles to non-U.S. governments are subject to additional U.S. government review and require written approval prior to export. While this government review is not a feature of our internal process, it provides essential context for the human rights risks associated with the end-user and the end-use of our products and services.

U.S. defense articles sold internationally require authorization prior to export. Proposed exports are subject to rigorous and comprehensive U.S. government independent review of the end-use, end-user and transaction. This review is coordinated between relevant U.S. government agencies, including the Department of State, Department of Commerce and DoD. Certain significant transactions must also be certified to Congress. This government review and approval includes an independent end-use and end-user review, as well as an assessment of the potential for diversion. By law and policy, the U.S. government expressly takes into account human rights considerations.

The U.S. government also maintains its own end-use monitoring through the State Department's Blue Lantern End-Use Monitoring Program and the Department of Defense's Golden Sentry End-Use Monitoring Program.

In addition to U.S. government review, certain international transactions may be subject to review and approval by allied-nation governments, which share a similar approach in their consideration of the end users and end-use risks in defense trade, including human rights considerations.

More information regarding authorization of international sales and end-use monitoring is provided in our [human rights policy](#).



## Communities

Although our company spans continents, we never lose sight of the communities in which we live and work. Our businesses invest in and promote involvement at the local level to make our communities better — whether that is through improving education and social services; promoting health, arts, and culture; supporting policies to strengthen our national security; helping those in need; or assisting veterans and their families.

**Supporting Our Communities.** Each BU participates in community outreach and support efforts that align with local community needs. Employees choose programs and organizations to support based on what is important to them. Then they organize the donation of time, goods and services. Some of our community service partnerships include local chapters of the United Way and Habitat for Humanity, or organizations like Jill's House in the D.C. metro area, which celebrates and provides support for children with special needs and their families.



**Mission Systems** employees and their family members participated in the 2023 Komen DMV Tri-State MORE THAN PINK Walk. Members of the team raised more than \$15,000 for research, advocacy and services for those living with breast cancer.

**Land Systems** ran campaigns to raise money for the United Way in the U.S. and Canada. More than 1,300 employees donated and, combined with company contributions, the campaigns raised more than \$410,000.



Employees at **NASSCO's** Norfolk shipyard completed four local environmental cleanups in 2023, including its annual Earth Day Cleanup. More than 50 volunteers from 18 different shops gathered 1.5 tons of trash.

Since 2021, **GDIT** has logged over 36,000 volunteer hours by more than 500 employees, impacting more than 400 community organizations. In 2023, GDIT Dollars for Doers employee volunteers completed more than 15,470 volunteer hours with over 205 charitable organizations, more than 5 times the hours volunteered the year prior.



Employees at multiple **OTS** sites participated in the U.S. Marine Corps Reserve Toys for Tots Program, donating and distributing toys to less fortunate children during the holiday season.

**Educational Outreach.** A key element of our community outreach is support for education, especially in the STEM fields. Our employees volunteer their time, talent and expertise to teach and train future members of the workforce, leading robotics clubs and rocketry competitions, and mentoring college students and interns. Facilitating strong knowledge and understanding of STEM concepts, particularly in underserved communities, is crucial to building a pipeline of talent for a productive society and our future workforce.

Our philanthropy and volunteer efforts focus on:

1. *Education & Social Services*
2. *Arts & Culture*
3. *Service Member Support*



In 2023, **NASSCO** sponsored X-STEM San Diego, an event for middle and high school students designed to empower and inspire kids about careers in STEM fields. NASSCO engineers hosted a workshop at the event to teach students about the fundamentals of shipbuilding.



**Land Systems** has built an international academic research ecosystem by partnering with universities and research organizations across the U.S. and Canada, including MIT, Texas A&M, the University of Wisconsin, the U.S. Military Academy, the College for Creative Studies, the University of Toronto and Laval University. Through these partnerships, Land Systems supports leading-edge STEM research, provides mentoring opportunities and prepares students for careers in the defense industry.



**Gulfstream's** EPIC: Empower, Provide, Invite, Care ERG hosted an onsite visit for Savannah State University students, providing an opportunity for participants to learn more about the aerospace industry and the diverse career paths available within the company.



**Jet Aviation's** Basel, Geneva and Zurich facilities participate annually in the Swiss National Future Day, which introduces children to new career opportunities. Jet Aviation teaches participants about various areas of the business and potential career paths within aviation.

**Supporting the Military Community.** We support several organizations and events that honor and provide assistance to those who have served. These include:

- The Association of the United States Army (AUSA) Army Ten-Miler, which raises funds for the Army Family and Morale, Welfare and Recreation program
- The National Military Family Association, which supports and enhances the quality of life for service members and their families
- The Semper Fi & America's Fund, which provides urgently needed resources and support for critically wounded, ill and injured service members, veterans and military families



As a 4-Star Sponsor for Habitat for Humanity's Veterans Build, **Ordnance and Tactical Systems** is hosting a volunteer build event for employees to help construct a home that will later be provided to a local veteran.



In 2023, General Dynamics employees from **Electric Boat, Bath Iron Works and Mission Systems** participated in the Annual Run to Home Base fundraiser at Fenway Park in Boston. The team raised more than \$97,000 to benefit veterans suffering from post-traumatic stress disorder, concussive brain trauma and other invisible wounds from war.



**Ordnance and Tactical Systems** partnered with Operation: Military Matters to send care packages to deployed troops overseas. Employees raised enough donations to pack 100 boxes of supplies, food and letters for servicemen and women.



## Political Engagement

General Dynamics Corporation does not make political contributions.

We offer eligible employees in the U.S. the opportunity to make voluntary political contributions through a political action committee (PAC). The General Dynamics Employee PAC is organized and operated on a strictly voluntary, nonpartisan basis and is registered with the Federal Election Commission. The PAC's political contributions are reported to the Federal Election Commission, where they become a matter of public record and are available for review [online](#). PAC contributions are subject to a robust internal review process to ensure they represent the best interests of General Dynamics employees. In addition, internal financial controls exist to ensure compliance with federally mandated contribution limits.

Our employee PAC invests contributions in candidates based on:

- **Support for national security and aerospace**
- **Representation in districts and states where General Dynamics facilities, suppliers or employees are located**
- **Membership on key committees legislating on issues of importance to General Dynamics**
- **Leadership positions**
- **Prior military or aerospace industry experience**

As a foundational principle, our employee PAC refrains from partisan politics, remaining focused on national security and advocating for the success of GD and its employees. We contribute to members of both parties, and we base our support on issues related to our core business.



*Virginia-class submarine*

Our employee PAC does not contribute to presidential campaigns, "super PACs," other 527s not focused on direct candidate support or 501(c)(4) organizations.

To ensure compliance with all applicable laws relating to political activities and effective corporate governance, we follow a strict policy governing lobbying practices. This includes tracking and reporting lobbying costs and expenses as nondeductible for tax purposes and unallowable for purposes of U.S. government contracts.

In 2023, we advocated for legislation that would direct the EPA and FAA to adopt International Civil Aviation Organization (ICAO) standards to reduce airplane GHG emissions in line with what many other nations have adopted. Initial versions of the FAA Reauthorization Act contained this sort of language, and shortly afterward, the EPA and FAA issued the final regulations to implement the ICAO standards. In addition, along with other aviation stakeholders, we are actively involved in promoting the newly formed Congressional Sustainable Aviation Caucus, which will serve an important role in highlighting and building support for key sustainability initiatives in the aviation sector.

## Cybersecurity and Data Privacy

We are committed to safeguarding employee, customer, national security and third-party information entrusted to our care. Our proactive and robust cybersecurity program focuses on assessing, identifying, managing and mitigating cybersecurity risk while supporting the achievement of our business objectives. We are committed to disclosing cyber incidents as required under applicable law.

Our companywide Cyber Council, composed of information technology and cybersecurity executives from our BUs, shares information and cybersecurity practices throughout the company, recommends policy and procedure updates, and tracks emerging trends. The chair of the Cyber Council reports directly to the company's chief executive officer.

We also collaborate and share intelligence with the U.S. government, suppliers and industry peers, and actively monitor threat activity.

Additional information about our companywide cybersecurity program and oversight of cybersecurity risk is included in our [Form 10-K](#).

**Data Privacy and Protection.** Like all businesses, we handle data that may include personal and sensitive information about

our employees, our customers and third parties. Safeguarding this information is a responsibility we take seriously.

Our data privacy programs are designed to address the challenges of expanding national and global privacy regulation, the growth in volume and sensitivity of privacy data, and the increased use of third-party vendors. Core tenets of our program include collecting amounts of information that are necessary to meet our business needs and seeking to ensure that the information we have is used exclusively for valid business purposes in accordance with written policies and procedures.

We regularly monitor and update our policies to maintain compliance with national and global data privacy laws and regulations. We also leverage the maturity of our general cybersecurity program with additional targeted privacy controls to protect private information against unauthorized access, use or disclosure.

**Responsible AI.** The use and advancements of artificial intelligence (AI) applications have the potential to create a more productive workforce and to advance capabilities for our customers. However, we also recognize that these opportunities can present additional risk to our business.

We have adopted a balanced approach to AI, consistent with our Ethos and in line with our existing risk management framework. Each BU tailors its own strategy for integrating AI and takes a multidisciplinary approach to assessing risk. Given the nature of our business, we are sensitive to how we incorporate AI into our products and services. Applying AI in the defense space involves unique considerations that we take seriously.





## Honors and Awards

- **Disability Equality Index**
  - *Best Places to Work*
- **DiversityComm**
  - *Top Women Employer*
- **Forbes**
  - *World's Best Employers*
  - *America's Best Employers for Veterans*
  - *America's Best Large Employers*
  - *America's Best Management Consulting Firms*
  - *America's Most Cybersecure Companies*
  - *Best Employers by State: Arizona, California, Connecticut, Florida, Georgia, Maine, Massachusetts, Rhode Island, Texas, Virginia*
  - *Best Employers for Veterans*
  - *Best Employers for Women*
- **Fortune**
  - *World's Most Admired Companies*
  - *America's Most Innovative Companies*
  - *Blue Ribbon Companies*
- **Gallup**
  - *Exceptional Places to Work*
- **Leading Employers**
  - *Top 1% of Employers in Germany*
- **Mental Health America**
  - *Platinum Bell Workplace Seal for Workplace Mental Health*
- **Military Friendly**
  - *Military Friendly Employer*
  - *Military Friendly Spouse Employer*
  - *Top Ten Supplier Diversity Program*
- **MilitaryTimes**
  - *Best for Vets: Employers*
- **National 8a Association**
  - *Small Business Industry Awards – Large Prime Company of the Year*
- **National Air Transportation Association**
  - *Sustainability Standard for Aviation Businesses*
- **National Association for Business Resources**
  - *Best and Brightest in Wellness*
- **Newsweek – America's Greatest Workplaces**
  - *America's Greatest Workplaces for Diversity*
  - *America's Greatest Workplaces for Parents and Families*
  - *America's Greatest Workplaces for Veterans*
  - *America's Greatest Workplaces for Women*
  - *Most Trustworthy Companies in America*
- **Top Workplaces**
  - *Top Workplaces USA*
- **Training Magazine**
  - *Training APEX Award*
- **UAS International Trip Support**
  - *Outstanding Supplier of the Year – Sustainability Award*
- **U.S. Department of Labor**
  - *HIRE Vets Medallion Award*
- **U.S. News & World Magazine**
  - *Best Companies to Work For – Best Companies in the South*
  - *Best Companies to Work For – Best in Transportation*
- **U.S. Veterans Magazine**
  - *Top Supplier Diversity Programs*
  - *Top Veteran-Friendly Companies*
- **VETS Indexes**
  - *5-Star Employer*
- **Washington Post**
  - *Top Workplaces*
- **WayUp**
  - *Top 100 Internship Program*



# INDEX

Where practicable, we seek to follow the disclosure topics and accounting metrics in alignment with the Sustainability Accounting Standards Board (SASB) standards for the Aerospace & Defense sector. This report is based on information for the calendar year ended December 31, 2023.

Metric Code	Accounting Metric	Report Location
<i>Energy Management</i>		
RT-AE-130a.1	(1) Total energy consumed, GJ (2) Percentage grid electricity, % (3) Percentage renewable, %	(1) 10,525,574 GJ (2) 46.5% (3) 1.2% <a href="#">Energy Management</a>
<i>Waste Management</i>		
RT-AE-150a.1	Amount of hazardous waste generated, percentage recycled	67% of 13,245 Mt of hazardous waste were recycled throughout the enterprise.
RT-AE-150a.2	Number and aggregate quantity of reportable spills, quantity recovered, kg	Not centrally reported. We promptly report all suspected or confirmed spills to the appropriate environmental authority.
<i>Data Security</i>		
RT-AE-230a.1	Number of data breaches, percentage involving confidential information	None of a material nature <a href="#">Cybersecurity and Data Privacy</a>
RT-AE-230a.2	Description of approach to identifying and addressing data security risks in company operations and products	<a href="#">Cybersecurity and Data Privacy</a>
<i>Product Safety</i>		
RT-AE-250a.1	Number of recalls issued, total units recalled	None
RT-AE-250a.2	Number of counterfeit parts detected, percentage avoided	We promptly report all suspected or confirmed cases to the government and/or the customer. <a href="#">Global Supply Chain</a>
RT-AE-250a.3	Number of Airworthiness Directives received; total units affected	The most recent information is available from the <a href="#">FAA</a> .
RT-AE-250a.4	Total amount of monetary losses as a result of legal proceedings associated with product safety	None of a material nature

<i>Fuel Economy &amp; Emissions in Use-Phase</i>		
RT-AE-410a.1	Revenue from alternative energy-related products, USD	Revenue from all alternative energy-related products is not disclosed. Details regarding revenue from SAF and our Book & Claim service are included in our <a href="#">CDP response</a> .
RT-AE-410a.2	Description of approach and discussion of strategy to address fuel economy and GHG emissions of products	<a href="#">Environmental</a>
<i>Materials Sourcing</i>		
RT-AE-440a.1	Description of the management of risks associated with the use of critical materials	<a href="#">Materials Sourcing</a>
<i>Business Ethics</i>		
RT-AE-510a.3	<p>(1) Total amount of monetary losses as a result of legal proceedings associated with incidents of corruption, bribery and/or illicit international trade</p> <p>(2) Revenue from countries ranked in the “E” or “F” Band of Transparency International’s Government Defence Anti-Corruption Index</p> <p>(3) Discussion of processes to manage business ethics risks throughout the value chain</p>	<p>(1) None</p> <p>(2) We do not have direct defense business with any of these countries outside of that overseen by the U.S. government’s Foreign Military Sales or Direct Commercial Sales process, or equivalent allied country processes.</p> <p>(3) <a href="#">Ethics</a>, <a href="#">Global Supply Chain</a>, <a href="#">Due Diligence</a></p>
<i>Activity Metrics</i>		
RT-AE-000.A	Production by reportable segment	Aircraft deliveries in units are reported in our <a href="#">10-K</a> . Deliveries of ships, combat vehicles and other systems are reported as applicable by our government customers.
RT-AE-000.B	Number of employees	116,000 (as of December 31, 2023). <a href="#">About Us</a>

In addition to the SASB Aerospace and Defense items above, we also report on the following items.

*Greenhouse Gas Emissions (GHG) in MT CO<sub>2</sub>e*

Scope 1	323,044
Scope 2 (market-based)	390,830
Total emissions (Scope 1 and Scope 2 – market-based)	713,874
Carbon offsets	20,814
Net emissions (Scope 1 and Scope 2 – market-based)	693,060
Carbon intensity (Total Scope 1 and 2 market-based emissions MT CO <sub>2</sub> e/\$M Revenue)	16.9
Scope 3 Category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2) Category 5: Waste generated in operations Category 6: Business travel	183,908 27,236 56,881

*Safety*

Recordable cases	<a href="#">Health, Wellness and Safety</a>
Absence cases	
Lost work days	

*Employee Demographics*

U.S. workforce demographics	<a href="#">Who We Are</a> <a href="#">EEO-1</a>
U.S. new hire demographics	White 60.1% Asian 6.5% Black or African American 15.2% Hispanic or Latino 14.0% American Indian or Alaska Native 0.6% Native Hawaiian or Pacific Islander 0.7% Two or More Races 2.9%

In accordance with ISO 14064OC, General Dynamics engages a third party to provide independent verification of our GHG emissions information. 2023 data has been independently verified by LRQA. A copy of the verification opinion declaration is available on the General Dynamics [website](#).



## Our Commitment to Transparency

We are committed to collecting, assessing and making available data about our company to keep investors, employees, customers, suppliers, communities and other stakeholders informed. Supporting documents, to include our Annual Report, Proxy Statement, Equal Employment Opportunity report (EEO-1), CDP questionnaire and independent verification statements, are available on [our website](#).

### Forward-Looking Statements

This report contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995, as amended. All statements other than statements of historical fact could be forward-looking statements. When used in this report, the words “believe,” “expect,” “could,” “may,” “would,” “will,” “trend,” “intend,” “aim,” “estimate,” “drive” and other similar words and expressions are intended to identify forward-looking statements. Examples of forward-looking statements include, but are not limited to, statements that relate to future prospects, developments and business strategies, as well as environmental, social and governance targets, goals and commitments outlined in this report or elsewhere. Forward-looking statements are based on management’s expectations, estimates, projections and assumptions. In making forward-looking statements, we rely on assumptions and analyses based on our experience and perception of historical trends; current conditions and expected future developments; and other factors, estimates and judgments we consider reasonable and appropriate based on information available to us at the time. Forward-looking statements are not guarantees of future performance and involve factors, risks and uncertainties that are difficult to predict, and many of which are outside of our control. Actual future results and trends, including the achievement of targets, goals, objectives or commitments, may differ materially from what is forecast, expressed or implied in any forward-looking statements made by General Dynamics or on its behalf due to a variety of factors.

Additional information regarding these factors is contained in the company’s filings with the Securities and Exchange Commission (SEC), including our Proxy Statement, Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K, and these factors may be revised or supplemented in future SEC filings. All forward-looking statements speak only as of the date they were made or as of the date of this report. All subsequent written and oral forward-looking statements attributable to General Dynamics or any person acting on our behalf are qualified by the cautionary statements in this section and in the “About This Report” section below. General Dynamics does not undertake any obligation to update or publicly release revisions to any forward-looking statements, including to reflect events, circumstances or changes in expectations after the date of this report, except as required by applicable law. Neither future distribution of this material nor the continued availability of this material in archive form on our website should be deemed to constitute an update or reaffirmation of figures or statements contained herein as of any future date.

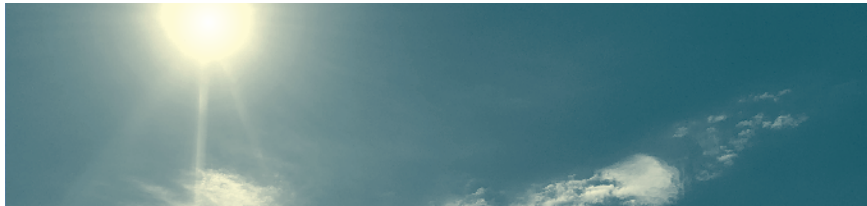
### About This Report

Except where otherwise noted, the information covered in this report highlights the company’s performance and initiatives in fiscal year 2023. This report is not intended to create legal rights or obligations. Calculations and statistics included in this report are in part dependent on the use of estimates and assumptions based on historical levels and projections and are therefore subject to change. Statements regarding General Dynamics’ targets, goals, commitments and objectives, including related statistics or metrics, are aspirational and may be based on estimates and assumptions under developing standards that may change in the future; as such, no guarantees or promises are made that they will be met or successfully executed, and actual results may differ, possibly materially. Further, data, statistics and metrics included in this report are non-audited estimates (other than audited financial data) that are not necessarily prepared in accordance with U.S. generally accepted accounting principles (GAAP), may continue to evolve, and may be based on assumptions believed to be reasonable at the time of preparation, but may be subject to revision.

This report is informed by the Sustainability Accounting Standards Board’s (SASB) Aerospace & Defense Standard and certain recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). In this report, terms quantifying the potential impact of sustainability matters (e.g., “material,” “materiality,” “substantially” and other similar words and expressions) are made in the context of such standards or refer to topics that substantially influence the assessments and decisions of a diverse set of stakeholders. We are not using these terms as they are used under the securities or other laws of the United States or any other jurisdictions, or as these terms are used in the context of financial statements and financial reporting.

This report is not intended to communicate any material investment information, and no part of this report constitutes, or shall be taken to constitute, an invitation or inducement to invest in the company or any other entity and shall not be relied upon in any way in connection with any investment decisions. This report has not been externally assured or verified by an independent third party. The inclusion or absence of information in this report is not an indication that the subject or information is material to our business or operating results. This report does not address the performance or operations of our suppliers, contractors or partners. Further, this report may contain links to third-party internet sites or references to third-party information. Such links, references and information are not incorporated by reference to this report and we can provide no assurance as to their accuracy, reasonableness or completeness. Further, the use or inclusion of such information is not intended to represent endorsements of any products or services.

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