

**FURTHER.
FASTER.
TOGETHER.**



ESG DATA BOOK 2023

We support and align with the below sustainability reporting frameworks and standards in our approach to reporting. In this ESG data book, you will find:

- [Performance Data 2023](#)
- [Sustainability Accounting Standards Board \(SASB\) Index 2023](#)
- [Task Force on Climate-related Financial Disclosures \(TCFD\) Index 2023](#)
- [Global Reporting Initiative \(GRI\) Index 2023](#)

In 2022, we responded to the CDP Climate questionnaire for the first time, opting to keep our score private. Since 2023, our responses are publicly available through the CDP platform and we plan to continue to respond to the CDP Climate questionnaire each year

We currently leverage SASB and TCFD but will look to align against International Sustainability Standards Board (ISSB) and the International Financial Reporting Standards (IFRS) framework in harmonization with global reporting standards as they become available.

2023

Performance Data



Workforce Profile (year-end 2023)

Global Workforce by Region

APAC	EMEA	North America	LATAM	Total
Number of permanent employees (headcount/FTE)				
705	198	5,427	89	6,419
Number of temporary employees (headcount/FTE)				
8	11	2	9	30
Number of non-guaranteed hours employees (headcount/FTE)				
0	0	27	0	27
Number of full-time employees (headcount/FTE)				
198	704	5,385	89	6,376
Number of part-time employees (headcount/FTE)				
1	0	42	0	43

Global Workforce by Reported Gender

Female	Male	Other	Not Disclosed	Total
Number of permanent employees (headcount/FTE)				
1885	4,534	0	0	6,419
Number of temporary employees (headcount/FTE)				
13	17	0	0	30
Number of non-guaranteed hours employees (headcount/FTE)				
1	26	0	0	27
Number of full-time employees (headcount/FTE)				
1,857	4,519	0	0	6,376
Number of part-time employees (headcount/FTE)				
28	15	0	0	43

New Hires by Age

Age Group	2023 New Hires	2023 YE Pop.	2022 YE Pop.	Rate
Under 30	375	1,165	1,123	32.8%
30-50	475	3,040	2,840	16.2%
Over 50	128	2,271	2,190	5.7%

New Hires by Reported Gender

Gender	2023 New Hires	2023 YE Pop.	2022 YE Pop.	Rate
Female	337	1,899	1,770	18.4%
Male	641	4,577	4,383	14.3%

New Hires by Region

Region	2023 New Hires	2023 YE Pop.	2022 YE Pop.	Rate
APAC	136	713	627	20.3%
EMEA	11	209	199	5.4%
NORTH AMERICA	818	5,456	5,234	15.3%
LATAM	13	98	93	13.6%

Workforce Composition

2020-2023 EMPLOYEE DEMOGRAPHICS

GENDER IDENTITY					RACIAL/ETHNIC IDENTITY															AGE GROUP											
Year	Total	U.S. EEO Categories				U.S. EEO Categories										HD International															
		Female		Male		Am Indian / Alaskan Native		Asian		Black / African Am		Hispanic / Latinx		Hawaiian / Pacific Islander		Two or more races		White		<30		30-39		40-49		50-59		60+			
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
2020	5,806	1,730	29.8 %	4,076	70.2 %	20	0.3 %	126	2.2 %	349	6.0 %	250	4.3 %	4	0.1 %	42	0.7 %	4,107	70.7 %	908	15.6 %	756	13.0 %	1,274	21.9 %	1,500	25.8 %	1,754	30.2 %	522	9.0 %
2021	5,874	1,656	28.2 %	4,218	71.8 %	20	0.3 %	185	3.1 %	452	7.7 %	363	6.2 %	4	0.1 %	75	1.3 %	3,984	67.8 %	791	13.5 %	975	16.6 %	1,308	22.3 %	1,394	23.7 %	1,657	28.2 %	540	9.2 %
2022	6,153	1,770	28.8 %	4,383	71.2 %	21	0.3 %	203	3.3 %	494	8.0 %	409	6.6 %	3	0.0 %	104	1.7 %	3,960	64.4 %	959	15.6 %	1,123	18.3 %	1,377	22.4 %	1,463	23.8 %	1,641	26.7 %	549	8.9 %
2023	6,476	1,899	29.3 %	4,577	70.7 %	22	0.3 %	263	4.1 %	509	7.9 %	425	6.6 %	3	0.0 %	108	1.7 %	4,084	63.1 %	1,062	16.4 %	1,165	18.0 %	1,543	23.8 %	1,497	23.1 %	1,656	25.6 %	615	9.5 %

2020-2023 MANAGEMENT DEMOGRAPHICS

GENDER IDENTITY					RACIAL/ETHNIC IDENTITY															AGE GROUP												
Year	Count	% of Total	U.S. EEO Categories				U.S. EEO Categories										HD International															
			Female		Male		Am Indian / Alaskan Native		Asian		Black / African Am		Hispanic / Latinx		Hawaiian / Pacific Islander		Two or more races		White		<30		30-39		40-49		50-59		60+			
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
2020	682	11.7 %	186	27.3 %	496	72.7 %	3	0.4 %	15	2.2 %	11	1.6 %	9	1.3 %	0	0.0 %	2	0.3 %	512	75.1 %	130	19.1 %	1	0.1 %	135	19.8 %	298	43.7 %	215	31.5 %	33	4.8 %
2021	638	10.9 %	188	29.5 %	450	70.5 %	2	0.3 %	28	4.4 %	18	2.8 %	13	2.0 %	0	0.0 %	2	0.3 %	438	68.7 %	137	21.5 %	4	0.6 %	121	19.0 %	267	41.8 %	216	33.9 %	30	4.7 %
2022	663	10.8 %	212	32.0 %	451	68.0 %	0	0.0 %	35	5.3 %	21	3.2 %	21	3.2 %	0	0.0 %	3	0.5 %	431	65.0 %	152	22.9 %	2	0.3 %	112	16.9 %	295	44.5 %	229	34.5 %	25	3.8 %
2023	757	11.7 %	232	30.6 %	525	69.4 %	0	0.0 %	47	6.2 %	20	2.6 %	22	2.9 %	0	0.0 %	5	0.7 %	507	67.0 %	156	20.6 %	5	0.7 %	130	17.2 %	317	41.9 %	262	34.6 %	43	5.7 %

Workforce Composition

2020-2023 PROMOTIONS DEMOGRAPHICS (% of Represented Population)

Year	Count	% of Total	GENDER IDENTITY				RACIAL/ETHNIC IDENTITY														AGE GROUP											
			Female		Male		U.S. EEO Categories														HD International		<30		30-39		40-49		50-59		60+	
			#	%	#	%	Am Indian / Alaskan Native		Asian		Black / African Am		Hispanic / Latinx		Hawaiian / Pacific Islander		Two or more races		White		#	%	#	%	#	%	#	%	#	%	#	%
							#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
2020	524	9.0 %	195	11.3 %	329	8.1 %	0	0.0 %	10	7.9 %	16	4.6 %	29	11.6 %	1	25.0 %	2	4.8 %	373	9.1 %	93	10.2 %	123	16.3 %	201	15.8 %	125	8.3 %	64	3.6 %	11	2.1 %
2021	385	6.6 %	133	8.0 %	252	6.0 %	4	20.0 %	14	7.6 %	14	3.1 %	20	5.5 %	0	0.0 %	4	5.3 %	282	7.1 %	47	5.9 %	92	9.4 %	174	13.3 %	68	4.9 %	44	2.7 %	7	1.3 %
2022	414	6.7 %	144	8.1 %	270	6.2 %	0	0.0 %	15	7.4 %	17	3.4 %	26	6.4 %	1	33.3 %	0	0.0 %	261	6.6 %	94	9.8 %	67	6.0 %	160	11.6 %	124	8.5 %	58	3.5 %	5	0.9 %
2023	283	4.4 %	88	4.6 %	195	4.3 %	0	0.0 %	7	2.7 %	9	1.8 %	18	4.2 %	1	33.3 %	5	4.6 %	179	4.4 %	64	6.0 %	75	6.4 %	90	5.8 %	73	4.9 %	38	2.3 %	7	1.1 %

2023 EMPLOYEE DEMOGRAPHICS BY LEVEL

Level	Count	GENDER IDENTITY				RACIAL/ETHNIC IDENTITY														AGE GROUP											
		Female		Male		U.S. EEO Categories														HD International		<30		30-39		40-49		50-59		60+	
		#	%	#	%	Am Indian / Alaskan Native		Asian		Black / African Am		Hispanic / Latinx		Hawaiian / Pacific Islander		Two or more races		White		#	%	#	%	#	%	#	%	#	%	#	%
						#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Executive	73	14	19.2 %	59	80.8 %	0	0.0 %	7	9.6 %	0	0.0 %	3	4.1 %	0	0.0 %	2	2.7 %	53	72.6 %	8	11.0 %	0	0.0 %	8	11.0 %	34	46.6 %	28	38.4 %	3	4.1 %
Management	684	218	31.9 %	466	68.1 %	0	0.0 %	40	5.8 %	20	2.9 %	19	2.8 %	0	0.0 %	3	0.4 %	454	66.4 %	148	21.6 %	5	0.7 %	122	17.8 %	283	41.4 %	234	34.2 %	40	5.8 %
Rest Salaried	2,907	1,119	38.5 %	1,788	61.5 %	10	0.3 %	151	5.2 %	173	6.0 %	158	5.4 %	2	0.1 %	39	1.3 %	1,865	64.2 %	509	17.5 %	330	11.4 %	861	29.6 %	785	27.0 %	671	23.1 %	260	8.9 %
Hourly	2,755	534	19.4 %	2,221	80.6 %	10	0.4 %	58	2.1 %	306	11.1 %	242	8.8 %	1	0.0 %	63	2.3 %	1,708	62.0 %	367	13.3 %	803	29.1 %	535	19.4 %	388	14.1 %	719	26.1 %	310	11.3 %

Health & Safety

Recordable Rate

	2019	2020	2021	2022	2023
H-D, INC. Totals	0.6	0.6	0.4	0.4	0.4
HDMC	0.6	0.6	0.5	0.4	0.4
HDFS	0.5	0.8	0.0	0.0	0.0
HDFS-Nevada	0.4	2.0	0.0	0.0	0.0
HDFS-Texas	0.4	0.0	0.0	0.0	0.0
HDFS-Chicago	1.0	0.8	0.0	0.0	0.0
Manufacturing	0.8	0.8	0.6	0.6	0.6
Tomahawk	0.7	0.3	0.5	0.5	0.5
Kansas City	0.4	2.1	Closed		
York	1.2	1.3	0.8	1.1	1.1
Pilgrim Road	1.0	0.4	0.3	0.4	0.4
Bawal, India	0.0	0.0	Closed	Closed	
Manaus, Brazil	0.0	0.0	2.6	0.0	0.0
NCA (Australia)	1.1	0.0	Closed		
Rayong, Thailand	0.0	0.0	0.4	0.2	0.2
Product Development	0.4	0.4	0.4	0.1	0.1
PDC	0.3	0.4	0.0	0.1	0.1
APG	0.0	0.0	7.6	0.0	0.0
FEC	41.8	0.0	0.0	0.0	0.0
Livewire Labs (Opened in 2019)	(Opened in 2019)	0.0	3.2	0.0	0.0
Livewire Exp Ctr (Opened in 2021)	(Opened in 2021)			0.0	0.0
Offices	0.3	0.3	0.1	0.1	0.1
Juneau Ave	0.3	0.1	0.1	0.0	0.0
Museum	0.0	3.0	0.0	1.7	1.7
HDDS	0.0	0.0	0.0	0.0	0.0

Restricted Time (DART) Rate

	2019	2020	2021	2022	2023
H-D, INC. Totals	0.3	0.4	0.4	0.2	0.2
HDMC	0.3	0.4	0.4	0.3	0.3
HDFS	0.4	1.2	0.0	0.0	0.0
HDFS-Nevada	0.4	1.2	0.0	0.0	0.0
HDFS-Texas	0.0	0.0	0.0	0.0	0.0
HDFS-Chicago	1.0	0.0	0.0	0.0	0.0
Manufacturing	0.4	0.6	0.5	0.4	0.4
Tomahawk	0.0	0.3	0.2	0.2	0.2
Kansas City	0.1	2.1	Closed		
York	0.8	0.8	0.8	0.7	0.7
Pilgrim Road	0.3	0.3	0.3	0.2	0.2
Bawal, India	0.0	0.0	0.0	Closed	
Manaus, Brazil	0.0	0.0	2.6	0.0	0.0
NCA (Australia)	1.1	0.0	Closed		
Rayong, Thailand	0.0	0.0	0.4	0.2	0.2
Product Development	0.3	0.2	0.4	0.1	0.1
PDC	0.2	0.2	0.0	0.1	0.1
APG	0.0	0.0	7.6	0.0	0.0
FEC	41.8	0.0	0.0	0.0	0.0
Livewire Labs (Opened in 2019)	(Opened in 2019)	0.0	3.2	0.0	0.0
Livewire Exp Ctr (Opened in 2021)	(Opened in 2021)			0.0	0.0
Offices	0.2	0.1	0.0	0.1	0.1
Juneau Ave	0.2	0.0	0.0	0.0	0.0
Museum	0.0	3.0	0.0	1.7	1.7
HDDS	0.0	0.0	0.0	0.0	0.0

Lost Time (DAFWII) Rate

	2019	2020	2021	2022	2023
H-D, INC. Totals	0.2	0.2	0.2	0.2	0.2
HDMC	0.2	0.2	0.2	0.2	0.2
HDFS	0.2	0.3	0.0	0.0	0.0
HDFS-Nevada	0.4	0.8	0.0	0.0	0.0
HDFS-Texas	0.0	0.0	0.0	0.0	0.0
HDFS-Chicago	0.0	0.0	0.0	0.0	0.0
Manufacturing	0.2	0.3	0.3	0.3	0.3
Tomahawk	0.0	0.3	0.0	0.2	0.0
Kansas City	0.1	1.6	Closed		
York	0.3	0.4	0.6	0.5	0.5
Pilgrim Road	0.0	0.1	0.1	0.2	0.2
Bawal, India	0.0	0.0	0.0	Closed	
Manaus, Brazil	0.0	0.0	2.6	0.0	0.0
NCA (Australia)	1.1	0.0	Closed		
Rayong, Thailand	0.0	0.0	0.0	0.0	0.0
Product Development	0.3	0.2	0.4	0.1	0.1
PDC	0.2	0.1	0.0	0.1	0.1
APG	0.0	0.0	7.6	0.0	0.0
FEC	41.8	0.0	0.0	0.0	0.0
Livewire Labs (Opened in 2019)	(Opened in 2019)	0.0	3.2	0.0	0.0
Livewire Exp Ctr (Opened in 2021)	(Opened in 2021)			0.0	0.0
Offices	0.2	0.1	0.0	0.0	0.0
Juneau Ave	0.2	0.0	0.0	0.0	0.0
Museum	0.0	3.0	0.0	0.0	0.0
HDDS	0.0	0.0	0.0	0.0	0.0

Operational Energy Use

Natural Gas Consumption (dth)

	2018	2019	2020	2021	2022	2023
Enterprise	771,182	781,989	624,090	462,246	535,739	477,683
Manufacturing	697,949	703,815	538,822	408,238	451,430	406,689
Kansas City	154,450	149,638	65,244	Closed		
Tomahawk	160,441	154,961	161,414	147,705	156,469	143,888
York	198,647	220,024	213,861	189,790	187,220	174,232
Pilgrim Road	101,965	100,397	98,303	70,743	99,311	81,514
Bawal, India	—	—	—	—	Closed	
Manaus, Brazil	—	—	—	—	—	—
NCA (Australia)	82,446	78,795	Closed			
Rayong, Thailand	Facility opened in late 2018		—	—	8,431	7,055
Offices	73,233	78,174	85,268	54,008	84,309	70,994
Museum	19,894	20,769	21,699	12,999	16,906	18,147
Juneau Ave	21,827	23,997	25,398	14,079	24,068	21,163
HDFS-Chicago	—	—	—	—	—	—
HDFS-Texas	—	—	—	—	—	—
HDFS-Nevada	—	—	—	—	8,673	1,241
Product Dev Ctr	31,512	33,408	36,327	25,491	33,639	30,443
TDS [HDDS]	Data not collected		—	—	—	—
Singapore	Data not collected		—	—	—	—
Oxford	Data not collected		1,844	1,439	1,023	—
LiveWire	—	—	—	—	—	—
LiveWire Labs	Facility opened in 2019			—	—	—
LiveWire-Canoga Park	Facility opened in late 2021					—
LiveWire-Experience Ctr	Facility opened in early 2022					—

Other Fuels (gal)

	2018	2019	2020	2021	2022	2023
Total - Gasoline	57,746	32,937	33,139	43,414	48,986	4,432
Total - Diesel	22,728	18,828	9,846	1,313	1,774	9
York - gasoline	5,449	5,124	8,046	5,926	8,517	—
York - diesel	594	932	1,315	499	216	—
PDC - gasoline	46,072	18,887	18,528	33,314	32,926	—
PDC - diesel	71	497	248	—	—	—
Manaus - gasoline	530	583	569	340	368	271
Manaus - diesel	—	—	370	272	267	9
Pilgrim Road - gasoline	1,320	1,320	1,605	1,350	1,075	—
Pilgrim Road - diesel	370	620	308	45	731	—
Kansas City - gasoline	1,297	3,918	1,255	Closed		
Kansas City - diesel	—	328	164	Closed		
HDFS-NV - gasoline	—	—	—	—	—	—
HDFS-NV - diesel	632	555	—	—	—	—
Museum - gasoline	2,793	3,105	2,826	1,517	237	—
Museum - diesel	222	920	486	497	44	—
Bawal, India - gasoline	—	—	—	Closed		
Bawal, India - diesel	20,469	14,976	6,063	Closed		
HDFS-TX - gasoline	—	—	—	—	—	—
HDFS-TX - diesel	370	—	—	—	—	—
NCA (Australia) - gasoline	—	—	Closed			
NCA (Australia) - diesel	—	—	Closed			
Rayong, Thailand - gasoline	Facility opened late 2018		595	—	4,063	4,161
Rayong, Thailand - diesel	Facility opened late 2018		892	—	216	—
Juneau Ave - gasoline	Data not previously captured				1,800	—
Juneau Ave - diesel	Data not previously captured				300	—

Operational Energy Use

Electricity Consumption (kwh)

	2018	2019	2020	2021	2022	2023
Enterprise	194,892,473	184,326,319	173,473,472	150,481,753	153,915,485	144,894,059
Manufacturing	166,772,063	157,801,906	145,726,954	130,602,089	134,420,907	124,408,410
Kansas City	29,471,189	26,476,854	13,435,952		closed	
Tomahawk	21,360,575	21,394,548	20,236,503	20,917,825	20,444,471	20,429,065
York	34,165,507	35,657,736	40,389,525	38,582,856	37,076,412	36,042,567
Pilgrim Road	73,932,164	68,393,785	67,637,874	65,202,045	69,374,302	61,237,013
Bawal, India	771,100	868,570	727,000	Closed	Closed	
Manaus, Brazil	479,596	427,280	412,580	285,624	296,082	349,211
NCA (Australia)	82,446	78,795		Closed		
Rayong, Thailand	Facility opened in late 2018		2,887,520	5,613,739	7,229,640	6,350,554
Offices	28,120,410	26,524,413	27,746,518	19,879,664	19,300,629	20,485,649
Museum	3,496,600	3,349,420	3,655,380	2,983,355	1,900,664	2,414,705
Juneau Ave	8,465,482	8,298,860	7,970,952	5,365,939	5,581,088	5,580,153
HDFS-Chicago	175,378	186,853	167,459	49,710	21,939	20,468
HDFS-Texas	2,072,000	1,760,800	2,152,400	1,513,200	521,748	1,640,775
HDFS-Nevada	2,034,081	1,717,853	1,688,419	1,047,073	334,167	424,692
Product Dev Ctr	11,876,869	11,210,627	10,895,876	8,283,784	10,547,245	10,404,856
TDS [HDDS]	Data not collected		450,159	273,933	42,469	—
Singapore	Data not collected		171,826	—	—	—
Oxford	Data not collected		594,047	362,670	351,309	—
LiveWire	—	—	—	—	193,949	—
LiveWire Labs	Facility opened in 2019			—	193,949	—
LiveWire-Canoga Park		Facility opened in late 2021				—
LiveWire-Experience Ctr		Facility opened in early 2022				—

Operational Energy Use

Renewables (kwh)

	Source	2020	2021	2022	2023
Total		38,646	39,931,880	3,557,027	1,293,766
Manaus	Quantity of electricity generated from rooftop solar panels that feed plant directly	38,646	38,840	57,010	59,080
Pilgrim Road	RECs from rooftop solar lease with WE Energies	n/a	2,571,020	3,137,406	2,407,000
York	2020-2021	n/a	34,749,000	—	—
Thailand	Solar panel installed in 2022		Solar panel installed in 2022	362,611	1,234,686

Waste by Management Method (lbs)

Method	2018	2019	2020	2021	2022	2023
Waste to energy	2,678,969.00	2,732,102.00	3,062,811.00	2,624,716.90	1,963,054.70	1,860,548.00
Landfilled	2,535,485.00	2,402,913.00	2,042,849.00	1,214,582.70	1,487,140.80	948,840.00
Recycled	32,432,891.00	26,270,107.00	24,253,165.00	26,112,419.10	21,686,112.90	7,971,006.00
Total	37,647,345.00	31,405,122.00	29,358,825.00	29,951,718.70	25,136,308.40	10,780,394.00
% Waste to Landfill	7 %	8 %	7 %	4 %	6 %	9 %

Hazardous and Nonhazardous Waste Generation (lbs)

	2018	2019	2020	2021	2022	2023
Nonhazardous	35,803,551.00	29,695,810.00	27,629,565.00	28,091,646.70	23,437,974.50	9,848,589.00
Hazardous	1,843,794.00	1,709,312.00	1,729,260.00	1,860,072.00	1,698,333.90	931,805.00
Total	37,647,345.00	31,405,122.00	29,358,825.00	29,951,718.70	25,136,308.40	10,780,394.00

Scope 1 and Scope 2 CO2 Emissions

Scope 1 Emissions (tCO2e)

	2018	2019	2020	2021	2022	2023
Enterprise	41,523	41,900	33,496	24,896	28,905	25,405
Manufacturing	37,330	37,533	28,756	21,707	24,116	21,634
Kansas City	8,207	7,876	3,478		Closed	
Tomahawk	8,513	8,222	8,573	7,845	8,311	7,643
York	10,594	11,741	11,443	10,086	10,021	9,254
Pilgrim Road	5,428	5,350	5,236	3,770	5,275	4,330
Bawal, India	208	153	3	Closed	Closed	
Manaus, Brazil	5	6	9	6	6	2
NCA (Australia)	4,375	4,185		Closed		
Rayong, Thailand	Facility opened in late 2018		14	—	486	406
Offices	4,193	4,367	4,740	3,189	4,789	3,771
Museum	1,082	1,140	1,182	709	900	964
Juneau Ave	1,158	1,275	1,357	756	1,278	1,124
HDFS-Chicago	—	—	—	—	—	—
HDFS-Texas	4	—	—	—	—	—
HDFS-Nevada	6	6	—	—	461	66
Product Dev Ctr	1,943	1,946	2,098	1,647	2,077	1,617
TDS [HDDS]	Data not collected		—	—	—	—
Singapore	Data not collected		—	—	—	—
Oxford	Data not collected		103	77	54	—
LiveWire	—	—	—	—	—	—
LiveWire Labs	Facility opened in 2019			—	—	—
LiveWire-Canoga Park		Facility opened in late 2021				—
LiveWire-Experience Ctr		Facility opened in early 2022				—

Scope 2 Emissions (tCO2e)

	2018	2019	2020	2021	2022	2023
Enterprise	118,907	102,231	87,990	66,991	69,225	67,025
Manufacturing	102,107	87,828	74,011	58,443	60,692	57,499
Kansas City	23,130	17,080	7,140		Closed	
Tomahawk	14,832	16,297	15,510	14,572	14,243	14,756
York	13,369	12,326	13,190	11,470	11,022	11,053
Pilgrim Road	46,492	38,825	35,875	29,301	31,178	29,240
Bawal, India	623	712	657	Closed	Closed	
Manaus, Brazil	299	251	57	130	134	11
NCA (Australia)	4,375	4,185		Closed		
Rayong, Thailand	Facility opened in late 2018		1,582	2,970	4,114	2,439
Offices	16,800	14,403	13,979	8,548	8,492	9,527
Museum	2,199	1,901	1,947	1,341	854	1,153
Juneau Ave	5,324	4,711	4,245	2,411	2,508	2,664
HDFS-Chicago	110	106	89	22	10	10
HDFS-Texas	1,078	810	914	564	195	608
HDFS-Nevada	620	511	493	287	92	123
Product Dev Ctr	7,469	6,364	5,802	3,723	4,740	4,968
TDS [HDDS]	Data not collected		240	123	19	—
Singapore	Data not collected		84	—	—	—
Oxford	Data not collected		165	77	75	—
LiveWire	—	—	—	—	41	—
LiveWire Labs	Facility opened in 2019			—	41	—
LiveWire-Canoga Park		Facility opened in late 2021				—
LiveWire-Experience Ctr		Facility opened in early 2022				—

Scope 3 Emissions

Vehicle Fuel Economy

	2018	2019	2020	2021	2022	2023
Total Production			145,760	191,668	204,829	187,488
Fleet Avg Fuel Economy (mpg)	43.7	44.0	44.6	44.6	44.6	44.6
Lifetime tCO2 (tailpipe emissions)	5,087,813	4,918,159	2,166,360	2,019,967	2,108,470	1,924,787

Business Travel

	2019	2020	2021	2022	2023
Passenger air miles	23,833,721	26,042,827	3,034,545	7,368,443	18,397,134
Metric tons CO2e	3,647.77	4,006.03	430.41	1,063.74	1,967.13

Jet Fuel (H-D aircraft)

	2018	2019	2020	2021	2022	2023
Consumption (gal)	133,726	133,502	188,052	118,656	90,760	90,000
Metric tons CO2e	1,305	1,303	835	1,158	886	800

Waste Generated in Operations

	2018	2019	2020	2021	2022	2023
Metric tons CO2e	325,758	257,489	234,103	263,081	217,447	1,787.56

Water Consumption (cubic meters)

	2018	2019	2020	2021	2022	2023
Enterprise	493,532	524,107	448,126	326,527	301,162	153,632
Manufacturing	393,591	421,913	332,877	275,591	263,498	93,258
Kansas City	71,361	70,116	26,278	Closed		
Tomahawk	55,615	76,536	48,960	61,380	48,182	—
York	114,799	129,037	136,397	114,174	115,362	91,472
Pilgrim Road	103,304	104,455	105,159	75,151	65,294	—
Bawal, India	2,969	2,186	2,116	Closed		Closed
Manaus, Brazil	2,216	2,617	2,822	1,326	—	1,786
NCA (Australia)	43,327	36,966	Closed			
Rayong, Thailand	Facility opened in late 2018		11,145	23,560	34,661	—
Offices	99,941	102,194	115,249	50,936	37,665	60,374
Museum	46,074	45,548	39,192	22,543	36,532	8,599
Juneau Ave	18,621	21,119	44,992	10,868	—	10,123
HDFS-Nevada	11,167	9,384	8,290	431	431	—
Product Dev Ctr	24,079	26,143	21,400	16,393	—	41,652
Singapore	Data not collected		693	200	200	—
Oxford	Data not collected		682	502	502	—

2023

Sustainability Accounting Standards (SASB) Index



HDI SASB (TR-AU) Disclosure

Topic & Metrics	Category - UoM - SASB Code	Company Response
PRODUCT SAFETY		
Percentage of vehicle models rated by NCAP programs with an overall 5-star safety rating, by region	Quantitative - Percentage (%) - TR-AU-250a.1	As a motorcycle manufacturer, Harley-Davidson vehicle models are not subject to NCAP.
Number of safety-related defect complaints, percentage investigated	Quantitative - Number, Percentage (%) - TR-AU-250a.2	52 Vehicle Owner Questionnaires (VOQs) were submitted to NHTSA regarding H-D vehicles in 2023 and H-D reviewed 100% of them.
Number of vehicles recalled	Quantitative - Number - TR-AU-250a.3	113,602 vehicles were affected by 5 safety-related voluntary recalls Harley-Davidson issued in 2023
LABOR PRACTICES		
Percentage of active workforce covered under collective bargaining agreements	Quantitative - Percentage (%) - TR-AU-310a.1	41% of Harley-Davidson Motor Company employees covered under collective bargaining agreements.
(1) Number of work stoppages and (2) total days idle	Quantitative - Number, days idle - TR-AU-310a.2	0 work stoppages and 0 total days idle that affected an entire plant at any one time.
FUEL ECONOMY & USE-PHASE EMISSIONS		
Sales-weighted average passenger fleet fuel economy, by region	Quantitative - mpg, L/km, gCO2/km, km/L - TR-AU-410a.1	45mpg, 125 gCO2 /km global average based on 2022 production units and fuel economy per regulatory testing.
Number of (1) zero emission vehicles (ZEV), (2) hybrid vehicles and (3) plug-in hybrid vehicles sold	Quantitative - Number - TR-AU-410a.2	660; Harley-Davidson does not disclose annual model level sales volumes
Discussion of strategy for managing fleet fuel economy and emissions risks and opportunities	Discussion & Analysis - TR-AU-410a.3	See Inclusive Stakeholder Management Report and 2023 Annual Report on 10-K, Item 1A. Risk Factors
MATERIALS SOURCING		
Description of the management of risks associated with the use of critical materials	Discussion & Analysis - TR-AU-440a.1	Harley-Davidson maintains a Conflict Minerals Policy, as well as Restricted Substances List to ensure the Company is managing critical materials and materials of risks adequately.
MATERIAL EFFICIENCY & RECYCLING		
Total amount of waste from manufacturing, percentage recycled	Quantitative - metric tons (t), percentage (%) - TR-AU-440b.1	74%
Weight of end-of-life material recovered, percentage recycled	Quantitative - metric tons (t), percentage (%) - TR-AU-440b.2	• See 2023 Performance Data, Waste
Average recyclability of vehicles sold	Quantitative - percentage (%) by sales weighted weight (metric tons (t)) - TR-AU-440b.3	Harley-Davidson does not compile this information. Motorcycles are highly recyclable due to the majority of the vehicle consisting of recyclable metals (steel and aluminum). Based on data from the industry, we could estimate over 70% of the vehicle is recyclable.
ACTIVITY METRICS		
Number of vehicles manufactured	Quantitative - Number - TR-AU-000.A	187,488
Number of vehicles sold	Quantitative - Number - TR-AU-000.B	Harley-Davidson motorcycles sold through the independent dealer network in 2022: Global sales: 162,771 North America total: 105,890 United States: 98,468 Canada: 7,422 Europe/Middle East/Africa (EMEA): 27,005 Asia Pacific: 26,953 Latin America: 2,923

2023

Task Force on Climate-related Financial Disclosures (TCFD) Index



HDI TCFD Disclosure

Focus Area	TCFD Disclosure Item	Company Response
Disclose the organization’s governance around climate-related risks and opportunities	a) Describe the board’s oversight of climate-related risks and opportunities.	<p>The Sustainability and Safety Committee of the Harley-Davidson, Inc. Board of Directors is chartered with responsibility for oversight of sustainability-related issues, including climate-related risks and opportunities. The Committee provides oversight, advice and assistance to the Board and to Company management in developing, implementing and monitoring, among other things, social and environmental policies, practices and strategies that will foster the sustainable growth of Harley-Davidson. The Committee is further charged with monitoring the social, political, environmental, public policy, legislative and regulatory trends, issues and concerns that could affect the Company’s brand and sustainability models, processes, resources, activities, strategies, and other capabilities, and make recommendations to the Board and management regarding how the Company should respond to such trends, issues and concerns to more effectively achieve its brand and sustainability goals.</p> <ul style="list-style-type: none"> Information available at the Charter of the Sustainability and Safety Committee of the Board of Directors
	b) Describe management’s role in assessing and managing climate-related risks and opportunities.	<p>The Chief Executive Officer is updated regularly on relevant activities from the sustainability team. The Chief Executive Officer also reviews and approves quarterly and annual action plans and budgets related to environmental activities, strategies and processes, and makes recommendations where appropriate on how the Company will respond to any trends, issues and concerns as they arise. The Chief Executive Officer also oversees performance against sustainability goals on an annual basis or more frequently as needed.</p> <p>Harley-Davidson manages ESG issues and impacts through our Inclusive Stakeholder Management approach. The Director, Inclusive Stakeholder Management (ISM), reporting to the VP Corporate Relations, is responsible for the overall corporate-wide strategy and roadmap. The Director, ISM directly oversees any issues related to sustainability and works with other members of leadership to coordinate efforts to monitor and address risks and opportunities.</p>

HDI TCFD Disclosure

Focus Area	TCFD Disclosure Item	Company Response
STRATEGY		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<p>Climate-related risks have been identified through the EP&L assessment and Company strategic risk management processes and include: (1) GHG impacts from the use phase of gasoline-powered motorcycles, (2) GHGs and other impacts from the extraction, processing and production processes required to make parts/components and final products as well as risk to supply and production due to future scarcity caused by climate-related events (e.g., more extreme weather), and (3) impacts to the sport of motorcycling from increased regulation and/or consumer sentiment. Opportunities associated with these risks include improving fuel economy of gasoline-powered vehicles and producing electric motorcycles; improving impacts associated with materials in products and Company operations by, e.g., increasing recycled content, improving recyclability, engaging with suppliers and sub-tiers to reduce energy consumption of processes, and increasing use of renewable energy; and engaging with regulatory entities to ensure Company product development and manufacturing programs remain compliant if not ahead of compliance and to help advance the industry beyond a minimal compliance approach.</p> <p>We look at the following risk types when considering our climate-related risk assessments: current regulation, emerging regulation, technology, legal, market, reputation. We have started some work that will also add acute physical and chronic physical risk types into our assessment process.</p> <ul style="list-style-type: none"> • Form 10-K > Item 1A. Risk Factors
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	As described above, these risks and opportunities impact the scope and requirements for some motorcycle product development programs, including the financial prioritization and tradeoff decisions for investments in Company operations. This is also the case for Apparel & Licensing and Parts & Accessories businesses, with less dependency on Company manufacturing operations. Initiatives require investment, including for operational improvements and assets, new products and alternative materials, and, in the future, an increased renewables portfolio as well as carbon offsets and potentially carbon capture technology.
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Although Harley-Davidson does not yet have a formal transition plan that aligns with a 1.5°C world, we do have a public goal to achieve net zero carbon emissions across our value chain by 2050. Furthermore, we are signatories to the Better Climate, Better Plants Pledge, which means we have goals to reduce Scope 1 and 2 GHG emissions from U.S.-owned facilities by 50% (2017 baseline) and to reduce energy intensity by 25% (U.S.-owned, 2017 baseline). As we advance our efforts in this area, we aim to set interim targets that are SBTi-aligned, as well as conduct a full climate scenario analysis to ultimately develop a transition plan that integrates our climate strategy with our financial and business strategy in the next few years.

HDI TCFD Disclosure

Focus Area	TCFD Disclosure Item	Company Response
RISK MANAGEMENT		
Disclose how the organization identifies, assesses and manages climate-related risks	a) Describe the organization's processes for identifying and assessing climate-related risks.	<p>We understand (through the EP&L) that most of our climate-related impact comes from the sourcing of parts, including sub-tiers back to mineral extraction; from the use of our products by consumers (e.g., gasoline full value chain impacts); and from the energy consumed by our operations. Company management, with the input of several key functions, is responsible for identifying potential climate related risks and assessing those risks, including informing the Sustainability and Safety Committee of these risks as well as trends, issues and recommended actions. Our ERM process operates with a two to four-year time horizon. Our current risk management process is cross-functional and is managed specifically by Internal Audit. Internal/external risk categories are considered when thinking about key risks to the achievement of the strategic objectives (product compliance, tax and trade, ESG, etc.). Furthermore, by the nature of our executive structure, our senior leadership all operate in an environment in which one of their key responsibilities is to proactively assess and manage risks and opportunities in their respective areas. Harley-Davidson continues evaluating its ERM process to better integrate ESG issues.</p> <p>Harley-Davidson defines substantive financial impact on our business if the resulting deviation from planned earnings exceeds \$50 to \$100 million, or 1% of our revenue or more, when identifying or assessing risks, including those resulting from potential climate risks. Such a reduction in revenue could be caused by a stop in production or sale of vehicles from labor or supply chain issues, severe weather events, or result from a regulation that would prohibit the sale of our products.</p>
	b) Describe the organization's processes for managing climate-related risks.	<p>The CEO and senior leadership team are responsible for managing climate-related risks through the operational cadence of SM-Harley and SM-Davidson and the key Review Boards governing Company decision-making. Furthermore, by the nature of our executive structure, our senior leadership all operate in an environment in which one of their key responsibilities is to proactively assess and manage risks and opportunities in their respective areas.</p>
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	<p>See above. We do not have a formal integration of climate-related risks and opportunities with our financial planning, but recognize its growing need. In the next few years, the sustainability and finance teams have plans to work more closely together in order to develop a process in which climate risks and opportunities may be managed and addressed from the lens of financial planning and long-term strategy on a continual and annual basis. However, these risks and opportunities have influenced our financial planning over the years on a more ad hoc basis across different parts of our business, such as in the strategic decision to pursue and invest in the electrification of motorcycles through the LiveWire division and spin off, capital expenditures and allocation planning within our materials innovation and engineering, operations and manufacturing.</p>

HDI TCFD Disclosure

Focus Area	TCFD Disclosure Item	Company Response
METRICS AND TARGETS		
Description of the management of risks associated with the use of critical materials	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<p>Harley-Davidson has established the following climate-related targets:</p> <ul style="list-style-type: none"> • Achieve net zero carbon impact (Scope 1, 2 & 3) for Harley-Davidson, Inc. by 2050 • Reduce Scope 1 & 2 emissions from U.S.-owned facilities by 50% by 2030 from a 2017 baseline • Reduce energy intensity by 25% by 2030 for U.S. manufacturing operations from a 2017 baseline (Achieved in 2023)
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	<ul style="list-style-type: none"> • See Performance Data, Operational energy use and emissions. • Harley-Davidson understands the risks associated with increased Scope 1, 2 & 3 emissions and climate change, including supply chain disruption, changes in consumer preferences, additional reporting and compliance requirements (e.g., tailpipe emissions, factory emissions, etc.) and risks from more extreme weather events.
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	<p>Harley-Davidson has established the following climate-related targets:</p> <ul style="list-style-type: none"> • Achieve net zero carbon impact (Scope 1, 2 & 3) for Harley-Davidson, Inc. by 2050 • Reduce Scope 1 & 2 emissions from U.S.-owned facilities by 50% by 2030 from a 2017 baseline • Reduce energy intensity by 25% by 2030 for U.S. manufacturing operations from a 2017 baseline (Achieved in 2023)

HDI TCFD Disclosure

Focus Area	TCFD Disclosure Item	Company Response
METRICS AND TARGETS		
Description of the management of risks associated with the use of critical materials	- Sales weighted average fleet fuel economy, by region	<ul style="list-style-type: none"> • 44.6 mpg, 125 gCO₂/km global average based on 2022 production units and fuel economy per regulatory testing (WMTC). • Harley-Davidson does not publish the sales-weighted average fuel economy of its vehicles by region.
	- Revenues/savings from investments in low-carbon alternatives (e.g., R&D, equipment, products or services)	Harley-Davidson is investing in EV through LiveWire, the first publicly traded all-EV motorcycle company in the U.S. Harley-Davidson has also invested in new technologies and other measures to improve fuel economy, including the Milwaukee Eight® powertrain for Touring and Softail and future new models/segments. However, R&D and product development investments are considered confidential and are not publicly disclosed.
	- Vehicle sales (historical, current and projected) by category (e.g., gas vehicles, diesel vehicles, battery electric vehicles, plug-in hybrid electric vehicles, alternative-powered vehicles (LPG, CNG, fuel cells, compressed air))	In late 2019, Harley-Davidson introduced the all-electric LiveWire motorcycle and in 2021 created a separate EV division (LiveWire) and introduced the LiveWire One model. In December 2021, Harley-Davidson announced the planned spinoff of LiveWire into a separate, majority-owned, public company with that transaction completing in 2022. LiveWire is now a separate publicly traded entity on the NYSE. LiveWire also sells electric balance bicycles for children (StaCyc). Harley-Davidson's vehicle products are gas powered. While Harley-Davidson does not currently publicly disclose volumes by model, the vast majority of the vehicles sold in 2022 were gas-powered. In 2023, LiveWire sold 660 EV motorcycles.
	- Expenditures (OpEx) for R&D for low-carbon transportation equipment or transportation services	Harley-Davidson is investing in our processes and infrastructure to make our operations more energy efficient. As a measure of this commitment, we have joined the U.S. Department of Energy's Better Climate Challenge Partners program, committing to reduce the energy intensity of the Company's U.S.-owned facilities by 25% by 2030 (from 2017 baseline). <ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > Preserving the Planet
	- Road vehicles – geographic breakdown of GHG emissions: emissions and/or emission intensity of products for key geographies against regulatory requirements/targets	Harley-Davidson does not break down the fuel economy or tailpipe emissions of vehicles by region. In part, this is due to differing testing protocols and fuel specifications that vary globally. The annual homologation process is a process whereby applicable governments in the markets where we sell products certify whether the products we propose to import into that market meet relevant requirements, including emissions requirements.
	- Life cycle reporting of GHG emissions of Transportation products (air, ship, rail, truck, auto)	Harley-Davidson does not currently engage in this level of reporting.
	- Investments (CapEx) in low-carbon transportation equipment or transportation services	While Harley Davidson is investing in lower carbon products (as described above), we do not disclose specific investment amounts for confidentiality and competitive advantage. At the closing of the LiveWire Transaction, LiveWire Group, Inc. received net proceeds of approximately \$294 million, including a \$180 million investment from Harley Davidson, net of transaction expenses, a \$100 million investment from KYMCO and a \$14 million investment from ABIC, net of redemptions and transaction expenses.

2023

Global Reporting Initiative (GRI) Index



GRI Index

GRI Standard	Disclosures	Company Response
GRI 2: General Disclosures		
2-1	Organizational details <ul style="list-style-type: none"> • Legal name • Nature of ownership and legal form • Location of headquarters • Countries of operation 	<ul style="list-style-type: none"> • Harley-Davidson, Inc. • Form 10-K • 3700 West Juneau Avenue, Milwaukee, Wisconsin 53208 • Form 10-K (p3-6)
2-2	Entities included in the organization's sustainability reporting	<ul style="list-style-type: none"> • Form 10-K, Business (p3)
2-3	Reporting period, frequency and contact point <ul style="list-style-type: none"> • Reporting period for, and frequency of, sustainability reporting • Reporting period for financial reporting • Publication date of the report • Contact point for questions about the report 	<ul style="list-style-type: none"> • Calendar year 2023, annually • Calendar year 2023 • Q3 2024 • investor.relations@harley-davidson.com
2-4	Restatements of information	<ul style="list-style-type: none"> • None
2-5	External assurance Policy and practice for seeking external assurance External assurance of sustainability reporting	Harley-Davidson conducts an internal audit of ESG information, particularly focusing on those of high priority, including our climate-related disclosures. As the company prepares for the EU's CSRD regulation, the Company will be undergoing limited assurance by external auditors for the first compliant report in Q1 of 2026.
2-6	Activities, value chain and other business relationships <ul style="list-style-type: none"> • Sectors • Value chain • Other relevant business relationships • Significant changes compared to the previous reporting period 	<ul style="list-style-type: none"> • Automotive, Automotive OEM • Form 10-K (p3-6) • 0 • No significant changes reported

GRI Standard	Disclosures	Company Response
2-7	<p>Employees</p> <ul style="list-style-type: none"> • Total number of employees and breakdown by gender and region • Total number of permanent, temporary, non-guaranteed hours, full-time and part-time employees, and breakdowns by gender and region • Methodologies and assumptions used to compile data • Context information necessary to understand the data reported • Significant fluctuations during and between reporting periods 	<ul style="list-style-type: none"> • Performance Data 2023 > Workforce Profile (p3-4) • Performance Data 2023 > Workforce Profile (p3-4) • Methodologies and context: <ul style="list-style-type: none"> • Permanent = Regular (includes both FT and PT) • Temporary = Fixed Term • Non-guaranteed hours employees = Casual • 1) Only counted Permanent (Regular) in FT and PT breakouts. • 2) For Regions we used our own defined regions. • No significant fluctuations reported.
2-8	<p>Workers who are not employees</p> <ul style="list-style-type: none"> • Total number of workers who are not employees and whose work is controlled by the organization • Methodologies and assumptions used to compile the data • Significant fluctuations during reporting periods 	<ol style="list-style-type: none"> 1. Around 300 workers, i. Evenly distributed across the organization, ii. Varies by responsibility and function. 2. We consider workers who are not employees to be our external population and our Fieldglass population. Externals refer to our international contractors and Fieldglass refers to our domestic contractors. We are not accounting for professional services, HDFs contractors and independent contractors as we do not systematically track them. i. Head-count, ii. At 2022 year-end. 3. No significant fluctuations reported.

GRI Standard	Disclosure	Company Response
GRI 2: General Disclosures		
2-9	<p>Governance structure and composition</p> <ul style="list-style-type: none"> • Governance structure including committees of the highest governance body • Committees responsible for decision-making on and overseeing the management of the organization's impacts on the economy, environment and people • The composition of the highest governance body 	<ul style="list-style-type: none"> • See page 3 of the 2024 Proxy Statement
2-10	<p>Nomination and selection of the highest governance body</p> <ul style="list-style-type: none"> • Nomination and selection process • Criteria 	<ul style="list-style-type: none"> • See page 3 of the 2024 Proxy Statement
2-11	Chair of the highest governance body	Jochen Zeitz is the Chair of the Board. See page 3 of the 2024 Proxy Statement
2-12	Role of the highest governance body in overseeing the management of impacts	<p>Harley-Davidson's Chief Executive Officer reviews and oversees the activities of the sustainability team and relevant agenda items on a weekly basis as they arise. Through this process the CEO supports in the monitoring, assessment of risks and opportunities related to climate issues and advises on and approves any activities or initiatives that may be implemented to address or manage these topics for the Company.</p> <p>Harley-Davidson manages ESG issues and impacts through our Inclusive Stakeholder Management approach. The Director, Inclusive Stakeholder Management (ISM), reporting to the VP Corporate Relations, is responsible for the overall corporate-wide strategy and roadmap. The Director, ISM directly oversees any issues related to sustainability and works with other members of leadership to coordinate efforts to monitor and address risks and opportunities.</p>
2-13	Delegation of responsibility for managing impacts	
2-14	Role of the highest governance body in sustainability reporting	Harley-Davidson's Inclusive Stakeholder Management Report is reviewed by the senior executives and CEO. The report is compiled by Director, Inclusive Stakeholder Management, with input from teams, leaders and executives across the business.
2-15	Conflicts of interest	<ul style="list-style-type: none"> • Proxy Statement 2024
2-16	<p>Communication of critical concerns</p> <ul style="list-style-type: none"> • Communication to highest governance body • Total number and nature of critical concerns communicated 	<ul style="list-style-type: none"> • Information available at the Charter of the Sustainability and Safety Committee of the Board of Directors. • Total number and nature of critical concerns are considered confidential.
2-17	<p>Collective knowledge of the highest governance body</p> <ul style="list-style-type: none"> • Measures taken to advance the knowledge, skills and experience of the highest governance body 	<ul style="list-style-type: none"> • Proxy Statement 2024 <p>The Sustainability and Safety Committee meets quarterly to monitor and review trends.</p>

GRI Standard	Disclosure	Company Response
GRI 2: General Disclosures		
2-18	Evaluation of the performance of the highest governance body <ul style="list-style-type: none"> • Evaluation process • Independence and frequency of evaluations • Actions taken in response to evaluations 	<ul style="list-style-type: none"> • Proxy Statement 2024 The Board of Directors conducts an annual self-assessment. Actions may be taken in response to the self-assessment results, including changes to membership and organizational practice, additional training or other actions.
2-19	Remuneration policies <ul style="list-style-type: none"> • Remuneration policies for members of the highest governance body and senior executives • How the policies relate to the management of the organization’s impacts on the economy, environment, and people 	a. Pay-for-performance: reward exceptional performance, align interests with shareholders: use equity-based awards and stock ownership guidelines, align metrics with our strategy and operating plan: select performance measures that reflect our strategic objectives, target pay competitively: typically set target compensation to be competitive with the 50th percentile of our compensation peer group. Utilize base pay with strong mix of variable pay in support of pay-for-performance metrics. Clawbacks are in place for material financial reporting errors. Retirement benefits are offered through a 401(k) matching. b. Long-Term Incentive pay is measured based on Operating Income, Return on Invested Capital, Revenue, Workforce Engagement and Employee Diversity in leadership roles. <ul style="list-style-type: none"> • Proxy Statement 2024
2-20	Process to determine remuneration <ul style="list-style-type: none"> • Process for designing remuneration policies and determining remuneration • Results of votes of stakeholders 	<ul style="list-style-type: none"> • No change from previous year • 8-K with ASM results
2-21	Annual total compensation ratio <ul style="list-style-type: none"> • Ratio of annual total compensation for the organization’s highest-paid individual to the median annual total compensation for all employees • Ratio of the percentage increase in total compensation for the organization’s highest-paid individual to the median percentage increase in annual total compensation for all employees • Contextual information necessary to understand the data 	<ul style="list-style-type: none"> • 157:1 • To calculate our ratio for 2023, we calculated each median employee’s annual total compensation for 2023 in the same way that we calculated total compensation for each of our NEOs. Our CEO’s total compensation (as reported in the Summary Compensation Table in our Proxy Statement 2024) was \$11,953,280, and our median employee’s total compensation was \$76,286, resulting in a ratio of our CEO’s compensation to the median employee’s compensation of approximately 157:1.
2-22	Statement on sustainable development strategy	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management p5 > Hardwire Strategy
2-23	Policy commitments	<ul style="list-style-type: none"> • Code of Business Conduct • Supplier Code of Conduct • Corporate Governance Policy • Financial Code of Conduct • Statement on Conflict Minerals • Above policies found at: https://investor.harley-davidson.com/governance/corporate-governance/default.aspx
2-24	Embedding policy commitments	<ul style="list-style-type: none"> • Corporate Governance Policy • Code of Business Conduct • Supplier Code of Conduct • 2022 Inclusive Stakeholder Management Report > Responsible Business > Promoting Ethical Behavior and Respecting Human Rights (p30)

GRI Standard	Disclosure	Company Response
GRI 2: General Disclosures		
2-25	Processes to remediate negative impacts	<ul style="list-style-type: none"> • Corporate Governance Policy • Code of Business Conduct • Supplier Code of Conduct • 2022 Inclusive Stakeholder Management Report > Responsible Business > Promoting Ethical Behavior and Respecting Human Rights
2-26	Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > Responsible Business > Promoting Ethical Behavior and Respecting Human Rights
2-27	Compliance with laws and regulations	<ul style="list-style-type: none"> • In 2023, Harley-Davidson, Inc. did not have any material instances of non-compliance with environmental laws and regulations. The Company did not receive any material fines or non-monetary sanctions in any region for non-compliance with environmental laws and regulations in FY23.
2-28	Membership associations	\$59,943.24
2-29	Approach to stakeholder engagement	2023 Inclusive Stakeholder Management Report > Responsible Business > Stakeholder Management
2-30	Collective bargaining agreements <ul style="list-style-type: none"> • Percentage of total employees covered by collective bargaining agreements • Determination of working conditions for employees not covered by collective bargaining agreements 	<ul style="list-style-type: none"> • 41.1% • 0
GRI 3: Material Topics		
3-1	Process to determine material topics	<ul style="list-style-type: none"> • While we have not carried out a recent materiality assessment, our internal teams have discussed our material issues and agreed on them at our Compliance and Ethics Committee. The process was informed by benchmarking of peers and the automotive industry, as well as topics that are raised by our stakeholders both internal and external. • In 2024, the Company will be carrying out a double materiality assessment with support from an external partner in preparation for the EU's CSRD. • 2022 Inclusive Stakeholder Management Report > Our Material Issues
3-2	List of material topics	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > Our Material Issues
GRI 201: Economic performance		
GRI 3: Material Topics	Management of material topics	<ul style="list-style-type: none"> • Form 10-K
201-1	Direct economic value generated and distributed	<ul style="list-style-type: none"> • Form 10-K > Item 8. Financial Statements and Supplementary Data (p. 54-116)
201-2	Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none"> • 2023 TCFD Index • Form 10-K > Item 1A. Risk Factors (p15, 23)
201-3	Defined benefit plan obligations and other retirement plans	<ul style="list-style-type: none"> a. For Plan Year ending 12/31/2022, the total plan's liabilities are as estimated \$1,581,700,584. b. No separate fund exists to pay the plan's pension liabilities. c. For Plan Year ending 12/31/2022, the plan is considered 144.33% funded. d. Each part (four total) of the HD Defined Benefit plan is closed to new participants. Participation was automatic to any eligible United States-based employee. Employee voluntary contributions ceased as of 4/1/2012. Employer contributions are made as necessary on an actuarial basis to be paid to participants. Harley-Davidson may also elect to contribute additional amounts to the Plan based on factors like funded status, investment and tax strategies or other general economic conditions.
201-4	Financial assistance received from government	We may receive grants, tax incentives and low- or no-interest loans from countries and subdivisions of countries. We do not currently track centrally all of the types of potential government assistance listed in this indicator. No government is a material shareholder in the company.

GRI Standard	Disclosure	Company Response
GRI 202: Market presence		
GRI 3: Material Topics	Management of material topics	• Form 10-K
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Harley-Davidson does not have any roles paid at or near minimum wage. Our entry-level employees are paid well above minimum wage. It is Harley-Davidson's position that we compensate our employees fairly and competitively.
202-2	Proportion of senior management hired from the local community	Information unavailable – this data is not readily available and is not tracked today. However, as a practice, Harley-Davidson does not generally send U.S. employees as expats to other regions, and by this nature, virtually all regional senior management are hired from the local community.
GRI 203: Indirect economic impacts		
GRI 3: Material Topics	Management of material topics	• Form 10-K
203-1	Infrastructure investments and services supported	• 2022 Inclusive Stakeholder Management Report > Promoting Profit & Prosperity
203-2	Significant indirect economic impacts	• 2022 Inclusive Stakeholder Management Report > Promoting Profit & Prosperity
GRI 204: Procurement practices		
GRI 3: Material Topics	Management of material topics	• Form 10-K • Supplier Code of Conduct • 2022 Inclusive Stakeholder Management Report > Responsible Business > Ethical Business
204-1	Proportion of spending on local suppliers	We do not currently track this information as we have not defined “local” in the context of suppliers.
GRI 205: Anti-corruption		
GRI 3: Material Topics	Management of material topics	• Code of Conduct
205-1	Operations assessed for risks related to corruption	The Company has a global third-party due diligence program focused on identifying risks of bribery and/or corruption that may be presented through our third-party relationships. The program applies to all third parties conducting business with the Company. In addition, the Company has a Chief Compliance Officer and Compliance & Ethics Committee consisting of Company senior leaders. The Compliance & Ethics Committee meets at least twice a year and is provided quarterly compliance updates in between meetings. The Company has a Compliance Working Team consisting of Company's compliance leaders that meet regularly to review compliance-related issues, including bribery and corruption concerns, and will escalate issues to the Compliance & Ethics Committee. Additionally, the Company has a Policy Working Team consisting of Company leaders that meet regularly to review and update Company policies.
205-2	Communication and training about anti-corruption policies and procedures	All employees receive annual training on the Code of Business Conduct and Anti-bribery and Anti-Corruption, among other compliance-related training requirements. Training is mandatory; Code of Conduct training and Anti-bribery and Anti-Corruption training achieved a 100% completion rate in 2023.
205-3	Confirmed incidents of corruption and actions taken	The Company does not publicly disclose whether there are any incidents of corruption as such information is considered confidential. All reported incidents are promptly investigated and handled appropriately.

GRI Standard	Disclosure	Company Response
GRI 206: Anti-competitive behavior		
GRI 3: Material Topics	Management of material topics	<ul style="list-style-type: none"> • Code of Conduct
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Two (2). In the reporting period, the Company had the following pending lawsuits which include allegations of anti-competitive behavior by the Company: (1) a consumer class action related to the Company's 2022 motorcycle warranty settlement with the Federal Trade Commission; and (2) a lawsuit by a dealer which includes an allegation that the Company's internet sales policy violates the Massachusetts Antitrust Act.
GRI 207: Tax		
GRI 3: Material Topics	Management of material topics	<ul style="list-style-type: none"> • Form 10-K
207-1	Approach to tax	<ul style="list-style-type: none"> • Form 10-K (p21-22, 32, 37, 43-44, 69)
207-2	Tax governance, control, and risk management	<ul style="list-style-type: none"> • Audit and Finance Committee Charter of the Board of Committees
207-3	Stakeholder engagement and management of concerns related to tax	<ul style="list-style-type: none"> • This information is considered confidential.
207-4	Country-by-country reporting	<ul style="list-style-type: none"> • Form 10-K > Income Taxes. Country-level details are not reported for confidentiality reasons.
GRI 301: Materials		
GRI 3: Material Topics	Management of material topics	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > Planet > Responsible Resource Use
301-1	Materials used by weight or volume	We are working to establish a target for renewable and recycled plastics, but we do not currently have this information readily available. In 2023, we built a database to capture material information that plan to complete implementation in 2024; we believe this will enable material and weights to be determined and we expect to report on this topic in the coming reporting years.
301-2	Recycled input materials used	2022 Inclusive Stakeholder Management Report > Planet > Investing in Innovation
301-3	Reclaimed products and their packaging materials	We are working to establish a target for renewable and recycled plastics, but we do not currently have this information readily available.
GRI 302: Energy		
GRI 3: Material Topics	Management of material topics	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > Planet
302-1	Energy consumption within the organization	<ul style="list-style-type: none"> • Performance Data 2023, Operational Energy Use
302-2	Energy consumption outside of the organization	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > Preserving the Planet > Reducing Our Impact (p15) • Performance Data 2022, Scope 3
302-3	Energy intensity	<ul style="list-style-type: none"> • 0
302-4	Reduction of energy consumption	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > Planet > Climate Action • Performance Data 2023, Operational Energy Use
302-5	Reductions in energy requirements of products and services	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > Preserving the Planet > Climate Action • 2022 Inclusive Stakeholder Management Report > Preserving the Planet > Investing in Innovation

GRI Standard	Disclosure	Company Response
GRI 303: Water and effluents		
GRI 3: Material Topics	Management of material topics	• 2022 Inclusive Stakeholder Management Report > Planet
303-1	Interactions with water as a shared resource	Relative to other impacts that Harley-Davidson has on the environment, we believe our impact on water as a resource is not material – particularly given where our primary manufacturing operations are based. HDI Environmental and Energy Policy
303-2	Management of water discharge-related impacts	Harley-Davidson’s discharges are subject to regulatory requirements; therefore, we measure and monitor standard effluent parameters and report to the appropriate regulatory agencies as required. Frequency of monitoring and parameters monitored vary by facility depending on discharge permits.
303-3	Water withdrawal	• Performance Data 2023, Water
303-4	Water discharge	We do not currently have this data available for reporting.
303-5	Water consumption	• Performance Data 2023, Water
GRI 305: Emissions		
GRI 3: Material Topics	Management of material topics	• 2022 Inclusive Stakeholder Management Report > Planet > Climate Action
305-1	Direct (Scope 1) GHG emissions	• Performance Data 2023, CO2 Emissions
305-2	Energy indirect (Scope 2) GHG emissions	• Performance Data 2023, CO2 Emissions
305-3	Other indirect (Scope 3) GHG emissions	• 2022 Inclusive Stakeholder Management Report > Preserving the Planet > Reducing Our Impact (p15) • Performance Data 2023, CO2 Emissions
305-4	GHG emissions intensity	0
305-5	Reduction of GHG emissions	• Performance Data 2023, CO2 Emissions
305-6	Emissions of ozone-depleting substances (ODS)	0
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	0

GRI Standard	Disclosure	Company Response
GRI 306: Effluents and waste		
GRI 3: Material Topics	Management of material topics	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > Planet
306-1	Waste generation and significant waste-related impacts	<p>We are working to gain insight into waste created by upstream or downstream suppliers outside of this requirement as we conduct full scope carbon accounting, including Scope 3.</p> <ul style="list-style-type: none"> • HDI Environmental and Energy Policy
306-2	Management of significant waste-related impacts	Harley-Davidson's Environmental, Health & Safety Managers at each site help track and maintain an internal database of environmental-related data, including waste volumes, types and disposal. These, along with the contractual oversight of our purchased services of facilities management, ensures we are able to verify and meet any contractual and legislative obligations.
306-3	Waste generated	<ul style="list-style-type: none"> • Performance Data 2023, Waste
306-4	Waste diverted from disposal	<ul style="list-style-type: none"> • Performance Data 2023, Waste
306-5	Waste directed to disposal	<ul style="list-style-type: none"> • Performance Data 2023, Waste
GRI 308: Supplier environmental assessment		
GRI 3: Material Topics	Management of material topics	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > Responsible Business > Ethical Business
308-1	New suppliers that were screened using environmental criteria	In late 2022, our supply teams updated the Supplier Scorecard to include more robust engagement from suppliers around responsible and sustainable sourcing practices. In 2023, this engagement has continued and Harley-Davidson collects an annual set of environmental data from our primary OE suppliers.
308-2	Negative environmental impacts in the supply chain and actions taken	Our Supplier Code of Conduct includes expectations on environmental performance, as well as requirements for compliance with local and national environmental laws, prohibited and declarable substances, and other environmental specifications. No suppliers were terminated for negative impacts in 2023.

GRI Standard	Disclosure	Company Response
GRI 401: Employment		
GRI 3: Material Topics	Management of material topics	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > People
401-1	New employee hires and employee turnover	<ul style="list-style-type: none"> • Performance Data 2023, Workforce Profile • Age and gender turnover data is confidential information.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>a. Benefits which are standard for full-time and part-time employees of the organization but are not provided to temporary employees. These include: healthcare (coverage for employees and eligible dependents), dental and vision care; employee and dependent life insurance; disability coverage; pretax accounts including flexible spending accounts, health savings accounts and health reimbursement accounts; voluntary benefits including critical illness insurance, hospital indemnity, personal accident insurance, home and renters insurance, auto insurance and pet insurance; paid time off including parental leave; retirement benefits; stock ownership and others.</p> <p>b. Special eligibility rules apply at Harley-Davidson for a subset of “temporary” known as "Casual" employees. They are employed on a seasonal basis or a surge in manufacturing/production need. "Casual" employees are provided access to healthcare (coverage for employees and eligible dependent children) and pretax accounts such as a health savings account.</p>
401-3	Parental leave	Effective February 1, 2023, Harley-Davidson implemented an expanded and enhanced Paid Parental Leave policy to all U.S.-based salaried and non-exempt employees, which offers eight weeks of paid leave to eligible employees.
GRI 402: Labor/Management relations		
GRI 3: Material Topics	Management of material topics	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > People
402-1	Minimum notice periods regarding operational changes	There is no specific global minimum notice requirement. Notice is generally determined on a case-by-case basis as allowed under the management rights clause. Specifically for the insourcing or outsourcing of bargaining unit work, the Collective Bargaining Agreements require 15 or 30 calendar days’ notice depending on specific agreement. Sixty days’ notice is required for modification or termination of all current Collective Bargaining Agreements.

GRI Standard	Disclosure	Company Response
GRI 403: Occupational health and safety		
GRI 3: Material Topics	Management of material topics	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > People
403-1	Occupational health and safety management system	<p>The Health and Safety Management System provides the organization and direction for the processes, procedures and standards for the management of Health and Safety at each Harley-Davidson facility. The management system is broken into five basic elements that support the vision and mission. The five basic elements with descriptions are as follows:</p> <ul style="list-style-type: none"> • WORKPLACE ANALYSIS: The processes and procedures to proactively identify and assess all hazards so they can be appropriately managed, including changes to operations, processes and personnel during routine and non-routine activities. • HAZARD PREVENTION AND CONTROL: The application of effective control measures for the management of hazards and risks arising from designs, processes and activities. • EDUCATION, COMMUNICATION AND RECOGNITION: The education, coaching, communication and recognition needed to ensure employees have the knowledge, skill and behaviors to fulfill Health and Safety expectation based on their roles and responsibilities within the management system. • CARE, CASE AND CLAIM MANAGEMENT: Ensure all reported injuries receive the proper care and are aggressively managed to support value-added work. • CIS INTEGRATION: Seamlessly integrate Health and Safety Management into the business operating system so that it becomes "how" we perform our work regardless of function or activity.
403-2	Hazard identification, risk assessment, and incident investigation	<p>Ergonomic Risk Assessment: The Ergonomic Job Measurement System (EJMS) is a "high-level" risk assessment and prioritization tool for the evaluation of ergonomic risk. It uses a scoring system to identify the low, moderate and high-risk potentials for ergonomic-type injuries to different body parts. There are two sections to the form: Section 1 evaluates the job for the risk for ergonomic-type injuries to individual body parts: Section 2 evaluates the risk for injury from manual material handling (lifting).</p> <p>Pre-Job Briefing: The Pre-Job Briefing form is intended to provide a method for risk assessment, control plan development and communication prior to initiating maintenance work or engineering set-up and troubleshooting, with specific emphasis on hazardous energy control.</p> <p>Regulatory Risk Assessments: The regulatory risk assessments are those assessments that are required by governmental or industry best practice organizations, such as OSHA, NFPA, ANSI, etc. These assessments are required to be performed in order to be in compliance with the respective standard.</p> <p>Hierarchy of Control: Once the identification of the hazard(s) occurs, controls need to be put in place to limit the exposure or eliminate the risk of injury to the employee. There is an expected hierarchy when selecting the appropriate control for the identified hazard(s).</p> <p>Regulatory Procedures: OSHA, ANSI and other regulatory and industry best practice standards require written documents that describe how the company and facility will perform work in compliance with the requirements of the standard.</p> <p>Job Specific Controls: The Job Safety Risk Assessment (JSRA) identifies the risks for injury for each step of standard work. In addition, the JSRA identifies the standard control that has been identified to control or limit the risk for injury. The identified controls may be engineering, administrative, protective equipment or a combination of all three. Regardless of the identified control(s), they are required and expected to be enforced by supervision to ensure safe, standard work is achieved.</p> <p>Root Cause Incident Investigation (RCII): The RCII process is a critical review of the overall effectiveness of the Health and Safety Management System. When a near miss and/or a work-related injury/illness, including signs and symptoms, occurs, it is an indication that there has been a failure within the system that is designed to prevent this from occurring. As such, it is critical that the system is effectively reviewed to find the contributing root cause breakdowns and put appropriate corrective actions in place to prevent the system from failing in the future.</p> <p>Wellness Checks: The Wellness Check is an action-oriented process that sets the expectation for every supervisor to make a health and safety contact with every employee, each week. Early reporting and treatment of the signs and symptoms of soft tissue concerns allows us to limit the severity and impact that the potential issue has on the employee's well-being and the overall operation of the business.</p>

GRI Standard Disclosure**Company Response****GRI 403: Occupational health and safety****403-3** Occupational health services

- **EARLY INTERVENTION PROGRAM (EIP):** The EIP is designed to provide rapid treatment and resource support to employees who are experiencing signs and symptoms of soft tissue issues. Once identified via a Wellness Check or through contact with the employee, the employee will be sent to the Lifestyle Center for evaluation and initiation of the EIP. If the employee refuses to come to the Lifestyle Center, then the medical staff and certified Athletic Trainers will initiate follow-up protocol beginning with seeing the employee on the job site within one working day.
- **WORK CONDITIONING/WORK STRENGTHENING:** An injury prevention program that looks to improve an employee's overall health by having the employee perform low-impact cardio, stretching and strengthening exercises as instructed by physical trainers and occupational therapists. Strengthening exercises and stretches are taught based on the physical demands required of the job they are returning to or going into. The program is for any new hire or any employee who has been off work for 60 days or greater, or at the discretion of the Lifestyle Center if warranted.
- **WORK SIMULATION:** An injury prevention program that looks to improve an employee's overall health by using work simulation activities to acclimate an employee to their particular job task(s) so that they can be performed safely when on the job.
- **ADDITIONAL SERVICES:** Occupational medical care, periodic acute and episodic care, new employee medical clearance and post offer testing, audiometric testing, fitness equipment, classes and challenges, travel medicine, vaccination clinics, drug and alcohol testing, pandemic response, ergonomic analysis, physical therapy, fit for duty and functional capacity exams.

GRI Standard	Disclosure	Company Response
403-4	Worker participation, consultation, and communication on occupational health and safety	<ul style="list-style-type: none"> • DAILY HUDDLES, WEEKLY RUNDOWNS AND MONTHLY SAFETY MEETINGS: The purpose of huddle meetings is to ensure that pertinent information is disseminated from Supervisors and Team Leaders to rotation group members and to ensure that there is a communications cascade from Leadership to the Front-Line Leadership. • LESSONS LEARNED, AFTER ACTIONS REVIEW (AAR), EHSS ALERTS: These are varied discussions/communications of events focused on performance that enable participants to discover what happened, why it happened, and how to sustain strengths and improve weaknesses. • SITE SAFETY LEADERSHIP TEAM: The purpose of the Site Safety Leadership meeting is to ensure that each facility is appropriately addressing at-risk behaviors and culture that may result in injury and implement the standardized Health and Safety best practices when released. • FRONT-LINE LEADERSHIP (FLL) MEETINGS: The purpose of the FLL meetings is to ensure consistent and effective communication by reviewing and answering questions regarding the rundown sheet with supervisors and union representatives prior to release to floor. • ERGONOMIC KAIZEN EVENT: The Ergo Kaizen is a team-based event (typically two days) that uses speed and agility to identify issues and improve processes. It is not to say that an Ergo Kaizen event is the be-all and end-all solution to fix all ergonomic issues, but it is a good start to solving some of them. The event facilitator is site CI personnel and the event lead is the ergonomic specialist. A team of operators, team leaders, supervisors, technical leads/engineering and skilled trades/millwrights determine ergonomic risks, process problem-solve and brainstorm corrective actions.
403-5	Worker training on occupational health and safety	<ul style="list-style-type: none"> • NEW EMPLOYEE ORIENTATION (NEO) is a high-level safety discussion that is given to all newly hired employees. This training discusses selected safety and environmental topics and is further supplemented by more in-depth training on critical topics. • MONTHLY SAFETY MEETINGS: The purpose of the monthly safety meeting sessions is to educate and train employees on a set of required health and safety topics that will enable them to perform their job safely. It is also a forum that the employees can use to bring up safety suggestions or safety concerns with their supervisor or team leader. • ON-THE-JOB TRAINING (OJT)/PDC Test and Operations Training Identification plan is applied to all parts of motorcycle operations, including support functions, and triggered when a new or re-assigned employee, temporary employee or casual employee is placed on a job. The safety topics covered should relate directly, and be limited, to the work or tasks being performed. This training focuses on how safe work is provided and the expectations on how to work safely. • DESIGN FOR ERGONOMICS: A three-hour, instructor-led course for product/systems, FIT and PAC engineers to understand and identify ergonomic risks within product design. • The training matrix provides a listing of all of the active Health and Safety courses available in the company LMS with guidance for attendance (mandatory, recommended, etc.) based on the position's role and responsibility within the Health and Safety Management System. In addition, a separate matrix is maintained to define the required cadence at which Health and Safety training must be repeated to maintain compliance with laws and regulations.

GRI Standard Disclosure

Company Response

GRI 403: Occupational health and safety

403-6 Occupational health services

Access to non-occupational medical and healthcare services

- Harley-Davidson provides an employee portal hosted by our TPA Benefits Administrator, known as MyHarleyBenefits.com. Employees utilize MyHarleyBenefits to manage/update any voluntary benefits offered by the Company. Any reports of Qualifying Life Events and Open Enrollment are routed through MyHarleyBenefits for employees to update their benefits as necessary during these eligible enrollment windows. Employees have access to MyHarleyBenefits 24/7 and can access from work or home. Within the MyHarleyBenefits portal, employees have direct connections to all of our benefit vendors (for phone, website, informational articles/videos/flyers, etc.).

Description of any voluntary health promotion services

How employees access

Through our Medical Plan, employees have access to:

All of these programs can be accessed online via www.MyUHC.com or by calling the customer care team at UHC.

Livongo for Diabetes Management

Real Appeal for Weight Management

2nd.MD for expert, medical second opinions

Livongo for Diabetes Management

HealthAdvocate for basic healthcare assistance ranging from bills to new diagnoses or finding providers

Virtual Care Visits for non-emergency healthcare needs

If enrolled in the H-D Medical Plan, prescription drug coverage is also extended. Programs to better manage Prescription Drug use include:

All of these programs are administered by our PBM, CVS/Caremark and can be accessed online through the employees portal at www.caremark.com or by calling the customer care team at CVS/Caremark.

Mandatory generic substitutions

Mandatory Mail Order Service for maintenance medications

Step-Therapy: to utilize preferred alternatives before higher-cost, brand name drugs

Speciality Drug Program: requires prior authorization on any speciality medication before the Plan provides coverage

Limitations on lifestyle drugs (e.g., ED drugs, Acne medications, Migraine medications and nail fungal treatment)

Eligible Employees have the option to enroll in certain voluntary benefit plans to help mitigate serious healthcare diagnoses or costs.

Enrollment is required in these plans and must be made during either our annual "Open Enrollment" period or during a Qualified Life Event. Information is available from our MyHarleyBenefits employee benefits portal.

Long-Term Disability (Short-Term disability is Company-provided to all benefit eligible employees)

Critical Illness Insurance

Hospital Indemnity Insurance

Personal Accident Insurance

All employees have access to:

Employees can access links to these providers from MyHarleyBenefits or the Harley-Davidson employee intranet site (the HUB).

Quit For Life for Tobacco Cessation assistance

LifeMatters for the H-D Employee Assistance Program (EAP)

GRI Standard Disclosure**Company Response****GRI 403: Occupational health and safety**

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Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

• Ergonomic Risk Assessment: The Ergonomic Job Measurement System (EJMS) is a "high-level" risk assessment and prioritization tool for the evaluation of ergonomic risk. It uses a scoring system to identify the low, moderate and high-risk potentials for ergonomic-type injuries to different body parts. There are two sections to the form: Section 1 evaluates the job for the risk for ergonomic-type injuries to individual body parts: Section 2 evaluates the risk for injury from manual material handling (lifting).

Pre-Job Briefing: The Pre-Job Briefing form is intended to provide a method for risk assessment, control plan development and communication prior to initiating maintenance work or engineering set-up and troubleshooting, with specific emphasis on hazardous energy control.

Regulatory Risk Assessments: The regulatory risk assessments are those assessments that are required by governmental or industry best practice organizations, such as OSHA, NFPA, ANSI, etc. These assessments are required to be performed in order to be in compliance with the respective standard.

Hierarchy of Control: Once the identification of the hazard(s) occurs, controls need to be put in place to limit the exposure or eliminate the risk of injury to the employee. There is an expected hierarchy when selecting the appropriate control for the identified hazard(s).

Regulatory Procedures: OSHA, ANSI and other regulatory and industry best practices standards require written documents that describe how the company and facility will perform work in compliance with the requirements of the standard.

Job Specific Controls: The Job Safety Risk Assessment (JSRA) identifies the risks for injury for each step of standard work. In addition, the JSRA identifies the standard control that has been identified to control or limit the risk for injury. The identified controls may be engineering, administrative, protective equipment or a combination of all three. Regardless of the identified control(s), they are required and expected to be enforced by supervision to ensure safe, standard work is achieved.

Root Cause Incident Investigation (RCII): The root cause incident investigation process is a critical review of the overall effectiveness of the Health and Safety Management System. When a near miss and/or a work-related injury/illness, including signs and symptoms, occurs, it is an indication that there has been a failure within the system that is designed to prevent this from occurring. As such, it is critical that the system is effectively reviewed to find the contributing root cause break downs and put appropriate corrective actions in place to prevent the system from failing in the future.

Wellness Checks: The Wellness Check is an action-oriented process that sets the expectation for every supervisor to make a health & safety contact with every employee, each week. Early reporting and treatment of the signs and symptoms of soft tissue concerns allows us to limit the severity and impact that the potential issue has on the employee's well-being and the overall operation of the business.

CONTRACTOR SAFETY:

The Contractor Safety rules, practices and process have been established to set and communicate the safe work expectations for contract organizations and their personnel while working on Harley-Davidson property and/or on behalf of Harley-Davidson. As the host employer for contract organizations and their personnel, it is Harley-Davidson's obligation to create a safe work environment and ensure that contractor personnel are following the Harley-Davidson safe work expectations. Harley-Davidson employee who oversee schedule, manage or contract with contract organizations are responsible to know and enforce the safe work expectations for contractors. While Harley-Davidson employees are not responsible for direct management of contract organization's personnel, they are responsible for and expected to stop work immediately whenever unsafe work or violations of Harley-Davidson safe work expectations are observed.

Responsibilities:

Corporate Health and Safety – responsible for establishing the safe work expectations and communication processes needed to ensure contract organizations and personnel are aware of those expectations.

H-D Project/Contract Organization Relationship Managers – responsible for communicating the process to contractor organizations and ensuring compliance with the contractor safety process.

Site Leadership Staff, Area Managers, Lab Leads and Supervisors – enforcing compliance with the contractor safety process and participating in the investigation of and corrective actions for violations of the contractor safety process.

GRI Standard	Disclosure	Company Response
403-8	Workers covered by an occupational health and safety management system	6,118 as of 4/25/24
403-9	Work-related injuries	<ol style="list-style-type: none"> 1. See below: <ul style="list-style-type: none"> - 0/0 - 0 - 0/0.4 - Main type of injuries include musculoskeletal disorders; slip, trip and falls; lacerations - 0 1. N/A 2. Normal incident investigation and follow-up conducted on each incident; corrective actions determined as appropriate. Risk assessments are also reviewed and modified if necessary 3. Normal incident investigation and follow-up conducted on each incident; corrective actions determined as appropriate 4. Calculated using 200,000 hours worked 5. No workers excluded 6. N/A
403-10	Work-related ill health	0

GRI Standard	Disclosure	Company Response
GRI 404: Training and education		
GRI 3: Material Topics	Management of material topics	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > People
404-1	Average hours of training per year per employee	<ul style="list-style-type: none"> • In 2023, H-D conducted leadership workshops deeply engaging approximately 300 leaders in their leadership practice and building relationship intelligence in line with our H-D#1 culture. Approximately 450 employees participated in the New Employee Experience and we launched a leadership foundations program in partnership with ExecOnline; 25 people completed this in 2023. In addition, we engaged 44 director+ leaders in transition coaching as they onboarded to new higher-level roles. On Degreed, 1,583 leaders consumed over 10,000 learning items and via HDU Online, employees completed an average of 27.5 learning activities (includes hourly on-the-job training).
404-2	Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> • Tuition Reimbursement: Aligned with the development goals of the employee, Harley-Davidson offers tuition assistance designed to provide a foundation for the sustained growth of our employees. • Transition Assistance: We offer outplacement assistance that prepares the individual for a job search by developing a career plan, creating a personal brand and writing an effective resume. They will also have access to a variety of job search resources and active job leads. • Registered Apprenticeship Programs for Maintenance classifications are in place at all three U.S. manufacturing facilities. Apprenticeship programs typically span the course of four to five years depending on the trade and are composed of on-the-job training hours and paid related instruction hours. Upon completion of the program, apprentices earn their journey-level card in the trade. • We offer a formalized three-term co-op program within Engineering for Juniors and Seniors in college. The program is designed to provide students the opportunity to gain experience in multiple engineering groups within the PDC, with the goal of converting co-ops into full-time employees upon graduation. • Digital Office employees were provided the opportunity to join the AI Academy Cohort at NC State University. The program included AI Academy coursework, on-the-job training and mentorship, and the receipt of industry credentials (Data Scientist Certificate and Artificial Intelligence Associate Certificate).
404-3	Percentage of employees receiving regular performance and career development reviews	<p>We've placed accountability on the employee and manager by emphasizing constructive ongoing conversations on performance and development. This includes:</p> <ul style="list-style-type: none"> • Forward-focused performance and development feedback discussed in regular check-ins. • Employees and managers request stakeholder feedback (whenever its appropriate, not just before reviews). • Performance development goal review, alignment and feedback expected (at least) every 90 days. On the annual engagement survey, 66% report receiving performance and development feedback every 60-90 days consistently. • Employees provide feedback on their manager's effectiveness; managers seek their feedback.
GRI 405: Diversity and equal opportunity		
GRI 3: Material Topics	Management of material topics	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > People
405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> • Performance Data 2023, Workforce Diversity
405-2	Ratio of basic salary and remuneration of women to men	Male to female ratio 1.00:0.912
GRI 406: Non-discrimination		
GRI 3: Material Topics	Management of material topics	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > People
406-1	Incidents of discrimination and corrective actions taken	<p>While specific records of incidents of discrimination are strictly Company confidential, Harley-Davidson thoroughly investigates any claim of discrimination received by the Company. There are multiple ways to report any claim of discrimination, including a third-party-administered 24/7 code of conduct incident reporting hotline to allow for anonymous reporting of claims. Reported incidents are reviewed by multiple business functions, including both Legal and Human Resources. Investigations are tracked and cataloged in a centralized system and resulting data is maintained for analysis. Any trends found are reviewed and remedial steps are taken as necessary.</p>

GRI Standard	Disclosure	Company Response
GRI 407: Training and education		
GRI 3: Material Topics	Management of material topics	• 2022 Inclusive Stakeholder Management Report > Responsible Business > Ethical Business
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	• The Company complies with applicable laws designed to preserve the right to exercise freedom of association and collective bargaining and expects the same of its suppliers.
GRI 408: Child labor		
GRI 3: Material Topics	Management of material topics	• 2022 Inclusive Stakeholder Management Report > Responsible Business > Ethical Business
408-1	Operations and suppliers at significant risk for incidents of child labor	The Company is committed to promoting human rights, including freedom from forced or compulsory labor. The Company is a UN Global Compact signatory and supports the elimination of unlawful child labor and exploitation. We require our business partners to support the same ethical conduct. We work with a third-party audit partner in-country for relevant suppliers. Our audits did not reveal any instances of child, forced or involuntary labor in 2023.
GRI 409: Forced or compulsory labor		
GRI 3: Material Topics	Management of material topics	• 2022 Inclusive Stakeholder Management Report > Responsible Business > Ethical Business
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	0
GRI 414: Supplier social assessment		
GRI 3: Material Topics	Management of material topics	• 2022 Inclusive Stakeholder Management Report > Responsible Business > Ethical Business
414-1	New suppliers that were screened using social criteria	• Not applicable.
414-2	Negative social impacts in the supply chain and actions taken	• 2022 Inclusive Stakeholder Management Report > Responsible Business > Promoting Ethical Behavior and Respecting Human Rights

GRI Standard	Disclosure	Company Response
GRI 415: Public policy		
GRI 3: Material Topics	Management of material topics	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > Responsible Business > Public Policy
415-1	Political contributions	<ul style="list-style-type: none"> • \$5,000.00
GRI 416: Customer health and safety		
GRI 3: Material Topics	Management of material topics	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > Responsible Business > Product Quality & Safety
416-1	Assessment of the health and safety impacts of product and service categories	All of our significant vehicle categories are subject to health and safety regulations that tend to become increasingly stringent over time. As such, their health and safety impacts are regularly assessed for improvement.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	1
GRI 417: Marketing and labeling		
GRI 3: Material Topics	Management of material topics	<ul style="list-style-type: none"> • When it comes to our marketing and advertising, we want to ensure that we are representing the diversity of our customer base and their perspectives in an authentic way. We work to assure that our marketing, product offerings and services meet the needs of and attract our current customers as well as potential customers from a broad variety of backgrounds. We assure that all of our marketing work is routinely monitored and reviewed for legal and compliance.
417-1	Requirements for product and service information and labeling	<ul style="list-style-type: none"> • Harley-Davidson follows all federal and state requirements applicable to the manufacturer for product certification and service information and labeling of our vehicles. Percentage of significant product categories is confidential. • Harley-Davidson follows all federal and state guidelines regarding marketing and advertising communications. • The Company has a Supply Management Compliance Program aimed at ensuring compliance with applicable laws and regulations related to its products, including products in substances.
417-2	Incidents of non-compliance concerning product and service information and labeling	This information is considered confidential.
417-3	Incidents of non-compliance concerning marketing communications	0. The Company has not identified any responsive incidents for the reporting period.
GRI 418: Customer privacy		
GRI 3: Material Topics	Management of material topics	<ul style="list-style-type: none"> • 2022 Inclusive Stakeholder Management Report > Responsible Business > Data Privacy & Information Security • Code of Business Conduct • Supplier Code of Conduct
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	This information is considered confidential.

CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS

The Company intends that certain matters discussed in this ESG Data Book are “forward-looking statements” intended to qualify for the safe harbor from liability established by the Private Securities Litigation Reform Act of 1995. These forward-looking statements can generally be identified as such by reference to this footnote or because the context of the statement will include words such as the Company “believes,” “anticipates,” “expects,” “plans,” “may,” “will,” “estimates,” “targets,” “intends,” “forecasts,” “sees,” “commits,” “assumes,” or words of similar meaning. Similarly, statements that describe or refer to future expectations, future plans, strategies, objectives, outlooks, targets, guidance, commitments or goals are also forward-looking statements. Such forward-looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially, unfavorably or favorably, from those anticipated as of the date of this ESG Data Book. Certain of such risks and uncertainties are described below. Shareholders, potential investors and other readers are urged to consider these factors in evaluating the forward-looking statements and are cautioned not to place undue reliance on such forward-looking statements. The forward-looking statements included in this ESG Data Book are only made as of the date of this report, and the Company disclaims any obligation to publicly update such forward-looking statements to reflect subsequent events or circumstances.

Important factors that could affect future results and cause those results to differ materially from those expressed in the forward-looking statements include, among others, the Company's ability to: (a) execute its business plans and strategies, including The Hardwire, each of the pillars, and the evolution of LiveWire as a standalone brand, which includes the risks noted below; (b) manage supply chain and logistics issues, including quality issues, unexpected interruptions or price increases caused by supplier volatility, raw material shortages, inflation, war or other hostilities, including the conflict in Ukraine and the Red Sea conflict, or natural disasters and longer shipping times and increased logistics costs; (c) accurately analyze, predict and react to changing market conditions and successfully adjust to shifting global consumer needs and interests; (d) maintain and enhance the value of the Harley-Davidson brand, including detecting and mitigating or remediating the impact of social media collective actions, such as calls for boycotts and other brand-damaging behaviors that could harm the Company's brand or business; (e) realize the expected business benefits from LiveWire operating as a separate public company, which may be affected by, among other things: (i) the ability of LiveWire to execute its plans to develop, produce, market and sell its electric vehicles; (ii) the demand for and consumer willingness to adopt two- and three-wheeled electric vehicles; and (iii) other risks and uncertainties indicated in documents filed with the SEC by the Company or LiveWire Group, Inc., including those risks and uncertainties noted in *Risk Factors* under *Item 1.A* of LiveWire Group Inc.'s Annual Report on Form 10-K for the year ended December 31, 2023; (f) successfully access the capital and/or credit markets on terms that are acceptable to the Company and within its expectations; (g) successfully carry out its global manufacturing and assembly operations; (h) develop and introduce products, services and experiences on a timely basis that the market accepts, that enable the Company to generate desired sales levels and that provide the desired financial returns, including successfully implementing and executing plans to strengthen and grow its leadership position in Grand American Touring, large Cruiser and Trike, and grow its complementary businesses; (i) perform in a manner that enables the Company to benefit from market opportunities while competing against existing and new competitors; (j) manage through changes in general economic and business conditions, including changing capital, credit and retail markets, and the changing domestic and international political environments, including as a result of the conflict in Ukraine and the Red Sea conflict; (k) manage the impact that prices for and supply of used motorcycles may have on its business, including on retail sales of new motorcycles; (l) prevent, detect and remediate any issues with its motorcycles or any issues associated with the manufacturing processes to avoid delays in new model launches, recall campaigns, regulatory agency investigations, increased warranty costs or litigation and adverse effects on its reputation and brand strength, and carry out any product programs or recalls within expected costs and timing; (m) successfully manage and reduce costs throughout the business; (n) manage risks related to a resurgence of the COVID-19 pandemic, emergence of a new pandemic, epidemic, disease outbreak or other public health crises, such as supply chain disruptions, its ability to carry out business as usual, and government actions and restrictive measures implemented in response; (o) continue to develop the capabilities of its distributors and dealers, effectively implement changes relating to its dealers and distribution methods, including the Company's dealer footprint, and manage the risks that its dealers may have difficulty obtaining capital and managing through changing economic conditions and consumer demand; (p) successfully appeal: (i) the revocation of the Binding Origin Information (BOI) decisions that allowed the Company to supply its European Union (EU) market with certain of its motorcycles produced at its Thailand operations at a reduced tariff rate and (ii) the denial of the Company's application for temporary relief from the effect of the revocation of the BOI decisions; (q) manage the quality and regulatory non-compliance issues relating to the brake hose assemblies provided to the Company by Proterial Cable America, Inc. in a manner that avoids future quality or non-compliance issues and additional costs or recall expenses that are material; (r) maintain a productive relationship with Hero MotoCorp as a distributor and licensee of the Harley-Davidson brand name in India; (s) manage and predict the

impact that new, reinstated or adjusted tariffs may have on the Company's ability to sell products internationally, and the cost of raw materials and components, including the temporary lifting of the incremental tariffs on motorcycles imported into the EU from the U.S., which was extended to March 31, 2025; (t) accurately predict the margins of its segments in light of, among other things, tariffs, inflation, foreign currency exchange rates, the cost associated with product development initiatives and the Company's complex global supply chain; (u) successfully maintain a manner in which to sell motorcycles in China and the Company's Association of Southeast Asian Nations (ASEAN) countries that does not subject its motorcycles to incremental tariffs; (v) manage its Thailand corporate and manufacturing operation in a manner that allows the Company to avail itself of preferential free trade agreements and duty rates, and sufficiently lower prices of its motorcycles in certain markets; (w) retain and attract talented employees, and eliminate personnel duplication, inefficiencies and complexity throughout the organization; (x) accurately estimate and adjust to fluctuations in foreign currency exchange rates, interest rates and commodity prices; (y) manage the credit quality, the loan servicing and collection activities, and the recovery rates of Harley-Davidson Financial Services' loan portfolio; (z) prevent a ransomware attack or cybersecurity breach involving consumer, employee, dealer, supplier, or Company data and respond to evolving regulatory requirements regarding cybersecurity and data privacy; (aa) adjust to tax reform, healthcare inflation and reform and pension reform, and successfully estimate the impact of any such reform on the Company's business; (bb) manage through the effects inconsistent and unpredictable weather patterns may have on retail sales of motorcycles; (cc) implement and manage enterprise-wide information technology systems, including systems at its manufacturing facilities; (dd) manage changes, prepare for, and respond to evolving requirements in legislative and regulatory environments related to its products, services and operations, including increased environmental, safety, emissions or other regulations; (ee) manage its exposure to product liability claims in a manner that avoids or successfully mitigates the impact of substantial jury verdicts, including the successful resolution or appeal of the verdict in *Harold E. Morris v. Harley-Davidson Motor Company Group, LLC*, and *Robert C. SinClair Jr., as Administrator of the Estate of Pamela Marie SinClair, deceased v. Harley-Davidson Motor Company Group, LLC*, and manage exposure in commercial or contractual disputes; (ff) continue to manage the relationships and agreements that the Company has with its labor unions to help drive long-term competitiveness; (gg) achieve anticipated results with respect to the Company's preowned motorcycle program, Harley-Davidson Certified, the Company's H-D1 Marketplace, and Apparel and Licensing; and (hh) optimize capital allocation in light of the Company's capital allocation priorities.

The Company's ability to sell its motorcycles and related products and services and to meet its financial expectations also depends on the ability of the Company's dealers to sell its motorcycles and related products and services to retail customers. The Company depends on the capability and financial capacity of its dealers to develop and implement effective retail sales plans to create demand for the motorcycles and related products and services they purchase from the Company. In addition, the Company's dealers and distributors may experience difficulties in operating their businesses and selling Harley-Davidson motorcycles and related products and services as a result of weather, economic conditions, or other factors.

HDFS' retail credit losses have normalized in recent quarters to higher levels after a period of historically low levels of credit losses. Further, the Company believes that HDFS's retail credit losses will continue to change over time due to changing consumer credit behavior, macroeconomic conditions, including the impact of inflation and HDFS's efforts to increase prudently structured loan approvals to sub-prime borrowers. In addition, HDFS's efforts to adjust underwriting criteria based on market and economic conditions and the actions that the Company has taken and could take that impact motorcycle values may impact HDFS's retail credit losses.

The Company's operations, demand for its products, and its liquidity could be adversely impacted by work stoppages, facility closures, strikes, natural causes, widespread infectious disease, terrorism, war or other hostilities, including the conflict in Ukraine and the Red Sea conflict, or other factors. Refer to *Risk Factors* under *Item 1.A* of the Company's Annual Report on Form 10-K for the year ended December 31, 2023 for a discussion of additional risk factors and a more complete discussion of some of the cautionary statements noted above.



HARLEY-DAVIDSON 2023 ESG APPENDIX

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