

BRUNSWICK™
NEXT NEVER RESTS™

Sustainability Report— 2022

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Dear Stakeholders



At Brunswick, the heart of our business is transforming experiences on the water and beyond. Protecting our environment is a critical element of serving our stakeholders and ensuring the long-term success of our business. It’s a commitment that we have and will continue to embed into the core of Brunswick, and it has been demonstrated again by the launch of Mercury Marine’s Avator electric outboard motor platform and Navico Group’s Fathom e-power generator replacement system, and also by our numerous new investments in renewable energy and energy efficiency technology, our progress in achieving zero waste to landfill status in many of our facilities, and many other initiatives highlighted within the pages of this report.



To support that commitment, we expanded our focus on sustainability with several new functions and roles during 2022. This includes the establishment of an Enterprise Sustainability Office, led by a Chief Sustainability Officer whose objective is to align our ESG efforts and accountability across the enterprise, and a Director of Sustainable Engineering who is working to further embed design for sustainability in our product development processes. We also appointed a new Chief Technology Officer with deep experience in a range of alternative propulsion and mobility technologies and a Vice President and General Manager of eSolutions to support the long-term expansion of our propulsion portfolio beyond internal combustion engines. Through their efforts, combined with those of many other talented leaders and technologists across the enterprise, we are pursuing numerous projects and programs that will reduce future carbon emissions associated with the production and/or use of our products.



In 2022, Brunswick delivered record financial performance with \$6.8 billion in net revenue, a 16.5% increase over the prior year while simultaneously reducing our carbon intensity per dollar of revenue. Carbon intensity from the use of energy in operations (Scope 1 and Scope 2 emissions) improved approximately 13%, reflecting the benefit of energy efficiency improvements implemented over the last two years. Including indirect Scope 3 emissions from our value chain, Brunswick’s total emissions increased just under 3% during 2022 while emissions intensity improved 12%.

We continue to work to enhance the health and well-being of our workforce and the communities we serve. Our 19,000 employees are the strength of our Company, and ensuring their safety and wellness is our top priority. In 2022, we achieved our lowest-ever recordable injury rate, a mark we have improved for seven consecutive years. Additionally, our employee engagement survey results place us in the top 25% of surveyed companies. We continue to invest in providing exceptional experiences for our global employees while identifying opportunities to expand the diversity, equity, and inclusivity of our workforce.

Our ongoing sustainability efforts have earned national recognition. In 2022 and 2023, Brunswick was listed among Newsweek’s America’s Most Responsible Companies and Most Trustworthy Companies in America for 2023 as well as Forbes’ 2023 list of America’s Best Large Employers. This is in addition to our 2022 rankings on Forbes’ lists of: America’s Best Employers for Veterans; World’s Best Employers, and America’s Best Employers for Diversity. Specific to ESG performance, Brunswick received an “A” rating by MSCI ESG Research in 2023 and was recognized by Morningstar Sustainalytics as a 2023 ESG Regional and Industry Top-Rated Performer.

I invite you to explore this report to learn more about Brunswick, our “Next Never Rests” philosophy, and our action-oriented commitment to ESG.



—David M. Foulkes
Chief Executive Officer
Brunswick Corporation

About Brunswick

Brunswick designs, manufactures and markets recreational marine products, including leading marine propulsion products and boats, as well as parts and accessories for the marine and RV markets, and we operate the world's largest boat club. We are a global leader in marine recreation and home to more than 60 industry-leading marine technology brands across marine propulsion, parts and accessories, boats and boat clubs.

Headquartered in Mettawa, Illinois, Brunswick has approximately 19,000 employees operating in 27 countries. In 2022, Forbes named Brunswick a World's Best Employer, Best Employer for Diversity, and one of America's Best Employers for Veterans. Newsweek also named Brunswick one of America's Most Responsible Companies in 2022 and 2023 and Most Trustworthy Companies in 2023.

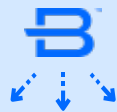


Brunswick at a Glance



BC

New York Stock Exchange



60+

Leading brands



19K+

Dealers worldwide



27

Countries with operations



19K

Employees



\$6.8B

2022 net sales, up 16.5% from 2021



13th

Consecutive year of adjusted EPS growth (2022)



\$203M

2022 R&D investment



1,400+

Patents



93

awards received in 2022

Brunswick Portfolio of Brands

Mercury Marine



Navico Group



Boat Group



Business Acceleration



Brunswick's Brand Pillars

Our products are valued by customers and other stakeholders for their quality and innovation. The Brunswick brand is founded in our belief that “Next Never Rests™” and guided by the key pillars and principles outlined below. We are dedicated to industry leadership, being the best and most trusted partner to our many customers and building synergies that enable us to challenge convention and define the future.

Connective Pillar

Advancing Innovation

Innovation is the heart of Brunswick. It allows us to challenge long-held conventions and revolutionize experiences on the water and beyond. Innovation integrates, bringing together an easy, holistic experience for our users, as well as our partners and talent. Innovation is what drives Brunswick forward and what excites others to join us as we craft a better, more sustainable future.

Pillars

Challenging Convention

We are committed to reimagining the future and creating fresh, technology-driven solutions. Anticipating consumer needs positions us to change the game and elevate the industries we serve. We are passionate, ambitious, and inspired to win, but not afraid to fail.

Pursuing Excellence

Driven and dedicated, we are committed to leading industries. Revolutionary technologies and consistently exceptional execution make Brunswick the most professional business partner, product and service provider and investment opportunity.

Driven by Human Experiences

Combining engineering and technological expertise with robust consumer insights allows Brunswick to craft harmonious solutions. We are customer-focused, blending the digital and physical for frictionless experiences.

Delivering on Synergies

Brunswick prioritizes collaborative and dynamic relationships to support the business transformation we strive to deliver. Leveraging our scale and advanced capabilities, we offer engaging experiences to elevate communities, businesses and careers.

Core Principle

Championing Sustainability

We recognize our role in connecting people to the world we share by creating experiences on the water and beyond. Our responsibility to a sustainable future extends far beyond the environments we serve. Sustainability is core to our way of business, driving our commitment to a healthy and happy work environment, our leading role in the democratization of boating and improvements to our products across the full life cycle. By making sustainability central to our enduring success, we hold ourselves to a higher standard.

Brunswick ACES Innovation Strategy

The Brunswick ACES Innovation Strategy – Autonomy/Assistance, Connectivity, Electrification and Shared Access – is the core of our industry-leading innovation efforts. Leveraging our deep understanding of the consumer allows us to bring Brunswick ACES to life for the marine environment. Our objective is to elevate and simplify boating across proficiency levels to promote an engaging, confidence-inspiring and safe experience on the water.



Autonomy/Assistance

Applying perception systems and machine learning to assist with and automate aspects of boat operation for easier command of the vessel, regardless of experience.



Connectivity

Advancing wireless, digital ecosystems to enable remote boat monitoring, operation of key features and remote data/information access for a seamless and coherent on/off boat experience.



Electrification

Leading evolutions in electrification technologies to provide electric propulsion systems and energy management solutions for enhanced boat operation and value for marine consumers.



Shared Access

Innovating participation models to provide a convenient and affordable boat ownership alternative for expanding engagement, attracting new demographics and providing unique opportunities to introduce and scale implementation of ACE technologies.

2022 Notable Achievements

29%

Women in the global workforce; up from 27% in 2021

1.34

Total recordable incident rate, an improvement of 17% from 2021

99%

Completion rate of annual Code of Conduct training among global salaried employees

13

Employer of choice awards

\$1.2M

in donations to community organizations

9

New sites attained zero waste to landfill status

12th

Consecutive Green Masters Award for Mercury Marine

17%

of R&D funds dedicated to sustainable product innovation

8

Product innovation awards

13%

Reduction in combined Scope 1 and Scope 2 greenhouse gas emissions intensity

SIMRAD

Navico Group launched the Simrad S3100 Sonar Module using resins containing recycled content



Mercury Marine launched the new Avator™ electric outboard in January 2023

Progress Against Our Goals

Our divisions made meaningful progress toward prior sustainability goals. Going forward, we will focus on a new framework for sustainability commitments, as highlighted on the next page.

Environmental Pillar

Business	Goal	Target Date	2022 Progress
Brunswick	Source 50% of electricity needs from renewable sources	2030	Solar panels added at three facilities; solar VPP partnership with Alliant Energy
Navico Group	Sell > 10K battery-powered gen-set alternatives	2023	More than 50% to target and on-track for 2023 attainment
Brunswick	Achieve zero waste to landfill status at 50% of global distribution centers, warehouse operations and other selected locations, including 100% of aluminum boat manufacturing locations	2025	Nine additional facilities achieved a 90% landfill reduction; now 12 sites internally qualify as zero waste to landfill
Mercury Marine	Reduce annual energy consumption by 25% (2016 baseline)	2025	Attained 21.5% global energy reduction from improvement initiatives
Mercury Marine	Reduce HC+NOx emissions of outboard engines by 80% and sterndrive/inboard emissions by 70% (vs. 2005 baseline of engines sold in the U.S.)	2025	Sterndrive target achieved in 2021; outboard emissions reduced by 76%
Mercury Marine	Reduce annual water consumption by 25% (2016 baseline)	2025	Flat in 2022 at 16.5% water reduction
Brunswick	Focus on education, marine conservation, water access philanthropies	2025	~\$300,000 in conservation donations and ~\$600,000 in conservation sponsorships or memberships

Social Pillar

Business Unit	Goal	Target Date	2022 Progress
Mercury Marine	Engage 75% of employees in health assessments	2025	60% of U.S. Brunswick employees used the wellness application; of those, 83% completed health assessments
Brunswick	Engage 100% of salaried employees in DEI training	2022	98% completed DEI training; 2% variance due to short-term leave and departed employees
Mercury Marine	Engage 50% or more of employees in 10 hours of volunteer service per year	2025	Fewer than anticipated employees are reporting service hours
Mercury Marine	Improve employee engagement survey results by 5 points	2025	Maintained top 25% performance level
Brunswick	Zero fatal or serious employee injuries	2025	Zero work-related (OSHA recordable) fatalities

Brunswick's Sustainability Framework

We believe that continuous improvement of our products and manufacturing processes as well as investments in our employees and communities will support our efforts for long-term growth and profitability. We are committed to do our part to protect the environment, reduce our carbon footprint and contribute to safe, rewarding and inclusive careers for our employees worldwide. Our new framework for sustainability commitments is shared below.



Engaging People

- Lead the industry in boater inclusivity and accessibility.
- Maintain an industry-leading safety record.
- Address key employee engagement survey topics.
- Continue strategic focus on attracting and retaining talent as well as fostering diversity and inclusion.



Innovating Products

- Leverage life cycle assessment and supplier partnerships to improve product sustainability.
- Continue pursuit of innovations for sustainable boating.
 - Further internal combustion and vessel-level efficiency.
 - Expansion of electric marine propulsion.
 - Support adoption of sustainable marine fuels.



Operating Sustainably

- 30% reduction in Scope 1 and Scope 2 emissions by year-end 2025 (2022 baseline)¹.
- 60% of electricity from renewable sources by year-end 2025.
- Achieve zero waste to landfill² at 45 facilities by 2030.
- Support the transition to electric vehicles.
- Maintain a strong environmental compliance program.



Conserving Our Waterways

- Prioritize water-based conservation in philanthropic efforts.
- Corporate volunteerism aligned with water protection efforts.

¹ Includes renewable energy certificates from agreements with Vesper Energy and Alliant Energy for solar arrays expected to be operational during 2024.

² Zero waste to landfill is defined by Brunswick as a 90% landfill diversion rate of solid wastes from operations.

Stakeholder Engagement

We regularly engage our stakeholders in open dialogue to provide key insights on evolving trends and perceptions, to understand needs and expectations and to help hold ourselves accountable.

Customers

Understanding the needs of our dealers, distributors, boat builders and other customers is essential to the success of our business. In addition to ongoing dialogue as part of the sales process, we leverage social media, dealer conferences, surveys and focus groups, training and education, membership in industry associations and service programs to support engagement with our customers.

Employees

Our employees are the foundation of our business operations and we maintain open dialogue through routine engagement surveys, town hall meetings, manager huddles, annual performance reviews, internal communications, engagements with unions and work councils, websites, social media, training programs and our ethics hotline.

Investors

We regularly share information about our business operations and performance with investors through Brunswick's websites, SEC filings, quarterly earnings calls, investor relations materials, as well as our annual shareholder meeting and investor events. We also engage with our investors through direct meetings, non-deal road shows and investor conferences.

Suppliers

We have dedicated supplier-management teams that work directly with suppliers on procurement matters to support operations, innovation and sustainability. We gain vendor insights and share our perspectives with suppliers through ongoing supply chain dialogue, supplier policies, websites, periodic site visits and formal supply chain conferences.

Governments

Our environmental health and safety managers and facility leaders meet routinely with government and regulatory agencies regarding ongoing operations of our facilities. Additionally, our government relations team may educate and inform federal or state government officials on a range of topics that may impact our industry and the customers we serve.

Communities

We engage with dozens of nonprofits every year through financial contributions and volunteerism. Additionally, we maintain relationships with government organizations and nonprofits that help provide valuable insights into the needs of our communities, changing trends among the workforce and the health of coastal and marine waterways.

Trade Associations and Other Organizations

We engage with trade associations to exchange information related to new technologies, materials, processes, etc.; educate employees; monitor trends and advocate for our industries. Additionally, sustainability practices are informed by participation in organizations dedicated to sustainable practices, including the United Nations Global Compact and CEO Action.

Boaters

Brunswick sponsors the Ripl boater community to gain insights from and highlight experiences of real boaters who have a passion for life on the water. Additionally, we exchange information with the boating community through social media, tradeshow, boating events and fishing tournaments, product warranty information and our websites.

Materiality Assessment

During 2022, we refreshed our materiality assessment, which was last conducted in 2018, and added direct stakeholder engagement to further inform our priority ESG topics. The results provided valuable insights to incorporate into our business strategies and our external sustainability reporting.

The assessment process included identifying potentially relevant social, environmental, and corporate governance topics. Topics for consideration were sourced from the CDP Climate Survey, GRI, Governance and Accountability Institute, Inc., ISS, MSCI, Sustainalytics, United Nations 17 Sustainable Development Goals, S&P Corporate Sustainability Assessment, the World Economic Forum, and marine and recreational industry trade organizations. Thirty-three topics were identified as most relevant to Brunswick and were shared with stakeholders to provide feedback on the relative importance of each. Stakeholders included customers (dealers, distributors, OEMs, boat builders and retailers), suppliers, boaters, community members (governments, trade associations and other nonprofits), investors and employees.

Compared to Brunswick's prior materiality assessment, new priority topics include supply chain resiliency and sustainability plus talent attraction, development

and retention, which likely reflect the changing business landscape over the last several years. Marine and freshwater conservation and product life cycle management replaced access to clean water and the more general topics of waste, water and energy. Community relations was removed from the focus area topics based on limited prioritization from all stakeholder groups. Board oversight and business ethics were also removed as a priority topic based on stakeholder feedback; we considered these topics as essential to ongoing business success and have demonstrated strong performance in both areas.

The materiality assessment was developed to understand and prioritize environmental, social and governance topics from our stakeholders' perspective. This ESG materiality assessment is not intended to represent materiality as defined by the U.S. Securities and Exchange Commission.

Priority Topics Resulting from the Materiality Assessment

- Product innovation and quality.
- Environmental compliance.
- Talent attraction, development and retention.
- Marine and freshwater conservation.
- Climate change mitigation.
- Supply chain resiliency and sustainability.
- Diversity, equity and inclusion.
- Employee safety and health.

Environmental Sustainability

The long-term success of our business requires a healthy environment for consumers to enjoy our products and services. As such, we are committed to operating sustainably and participating in the global response to climate change. We share the view of the Intergovernmental Panel on Climate Change (IPCC) that climate-related risks can be limited by the acceleration and effectiveness of technological innovation, changes to behavior, and policies and investments that encourage mitigation and adaptation.



Products Supporting Sustainability

Mercury Marine Avator + Veer V13



Mercury Marine kicked off 2023 with the launch of the Avator™ 7.5e electric outboard at the Consumer Electronics Show. The compact, transverse flux motor on the Avator 7.5e generates 750W of power, producing similar speed and acceleration as a Mercury 3.5hp outboard. Offered with tiller or remote steering, it's ideal for powering many small boats, including tenders, jon boats, inflatables and kayaks. The Avator also features swappable batteries, a quick-connect mounting system, intuitive controls and a full-color display to track battery level and range. Larger motors in the Avator line are planned for launch during 2023. The Avator was recognized with the Innovation Award at the 2023 Miami International Boat Show.

Brunswick also launched Veer™, an all-new boat brand designed specifically for use with electric motors. Veer V13™ is a fun, safe and easy to operate boat, perfect for new boaters. It is also lightweight, easy to trailer, and priced to get on the water affordably, thereby expanding Brunswick's commitment to both boater access and electric boating. The Veer team won the Innovation Award in the fishing boat category for the new Veer V13 in the 2023 Minneapolis Innovation Awards.



FATHOM[®] e-power system

Navico Group Fathom[®] e-power system

The new Fathom[®] e-power system is an integrated lithium-ion auxiliary power management system that provides the marine and RV sectors an alternative to traditional internal combustion generators used to power on-board appliances. The system allows users to extend time away from the charge source by providing more battery capacity and efficiently managing the electrical system, while also eliminating the noise, vibration and fumes associated with traditional generator experiences. Advanced digital controls and monitoring of power consumption is available to users via multifunction displays or smart mobile devices.



MERCURY RACING

Mercury Racing Electric Engine for E1 Series

Mercury Racing has partnered with the Union Internationale Motonautique E1 electric powerboat racing championship series to develop an electric powertrain for use in a new E1 Series powerboat race. Mercury Racing's custom outboard engine for the race is 100% electric and can generate speeds for the hydrofoil RaceBird powerboats of up to 58 mph. The E1 Series was established to create a competitive racing platform that promotes sustainable electric watercraft. The E1 Racebird will make its U.S. debut at the Mercury Midwest Challenge during 2023 in Sheboygan, Wisconsin.





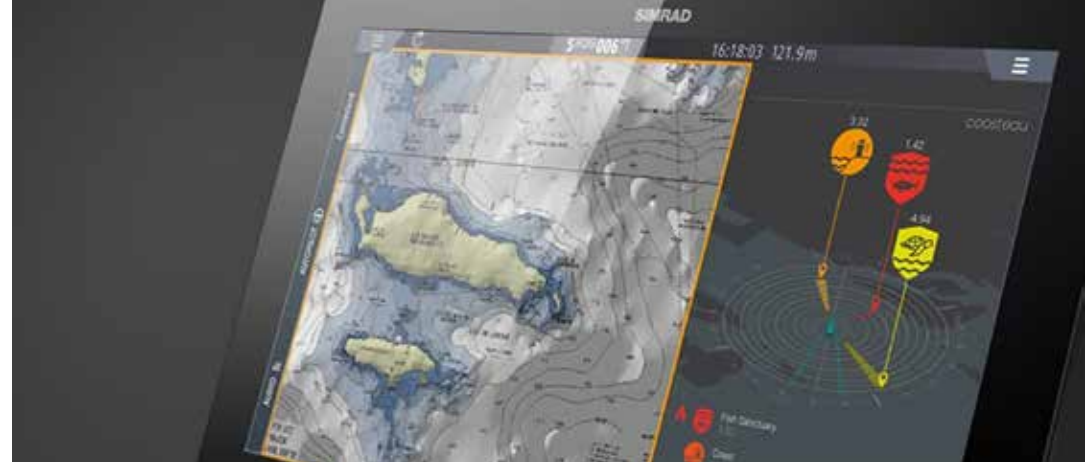
Princecraft® Brio 2.0 Electric Pontoon Boat

Princecraft developed the Brio electric pontoon series for environmentally conscious boating enthusiasts and those boating on ecologically sensitive, electric-only lakes. The Brio series of 17-, 19- and 21-foot models offers a more sustainable pontoon option without compromising comfort or luxuries. These pontoons are powered by electric engines and include solar panels on the boat to provide continuous charging power.



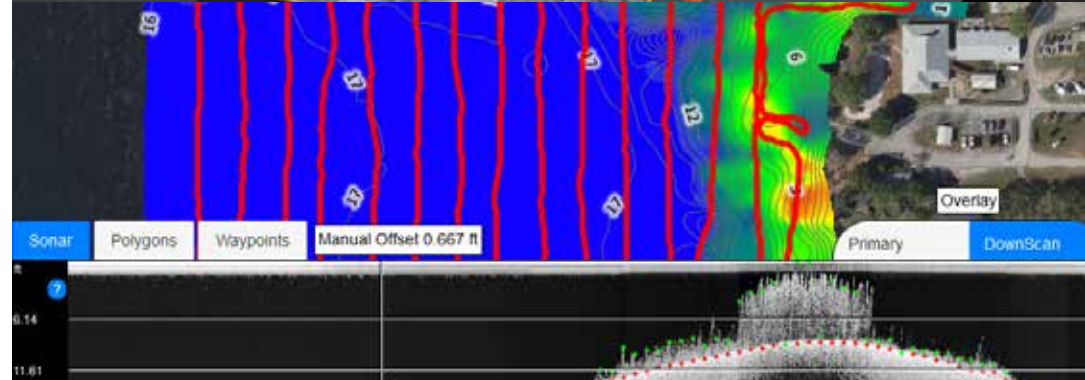
GreenEYE™ Navigational Assistant

GreenEYE was designed to drive sustainable boating behaviors through enhanced situational awareness while navigating. Harnessing the power of C-MAP’s cartographic data, GreenEYE alerts captains as they enter a protected marine area and delivers notifications of speed or fishing restrictions, limits on noise or music and any local rules on anchoring. The system is also capable of automatically blocking accidental discharge of wastewater in protected areas. C-MAP’s GreenEYE was awarded the “Coup de Coeur” prize during the 2022 Monaco Energy Boat Challenge.



BioBase Mapping Platform

BioBase is a cloud-mapping platform by C-MAP for the automated processing, mapping and storing of spatial aquatic data. The platform takes sonar logs from echosounders and data from satellite images to create emergent vegetation and coastal habitat maps for use by aquatic resource management professionals. During 2022, BioBase was used to map 665 waterbodies and over 356,966 cumulative acres in 32 U.S. states and 13 countries.



Mercury Marine Sustainability Highlights

Mercury Marine has a long-standing commitment to minimizing the use of natural resources and embedding sustainability into its facilities, manufacturing operations and engines.



Facility Features

- Energy management systems and energy-efficient HVAC systems.
- Investments in clean and renewable energy.
- Expanded use of LED lighting.
- Closed-loop water systems.
- Waste reduction and recycling programs.



Manufacturing Processes

- High-precision die-casting process uses lightweight designs and less raw material.
- Use of recycled aluminum in smelting operations.
- Robotic propeller-finishing process saves water and reduces landfill waste.
- Reclamation and reuse of process heat.
- Use of returnable and reusable packaging.



Product Attributes

- A closed-loop fuel control system and Advanced Range Optimization mean fuel goes farther.
- Hydrodynamic analysis and computational fluid dynamics drive systems with reduced drag.
- Advanced lubrication systems reduce friction and windage.
- Active Trim reduces drag and improves fuel economy up to 20%.
- V12 contra-rotating propellers and V10 larger diameter, wide prop blades drive efficiency.

Greenhouse Gas Emissions

Brunswick Scope 1 and 2

During 2022, Brunswick net sales increased 16.5%, but our absolute carbon emissions from usage of energy (Scope 1 and Scope 2) increased only 3%. The 2021 Navico acquisition, added to emissions reporting for 2022, accounted for two-thirds of the CO₂e increase. The remaining increase reflects higher levels of production and capacity expansion at specific facilities which were partially offset by energy efficiency initiatives at Mercury Marine and lower emission factors in the U.S.

From an energy intensity perspective (gigajoules of energy used per million dollars of net sales), we became more efficient and improved energy intensity by 11%. The carbon

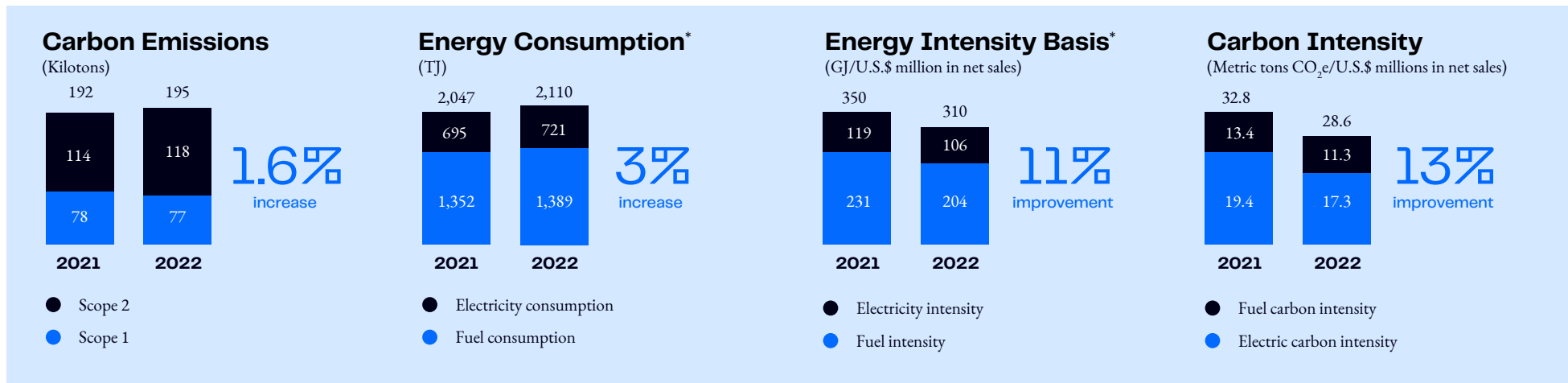
intensity of our net sales (metric tons of CO₂e per million dollars of net sales) also improved by 13%.

As our production volumes increase with our business growth, we remain committed to reducing our emissions through more efficient production processes and use of renewable sources of electricity in our operations where feasible. We have established a 30% reduction target for our Scope 1 and 2 emissions by year-end 2025 from 2022.

2022 SCOPE 1 AND SCOPE 2 ACCOMPLISHMENTS INCLUDED:

- Installation of solar panels in Vila Nova de Ceveira, Portugal; Queensland, Australia; and Brownsburg, Indiana.

- Completion of dozens of energy efficiency projects in Fond du Lac, Wisconsin.
- Completion of an LED lighting upgrade at the aluminum boat facility in Clarkston, Washington.
- Announcement of a partnership with Alliant Energy to build a 5-megawatt, 32-acre solar array in Fond du Lac County.
- Mercury Marine received the Business Friend of the Environment Award from Wisconsin Manufacturers and Commerce and, for the 12th consecutive year, received Green Masters status from the Wisconsin Sustainable Business Council.



*The 2021 terajoules of fuel consumed vary from prior reports to due a recalculation of LPG Propane usage.



Energy Management at Mercury Marine

The Mercury Marine complex in Fond du Lac, Wisconsin, accounts for the majority of electric and natural gas consumed by Brunswick. To minimize resource consumption and deliver operational savings, the local facility management team relies on both an electrical management system (EMS) and building management system (BMS) as part of its energy management program.

The EMS provides real-time monitoring and performance reports of electrical substations across the ~3 million square foot industrial complex, while the BMS controls and monitors lighting, HVAC, fire protection, and security systems. Through automated controls, these management systems minimize energy use to reflect seasonality, shift changes, and occupied/unoccupied settings. Automated programs also

allow the team to monitor and reduce peak electric and natural gas usage of production systems and HVAC to meet community needs during demand constraints and minimize peak demand costs.

Our facilities management team also identifies and implements measures to reduce consumption of electricity and natural gas. These measures include LED lighting, variable frequency drives, and HVAC heat recovery systems that capture and reuse heat from air compressors or manufacturing processes. During 2022, the team completed 38 energy efficiency projects that qualified for Wisconsin Focus on Energy incentives and will save 2.2 million kWh of electricity and 136,000 therms of natural gas per year. Additionally, the facilities management team conducts routine maintenance on various natural gas, electrical and air compressor systems to maintain efficiency.

Brunswick Scope 3: Upstream and Downstream

Brunswick’s total direct and indirect emissions (Scopes 1, 2 and 3) for 2022 were 4,645 kilotons. The majority of our carbon emissions (96%) are found in our value chain, upstream and downstream of direct Company activities (Scope 3). Our biggest sources of these Scope 3 emissions are related to after-sale use of products (primarily boats and engines) and our supply chain (primarily production of raw materials). During 2022, our Scope 3 emissions increased approximately 3%, while net sales grew 16.5%.

2022 SCOPE 3 ACCOMPLISHMENTS INCLUDED:

- Mercury Marine announced the new Avator™ electric outboard concept, with the potential for boating with zero direct emissions.
- Brunswick Boat Group completed development of Veer, a new boat that is lightweight, versatile and designed for use with an electric motor.
- Mercury Marine launched the new V10 engine with lean-burn and wide-band oxygen sensors for fuel efficiency; this is also the first engine to launch a dual-mode 48V/12V alternator to operate with the Fathom e-power system.
- Boateka opened a fully-integrated refurbishment and sales center in Merritt Island, Florida, offering certified pre-owned boats, supporting the longevity of boats.
- Navico Group launched the Simrad NSX with only a quick-start printed manual and the complete manual

available online, saving an estimated 4.2 tons of paper per year.

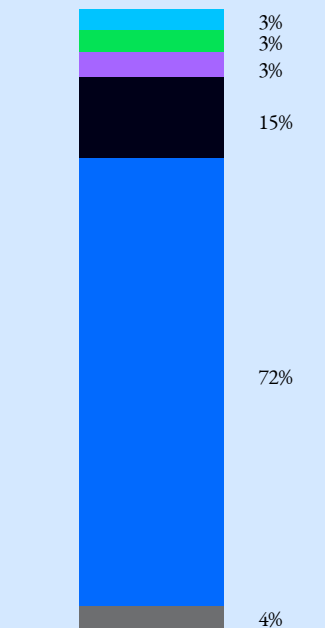
- Navico Group also launched its first product using resins containing recycled content with the release of the S3100 Sonar Module.
- Brunswick advanced its partnership with specialty materials company Arkema, to use easy-to-recycle thermoplastic resin instead of thermoset resin in boat construction, which would allow plant process scrap and end-of-life boat material to be recycled. A partial concept hull was displayed at the Fort Lauderdale International Boat Show in October 2022.
- Navico received the Gold New York Product Design Award for Red Horizon, an integrated marine electronic control and monitoring system developed by Navico Group in partnership with Fiat Power Train, that consolidated technology, performance, power and design in a zero-emission powerboat concept.

Greenhouse Gas Emissions Verification

Brunswick’s global Scope 1, 2, and 3 greenhouse gas emissions inventory was verified in accordance with ISO 14063-4: 2019 by Keramida. This [limited assurance verification](#) was led by a GHG verifier accredited in California and Oregon.

Total Emissions

(4,645 kilotons during 2022)



- All Other Scope 3 Downstream
- Capital Goods
- All Other Scope 3 Upstream
- Purchased Goods and Services
- Use of Sold Products
- Scope 1 and 2

Innovating Products for Sustainable Boating

Brunswick and its brands have had a long and proud history of innovation. Our team embraces the challenge to find, develop and leverage innovations that reduce greenhouse gas emissions associated with the manufacture and use of recreational boating products.

Today, recreational boating emissions account for just 0.7% of U.S. transportation greenhouse gas emissions¹, compared to cars and light-duty vehicles (49%), commercial trucks and buses (21%) and aviation (11%).² The marine industry has already demonstrated its ability to reduce carbon emissions, as has Brunswick. For example, since 2010, Mercury Marine engines have improved carbon emissions per horsepower by approximately 20%.

During 2022, 17% of Brunswick's research and development expenditures were invested in sustainability initiatives, many of which are highlighted in this report. To continue progress, further advancements in emissions reduction, sustainable fuels, alternative propulsion, and materials used to manufacture boats and engines will be necessary.

Scope 3 Upstream Emissions – Purchased Goods

Approximately 15% of Brunswick's greenhouse gas emissions derive from purchased goods used in the manufacturing of our products. Within purchased goods, parts made from two materials - aluminum

and fiberglass composite - comprise the largest share of emissions.

Composite Resins

The composite resins used in the production of boats and engine cowl systems have been carefully selected to meet safety and performance requirements. Where feasible, we seek to manufacture with alternative materials that include recycled content or are recyclable, so long as the product performance is not compromised.

During 2021, we completed the transition to Gurit® Kerdyn™ Green PET recycled foam. Made from 100% recycled (postconsumer) plastic bottles, this foam is an alternative to balsa wood for the structural cores for all Brunswick fiberglass boat-building operations. Beyond this advancement, we are working with several composites vendors to identify other more sustainable resins for manufacturing. For example, in partnership with specialty materials company Arkema, we are working to replace thermoset resins, which are difficult to recycle, with recyclable thermoplastic resins; this would allow the recycling of both plant process scrap and boats

at end of life. The first prototype, a partial concept hull constructed through a closed mold process, was displayed at the Fort Lauderdale International Boat Show in October 2022. We are also piloting boat-component manufacturing with basalt fiber.

Aluminum

The aluminum sector is currently responsible for approximately 2% of global emissions and is considered one of the hardest-to-abate sectors.³ We are proactive in our support of recycled content for aluminum used in our products. Within our smelting operations in Fond du Lac, where we cast engine components, almost 100% of aluminum input is from scrap sources, primarily end-of-life automotive wheels and other well-characterized, high-quality scrap sources. However, we are working with a subset of suppliers to encourage and support their transition to recycled content, which would then increase the recycled content used in the production of engine components not cast in Fond du Lac and for rolled and extruded aluminum used in the production of boats.

¹ National Marine Manufacturers Association

² The U.S. National Blueprint for Transportation Decarbonization

³ Mission Possible Partnership

Scope 3 Downstream Emissions – Use of Sold Product

The use of fuel to power Mercury Marine engines is the largest source of greenhouse gas emissions for Brunswick and accounts for nearly 75% of our total direct and indirect CO₂e emissions. Consistent with greenhouse gas accounting standards, we account for the full lifetime of an engine’s CO₂e emissions when an engine is manufactured, even though the emissions will typically be emitted over several decades.

As is the case in the transportation and aviation industries, decarbonizing recreational boating will require multiple technology platforms to meet the full range of boaters and their needs. Brunswick is focused on several opportunities to reduce future greenhouse gas emissions from the use of our engines and boats.

Electric Propulsion

Electric propulsion is one technology able to meet the needs of customers powering small boats, boats operating in waterways with speed restrictions or internal combustion limitations, or customers who simply seek an electric alternative.

To meet the needs of these boaters, we launched the Mercury Marine Avator electric outboard platform at the Consumer Electronics Show in January and are committed to releasing additional higher horsepower models in the future. To support the adoption of electric propulsion, we are collaborating with the NMMA and other industry groups to

support the charging infrastructure, and we will introduce the Avator into our Freedom Boat Club fleet over time.

However, a fully electric marine propulsion system is currently not a viable option for all of today’s recreational boaters and their needs, especially for those with larger boats. Water is approximately 800 times denser than air, so the power required to move a boat through the water at a given speed is much greater than that of on-road vehicles. Boats are also very weight-sensitive and adding electric power to larger boats requires larger batteries, which dramatically increases the weight of the boat and creates challenges to capacity, speed and range.

Sustainable Fuels

With the current limitations of electric propulsion systems, we are evaluating a range of sustainable fuels and how they might be applied in the marine industry. Similar to the aviation industry, sustainable fuels can play a significant role in helping decarbonize recreational boating. Brunswick is supporting industry efforts to generate awareness of “drop-in” sustainable fuel options for the marine industry as well as efforts related to the development of an infrastructure for such fuels.

Technology Solutions to Reach a Net-Zero Economy in 2050

Extracted from The U.S. *National Blueprint for Transportation Decarbonization*, jointly developed by the U.S. Department of Energy, Department of Transportation, Environmental Protection Agency, and Department of Housing and Urban Development (January 2023)

	Battery/Electric	Sustainable Liquid Fuels	Hydrogen
Light-Duty Vehicles	•••	TBD	–
Aviation	•	•••	•
Maritime	•	•••	••
U.S. National Blueprint R&D Priorities	<ul style="list-style-type: none"> – National battery strategy. – Charging infrastructure. – Grid integration. – Battery recycling. 	<ul style="list-style-type: none"> – Multiple cost-effective drop-in sustainable fuels. – Reduce ethanol carbon intensity. – Bioenergy scale-up. 	<ul style="list-style-type: none"> – Electrolyzer costs. – Fuel cell durability and cost. – Clean hydrogen infrastructure.

- Limited long-term opportunity
- Large long-term opportunity
- Greatest long-term opportunity

Vessel-Level Optimization

With a product portfolio that includes boats, engines and navigation electronics, Brunswick is uniquely positioned to develop and bring to market vessel-level integrated solutions that can improve fuel efficiencies when boating and reduce carbon emissions. Enhancements in boat design, such as light weighting or improved hydrodynamics, offer one set of opportunities. Technologies like auto trim, assisted docking and other advanced captain assistance technologies help automate vessel control and minimize fuel consumption.

Continued advancement and refinement of our Mercury internal combustion engines offers another potential area for fuel efficiency improvements and subsequent reduction of carbon emissions. These include improving both internal combustion engine efficiency and hydrodynamic performance. Our teams are constantly working on elevating the experience of recreational boating and improving sustainability is a part of that effort.

Summary of Initiatives and Innovations to Improve the Sustainability of Boating

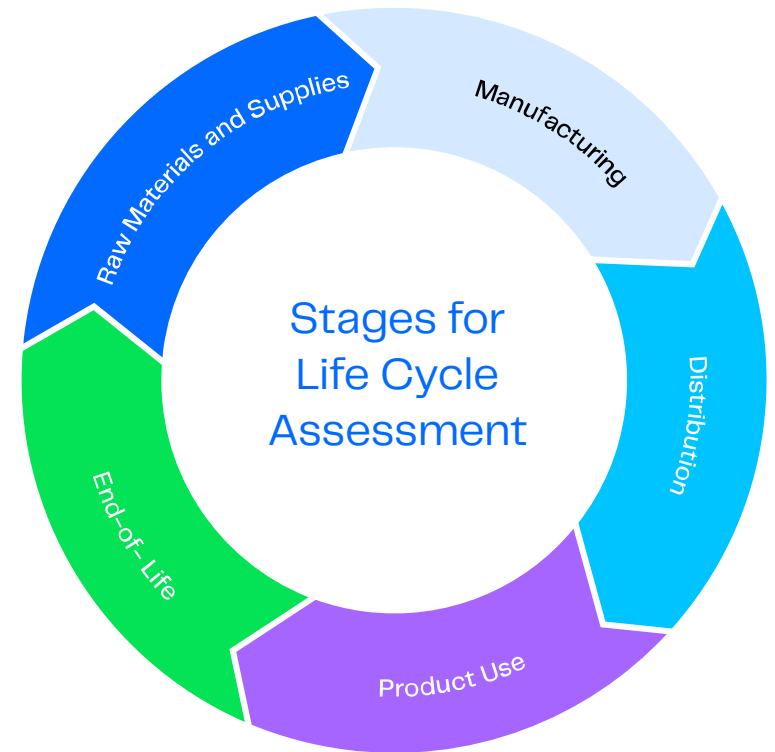
	Area of Focus	Recent Accomplishments	Ongoing and Future Opportunities
Scope 3 Upstream Purchased Goods	Fiberglass Composites	<ul style="list-style-type: none"> Transition to Gurit® Kerdyn™ Green PET recycled foam as an alternative to balsa wood. Prototyped recyclable boat concept and tested material suitability. 	<ul style="list-style-type: none"> Continue product development efforts to manufacture a recyclable thermoplastic resin boat hull. Seek opportunities to transition to closed molding and reduce fiberglass scrap rates.
	Aluminum	<ul style="list-style-type: none"> Almost 100% of aluminum used in Fond du Lac smelting process is from scrap sources. 	<ul style="list-style-type: none"> Collaborate with and support suppliers’ transition to increased recycled aluminum content.
Scope 3 Downstream Use of Sold Products	Electric Propulsion	<ul style="list-style-type: none"> Launched Mercury Marine Avator electric motor. Established new partnerships for lithium battery recovery and proper disposal at the end-of-life. 	<ul style="list-style-type: none"> Expand Avator electric outboard platform. Introduce electric options into the Freedom Boat Club fleet. Collaborate with the NMMA and other industry groups to support charging infrastructure.
	Sustainable Fuels	<ul style="list-style-type: none"> Supported the NMMA’s first sustainable fuels demonstration event at the Miami Boat Show. 	<ul style="list-style-type: none"> Engaging with marine and fuel industry partners to enable distribution of “drop-in” sustainable fuel options. Evaluation of suitable lower carbon intensity alternatives to gasoline.
	Vessel-Level Efficiencies	<ul style="list-style-type: none"> Launched the Mercury Marine V10 with multiple fuel-efficiency features. Launched the Navico Fathom e-power system. Launched the purpose-built Veer V13 for electric motors. Leveraged advanced simulation technology for extensive fluid dynamics analysis to design a more efficient boat pontoon chassis. 	<ul style="list-style-type: none"> Continue efforts to lightweight boats. Advance captain assistance technologies that enable fuel efficiencies. Continue refinement of Mercury Marine internal combustion engines for fuel efficiency. Expand use of auto trim feature on Mercury Marine engines.

Life Cycle Assessment

Life Cycle Assessment (LCA) is a process that estimates the environmental impact of a product or service over its life cycle – i.e., from raw material extraction through component manufacturing, assembly, transport, customer use, and product disposal. The estimation requires three critical ingredients: a life cycle inventory database, an impact assessment method, and computational tools.

Brunswick has deployed LCA as part of its commitment to environmental sustainability, specifically leveraging LCA for select product architecture, supply chain, and detailed design decision-making. Product design teams included life cycle inputs to analyze architecture design alternatives for several of our leading innovation initiatives and to evaluate product design emission potential to support decarbonization efforts. From high-level product strategy to component material selection, sustainability considerations are emerging within the Brunswick culture as an additional point of reference, similar to considerations for safety, quality, performance and cost.

To build Brunswick's LCA capability, Brunswick continued its partnership with the University of Illinois' Enterprise Systems Optimization Lab. Through collaboration with the University of Illinois, Brunswick trained engineers and interns in LCA methodologies and an analysis process that follows the ISO 14040-44 guidelines to estimate environmental impact along 18 factors, including the global warming potential of greenhouse gases (CO₂e). The newly trained teams completed at least one assessment in every major Brunswick product category as well as analyses on delivery vehicle alternatives and on-premises microgrids. The combined insights opened Brunswick to discoveries that enhanced our understanding of our products, processes and future opportunities.



Environmental Management & Compliance

Maintaining a strong environmental compliance program is a key priority for Brunswick and its many stakeholders. The Company operates more than 20 manufacturing facilities, most of which are subject to federal, state or local environmental regulations and operate under air, water, storm water or hazardous waste permits.

For these facilities, as well as our marine distribution and engineering locations, we maintain an environmental compliance assessment program. This program encompasses a review of systems for managing environmental compliance that closely follows ISO 14001 guidelines. These systems and processes include identification of environmental hazards, annual monitoring, measurement of annual inventory, routine reporting, auditing for compliance, maintaining a documentation system for audits and corrective actions, maintenance of standard operating procedures and routine employee training.

Employee Training on Environmental Compliance

We believe that regular environmental compliance training helps employees better understand and appreciate our regulatory compliance framework, our policies and procedures and the need for compliance.

The routine investment in training also builds engagement and confidence.

For locations in the United States, training is coordinated annually on Resource Conservation and Recovery Act (RCRA) Hazardous Waste Management. This training is required for employees at locations which qualify as large-quantity hazardous waste generators, but training is also provided to applicable employees at locations that generate small quantities of hazardous waste. Conducting training at the facility level ensures the program addresses hazardous waste handling practices specific to the location and the materials managed. In addition, training associated with the transportation of hazardous materials / dangerous goods is also coordinated for employees involved with preparing packages of hazardous materials for shipment.

In addition, job-specific training on a range of environmental compliance requirements, policies and



procedures is provided based on the needs of a task or job function. Training includes but is not limited to:

- Emergency response.
- Spill prevention.
- Storm water.
- Wastewater treatment.
- Chemical management.
- Air pollution control.
- Hazard and risk assessments.

Global Facility Environmental Audits

Brunswick began performing environmental audits of locations beginning in late 2006 in an effort to strengthen our compliance commitment and continually improve the environmental aspects of our operations. Since then, and throughout 2022, 176 assessments have been conducted. The assessments are performed by an outside third-party at all manufacturing, marine distribution, research and design and boat servicing facilities. The audits focus on environmental compliance and hazardous material or dangerous goods shipping requirements. We target auditing each manufacturing facility once every three years and other facilities at least once every five years, excluding supplemental inspections to follow up on identified corrective actions.

Chemical and Materials Management

Brunswick manufacturing facilities rely on a range of chemicals and other raw materials to produce marine engines, boats, electronics, accessories and other products in our brand portfolio. We strive to use more sustainable materials whenever possible, even while quality and performance requirements often result in the need of specific chemicals or raw materials. At each of our key manufacturing locations, we maintain a chemical management system that stores safety data sheets that inform our employees about the proper storage, use and disposal of the chemicals; guides product certifications (as required); and maintains records as needed for reporting purposes.

Brunswick is also subject to a range of regulatory, trade and U.S. Securities and Exchange Commission compliance requirements related to chemicals and raw materials. As part of our routine processes, we screen dealers and suppliers for historic trade compliance violations, sanctions or adverse media events. Our trade activities are audited regularly, and we are committed to upholding the complex material compliance requirements where we source, operate or sell products. We leverage the expertise of our own trade compliance specialists as well as third-party trade compliance firms to help maintain compliance with the various laws and regulations in this space (TSCA, REACH, WEEE, POP, Prop 65, RoHS, SIP and CLP).



Management of Solid Waste

Our goal is to minimize the waste created in the operation of our business. We rely on a variety of waste reduction and recycling programs. During 2022, we achieved 90% solid waste from operations to landfill reduction at nine facilities. We now have 12 facilities operating at a near-zero waste to landfill* level. Our internal estimates indicate that efforts at these nine plants alone resulted in the diversion of 4,417 tons of waste from landfills. Our efforts include recycling of scrap metals, corrugated cardboard, paper, and plastics along with alternative use or reuse of pallets, wood and metal drums.

Brunswick has expanded its commitment to reducing waste sent to landfill. This year, we revised our sustainability goals to include achieving zero waste to landfill* at 45 Brunswick facilities by 2030, which is double the facility target from our prior commitment.

Mercury Marine's facilities in Fond du Lac, Wisconsin, have a long-standing history of recycling and reuse of materials:

- Aluminum scrap from the engine block casting operations is recycled into the smelting processes, which already use approximately 40 million pounds of well-characterized scrap aluminum.
- Per agreements with suppliers, various incoming parts and components arrive for assembly in packaging that will be returned for reuse.
- Outgoing shipments of many higher horsepower engines are delivered in reusable packaging that is returned for future shipments.
- Robotic fine finishing and polishing cells for propellers were installed over the past two years and will eliminate approximately one million pounds of silt from going to landfills.
- 1,785 tons of cardboard and 755 tons of scrap wood and pallets were recycled during 2022.

* Zero waste to landfill is defined by Brunswick as a 90% landfill diversion rate of solid waste from operations.

Waste-to-Energy for Challenging Waste Streams

During 2022, Mercury Marine's Plant 7 manufacturing operation in St. Cloud, Florida, achieved zero waste to landfill designation. This facility, which produces electrical and plastic components for the Company's marine engines and related parts, accessories and technologies, launched a program to annually divert 250 tons of manufacturing waste — including paper, wood, plastics, cardboard and packaging materials — away from landfills by partnering with a company that uses the waste to manufacture a product it calls Enviro-Fuelcubes. Designated by the EPA as non-waste fuel, the cubes are an engineered alternative fuel designed to be a cost-effective and cleaner pound-for-pound replacement for coal and other traditional fossil fuels. Plant 7 waste materials now fuel energy-intensive industrial processes such as the manufacturing of cement and lime, as well as power for public consumption.

Brunswick's New York Mills operation in New York Mills, Minnesota, which manufactures Lund and Crestliner boats, also achieved zero-waste-to-landfill status in 2022. Through developing relationships with county recycling facilities and local businesses, New York Mills diverted an average of 198 tons of manufacturing waste from the landfill per month by recycling waste materials that included paper, wood, cardboard and scrap steel and aluminum. For non-recyclable materials, the facility partners with a local company to convert the waste to energy that directly powers homes and businesses in the area.

For ongoing compliance, Brunswick has empowered teams at each of its zero waste to landfill locations to develop sound methodology for ongoing monitoring. The teams regularly measure their respective plants' waste-stream materials generated from operations and the amount of those materials moved into the proper processes of reuse and recycling.

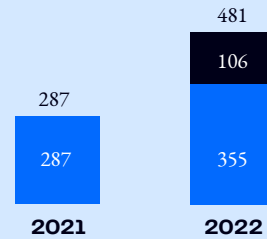
Hazardous Waste Management

We monitor the volume of hazardous waste created and the disposition of that material at many of our facilities as part of our environmental compliance practices. We strive to identify opportunities for disposal that maintain regulatory compliance while reducing our dependence on landfills.

For this year’s sustainability report, we have expanded our reporting to include two manufacturing facilities in Mexico in addition to U.S. facilities that we historically reported, which increased our waste-to-net sales intensity. Year-over-year, our waste-to-net sales waste intensity in the United States was flat.

Hazardous Waste Generated

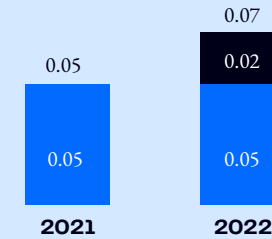
(metric tons)



- U.S. Hazardous Waste
- Hazardous Waste in Mexico

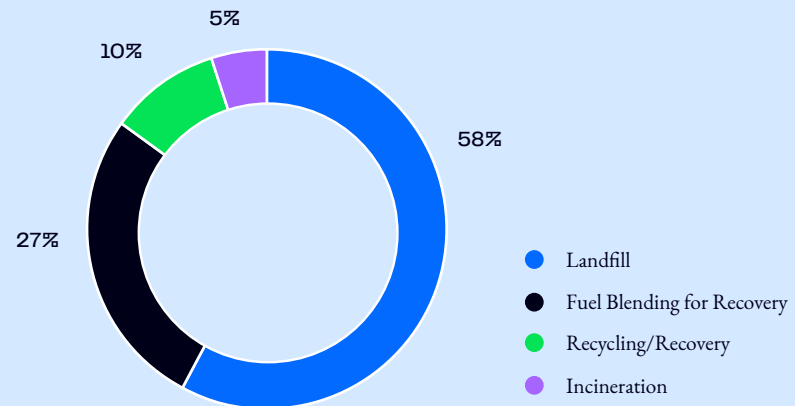
Hazardous Waste Intensity

(metric tons/U.S. \$ million net sales)



- U.S. Hazardous Waste
- Hazardous Waste in Mexico

Hazardous Waste Treatment Method



VOC Emissions

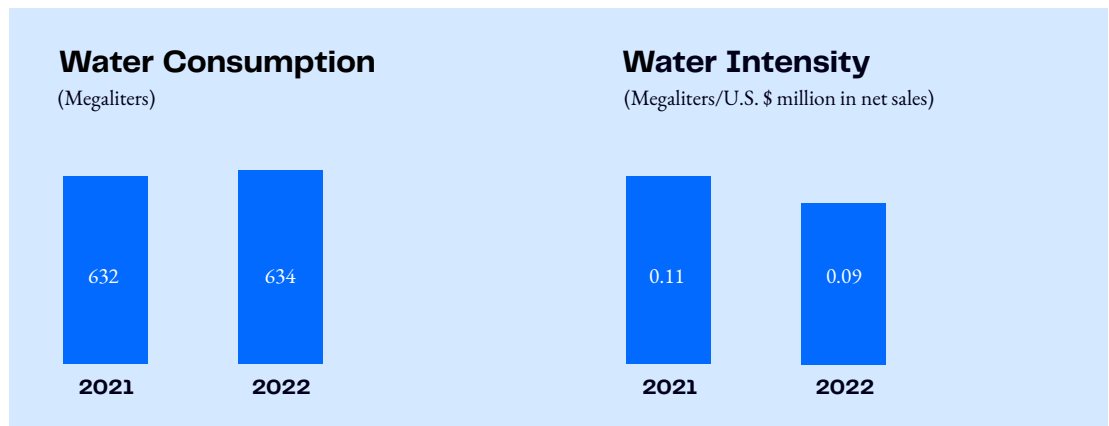
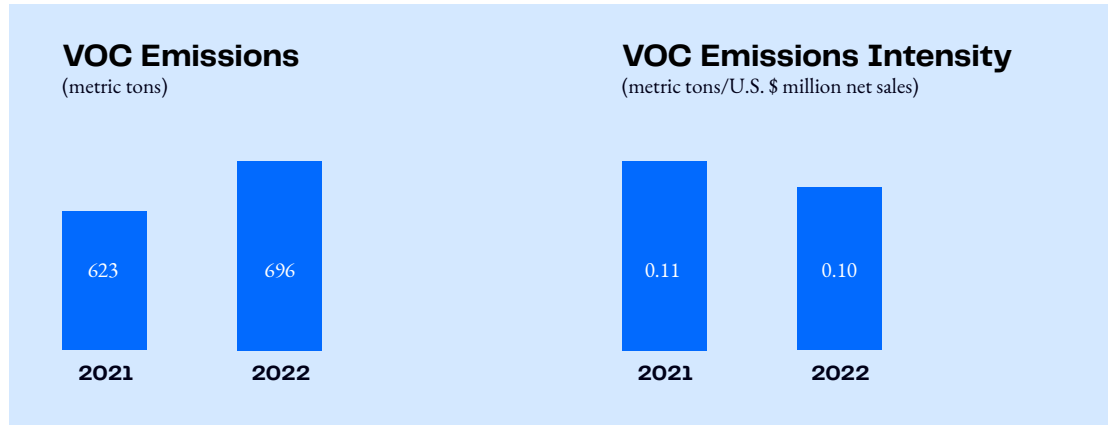
During 2022, our emissions of volatile organic compounds (VOC) increased approximately 12%. However, VOC-to-net-sales intensity decreased 9%, reflecting our efforts to reduce such emissions in our processes.

The polymerization of the resins and gel coats used to manufacture our fiberglass-reinforced plastic boats and parts are a primary source of VOC emissions. We are continuously evaluating new low-VOC emission materials and processes in an effort to reduce emissions while maintaining the quality, durability, performance and integrity of our products.

Water Use

Given that our products are used primarily in the marine industry, our team has a close connection to water. As a manufacturer, water is used in many parts of our operations, from the manufacturing of our products to testing their performance, but we strive to maintain responsible production and consumption. We promote water conservation through usage reduction, infrastructure improvement, filtration, closed-loop systems and reuse.

During 2022, water usage increased less than half a percent at our manufacturing operations requiring industrial water. From a water-to-net sales intensity perspective, our use of water improved 18%.



Supporting Our Team

Our 19,000 employees are united by a shared dedication to defining, creating and continuously innovating the future of the recreational marine market. They are at the heart of our success.



Employee Value Proposition

The employee value proposition is our way of connecting our worldwide employee base to our brand and our promise. It is part of our culture and serves as the platform to maintain our values and inspire our employees.



Innovative

We thrive in a culture that transforms a vision into reality.



Driven

At Brunswick, we have passion for our work and a distinct ability to deliver.



Exceptional

Our commitment to integrity, safety, quality and continuous improvement is reflected in everything we do.



Authentic

Our team works together and cares about people at an individual level.



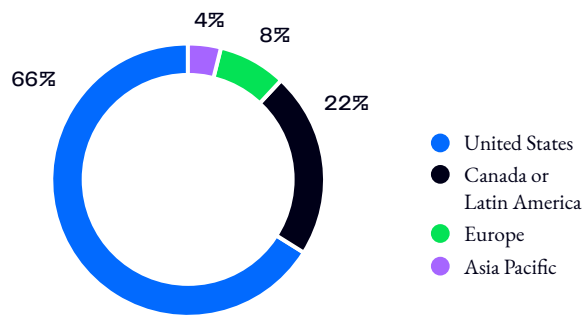
United

We are stronger together as “one Brunswick.”

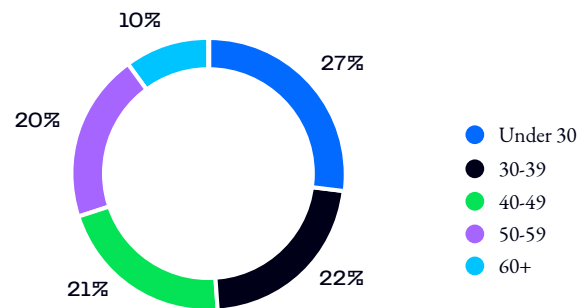
Our Workforce Demographics

As of December 31, 2022, we employed approximately 18,400 full-time employees and 600 part-time employees.

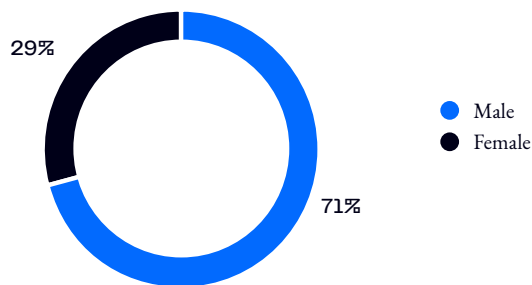
Global Employees by Region



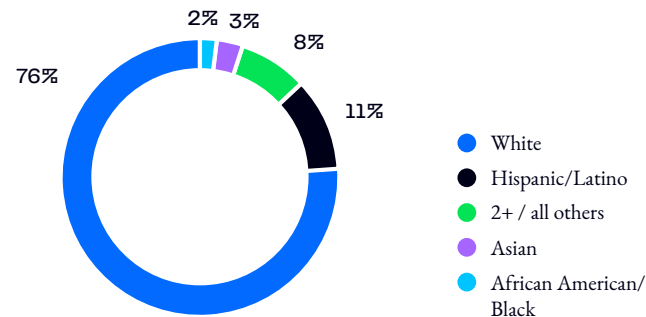
Global Employees by Age



Global Employees by Gender



U.S. Employees by Race or Ethnicity



19K
Global employees

97%
Full-time

23%
U.S. employees belong to a labor union

Investing in Our Employees

We realize our success is a direct result of the talented and dedicated Brunswick employees around the globe. Maintaining our reputation as an employer of choice is critical to driving our continued innovation, growth and profitability. We strive to provide meaningful work, career development, and well-rounded benefits to meet the needs of our employees today and into the future.

Compensation and Benefits

Wherever they are in their lives and their careers, we understand that benefits are an important part of our employees' total rewards program. That's why we provide a valuable, multi-faceted benefits package that meets the needs of our employees and their families.

FINANCIAL HEALTH*

- Market-competitive salaries.
- Annual incentive bonus opportunities for salaried managers and senior-level individual contributors.
- Equity incentives for our 300 most senior leaders and select others.
- 401(k) employee retirement savings plan.
- Profit-sharing contribution dependent on the Company's performance.
- Employee stock purchase program.
- A suite of life, accident and critical illness insurance.
- Financial support for the adoption of a child under the age of 18 (or older if disabled).

*These benefits above are specific to the 66% of Brunswick employees working in the United States. Variations in benefits may exist due to union contracts.

- Education assistance for employees to pursue ongoing professional development goals.
- Credit monitoring and identity protection service.

HEALTH AND WELL-BEING*

- Comprehensive healthcare coverage including medical, prescription, mental health, dental and vision care.
- Personal Health Advocates to help employees understand medical insurance coverage and/or get a second opinion.
- Paid time off including vacation, family leave, sick time and holidays.
- Flexible spending accounts for healthcare and childcare.
- Hybrid and flexible work arrangements available at many of our office locations.
- Employee Assistance Program for support with personal and family challenges.
- Resources to help parents find childcare and childcare discounts.
- Be Your Best wellness program.



Supporting Employee Healthcare in Mexico

Brunswick has three large manufacturing operations and approximately 3,500 employees in Mexico. At these facilities, our teams take a proactive approach to supporting health and well-being by providing on-site services and educational events for employees. In 2022, Brunswick's facilities in Mexico provided flu or COVID-19 vaccines to hundreds of employees and supported blood donations. Additionally, healthcare seminars or campaigns were offered to employees, focusing on health risk prevention, respiratory diseases, breast cancer and prostate cancer. More than 1,400 employees participated in one of these events. As part of the healthcare programs, the facility provided mammograms, prostate antigen studies and determination of body mass index for interested employees.

Talent Development

Our business continues to thrive because of the dedication of our employees around the world. In recognition of our team's commitment to developing world-class products, we support career advancement and create a rewarding environment for employees to learn, grow and perform at their best.

Our talent development programs include:

- On-the-job training tailored to specific roles to ensure the quality of products and customer experience are maintained at the highest level.
- Function-specific learning and development programs for health and safety, Lean Six Sigma, data privacy, etc. to expand critical skill sets.
- Formal leadership development programs for both new, first-line supervisors and experienced senior leaders to help develop key management skills.
- Participation in external women's development programs to enhance the succession bench strength of our rising female leaders.
- Rotational development programs for interns, undergraduate and graduate students to build a talent pipeline in a range of functional areas including finance, operations management, and human resources.
- Tuition reimbursement of up to \$5,250/year to qualified U.S. employees to support pursuit of job-related coursework, degree or diploma programs, non-diploma or degree programs, certification programs, etc.
- An online learning platform to deliver supplemental learning experience in multiple languages for employees interested in expanding their skills.

Employee Engagement

Employee engagement is an essential component to fueling our continued success and innovation, and we have multiple channels to ensure two-way feedback and communications.

The annual *Your Voice: Brunswick Employee Opinion Survey* is used to measure global employee engagement and motivation, drive meaningful change and support ongoing conversations about what matters most to our workforce. It provides insights into employees' views and has a consistently high response rate.

In 2022, the global response rate was 82%, an increase of approximately 10 percentage points compared to 2021. Survey results place Brunswick's engagement rate among the top 25% of companies surveyed by Glint Inc.

To keep our employees informed, our CEO shares an enterprise-wide weekly update email detailing our latest business news and successes. Other monthly and weekly communication channels focus on connecting our employees across time zones and communities. Our CEO also hosts quarterly town hall meetings to review the latest earnings results, share updates from across our divisions and address questions from employees around the world.



Performance Management

Salaried Brunswick employees follow a formal process to establish and monitor annual performance goals.

Managers and supervisors are encouraged to hold quarterly “check-in” meetings to support attainment of goals and provide feedback, in addition to holding formal year-end performance reviews with each salaried employee.

For hourly employees, each Brunswick division or business function manages performance reviews in a way that best fits the operation and role. We strive to provide hourly employee performance updates at least once per year.

Our Commitment to Human Rights

Brunswick respects human rights and supports the United Nations principles on human rights, as reflected in our [Human Rights Policy](#). Employees who work for Brunswick do so of their own free will, in a safe and healthy environment. We strictly prohibit discrimination, modern slavery, and child labor, and implement controls and protections to avoid such activities. We provide safe, productive and suitable working conditions at all our facilities and provide fair wages. The Brunswick Supplier Code of Conduct similarly requires all suppliers, vendors and other third parties with whom we do business to comply with and adhere to our standards of conduct.

We also respect the rights of our employees to freely associate and bargain collectively in accordance with applicable laws and the customs of the countries in which they are employed.



Diversity, Equity & Inclusion

At Brunswick, we believe the diversity of our employees, including the different experiences and perspectives they bring, inspires the greatest innovation and is necessary to shape the future of our Company and recreational boating.

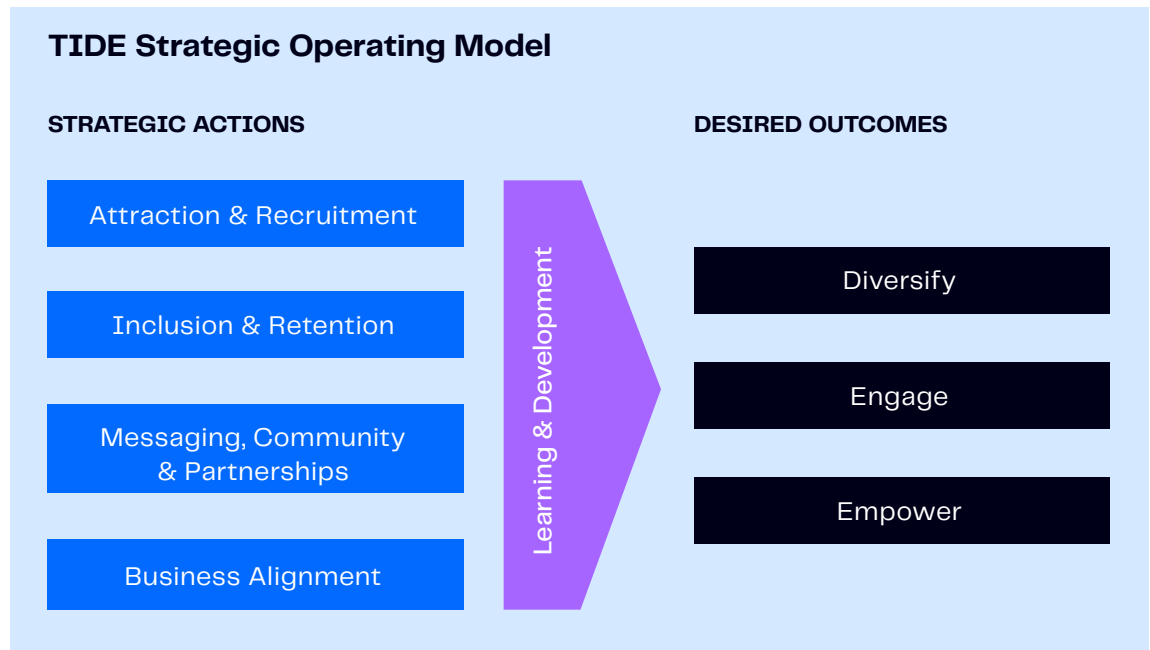
98% completion of DEI training by salaried staff

TIDE: Together to Amplify Inclusion, Diversity and Equity

TIDE is Brunswick’s innovative program to advance diversity, equity and inclusion across our company and the broader communities we serve. Together with our employee resource groups and leaders across the Company, TIDE follows a strategic action plan aimed at advancing our key desired outcomes.

TIDE programming focuses on recruiting that expands the diversity of our workforce; events that encourage employee authenticity, inclusivity, and acceptance; career development and learning opportunities for all employees; and boater inclusivity.

In 2022, Brunswick launched a new learning exercise for all salaried employees, “Diversity, Equity and Inclusion in Action.” This e-learning course focused on helping employees play an active role in building and sustaining a healthy, inclusive culture.



Brunswick's Workforce Diversity

During 2022, we increased the women in our global workforce by two percentage points compared to 2021 while maintaining the percentage of racial and ethnic diversity of our U.S. workforce. We remain committed to efforts that will more closely align our workforce distribution with the communities in which we operate.

ERGs at Brunswick

Brunswick employee resource groups (ERGs) are self-organized, company-supported groups focused on cultivating a sense of belonging and inclusion at Brunswick. Each ERG strives to support employees by deepening engagement, unifying and connecting communities, and fostering professional and personal growth. By establishing a space – physical or virtual – where we can voice and inform our perspectives, we bring the entire enterprise closer together and encourage employees to bring the fullness of who they are to their roles. Brunswick currently has five ERGs:

- Brunswick Black Professionals Network (BBPN).
- Women on Water (WOW).
- Asians and Pacific Islanders in Marine (AIM).
- Organization for Hispanic/Latinos for Leadership and Advancement (OLA).
- Brunswick Veterans Network (BVN).

The TIDE team and Brunswick ERGs hosted a variety of events and programs to support diversity, equity and inclusion in 2022:

- Cultural celebrations and commemorations.
- Recognition of military service members and veterans.

- Career workshops on personal branding, mental fitness.
- Employee/ERG member spotlights.
- TIDE Talks with external DEI leaders.
- Support of diverse recruiting initiatives.

Additionally, we support the following DEI-focused initiatives and organizations:

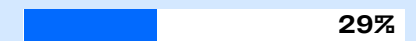
- CEO Action for Diversity and Inclusion.
- Illinois Diversity Council.
- Together Outdoors.
- UN Global Compact.

DEI and Talent Acquisition

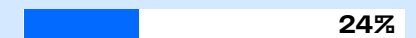
Brunswick's talent acquisition team is committed to providing diverse talent to hiring managers throughout the recruitment process. To enable a diversified candidate slate, the team enacted DEI guardrails to improve awareness and instill best practices in identifying talent, established new third-party sourcing partnerships that grant our recruiters access to databases of underrepresented talent, and implemented unconscious bias content in hiring manager interview training. We also partner with DEI-focused organizations to help identify diverse candidates for recruitment.

Women in Leadership (Global)

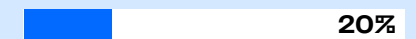
Total Workforce



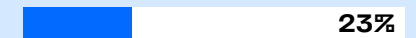
Senior Leaders



Directors and Above

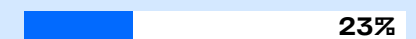


Managers or Supervisors

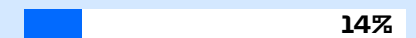


Racial and Ethnic Diversity in Leadership (U.S.)*

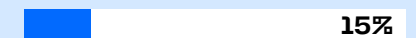
Total Workforce



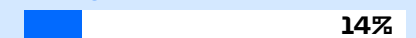
Senior Leaders



Directors and Above



Managers or Supervisors



*U.S. racial and ethnic diversity includes employees who identify as American Indian or Alaska Native; Asian, Black or African American; Hispanic or Latino; Native Hawaiian or other Pacific Islander; or two or more races.

Workplace Recognition

We were honored to be named a “Best Employer for Diversity” by Forbes Magazine in 2022. This recognition and our progress toward expanding the diversity of our workforce is a result of deliberate effort from our TIDE organization, human resources team and our people managers.



Employee Safety

At Brunswick, safety is an essential component of sustainable business growth, going hand-in-hand with product quality, operational efficiency and exceeding our customers' expectations. Although any accident is one too many, we are proud of our safety program. Zero occupational fatalities occurred over the last 10+ years, and during 2022 we attained the lowest recordable incident rate in Company history (for the third consecutive year).

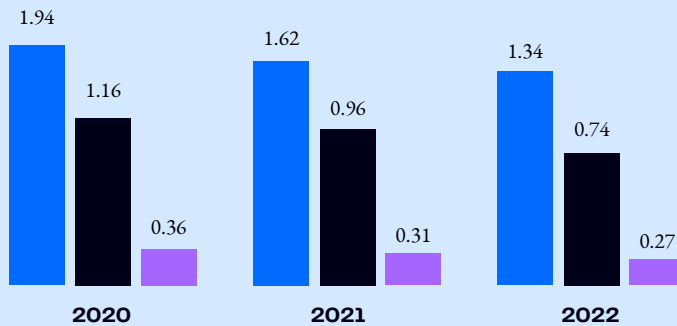
Brunswick's Recordable and Lost-Time Incident Rates¹

34%

TRIR improvement since 2020

25%

LTIR improvement since 2020



- Total Recordable Incident Rate (TRIR)
- Days Away, Restricted of Transferred (DART)
- Lost-Time Incident Rate (LTIR)

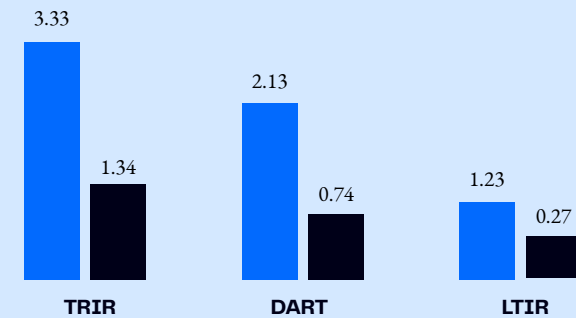
Brunswick's 2022 Safety Performance Compared to U.S. National Peer Average

60%

better TRIR than national average

78%

better LTIR than national average



- U.S. National Average²
- Brunswick Global Performance

¹ All rates are calculated based on 200,000 hours worked. ² The calculated rates include data from all facilities including data on temporary workers as of December 31.

² Brunswick safety metrics reflect 2022 actual global performance. The U.S. national peer average is based on U.S. Bureau of Labor Statistics (BLS) weighted average safety data from 2021 of 19 NAICS codes, weighted by Brunswick's hours worked by category. BLS data for 2022 was not available at the time of publication.

Safety Management System

Our global safety management system (SMS) is the backbone of our program, designed to align with the ANSI Z10 standard for occupational safety and health management systems, and correlate with globally recognized management system standards such as ISO 9000 Quality Management and Quality Assurance, ISO 14000 Environmental Management and ISO 45001 Occupational Health and Safety.

The SMS is supported by a widely accessible data management system with a multilingual interface that maintains tracking of leading and lagging performance indicators, safety incident information including near-misses, observations, corrective actions, and implementation of our safety programs.

Automation and Process Controls to Eliminating Hazards

At Brunswick, we support the hierarchy of control belief that eliminating hazards and risks is the most effective control measure for safety. We continue to invest in automating tasks, especially those with high physical demand. Some recent examples include:

- Automation of engine block machining at Mercury Marine, supplemented with manipulators, lift tables and loading fixtures, has reduced manual lifting and essentially eliminated the risk of strain injuries for our technicians.
- Automation equipment eliminated manual and ergonomically awkward steps to install zip ties securely around a group of wires for Navico Group electronic products.

- As part of a multi-year automation program at Brunswick Boat Group, robotic foam application for boat hull production and the closed molding of several small parts were added at two U.S. fiberglass boat manufacturing facilities.

Job Safety Analysis

Job safety analysis helps proactively identify the safest way to conduct specific tasks or job operations. As front-line job functions were developed, our managers and safety leaders focused on breaking down work into a sequence of steps, identifying potential hazards, and determining preventive and protective measures to help overcome these hazards. The specific prevention measures are then incorporated into processes, standard work instructions and training materials.

Safety Training

Training for our employees is managed at the facility level, which enables us to provide training content specific to the activities and operations of the facility and specific job functions. We use a combination of online, classroom and hands-on instruction. Training programs are available in multiple languages to ensure our employees understand the content. Beyond formal training programs, safety information is provided to employees on a regular basis and often in a multilingual process:

- Daily shift notes to production team.
- Safety notes in standard work instructions.

- Safety toolbox meetings held weekly by many supervisors.
- Monthly safety topics which focus on risks both at work and at home.
- Routine disclosure of division and facility safety leading and lagging indicators.



Engaging Employees in Safety

Brunswick promotes a team-focused culture where safety is everyone's responsibility. As such, proactively engaging our employees in safety is an essential element of our culture. Employee safety engagement measures include:

- Ongoing encouragement to report safety concerns and use stop work authority when appropriate.
- Use of cross-functional safety teams to evaluate incidents, identify improvement opportunities in an existing process, design new manufacturing processes and support the adoption of new equipment.
- Near-miss and safety observation reporting for identification of potential safety hazards before an injury occurs.
- Safety Commitment Days to discuss safety goals and values.
- Routine recognition and celebration of achievements.

85%

Brunswick facilities with zero lost time incidents in 2022



New High-Voltage Safety Program

As Brunswick expands its product portfolio to include electrification programs, we began development of an enterprise-wide approach to occupational safety associated with high-voltage electricity to best prepare and protect our employees who work with battery packs and electric propulsion systems. The program was developed in cooperation with a leading third-party firm that specializes in electrical safety management and is in alignment with the National Fire Protection Association 70E standards.

The new program includes a detailed Electrical Vehicle Safety Technical Guide that outlines training requirements; pre-work audit requirements; risk assessments and permit-to-work processes for daily work activities; and routine compliance auditing. The training program consists of five tiers, starting with basic awareness of electric risks to be shared with a wide range of employees, up to a five-day training program to qualify employees at the senior authorized level. Training for this new program kicked off in late 2022 and will continue to roll out through 2023.

Supporting Our Communities

Our business has deep ties to the local communities where our stakeholders live, work and play. Besides the economic benefits of our presence, we recognize that we also have a broader corporate responsibility to be good neighbors.



Our Community Support

Brunswick is proud to support dozens of nonprofit organizations around the world that are dedicated to improving local communities, environmental conservation, natural disaster relief and expanding access to water. During 2022, Brunswick donated more than \$1.2 million either from the Brunswick Foundation or directly from our businesses.

Improving the Communities Where We Live and Work

- We facilitated donations of \$350,000 from the Brunswick Foundation and \$850,000 in cash or products from our business divisions to nonprofit organizations.
- Brunswick and the Brunswick Foundation funded scholarships to 43 children of Brunswick employees in the U.S., 13 children of employees in Mexico and 25 children of our boat dealers.
- Brunswick donated nearly \$40,000, collected food and completed 300 volunteer hours to support children and disabled individuals in Juárez, Mexico.
- We supported collection drives for clothing, personal hygiene items and food for Ukrainian refugees in Europe.
- Brunswick employees volunteered in support of an employment diversity program in Belgium that supports young refugees.
- Boston Whaler's 12th annual Boatload of Backpacks delivered school supplies to Florida students.
- Employees collected \$15,000 and nearly 3,000 pounds of groceries as part of Mercury Marine's 11th annual Fill the Boat to Cast Out Hunger.
- Employees prepared packaged meals at Chicago's Union Station for 9/11 Day.

Environmental Conservation

- The Brunswick Foundation continued its support of the Billion Oyster Foundation's efforts to restore oyster reefs in New York Harbor.
- Brunswick supported the New York Harbor School with a new Mercury Marine engine for its boat.
- Boston Whaler donated funds to Central Florida's Research Group to purchase a boat for the rescue of sea turtles, manatees and dolphins.
- The Mercury Marine National Walleye Tournament generated thousands of dollars in donations for walleye conservation initiatives.
- Employees in Spain, Mexico, Florida and Wisconsin supported clean-up efforts along beaches, waterways or highways.
- Navico Group again sponsored Plastic Odyssey and The Ocean Race, organizations that raise awareness of ocean pollution and prevention.
- We maintain corporate memberships with many conservation organizations including the Coastal Conservation Association (Texas and Louisiana), Major League Fishing Conservation and the International Game Fish Association.

\$1.2M

Community support

23K+

Volunteer hours

\$144K

Employee donations to United Way or Hurricane Ian relief

Expanding Access to the Water

We believe that maintaining a connection to the water is an essential component to healthy living, and as a global leader in recreational marine, we are uniquely positioned to expand access to on-water experiences for boaters of all abilities and communities.



In 2022, we launched the All Blue Planet initiative designed to inspire more people to experience the restorative power of water. In addition to hosting events with organizations such as Boys and Girls Clubs, Chicago Maritime Arts Center, Catch Co. and Active Disabled Americans, All Blue Planet and Freedom Boat Club partnered at Milwaukee's Summerfest to offer free boat rides and on-water education sessions.

Additionally, our employee-led Boating Inclusivity Taskforce continued its work to enhance our design processes to ensure the accessibility of our products for boaters with disabilities. In 2022, we collaborated with the Society of Women Engineers Boeing Tech Team at the University of Wisconsin-Madison College of Engineering to design an accessible ramp to facilitate boarding a pontoon boat for boaters with disabilities. The team's project went on to earn third-place honors at the annual Boeing Team Tech competition.



Hurricane Ian Response: Supporting Our Brunswick Family

The devastation caused by Hurricane Ian in the autumn of 2022 only strengthened our resolve to provide safety, support and services to our employees, customers, partners, and communities. We are proud of our employees who responded to this natural disaster with selflessness and compassion.

Following the storm, our employees quickly got to work helping their colleagues and neighbors, from passing out meals to helping tarp roofs and clean up debris or repairing boats and ferrying people to locations whose local infrastructure was left inaccessible to vehicles. Our local Sea Ray team also partnered with Brevard County Sheriff's Office and the Coast Guard to store their vessels before, during and after the storm at the Sea Ray dock.

Mercury Racing and Mercury Marine employees launched multiple fundraisers to support individuals affected by the storm. Through these efforts, Mercury contributed approximately \$115,000 to Hurricane Ian aid relief on behalf of Mercury, its employees and several customers. Brunswick established a Hurricane Relief Fund donating nearly \$180,000 to assist our many employees living in Florida who had been impacted by the hurricane; this was supplemented by an additional \$42,000 from their colleagues.

Product Quality

At Brunswick, we develop and manufacture our products with the consumer experience as a priority. Brunswick and our family of brands have a long-standing reputation for quality craftsmanship, advanced technology and product safety. Our continued efforts for quality elevate our consumer experiences on the water and support contributed to the \$170 billion economic impact of the recreational marine industry in the United States.

Recognized for Excellence

In 2022, five Brunswick Boat Group brands earned Marine Industry Customer Satisfaction Index (CSI) Awards. The annual CSI award recognizes marine manufacturers who attain the highest levels of customer contentment, as voted on by the customers themselves. To qualify for the CSI award, manufacturers must achieve and maintain an independently measured standard of excellence in customer satisfaction of 90% or higher over the past year.



Elevated Standards

We adhere to the highest marine and trade industry standards in the design and manufacturing of our products and services, including as applicable the International Organization for Standardization (ISO), American Boat and Yacht Council (ABYC), United States Coast Guard (USCG), Underwriter’s Laboratory (UL), American National Standards Institute (ANSI) and Society of Automotive Engineers (SAE) and RV Industry Association (RVIA), among others.

Our Approach to Quality

We focus on maintaining robust quality systems and processes for the products we manufacture to leverage quality as a differentiator. The foundations to our quality programs across the Company include:



1. Reliance on quality management systems to ensure consistent product quality. Our quality management systems closely follow the ISO quality standards, and we leverage tools such as Lean Six Sigma and defect analysis to identify opportunities for continuous improvement.
2. Quality enhancements and targeted actions across product development, manufacturing and the supply chain. Our systems require early input in the product design process, careful consideration of quality measurements when developing manufacturing processes, and active partnerships with our supply chain.
3. Measurement and monitoring of key performance indicators. We rely on integrated process controls during receipt of supplies, production, product inspections and post-sale quality monitoring to provide multiple perspectives of our quality performance.

As a result of long-term dedication to product quality, we reported a warranty as a percent of sales of 1.2% during 2022.

Quality Processes in Product Design and Manufacturing

Focus on quality starts with design. We use a stage gate process called High Performance Product Development (HPPD) to manage quality. The HPPD process uses customer feedback to enhance each product or service to best meet customer expectations. In this process, we use design and process failure mode effects analysis (DFMEA and PFMEA) to identify critical quality characteristics that are documented on control plans used throughout the manufacturing and assembly processes.

During the production process, our businesses leverage quality management systems that include end-to-end process control and data collection. At its most advanced level, integrated control systems feature live dashboard summaries, continuous data collection for real-time fault detection and quality improvement, and consolidated reporting for detailed analysis. In many work cells, we use in-line validations including some processes with comprehensive mechanical measurements and numerous visualization systems.

Advanced manufacturing technology and automation also drives efficiency, reduces reliance on labor and bolsters quality across our portfolio. We have already seen tremendous benefits from automation improvements such as robotic grinding, casting, riveting, welding, powder paint systems and gelcoat machines and we are continuing to invest in these and other technologies.

Engaging Our Customers to Support Quality

We focus on establishing and maintaining productive relationships with our dealers, OEM partners and consumers to ensure they have the training and confidence needed to install, distribute and operate our products. Globally, we have an extensive team dedicated to elevating the entire boating experience with the goal of ensuring effortless, enjoyable experiences on the water. This includes our customer service agents; our service product management team members who develop all our support and technical literature; field service representatives who support the complex technical issues of boat builders; and our business application team, which develops plug-in diagnostic tools for Mercury



Marine engines. We also rely on multiple sources of feedback to support customer satisfaction and product improvements.

Mercury Marine gathers feedback from customers through field reports, warranty claims, product and net promoter surveys, and direct conversations with customers. From these insights, plans are developed to respond to any identified issues or suggestions. Additionally, Mercury supports its extensive dealer network with product training and dealer development training. We maintain 39 global locations for hands-on dealer training plus an online platform for self-paced learning.

Brunswick Boat Group seeks feedback from customers through surveys, warranty claims data and dealer councils, all to provide ideas to enhance or improve our products and customer experiences. This information is proactively managed as part of the HPPD process so that future projects are infused with consumer and dealer input.

Navico Group relies on an online platform as the main communication channel to gather a range of performance feedback from our many consumers, dealers, distributors and OEMs. Data is shared internally to identify product trends as well as changes in brand sentiment.



Mercury Marine Opens State-of-the-Art Service Training Center at European Headquarters in Petit-Rechain, Belgium

In early 2023, Mercury Marine opened a new service training center at its Europe, Middle East and Africa headquarters in Petit-Rechain, Belgium. The center is designed to provide specialized service and maintenance training to marine engine technicians on the full range of Mercury Marine outboard, sterndrive and inboard engines. The new center is a testament to Brunswick's and Mercury's focus on ensuring the highest quality of service and product knowledge to customers around the world.

Training at the center ranges from entry-level courses on marine basics, engine fundamentals, fuel systems, electrical systems, cooling systems and shop tools, to advanced technician certification. During each training session, which lasts an average of two to three days, students work in both a classroom setting and hands-on maintenance training environment.

At the end of each course, they are required to pass an exam, which earns them a certification for the specific engine family for which they trained. Mercury-certified technicians are then required to participate in a yearly refresher training that qualifies them to continue to make warranty repairs or recommended maintenance on Mercury engines.

The new facility features the latest technology and tools such as large touchscreens and remote diagnostics displays to test engines under ergonomic and safe conditions. Two fixed water tanks enable in-water testing and an additional flexible area accommodates V12 engines and larger inboard engines such as the Mercury Diesel 6.7L, in addition to the new generation of electric propulsion. The tanks are equipped with an integrated water system and roll bridge over each tank, allowing a team to safely and efficiently switch engines into place for different training sessions.

Mercury's investment in the new center reinforces its product leadership position and demonstrates the company's commitment to supporting dealer, distributor and OEM partners in the region.

Promoting Safety on the Water

At Brunswick, boater safety isn't a trend; it is a priority. We welcome new boaters into our industry every day, and it is imperative that they have access to the best safety and boating education experience to help them become safe and confident at the helm.

Brunswick provides input to recreational boating safety guidance through the National Boating Safety Advisory Committee, which advises the U.S. Coast Guard on a broad range of boating safety matters. Brunswick also monitors publicly available marine accident data from the U.S. Coast Guard and other industry sources to understand how boating accidents occur and to help identify safety improvement opportunities.



Brunswick partners with the SeaTow Foundation's Sober Skipper campaign dedicated to eliminating boating under the influence (BUI) by encouraging all boaters to choose to be or to designate a sober skipper before leaving the dock. During 2022, Brunswick staff served on the Sober Skipper Advisory Council.

Furthermore, Brunswick supports on-water safety to new boaters through BoatClass, an immersive on-water training program designed to teach boating safety and assist boaters in gaining confidence on the water. BoatClass offers a 100% on-water, three-hour training course at basic and intermediate levels – led by a Certified U.S. Coast Guard Captain.

Recognizing our commitment to promoting safe boating practices, Freedom Boat Club was honored with the 2022 International Boating and Water Safety Summit (IBWSS) Communication Award in the "Community Impact" category for its "Boat Safe. Have Fun!" social media campaign, member training and enforcement of the SeaTow Foundation's Sober Skipper initiative.



On-the-Water Training

At Freedom Boat Club, boater safety is at the forefront of the boating experience. As new members join FBC, they are required to complete a mandatory new member orientation training with a certified captain. From there, members can pursue intermediate, open water and advanced boat operations training at no cost to further develop boating skills and confidence. Our online reservation system was built in a way that incorporates safeguards to message members when they do not have the required level of training to operate a vessel. Freedom staff also conducts pre-departure reviews as a standard operating procedure to ensure members are safe as they embark on their boating adventure.

Building a Talent Pipeline for Marine Industry Careers

Steady growth in the marine industry over the last decade has created demand for more skilled technicians and workers representing a broad spectrum of manufacturing trades. We remain committed to ensuring a supply line of talented and trained workers for years to come and support several initiatives aligned with this commitment.

The Mercury University platform enables boat-building schools and other marine technician training programs to earn the Certified Mercury Technician and Certified Mercury Master Technician credentials.

Relationships with the Wisconsin Technical College system support training of students in marine sciences and manufacturing trades.

Mercury Marine and Mercury Racing sponsor multiple scholarships for young people pursuing marine-related trade skill development.

Marine engine training was provided to approximately 2,000 students and 95 high school and vocational-technical colleges as part of Mercury Marine's dealer and OEM training.

Boston Whaler welcomed students from 10 high schools in Volusia County, Florida, during 2022 to learn about manufacturing careers in the marine industry.



Governance

We believe that good corporate governance is a source of competitive advantage and enables all of our employees to contribute to improving business performance and maximizing shareholder value.

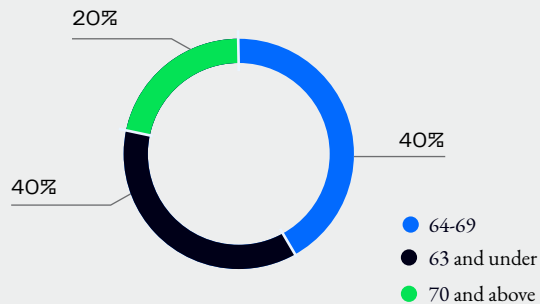


Board of Directors Overview

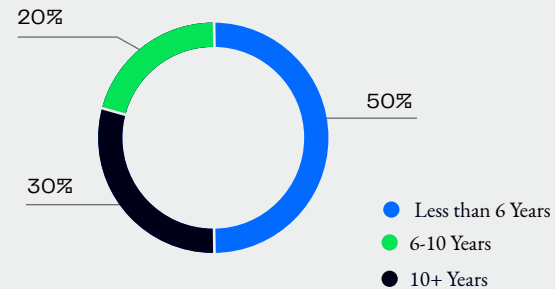
All committee members



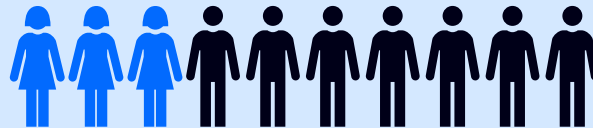
Age Diversity



Board Tenure



30%
of the board is female



Our directors collectively attended
93%
of the 2022 board and committee meetings

Governance Best Practices

Our Board of Directors is committed to effective, efficient and transparent oversight of governance obligations in pursuit of creating long-term shareholder value.

Board Structure

- Independent chairperson and committee chairs.
- Annual director elections.
- Focus on diversity of board members and their experience.
- 40% racial, ethnic or gender diversity.
- Annual self-evaluations supplemented by periodic third-party review processes.

Policies and Practices

- Formal principles and practices.
- Majority voting standard for directors.
- Limits on service to outside boards (four total public boards for independent directors and one external board for the CEO).
- Mandatory retirement age.
- At least five regular meetings per year.
- Share ownership requirements for directors.
- Rigorous and thoughtful succession planning processes.
- Active shareholder engagement program.

Compensation

- Annual say-on-pay executive compensation vote.
- Pay-for-performance compensation philosophy.
- Share ownership requirements for officers.
- Established clawback policy.
- No hedging or pledging of shares by directors or employees.

Oversight of ESG Matters

As part of our best practices for corporate governance, our Board of Directors takes an active position in the development of key environmental and social programs that impact the long-term sustainability of Brunswick. The Board has delegated oversight of specific environmental, social and governance focus areas as follows:

	Nominating and Governance Committee	Audit and Finance Committee	Human Resources and Compensation Committee	Full Board
Environmental				
Climate change and greenhouse gas emissions	●			
Environmental management and regulatory compliance	●			
Environmental reporting, use of data and goals	●			●
Social				
Employee health and safety	●			
Company-wide compensation philosophy			●	
Compensation compliance, risk management and reporting			●	
Diversity, equity and inclusion			●	●
Board succession	●			
Senior management talent planning			●	●
Human capital management and human rights	●		●	
Culture and values				○
Governance				
Accounting policies, practices and reporting		●		
Ethics compliance program and the Code of Conduct	●	●		
Enterprise risk management		●		●
Supply chain management				●
Cybersecurity and data privacy	●	●		●
Shareholder rights and corporate bylaws	●			○
Board composition and diversity	●			○

● Regularly scheduled topic for the Board

○ As needed review by the Board

Ethics Program

Brunswick is committed to the highest quality standards for our people and our products and strives to maintain a strong ethical culture. We are conscious of our ethics and compliance-related responsibilities to our full spectrum of stakeholders, including our shareholders, customers, partners, communities and colleagues.

Our Code of Conduct

[Brunswick's Integrity Playbook](#): Ethics in Action, is the foundation of our ethics program and details our commitment to do business with the highest standards of ethical conduct. It covers a wide range of values, topics, and situations primarily within three broad categories: (1) protecting our workforce; (2) conducting business with integrity; and (3) safeguarding our assets and information. Available in multiple languages, the Playbook includes real life examples, Q&A discussions, and other resources to put our principles into action and is designed to help all team members think broadly about risks and opportunities so that they can conduct business the right way. It also applies, where necessary and appropriate, to third-party representatives, including independent contractors, consultants, agents, and joint venture partners.

All new employees provide written confirmation that they have read and understood the Integrity Playbook when onboarded. Salaried employees annually

acknowledge understanding of our Code of Conduct as part of ethics training.

Ethics and Compliance Training and Awareness

Ethics and compliance-related training is an essential aspect of demonstrating our commitment to the highest standards of ethical conduct and ensuring our employee population is equipped with additional information to respond to specific scenarios. Annually, the Ethics Office executes a training calendar for all global salaried employees with learning programming that consists of:

- Conflicts of interest learning training combined with an annual certification program.
- Brunswick's Integrity Playbook.
- Sexual harassment training and/or targeted gifts and entertainment training.

96% Ethics program training completion rate

Pillars for Ethics and Compliance Management



INTEGRITY PLAYBOOK

Our rules and values for conducting business that our employees, and those who represent the Company, must observe.



POLICY AWARENESS AND MANAGEMENT

Our framework for managing and delivering our policies and communications, both to and from our employees. This pillar serves an important role in establishing company standards and priorities, as well as providing support across Brunswick.



ETHICS AND COMPLIANCE TRAINING

Learning resources that provide guidance on how to best follow the values of the Integrity Playbook, the tools to protect our global reputation, and confirms our commitment to ethics and compliance.



REPORTING AND INVESTIGATIONS

Our process of transparency that allows us to monitor, respond to and address concerns.

There is also a new hire curriculum program for all newly onboarded, salaried employees, which provides an overview of Brunswick’s ethics program, the resources available, promotes our “speak-up” culture, and outlines, importantly, how to raise concerns through our various reporting avenues. Our ethics training programs are available in 10 languages.

For our hourly population, which often does not have regular on-the-job access to a computer, we have created printed materials that can be easily accessed and distributed throughout a location by Ethics Counselors and local leadership.

Finally, every June, we celebrate an enterprise-wide Ethics Month to 1) raise awareness about the ethics program, 2) focus attention on important ethics and compliance topics, and/or 3) introduce new policies and procedures.

Reporting and Investigations

Essential to the success of our ethics program is our confidential, anonymous hotline. We maintain a 24/7 multilingual Ethics Hotline available via telephone and online at www.bcethics.com. The hotline supports our “speak-up” culture that encourages employees and third parties to raise genuine concerns. The confidential hotline can be used to report on a variety of ethical concerns such as discrimination, health and safety, conflicts of interest, harassment, human rights matters, as well as other topics. Anonymous reporting is available where legally permitted and all reports are handled confidentially and investigated appropriately.

Our Whistleblower Policy, as well as the Integrity Playbook, prohibits retaliation, including harassment, termination, other adverse action, or the threat of adverse action against a reporter who submits a good faith concern or for someone participating in a company investigation, regardless of whether the allegation is proven to be true.

The Ethics Office analyzes the data received from our online reporting system to help identify risk areas, topics and other trends for the enterprise. We also measure that data against benchmarks to help assess the overall effectiveness of the ethics program.

Ethics Counselors

To support the Ethics Office, we have a network of approximately 80 dedicated ethics liaisons in over 25 countries known as “Ethics Counselors.” These individuals serve as the in-person, on-the-ground link between the Ethics Office and act as additional resources for identifying and addressing compliance issues, supporting ethics and compliance initiatives, driving targeted training locally and/or assisting with or conducting investigations.

Managing Third-party Risk

To ensure our suppliers and vendors are aware of the significant impact that their business and actions can have on our reputation and integrity, Brunswick maintains a [Supplier Code of Conduct](#) that requires our suppliers to act in accordance with our principles when conducting business with us. We expect that each of our suppliers, vendors and other third parties adhere to the



highest standards of conduct in their ethics, health and safety, product safety, environmental impact and more.

Brunswick is committed to doing business with responsible business partners who likewise conduct themselves in accordance with the highest ethical, legal and regulatory standards. Brunswick's third-party onboarding and review process includes screening of potential business and other ethics and compliance risks. Third parties are evaluated for ownership structure, corruption risk, other sanction-related matters, adverse media and identification of politically exposed parties. For certain third parties identified as a potentially higher risk, we may engage additional due diligence experts to further evaluate such organizations or their associates.

Oversight of the Ethics Compliance Program

At Brunswick, the Ethics Office is led by the Executive Vice President, General Counsel, Secretary and Chief Compliance Officer, who reports to the Chief Executive Officer and to the Board of Directors and its committees. The Ethics Office is staffed by a corporate team with a comprehensive range of functional business experience spanning legal, compliance, audit and finance. The Ethics Office also collaborates with other functions as necessary to implement programs and conduct investigations.

Annually, Brunswick's Internal Audit team reviews the effectiveness of our ethics program and activities following the Committee of Sponsoring Organizations of the Treadway Commission (COSO) control

standards. The standards include auditing controls related to [Code of Ethics for Senior Financial Officers and Managers](#); execution of annual ethics training; training and policies related to anti-corruption and anti-bribery; minimization of risks in misstatements in financial reporting; the annual Director and Officer compliance questionnaire; and the annual conflict of interest disclosure process.

Brunswick's Board of Directors provides oversight of the ethics program and regularly receives updates on the status of key initiatives, potential risk areas and hotline metrics. Beyond the Board of Directors, the Ethics Office provides monthly reports to business leaders on ethics matters, including anonymized updates on concerns submitted through our confidential hotline, continuous improvement items and/or corrective action.



Supply Chain Management

Brunswick relies on thousands of suppliers, large and small, to support our business and the manufacturing of our market-leading brands. Maintaining strong relationships with these partners is fundamental to the quality and safety of our products, the resiliency of our business and our efforts to build a sustainable supply chain.

Our core business principles and practices are expectations that we extend to our suppliers, as reflected in Brunswick's Supplier Code of Conduct. All our suppliers worldwide are expected to adhere to the Code. In addition to the Brunswick Supplier Code of Conduct, divisions may maintain their own supplier quality manual. The Company also maintains the right to conduct on-site audits of its suppliers or provide training as necessary.

Our Process for Supplier Management

Our supply chains are managed by Brunswick's business divisions to allow for strategic alignment with our operations. Key priorities for supply chain management include ensuring product quality, delivery, cost and sustainability. Over the last two years, focus on supply chain availability and identification of multiple/alternative suppliers for critical supplies has been an area of emphasis.

Within each of our divisions, our supply chain professionals and quality engineers monitor supplier performance on a routine basis for quality, on-time delivery and other factors. Performance reports are shared with most suppliers on a routine basis. We meet with critical suppliers – as defined by spend and/or a product's importance in the manufacturing process – on a quarterly basis to review key performance indicators and business trends.

Suppliers new to Brunswick must undergo a validation and approval process that evaluates a variety of factors. The Company conducts risk-based surveys and audits to verify and assess potential suppliers. Focus areas for such audits include supplier compliance with applicable laws, regulations, industry standards and quality processes. Following the audit, new suppliers may also be subject to on-site inspections, supplier onboarding trainings and/or product quality validation processes.



Brunswick trains its supply chain employees in a variety of areas, including ethical business conduct and compliance-related matters, which may include the risks of doing business in high-risk countries and/or with high-risk trading partners.

Environmental Sustainability and the Supply Chain

With 15% of our total emissions coming from Scope 3 purchased goods, we understand that our suppliers play an important role in supporting our sustainability efforts. We collaboratively engage our suppliers to improve the emission profile of our products.

As examples, supply chain partnerships have enabled:

- Exploration of more sustainable alternatives to fiberglass, resins and plywood used in the construction of boats.
- Achievement of sustainable packaging in the legacy Navico business.
- Reuse of shipping containers for Mercury Marine inbound supplies or finished goods.
- Virtually 100% recycled aluminum in the casting of engines and components made in Fond du Lac.
- 90% reductions in solid waste from operations to landfill at 12 facilities.

Conflict Minerals

Brunswick supports efforts to eliminate the use of key minerals whose extraction or trade supports conflict in the Democratic Republic of Congo or adjoining countries and associated inhumane treatment of individuals. We have a multi-year partnership with Assent Compliance to annually manage reasonable due diligence across our supply chain to identify any products supplied to us that contain conflict minerals. Our [Conflict Mineral Policy](#) and annual [Conflict Minerals Report](#) can be found on Brunswick's Policies and Practices webpage.

Modern Slavery and Human Rights

We do not tolerate child labor, forced labor or human trafficking (as defined by the International Labour Organization) in our supply chain, as reflected in our [Supplier Code of Conduct](#). We expect suppliers to provide safe and healthy working conditions and to foster an inclusive work environment that is free of harassment and discrimination. Furthermore, Brunswick strives for ongoing compliance with annual disclosure requirements related to modern slavery, as required by law.

Reporting Supply Chain Concerns

Concerns related to supplier behavior and supply chain management can be reported to any member of our supply chain management team, Brunswick's General Counsel or anonymously via Brunswick's Ethics Hotline. Managed by a third party, the 24/7 multilingual hotline is available via telephone and online at www.bcethics.com to Brunswick employees and other stakeholders.

Information Security & Data Privacy

In today's modern world, strong information security is essential for business operations, compliance and brand protection. We are committed to an information security strategy and program that follows constantly-evolving best practices while focusing protection efforts across the realms of people, processes and technology.

Best Practices

- Policies and procedures for information security and data protection, including expectations for all team members as defined in Brunswick's Integrity Playbook.
- Comprehensive security administrative and technical safeguards designed to prevent and detect unauthorized access.
- Continuous threat monitoring of infrastructure and systems, including vulnerability scans and analysis.
- Mandatory annual cybersecurity, data protection, and privacy training for all employees with computer access.
- Monthly employee awareness campaigns and simulated phishing attempts for employees who have a company computer.
- Ransomware training and immersive cybersecurity tabletop experiences for executive leadership.
- Advanced analytics platforms to detect potential security threats (behavioral and trend analysis).
- Implementation of formal continuity and business recovery procedures.

- Partnerships with leading cybersecurity firms, including performance of an annual breach assessment.

Oversight of Information Security and Data Governance

Our data privacy and information security programs are led by a dedicated Chief Security Officer who works in coordination with Information Technology, Legal and Internal Audit, among other teams across the organization. Oversight of the program is provided by the executive management team as well as the Board of Directors. We leverage a Digital Risk Governance Council to ensure alignment across all our businesses and geographies. Furthermore, we follow the National Institute of Standards & Technology Cybersecurity Framework and seek to operate in compliance with the European General Data Protection Regulation and other regional and state regulations.

93%

Completion rate for data privacy and cybersecurity trainings among salaried staff

Public Policy Engagement

Government Relations

Brunswick works directly and indirectly with governments on a routine basis to support the recreational marine industry and boating safety. Our commitment to high levels of ethical standards is important in these relationships to maintain the strong image of our brands and support our reputation for integrity.

Our government relations and public policy activities most often focus on educating and informing government officials on a range of topics that may impact our industry and customers we serve. These efforts are conducted under the oversight of the Vice President of Corporate Communications, Public Affairs and Global Public Relations, who is a member of our senior management team. Oversight for our public policy engagement is guided by the Government Affairs Committee, which includes our CEO and several members of the executive leadership team.

We conduct such activities in accordance with the Company's Code of Conduct (the Integrity Playbook) as well as the Company's anti-corruption policies. Brunswick does not make direct corporate contributions to candidates seeking elected offices in the United States or abroad. Additionally, the

Company does not make contributions to support communications related to political campaigns or ballot initiatives.

Brunswick's Integrity Playbook also requires that personal political activities be conducted on our employees' own time, at their expense, and in compliance with applicable laws. Employees should never imply that their time, resources or financial contributions are from or endorsed by Brunswick.

Trade Associations

Brunswick and its leaders are members of numerous trade associations as part of our normal course of business. We support such associations for a wide range of reasons, including access to insights and research on new technologies, materials, processes, etc.; opportunities for training and development for our team members; networking opportunities within specific industries; monitoring of trends relevant to our business; and advocating for the recreation and recreational marine industry or other topics relevant to our business. Among other organizations, we maintain active memberships with the trade associations which conduct lobbying and advocacy activities, such as the National Association of Manufacturers, National Marine Manufacturers

Association, Consumer Technology Association, Aluminum Association and the Outdoor Recreation Roundtable.

Conservation Organizations

Brunswick and its divisions are also members of numerous conservation organizations with links to the recreational marine industry. We support such organizations to monitor trends relevant to our business; to advocate for the recreation and recreational marine industry or other topics relevant to our business; to provide networking opportunities; and to promote conservation of waterways and marine life.

Political Action Committee

Certain qualified U.S. employees are invited to make contributions to BoatPAC, the political action committee of the National Marine Manufacturers Association and Marine Retailers Association, which champions issues of importance to the U.S. recreational boating community.

Appendix



About this Report

This is Brunswick's fourth annual Sustainability Report and represents the entire enterprise. It was published in May 2023 and is available in digital format at www.brunswick.com. Sustainability-related topics are also reflected in our Annual Report and Proxy Statement. These documents are published at www.brunswick.com.

We are committed to expanding our reporting coverage and transparency over time. This report is prepared with reference to the GRI Standards. Unless otherwise indicated, we generally provide data and information for year 2022 and compare it to the year 2021.

Energy, environmental and climate data presented throughout the report covers all major Company operations but may exclude administrative offices or smaller international facilities of Freedom Boat Club marina locations, which are estimated to be small contributors to our environmental footprint. Energy and carbon emissions data for 2022 includes contributions from the legacy Navico business which was acquired during 2021.

Brunswick's global Scope 1, 2, and 3 greenhouse gas emissions received limited assurance verification in accordance with ISO 14063-4: 2019 by the third-party firm Keramida. Other key data and processes in this report have been reviewed by the Company's internal audit organization.


Forward-Looking Statements

Certain statements in this Sustainability Report are forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995. Forward-looking statements are based on current expectations, estimates, and projections about Brunswick's business and by their nature address matters that are, to different degrees, uncertain. Words such as may, could, should, expect, anticipate, project, position, intend, target, plan, seek, forecast, estimate, believe, predict, outlook and similar expressions are intended to identify forward-looking statements. Similarly, statements that describe or refer to future expectations, future plans, strategies, objectives, outlooks, targets, guidance, commitments or goals are also forward-looking statements. Forward-looking statements are not guarantees of

future performance and involve certain risks and uncertainties that may cause actual results, including the pursuit or continuation of any program, policy, or initiative discussed or forecast in this report, to differ materially from expectations. Forward-looking statements speak only as of the date on which they are made, and Brunswick does not undertake any obligation to update them to reflect events or circumstances after the date of this report.

Alignment with United Nations Sustainable Development Goals


The United Nations (UN) Sustainable Development Goals (SDGs) serve a global call to action to actively respond to the most significant challenges facing our planet. As a signatory to the UN Global Compact and its commitment to addressing the SDGs, Brunswick recognizes the importance of these global issues and acknowledges that we play a role in improving quality of life and sustainable economic development. We see close alignment of our business activities with the UN SDGs noted below.

Good Health and Well-Being 

Brunswick’s comprehensive employee benefits support and encourage health and well-being in the workplace and at home (page 35). Additionally, our robust occupational health and safety practices focus on providing safe working conditions for employees in every facet of our operations (pages 40-42).

Gender Equality 

Brunswick is committed to empowering, supporting and providing equitable opportunities for women and girls in our workforce (pages 37-39). Women make up one-third of our executive officers and 29% of our total global workforce (page 38).

Affordable and Clean Energy 


Brunswick helps to reduce the use of fossil energy by supporting renewable energy projects. Our efforts include solar arrays on five of our facilities and two power purchase agreements for new solar energy installations (page 19).

Decent Work and Economic Growth 


As a recognized employer of choice, we support economic and workforce development around the world. Our workforce policies and practices promote the safety of our employees (pages 40-42) and encourage diversity, equity and inclusion (pages 37-39).

Responsible Consumption and Production 

We strive to manage our operations and make our products more sustainable. We manage chemicals in compliance with applicable regulations and seek alternatives when possible (pages 26-27). Our use of life cycle assessment in product development enables us to identify opportunities for conserving resources (page 25). We encourage sustainability in our supply chain, and we report annually on our sustainability progress.

Climate Action 



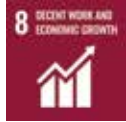






We are committed to operating sustainably and being part of the global response to climate change. We share the view of the Intergovernmental Panel on Climate Change (IPCC) that climate-related risks can be limited by the acceleration and effectiveness of technological innovation, changes to behavior and policies and investments that encourage mitigation and adaptation. We have adopted practices to reduce emissions across our operations (pages 19-25).

Life Below Water 

As a company with deep ties to our planet’s waterways, we are committed to complying with all environmental regulations (pages 26-27). We also actively support organizations focused on marine research, conservation and pollution prevention (page 44). Additionally, our products enable small-scale anglers to access and develop their trade.

Materiality Assessment & SDG Alignment with Strategy

The following table maps our sustainability strategic framework with priority topics from our materiality assessment and related UN Sustainable Development Goals.

Strategy Pillar	Priority Topic	Specific Objectives	UN SDG
Engaging People	<ul style="list-style-type: none"> Talent attraction and retention. Diversity, equity and inclusion. Employee safety and health. 	<ul style="list-style-type: none"> Lead the industry in boater inclusivity and accessibility. Maintain an industry-leading safety record. Address key employee engagement survey topics. Continue strategic focus on attracting and retaining talent as well as fostering diversity and inclusion. 	 
Innovating Products	<ul style="list-style-type: none"> Product innovation and quality. Climate mitigation. Diversity, equity and inclusion. Supply chain sustainability and resiliency. 	<ul style="list-style-type: none"> Leverage life cycle assessment and supplier partnerships to improve product sustainability. Continue pursuit of innovations for sustainable boating. Further internal combustion and vessel-level efficiency. Expansion of electric marine propulsion. Support adoption of sustainable marine 	  
Operating Sustainably	<ul style="list-style-type: none"> Environmental compliance. Climate mitigation. 	<ul style="list-style-type: none"> 30% reduction in Scope 1 and Scope 2 emissions by year-end 2025 (2022 baseline). 60% of electricity from renewable sources by year-end 2025. Achieve zero waste to landfill from operations at 45 facilities by 2030. Support the transition to electric vehicles. Maintain a strong environmental compliance program. 	  
Conserving our Waterways	<ul style="list-style-type: none"> Marine and freshwater conservation. 	<ul style="list-style-type: none"> Prioritize water-based conservation in philanthropic efforts. Encourage corporate volunteerism aligned with water protection efforts. 	

Materiality Assessment Process & Topics

Priority Topics from 2018 Materiality Assessment

- GHG emissions.
- Energy.
- Water.
- Waste.
- Materials.
- Environmental compliance.
- Community relations.
- Employment.
- Diversity and inclusion.
- Occupational safety.
- Occupational health and wellness.
- Product safety and quality.
- Governance structure.
- Research and development.
- Business ethics.
- Customer safety.

Topics for 2022 Materiality Assessment Surveys

- Climate change mitigation and reduction of carbon emissions.
- Marine and freshwater conservation biodiversity.
- Air quality.
- Environmental compliance.
- Prevention/reduction of marine pollution.
- Management of wastes.
- Chemical safety.
- Supply chain environmental sustainability.
- Product end of life management.
- Recycling and/or reuse of resources.
- Energy management.
- Water management.
- Marine electrification and alternative propulsion.
- Diversity, equity and inclusion.
- Human rights management.
- Team member development.
- Employee wellness.
- Occupational health and safety.
- Working conditions.
- Supply chain human rights and human capital management.
- Product quality.
- Boater safety.
- Talent attraction and retention.
- Labor relations.
- Community philanthropy and volunteerism.
- Access to healthcare.
- Corporate governance.
- Ethics and compliance management.
- Risk management.
- Board diversity.
- Stable growth of sales and earnings.
- Privacy and data security.
- Supply chain availability and resiliency.
- Product innovation/research and development.
- Policy engagement/lobbying.

Updated Priority Topics

- Product innovation and quality.
- Environmental compliance.
- Talent attraction, development and retention.
- Marine and freshwater conservation.
- Climate change mitigation.
- Supply chain resiliency and sustainability.
- Diversity, equity and inclusion.
- Employee safety and health.

TCFD References

The following table maps our reporting and disclosures that are relevant to the Task Force on Climate-related Financial Disclosure (TCFD) recommendations for climate-related information.

Governance	Recommended Disclosure	Reference
Disclose the organization's governance around climate-related risks and opportunities.	Describe the board's oversight of climate-related risks and opportunities.	Oversight of ESG Matters, page 54 2022 CDP Climate Change Questionnaire C1.1a and C1.1b
	Describe management's role in assessing and managing climate-related risks and opportunities.	2022 CDP Climate Change Questionnaire C1.1a, C1.1b
Strategy	Recommended Disclosure	Reference
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning where such information is material.	Describe the climate-related risks and opportunities the organization has identified over the short, medium and long-term.	2022 Form 10-K 2022 CDP Climate Change Questionnaire C2.2a, C2.3a
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	2022 CDP Climate Change Questionnaire C2.3a, C2.4a, C3.3, C3.4
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	2022 CDP Climate Change Questionnaire C3.3, C3.4
Risk Management	Recommended Disclosure	Reference
Disclose how the organization identifies, assesses and manages climate-related risks.	Describe the organization's processes for identifying and assessing climate-related risks.	2022 CDP Climate Change Questionnaire C2.2 and C2.2a
	Describe the organization's processes for managing climate-related risks.	2022 CDP Climate Change Questionnaire C2.1a, C2.1b, C2.2 and C2.2a, 2.3a
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	2022 CDP Climate Change Questionnaire C2.2, C2.3a
Metrics and Targets	Recommended Disclosure	Reference
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	2022 Greenhouse Gas Emissions, pages 19 and 21 Data Tables, page 68 2022 CDP Climate Change Questionnaire C4.2, C4.2a and C4.2b
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	2022 Greenhouse Gas Emissions, pages 19 and 21 2022 CDP Climate Change Questionnaire C6.1 to C6.5
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Progress Against Our Goals, page 10 2022 CDP Climate Change Questionnaire C4.2, C4.2a and C4.2b Goals for the Future, page 11

Data Tables

Energy	2020	2021	2022
Total energy consumption (TJ)	1,820.5	2,047.4	2,110.3
Electricity consumption (TJ)	587.9	694.9	720.7
Fuel consumption (TJ)	1232.6	1,352.4 ¹	1,389.6
Energy intensity total (GJ/net sales U.S. \$ million)	415.1	350.2	309.8
Electricity intensity	131.6	118.9	105.8
Fuel intensity	283.5	231.3 ¹	204.0
Carbon intensity of energy (metric tons CO ₂ e / net sales U.S. \$ million)		32.8	28.6
Fuel carbon intensity		13.4	11.3
Electric carbon intensity (location-based)		19.4	17.3

Emissions	2020	2021	2022
GHG emission from operations total (metric tons CO ₂ e)	163,252	191,837	194,631
GHG emissions by Scope (metric ton CO ₂ e)			
Scope 1 absolute	67,696	78,192	76,735
Scope 2 absolute	95,556	113,645	117,896
GHG emissions intensity total (metric tons CO ₂ e / net sales U.S. \$ million)	37.6	32.8	28.6
Scope 1 intensity	15.6	13.4	11.3
Scope 2 intensity	22.0	19.4	17.3
GHG emissions from Scope 3 sources (metric tons CO ₂ e)		4,374,000	4,450,103
Volatile organic compounds (VOC) emissions			
VOC emissions total (metric tons)	501.4	622.9	696
VOC emissions intensity (metric tons / net sales U.S. \$ million)	0.12	0.11	0.10

¹ Data varies from 2021 reports due to a recalculation of LPG propane usage.

Methodologies and Boundaries

ENERGY CONSUMPTION WITHIN THE ORGANIZATION

Energy consumption is based on use of natural gas, gasoline, diesel, propane, LPG and electric at our major operations and is tracked in various measurements. Standard conversion factors to TJ are applied.

ENERGY INTENSITY

We report intensity both in terms of energy use per net sales revenue in millions of U.S. dollars and carbon intensity per net sales revenue in millions of U.S. dollars.

DIRECT (SCOPE 1) GHG EMISSIONS

Direct (Scope 1) GHG emissions are based on consumption of natural gas, gasoline, diesel, propane and LPG at our major operations. We use the respective emission factors from the cross-sector tools provided by Greenhouse Gas Protocol and using the global warming potential (GWP) rates from the IPCC assessment reports based on a 100-year timeframe. Respective emission factors for CO₂, CH₄ and N₂O are applied to calculate our Scope 1 GHG emissions.

ENERGY-INDIRECT (SCOPE 2) GHG EMISSIONS

Energy-related indirect (Scope 2) GHG emissions from electricity consumption at approximately 100 separate facilities, making up all of our major operations. Administrative and sales offices may be excluded from reporting and are considered small contributors to consumption. Data in 2022 includes electricity from sites associated with the legacy Navico business acquired in 2021. Emissions are based on a location-based method that reflects the average GHG emissions intensity of grids on which energy consumption occurs and includes CO₂, CH₄, and N₂O. The emission factors for the U.S. reflect the eGRID subregion level factors at the time emissions data was reported. For locations outside the U.S., factors are based on the International Energy Agency country-level factors (2019) or NIR emission factors for Canada. The GWP rates are from the IPCC assessment reports based on a 100-year time frame.

Data Tables

Water	2020	2021	2022
Water usage total (million liters)	455	632	634
Water intensity (million liters / net sales U.S. \$ million)	0.10	0.11	0.11

Hazardous Waste	2020	2021	2022
Hazardous waste total (metric tons)	224.6	286.7	481
Hazardous waste intensity (metric tons / net sales U.S. \$ million)	0.05	0.05	0.07
Hazard waste treatment methods (percent of total)			
Landfill			58%
Fuel blender			27%
Incinerator			5%
Recycling			10%
On-site recycling			0%
Wastewater treatment			0%

*The significant increase in 2022 reflects the addition of two facilities in Mexico to hazardous waste reporting. Hazardous waste is defined by federal regulations of the country.

Occupational Safety	2020	2021	2022
Total recordable incident rate (TRIR)	1.94	1.62	1.34
Lost-time incident rate (LTIR)	0.36	0.31	0.27
Days away, restricted or transferred (DART)	1.16	0.96	0.74

Methodologies and Boundaries

WATER USAGE

Water data represents usage at 17 facilities where water is used as part of production or testing.

HAZARDOUS WASTE

2020 and 2021 data includes U.S. hazardous waste from 16 facilities as defined by the EPA. In 2022, hazardous waste from two facilities in Mexico were added to reporting. Hazardous waste from Mexico is characterized based on local regulatory requirements in Mexico. Non-hazardous waste streams are not currently consistently measured at most of our facilities.

OCCUPATIONAL SAFETY

All safety rates follow standards of the U.S. Occupational Safety and Health Administration and are based on 200,000 hours work. Safety data applies to all facilities and employees, including contractors and temporary employees.

GRI Content Index

Statement of use: Brunswick has reported with reference to the GRI Standards for the period January 1, 2022 through December 31, 2022.

GRI 1 used: GRI 1: Foundations 2021

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	Brunswick 2022 Form 10-K , pages 1-6
	2-2 Entities included in the organization's sustainability reporting	About This Report, page 63
	2-3 Reporting period, frequency and contact point	About This Report, page 63 jennifer.koenig@brunswick.com
	2-5 External assurance	Environmental Sustainability, page 21
	2-6 Activities, value chain and other business relationships	Brunswick 2022 Form 10-K , pages 2-5
	2-7 Employees	Our Workforce Demographics, page 33
	2-8 Workers who are not employees	Brunswick 2022 Form 10-K , page 7
	2-9 Governance structure and composition	Brunswick 2023 Proxy Statement , pages 24-25 and 29-30
	2-10 Nomination and selection of the highest governance body	Brunswick 2023 Proxy Statement , pages 26-28
	2-11 Chair of the highest governance body	Brunswick 2023 Proxy Statement , page 27
	2-12 Role of the highest governance body in overseeing the management of impacts	Oversight of ESG Matters, page 54 Brunswick 2023 Proxy Statement , pages 29-30 and 38-39
	2-13 Delegation of responsibility for managing impacts	Oversight of ESG Matters, page 54 Brunswick 2023 Proxy Statement , pages 29-30 and 38-39
	2-14 Role of the highest governance body in sustainability reporting	Brunswick 2023 Proxy Statement , page 30
	2-15 Conflicts of interest	Brunswick Conflicts of Interest Policy
	2-16 Communication of critical concerns	Ethics Program, pages 55-56 Brunswick's Integrity Playbook , pages 26-27

GRI Standard	Disclosure	Location	
GRI 2: General Disclosures 2021 (cont.)	2-17 Collective knowledge of the highest governance body	Brunswick 2023 Proxy Statement , page 25	
	2-18 Evaluation of the performance of the highest governance body	Brunswick 2023 Proxy Statement , page 25	
	2-19 Remuneration policies	Brunswick 2023 Proxy Statement , pages 48-74	
	2-20 Process to determine remuneration	Brunswick 2023 Proxy Statement , pages 48-74	
	2-21 Annual total compensation ratio	Brunswick 2023 Proxy Statement , page 70	
	2-22 Statement on sustainable development strategy	Alignment with United Nations Sustainable Development Goals, page 64	
	2-23 Policy commitments	Brunswick Policies, Practices & Standards	
	2-26 Mechanisms for seeking advice and raising concerns	Ethics Program, pages 55-57 Brunswick's Integrity Playbook	
	2-27 Compliance with laws and regulations	Environmental Management & Compliance, pages 26-29 Ethics Program, pages 55-57 Information Security and Data Privacy, page 60	
	2-29 Approach to stakeholder engagement	Stakeholder Engagement, page 6	
	2-30 Collective bargaining agreements	Brunswick 2022 Form 10-K , page 8	
	3-1 Process to determine material topics	Materiality Assessment, page 13	
	GRI 3: Material Topics 2021	3-2 List of material topics	Materiality Assessment Process and Topics, page 66
		3-3 Management of material topics	Materiality Assessment and SDG Alignment with Strategy, pages 65-66
GRI 3: Material Topics 2021	3-2 List of material topics	Materiality Assessment Process and Topics, page 66	
	3-3 Management of material topics	Materiality Assessment and SDG Alignment with Strategy, pages 65-66	

GRI Content Index

GRI Standard	Disclosure	Location
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Brunswick 2022 Form 10-K , pages 15-16, Brunswick CDP Climate Change Questionnaire 2022 , C4.2, C4.2a and C4.2b
	201-3 Defined benefit plan obligations and other retirement plans	Brunswick 2022 Form 10-K , page 95
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Ethics Program, pages 55-56 Brunswick's Integrity Playbook , pages 26-27
GRI 207: Tax 2019	207-1 Approach to tax	Brunswick Tax Strategy Statement
	207-2 Tax governance, control and risk management	Brunswick Tax Strategy Statement
	207-3 Stakeholder engagement and management of concerns related to tax	Brunswick Tax Strategy Statement
GRI 301: Materials 2016	301-2 Recycled input materials used	Innovating Products for Sustainable Management, page 22 Environmental Management & Compliance, page 28
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Greenhouse Gas Emissions, page 19 Data Tables, page 68
	302-3 Energy intensity	Greenhouse Gas Emissions, page 19 Data Tables, page 68
	302-4 Reduction of energy consumption	Greenhouse Gas Emissions, pages 19-20
GRI 303: Water and Effluents 2018	303-5 Water consumption	Environmental Management and Compliance, page 30 Data Tables, page 68
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Greenhouse Gas Emissions, page 19 Data Tables, page 68
	305-2 Energy indirect (Scope 2) GHG emissions	Greenhouse Gas Emissions, page 21 Data Tables, page 68
	305-3 Other indirect (Scope 3) GHG emissions	Greenhouse Gas Emissions, page 19 Data Tables, page 68
	305-4 GHG emissions intensity	Greenhouse Gas Emissions, page 19 Data Tables, page 68
	305-5 Reduction of GHG emissions	Greenhouse Gas Emissions, pages 19 and 21, Data Table, page 68

GRI Standard	Disclosure	Location
GRI 306: Waste 2020	306-3 Waste generated	Environmental Management & Compliance, pages 28-29 Data tables, page 69
	306-4 Waste diverted from disposal	Environmental Management & Compliance, pages 28-29 Data Tables, page 68
	306-5 Waste directed to disposal	Environmental Management & Compliance, pages 28-29 Data Tables, page 68
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Investing in Our Employees, page 34
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Employee safety, page 41
	403-2 Hazard identification, risk assessment, and incident investigation	Employee safety, pages 40-42
	403-4 Worker participation, consultation and communication on occupational health and safety	Employee Safety, pages 40-42
	403-5 Worker training on occupational health and safety	Employee Safety, pages 40-42
	403-6 Promotion of worker health	Investing in Our Employees, page 34 Employee Safety, pages 40-42
	403-8 Workers covered by an occupational health and safety management system	Employee Safety, pages 40-42
	403-9 Work-related injuries	Employee Safety, pages 40-42
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Investing in Our Employees, pages 34-36
	404-3 Percentage of employees receiving regular performance and career development reviews	Investing in Our Employees, page 36
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, Equity and Inclusion, page 38 Board of Directors Overview, page 52
GRI 415: Public Policy 2016	415-1 Political contributions	Public Policy Engagement, page 61

BRUNSWICK™

NEXT NEVER RESTS™

Brunswick is a global leader in marine recreation, delivering innovation that transforms experiences on the water and beyond. Our unique, technology-driven solutions are informed and inspired by deep consumer insights and powered by our belief that “Next Never Rests.”™

Brunswick is home to more than 60 industry-leading brands and operates with four business segments: Propulsion, Engine Parts & Accessories, Navico Group and Boat.

Headquartered in Mettawa, Illinois, Brunswick has approximately 19,000 employees operating in 27 countries. In 2022, Brunswick was named by Forbes as a World’s Best Employer, Best Employer for Diversity, and one of America’s Best Employers for Veterans. Newsweek also named Brunswick one of America’s Most Responsible Companies in 2022 and 2023.

Read Our Most Recent Annual Report or Proxy Statement

www.brunswick.com/investors/financial-information/annual-reports

Visit Our Investor Relations Website

www.brunswick.com/investors