

# Sustainability Report— 2024



**BRUNSWICK**<sup>™</sup>  
NEXT NEVER RESTS<sup>™</sup>

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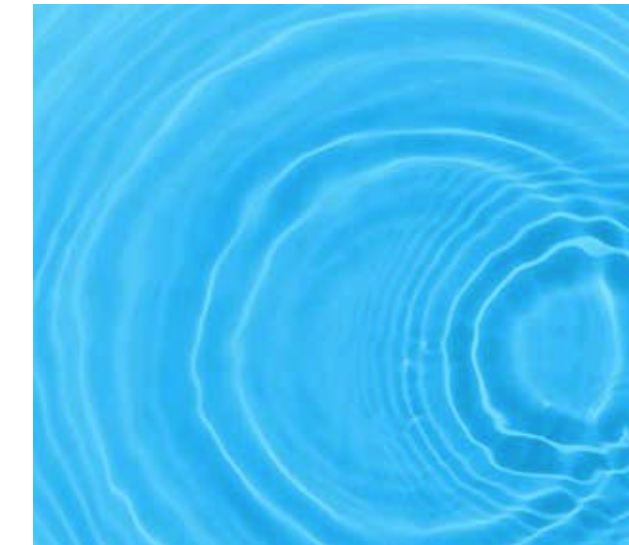
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# A Message from Our CEO



David M. Foulkes  
*Chairman and Chief Executive Officer*  
Brunswick Corporation

At Brunswick Corporation, we believe that sustainability is fundamental to our mission of delivering innovation and excellence in the marine industry. As a Company whose products are used on the water and connect people to the outdoors, Brunswick acknowledges the importance of minimizing our environmental impact for our long-term success and that of the recreational marine industry. Our approach to environmental sustainability has always been based on implementing opportunities to reduce our use of natural resources, increase circularity and minimize waste while delivering a favorable financial return.

I am pleased to present our annual Sustainability Report for 2024, highlighting our progress toward our goals and many accomplishments, including:

- The addition of three new on-site solar arrays (now nine in total) and the operationalization of our first community solar partnership.
- The reduction of energy and carbon emissions, partially driven by energy efficiencies and continued increases in the use of recycled aluminum.
- The reduction of water consumption, both on an absolute and intensity basis, resulting from new and previously implemented water conservation initiatives.
- An increase of five new facilities (now 27 in total) that have diverted 90% of their operational waste from landfills.
- Maintenance of a strong environmental compliance program.

We enhanced our program management in 2024 by implementing a cloud-based data management system for better accuracy and traceability in sustainability reporting. This system covered all environmental data points in this report. We also advanced our use of life cycle analysis (LCA) in product development processes, providing alternative perspectives on reducing a product's cost using a sustainability lens. As a result of this effort, we will be integrating Design for Sustainability training into our internal Lean Six Sigma

training program. Additionally, during 2024, we focused on engaging more employees with quarterly sustainability town hall meetings and the Company's first-ever Sustainability Week.

In addition to our environmental initiatives, we remain committed to maintaining and strengthening our position as an employer of choice. This year, we made advancements in enhancing employee engagement, prioritizing employee safety and supporting our communities. Our comprehensive employee engagement programs continue to foster and support our motivated workforce, while our rigorous safety protocols and safety-first culture resulted in another year of outstanding safety performance compared to the U.S. averages for our industries. Furthermore, our philanthropy and service events, boater safety programs and involvement in marine-related career development programs have strengthened our relationships with the communities in which we operate.

During 2024, for the third consecutive year, Brunswick received over 100 major awards for our products, people, brands and corporate culture. These accolades reflect our dedication to product and technology leadership, responsible business practices and creating a rewarding environment for employees to perform at their best.

We believe our strategies and initiatives related to our people, products and the environment position Brunswick well for the future and for value creation among all our stakeholders. We remain steadfast in our commitment to leveraging these strategies into the future.

A stylized, handwritten signature in black ink, consisting of several loops and a long horizontal stroke, positioned below the text.



# About Brunswick


# Brunswick at a Glance

  
**~15K**  
Employees

  
**60+**  
Leading brands

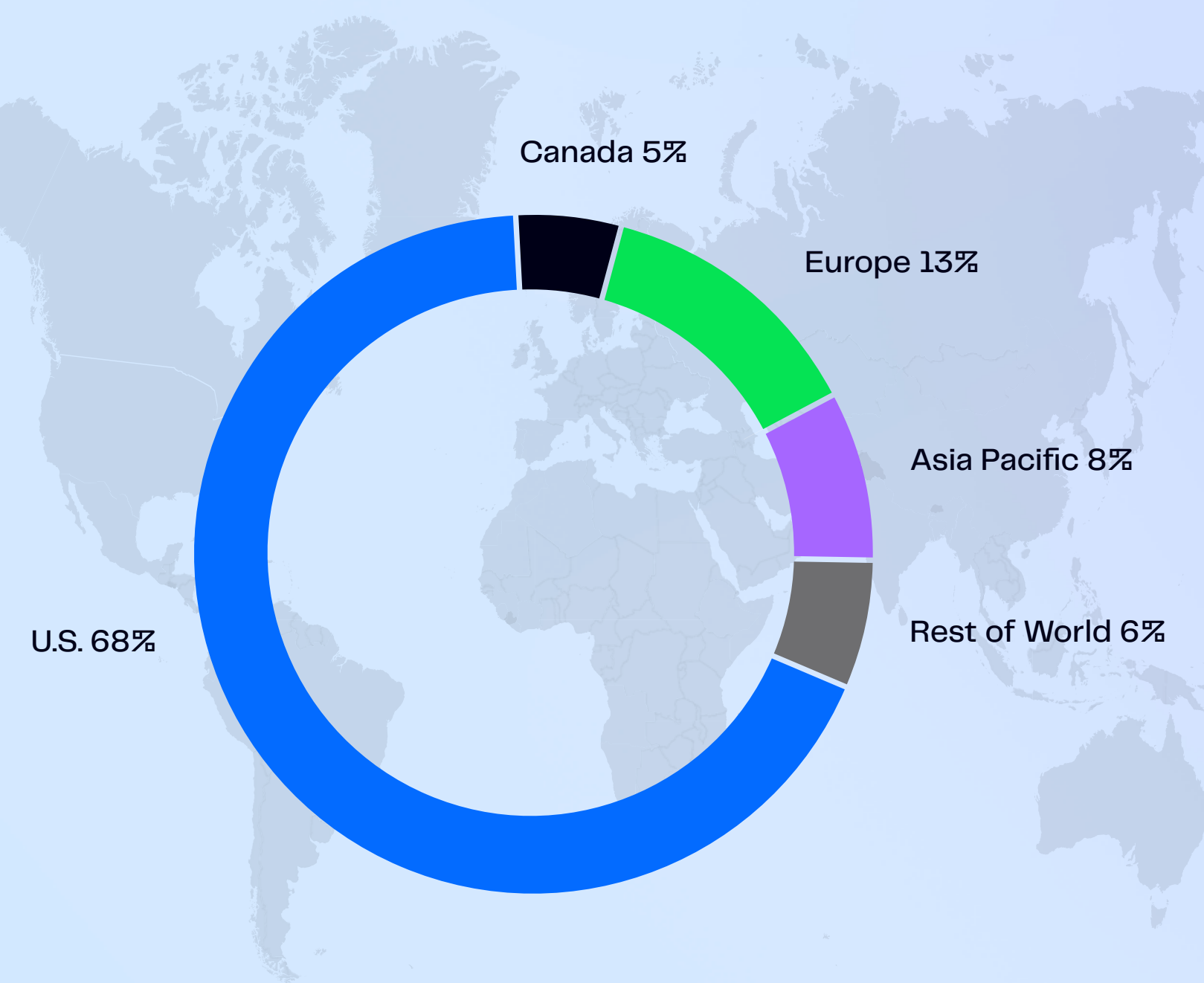
  
**25**  
Countries with operations

  
**BC**  
100 Years on the  
New York Stock Exchange

  
**~1,800**  
Active global patents

  
**19K+**  
Dealers worldwide

Net sales of \$5.2 billion in 2024



# How We Succeed

Brunswick is founded in our belief that “Next Never Rests™” and is guided by the key pillars and principles outlined below. Our employee value proposition identifies the team member values that make Brunswick a world leader in marine recreation.

## 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 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.

## Employee Values

### 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

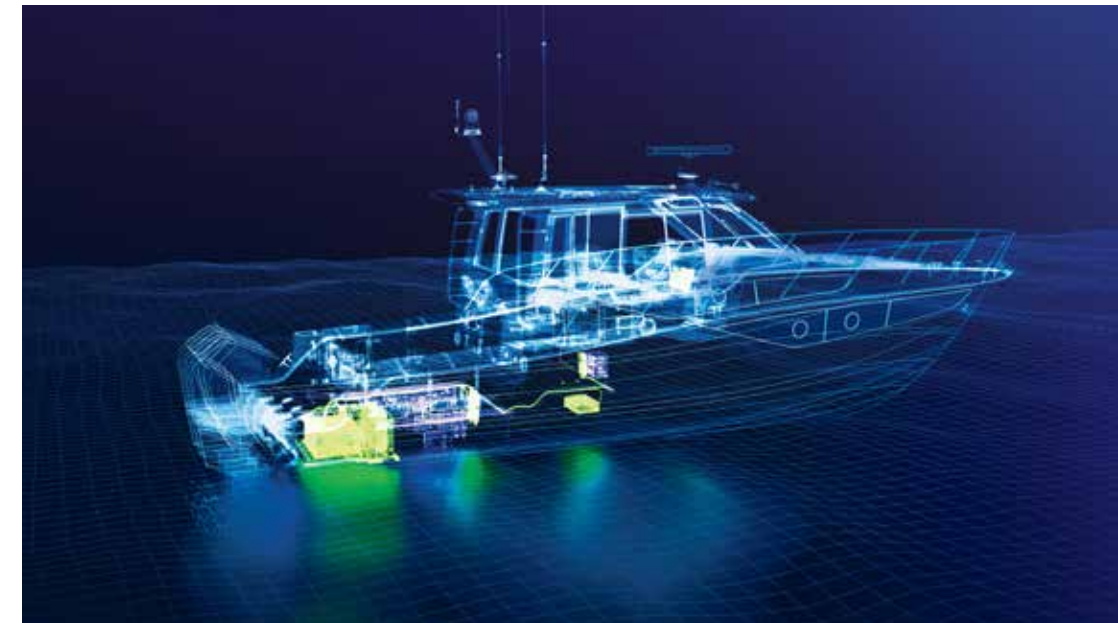
Our team works together and cares about people at an individual level.

### United

We are stronger together as “One Brunswick.”

# 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 framework for sustainability commitments is shared below.



## Engaging People

- Maintain an industry-leading safety record.
- Address key employee engagement survey topics.
- Attract and retain talent.
- Lead the industry in democratizing boating.

## Innovating Products

- Leverage life cycle assessment and supplier partnerships to improve product sustainability.
- Pursue innovations for sustainable boating:
  - Enhance vessel and propulsion efficiency.
  - Offer class-leading internal combustion and electric propulsion solutions.

## Operating Sustainably

- 30% reduction in Scope 1 and Scope 2 emissions by year-end 2025 (2022 baseline)<sup>1</sup>.
- 60% of electricity from renewable sources by year-end 2025.
- Achieve zero waste to landfill<sup>2</sup> at 40<sup>3</sup> facilities by 2030.
- Maintain a strong environmental compliance program.

## Conserving Our Waterways



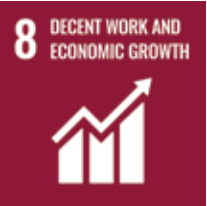






- Prioritize water-based conservation in philanthropic efforts.
- Encourage corporate volunteerism in alignment with water protection efforts.

<sup>1</sup> Includes renewable energy certificates from agreements with Vesper Energy and Alliant Energy.

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

<sup>3</sup> The zero waste to landfill target has been reduced to 40 from 45 in last year's report to align with the closure and consolidation of facilities previously included in the target.

# Progress Toward Our Commitments

Strategy Pillar	Stakeholder Priority Topic	Specific Objectives	2024 Progress	United Nations SDGs
Engaging People	<ul style="list-style-type: none"> <li>Employee safety and health.</li> <li>Talent attraction and retention.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain an industry-leading safety record.</li> <li>Address key employee engagement survey topics.</li> <li>Attract and retain talent.</li> <li>Lead the industry in democratizing boating.</li> </ul>	<ul style="list-style-type: none"> <li>TRIR of 1.49, 44% better than U.S. national peer average.</li> <li>Global employee engagement score remained consistently strong at 72.</li> <li>Introduced several new initiatives and communication tools to support employee engagement.</li> <li>Received nearly 30 employer-of-choice-related awards.</li> </ul>	 
Innovating Products	<ul style="list-style-type: none"> <li>Product innovation and quality.</li> <li>Climate mitigation.</li> <li>Supply chain sustainability and resiliency.</li> </ul>	<ul style="list-style-type: none"> <li>Leverage life cycle assessment and supplier partnerships to improve product sustainability.</li> <li>Enhance vessel and propulsion efficiency.</li> <li>Offer class-leading internal combustion and electric propulsion solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Increased recycled aluminum content used in boats.</li> <li>Expanded the Avator™ family to include the 75e and 110e electric outboard motors.</li> <li>Harris Boats launched its first all-electric pontoon powered by a Mercury® Avator™ 35e Outboard.</li> <li>Participated in efforts sponsored by European Boating Industry to introduce life cycle analysis methodology to the marine industry.</li> </ul>	  
Operating Sustainably	<ul style="list-style-type: none"> <li>Environmental compliance.</li> <li>Climate mitigation.</li> </ul>	<ul style="list-style-type: none"> <li>30% reduction in Scope 1 and Scope 2 emissions by year-end 2025 (2022 baseline).</li> <li>60% of electricity from renewable sources by year-end 2025.</li> <li>Achieve zero waste to landfill from operations at 40 facilities by 2030.</li> <li>Maintain a strong environmental compliance program.</li> </ul>	<ul style="list-style-type: none"> <li>Reduced combined Scope 1 and Scope 2 emissions by 12%.</li> <li>Operationalized on-site solar panels at three facilities, for a total of nine facilities, and received renewable energy credits from Mercury Marine's community solar partnership project.</li> <li>1.1% of electricity from a VPPA.</li> <li>Five additional facilities met Brunswick's zero waste to landfill standard (90% of operational waste diverted) for a total of 27 facilities.</li> <li>Completed 12 third-party environmental compliance audits in 2024, resulting in 89% of manufacturing facilities audited since 2022.</li> <li>No material environmental compliance fines or violations.</li> </ul>	  
Conserving Our Waterways	<ul style="list-style-type: none"> <li>Marine and freshwater conservation.</li> </ul>	<ul style="list-style-type: none"> <li>Prioritize water-based conservation in philanthropic efforts.</li> <li>Encourage corporate volunteerism aligned with water protection efforts.</li> </ul>	<ul style="list-style-type: none"> <li>The Brunswick Foundation made grants to five marine conservation organizations.</li> <li>Brunswick employees completed numerous conservation-related community service events.</li> </ul>	





Innovation  
& Quality

# Innovation Is the Heart of Brunswick

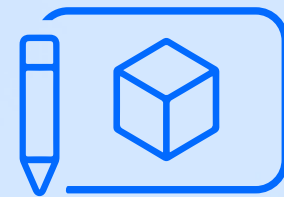
## Advancing Processes That Aid Collaboration and Innovation

At Brunswick, we use processes refined through our rich history of innovation to bring together best-in-class people, teams and capabilities with the goal of maximizing collaboration. These processes continue to prove themselves through our accelerated pace of innovation.



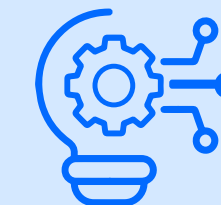
### In-depth Consumer Research

Our deep understanding of consumers fuels our innovation roadmap in anticipation of their future needs.



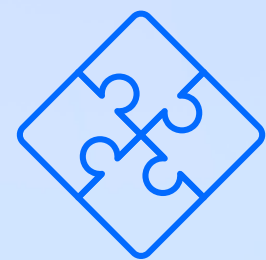
### High Performance Product Development (HPPD)

We rigorously adhere to proven product development processes and principles, while continually leveraging best practices across the enterprise.



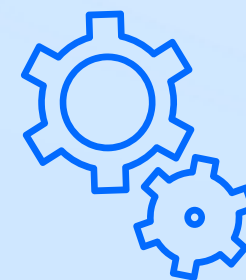
### Democratized Ideation Practice

Utilization of ‘hackathons’ and ‘summits’ serves to source innovation inspiration from a broad, talented and functionally diverse team.



### Brunswick Ecosystem Synergies

Programmatic collaboration across divisions, technical disciplines and functional areas supports development of Brunswick’s long-term technology road map and yields innovations unique to Brunswick.



### Cultivation of Critical Capabilities

Sustained innovation leadership requires continually evolving our innovation capabilities. Some of our key areas of investment today include functional safety, advanced simulations, software engineering, systems engineering and intellectual property development.



### Strategic Partnerships

We maintain strong relationships with leading experts across industries, trade associations, technology developers, research institutions and throughout our supply chain to further fortify Brunswick’s position as an innovative leader.

# Boating Intelligence™ Introduced to Augment ACES Strategy

Brunswick debuted its Boating Intelligence™ initiative to the more than 140,000 attendees at the 2025 Consumer Electronics Show (CES) in Las Vegas, Nevada. Boating Intelligence is a comprehensive initiative to enhance the Brunswick ACES (Autonomous, Connected, Electrified and Shared) innovation strategy by incorporating AI capabilities and features into its products to deliver simpler, safer, smarter and more sustainable boating.

The Boating Intelligence initiative is supported by the Boating Intelligence DesignLab (BI DesignLab) at the University of Illinois at Urbana-Champaign Research Park. The team focuses on developing internal AI talent and capabilities while supporting Brunswick's product development teams as they incorporate AI into Brunswick's next generation of products.

The CES exhibit seamlessly integrated digital and physical elements through a state-of-the-art, 200-degree virtual boat helm simulator that introduced Brunswick's new AI-powered co-captain. The innovative experience featured assisted navigation, safety monitoring and autonomous maneuvers. Brunswick also unveiled its first Fliteboard eFoil immersive simulator, allowing attendees to virtually ride an electric hydrofoil using a handheld controller in realistically rendered environments.



# New Products Spotlight



**FLITE**

## Fliteboard™ Introduces FLITE AIR and FLITE AIR PRO

Fliteboard's new Flite AIR and Flite AIR PRO are the most attainable models in the brand's portfolio. The Flite AIR range is designed for fun on the water with a similar 'on foil' performance as premium Fliteboard models at a much lower price point, thanks to the innovative new (patent pending) rigid inflatable board. The board combines a solid riding platform with an inflatable drop stitch construction outer bladder that reduces production cost and improves durability, all without a significant weight increase. Both models are easy to transport and are ideal for novices while remaining responsive and agile for more confident riders. These new boards bring to life the fun personality of the product to a wider audience while staying true to the Flite brand and its pillars of innovation, design, performance and community.

### Recognition

- Australian Good Design Award

**LENCO™**

## Navico Group's Lenco Launches ProControl Trim Systems

Lenco's new Pro Control Auto is an industry-leading auto-leveling solution providing boaters with more precision, control and confidence on the water. The system revolutionizes boat stability to keep passengers on an even keel by automatically counteracting a variety of dynamic running conditions, including weight shifts. Pro Control Auto features a newly refined responsive algorithm that allows for greater control at all speeds and improved response times, providing enhanced control to the helm by making near-instant adjustments in response to sea conditions. As an alternative, the Pro Control Assist model provides a manually controlled leveling solution with a best-in-class user interface.

### Recognition

- IBEX Innovation Award



## HARRIS®

### Harris Boats Launches Its First All-Electric Pontoon Powered by Mercury® Avator™

Harris Boats launched the Cruiser e-210, the brand's first all-electric pontoon powered by a Mercury® Avator™ 35e Outboard. The Cruiser e-210 provides the same level of comfort, amenities and style the Cruiser model is known for with a more sustainable, gas-free option to explore the waterways. The Cruiser e-210 leverages Mercury's Avator system with battery storage built directly into the furniture, meaning the batteries are always hidden but easily accessible. Boaters can enjoy performance ranges of up to 7.5 hours with two batteries or up to 15 hours with four.



## FATHOM® e-power system

### Fathom E-Power Supports a Mobile Air Compressor Solution for Fire & Rescue Professionals

Navico Group's Fathom e-power system was selected for the all-new Arctic Compressor ALL POWER Mobile Air Trailer to assist crews responding to fires. As a replacement for traditional gas generator trailers, the all-electric system serves as a mobile air supply power source to refill air tanks worn by fire and rescue professionals. The Fathom e-power system seamlessly integrates the latest lithium-ion battery technology and premium components for long lasting, reliable power to rescue crews while providing simple visualization and control of electrical power management. The ALL POWER Trailer partnership was displayed at the 2024 FDIC Show, the world's largest firefighter conference. This is another example of the diverse applicability of the Fathom e-power system.



**Mercury Racing 500R Adopted as the Official American Power Boat Association Engine for Factory Stock Class Competition**

Beginning in 2025, the American Power Boat Association Factory Stock will adopt the Mercury Racing 500R as the preferred power for its offshore racing class. The 500R is a supercharged, 500 horsepower V8 engine that delivers 50 more horsepower and 10% more torque than the 450R model it replaces in the Factory Stock class. Its 4.6-liter 64-degree DOHC V8 powerhead is boosted by an exclusive Mercury Racing supercharger. Weighing as little as 720 pounds, the 500R establishes a new benchmark for outboard power density. The 500R features exclusive components and features to optimize performance potential, including the R-Drive and R-Drive Sport gearcases and the Advanced Racing Core (ARC) midsection. Additionally, upgraded engine and cooling system designs allow the engine to maintain the most aggressive calibration possible, resulting in up to 30 additional horsepower in very humid conditions.

**Recognition**

- Boating Industry Top Products
- Miami Boat Show Innovation Award
- Boating Magazine Marine Power Innovation Award



**Mercury Marine Launches the Avator™ 75e and 110e Outboards**

Mercury Marine launched the Avator™ 75e and 110e electric outboards, the latest to join Mercury’s all-electric propulsion lineup, which includes the Avator 7.5e, 20e and 35e outboards. The 75e and 110e electric outboards are well-suited for powering a variety of vessels, including pontoons, runabouts, skiffs and RIBs, providing more people with a user-friendly, sustainable boating experience. The Avator program continues Mercury’s commitment across all product lines to redefine marine propulsion in ways that leave a positive impact on the environment. Avator outboards transform the boating experience by making boating possible with no exhaust fumes and zero direct emissions. Each electric outboard is also crafted with many components that are recyclable or reusable.

**Recognition**

- CES Innovation Award Honoree
- NMMA Innovation Award (Miami International Boat Show)
- Boating Industry Top Products Award
- Two iF Design Awards

# Product Quality

Brunswick and our family of brands have a long-standing reputation for quality craftsmanship, advanced technology and product safety.

We adhere to 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.

We focus on maintaining robust quality systems and processes for the products we manufacture to leverage quality as a differentiator. Our quality management systems follow the ISO quality standards, and 25 of Brunswick’s manufacturing locations are ISO 9001 certified. Across the Company, nearly 1,900 of our employees are certified at some level of the Lean Six Sigma process improvement approach, including 65 black belts.

## Recognized for Excellence

Four Brunswick Boat Group brands earned 2024 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.



## Brunswick’s 2024 CEO Continuous Improvement Awards

Each year, Brunswick hosts continuous improvement expositions where team members present projects and their benefiting impact. Leading projects are then evaluated for the prestigious CEO Continuous Improvement Award. This year's awards went to a Mercury Marine team in Fond du Lac, Wisconsin for reducing porosity and scrap rates on stainless steel propellers and to a Boat Group team at the Lebanon, Missouri facility for an inventory reduction project.

100%

Of Mercury Marine engines undergo pre-release “hot tests”

65

Lean Six Sigma black belts

25

ISO 9001 certified facilities

1,879

Lean Six Sigma green belts

1.9%

Warranty as a percent of sales

2,000+

Lean Six Sigma projects completed in 2024

# Designing for Product Longevity

Quality and lifespan are important criteria in the manufacturing of boats and engines. Recreational boaters rely on our brands to maximize their time on the water and to maintain performance over time. Given this customer experience priority, Brunswick brand boats and Mercury Marine engines are designed for premium quality performance and a long product life.

Based on boat registration data in the United States, the average age of a boat is approximately 22 years, which means many boats have a life span of 30 to 40 years or more. The life of outboard marine engines is measured by hours, rather than years. Discover Boating indicates that the average

recreational marine gasoline engine runs for 1,500+ hours before needing a major overhaul. Since the average recreational boater logs only about 50 hours per year, a well-maintained engine could last 30 years. Mercury Marine continues to manufacture and sell service parts for engines that are 20, 30 and even 40 years old given the continued use of these engines.

In addition to meeting the expectations of boaters, designing and manufacturing our products for a long life has a sustainability benefit as fewer natural resources, including raw materials and energy, are required to make new products to replace those that no longer perform.

With advancements in materials science and engineering, Brunswick aluminum and fiberglass boats continue to be manufactured to last for decades, even when used in harsh environments. Additionally, Mercury Marine maintains its requirements for long-term performance and serviceability, despite the increasing technological advancement of engines, thereby delivering customers higher performance over the same product lifespan. The best-in-class product development and manufacturing processes used at Brunswick are an essential part of Brunswick’s ability to provide boats and engines that deliver on-water experiences to boaters for years into the future.

Brunswick follows comprehensive stage-gate product development processes aligned with advanced product quality planning (APQP) methodology. The structured development framework includes numerous design, material, component, product and manufacturing process validation points over the development cycle, which build support for the quality and longevity of Brunswick boats, Mercury Marine engines and many of the other products we manufacture.

## Design & Definition

Functional requirements define criteria for product life, conditions of use, performance and serviceability. Requirements undergo detailed analysis and validation. Parts and subcomponents undergo validation testing to verify reliability and durability targets at extreme conditions.

## Development

Raw materials are selected to meet the functional requirements. Digital and physical concept reviews assess design details. Advanced computer simulations model and evaluate designs, materials and performance.

## Design Validation

Rigorous performance and endurance testing protocols are performed at Brunswick’s various development locations, including high-tech indoor testing facilities. Further testing is conducted at fresh and saltwater sites to evaluate actual in-water performance across a range of extreme conditions. Detailed design reviews evaluate performance against service requirements.

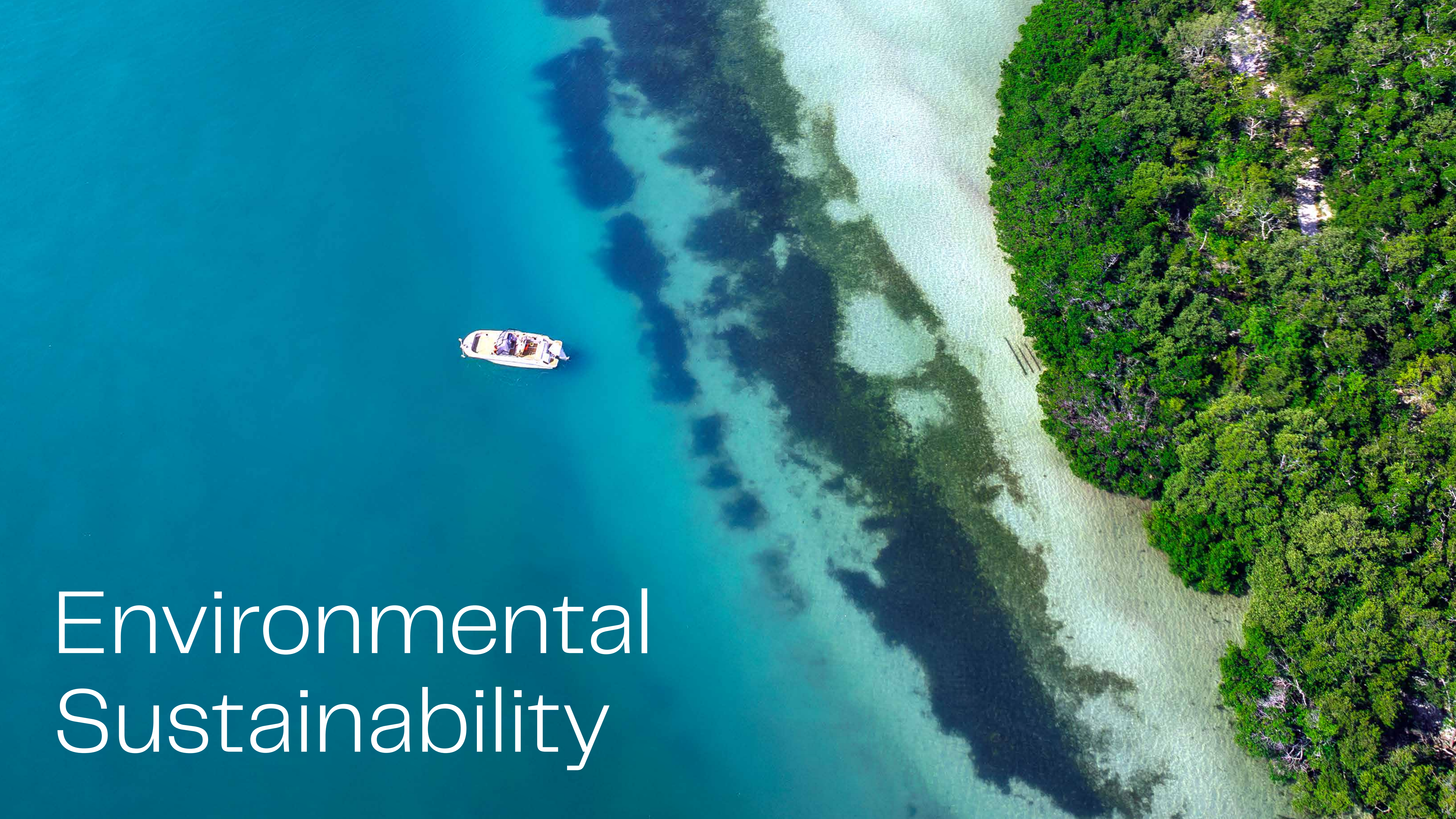
## Manufacturing Processes and Validation

<p><b>Engines:</b></p> <ul style="list-style-type: none"> <li>- Robotic assembly drives consistency.</li> <li>- Automated process controls measure and track components and subassemblies tolerances.</li> <li>- “Hot testing” in indoor water tanks validates engine performance.</li> </ul>	<p><b>Boats:</b></p> <ul style="list-style-type: none"> <li>- Automated production procedures (such as riveting) support consistency.</li> <li>- Temperature monitoring supports cure times for resins, while thickness and weight testing evaluate consistency with specifications.</li> <li>- On-water or tank testing validates production.</li> </ul>
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## In-Market Performance Auditing

Customers evaluate pre-launch products and provide feedback on performance. Post-launch, feedback from dealers, distributors and end users are routinely collected and monitored. Warranty and service data is monitored and analyzed for further product improvement.





# Environmental Sustainability

# Energy and Greenhouse Gas Emissions

## Scope 1 and 2 Emissions

**GOAL: 30% reduction target for our Scope 1 and 2 emissions by year-end 2025 from 2022.**

### 2024 PROGRESS:

Brunswick's 2024 absolute Scope 1 and Scope 2 net greenhouse gas (GHG) emissions totaled approximately 162 kilotons (includes the benefit of market-based emissions factors for electricity where available and renewable energy certificates). Compared to the 2023 emissions estimates, Brunswick decreased absolute GHG emissions by 12%. This change is attributable a combination of lower production volumes due to market demand levels across the marine industry during 2024, temporary or permanent facility closures, initiatives to reduce energy consumption and renewable energy credits from solar energy generated in 2024. Specific energy reduction or efficiency projects included air compressor audit and maintenance, weekend shut-down programs for major equipment, the shut down of an electric smelting furnace, upgrades of capital equipment to higher efficiency systems, continued LED lighting conversions and implementation of recommendations from prior energy audits. Carbon intensity, or net market-based greenhouse gas emissions per net sales, increased 7.5%, reflecting the fixed minimal energy requirements at some of Brunswick's larger manufacturing facilities.

**Compared to 2022, Brunswick has reduced its Scope 1 and Scope 2 emissions by more than 17%, including the benefit of market-based emissions factors and renewable energy from virtual power purchase programs.**

**GOAL: 60% of electricity from renewable sources by year-end 2025 (renewable energy certificates).**

### 2024 PROGRESS:

During 2024, Brunswick and Mercury Marine completed the installation of three additional solar arrays in the Asia-Pacific region. Two were small-scale arrays at distribution facilities, each of which should offset more than 40% of the facility's annual electricity usage. The third array was at a manufacturing location and included more than 2,000 rooftop solar panels, which are expected to generate 1.2 million kilowatt hours of electricity annually. As of year-end 2024, Brunswick had nine facilities with onsite solar which generated approximately 1.5 million kilowatt hours of electricity.

The 5-megawatt Ledgeview Community Solar Project in Fond du Lac County, Wisconsin, developed by Alliant Energy in partnership with Mercury Marine, was operationalized during the summer of 2024. The project includes more than 12,000 solar panels, which at maximum output could generate enough incremental solar energy to power approximately 1,300 homes annually. In its first partial year of operation, the project generated nearly 1.9 million kilowatt hours of electricity. In addition, Mercury Marine received 1,895 renewable energy credits (RECS), which were retired in 2025. See Data Tables at the back of this report for REC details.

Brunswick remains one of the partners in Vesper Energy's 600-megawatt Hornet Solar Project in Texas, which should generate enough clean energy to power approximately 150,000 homes annually. The project began commercial production of electricity at the beginning of 2025.



**As a result of renewable energy certificates from the Ledgeview project, 1.1% of Brunswick's 2024 electricity can be attributed to renewable sources.** This is expected to significantly increase during 2025, given the full-year impact of the Ledgeview solar project as well as the operationalization of the Vesper Hornet project.

### Scope 3 Greenhouse Gas Emissions

Brunswick’s 2024 absolute Scope 3 GHG emissions totaled approximately 2,738 kilotons, a decrease of approximately 32% compared to 2023 totals. The most significant driver of change in 2024 compared to 2023 was emissions category 11, the use of sold products. Following the Greenhouse Gas Protocol, Brunswick reports the full lifetime of an engine’s GHG emissions in the year an engine is manufactured, making use of sold products the majority of Brunswick’s emissions profile (79% of Scope 3 emissions during 2024 and 75% of all emissions). At the recreational marine market-level during 2024, wholesale boat shipments were down 24% in a retail environment that was down high single digits, and the U.S. outboard engine industry retail units declined 8% on a full year basis versus prior year. While Mercury Marine continued to gain share, the lower market demand for boats and engines resulted in significantly lower emissions from use of sold products, which accounted for approximately 86% of the year-over-year reduction in Scope 3 emissions.

Purchased goods and services, which includes raw materials used in the manufacture of Brunswick’s products, is the second largest contributor of Scope 3 emissions at 14%. During 2024, Brunswick again increased the use of recycled aluminum content used across Brunswick Boat Group. We estimate this improvement reduced greenhouse gas emissions by nearly eight kilotons, partially offsetting emissions from an increase in length of boats manufactured and sold during 2024.

### Third Party Verification

Brunswick’s global usage of energy and Scope 1, 2 and 3 GHG emissions inventories were verified in accordance with [ISO 14064-3: 2019](#) by [Keramida](#). This limited assurance verification was led by an accredited California Lead GHG Verifier.

### Environmental Sustainability Recognition

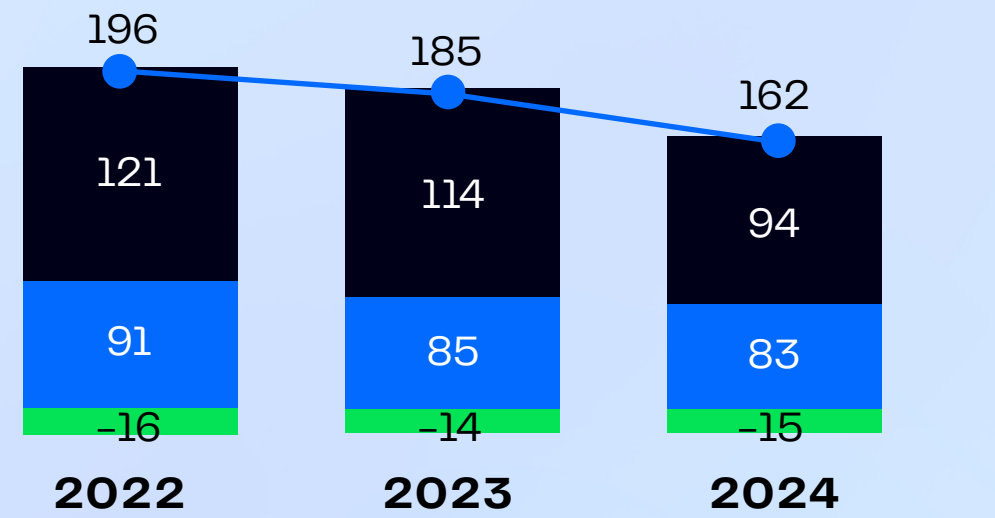
In recognition of prior and ongoing sustainability efforts, Brunswick was again named to Newsweek’s list of America’s Greenest Companies and USA Today and Statista’s inaugural Climate Leaders List for 2024. Additionally, Brunswick received a B rating from CDP for its [2024 CDP Disclosure](#) for Climate Change.

Mercury Marine received Green Masters status from the Sustainable Business Council for the 14th consecutive year. Mercury Marine also received the Wisconsin Manufacturers and Commerce 2024 Business Friend of the Environment Award for Environmental Innovation in the Large Business category for its efforts in conserving electricity and natural gas, reducing hazardous waste and reducing both carbon emissions and water consumption.



## Energy and Greenhouse Gas Emissions Key Performance Metrics

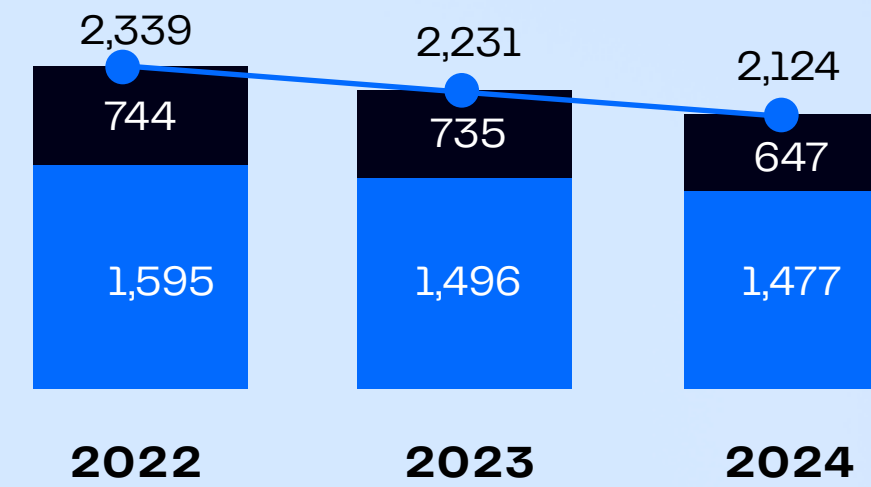
### Net Carbon Emissions (CO<sub>2</sub>e) (Kilotons)



**12%**  
reduction  
versus 2023

- Location-Based Scope 2
- Scope 1
- Impact of market-based emissions factors & VPPAs

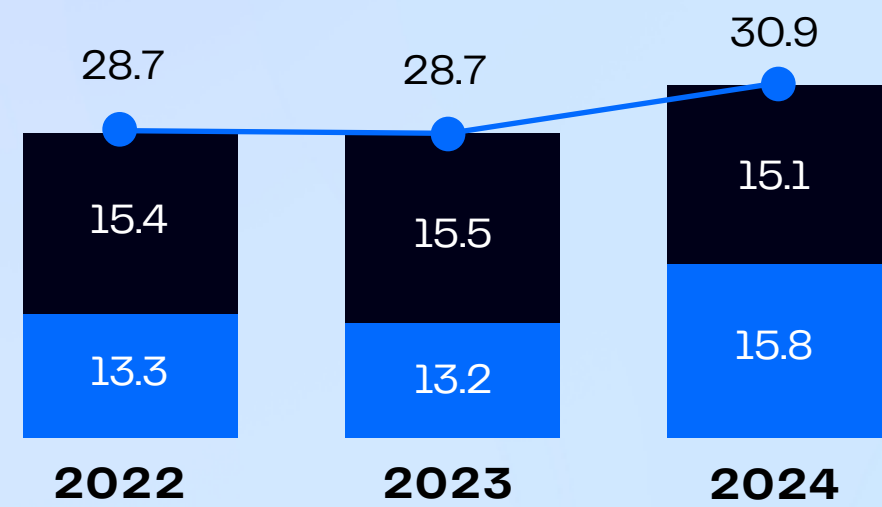
### Energy Consumption (TJ)



**5%**  
reduction  
versus 2023

- Electricity consumption
- Fuel consumption

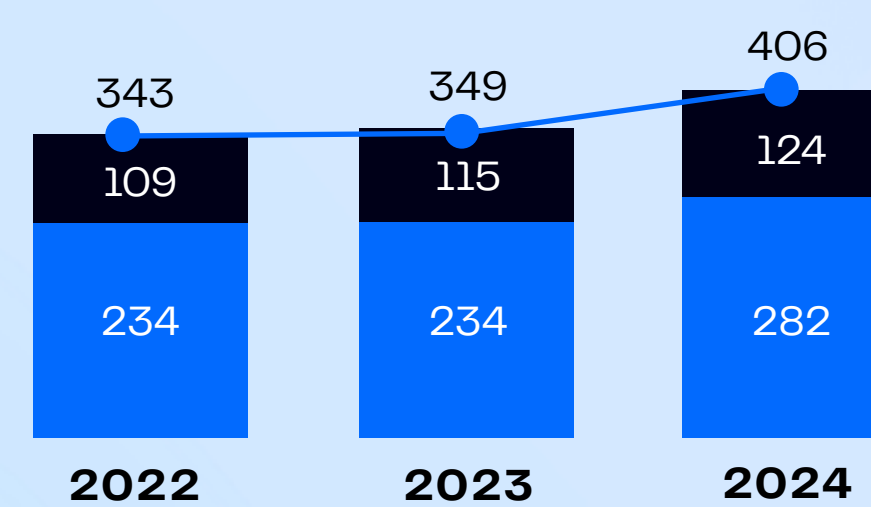
### Net Carbon Intensity (Metric tons CO<sub>2</sub>e/net sales U.S. \$ millions)



**7.5%**  
increase  
versus 2023

- Scope 2 market-based
- Scope 1

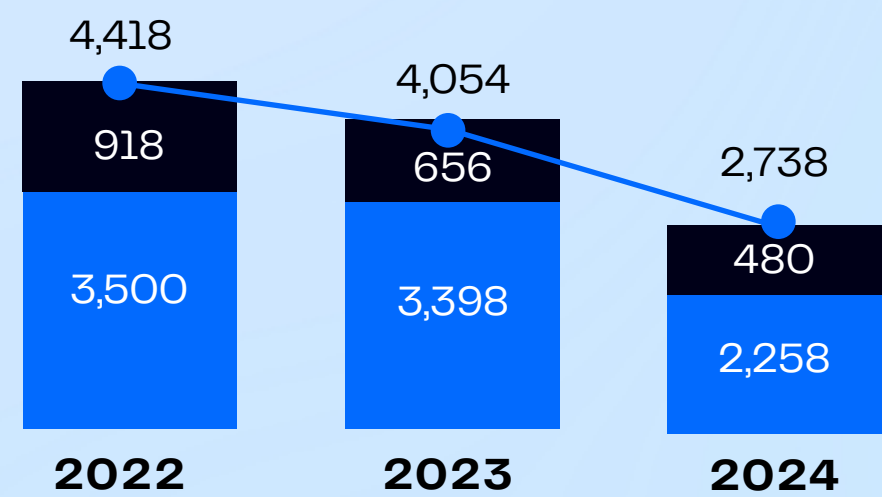
### Energy Intensity Basis (GJ/net sales U.S. \$ millions)



**16%**  
increase  
versus 2023

- Electricity intensity
- Fuel intensity

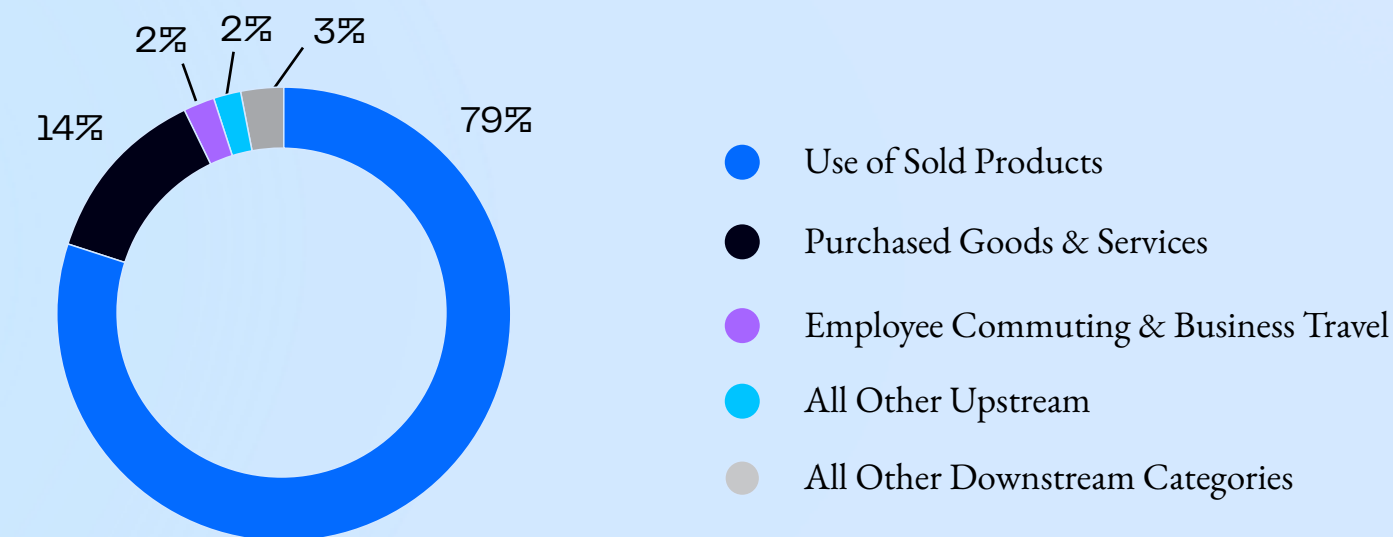
### Scope 3 Carbon Emissions (CO<sub>2</sub>e) (Kilotons)



**32%**  
reduction  
versus 2023

- Scope 3 Upstream
- Scope 3 Downstream

### 2023 Scope 3 Emissions by Category



## Notes

Metrics presented in tables are rounded to the nearest whole number for simplicity.

Prior year intensity numbers are as reported, meaning net sales is not adjusted for inflation.

Scope 2 carbon emissions presented reflect market-based estimates to include the impact renewable energy certificates; emissions presented in prior sustainability reports focused on location-based Scope 2 emissions.

The carbon intensity metric transitioned to illustrate the impact of market-based emission factors, including the benefit of VPPAs; as such, the 2022 and 2023 carbon intensity data in this report differs from Brunswick's prior sustainability reports, which included location-based emission factors.

Energy consumption and energy intensity metrics exclude the benefit of renewable energy from the Ledgeview solar project.

# Engaging Our Team in Sustainability: Townhalls and a Global Sustainability Week

As highlighted on page 6, championing sustainability is a core principle across Brunswick and underlies our success. During 2024, we took steps to further engage our employees in the Company’s commitment to sustainability through quarterly, virtual Sustainability Townhalls and a Sustainability Week.

Our Sustainability Townhalls engaged our employees with background on key topics, like the role of energy in climate change or the importance of environmental conservation to Brunswick. In addition, subject matter experts across the Company’s businesses shared insights on how Brunswick addresses such environmental matters in our day-to-day operations. Our summer townhall focused on a review of our 2023 Sustainability Report, sharing key insights on our focus areas and our progress with employees. On average, more than 1,000 employees joined these townhall webcast meetings.

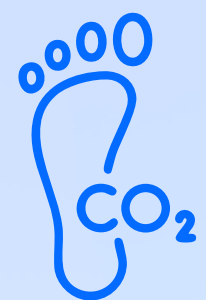
Following an initiative started by Navico Group in 2023, Brunswick hosted its first global employee-focused Sustainability Week during September 2024. This employee awareness and engagement program was coordinated by team members across Brunswick’s businesses, functions and countries to celebrate the Company’s environmental sustainability progress and encourage action.

Each day during Sustainability Week, we highlighted a key environmental theme. Background information on each theme was provided in a daily blog. Then, a daily webinar featured internal and external speakers to share insights on the importance of the topic, highlight Brunswick’s efforts and provide suggestions on how employee could take action on their own. We also leveraged a “Sustainability Week Playbook” to encourage facilities to create their own engagement activities, which included local team huddles on sustainability education, watch parties for the daily webinars, contests

to generate ideas for facility sustainability action, planting events and even a bike-to-work challenge.

Finally, Brunswick’s Sustainability Week was intentionally coordinated to coincide with World Cleanup Day. World Cleanup Day is considered the world’s largest civic movement of environmental action. Brunswick facilities were encouraged to support sustainability in local communities by volunteering for a clean-up event. More than 450 employee volunteers across seven countries collected 3,500+ pounds of trash during 16 different clean-up events. See page 35 for photos of some of the participating teams.

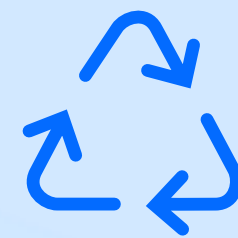
## Sustainability Week Daily Themes:



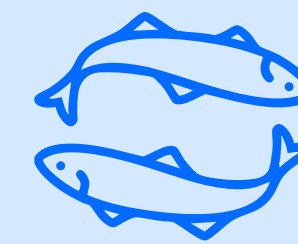
Carbon Footprints



Water Conservation



Waste Management



Fisheries Conservation



Energy & Electricity

# Environmental Compliance Management

## Environmental Compliance Management

Brunswick's manufacturing facilities are subject to federal, state and/or local environmental regulations and some may operate under air, water, storm water or hazardous waste permits. We maintain an environmental compliance assessment program to help ensure manufacturing and distribution facilities uphold our commitment to regulatory compliance. 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, maintaining standard operating procedures and routine employee training.

All our manufacturing and distribution facilities have designated employees who are responsible for the oversight of the program and ensuring appropriate training of staff. Our training programs include a range of topics specific to a facility's operations, potentially covering materials management, waste management, effluent or storm water management, transportation of materials and other topics required by regulation. The site's environmental manager is also responsible for maintaining detailed emergency preparedness and response plans within the Company's Safety Management System.

To ensure effective performance of environmental management system, the Company engages third party experts to conduct environmental management assessments. Brunswick strives to audit each manufacturing facility at least once every three years. Audits are also conducted at distribution locations, with less frequency at smaller facilities depending on the environmental aspects of the operation. Any findings that result

from such audits require the development and implementation of corrective action plans, which are monitored by Brunswick's Corporate Environmental Compliance office. During 2024, 12 environmental compliance audits were conducted, resulting in 89% of manufacturing facilities audited since 2022.

We are pleased to report that Brunswick incurred no material environmental compliance fines or violations during regulatory inspections held in 2024.

## Regulated Materials and Trade Compliance

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. Our manufacturing operations and trade compliance

teams have implemented management practices for substances of concern (SOCs). These practices are designed to align with key regulations such as TSCA, REACH, WEEE, POP, Prop 65, RoHS, SIP and CLP. As required, our practices may include the identification and control of specific substances as well as the appropriate classification, labeling and packaging of products. Our approach includes tracking and reporting of SOCs throughout our supply chain, testing and evaluation of materials and the adoption of safer alternatives where possible. 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.



## Emergency Response Preparedness

In compliance with U.S. regulations under the EPA, OSHA and other applicable laws, our manufacturing facilities have established comprehensive emergency response plans to ensure the safety and well-being of our employees, the community and the environment. These plans are site-specific and include detailed procedures for immediate action in the event of various emergencies, such as chemical spills, fires, natural disasters, employee medical issues and other potential hazards, as appropriate for each facility. Our emergency response protocols are regularly reviewed and updated to align with the latest standards and best practices. Additionally, we conduct routine training sessions so that personnel are prepared to respond effectively in emergency situations. By prioritizing preparedness and adherence to applicable laws, we demonstrate our commitment to sustainability and the protection of all stakeholders.

## Hazardous Waste Management

We monitor the volume of hazardous waste created and the disposal of that material at many of our facilities as part of our environmental compliance practices. Our reporting includes all facilities in the U.S. that generate reportable hazardous waste per the U.S. EPA, plus facilities in Mexico and New Zealand using similar reporting standards. During 2024, hazardous waste volumes decreased 28% to 506 metric tons. The reduction reflects the discontinuation of the temporary collection and storage wastewater at one facility, the full year impact of prior process improvements and lower production volumes. Approximately 76% of hazardous waste in 2024 was handled as recycling, fuel blending or energy recovery.

## VOC Emissions

The polymerization of the resins and gel coats used to manufacture our fiberglass-reinforced plastic boats and parts result in the emission of volatile organic compounds (VOC). We strive to comply with VOC-related regulations and operate within our permit limits. Additionally,



we evaluate new, low-VOC emission materials and processes in an effort to reduce emissions while maintaining the quality and durability of our products. During 2024, VOC emissions decreased 16% to 586 metric tons, which includes the addition of one additional site to reporting and the implementation of a new fiberglass boat production process, which generates VOCs, at an existing manufacturing location.

## Non-Hazardous Waste Management

**Solid Waste Goal: Achieve Zero Waste to Landfill at 40<sup>1</sup> Facilities by 2030<sup>2</sup>**

### 2024 PROGRESS:

Our goal is to minimize the waste created through the operation of our business. To do so, we rely on a variety of waste reduction and recycling

<sup>1</sup> The target number of facilities was reduced to 40 to reflect consolidation of closure of certain facilities across the Brunswick network.

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

programs. During 2024, five additional facilities met Brunswick’s zero waste to landfill standard (90% of operational waste diverted) for a total of 27 facilities. Additionally, Mercury Marine’s Plant 28 in Petit Rechain, Belgium, became Brunswick’s first location to receive third-party certification for its 95.95% waste diversion from landfill effort.

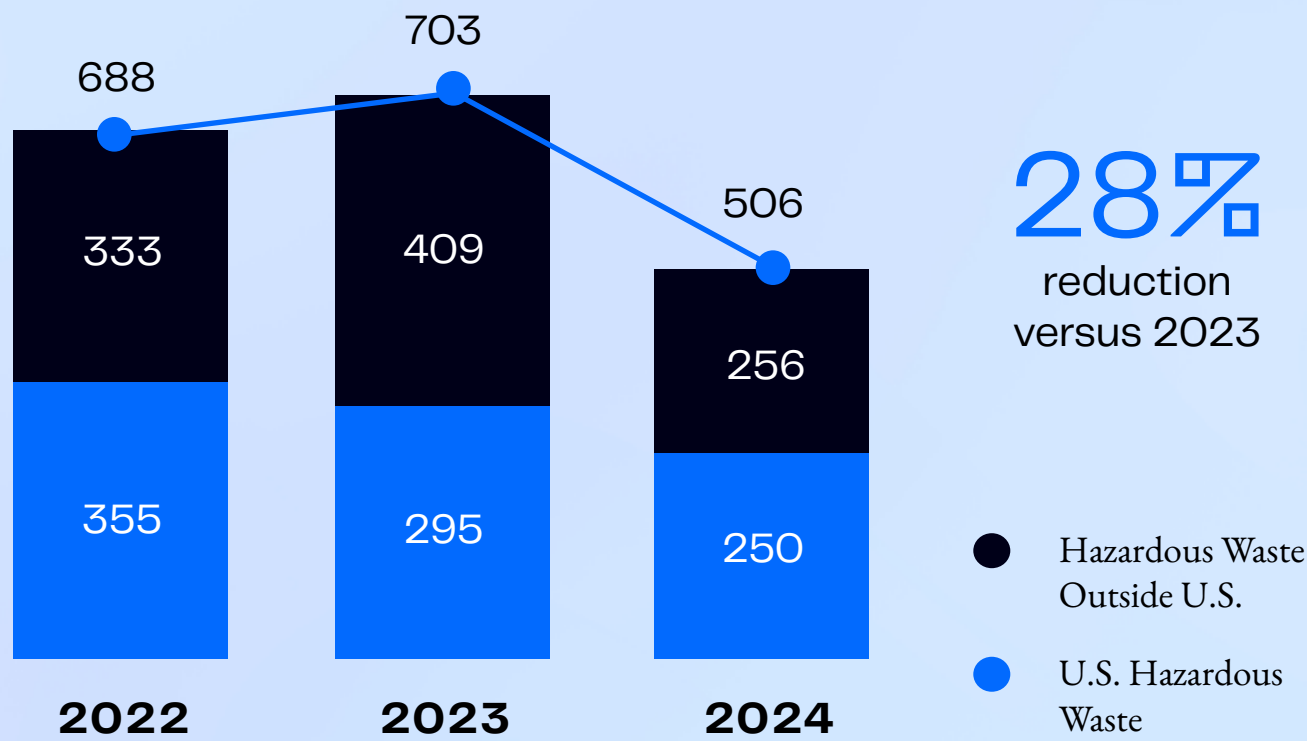
**Water Usage and Management**

Given that our products are used primarily in the marine industry, our team has a close connection to water. While our production processes are low in water intensity compared to other industries, water is used in many parts of our operations, from the manufacturing of our products to testing their performance. We strive to maintain responsible production and consumption through infrastructure improvement, filtration, closed-loop systems and reuse processes to minimize water consumption, waste water and effluents. As an example, the Mercury Marine facility in Fond du Lac, Wisconsin leverages a water recirculation in engine test cells within the Engineering Department and production process water is used twice in the propeller finishing stages of manufacturing.

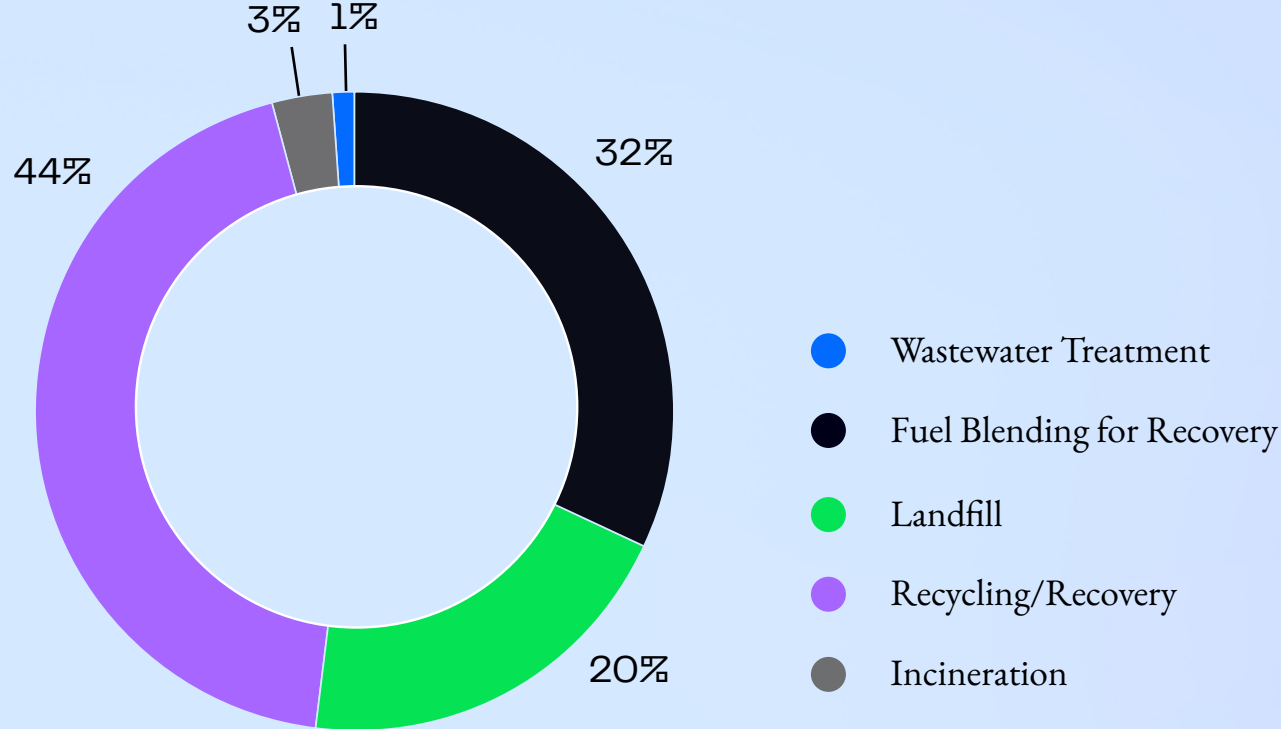
During 2024, Brunswick’s consumption of water reduced 24% from 532 megaliters in 2023 to 403 megaliters. The reduction in water usage was due to a combination of lower production volumes, the full-year impact of water efficiency projects implemented in 2023, the closure of one facility and a new water recycling process at our Brunswick Boat Group facility in Portugal.

As noted in Brunswick’s 2023 Sustainability Report, we have conducted a water risk assessment and determined that water scarcity does not materially impact our business. To advance the transparency of the Company’s water management, Brunswick completed the [CDP Water Questionnaire](#) during 2024 (for 2023). Additionally, this year’s water consumption has been third party-verified with limited assurance in accordance with [ISO 14064-3: 2019 by Keramida](#).

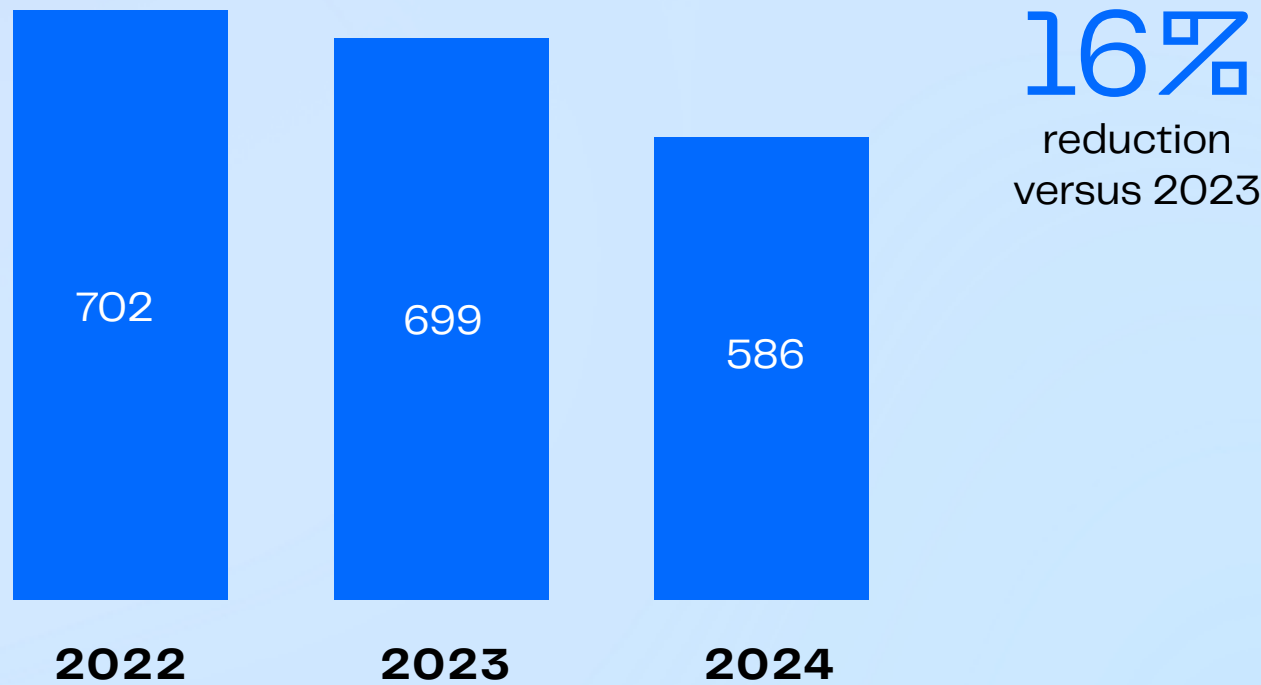
**Hazardous Waste Generated** (Metric tons)



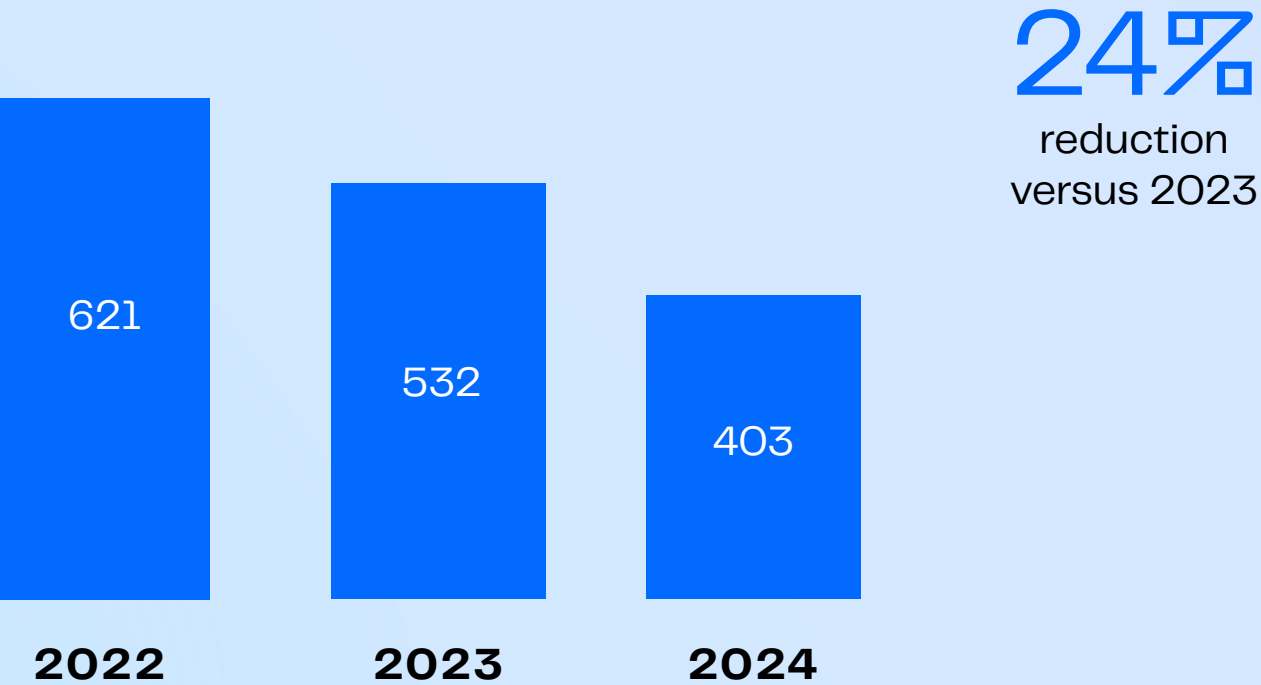
**Hazardous Waste Treatment Method**



**VOC Emissions** (Metric tons)



**Water Consumption** (Megaliters)







Focusing  
on People

# Committed to Maintaining Our Position as an Employer of Choice

Brunswick is dedicated to defining, creating and continuously innovating the future of the recreational marine industry market. It is the experience, commitment and passion of our employees that drives our success. As the leader of recreational marine, we continue to be an employer of choice by creating a rewarding environment that attracts and retains top talent around the world and enables employees to perform at their best.

Brunswick was honored to be recognized with a number of prestigious employer-of-choice-related awards in 2024.



## Brunswick's Global Recognition

Brunswick's Mercury Marine European headquarters in Petit Rechain, Belgium was recognized with the Great Place to Work® Certification for 2024 and also captured a spot on the Top 10 Best Workplaces list, ranking 8th in the 100-249 employees category.



# Investing in Our Employees

As an employer of choice, Brunswick is committed to providing meaningful professional development and career growth opportunities to meet the needs of our employees today and into the future. While we encourage our employees to actively take ownership of their own development, we provide opportunities for continuous learning, skill building, mentoring and tuition reimbursement to help empower employees in pursuit of their career goals. Additionally, we emphasize on-the-job experiences and function-specific training to enable employees to perform at their best on a daily basis.

## 2024 Learning & Development Highlights

### Employee Mentorship

Brunswick's mentorship program is designed for both seasoned professionals and those just starting their career. Our program helps employees ignite their potential, foster meaningful connections and drive toward their personal career goals while supporting the development of leaders and a collaborative work environment. During 2024, Brunswick matched 97 employees to mentors as part of our structured program.

### Brunswick Learning Series

In alignment with our goal to provide supportive professional development experiences to employees, we launched the new Brunswick Learning Series. This quarterly learning series featured a variety of topics to further personal and professional learning goals, including managing burnout, tools for career growth and understanding earnings reports.

### Brunswick's Leadership Development Programs

As part of an effort to enhance our leadership pipeline, we empowered 25 emerging leaders with critical capabilities through a targeted capability

boost. This six-month program combines individual and group coaching to enhance skills like strategic thinking and collaboration, empowering leaders to drive innovation and resilience across the organization. By fostering these key capabilities, we're strengthening our leadership foundation for sustainable success.

For graduating MBA students, Brunswick offers a two-year rotational program that includes four different job experiences plus training in Lean Six Sigma and design thinking. Five employees were active in this program during 2024.

We also leverage external training programs for various functional and leadership development opportunities. During 2024, 10 employees participated in such programs. Additionally, the Company invested more than \$500,000 in 2024 in tuition reimbursement to support our employees' pursuit of higher education and career advancement.

### Functional Training

Brunswick also maintains multiple programs to support and develop employees within their current role or function. On-the-job training is tailored to specific roles to ensure the quality of products and customer experience are maintained at the highest level, while function-specific learning and development programs for health and safety, Lean Six Sigma, data privacy, etc. are provided to expand critical skill sets. Finally, the LinkedIn Learning platform provides our employees with access to over 18,000 online courses and other learning resources developed and taught by a variety of industry experts. Our employees can select courses relevant to their role or explore ways to expand their skills at their own pace.

1,000+

Employees completed voluntarily leadership development training through LinkedIn Learning.

168

Mentorship participants, forming 97 mentor-mentee pairs to drive growth and strengthen internal networks.

2x

Increase in average annual hours of development training per employee.

70%

Senior leadership roles filled internally in 2024.

# Driving Employee Engagement

## Annual Employee Engagement Survey

The Your Voice: Brunswick Employee Opinion Survey is one of our methods used to measure employee engagement and motivation with results supporting ongoing conversations about what matters most to our workforce.

During 2024, the global response rate for our employee engagement survey was 77%. We were pleased with this high level of response given that the survey took place during Hurricanes Helene and Milton, which impacted many of our employees in Florida. Our engagement score remained consistently strong at 72. Additionally, Brunswick showed improvement year-over-year in 23 survey question areas. Key strengths for Brunswick centered around camaraderie, safety and prioritization.

Insights from the survey will be used to develop action plans at the manager, facility, division and enterprise level, which we believe will enhance employee satisfaction and positive connections to Brunswick. Additionally, based on 2023 feedback, Brunswick introduced new initiatives and communication tools to support employee engagement and address areas of importance to team members. Several of these are highlighted here.

## Executive Listening Sessions

During 2024, CEO Dave Foulkes and CHRO Jill Wrobel started a series of employee listening sessions to hear directly from Brunswick employees. Throughout these sessions, employees across our many businesses and geographies shared specific steps to further improve the Brunswick

employee experience, many of which were implemented in 2024. We believe that insights from our employees at all levels can drive meaningful action, tailored to each division's unique needs.

## Breakthrough Moments

The Breakthrough Moments Video Series was created to showcase how teams across the enterprise are removing barriers to execution and taking action on insights shared in the 2023 employee opinion survey. Throughout the year, our marketing, communications, legal, Boat Group, Mercury Marine and Navico Group teams created videos that highlighted the work they are doing improve processes and remove barriers to drive change.

## Brunswick's New Communication Channels Introduced in 2024 to Connect with and Recognize Employees



### BRUNSWICK BRIEF

The Brunswick Brief is a weekly digest email that shares a curated summary of the most relevant information and updates, highlighting what employees need to know for the week.



### PROPELLING PERSPECTIVES

Propelling Perspectives is Brunswick's monthly internal podcast that highlights the personal stories and leadership lessons from leaders across the enterprise.



### BRUNSWICK CONNECT

The Brunswick Connect is a one-stop-shop on our intranet that allows employees to access the latest news from around the organization, including our Global Town Halls, archived editions of the CEO Weekly Update and Brunswick Brief, Propelling Perspectives episodes, Breakthrough Moments videos and more.

# Beyond Healthcare Basics: Well Rounded Mental and Physical Wellness Programs<sup>1</sup>

We are committed to providing comprehensive benefits to our employees that encompass support for physical and mental well-being. That's why we've invested in a variety of resources to support employees and their families.

## One Pass Select

New in 2024, employees enrolled in the medical plan are eligible for One Pass Select, a subscription-based fitness membership and well-being network that provides access to a low-cost, extensive gym network and is designed to support a healthy lifestyle.

## Be Your Best

Be Your Best is a free program powered by Personify Health (formerly Virgin Pulse) that provides the tools, tips and resources needed to develop healthy habits like being more active, drinking more water, getting enough sleep and more. Through the Personify Health app, employees can find custom-tailored activities that support overall physical, emotional and financial health. Be Your Best expanded to include part-time employees in 2024, making all U.S. regular employees eligible for the benefit.

## Employee Assistance Program

Our Employee Assistance Program (EAP) is a Company-sponsored confidential assistance program to help address any personal issues that our U.S. employees and their family members may be facing. This service

provides short-term counseling and referral services at no cost (up to five visits per incident).

## Health Advocate

Health Advocate is a support service that helps employees find doctors, make appointments and answer questions regarding treatment at no cost. All U.S. employees and dependents have access to Health Advocate.

## Mental Health Support

Mental health benefits are available to employees enrolled in the Company's medical plan and include:

- Access to an extensive network of in-network providers that includes all levels of care and a wide range of specialists, including therapists, psychologists, psychiatrists and addiction specialists.
- Individually tailored treatment plans.
- Online visits to video chat with a provider 24/7 through [liveandworkwell.com](https://liveandworkwell.com).
- Self-guided mental health support tools and resources.
- Access to Calm – an app for daily use that uses meditation and mindfulness – to help lower stress, reduce anxiety and improve sleep quality.



## Brunswick Recognized with Newsweek Award focused on Mental Wellbeing

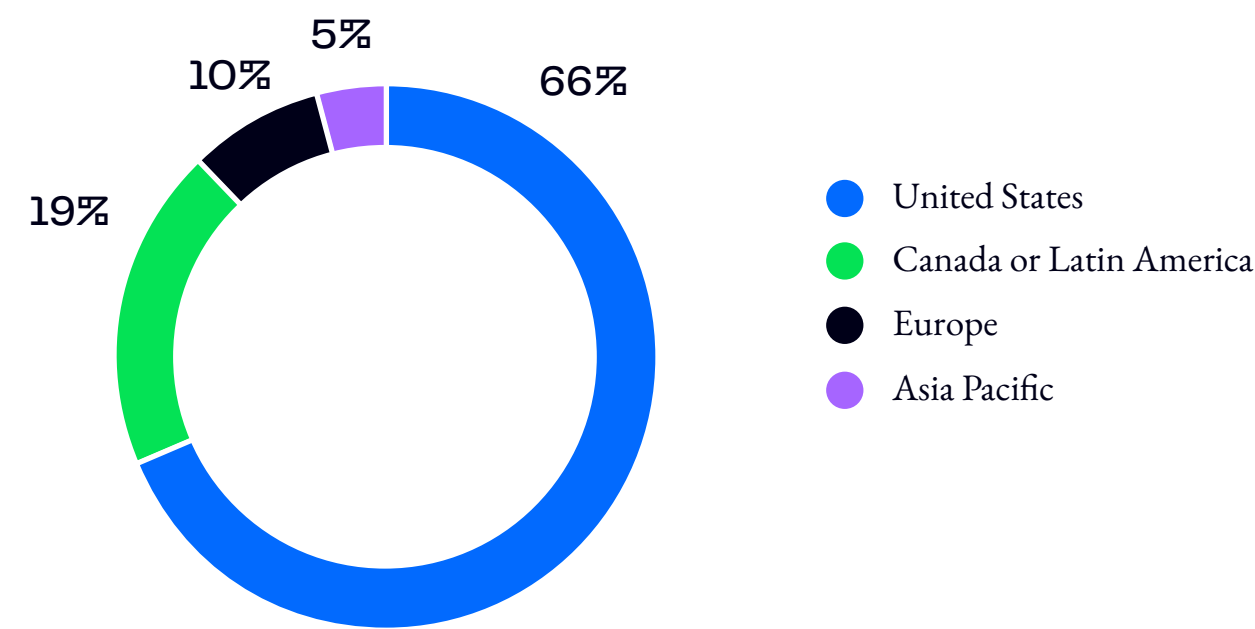
Brunswick was named one of America's Greatest Workplaces for Mental Wellbeing in 2024 by Newsweek Magazine. The award honors companies that have integrated initiatives promoting mental health in their global workforce and implemented workplace policies to prioritize the mental well-being of their employees.

<sup>1</sup> These benefits are specific to employees working in the United States. Similar benefits may be provided on a country-by-country basis.

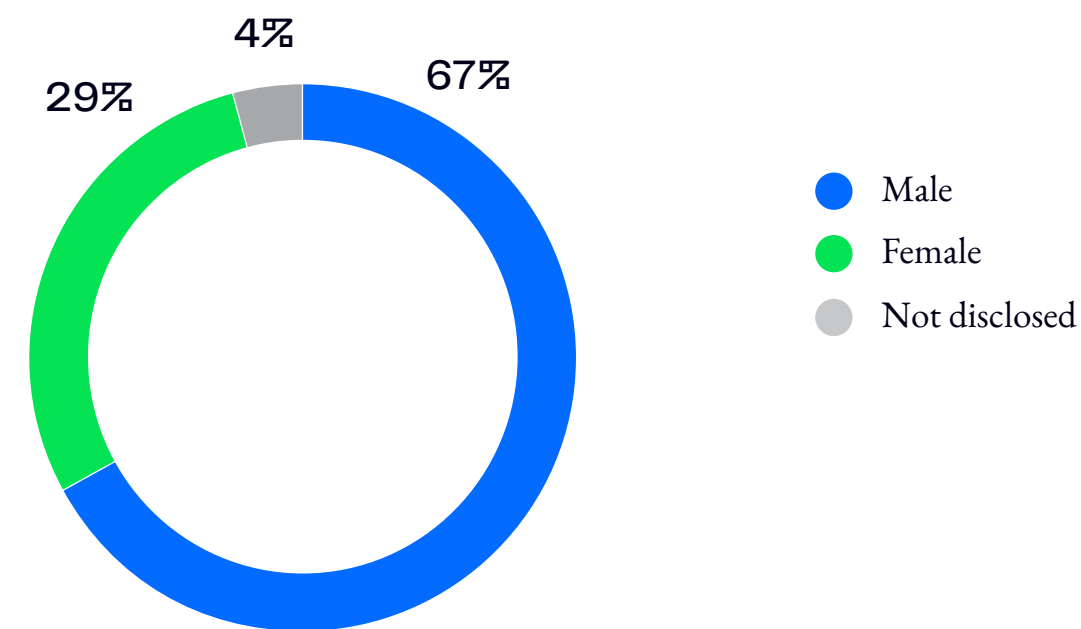
# Workforce Demographics

As of December 31, 2024, we employed approximately 15,000 employees, 95% of whom were full-time. Of those full-time employees, 40% were salaried and 60% were hourly. Temporary and contingent employees (including interns and co-ops) and contractors accounted for approximately 1,800 additional workers. Approximately 1,800 of our U.S. employees belong to labor unions and approximately 1,000 additional employees are members of international unions or work councils.

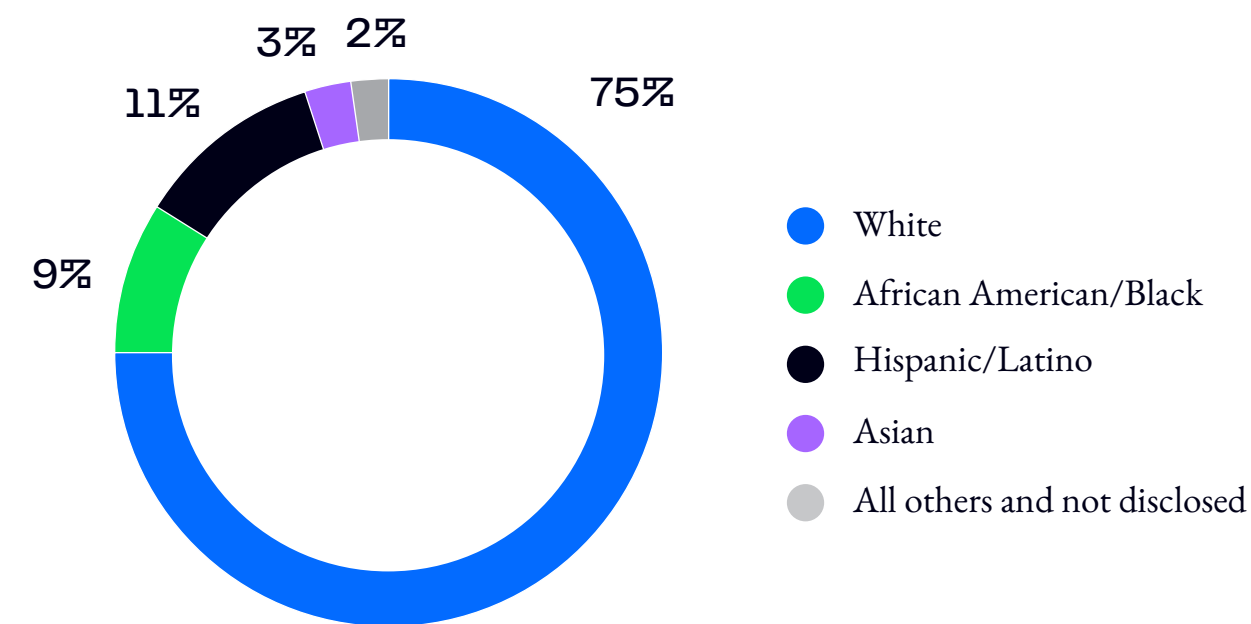
**Global Employees by Region**



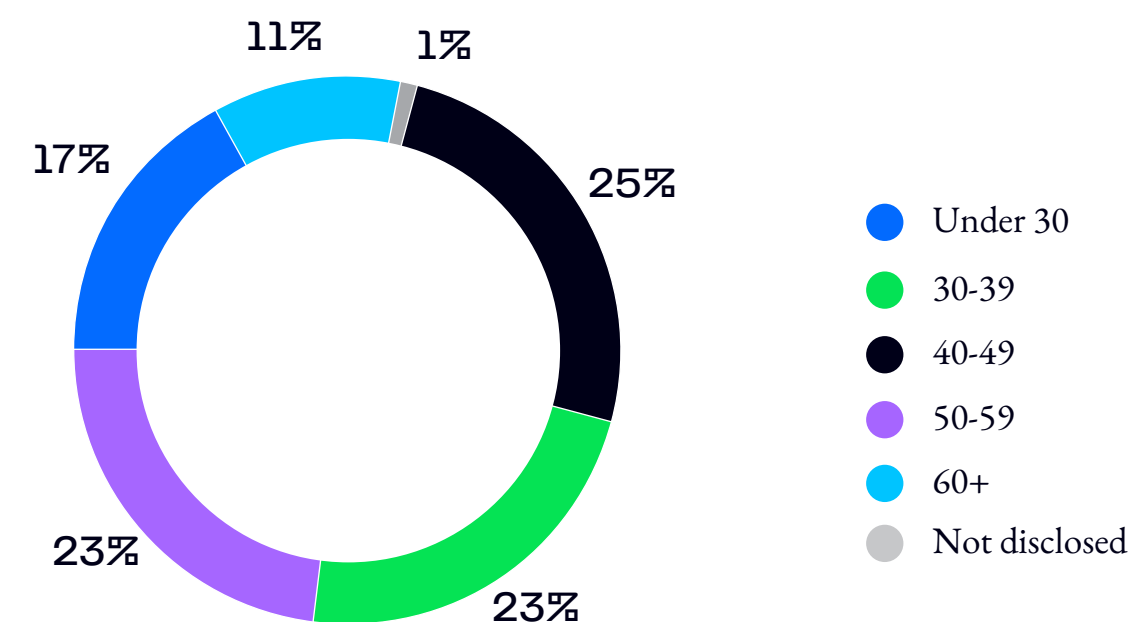
**Global Employees by Gender**



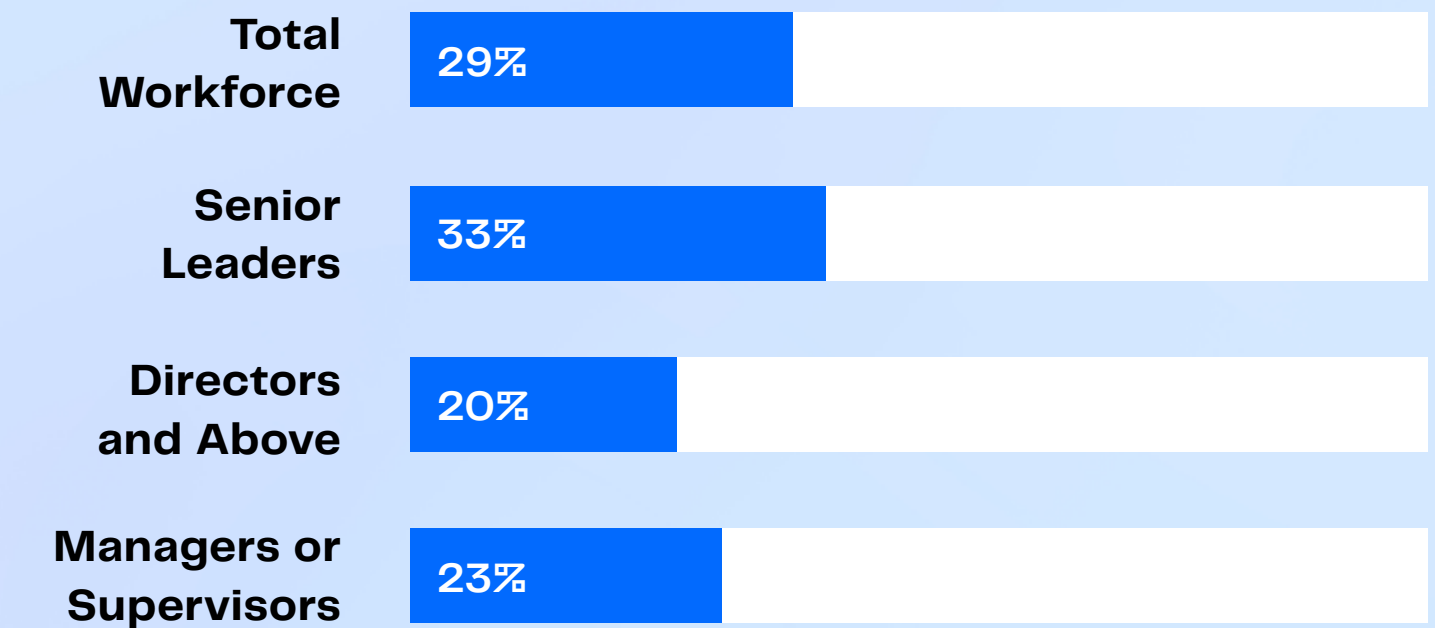
**U.S. Employees by Race or Ethnicity**



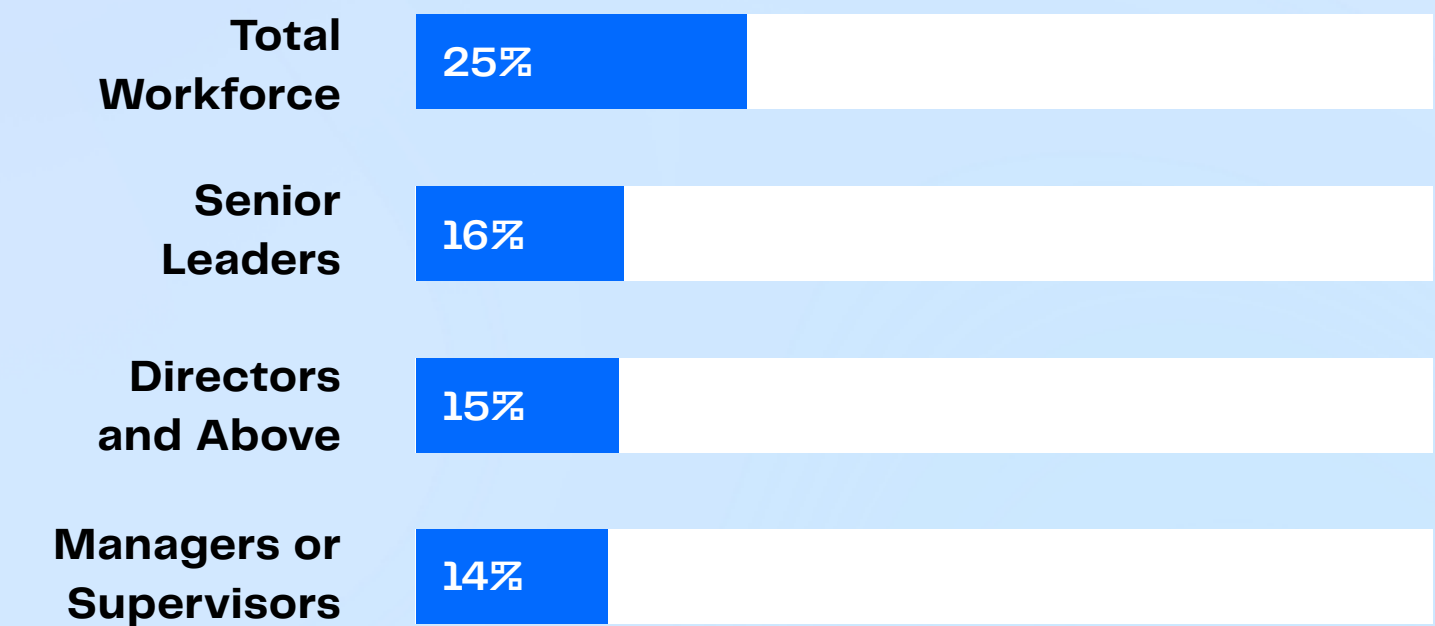
**Global Employees by Age**



**Women in Leadership (Global)**



**Racial and Ethnic Backgrounds in Leadership (U.S.)\***



\* 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.

# Engaging the Next Generation of Employees in the Marine Industry

Developing the next generation of the workforce for the marine industry is crucial for ensuring the sustainability and growth of our sector. We are proud to partner with a variety of colleges, trade schools and organizations to support those interested in marine-related careers.

## University Partnerships

### Boating Intelligence Design Lab at the University of Illinois

The Boating Intelligence (BI) DesignLab, located at the University of Illinois at Urbana-Champaign Research Park, serves as Brunswick's cutting-edge innovation hub. This collaborative space brings together a multidisciplinary team across divisions, fostering perspectives that challenge conventional thinking and drive groundbreaking advancements in boating technology.

Brunswick's BI DesignLab is committed to redefining the future of recreational boating by developing next-generation technologies and focusing on user-centered design. Under the umbrella of our Boating Intelligence strategy, we aim to make boating simpler, safer, smarter and more sustainable for all.

### Electric Boats at Princeton and University of Michigan

Two collegiate teams – Princeton Electric Speedboating and University of Michigan Electric Boats – are working to implement sustainable technologies through the development of electric boats. Over the last few

years, our teams at Mercury Marine and Mercury Racing have worked in a consulting capacity with both university groups to share our expertise – ranging from topics including propeller selection to boat setup and high voltage safety protocols. We hope to further these partnerships by hosting sessions at our Mercury Marine on-water testing facility at Lake X.

## Supporting Marine Technician Careers

Marine technicians are important to growth of the recreational marine industry – however, a 2021 Boating Industry annual dealer survey indicated one of the top challenges for dealers is finding qualified marine technicians. To ensure boaters have readily available access to trained service technicians, Brunswick and its brands are proud to support efforts to recruit and develop marine technicians of the future.

### Mercury Marine Partners with MarineWorx Development Fund

Mercury Marine partnered with the MarineWorx Development Fund and Georgian College in Toronto, Canada to host a contest where students rebuilt a Mercury engine to win a partial scholarship. Programs like these provide the opportunity to identify and encourage the next generation of marine technicians and mechanics and introduce young people to the breadth of employment opportunities in the marine industry.





**Lund Boats Provides Hands-on Experience to Technicians in Training**

During 2024, Lund Boats partnered with Alexandria Technical and Community College in New York Mills to create a hands-on learning opportunity for students in the college's Marine, Motorcycle and Powersports Technician Program. When the school received a 2025 Lund 1775 Adventure boat and Mercury outboard engine for a fundraising event, this created an opportunity for Lund to help provide hands-on marine technician experience. The students conducted a pre-delivery inspection, installed the motor and all the electronics, and lake-tested the boat. They even conducted performance tests using different propellers to understand the impact.



**Mercury Marine and Mercury Racing Participate in Signing Day**

National Signing Day is typically associated with high school athletes who sign a letter of intent to play sports in college, but with some creative thinking and a lot of hard work, National Signing Day is now also associated with recreational boating. Mercury Marine and Mercury Racing's service teams attended a Signing Day event at Impact Institute in Indiana that celebrated the seniors who completed their Career and Technical Education study and have been offered either full-time employment after graduation or an opportunity to continue in post-secondary education. Mercury Racing provided a \$1,500 scholarship to a student and another was hired by Mercury Marine for our Disney support operations.



**Brunswick Exhibits at Trade & Tech Fit Career Expo**

Mercury Marine took part in the Trade & Tech Fit career expo in Melbourne, Australia, which focuses on exposing minority secondary students to career opportunities within the trade and technology industries. As one of the exhibitors, Brunswick connected with students to ensure that we offer marine career opportunities to a broad range of potential candidates.

**SkillBridge Internship Program**

Brunswick Veterans Network (BVN) established an internship program for SkillBridge, a program sponsored by the U.S. Department of Defense, that provides civilian work experience and a path to employment for transitioning service members. Currently, there are three participants in the program – one hired in 2024 and two in 2025.



# Our Community Support

At Brunswick, our focus on people also extends to supporting the communities in which we operate. Our local teams in facilities around the globe take pride in giving back to their local areas through collection events, volunteer service and donations of cash or products. The highlights below represent just a few of our activities and initiatives.



## Recovering from Floods in Valencia, Spain

Following the severe flash flooding in Valencia, Spain in October 2024, many of our employees across our business lent a hand. Navico Group and Freedom Boat Club employees volunteered for cleanup activities. Additionally, Mercury Marine, Bayliner and Quicksilver teamed up with Touron, our largest dealer in Spain, to raise funds for relief efforts.

## Packing Food for Families

Members of the Land 'N' Sea RV team volunteered in Las Vegas during the annual LNS trade show. Together with LNS partners, the team packed more than 350 boxes of food for families in need in the greater Las Vegas area. Meanwhile, 30 members of Brunswick's world headquarters in Illinois participated in the 2024 9/11 Day Meal Pack event at Union Station in Chicago, assembling nutritious meals for Americans at risk of hunger.

## Supporting Free Services for Cancer Patients

During 2024, the Navico Group team in Europe donated a Simrad NSX display and C-MAP Cartography to the all-female charity event Mediterraneo in Rosa, a 640-nautical mile boat journey to raise funds for the Lorenzo Perrone Association, supporting free services for cancer patients.

## Sons and Daughters Scholarships

During 2024, the Brunswick Foundation Sons & Daughters Scholarship Program provided 42 scholarships to children of U.S. employees, 13 of whom are the first generation in their family to attend college. Additionally, 22 scholarships were given to the children of dealers. For 2025, the scholarship program is being expanded to include children of employees in Canada.



## Preparing Kids for Back to School

As kids went back to school, many of our teams helped provide schools supplies. The Navico Group team in Ensenada, Mexico provided close to 120 of our Navico Group families with a full range of supplies for their school-aged children. Mercury's Plant 22 in Juarez, Mexico, delivered 384 packages of school supplies to more than 236 families in the community. Sea Ray Boats delivered a boat filled with school supplies to Madisonville Primary School in Madisonville, Tennessee. In Edgewater, Florida, Boston Whaler hosted its 14th annual "Boat Load of School Supplies" drive, delivering backpacks and school supplies to four local elementary schools in a Boston Whaler 15' Montauk.



**Beach Clean-Up in Singapore**

During July, Mercury Marine Singapore held a beach clean-up event at Changi Beach Park, removing marine litter like cigarette butts and plastics from the 3.3-kilometer park.



**Cultivating Community in Fond du Lac, Wisconsin**

Mercury Marine Fond du Lac’s employee-led Cares Committee selects dozens of community organizations for financial support every year. During 2024, the team contributed more than \$164,000 to organizations and events. In addition to various health and social services, Mercury Marine supports community engagement and growth through its sponsorship of the 45th annual Walleye Weekend Family Festival, the Fond du Lac County Fair and Envision Fond du Lac, which serves as the local chamber of commerce and economic development organization. Additionally, the Brunswick Foundation donated \$85,000 to the Fond du Lac Area United Way.



**Protecting Sea Turtles**

The Freedom Boat Club team in Southwest Florida adopted sea turtle nests on Lido Key, Siesta Key and Venice beaches. Adopting these nests through the Mote Marine Laboratory & Aquarium in Sarasota supports efforts to monitor the 35 miles of nesting beaches across the region and to protect eggs of the endangered sea turtles.

**Conservation of Waterways and Marine Life**

During 2024, the Brunswick Foundation donated more than \$140,000 to organizations dedicated to conserving waterways and marine life, including Fish America, Perry Institute for Marine Sciences, the Shedd Aquarium, Billion Oyster Project and the National Fish and Wildlife Foundation.

# Brunswick Facilities Join in World Cleanup Day



Brunswick's first employee-focused Sustainability Week was held in September and timed with World Cleanup Day. More than 450 employee volunteers across seven countries collected 3,500+ pounds of trash during 16 different cleanup events.



Mercury Marine – Panama City, Florida



Navico Group CMAP – Viareggio, Italy



Freedom Boat Club – Tampa, Florida



Navico Group – Southampton, United Kingdom



Navico Group – Bangor, United Kingdom



Navico Group – Amsterdam, Netherlands



Land 'N' Sea – Pompano Beach, Florida



Mercury Marine – Fond du Lac, Wisconsin



Mercury Marine – Juarez, Mexico



Brunswick Corporate Headquarters – Mettawa, Illinois



# Employee & Boater Safety

# Employee Safety

At Brunswick, safety is a continuous pursuit that is embedded in our culture and day-to-day actions. During 2024, Brunswick again performed better than the national average of peer organizations and reported zero occupational fatalities.

## Safety Program Overview

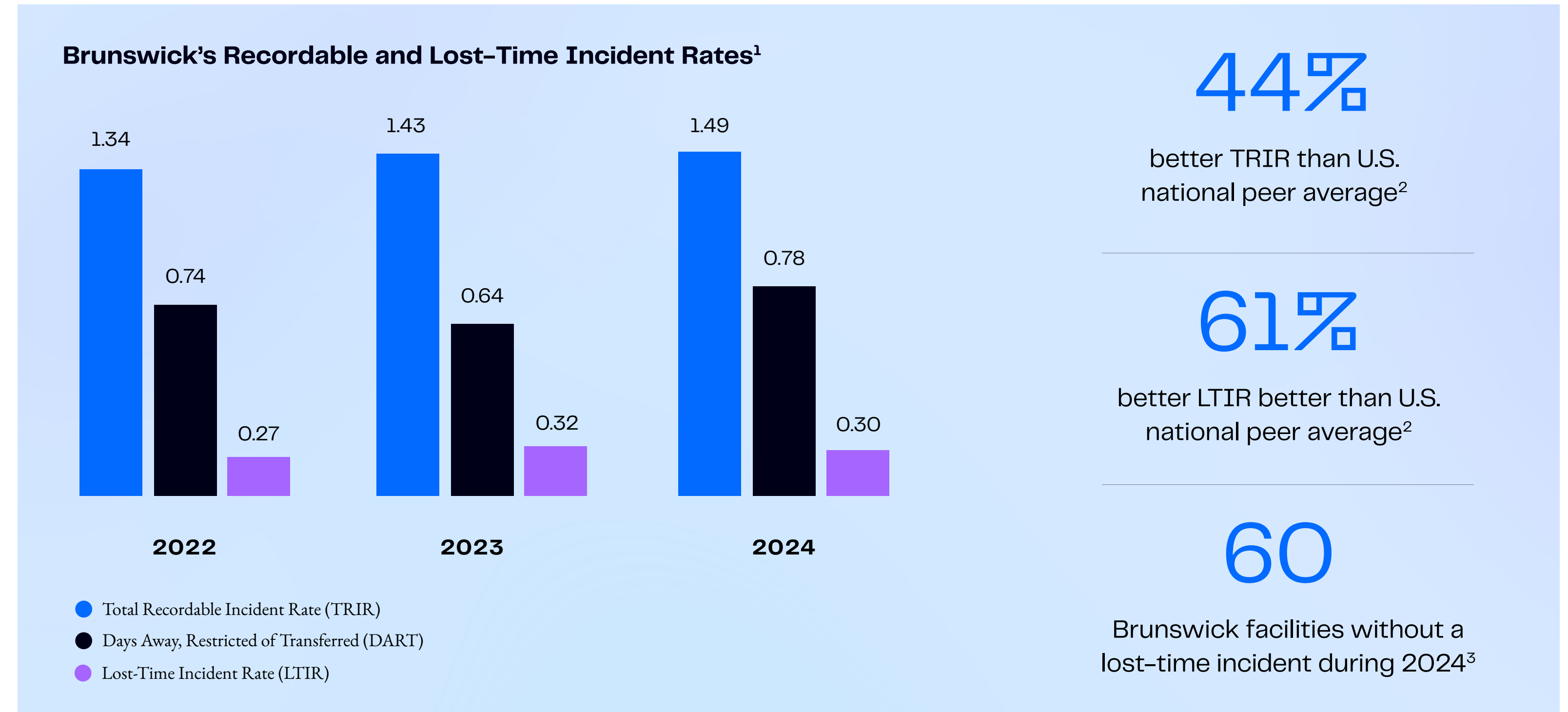
Brunswick’s global safety management system (SMS) is the backbone of our program, designed to align with the ANSI Z10 standard for occupational safety and health management systems, and correlate with globally recognized management system standards such as ISO 9000 Quality Management and Quality Assurance,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

Additionally, we support the hierarchy of safety controls 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. For manual tasks, job safety analysis further helps proactively identify the safest way to conduct specific tasks or job operations.

The Company’s near miss observation reporting, also called the “Good Catch Program” in some locations, serves to engage all our employees in driving an injury prevention mindset. A “near miss” observation is an event or condition involving a hazard that has the potential to cause, but does not actually result in, damage, an accident or an injury/illness. We believe that every potential safety incident or condition – no matter how minor it may seem – provides Brunswick with an opportunity to identify potential root causes of safety issues and helps prevent similar future occurrences, thereby protecting team members. During 2024, more

than 7,100 near miss observations were reported by our team members, more than double that of 2023. These reported events and observations resulted in numerous safety improvements.

To encourage a safety culture, Brunswick does not discriminate against team members for reporting work-related incidents or conditions or for filing health, safety and/or environmental complaints.



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

<sup>2</sup> Brunswick safety metrics reflect 2024 actual global performance. The U.S. national peer average is based on U.S. Bureau of Labor Statistics (BLS) weighted average safety data from 2023 of 17 NAICS codes, weighted by Brunswick’s hours worked by category. BLS data for 2024 was not available at the time of publication.

<sup>3</sup> Excludes Freedom Boat Club locations.

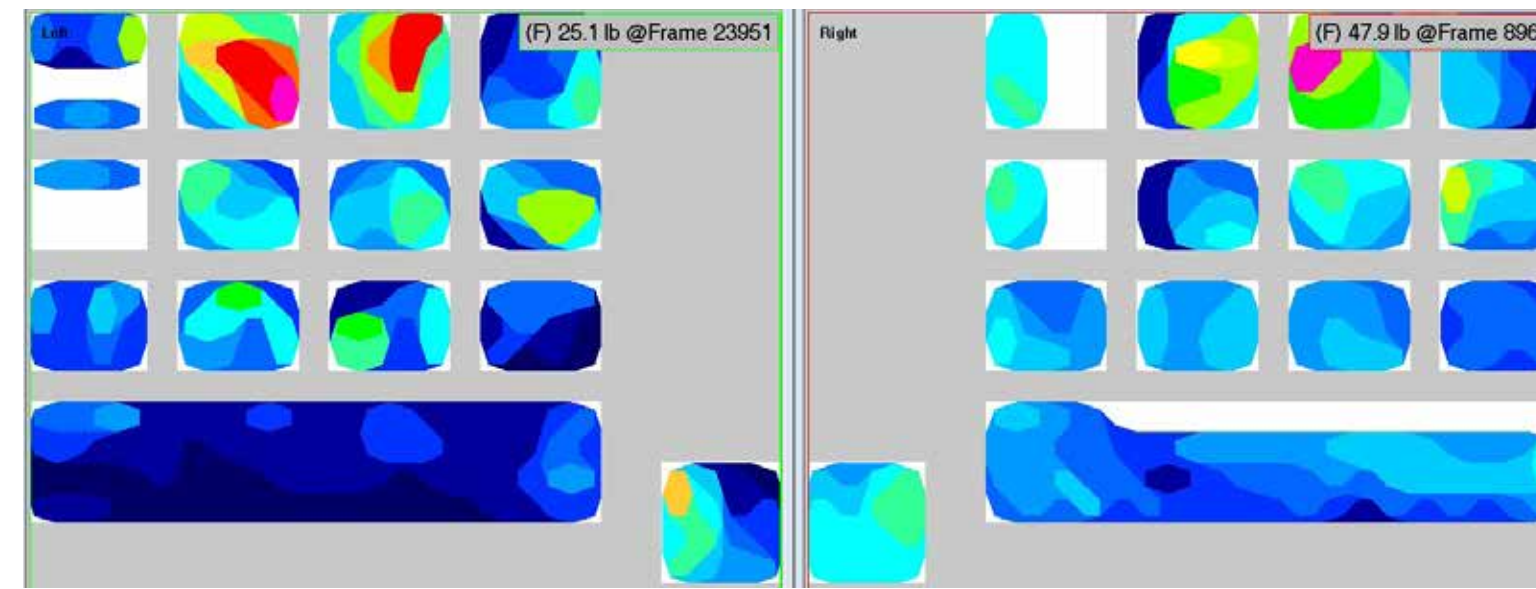
# Initiatives to Advance Safety

## Improving Access to Information on Chemicals

Safety data sheets (SDS) are an important communication tool that provide comprehensive information about products that may be used in the workplace, including hazardous chemical disclosures, handling procedures, storage recommendations and details for emergency preparedness. The U.S. Occupational Safety and Health Administration (OSHA) requires that SDSs be immediately available to all employees.

During 2024, Brunswick modernized its system for managing safety data sheets, switching from a facility-level paper-based process to an online enterprise tool. The new system and process enable the following benefits:

- Employees have immediate access to more than 10,000 SDSs of products used by Brunswick facilities.
- Environmental health and safety managers save time adding new chemicals to facility SDS libraries.
- Automated updates are made to Brunswick’s SDS library when manufacturers issue new information.
- Environmental health and safety managers can quickly identify specific chemicals that may have regulatory restrictions or bans.
- Facility employees can easily generate compliant secondary container labels when chemicals are put into smaller containers.



Example of hand force imagery from pressure sensing gloves that are used to enhance the safety of manual assembly processes.

## Reducing the Risk from Strains and Sprains

Strains and sprains are the leading causes of on-the-job injuries across Brunswick. Our teams continue to use kaizen events, employee training and technology to reduce the risk of these injuries to employees.

Navico Group’s Ensenada, Mexico manufacturing facility has been on a journey to reduce these injuries by enhancing their safety program. The team updated its hazard and risk matrix, leveraged kaizen events and conducted investigations of every safety incident to identify new corrective and/or preventative actions. Examples of improvements include adding a pneumatic crane to avoid lifting boxes and adjusting the height of objects in workstations to minimize the range of reach by employees. Over 2024, the Ensenada team implemented 31 different improvements and reduced recordable incidents by 55% compared to 2023.

Pressure-sensing glove technology is being used to identify opportunities for ergonomic enhancement at the Mercury Marine assembly facility in Fond du Lac, Wisconsin. Our safety team has leveraged specially designed gloves with advanced sensors that measure and map hand force data associated with grasping objects or completing specific assembly

operations. Information collected from such technology enables our teams to enhance assembly processes and enable safety.

## AI-Enabled Safety Monitoring

During 2024, Mercury Marine Fond du Lac piloted an artificial intelligence platform to increase awareness of safety situations between factory vehicles and pedestrians. The system utilizes 20 existing cameras within one manufacturing area to capture and immediately highlight key safety risks, such as vehicles not stopping at the end of an aisle, individuals not wearing safety vests or individuals walking in close proximity to a moving vehicle. The technology also provides dashboards and heatmaps allowing for ongoing analysis of in-plant traffic conditions to identify higher risk interactions that can be addressed and benchmark performance over time. The immediate insights from this new technology enabled real-time employee awareness training on potential hazards and measures to reduce exposure with a forklift, cart or other vehicle.

## New Security Training

To ensure that our employees are best prepared to deal with a wide range of situations, Brunswick expanded its employee training in 2024 to include programs that focus on physical security. The Company’s new “Strategies for an Active Assailant Situation” provided an overview of security as a shared responsibility and information on how to respond during an active assailant situation. This training was assigned to all salaried employees in North America and attained a 98% training completion rate. This content was also completed by 80% of Brunswick’s hourly employees in North America. Additionally, Brunswick introduced a voluntary training course for people managers and the human resource team on “Managing Difficult Conversations.” This course provided insights and best practices for managing difficult situations at work and de-escalation strategies.



### **New York Mills Facility Receives Governor's Achievement Award**

Brunswick Boat Group's New York Mills, Minnesota, facility was recognized with a Gold Achievement Award from the Minnesota Governor's Workplace Safety Program. This award recognizes employers within the state that achieved an incidence-rate better than the 75th percentile of both the state and national average by industry over a three-year period. The New York Mills facility, which manufactures Lund and Crestliner boats, received this recognition two years in a row for its performance during 2023 and 2024.

### **Merritt Island Facility Recognized for its Safety Journey**

At Brunswick Boat Group's Integrated Manufacturing Center (BIMC) in Merritt Island, Florida, safety is an ongoing journey marked by continuous improvement and collective effort. Over the past few years, BIMC has successfully reduced its Total Recordable Incident Rate (TRIR) from above 2.0 to below 1.0 for two consecutive years. This achievement is the result of empowering employees to take ownership of safety, conducting proactive safety audits to identify and mitigate hazards early and responding to incidents with urgency. The commitment to fostering a culture of trust and open communication has been pivotal in embedding safety into every aspect of operations.

In 2024, BIMC's dedication to safety was recognized with the Brunswick Safety Leadership Award, a milestone that underscores the hard work and dedication of the entire team. While celebrating this achievement, BIMC remains focused on the future, continuing to empower employees, conduct regular safety audits and respond swiftly to incidents. Each small, consistent effort contributes to a safer workplace and allows the team to build upon its successes to support the well-being of all team members.

# Safety On the Water



## Leveraging National Safe Boating Week to Increase Awareness

Each year, the third Saturday in May marks the beginning of National Safe Boating Week, the kick-off of the annual Safe Boating Campaign sponsored by the National Safe Boating Council. The campaign serves as an important boating safety reminder before the Memorial Day weekend and the unofficial start of boating season in the United States.

As part of Brunswick's unwavering commitment to safety on and off the water, many Brunswick locations take part in initiatives to encourage safe boating practices. Many of our corporate and franchise Freedom Boat Club locations highlighted their commitment to safety through BoatClass and Freedom's mandatory training programs. Additionally, several Brunswick facilities, including Mercury Marine in Fond du Lac, participated in the annual "Wear Your Life Jacket at Work Day," a social media campaign to support the commitment to wear life jackets.

## Leadership in Boater Safety

Brunswick is proud to actively participate in several organizations that are dedicated to promoting safety in boating.

- Two Brunswick employees serve on the U.S. National Boating Safety Advisory Committee, which provides insights to the Secretary of Homeland Security and the Commandant of the United States Coast Guard (USCG) on a broad range of boating safety matters.
- Two Brunswick employees are leaders on the American Boat and Yacht Club (ABYC) Technical Board, which provides oversight for the development of ABYC's Standards and Technical Information Reports for Small Craft. These standards complement the mandatory standards from the USCG under the authority of the Federal Boat Safety Act of

1971. The Act provides for federal development of minimum safety standards for the manufacturers of boats and their associated equipment.

- A multitude of Brunswick subject matter experts participate in many ABYC Project Technical Committees and ISO (International Standards Organization) working groups which create, review and update boating safety standards for the global marine boating industry.
- Brunswick's Heyday and Fliteboard brands are members of the Water Ski Industry Association (WSIA), which is the leading advocate for the towed water sports industry. WSIA develops best practices, maintains waterway access rights, educates participants, promotes safety and facilitates sustainable industry growth.
- A Brunswick Environmental Health and Safety Manager serves on Sea Tow Foundation's Boating Safety Advisory Council. Sea Tow Foundation provides education, tools and resources in order to promote safe and responsible boating.
- Two Freedom Boat Club Captains were appointed in 2024 to the Chicago Harbor Safety Committee. This committee plays a vital role in enhancing safety, security and environmental stewardship within the Chicago boating and maritime community.
- Brunswick leaders participated in the 2024 International Boating and Water Safety Summit, a significant industry event that brings together professionals, volunteers and enthusiasts involved in boating and water safety. The Brunswick speakers shared presentations that highlighted ways in which recreational boating and water safety communities collaborate to save lives around the world.





**Recognized for Supporting Boating Safety**

During 2024, Brunswick was recognized with four of the eight National Boating Safety Awards presented by the Sea Tow Foundation for initiatives that promote boating safety.

- Bayliner: Marine Manufacturer of the Year
- BoatClass: Community Boating Education Program
- BoatClass: Top Marine Social Media Influencer
- Freedom Boat Club: Top Marine Business

**BoatClass Builds Confidence on the Water**

For those new to boating or those seeking a little refresher to boost their confidence, BoatClass offers training on boating skills including boat engine control, boat operation and handling, rules of the road, docking and more. BoatClass is offered at more than 20 U.S. Freedom Boat Club locations. The three-hour course is led by a Certified United States Coast Guard Captain or equivalent BoatClass authorized training captain and includes on-water training experiences.

**Boater Safety at Freedom Boat Club**

At Freedom Boat Club, boater safety is at the forefront of the boating experience. As new members join Freedom, they are required to complete a mandatory orientation training with a certified captain which includes both online and on-water training curriculum. From there, certain larger vessels require additional training or members can pursue intermediate, open water and advanced boat operations training at no cost. Additionally, Freedom members have unlimited access to club captains for training to continue to develop and refine their boating skills. Since 2019, we estimate that Freedom Boat Club has provided more than 200,000 hours of training to new boaters around the world.



Governance

# Board and Governance Overview

## 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 lead director and committee chairs with the CEO serving as the board chair.
- Annual director elections.
- Focus on diversity of board members perspectives, backgrounds and experience.
- Annual self-evaluations supplemented by periodic third-party review processes.

### POLICIES AND PRACTICES

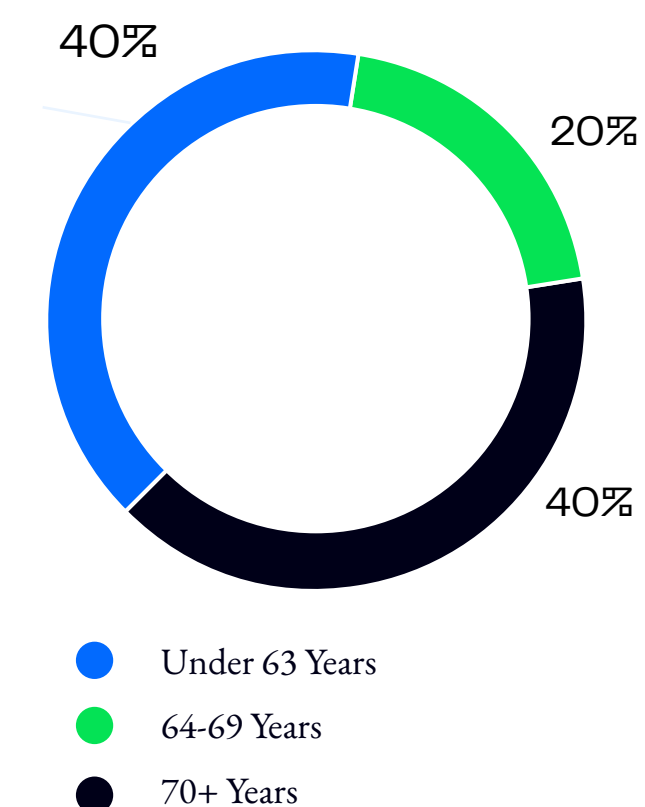
- Formal principles and practices.
- Majority voting standard for directors.
- Limits on service to outside boards (four total public boards for independent directors and one external board for Brunswick's CEO).
- Mandatory retirement age.
- At least five regular meetings per year.
- Share ownership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

### COMPENSATION

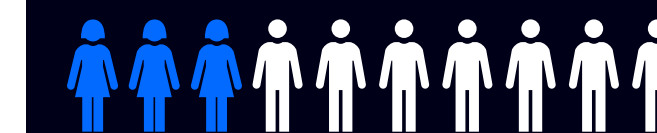
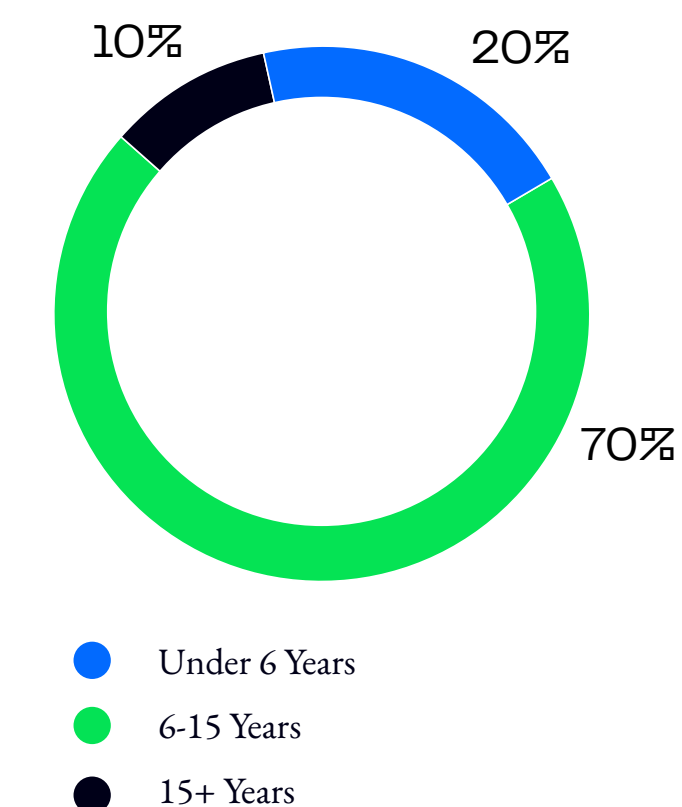
- Annual say-on-pay executive compensation vote.
- Pay-for-performance compensation philosophy.
- Share ownership requirements for officers.
- Established clawback policy.
- No hedging or pledging of shares by directors or employees.

## Board of Directors Overview

### AGE DIVERSITY



### BOARD TENURE



**30%**  
of the board  
is female

Our directors  
collectively attended  
**100%**  
of the 2024 board and  
committee meetings

# Board Oversight of Sustainability Topics

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 illustrated in the table.

	Nominating and Governance Committee	Audit and Finance Committee	Human Resources and Compensation Committee	Full Board
<b>Environmental</b>				
Climate change and greenhouse gas emissions	•			
Environmental management and regulatory compliance	•			
Environmental strategy, reporting, use of data and goals	•			•
<b>Social</b>				
Employee health and safety	•			
Company-wide compensation philosophy			•	
Compensation compliance, risk management and reporting			•	
Board succession	•			
Senior management talent planning			•	•
Human capital management and human rights	•		•	
Culture and values				◦
<b>Governance</b>				
Accounting policies, practices and reporting		•		
Ethics compliance program and the code of conduct	•	•		
Enterprise risk management		•		•
Supply chain management				•
Information security and data privacy	•	•		•
Public policy and public affairs				•
Shareholder rights and corporate bylaws	•			◦
Board composition	•			◦

• Regularly scheduled topic for the Board    ◦ As needed review by the Board

# Ethics in Action

At Brunswick, our commitment to the highest ethical standards is the cornerstone of our business, enabling us to drive innovation both on and off the water and continuing to propel our success. Acting with integrity – doing the right thing – is at the heart of how we conduct business and engage with our stakeholders every day. As an organization, our steadfast dedication to making the right choices empowers us to define principled goals that encourage meaningful growth and have a positive impact on the industry.

## Our Code of Conduct: The Integrity Playbook

Having consistent values and principles is integral to maintaining the highest standards of ethical conduct. Brunswick's Integrity Playbook sets forth our commitment to ensuring that integrity anchors all our actions. Available in multiple languages, the code of conduct helps all team members think broadly about risks and opportunities, provides practical guidance to help them navigate both routine and complex situations, identifies internal policies and resources for further information, and, most importantly, translates our ethics expectations into actionable, easy to understand steps. Where necessary and appropriate, our Integrity Playbook also can apply to third-party representatives, including independent contractors, consultants, agents and joint venture partners.

## Training, Education and Awareness

Ethics and compliance related training is critical to ensuring our workforce is aware of ethics and compliance risks, understands our expectations and is equipped with knowledge on how to respond to key scenarios.

In 2024, all employees were assigned the new 12 Principles of the Integrity Playbook training. Approximately 91% of all global employees completed this training. Salaried employees were further assigned conflicts of interest, code of conduct, anti-harassment and bystander intervention training programs. The 2024 completion rate for the salaried training programs was approximately 96%. Beyond these trainings, we leverage microlearning posters or infographics, interactive case studies, ethics activities and in-person classroom training. For our hourly employees who do not have regular on-the-job access to a computer, we integrate unique learning modalities to raise awareness and provide information on key ethics and compliance topics within the flow of work.

For new-to-Brunswick employees, we introduce the Integrity Playbook during onboarding and require written acknowledgment that each employee has read and understands the Playbook. Additionally, all salaried new hires complete a training program which provides an overview of Brunswick's ethics program and our "speak-up" culture, including the various ways to raise or report concerns. Every June we host "Ethics Month," which reinforces the commitment to an ethical culture by providing opportunities for our employees to participate in an array of ethics-related activities and learn more about the Ethics Program.

## Key Ethics and Compliance Policies

1. [Brunswick's Integrity Playbook: Ethics in Action](#)
2. [Code of Ethics for Senior Financial Officers and Managers](#)
3. [Whistleblower Policy](#)
4. [Conflict of Interest Policy](#)
5. [Related Person Transactions Policy](#)
6. [Insider Trading and Unauthorized Disclosures](#)
7. [Human Rights Policy](#)
8. [Supplier Code of Conduct](#)
9. [Conflict Minerals Policy](#)
10. [Anti-Corruption and Anti-Bribery Policy](#)
11. Antitrust and Fair Competition Policy<sup>1</sup>
12. Gifts and Entertainment Policy<sup>1</sup>

<sup>1</sup> Internal document only

## 12 Principles of the Integrity Playbook

1. We protect our workforce and make health and safety our top priority.
2. We celebrate and respect diversity in the workplace.
3. We make fair employment decisions.
4. We contribute to a safer environment and enhance the well-being of our communities.
5. We conduct business with integrity by competing fairly and maintaining accurate records.
6. We design and manufacture safe and quality products.
7. We follow applicable laws.
8. We never bribe.
9. We avoid conflicts of interest.
10. We safeguard our assets, information and intellectual property.
11. We maintain confidentiality and appropriately communicate information.
12. We take responsibility for our actions to maintain a strong ethical culture and our reputation.

## Supporting a Speak-up Culture: Reporting and Investigations

We maintain a 24/7 multilingual Ethics Hotline available via telephone and online at [www.bcethics.com](http://www.bcethics.com). The hotline supports our “speak-up” culture which encourages employees and third parties to raise genuine concerns including those regarding accounting and financial reporting, business integrity, Company culture, health and safety and misuse or misappropriation of Company assets. Anonymous reporting is available where legally permitted and all reports are handled confidentially and investigated appropriately. Brunswick prohibits retaliation, including harassment, termination, other adverse action or the threat of adverse action against an employee who submits a good faith concern or who participates in a Company investigation, regardless of whether the allegation is proven to be true. In 2024, the Brunswick Ethics Office received 203 reports, or 1.34 reports per 100 employees. The appropriate resources investigated and closed out each report. Both the rate of reporting and the time to close were aligned with 2023 industry benchmarking data from NAVEX Global.

## Brunswick Recognition

Our commitment to upholding ethical standards is demonstrated by our recognition through the following awards:

**Forbes:** America’s Most Trustworthy Companies 2025

**Time:** World’s Best Companies 2024



## Ethics Program Enhancements

As a part of the holistic strategic action plan developed in 2023, which identified key execution priorities and enhancement opportunities to strengthen our organizational integrity and accountability, we continued to implement targeted and global ethics awareness initiatives across the enterprise. In 2024, key program enhancements, included:

- Published our first annual “Speak Up” Report to provide our employees with greater transparency into our investigation processes and bolster faith in organizational justice.
- Featured our executive management team in the development of our 12 Principles of the Integrity Playbook training video as part of a global training initiative to all employees, both salaried and hourly, certifying their commitment to the Integrity Playbook.

## Our Commitment to Human Rights

Brunswick is a signatory to the United Nations Global Compact and reinforces its stance in a standalone [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 we 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.

**2024 Ethics Milestones**

In 2024, our ethics and compliance team continued to advance our program by fostering strong employment engagement, introducing new resources, providing targeted on-site support and benchmarking our program to ensure alignment with industry leaders.

 <p>102 Ethics Counselors Provided Support</p>	 <p>8 Site Visits</p>	 <p>13 Learning Opportunities</p>	 <p>Launched 12 Principles to all Global Employees</p>
 <p>13,500+ Employees Trained</p>	 <p>13 Languages</p>	 <p>Across 25 Countries</p>	
 <p>Published First Annual Speak-Up Report</p>	<p>98%</p> <p>Annual Integrity Playbook Training (Salaried Employees)</p>	<p>91%</p> <p>12 Principles Training &amp; Certification (All Employees)</p>	

# Supply Chain Management

Brunswick's commitment to exceptional execution relies on the thousands of suppliers supporting our manufacturing capabilities and business needs. The quality and safety of our products and the resiliency of our business is tied to the sustainability of our supply chain, and that's why Brunswick's strong relationships with these partners are fundamental to the way we do business.

Brunswick's [Supplier Code of Conduct](#) sets core business principles and practices and we expect our suppliers worldwide to adhere to this Code. In addition to the enterprise Supplier Code of Conduct, Brunswick's divisions may also maintain their own supplier quality manuals. The Company also maintains the right to conduct on-site audits of its suppliers or provide training as necessary.

## Our Supplier Management Process

Brunswick's business divisions manage our supply chains to ensure strategic alignment with operational goals. Some of the key priorities for supply chain management include product quality, delivery, cost and sustainability.

Most suppliers receive performance reports on a routine basis. Critical suppliers – based on spend and/or a product's importance in the manufacturing process – are met with on a quarterly basis to evaluate performance indicators and business trends.

We also continually focus on the resiliency and diversification of our supply chains, ensuring supply chain availability and identifying additional sources for critical supplies.

Potential new suppliers must undergo a validation and approval process based on risk-based surveys and audits by the Company. Focus areas for potential supplier audits include compliance with applicable laws, regulations, industry standards and quality processes. Following the audit, new suppliers may also be subject to on-site inspections, onboarding training and/or product quality validation processes.

Brunswick ensures all supply chain employees are trained in 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.

## Conflict Minerals

Brunswick's supply chain management is focused on eliminating 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. Brunswick partners 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 Minerals Policy](#) and annual [Conflict Minerals Report](#) can be found on Brunswick's Policies and Practices webpage.

## Modern Slavery and Human Rights

As reflected in our Supplier Code of Conduct, Brunswick expects all suppliers to uphold local laws and follow International Labour Organization (ILO) standards. We do not tolerate child labor, forced labor or human trafficking in our supply chain. 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](http://www.bcethics.com) to Brunswick employees and other stakeholders.



# Information Security and Data Privacy

In today's modern world, strong information security is essential for business operations, compliance and brand protection. The mission of Brunswick's Information Security Program is to enable Brunswick to securely, reliably and safely deliver experiences on the water and beyond. We are committed to championing a program and culture of security as everyone's responsibility, grounded in security and privacy-by-design. We are committed to an information security strategy and program that follows constantly evolving best practices and leveraging the National Institute of Standards & Technology (NIST) CSF 2.0 framework.

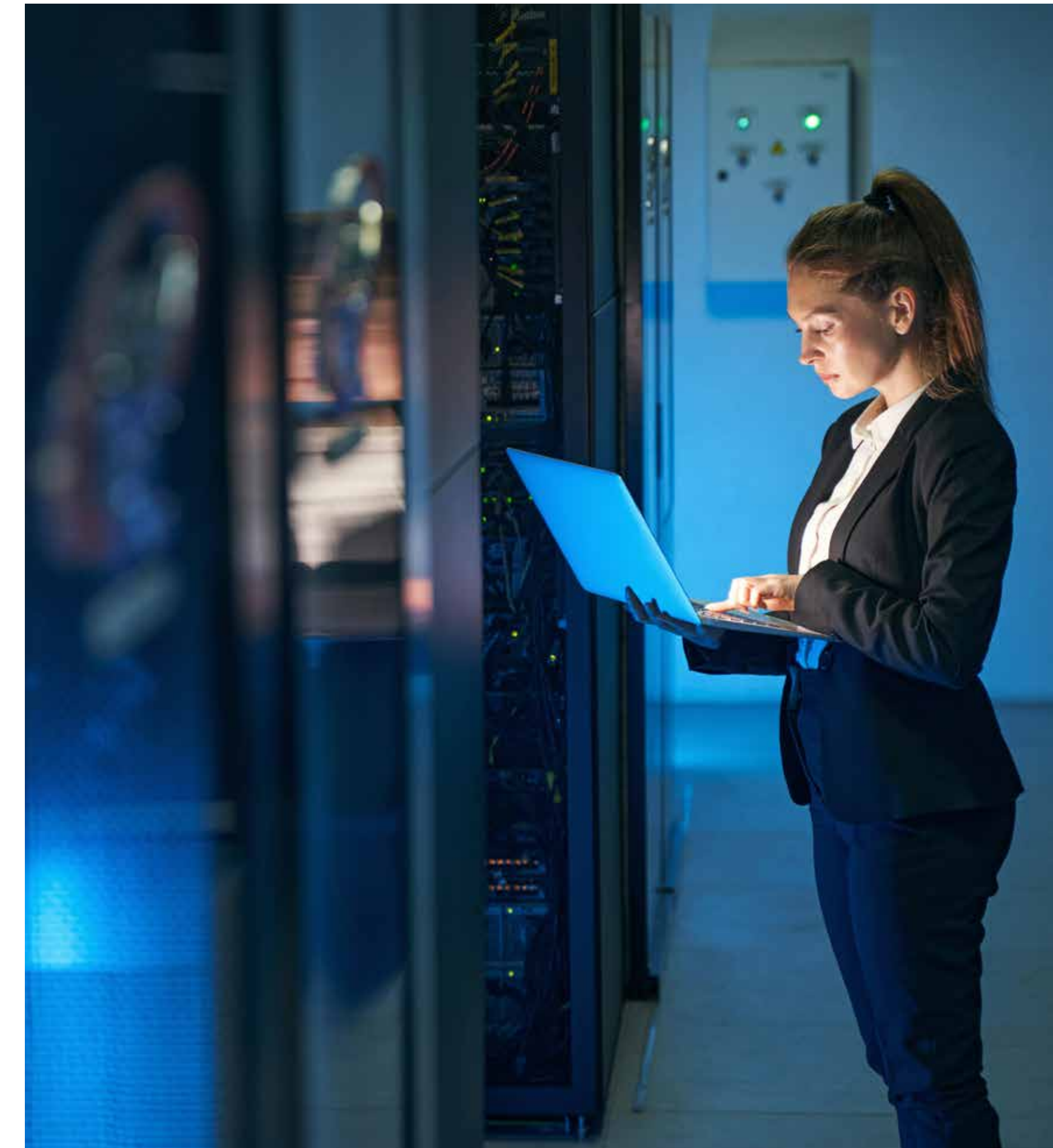
## Best Practices

- Policies and procedures for information security and data protection are posted for all employees on the Company's intranet site, plus broad expectations for all team members as defined in Brunswick's Integrity Playbook.
- A publicly available [Privacy Policy](#), translated into 21 languages, applies to any information collected by Brunswick and any of its affiliated or subsidiary companies.
- Audits of our privacy program are conducted by third parties on a standard cadence.
- An implemented defense strategy to prevent and detect unauthorized access is conducted.
- Continuous threat monitoring of infrastructure and systems, including vulnerability scans and analyses, is conducted.
- Mandatory annual cybersecurity, data protection and privacy training is assigned for all employees with Brunswick access.

- Monthly employee awareness campaigns and simulated phishing attempts are distributed for employees who have a company computer.
- Ransomware training and immersive cybersecurity tabletop experiences are provided for executive leadership.
- Implementation of formal continuity and business recovery procedures that are tested on a regular cadence.
- Third-party penetration tests are conducted on our systems and data.
- Documented artificial intelligence (AI) usage policies are communicated to employees to help prevent leakage of confidential data.

## Oversight of Information Security and Data Governance

Our data privacy and information security programs are led by a dedicated Chief Information Security Officer and 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 an Information Security Steering Committee to ensure alignment across all our businesses and geographies as well as provide a forum to discuss business initiatives, policy decisions, risks, risk tolerance levels and security requirements. Furthermore, we seek to operate in compliance with the European General Data Protection Regulation and other regional and state regulations.



# 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 of 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 Chief Communications Officer, 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, and reviewed by the Board of Directors on a regular cadence.

We conduct such activities in accordance with the Company's code of conduct 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

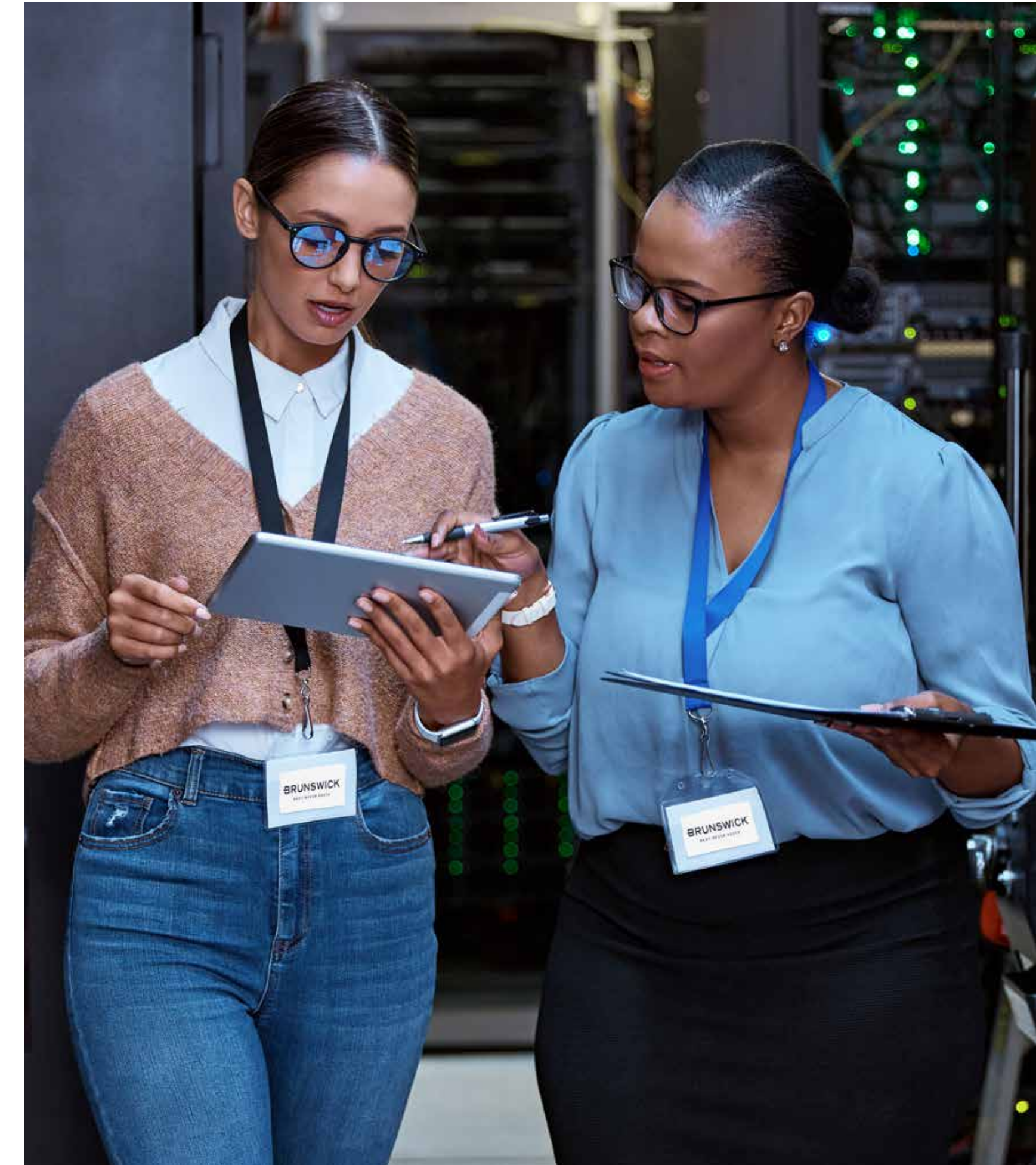
Brunswick and its leaders are members of numerous trade associations as part of our normal course of business. We support such associations for a wide range of reasons, including access to insights and research on new technologies, materials and processes opportunities for training and development for 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 European Boating Industry.

## Conservation Organizations

Brunswick and its divisions also contribute to 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

# Brunswick Key Brands

Segment	Key Brands				
 <b>Mercury – Propulsion</b>					
 <b>Mercury – Engine Parts &amp; Accessories</b>					
 <b>Navico Group – Power Systems + Electronics</b>					
 <b>Brunswick – Boat Group</b>					

# About This Report

This is Brunswick's sixth annual sustainability report and represents the entire enterprise. It was published in May 2025 and is available in digital format at [www.brunswick.com](http://www.brunswick.com). Sustainability-related topics are also reflected in our Annual Report and Proxy Statement. These documents are published at <https://www.brunswick.com/investors/sec-filings>.

We are committed to maturing our reporting coverage and transparency over time. During 2024, Brunswick advanced its sustainability program with the implementation of a data management system for its energy, emissions and other environmental management data. The transition resulted in some year-over-year variations in emissions at the individual category level due to changes in emission factors or rounding of such factors. However, such variations were non-material at the category level or to combined Scope 1, 2 or 3 emissions.

This report is prepared with reference to the GRI Standards. 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.

Brunswick's global energy data, Scope 1, 2 and 3 greenhouse gas emissions and water consumption received [limited assurance](#) verification in accordance with ISO 14064-3: 2019 by the third-party firm Keramida. The data collection processes and methodologies used for this report have been reviewed by the Company's internal audit organization.

For questions or comments about this report, please contact [Sustainability@Brunswick.com](mailto:Sustainability@Brunswick.com).

## Forward-Looking Statements

Certain statements in this 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," "estimate," "believe," "predict," "outlook," and similar expressions are intended to identify forward-looking statements. Forward-looking statements are not guarantees of future performance and involve certain risks and uncertainties that may cause actual results to differ materially from expectations as of the date of this news release. These risks include, but are not limited to: the effect of adverse general economic conditions, including rising interest rates, and the amount of disposable income consumers have available for discretionary spending; changes in currency exchange rates; changes to trade policy and tariffs, including retaliatory tariffs; fiscal and monetary policy changes; adverse capital market conditions; competitive pricing pressures; higher energy and fuel costs; managing our manufacturing footprint and operations; loss of key customers; international business risks, geopolitical tensions or conflicts, sanctions, embargoes, or other regulations; actual or anticipated increases in costs, disruptions of supply, or defects in raw materials, parts, or components we purchase from third parties; supplier manufacturing constraints, increased demand for shipping carriers, and transportation disruptions; adverse weather conditions, climate change events and other catastrophic event risks; our ability to develop new and innovative products and services at a competitive price; absorbing fixed costs in production; our ability to meet demand in a rapidly changing environment; public health emergencies or pandemics; risks associated

with joint ventures that do not operate solely for our benefit; our ability to successfully implement our strategic plan and growth initiatives; attracting and retaining skilled labor, implementing succession plans for key leadership, and executing organizational and leadership changes; our ability to integrate acquisitions and the risk for associated disruption to our business; the risk that restructuring or strategic divestitures will not provide business benefits; our ability to identify and complete targeted acquisitions; maintaining effective distribution; dealer and customer ability to access adequate financing; inventory reductions by dealers, retailers, or independent boat builders; requirements for us to repurchase inventory; risks related to the Freedom Boat Club franchise business model; outages, breaches, or other cybersecurity events regarding our technology systems, which have affected and could further affect manufacturing and business operations and could result in lost or stolen information and associated remediation costs; our ability to protect our brands and intellectual property; an impairment to the value of goodwill and other assets; product liability, warranty, and other claims risks; legal, environmental, and other regulatory compliance, including increased costs, fines, and reputational risks; changes in income tax legislation or enforcement; managing our share repurchases; and risks associated with certain divisive shareholder activist actions.

Additional risk factors are included in the Company's Annual Report on Form 10-K for 2024 and in subsequent filings made with the Securities and Exchange Commission. 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. Additionally, Brunswick submitted its Communication of Progress in alignment with Ten Principles of the UN Global Compact during the summer of 2024.

## Good Health and Well-Being

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



## Gender Equality

Brunswick is committed to empowering, supporting and providing equitable opportunities for women in our workforce. Women make up one-third of our Executive Officers and 29% of our total global workforce.



## Affordable and Clean Energy

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



## 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 fair wages, comprehensive benefits and a safe work environment.



## 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. Our use of life cycle assessment in product development enables us to identify opportunities for conserving resources. 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.



## Life Below Water

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



# Data Tables

Energy	2022	2023	2024
Total energy consumption (TJ)	2,339	2,231	2,124
Electricity consumption	744	735	647
Fuel consumption	1,595	1,496	1,477
Energy intensity total (GJ/net sales U.S. \$ million)	343	349	406
Electricity intensity	109	115	124
Fuel intensity	234	234	282
Emissions	2022	2023	2024
GHG emission from operations total (metric tons CO <sub>2</sub> e)	195,505	184,299	161,775
Scope 1 absolute	90,619	84,853	82,745
Scope 2 absolute, location-based	121,358	113,704	93,568
Impact of market-based emission factors and VPPAs	-16,472	-14,258	-14,536
GHG emissions intensity total (metric tons CO <sub>2</sub> e/net sales U.S. \$ million)	28.8	28.7	30.9
Scope 1 intensity	13.3	13.2	15.8
Scope 2 intensity, market-based	15.4	15.5	15.1
GHG emissions from Scope 3 sources (metric tons CO <sub>2</sub> e)	4,417,908	4,054,141	2,737,904

## Methodologies and Boundaries

### ENERGY CONSUMPTION AND INTENSITY

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.

### 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 global warming potential (GWP) rates from the IPCC assessment reports based on a 100-year timeframe.

### ENERGY-INDIRECT (SCOPE 2) GHG EMISSIONS

Energy-related indirect (Scope 2) GHG emissions are from electricity consumption at approximately 100 separate facilities, making up all of our major operations. Small distribution facilities, small sales offices and Freedom Boat Club leased marina space may be excluded from reporting and are not material contributors to consumption. Market-based emissions factors were used, when available. The location-based 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 or NIR emission factors for Canada. The GWP rates are from the IPCC assessment reports based on a 100-year time frame. Carbon intensity metrics transitioned to market-based for this year's report, including the benefit of VPPAs; as such, 2022 and 2023 intensity data in this report differs from Brunswick's prior sustainability reports.

### RESTATED 2022 ENERGY USAGE AND GHG EMISSIONS

During 2023, Brunswick advanced the boundaries and accuracy of energy reporting and carbon accounting methodologies for Scopes 1, 2 and 3, as detailed in the Company's 2023 Sustainability Report. Energy and GHG emissions data for 2022 was restated to incorporate these improvements and provide a consistent year-over-year comparison. As such, 2022 data reported in this report differs from data reported in Brunswick's 2022 Sustainability Report.

**Renewable Energy Credits** Retired on March 14, 2025 on behalf of Mercury Marine

Project and Location	Vintage	Quantity
Ledgeview Solar REP – Wisconsin	2024-08-01	67
Ledgeview Solar REP – Wisconsin	2024-09-01	514
Ledgeview Solar REP – Wisconsin	2024-10-01	733
Ledgeview Solar REP – Wisconsin	2024-11-01	313
Ledgeview Solar REP – Wisconsin	2024-12-01	268

Water	2022	2023	2024
Water usage total (million liters)	621	532	403

Hazardous Waste	2022	2023	2024
Hazardous waste total (metric tons)	688	703	506
Hazard waste treatment methods (percent of total)			
Landfill		15%	20%
Fuel blending		28%	32%
Incineration		1%	3%
Recycling		7%	44%
On-site recycling		2%	0%
Wastewater treatment		47%	1%

Volatile Organic Compounds (VOC) Emissions	2022	2023	2024
VOC emissions total (metric tons)	702	699	586

Occupational Safety	2022	2023	2024
Total recordable incident rate (TRIR)	1.34	1.43	1.49
Lost-time incident rate (LTIR)	0.27	0.32	0.30
Days away, restricted or transferred (DART)	0.74	0.64	0.78

**Methodologies and Boundaries**

**WATER USAGE**

Water data represents usage at 47 plants or facilities, some of which required water as part of the production process or for product testing.

**HAZARDOUS WASTE**

We monitor hazardous waste generation and report on such materials following country-specific regulations. For 2024, our reporting covers 29 facilities that had hazardous waste generation, as defined by EPA standards, during the year. This includes one facility in New Zealand, four in Mexico and the remainder in the U.S. Please note, not all facilities generate hazardous waste that requires reporting in each year. Non-hazardous waste streams are not currently consistently measured at most of our facilities.

**VOLATILE ORGANIC COMPOUNDS (VOC)**

Emissions reported are Actual Emissions of Pollutants, as reported to regulatory agencies if applicable. VOC data for 2024 includes 14 facilities (11 in the United States and 3 in Mexico). This represents an increase of one additional facility reporting VOC data. Prior years were not adjusted to reflect the addition of this site.

**OCCUPATIONAL SAFETY**

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



# GRI Content Index

Brunswick has reported with reference to the GRI Standards for the period January 1, 2024 through December 31, 2024 using GRI 1: Foundations 2021.

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	Brunswick <a href="#">Form 10-K for FY2024</a> , pages 1-6
	2-2 Entities included in the organization’s sustainability reporting	About This Report, page 53
	2-3 Reporting period, frequency and contact point	About This Report, page 53
	2-5 External assurance	Environmental Sustainability, page 19 and 24
	2-6 Activities, value chain and other business relationships	Brunswick <a href="#">Form 10-K for FY2024</a> , pages 2-5
	2-7 Employees	Workforce Demographics, page 30
	2-8 Workers who are not employees	Workforce Demographics, page 30
	2-9 Governance structure and composition	Brunswick <a href="#">2025 Proxy Statement</a> , pages 22-24 and 27-29
	2-10 Nomination and selection of the highest governance body	Brunswick <a href="#">2025 Proxy Statement</a> , pages 25-26
	2-11 Chair of the highest governance body	Brunswick <a href="#">2025 Proxy Statement</a> , page 23
	2-12 Role of the highest governance body in overseeing the management of impacts	Oversight of Sustainability Topics, pages 44 Brunswick <a href="#">2025 Proxy Statement</a> , pages 28-29 and 32-34
	2-13 Delegation of responsibility for managing impacts	Oversight of Sustainability Topics pages 44 Brunswick <a href="#">2025 Proxy Statement</a> , pages 28-29 and 32-34
	2-14 Role of the highest governance body in sustainability reporting	Oversight of Sustainability Topics, pages 44 Brunswick <a href="#">2025 Proxy Statement</a> , page 29
	2-15 Conflicts of interest	Brunswick <a href="#">Conflicts of Interests Policy</a>
	2-16 Communication of critical concerns	Ethics Program, pages 45-47; Brunswick’s <a href="#">Integrity Playbook</a> , pages 26-27

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021 (cont.)	2-17 Collective knowledge of the highest governance body	Brunswick <a href="#">2025 Proxy Statement</a> , page 24
	2-18 Evaluation of the performance of the highest governance body	Brunswick <a href="#">2025 Proxy Statement</a> , page 24
	2-19 Remuneration policies	Brunswick <a href="#">2025 Proxy Statement</a> , pages 42-68
	2-20 Process to determine remuneration	Brunswick <a href="#">2025 Proxy Statement</a> , pages 42-68
	2-21 Annual total compensation ratio	Brunswick <a href="#">2025 Proxy Statement</a> , page 64
	2-22 Statement on sustainable development strategy	Alignment with United Nations Sustainable Development Goals, pages 8 and 54
	2-23 Policy commitments	Brunswick <a href="#">Policies, Practices &amp; Standards</a>
	2-26 Mechanisms for seeking advice and raising concerns	Ethics Program, pages 45-47 Brunswick's <a href="#">Integrity Playbook</a>
	2-27 Compliance with laws and regulations	Brunswick's <a href="#">Integrity Playbook</a>
	2-29 Approach to stakeholder engagement	Brunswick <a href="#">2022 Sustainability Report</a> , pages 12-13
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Brunswick <a href="#">2022 Sustainability Report</a> , page 13 During 2025, Brunswick began efforts to revisit its ESG material topics from a double materiality perspective, aligned with guidelines from the European Financial Reporting Advisory Group, in anticipation of future European Corporate Sustainability Reporting Directive requirements. This work was underway at the time this report was published.
	3-2 List of material topics	Progress Towards Our Commitments, page 8 Brunswick <a href="#">2022 Sustainability Report</a> , page 66
	3-3 Management of material topics	Progress Toward Our Commitments, page 8

GRI Standard	Disclosure	Location
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Brunswick <a href="#">Form 10-K for FY2024</a> , page 14 Brunswick <a href="#">CDP Climate Change Questionnaire 2024</a> , 3.1, 3.6, 5.1, 5.2, 5.3
	201-3 Defined benefit plan obligations and other retirement plans	Brunswick <a href="#">Form 10-K for FY2024</a> , page 89-90
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Ethics in Actions, pages 45-47 Brunswick's <a href="#">Integrity Playbook</a> , pages 26-27
GRI 207: Tax 2019	207-1 Approach to tax	Brunswick <a href="#">Tax Strategy Statement</a>
	207-2 Tax governance, control and risk management	Brunswick <a href="#">Tax Strategy Statement</a>
	207-3 Stakeholder engagement and management of concerns related to tax	Brunswick <a href="#">Tax Strategy Statement</a>
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Greenhouse Gas Emissions, page 20; Data Tables, page 55
	302-3 Energy intensity	Greenhouse Gas Emissions, page 20; Data Tables, page 55
	302-4 Reduction of energy consumption	Greenhouse Gas Emissions, pages 18-20
GRI 303: Water and Effluents 2018	303-5 Water consumption	Water Usage, page 24. Data Tables, page 56
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Greenhouse Gas Emissions, page 20; Data Tables, page 55
	305-2 Energy indirect (Scope 2) GHG emissions	Greenhouse Gas Emissions, page 20; Data Tables, page 55
	305-3 Other indirect (Scope 3) GHG emissions	Greenhouse Gas Emissions, page 20; Data Tables, page 55
	305-4 GHG emissions intensity	Greenhouse Gas Emissions, page 20; Data Tables, page 55
	305-5 Reduction of GHG emissions	Greenhouse Gas Emissions, pages 18-20

GRI Standard	Disclosure	Location
GRI 306: Waste 2020	306-3 Waste generated	Environmental Management, pages 22-24; Data Tables, page 56
	306-4 Waste diverted from disposal	Environmental Management, pages 22-24; Data Tables, page 56
	306-5 Waste directed to disposal	Environmental Management, pages 22-24; Data Tables, page 56
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Brunswick Employee Benefits
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Employee Safety, page 37
	403-2 Hazard identification, risk assessment and incident investigation	Employee Safety, page 37
	403-4 Worker participation, consultation and communication on occupational health and safety	Employee Safety, page 37-39
	403-5 Worker training on occupational health and safety	Employee Safety, page 37
	403-6 Promotion of worker health	<a href="#">Brunswick Employee Benefits</a> Beyond Healthcare Basics, page 29; Brunswick Employee Safety, page 37-39
	403-8 Workers covered by an occupational health and safety management system	Employee Safety, pages 37-38
	403-9 Work-related injuries	Employee Safety, page 37
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Investing in Our Employees, page 27
	404-3 Percentage of employees receiving regular performance and career development reviews	Brunswick <a href="#">Form 10-K for FY2023</a> , page 11
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Workforce Demographics, page 29 <a href="#">2025 Proxy Statement</a> , page 24
GRI 415: Public Policy 2016	415-1 Political contributions	Public Policy Engagement, page 50

# TCFD References

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.	Management of Enterprise Risks, page 44 <a href="#">CDP Corporate Questionnaire 2024</a> 4.1.2
	Describe management's role in assessing and managing climate-related risks and opportunities.	<a href="#">CDP Corporate Questionnaire 2024</a> 4.3
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.	<a href="#">CDP Corporate Questionnaire 2024</a> 2.2
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	<a href="#">CDP Corporate Questionnaire 2024</a> 3.1, 3.6, 5.1, 5.2, 5.3
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<a href="#">CDP Corporate Questionnaire 2024</a> 5.1
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.	<a href="#">CDP Corporate Questionnaire 2024</a> 2.1, 2.2
	Describe the organization's processes for managing climate-related risks.	<a href="#">CDP Corporate Questionnaire 2024</a> 2.2
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	<a href="#">CDP Corporate Questionnaire 2024</a> 2.1, 2.2
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.	Greenhouse Gas Emissions, pages 18-20 <a href="#">CDP Corporate Questionnaire 2024</a> 7.52, 7.54
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Greenhouse Gas Emissions, pages 18-20 <a href="#">CDP Corporate Questionnaire 2024</a> 7.6-7.8, 12.1
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Brunswick's Sustainability Framework, pages 7-8 <a href="#">CDP Corporate Questionnaire 2024</a> 7.53, 7.54

# 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 15,000 employees operating in 25 countries. In 2024, Brunswick was named as one of the World’s Best Companies by TIME, one of America’s Best Large Employers by Forbes, one of America’s Greatest Workplaces by Newsweek and both America’s Most Trustworthy and Most Responsible by Newsweek. Brunswick was also among on Newsweek’s list of America’s Greenest Companies and USA Today and Statista’s Climate Leaders List.

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