



For the World
We Share

2025 Sustainability
and Impact Report

For the World We Share

At Carrier, our purpose is clear — **enhancing the lives we live and the world we share**. And every day, we are taking action. Reinventing the industry we pioneered more than 120 years ago. Creating breakthrough solutions that improve the human condition. Rethinking indoor environments to help people thrive today while building a more sustainable tomorrow. Reimagining homes and buildings to foster resilience. Connecting the cold chain to move food and lifesaving medicine around the globe. Strategically innovating to address the world's most critical challenges.

We are deepening customer centricity and accelerating innovation, guided by a clear purpose and vision, and driven by bold action. Because what we do matters.

With every product, every space and every solution, we are uniquely positioned to create a better future — for people, for our planet and for generations to come. For the World We Share.

Table of Contents

Introduction	3	Social	32
About This Report	3	People	33
A Message From Our Chairman & Chief Executive Officer	4	Culture & Engagement	34
About Carrier	5	Talent & Career Development	35
Operating Fundamentals	6	Inclusion	38
Carrier Sustainability & Impact Strategy	8	Employee Well-Being	40
		Health & Safety	42
		Corporate Social Responsibility	46
Environment	11	Governance	49
Greenhouse Gas Emissions & Energy	12	Leadership	50
Water	19	Enterprise Risk Management	51
Waste	20	Environmental, Health & Safety Management	52
		Human Rights	53
Sustainable Innovation	23	Responsible Supply Chains	55
Investing in Sustainable Innovation	24	Ethics & Compliance	58
Carrier Energy	25	Government Relations	60
Product Development	26	Corporate Policy Manual	60
Product Responsibility	30	Indices	61
		Data & Frameworks	62

About This Report

GRI 2-2, 2-4

Carrier’s 2025 Sustainability and Impact Report covers performance for calendar year 2024. Where relevant, we include information from 2025. The information and data included in this report are based on the best available information and data at publication and are subject to change. In some cases, data is estimated.

In January 2024, Carrier acquired Viessmann Climate Solutions. We incorporated data in disclosures for calendar year 2024.

In 2024, we divested our Global Access Solutions, Industrial Fire, Commercial Refrigeration and Commercial & Residential Fire businesses. This report includes data for these businesses through the divestiture date unless otherwise noted.

This report includes, where appropriate, references to Global Reporting Initiative (GRI) Standards. We also use other recognized frameworks in this report, including the Sustainability Accounting Standards Board (SASB) Standards.



David Gitlin

Chairman & Chief Executive Officer, Carrier

For more than a century, Carrier has helped shape modern life — pioneering technologies and solutions that enable how the world lives, works and grows. Today, we are building on our 123-year legacy with a clear purpose: **enhancing the lives we live and the world we share**. That purpose has never been more relevant. In 2024, the world experienced record-breaking temperatures and growing energy demands — stark reminders of the accelerating challenges of a changing climate. Meanwhile, global cooling demand is expected to triple by 2050. Carrier's solutions are more essential than ever before. From homes to hospitals, data centers to logistics networks, we deliver technologies that matter to people, communities and our planet.

In recognition of our progress, Carrier was honored in 2024 with the prestigious 40th annual Gold Medal Award for International Corporate Achievement in Sustainable Development from Tandem Global (formerly the World Environment Center). As a newly

transformed company, we are advancing our vision to be the global leader in intelligent climate and energy solutions, investing in cutting-edge technologies that support our customers.

Advancing Our Commitments

Following the completion of our defining **portfolio transformation** in 2024, including the successful acquisition of **Viessmann Climate Solutions**, a company with a 108-year legacy of innovation, we sharpened our focus on sustainable, differentiated lifecycle products, aftermarket and end-to-end systems offerings across the built environment and cold chain. Today, we are a new Carrier — focused on growth and impact. Our portfolio is strategically aligned with key global secular trends, including electrification, increasing demand for climate control and accelerated digitalization.

Since 2020, we have invested approximately **\$1.6 billion in sustainable research and development**, and we remain on track to meet our commitment to invest more than **\$4 billion by 2030 in innovations that will help reduce environmental impacts**. These investments are already delivering results. In the last five years, we have helped our customers avoid more than **490 million metric tons of greenhouse gas emissions**, demonstrating our ability to drive measurable, scalable impact.

In 2025, we announced a **\$1 billion commitment to U.S. manufacturing, innovation and workforce expansion** over the next five years. This includes building a state-of-the-art manufacturing facility and our TechVantage initiative, which aims to hire 1,000 U.S. service technicians and train more than 100,000 HVAC technicians and sales professionals within five years. Together, these efforts are expected to create thousands of highly skilled jobs in research and development, advanced manufacturing and field service within Carrier and its ecosystem, helping fuel more sustainable innovation from the ground up.

Innovating for Impact

Innovation powers our progress. In 2024, we launched **Carrier Energy**, our new organic startup within Carrier dedicated to delivering sustainable system-level offerings and energy solutions, including our U.S. **Home Energy Management System (HEMS)**. Carrier Energy is designed to help reshape the energy ecosystem by optimizing home energy management, providing grid flexibility and unlocking energy capacity to support economic growth.

Our integrated HEMS offering in Europe, high-efficiency liquid cooling and thermal management for data centers and digital platforms — Carrier Abound for buildings and Carrier Lynx for end-to-end visibility in transportation logistics — exemplify our commitment to innovations that are helping to power the digital economy more sustainably. Our offerings provide customers with the tools to navigate an increasingly complex and dynamic energy landscape.

Empowering Our People and Communities

Our phenomenal people drive our vision forward. We are committed to upskilling and training the future of Carrier to ensure our teams continue to thrive in a changing global landscape while meeting unprecedented future demand on our industry. Through expanded workforce education, including new training centers that grow our apprentice programs and teach our service technicians new skills, and our Catalyst senior leadership development program launched in 2024, we strive to create a workplace that inspires innovation, collaboration and excellence. These programs are shaping a workforce ready for what's next.

Since becoming an independent company in 2020, our engagement and inclusion scores have improved by seven and eight points, respectively, and in 2024, **we exceeded global benchmarks for the third consecutive year**. As always, *The Carrier Way* continues to serve as the foundation for how we work, lead and thrive,

reflecting how our purpose, vision, values and culture work together to help us achieve our goals as one team.

Collaborations that empower people, help reduce our impacts on the planet and strengthen our communities are also part of Carrier's strategy to advance our sustainability efforts. In 2024, we announced a three-year, more than **\$1 million grant to C40 Cities** to promote sustainable cooling in select cities worldwide, creating a cooling energy road map and assessing the impact of rising temperatures in urban areas. This year, one way we are advancing our purpose is through working with the **Arbor Day Foundation** to plant **5 million trees by 2030**, helping to improve air quality, generate oxygen, address urban heat and drive meaningful impact for forest ecosystems and communities for future generations.

In 2024, we also participated in Climate Week NYC, amplifying our sustainability advocacy and engaging directly with global stakeholders on collaborative, practical and scalable ways to decarbonize the built environment.

Looking Ahead

With our world-class team, a differentiated portfolio of climate and energy solutions and a unifying purpose and vision reflected in our bold new brand identity, Carrier is well positioned to lead amid some of the most complex climate and energy challenges in the world. We are proud of the progress we have made, but we are even more energized by what lies ahead. Together, we will continue advancing solutions that make life better and help shape a more sustainable future for the world we share.

David Gitlin

Chairman & Chief Executive Officer, Carrier

About Carrier

Carrier is a global leader in intelligent climate and energy solutions, pioneering sustainable innovations in climate technologies.

Founded by Willis Carrier, the inventor of modern air conditioning, we have been shaping industries and enhancing lives for more than a century. With approximately 48,000 employees across 160 countries and more than 35 trusted brands, Carrier serves customers through four business segments: Climate Solutions Americas; Climate Solutions Europe; Climate Solutions Asia Pacific, Middle East & Africa; and Climate Solutions Transportation.

Our solutions enable healthier, more efficient and more sustainable environments in homes and buildings, and help ensure the safe transportation of food, medicine and vaccines. Grounded in our purpose — we continue to lead through relentless innovation and a deep commitment to customer success, delivering cutting-edge solutions that bring comfort, safety and sustainability to life.

Carrier. For the World We Share.



\$22.5B
Net sales in 2024



~160
Countries



35+
Brands



80+
New products in 2024



\$686M
Research and
development in 2024



~48,000
Employees in 2024

Read in conjunction with [Form 10-K](#).

Operating Fundamentals

The Carrier Way, Leading People The Carrier Way and Carrier Excellence serve as the basis for how we operate our company and drive success — as one team.

The Carrier Way

The Carrier Way outlines our purpose, vision, values and cultural behaviors.

Leading People The Carrier Way

Leading People The Carrier Way sets expectations for people leaders and how we build the best teams.



The Carrier Way

Purpose

Our **why** — our reason for being, the impact we have on the world.

Enhancing the Lives We Live and the World We Share

Vision

Our **ambition** — who we aspire to be, where we are going.

To be the Global Leader in Intelligent Climate and Energy Solutions

Values

Our **absolutes** — the guiding principles for everything we do.

Respect | Integrity | Inclusion
Innovation | Excellence

Culture

Our **behaviors** — how we work and win together.

Passion for Customers
We win when our customers win.

Play to Win
We strive to be #1 in everything we do.

Choose Speed
We focus and move with a bias for action.

Dare to Disrupt
We innovate and pursue sustainable solutions.

Collaborate to Achieve Results
We work as one team to perform, with integrity.

Build Best Teams
We empower world-class teams, enriched by diversity.



Leading People The Carrier Way



Talent Philosophy

Guiding principles for how People Leaders develop talent and Build Best Teams.

We value BEHAVIORS while achieving results.
We use the “what” and the “how” to assess performance and potential. We role model *The Carrier Way* behaviors and hold each other accountable to do the same.

We DEVELOP and help our people grow.
We support a culture of growth, valuing experiences and cross-company movement to accelerate development. Employees own their development, with support from their leader.

We are TRANSPARENT and give real-time feedback.
We discuss performance and potential, so all employees can grow and succeed. Leaders and employees give and receive two-way feedback candidly and constructively.

We PERFORM by setting stretch goals.
We coach for higher performance, raise the bar every year, hold individuals and teams accountable and take timely action.

We DIFFERENTIATE based on contributions.
We recognize and reward both high performance and high potential through differentiated investment, development, compensation and career progression.

Leader Success Model

Expectations for how People Leaders lead others.

Think “Outside In”
Seek market-leading solutions. One Carrier always. Know and amaze your customers.

Define the Future Boldly
Think Big, take risks, inspire ideas. Make change comfortable. Try, learn, celebrate.

Generate Energy
Connect people to purpose, empower. Lead inclusively, ignite optimism. Choose mission over self.

Own Outcomes
Simplify, prioritize and focus. Anticipate, adjust, clear the path. Make it happen, together.

Carrier Excellence

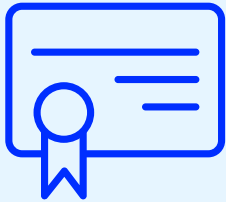
Carrier Excellence is our enterprise-wide operating system for aligning our goals and embedding daily management and problem solving to achieve those goals.

It is more than a set of tools—it's a growth and continuous improvement mindset that encourages us to take a disciplined approach to developing our skills, improving our work and delivering customer value.

It is both what we do and how we do it to become effective and efficient.



Recognition



- Awarded a **Silver Medal**
EcoVadis, 2024
- Among the **Most Trusted Companies in America**
Forbes, 2024
- Achieved **Prime ESG Corporate Rating**
ISS ESG, 2024
- Achieved **ESG Leader Rating**
MSCI ESG Ratings, 2024
- Awarded a **Gold Medal for International Corporate Achievement in Sustainable Development**
Tandem Global (formerly World Environment Center), 2024

Carrier Sustainability & Impact Strategy

GRI 2-6, 2-12

Our sustainability and impact strategy is founded on our materiality assessment and ongoing engagement with our stakeholders across our value chain. It is reinforced by our [2030 sustainability and impact goals](#), associated policies and programs, and performance monitoring and improvement. The strategy is embedded into our corporate culture. Learn more about our [governance and oversight](#).

Upstream

Raw Material Sourcing

Materials used by Carrier to create our portfolio of products

Inbound Transport and Logistics

Transportation of materials and products to Carrier facilities

Vendors

Component suppliers and other ancillary services

Carrier

Operations

Our offices, manufacturing sites, research and design facilities, and distribution centers

Outbound Transportation and Product Installation

Logistics and transportation associated with the delivery of Carrier products to customers, and the installation, service and repair of Carrier products

Downstream

Customers

Dealers and distributors, and building owners and operators

Consumers

Commercial and industrial end users, and homeowners

Product End of Life

Disposal of products and packaging, including recycling

Materiality Assessment

GRI 3-1, 3-2, 3-3

Materiality Process

Carrier takes a transparent and data-driven approach to identifying what is important to our business, stakeholders and the environment. It informs our products, operations, investments and transformation toward becoming the leader in intelligent climate and energy solutions.

We conducted a materiality assessment to identify potential material topics based on industry trends, best practice reporting frameworks and input from [internal and external stakeholders](#). This assessment considered our entire value chain, including upstream suppliers, downstream customers and consumers, and our operations. The topics were prioritized based on their relevance to Carrier, determined through key stakeholder engagement.

Material Topics

Environmental	Products	Social & Workforce	Economic
<ul style="list-style-type: none"> Greenhouse gas (GHG) emissions and energy Environmental responsibility 	<ul style="list-style-type: none"> Innovation and efficiency Product safety and quality Cybersecurity and data privacy 	<ul style="list-style-type: none"> Stakeholder engagement Talent attraction and retention Occupational health and safety Inclusion Human and labor rights Community engagement 	<ul style="list-style-type: none"> Ethics and compliance Corporate governance

Sustainability topics are often linked to one another, and their interdependencies have been considered in our reporting and in the design of our programs.

We are continuing to develop and refine a Double Materiality Assessment to evaluate the environmental and social impacts as well as the financial materiality of sustainability topics for Carrier.

Stakeholder Engagement




GRI 2-25, 2-26, 2-28, 2-29, 3-3, 207-3, 413-1

Carrier advances the long-term interests of our company and our shareowners by actively engaging our stakeholders. In addition to ongoing direct engagement, stakeholders can contact Carrier anonymously by phone or online through our [Speak Up program](#) or through various channels accessible via our [corporate website](#).

Stakeholders	Areas of Interest	How We Engage	
<u>Customers and Consumers</u> Purchasers of Carrier products and services	<ul style="list-style-type: none"> Quality of products and services Safety of products during installation and in use Sustainability performance of products and services Ethics and compliance 	<ul style="list-style-type: none"> Customer meetings and materials Carrier Voice of the Customer Customer satisfaction surveys Customer sustainability surveys Product environmental declarations, product labeling and certifications 	
<u>Shareowners and Investors</u> Individuals or organizations that invest in Carrier	<ul style="list-style-type: none"> Financial performance Risk management Sustainability strategy Organizational transparency 	<ul style="list-style-type: none"> Investor meetings and materials Earnings releases Sustainability disclosures ESG raters and rankers 	
<u>Employees</u> Individuals employed by Carrier	<ul style="list-style-type: none"> Culture and engagement Inclusion Learning and career development Talent management Health and safety Environmental management Employment and benefits Ethics and compliance Labor relations 	<ul style="list-style-type: none"> <i>The Carrier Way</i> and <i>Leading People The Carrier Way</i> Career profiles Mentoring <i>Pulse</i> Employee Engagement Surveys Employee Resource Groups <i>Performance Connections</i> conversations, including goal alignment, development and feedback 	
<u>Suppliers</u> Direct and indirect suppliers	<ul style="list-style-type: none"> Management and disclosure of environmental, social and governance risks Protection of workers' human rights Ethics and compliance 	<ul style="list-style-type: none"> Supplier Code of Conduct Carrier Alliance program EcoVadis sustainability questionnaire Industry organizations 	
<u>Local Communities</u> Local residents, local governments, community groups and charities	<ul style="list-style-type: none"> Local employment and local economic development Philanthropic activities, including donations and volunteerism Educational opportunities Community outreach 	<ul style="list-style-type: none"> Direct engagement through local activities Carrier's Our Communities webpage 	
<u>Government</u> Local, state and federal governments and regulators	<ul style="list-style-type: none"> Monitoring, advocacy and compliance: <ul style="list-style-type: none"> Federal, state and local laws and regulations Tax policies and product incentives Trade policy for finished goods and global supply chain Ethics and compliance 	<ul style="list-style-type: none"> Industry associations Direct engagement Public-private partnerships Input into rulemaking processes 	
<u>Nonprofit Organizations and Trade and Industry Associations</u> Organizations that function independently of governments	<ul style="list-style-type: none"> Compliance with regulations Development and implementation of codes and standards Collaboration to address topics involving the HVAC-R industry 	<ul style="list-style-type: none"> Corporate dialogues and working groups Direct discussions with organizations Carrier's Sustainability webpage Carrier's Our Communities webpage 	
<u>Academia</u> Academic institutions that have subject matter expertise in our areas of operation	<ul style="list-style-type: none"> Product innovation Public health and well-being Environmental sustainability 	<ul style="list-style-type: none"> Research studies Product development Recruiting and mentorship 	

Progress Toward Our 2030 Sustainability and Impact Goals

Carrier is charting a path to a more sustainable future. Our 2030 goals underscore Carrier’s commitment to the things that matter and to continuously challenge ourselves to think bigger and to be better. Expanding on three decades of environmental targets, our goals include measures to reduce impact on our planet, and support our people and our communities through sustainable solutions, investments and practices. We strive to be a catalyst for positive and sustainable change as we innovate, empower our people and operate with integrity. That is *The Carrier Way*. Carrier received validation of our near- and long-term greenhouse gas emission-reduction goals in line with the Science Based Targets initiative to limit global warming to 1.5°C above pre-industrial temperatures. In accordance with this initiative, we unveiled our [road map to achieve net-zero greenhouse gas emissions](#) across our value chain by 2050.

	2030 Goal	2024 Progress
<div>  <div>Planet</div> </div>	Achieve net-zero greenhouse gas emissions across our value chain by 2050. ¹	
	<ul style="list-style-type: none"> Reduce absolute Scope 1 and 2 GHG emissions by 42% by 2030, from a 2021 baseline.¹ Reduce absolute Scope 3 GHG emissions by 25% by 2030, from a 2021 baseline.¹ 	28% of electricity consumption from renewable energy sources in 2024 ² 20% decrease in absolute Scope 3 GHG emissions compared with 2021 ³
	Invest over \$4B to develop intelligent climate and energy solutions that reduce environmental impacts.	~\$1.6B invested in sustainable research and development since 2020
	Avoid more than 1 gigaton of customer greenhouse gas emissions .	490M+ metric tons of GHG emissions avoided since 2020 by customers using our high-efficiency and lower global warming potential refrigerant products
	Achieve carbon neutral operations.	28% of electricity consumption from renewable energy sources in 2024 ²
	Reduce energy intensity by 10% across our operations.	3% reduction in energy intensity compared with 2021
	Deploy water stewardship programs across our global operations, prioritizing water-scarce locations .	5% decrease in total water withdrawals compared with 2023 ⁴
	Divert more than 95% of operational waste from landfill disposal .	96% of operational waste was diverted from landfill disposal in 2024
<div>  <div>People</div> </div>	Exceed benchmark employee engagement .	77 engagement score on our <i>Pulse</i> Employee Engagement Surveys in 2024, above benchmark ⁵
	Aspire to have an inclusive workforce .	76 inclusion score on our <i>Pulse</i> Employee Engagement Surveys in 2024, above benchmark ⁵
	Foster the growth of Employee Resource Groups to drive impact.	~100 events and activities held in 2024 by our six global Employee Resource Groups, open to all employees, with a focus on inclusion and allyship
	Achieve world-class safety performance: 0.25 total recordable incident rate and 0.10 lost-time incident rate.	0.32 total recordable incident rate and 0.15 lost-time incident rate in 2024
<div>  <div>Communities</div> </div>	Promote sustainability and positively impact communities and our workforce through education, partnerships, programs and volunteering our time and talent.	~\$12M donated to communities in 2024 through cash and in-kind donations and through the Carrier Matching Gifts Program; and 20K+ employee volunteer hours logged through our second-year volunteer program

¹ Validated by the Science Based Targets initiative.

² Renewable energy sources include both solar electricity generated on-site and purchased electricity from renewables.

³ Calculated based on our Scope 3.11 and 3.12 GHG emissions, which together account for the majority of our total Scope 3 GHG emissions. For details on our greenhouse gas accounting, see our [Greenhouse Gas Inventory](#).

⁴ Water withdrawal includes water from the following sources: third-party water, groundwater and surface water.

⁵ Full-year results reflect the average of the three 2024 surveys. Viessmann Climate Solutions began participating in the October survey. Employees from companies divested in 2024 are included through the divestiture date. The engagement score is in response to the question, “How happy are you working at the company?” The inclusion score is in response to the statement, “I feel a sense of belonging at the company.” The 2024 benchmarks are global external benchmarks provided by Carrier’s third-party engagement survey provider.

Environment

Carrier is committed to enhancing the lives we live and the world we share. We embed environmental responsibility throughout our operations and value chain — designing, sourcing, producing and delivering innovative solutions that help reduce greenhouse gas emissions, conserve resources and advance sustainability. Guided by our sustainability and impact strategy, we apply high standards, data-driven practices and continuous innovation to drive meaningful, measurable impact for our customers, communities and the planet.

→	Greenhouse Gas Emissions & Energy	12
→	Water	19
→	Waste	20

Greenhouse Gas Emissions & Energy

Our Greenhouse Gas Inventory

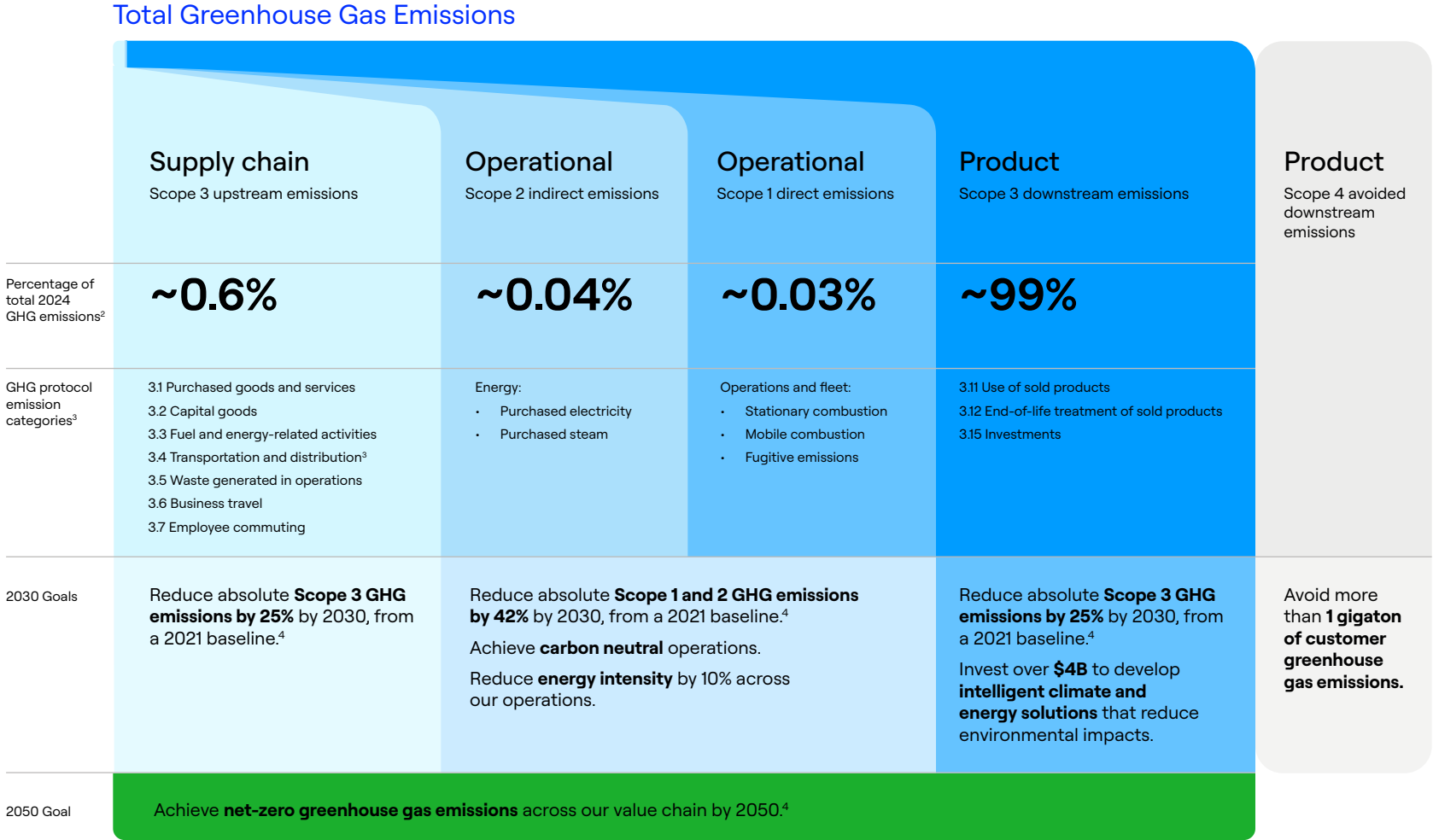
In 2024, we completed a greenhouse gas (GHG) emissions inventory, aligned with the GHG Protocol Corporate Accounting and Reporting Standard,¹ covering Scope 1, 2 and 3 emissions. Scope 3 emissions account for more than 99% of our GHG emissions, with the majority stemming from the use of our products. Scope 1 and Scope 2 each represent less than 0.1%. Learn more about our [GHG emissions inventory](#).

As part of our [2030 sustainability and impact goals](#), we set science-based targets to reduce our emissions across all scopes — validated by the Science Based Targets initiative. These targets include key milestones as we progress toward our goal of achieving net-zero GHG emissions across our value chain by 2050.

We have also committed to avoiding more than 1 gigaton of customer GHG emissions by 2030 — an ambitious goal that reflects our vision to be the global leader in intelligent climate and energy solutions.

Carrier's Value Chain Emissions

GRI 305-1, 305-2, 305-3



¹ Using GHG Protocol Corporate Accounting and Reporting Standard (WBCSD & WRI, 2004), GHG Protocol Scope 2 Guidance (WBCSD & WRI, 2015), GHG Protocol Corporate Value Chain (Scope 3) Standard (WBCSD & WRI, 2011) and GHG Protocol Scope 3 Calculation Guidance (WBCSD & WRI, 2013).

² For details on our greenhouse gas accounting, see our [Greenhouse Gas Inventory](#). Using Scope 2 market-based accounting. Percentages do not add up to 100% due to rounding.

³ Includes GHG protocol emission categories applicable to Carrier.

⁴ Validated by the Science Based Targets initiative.

Road Map to Net Zero

We are evolving our business to achieve net-zero greenhouse gas emissions across our value chain by 2050. Learn more about our [Road Map to Net Zero](#).

Reducing Scope 3 Greenhouse Gas Emissions From Products in Use

GRI 305-5

Our products, services and digital capabilities help customers meet their energy, greenhouse gas emission and food-waste reduction goals. Heat pumps, all-electric refrigeration solutions, connected technologies and the use of refrigerants with lower global warming potential (GWP) are some of the ways we are improving efficiencies in buildings, in homes and across the cold chain.

Our Scope 3 greenhouse gas emissions account for more than 99% of our total emissions, primarily driven by the use of our products — totaling 541,050,110 metric tons of CO₂e. As part of our sustainability and impact goals, we are targeting a 25% absolute reduction in Scope 3 emissions by 2030, based on a 2021 baseline. In 2024, we have achieved a 20% reduction, driven by — among others — product innovations, portfolio changes and market demand.¹

In addition, our 2030 goals include investing over \$4 billion to develop intelligent climate and energy solutions that reduce environmental impacts and helping our customers avoid more than 1 gigaton of GHG emissions.

Since 2020, our high-efficiency and lower GWP refrigerant products have enabled customers to avoid more than 490 million metric tons of GHG emissions, which is equal to the annual energy use of more than 65 million U.S. homes. Learn more about our [methodology and progress](#).

We are driving our net-zero strategy through:

- 1 Energy Mix Optimization**
 Delivering a portfolio of efficient products that minimize customer energy use, unlock and accelerate growth.
- 2 Digitally Enabled Energy Solutions**
 Integrating energy management and digital solutions across our product portfolio to build grid resiliency.
- 3 Refrigerants**
 Using lower GWP refrigerants to reduce the emissions of our products while in use.
- 4 Sustainable Materials**
 Designing products with materials that have lower embodied carbon.

Learn more about our [sustainable investments](#).

Energy Efficiency

GRI 302-2 / SASB RT-EE-410a.3

We incorporate a [sustainable design](#) approach during the Product Development Process. We design products that meet or exceed energy-efficiency standards set by external standard-setting bodies such as the American Society of Heating, Refrigerating and Air-Conditioning Engineers; the U.S. Environmental Protection Agency's ENERGY STAR program; and other standards set at the country, state and local level.

Carrier's new Infinity Variable-Speed Ultimate Cold Climate Heat Pump with Greenspeed Intelligence is our most advanced heat pump for the North American market, providing premium energy savings with extremely quiet performance and premium comfort features. It is among the most efficient U.S. Department of Energy cold climate qualifying heat pumps, boasting up to 21.2 SEER2, 13.5 EER2 and 10.5 HSPF2. It maintains 100% heating capacity at 0 degrees Fahrenheit and continues to operate in temperatures ranging from -23 degrees Fahrenheit² to 125 degrees Fahrenheit.



In 2025, we unveiled Carrier QuantumLeap Data Center Solutions, a comprehensive suite of purpose-built solutions designed to support the rapidly expanding data center industry. From chip to chiller, Carrier can deliver end-to-end thermal and integrated management through intelligent cooling, digital controls, predictive monitoring and comprehensive, tailored service solutions, ensuring real-time optimization, adaptability and efficiency across data center operations. This scalable systemwide approach maximizes performance and energy efficiency in even the most demanding environments. Learn more about [Carrier QuantumLeap Data Center Solutions](#).



¹The progress toward our Scope 3 goal is calculated based on our Scope 3.11 and 3.12 GHG emissions, which together account for the majority of our total Scope 3 GHG emissions. For details on our greenhouse gas accounting, see our [Greenhouse Gas Inventory](#).

²Operation down to -23 degrees Fahrenheit was demonstrated in Carrier labs.

Digitally Enabled & Energy Solutions

Connected platforms, integrated solutions and value-added services are powering Carrier's transition from an equipment manufacturer to a provider of digitally enabled lifecycle solutions. We combine our hardware solutions with software, data and artificial intelligence to create smarter buildings and homes and a more connected cold chain. Our innovative, cloud-based platforms make Carrier an integral part of customer ecosystems, driving recurring revenue opportunities. Across all business segments, insights from our connected devices help increase energy efficiency, optimize performance and implement solutions before issues arise.

Carrier Abound

Carrier Abound provides digitally connected lifecycle solutions and services for diverse building portfolios that enable building management to improve energy efficiency and asset performance, enhance occupant comfort and productivity, and streamline compliance reporting.

Carrier Abound surpassed 6.3 billion kilowatt-hours¹ of cumulative energy savings for clients worldwide by year-end 2024. This is equivalent to the amount of GHG emissions from more than 992,000² gasoline-powered passenger vehicles driven for one year.

Our Abound Net Zero Management solution tracks and reports energy and GHG emissions to help building owners and managers prioritize specific reduction measures to meet their energy and sustainability goals.



Carrier Lynx

Carrier Lynx digital ecosystem offers a suite of advanced analytics solutions that provides customers with enhanced visibility, increased connectivity and actionable intelligence across their cold chain operations. Carrier Lynx helps reduce loss and supports real-time decisions, ensuring foods and lifesaving medications safely reach people around the world.

Refrigerants

SASB RT-EE-440a.1, RT-IG-440a.1

Carrier focuses on delivering the right refrigerant for each application. The right refrigerant varies by customer and geography due to specific country or regional requirements and regulations. Where it is technically feasible, we deliver refrigerant solutions with lower global warming potential³ that help to prepare for future refrigerant regulations and support our net-zero goal.

In 2024, we continued to increase the use of refrigerants with lower GWP in our product portfolio. Our strategic focus on lower GWP refrigerants includes offerings such as:

- The Carrier AquaEdge 19MV water-cooled centrifugal chiller that is now available with lower GWP refrigerant R-1234ze(E). Other chiller offerings also include lower GWP refrigerant options such as R-513A, R-515B, R-1233zd(E) or R-32.
- The first R-454B-compatible residential heat pump available to the field. R-454B, known commercially as Puron Advance, is a lower GWP refrigerant and our choice for ducted and ductless residential and light commercial solutions. In addition, our commercial HVAC business offers R-454B-compatible rooftop units, heat pumps and condensing units.
- The Viessmann Climate Solutions Vitocal 250-A PRO, a heat pump for larger properties using natural refrigerant R-290, also known as propane. The heat pump's compact, linear appearance, which has earned it a prestigious iF Gold Design Award 2024, makes it easy to blend into surrounding architecture and landscaping.

Sustainable Materials

Carrier is working to design and manufacture products with materials that have lower embodied carbon. Learn more about how we [Design for Sustainability](#).

¹ Calculated according to the International Performance Measurement and Verification Protocol, 2011 through 2024.

² Equivalency calculation per U.S. Environmental Protection Agency Greenhouse Gas Equivalencies Calculator.

³ Lower GWP refrigerants refer to refrigerants with a reduced GWP relative to prior models and/or alternatives. GWP is a measure of how much heat a greenhouse gas traps in the atmosphere over a specific time period relative to carbon dioxide.

Operational Greenhouse Gas & Energy Management

GRI 305-1, 305-2, 305-4

Our Approach

Carrier's greenhouse gas emission-reduction goals align with the Science Based Targets initiative. We are committed to reducing absolute Scope 1 and 2 GHG emissions by 42% by 2030, from a 2021 baseline, and aim to achieve carbon neutral operations by the same year. These targets address emissions from our operations, which each represent less than 0.1% of our total GHG emissions.

Operational emissions are related to energy use — including electricity, fuel, steam and district heat — across facilities, offices and fleet vehicles and from fugitive refrigerant emissions associated with manufacturing.

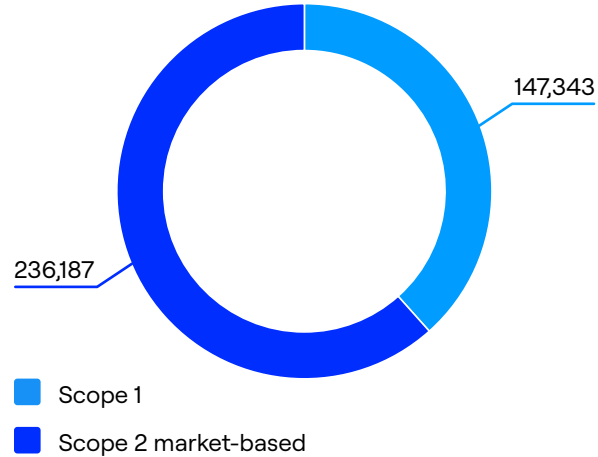
To meet our 2030 goals, our Environmental, Health and Safety (EHS) team leads the execution of an annual EHS strategy, and our Energy and Greenhouse Gas Reduction Standard Practice sets clear requirements for reporting sites.

To reduce Scope 1 and 2 GHG emissions and energy intensity and to drive operational efficiencies, our focus areas include:

- Reducing overall energy consumption through energy-efficiency programs and technologies.
- Minimizing refrigerant leaks and transitioning to lower GWP refrigerants.
- Expanding the use of renewable energy sources.

Our Performance

2024 Scope 1 & 2 GHG Emissions (tCO₂e)¹



In 2024, Carrier's operational emissions totaled 383,530 tCO₂e, including 147,343 tCO₂e Scope 1 and 236,187 tCO₂e Scope 2 market-based emissions. The increase in GHG emissions, compared with the prior year, is primarily attributable to acquisitions not reflected in prior-year data, limiting the comparability of year-over-year trends. We plan to rebaseline our historical data. Additionally, the increase reflects an improvement in our reporting methodology. We replaced estimates for smaller sites with energy consumption data, enhancing the precision of our emissions reporting.



¹Data includes Viessmann Climate Solutions and companies divested in 2024 through the divestiture dates. For details on our greenhouse accounting, see our [Greenhouse Gas Inventory](#).

Reducing Operational GHG Emissions

GRI 302-4, 305-5 | SASB RT-EE-130a.1, RT-IG-130a.1

Carrier’s Energy and Greenhouse Gas Reduction Standard Practice defines requirements for reporting sites to reduce energy consumption and the associated greenhouse gas emissions. Each reporting site is required to develop, implement and annually update an Energy and GHG Reduction Plan. These plans must:

1. Document energy consumption data and resulting GHG emissions for the site.
2. Identify significant energy users.
3. List projects with an estimated investment, cost savings, energy savings and payback, and associated GHG reduction details.

To support these efforts, we established an internal capital expenditure fund targeted at reducing GHG emissions and overall energy consumption. The fund prioritizes capital-intensive programs that demonstrate strong projected GHG reduction returns and potential cost savings, identified through emissions modeling and financial analysis. Performance is routinely monitored through a review process that includes key internal and external stakeholders, as well as third-party advisors and partners.

In addition to capital and technology-based solutions, Carrier fosters employee engagement to advance our sustainability and impact goals. At select sites, our Shut-It-Off program empowers employees to reduce equipment energy use when not in operation. The program features:

- Employee education on energy conservation.
- Regular communications on the importance of energy reduction.
- Recognition for innovative, energy-saving ideas.

By cultivating a culture that values energy-conscious behavior, we aim to inspire employees to actively contribute to our goals and embrace sustainability in daily operations.



One of our North American sites launched an engagement initiative centered on Carrier’s Shut-It-Off program, encouraging employees to take simple, impactful actions to conserve energy. The rollout included information sessions highlighting the role of individual behavior in achieving companywide energy goals. To reinforce daily action, the facility deployed:

- Visual reminders near light switches and equipment.
- QR codes linking to energy audit tools for real-time tracking and analysis.

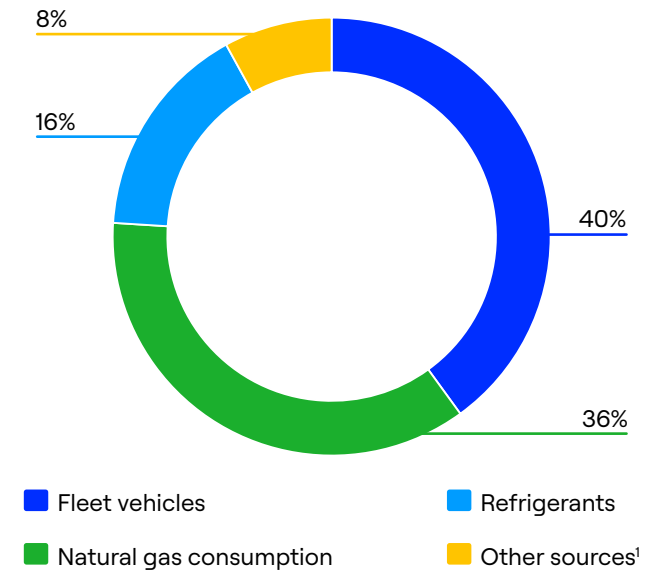
These efforts enhanced awareness, empowered employees and generated actionable insights to inform future energy-efficiency improvements.

Reducing Scope 1 GHG Emissions

Across our manufacturing sites, Scope 1 emissions primarily stem from three sources: fleet vehicles (40%), natural gas consumption (36%) and refrigerants (16%) — together accounting for more than 92% of our total Scope 1 emissions. Other contributors include fuel combustion in stationary and mobile equipment, vehicles and various other processes.

In 2024, we continued to focus on refrigerant management and fleet GHG reduction efforts. While these measures delivered tangible progress, reported results also reflect portfolio changes, limiting year-over-year comparability.

2024 Scope 1 GHG Emissions Sources



¹Other sources collectively represent less than 10% of Scope 1 emissions and include mobile and stationary fuel combustion items, which account for less than 4% on an individual basis.

Refrigerant Management

At select Carrier sites, refrigerants are used in specialized applications such as manufacturing, product testing and system development. While not all operations involve refrigerants, those that do may face potential leak risk — often during equipment maintenance or system charging. To reduce these risks, we employ leak detection systems and recovery technologies to mitigate fugitive emissions.

In 2024, we finished the installation of a new refrigerant recovery system at our Nanhai facility in China and upgraded recovery systems at multiple other sites. These measures, along with our continued transition to lower GWP refrigerants, drove progress in reducing our refrigerant GHG emissions.

Learn more about our portfolio shift to lower GWP [refrigerants](#).

Fleet Emissions

We continue to implement measures to reduce fleet GHG emissions, with a focus on converting to hybrid vehicles, piloting electric vehicle fleets and deploying a global fleet-tracking program. We also support employees with incentive programs to facilitate the adoption of alternative-fuel vehicles. Due to portfolio changes in 2024, our total fleet-related GHG emissions are not directly comparable year over year.

Energy Efficiency & GHG Reductions

Carrier has committed to reducing energy intensity across our operations by 10% by 2030, supporting our broader operational GHG reduction goals. Energy-efficient facilities and processes are key to reducing our operational GHG emissions. We drive progress through tailored conservation and efficiency initiatives based on each facility’s unique energy profile.

¹ Using Scope 2 market-based accounting.

² Fuel energy from non-renewable sources includes propane, natural gas, butane, gasoline, diesel, distillate oil, oil #4, jet fuel, coal, kerosene and acetylene.

Our approach is informed by site-level energy audits and governed by best management practices required under our internal energy standards. In 2024, we achieved a 3% reduction in energy intensity compared with our 2021 baseline — reflecting steady progress toward our long-term goals.

Renovation, Construction & Replacement

Carrier is committed to delivering building solutions that enhance energy efficiency and help provide tangible sustainability and cost-saving advantages to our customers. We recognize the design and specification phase of renovations, new construction and equipment purchases as a critical opportunity to maximize energy efficiency and reduce GHG emissions.

Our own facilities reflect this commitment. Carrier’s portfolio includes several office and manufacturing buildings — both owned and leased — that are certified under the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) green building program and equipped with [energy-efficient Carrier solutions](#).

Beyond large-scale construction and renovation projects, our [Management of Change process](#) incorporates energy and GHG considerations into the planning, modification and design of machines, products, processes, operations and building layouts. This ensures that potential energy savings and emission reductions are identified and realized early in the decision-making process.

Operation & Maintenance

Routine equipment maintenance and system optimization are essential to improving efficiency and reducing energy consumption and GHG emissions. Carrier’s Energy and Greenhouse Gas Reduction Standard Practice mandates that all critical energy-intensive equipment, including HVAC, compressors, boilers, pumps, lighting systems, production machinery and associated controls, be maintained per manufacturer recommendations to ensure optimal performance.

In 2024, plant upgrades at a Carrier manufacturing facility in France delivered more than 160 tCO₂e in emissions savings. At another site in Germany, equipment enhancements at a powder-coating operation resulted in an additional reduction of approximately 50 tCO₂e.

Energy Management

GRI 302-1, 302-3, 302-4

In 2024, grid electricity use represented 54% of total energy consumption and accounted for 61% of our operational GHG emissions.¹ Our energy intensity for the year was 215 GJ per million USD in net sales.

2024 Energy Consumption (GJ)

Fuel energy from non-renewable sources ²	2,075,360
Fuel energy from renewable sources	72,474
Biomethane	37,491
Wood pellets	34,983
Purchased electricity	2,599,767
Purchased electricity from non-renewables	1,906,118
Purchased electricity from renewables	693,649
Solar electricity generated on-site	49,560
Steam consumption	44,257

Renewable Energy

SASB RT-EE-130a.1, RT-IG-130a.1

Carrier’s EHS strategy focuses on increasing our use of renewable energy through a combination of on-site renewable energy generation and validated market mechanisms.

We deploy on-site renewable energy systems at key facilities, including solar installations. At one of our sites in Hungary, for example, we installed 2,200 solar panels that generate up to 40% of the site’s annual electricity needs. We also produce renewable energy from biomethane at select locations.

In addition, Carrier leverages long-term power purchase agreements (PPAs) to secure environmental attribute certificates (EACs) that credit against our electricity consumption. These include international Renewable Energy Certificates (RECs), Guarantees of Origin (European Union) and Green Electricity Certificates (China). In 2024, these certificates accounted for more than 190 gigawatt-hours of our electricity consumption (equal to 693,649 GJ).

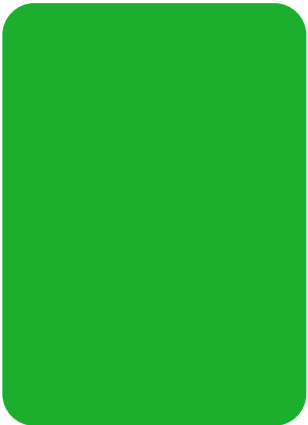
Carrier Purchased Electricity Environmental Attribute Certificates

Facility/Provider	Type	2024 Production (MWh)
Acciona Green Energy Developments	Mixed Renewables	4,180
Beijing Power Exchange Center	Mixed Renewables	12,629
BP Energy Company	Solar Power	57,490
EDF Standard	Mixed Renewables	19,421
ENGIE	Mixed Renewables	10,674
Foton Marketplace	Solar Power	955
swb Vertrieb Bremen GmbH	Hydropower	36,933
3Degrees Group, Inc.	Wind Power	50,000
TNBX Sdn. Bhd.	Solar Power	397
Total		192,679

Learn more about our approach to [energy efficiency in our products](#).

Nature-based Solution Projects

Carrier became an early investor and limited partner in the [Climate Asset Management](#) – Nature Based Carbon Fund, targeting independently validated projects to reduce or avoid the release of GHG emissions into the atmosphere. The projects focus on nature-based solutions in developing economies that aim to deliver climate mitigation and climate resilience at scale, while providing biodiversity improvements and community benefits. Our partnership with the Climate Asset Management – Nature Based Carbon Fund will help us advance toward our carbon neutral operations goal.



Water

GRI 303-1, 303-3

Our Approach

Carrier's 2030 water goal centers on deploying water stewardship programs across our global operations, prioritizing water-scarce locations.

Water is used in our facilities for both potable and industrial purposes. Major operational uses include heating, cooling and washing for manufacturing and research and development purposes, as well as employee needs such as sanitation, canteen and food preparation, and landscape irrigation.

Our [Environmental, Health & Safety Operating System](#) (EHSOS) Manual governs our approach to water management, setting requirements for monitoring water withdrawals and implementing conservation programs where feasible. We prioritize water-stressed regions — identified by the [World Resources Institute Aqueduct Water Risk Atlas tool](#). Sites scoring 3 or higher in the "overall water stress" category are evaluated annually to determine risk and stewardship opportunities.

At select sites, Carrier treats water for reuse in industrial processes and sanitation. Our Water Pollution, Prevention and Control Standard Practice requires that wastewater generated from a significant water source must be identified and documented, with compliance to applicable regulations covering the quantity of chemicals or materials under permit.

A third-party environmental data software platform tracks our monthly water purchases, withdrawals and regulatory compliance requirements across global sites.

¹ Water withdrawal includes water from the following sources: third-party water, groundwater and surface water.

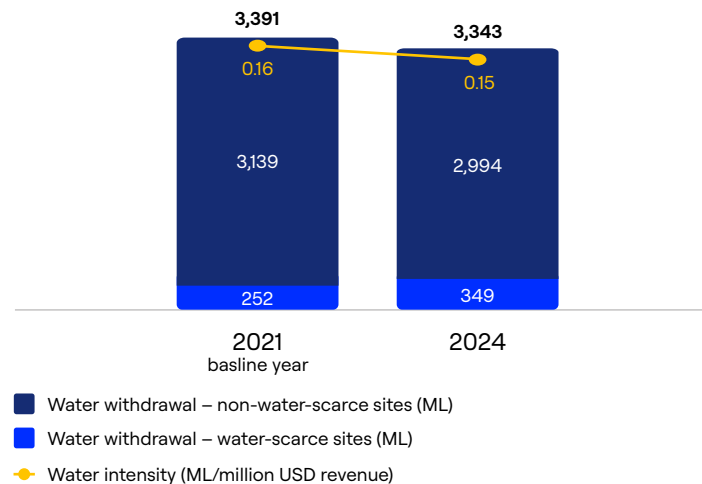
Our Performance

GRI 303-3

In 2024, Carrier reduced total water withdrawals¹ by 174 megaliters (ML), representing a 5% decrease compared with 2023. This reduction included nine water-stressed sites and was primarily driven by the divestiture of higher water-consuming entities and the implementation of water-saving initiatives.

Our latest water risk assessment identified 21 locations that score a 3 or higher on the water-stress assessment by the World Resources Institute. These sites collectively withdrew nearly 349 ML of water, representing 10% of our total withdrawal. Water withdrawal at these sites increased by 63 ML compared with 2023, due to the World Resources Institute's updated assessment and reclassification of water-stressed locations, along with our portfolio changes. This analysis helps prioritize water-scarce locations to deploy water stewardship programs.

Water Withdrawal & Intensity



Reducing Our Water Withdrawal & Impact

To support our 2030 goal, Carrier's EHSOS Manual governs our approach to water management, while our EHS strategy sets annual priorities — both developed and led by our EHS team. As part of this approach, all reporting sites are required to:

- Conduct a water balance to identify water sources associated with processes and water discharges, taking into consideration applicable legal requirements.
- Prioritize water consumption reduction and recycling projects based on water balance assessment and inspections.
- Collect data related to water consumption and discharges.
- Characterize water discharges in connection with permit requirements or benchmarks.
- Manage changes in operations that may impact water consumption, including equipment modifications, process alterations, introduction of new chemicals and changes to regulations.
- Develop and implement action plans and programs to reduce water consumption.

Where opportunities exist to reduce our consumption, sites are encouraged to adopt best management practices, including leak detection and management, use of flow meters and low-flow fixtures, process water recycling and water-efficient landscaping strategies.

To reinforce water stewardship, Carrier also promotes a culture of water conservation. We provide standard operating procedures, training and visual prompts and share best practices through internal communications to engage employees in reducing water use across operations.

In 2024, Carrier launched a water stewardship awareness initiative through our “EHS Moment” engagement program, which promotes safe and sustainable operational practices across the company. Led by the EHS team, the initiative emphasized the critical role of water in industrial processes and underscored how responsible water management can reduce operational costs and enhance resource efficiency.

The initiative focused on key actions such as conducting facility-level water balances, installing water meters to monitor high-usage areas, identifying and addressing leaks and inefficiencies, and implementing water-efficient fixtures and optimized cooling tower operations. These measures reinforced Carrier’s commitment to embedding sustainability across operations and equipping teams with practical tools to drive meaningful water conservation.

Managing Water Quality

GRI 303-2

Where required, Carrier’s water-consuming manufacturing facilities are equipped with on-site wastewater treatment plants to ensure discharged water meets local regulatory and permit requirements. Our internal Water Pollution, Prevention and Control Standard Practice requires sites to maintain comprehensive records of discharge treatment levels.

All Carrier sites are responsible for managing and monitoring both treated and untreated wastewater discharges or effluents in accordance with local regulations. We comply with applicable water quality regulations, permits and licenses pertaining to water withdrawals and effluent discharges.



Waste

GRI 306-1, 306-2, 306-3, 306-4, 306-5 | SASB RT-EE-150a.1

Our Approach

As part of our 2030 sustainability and impact goals, Carrier is committed to diverting more than 95% of operational waste from landfill disposal.

Operational waste at Carrier arises primarily from industrial and production processes. Common waste categories include metal, wood pallets, plastic, paper, glass and cardboard, along with packaging and food waste in our offices.

To meet our waste reduction goal, our EHS strategy defines annual priorities, led by our EHS team. Carrier’s EHSOS Manual and Waste Management & Control Standard Practice establish the requirements for our reporting sites and field operations for tracking waste generation and disposal and driving continuous improvement to reduce waste generation and diversion to landfills.

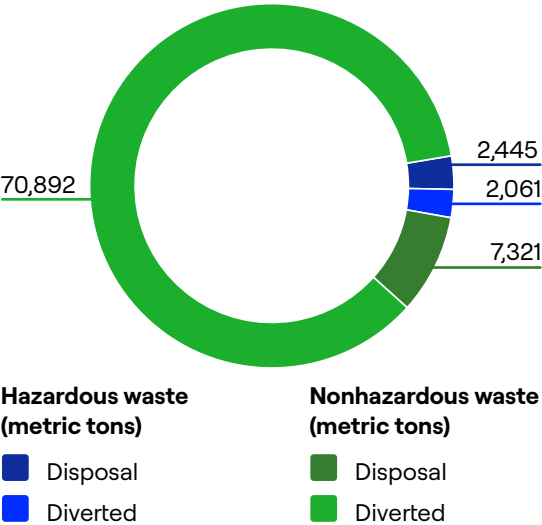
Our Performance

GRI 306-3, 306-4, 306-5

In 2024, 95% of our total waste was classified as nonhazardous and approximately 5% as hazardous.¹ Total waste generation increased by 19,647 metric tons compared with the previous year, primarily due to portfolio changes — over 91% of the increase was nonhazardous waste.

Despite the increase, we improved our nonhazardous waste diversion rate by 2% through expanded reuse, recycling and reclamation efforts. In total, we diverted 70,892 metric tons of nonhazardous waste — equivalent to 86% of Carrier’s total waste generation. Overall, 96% of our total waste was diverted from landfill disposal in 2024.

2024 Diverted & Disposed Waste



¹ The definition of hazardous waste differs around the world, shaped by national laws, environmental priorities and international agreements. As a result, the data reported by different countries may reflect varying classification systems and regulatory thresholds.

Reducing Our Waste Generation

GRI 306-2

Carrier's approach to waste management involves developing strategic site plans that consider each facility's operations, type of waste generated, and local waste management infrastructure and facilities. All facilities are required to implement best management practices in accordance with our Waste Management & Control Standard Practice.



Select facilities meeting designated waste-related risk criteria are required to have a documented program that:

- Meets Carrier's minimum operating requirements, which cover requirements around waste discharge, storage and secondary containment, for example.
- Identifies waste sources, including listing, characterizing, quantifying and reporting on waste sources on a quarterly basis.
- Establishes waste reduction plans, including engineering and management controls, waste storage and management options, transportation, and risk and emergency plans.
- Outlines program maintenance requirements, including the introduction of new or modified equipment and process changes.

Manufacturing facilities are further required to implement best management practices to understand and reduce waste at the source. These include:

- Installing waste storage in appropriate locations, with signage and employee training.
- Recycling metal waste and nonmetal commodities.
- Full characterizing of all acid/alkali waste streams.
- Identifying characteristics, sources and amounts of unique and/or small-volume waste.

Learn more about how Carrier's [Design for Sustainability](#) approach takes into consideration the selection of materials in our products.

Recycling, Reuse & Circularity

Carrier collaborates with suppliers to reuse packaging and optimize our production processes. We also recycle and recover useful materials produced from manufacturing. We treat waste that cannot be avoided, reused or recycled to reduce environmental impact. Depending on its composition and in compliance with local regulations, remaining waste is sent for off-site disposal or energy recovery.

For example, a Carrier site in Germany successfully directed 100% of its waste to recycling by collaborating with its recycling partners and by actively identifying providers with more advanced recycling solutions.

Hazardous Waste Management

Approximately 5%¹ of Carrier's total waste is classified as hazardous waste that can pose potential risks to the environment, requiring increased regulatory oversight and added treatment costs. This includes flammable liquids and solids such as methanol, remediation waste soils and water, and waste acids like nitric or phosphoric. All hazardous waste is managed in compliance with local regulatory requirements and Carrier's internal controls.



Training & Employee Engagement

Carrier employees receive initial and periodic training appropriate to their job responsibilities. The training supports compliance with local regulations and Carrier's Waste Management & Control Standard Practice, while minimizing risks to themselves, other employees, the public and the environment.

Training and communications on waste management initiatives and compliance requirements are also provided throughout the year during on-site facility Toolbox Talks and in digital communications via our EHS Moment program.

In 2024, Carrier delivered hazardous materials management training to employees across our operations. The program addressed critical topics such as proper labeling protocols, prevention of orphaned containers and effective oil spill response. By equipping employees with the knowledge and tools to manage hazardous substances responsibly, the training supported efforts to reduce environmental impact and enhance workplace safety. These efforts help minimize the risk of environmental contamination, reduce waste mismanagement and advance our commitment to sustainable operations through proactive risk management.

¹ Total hazardous waste is reported based on local regulatory definitions, which vary by jurisdiction.

Circular Business Models

GRI 306-2

Recognizing the importance of maximizing resource efficiency, Carrier has developed programs to support the reduction of waste generation of our products, including the transition toward circularity. We aim to help minimize environmental impact, conserve resources and promote a more [sustainable approach](#) to product lifecycle management.



As a Service

Carrier's Cooling-as-a-Service offering uses a heating, cooling and ventilation model where our customers receive predictable monthly payments; desired capacity, availability and efficiency outcomes; and the latest high-efficiency systems, while equipment ownership and management remains with Carrier.

Viessmann Climate Solutions provides a systems solution — solar photovoltaic, batteries, heat pumps, boilers and digital interconnectivity with the grid — both as an integrated, financed offering or as a rental service in select European countries.

In addition, Viessmann Climate Solutions introduced a solar photovoltaic installation service for our HVAC partners.

End of Useful Life Management

Carrier helps customers with their end of useful life refrigerant management, supporting their environmental strategies. Our BluEdge service offering includes responsible refrigerant management, with reclamation and decommissioning processes in place. Appropriate refrigerant management helps to avoid the escape of these chemicals into the environment. Carrier offers refrigerant conversion to retrofit existing equipment with alternative refrigerants that are readily available, cost-effective and environmentally preferred.

Digitally Enabled Lifecycle Solutions

Our digitally enabled solutions, such as [Carrier Abound](#) and [Carrier Lynx](#), support customers across the entire product lifecycle to help them extend the product lifespan and optimize the efficient use of their systems. Our comprehensive aftermarket offerings include remote monitoring and diagnostics, predictive maintenance, spare parts, repairs, modifications and upgrades, rentals and other cutting-edge digital services.

Carrier's BluEdge service program is our best-in-class service and aftermarket offering. It uses analytics to decipher data, extract insights and implement solutions before issues arise.

Product Takeback

The Sensitech Device Takeback Program promotes the return of time and temperature data collection instruments for renewal and reuse to keep them out of landfills and reduce resource and energy consumption from the development of new sensors. Sensitech provides customers with tailored support to return used products that are then subjected to a validated renewal process before being restocked for sale. Since 2021, Sensitech has reclaimed over 11.6 million devices.

Sustainable Innovation

Carrier develops intelligent climate and energy solutions that support our commitment to achieving net-zero greenhouse gas emissions across our value chain by 2050. Our comprehensive offerings help customers reach and exceed their goals and stay ahead of regulatory changes.

→	Investing in Sustainable Innovation	24
→	Carrier Energy	25
→	Product Development	26
→	Product Responsibility	30

Investing in Sustainable Innovation

GRI 3-3 / SASB RT-EE-410a.3

Our key strategic innovation and technology focus supports Carrier’s transformation toward becoming the global leader in intelligent climate and energy solutions.

By 2030, we have committed to invest over \$4 billion to develop intelligent climate and energy solutions that reduce environmental impacts, up from our original commitment of \$2 billion. We have also increased our overall annual investment in research and development, investing more than \$2.5 billion in the last five years.

~\$1.6B

invested in sustainable research and development since 2020

80+

new products in 2024

~50%

of revenue was from products and services that support energy efficiency and reduce greenhouse gas emissions¹



Innovation Incubators

Carrier innovates through collaboration. In 2023, we opened four additional i3 Labs in the United States, India, China and Japan. The innovation incubators are creative spaces where we ignite the development of disruptive technologies and empower our teams to test and develop solutions quickly, choosing speed to deliver differentiated customer solutions. The labs are collectively led by the Digital, Engineering, Business Development and Strategy teams.

Carrier Ventures

Carrier Ventures invests in innovation that transforms climate and energy solutions to enhance the lives we live and the world we share.

Sustainable Innovations

We focus on growth areas of electrification, energy management, and residential and light commercial HVAC technologies.

Strategic Collaboration

Our investment approach centers on strategic partnerships, leveraging expertise and collaboration to drive shared success.

Commitment to Excellence

We seek out companies that share our core values of respect, integrity, inclusion, innovation and excellence.

¹ Revenue includes products and services sold that facilitate the reduction of greenhouse gas emissions through lower energy consumption, electric solutions and/or the transition to lower global warming potential refrigerants in built environments and refrigerated transport. It excludes contributions from our divested Fire & Security and Commercial Refrigeration businesses for the full reporting year.

Carrier Energy

Over the next 15 years, U.S. electricity demand is projected to grow by up to 50%. This is placing added strain on the electric grid and requiring utilities to source flexible, fast-responding resources to maintain stability.

Carrier Energy, our new energy business within Carrier, is developing intelligent climate and energy solutions to meet future energy needs by optimizing home energy management. Focused on enabling grid flexibility and unlocking energy capacity for economic growth, its first offer will be a battery-enabled HVAC system designed to address this challenge by transforming the primary energy user in the home into a smart, dispatchable energy asset. The system will be able to charge during off-peak hours and discharge during periods of peak demand, easing grid stress without disrupting homeowner comfort. Unlike conventional demand response, Carrier's solution aims to maintain HVAC functionality during peak windows by drawing from stored energy — delivering both homeowner comfort and flexible load for the grid.

Carrier Energy's mission is to deliver solutions that aid utilities to defer infrastructure upgrades and manage growing demand while reducing barriers to adoption for customers. By enabling battery storage with HVAC units that homeowners already plan to replace every 10-15 years, Carrier's system will offer a more accessible, achievable and frictionless path for residential participation in delivering needed intelligent grid flexibility.

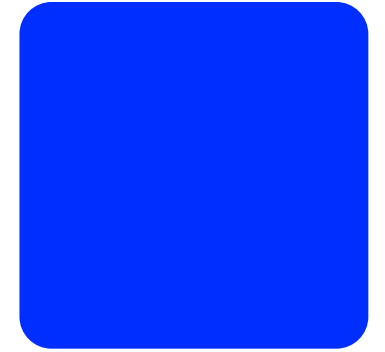


Product Development

Carrier's Product Development Process (PDP 2.0) includes all the steps and deliverables needed to take a product from a market need and concept to a fully launched product for our customers. We incorporate sustainability-related topics into the PDP 2.0, including product safety, security, quality, compliance and supply chain responsibility.

The Product Development Process serves as a catalyst to improve our approach to product development and focuses on:

- + Empowered and engaged teams.
- + Faster time to market.
- + Improved customer satisfaction.
- + Greater flexibility.
- + Increased collaboration.



Passion for Customers

GRI 2-29

In *The Carrier Way*, Passion for Customers has always been one of our core cultural tenets, because it is our fundamental belief that we win when our customers win. Our customers are core to everything we do, and we are constantly looking for new ways to elevate our customer-back mindset. This includes deep insights into our customer's needs, delivering -end-to-end experiences, closed loop innovation and a measurement system. This year again, we enhanced our products and service offerings, tools and processes, activating this across our global operations. Deeply understanding our customers is a never-ending effort, and one that is the most powerful when our 48,000 employees are engaged in the journey.

Carrier Energy's approach to delivering a battery-enabled HVAC solution includes a design that is centered around the customer. Customer insights, along with channel partner engagement, contribute to product design and will continue to be embedded into future offers. These insights, along with strong utility engagement, work to identify and solve challenges, such as grid congestion in rapidly growing regions and the need to build peak capacity to support new industrial development.



Customer Engagement & Feedback

We have a simplified and standardized approach to managing customer feedback using the Net Promoter Score survey, which asks customers how likely they are to recommend our brands. Real-time responses lead to powerful and actionable insights, helping us identify customer needs while reinforcing behaviors that help turn customers into advocates of our products and services. Feedback is visible to employees who receive training and tools to help understand the voice of the customer. Our online and offline active listening points have allowed us to identify and engage with thousands of customers, greatly improving the customer experience.

As part of this process and technology investment, our Centers of Excellence partner with Carrier businesses, leveraging real-time analytics and insights to address systematic improvement opportunities and maximize customer retention and business growth.

We also listen to the voice of the customer and integrate their feedback into our Product Development Process. We engage closely with our customers during the conceptual design phase to capture comprehensive product specifications. Within this phase, the Carrier team evaluates technical and manufacturing prerequisites while also considering environmental and social factors.



Delivering on Customer Needs



Carrier secured a four-year operation and maintenance contract for 22 chiller plants at Hong Kong International Airport. This achievement underscores a more than 20-year partnership with the Airport Authority Hong Kong, showcasing our capabilities in serving mega chiller plants and our commitment to environmental, health and safety standards and service quality. Together with Carrier's BluEdge service platform, which was tailored for the airport's Ground Transportation Center, the chiller systems are maintained with high reliability and efficiency, contributing to a comfortable environment for millions of passengers.



Solar thermal technologies from Viessmann Climate Solutions and Carrier were chosen to help the village of Bracht as it aims to become Germany's first climate-neutral village supplied with solar heat by the end of 2025. The project features Carrier heat pumps and Viessmann Climate Solutions flat-plate solar collectors and a heating control system that will help build a district heating network of approximately 180 connected properties.



Carrier was selected to provide 286 systems to help Best Food Logistics transform the sustainability performance of its temperature-controlled commercial vehicle fleet. The order included engineless technology, such as Eco-Drive power modules mounted to tractor units, and rigid trucks featuring electric refrigeration units. The units are backed by comprehensive BluEdge fixed-cost, full-service maintenance packages.

Design for Sustainability

GRI 301-2 | SASB RT-EE-440a.1

At Carrier, Design for Sustainability is a holistic design approach that emphasizes human well-being and environmental stewardship. It focuses on resource efficiency and the development of products and processes using materials that reduce environmental impacts.

We use model-based systems to optimize our product designs, material use and packaging while maintaining safety and performance. Our design tools allow us to determine and compare system and material changes in an agile manner, leading to more innovative and sustainable products and more cost-effective solutions for our customers.

Design plays a crucial role in the appropriate selection of materials for our products. Beyond cost, Carrier's Product Development Process considers materials efficiency, safety, quality and supplier sourcing strategy, including [supply chain](#) sustainability risks.

Carrier's Lifecycle Assessments evaluate factors like resource use, energy consumption and emissions, from extraction to disposal. The process identifies opportunities to reduce materials or select more sustainable alternatives.

Learn more about [chemical compliance and management](#) and our approach to [conflict minerals](#).



Product Circularity

Carrier has developed programs to reduce the waste generation of our products, including the transition toward circularity, recognizing the importance of maximizing resource efficiency.

Learn more about our [circularity programs](#).

Lifecycle Assessments & Product Declarations

A thorough examination of the environmental impact of our products is crucial to improving sustainability at Carrier. We are standardizing and streamlining our global approach to Lifecycle Assessments. We conduct comprehensive assessments, which scrutinize the product lifecycle, encompassing raw materials and processing, manufacturing, distribution, usage and end-of-life considerations. Carrier adheres to ISO standards 14040 and 14044 in Europe and to ISO standards 14040, 14044 and 21930 in North America, ensuring the integrity and consistency of our Lifecycle Assessments methodologies.

Upon gaining insights into the impacts of our products, we establish a baseline and look at ways to design our products to optimize sustainability. By providing detailed environmental impact information, Carrier is empowering customers to make choices that align with their own sustainability goals.

In 2024, we launched our first Environmental Product Declaration (EPD) for residential HVAC solutions in North America. The EPD, based on rigorous lifecycle assessment methodology, provides a comprehensive overview of the environmental impacts associated with the production, use and disposal of Carrier's Comfort Fan Coil and Performance Variable-Speed Compact Heat Pump. This independent declaration includes key metrics such as carbon dioxide performance, energy consumption and natural resource usage, enabling customers to make informed purchasing decisions aligned with their sustainability goals.

Carrier was honored as a Green Builder Media 2024 Eco-Leader for our sustainability transparency, including the publication of dozens of EPDs for HVAC and refrigeration products globally.

By the end of 2024:

48

Environmental Product Declarations published by Carrier businesses

Product Responsibility

GRI 3-3

Carrier’s proactive product integrity programs help ensure that the quality and safety of the products and services we provide meet or exceed customer and regulatory requirements.

Product Safety

GRI 403-7, 416-1

Our [Product Integrity Policy](#) establishes governance and coordination within and among our business segments to ensure the quality and safety of the products and services we provide. Our product safety program focuses on:

Proactive risk prevention during product development safety reviews to ensure that compliance, quality and safety meet or exceed certification requirements.

Preventing product and process safety defects during production by implementing monitoring and control plans.

Rapid and effective mitigation of potential product safety risks identified in the field.

The Carrier Product and Services Safety Council is responsible for the prompt identification, investigation and resolution of potential product safety issues, and it reviews specific customer and regulatory communications prior to release. The Carrier Product Safety Board, composed of our Chairman & Chief Executive Officer and key direct reports, is responsible for overall implementation of the Carrier product safety program. The Governance Committee of our Board of Directors oversees program progress.

Each business segment is expected to implement our corporate Product Integrity Policy by:

Appointing a Product Safety Officer to manage oversight of product safety issues and establish proactive measures.

Establishing a Product and Services Safety Council to review product safety issues and oversee implementation of the Product Integrity Policy.

Exercising responsibility for incident identification, reporting, investigation and timely resolution while fostering an effective safety culture.

Product safety training includes information on when and how to report potential or actual product safety events. It is required for employees identified as critical participants in the incident escalation process. Employees receive additional product safety training based on their roles.

Product Quality

Our Quality Management System governs product quality policies and programs, setting standards, processes and metrics to help ensure the integrity of our products along their lifecycle. We regularly review data, lessons learned and best practices, deploying process and policy enhancements to continuously improve quality across Carrier sites.

42

certificates covering 44 locations for ISO 9001:2025 quality management¹

Product Development

- New products go through a gated process, ensuring cross-functional teams are involved from concept to commercialization.
- Products are released when specified safety, verification and reliability testing is completed.
- Products are approved by an internal review board consisting of executive leadership from Engineering; Operations; Quality; Product Safety; and Environmental, Health & Safety.

Manufacturing and Production

- Our factories undergo an in-depth quality assessment to ensure compliance with our standards, along with product quality and integrity.
- We track product quality results and set annual goals across the entire value stream.

Customer Use and Aftermarket

- We monitor products after they are delivered to customers by reviewing warranty data and customer feedback.
- Quality managers regularly review claims data so we can quickly react to field issues and customer feedback.

¹ The data includes Viessmann Climate Solutions sites. Certified locations include manufacturing sites only.

Continuous Improvement

Carrier's Internal Audit team periodically assesses product safety culture and awareness in selected business segment sites. The Carrier Product Safety Board, chaired by our Chairman & Chief Executive Officer, meets at least once annually to review business segment performance, company-level performance and program health indicators. We also perform rigorous internal quality management audits to drive quality across our manufacturing facilities.

Product & Software Security Assurance

GRI 418-1

In accordance with our [Product and Software Security Assurance Policy](#), Carrier products and services are subject to robust secure-development and process-control requirements. Carrier's Dynamic Secure Development Lifecycle Support process enables compliance with respected international cybersecurity standards, such as IEC/ISA/ANSI 62443 and NIST 800-53.

Our goal is to ensure the following strategic outcomes for our offerings:

- Products and services that are secure by design.
- Standards-based cybersecurity governance and compliance.
- Persistent vigilance and continuous improvement.
- Customer mission success.

Carrier's [Product and Software Security Assurance](#) team supports and delivers on the strategic, production, operational and commercial security-related demands of our stakeholders in three areas: secure product development, product cyber operations and cyber commercial innovation.

Carrier's dynamic secure product development and lifecycle support process was vetted by exida LLC, an ISASecure and ISO-accredited certifying body, and is on par with industry standards. In addition, Carrier is a CVE Numbering Authority, a program sponsored by the U.S. Department of Homeland Security through the Cybersecurity and Infrastructure Security Agency.

Carrier has not received any complaints relating to breaches of customer privacy and loss of customer data.



Social


At Carrier, we strive to connect our people to our purpose, our vision, our strategic priorities, our culture and each other. With *The Carrier Way* and *Leading People The Carrier Way* as our foundation, we support programs that maximize the impact we can have on our planet, people and communities.

→	People	33
→	Culture & Engagement	34
→	Talent & Career Development	35
→	Inclusion	38
→	Employee Well-Being	40
→	Health & Safety	42
→	Corporate Social Responsibility	46

People

GRI 2-7, 401-1, 405-1

As an employer of choice, we bring our Build Best Teams cultural tenet to life through a strong talent ecosystem rooted in our culture and activated through programs, processes and leadership. We continually refine how we attract and retain top talent to stay ahead in innovation and excellence.



Talent Strategy

Talent Philosophy and Leader Success Model

Talent Programs and Processes


People Leader Talent Accountability

At Carrier, we regularly review our workforce to assess and address employee retention, skills gaps, recruiting and hiring needs, market intelligence, the competitive landscape, and current and future market requirements. In 2024, we onboarded more than 6,700 new hires¹ and expanded our workforce planning capability, deploying it in targeted and critical areas such as service technicians.

¹ New employee hires are external hires. Data excludes Viessmann Climate Solutions. Employees from companies divested in 2024 are included through the divestiture date.

² Percentages are rounded. Learn more about our [people data](#).

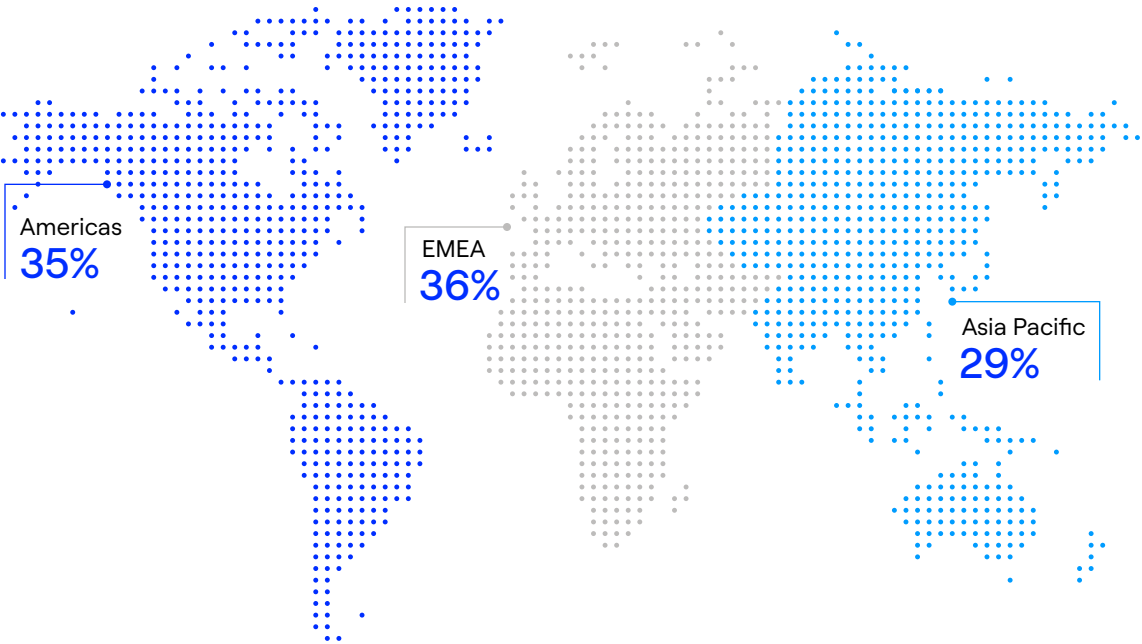
2024 Global Workforce



~48,000

Employees

By Region²



Culture & Engagement

GRI 2-29, 3-3

Our Purpose

At Carrier, we are always transforming the way we think, work and lead. Our purpose — enhancing the lives we live and the world we share — is our why, our reason for being and the impact we have on the world. It represents our collective responsibility to lead with innovation and help create a brighter, more sustainable future for the world we share.

Our purpose helps our people meaningfully connect to the bigger picture — and to the real, lasting impact their work can have on people and the planet.

The Carrier Way

Learn about [The Carrier Way](#) and [Leading People The Carrier Way](#).

As part of our *Leading People The Carrier Way* activation activities, our talent and leadership principles have been embedded into hiring, assessment, performance, development and reward practices to drive consistency and enable recruitment and retention of top talent, internal talent mobility and engagement.

For example, we implemented *Hiring The Carrier Way*, a program to source, interview and select talent in alignment with our framework. It includes structured interview guides and training for people leaders designed to enhance the candidate experience and improve the quality of selection decisions.

The Carrier Way

- Purpose**
Our why — our reason for being, the impact we have on the world.
Enhancing the Lives We Live and the World We Share
- Vision**
Our ambition — who we aspire to be, where we are going.
To be the Global Leader in Intelligent Climate and Energy Solutions
- Values**
Our standards — the guiding principles for everything we do.
Respect | Integrity | Inclusion | Innovation | Excellence
- Culture**
Our behaviors — how we work and win together.
Passion for Customers
We win when our customers win.
Play to Win
We win when it's everything we do.
Choose Speed
We focus and move with a bias for action.
Dare to Disrupt
We innovate and pursue sustainable solutions.
Collaborate to Achieve Results
We work as one team to perform, with integrity.
Build Best Teams
We empower world-class teams, enriched by diversity.

Leading People The Carrier Way

- Talent Philosophy**
Building principles for how People Leaders develop talent and Build Best Teams.
- Leader Success Model**
Expectations for how People Leaders lead others.
- Behaviors**
We value BEHAVIORS while achieving results. We use the "what" and the "how" to assess performance and potential. We win when the "what" and the "how" align and we are successful in the way we work.
- Development**
We DEVELOP and help our people grow. We support a culture of growth, setting expectations and providing resources to enable growth. We assess performance and potential, and we develop our people to grow and succeed.
- Transparency**
We are TRANSPARENT and give real-time feedback. We assess performance and potential, and we develop our people to grow and succeed.
- Performance**
We PERFORM by setting stretch goals. We assess performance, and we develop our people to grow and succeed.
- Differentiation**
We DIFFERENTIATE based on contributions. We assess performance and potential, and we develop our people to grow and succeed.
- Think "Outside In"**
Seek customer leading solutions. Our Carrier ideas. Move and create your customers.
- Define the Future Boldly**
Break the mold. Create new. Make things happen. Be the first.
- Generate Energy**
Connect people to inspire impact. Accelerate. Build momentum.
- Own Outcomes**
Integrity, grit and focus. Deliver. Achieve. Own your path. Make it happen together.

Employee Engagement

We are committed to listening to our employees throughout their journey at Carrier, reflecting on their feedback and taking meaningful action. One of the ways we achieve this is by conducting *Pulse* Employee Engagement Surveys three times a year, in local languages. These surveys give employees the opportunity to provide honest, confidential feedback.

People leaders have access to team results and are encouraged to share and collaborate with their employees to identify and implement engagement actions. Teams can also use our online Culture and Engagement Hub, which offers resources to support development, well-being, inclusion and more.

Through our "You Said. We Did." employee feedback approach, we maintain an active feedback loop by regularly highlighting improvements made across the company in direct response to employee input.

Pulse Employee Engagement Survey Results

Our 2024 *Pulse* Employee Engagement Survey results showed that Carrier's engagement and inclusion scores are above benchmark and have improved by seven and eight points respectively since we became an independent company in 2020.



On average, 82% of our employees participated in the *Pulse* Employee Engagement Surveys in 2024,¹ up from 2019.

Engagement Score^{1,2}

In response to the question, "How happy are you working at the company?"



Inclusion Score^{1,2}

In response to the statement, "I feel a sense of belonging at the company."



¹ Viessmann Climate Solutions began participating in the October survey. Employees from companies divested in 2024 are included through the divestiture date.

² Full-year results reflect the average of the three 2024 surveys.

³ The 2024 benchmark is a global external benchmark provided by Carrier's third-party engagement survey provider.

Talent & Career Development

GRI 404-1, 404-2, 404-3

Leading People The Carrier Way is our Talent Philosophy and Leader Success Model.

Leading People

The Carrier Way

Behaviors

Development

Results

Performance

Build Best Teams

Talent Philosophy

Guiding principles for how People Leaders develop talent and Build Best Teams.

Leader Success Model

Expectations for how People Leaders lead others.

Think "Outside In"

Seek market-leading solutions. One Carrier always. Know and amaze your customers.

Define the Future Boldly

Think Big, take risks, inspire ideas. Make change comfortable. Try, learn, celebrate.

Generate Energy

Connect people to purpose, empower. Lead inclusively, ignite optimism. Choose mission over self.

Own Outcomes

Simplify, prioritize and focus. Anticipate, adjust, clear the path. Make it happen, together.

We value BEHAVIORS while achieving results.

We use the "what" and the "how" to assess performance and potential. We role model The Carrier Way behaviors and hold each other accountable to do the same.

We DEVELOP and help our people grow.

We support a culture of growth, valuing experiences and cross-company movement to accelerate development. Employees own their development, with support from their leader.

We are TRANSPARENT and give real-time feedback.

We discuss performance and potential, so all employees can grow and succeed. Leaders and employees give and receive two-way feedback candidly and constructively.

We PERFORM by setting stretch goals.

We coach for higher performance, raise the bar every year, hold individuals and teams accountable and take timely action.

We DIFFERENTIATE based on contributions.

We recognize and reward both high performance and high potential through differentiated investment, development, compensation and career progression.

Carrier supports employee career advancement through growth assignments, hands-on experiences, exposure and education. We prioritize our people because continuous growth and development drive innovation, deliver value for our customers and propel our company forward. Through robust development initiatives aligned with Carrier’s business strategy and *The Carrier Way*, we nurture individual career progression at all levels, ensure a strong talent pipeline and strengthen our position as an employer of choice.

Talent Review & Succession Planning

Carrier conducts a formal talent and succession plan review — the Leadership Development Review — and maintains an always-on philosophy, where people leaders continuously assess and develop talent to foster cross-company mobility in alignment with *Leading People The Carrier Way*. Carrier also conducts talent reviews with the Board of Directors.

Early Career Talent

Carrier partners with colleges and universities to strengthen our talent pipeline and offers extensive opportunities for college students, recent undergraduates and graduate students. Through on-campus recruiting programs and university partnership engagement, we focus on attracting top talent and providing rewarding career opportunities. In 2024, students from select universities globally participated in our 13-week intern program, which included mentorships and workshops on inclusion and career preparation. Through workforce planning and university recruiting, we identify talent to fulfill key early career roles across the organization.

Internship Program

Students learn about our industry-leading products and gain on-the-job, hands-on experience creating innovative solutions by working with mentors and senior leaders.

Rotational Leadership Program

Recent graduates build skills by rotating through roles in different disciplines within Digital Technology, Engineering, Finance, Human Resources, Marketing and Communications, and Operations. The program combines work experience, seminars, mentorship and guidance from Carrier leaders and program alumni to build capabilities and develop future leaders.

75+

new hires joined our Rotational Leadership Program globally in 2024^{1,2}

540+

interns at Carrier sites in the United States in 2024^{1,3}

¹ Data excludes Viessmann Climate Solutions. Employees from companies divested in 2024 are included through the divestiture date.
² The number of hired, regular employees with management level-rotational. Programs include Digital Technology, Engineering, Finance, Human Resources, Marketing and Communications, and Operations.
³ The number of hired, non-regular employees with management level-intern. Non-regular employees are defined as all non-regular employees globally, who are hired for a temporary schedule. Non-regular employees may be either full time or part time.

Learning Offerings

Our learning ecosystem consists of solutions to support an employee's career journey.



~10

hours of training completed by eligible¹ employees, on average,² in 2024

Global Learning Programs

Carrier's global learning portal serves as a centralized hub, giving employees access to a wide range of resources for skill development. From leadership and ethics to job- or function-specific training, the platform enables employees to access development opportunities tailored to their professional needs. Through the portal, full- and part-time employees have access to nearly 47,000 courses, in multiple languages, including solutions to learn more than 50 languages.

Carrier HVAC Technical Training

Our residential HVAC business operates a 6,000-square-foot technical training center in Indianapolis, Indiana, providing hands-on training for Carrier HVAC technicians, channel partners and dealers. In addition, training content is available through an online platform. Our commercial HVAC business operates a state-of-the-art 16,000-square-foot technical training center in Charlotte, North Carolina, also home to Carrier University. Carrier University delivers in-person and virtual training to employees, dealers, distributors and customers — equipping them with technical education and support materials to keep pace with industry advancements.

Carrier Excellence

The [Carrier Excellence](#) curriculum offers development and certification opportunities for all roles and skill levels as part of our continuous improvement framework.

Carrier TechVantage Initiative

Launched in 2025, the Carrier TechVantage Initiative aims to hire 1,000 service technicians in the United States and provide advanced training to more than 100,000 Carrier and Carrier-partner HVAC technicians and sales professionals within five years. This initiative addresses the rising demand for commercial HVAC technical expertise driven by growth in data centers, industrial facilities and large-scale infrastructure projects — setting a new benchmark for workforce innovation in the United States.

Carrier Digital Academy

The Carrier Digital Academy enables employees to assess and improve their skill proficiency, apply learnings in sandbox environments and collaborate across teams.

Carrier Engineering University

Carrier Engineering University fosters knowledge sharing and provides tools and processes to help maintain a competitive edge and stay at the forefront of product innovation.

¹ Trained eligible employees represents regular employees inclusive of divestitures and excludes Viessmann Climate Solutions and interns/co-ops in 2024.

² Average training hours per learner represents the number of trackable hours spent on completed courses in the Carrier Learning Portal (CLP) and through Carrier's largest content provider of training activities per year divided by total trained eligible employees.

Leadership Development

New People Leader Program

Leveraging the guiding principles and expectations of *Leading People The Carrier Way*, we launched our five-week New People Leader Program in 2024 to equip leaders to Build Best Teams from day one.

Talent Possible

To advance the careers of our future leaders, our *Talent Possible* suite of development programs is designed to build the leadership capabilities required to Build Best Teams.

375

Carrier employees graduated from one of our *Talent Possible* cohorts in 2024¹

Talent Possible supports leadership development needs at three pivotal career stages: early career, mid-career and senior leadership. Each program is tailored to the unique skills leaders need to support themselves and their teams, from building trust to managing priorities and guiding collaborative discussions.

Discover Your Possible

Focuses on building essential leadership capabilities early in one's career

Connect Your Possible

Equips mid-career talent with foundational skills, mindsets, skills and tools to achieve organizational and personal objectives

Lead Your Possible

Designed for senior leaders with potential for broader roles, focusing on advanced leadership skills



Discover. Develop. Engage.

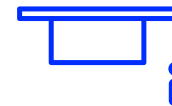
Executive Leadership Development Program

It is imperative that executives lead the enterprise and navigate transformation with confidence and agility. In collaboration with Harvard Business School Executive Education, we launched a custom executive leadership development program, *Catalyst*. The program is focused on three foundational pillars to build leadership capability around leading the enterprise, leading teams and leading self. It is designed to:

- **Align** our vision and strategy.
- **Drive** culture change for teams and talent.
- **Prioritize** customer-centricity.
- **Execute** and achieve outcomes.



A six-day immersive experience on the Harvard Business School campus energizes and inspires executives and facilitates their ability to drive transformative change. *Catalyst* serves as a launchpad for strategic transformation and the evolution of our culture — galvanizing our executives behind our purpose and vision.



~50%

of Carrier executives completed *Catalyst* during its first year in 2024, with ~100% of executives completing the program by May 2025²

¹ Viessmann Climate Solutions and employees from companies divested in 2024 were not included.

² Data includes Viessmann Climate Solutions executives and excludes employees from companies divested in 2024.

Degrees & Certifications

We promote continuous learning — beyond developing subject matter expertise — through our Employee Scholar Program, which covers tuition, academic fees and books at approved universities. The program offers tuition advancement and reimbursement options, providing employees with access to pursue associate- through master-level degrees and certificate programs relevant to Carrier’s business or functions. Tuition advancement offsets tuition costs, making it more feasible for employees to pursue additional degrees.

Development & Performance Management

GRI 404-3



93%

of eligible¹ employees participated in a 2024 goal-setting conversation to align on expected goals, targets and behaviors

93%

of eligible¹ employees participated in a 2024 year-end conversation to reflect on goals achieved and behaviors demonstrated

Performance Connections are transparent, two-way conversations between people leaders and employees that include goal alignment, feedback and development in alignment with *The Carrier Way* and *Leading People The Carrier Way*. The program sets the stage for employees to perform at their best and develop their careers at Carrier.

Performance Connections include three key conversations: goal setting, midyear check-ins and year-end reviews, all supported by ongoing feedback from people leaders and other colleagues through a variety of feedback tools.

In 2024, we increased our focus on goal alignment, accelerating the timeline and reinforcing Carrier Excellence practices. This enabled individuals at all levels to contribute more effectively to Carrier’s strategic priorities. This approach also empowers people leaders to coach for higher performance, raising the bar every year.

Inclusion

GRI 3-3

At Carrier, we are anchored in *The Carrier Way*, with **Inclusion** as a core value and **Build Best Teams** as one of our cultural priorities. Having the best talent and building best teams brings our culture to life. It ignites our passion for customers and our ability to play to win, choose speed, dare to disrupt and collaborate to achieve results. That is why we invest in empowered, world-class teams, united and enriched by the global diversity of perspectives and backgrounds.



We empower world-class teams, enriched by the global diversity of perspectives and backgrounds, by engaging in mutually beneficial partnerships with colleges and universities such as Purdue University, North Carolina Agricultural and Technical State University, Spelman College and Syracuse University. In addition, Carrier invests in national and regional events with professional organizations such as the Society of Women Engineers, the Society of Hispanic Professional Engineers, the Society of Asian Scientists and Engineers, and the National Society of Black Engineers, along with veteran recruiting networks.

We embrace inclusion so that employees around the world can come to work every day feeling like they *_belong* and can contribute to their fullest and highest potential — for themselves, for their teams and for Carrier. In support of this, we encourage allyship for all, a key enabler of our inclusion and *_belong* philosophy.

ally

advocate

for others and intervene when non-inclusive behaviors occur.

listen

with empathy to understand different perspectives and ensure others feel seen and heard.

learn

and build self-awareness and acknowledge individual experiences as compared with our own.

yield

the floor, speaking less and listening more, enabling belonging and knowing that allyship starts with you.

¹Eligible employees include active non-production employees, excluding production maintenance or where governed by collective bargaining obligations. Data excludes employees from companies acquired or divested in 2024.

As part of our ongoing commitment to allyship for all, we delivered our global Day of Allyship program in 2025, broadcast live from the Carrier Air Conditioning and Refrigeration plant in Shanghai. The event featured our Chairman & CEO David Gitlin, Senior Vice President & Chief Human Resources Officer Nadia Villeneuve, and Carrier leaders from Shanghai and around the world. Panelists engaged in a dynamic discussion about the pivotal role every employee plays in creating a sense of connectedness and belonging at Carrier, through allyship.

Employee Resource Groups

We actively listen to voices across our global workforce and use employee feedback to strengthen our culture and teams.

Our Employee Resource Groups (ERGs) — voluntary, employee-led groups that are open to all — are a vital part of bringing our culture of inclusion to life, fostering community, personal development and business impact.



~100

events and activities held in 2024 by our six global ERGs — in which all of our employees were able and encouraged to participate

Carrier Black Alliance

Carrier Hispanics & Latinos Employee Engagement Resource Group

Military & Veterans

Pride

United Carrier Asian Network

Women Empowerment at Carrier

Global Women's Summit

We partnered with an industry leader in customer experience (CX) to host a global NPS CX forum at our world headquarters, featuring a Global Women's Summit attended by women and male allies from around the world, including members of our WE@Carrier ERG. Our mission: to empower and inspire all executives — especially women in customer leadership roles — by fostering meaningful connections and sharing innovative insights to help attendees drive impactful change across their industries.

Tools & Resources

Carrier is an employer of choice for those who want to learn, contribute and lead with purpose. People come here to grow and stay to make a difference.

We enable people leaders by providing the tools and resources they need to empower world-class teams, enriched by diversity of perspectives. Our Inclusive Leadership Toolkit includes best practices in inclusive leadership behaviors, a self-assessment tool and recommended learning modules. Our Allyship Toolkit provides resources, in at least eight languages, to become influential allies and foster a culture of inclusion.

We provide employees and people leaders with resources to develop their awareness and understanding through new learning content in the Carrier Learning Portal. We focus on allyship and inclusion as core themes and offer online learning in 30 languages.

We believe in the power of inclusion and building best teams as critical enablers of our success — accelerating performance, deepening engagement and delivering results for our customers, employees, shareowners and for the world we share. This is how we live our purpose and advance our vision: to be the global leader in intelligent climate and energy solutions.

Carrier is committed to a safe environment that is free of discrimination against any of our employees, and we provide employees with access to Carrier's [Speak Up program](#) to anonymously report incidents of any type of discrimination or harassment. Learn more about [reporting and transparency](#).

Employee Well-Being

GRI 401-2, 403-3, 403-6

Investing in employee well-being is a critical priority for optimizing Carrier's culture. We embed well-being by delivering a holistic portfolio of benefits designed to enable physical, social, emotional and financial well-being so that employees can thrive at home and at work.

Health & Wellness

Carrier offers competitive benefits programs for all employees, continuously monitoring market developments and enhancing our programs as needed. The individual plans that make up Carrier's benefits are designed to balance immediate needs, such as healthcare, with a longer-term focus, such as planning for retirement.

In coordination with each country's social welfare system, and in addition to any required local healthcare participation, we may provide additional benefits based on the market competitiveness in that country. We meet all local regulations related to benefits.

The following benefits reflect our offerings in the United States for salaried and nonunion hourly employees. Benefits vary by region, business alignment, union agreement and employee status:

Healthcare Plans

- Medical, dental and vision coverage
- Prescription drug coverage
- Health Savings Account (HSA)
- Flexible Spending Account (FSA)

Health and Wellness Resources

- Employee Assistance Program
- Health and wellness program with incentives
- Tobacco cessation support
- Resources to compare medical service prices and doctor reviews
- Medical protection for business travelers

Financial Benefits and Resources

- Retirement savings plan 401(k)
- Retirement investment guidance
- Employee Scholar Program

Life and Accident Insurance

- Life insurance (basic and supplemental)
- Dependent life insurance
- Accidental death and dismemberment coverage
- Business travel accident coverage

Voluntary Benefits

- Accident insurance
- Critical illness insurance
- Hospital indemnity insurance
- Identity theft protection insurance
- Legal insurance
- Excess liability insurance

Work/Life/Time Away Benefits

- Paid vacation and paid holidays
- Adoption/surrogacy assistance
- Parental leave
- Medical and family leave of absence
- Bereavement leave
- Short- and long-term disability insurance

To learn more about Carrier's benefits, refer to our [corporate website](#).

World Mental Health Day

Carrier celebrated World Mental Health Day by providing resources and educational sessions to highlight the importance of the overall well-being of our employees and encourage open conversations to break down any stigmas.

Global Employee Assistance Program

Our Global Employee Assistance Program benefits are available at no cost to employees and their household family members. The program provides access to resources and confidential support on work-life balance, family, mental health and more.

Flexible Work

Carrier recognizes the importance of flexible work to enable a world-class workforce and culture while also maintaining a productive work environment focused on outcomes and achieving results.

Our flexible work philosophy, *worX*, offers 20%-25% remote work flexibility. Grounded in four key tenets and *The Carrier Way*, *worX* provides employees with remote work flexibility, balancing the needs of employees, the business and customers. Our informal approach to flexibility is trust-based, not rules-based, and designed to be informal, while promoting alignment with our cultural objectives.¹

Carrier’s global flexible work philosophy is rooted in four key tenets of *worX*.

Flexibility Matters

Work and life are dynamic, and flex work should be, too.

Team Matters

We recognize that work is a team sport, and we win and grow together.

Place Matters

Our Carrier locations are the places where we come together to create a community, and we value the in-person moments of being together.

Outcomes Matter

We understand our goals, and we achieve results with accountability.



Alternative Work Arrangement Policy

Employees requiring additional flexibility beyond the scope of *worX* are considered for alternative work arrangements on a case-by-case basis in situations where creative work schedules have been shown to accomplish work, team and personal goals, while also serving Carrier as a whole.

Fitness Centers

Carrier has fitness centers at our world headquarters in Palm Beach Gardens, Florida, and at other locations globally. U.S. sites without fitness centers offer local discounts.

Paid Vacation Days & Holidays

Carrier encourages employees to have work-life balance in their personal and professional lives. Paid vacation, holidays and personal days are designed to provide employees with time away from work and are aligned to global and local needs.

Leave Programs

GRI 401-3

Carrier offers differentiated leave programs that allow employees to manage their individual family situations.

At Carrier, parents can relax knowing they can take time away from work to bond with new children while still providing for their families. Eligible U.S. employees, including birth mothers and fathers, adoptive parents, legal guardians and parents of surrogate children, receive leave benefits.

Additionally, Carrier provides adoption and surrogacy assistance to help offset related costs. In other parts of the world, local policies apply.

Return to work rate² after maternity or parental leave³:

93%
Female

100%
Male

¹ For those employees whose roles and responsibilities allow for remote work. May be subject to location regulation or bargaining/consultation requirement.

² Returned to work from parental leave for at least one month. Learn more about [our parental leave data](#).

³ In 2024, more than 200 eligible U.S. employees took advantage of the benefit.

Health & Safety

GRI 3-3, 403-1, 403-9

As part of our 2030 sustainability and impact goals, we are committed to achieving world-class safety performance. We invest in creating safe work environments, continuous monitoring and performance improvement, ongoing training and a strong safety culture to deliver safe, reliable, compliant and sustainable workplaces for our employees, contractors, subcontractors and customers.

Our approach to workplace health and safety is built on three principles:

- 1 Safety is a responsibility shared by all employees and promoted by leadership.**
- 2 Leading indicators help focus our attention on areas where risks and injuries can emerge over time.**
- 3 Workplace safety requires continuous discipline and focus.**

These principles guide the management of health and safety, hazard identification and control across our global operations and service locations. Carrier's [Environmental, Health & Safety \(EHS\) Policy](#) is reinforced by our [EHS Operating System](#).

¹TRIR: Number of fatalities, lost-time cases, restricted duty cases and medical treatment cases x 200,000/total hours worked.

²LTIR: Number of lost-time cases x 200,000/total hours worked.



This system supports our ability to maintain safety compliance and drives continuous improvement across our global facilities and field operations, enabling us to:

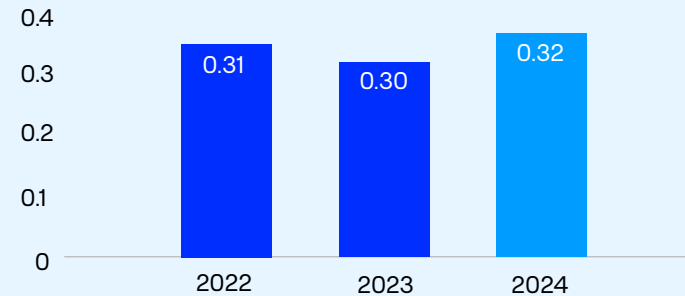
- Control hazards to provide our employees, contractors and subcontractors with workplaces free from injury and illness.
- Enhance control measures for significant hazards through investments such as machine safeguarding and powered industrial vehicles.
- Fulfill EHS legal and other applicable compliance obligations.
- Proactively manage emerging impacts and hazards, while also addressing customer expectations.
- Conduct root-cause analysis, take appropriate corrective action and share learnings.
- Monitor and continuously improve performance.
- Ensure progress toward our 2030 sustainability and impact goal.

We measure the effectiveness of our health and safety programs using metrics such as total recordable incident rate¹ (TRIR) and lost-time incident rate² (LTIR). Our 2030 goal to achieve world-class safety performance requires that we achieve a TRIR of 0.25 and an LTIR of 0.10.

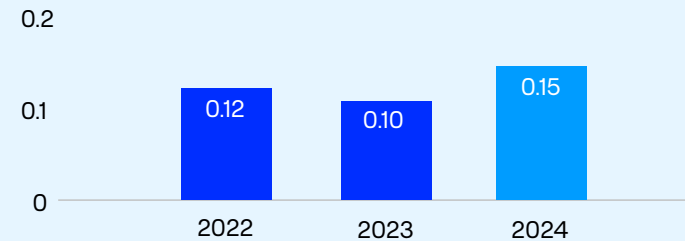
From 2023 to 2024, our TRIR increased from 0.30 to 0.32 and LTIR increased from 0.10 to 0.15. The increases can be attributed to our portfolio transformation.

We closely examine incident and injury trends, strongly promote near-miss and unsafe-condition reporting, conduct EHS audits across global operations and service sites, and promote our EHS programs and standards.

Total Recordable Incident Rate¹



Lost-Time Incident Rate²



The significant health and safety hazards within our manufacturing facilities and service operations are associated with machines, forklift trucks, working at heights, chemicals, hazardous energy, electricity and material handling. We address these hazards through our EHS Operating System, targeted programs, communications and training programs.

Incident Prevention & Investigation

GRI 403-2, 403-9

Carrier's Health and Safety Risk Assessment Standard establishes a hazard identification and risk assessment program to identify and control routine and nonroutine hazards across our global operations. This standard supports the Carrier EHS Policy and our Lead with Safety program, and it applies to all Carrier owned and leased facilities and service operations.

As part of the risk assessment standard, each site must document:

- A risk assessment program, including hazard identification and risk assessments of operations, facilities, research and development, and field work.
- Management of Change process.
- Heat maps based on functional hazard risk assessments.
- Audit and inspection programs.
- Training and communication plans.



Trained and competent service technicians, including Carrier maintenance or engineering employees and contractors, must conduct a pretask assessment prior to starting nonroutine work, such as new service contracts. Once hazards are identified and risks are ranked, control measures are implemented using the hierarchy of controls. The primary goal of risk mitigation is hazard elimination and putting control measures in place that comply with Carrier, regulatory, and machine and equipment manufacturer requirements.

Our Lead with Safety program focuses on nine Safety Commitments and is targeted at identified high-risk activities across all Carrier operations. Employees and contractors are empowered to acknowledge and embrace each of our commitments. Companywide Safety Commitments ensure a consistent culture and hazard control so incidents can be prevented and everyone can go home safe every day.

For all employees, the Safety Commitments empower a culture of:

- Proactively identifying hazards or risks to prevent injury or harm to the individual or peers.
- Stop work or stop the line where a high-risk hazard has been identified.
- Immediately reporting uncontrolled hazards or unsafe conditions to supervisors or managers so that effective corrective actions can be implemented.

Our Stop Work Authority Standard covers the expectations and the process to stop, assess, control and follow up if any task cannot be performed safely by employees, contractors or visitors on the manufacturing floor or in field operations. All site leadership teams promote and reinforce this behavior and prevent the threat of retribution and retaliation for reporting safety concerns or stopping work. Stop Work events are immediately reported to the area supervisor, the site EHS team and site leadership where appropriate. Stop Work events and unsafe conditions are tracked within our global reporting system, providing insights that drive proactive controls to help avoid future incidents.

Employees must report all work-related injuries, illnesses and near misses through the local system, using physical reporting, a phone or a desktop application to aid the incident investigation process. Local reporting is then integrated into the global reporting system to identify trends and design appropriate programs for remediation. Each site is tasked with ensuring that adequately trained and competent employees oversee incident reporting procedures.



Lead with Safety posters help promote a safety culture in our manufacturing facilities.

Culture & Engagement

GRI 403-4

Qualified and dedicated health and safety professionals implement Carrier's EHS Operating System across our global operations and field services. We encourage and facilitate two-way active dialogue with employees through multiple communication mechanisms, including works council meetings, safety committees, collaborative inspection programs and open forum staff meetings. This helps create a culture of hazard awareness and prevention that drives our continuous safety improvement journey.

The EHS global team meets regularly to direct and coordinate EHS initiatives, including:

- Reviewing and updating programs.
- Identifying new programs and policies.
- Conducting evaluations.
- Evaluating progress to goals.
- Reviewing compliance assessments.
- Implementing and communicating with employees about recommended health and safety actions.
- Reviewing incidents and injuries that can foster learning and improvement across our global operations.

Training & Development

GRI 403-5

Effective health and safety training is essential for cultivating a culture centered on safety. Carrier's EHS Operating System requires the establishment and execution of annual training plans throughout our manufacturing and service operations. These plans detail the target audience, training providers, delivery methods and topics covered.

Our training strategy integrates a mix of practical hands-on, in-person and online training that is customized to address specific work-related hazards and hazardous activities, and meet local, regional or country-specific training requirements. Manufacturing and field employees receive health and safety training during new hire orientation and onboarding, and ongoing toolbox talks.



Occupational Health

GRI 403-3, 403-6, 403-7

In addition to our culture of [employee well-being](#), we recognize that our operations can impact the health of our workforce due to potential exposure to chemicals, noise, heat or other environmental workplace hazards. As part of Carrier's hazard identification process, operating units and field services are required to identify and assess hazards associated with industrial hygiene. We implement effective controls and continuously monitor control measures and employee exposures, ensuring exposures are within regulatory thresholds.

Noise & Hearing Conservation

Carrier's EHS Operating System requires facilities to identify and assess noise hazards, ensure the hazards are appropriately documented, and review and improve (where possible) significant noise hazards. Carrier continues to invest in engineered controls to reduce noise levels.

Heat Stress

High temperatures have the potential to impact Carrier employees across global operations and field services. In 2024, Carrier ran a proactive "Beat the Heat" campaign to educate employees on the importance of taking action to prevent heat-related illness. It included reminders to hydrate, use shaded break areas and detect or prevent heat-related illnesses. Employees were encouraged to share the information at work, at home and in their communities.

Chemical Compliance & Management

All Carrier sites and operations are required to have documented chemical management programs to prevent potential exposure to health and safety hazards in the work environment. Carrier's Product Regulatory Compliance team works with product teams to ensure products comply with all relevant local, regional and national regulations in the markets where they are sold. This includes adherence to regulations such as California Proposition 65; the European Union's (EU) Restriction of Hazardous Substances



Directive; and the EU's Registration, Evaluation, Authorisation and Restriction of Chemicals Regulation.

Carrier's chemical compliance and management includes:

- A global regulatory monitoring program.
- A comprehensive chemical inventory.
- Communication and awareness materials for training.
- An approval process for introducing new chemicals.
- On-site chemical management.
- Appropriate chemical waste disposal.

Machine Safeguarding

Carrier's EHS Operating System requires sites and operations to have documented programs focusing on continuous improvement of powered machine and equipment safety, ensuring effective safeguards are identified and installed. Carrier continues to invest in machine safeguarding.

Carrier's machine safeguarding program includes:

- Risk assessing all machines.
- Appropriately safeguarding moving machine parts.
- Implementing administrative controls for each specific machine, including work instructions and pre-shift inspections.
- Providing communication and awareness materials for training.

Emergency Management

Business disruption can happen at any time due to extreme weather, loss of critical infrastructure, violence, disease outbreaks, pandemics or other issues. Emergencies can occur at a facility or on a regional, national or global level. Carrier's emergency and incident response procedures provide frameworks for effective emergency management and recovery.

At the facility or business-segment level, emergency preparedness and response are managed by Carrier's EHS team and facility or site-security leaders. As per our operating system requirements, sites and operations must develop plans and procedures to respond to identified emergency scenarios that may arise due to internal and external sources. Plans and procedures must remain current, readily accessible and trialed to ensure effectiveness. Procedures and equipment to respond to emergencies must be maintained in accordance with regulations.

Corporate Social Responsibility

GRI 2-29, 3-3, 203-1, 203-2

In accordance with our [Philanthropic Donations Policy](#), Carrier supports organizations that promote the planet, people and communities in which we live, work and operate. We strive to bring our unique knowledge and expertise to communities where we can have the greatest impact.

In 2024, we supported civic, cultural, economic and social welfare organizations around the world. We gave approximately \$12 million to communities through cash and in-kind donations and through the Carrier Matching Gifts Program, a dollar-for-dollar charitable donation program in the United States. Our employees embody Carrier’s spirit of advancement by donating and volunteering across the world. We exceeded our second-year volunteer program goal, with over 20,000 logged hours, a 72% increase over 2023.

¹Evaluated case by case by a Rapid Response Committee.

Our Giving Focus Areas

Carrier supports organizations that promote:

	Planet	Sustainable solutions designed for the planet’s greatest environmental challenges.	<ul style="list-style-type: none"> Climate resiliency and energy conservation Cold chain development and food waste reduction
	People	A skilled and inclusive workforce, with a focus on STEM and capabilities of the future needed to support intelligent climate and energy solutions.	<ul style="list-style-type: none"> STEM, HVAC, refrigeration and trade technician education and career development Workforce inclusion
	Communities	Advancement of the communities in which we live, work and operate.	<ul style="list-style-type: none"> Healthy indoor environments advocacy Hunger relief Humanitarian crises support¹ Employee matching gifts program

2024 Community Impact

~\$12M

donated to communities through cash and in-kind donations and through the Carrier Matching Gifts Program

1,130+

organizations supported through the Carrier Matching Gifts Program

\$6M+

in product donated for charitable purposes

\$1.4M+

contributed to colleges and universities in support of research, scholarships and educational programs

\$1.6M+

donated to communities through the Carrier Matching Gifts Program, doubling employee donations

20K+

employee volunteer hours logged through our second-year volunteer program

Planet

Arbor Day Foundation

In 2025, Carrier collaborated with the Arbor Day Foundation to create the “For the Air We Breathe, For the World We Share” initiative to plant 5 million trees by 2030, helping to mitigate extreme heat and create cooler communities. We are dedicated to supporting localized climate resiliency and helping influence urban heat impact in locations where we live, work and operate. Our employee volunteers will participate in tree plantings around the world, turning our purpose into action.

5M

trees to be planted by 2030 to help improve air quality, generate oxygen and reduce urban heat in neighborhoods that need it most

C40 Cities

We are supporting C40 Cities, a global network of nearly 100 cities and mayors, with a three-year U.S. \$1.05 million grant to promote sustainable cooling solutions in buildings and neighborhoods. C40 will support cities around the globe as they assess the impact of rising temperatures on areas such as residents’ health, energy poverty and cooling-related energy demand. C40 will also use the funding to support cities in developing effective cooling strategies, road maps, policy solutions and knowledge products.

London, England, and Quezon City, Philippines, were selected in early 2025 to receive support to develop effective cooling strategies that will help address extreme heat; additional cities will be chosen in the future to develop cooling policies and actions



Africa Centre of Excellence for Sustainable Cooling and Cold Chain and U.N. World Food Programme

Carrier continued to advance cold chain development in West Africa through a collaboration with the United Nations World Food Programme (WFP) and other leading companies, supporting the establishment of the WFP Transport Training Centre in Accra, Ghana. Additionally, we are collaborating with the Africa Centre of Excellence for Sustainable Cooling and Cold Chain (part of The Clean Cooling Network) in East Africa by providing transport refrigeration units, connected cold chain solutions and training. The facility will include a technology testing and demonstration center, a refrigeration and data telematics training facility, classrooms, a conference center and a smart farm to develop a sustainable cold chain and reduce food waste in the region.

160+

participants trained to enhance logistics capacities and refrigerated transport operations in 2024



People

For Inspiration and Recognition of Science and Technology (FIRST)

We continued our support of the global youth robotics organization For Inspiration and Recognition of Science and Technology (FIRST) to encourage students ages 4 to 18 to develop science, technology, engineering and math skills for future careers. Carrier supported programs around the world, and employees mentored teams and volunteered at competitions. We also provided grants to support FIRST teams in underserved communities.

30

grants provided to support student teams from low-income areas in 23 U.S. cities

Building Talent Foundation

Carrier continued to create a pipeline of future HVAC technicians through a collaboration with the Building Talent Foundation. The programs promote careers in the trades to youth and underrepresented groups, align training with industry needs and persistent talent shortages, and build engagement through career advancement opportunities. We participated in a study to identify high-value skills, innovative training strategies and collaborative efforts needed to empower a future-ready workforce.

~970

people placed into HVAC-related jobs in the United States over a period of four years by the Building Talent Foundation, with Carrier's support

Communities

California Wildfires

In 2025, Carrier donated over \$2.5 million in indoor air purifiers to help improve air quality for the communities most impacted by the wildfires in Los Angeles and the surrounding areas. Air purifiers were sent to support essential service workers in the Los Angeles Fire Department, local schools and hospitals, helping provide healthier indoor environments for those at risk from hazardous air quality.

5K

Carrier air purifiers donated to support those impacted by the Los Angeles wildfires

Habitat for Humanity

Our support of Habitat for Humanity continued through product donations, financial contributions and volunteer efforts around the world. Employees participated in home builds and volunteer projects, including the weeklong Carter Work Project to build affordable and sustainable homes in Minnesota.

40

high-efficiency HVAC systems and smart thermostats donated by Carrier to support the Carter Work Project and other home builds in Saint Paul, Minnesota



Carrier channel partners helping distribute donated indoor air purifiers.

Feeding America and European Food Banks Federation

To help address hunger and food waste, Carrier supported food banks in communities in which we live, work and operate. With our donation to Feeding America, local partner food banks expanded capacity for rescuing more perishable food. The European Food Banks Federation leveraged our support to expand online data collection, develop a knowledge-sharing portal and facilitate skill-sharing sessions across the network to build capacity. In addition, Carrier employees volunteered at local food banks.

In the United States and Europe, Carrier supported food bank organizations, reinforcing the missions of their network of nearly 40 members and local food banks

Governance

Our culture of strong corporate governance fosters integrity and ethical behavior, guides our actions and governs the relationships among our employees, with our customers and in our communities.

→	Leadership	50
→	Enterprise Risk Management	51
→	Environmental, Health & Safety Management	52
→	Human Rights	53
→	Responsible Supply Chains	55
→	Ethics & Compliance	58
→	Government Relations	60
→	Corporate Policy Manual	60

Leadership

GRI 2-9, 2-11, 405-1

Carrier's [Board of Directors](#) oversees the strategic direction of the company to advance the long-term interests of the company and our various stakeholders. Our policy is to build a board representing a diverse range of skills, experience and perspectives. Our 10-member Board included eight independent directors. Our [Executive Leadership Team](#) executes Carrier's strategic and operating plans and comprises the primary organizational functions and leaders of our business segments.

Sound Corporate Governance

GRI 3-3

Carrier is committed to strong corporate governance practices. Our governance framework enables our experienced and accomplished directors to provide advice, insight and oversight that promote the long-term interests of the company, our shareowners and other stakeholders.

Oversight

- Regular reviews of strategic direction and priorities.
- Regular reviews of significant risks; active oversight of Enterprise Risk Management (ERM) program.
- Annual review of Board policies, governance practices and committee charters.
- Annual Board, committee and director evaluations; regular refreshment actions.

Independence

- 80% of Board members are independent.
- Robust Lead Independent Director with explicit responsibilities.
- Meetings of independent directors led by Lead Independent Director.

Elections

- Annual election of all directors.
- Majority voting for directors in uncontested elections.

Share Ownership

- Rigorous share ownership requirements for directors and senior management.
- Directors required to hold company-granted equity until retirement.
- Hedging, short sales and pledging of Carrier securities prohibited.

Shareowner Rights

- Eligible shareowners can nominate directors through proxy access.
- Shareowners may act by written consent.
- 15% of shareowners may call special meetings.
- No supermajority shareowner voting requirements.

Engaged Board

- 98% attendance at Board meetings in 2024.
- 97% attendance at committee meetings in 2024.

Governance & Oversight

GRI 2-9, 2-12, 2-13, 2-14, 2-17, 3-3

Our approach to sustainability governance is embedded into our culture, including at the highest levels and across all business segments and functions. The Governance Committee of our Board is primarily responsible for overseeing our corporate responsibility practices, programs, and initiatives, including those related to environmental impact and sustainability as well as alignment with Carrier's strategic priorities and core values. The Board has delegated to other committees certain elements of corporate responsibility oversight to leverage their respective areas of expertise. This approach reflects our belief that corporate responsibility, including environmental impact and sustainability, and Carrier's strategic priorities and values are inseparable and underscores our commitment to our stakeholders and the stewardship of our planet. The Carrier Executive Leadership Team is responsible for our sustainability priorities and overseeing the execution of our 2030 sustainability and impact goals.



Enterprise Risk Management

GRI 3-3

Carrier encounters an extensive range of risks, including compliance, financial, geopolitical, legal, operational, regulatory, reputational and strategic. Within these broad categories, specific risks include: government actions (including related to developments in trade policy and the imposition of tariffs and climate regulations); cybersecurity; the competitive landscape (including disruptive technologies); human capital management (including talent acquisition, development and retention); logistics and supply chain; and the impact of disruptive events (including natural disasters and pandemics).

To manage these and other risks, we have implemented an ERM program, which is a companywide effort managed by senior executives and overseen by the Audit Committee and Board to identify, assess, manage, report and monitor enterprise risks that may affect our ability to achieve the company’s objectives and strategy.

As part of the ERM program, ownership of enterprise risk is assigned to the appropriate business segment or corporate function that is responsible for developing and implementing comprehensive mitigation plans. The Board reviews these risks and mitigation plans on an annual basis in conjunction with Carrier’s strategic plan. Mitigation plans are reviewed for effectiveness and include a broad range of measures to manage and reduce risk, including adjustments to strategic and business initiatives, research and development, product design, increased protections for our facilities and supply chain, and enhanced internal controls, including employee and contractor training.

The Board and committees also review enterprise risks with senior management on an ongoing basis throughout the year. Each committee has primary risk oversight responsibility in the areas that align with its focus and charter responsibilities as described in the table to the right. At each regular meeting, or more frequently as needed, the Board receives and considers committee reports that provide additional detail on risk management issues and management’s response to them. For example, cybersecurity risk is an enterprise risk that the Audit Committee and the Board oversee and review, with four briefings to the Audit Committee and one briefing to the Board in 2024.

The Board’s Role in Risk Management

GRI 2-9, 2-14, 3-3

The full Board is responsible for Carrier’s strategic risks, while the Audit Committee oversees the company’s ERM policies and practices. Responsibility for the oversight of specific risk categories is allocated among the Board and its committees as follows:

Full Board of Directors

- Major strategies and business objectives.
- Significant risks and risk management activities pursuant to Carrier’s ERM program.
- Succession planning.

Audit Committee

- ERM policies and practices
- Capital structure and significant capital appropriations
- Compliance program
- Cybersecurity risks
- Financial reporting and related internal controls
- Foreign exchange, interest rates and raw material hedging
- Significant operational risks

Compensation Committee

- Compensation and benefit policies
- Compensation of select senior leaders
- Compensation plan design and compensation-related risk
- Employee engagement and inclusion
- Incentive plan performance metrics and goals

Governance Committee

- Charitable and philanthropic policies
- Conflicts of interest
- Corporate governance
- Director independence
- Environment, health and safety
- Government relations, including Carrier PAC and political expenditures
- Positions on public issues
- Product integrity

Technology & Innovation Committee

- Developments and trends in technology and digital, including sustainability
- Disruption risk by technology and digital developments
- Effectiveness of Carrier’s technology and digital strategy and innovation programs

Environmental, Health & Safety Management

GRI 3-3, 403-1, 403-8

The health and safety of our employees and contractors and reducing environmental impact are top priorities across our operations. Carrier's [Environmental, Health & Safety \(EHS\) Policy](#), Operating System and programs help protect our people and minimize impacts to the environment. The policy and system govern all Carrier employees and contractors across manufacturing, service, warehouse, research and development, and office locations.

Carrier's environmental, health and safety program is overseen by the Governance Committee of Carrier's Board, managed by our EHS team and implemented at the operational level. We implement our EHS Policy through our EHS Operating System, which provides a continuous improvement framework grounded in integrated planning and performance measurement. Carrier uses a third-party software provider to capture data across our facilities and service locations. This data helps us track, monitor and assess our EHS metrics, including greenhouse gas emissions, energy, water, waste, and health and safety.

The EHS Operating System structure is aligned with ISO 14001 and ISO 45001 management system standards and follows the Plan-Do-Check-Act cycle.

Our EHS organization, governance and performance expectations include:

- Management responsibility with oversight from the Governance Committee of the Board.
- Integrating EHS management across the enterprise.
- Compliance with relevant EHS regulatory requirements in the locations we operate.
- A formalized EHS risk management process.
- Data and document management, including performance measurement, corrective action monitoring and metrics reporting.
- Audit program validating compliance to regulatory requirements and internal standards.
- Best-practice sharing on EHS topics and issues.
- Employee training and engagement.
- Industry-leading processes and practices.

Key leading and lagging EHS indicators are defined to measure performance and improvement and inform our 2030 sustainability and impact goals. Our performance and systems are regularly monitored, audited and reviewed to identify trends and opportunities for improvement. Decisions and actions are documented, and records are retained. Outputs of the performance evaluation process are used as part of the annual business planning cycle to define EHS strategic objectives, goals and improvement targets.

Certification

When feasible and where required, we pursue environmental, health and safety management certifications at Carrier-owned and leased facilities worldwide. At the end of 2024, we had 20 certificates covering 129 locations for ISO 14001:2015 environmental management, 18 certificates covering 101 locations for ISO 45001:2018 occupational health and safety, and three certificates covering 126 locations for ISO 50001:2018 energy management.¹

Culture of Environmental Responsibility

Training

As part of our focus on [talent and career development](#), Carrier maintains a common global learning portal, giving employees exposure to a range of environmental topics, such as environmental sustainability, greenhouse gas emissions and energy management, waste management and circular economy. This platform is managed by Carrier's learning and development team and is accessible at any time to all full- and part-time employees.

In addition, job-specific health, safety and environmental training, such as hazardous waste and chemical compliance, is provided on a site-by-site basis to enhance safety and regulatory compliance and inform job-specific tasks. This training is provided during site inductions and throughout the year as part of Carrier's EHS Moment program.

Management of Change

Carrier's Management of Change process integrates EHS risks and impacts into the [Product Development Process](#). This allows EHS risks to be identified and managed consistently across Carrier in the development of new products. The Management of Change process involves Carrier project managers, and EHS, Operations and Engineering personnel who identify, prioritize, mitigate and control risks introduced due to changes in operations associated with new products.

Learn more about how we are addressing the [health and safety](#) of our employees and contractors and working to minimize our [environmental](#) impact.

¹The data reflects changes to our methodology and includes Viessmann Climate Solutions sites. Certified locations include manufacturing, research and development, warehouse and sales and service sites.

Human Rights

GRI 2-23, 3-3

Respect for human rights is foundational to Carrier's values and *The Carrier Way*. Our Human Rights Policy; Environmental, Health & Safety Policy; Global Ethics and Compliance Program, including our Code of Ethics, Human Trafficking Policy Statement, California Transparency in Supply Chain Act policy, nondiscrimination and harassment prevention; and Supplier Code of Conduct inform our overall approach to responsible business practices.

We require our employees and business partners to meet our expectations for human rights, ethics and compliance.



Global Human Rights Policy

GRI 2-23, 205-2, 407-1, 408-1

Carrier's [Human Rights Policy](#) is owned by our Chief Human Resources Officer and Chief Legal Officer and covers our existing and prospective employees, customers, contractors, suppliers and communities.

We respect and protect human rights and labor standards consistent with the United Nations Guiding Principles on Business and Human Rights (2011), the Universal Declaration of Human Rights (1948) and the International Labor Organization's 1998 Declaration on Fundamental Principles and Rights at Work.

Our Human Rights Policy covers the following areas:

- Anti-corruption
- Child and forced labor
- Compensation and benefits
- Compliance with laws
- Conflicts of interest
- Data privacy
- Discrimination
- Freedom of association
- Harassment-free workplaces
- Health and safety
- Suppliers

These topics and their associated programs are implemented and managed by relevant teams across our global operations, including our Human Resources; Environmental, Health & Safety; Supply Chain; and Ethics and Compliance teams.

Human Rights in the Workplace

GRI 409-1

What we do is critical, and how we act matters. That is why our [Code of Ethics](#) focuses on the core values that serve as the foundation of our culture: respect, integrity, inclusion, innovation and excellence.

Our values dictate how we perform every day, including how we interact with each other:

- We treat others the way we want to be treated.
- We take action to ensure that no one feels unsafe or intimidated in our workplaces.
- We strive to create an environment where we all feel included, regardless of our differences.
- We embrace the benefit of different viewpoints and perspectives.
- We value our employees on their merits, skills and engagement.
- We do not tolerate any discrimination.

Each year, we require our employees to certify they have read and will comply with our Code of Ethics. Compliance with the requirements of the Code of Ethics is expected behavior for all Carrier employees. Violations of these requirements will result in appropriate corrective action. All Carrier employees are also required to participate in annual training. Learn more about our [ethics and compliance training](#).

Additionally, we invest in creating safe work environments, continuous monitoring and performance improvement, ongoing training and a strong safety culture to deliver safe, reliable, compliant and sustainable workplaces for our employees and contractors. Learn more about our [health and safety program](#).

Human Rights Across Our Value Chain

Carrier's [Supplier Code of Conduct](#) sets forth our expectations for each of our product and service suppliers and aligns with the expectations we maintain for our own directors, officers, employees and representatives.

In alignment with our Human Rights Policy, Carrier's Supplier Code of Conduct includes the following areas, among others, that relate to human rights:

- Child and forced labor
- Compensation
- Compliance with laws
- Ethics and Compliance Program
- Freedom of association
- Harassment and abusive behavior
- Health and safety
- Human trafficking
- Misconduct and reporting
- Nondiscrimination

We market our products and services to consumers, businesses and governments worldwide. Carrier has integrated human rights-related clauses into our Standard Terms & Conditions of Purchase. We also employ an automated, real-time, third-party software solution to scrutinize essential relationships, such as buyers, sellers and our top-tier suppliers. This software uses advanced algorithms to identify high-risk stakeholders and parties in countries listed for human rights issues or other unethical behavior, cross-referencing global denied or sanctioned party lists. Carrier receives daily alerts for potential risks, implementing actions and remedies to minimize potential for human rights violations across our value chain.

Child Labor & Forced or Compulsory Labor

GRI 408-1, 409-1

Carrier's Human Rights Policy prohibits child or forced labor across our operations, and we require that our business partners share this commitment. Potential new hires across Carrier's operations are required to provide valid identification, and it is matched against government data sources.

Through our Supplier Code of Conduct, Carrier requires that suppliers ensure child labor is not used in the performance of their work, in alignment with the principles of applicable International Labor Organization Conventions. The Supplier Code of Conduct further prohibits suppliers from engaging in the use of forced or compulsory labor.

Additionally, Carrier uses EcoVadis, a third-party risk assessment platform and engagement tool, to evaluate top factory suppliers on an ongoing basis on a range of sustainability topics. The screening questionnaire includes a focus on labor practices, human rights and ethics, among others. The platform allows Carrier to identify potential human rights-related risks across our top factory suppliers. Learn more about our [responsible supply chain](#) program.

Carrier maintains a sourcing framework that requires our suppliers to demonstrate certain qualifications. This framework includes long-term agreements and/or standard terms and conditions that prohibit child and forced labor. Carrier conducts continuous monitoring over tier 1 direct spend suppliers, whereby companies that are known to have human rights violations are flagged.

Modern Slavery & Human Trafficking

Carrier's [Human Trafficking Policy Statement](#) and Modern Slavery Act Statements outline our commitment to compliance with applicable laws and regulations prohibiting human trafficking. Our Supplier Code of Conduct emphasizes our prohibition on modern slavery and human trafficking.

Conflict Minerals

SASB RT-EE-440a.1

Carrier has established a conflict minerals compliance program designed to conform to the internationally recognized due diligence framework established by the Organization for Economic Cooperation and Development. We support industrywide initiatives that raise awareness for responsible sourcing of conflict minerals and support the development of conflict-free sourcing such as the Responsible Minerals Initiative, where Carrier serves as a partner member.

Our [Conflict Minerals Policy](#) describes our preference to source tantalum, tin, tungsten and gold (known as 3TG) originating in the Democratic Republic of the Congo region from a smelter or refiner validated as conflict-free by an independent third party. Because Carrier does not source 3TG directly from smelters or refiners, engagement with our suppliers is a fundamental element of our efforts to comply with the legislation. Our Form SD Conflict Minerals Disclosure and Report is in our [corporate filings](#).

Grievance Mechanism

GRI 2-16

Learn more about [reporting and transparency](#).

Responsible Supply Chains

GRI 308-1, 308-2, 414-2

Our suppliers are vital partners in driving innovation and ensuring quality at Carrier. As we strengthen our commitment to responsible supply chains, we work together to ensure business resilience, seize opportunities and advance sustainability for long-term success.

Carrier’s responsible supply chain program evaluates key factory suppliers and is continuously strengthened through a focused four-pillar strategy:

- 1 Develop a clear understanding of sustainability performance across our supply chain.
- 2 Strengthen supplier engagement and sustainability performance.
- 3 Embed sustainability insights and criteria across our procurement procedures, processes and tools.
- 4 Lead with a world-class program for supply chain sustainability.

In 2024, we continued to advance our supply chain sustainability program to improve supplier performance and reduce potential sustainability risks across the supply chain.

Our program achievements include:

80%+

of direct supplier spend covered by sustainability screening, demonstrating our commitment to responsible sourcing

400+

suppliers engaged through our sustainability-focused sessions, fostering education and collaboration

90+

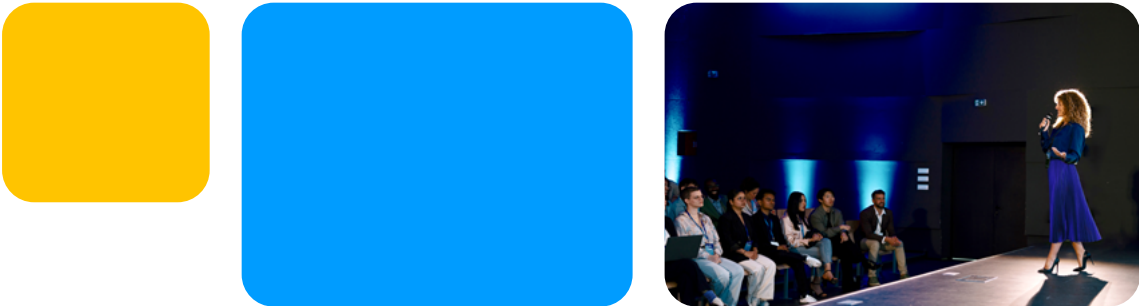
Carrier buyers trained on the supply chain sustainability program, ensuring our team is well equipped to uphold our standards

Strengthening Supplier Engagement

GRI 2-29 , 414-1

As part of the Carrier Quality Systems Audit, new suppliers are screened against sustainability-related metrics to understand the environmental and health and safety management systems and processes they have in place to manage risk and track compliance. The screening questionnaire also focuses on recycling efforts and commodity management. By incorporating these metrics into our screening questionnaire, we aim to manage sustainability-related risk effectively.

Carrier also uses EcoVadis to evaluate top factory suppliers on an ongoing basis. The sustainability screening questionnaire includes a focus on labor practices, human rights, ethics, energy, climate and water management. To encourage participation and continuous improvement, Carrier mandates that Preferred Suppliers maintain a minimum score of 45 on the EcoVadis assessment from the beginning of the supplier relationship.



Our supplier engagement strategy is designed to align with Carrier’s sustainability and impact strategy, and our Supplier Code of Conduct, focusing on the following key areas:

Training Our Commodity Managers

Our commodity managers play a pivotal role in supporting our sustainability efforts. As part of our commitment to fostering awareness and compliance, we regularly provide them with ongoing sustainability training. This training equips them with the necessary knowledge and empowers them to champion our sustainability initiatives within their respective areas of control.

Annual Global Conferences

Carrier holds annual global and regional supplier conferences that serve as platforms to effectively communicate our sustainability expectations, creating a forum for open dialogue and collaboration among our company and our suppliers. By facilitating direct engagement, we seek to enhance mutual understanding and underscore the significance of aligning with our sustainability requirements.

Sustainability-Focused Supplier Webinars

In collaboration with EcoVadis, Carrier hosts global webinars in local languages and time zones, fostering accessibility and inclusivity for all stakeholders. These webinars offer insights into specific sustainability topics and deliver tailored messaging by location.

Additionally, we conduct focused sessions tailored to smaller audiences, addressing their specific needs. This approach allows Carrier to connect more personally with suppliers and deliver targeted support and collaborative engagement.

Strategic Supplier Engagement

We actively engage with our underperforming suppliers to improve their sustainability performance by developing tailored action plans together. This hands-on approach has strengthened supplier relationships and helped improve the sustainability performance of over 90% of our suppliers since 2022.

Embedding Sustainability Into Our Procedures, Processes & Tools

GRI 408-1

Carrier has embedded key sustainability and human rights principles into how we procure and work with our supply chain. Through our Supplier Code of Conduct, we set requirements on topics such as environmental management, health and safety management, business ethics, nondiscrimination, freedom of association, compensation, child labor and human trafficking.

Carrier’s Supplier Standard Terms and Conditions state that suppliers should strive for excellence in environmental and social performance. Similarly, our [Supplier Quality Manual](#) emphasizes the importance of supporting Carrier’s sustainability initiatives. Suppliers are expected to take action by minimizing waste, emissions and energy consumption, as well as engaging in responsible practices across their operations and extended supply chains. This includes collecting relevant data, participating in assessments and responding to Carrier’s requests for information in a timely and transparent manner.

Risk Mapping

Recognizing that not all suppliers face the same challenges or operate within identical contexts, we conduct sustainability risk-mapping assessments on suppliers identified as presenting potential risks. Through these exercises, we systematically identify and prioritize key suppliers and regions that require focused attention regarding sustainability risks. This strategic approach allows us to tailor our engagement efforts, ensuring that we address the most pertinent sustainability concerns in a targeted and impactful manner. By proactively identifying risks, we aim to collaboratively work with suppliers to implement effective mitigation strategies and collectively contribute to a more sustainable and resilient supply chain ecosystem.

Supplier Excellence

We count on our suppliers to meet the same high standards for quality, delivery, cost and customer satisfaction that we place on ourselves. Our Carrier Alliance program rates our suppliers on key metrics and works to develop long-term business relationships with our Carrier Preferred-level suppliers.

Suppliers can reach Carrier Preferred status by committing to operational excellence and to meeting cost and sustainability targets as follows:

≥98% on-time delivery for the last 12 months

Driving toward zero defects

Maintaining an EcoVadis sustainability score ≥45

Supplier Inclusion

GRI 414-1

Consistent with the nondiscrimination expectations in our global Supplier Code of Conduct, we recognize supplier inclusion as an essential part of our success. We have established relationships with a large pool of qualified suppliers as part of our global supply chain strategy.

~\$261M

of products and services purchased from first- and second-tier small and other business categories recognized by the U.S. Small Business Administration in the United States in 2024



Ethics & Compliance

GRI 2-16, 2-25, 205-1 | SASB RT-EE-510a.1

The first Carrier Corporate Ethics policy was created in 1932 by our founder, Willis Carrier. Almost a century later, the same ideals remain embedded in our culture.

At Carrier, we expect high performance and high integrity from our employees and everyone with whom we conduct business. It is never acceptable to compromise our values or integrity to achieve our business objectives. We are a company committed to always doing the right thing. We maintain sound governance standards as reflected in our [Corporate Governance Principles](#), [Code of Ethics](#), [Corporate Policy Manual](#), strong internal controls, transparent financial reporting and a systematic approach to enterprise risk management.

Global Ethics & Compliance Program

GRI 2-25, 2-26, 2-27, 205-1, 205-2

Code of Ethics

We aim to be world-class in everything we do — including our compliance with all laws and regulations and our Code of Ethics, which applies everywhere we do business. The Code of Ethics integrates our core values that serve as the foundation of our culture: respect, integrity, inclusion, innovation and excellence. Every employee is responsible for ensuring that Carrier's business is conducted in compliance with the law, Carrier's Corporate Policy Manual and Carrier's Code of Ethics.

Training

All Carrier employees are required to participate in annual tailored ethics and compliance training reflecting the results of regular risk analysis. Most employees receive their training through our online program, where they complete foundational ethics and compliance training courses. Employees also complete an annual Compliance Declaration to acknowledge their commitment to the Code of Ethics and declare any conflicts of interest. Employees receive periodic anti-corruption refresher training if they hold a position that presents a higher level of corruption risk. Focused training is also delivered to the sales community on antitrust risks.



Reporting & Transparency

Carrier is committed to a safe reporting environment that is free of discrimination, fear of bullying or other negative consequences. Carrier does not tolerate any form of retaliation. Anyone engaging in retaliatory behavior against those who make a report in good faith will be subject to disciplinary action, up to possible termination of employment. When employees, contractors and partners observe or suspect something that contradicts Carrier's Code of Ethics, Carrier policies or the [Supplier Code of Conduct](#), we encourage them to speak up. We provide employees and our business partners access to Carrier's [Speak Up program](#), including the option to anonymously report ethical concerns online or by phone.

Continuous Improvement

We audit and assess our operations on a regular basis to ensure compliance and continuous improvement. All reports of violations are investigated thoroughly, fairly and impartially with the objective of identifying actions for continuous improvement.

Anti-Corruption

GRI 205-1 | SASB RT-EE-510a.1

Carrier conducts business solely on merits. We will not improperly influence anyone to obtain or retain business or secure any other advantage, nor allow anyone to do so for our benefit, in any market — public or private — anywhere. In standing by our principles and complying with our Code of Ethics and company policies, we fight corruption and support the global development of fair markets. Our success relies on abiding by our core values — regardless of what might be seen as customary or acceptable in any given market.

Fair Competition

GRI 206-1, SASB RT-EE-510a.1

Competition fosters better products and services, driving Carrier to be more efficient and more innovative. We compete vigorously and legally, not only because it is good for our business, but because it is the right thing to do. Every employee is responsible for ensuring Carrier complies with all applicable competition laws.



Cybersecurity

Our Cybersecurity team leads a forward-looking program to protect Carrier from constantly evolving cyber threats. Our cyber defense strategy seeks to prevent, detect and respond to cyber risks using advanced security technologies and best practices that align with NIST 800-53, ISO 27001 and other industry practices.

Our security team remains vigilant and continually improves cyber capabilities throughout our organization. We conduct regular assessments to validate defensive measures and use a comprehensive risk management framework to enable effective escalation and response. We enhanced our education, awareness and phishing programs to enable a greater level of defense at the user level. Our third-party risk management, vulnerability management, threat intelligence and 24/7 security operations are all intended to address cyber risks and threats.

The Audit Committee of Carrier's Board reviews Carrier's privacy and cybersecurity compliance programs, and full Board reviews are held as needed. An additional level of senior-level management oversight remains in place to oversee critical cyber risks and incidents. Leaders participate in simulated tabletop exercises to validate process design and decision-making.



Data Privacy

Carrier values and respects the privacy of the people from whom it collects, processes or transfers personal data. We take appropriate steps to safeguard personal data under our control from unauthorized access, misuse, impermissible disclosure, alteration or unauthorized destruction. Carrier discloses personal data only to employees and third parties having a legitimate business need to know, as permitted by applicable law, and under appropriate legal and contractual restrictions.

Our comprehensive data privacy compliance program provides appropriate controls on what personal information we collect, store and process and how we safeguard it.

Our approach involves:

- Complying with all applicable data privacy laws.
- Completing privacy impact assessments for new and modified tools, service providers, and products and services that involve collecting or processing personal information.
- Completing Privacy by Design assessments to consider privacy aspects as an integral part of designing new products.
- Performing annual self-assessments of our data privacy compliance program.
- Using appropriate security safeguards.
- Adopting and maintaining detailed policies and Binding Corporate Rules, which are rules for data privacy compliance approved by European regulators.
- Providing regular training within the organization to raise awareness and foster compliance with applicable data privacy rules and requirements.
- Using Internal Audit frequently to identify potential data privacy risks.

Government Relations

GRI 2-23, 2-26, 2-29

Carrier engages in political activity and public policy advocacy on issues that impact the company's business — whether at the local, state or federal level in the United States, or with foreign governments and international governmental organizations.

The Board believes that participating in the legislative and regulatory process is an important part of responsible corporate citizenship and that Carrier and its employees have a legitimate interest in public policy debates. The Governance Committee and Board review and monitor the company's government relations activities, including those of the Carrier Political Action Committee (PAC). These activities are governed by and conducted in accordance with the standards articulated in our [Code of Ethics](#) and [Corporate Policy on Government Relations](#), both of which are available on the company's website.

Carrier's government relations initiatives are intended to educate and inform officials and the public on a broad range of public policy issues that are important to our business and consistent with the best interests of the company, our shareowners and our other stakeholders. These initiatives are not based on the personal agendas of individual shareowners or Carrier's directors, officers or employees.

The company does not make political contributions to candidates for U.S. federal office and, as a matter of policy, does not contribute to candidates for state or local office in the United States or for offices in foreign countries. The Carrier PAC, which is entirely funded by voluntary contributions, is nonpartisan and contributes to candidates for federal office who are supportive of Carrier's corporate business interests and public policy goals, regardless of political party.

Memberships & Associations

GRI 2-28

Carrier maintains strategic memberships, partnerships and associations while evaluating opportunities for additional contributions and leadership. Through these memberships, our leaders and employees stay at the forefront of industry best practices, customer needs and regulatory changes as they relate to product and organizational sustainability. Learn more about our [memberships and associations](#).

Corporate Policy Manual

GRI 2-23, 2-24, 3-3

Our [Corporate Policy Manual](#) is publicly available.





Indices

→ Data & Frameworks

62

Data & Frameworks

GRI Content Index

Carrier has reported the information cited in this GRI Content Index for the period January 1, 2024, to December 31, 2024, with reference to the GRI Standards. GRI 1: Foundation 2021. The GRI Content Index references where progress aligns with the United Nations Sustainable Development Goals (SDGs).

GRI Standard	Disclosure	Description	Location/Direct Answer	Related SDGs
GRI 2: General Disclosures	The organization and its reporting practices			
	2-1	Organizational details	Carrier Global Corporation Form 10-K, p. 10 (Corporate Information) Carrier is headquartered in Palm Beach Gardens, Florida, U.S.A. Form 10-K, p. 5 (Business Segments)	
	2-2	Entities included in the organization’s sustainability reporting	Carrier Sustainability and Impact Report (About This Report)	
	2-3	Reporting period, frequency and contact point	January 1, 2024 - December 31, 2024, except where otherwise noted. Reporting is conducted annually. Form 10-K (Cover) July 30, 2025 Contact: corporateresponsibility@carrier.com	
	2-4	Restatements of information	Carrier Sustainability and Impact Report (About This Report)	
	2-5	External assurance	At this time, Carrier does not have our Sustainability and Impact Report externally assured.	



GRI Standard	Disclosure	Description	Location/Direct Answer	Related SDGs
GRI 2: General Disclosures	Activities and workers			
	2-6	Activities, value chain and other business relationships	Carrier Sustainability and Impact Report (Carrier Sustainability & Impact Strategy) Form 10-K, p. 5 (Business Segments) Form 10-K, p. 7 (Raw Materials and Supplies) Form 10-K, p. 8 (Joint Ventures and Strategic Relationships)	
	2-7	Employees	Our 2024 workforce was ~48,000 employees. Carrier Sustainability and Impact Report (People) Summary Data (Employees)	
	2-8	Workers who are not employees	A portion of Carrier's activities are performed by individuals who are not employees. This includes workers employed or managed by contractors.	SDG 8, SDG 10
	Governance			
	2-9	Governance structure and composition	Carrier Sustainability and Impact Report (Governance & Oversight) Carrier Sustainability and Impact Report (The Board's Role in Risk Management) Carrier Sustainability and Impact Report (Leadership) 2025 Proxy Statement, pp. 16-17 (Corporate Governance)	SDG 5, SDG 16
	2-10	Nomination and selection of the highest governance body	2025 Proxy Statement, p. 10 (Board Refreshment and Nomination Process)	SDG 5, SDG 16
	2-11	Chair of the highest governance body	Carrier Sustainability and Impact Report (Leadership) 2025 Proxy Statement, p. 9 (Director Independence) Carrier Global Corporation Director Independence Policy	SDG 16
	2-12	Role of the highest governance body in overseeing the management of impacts	Carrier Sustainability and Impact Report (Carrier Sustainability & Impact Strategy) Carrier Sustainability and Impact Report (Governance & Oversight)	SDG 16
	2-13	Delegation of responsibility for managing impacts	Carrier Sustainability and Impact Report (Carrier Sustainability & Impact Strategy) Carrier Sustainability and Impact Report (Governance & Oversight)	
	2-14	Role of the highest governance body in sustainability reporting	Carrier Sustainability and Impact Report (Governance & Oversight) Carrier Sustainability and Impact Report (The Board's Role in Risk Management) 2025 Proxy Statement, pp. 16-17 (Corporate Governance)	

GRI Standard	Disclosure	Description	Location/Direct Answer	Related SDGs
GRI 2: General Disclosures	2-15	Conflicts of interest	Carrier Corporate Governance Principles, p. 3 (Conflicts of Interests and Related Person Transactions)	SDG 16
	2-16	Communication of critical concerns	Carrier Sustainability and Impact Report (Ethics & Compliance – Reporting & Transparency) 2025 Proxy Statement, p. 19 (Board Responsibilities and Meetings)	
	2-17	Collective knowledge of the highest governance body	Carrier Sustainability and Impact Report (Governance & Oversight) 2025 Proxy Statement, pp. 10-15 (Nominees for the 2025 Annual Meeting)	
	2-18	Evaluation of the performance of the highest governance body	Carrier Corporate Governance Principles, p. 6 (Evaluation of the Chief Executive Officer and/or the Chairman)	
	2-19	Remuneration policies	2025 Proxy Statement, pp. 20, 24 (Audit Committee, Compensation Committee, Compensation of Directors)	
	2-20	Process to determine remuneration	2025 Proxy Statement, pp. 20, 24 (Audit Committee, Compensation Committee, Compensation of Directors)	
	2-21	Annual total compensation ratio	2025 Proxy Statement, p. 61 (CEO Pay Ratio)	
	Strategy, policies and practices			SDG 16
	2-22	Statement on sustainable development strategy	Carrier Sustainability and Impact Report (A Message From Our Chairman & Chief Executive Officer) Carrier Sustainability and Impact Report (Carrier Sustainability & Impact Strategy)	
	2-23	Policy commitments	Corporate Policy Manual Carrier Sustainability and Impact Report (Corporate Policy Manual) Carrier Sustainability and Impact Report (Human Rights) Carrier Sustainability and Impact Report (Global Human Rights Policy)	



GRI Standard	Disclosure	Description	Location/Direct Answer	Related SDGs
GRI 2: General Disclosures	2-24	Embedding policy commitments	Corporate Policy Manual Carrier Sustainability and Impact Report (Corporate Policy Manual) Each of Carrier's corporate policies for responsible business conduct include their boundary, allocation of responsibilities and approvals, and are integrated into organizational strategies, operational policies and procedures.	
	2-25	Processes to remediate negative impacts	Carrier Sustainability and Impact Report (Stakeholder Engagement) Carrier Sustainability and Impact Report (Global Ethics & Compliance Program) Carrier Ethics and Compliance Carrier's Speak Up program	SDG 16
	2-26	Mechanisms for seeking advice and raising concerns	Carrier Sustainability and Impact Report (Stakeholder Engagement) Carrier Sustainability and Impact Report (Global Ethics & Compliance Program) Carrier Sustainability and Impact Report (Government Relations) Carrier Ethics and Compliance Carrier's Speak Up program	SDG 16
	2-27	Compliance with laws and regulations	Carrier Sustainability and Impact Report (Global Ethics & Compliance Program) Form 10-K, p. 8 (Compliance with the Regulation of our Business and Operations)	
	2-28	Membership associations	Carrier Sustainability and Impact Report (Stakeholder Engagement) Carrier Sustainability and Impact Report (Memberships & Associations)	
	Stakeholder engagement			
	2-29	Approach to stakeholder engagement	Carrier Sustainability and Impact Report (Stakeholder Engagement) Carrier Sustainability and Impact Report (Passion for Customers) Carrier Sustainability and Impact Report (Culture & Engagement) Carrier Sustainability and Impact Report (Strengthening Supplier Engagement) Carrier Sustainability and Impact Report (Corporate Social Responsibility) Carrier Sustainability and Impact Report (Government Relations)	SDG 16
	2-30	Collective bargaining agreements	~50% of Carrier global employees are covered by more than 40 collective bargaining agreements. Form 10-K, p. 9 (Human Capital Management)	SDG 8

GRI Standard	Disclosure	Description	Location/Direct Answer	Related SDGs
GRI 3: Material Topics	3-1	Process to determine material topics	Carrier Sustainability and Impact Report (Materiality Assessment)	
	3-2	List of material topics	Carrier Sustainability and Impact Report (Materiality Assessment)	
	3-3	Management of material topics	Carrier Sustainability and Impact Report (Materiality Assessment) Carrier Sustainability and Impact Report (Governance & Oversight) Carrier Sustainability and Impact Report (Enterprise Risk Management) Carrier Sustainability and Impact Report (Corporate Policy Manual)	
GRI 201: Economic Performance	201-1	Direct economic value generated and distributed	Form 10-K	SDG 8, SDG 9
	201-2	Financial implications and other risks and opportunities due to climate change	2024 CDP response (C3.1.1)	SDG 13
	201-3	Defined benefit plan obligations and other retirement plans	Form 10-K, p. 60 (Pension and Post-retirement Obligations)	
GRI 203: Indirect Economic Impacts	203-1	Infrastructure investments and services supported	Carrier Sustainability and Impact Report (Corporate Social Responsibility)	SDG 5, SDG 9, SDG 11
	203-2	Significant indirect economic impacts	Carrier Sustainability and Impact Report (Corporate Social Responsibility)	SDG 3, SDG 5, SDG 8
GRI 205: Anti-corruption	205-1	Operations assessed for risks related to corruption	Carrier Sustainability and Impact Report (Ethics & Compliance) Carrier Sustainability and Impact Report (Anti-Corruption) Corporate Code of Ethics	SDG 16
	205-2	Communication and training about anti-corruption policies and procedures	Carrier Sustainability and Impact Report (Ethics & Compliance) Carrier Sustainability and Impact Report (Human Rights)	SDG 16
	205-3	Confirmed incidents of corruption and actions taken	Carrier strictly prohibits all forms of corruption. In 2024, we know of no incidents or legal cases associated with bribery or corruption, which would have a material impact on our company or our stakeholders. All allegations of corruption are investigated thoroughly, fairly and impartially with the objective of identifying actions for continuous improvement.	SDG 16
GRI 206: Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	Form 10-K, p. 98 (Other Matters) Carrier Sustainability and Impact Report (Fair Competition)	SDG 16

GRI Standard	Disclosure	Description	Location/Direct Answer	Related SDGs
GRI 207: Tax	207-2	Tax governance, control and risk management	Form 10-K	SDG 1, SDG 10, SDG 16, SDG 17
	207-3	Stakeholder engagement and management of concerns related to tax	Carrier Sustainability and Impact Report (Stakeholder Engagement)	SDG 10, SDG 16, SDG 17
GRI 301: Materials	301-1	Materials used by weight or volume	Carrier Sustainability and Impact Report (Design for Sustainability)	SDG 8, SDG 12
	301-2	Recycled input materials used	Carrier Sustainability and Impact Report (Design for Sustainability)	SDG 8, SDG 12
	301-3	Reclaimed products and their packaging materials	Carrier Sustainability and Impact Report (Design for Sustainability)	SDG 8, SDG 12
GRI 302: Energy	302-1	Energy consumption within the organization	Carrier Sustainability and Impact Report (Energy Management) Summary Data (Energy)	SDG 7, SDG 8, SDG 12, SDG 13
	302-2	Energy consumption outside of the organization	Carrier Sustainability and Impact Report (Energy Efficiency)	SDG 7, SDG 8, SDG 12, SDG 13
	302-3	Energy intensity	Carrier Sustainability and Impact Report (Energy Management) Summary Data (Energy)	SDG 7, SDG 8, SDG 12, SDG 13
	302-4	Reduction of energy consumption	Carrier Sustainability and Impact Report (Energy Management) Summary Data (Energy)	SDG 7, SDG 8, SDG 12, SDG 13
	302-5	Reductions in energy requirements of products and services	Carrier Sustainability and Impact Report (Energy Efficiency)	SDG 7, SDG 8, SDG 12, SDG 13
GRI 303: Water and Effluents	303-1	Interactions with water as a shared resource	Carrier Sustainability and Impact Report (Water) Carrier Sustainability and Impact Report (Progress Toward Our 2030 Sustainability and Impact Goals)	SDG 6, SDG 12
	303-2	Management of water discharge-related impacts	Carrier Sustainability and Impact Report (Managing Water Quality)	SDG 6
	303-3	Water withdrawal	Carrier Sustainability and Impact Report (Water) Summary Data (Water)	SDG 6

GRI Standard	Disclosure	Description	Location/Direct Answer	Related SDGs
GRI 303: Water and Effluents	303-4	Water discharge	Carrier Sustainability and Impact Report (Water)	SDG 6
	303-5	Water consumption	Carrier Sustainability and Impact Report (Water)	SDG 6
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	Carrier Sustainability and Impact Report (Our Greenhouse Gas Inventory) Carrier Sustainability and Impact Report (Operational Greenhouse Gas & Energy Management) Summary Data (Greenhouse Gas Inventory)	SDG 3, SDG 12, SDG 13, SDG 14, SDG 15
	305-2	Energy indirect (Scope 2) GHG emissions	Carrier Sustainability and Impact Report (Our Greenhouse Gas Inventory) Carrier Sustainability and Impact Report (Operational Greenhouse Gas & Energy Management) Summary Data (Greenhouse Gas Inventory)	SDG 3, SDG 12, SDG 13, SDG 14, SDG 15
	305-3	Other indirect (Scope 3) GHG emissions	Carrier Sustainability and Impact Report (Our Greenhouse Gas Inventory) Summary Data (Greenhouse Gas Inventory)	SDG 3, SDG 12, SDG 13, SDG 14, SDG 15
	305-4	GHG emissions intensity	Carrier Sustainability and Impact Report (Operational Greenhouse Gas & Energy Management)	SDG 13, SDG 14, SDG 15
	305-5	Reduction of GHG emissions	Carrier Sustainability and Impact Report (Reducing Scope 3 Greenhouse Gas Emissions From Products in Use) Carrier Sustainability and Impact Report (Reducing Operational Greenhouse Gas Emissions) Summary Data (Greenhouse Gas Inventory)	SDG 13, SDG 14, SDG 15
GRI 306: Waste	306-1	Waste generation and significant waste-related impacts	Carrier Sustainability and Impact Report (Waste)	SDG 3, SDG 6, SDG 11, SDG 12, SDG 14
	306-2	Management of significant waste-related impacts	Carrier Sustainability and Impact Report (Waste) Carrier Sustainability and Impact Report (Circular Business Models)	SDG 3, SDG 6, SDG 11, SDG 12
	306-3	Waste generated	Carrier Sustainability and Impact Report (Waste) Carrier Sustainability and Impact Report (Reducing Our Waste Generation) Summary Data (Waste)	SDG 3, SDG 6, SDG 11, SDG 12, SDG 14, SDG 15



GRI Standard	Disclosure	Description	Location/Direct Answer	Related SDGs
GRI 306: Waste	306-4	Waste diverted from disposal	Carrier Sustainability and Impact Report (Waste) Summary Data (Waste)	SDG 3, SDG 11, SDG 12
	306-5	Waste directed to disposal	Carrier Sustainability and Impact Report (Waste) Summary Data (Waste)	SDG 3, SDG 6, SDG 11, SDG 14, SDG 15
GRI 308: Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	Carrier Sustainability and Impact Report (Responsible Supply Chains)	
	308-2	Negative environmental impacts in the supply chain and actions taken	Carrier Sustainability and Impact Report (Responsible Supply Chains)	
GRI 401: Employment	401-1	New employee hires and employee turnover	Carrier Sustainability and Impact Report (People) Summary Data (Employees)	SDG 5, SDG 8, SDG 10
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Carrier Sustainability and Impact Report (Employee Well-Being) Carrier Work With Us	SDG 3, SDG 5, SDG 8
	401-3	Parental leave	Carrier Sustainability and Impact Report (Employee Well-Being) Summary Data (Employees) Carrier Work With Us	SDG 5, SDG 8
GRI 402: Labor/Management Relations	402-1	Minimum notice periods regarding operational changes	Carrier complies with all required minimum notifications for each jurisdiction in which we do business.	SDG 8
GRI 403: Occupational Health and Safety	403-1	Occupational health and safety management system	Carrier Sustainability and Impact Report (Health & Safety) Carrier Sustainability and Impact Report (Environmental, Health & Safety Management)	SDG 8
	403-2	Hazard identification, risk assessment and incident investigation	Carrier Sustainability and Impact Report (Health & Safety) Carrier Sustainability and Impact Report (Incident Prevention & Investigation)	SDG 8
	403-3	Occupational health services	Carrier Sustainability and Impact Report (Occupational Health) Carrier Sustainability and Impact Report (Employee Well-Being)	SDG 8
	403-4	Worker participation, consultation, and communication on occupational health and safety	Carrier Sustainability and Impact Report (Culture & Engagement) Health and Safety Environmental, Health & Safety Policy	SDG 8, SDG 16



GRI Standard	Disclosure	Description	Location/Direct Answer	Related SDGs
GRI 403: Occupational Health and Safety	403-5	Worker training on occupational health and safety	Carrier Sustainability and Impact Report (Training & Development)	SDG 8
	403-6	Promotion of worker health	Carrier Sustainability and Impact Report (Occupational Health) Carrier Sustainability and Impact Report (Employee Well-Being)	SDG 3
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Carrier Sustainability and Impact Report (Occupational Health) Carrier Sustainability and Impact Report (Product Safety)	SDG 8
	403-8	Workers covered by an occupational health and safety management system	Carrier Sustainability and Impact Report (Environmental, Health & Safety Management)	SDG 8
	403-9	Work-related injuries	Carrier Sustainability and Impact Report (Health & Safety) Carrier Sustainability and Impact Report (Incident Prevention & Investigation) Summary Data (Employees)	SDG 3, SDG 8, SDG 16
GRI 404: Training and Education	404-1	Average hours of training per year per employee	Carrier Sustainability and Impact Report (Talent & Career Development) Summary Data (Employees)	SDG 4, SDG 5, SDG 8, SDG 10
	404-2	Programs for upgrading employee skills and transition assistance programs	Carrier Sustainability and Impact Report (Talent & Career Development)	SDG 4, SDG 8
	404-3	Percentage of employees receiving regular performance and career development reviews	Carrier Sustainability and Impact Report (Development & Performance Management)	SDG 4, SDG 5, SDG 8, SDG 10
GRI 405: Employee Composition	405-1	Composition of governance bodies and employees	2025 Proxy Statement, p. 8 (Board Nominee Highlights, Director Skills and Experience) EEO-1 Report	SDG 5, SDG 8
GRI 407: Freedom of Association and Collective Bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Carrier Sustainability and Impact Report (Global Human Rights Policy) Carrier affirmatively states in our Human Rights Policy and our Supplier Code of Conduct our commitment to human rights, the principles of freedom of association and the right to collective bargaining. Our Speak Up program is an anonymous reporting program that provides safe and confidential channels for employees and business partners to seek guidance, ask questions, make comments and report suspected misconduct.	SDG 8



GRI Standard	Disclosure	Description	Location/Direct Answer	Related SDGs
GRI 408: Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor	Carrier Sustainability and Impact Report (Global Human Rights Policy) Carrier Sustainability and Impact Report (Child Labor & Forced or Compulsory Labor) Carrier Sustainability and Impact Report (Embedding Sustainability Into Our Procedures, Processes & Tools)	SDG 5, SDG 8, SDG 16
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Carrier Sustainability and Impact Report (Human Rights in the Workplace)	SDG 5, SDG 8
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments and development programs	Carrier Sustainability and Impact Report (Stakeholder Engagement)	
GRI 414: Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	Carrier Sustainability and Impact Report (Strengthening Supplier Engagement) Carrier Sustainability and Impact Report (Supplier Inclusion)	SDG 5, SDG 8, SDG 16
	414-2	Negative social impacts in the supply chain and actions taken	Carrier Sustainability and Impact Report (Responsible Supply Chains)	SDG 5, SDG 8, SDG 16
GRI 415: Public Policy	415-1	Political contributions	2025 Proxy Statement, p. 22 (Government Relations and Public Policy Activities)	SDG 16
GRI 416: Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	Carrier Sustainability and Impact Report (Product Safety)	
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Carrier Sustainability and Impact Report (Product & Software Security Assurance)	SDG 16

SASB Disclosure

This report was prepared following the SASB Resource Transformation – Electrical & Electronic Equipment Standard (Version 2023-12). Due to the nature of Carrier’s diversified business in industrial manufacturing, we also included metrics aligned to other industries that might be of interest to our investors, including Resource Transformation – Industrial Machinery and Goods (Version 2023-12). Carrier will continue to evaluate the applicability of additional SASB metrics where warranted. The report covers calendar year 2024 and all data is as of December 31, 2024.

Topic	Accounting Metric	Code	Unit of Measure	Carrier 2024 Response
Energy Management	(1) Total energy consumed	RT-EE-130a.1, RT-IG-130a.1	GJ	4,841,418
	(2) Percentage grid electricity		Percentage	54%
	(3) Percentage renewable		Percentage	16.85%
Hazardous Waste Management	Amount of hazardous waste generated	RT-EE-150a.1	Metric tons (t)	4,506
	Percentage recycled		Percentage	46%
Workplace Health and Safety ¹	(1) Total recordable incident rate (TRIR)	RT-IG-320a.1	Rate	0.32
	(2) Fatality rate – employees		Rate	0
Product Lifecycle Management	Percentage of eligible products, by revenue, that meet ENERGY STAR criteria	RT-EE-410a.2	Percentage by revenue	In 2024, 38% of sales generated by Carrier’s U.S Residential HVAC business was from furnaces, air conditioners and heat pumps that met the energy-efficiency metrics specified by ENERGY STAR. ²
	Revenue from renewable energy-related and energy efficiency-related products	RT-EE-410a.3	Reporting currency	<p>In 2024, approximately 50% of our revenue was from products and services that support energy efficiency and reduce greenhouse gas emissions.</p> <p>Revenue includes products and services sold that facilitate the reduction of greenhouse gas emissions through lower energy consumption, electric solutions and/or the transition to lower global warming potential refrigerants in built environments and refrigerated transport. It excludes contributions from our divested Fire & Security and Commercial Refrigeration businesses for the full reporting year.</p>

¹ Denotes a modified metric based on Carrier’s reporting systems.
² This number reflects the estimated ENERGY STAR system combinations based on the 2023 revised efficiency standard for Residential HVAC systems.



Topic	Accounting Metric	Code	Unit of Measure	Carrier 2024 Response
Materials Sourcing	Description of the management of risks associated with the use of critical materials	RT-EE-440a.1, RT-IG-440a.1	Discussion and analysis	Carrier Sustainability and Impact Report (Design for Sustainability) Carrier Sustainability and Impact Report (Responsible Supply Chains) Carrier Sustainability and Impact Report (Conflict Minerals)
Business Ethics	Description of policies and practices for prevention of: (1) corruption and bribery and (2) anti-competitive behavior	RT-EE-510a.1	Discussion and analysis	Carrier Sustainability and Impact Report (Ethics & Compliance) Carrier Sustainability and Impact Report (Anti-Corruption) Carrier Sustainability and Impact Report (Fair Competition)
	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	RT-EE-510a.2	Reporting currency	In 2024, we know of no incidents or legal cases associated with bribery or corruption that would have a material impact on our company.
	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	RT-EE-510a.3	Reporting currency	In 2024, we know of no incidents or legal cases associated with anti-competitive behavior regulations that would have a material impact on our company.
Activity Metrics	Number of employees	RT-EE-000.b, RT-IG-000.b	Number	Our 2024 workforce was ~48,000 employees. Carrier Sustainability and Impact Report (People) Summary Data (Employees)



Summary Data

Greenhouse Gas (GHG) Inventory¹

		Unit	2024	2023	2022	2021
GRI 305-1: Direct (Scope 1) GHG emissions²	Stationary combustion, mobile combustion and fugitive emissions	tCO ₂ e	147,343	157,183 ¹⁸	195,009 ¹⁸	205,254 ¹⁸
GRI 305-2: Energy indirect (Scope 2) GHG emissions³	Purchased electricity and purchased steam (location-based) ⁴	tCO ₂ e	285,076	249,349	243,495 ¹⁸	261,795 ¹⁸
	Purchased electricity and purchased steam (market-based) ⁵	tCO ₂ e	236,187	214,123	206,465	261,614
Total Scope 1 and 2 GHG emissions⁶	Total (location-based)	tCO ₂ e	432,419	406,532	438,505	467,049
	Total (market-based)	tCO ₂ e	383,530	371,306	401,475	466,868
GRI 305-3: Other indirect (Scope 3) GHG emissions⁷	Category 1: Purchased goods and services ⁸	tCO ₂ e	2,764,315	-	-	-
	Category 2: Capital goods ⁹	tCO ₂ e	73,689	-	-	-
	Category 3: Fuel and energy related activities ¹⁰	tCO ₂ e	131,049	-	-	-
	Category 4: Upstream transportation and distribution ¹¹	tCO ₂ e	311,909	-	-	-
	Category 5: Waste generated In operations ¹²	tCO ₂ e	4,031	-	-	-
	Category 6: Business travel ¹³	tCO ₂ e	16,701	-	-	-
	Category 7: Employee commuting ¹⁴	tCO ₂ e	58,314	-	-	-
	Category 11: Use of sold products ¹⁵	tCO ₂ e	541,050,110	597,964,240 ¹⁵	-	663,013,013
	Category 12: End-of-life treatment of sold products ¹⁶	tCO ₂ e	26,044,948	29,865,139	-	42,894,806
	Category 15: Investments ¹⁷	tCO ₂ e	7,736	-	-	-
Total Scope 3 GHG emissions	All applicable Scope 3 categories	tCO ₂ e	570,462,802	-	-	-
Total Scope 1-3 GHG emissions	Scope 1, Scope 2 market-based, Scope 3	tCO ₂ e	570,846,332	-	-	-
GRI 305-4: GHG emissions intensity	GHG intensity ratio for the organization tCO ₂ e/million USD in sales		25,371	-	-	-



¹Using GHG Protocol Corporate Accounting and Reporting Standard (WBCSD & WRI, 2004), GHG Protocol Scope 2 Guidance (WBCSD & WRI, 2015), GHG Protocol Corporate Value Chain (Scope 3) Standard (WBCSD & WRI, 2011) and GHG Protocol Scope 3 Calculation Guidance (WBCSD & WRI, 2013).

²Includes CO₂, CH₄, N₂O and HFC. 2024 is the first year incorporating biogenic CO₂ due to portfolio changes. 2024 biogenic CO₂ was 5,158 tCO₂e. 2024 data includes Viessmann Climate Solutions and companies divested in 2024 through the divestiture date. 2021 data reflects changes to our methodology. Historical data is not yet rebaselined to reflect portfolio changes.

³2024 data includes Viessmann Climate Solutions and companies divested in 2024 through the divestiture date. Historical data is not yet rebaselined to reflect portfolio changes.

⁴Stationary combustion: United States Environmental Protection Agency Emissions Factors for Greenhouse Gas Inventories 2023.

Mobile combustion: United States Environmental Protection Agency Emissions Factors for Greenhouse Gas Inventories 2023.

GWP values, including refrigerant for fugitive emissions: 1) Intergovernmental Panel on Climate Change's (IPCC) Fifth Assessment Report (AR5 – 100 year), 2014. 2) ASHRAE Handbook Fundamentals, I-P Edition (Chapter 29).

Factors for estimating natural gas consumption on non-reporting sites:

Source: [International Energy Agency \(IEA\)](#). Energy End-uses and Efficiency indicators database documentation: December 2024 edition.

Natural gas intensity factors per floor area are obtained using data from IEA Energy end-uses and efficiency indicators database. Specifically, for each country:

- For the services sector, Carrier uses the indicator "other sources," focusing on the activities "finance, insurance, real estate, science and administrative services" and "total services."

- For the residential sector, Carrier uses the indicator "gas," focusing on the "total residential" activity.

- Corresponding floor area data (in thousand m²) are taken from the "Activity data" library for each of the above activities and sectors.

For sites under \$100,000 USD annually in energy procurement where actual utility data is not available, Carrier determines each total building's floor area by country. Subsequently, natural gas estimation for each site is obtained by multiplying the total floor area by the calculated natural gas energy intensity factor (kWh/m²). This estimation is performed for each individual country where Carrier has these small locations/buildings.

⁵Purchased electricity, residual mix market-based: AIB residual mix, Version 1.0, 2024-05-30 (European sites); Green-E residual mix, released December 20, 2024, updated March 6, 2025. (United States sites); Brazil residual mix, Version 01, January 19, 2023.

Purchased electricity, sites located in the United States:

- Reporting period: 2024; Source: EPA eGRID2022, January 2024 (Summary Tables: Table 1. Subregion Output Emission Rates).

- Reporting period: 2023; Source: EPA eGRID2021, February 2023 (Table 1. Subregion Output Emission Rates).

- Reporting period: 2022; Source: EPA eGRID2020, February 2022.

- Reporting period: 2021; Source: EPA eGRID2019, February 2021.

Purchased electricity, other sites than located in the United States:

- Reporting period: 2024; Source: International Energy Agency, IEA Emissions Factors AR6, 2024 Edition. (The emission factors were converted from AR6 to AR5 for calculations consistency.)

- Reporting period: 2023; Source: International Energy Agency, IEA Emissions Factors AR4, 2022 Edition.

- Reporting period: 2022; Source: International Energy Agency, IEA Emissions Factors AR4, 2021 Edition.

- Reporting period: 2021; Source: International Energy Agency, IEA Emissions Factors AR4, 2021 Edition.

Purchased steam: United States Environmental Protection Agency Emissions Factors for Greenhouse Gas Inventories 2023.

GWP values: Intergovernmental Panel on Climate Change's (IPCC) Fifth Assessment Report (AR5 – 100 year).

Factors for estimating electricity consumption on non-reporting sites:

Source: [International Energy Agency](#). Energy end-uses and efficiency indicators database documentation: December 2024 edition.

Electricity intensity factors per floor area are obtained using data from IEA Energy end-uses and efficiency indicators database. Specifically, for each country:

- For the services sector, Carrier uses the indicator "electricity," focusing on the activities "finance, insurance, real estate, science and administrative services" and "total services."

- For the residential sector, Carrier uses the indicator "electricity," focusing on the "total residential" activity.

- Corresponding "floor area data (in thousand m²)" are taken from the "Activity data" library for each of the above activities and sectors.

For sites under \$100,000 USD annually in energy procurement where actual utility data is not available, Carrier determines total building's floor area for them by country. Subsequently, electricity estimation for them is obtained by multiplying the total floor area by the calculated electricity energy intensity factor (kWh/m²). This estimation is performed for each individual country where Carrier has these small locations/buildings.

⁶Carrier uses the operational control approach to account for and report on our global Scope 1 and Scope 2 greenhouse gas (GHG) emissions where Carrier has the authority and opportunity to introduce and implement our operating policies. This includes sites engaged in manufacturing, sales, service, delivery and other activities. Additionally, our GHG metrics include our fleet and service centers globally. This is representative of our manufacturing sites, large headquarters, distribution, and research and development center operations, but does not include our entire footprint. Carbon dioxide equivalent (CO₂e) emissions include carbon dioxide (CO₂), nitrous oxide (N₂O), methane (CH₄) and industrial gases such as hydrofluorocarbons (HFCs) and perfluorocarbons (PFCs). Carbon dioxide equivalent (CO₂e) emissions do not include nitrogen trifluoride (NF₃) and sulfur hexafluoride (SF₆). GHG emissions are tracked for sites procuring over \$100,000 USD in energy per year. In 2021 and 2022, Carrier purchased 120,000 and 60,000 tCO₂e of carbon offsets, respectively. Carbon offsets may be considered as we approach our 2030 carbon neutrality goal. Our current operational GHG emission-reduction strategy is focused on GHG reduction programs and the purchase of renewable energy.

⁷Includes GHG protocol Scope 3 emission categories applicable to Carrier. GHG emissions quantification is subject to inherent measurement uncertainty.

Source of Scope 3 GHG emission factors: International Energy Agency Emissions Factors 2024 edition, American Society of Heating and Refrigerating and Air-Conditioning Engineers Standard 189i; Source of GWP values: IPCC Sixth Assessment Report, 2020. Data includes Viessmann Climate Solutions and companies divested through the divestiture date for the following categories: 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.15. The following sources for Scope 3 GHG emission factors, have been applied: US EPA Supply Chain GHG Factors for Industries and Commodities v1.2, DEFRA Greenhouse gas reporting: conversion factors 2024, EXIOBASE v3.

⁸Extraction, production and transportation of goods and services purchased or acquired in the reporting year, not otherwise included in Scope 3.2 – 3.7.

⁹Extraction, production and transportation of capital goods purchased or acquired in the reporting year.

¹⁰Extraction, production and transportation of fuels and energy purchased or acquired by the reporting company in the reporting year, not already accounted for in Scope 1 or Scope 2, including:

- a. Upstream emissions of purchased fuels (extraction, production and transportation of fuels consumed).

- b. Upstream emissions of purchased electricity (extraction, production and transportation of fuels consumed in the generation of electricity, steam, heating and cooling consumed).

- c. Transmission and distribution (T&D) losses (generation of electricity, steam, heating and cooling that is consumed (i.e., lost) in a T&D system) – reported by end user.

- d. Generation of purchased electricity that is sold to end users (generation of electricity, steam, heating and cooling that is purchased by the reporting company and sold to end users) – reported by utility company or energy retailer only.

¹¹Data disclosed also includes Scope 3.9 downstream transportation and distribution due to spend-based allocation. Transportation and distribution of products purchased by the reporting company in the reporting year between a company's tier 1 suppliers and its own operations (in vehicles and facilities not owned or controlled by Carrier); Transportation and distribution services purchased by the reporting company in the reporting year, including inbound logistics, outbound logistics (e.g., of sold products), and transportation and distribution between a company's own facilities (in vehicles and facilities not owned or controlled by Carrier).

¹²Disposal and treatment of waste generated in the reporting company's operations in the reporting year (in facilities not owned or controlled by Carrier).

¹³Transportation of employees for business-related activities during the reporting year (in vehicles not owned or operated by Carrier).

¹⁴Transportation of employees between their homes and their worksites during the reporting year (in vehicles not owned or operated by Carrier).

¹⁵End use of goods and services sold by the reporting company in the reporting year. All disclosed figures include Viessmann Climate Solutions. Spare parts and products like thermostats, whose energy consumption is not significant, are excluded from reporting under use of sold products category. Greenhouse gases emissions are aligned with Carrier's business portfolio as of 12/31/2024. Historical data for 2021 and 2023 was rebaselined and restated to align with Carrier's business portfolio as of 12/31/2024. Historical data for 2022 is not yet rebaselined to reflect portfolio changes, therefore it is not disclosed.

¹⁶Waste disposal and treatment of products sold by the reporting company (in the reporting year) at the end of their life. Greenhouse gases emissions are aligned with Carrier's business portfolio as of 12/31/2024. Historical data for 2021 and 2023 was rebaselined and restated to align with Carrier's business portfolio as of 12/31/2024. Historical data for 2022 is not yet rebaselined to reflect portfolio changes, therefore it is not disclosed.

¹⁷Operation of investments (including equity and debt investments and project finance) in the reporting year, not included in Scope 1 or Scope 2.

¹⁸Data reported has been restated due to newly available information.



Energy

GRI 302-1: Energy consumption ¹ within the organization	Unit	2024	2023	2022	2021
Energy consumption	GJ	4,841,418	4,252,483 ⁴	4,190,738 ⁴	4,588,239 ⁴
Purchased electricity	GJ	2,599,767	2,194,372	2,090,670	2,226,237
Propane	GJ	93,791	81,535	103,105	107,864
Natural gas	GJ	1,046,115	945,649	1,111,684	1,334,970
Butane	GJ	18,298	19,635	7,943	794
Distillate oil	GJ	0	2,732	5,431	5,240
#4 Oil usage	GJ	138	182	210	276
Residual oil usage	GJ	0	0	0	0
Gasoline usage	GJ	390	1,038	1,515	1,799
Diesel fuel	GJ	21,655	15,136	16,796	14,643
Purchased steam	GJ	44,257	50,734	46,408	44,234
Fleet vehicle gasoline	GJ	469,157	886,389 ⁴	643,256	735,717
Fleet vehicle diesel ³	GJ	394,937	-	-	-
Solar self-generated electricity	GJ	49,560	27,570 ⁴	9,565 ⁴	7,568 ⁴
Total jet fuel	GJ	25,858	22,984	154,156	107,773
Coal	GJ	1,456	3,230	0	0
Kerosene	GJ	1,002	1,295	0	1,090 ⁴
Acetylene (ethyne)	GJ	2,562	0.48	0	0
Specialty fuel	GJ	0	0	0	34
Biomethane ²	GJ	37,491	0	0	0
Wood pellets ²	GJ	34,983	0	0	0

¹Energy use is tracked for sites procuring over \$100,000 USD in energy per year. This is representative of our manufacturing sites, large headquarters, distribution, and research and development center operations, but not inclusive of our entire footprint. For sites under \$100,000 USD annually in energy procurement where utility data is not available, Carrier determines total building floor area for each site by country. Subsequently, electricity and natural gas estimation for each site is obtained by multiplying the total floor area by the calculated electricity and natural gas energy intensity factors (kWh/m²). This estimation is performed on a country-by-country basis.

Source: [International Energy Agency](#) (IEA). Energy End-uses and Efficiency Indicators database documentation: December 2024 edition. Electricity intensity factors per floor area are obtained using data from IEA Energy End-uses and Efficiency Indicators database. Specifically, for each country:

- For the services sector, Carrier uses the indicator "electricity," focusing on the activities "finance, insurance, real estate, science and administrative services" and "total services."
- For the residential sector, Carrier uses the indicator "electricity," focusing on the "total residential" activity.

• Corresponding floor area data (in thousand m²) are taken from the "activity data" library for each of the above activities and sectors. Natural gas intensity factors per floor area are obtained using data from IEA Energy End-uses and Efficiency Indicators database. Specifically, for each country:

- For the services sector, Carrier uses the indicator "other sources," focusing on the activities "finance, insurance, real estate, science and administrative services" and "total services."
- For the residential sector, Carrier uses the indicator "gas," focusing on the "total residential" activity.
- Corresponding floor area data (in thousand m²) are taken from the "activity data" library for each of the above activities and sectors.

²Newly reported energy sources.

³Fleet vehicle data has been recategorized by fuel type: diesel and gasoline for 2024.

⁴Data reported has been restated due to newly available information.

**GRI 302-3:****Energy intensity**

	Unit	2024	2021
Energy intensity ratio for the organization	GJ of energy/million USD in sales	215	223

Water**GRI 303-3:****Water withdrawal¹**

	Unit	2024	2023	2022	2021
Total water withdrawal	ML	3,343	3,517 ⁴	3,023	3,391
Surface water ²	ML	1,579	1,627	1,559	2,266
Groundwater	ML	586	739	253	265
Seawater	ML	0	0	0	0
Produced water	ML	0	0	0	0
Third-party water	ML	1,179	1,151 ⁴	1,211	860
Total water withdrawal from areas with water stress ³	ML	349	286.2	270.3	252.0
Surface water	ML	1	0	0	0
Groundwater	ML	47	51.4	47.7	44.0
Seawater	ML	0	0	0	0
Produced water	ML	0	0	0	0
Third-party water	ML	301	234.8	222.6	208.0

¹Carrier uses a third-party software provider to capture data across our facilities and service locations utilizing direct measurements through invoices and metered data. Reporting for prior years has not been rebaselined to take into consideration portfolio changes. Water withdrawal is tracked for sites procuring over \$100,000 USD in energy per year. This is representative of our manufacturing sites, large headquarters, distribution, and research and development center operations but is not inclusive of our entire footprint.

²Surface water includes once-through non-contact water.

³Informed by the World Resources Institute Aqueduct Water Risk Atlas tool, Carrier determined water-stressed sites as those scoring a 3 or above under the category of "overall water stress," which takes into consideration the physical risks of quantity and quality in addition to regulatory and reputational risks.

⁴Data reported has been restated due to newly available information.

Waste

GRI 306-3: Waste generated ¹	Unit	2024	2023	2022	2021
Total weight	metric tons (t)	82,719	63,072	72,560	68,043
Nonhazardous waste	metric tons (t)	78,213	60,311	70,223	65,779
Hazardous waste	metric tons (t)	4,506	2,761	2,338	2,264

GRI 306-4: Waste diverted from disposal ¹	Unit	2024	2023	2022	2021
Total waste diverted from disposal	metric tons (t)	72,953	54,959	64,429	60,405
Total weight of hazardous waste diverted	metric tons (t)	2,061	1,521	1,215	1,169
Preparation for reuse	metric tons (t)	125	96	166	36
Recycling	metric tons (t)	1,936	1,425	1,049	1,133
Other recovery operations	metric tons (t)	-	-	-	-
Total nonhazardous waste diverted	metric tons (t)	70,892	53,439	63,214	59,236
Preparation for reuse	metric tons (t)	90	101	64	204
Recycling	metric tons (t)	70,752	53,338	63,148	59,032
Other recovery operations	metric tons (t)	50	-	1.5	-
Total hazardous waste and nonhazardous waste diverted		-	-	-	-
On-site	metric tons (t)	-	-	-	-
Off-site	metric tons (t)	74,624	54,959	64,429	60,405

¹Reporting for prior years has not been rebaselined to take into consideration portfolio changes. Waste data is tracked for sites procuring over \$100,000 USD in energy per year. This is representative of our manufacturing sites, large headquarters, distribution, and research and development center operations but is not inclusive of our entire footprint.

GRI 306-5: Waste directed to disposal ¹	Unit		2024	2023	2022	2021
	Total waste disposal	metric tons (t)	9,766	8,113	8,132	7,638
	Hazardous waste disposal	metric tons (t)	2,445	1,240	1,123	1,095
	Incineration (with energy recovery)	metric tons (t)	723	354	292	124
	Incineration (without energy recovery)	metric tons (t)	125	133	120	327
	Landfilling	metric tons (t)	654	232	181	127
	Other disposal operations	metric tons (t)	943	522	529	518
	Total nonhazardous waste disposal, and a breakdown:	metric tons (t)	7,321	6,872	7,009	6,543
	Incineration (with energy recovery)	metric tons (t)	4,237	2,998	2,071	821
	Incineration (without energy recovery)	metric tons (t)	45	42	11	1,063
	Landfilling	metric tons (t)	2,742	3,623	4,757	4,109
	Other disposal operations	metric tons (t)	297	210	170	550
	Total hazardous waste and nonhazardous waste disposal:					
	On-site	metric tons (t)	-	-	-	-
	Off-site	metric tons (t)	9,766	8,113	8,132	7,638

¹ Reporting for prior years has not been rebaselined to take into consideration portfolio changes. Waste data is tracked for sites procuring over \$100,000 USD in energy per year. This is representative of our manufacturing sites, large headquarters, distribution, and research and development center operations but is not inclusive of our entire footprint.

Employees¹

GRI 2-7: Employees¹,² in 2024		Number	Percentage
SASB RT-EE-000.b, RT-IG-000.b	Region³		
	Americas	16,704	35%
	EMEA	17,593	36%
	APAC	14,188	29%
	Gender		
	Female	12,811	26%
	Full time	12,050	25%
	Part time	761	2%
	Male	35,653	74%
	Full time	35,107	72%
	Part time	546	1%
	Not declared	17	0%
	Full time	16	0%
	Part time	1	0%
	Unknown	4	0%
	Full time	4	0%
	Part time	0	0%
	Total	48,485	100%
	Total full time	47,177	97%
	Total part time	1,308	3%

GRI 401-1: New employee hires⁴,⁵ in 2024		Number	Percentage
	Region		
	Americas	3,822	57%
	EMEA	1,124	17%
	APAC	1,762	26%
	Gender		
	Female	2,118	32%
	Male	4,559	68%
	Not declared	9	0%
	Unknown	22	0%
	Age group⁶		
	<30	2,742	41%
	30-50	3,305	49%
	>50	661	10%
	Total	6,708	

¹Employees from companies divested in 2024 are included through the divestiture date.

²Carrier headcount is defined as all regular employees globally, who are employees who are not hired for a temporary schedule. Regular employees may be either full time or part time. The data includes all management levels. Employee types excluded are blank/unknown, agency temporary worker, apprentice, assignee, fixed term, independent contractor/consultant, intern/co-op, outsourced service staff/managed service provider, retiree, seasonal temporary and trainee.

³Percentages are rounded.

⁴New employee hires are external hires.

⁵Data excludes Viessmann Climate Solutions. Employees from companies divested in 2024 are included through the divestiture date.

⁶Carrier updated age group categories.



**GRI 401-1:
Employee voluntary
turnover^{1,2} in 2024**

	Number	Rate
Region		
Americas	2,478	12.7%
EMEA	784	7.6%
APAC	1,302	7.4%
Gender		
Female	1,521	10.8%
Male	3,038	9.1%
Not Declared	1	6.3%
Unknown	4	7.8%
Age group ³		
<30	1,473	16.7%
30-50	2,204	7.8%
>50	887	8.3%
Total	4,564	9.6%

**GRI 401-3:
Parental leave^{4,5}
in 2024 (U.S.)**

	Number
Employees eligible for parental leave ⁶	8,193
Employees who took parental leave	
Female	66
Male	156
Employees who took birth/adoption leave	
Female	55
Male	1
	Rate
Return to work rate ⁷	
Female ⁸	93%
Male ⁹	100%

¹Data excludes Viessmann Climate Solutions. Employees from companies divested in 2024 are included through the divestiture date.

²Total employees who voluntarily terminated during the year divided by total average headcount for the year based on monthly data. Voluntary turnover excludes termination reasons tied to mergers and acquisitions.

³Carrier updated age group categories.

⁴Refers to the period of time off granted per the Birth/Adoption and Parental Leave Policy.

⁵Data excludes Viessmann Climate Solutions. Employees from companies divested in 2024 are included through the divestiture date.

⁶Regular exempt and non-exempt salaried personnel, employees covered by a collective bargaining agreement who are eligible for salaried Carrier Choice benefit programs, hourly management represented employees and part-time employees who are regularly scheduled to work a minimum of 20 hours per week.

⁷Returned to work for at least one month.

⁸Number of female employees who took birth or adoption leave minus the number who did not return to work after birth or adoption leave divided by the number of female employees who took birth or adoption leave.

⁹Number of male employees who took parental leave minus the number who did not return to work after parental leave divided by the number of male employees who took parental leave.

GRI 404-1:
Average training hours
per year^{1,2} in 2024

	Hours
Overall	
Per learner	10
Gender	
Female	10
Male	10
Not declared	19
Unknown	7
Employee category	
Executives	6
Managers and professionals ³	10
Production maintenance and technical	9

U.S. early career⁴ hiring
in 2024

	Total	Percentage
New employee hires		
Interns ⁵	541	87%
Rotational Leadership Program ⁶	78	13%

¹ Trained eligible employees represents regular employees inclusive of divestitures and excludes Viessmann Climate Solutions and interns/co-ops in 2024.

² Average training hours per learner represents the number of trackable hours spent on completed courses in the Carrier Learning Portal (CLP) and through Carrier's largest content provider of training activities per year divided by total trained eligible employees.

³ Managers and professionals includes management levels: professional, manager, rotational and fellow.

⁴ Data excludes Viessmann Climate Solutions. Employees from companies divested in 2024 are included through the divestiture date.

⁵ The number of hired, non-regular employees with management level-intern. Non-regular employees are defined as all non-regular employees globally, who are hired for a temporary schedule. Non-regular employees may be either full time or part time.

⁶ The number of hired, regular employees with management level-rotational. Programs include Digital Technology, Engineering, Finance, Human Resources, Marketing and Communications, and Operations.

**GRI 405-1:
Employee composition¹
in 2024****Percentage****Employees – gender²****Executives³**

Female	33%
Male	67%
Unkown	1%

Directors

Female	26%
Male	74%
Unkown	0%

Managers and professionals

Female	25%
Male	74%
Not declared	0%
Unkown	0%

Employees – age group⁵**Executives³**

30-50	56%
≥50	43%
Unkown	1%

Employees – U.S. People of Color⁴

Executives ³	34%
Directors	31%
Managers and professionals	26%

¹Viessmann Climate Solutions is excluded.

²Global employees self-identify gender.

³Executive is defined using management level equal to executive (E1 or higher) in HRIS.

⁴Carrier updated age group categories.

⁵U.S. People of Color, including Asian (not Hispanic or Latino), American Indian or Alaska Native (not Hispanic or Latino), Black/African American (not Hispanic or Latino), Hawaiian/Pacific Islander American (not Hispanic or Latino), Hispanic or Latino, and two or more races (not Hispanic or Latino).

Pulse Employee Engagement Survey results¹ in 2024	Score	
	Question	
	How happy are you working at the company?	77
	I feel a sense of belonging at the company.	76
	My people leader cares about me as a person. ²	79
	I feel comfortable being myself at work. ²	80

Pulse Employee Engagement Survey results in 2024	Engagement score	
	Gender	
	Female	78
	Male	77
	U.S. People of Color	
	Production, non-production	
	Production	80
	Non-production	75
	Inclusion score	
	Gender	
	Female	76
	Male	76
	U.S. People of Color	
	Production, non-production	
	Production	77
	Non-production	75

¹ Full-year results reflect the average of the three 2024 surveys. Viessmann Climate Solutions began participating in the October survey. Employees from companies divested in 2024 are included through the divestiture date. The engagement score is in response to the question, "How happy are you working at the company?" The inclusion score is in response to the statement, "I feel a sense of belonging at the company."

² Question only asked once in 2024.



GRI 403-9: Work-related injuries ¹		2024	2023	2022	2021
Fatalities as a result of work-related injury					
Number		0	0	0	0
Rate		0	0	0	0
High consequence work-related injuries (excluding fatalities) ²					
Number		3	5	-	-
Rate		0.004	0.01	-	-
Recordable work-related injuries					
Number		197	173	159 ²	240 ²
Rate		0.32	0.30	0.31	0.37 ²

¹ Carrier collects and maintains work-related incident records in a digitized injury management system, including injury analysis information. Carrier follows an internal injury management standard and an internal data reporting standard to classify, escalate, manage, report, analyze and periodically verify incidents. Data considers only Carrier employees and directly supervised contractors. Data is per 200,000 hours.

² Data reported has been restated due to newly available information.



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This report contains forward-looking statements (including statements that constitute forward-looking statements under the securities laws). These forward-looking statements are intended to provide management's current expectations or plans for our future operating and financial performance, based on assumptions currently believed to be valid. Forward-looking statements may include, among other things, statements relating to future sales, earnings, cash flow, results of operations, uses of cash, potential dividend payments and share repurchases, tax rates, anticipated trends, medium-term targets relating to growth and otherwise, anticipated benefits to Carrier and our customers from various systems offerings, mergers and acquisitions priorities and potential acquisitions, anticipated investments, research and development, and other measures of financial performance or potential future plans and priorities, strategies or transactions of Carrier, Carrier's plans with respect to our indebtedness, statements with respect to current and future potential implications of corporate social responsibility and sustainability topics, Carrier's sustainability and impact initiatives (including its 2030 goals) and other statements that are not historical facts. All forward-looking statements involve risks, uncertainties and other factors that may cause actual results to differ materially from those expressed or implied in the forward-looking statements. These risks include macroeconomic factors and megatrends, limitations and uncertainties inherent in climate and sustainability science (for example, estimation limitations in metrics related to Carrier's estimated emissions, including Scope 3 emissions, and other risks and uncertainties discussed in Item 1A of Carrier's Annual Report on Form 10-K for the fiscal year ended December 31, 2024). For those statements, we claim the protection of the safe harbor for forward-looking statements contained in the U.S. Private Securities Litigation Reform Act of 1995. The forward-looking statements speak only as of the date of this report. We undertake no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by applicable law. Additional information as to factors that may cause actual results to differ materially from those expressed or implied in the forward-looking statements is disclosed from time to time in our other filings with the U.S. Securities and Exchange Commission (SEC). Inclusion of information in this report is not an indication that the subject or information is material to our business or operating results. "Material" for the purposes of this report should not be read as equating to any use of the word in our other reporting or filings with the SEC. Case studies presented within the report are for illustrative purposes only and have been selected in order to provide examples illustrating Carrier's application of its sustainability and impact policies and procedures and do not purport to be a complete list thereto.



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