



sustainability

2025 REPORT



Rockwell Automation

expanding human possibility[®]

OUR VISION is to create the future of industrial operations.

As the world's largest company dedicated to industrial automation and digital transformation, **OUR STRATEGY** is to bring the Connected Enterprise[®] to life. We understand and simplify our customers' complex production challenges and deliver the most valued solutions that combine technology and industry expertise. As a result, we make our customers more resilient, agile, and sustainable, creating more ways to win.

About the Cover

We bring together technology and manufacturing for a more sustainable tomorrow—for our customers and for ourselves. Our Katowice, Poland manufacturing facility (pictured left), recognized as a Factory of the Future, incorporates sustainability through a renewable energy program and smart manufacturing

technologies, and serves as a model for our operations in North America, Latin America, Asia Pacific, and EMEA. FactoryTalk Energy Manager (pictured right) is just one example of how our technology helps our customers meet sustainability goals by helping them monitor, analyze, and reduce energy usage.

About this Report

Our 2025 Sustainability Report presents sustainability data covering our 2025 fiscal year (Oct. 1, 2024, through Sept. 30, 2025) unless otherwise noted. Please see our [Investor Relations site](#) for consolidated financial statements and other SEC filings and governance documents.

Safe Harbor Statement

This report includes statements related to the expected future results of the company and are therefore forward-looking statements. Actual results may differ materially from those projections due to a wide range of risks and uncertainties, including those that are listed in our SEC filings.

Table of contents

4 [CEO LETTER](#)

5 [ABOUT OUR COMPANY](#)

7 [ESG PRIORITIES & PROGRESS](#)

8 [Sustainability Strategy](#)

9 [2025 ESG Highlights](#)

12 [United Nations
Sustainable Development Goals](#)

14 [GOVERNANCE & INTEGRITY](#)

14 [Board & Management Oversight](#)

16 [Ethics & Integrity](#)

18 [SUSTAINABLE CUSTOMERS](#)

21 [Assess](#)

23 [Advance](#)

29 [Accelerate](#)

36 [Worker Safety & Well-Being](#)

39 [Cybersecurity](#)

42 [SUSTAINABLE COMPANY](#)

43 [Employee Health & Safety](#)

45 [Our Culture](#)

51 [Environmental Performance](#)

61 [Responsible Supply Chain](#)

62 [SUSTAINABLE COMMUNITIES](#)

64 [Community Impact](#)

67 [STEM Education](#)

71 [Disaster Relief & Recovery](#)

72 [Workforce of the Future](#)

**Bringing together technology and manufacturing
for a more sustainable tomorrow—
for our customers and for ourselves.**

Engineering a **sustainable future**



It is my privilege to introduce our 2025 Sustainability Report, which reflects our continued commitment to building a more resilient, agile, and sustainable future.

Today's industrial landscape is evolving faster than ever. Global supply chains are shifting, production is moving closer to customers, and manufacturers are navigating increasing complexity.

At Rockwell, **we understand these pressures firsthand because we live them.** As both a manufacturer and a trusted partner to industrial companies around the world, we are uniquely positioned to lead the transformation of operations through innovation and sustainability.

We are investing in our own future with \$2 billion committed to modernizing our infrastructure, growing talent, and enhancing our digital capabilities. These investments are not just about capacity; they're about capability. We are designing our facilities to embody the future of industrial operations: intelligent, autonomous systems that simplify complexity, optimize performance, and empower people to focus on innovation.

"This is not a distant future. We're creating the Future of Industrial Operations today."

– Blake Moret, Chairman & CEO

Sustainability is fundamental to this vision. Our technologies help customers reduce energy use, minimize waste, and lower emissions while improving productivity and quality. From smart machines and digital twins to advanced motion control and cybersecurity, our solutions are enabling manufacturers to meet their sustainability goals without compromising performance.

This is not a distant future. It's happening now. We are applying these innovations in our own operations and with customers across industries, proving what's possible when sustainability and automation work hand in hand.

Our Environmental, Social, and Governance (ESG) efforts continue to be a fundamental part of our strategy and actions. We are proud of the progress we've made, and we remain committed to transparency, accountability, and continuous improvement. We know that real change requires collaboration, and we are grateful to our employees, customers, partners, and investors who share our vision and help bring it to life.

Together, we are building a future where industrial operations are smarter, more efficient, and more sustainable. Thank you for being part of this journey.



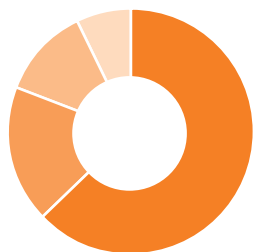
Blake Moret

Chairman & CEO
Rockwell Automation

About our company

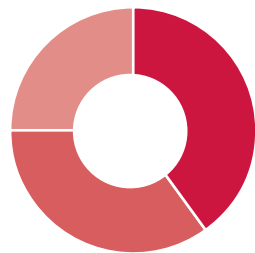
FY25 Global Sales

\$8.3B



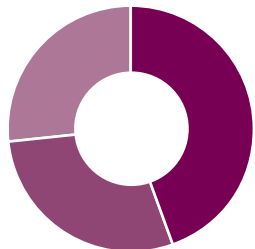
BY REGION

- 63% North America
- 18% EMEA
- 12% Asia Pacific
- 7% Latin America



BY INDUSTRY

- ~40% Process
- ~35% Hybrid
- ~25% Discrete



BY SEGMENT

- \$3.7B Intelligent Devices
- \$2.4B Software and Control
- \$2.2B Lifecycle Services

At a Glance

26K

 EMPLOYEES

100+

 COUNTRIES in which we operate

123

 YEARS serving customers

GLOBAL HEADQUARTERS

Milwaukee, Wisconsin

At Rockwell, we help our customers:



Optimize production



Empower people



Build resiliency



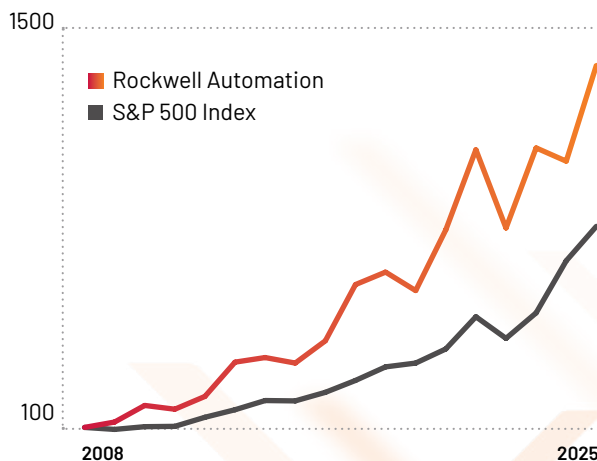
Drive sustainability



Accelerate transformation

Total Shareowner Return

35+ years on the New York Stock Exchange (NYSE: ROK)



Meet Our Team

[Executive Leadership](#)

[Board of Directors](#)

Elevating the **next generation of leaders**

We deepened our engagement with **The World Economic Forum (WEF)**, an international organization focused on private-public cooperation, bringing together academia, industry, and government to address global challenges, including sustainability. In 2025, Rockwell joined the new [Centre for AI Excellence](#) with Rockwell Senior Vice President and Chief Technology Officer Cyril Perducat's involvement to help shape the future of AI and support responsible AI. The Centre will help accelerate the impact of industrial AI at scale.

Rockwell Chairman and CEO Blake Moret and Cyril continued their roles as co-chairs of the WEF Advanced Manufacturing Industry Community, a global network of manufacturing leaders collaborating to shape the future of advanced manufacturing. As part of this, they helped spearhead the 2025 launch of WEF's [New Generation of Industry Leaders](#) (NGIL), a six-month global leadership program that empowers rising professionals to drive sustainable, inclusive, and technology-enabled transformation across industry. The program blends immersive learning modules, global executive engagement, and capstone projects that translate into tangible impact—from Scope 3 tracking and circular packaging pilots to AI for energy efficiency. Rockwell WEF Fellow Corinne Pellish (see sidebar at right) led NGIL's development and implementation. The first cohort included 25 NGIL participants across 20 organizations and 10 countries.

New generation of industry leaders: Rockwell's first-cohort representatives



Vicky Bruce, global capability manager, Cybersecurity Services, co-led a cross-industry NGIL team focused on green upskilling for the shop floor workforce.



Jason Mannion, manager, market strategy, was voted by NGIL cohort peers and judges as "Crowd Favorite" for his project on circularity in industrial assets project.

Rockwell Automation WEF Fellows spotlight



As WEF Fellows, Rockwell employees work alongside WEF employees to generate impact across the WEF's 11 Centres of focus. In 2025, **Corinne Pellish**, global new energy lead, served as Rockwell's fourth Fellow. She has a strong background in sustainability partnerships, working with heavy-industry manufacturers to accelerate net-zero operations and scalable climate technology solutions across value chains.

Corinne's focus was launching WEF's New Generation of Industry Leaders program. She spent six months in Switzerland turning vision into reality—designing its strategy, shaping the experience, curating the curriculum, and orchestrating its delivery. She also created a practical taxonomy for net zero, aligned with the Global Lighthouse Network and inclusive of Scope 3, enabling companies to benchmark, standardize, and scale their sustainability efforts. Rockwell's WEF engagement and fellowship program is led by AI Commercial Enablement Manager Alexandra Farley.



WEF Managing Director Kiva Allgood attended Rockwell's Automation Fair 2024. (L-R): Kiva, Rockwell's Victoria Nerad, a previous WEF Fellow, and Corinne Pellish.

Unlocking efficiencies that matter



Emmanuel Guilhamon is vice president, Sustainability. He leads the corporate sustainability team, which provides thought leadership and works with internal and external partners to align on and deliver Rockwell's Environmental, Social, and Governance (ESG) commitments and to facilitate the development of solutions that help manufacturers achieve their sustainability goals.

Industrial transformation is accelerating, and sustainability is at the center of it.

At Rockwell, we see this not as a challenge to navigate, but as an opportunity to lead with purpose, clarity, and action. Our role is clear: to help the world's makers be more resilient, more efficient, and more sustainable through the power of connected technology and intelligent operations.

We believe the path to a more sustainable future is paved with innovation. That's why we're investing in digital tools, automation, and AI that help us and our customers make smarter, faster decisions. These technologies are transforming how we manage energy, optimize operations, and reduce environmental impact. They're also helping us build more resilient supply chains and improve visibility into risk across our value chain.

This report reflects how our sustainability strategy is embedded across our business, from how we design and innovate, to how we source, manufacture, and deliver solutions to our customers. It's built around three core focus areas: **Environment, Social, and Governance.**

- **Environment:** We are advancing energy and emissions management, designing products for sustainability, and building a responsible supply chain.
- **Social:** We are creating a culture that empowers our people, prioritizes safety, and invests in our future workforce.
- **Governance:** We demonstrate integrity in everything we do—from cybersecurity and product safety to enterprise risk and ethical leadership.

The actions we take across our focus areas drive outcomes that extend across our stakeholders:

- **Sustainable Customers:** We enable our customers to meet their own sustainability goals through scalable, intelligent solutions.
- **Sustainable Company:** We work relentlessly to make our operations and culture even more safe, efficient, and responsible.
- **Sustainable Communities:** We invest in the places where we live and work, creating lasting impact through education, workforce development, and environmental stewardship.

Our actions are grounded in measurable progress:

- Setting **science-based targets** to help us deliver on emissions reductions.
- Investing in **adaptation and resilience**, climate-proofing our supply chains.
- Scaling **digital and AI solutions** that unlock efficiencies and improve risk visibility.

These efforts are not about checking boxes. They're about building a more resilient business and creating long-term value. Sustainability is a growth strategy, and this report is our way of showing how that strategy comes to life.

We know there's more work ahead, but we're proud of the progress we've made and energized by the momentum we're building.

Sincerely,

Emmanuel Guilhamon
Vice President, Sustainability
Rockwell Automation

Our sustainability **priorities** and **outcomes**

Our sustainability priorities:



ENVIRONMENT

We are committed to environmental stewardship within our own operations and across our entire value chain.

- Energy & Emissions Management
- Product Design for Sustainability
- Responsible Supply Chain



SOCIAL

Our people set us apart. By coming together to create a culture that enables and inspires great employees to do their best work, we are expanding human possibility.

- Talent & Careers
- Our Culture
- Workforce of the Future
- Occupational Health & Safety



GOVERNANCE

Our commitment to integrity defines who we are and how we act. We do what we say we will, always honestly and ethically.

- Ethics & Compliance
- Cybersecurity
- Product Quality & Safety
- Enterprise Risk Management
- Corporate Governance

Our sustainability priorities are focused on driving three outcomes:

SUSTAINABLE CUSTOMERS

Enable our customers to achieve their own sustainability goals, making a positive impact on the world.

SUSTAINABLE COMPANY

Create innovative, sustainable products and solutions and foster a culture that empowers employees to operate safely, sustainably, and responsibly.

SUSTAINABLE COMMUNITIES

Support the communities in which we live and work, having an impact that extends beyond our own organization.

2025 ESG highlights

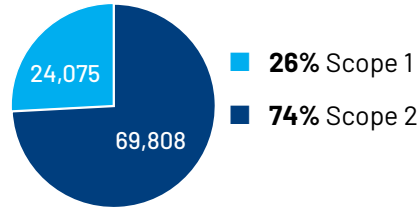
Follow links on this page to learn more.



Environment

Emissions Summary

CO₂ EQUIVALENT METRIC TONS



Iterated Scope 3 Inventory

Scope 3 (indirect) emissions from our value chain represent 99% of our total carbon footprint (scopes 1 and 2 direct emissions represent 1%).

SBTi Statement

Aligned with our Science Based Targets initiative (SBTi) commitment, Rockwell completed submission in Dec 2025. We anticipate announcing approved targets in spring 2026.

Waste Recycling

91% of total waste recycled

Revenue Generation

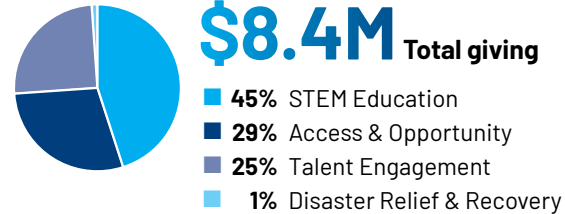
\$1.9B

Revenue generated from energy-efficient products & offerings per SASB's definition.



Social

Philanthropy



Employee Safety

0.24 Recordable Case Rate

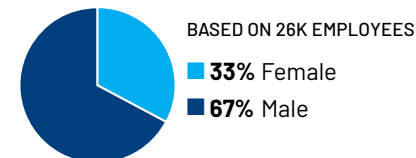
Rockwell's Recordable Case Rate remained best in class, outperforming the first quartile of our electronic equipment manufacturing peers.

Employee Resource Groups

14 groups 48 chapters 6,000 employees

Our global network of multicultural, multi-generational employees committed to supporting the company's values and business goals along with the needs of its membership.

Global Gender



Governance

Board of Directors

- **Diverse Board of Directors**
- **100% independent Board committees**
- **Lead independent director**

Office of the Ombuds

2025 marked the 40th anniversary of Rockwell's Office of the Ombuds.

Our whistleblower hotline and reporting system was one of the first corporate Ombuds programs in the world. Its effectiveness is demonstrated by our higher-than-average substantiation rate and lower-than-average anonymous rate for reported cases.

Awards and recognitions

Recognized 17 times



Recognized 24 times



Joined May 2023



Committed January 2024



Founding Member, 2019



America's Most Trustworthy Companies

Newsweek partnered with market research firm Statista to identify [America's Most Trustworthy Companies 2025](#). Rockwell is listed among 700 companies in 23 industries ranging from aerospace and health care to retail and consumer goods.

America's Climate Leaders 2025

USA Today and Statista partnered to highlight companies that are setting a meaningful standard for emissions reduction in the U.S. [Rockwell's inclusion](#) reflects commitment to sustainability, backed by measurable progress; not just intent.

Sustainability Top 250

Rockwell was ranked 72 in [Sustainability Magazine's Top 250 Companies](#). This annual ranking highlights the corporations setting the

benchmark for sustainable growth, innovation, and responsibility across industries.

World's Greenest Companies

Newsweek partnered with Plant-A Insights Group and GIST Impact to spotlight businesses worldwide that are determined to mitigate their climate impact. [World's Greenest Companies 2025](#) recognizes publicly listed companies across 26 countries for their environmental sustainability performance.

America's Best Large Employers 2025

Now in its 10th year, the [America's Best Employers](#) ranking from *Forbes* celebrates companies across the nation that have demonstrated an outstanding commitment to fostering environments where employees can thrive.

Forbes Best Employer for Company Culture

Forbes partnered with Statista and surveyed more than 218,000 workers employed at companies with at least 1,000 people in the U.S. Rockwell was among the [600 companies](#) named to the list.

Best-Managed Companies of 2025

The Wall Street Journal's [Management Top 250](#) ranking, developed by the Drucker Institute at Claremont Graduate University, measures corporate management effectiveness by examining performance in five areas: customer satisfaction, employee engagement and development, innovation, social responsibility, and financial strength. Rockwell was ranked number 72 on the list.

CIO 100 Awards recognize Rockwell



For the fourth time in four years, Rockwell was honored by CIO.com as one of its CIO 100 award winners.

The Foundry CIO 100 Awards honor organizations that excel in information technology (IT) innovation and leaders who make a significant impact on IT management.

“With artificial intelligence (AI) techniques integrated across the manufacturing lifecycle, we are defining the future of smart manufacturing, potentially saving millions of dollars and improving overall production efficiency,” said Patrick Dey, vice president, Data Analytics, Insights & Innovation, Rockwell Automation.

Rockwell developed an AI assistant powered by large language models (LLMs) and causal AI (AI that can understand the cause-and-effect relationship behind data). Designed to optimize operational efficiency while aligning sustainability goals, the AI assistant enables faster troubleshooting, smarter product debugging, and precise recalibration of manufacturing processes—minimizing waste and maximizing speed.

The Factory AI initiative, launched at our Singapore manufacturing plant, involved developing a suite of AI agents designed to address factory challenges such as real-time diagnostics and proactive quality control. These agents worked together to reduce downtime, improve key operational metrics, and provide plant-floor teams with context-aware support.

The project has driven meaningful operational improvements, particularly in streamlining issue resolution, enhancing production yield, and accelerating workforce readiness.

“This achievement gives us a glimpse into the future of autonomous manufacturing,” said Chris Nardecchia, senior vice president and Chief Information Officer, Rockwell Automation. “By combining advanced AI technologies—like causal AI for identifying root causes and agentic AI for making smart decisions—with digital twins and robotics, we’re building systems that can optimize themselves. These systems use real-time data to predict issues, adjust to supply chain changes, and continuously improve. It’s a powerful step toward smarter, more efficient factories that connect the digital and physical worlds.”



Rockwell developed an AI assistant powered by large language models (LLMs) and causal AI (AI that can understand the cause-and-effect relationship behind data).

How our three sustainability pillars align with United Nations Sustainable Development Goals

	Customers	Company	Communities
			●
		●	●
	●		
	●	●	●
	●		●
	●	●	
		●	

Committed to making the world more productive and sustainable



Rockwell is a member of the United Nations (UN) Global Compact, a global network committed to taking shared responsibility for achieving a better world. The UN's 17 Sustainable Development Goals (SDGs) frame the actions governments, businesses, and individuals can take to fulfill this responsibility. Our holistic, global approach to driving sustainability in our company, for our customers, and in communities contributes to seven of the UN SDGs.

Quality education



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

- Rockwell invests in science, technology, engineering, and mathematics (STEM) education and its partnership with *FIRST*® Robotics
- We inspire students to dream big with STEM through Manufacturing Day and Engineers Week events
- We nurture relationships with universities, technical and community colleges, and K-12 public schools worldwide and collaborate to increase access for young talent

Gender equality



Achieve gender equality and empower all women and girls.

- Rockwell culture includes strengthening our commitment to integrity, diversity, and inclusion
- We engage with employee resource groups and work to increase acquisition and retention of all talent
- Our education partnerships create pathways for broad pools of talent worldwide to develop skills and secure jobs and careers in high-tech industries

Affordable and clean energy



Ensure access to affordable, reliable, sustainable, and modern energy for all.

- Rockwell empowers customers to drive energy savings and optimize their energy consumption through cutting-edge automation and AI solutions
- We collaborate with energy industry and utility customers and partners working in hydrogen, renewable natural gas, and other alternative energy sources to scale their solutions and make them more efficient through our technology and expertise

Decent work and economic growth



Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

- Rockwell accelerates smart manufacturing employment in the digital economy through training and reskilling programs and education partnerships with academic organizations and government agencies
- Our innovation programs help manufacturers maximize productivity, resiliency, safety, and sustainability to support business and smart manufacturing job growth

Industry, innovation, and infrastructure



Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.

- We help organizations translate energy-, water-, and waste-related data into actionable insights that enable sustainability and productivity in infrastructure and industrial processes
- Our Operational Technology cybersecurity solutions help organizations enhance resilience and secure critical operations
- We accelerate innovation in industry by cultivating active partnerships with academic, government, and industry institutions worldwide

Responsible consumption and production



Ensure sustainable consumption and production patterns.

- Rockwell supports resource conservation through responsible production, consumption, reuse, and recovery of products, packaging, and materials, as well as reduction and elimination of discharges to land, water, or air
- Rockwell enables a low-carbon, circular economy through repair and remanufacturing services, and tools like the sustainability calculator for repairs and in the near future, digital product passports
- We support our customers in their sustainability initiatives through our innovation, automation, and data insights

Climate action



Take urgent action to combat climate change and its impacts.

- Rockwell is actively reducing our carbon emissions with a global strategy advanced by local solutions
- We are progressing toward our Scope 1 and 2 goals and submitted to the Science Based Targets Initiative (SBTi)
- We continued to refine our Scope 3 modeling and submitted to the SBTi



Building trust through best-in-class governance

Strong corporate governance is the foundation of our commitment to sustainable, long-term value creation for all stakeholders. Rockwell's governance practices are designed to ensure transparency, accountability, and ethical conduct at every level of the organization.

Our Board is responsible for oversight of our environmental, social, and governance (ESG) strategy, including sustainability, diversity and inclusion, and ethical business conduct. To ensure we are continually adapting to evolving stakeholder expectations and regulatory requirements, we benchmark our governance practices against best-in-class standards. These practices include:

- **Annual evaluations** of the Board, committees, and individual directors to drive continuous improvement.
- **Board and Committee oversight** of strategy, risk management, executive compensation, and talent management, to ensure alignment with our long-term business objectives.
- **Ongoing education** for Directors on emerging topics such as cybersecurity, artificial intelligence, governance trends, and global regulatory changes.

The Board and its Committees oversee enterprise risk management, including financial, operational, and cybersecurity risks. In addition, our Technology Committee and Audit Committee receive regular updates on information security, product safety, and emerging technology risks. We believe robust corporate governance is essential to building trust, driving innovation, and delivering value for our customers, employees, shareowners, and communities.

Learn more about corporate governance at Rockwell:

[Annual Reports and Proxy Statements](#)

[Governance documents](#)

[Board of Directors](#) and our [Executive Leadership](#) team



Governance highlights

- Balanced mix of director tenure and age, with a focus on diverse skills and fresh perspectives
- Robust annual Board and Committee self-assessments and individual and Lead Independent Director evaluations
- Regular Board and Committee refreshment, succession planning, and mandatory retirement
- Alignment of executive compensation with shareowner value creation
- Annual ethics training for all employees and the Board
- 100% independent Board Committees
- Active shareowner engagement program

Director recognition

Rockwell Board members Alice Jolla, Pam Murphy, Lisa Payne, and Patricia Watson were named among the 2025 Most Influential Corporate Directors by WomenInc. for their transformative leadership.

Rockwell Automation Board of Directors

(L-R): James Keane, Alice Jolla, Lisa Payne, Timothy Knavish, Donald Parfet, Blake Moret, Robert Soderbery, Thomas Rosamilia, William Gipson, Pam Murphy, Patricia Watson.

Committed to **ethics and integrity** in all we do

Ethics and integrity are continually among our most favorable drivers of employee engagement and a source of pride for both new hires and longtime employees. We have a lot to be proud of—from our strong “speak up” culture to the 40th anniversary in 2025 of our Ombuds program and being named one of World’s Most Ethical Companies 17 times.



2025 was Rockwell's 17th time being recognized. Rockwell is one of only two honorees in the Diversified Machinery industry.

On this year's Global Voices Employee Engagement Survey the four most favorable responses company-wide were questions related to ethics, integrity, and respect.

Continuous improvement in ethics and integrity

When it comes to ethics and integrity, beyond listening to and acting on behalf of employees, the Ethics & Compliance group also reviews global benchmarks and best practices and looks for ways to improve. In 2025, we focused on several initiatives:

- **Enhanced communication.** We identified new ways to communicate with manufacturing associates, including creating training materials for use in daily standup meetings.
- **Engagement.** We worked to remind employees that the ethics program, including the Office of the Ombuds, is built around enabling every employee to speak up if they see something that may violate the Code of Conduct or any other company requirement.
- **Metrics analysis and benchmarking.** We expanded use of data to identify trends and opportunities for improvement, including by adding a root cause field to our Ombuds case system.

Policies ensure responsible business practices

We adhere to a Code of Conduct that applies to all employees and our Board of Directors. Our Code of Conduct is based on principles and laws that guide the decisions and actions of our employees. These and other policies are designed to ensure responsible business practices.

- [Anti-Corruption Global Policy](#)
- [Trade Global Policy](#)
- [PartnerNetwork™ Code of Conduct](#)
- [Supplier Code of Conduct](#)
- [Modern Slavery Statement](#)
- [Global Policy People](#)
- [Social Responsibility & Sustainability Policy](#)

ETHICS & INTEGRITY



Sarah Platt is Rockwell's vice president, Law, Ombuds, and Chief Compliance Officer

Sarah Platt plays a vital role sustaining Rockwell's commitment to ethics and integrity

Rockwell's Office of the Ombuds investigates reported violations of our Code of Conduct. The Ombuds is independent and has the power and authority to investigate any allegation of misconduct. Allegations of a Code of Conduct violation by the company's officers and directors are overseen by the Board of Directors.

This year, **Sarah Platt** stepped into the role of Ombuds. Sarah, an attorney and a member of the Office of General Counsel, is also the company's Chief Compliance Officer. She has more than 15 years of deep employment law expertise, including extensive experience leading workplace investigations and implementing compliance programs. Of her new role, Sarah said, "I am honored to carry on the 40-year tradition of Rockwell's Office of Ombuds to empower employees to speak up if they are aware of something that should not be happening."

Sarah ensures that every allegation receives thorough investigation with impartiality, excellent judgment, and an unwavering drive to get to the bottom of a problem and to correct it. She manages the seasoned regional staff of Ombuds who are ready and available to assist employees no matter where they are located.

"Employees are our eyes and ears throughout the company to maintain our culture of ethics and integrity," Sarah said. "Reports to the Ombuds are a good thing, because it means that people are aware they have the power to do something, even anonymously if they choose."

Rockwell requires 100% of its Board of Directors, employees, and contractors to complete an Annual Ethics Training, which is updated each year.

In FY2025, the Office of the Ombuds received 421 contacts from employees and others all over the globe. Simple calls might take a day to resolve; other situations can require months. The average time it takes from initial contact to resolution for allegations of Code of Conduct violations is 42 days.

Even beyond the Office of the Ombuds, Rockwell's Ethics and Compliance function works proactively to implement systems to comply with legal requirements and uphold our values to act with integrity.

SUSTAINABLE customers

Sustainability is critical for operational improvement and productivity. Whether our customers are just starting their sustainability journey or leading the way, we help them assess, advance, and accelerate their strategy and efforts. Our leadership and expertise in industrial automation and digital transformation supports customers in their transition to smart, sustainable manufacturing.



Rockwell's **Triple A** framework to sustainability

Sustainability is a systemic and connected effort. Our Triple A framework to sustainability is a maturity model that reflects a customer's sustainability journey and its key phases. Through this circular framework of continuous improvement, we help our customers integrate their sustainability and digital journeys early on to boost results.

Every phase is connected by data and the digital thread—the sustainability fabric. At the core is the Connected Enterprise®, our strategy where plant-level and enterprise networks converge seamlessly to connect people, processes, and technologies across industrial operations.

All Environmental, Social, and Governance (ESG) domains are embodied in the Triple A approach: Environmental with energy, water, and waste optimization, Social with safety, and Governance with cybersecurity and compliance. Through the Triple A model, we are co-innovating with an ecosystem of customers and partners around a low-carbon, circular future.

In this section, we dive deeper into our Triple A collaboration with customers to help them optimize production and achieve sustainability goals.



Powering the future: Industrial innovation meets climate action

Through its sponsorship of Climate Week NYC, Rockwell strengthened its commitment to helping manufacturers build more sustainable and resilient operations



Rockwell proudly marked a significant milestone in its sustainability journey by sponsoring Climate Week NYC 2025 for the first time. Held from September 21–28, this globally recognized event brought together leaders, innovators, and changemakers to address the most pressing climate challenges of our time. As a global leader in sustainable industrial innovation, Rockwell's sponsorship underscored its deep commitment to accelerating the global transition to a low-carbon economy and supply chain.

Throughout the week, Rockwell showcased how its technology, advanced digital solutions, and strategic partnerships are helping manufacturers reduce energy consumption, minimize waste, and build more resilient operations.

Emmanuel Guilhamon, Rockwell's vice president of Sustainability (pictured speaking fourth from left), participated in several roundtables and panels,

including the invite-only opening session, "Weathering the Storm: How to Create and Protect Value Amid Risk and Volatility," and the Sustainability LIVE NYC panel, "AI in Sustainability." He was among a distinguished group of global sustainability leaders discussing how organizations can navigate climate-related risks, and lead energy transition and responsible AI efforts, while creating long-term value for stakeholders and society.

Rockwell's presence at Climate Week highlighted the transformative role of industrial AI in sustainability. Attendees explored how AI-powered solutions like FactoryTalk® Analytics™ LogixAI® and FactoryTalk® Design Studio™ Copilot are enabling smarter automation, improving operational efficiency, and reducing environmental impact. These innovations reflect Rockwell's broader vision of the Connected Enterprise, where integrated data drives measurable sustainability outcomes—from energy optimization to carbon tracking.

By sponsoring Climate Week NYC 2025, Rockwell sent a clear message: Sustainability is not just a goal—it's embedded in every solution Rockwell delivers. Rockwell is committed to helping customers build safer, more efficient, and lower-emission operations for a more sustainable future.

ASSESS

Turning data into **insights**

ASSESS
Sustainability
Assessment

We help customers assess their operational sustainability by integrating data from various sources and existing technologies, converting it into actionable insights that are foundational for building that roadmap. Sustainability and decarbonization assessments, energy audits and consulting, and measurement of the environmental impact of repairs are just some of the ways Rockwell helps manufacturers deliver sustainable outcomes.



ASSESS

Helping customers quantify scope 3 impact of repair and remanufacturing

Rockwell's [Sustainability Calculator for Repairs](#) enables manufacturers to factor CO₂e emissions and waste reduction into the lifecycle management of industrial assets. The calculator provides estimates based on the globally standardized GHG Protocol for the amount of carbon emissions, energy, and waste that would be saved by repairing an asset instead of replacing it.

In FY25, Rockwell's Sustainability Calculator estimated a total of 4.12M kg CO₂e avoided emissions and 273K kg avoided waste for our customers as a result of them choosing to remanufacture or repair industrial assets.

"The Sustainability Calculator for Repairs makes it simple for manufacturers to quantify and track sustainability metrics aligned with industry standards like the GHG Protocol's global framework for scope 3 emissions," said Abhishek Mehrotra, Lifecycle Services integrated customer experience manager.

The calculator is now available in most regions worldwide for Rockwell customers. Manufacturers can get a [preview of their potential savings at no cost](#) using the Sustainability Calculator for Repairs to explore the benefits of incorporating repair and remanufacturing into their operations to support their sustainability goals.

Estimated Emissions & Waste Reduction for Rockwell Repair & Remanufacturing Customers in FY25		
4.12M kg	204.67K	273K kg
Scope 3 total CO ₂ e emissions	Forest trees that would sequester the same volume of CO ₂ e	Total waste avoided by repair and remanufacturing
Based on aggregated FY25 data, the sustainability calculator estimates the emissions and waste customers avoided by choosing Rockwell Automation repair and remanufacturing services.		

CPG manufacturer reduces CO₂e emissions and hazardous waste with repairs

A global consumer packaged goods (CPG) company wanted to quantify the environmental impact of repairing industrial automation assets in one of their UK plants. We collaborated with this customer to better understand the sustainability issues and challenges driving their need to take action and improve operations visibility. Based on insights from Rockwell's Sustainability Calculator, the manufacturer decided to leverage Rockwell Automation repair services, resulting in **an estimated 91% reduction in CO₂e emissions and avoidance of 8% of hazardous waste being sent to a landfill.**

The CPG manufacturer was also able to quantify the environmental impact of their Scope 3 emissions, specifically Category 1 (purchased goods and services) and Category 4 (upstream transportation) using Rockwell's Sustainability Calculator for Repairs.



ADVANCE

Turning insights into **strengths**

ADVANCE
Sustainability
Advancement

We help customers turn insights into strengths with a range of technologies that collect, integrate, and analyze sustainability and productivity data, including the data sources themselves. At this stage in their sustainability journey, manufacturers leverage Rockwell solutions such as energy monitoring and management, process monitoring and analysis, and supply chain traceability.

ADVANCE

Aiming to reduce new water use by 100% in Brazil's Carajás iron ore processing Plant 1

The Carajás Mining Complex is Brazil's largest mine and the world's largest source of iron ore. Mine operator Vale is converting Carajás Plant 1 to operate entirely with natural moisture, aiming to reduce process water consumption by 100% and eliminate tailings waste while also increasing production capacity. Rockwell is Vale's end-to-end integration partner for the retrofit project, responsible for orchestrating and integrating automation, electrical systems, and equipment from six different suppliers.

"It's a very complex project," said José Roberto Silva Muniz, Control and Automation, Iron Ore North Projects Engineering Team, Vale. "Precise planning is critical because we have just a few days at a time to stop production, upgrade systems, and ensure the plant immediately reaches specified performance. We preferred an industrial automation partner with technical skills who can work with us. Rockwell is supporting us for the entire project—the hardware, the software, and the management."

Rockwell's [PlantPax® Distributed Control System](#) will help Vale securely control plant operations, including waterless production processes, to optimize productivity and reduce overall operations risks. Rockwell's Engineer-to-Order (ETO) panels, drives, and other power management components are core to the plant's electrical systems. Rockwell's Lifecycle Services is providing engineering services that span the full project lifecycle, from design and commissioning to optimization and support.

"The Carajás project is inside the National Forest of Carajás, and we are responsible, together with Brazil's government, to guarantee its care," said Muniz. "It's also an opportunity to help change the lives of people in a region of Brazil that is far away from large industrial centers and cities."



"Rockwell is supporting us on goals that are part of Vale's broader effort to align its dam management practices with global best standards, leveraging advanced technologies, continuous monitoring, and proactive adaptation to evolving regulations."

**— José Roberto Silva Muniz, Control and Automation,
Iron Ore North Projects Engineering Team, Vale**

ADVANCE

PFi's wastewater management innovation makes sustainability gains



"This solution is game-changing for the food and beverage industry, particularly beverages and spirits."

— PFi Managing Director
Gavin Dunwoodie

For manufacturers and utilities with water-intensive operations, managing wastewater and related energy use is central to improving sustainability. Global industrial innovator Products for Industry (PFI) has developed a revolutionary wastewater treatment solution that has environmental, uptime, and yield benefits compared with traditional treatment methods. PFI's pure titanium, cross-flow membrane solution for wastewater treatment has lower running costs and energy use over the system's lifetime, and the membrane can be 100% recycled at the end of its use.

Rockwell is providing automation technology solutions and ongoing support for PFI's latest Australian innovation. "We needed automation hardware that was streamlined, repeatable, and easy to integrate, so we selected Rockwell

Automation's [CompactLogix™ Control System](#) and [PanelView Plus™ Graphic Terminal](#)," said PFI Managing Director Gavin Dunwoodie. "These provided us with a premium integration that will help with our solution's market acceptance when we enter the export market."

After more than 10 years of development, the team working on the new solution has partnered with a leading beverages company in Australia. "This solution is game-changing for the food and beverage industry, particularly beverages and spirits, because titanium allows for a lower footprint, and longer times between Clean In Place, thereby reducing downtime," said Dunwoodie. "There is particularly strong potential in the spirit industry, where it can replace existing membranes to deliver better outcomes with reduced waste."

ADVANCE

Reducing energy consumption through real-time energy management



R real-time energy management delivers immediate, measurable sustainability outcomes through the use of digital transformation. In FY25, Rockwell Digital Services helped customers transform operations through real-time energy management with end-to-end digital services and delivery solutions.

“We’re enabling manufacturers to close the gap between energy monitoring and energy management,” said **Rodrigo Alves, senior manager, Rockwell Automation.** “By monitoring and contextualizing energy data, **customers can expect energy savings of around 10%. When we add the use of AI for real-time energy optimization, that may deliver another 10% to 20% in energy savings, even more if the solution is scaled across the facility.**”

In Portugal, an olive oil industry leader engaged with our Digital Services team to reduce energy costs and use. The solution uses [FactoryTalk® Energy Manager™](#) to contextualize energy and production data, enabling an understanding of how production impacts energy consumption across the facility. **Automatic integration**

of utility tariffs enables the company to plan production based on fluctuating energy costs. We also identified opportunities to reduce steam energy consumption, increase productivity, and improve process stability using Rockwell’s [FactoryTalk® Analytics™ PavilionX™](#), an advanced analytics and model predictive control solution.

In Spain, our digital services energy management solution for leading plant-based beverage producer Liquats includes connected energy meters across the facility and FactoryTalk® Energy Manager™. **The solution provides comprehensive visibility and management of energy consumption across the facility.** Customized alerts for Liquats indicate abnormal energy consumption, equipment faults, or threshold breaches, enabling rapid identification of energy savings opportunities.

ADVANCE

Delivering OT-generated sustainability reporting

We extended our collaboration with Avvale and ESGeo to help industrial companies more easily address growing social, regulatory, and investor expectations regarding sustainability reporting and performance. The new offering helps customers automate collection and contextualization of their operational data, making it work twice as hard to both improve measurement and sharing of sustainability metrics as well as support business efficiency and productivity.

Avvale brings expertise in digital transformation of industrial processes to the collaboration to help ensure rapid, seamless adoption of the new solution with immediate value. **ESGeo's** cloud-based, digital governance suite for ESG data is a certified tool aligned with international standards such as the Global Reporting Initiative Certified Tools and Software program, Sustainability Accounting Standards Board Inside, European Sustainability Reporting Standards, and the Voluntary Sustainability Reporting Standard framework for small and medium-sized enterprises. The platform works with **Rockwell software solutions** to aggregate, contextualize, and report data from automation systems, supply chains, and enterprise sources.

"This collaboration focuses on integrating sustainability into business operations," said Fabrizio Fiocchi, CEO and founder of ESGeo. "With this solution, companies not only meet their international regulatory compliance goals but also optimize their social and environmental performance, creating long-term value for the business."

ADVANCE

Staying ahead of changing water treatment and preservation needs

As a global deficit in freshwater looms, utilities in water-scarce regions worldwide have been working to manage this critical resource for years. The job is far from static: growing cities, decreasing rainfall, changing water treatment needs, and aging infrastructure are just a few of the constraints utilities face as they develop and preserve fresh water supply. Water utilities and their partners are using Rockwell systems to develop and upgrade operational capacities to optimize water resource management.

In Morocco, 13 desalination plants are being constructed by 2030 to support the nation's water security. One of the largest desalination plants in Africa—and the largest powered entirely by renewable energy—will come online in 2027. Ferri Systems is the main electrical contractor for the new plant's 16 motor control centers and main switchboards. The Spanish contractor is working with Rockwell and its CUBIC acquisition to meet the project's high-performance specifications.

The CUBIC panels' small footprint contributes to lower energy consumption and reduces assembly time. Our participation with temperature rise calculation for the

panels also helps ensure energy efficiency. By combining our core technology with new CUBIC offerings, we're supporting Ferri Systems from pre-design through engineering and supervision of final assembly.

San Bernadino, California is another water-stressed region, and there, seven municipalities participate in the Inland Empire Utility Agency (IEUA), a Lighthouse for the water industry. IEUA's end-to-end water services include importing water, wastewater treatment, recycling water, groundwater recharging, renewable energy generation, and composting.

When the agency needed to expand operations at one of its five facilities and bring a new biosolids facility online, it standardized on Rockwell automation solutions, including [PlantPax® Distributed Control System](#). With the move, IEUA increased water treatment capacity and efficiency without changing its staffing resources. In FY25, IEUA began expansion of another facility using Rockwell's automation systems. With the upgrade, the facility will be able to treat up to 44 million gallons of water per day.



Global demand for fresh water is projected to exceed supply by 40% by 2030.

SOURCE: GLOBAL COMMISSION ON THE ECONOMICS OF WATER, [TURNING THE TIDE: A CALL TO COLLECTIVE ACTION](#), 2023.

ACCELERATE

Turning strengths into **competitive advantages**

ACCELERATE
Sustainability
Acceleration

We help customers accelerate their operational sustainability through continuous optimization and connection of processes and systems driven by AI, data, and co-innovation. Key outcomes for manufacturers working with Rockwell in this phase of their sustainability journey include energy, water, and waste optimization.

ACCELERATE

Pioneering sustainable maritime innovation



Rockwell continued its partnership with Energy Observer, supporting the development and launch of the Energy Observer 3 (E03) watercraft. This next-generation laboratory vessel will test a variety of low-carbon solutions in real maritime conditions, setting new standards for decarbonization and innovation in maritime mobility.

Operating with no direct greenhouse gas emissions, the laboratory vessel pioneers a groundbreaking energy system that uses ammonia as a hydrogen carrier. E03 integrates an ammonia cracker, dual fuel cells (proton exchange membrane and solid oxide fuel cell), a 100%-ammonia engine with NOx aftertreatment, batteries, automated wind propulsion wings, and a superstructure fully covered with high-efficiency solar cells.

Much more than a technology platform, E03 will also serve as a space for experimentation, audiovisual production, educational outreach, and international events, bringing together engineers, researchers, artists, and decision-makers. ▶

Rockwell supports Energy Observer 3, a zero-emission vessel using advanced automation and data technology to drive innovation in maritime sustainability.

ACCELERATE

“Our partnership with Energy Observer is a testament to what can be achieved when innovation, expertise, and shared values come together,” said Emmanuel Guilhamon, Rockwell’s vice president of Sustainability. “For nearly a decade, Rockwell has supported Energy Observer’s mission to pioneer sustainable energy solutions at sea. E03 represents the next chapter in our collaboration, combining advanced automation, data management, and human creativity to drive real progress in maritime decarbonization. Together, we are committed to building a more sustainable future—one voyage at a time.”

The first test bench preparing a simulation of the energy chain onboard of E03 will include the latest IT/OT, visualization, and data management solutions.

These technologies will support E03’s hybrid energy systems, including ammonia cracking, hydrogen fuel cells, and battery storage, enabling real-time monitoring, optimization, and data-driven decision-making for both offshore and onshore operations.

Rockwell’s collaboration with Energy Observer began in 2016, providing automation solutions and global service support for the original Energy Observer 1 catamaran, which completed a seven-year global odyssey to demonstrate the viability of renewable energy systems. The collaboration has grown through continuity, trust, and [shared commitment to sustainability](#), with Rockwell’s technical teams remaining engaged throughout the journey.

“As Energy Observer embarks on its most ambitious voyage yet, our collaboration with Rockwell Automation is more than a technical partnership—it’s a shared journey toward a carbon-neutral future,” said Bénédicte Gallon, deputy CEO, Energy Observer. “The trust and continuity we’ve built together over the years have enabled us to push the boundaries of innovation and sustainability. With E03, we are integrating world-class automation and data technologies, but we are also demonstrating how collective expertise and shared values can accelerate the energy transition for the maritime sector and beyond.”



ACCELERATE

Helping West Fraser reduce its annual energy use

Through deployment of a Rockwell complete [Intelligent Packaged Power \(IPP\)](#) solution, West Fraser is inching closer to its carbon-reduction targets, gaining enhanced operator insights, and enjoying greater asset resilience.

Rockwell helped West Fraser, a diversified wood products company, make significant gains towards energy saving targets through an IPP solution featuring variable frequency drives (VFDs). **An IPP solution simplifies the integration between process and electrical systems—giving workers immediate access to real-time data on the equipment and how it is operating so they can make better decisions faster.**

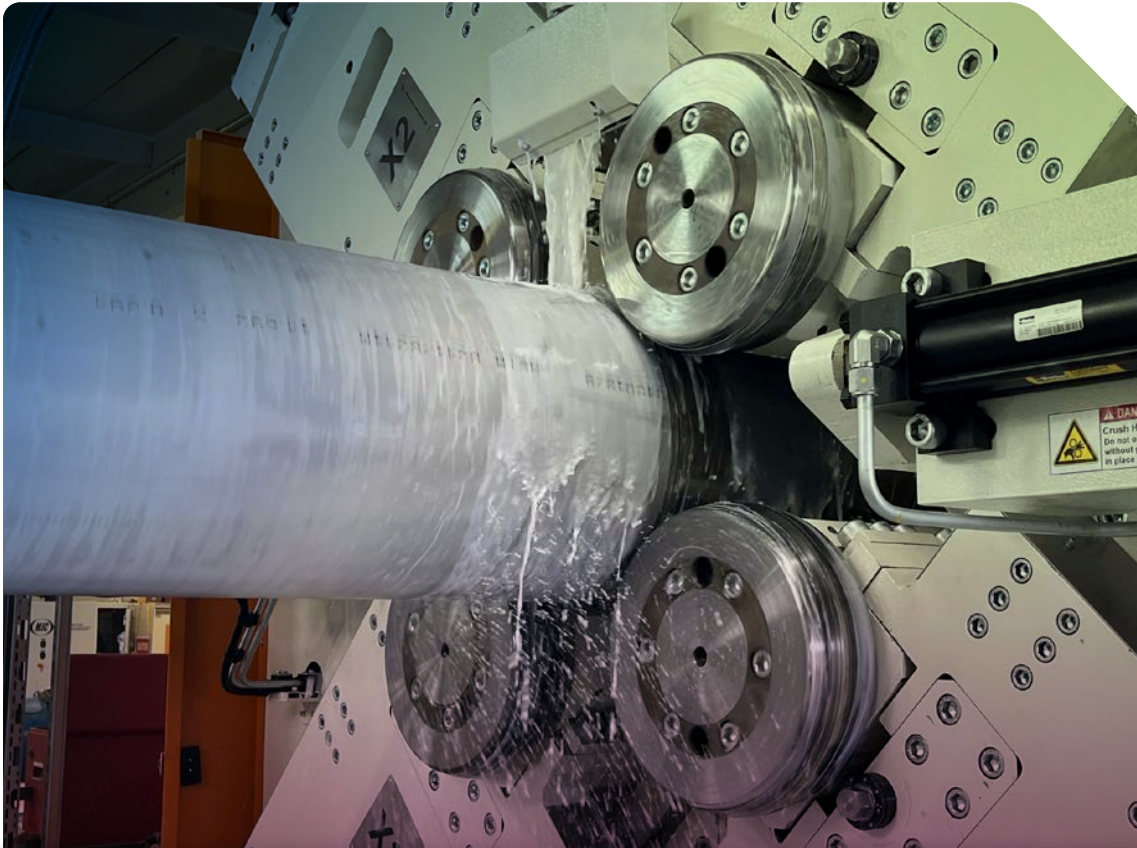
West Fraser's plant in Cowie, Scotland, began using a [CENTERLINE® 1500](#) medium-voltage motor control center (MCC) and three [PowerFlex® 6000T](#) medium-voltage VFDs across three of the site's energy-intensive fan applications.

As a result of reducing motor speed by 25%, West Fraser lowered the motor's energy consumption by approximately 60%, translating into an annual savings of more than \$266,000.



ACCELERATE

Reducing energy consumed by hydraulic power systems by up to 80%



Hdraulic systems power production equipment across a wide range of manufacturing sectors. Their electric motors use a significant portion of the total energy consumed by industry.¹ Green Hydraulic Power (GHP) was started in the United States to make hydraulic power more energy efficient. This industry disruptor's advanced hydraulic systems use AllenBradley® [PowerFlex® 755 VFDs](#) to reduce energy consumption by up to 80%.

"In many manufacturing environments, there's a lot of dwell time when there's no action on the production line, so there's no need for flow or pressure," said Soren Rasmussen, managing director, Green Hydraulic Power. **"Yet, traditional hydraulic systems run continuously, and at high speeds, so that they're available when needed.** That wastes a lot of energy and other resources."

By engineering hydraulic systems to use variable frequency drives (VFDs) to optimize power use, GHP helps its hydraulic power customers improve their operational sustainability. GHP's patented systems also generate less heat, so little to no energy-intensive cooling is required. In some cases, GHP's customers have been able to eliminate cooling towers in their facilities.

Improving workplace safety is another benefit the VFD-powered hydraulic systems deliver. Conventional hydraulic units are extremely loud, which can impact worker safety. On average, GHP's systems lower noise levels by 20 decibels. "Noise is a huge problem in factories. When we install this type of equipment, most of the feedback is about the noise reduction," said Rasmussen. "You can actually stand next to our machines and carry on a normal conversation."

[Watch the interview.](#)

¹ [INTERNATIONAL ENERGY AGENCY, 2020.](#)

ACCELERATE

Supporting agile production of large-scale, sustainable heating and cooling systems

In the EU, heating and cooling accounts for about half of total energy consumption.¹ Danish OEM Fenagy A/S is scaling energy-efficient, natural-refrigerant heating and cooling solutions with reliable electrical control from **RLAY A/S**, a partner of Rockwell Automation company **CUBIC**.

Fenagy is meeting rising demand for large sustainable heating and cooling systems used for district heating, industrial processes, data centers, HVAC in large buildings, and other applications. Fenagy's advanced systems significantly reduce energy consumption and use only natural refrigerants, helping clients reduce operational costs and their carbon footprint. Powered by electricity, their systems further integrate renewable energy sources to limit reliance on fossil fuels.

To position for high-volume production demands for its custom-built systems, Fenagy partnered with RLAY to develop a standardized yet flexible control panel solution. The CUBIC Modular System has simplified and accelerated the full process from design to assembly. Integrating CUBIC's Galaxy design software further enabled a transition from 2D to 3D design and use of Digital Twin principles.

"Together, we have developed a standardized concept that allows for series production with the possibility to make adjustments based on the end-user's preferences," said Niels Erik Bjerregaard, electrical engineer, Fenagy A/S. "Both RLAY's knowledge and CUBIC's support and Galaxy software play an important role in this process."

[Read more.](#)

¹ [EUROSTAT](#), FEBRUARY 2024.

ACCELERATE

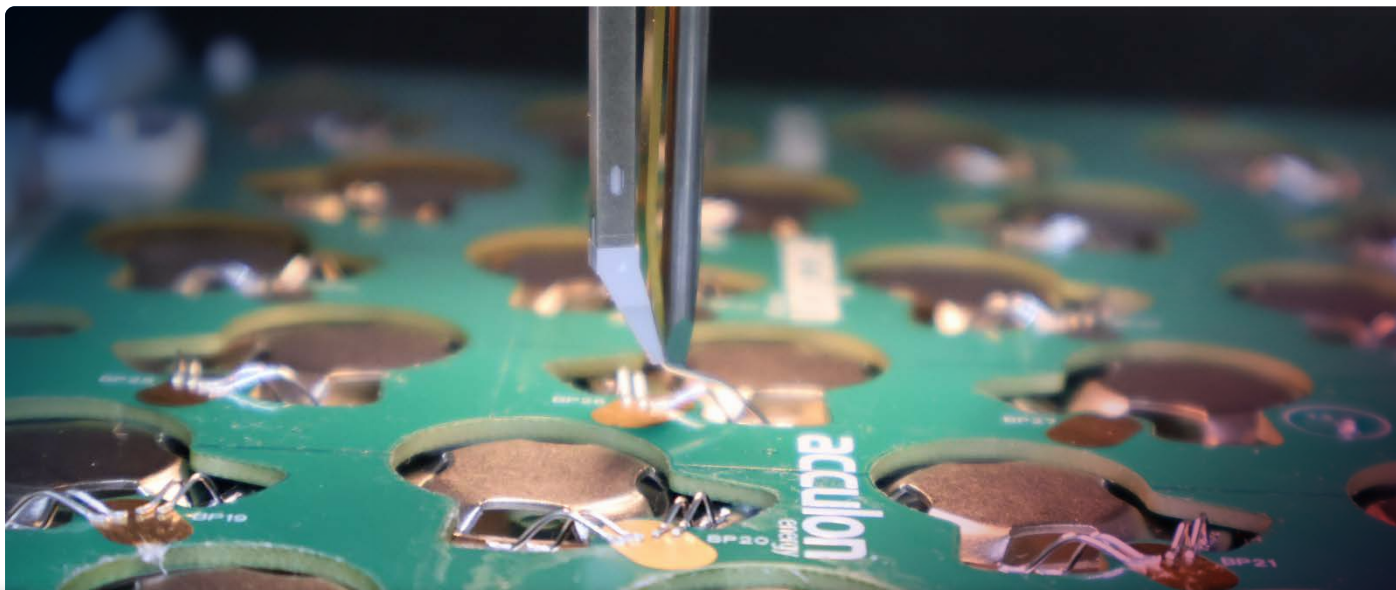
Pioneering supply chain transparency with digital battery passports

As energy transition advances, demand for energy storage is growing. Battery manufacturers face pressure to provide greater supply chain transparency and accountability, and to comply with the European Union Battery Regulation aimed at reducing environmental impact. Rockwell and our partner [Circulor](#), a leading supply chain traceability provider, are working with Acculon Energy to embed traceability in every stage of the U.S.-based manufacturer's battery production.

Leveraging Circulor's traceability solution and Rockwell's [digital transformation expertise](#), Acculon is positioning to meet stringent EU compliance requirements. The collaboration also enables Acculon to advance its commitment to environmental and social governance. **The scalable solution is deployed in Acculon's Ohio facility to track the origin and journey of key materials such as lithium, cobalt, nickel, and graphite, as well as embedded carbon emissions, throughout the battery lifecycle. It also ensures the absence of forced labor within the battery cell supply chain.** This data is used to create digital battery passports for a variety of commercial and industrial battery applications.

These comprehensive first-year metrics are Acculon's benchmark for continuous improvement and the foundation for proactive work with upstream suppliers to reduce emissions. The pioneering solution represents a new industry standard in responsible manufacturing and supply chain accountability.

"Working with best-in-class partners for traceability is fundamental to our global strategy. It allows us to give all our customers clear visibility into the resiliency of the sodium and lithium supply base we have worked hard to cultivate over the years." – Andrew Thomas, President, Acculon Energy



Safety as a strategic advantage: empowering people, enhancing performance

Safety in industrial environments has evolved from a compliance requirement to a core component of operational performance. Rockwell supports customers in building safer workplaces by integrating safety into system design, operations, and maintenance.

Our approach begins with helping customers assess risk and identify the right safety standards for their operations. We provide support through system engineering, validation, and training to ensure safety technologies are properly implemented and understood. This includes consulting on compliance with global functional safety standards and offering tools that streamline self-certification processes.

Worker well-being is a growing priority for manufacturers, and safety plays a significant role. By reducing physical risks and creating more predictable, stable work environments, our solutions contribute to a healthier and more engaged workforce. We also support customers in training and change management, helping teams understand and adopt safer practices that lead to long-term cultural improvements.

Customers rely on Rockwell not just for products, but for guidance—especially when navigating complex installations, upgrading legacy systems, or aligning with evolving standards. Our goal is to help manufacturers create environments where safety and well-being are foundational to performance.

“Safety isn’t just about protection—it’s about empowerment. When workers feel safe, they perform better, innovate more, and help build resilient operations. That’s the future we’re enabling.”

— Bob Buttermore, Senior Vice President and Chief Supply Chain Officer

Safer workplaces start with smarter training

Safety is not just a compliance requirement—it's a foundation for sustainable industrial performance. Through targeted training and collaboration, Rockwell is helping organizations build safer systems and empowering their people to thrive.

As industrial workplaces become more complex, Rockwell continues to prioritize the safety of both people and machines. In 2025, we expanded our global safety training efforts to help customers meet evolving regulatory standards and address workforce challenges brought on by automation and generational shifts.

To support this, Rockwell continues its partnership with [TÜV Rheinland](#) to deliver functional safety training to technicians and engineers. These programs focus on practical applications of safety standards—such as ISO 12100 and IEC 60204-1—and help workers understand how to reduce risks throughout the machine lifecycle. Topics include hazard reduction, fault avoidance, and performance level assessments.

More than 100 customers globally participated in Rockwell's TÜV-certified training in 2025, resulting in over 400 workers gaining the skills needed to operate more safely and confidently. With over 250 TÜV-certified professionals on staff, Rockwell continues to support safer operations, improved productivity, and long-term workforce resilience.



Improved safety of machines and frontline operators

Samson Machinery, a leading tire-building machine manufacturer in Taiwan, utilized Rockwell's PLC dual-core control system to separate the safety and production circuits. When an anomaly is detected, the system can immediately intervene and automatically stop operations, creating a safer and more efficient production environment.

Leveraging digital technology and this dual-core control system, Samson Machinery transformed data insights into actual production line efficiency results, reducing downtime by 20%. In addition, the high compatibility of the machines with diverse systems significantly lowered the integration barrier while enhancing production line safety.

"With Rockwell's tools, we have enhanced data application capabilities, improving product safety and stability," said Kevin Lin, R&D technical manager, Samson Machinery. "As a result, Samson has been able to continuously transform its labor-intensive industry toward automated production."

Rockwell helped Samson Machinery
reduce downtime by 20%.

(L-R): Eric Ou, senior account manager, OEM, Rockwell Automation Taiwan; and Kevin Lin, R&D technical manager, Samson Machinery.



Increasing resilience with end-to-end industrial cybersecurity

Cyberattacks on Operational Technology (OT) environments are no longer rare. In fact, the manufacturing sector is the top target for ransomware attacks—and that’s just this type of cyberthreat.¹ Cybersecurity was identified as the number-two external obstacle to growth in 2025 by [manufacturers worldwide](#).

¹[DARK READING, OCTOBER 2024](#)

Creating a resilient industrial environment requires an OT lifecycle strategy that proactively addresses system obsolescence and minimizes risk. At Automation Fair 2025, Rockwell demonstrated our commitment to this approach by introducing [SecureOT™](#), a single, unified brand that consolidates Verve Security Center with our network and cybersecurity services.

SecureOT is an industrial cybersecurity solution suite built for resilient operations. Combining our OT-native software platform (formerly known as Verve Security Center) with professional and managed security services, SecureOT delivers holistic protection across diverse industrial environments. Regardless of automation platform or cybersecurity maturity, SecureOT’s vendor-neutral, standards-based approach empowers manufacturers to navigate today’s evolving risk landscape—faster, smarter, and safer. This new brand reflects our continued commitment to innovation, a response to industry needs, and an end-to-end solution under one trusted partner. While the name is new, the services, solutions, and customer experience remain the same.

Rockwell is both a global manufacturer and a supplier of technology to other manufacturers worldwide. As such, we make cybersecurity an essential part of our own governance priorities and overall sustainability approach. By identifying vulnerabilities, implementing scalable protections, and ensuring rapid detection, response, and recovery, Rockwell and our customers are positioned to limit the impact of cyber breaches and maintain business continuity.

Enhancing our security resilience to meet new cyber risks and compliance standards

Many of our products, services, and customers are in scope for upcoming European Union (EU) regulations aimed at enhancing cybersecurity and safety. The EU Machinery Regulation, Cyber Resilience Act, and the Network and Information Security Directive (NIS2) will impact the world of automation. We are working with the EU via trade groups and other advisory organizations to interpret the regulations in our common best interest. We're using this knowledge to analyze our product and services portfolio to ensure we have compliant offerings, and working with our customers as they plan for their compliance.

Rockwell is taking part in the definition of the standards that will drive the implementation of the regulations. We serve on the EU Cyber Resilience Expert Group, and our team is involved in the European Committee for Electrotechnical Standardization (CENELEC) working groups defining the standard for the Machinery Regulation and the Cyber Resilience Act.

Furthering our journey in being the most trusted automation partner

Trust comes in many forms, from safety, security, privacy, and regulatory compliance, to the responsible use of AI. We compare ourselves to the best and prove ourselves to our customers by achieving certifications in many of these areas. **We continue to be an ISA/IEC 62443 driven organization and have expanded our scope of product-level 4-2 certifications throughout 2025.** Each of these areas of trust are inherently important to our customers around the world as they do business with us.

Transparency is an important component of trust, and to that end we continue to enhance our [Trust Center](#) to enable customer access to key information, from [security advisories](#) to product security certifications.

Enhancing our security posture through collaboration

To proactively safeguard our customers and accelerate the identification and remediation of security vulnerabilities, Rockwell has established a strategic alliance with HackerOne—the global leader in hacker-powered security. Rockwell's Bug Bounty Program is a preemptive approach to discovering potential vulnerabilities before they can be exploited. The program invites HackerOne's global security research community to identify and report potential risks in our industrial automation products and services. The collaboration complements other Rockwell efforts to ensure our systems are robust and reliable against evolving cyber threats.

“Our partnership with HackerOne enhances our Product Security Program. This collaboration, alongside our secure development lifecycle processes and ongoing efforts to comply with global cybersecurity standards, reaffirms our commitment to the highest levels of product security.”

— Tony Baker, Vice President & CPSO, Digital Trust, Rockwell Automation

Our continued focus on **cyber maturity**

In FY25, our own cybersecurity program continued to evolve as we enhanced our security infrastructure and prioritized advanced cyber tools capabilities and relevant certifications. We used artificial intelligence (AI) as an effective tool for threat detection, as a response tool, and for operations automation. We strengthened internal AI governance and continue to develop AI use cases for security operations. We also continue to advance tighter integration between Rockwell and our customer offerings regarding security and increased partner collaboration and engagement.

Human cyber risk remains a significant challenge for all organizations. Employees, contingent workers, and even trusted third parties can inadvertently introduce security vulnerabilities. We continued to build a culture of security as we prioritized human-centric security measures, including ongoing training, simulated phishing exercises, and clear incident reporting procedures.

Rockwell named Industrial Security Consulting and Managed Services Leader

Westlands Advisory's Industrial Security Consulting and Managed Services Navigator 2025 named Rockwell as a leader in industrial security. The [security industry analysis firm's Navigator](#) benchmarked leading OT security consulting and managed services firms according to capability and strategic direction.

Rockwell was also named a market leader in the [Omdia Universe: Operational Technology Cybersecurity Services, 2025-26](#). Omdia highlighted our market size, broad range of OT services, global presence, and strategic investment in OT cybersecurity as Rockwell's strengths.



Enida Metaj's 40 Under 40 award recognizes her exceptional innovation, community service, and professional achievements that have a profound impact on her community and on industry.

Helping to protect people, technology, and processes from the world's biggest threats

Enida Metaj, cyber compliance lead auditor, is blazing a trail in cybersecurity, specifically in cyber compliance, in a career few people heard of even a decade ago.

She sees cybersecurity as the foundation of trust, compliance, and risk management.

"This is the bridge between law, technology, and public service, giving me purpose and a path to protect individuals and organizations," she said.

For her work in cybersecurity, Enida received a 40 Under 40 award from Oakland County, recognition that honors leaders whose exceptional innovation, community service, and professional achievement are making a profound impact locally and beyond.

"I am thrilled to witness a dynamic community of women making significant advancements in this industry," she said, "and to personally connect with leaders who inspire and uplift others every day."

SUSTAINABLE company

Our company is made up of great employees who succeed together to create innovative, sustainable products and solutions—safely, sustainably, and responsibly. Our culture enables and inspires our people to make a lasting impact for each other, our customers, and our communities.



Refining our safety program to drive continuous improvement globally

We continue to strive for zero work-related injuries and illnesses. **In FY25, we exceeded our best-in-class Recordable Case Rate (RCR) goal of 0.27 at the corporate level, with a RCR of 0.24.** Visits by 10 regulatory agencies at the country and local levels resulted in zero citations or fines, substantiating our commitment to environmental, health, and safety (EHS) excellence.

Safety is more than compliance—it’s how we show our people they matter. In FY25, we focused on enhancing standardization of our EHS program elements through improved data analysis and sharing best practices for employee health and safety to a greater extent across Rockwell manufacturing locations and field service groups worldwide.

Using data to drive continuous improvement opportunities was a key strategy. As our reporting and analysis have matured, we’re able to see trends at all levels, from department to regional as well as

enterprise-wide. This visibility enabled us to focus efforts in specific EHS areas and apply solutions that include enhanced root-cause analysis, engineering controls, and education. It also provided evidence-based feedback on best practices we’re seeing in Rockwell facilities around the globe.

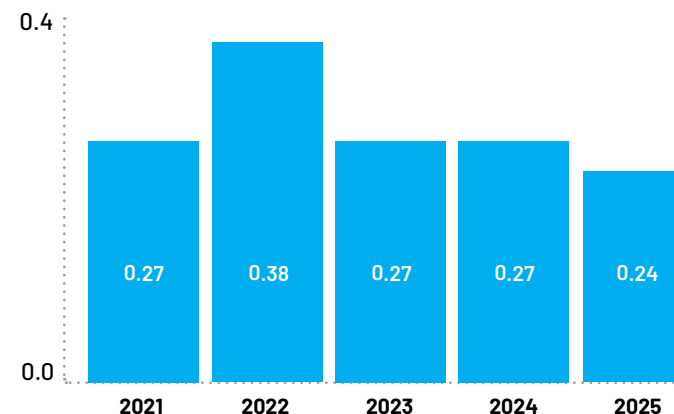
We strengthened our safety best practices teams around hand safety and ergonomics by expanding participation from our different regions. Through regular meetings and conversations, we share technical guidance and nuances in best practices and bring their vast experience and knowledge to bear on EHS challenges one or more facilities are experiencing.

We also continued to drive EHS program standardization and maturity through our own audits and assessments as well as third-party audits, certifications, and compliance efforts.

Rockwell Automation safety performance

PER 100 EMPLOYEES

For FY25, our Recordable Case Rate (RCR)* was better than our internal goal of 0.27 and remained best-in-class given that the first quartile of Electronic Equipment Manufacturing peers has a 1.0 RCR**. We established the FY26 goal at 0.24.



Zero fatalities

*Recordable Case Rate: Work-related injury or illness requiring more than first aid, per 100 employees

**U.S. Bureau of Labor Statistics (2023)

Note: Rockwell’s recent acquisitions and our Sensia joint venture safety performance data are not included in the FY25 year-end RCR chart. Sensia data is tracked independently, and it had an RCR of 0.00 for FY25.

Elevating safety ownership at the employee level

The safety-first mindset in our Richland Center, Wisconsin facility supported strong operational performance and contributed to our best-in-class Recordable Case Rate. “We can make an impact by coaching people through behaviors and decisions that we make in day-to-day work,” said Ben Lesko, Environmental, Health, and Safety (EHS) and maintenance supervisor. “We’re focused on how much safety ownership we can incorporate into manufacturing to where everybody feels empowered to make the right decision.”

The Behavior Based Safety observation program creates safety ownership across the facility. Through this program, Richland Center employees volunteer to observe any part of the facility and conduct safety conversations, peer-to-peer. Anonymous data from the observations is integrated into Richland Center’s EHS program. In FY25, program participation and the number of monthly observations far surpassed goals and provided essential data on safety behaviors across every level of the facility.

Another peer-to-peer program, Safety Quality 101, sets up new Rockwell production associates for safety and success. “Getting hands-on with safety best practices and hearing about safety importance directly from experienced employees in the same role creates a different level of understanding than if that message comes only from a supervisor,” said Ben. “This has been a very effective strategy in building our culture of safety. ‘Rockwell is a safe place to work’ is consistently one of the top answers from our Global Voices Employee Engagement survey every year.”

(L-R) Richland Center facility employees Ben Lesko, EHS Manager, and Jose Mondragon, production test technician



Our culture principles

Our people are the foundation of everything we do. Creating an environment where employees are enabled and inspired to thrive is fundamental to our long-term success.

- **Strengthen our commitment to integrity, diversity and inclusion**
- **Be willing to compare ourselves to the best alternatives**
- **Increase the speed of decision making**
- **Have a steady stream of fresh ideas**

Our culture: empowering people to thrive

Our culture enables and inspires great employees to innovate and bring our **Connected Enterprise strategy to life**. It's not a program or initiative—it's the way we work, lead, and succeed together. It shapes how we make decisions, how we grow, and how we create lasting impact for our employees, customers, and communities.

We strive to create an environment where people feel valued, respected, and empowered to make meaningful contributions.

When individuals feel connected and supported, collaboration and innovation flourish, leading to stronger business outcomes. We are committed to building a workplace where everyone can do their best work. Together, we evolve, grow, and deliver exceptional results, always guided by integrity and a shared commitment to making a difference.

Integrity and respect are central to our culture. Every employee has access to opportunities for growth, leadership, and development. Through mentorship, sponsorship, career pathing tools, and employee-led groups, we support personal and professional advancement while fostering trust and connection. We recognize and appreciate the unique perspectives each person brings, and we treat one another with dignity and fairness.

We continuously measure ourselves against the strongest alternatives, knowing that our employees, customers, and investors have choices. By taking an outside-in perspective, we stay focused on what matters most and push ourselves to improve every day. This mindset is reflected in our customer-first approach, our curiosity, our bold thinking, and our commitment to continuous improvement. We encourage personal growth and shared excellence, working across teams to deliver meaningful results.



OUR CULTURE

Speed and agility are essential to our success. We simplify processes to enable faster decision-making, empower leaders to act with clarity, and support teams that adapt quickly to new challenges and opportunities. Innovation is central to how we stay competitive and create new possibilities. We actively seek fresh ideas from within and outside the organization, foster collaboration across functions and geographies, and invest in spaces like our Innovation Center to bring new thinking to life.

Above all, we believe in winning the right way. Integrity drives every decision we make, every relationship we build, and every result we deliver. It's the foundation of trust with our employees, customers, and communities. We live this commitment through transparent decision-making, accountability, and a sustainability mindset.

“At Rockwell, we believe people do their best work when they feel supported, heard, and empowered to grow. That’s why we’ve built a culture where fresh ideas thrive, connections matter, and everyone has a chance to make a difference. Together, we’re creating a place where we can do our best work and feel proud of what we achieve.”

– Becky House, Senior Vice President & Chief People Officer, Rockwell Automation



Turning feedback into action



Our annual Global Voices Employee Engagement survey offers Rockwell meaningful input on how to improve our employees' experience. In 2025, more than 21,800 employees (85% of the total employee population) completed the survey, and offered more than 32,000 written comments.

Our strengths

Employees identified the following as some of the company's strengths:

My job is challenging and interesting

My job makes good use of my skills and abilities

I am encouraged to come up with better ways of doing things

I can see a clear link between my work and Rockwell's strategic objectives

Our ethics feedback consistently scored above the global benchmark.

Feedback shapes employee experience

Throughout 2025, the Global Voices Culture Council (GVCC) partnered with senior leadership and action committees across the company to analyze survey results at the business and function level. Through this collaboration, common themes and opportunities emerged, helping shape a focused set of enterprise-level actions that can drive company-wide change.

COMMON THEMES

COMMUNICATION AND TRANSPARENCY

When communication flows openly and authentically, we feel more connected to our purpose, our leaders, and each other. While quarterly all-employee updates provide valuable insights, 2025 revealed more opportunities to build on this foundation and increase ongoing dialogue through new tools and templates to help leaders communicate consistently and confidently about the 'what' and the 'why.'

EMPOWERING EMPLOYEES

Empowerment is more than autonomy. It's trust, support, and the confidence to act. The survey reinforced the importance of creating an environment where employees feel trusted and equipped to make decisions and can do the best job possible. In 2025, we focused on building an enterprise-wide strategy to integrate artificial intelligence, focusing on infrastructure, training, and access.

LEADERSHIP VISIBILITY AND ACCESSIBILITY

We want to increase the visibility of leaders across the company and provide opportunities for meaningful engagement. These interactions strengthen alignment, build trust, and foster a deeper sense of connection. In 2025, we prioritized site-level engagement by developing consistent practices and allocating resources.

Where connection **meets purpose**

Rockwell's 14 Employee Resource Groups provide a global network of employees who are committed to supporting the company's culture, values, and business goals while fostering belonging and engagement. These groups are open to all employees and help create places for connection, communication, and community. Our groups have 48 chapters globally and engage more than 6,000 Rockwell employees.

African Ancestral Professional Network

ADVANCE Young Professionals

Cultures Connected

Faith Friendly & Allies

Latinx Professional Network

Military Veterans & Allies

Parents and CareTakers

Professional Women's Council

RA Asia Pacific

RA Supporting Women in Engineering

RA Women in the Field

ROKability

ROK of Ages

ROKout LGBTQ & Allies



Creating spaces that foster belonging

Camille George is Rockwell's latest recipient of the HACR Young Hispanic Corporate Achievers™ award. Every year, this annual leadership development program, sponsored by the Hispanic Association on Corporate Responsibility (HACR), selects a small group of participants who exemplify America's brightest talent. Honorees like Camille are role models who lead the way in establishing a new standard of excellence in corporate America.



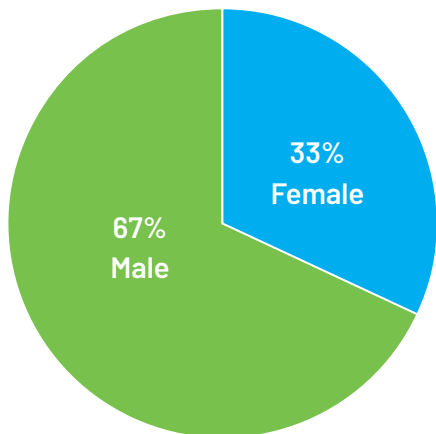
Camille, senior engineer, Design for Excellence, who is a leader of Rockwell's Latinx Professional Network (LPN) employee resource group (ERG), grew up in Puerto Rico. She moved to the continental U.S. for college and then found her next home at Rockwell.

"My support system at Rockwell is largely possible thanks to the ERGs. These spaces built by a shared sense of community enable trust, belonging, and collaboration," she said. "We've all heard the saying *mi casa es su casa*, and we truly embody that with our network of members and allies. Everyone is welcome and encouraged to be their authentic self. We inspire each other to develop both personally and professionally and leave a path for future generations to follow."

OUR CULTURE

Global Gender¹ FY25

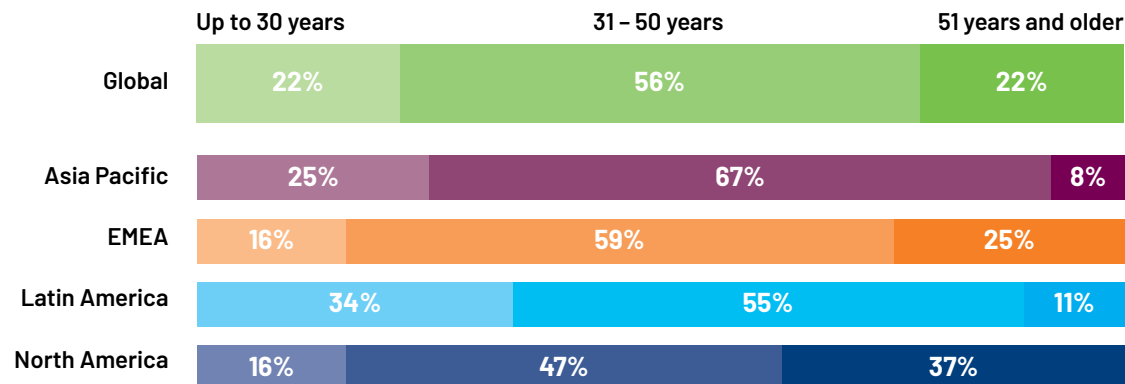
BASED ON 26K EMPLOYEES



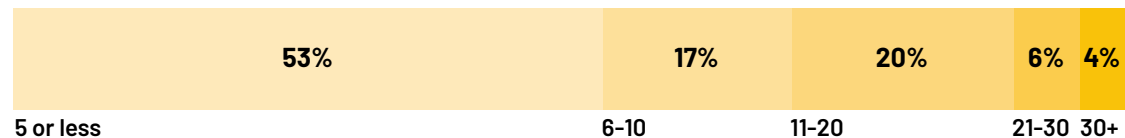
¹ U.S. employers who have at least 100 employees and federal contractors who have at least 50 employees are required to complete and submit an EEO-1 Report (a government form that requests information about employees' job categories, ethnicity, race, and gender) to the U.S. Equal Employment Opportunity Commission (EEOC) and the U.S. Department of Labor every year. [Read our most recent EEO-1 report.](#)

² 5.9% of the U.S. civilian population age 18 and older are military veterans, according to the [2024 U.S. Census](#).

Global Workforce Age¹ FY25



Years of Service in Global Workforce



Employee Resource Groups

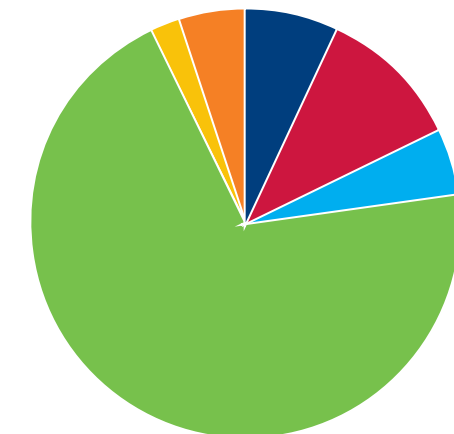
14 groups 48 chapters 6,000 employees

Our global network of multicultural, multi-generational employees committed to supporting the company's values and business goals along with the needs of its membership.

4%
of our U.S. employees
are veterans.²

U.S. Race & Ethnicity¹ FY25

BASED ON 8K U.S. EMPLOYEES



- 7% Black/African American
- 11% Asian
- 5% Hispanic/Latinx
- 70% White
- 2% Multiracial, Native American, Pacific Islander
- 5% Undisclosed

Engaging employees with a personalized health and well-being journey

As health and wellness becomes more personalized, Rockwell is offering more customization to increase employee engagement with benefits. Our focus on holistic, personalized programs reflects what matters most to our employees, helping them feel seen, supported, and motivated.

In January we introduced a new global Employee Assistance Program with enhanced support from licensed clinical professionals to help our employees, their children, and elderly parents cope with personal, financial, mental health, work-related, or well-being questions or stressors. Our partner, ComPsych, is a global leader in mental health, well-being, and work-life needs services. In addition to 24/7 confidential support, employees and family members also benefit from a more powerful, personal digital experience.

Rockwell employees like Yvonne Kennedy, right, also engaged with OnTrack, a global health management platform and mobile app, to catalyze their daily well-being habits wherever they work. The CALM app remained a cornerstone of our benefits offering, with consistently strong engagement across employees worldwide.

We transformed our annual step challenge into the ROK Our World 3.0 personalized challenge that still included a team component for motivation. Through OnTrack, employees tracked healthy habits they chose for their own well-being goals. Besides steps, popular habits tracked included mindfulness, sleep, social connection, and nutrition.

Building healthy momentum with every step



Yvonne Kennedy's journey to better health started with a single step. "I was having an overwhelmingly busy day and felt like I needed to take a break," said Yvonne, diversity and inclusion talent programs and event operations manager. "I remembered there was an indoor track in Milwaukee—it was just one floor below me all this time—and I started walking. After that, at some point during each day I would walk for 30 minutes. Taking a movement break helped me feel re-energized for the remainder of the day. That first walk changed my life!"

Following her annual physical exam, Yvonne wanted to achieve a healthy weight and improve her health numbers, but juggling kids and family, work, and life made creating and working toward health goals a lower priority. **Walking was her springboard to shedding some pounds, eating healthier, adding strength training, and really leveraging the OnTrack platform.**

"Becoming more proactive with my health inspired me to start using my wellness benefits more fully," said Yvonne. **"With OnTrack, it's easier to be accountable to yourself, while also feeling like you are a part of a wellness community.** There is no judgement from the platform, only encouragement and support. It meets you wherever you are on your fitness journey and challenges you to grow in every aspect of wellness. As I get older, it's helping me stay connected to my health metrics and committed to an active lifestyle...one step at a time."

Taking the next step in **our commitment to SBTi**

In December, we completed our submission to the Science Based Targets Initiative (SBTi). We will publicly announce our near-term and long-term targets once they are reviewed and approved by SBTi.

In FY25, our sustainability performance was generally similar to the previous year, (see chart on page 53). We introduced a revised North America Fleet Policy aligned with Rockwell's existing European Fleet Policy, emphasizing low-carbon vehicle options as our fleet vehicles are refreshed on their regular cycle. We will explore viable fleet policy revision options in the other regions in which we operate.

Rockwell continued to adopt smart technologies that drive energy efficiency. Near-future plans include securing renewable and low-carbon energy sources for a larger percentage of our energy needs.



Understanding our value-chain greenhouse emissions

Understanding greenhouse gas emissions (commonly referred to as carbon emissions) resulting from a company's value chain is critical to being able to make meaningful change moving forward.

The [Greenhouse Gas Protocol](#) has defined scope 3 emissions as indirect emissions across a company's value chain—both upstream in the supply chain and downstream as a result of services or the use or disposal of products.

SCOPE 1:

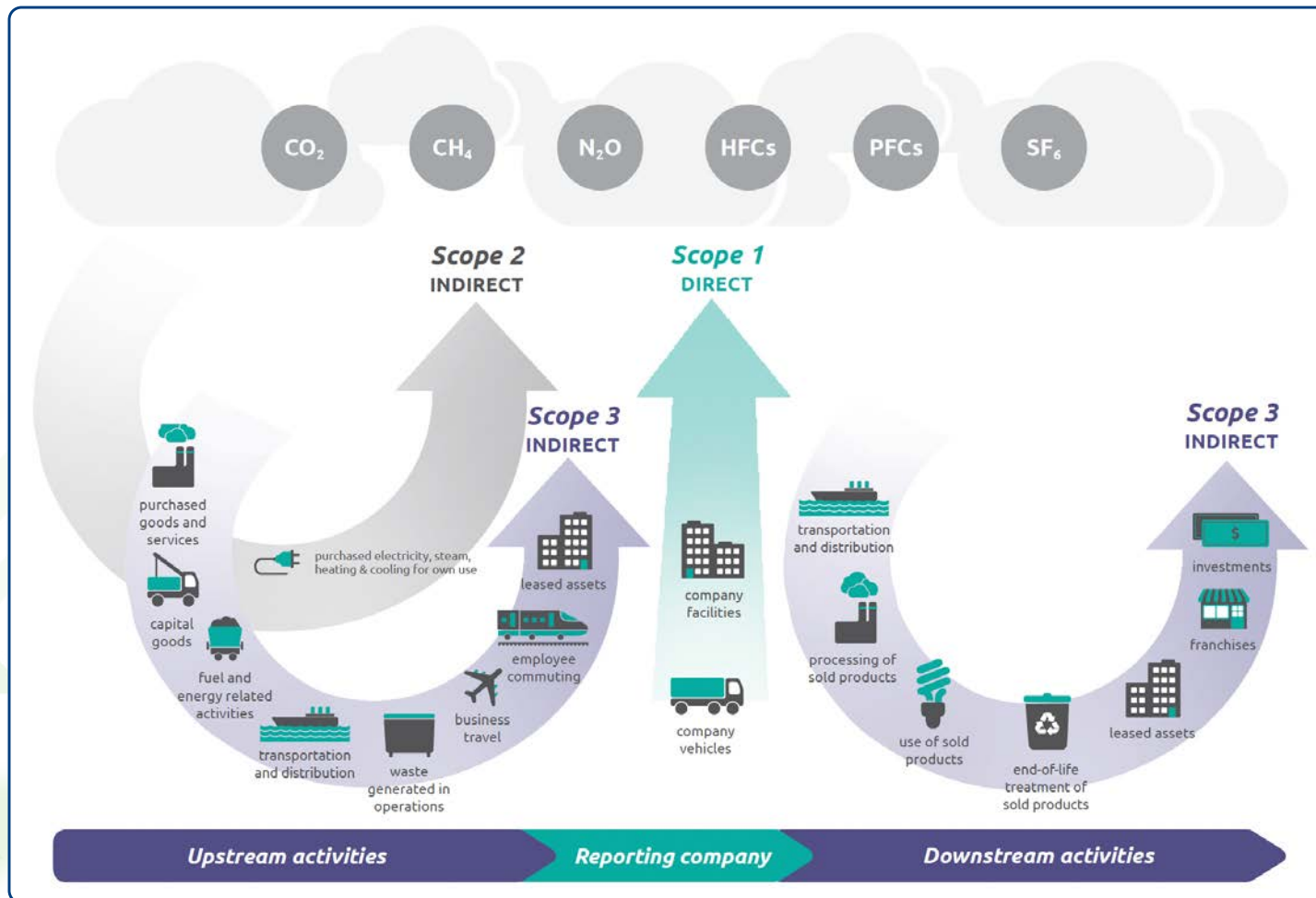
Direct emissions resulting from a company's activities within its operations. For Rockwell, this includes onsite consumption of fuels for heat or backup power and direct fleet vehicles.

SCOPE 2:

Indirect emissions such as utilities for the benefit of the company. For Rockwell, this includes purchased electricity and steam.

SCOPE 3:

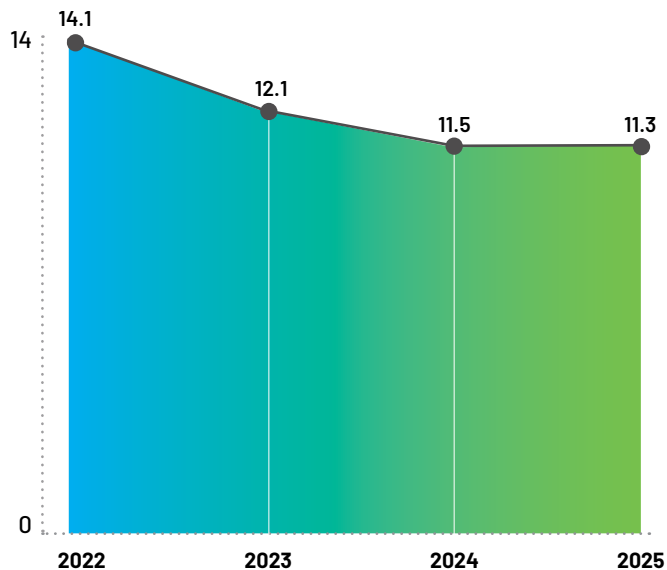
Emissions across the company's value chain. For Rockwell, this includes indirect emissions from suppliers, logistics partners, and the use of our products.



ENVIRONMENTAL PERFORMANCE

Normalized Emissions Trend IN METRIC TONS

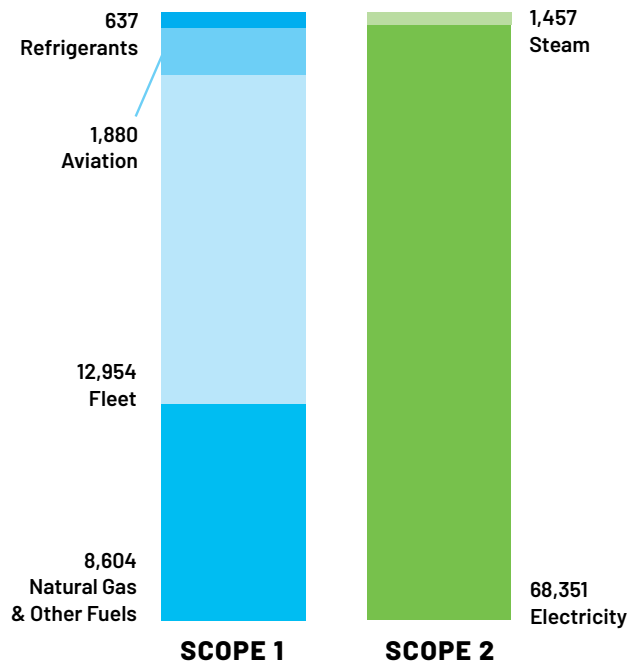
Scopes 1 & 2 emissions, as metric tons of CO₂e per million USD of sales



In FY25, total scope 1 and 2 market-based normalized emissions were **consistent with the prior year**. For the 2022–2023 period, the normalized emissions trend is based on location-based factors for scope 2. From 2024 onward, the normalized emissions trend is based on market factors for scope 2.

Emissions Summary IN METRIC TONS

93,883 total metric tons of CO₂e



Our total scope 1 and 2 emissions remained similar to FY24. Scope 2 is market-based.

Continuing Scope 3 assessment and reporting alignment

As a manufacturer of active products, 99% of our carbon footprint comes from indirect emissions in our value chain—suppliers, logistics partners, and customers' use of our products. Reducing Scope 3 emissions is significantly more complex than addressing our own operational emissions. These emissions fall outside our direct control and rely on coordinated efforts across the entire value chain. We can have a role in reducing these emissions by providing energy-efficient products, by helping customers be energy efficient, by increasing transparency in our Scope 3 reporting, and through our commitment to aligning with SBTi targets. Rockwell's scope 3 emissions align with our peers.¹

We prepared our FY2024 Scope 3 inventory for submission to SBTi. Our most significant Scope 3 emissions are in categories 1, 4, and 11. The decrease in emissions in Purchased Goods & Services (1) correlates with a reduction in direct material purchases. The increase in Upstream Transportation (4) is primarily due to first-time inclusion of activity from Rockwell acquisitions ASEM, CUBIC, and Clearpath, as well as the update of emission factors to Well to Wheel. Use of Sold Products (11) decreased in line with FY24 revenue and product mix.

Fiscal year 2024 data is used (at right) in our scope 3 inventory reporting.

Rockwell Automation value chain inventory: scope 3 FY24

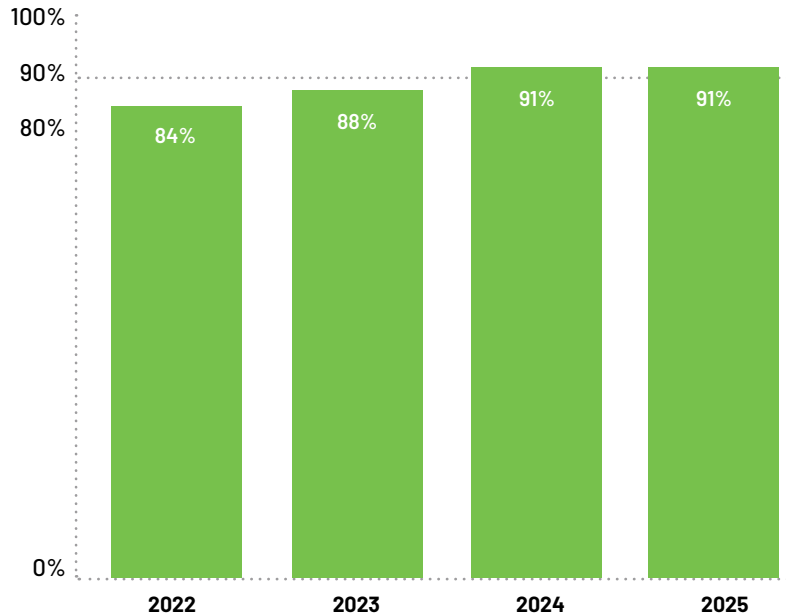
SCOPE 3 CATEGORIES ²	1,000 METRIC TONS OF CO ₂ e
01: Purchased goods & services	614
02: Capital goods	42
03: Fuel- and energy-related	22
04: Upstream transportation	182
05: Waste disposal	1
06: Business travel	48
07: Employee commuting	25
08: Upstream leased assets	0
09: Downstream transportation	14
11: Use of sold products	12,200
12: End-of-life treatment of sold products	10
15: Investments	10
TOTAL	13,168

² Categories 10, 13, and 14 are not applicable to Rockwell and thus, not listed.

¹ Electric and Electronic Manufacturing disclosed scope 3 emissions that accounted for 99% of the total emissions disclosed by the sector in 2022. [CDP & Capgemini Invent report, From stroll to sprint, July 2023, p. 37.](#)

ENVIRONMENTAL PERFORMANCE

Waste Recycled



In FY25, we exceeded our goal of diverting 90% or more of our waste from landfill through recycling, reuse, and energy reclamation.

Hazardous Waste IN METRIC TONS

4% of total generated waste

559 metric tons of hazardous waste generated

14% of hazardous waste recycled

12% landfilled, with remainder receiving treatment via incineration or physical/chemical treatment

Experienced zero reportable spills

Hazardous waste accounted for 4% of our total waste generated in FY25. We report waste categorized as hazardous in accordance with local law, with streams including oil and electronics, which are both classified as hazardous in some countries.

Advancing **circular packaging solutions**

Every shipment we send is a chance to support the circular economy.

In FY25, guided by our five-year sustainable packaging strategy, we continue to “right size” packaging, reducing the overall volume, and incorporating recycled and recyclable materials. This helps customers close the sustainability loop while lowering carbon emissions, landfill waste, and costs.

We also achieved our sustainable sourcing goal for paper and wood packaging by requiring suppliers to provide Sustainable Forestry Initiative or Forest Stewardship Council certifications, ensuring these materials come from responsibly managed forests. Additionally, we eliminated the use of mixed materials to improve the recyclability of our packaging.

Although most of our packaging already meets the [Packaging and Packaging Waste Regulation](#) adopted by the European Union, we continue to pursue enhancements, focusing on plastic packaging, labeling clarity, and Extended Producer Responsibility initiatives.

CATEGORY	GOAL FOR FY26	FY25 STATUS	
Renewable Sources	All new product packaging made from sustainable/renewable sources – to enable recycling by the end user	All new packaging is from sustainable/renewable sources	✓
Sustainable Forestry Certification	Source 100% of paper and wood packaging stocks from suppliers with sustainable forestry certifications	100% of suppliers provided certifications	✓
Corrugated: Recycled Content	Recycled content to be 50% or higher	All corrugated has up to 70% recycled content	✓
Plastic: Recycled Content	Minimum 35% recycled content for bags	10% of bags have 35% recycled content	
	100% recycled content for thermoformed packaging	All thermoforms have 100% recycled content	✓
Packaging Foam Reduction	Reduce annual weight of nonrecycled or recyclable packaging foams by 75%	75% reduction (198K annual lbs. reduced)	✓
Returnable Supply Chain Packaging	Create returnable packaging where feasible for high volume parts, products, or customer orders	Evaluate legacy containerization strategy inbound to Rockwell Distribution Centers	

“Setting packaging sustainability goals is smart business. Through thoughtful design, Rockwell Automation demonstrates environmental stewardship by using sustainable materials that protect our products, meet global regulations, safeguard the planet, and build quality and trust with customers worldwide.”

– Brad Gruneberg, Project Engineer, Packaging, Rockwell Automation

More than compliance: Bringing ecodesign to life with Digital Product Passports



Rockwell continues to go beyond compliance in **advancing sustainable product design.** As the European Union's Ecodesign for Sustainable Products Regulation (ESPR) expands, Rockwell is preparing for new requirements and actively shaping how sustainability is delivered through our products.

ESPR sets ambitious goals to reduce environmental and carbon footprints across the entire product lifecycle, from raw material extraction to end-of-life recycling. It introduces mandatory criteria for durability, reparability, recyclability, and more, while requiring greater transparency.

Rockwell's new development of the Digital Product Passport (DPP), is bringing these principles to life. At Automation Fair® in Chicago, Rockwell showcased products like the ControlLogix 5590® controller, 5034 PointMax™ I/O, and the PowerFlex® TS 755 AC drive, each equipped with a unique QR code linking to detailed lifecycle data. Customers can now scan a product and instantly access information about its material origins, manufacturing process, and environmental impact, empowering more informed, sustainable choices.

This isn't just about meeting regulations. It's about creating a more circular economy, where products are designed to be reused, repaired, and recycled. The DPP acts as a digital twin, capturing key sustainability metrics and events throughout a product's life. It's a strategic opportunity to unlock performance, share data, and differentiate Rockwell in a competitive market.

To prepare for ESPR, Rockwell has launched cross-functional initiatives including:

- Lifecycle assessments to measure carbon impact
- Enterprise architecture enhancements to support DPP infrastructure
- Collaboration with supply chain partners
- Serialization and digital identifier strategies

As ESPR expands to new product groups, Rockwell will continue to ensure compliance and engage customers to understand how our services support their sustainability goals.

Designing for impact: How Rockwell's DfSC program is driving product sustainability

Rockwell's commitment to sustainable innovation continues to evolve through the Design for Sustainability and Circularity (DfSC) program.

Since its launch in 2024, DfSC has guided product development teams to embed sustainability into the design process, ensuring that new products meet both performance and sustainability goals.

In 2025, several product development projects were initiated into the DfSC review process, including 3 new product introduction programs. One example is the newly launched PointMax™ I/O, a flexible remote input/output system that demonstrates several sustainability wins:

- Improved energy efficiency through reduced power dissipation, lowering emissions during product use
- 20% certified recycled feedstock in certain plastic housings
- Verified life cycle assessment (LCA) of environmental impacts

A major milestone for the DfSC program this year was the third-party verification of Rockwell's life cycle assessment model, which now supports LCA calculations for low voltage drives, human machine interfaces, programmable logic controllers, and industrial computers. These assessments quantify the environmental impacts of our products, especially their carbon footprints, and help us respond to customer inquiries, meet regulatory requirements, and identify the most effective ways to improve product sustainability.



Powering down: Smarter energy use in Rockwell facilities



Rockwell is investing in facility improvement to reduce energy consumption. With the installation of two large solar panel systems in 2025, we added renewable energy to power resources at our Aabybro, Denmark CUBIC facility. Annual emissions savings is projected to be 27 kg CO₂e, and on non-production days, the surplus solar energy is fed into the local grid.



Sustainability benefits continue as Energy Innovation Grant ends

Since being awarded a 2023 Public Service Commission (PSC) of Wisconsin Energy Innovation Grant, **Rockwell has continued to upgrade building automation system controls in our Milwaukee and Mequon, Wisconsin locations.** Energy savings from these projects totaled approximately 6.6 million kilowatt-hours in 2025, and reduction in both energy consumption and related CO₂e emissions is projected to continue with the new HVAC and lighting controls in place. We also installed electric vehicle charging stations for employees at several work locations, including Milwaukee and Mequon.

28 sites certified to ISO 14001 and ISO 45001

Maintaining environmental and safety management system certifications at our manufacturing sites is a priority for us. Twenty-eight Rockwell manufacturing locations are certified to ISO 14001 and ISO 45001, covering all our manufacturing sites globally with 25 or more employees conducting manufacturing/warehouse activities. This includes recent Rockwell acquisitions and our CUBIC sites in Denmark. In addition, our joint venture Sensia holds four [ISO 14001](#) and [ISO 45001](#) certifications.

Smart automation and eco-conscious design in action



In 2025, our Twinsburg, Ohio manufacturing facility continued to lead by example in sustainable manufacturing, integrating Rockwell's own products and advanced technologies to optimize operations and reduce environmental impact. The facility's digital manufacturing team focused on embedding sustainability into every stage of production, from design to packaging.

A standout initiative involved Kinetix® 5700 servo drives and ControlLogix® products. By automating assembly, testing, and packaging—everything from how a factory seal label is placed on a product to how that product is boxed—the team reduced the labor in the process by 62%. This allowed employees to turn their attention to more value-added activities and further enhance collaboration between people and machines.

Packaging optimization, including the shift to flat boxes glued in-house, **reduced the number of pallets from four to one for the same number of boxes.**

The automation of assembly, testing, and packaging for ControlLogix® is one example of sustainable innovation in Twinsburg.

Twinsburg also embraced laser etching to replace paper labels, eliminating over 800 pounds of label waste annually across 600,000 units produced. This change not only reduced material consumption but also streamlined the labeling process.

Autonomous Mobile Robots (AMRs) powered by OTTO and coordinated through Rockwell Integrated Production Logistics (RIPL) transformed material handling. These robots, guided by dynamic plant mapping and FactoryTalk® ProductionCentre®, reduced manual transport, and improved the flow between kitting and assembly to save time and improve productivity.

Energy efficiency is another major focus. Using FactoryTalk® Energy Manager™, the facility can now monitor and adjust energy usage in real time.

For example, ovens are automatically placed in "holiday mode" when idle, significantly cutting power consumption, while air compressors are optimized for energy savings.

"Twinsburg is a great example of how we're using Rockwell solutions to build smarter, greener factories," said Dhananjay Gadgil, vice president, Manufacturing Operations, Americas. "From automation to energy management, every improvement is a step toward more sustainable manufacturing."

Advancing a responsible and resilient supply chain

At Rockwell, we believe that sustainability is a shared responsibility—one that extends across our entire supply network. Our diverse suppliers understand the importance of sustainable practices and recognize the mutual value they bring to our partnerships, our customers, our communities, and the planet.

In 2025, we deepened our commitment to building a more responsible supply chain by working directly with suppliers to verify compliance with evolving environmental, social, and governance (ESG) standards.

Our responsible sourcing campaigns continued to address critical issues such as [Modern Slavery](#), Sustainability, [Conflict Minerals](#), and Information Security. As an active member of

the Responsible Minerals Initiative, we remain aligned with global efforts to promote ethical mineral sourcing and improve industry-wide practices.

A key focus in 2025 was preparing for the European Commission's Ecodesign for Sustainable Product Regulation (ESPR). We engaged more than 500 suppliers in education and data-sharing initiatives, collecting lifecycle assessments and carbon footprint data to enhance our product sustainability metrics. **We also expanded engagement with our Supplier Council—a cross-industry group that provides valuable insights and shares best practices.** We continued to align our Supplier Code of Conduct with the Responsible Business Alliance's Code of Conduct, while our Governance Council received additional investment to strengthen oversight and drive accountability.

Leading with social responsibility

Rockwell is committed to fostering a supply chain that is ethical, inclusive, and environmentally sound. We partner with organizations that share our values and expect all suppliers to actively manage and report on their social and environmental performance. To ensure ethical sourcing of minerals used in our hardware products, we maintained robust policies, compliance protocols, and internal controls throughout 2025.

As we look ahead, **our focus remains on evolving our supply chain to meet the needs of our customers and the expectations of society**—building a future that is more sustainable, responsible, and resilient.

SUSTAINABLE communities

We believe thriving communities are essential to a sustainable future. Through purposeful partnerships and strategic investments, we help strengthen the places where we live and work. Our commitment goes beyond business—it's about creating opportunities, supporting resilience, and fostering inclusion. Together with our employees and partners, we turn possibility into progress for people and communities worldwide.

4

QUALITY
EDUCATION



5

GENDER
EQUALITY



8

DECENT WORK AND
ECONOMIC GROWTH



9

INDUSTRY, INNOVATION
AND INFRASTRUCTURE



Investing for impact

To make a greater impact using our resources, we partner with organizations that align with our philanthropic priorities in these four areas:

STEM Education

Inspire Our Future

To prepare the world’s innovators and makers of the future, we focus on improving and increasing access to STEM education programs. Our strategic STEM partners like *FIRST*® help us illustrate our belief in Engineering Our Future™ and Inspiring Young Minds™.

Access & Opportunity

Provide Opportunity to All

We partner closely with organizations that sustain and provide opportunity to people in communities where we live and work. This investment addresses socio-economic barriers through programs that impact gaps in our systems.

Talent Engagement

Enrich the Vibrancy and Sustainability of Our Communities

We proudly support programs that range from providing basic human needs to enhancing arts and culture experiences. The heart of this work is our employees who volunteer for organizations that matter deeply to them.

Disaster Relief & Recovery

Turn Compassion into Action

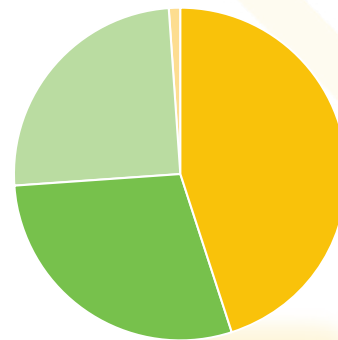
Making a difference starts with meeting the basics. We respond to natural disasters affecting communities where our employees, customers, and business partners live and work.



Rockwell’s mission to improve the quality of life by making the world more productive and sustainable begins in our communities and is amplified by our employees.

Total giving

\$8.4M



- 45% STEM Education
- 29% Access & Opportunity
- 25% Talent Engagement
- 1% Disaster Relief & Recovery

Community impact with ROK in Action

ROK in Action gives employees worldwide an opportunity to make an impact on their communities in ways that are most meaningful to them. ROK in Action includes:



- **Volunteer paid time off.** Employees have 24 hours of benefit time to use for volunteering during work hours.
- **Donations for Doers program.** For employees who actively volunteer their time for a nonprofit or non-governmental organization (NGO), Rockwell matches tracked volunteer hours with financial support to the approved nonprofit or NGO of the employee's choice.
- **Matching Gifts program.** Rockwell supports employees by matching their donations with a 1:1 match up to \$5,000 to the approved nonprofit or NGO of the employee's choice.

By the numbers FY25

29,412
volunteer hours
recorded

1,530
organizations
supported
by employees and
the company match

19,312
hours of
volunteer
paid time off



1) 50 Human Resources employees spent the day at our partner school, Vieau School in Milwaukee, helping prepare the classrooms for the first day of school. 2) In partnership with the United Way of Greater Milwaukee & Waukesha Co., employees packed dental hygiene kits to be distributed at Project Homeless Connect. This event connected over 300 people and families experiencing housing instability with resources and necessities. 3) Meena Held helps sort books donated by fellow employees to be distributed to schools in the Milwaukee community in partnership with Bernie's Book Bank, an organization helping kids create their own personal libraries. 4) Employees in Ireland launched a campaign to raise funds for the Cork ARC Cancer Support House in memory of a colleague that lost her battle with cancer. 5) Teams across Europe participated in the "green guardian challenge," a month-long beautification project.

Employees in Poland spark learning for young cancer patients

Children undergoing cancer treatment often miss school and fall behind in their studies. In Katowice, Poland, Rockwell employees are helping bridge that gap through IskRA wiedzy (“RA Spark of Knowledge”), a volunteer tutoring program launched in 2021 as part of the HELPeR initiative.

Employees from departments like IT, Finance, Engineering, and more offer one-on-one online tutoring in subjects such as math, science, and language. Their support helps young patients keep up with classmates and maintain a sense of normalcy during treatment. In November, the project was recognized as one of the winners in the Diversity Charter awards organized by the Forum of Responsible Business in Poland.



Rockwell HELPeR volunteers from Katowice, Poland who bring knowledge and encouragement to young cancer patients through online tutoring.



Francisco Rueda is helping one of the main chefs at a World Central Kitchen event in Spain.

Helping Valencia recover: Francisco Rueda’s volunteer mission

Originally from Valencia, Spain, Francisco Rueda, now based in Ireland, used his volunteer paid time off through ROK in Action to support flood recovery efforts in his hometown. The devastating October floods claimed over 200 lives and impacted more than 350,000 people, damaging homes, businesses, and public spaces.

Francisco, technology consultant, felt compelled to return home and contribute directly to the relief efforts. Through ROK in Action, he was able to take paid leave and log his volunteer hours, generating a financial contribution to the cause through the program.

He partnered with World Central Kitchen, an organization known for providing meals in disaster zones. At the time, the group was serving 5,500-7,000 meals daily to displaced residents. Francisco assisted with cooking and logistics, helping chefs organize menus and coordinate food deliveries to impacted areas.

Mission to empower children in Togo

Emmanuel Banani, senior strategic support engineer, describes his humanitarian work in West Africa simply: “I have received more than I have given.”

His first volunteer mission to Lomé, Togo, began in 2014 through Planete Urgence, a global development non-governmental organization. Emmanuel trained members of MAREM—a local organization helping reintegrate street children—on IT and software skills. The experience left a lasting impact, and he stayed involved, eventually becoming treasurer of MAREM’s French branch.



In 2019, the organization began building a solar-powered home for children. After delays due to COVID, the center finally opened, and Emmanuel returned to assist and visit the potential land for a future summer camp. “On my first trip, I was an external volunteer trainer,” said Emmanuel. “When I came back, I was part of the team. Seeing the progress and reconnecting with people after 10 years was deeply rewarding.”

ROK in Action

Emmanuel submitted his volunteer hours to ROK in Action, Rockwell’s global volunteer program where employees can sign up for local community service opportunities, make monetary contributions, and build a volunteer/community-focused employee community.

Ten years after his first international volunteering mission in Lomé, Togo, Emmanuel Banani (left) returned for the inauguration of a children’s home called EMERA Center, in the new district of Konyito.

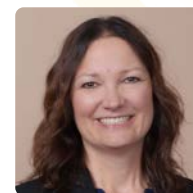
Employees ‘Lean’ into community service



Rockwell employees regularly use Lean and continuous improvement (CI) tools to drive efficiency and quality in their work.

A team applied those same principles to help United Way of Greater Milwaukee and Waukesha County’s Backpack Coalition, which distributes over 8,000 backpacks filled with school supplies to students across 16+ local schools and youth-serving organizations.

United Way staff needed to reduce the heavy lift of managing the program—both physically and



mentally. That’s when Ann Krieger, territory services manager, and Robert (Bob) Johnson, technology consultant, stepped in.

“We applied Lean principles to help their team overcome obstacles and refine how they collect supplies, track donations, and pack backpacks,” said Ann. Bob added, “It was awesome to use the skills Rockwell gave me to support our community and a great partner like United Way.”

The impact was immediate. “Their insights helped us make major adjustments that will save us money and significant staff time,” said Karissa Gretebeck of United Way. “That’s a true gift—and it means we can keep delivering for local students.”

Fueling curiosity, building skills

We invest our time and resources to help prepare tomorrow's problem-solvers for the challenges ahead. Through programs like FIRST® (For Inspiration and Recognition of Science and Technology), we encourage students to explore careers in STEM (science, technology, engineering, and mathematics).

As a global sponsor of FIRST LEGO League (FLL), we introduce younger students to hands-on STEM learning through fun challenges using LEGO educational materials. The progression of programs culminates with FIRST Tech Challenge (FTC) and the FIRST Robotics Competition (FRC), a global robotics community that fosters teamwork, creativity, and technical skills. These programs help students gain confidence and critical thinking experience through each year's game challenge. Together with our employees who serve as mentors, judges, and referees, we are building the foundation for a future-ready workforce.

[Learn more about our STEM outreach programs.](#)

Our global impact by the numbers

9

countries

221

teams

4,025

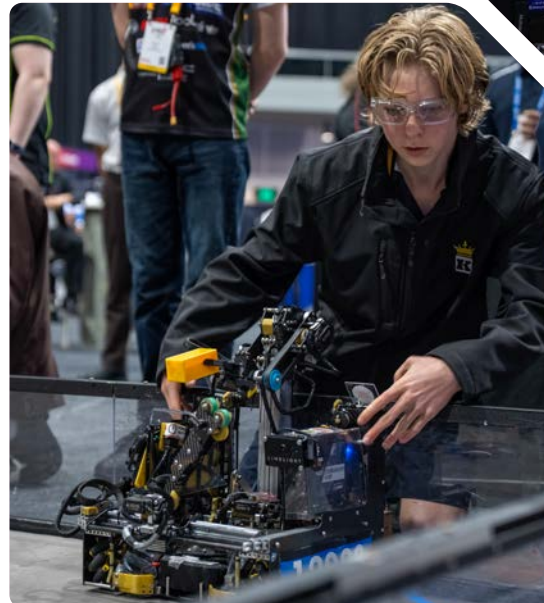
students

Showcasing youth innovation at ROKLive

At ROKLive Gold Coast, Rockwell hosted six FIRST Tech Challenge (FTC) teams, offering students a platform to demonstrate their engineering skills and creativity in front of industry leaders. The event highlighted the power of FIRST, the world's leading youth robotics community, and introduced Rockwell's partners to the impact of hands-on STEM learning.



The FIRST Tech Challenge (FTC) competition was a highlight of ROKLive 2025, showcasing the talent and innovation of young engineers and programmers.



Empowering communities through STEM education in India

Employees in Bengaluru and Pune, India came together to support STEM education initiatives that empower young minds and foster a culture of curiosity and problem-solving. Through partnerships with the India STEM Foundation and local schools, they are establishing science and 'tinkering' labs at local schools to bridge the skills gap and inspire the next generation of engineers and innovators.

Investing in STEM education and engaging with local communities benefits students and enriches employees, who find purpose and fulfillment in giving back. "We are proud of the work being done in India," said Dilip Sawhney, regional vice president, India, "and remain committed to empowering young innovators and building resilient communities through education and technology."



Students from Huzurpaga Girls' School, Pune, India, hold their STEM project certifications, surrounded by volunteers from Rockwell and the STEM India Foundation.

Tayo Ajasa: Championing STEM and community through engineering

Tayo Ajasa, an application engineer based in Kiln Farm, UK, is helping Rockwell customers optimize operations, and inspiring the next generation of engineers. Recognized by the Institution of Mechanical Engineers for her work implementing FactoryTalk® PavilionX solutions, Tayo is a rising star in automation and a passionate advocate for STEM education.

Her journey into engineering began with a love for math, science, and chemistry. Originally considering a career in medicine, she pivoted to engineering because "Engineering involves all the subjects I love," she said. "It's versatile and full of opportunities to solve global challenges."

At Rockwell, Tayo has found a workplace that supports her technical growth and her passion for outreach. She's an active member of ADVANCE EMEA, Rockwell's employee resource group focused on giving young professionals a voice to encourage leadership, innovation, and career development. Through ROK in Action she regularly volunteers with organizations like Primary Engineer and FIRST® LEGO League. "I love that Rockwell gives me paid time off to volunteer," she said, "and matches my hours with donations to causes I care about."

As a FIRST Lego League referee, Tayo gives back to the next generation of STEM innovators in a field—engineering—that continues to both fascinate and challenge her.



STEM EDUCATION

Expanding STEM access for girls in Australia and beyond

Rockwell's support has been instrumental in advancing the Melbourne RoboCats, an all-girls robotics team committed to empowering young women in STEM. In 2025, the team launched Victoria's first-ever FIRST Tech Challenge (FTC) team and is working with FIRST Australia to host a regional qualifier in 2026. The RoboCats are expanding STEM outreach internationally, with plans to support robotics education in Sri Lanka.



Rockwell New Zealand employee Prasad Nory, fifth from right, with students and mentors from Youth Without Borders at the Ignite Engagement event.

Mentoring future innovators

Rockwell continues its partnership with Engineers Without Borders (EWB) Australia to advance inclusive STEM education. Through donations and mentoring, Rockwell supports EWB's STEM Discovery workshops and Pathways events, which connect high school students with engineering role models and hands-on learning experiences. Rockwell also participates in the EWB Challenge program, helping university students build professional engineering competencies while encouraging community-focused innovation.



Rockwell's Alan Petersen helps students through the EWB challenge.

Connecting students to STEM futures

Rockwell supported STEM outreach camps in Brisbane, Melbourne, and Auckland, organized by Youth Without Borders. These camps brought together high school students from disadvantaged and non-traditional backgrounds with university students pursuing STEM careers. Through hands-on activities and career exploration sessions, participants gained exposure to STEM pathways and industry insights. Ten Rockwell volunteers and other partners engaged directly with students, offering mentorship and real-world perspectives on STEM careers.



STEM EDUCATION

FIRST LEGO League sparks STEM passion in Poland

In Katowice, Poland, the second edition of the FIRST LEGO League Challenge and Explore brought together 21 student teams and 18 Rockwell mentors for a high-energy day of robotics and innovation.

The event blended competition and exhibition, and after months of preparation, students showcased their projects, designing, programming, and presenting LEGO robots that tackled real-world challenges with creativity and precision.



(L-R) Rockwell mentors Marta Kęska, Marcin Szyling, and Wojciech Ziąja played an active role in the FIRST LEGO League Challenge, guiding teams, serving as judges, and sharing insights about STEM careers.

Building career confidence



During the National Urban League’s Youth Leadership Summit in Cleveland, Ohio, Rockwell volunteers helped almost 300 students discover their place in the future of work.

Working alongside engineers and STEM mentors, students rescued a simulated factory from a cybersecurity breach and ensured

that production and delivery ran on time. This hands-on experience was an introduction to science, technology, engineering, arts, and math (STEAM), and a dynamic, career-connected journey that showed students what it takes to thrive.

With real-time feedback from engineers like Marzell Brown, manager, Academic Enablement, students built their confidence and positioned themselves for roles in science and technology, learning how to frame their experiences as skills and tell their stories with clarity and power.

Through partnership with Northeast Ohio STEM (NEOSTEM), more than 40 Rockwell volunteers made this an immersive day for participants who attended career panels, explored STEAM disciplines, and built networks for their futures.

Recognizing good practices



Rockwell’s good practices have been published in the Responsible Business Forum’s “Good Practices” report. This annual report is a flagship publication of the Responsible

Business Forum, Poland’s leading non-governmental organization promoting sustainable development and corporate social responsibility. It highlights initiatives from companies that are setting benchmarks in responsible business conduct across Environmental, Social, and Governance (ESG).

“We are proud of the five areas under the Social element of ESG that were recognized,” said Aga Dybizbanska, manager, Diversity and Inclusion, EMEA and Asia Pacific, “reflecting our strong commitment to community engagement, education, employee well-being, and growth.”

Lending a hand

Supporting California wildfire relief

Rockwell donated \$50,000 to the American Red Cross to help communities affected by the wildfires in California in January 2025. This contribution helped the Red Cross deliver emergency relief and long-term recovery support for those in need.

“Our hearts go out to those impacted by these devastating fires,” said Patricia Contreras, vice president, Community Impact. **“We are proud to support the Red Cross and their work to assist families during this critical time and throughout the rebuilding process.”**



PHOTO BY MIMI TELLER/AMERICAN RED CROSS.

American Red Cross disaster worker Jill Sperling helps southern California residents fleeing from the massive and fast-moving wildfires that destroyed homes and neighborhoods of all kinds at the Westwood Recreation Center in Los Angeles.

Helping our local community

In August, the Wisconsin community surrounding Rockwell’s global headquarters experienced historic flooding. **Rockwell made a \$50,000 contribution to the United Way of Greater Milwaukee and Waukesha’s Flood Recovery Fund**, helping to support nonprofits assisting residents in need, nonprofits that experienced an unanticipated demand for service supporting those affected, and nonprofits that experienced damage to their buildings and operations caused by flooding throughout Milwaukee, Ozaukee, Washington, and Waukesha counties.



PHOTO BY DAN HERDA/UNITED WAY OF GREATER MILWAUKEE AND WAUKESHA COUNTY

Cultivating the skilled workforce manufacturers need

The skills gap in manufacturing is not new but certainly changing. The mismatch between the skilled talent needed versus available is growing and accelerating worldwide, driven in part by industrial transformation, an aging population, and declining numbers of high school graduates in many countries. As manufacturers transition from pre-digital operations to automation and eventually, to intelligent autonomous operations, they need [more people, not fewer](#).

Workforce solutions for the changing skills gap

As a smart manufacturer, we face the same workforce challenges our customers do. Since 2012, we've invested in workforce solutions across the globe that create pathways for students, current employees, and military veterans to move into Industry 4.0 roles and careers. Our ecosystem fosters collaboration between government, academic institutions, and industry. We're working together to develop industry-relevant education and training programs, support centers of innovation, and create access to education for students in every region of the world to ease the skills gap and enable the future of industrial operations.

48% of manufacturers worldwide plan to repurpose or hire additional workers due to smart manufacturing investments.

SOURCE: [ROCKWELL AUTOMATION 10TH ANNUAL STATE OF SMART MANUFACTURING REPORT](#)

Developing the Workforce of the Future



Scaling best practices to develop emerging-need skills worldwide

Rockwell's Global Industry-Academia Enablement team is dedicated to building the advanced manufacturing workforce through long-term partnerships with government, academic institutions at all levels, and industry. In 2025, we continued to expand our ecosystem with new partners and deepened relationships in order to scale workforce development for our customers and our company. We also established Centers of Excellence in Asia Pacific, EMEA, and the Americas, better connecting regions as we make progress on occupational pathways across disciplines and industries.

We supported innovation in emerging technologies and industries through active industry-academic collaborations. We shared Rockwell technologies and expertise, provided curriculum support, and connected our customers with academic institutions on cutting-edge research and development opportunities that inspired students and resulted in new solutions for manufacturing. Our Global Academic Engagement team also expanded Rockwell technology credentialing programs, helping learners increase their employability and bring in-demand skills to industry.

"The problem we're trying to solve is about having the right skilled workforce at quality, at scale. We're connecting diverse partners from all parts of the world in a workforce ecosystem that expedites development of automation talent that is digital, cyber-ready, data-savvy, and AI-enabled."

— Michael Cook, Director, Global Academic Enablement, Rockwell Automation

Accelerating industry adoption of technology

In Australia, we're collaborating with the University of Melbourne and a Rockwell customer on integrating 5G with an autonomous mobile robot (AMR) for industrial applications. AMRs like Rockwell's OTTO move materials around in manufacturing and warehouse facilities. They need continual



data—such as load weight and progress on their journey—to receive instructions and complete the task. With a federal Australian Economic Accelerator grant, the university's researchers are testing a 5G network with OTTO to increase data speed and security. Our customer provided the use case and test site; Rockwell donated an OTTO and technical expertise. Partnerships like these will simplify industry adoption of technology that optimizes productivity and safety in industrial environments.

Partnering to take work-based learning next-level for engineering students



At Cleveland State University (CSU), work-based learning is key for preparing its graduates for the workforce.

The university's strong belief in collaboration with industry opened the door to a Rockwell partnership more than 25 years ago, and with the opening of the Rockwell Automation Connected Enterprise Laboratory and lab-based curricula in 2021, the partnership continues to grow.

"One of the additional offerings this year with the Rockwell lab is a two-credit-hour course for the Rockwell PLC [programmable logic controllers] certification," said Dr. Richard Schoephoerster, Dean, Washkewicz College of Engineering at CSU. "The narrower focus on practical skills allows a wider range of our engineering students to earn this foundational credential simultaneously with their degree work. We're also adding FANUC [Fuji Automatic Numerical Control] robots to the lab so students can work with both technologies together as they would in an automated manufacturing environment."

Senior CSU students work on their capstone design projects in the Rockwell lab. Professionals from Rockwell and other industry partners mentor students as they develop real-world engineering applications.

This year CSU is piloting a unique, four-year earn and learn program. "We're hoping to meet two objectives with this program—creating access to education for students who need to work while they're enrolled, and creating the skilled talent that industries need," said Dr. Schoephoerster. "It's a closer relationship with industry than the co-op education model, and the learning environment we have on campus in the lab strengthens the outcomes even more."

"I tell students more and more that industry is not looking just for a particular major—they want to know what skillsets you have. Rockwell has been a great partner to help us determine those skillsets."

— Dr. Richard Schoephoerster, Dean,
Washkewicz College of Engineering,
Cleveland State University

Preparing students for emerging roles in smart manufacturing

We expanded our long-standing partnership with Tecnológico de Monterrey, supporting closer connections and learning on advanced manufacturing technologies. Mexico's top-ranked university and member of the International Association of Learning Factories uses Rockwell technologies and curriculum input to create the smart manufacturing environment in a college learning setting. Tec de Monterrey shares the experiences of this environment at the Conference of Learning Factories every year.

In July, a team from Tec de Monterrey met with instructors and administrators in Cleveland State University's Rockwell Automation Connected Enterprise Laboratory. The Tec team also forged relationships and found new synergies at Rockwell's 2025 Automation Fair® in Chicago.

In October, Tec's mechatronics community, Rockwell experts, and manufacturers delved into digital engineering together

at an international conference hosted at the university's Toluca and Monterrey campuses, with more industry collaboration in Monterrey. **"Manufacturers are looking for specialized talent in digital twin software," said Oscar Lopez Suarez, Rockwell solution consultant lead.** "We're working with Tec de Monterrey to cover this gap and prepare students for smart manufacturing jobs in their region."

Each semester, Tec engineering students participate in challenge-based learning. "Our objective is for students to develop not only technical skills, but also knowledge and ability in critical thinking, project management, safety, and international manufacturing standards," said Dr. Raquel Tejada, a Department of Mechatronics professor in Tec's School of Engineering and Sciences. "We want them to integrate all of these, to have the whole picture, so they are ready for real-world success."

"This is a great example of what can be achieved through dedication, innovation and young talent." - Oscar Lopez Suarez, Solution Consultant Lead, Rockwell Automation

Developing digital twin talent

Demand for digital twin skills is skyrocketing as manufacturers adopt 3D emulation technology, which saves time and resources during automation systems design and implementation. At Tec de Monterrey, engineering students built cutting-edge 3D emulation skills in their final project when they integrated technologies from Rockwell Automation, Endress+Hauser Group, and our partner NVIDIA in emulations that connected virtual design with physical plant control systems and instrumentation, and created immersive virtual reality tours. Through the collaborative learning experience with Tec de Monterrey professors and industry experts, the students developed the tools and confidence to launch their careers in Industry 4.0.





Helping high school students envision a future in manufacturing

In May, our Katowice, Poland team partnered with three technical high schools to pilot a vocational internship program designed to inspire students about engineering pathways and prepare them for career pathways.

Twenty-two third- and fourth-year students spent four weeks at our facility developing automation mechatronics skills on real industry applications.

They programmed ControlLogix® controllers using Studio 5000® automation system design software. Students also had the option to choose the IT curriculum to focus on virtualization, operating systems, and networks. The interns got an inside look at potential careers, and one student commented, "Well, now I know what to do in IT. IT is so broad, and you showed me this one path I really want to go!"

Rockwell internship supervisors also dedicated one day each week to helping the interns develop professional polish. Students were enthusiastic about working on communication skills, practicing public speaking and presentations, and honing their personal narrative for future job interviews.

"As an early career manager here at Rockwell, I loved seeing how the students approached deadlines, thought about challenges, and cooperated as they finished," said Magdalena Paradowska, internship program leader. "We gained fresh insights into young engineers and how we could enhance our strategies for bringing them in. Based on the positive feedback from the students and our staff, we plan to continue this program next year."

Industry-academic collaboration advances digital skills and new tech adoption

In Gandhinagar, India, Rockwell has partnered with NAMTECH (New Age Makers Institute of Technology) to advance experiential learning and workforce development in the Manufacturing, Engineering, and Technology (MET) sector. NAMTECH, a not-for-profit education initiative of ArcelorMittal Nippon Steel India, is an industry-aligned institution where engineers, technologists, and professionals engage with complex, real-world challenges and gain hands-on exposure to Industry 4.0 and 5.0 technologies. Built on strong global academic and industry collaborations, NAMTECH aims to develop industry-ready professionals equipped for emerging fields such as smart manufacturing, robotics, manufacturing design, automotive engineering, and sustainability. Through this collaboration, Rockwell integrates its advanced automation tools, technologies, and e-learning modules into NAMTECH's learning ecosystem, supporting its mission to impact 3 million learners by 2035 and cultivate a future-ready industrial workforce.



Ashwini Vaishnaw (fifth from left), Minister for Railways, Information & Broadcasting, and Electronics & Information Technology, Government of India, joined representatives from NAMTECH, Rockwell, and a U.S. university at the partnership's launch.

In 2025, we also launched a pilot training program with Cisco, global leader in networking and digital communications technology, via TAFE (Technical and Further Education) NSW Meadowbank in Australia. The initiative expands our long-term workforce collaboration with Cisco in the Asia Pacific region. The national digital training curriculum is designed to prepare the future digital manufacturing workforce with skills in digital literacy, cybersecurity, networking, ethernet, automation, control and visualization fundamentals, data science, and programming. Plans are underway to expand the OT/IT skills program with a university in India.



Rockwell's South Pacific regional director Anthony Wong (middle) takes part in Cisco's Australia and New Zealand State of Business panel discussion.

PHOTO COURTESY OF CISCO

Scaling pathways into sustainable agriculture for K-12 students

In August, Southwest Wisconsin Technical College rolled out an innovative agritech education program to 22 K-12 school districts, giving students an early, experiential look at plant science careers. The program integrates learning in agriculture, automation, process, and business as students work with Fork Farms' state-of-the-art indoor hydroponic farms to grow produce for multiple business scenarios. Funded by Cummins and Southwest Tech, the program integrates Rockwell technological and automation components.

"The proof-of-concept for this unique education package was developed last year by capstone students at Horizon Science Academy in Columbus, Ohio," said Marzell Brown, manager, IoT Engineering-Academic Enablement, Rockwell. "Using Rockwell technologies like process controls, digital twins, and AI, they collaborated with Fork Farms and global instrumentation leader Endress+Hauser to integrate automation and agriculture. Together with Southwest Tech, we're expanding experiential learning to address skills gaps in agriculture."

[See the Horizon Science Academy story in our 2024 Sustainability Report.](#)

Wisconsin Governor Tony Evers (sixth from right), Secretary of the Wisconsin Department of Agriculture, Trade and Consumer Protection Randy Romanski (fifth from right), and Dr. Kim Maier, executive dean at Southwest Tech (front left) joined representatives from the Wisconsin Department of Public Instruction, Cummins, and Rockwell to launch the program.

"Rockwell's partnership is helping Fork Farms take our technology to the next level in support of our mission to make fresh, healthy food more accessible."

— Michael Hostad, Chief Revenue Officer, Fork Farms



Building skills for India's digital future



Students gain hands-on experience in AI and automation through Rockwell's Youth Empowerment Program in partnership with ICT Academy.

Rockwell, in collaboration with ICT Academy, has launched the Youth Empowerment Program in New Delhi to help bridge the gap between academic learning and industry expectations. The initiative will provide specialized training in emerging technologies such as AI, data analytics, and robotic process automation to 550 students from arts and science streams across 11 institutions in Delhi NCR, Karnataka, and Tamil Nadu.

Delivered through ICT Academy's Centers of Excellence, the program offers hands-on experience and certifications that prepare students for high-demand roles in the digital economy. By equipping young talent with practical, future-ready skills, Rockwell is reinforcing its commitment to inclusive education and sustainable community development—building a stronger, more resilient workforce for India.

PartnerBot Award winners pioneer real-world applications

In January, Rockwell's acquisition Clearpath Robotics announced the winners of Clearpath's 2025 PartnerBot Grant Program. Clearpath is a leader in developing autonomous technology for innovation, and originator of OTTO autonomous mobile robots. First launched in 2012, the PartnerBot Awards put Clearpath's Husky robots in the hands of academic and commercial/startup researchers who use the mobile robots for innovation that often leads to new applications in industry. In 2025, five teams from Americas and EMEA were awarded a total of \$100,000 in robots and accessories to advance wildfire and forestry protection, sustainable farming and agronomy, lunar space exploration, and AI-driven autonomous navigation.



A PartnerBot Award winner monitors Emperor penguins in Antarctica, securing critical population and ecosystem data with less disturbance of the colony.



Empowering veterans, strengthening manufacturing

Rockwell is helping shape the future of manufacturing by connecting returning service members with high-demand roles through the Academy of Advanced Manufacturing (AAM).

This initiative, launched in partnership with ManpowerGroup in 2017, focuses on skills-based hiring and lifelong learning to build a resilient, future-ready workforce.

AAM equips military veterans with technical training over a 12-week program, preparing them for careers as automation and electrical technicians, among other roles. In 2025, the graduation rate held steady at 90%, with an 86% placement rate—each graduate receiving an average of two job offers. These outcomes reflect the growing demand for skilled talent and the value veterans bring to the industry.

The program's reach continues to grow. In 2025, 30% of participating employers hired AAM graduates for the first time, while 45% have now hired from multiple cohorts. This momentum highlights the program's success in bridging the skills gap and creating pathways to family-sustaining careers.

"We're translating military experience into meaningful civilian careers," said Phil Bush, AAM business development manager. "Veterans gain stability and purpose, and employers gain highly capable talent. It's a win for everyone."

"We've provided skills for returning service people to compete and thrive in technical-level manufacturing jobs at manufacturers across America."

– Blake Moret, Chairman and CEO,
Rockwell Automation

In 2025, AAM graduates were hired at an average annual salary of \$75,000. More than 93% of graduates remain in the manufacturing industry, with 85% satisfied with the program and 83% satisfied with their role placement.

Veterans power performance at Weyerhaeuser mills

At Weyerhaeuser, the path to operational excellence is paved with purpose—and people. Thanks to the [Academy of Advanced Manufacturing \(AAM\)](#), a partnership between Rockwell and ManpowerGroup, the company is tapping into a new talent pipeline: military veterans trained for high-demand roles in manufacturing.

Carl Parker, a former mill manager and now manager of Talent Sustainment, sees the program as a strategic win. “This is an opportunity to bring in skillsets with background and sticking power,” said Carl, himself a military veteran. “We’re 100% a Rockwell product user, and the training these veterans receive, combined with their military discipline, makes them a perfect fit.”

The first cohort of AAM graduates hired at Weyerhaeuser has already made a measurable impact. Heath Fennell, director, Mill Process Control, couldn’t be more enthusiastic. “The people we hired are helping our mills right away. Training doesn’t take as long because they come in with the right mindset—honor, teamwork, and a strong work ethic. I’ve never loved my job like I love it now. Seeing their excitement and drive is contagious.”

Carl emphasized the mutual commitment. “Everyone pulls in the same direction. In our business, it’s about uptime, rates, and hitting targets, and these veterans keep our machines running.”

With seven AAM graduates already onboard and plans to hire more, Weyerhaeuser is turning this into a long-term strategy. “This is the blueprint,” said Heath. “The sense of community and shared values—especially around safety, sustainability, and citizenship—are what set Rockwell and these employees apart.”

(L-R) Sam Houston, AAM; Logan Rolin, AAM; Carl Parker, Weyerhaeuser; Morgan Henry, AAM; and Nick Brooks, mill manager.



Vets Ready recognition

For the third year in a row, the Wisconsin Department of Workforce Development (DWD) honored Rockwell with a Vets Ready Gold Certification. The Vets Ready Initiative encourages employers to establish a support system within their workplace, hire and retain more veterans, and connect with veterans in the community. The initiative also recognizes those employers that go above and beyond to support those who serve.





Connect with us.    

[rockwellautomation.com](https://www.rockwellautomation.com)

expanding **human possibility**[®]

AMERICAS: Rockwell Automation, 1201 South Second Street, Milwaukee, WI 53204-2496 USA, Tel: (1) 414.382.2000

EUROPE/MIDDLE EAST/AFRICA: Rockwell Automation NV, Pegasus Park, De Kleetlaan 12a, 1831 Diegem, Belgium, Tel: (32) 2663 0600

ASIA PACIFIC: Rockwell Automation SEA Pte Ltd, 2 Corporation Road, #04-05, Main Lobby, Corporation Place, Singapore 618494, Tel: (65) 6510 6608

UNITED KINGDOM: Rockwell Automation Ltd., Pitfield, Kiln Farm, Milton Keynes, MK11 3DR, United Kingdom, Tel: (44)(1908) 838-800

Allen-Bradley and expanding human possibility are trademarks of Rockwell Automation, Inc.
Trademarks not belonging to Rockwell Automation are property of their respective companies.

Publication ESAP-BR036A-EN-P - December 2025

Copyright © 2025 Rockwell Automation, Inc. All Rights Reserved. Printed in USA.