



enabling sustainability

2024 REPORT



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

The Rockwell Automation global headquarters is situated steps from Lake Michigan, the third-largest freshwater Great Lake in North America. Lake Michigan is shown in this image of Cave Point County Park in Door County, Wisconsin.

PHOTO: ART WALASZEK

About this Report

Our 2024 Sustainability Report presents sustainability data and disclosures covering our 2024 fiscal year (Oct. 1, 2023, through Sept. 30, 2024) unless otherwise noted. Please see our [Investor Relations site](#) for consolidated financial statements and other governance documents. Your input and feedback are important—please contact sustainabilityreport@rockwellautomation.com with any comments or questions

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

3 [CEO LETTER](#)

4 [ABOUT OUR COMPANY](#)

8 [ESG PRIORITIES & PROGRESS](#)

9 [Sustainability Strategy](#)

10 [2024 ESG Highlights](#)

11 [Disclosure Reports](#)

12 [United Nations](#)

[Sustainable Development Goals](#)

14 [GOVERNANCE & INTEGRITY](#)

15 [Board & Management Oversight](#)

16 [Ethics & Integrity](#)

18 [SUSTAINABLE CUSTOMERS](#)

21 [Assess](#)

23 [Advance](#)

28 [Accelerate](#)

36 [AI and ESG](#)

38 [Cybersecurity](#)

41 [SUSTAINABLE COMPANY](#)

42 [Employee Health & Safety](#)

44 [Our Culture](#)

54 [Environmental Performance](#)

65 [Responsible Supply Chain](#)

67 [SUSTAINABLE COMMUNITIES](#)

69 [Community Impact](#)

70 [STEM Education](#)

73 [Disaster Relief & Recovery](#)

74 [Workforce of Tomorrow](#)



Committed to a better future



It is my honor to introduce our 2024 Sustainability Report, highlighting our sustainability strategy and showcasing the strides we're making to create a more sustainable world.

As the world's largest company dedicated to industrial automation and digital transformation, our technology and expertise empower people to achieve more than ever before. We help to make our customers more resilient, more agile, and more sustainable. Whether through our advanced cybersecurity offerings that increase resilience, our mobile robots and innovative independent cart technology that drive agility in manufacturing, or our cutting-edge software and power control technology that help reduce emissions and capture carbon, we are creating meaningful change and results. By driving productivity, reducing environmental impact, and ensuring operational efficiency and security, we are enabling a brighter future for both people and the planet.

We are proud of our Environmental, Social, and Governance (ESG) efforts, which provide the foundation for creating a more sustainable future. We continue to challenge ourselves and strive to meet or exceed our

commitments. We help our customers do the same, providing the tools they need to navigate new challenges and requirements, helping them track and reduce their energy, water, and waste, and produce innovative new products and technologies at scale.

None of this would be possible without the passion and expertise of our people. From our enterprise consulting teams guiding digital transformation to our cybersecurity experts protecting vital industrial systems, our collective knowledge of the plant floor is helping customers build stronger, more adaptable operations. We're supported by a dynamic and growing network of partners who enhance the value we provide.

Thank you to everyone—our employees, customers, investors, and partners—who have contributed to bringing our vision to life. Together, we are building a brighter, more sustainable future.



Blake Moret
Chairman & CEO
Rockwell Automation

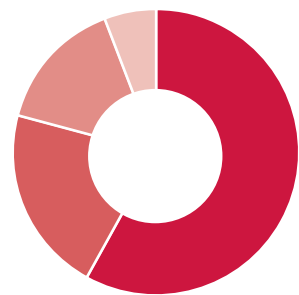
"Our collective knowledge of the plant floor is helping customers build stronger, more adaptable operations."

Blake Moret Chairman & CEO Rockwell Automation

About our company

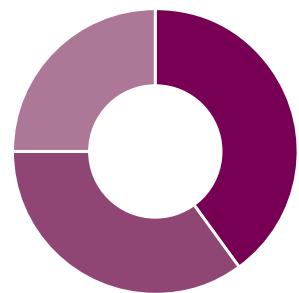
FY24 Global Sales

\$8.3B



BY REGION

- 61% North America
- 18% EMEA
- 13% Asia Pacific
- 8% Latin America



BY INDUSTRY

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



BY SEGMENT

- \$3.8B Intelligent Devices
- \$2.2B Software and Control
- \$2.3B Lifecycle Services

At a Glance

27K

 EMPLOYEES

100+

 COUNTRIES in which we operate

122

 YEARS serving customers

GLOBAL HEADQUARTERS

Milwaukee, Wisconsin

At Rockwell, we help our customers:



Optimize production



Empower people



Build resiliency



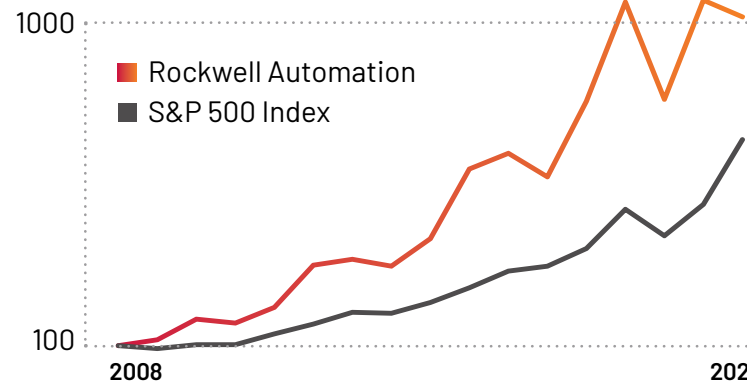
Drive sustainability



Accelerate transformation

Total Shareowner Return

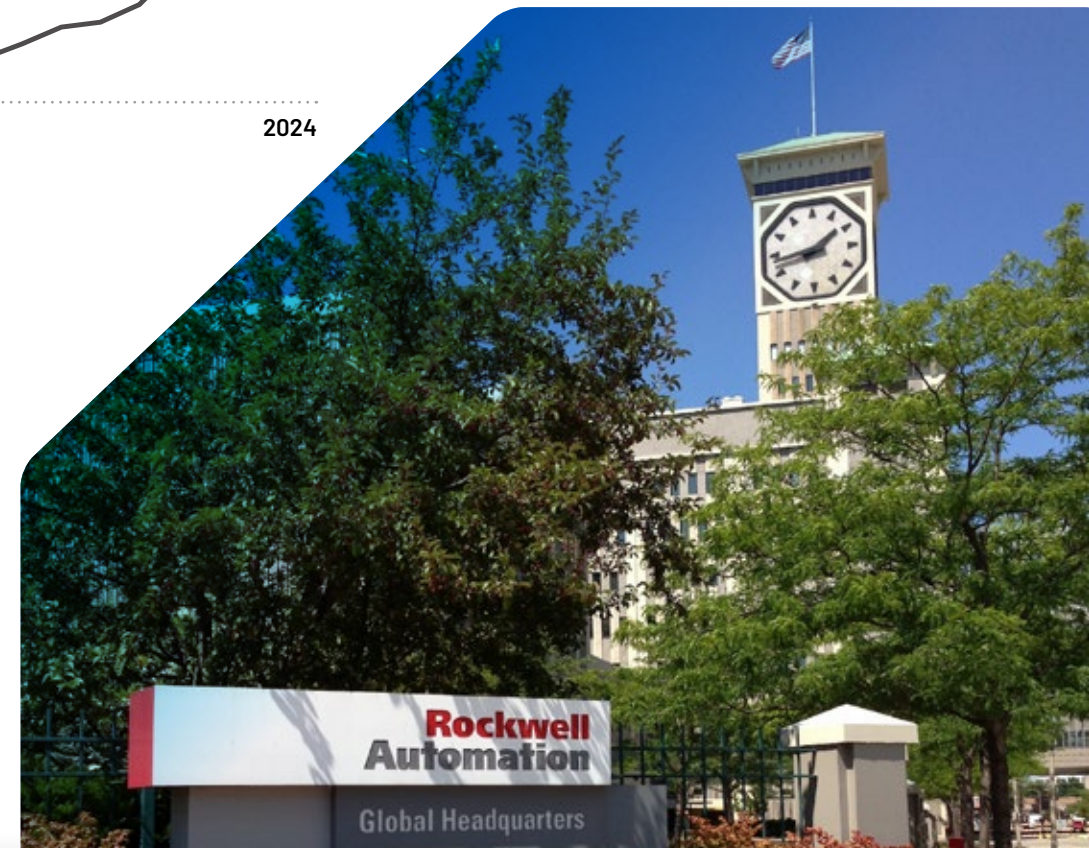
20+ years on the New York Stock Exchange (NYSE: ROK)



Meet Our Team

[Executive Leadership](#)

[Board of Directors](#)



Benchmarking **smart manufacturing** across the globe

Manufacturers are harnessing emerging technologies to deliver sustainable growth.

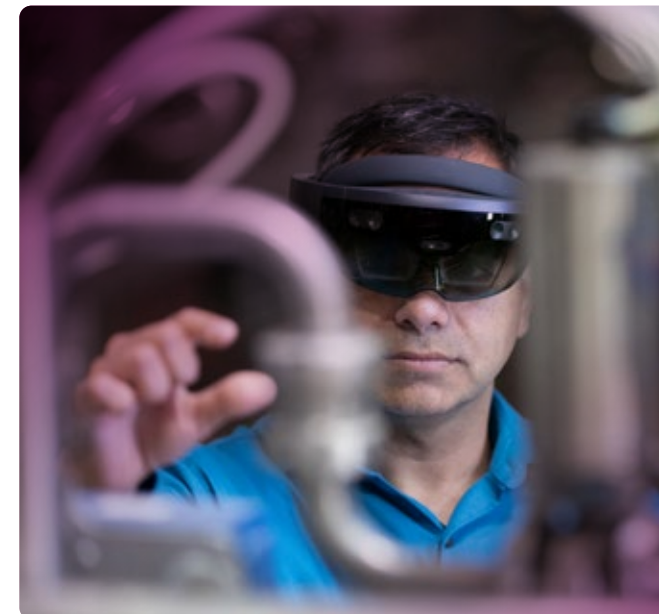


[Download the report.](#)

The 9th annual State of Smart Manufacturing Report tracked a marked increase in the adoption of sustainability and/or Environmental, Social, and Governance (ESG) policies over the prior year.

Manufacturers also signaled their intent to make sustainability and ESG a core priority, as “adopting technology for tracking and quantifying sustainable practices” rose to first in the top three approaches to mitigating internal risk.

In addition, respondents said they believe artificial intelligence/machine learning deliver bigger business outcomes than all other smart manufacturing capabilities. The annual report captures insights from leading manufacturers about their engagement with smart manufacturing technology to navigate workforce, quality, cybersecurity, and sustainability issues.



What is smart manufacturing?

Rockwell is creating the future of industrial operations through smart manufacturing, which is the intelligent, real-time orchestration and optimization of business, physical, and digital processes within factories, and across the entire value chain. Resources and processes are automated, integrated, monitored, and continuously evaluated based on all available information as close to real time as possible.¹

¹ [MESA INTERNATIONAL](#)

Supporting ideas and innovation through **global collaboration**

The World Economic Forum (WEF) is the international organization for public-private collaboration with a mission to improve the state of the world. In 2024, Rockwell Chairman and CEO Blake Moret and Senior Vice President and Chief Technology Officer Cyril Perducat continued co-chairing the WEF Advanced Manufacturing Industry Community, a group of CEOs and top executives collaborating to shape the future of the sector, foster innovation and new business practices, and inform new policymaking.

Blake and Cyril helped ignite two new key initiatives with the Centre for Advanced Manufacturing and Supply Chains: Cyber Resilience in Manufacturing and the New Generation of Industry Leaders. As part of the cyber initiative, Rockwell Vice President and Chief Product Security Officer Tony Baker contributed to the April 2024 WEF white paper, [Building a Culture of Cyber Resilience in Manufacturing](#), which is a playbook for manufacturers on key cyber resilience principles.

As part of our new engagement in the WEF Centre for the Fourth Industrial Revolution, Rockwell Chief Technology Officer Cyril Perducat joined the **AI Governance Alliance**. He contributed to the 2024 [AI Governance Alliance: Briefing Paper Series](#), a resource that establishes a foundation for steering development, adoption, and governance of AI. Additionally, supporting the WEF Annual Meeting in Davos, Cyril and Alexandra Schwertner-Farley co-authored the Davos agenda blog ["Industrial AI provides superpowers in advanced manufacturing."](#)

As a member of the Alliance of CEO Climate Leaders, Blake signed an open letter to global leaders prior to the 2024 United Nations Climate Change Conference outlining ways policymakers can improve the business case for climate action.



Rockwell Automation WEF Fellows spotlight



For the past four years, Rockwell employees in the WEF Fellows Program have brought diverse expertise and perspectives to help accelerate WEF initiatives.

Rockwell Global Portfolio Engineering Manager Victoria Nerad completed her one-year fellowship in

September 2024. During that time, she contributed to the Industry Net Zero Accelerator initiative and re-launched the Next Generation of Industry Leaders program within the WEF Centre for Advanced Manufacturing and Supply Chains.

Rockwell Global New Energy Lead Corinne Pellish, who started her fellowship in October 2024, contributed to the Industry Net Zero Accelerator initiative and publication of ["United for Net Zero: Public-Private Collaboration to Accelerate Industry Decarbonization."](#) The third in the series, this white paper presents eight "No Excuse" public-private collaboration opportunities, addressing four major barriers of the Net Zero journey: barriers to buy-in, to action, to scale, and to green business growth.

Leadership in **resilient,** **sustainable** business practices



Sustainable Development Impact Meetings 2024

Rockwell's Vice President, Sustainability, Emmanuel Guilhamon participated in a panel discussion on accelerating the transition to Net Zero and the role that industry can have at WEF's Sustainable Development Impact Meetings 2024 in September. Held in New York, the event coincided with the United Nations General Assembly, the Summit of the Future, and New York Climate Week. The meetings focused on fostering collaborative solutions for urgent global issues like frontier technologies and development, human capital and growth, climate action, nature protection, and the energy transition. These discussions set the tone to accelerate progress on the United Nations Sustainable Development Goals.

2024 WEF Annual Meeting

At the 2024 World Economic Forum Annual Meeting in Davos, our leadership participated in a series of sessions and dialogues around advanced manufacturing, people, AI, and sustainability. One livestreamed session Rockwell participated in was [Modern Supply-Side Economics: Two Years On](#), where Rockwell's Chairman and CEO Blake Moret (pictured third from left) emphasized our commitment to sustainable, smart manufacturing, and workforce development as we create more resilient value chains across industries.

A sustainable future can only be **achieved together**



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.

As the new leader of the corporate sustainability team, 2024 was meaningful for many reasons. Our team continued to deepen our understanding of how our company can have the biggest impact on making our world more sustainable. We executed projects and plans that are helping to create sustainable customers, a sustainable company, and sustainable communities.

Sustainable Customers: Our Product Sustainability team, which was established in 2023, continued to prioritize and contribute to the company's EU Ecodesign for Sustainability Products Regulation work. Four pilot product Life Cycle Assessments (LCAs) helped us operationalize this work and inform how we engage suppliers to collect component-level information. The new Design for Sustainability & Circularity (DfSC) Product Scorecard we introduced will help identify ways we can reduce the environmental impact of our products, including value chain (scope 3) emissions.

We continue to develop and launch new offerings that help our customers be more sustainable. This includes a set of integrated sustainability services developed by our Kalypso team, which combines digital transformation across five key areas: product development, manufacturing, distribution, preventive maintenance, and end-use/recycling. We also released FactoryTalk Energy Manager, an industrial energy monitoring software that provides data-driven recommendations for reducing energy losses on the shop floor. Our machine learning and AI solutions helped manufacturers dynamically adjust processes in real-time to optimize sustainability, productivity, and quality, simultaneously. And we are partnering with existing and new companies to help them scale carbon capture and storage solutions.

Sustainable Company: Following our commitment to Science Based Targets initiative (SBTi) in 2023, we continued our work toward submission, approval, and disclosure of net zero near- and long-term targets by December 2025. Our [Kalypso consulting group](#) is assisting with the development of our targets and roadmaps. We also announced our

[Direct Air Capture Carbon Removal Credit Agreement with 1PointFive](#), which aligns with our company's goal of net-zero, carbon neutrality by 2030.

Sustainable Communities: We continue to invest in people and the communities where we live and work, partnering with organizations to give time and talent, helping our people have an impact on the world. In 2024, we expanded our ROK in Action volunteer program globally with an increase in volunteer hours. Through support of STEM (science, technology, engineering, and mathematics) education programs, our teams continued to help develop people who will be ready to solve the world's next challenges. We also advanced our collaborations with education, government, and industry partners to close the skills gap in advanced manufacturing.

Sustainability is good for business. This is evident in the performance and resilience our customers and our company continually build by increasing efficiency and innovation, and reducing waste and cost.

Our sustainability journey will have the most meaning and deliver the greatest value because of our partnership with others. We are committed to working with our employees, customers, investors, suppliers, communities, policy makers, and regulators to understand their needs and align our collective efforts to create a more sustainable world. I truly believe that sustainability is more of a cooperative advantage than a competitive one. There is no future where some of us live in a sustainable world and others do not. A sustainable future is one where we all work together.

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 & Culture**
- **Diversity, Equity, & Inclusion**
- **Workforce of Tomorrow**
- **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.

2024 ESG highlights



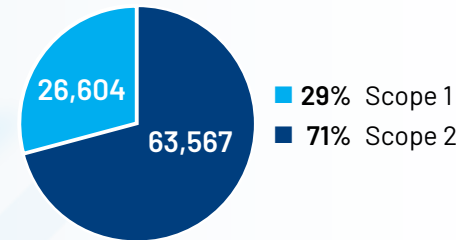
Environment

Carbon Neutral Goal

2030 Scopes 1 & 2

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%).

Waste Recycling

91% of total waste recycled

Revenue Generation

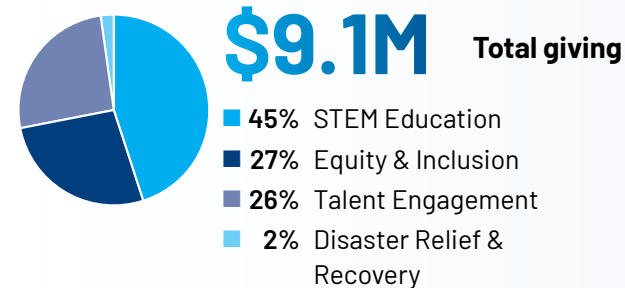
\$1.9B

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



Social

Philanthropy

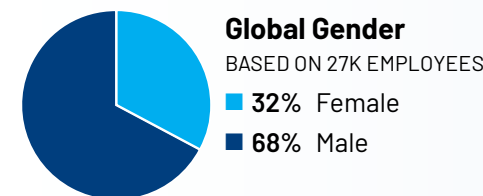


Employee Safety

0.27 Recordable Case Rate

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

Diversity, Equity, & Inclusion



Diverse Suppliers

\$183M

spent with small businesses and businesses with veteran, minority, women, and LGBTQ owners



Governance

Board of Directors

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

Office of the Ombuds

Rockwell's whistleblower hotline and reporting system, established in 1985, 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.

Operational Technology Security Certification

First IEC 62443-certified industrial operations facility worldwide

Please follow links on this page to learn more.

Awards and recognitions

Recognized 16 times



Recognized 12 times



Recognized 23 times



FTSE4Good

Joined May 2023



Committed January 2024



Founding Member, 2019



New in 2024

- Named on [Forbes Most Trusted Companies in America list](#)
- Recognized for [70 years on the Fortune 500](#)
- [Frost & Sullivan 2024 Global Competitive Strategy Leadership Award for modernizing smart water monitoring](#)

Keep current on our latest [sustainability news.](#)

Reporting on our global approach to sustainability

In addition to our annual Sustainability Report, our Environmental, Social, and Governance (ESG) disclosure reports provide insights about our sustainability and corporate social responsibility strategies and outcomes.

[Visit this page](#) to view our current and past reports including:



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

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

Transparent in our values



Rockwell Automation is a member of the United Nations (UN) Global Compact, an initiative that leverages the UN Sustainable Development Goals (SDGs). The UN SDGs provide a universal framework for governments, businesses, and individuals to align and measure their contributions to social and environmental solutions. Our global sustainability approach supports eight UN SDGs as we nurture a sustainable company, empower sustainable customers, and foster sustainable communities.

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 women and underrepresented groups

Gender equality



Achieve gender equality and empower all women and girls.

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

Clean water and sanitation



Ensure availability and sustainable management of water and sanitation for all.

- Rockwell systems, analytics, and AI facilitate transformation of water-intensive processes
- We help customers identify opportunities to optimize water use and recapture, and reduce water-related energy use and emissions
- Our WAVE partnership with The Water Council advances water management solutions, clean water, and sanitation on a global scale

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.

- Rockwell collaborates with utilities and companies to enable a low-carbon, circular economy
- We help organizations translate energy-, water-, and waste-related data into actionable insights that enable sustainability and productivity in infrastructure and industrial processes
- 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
- 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 carbon neutral goal by 2030
- Our Scope 3 baseline provides data-driven insights that allow us to understand, manage, and gain additional knowledge for a future reduction strategy

“Rockwell’s strong partnerships, active collaboration worldwide, and commitment to innovation are fundamental to advancing our sustainability goals.”

Emmanuel Guilhamon, Vice President, Sustainability, Rockwell Automation

Leading with **vision**

Our commitment to corporate responsibility and sustainability begins with the direction set by our Board of Directors. Our Board takes its role of overseeing our company's strategy and risk, including those related to environmental, social, and governance matters, seriously. The Board has developed a strong corporate governance framework as its foundation to help ensure that the decisions it makes are aligned with shareowner interests and are designed to increase long-term shareowner value. The Board actively assesses and adjusts the framework as appropriate. At the core of this framework is having directors with the right skills and backgrounds. The Board constantly strives to have a healthy balance of experiences, tenures, genders, and skillsets, resulting in a diverse Board and inclusive culture.

Learn more about corporate governance at Rockwell:

[Annual Reports and Proxy Statements](#)

[Governance documents](#)

Governance highlights

- Diverse Board of Directors with a balanced mix of backgrounds, experiences, expertise, ages, and tenure
- Director term limit
- Robust annual Board and Committee self-assessments and individual and Lead Independent Director evaluations
- Regular Board and Committee refreshment and succession planning
- Alignment of executive compensation with shareowner value creation
- Plurality vote with director resignation policy for failure to receive majority vote in an uncontested election
- Annual ethics training
- 100% independent Board Committees
- Active shareowner engagement program
- Lead Independent Director

See our [fiscal 2025 Proxy Statement](#).



Promoting responsibility

The Board oversees Environmental, Social, and Governance (ESG) matters, including initiatives and programs related to sustainability, corporate culture, and human capital management, with the standing Committees supporting the Board by addressing the specific ESG matters related to their respective areas of oversight.

The Board provides oversight of management's enterprise risk management program, and the full Board and individual Board Committees review the company's most significant risks. See our [Annual Report on Form 10-K](#) for the year ended September 30, 2024, for a detailed description of the most significant enterprise risks we face.

The responsibility for managing risk rests with executive management. Management periodically reports to the Board regarding the system that is used to assess, manage, and monitor risks. Management also reports to the Board on the risks it has assessed to be the most significant, together with management's plans to mitigate those risks. Executive officers are assigned responsibility for managing the risks deemed most significant.

In FY24, we were awarded Most Efficient Plain Language Proxy Statement by Labrador (US). Read more about the [2024 U.S. Transparency Awards](#).

The Board Composition and Corporate Governance Committee reviews and assesses the company's policies and practices with respect to matters affecting the company's culture and corporate responsibilities, including environmental protection, climate change, sustainability, and Diversity, Equity, and Inclusion (DEI) programs and initiatives.

The Technology Committee oversees strategies relating to technology innovation, initiatives, and investments, and assists in oversight of cybersecurity risks associated with technology, information security, and product and service security.

The Audit Committee oversees the guidelines and processes for risk assessment and management, including cybersecurity disclosures under SEC regulations, internal controls, and legal and compliance risks.

The Compensation and Talent Management Committee oversees all human capital management, including compensation, incentives, succession planning, and strategies relating to talent management and employee engagement.



Blake Moret
Chairman &
Chief Executive Officer



William P. Gipson
Retired President Enterprise
Packaging Transformation & Chief
Diversity & Inclusion Officer,
The Procter & Gamble Company



Alice L. Jolla
Chief Accounting Officer &
Corporate Vice President,
Corporate Finance and Services,
Microsoft Corporation



James P. Keane
Retired President,
Chief Executive Officer & Vice Chair
Steelcase



Timothy M. Knavish
Chairman & Chief Executive Officer,
PPG Industries, Inc



Pam Murphy
Former Chief Executive Officer,
Imperva, Inc.



Donald R. Parfet
Managing Director, Apjohn Group, LLC
General Partner,
Apjohn Ventures Fund LP



Lisa A. Payne
Former Vice Chairman and
Chief Financial Officer,
Taubman Centers, Inc.



Tom Rosamilia
Retired Senior Vice President,
IBM



Robert Soderbery
Former Executive Vice President &
General Manager,
Flash Business, Western Digital
Corporation



Patricia A. Watson
Retired Chief Information &
Technology Officer,
NCR Atleos Corporation

Learn more about our [Board of Directors](#) and our [Executive Leadership team](#).

See our [Board Committees](#).

Principles that power our success

Rockwell is committed to the highest standards of ethics and integrity. This commitment is central to our global success and one of the key reasons we have been a respected business leader for over a century.

It's also why we have been named one of the



World's Most Ethical Companies 16 times.

Ethisphere, a global leader in defining and advancing the standards of ethical business practices, recognized Rockwell as one of the 2024 World's Most Ethical Companies. Rockwell has been consistently included on this prestigious list which honors companies that demonstrate exceptional leadership and a commitment to business integrity through best-in-class ethics, compliance, and governance practices.

Only 14 companies have achieved this distinction 16 or more times, putting Rockwell in a special class of honorees.

Ethics as a pillar of employee pride

Working for an ethical company matters. Data from our Global Voices employee engagement survey underscores that being an ethical company is an important factor for employees.

When asked about the best thing about working at Rockwell Automation, 70% of those who commented mention our ethics or ethical culture.

SOURCE: GLOBAL VOICES SURVEY

Championing integrity



Our independent Ombuds program reports directly to the Audit Committee of our Board of Directors. Since 1985, our Ombuds has been a trusted resource for employees and others to seek advice, share concerns, and report allegations of wrongdoing and possible Code of Conduct violations. We were one of the first U.S. companies to form an Ombuds office, which now includes regional Ombuds in Latin America; Europe, Middle East and Africa (EMEA); and Asia Pacific.

In fiscal year 2024, the office of the Ombuds received 525 contacts and conducted 95 investigations and substantiated 66% of them. The rate is significantly higher than the global benchmark, indicating Rockwell employees provide high-quality actionable reports and the company has a strong investigation process.

Each year, the Ombuds honors colleagues whose actions and choices demonstrate our ethical values. Vickie Schmidt, Global Mobility manager in the United States, was recognized as our 2024 Global Integrity Champion. Vickie demonstrated courage and resilience when she refused to sign a report that contained inaccurate information. She escalated her concerns to her leadership for their review and support. Ultimately, due to her efforts, the issue was resolved, accurate information was reported, and new procedures were implemented to prevent future errors. Thanks to Vickie's ethical stand, Rockwell upheld its commitment to win the right way and always act with integrity.



ETHICS & INTEGRITY

Continuous improvement in ethics and integrity

When it comes to ethics and integrity, beyond listening and acting on behalf of employees, the Ethics & Compliance group also reviews global benchmarks and best practices to look for ways to improve. In 2024, we focused on three initiatives:

- **Enhanced internal communication.** We developed an “Ask the Ombuds” section for our manufacturing plant newsletter to discuss topics and answer questions most important to that critical employee population.
- **Training.** In addition to all-employee Annual Ethics training that includes a range of areas like anticorruption, our speak up culture, and conflicts of interest, we also issue standalone trainings covering topics like harassment and discrimination, antitrust, and trade compliance. Completion rates are meticulously tracked to ensure effectiveness.
- **Metrics analysis and benchmarking.** We expanded use of dashboards for key performance indicators including Ombuds, training, and Conflicts of Interest metrics, as well as Ethics Training survey results, and provide the Audit Committee of the Board of Directors with the updated dashboard at each meeting. We also developed and implemented a formal escalation process for employees with HR-related workplace concerns.

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. Listed below are other policies designed to ensure responsible business practices.

[Learn more about each here.](#)

- **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**

100% completion of Annual Ethics Training by employees, contractors, and Board of Directors.

sustainable customers

Sustainability must be connected to productivity. We help customers integrate their sustainability and digital journeys, whether they're just starting out or leading the way. Our digital, data-driven approach enabled by the Connected Enterprise® helps companies assess, advance, and accelerate their sustainability and productivity efforts and goals.



In Los Tres Ojos National Park, five miles from Rockwell's Santo Domingo location in the Dominican Republic, a winding entrance staircase leads to a series of caves, with pathways hugging three freshwater, iridescent blue lagoons.

Rockwell's Triple A framework to sustainability

Our Triple A framework to sustainability, officially launched at Automation Fair 2024, is a circular and dynamic blueprint, a maturity model that mimics a customer's sustainability journey and its key phases.

Through this framework of continuous improvement, we meet our customers where they are on their journey. Every phase is connected by data and the "digital thread." At the center, enabling this model is the Connected Enterprise®, a core of our strategy where plant-level and enterprise networks converge seamlessly to connect people, processes, and technologies across industrial operations.

The Triple A approach transverses all Environmental, Social, and Governance (ESG) domains: Environmental with energy, water, and waste optimization, Social with safety, and Governance with cybersecurity and compliance. Across this model, we are co-innovating with an ecosystem of customers and partners around a low-carbon, circular future.

In this section, you will learn how we're using our Triple A approach to make our customers more resilient, agile, and sustainable.



Sustainable customers strategy



Energy

Advanced industrial energy management solutions that integrate energy data with production data, enabling comprehensive insights to optimize energy consumption throughout the entire value chain.



Water

Smart water solutions that utilize advanced software and analytics to enhance operational visibility, boost system reliability, and increase productivity, all while ensuring security and regulatory compliance.



Waste

Innovative solutions that automate and trace industry-specific processes, minimizing waste and downtime, and supporting the circular economy.

“Our technology and domain expertise have a significant impact on helping industrial companies meet their sustainability goals.”

Emmanuel Guilhamon, Vice President, Sustainability

ASSESS

Turning data into **insights**

ASSESS
Sustainability
Assessment

For many companies, building a sustainability strategy and roadmap is a crucial starting point. 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. Our sustainability assessment services span the environmental, social, and governance domains.

“Partnering with customers to transform data into actionable insights is vital for driving sustainable outcomes. Our Triple A framework ensures businesses can assess opportunities, optimize processes, and make informed decisions that align with their long-term goals.”

Andrea Ruotolo, Global Head of Customer Sustainability

ASSESS

Uncovering energy efficiency opportunities across a global enterprise

Real Pet Food Company, one of Australia's largest pet food manufacturers, has expanded its global footprint through acquisitions in different countries. The company needed to bring disparate data sources and assets together to integrate and automate operations across the enterprise. Real Pet Food engaged [Kalypso](#), Rockwell's Digital Services and Consulting Business, to help develop its plan for digital transformation and factory standardization that will enable improvements in efficiency, waste reduction, and product quality.

Kalypso provided a middleware platform built on Rockwell's [FactoryTalk® InnovationSuite](#). The IIoT platform connects and integrates multiple systems and assets to improve operational

insight. An energy intelligence solution built on Allen-Bradley® [ControlLogix® and CompactLogix™ programmable controllers](#) and [PowerMonitor™ power monitors](#) reports on utility consumption, production quantity, and other energy efficiency and cost KPIs.

Real Pet Food gained the ability to collect, visualize, and analyze data. The company has collected enough information to begin analyzing asset performance data, which it will use to improve overall equipment effectiveness. The company has also uncovered a significant opportunity to advance its sustainability goals through a more strategic use of energy.

[Watch the video and learn more here.](#)

"It's been useful to have the Kalypso team help us because we didn't have much expertise in this area. It's very early stages for us but being able to see the contextualized information in close to real time has helped us understand the things we can focus on next to drive the most value."

Daniel Baez, Analytics Capabilities Manager,
Real Pet Food Company

Driving digital evolution in industrial operations

KALYPSO A ROCKWELL AUTOMATION BUSINESS Kalypso is Rockwell's Digital Services

and Consulting business, leading the way in partnering with customers to achieve their net-zero goals through cutting-edge digital technologies. Kalypso partners with customers to enable sustainability and decarbonization strategies, providing comprehensive assessments, practical roadmaps, and tactical projects to help companies achieve their sustainability objectives in a cost-effective manner.

Our consulting expertise spans the customer portfolio that Rockwell serves from Consumer Packaged Goods to Automotive to Life Sciences. We also partner with key sustainability sectors to accelerate digital transformation, including Carbon Capture, Utilization and Storage; EV Battery technologies; and Renewable Energy solutions.

ADVANCE

Turning insights into **strengths**

ADVANCE
Sustainability
Advancement

Customers at this stage of their journey need solutions to advance their sustainability efforts by leveraging higher quality data and insights, and by increasing data visibility, completeness, and contextualization across the enterprise. We help our customers turn insights into strengths with a range of technologies that collect, integrate, and analyze sustainability and productivity data, including the data sources themselves.

ADVANCE

Reducing the **impact of e-waste**

Electronic waste, or e-waste, describes electrical and electronic equipment that has been discarded as waste without the intent to reuse. The category includes a broad range of items, from photovoltaic panels and large household appliances to mobile phones and e-cigarettes. Between 2010 and 2022, global e-waste generation grew five times faster than documented e-waste recycling.¹

In 2024, The Royal Mint brought its world-leading [Precious Metals Recovery facility](#) online in Wales. Rockwell's [PlantPAx DCS](#) (distributed control system) is used to monitor and control a chemical extraction process that removes gold from printed circuit boards (PCBs) in discarded mobile phones and laptops. With the extraction technology now operational, the facility is on the road to its target of processing 4,000 metric tons of PCBs per year. [Read more.](#)

This photo of recovered e-waste gold is courtesy of The Royal Mint.

¹ THE GLOBAL E-WASTE MONITOR 2024

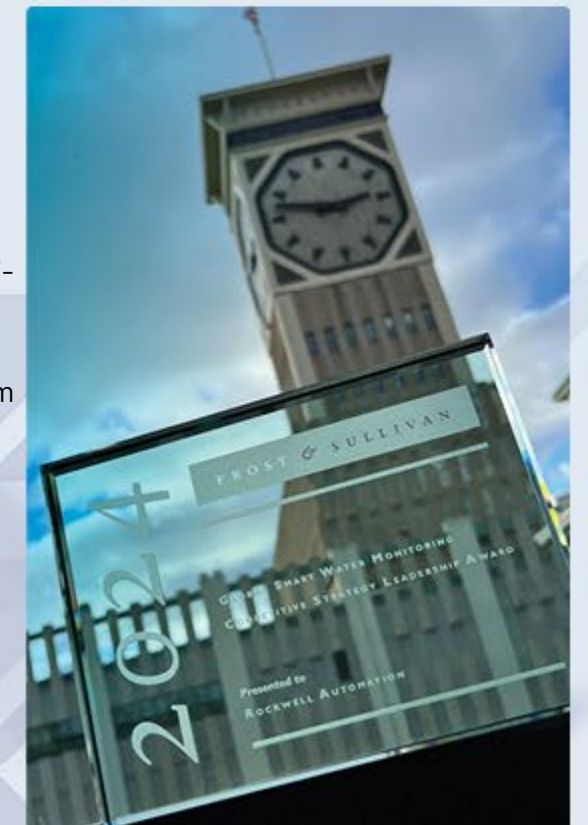
"The successful collaboration with Rockwell allowed us to demonstrate the technical viability of the technology to operate at scale."

Tony Baker, Director of Manufacturing Innovation, The Royal Mint

Recognition for modernizing smart water monitoring

Frost & Sullivan recognized Rockwell's success in helping water utilities drive better water management with its [2024 Global Competitive Strategy Leadership Award](#).

Through AI-powered water monitoring technologies and innovative digital solutions, we enable water utilities to optimize system efficiency, reduce leaks, and meet sustainability goals. The award recognizes the company with a stand-out approach to achieving top-line growth and a superior customer experience.



ADVANCE

New synergies **advance water conservation** in mining

Rockwell's global sustainability partnership with Aquatic Life is generating high-quality water data for mining customers in Canada and Latin America. In 2024, we collaborated on seamless integration of the Canadian company's real-time remote water monitoring data with Rockwell's process controls. The joint capability enables mines to optimize operations and sustainable water management.

Mining is one of the most water-intensive industries worldwide.

However, collecting data on water in remote areas of the mine and the adjacent watershed is often a challenge. Intermittent sampling intervals miss critical events, and the data may be incomplete, or held in siloed platforms with limited analysis capability. The Rockwell-Aquatic Life partnership provides comprehensive visibility into water quality, flow, and chemistry in and around the mine as well as the ability to contextualize and use that data. The new level and scope of insights for day-to-day operations, compliance, and due diligence will help mining companies improve productivity, safety, and water stewardship.

"Operational water data is critical for mining, whether companies are in the exploration stage, starting or restarting operations, or closing the location," said Jeff Simpson, Aquatic Life founder and CEO. "With remote access and remote water data feeding into the controls platform, customers can adjust operational strategy and control their water use throughout mining operations in ways they couldn't have before."

Together, we're focused on mining because of the urgent need for new sustainable water management strategies across industries. Remote water monitoring that's tied into operational process controls can also enable water and wastewater utilities, food and beverage, automotive, and many other industries to optimize operations and their water use.



(left to right) Aquatic Life's Head of Projects & Solutions Steve Simpson, Rockwell's Mining, Minerals & Cement Manager for North America Sahil Datta, and Aquatic Life founder and CEO Jeff Simpson shared innovation in integrated data access, data visibility, and process control at MINExpo in September. The capabilities created by our global sustainability partnership will help mining companies transform sustainable water management.

ADVANCE

Optimizing unique **zero-carbon osmotic power generation technology**

sweetch
energy

Osmotic energy is naturally generated by the difference in salinity between freshwater and seawater. French renewables startup **Sweetch Energy** is harnessing osmotic energy with first-of-its-kind technology set to be deployed on an industrial scale. We're helping to automate and scale this zero-carbon energy, which unlike other renewables, is not dependent on weather conditions and can produce clean electricity continuously.

Using Rockwell's turnkey **process control platform** and **visualization technology**, **Sweetch Energy** will optimize its unique technology in its first osmotic demonstrator plant currently under construction in **Port-Saint-Louis-du-Rhône, France**. Several planned Sweetch osmotic stations in France will represent up to 500 MW of carbon-free electricity production capacity, capable of supplying power to more than 1.5 million people.

The technologies to be deployed at the pilot plant are highly scalable, allowing Sweetch Energy to expand into other regions as it addresses the challenge of producing clean, competitively priced electricity that is available 24/7.

Several planned Sweetch osmotic stations in France will represent up to 500MW of carbon-free electricity production capacity, capable of supplying power to more than 1.5 million people.

ADVANCE

Protecting employees, equipment, and the environment

Copper is a critical mineral used in modern manufacturing, especially for electric vehicle (EV) production. The Resolution Copper Project, a proposed underground mine in Arizona, has potential to supply nearly 25% of copper demand in the United States. As Resolution Copper Mining, a joint venture between Rio Tinto and BHP, prepares the former Magma Mine site for future operations, Rockwell is helping advance safety and sustainability.

In underground mines, ventilation, temperature, and water control are essential to maintain good working conditions that are safe for employees and safe for equipment to operate reliably. During its initial ventilation and chilling system upgrades, Resolution Copper switched to [Rockwell's PowerFlex® Variable Frequency Drives](#)—resulting in a 5% increase in system efficiency and a 10% decrease in utility costs. The company plans to allocate the \$1 million annual energy savings toward other sustainability initiatives.

As workers gain access to mining areas, water must be removed from the bedrock, treated, and monitored. Resolution Copper selected Rockwell Automation's [PlantPax® Distributed Control System](#) to manage this complex dewatering process.

"PlantPax gives us the necessary backbone and reliability to ensure the mine is set up correctly for the future," said Edgar Cossio, senior electrical engineer, Rio Tinto and Resolution Copper Mining. "With process control from start to finish, it will help us protect employees and equipment while reducing downtime and increasing reliability." [Watch the interview.](#)

The Resolution Copper Project has enough copper to manufacture almost 220 million EVs by 2040.

PHOTO COURTESY OF RESOLUTION COPPER

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. Our platforms and AI-based solutions such as model predictive control and digital twins help customers optimize energy, water, and waste, and maximize industrial safety and cybersecurity.

ACCELERATE

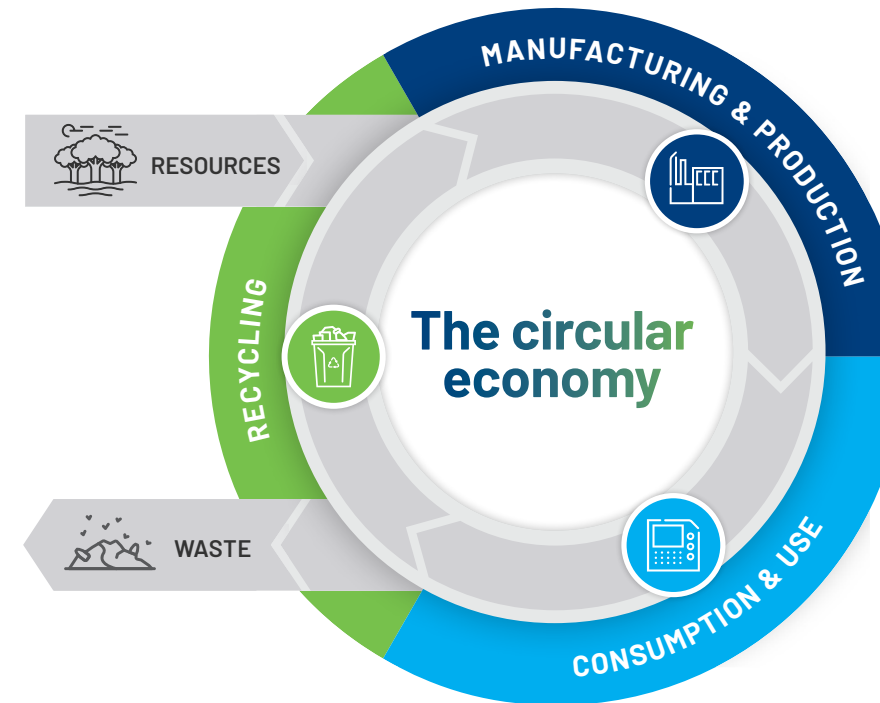
Accelerating circularity

The circular economy is a sustainability pathway that promotes zero net waste and zero carbon emission initiatives by reusing, repairing, refurbishing, and recycling assets throughout the product lifecycle. In 2024, we continued to expand the ways we help customers participate in the circular economy by connecting repair, remanufacturing, and inventory processes and systems through innovation and data.

For more than 30 years, Rockwell's Industrial Automation Repair Services have provided a sustainable alternative to purchasing new manufacturing equipment. This year we introduced a [dashboard](#) that enables customers to track the environmental impact and savings—including customers' scope 3 emissions—of repairing industrial automation assets versus buying new.

We are the world's largest automation repair services provider, helping customers reuse resources, improve production uptime, and reduce security risks by extending asset life. Our proprietary remanufacturing process returns Allen-Bradley® products to like-new condition with confirmed operability and quality. We also repair products made by 7,000 other manufacturers.

Our suite of [Asset Management and Reliability services](#) includes inventory support and managed asset and storeroom solutions. With the Rockwell Automation Asset Management Program™ (RAAMP®), asset management professionals go onsite to help customers identify repair and remanufacturing opportunities and create visibility into their repairable assets. Together, we are reducing downtime, driving millions in cost savings, and diverting a significant volume of e-waste from landfills worldwide.



The circular economy is a systems solution framework that encourages restorative or regenerative processes and activities that seek to keep waste at a minimum by reusing, repairing, refurbishing, and recycling assets to maintain their useful value for as long as possible.

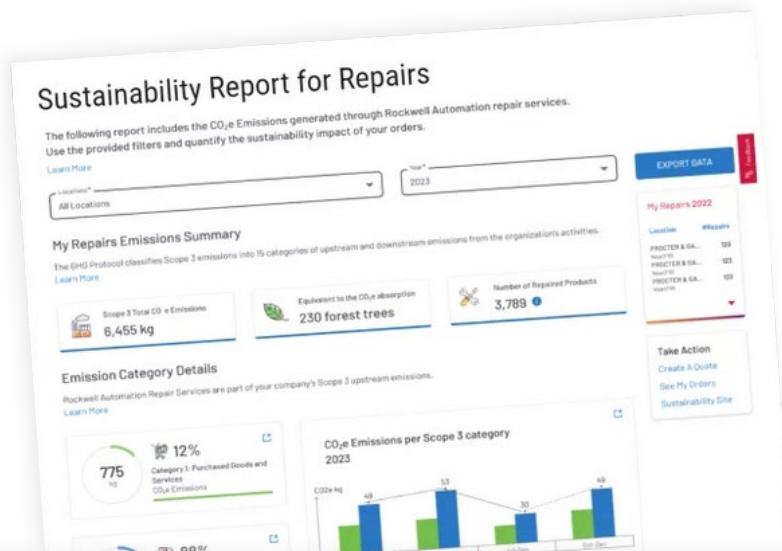
ACCELERATE

Tracking the environmental impact of repairs

We expanded the launch of Rockwell's first-of-its-kind sustainability calculator for repairs to customers in North America and EMEA. Piloted in 2022 and made available to select customers, the easy-to-use calculator enables companies to track, measure, and manage the sustainability impact of their repair and remanufacturing strategy. The tool compares the environmental cost of repairing an industrial asset versus buying new by providing carbon emissions, energy, and waste data for both scenarios.

The World Economic Forum's Circular Transformation of Industries Initiative will highlight customer use of Rockwell's sustainability calculator for repairs as an industry proof point in its January 2025 white paper, [Circular Transformation of Industries: Unlocking Economic Value](#).

This year the calculator was integrated within the report section on Rockwell's myrockwellautomation.com digital platform, making it even easier for customers to enter the circular economy and advance their sustainability goals.



By choosing to repair already-owned assets rather than buying new, a global consumer packaged goods company was able to achieve an estimated 90% reduction in avoided CO₂ equivalent scope 3 emissions.

Evolution of a digital, data-driven circularity tool

We've partnered with Globant, a digitally native company that leverages the latest technologies to transform organizations globally, to develop and continually improve the Rockwell sustainability calculator. The calculator helps organizations determine and manage key sustainability metrics for repairs. Catalyzed by the innovation that came out of our collaboration, Globant has continued to evolve the calculator concept and develop it for other sustainability applications. For example, in countries where multiple energy sources are available, a Globant calculator enables end users to evaluate the impact of their energy choices.

"Today, more investors, stakeholders, and customers are demanding data on companies' environmental impact, while companies face an increasing need to lower costs, reduce waste, and save time and resources. The calculator enables organizations to more easily measure and visualize the potential impact of repairs on their sustainability and business goals."

Elena Morettini, Global Head of Sustainable Business, Globant

ACCELERATE

Solutions for reducing energy use in the oil and gas industry

Arificial lift systems are used in oil wells to increase the flow of liquid to the surface. For 23 years, BCPGroup, a global leader in artificial lift controllers and solutions, has worked closely with Rockwell to embed our technologies in BCP's intelligent, cutting-edge systems. Now, we're collaborating with BCPGroup's newest subsidiary, MAGNETA.

MAGNETA is the company's North American headquarters and hub for developing advanced permanent magnet motor (PMM) technologies and related artificial intelligence applications that will help oil and gas companies drive sustainability. Rockwell's [PowerFlex® 755TR variable speed drives](#) and [PowerFlex® 6000T medium voltage AC drives](#) are embedded in the MAGNETA line of products.

The innovation is positioned to help oil and gas companies reduce energy use and their carbon footprint. MAGNETA's simulations predict a 20% to 30% energy savings per well and a 30% increase in well productivity.



[Watch this interview to learn more](#) about advancing sustainability and productivity with PMM applications.

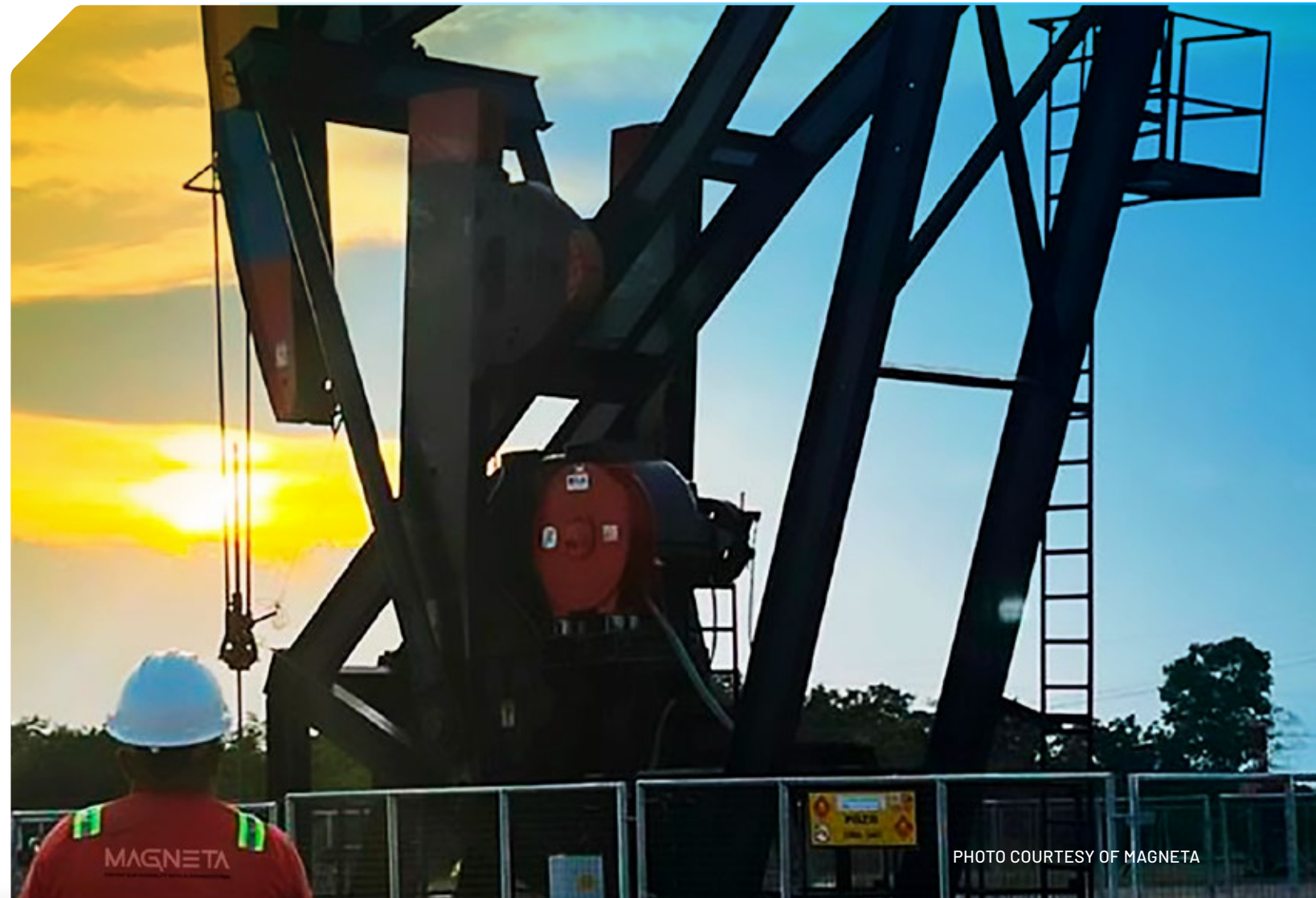


PHOTO COURTESY OF MAGNETA

ACCELERATE

Reducing **water release surplus**

As part of one of the largest water supply networks in Australia, the Thomson Reservoir supplies water for the city of Melbourne and surrounding suburbs. Controlling the amount of water released from the dam is a complex process—one that is critical to protecting environmental conditions downstream, ensuring source water is not wasted, and enabling the company to meet compliance requirements. The water industry is relatively mature in terms of automation and system optimization. However, quality, process variability, outages, and downtime are still persistent challenges.

Kalypso, Rockwell's digital consulting business, worked with Melbourne Water to help control the water leaving the Thomson Reservoir with increased efficiency and precision by implementing [FactoryTalk Analytics Pavilion8](#) model predictive control (MPC). The MPC system analyzes variables such as rainfall, flows from tributaries, and irrigation consumption in real time and continuously, predicting and driving the setpoint adjustments to maintain optimal system function.

Using the new system, Melbourne Water was able to conserve 2 billion liters of water per year and reduce dependence on desalination. The change to autonomous operations eliminated the root cause of variability, outages and downtime, driving ongoing cost savings and a 10% increase in environmental compliance.

[Learn more about Melbourne Water's responsible water stewardship.](#)

PHOTO COURTESY OF MELBOURNE WATER

ACCELERATE

Advancing safety and sustainability in carbon capture and storage

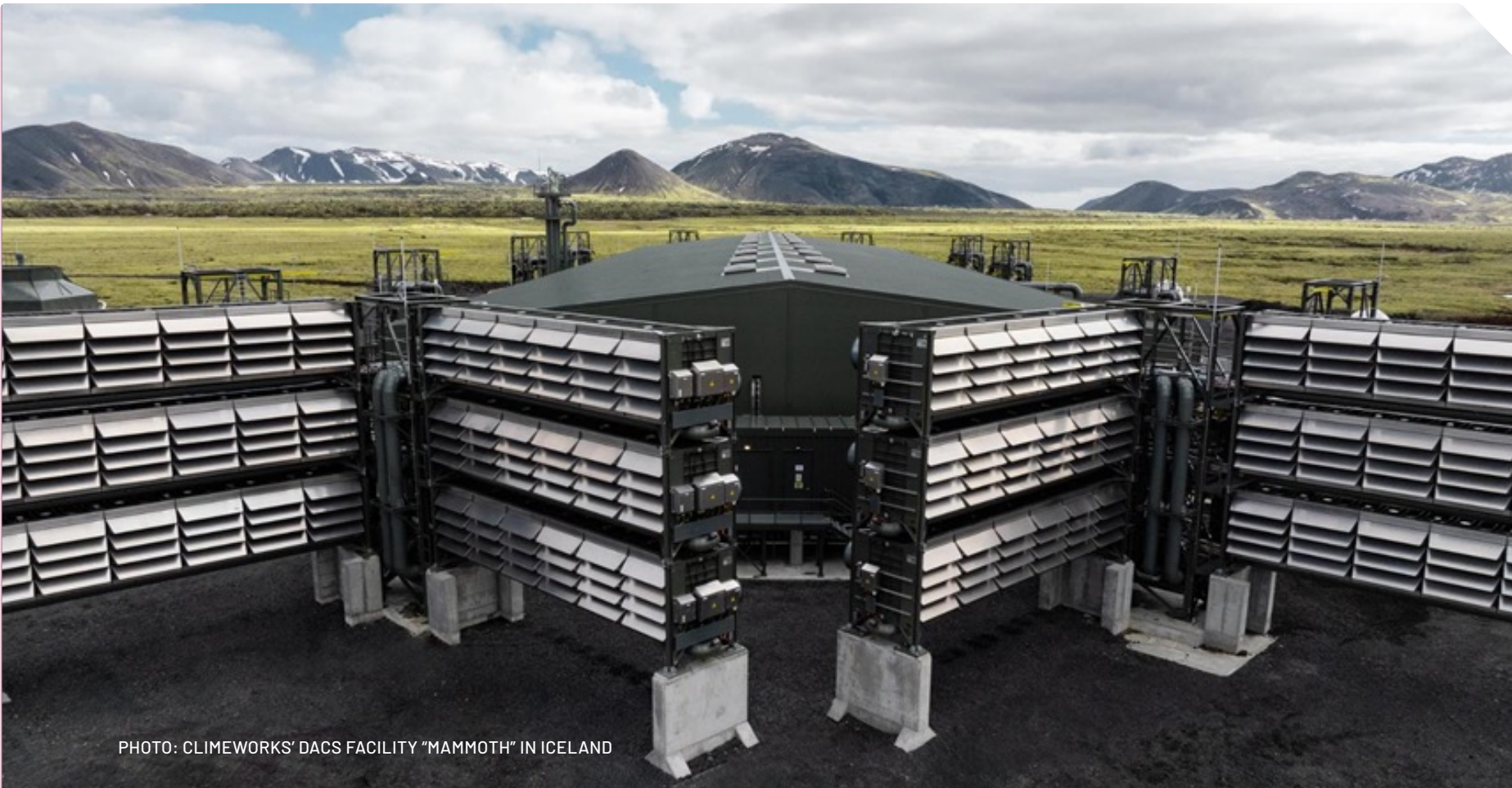


PHOTO: CLIMEWORKS' DACS FACILITY "MAMMOTH" IN ICELAND

Direct Air Capture and Storage (DACs) is critical for decarbonization. It involves capturing CO₂ directly from the air and piping it into underground permanent storage. DACS projects are on the rise globally and Drillmec advanced drilling technology is lowering the barrier to entry for new facilities.¹

An international leader in drilling onshore and offshore applications, Drillmec leverages data-driven intelligence and precision automation to make drilling ingress points for new DACS facilities faster, easier, safer, and more cost effective. Using [Allen-Bradley PowerFlex TL XT 755 AC drives](#), Drillmec's automated drilling system is more precise and targeted than predecessors. The innovation enables creation of ingress points in less time, using fewer materials, and with less energy than previous systems. Through greater efficiency, increased automation and other advanced features, the new technology will also reduce the staff required onsite, helping to control costs and improve site safety.

In addition to Rockwell technology, Drillmec is also using our expertise to optimize the drilling workflow for maximum efficiency and minimum emissions. The collaboration makes carbon capture and storage technically and commercially attractive at a time when it is urgently needed to reduce emissions worldwide.

¹ [THE INTERNATIONAL ENERGY AGENCY \(IEA\), 2025](#)

ACCELERATE

Using AI to **optimize energy use** and uptime

Cement production is highly influenced by variability in raw material quality, fuel sources, and other factors. When Brazilian cement producer Cimento Itambé wanted to lay the foundation for future growth, it turned to Rockwell for process control. The company has produced cement for the civil construction sector for more than 45 years.

To optimize kiln operation, we worked with Cimento Itambé to implement [FactoryTalk® Analytics™ Pavilion8® Model Predictive Control \(MPC\) Technology](#). Pavilion8 is an intelligence layer on top of automation systems that can understand fluctuating input variables and predict and control multiple process parameters in real-time. The company uses our MPC technology to maintain process quality requirements in its kilns with minimum fuel consumption and a stable temperature.

Pavilion8 was also used to optimize Cimento Itambé's grinding operations by increasing mill uptime and decreasing energy use. Rockwell's MPC technology accounts for process disturbances and other influences, such as feed particle size and grade, to help consistently grind product to a specific size.

With Rockwell, Cimento Itambé standardized its operational processes and is using less energy in manufacturing. The company has increased kiln productivity by 3% while decreasing energy use in kilns by 2%. Mill productivity has increased 5-10% while using 5% less energy. [Learn more about Cimento Itambé's increase in productivity.](#)



PHOTO COURTESY OF CIMENTO ITAMBÉ

ACCELERATE

Harnessing **energy-generating potential** in mining

Underground mining hoists efficiently transport minerals and materials in mineshafts. These hoists require a large amount of power to travel up, and on the way down, generate uncaptured power—until now. RUC Mining introduced an innovative regenerative energy storage solution that allows the hoists to run on their own stored energy, rather than requiring a separate diesel generator.

RUC mining developed this sustainable solution with strong collaboration with Rockwell. We helped RUC Mining select the right drives for powering the hoists and worked to integrate the system with the battery. In addition to Rockwell regenerative variable speed drives, controls, and application management software, RUC mining is using our [FactoryTalk® View Site Edition](#) software for a real-time overview of operations.

RUC Mining estimates that over two years, the initial installation of its regenerative energy storage solution in an Australian mine will reduce diesel consumption costs by about \$2 million AUD and achieve an approximate 42% reduction in greenhouse gas emissions from power generation. The solution has potential for installation in new and existing mineshafts worldwide.

[Learn more about our collaboration to innovate for sustainability.](#)

“Some companies dislike being the first to do something, because there’s no guarantee it will work. But Rockwell was supportive from the start. They helped us select the right drives for powering our hoists, and worked to integrate this seamlessly to achieve regeneration coordination with the battery.”

Greg Bell, Electrical Manager, RUC Mining



PHOTO COURTESY OF RUC MINING

Aligning AI and ESG for a sustainable future

The convergence of artificial intelligence (AI) and Environmental, Social, and Governance (ESG) programs presents complexities for organizations that want to make informed, sustainable decisions, leverage synergies for positive impact, and manage risks.

To address the AI-ESG evolution, Andrea Ruotolo, Global Head of Rockwell Customer Sustainability, and Co-Founder of the Responsible AI and ESG Leadership Working Group, was a significant contributor to the white paper, [AI's Impact on Our Sustainable Future: A Guiding Framework for Responsible AI Integration Into ESG Paradigms](#). The paper provides a practical guiding framework for decision-makers to navigate AI and ESG integration to ensure initiatives are purposeful, impactful, and aligned with responsible principles.

"By examining AI initiatives through the lens of sustainability, organizations can align technological advancements within their own missions, as well as broader ESG objectives," said Andrea. "There is immense potential for shaping a sustainable and equitable future at the intersection of AI and ESG criteria."

The white paper's use cases reveal how AI can: optimize energy use; reduce greenhouse gas emissions; enhance diversity, equity, and inclusion; improve health and safety standards; and bolster governance structures when operationalizing responsible AI.

AI, ESG, and tangible customer benefits

Rockwell solutions enable customers to achieve their sustainability goals, including:

- **AI-powered Analytics:** Advanced analytics solutions leverage machine learning and AI to uncover insights, identify patterns, and predict future trends to empower businesses to make more informed decisions and optimize their operations.
- **Sustainability Consulting:** Expert guidance and support help businesses develop and implement effective sustainability strategies, leveraging digital technologies to achieve their goals.



Rockwell's State of Smart Manufacturing global report surveyed more than 1,500 manufacturers across 17 of the leading manufacturing countries to gain insight into the impact of

smart manufacturing technology on addressing workforce, quality, cybersecurity, and sustainability challenges. The report explores disruptors, including emerging technologies like industrial AI and its potential to alleviate the biggest challenges facing manufacturers. From the report:

- **Generative artificial intelligence (GenAI) was #1 in the top 10 new investment areas.**
- **GenAI rocketed up the technology priority list over the last 12 months, creating fierce demand for industrial applications embedded with this transformative technology.**

New partnerships to help evolve the industry

Increasing scale and scope of AI in manufacturing

Manufacturing is a \$15-trillion global industry that touches everything humans need to survive and thrive—from clean water, to food, and life-saving drugs and therapies, sustainable energy, mobility, and more. Rockwell is evolving the industry by creating the factory of the future, making it easier for automation customers to digitalize industrial processes. The constrained labor force and a need for more efficiency are driving huge demand for intelligent automation and robotics in manufacturing and logistics.

Rockwell's ongoing work with NVIDIA will increase the scale and scope of AI in manufacturing. By developing on the NVIDIA robotics platform for edge AI, Rockwell is bringing autonomous mobile robots (AMRs) and process automation applications to industrial customers, driving the use of AI in AMRs to improve performance and efficiency.



Rev Lebaredian (right), vice president of omniverse and simulation technology at NVIDIA, joined Rockwell Chairman and CEO Blake Moret at Automation Fair 2024 to discuss the significant role AI plays in the future of industrial automation.

Enhancing supply chain traceability



In October, Rockwell announced a new collaboration with [Circular](#), a supply chain traceability solution leader, to help manufacturers trace the origin of raw materials from source to final product, ensuring transparency across the entire supply chain while promoting more sustainable practices. This helps our customers meet emerging regulatory requirements, including Digital Product Passport, while verifying the source materials, demonstrating

digital chain-of-custody, and tracking emissions. With evolving global regulations demanding greater transparency, Circular's platform ensures compliance by providing a holistic view of the materials journey, empowering manufacturers to adhere to regulatory standards and achieve their sustainability goals.

Our collaboration also delivers business value beyond compliance. Circular's traceability platform and our existing automation systems provide actionable insights that can reduce costs, improve efficiency, and create a competitive advantage in the evolving sustainability landscape.

We will deploy this solution globally across auto, tire, battery, metals, mining, and cement industries through Kalypso, a Rockwell Automation business. Kalypso will work closely with customers to assess their unique needs, provide consulting services, and support the rollout of this innovative solution across their supply chain.

Strengthening industrial cybersecurity against increasing risk

Each time technology is used to enhance productivity and sustainability, it also opens the door to potential cyberattacks. In 2024, we continued to increase our investment in streamlining cybersecurity programs and service offerings to help our company and our customers address intensifying cybersecurity risk.

Manufacturing remains a top target for cyberattacks, and the global cost of these attacks is increasing 125% year over year¹. Cybersecurity was the top skill sought by manufacturers in 2024, and the shortage of operational technology (OT) specialists within cybersecurity left companies without critical resources. In addition, the regulatory landscape is changing, creating both opportunities and pressure for companies to level up their cybersecurity programs.

As both a global manufacturer and a supplier of technology to other manufacturers worldwide, Rockwell makes cybersecurity an essential part of our governance priorities and overall sustainability approach. In 2024, we continued to evolve our holistic cybersecurity strategy to focus on protecting, defending, and building resilience against cyberattacks.



¹ [WORLD ECONOMIC FORUM 2024](#)

Helping customers **stay ahead and stay secure**

As cyberattacks continue to rise, manufacturers need more than reactive defenses—they require **integrated, proactive protection that secures their entire operational technology (OT) landscape.** That's an area where we helped customers focus with our holistic approach, backed by market-leading technology, and designed to help manufacturers stay ahead, stay secure, and build resilience.

With our consultative approach, we meet customers where they are in their industrial cybersecurity journey. Our best-in-class OT risk and vulnerability management platform, Verve Security Center (2023 acquisition), offers deep asset discovery capabilities, providing complete visibility into OT assets, regardless of manufacturer. Vulnerabilities are then prioritized with a quantified risk score and assigned remediation actions—many of which can be done directly in the platform—enabling customers to act, not just report.

In a time where OT cybersecurity skills are scarce, our global professional and managed services act as an extension of the customer's team to support remediation and countermeasure actions, reducing resources and costs to manage their OT environments.

This closed-loop approach to risk and vulnerability management helps customers be more proactive and less reactive in their cybersecurity program. Combined with our security monitoring and response service, enabled by our 24/7 Security Operations Center, we are committed to providing customers with comprehensive protection across the entire attack continuum.



Rising tide of **transparency and resiliency**

Our Office of Product Safety and Security ensures our technologies and offerings help our customers protect their people, their productivity, and their intellectual property. Rockwell's risk-oriented product security program starts with "secure by design" principles, ensuring security and supportability are integrated into every product. We are committed to security and transparency, providing ongoing support throughout the product lifecycle.

In 2024, we launched a new [Security Advisory Portal](#) that enables customers to more easily manage security of their Rockwell products and solutions.

The portal includes all current and historical security advisories which allow customers and partners to assess the impact of verified vulnerabilities and take appropriate action.

As the use and importance of digital technologies expands across industries, new cyber protection regulations are being put into place. The European Union (EU) is leading the way with the [European Cyber Resilience Act](#) and the [NIS2 Directive](#). We are [actively engaged with industry groups](#) in the EU and the United States to understand and align with the emerging cyber regulations and the underlying standards.

Rockwell joins CyTRICS program

In February, we announced a collaboration with the **U.S. Department of Energy (DOE) to test Rockwell Automation products used across critical infrastructure for cybersecurity vulnerabilities.** Our company joins five other private-sector companies actively participating in the DOE's [Cybersecurity Testing for Resilient Industrial Control Systems](#) (CyTRICS™) program. The collaboration will strengthen the security and resilience of software and hardware in the U.S. energy sector.

"This is a unique opportunity to leverage the National Laboratory's industry-leading expertise, analytics, and capabilities to strengthen the security posture of our products and affirm our commitment to transparency," said Tony Baker, Chief Product Security Officer.

"We're excited to partner with the Department of Energy to focus on advanced cybersecurity testing of our products deployed within critical infrastructure."

Tony Baker, Chief Product Security Officer,
Rockwell Automation

Rockwell earns industry's first plant-wide IEC 62443 certification

We continually seek to improve our security capabilities, in part through external, independent audits and certifications. Our Milwaukee facility became the first in the industrial operations space to achieve a plant-wide International Electrotechnical Commission (IEC) 62443-3-3 certification. This certification confirms Rockwell products are made in a facility that uses secure manufacturing processes, demonstrating that we can secure our own manufacturing—and we can help our customers achieve cyber-secure manufacturing as well.

sustainable company

Sustainability is a connected and systemic effort, both within Rockwell and among our company, customers, and partners. Our employees are empowered to connect imagination with the potential of technology to make the world more productive and sustainable.



Glove Rock in Poland's Ojców National Park stands tall just an hour southeast of Rockwell's Katowice location. The limestone formation offers a unique visual connection between humanity and Earth.

Protecting our people

Our vision remains to have zero work-related injuries and illnesses. In 2024, we met our best-in-class Recordable Case Rate (RCR) goal of 0.27 at the corporate level. Rockwell's commitment to environmental, health, and safety excellence was validated by five regulatory agency visits (at country and local levels), all resulting in zero citations or fines.

We enhanced the core of our strong and mature health and safety management system certified to ISO 45001, in part by refining use of our digital employee health and safety management platform. The visibility, consistency, and accuracy of platform data enables Rockwell teams at all levels to identify opportunities for program improvement, such as strengthening checks for completion of pre-job safety assessments in field operations. Providing visibility into employee health and safety management at all levels deepens our culture of safety and smart decision-making.

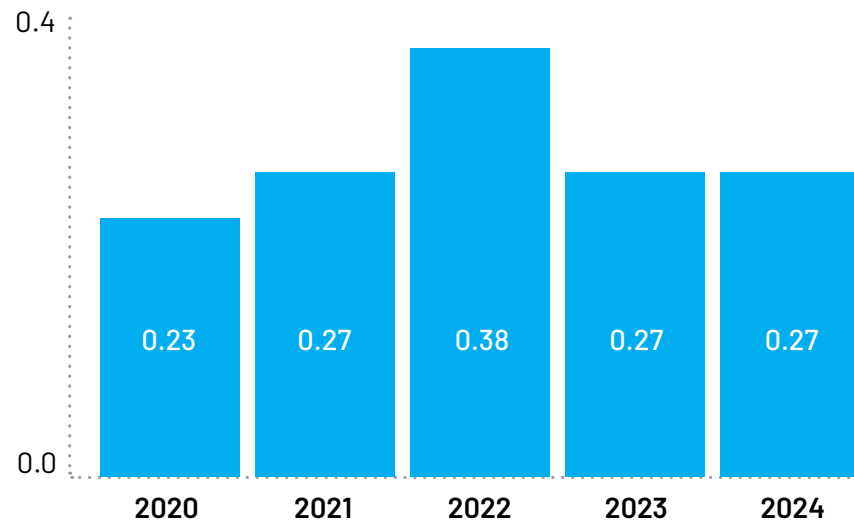
Ergonomics is another area of emphasis, and we have an active global best practices team that collaborates to overcome challenges and share innovative solutions. In our Twinsburg, Ohio location, introduction of [OTTO Motors autonomous carts](#) to replace manual movement of carts resulted in reduced ergonomic risk and productivity savings. In our Ontario, Canada facility, ergonomic risk considerations resulted in a simple product design change that enabled increased hand access and visibility while resolving back- and side-bending concerns during assembly. The improvements were also implemented at our Katowice, Poland and Harbin, China locations which produce the same product.



EMPLOYEE HEALTH & SAFETY

Rockwell Automation safety performance PER 100 EMPLOYEES

For FY24, our Recordable Case Rate (RCR)* met our internal goal of 0.27, and remained best-in-class given that the first quartile of Electronic Equipment Manufacturing peers has a 0.80 RCR**. We established the FY25 goal at 0.27.



Zero fatalities

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

**U.S. Bureau of Labor Statistics (2022)

Note: Rockwell’s recent acquisitions and our Sensia joint venture safety performance data are not included in the FY24 year-end RCR Chart. Sensia data is tracked independently, and it had an RCR of 0.14 for FY24.

Honors for outstanding workplace safety



For the 17th consecutive year, our Asia Pacific Business Center in Singapore earned the Ministry of Manpower and Workplace Safety and Health (WSH) Award. The WSH Award recognizes excellence in health and safety achieved through proactive management and practices.

Our culture sets us apart

- **Our people are the foundation of all we do** and creating an environment where all employees are enabled and inspired to do their best work is fundamental to our success.
- **Our programs and processes differentiate us as a great place to work**, and we offer benefits that make us competitive in the market.
- **We compare ourselves to the best and always strive to be better** because our customers, our employees, and our investors all have choices.
- **We hire, train, and develop our managers to live and lead in this culture**, and to support their people so that employees can bring their authentic selves to work.
- **We consciously and purposefully build diverse teams** so that we are more innovative, and we invite and encourage different perspectives, so ultimately, we make the best decisions.

Our culture principles

- 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 four culture principles are embedded into our enterprise-wide business objectives with executive compensation tied to the successful evolution of our culture. These principles describe the values that bring our vibrant culture to life.





Where the **best want to be**

Our culture is shaped through great employees who are enabled and inspired to do their best work. It's our values and behaviors, demonstrated through every employee, everywhere, every day, that drive better outcomes for us and for our customers.

Our culture is ...

- **Our way of doing things.** It is what surrounds us every day. It is how we interact with our teams and customers. It is apparent in our environment and in the decisions we make. And it shows up in the outlook, attitudes, and engagement of each and every one of our employees.
- **The foundation as we build a better customer and employee experience.** We win the right way, with integrity. It's how we create trust, connection, and belonging, valuing differences, and treating people with respect. It's how we lead with sustainability as a mindset.
- **A reflection of our people.** Our employees continually seek to learn, grow, and offer new perspectives and experiences. They are core to what we do and who we are. That's why it's so important that our culture helps attract and retain talent at all levels of our company.

“Our culture provides a common set of expectations for all employees—whether they have been with Rockwell for many years or are just joining the company.”

Becky House

Senior Vice President, Chief People & Legal Officer, and Corporate Secretary
Rockwell Automation

Employee voices shape our future



Our annual Global Voices employee engagement survey offers Rockwell meaningful input on how to improve our employees' experience. The value of the survey lies in the details—and this employee feedback drives engagement and enablement to help shape next steps.

In 2024, more than 24,000 employees completed the survey, and throughout the year talked about and shared their ideas through business and functional team meetings, feedback sessions, in focus groups, and small-group conversations.

"Acting on Global Voices feedback and innovating based on employee input

validates what employees see and feel and helps to create a place where people are enabled and inspired to do their best work," said Demetrios Georgacopoulos, Chief Human Resources Officer.

In 2024, leaders prioritized not just areas targeted for improvement based on survey scores, but also continued to focus on building trust and belonging. "Building strength around well-being, purpose, and connection is impactful to engagement and enablement, because that's how we improve our employee experience which leads to stronger mission performance," said Demetrios.

Our ethics feedback consistently scored above the global benchmark. Our 2024 scores remained steady and strong, at 80—six points better than the general industry.

OUR STRENGTHS

- I understand how my job contributes to the company's strategic priorities and goals.
- I feel able to be myself at work.
- Rockwell has a great culture.
- Rockwell provides a safe working environment.
- Rockwell is committed to making the world more sustainable.



"Trust and belonging are important to our ability to navigate change," said Global Voices Culture Council (GVCC) member Sabha Museteif, director, High Performance Organization.

"They also support our ability to contribute our best. Listening to employees talk about barriers, and removing those barriers, is central to our growth-sustaining organizational capabilities of creating the best customer experience and driving simplification and speed. We will continue to talk to employees and take actions that employees can see and feel."



"This year, we included a question in our employee engagement survey to gauge employees' perceptions of our commitment to sustainability," said Karthick (TK) Thyagarajan, GVCC member and director, Business Process and Tools.

"It says a lot about our culture to have this immediately identified as a strength by our employees, creating a benchmark for the future to ensure that this remains a strength."

The Global Voices Council, sponsored by senior leaders with representatives from all businesses, functions, and regions, was established to develop and implement specific action plans for identified focus areas.

Core to our values

At Rockwell diversity, equity, and inclusion (DEI) is key to what we do, how we do it, and who we are.

We are proud to be:

- A destination organization for top talent
- An organization in which a steady stream of fresh ideas from employees with diverse skills, experiences, and backgrounds fuels our innovation
- A company in which employees are encouraged to bring their full selves to work

We value:

- All types of visible and invisible diversity, including diversity of thought
- Different perspectives, points of view, backgrounds, and experiences
- An inclusive culture and work environment where all people can thrive



“Diversity, equity, and inclusion at Rockwell is about attracting, developing, and retaining a broad range of top talent and enabling a culture in which all are inspired and enabled to do their best work.”

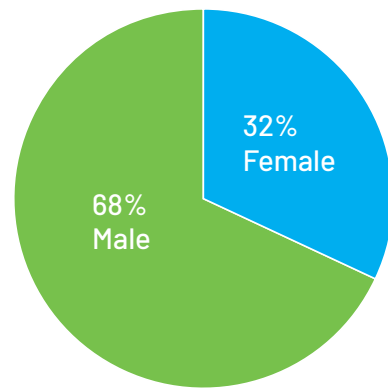
Bobby Griffin III

Chief Diversity, Equity, & Inclusion Officer, Rockwell Automation

OUR CULTURE

Global Gender¹ FY24

BASED ON 27K EMPLOYEES



INDIVIDUAL CONTRIBUTORS

Female 33% Male 67%

PEOPLE MANAGERS

Female 27% Male 73%

TECHNICAL TALENT

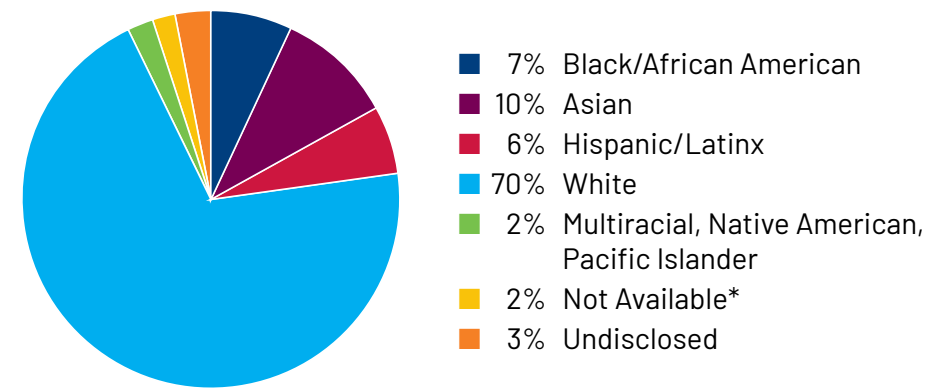
Female 19% Male 81%

MANUFACTURING LABOR

Female 45% Male 55%

U.S. Race & Ethnicity¹ FY24

BASED ON 9.7K U.S. EMPLOYEES (Individual Contributors and People Managers)



INDIVIDUAL CONTRIBUTORS

Black/African American	8%
Asian	11%
Hispanic/Latinx	5%
White	69%
Multiracial, Native American, Pacific Islander	2%
Not Available	2%
Undisclosed	3%

PEOPLE MANAGERS

Black/African American	6%
Asian	8%
Hispanic/Latinx	6%
White	74%
Multiracial, Native American, Pacific Islander	1%
Not Available	2%
Undisclosed	3%

TECHNICAL TALENT

Black/African American	5%
Asian	13%
Hispanic/Latinx	6%
White	69%
Multiracial, Native American, Pacific Islander	2%
Not Available	3%
Undisclosed	2%

MANUFACTURING LABOR

Black/African American	14%
Asian	16%
Hispanic/Latinx	4%
White	55%
Multiracial, Native American, Pacific Islander	2%
Not Available	0%
Undisclosed	9%

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.](#)

*These are employees from acquisitions that are not yet fully integrated into our systems

The power of neurodiversity in the workplace

Traditional recruiting does not always enable people who are neurodiverse to demonstrate strengths and qualifications. That's because while many people with neurological conditions such as autism spectrum disorder and dyslexia have extraordinary skills, many struggle to feel comfortable in a company's hiring process.

That's why Rockwell took intentional steps to attract diverse talent with a focus on neurodiversity. Rockwell partnered with [CAI Neurodiverse Solutions](#), a neurodiversity employment program that brings neurodivergent people into the workforce.

"An important part of our culture is to empower every one of us—and our unique talents—because inclusive thinking drives both our engagement and innovation," said Gabe Kinzer, team lead at our Mequon, Wisconsin facility. "Through this program, applicants engage in an extended interview process that focuses on workability, team projects, and skills assessment. This approach relieves candidates of the time pressures and anxiety of having only one chance to impress."

Kinzer partnered with Yvonne Kennedy, manager, DEI Talent Programs, and Rockwell's [ROKability employee resource group \(ERG\)](#) to support the program's accomplishments.

Our neurodiversity hiring pilot program has had 100% success in the retention rate of new employees hired through this partnership, through FY24.



Craig Benedict (left) and Alice Ruel (right) are senior technicians who joined Rockwell through the neurodiversity hiring pilot program.

Supporting women returning to work

For many women, it's difficult to find the right fit after a career hiatus. In India, Rockwell created the "Re-Establish" initiative that helps women relaunch their careers and secure full-time employment.

The Re-Establish initiative provides training, mentorship, and workplace partners working together to support women as they refresh their skills and restart their professional networks. Over the last six years, Rockwell Automation India has improved gender diversity in workforce from 16% to 25%, and the Re-Establish program significantly contributed to this result. Focusing on smoothing the transition back into a corporate environment has enhanced diversity of thought, and encouraged and supported women to innovate.



Radhika Bhosale,
Project Engineer

"I would like to thank Rockwell for this novel initiative. This gives women confidence and provides a launchpad for women who are willing to embrace their professional career journey after a break."



Priyanka Sharma,
Business Process Analyst

"The Re-Establish program will change lives for many women looking for opportunities to restart their careers."



Shikha Chauhan,
Project Engineer

"This golden initiative by Rockwell not only supports women's pride in themselves but also helps women in being an equal partner in society."



Ankita Wadikar,
Proposal Engineer

"The Re-Establish initiative serves as a significant platform empowering women to relaunch their careers after a break, restoring their identity and strength."



Pooja Sharma,
Proposal Engineer

"Re-Establish is a great initiative by Rockwell to harness the available talent in women who have taken a career break and nurture them to be part of corporate life."

Veteran's fellowship transforms career



Veterans offer valuable leadership and technical skills to the workplace, and Rockwell connects with this talent through Hiring Our Heroes (HOH). The program offers a unique opportunity to gain real-world corporate experience while still on active duty.

Lance Cleasby joined our cybersecurity team through HOH Fellowships.

Lance, who is now a Governance, Risk, and Compliance Analyst, left for Marine Corps basic training a few months before his 19th birthday and spent more than nine years in the military.

"My HOH fellowship opened the door for me to step into the cybersecurity field and begin this new chapter in my life," said Lance. "Aside from helping with the transition, I gained an enormous amount of technical knowledge through on-the-job training and mentorship from my Rockwell team."

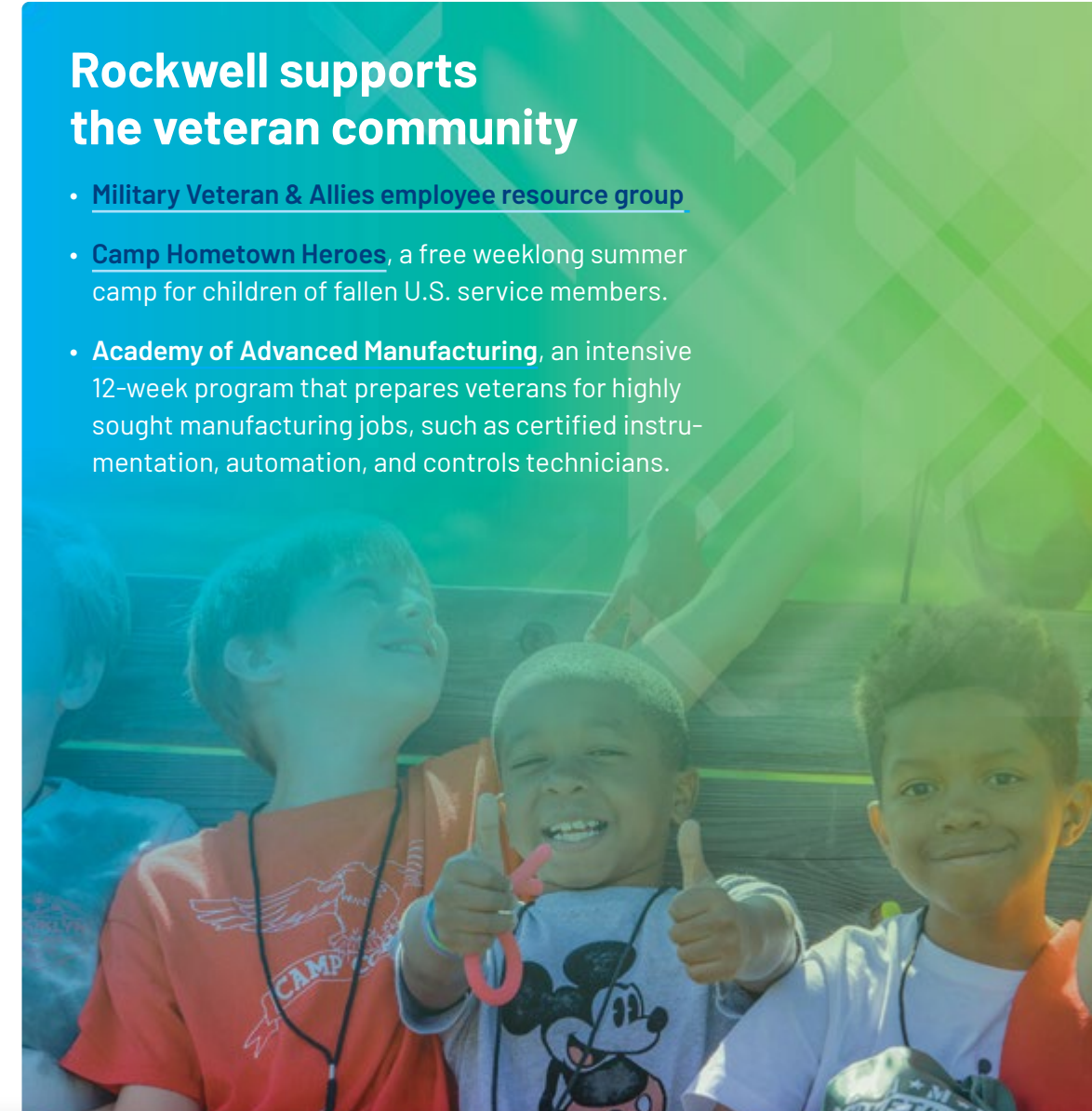
Lance chose Rockwell because of its collaborative and inclusive work environment. "With a multitude of career pathways and an environment that promotes personal and professional evolution, Rockwell seemed the perfect fit."

"Being part of a team that continually demands excellence while still maintaining a positive work environment and allowing a healthy work-life balance is exactly where I want to be."

Lance Cleasby, Governance, Risk, and Compliance Analyst, Rockwell Automation

Rockwell supports the veteran community

- [Military Veteran & Allies employee resource group](#)
- [Camp Hometown Heroes](#), a free weeklong summer camp for children of fallen U.S. service members.
- [Academy of Advanced Manufacturing](#), an intensive 12-week program that prepares veterans for highly sought manufacturing jobs, such as certified instrumentation, automation, and controls technicians.





Accelerating journeys to health and wellness globally

Nearly two-thirds of workers worldwide experienced more change at work in 2024, sparking both optimism and stress, according to PwC's [Global Workforce Survey](#). Ensuring our employees have individualized, holistic well-being support is essential to Rockwell's culture and sustainability strategy. OnTrack is the global digital platform Rockwell employees can use wherever they are located, whenever they need it, to accelerate their personal health and well-being journey.

In 2024, employee engagement with the program continued to grow. OnTrack enrollment, earning of incentives, program satisfaction, and social interactions increased across our global workforce. In addition, the average time to reach maximum incentives decreased by about 40 days, meaning employees earned faster and larger rewards.

An additional 21 employees in six new countries became Well-Being Champions, a global initiative encouraging OnTrack engagement at the local level. In 29 countries, [Well-Being Champions like Cecy Diaz](#) shared OnTrack tools and invited co-workers to get involved in local health and well-being challenges. They also championed the ROK Our World challenge, which focused on healthy, local food choices, and assembling a cookbook of healthy, region-specific recipes.

Engagement with the CALM app increased as employees and their family members were supported in a variety of well-being areas. More than 500 family members are enrolled in CALM.

Sharing employee benefits best practices

Rockwell's Maureen Kennedy-Harlan, director of Global Benefits, shared insights for a 2024 Report by Benefits 2.0, Economist Impact's research program. Maureen is quoted on the critical connection between offering enhanced benefits that meet workers' needs and business performance in [Benefits 2.0: building a market-leading benefits strategy](#).



The power of starting small

Rockwell's Cecy Diaz didn't expect to become a marathon runner, but what started as walking for exercise turned **into running long distances** as the OEM sales manager pushed herself to go farther and faster, one small goal at a time. "Running has changed my life. I think it's the best thing I can do for myself, for my family, because they see I'm investing in myself, and for being able to generate results at work," said Cecy. She created Rockwell's first team of runners in Mexico City and now is active in the Monterrey, Mexico running community.

Cecy became a Rockwell Well-Being Champion to share the message that personal change and achievement happen one step at a time. She encourages co-workers to participate in OnTrack challenges like taking time to make a healthy meal, and to take advantage of OnTrack tools. Cecy sends Wednesday Wellness emails which are short bursts of learning that help those around her reach their well-being goals.

"Giving attention to our health is so vital to doing better and being better people. I think it's an amazing example we can offer the future generations."

Cecy Diaz, OEM Sales Manager, Rockwell Automation

All in for each other: Cecy (2nd from top), with (top to bottom) daughter Victoria, wife Clau and son Luis.

Driving toward carbon neutral with higher quality insights

We continued our sustainability journey, adding rigor to our data and increasing reporting governance. Our 2024 company data is the most comprehensive yet and provides visibility into our recent acquisitions and Sensia, our joint venture.

Our scope 1 (direct) and 2 (indirect) carbon emissions decreased on an absolute and normalized measure. We made progress toward our scopes 1 and 2 carbon neutral 2030 goal by continuing to offer hybrid/electric fleet vehicles in North America and EMEA. We also improved energy efficiency in many of our manufacturing locations worldwide and purchased green energy in Europe.

We continued to iterate our [scope 3 inventory](#) management plan. Scope 3 (indirect) emissions from our value chain represent 99% of our total carbon footprint (scopes 1 and 2 direct emissions represent 1%).

We moved forward with data preparation for third-party audits as we look forward to Corporate Sustainability Reporting Directive (CSRD) reporting and submission to the Science Based Targets Initiative (SBTi) by the end of 2025. In preparation for EU CSRD reporting, we also completed a [double materiality assessment](#) in 2024.

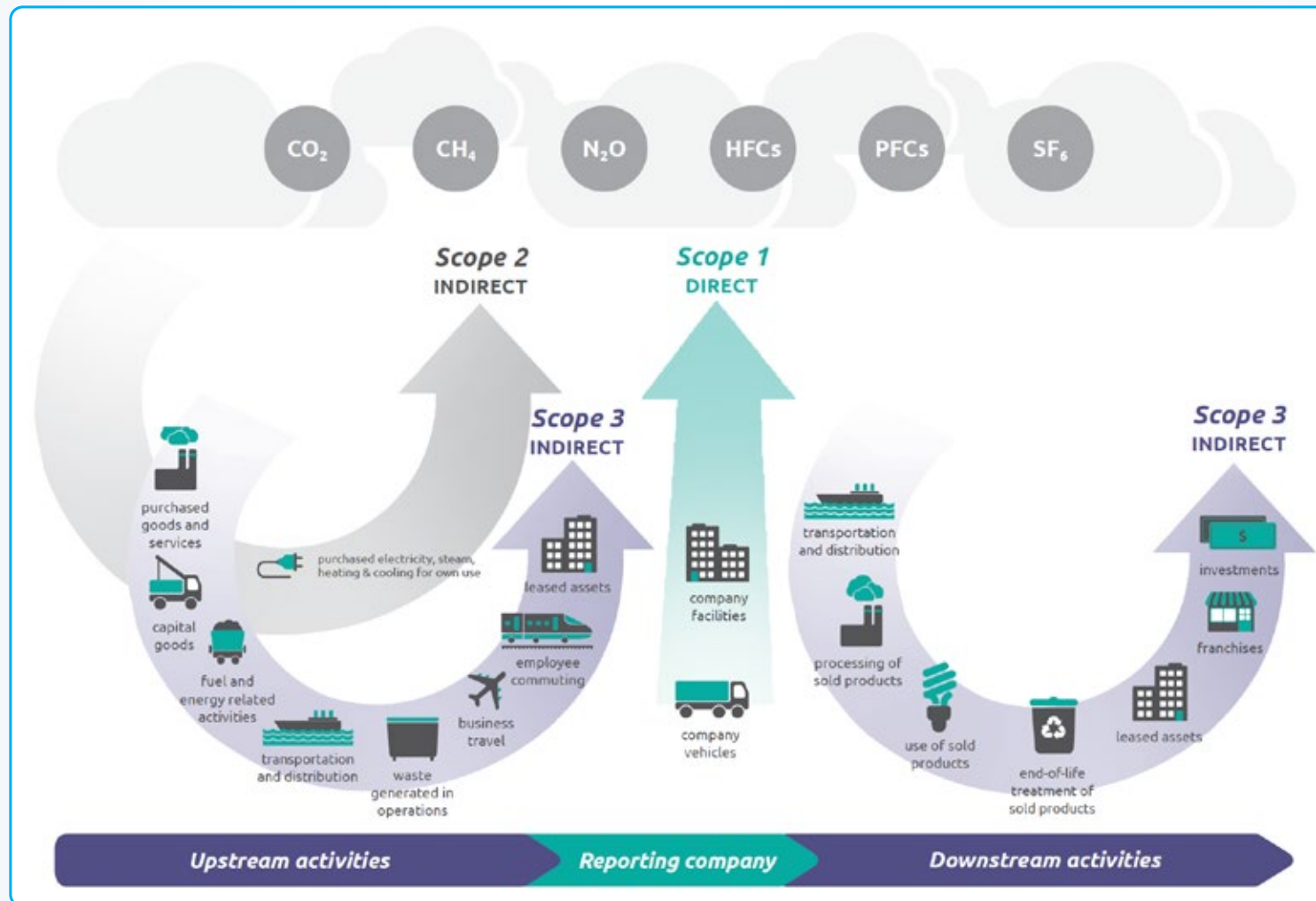
In addition, we continued working to reduce our waste generation and use of water, though neither are material to Rockwell.



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.

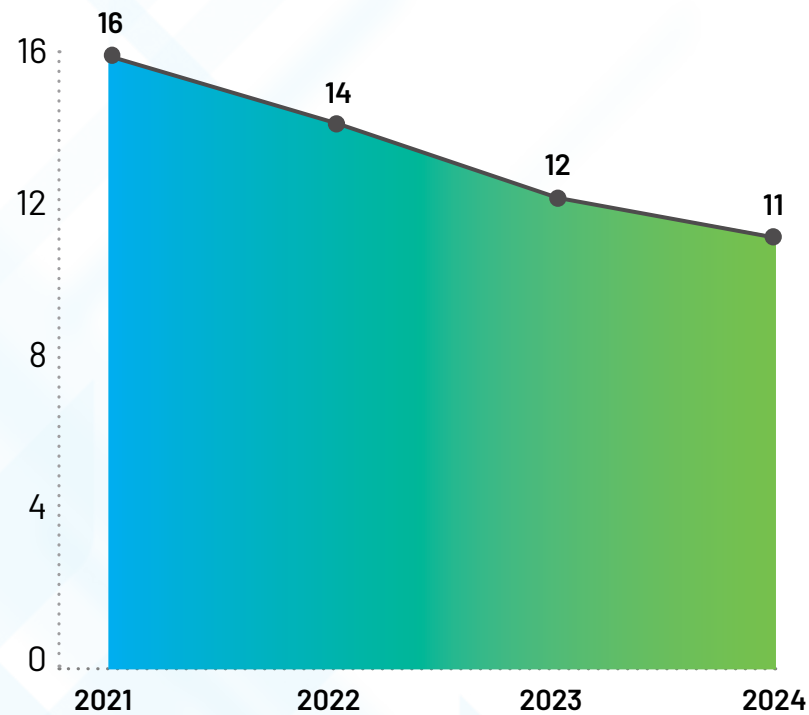
SCOPE 3: Emissions across the company’s value chain. For Rockwell, this includes indirect emissions from suppliers, logistics partners, and the use of our products.

CHART SOURCE: [GREENHOUSE GAS PROTOCOL, CORPORATE VALUE CHAIN \(SCOPE 3\) ACCOUNTING AND REPORTING STANDARD, P. 5](#)

ENVIRONMENTAL PERFORMANCE

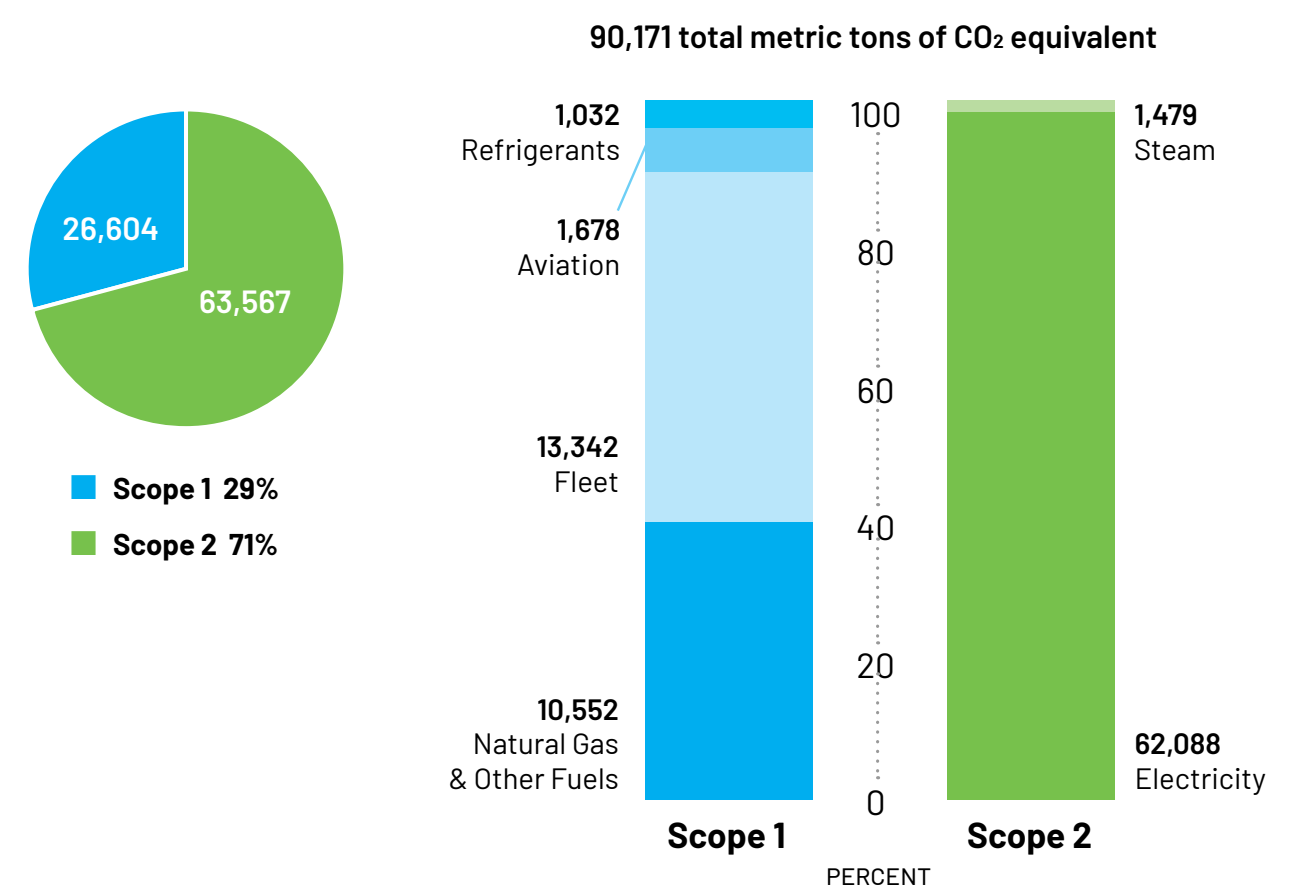
Normalized Emissions Trend In metric tons

Scopes 1 & 2 emissions, as metric tons of CO₂ equivalent per million USD of sales



Total scope 1 and 2 normalized emissions continued to decrease despite lower sales in 2024.

Emissions Summary In metric tons



Our total scope 1 and 2 emissions decreased by 18% year over year. In 2023, the total scope 1 and scope 2 emissions were 109,965 metric tons CO₂e. Continued energy efficiency across our portfolio and the purchase of green energy in Europe reduced our scope 2 inventory, while more rigor in our refrigerants and fleet data resulted in a slight increase in scope 1 inventory.

Building the foundation for CSRD reporting

The Corporate Sustainability Reporting Directive (CSRD) adopted by the European Union (EU) requires companies to report on environmental, social, and governance (ESG) impacts, risks, and opportunities related to their activities. It strengthens EU reporting rules and expands the set of companies required to comply.

In preparation for Rockwell’s annual CSRD reporting beginning with 2026 performance, we completed a double materiality assessment in 2024. The multi-disciplinary core team integrated input from a full range of internal and external stakeholders. The team will continue to develop the report’s foundation to ensure we are prepared for the required disclosures and related audits in 2027.

Rockwell created a new role, ESG controller, held by Moriah Pierce, to ensure we meet our ESG reporting and disclosure requirements. As part of the double materiality assessment team, Moriah provided expertise in data analysis and auditing. She focuses on ensuring investor-grade and auditable policies, processes, and controls for all ESG-related disclosures. Moriah draws on her experience in auditing and finance, and her Certified Public Accountant (CPA) certification to develop and carry out Rockwell’s reporting.

“ESG reporting is mostly non-financial data but with audits, analyses, and disclosure requirements similar to financial reporting,” said Moriah. “It’s a cross-functional role, and I’m energized to use my skill sets in new ways as we integrate sustainability into all facets of our business.”



Moriah Pierce, ESG controller, works closely with the Global Controller and Sustainability teams as well as subject matter experts across the company to meet our ESG reporting and disclosure requirements. Rockwell will begin reporting on the EU’s CSRD with our fiscal year 2026 performance.

Iterating our scope 3 inventory

In FY24 we continued to iterate our scope 3 inventory management plan. Scope 3 (indirect) emissions from our value chain represent 99% of our total carbon footprint (scopes 1 and 2 direct emissions represent 1%).

We are a manufacturer of products that consume or manage electricity to function, and our scope 3 inventory includes emissions that result from customers’ use of our products over the product’s life. We can influence these emissions by helping our customers be energy efficient and providing energy efficient products. Rockwell’s scope 3 emissions align with our peers.¹

Our most significant contributions fall into three categories: Use of Sold Products, Purchased Goods & Services, and Upstream Transportation. The table at right provides details about our scope 3 inventory, using fiscal year 2023 data.

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.](#)

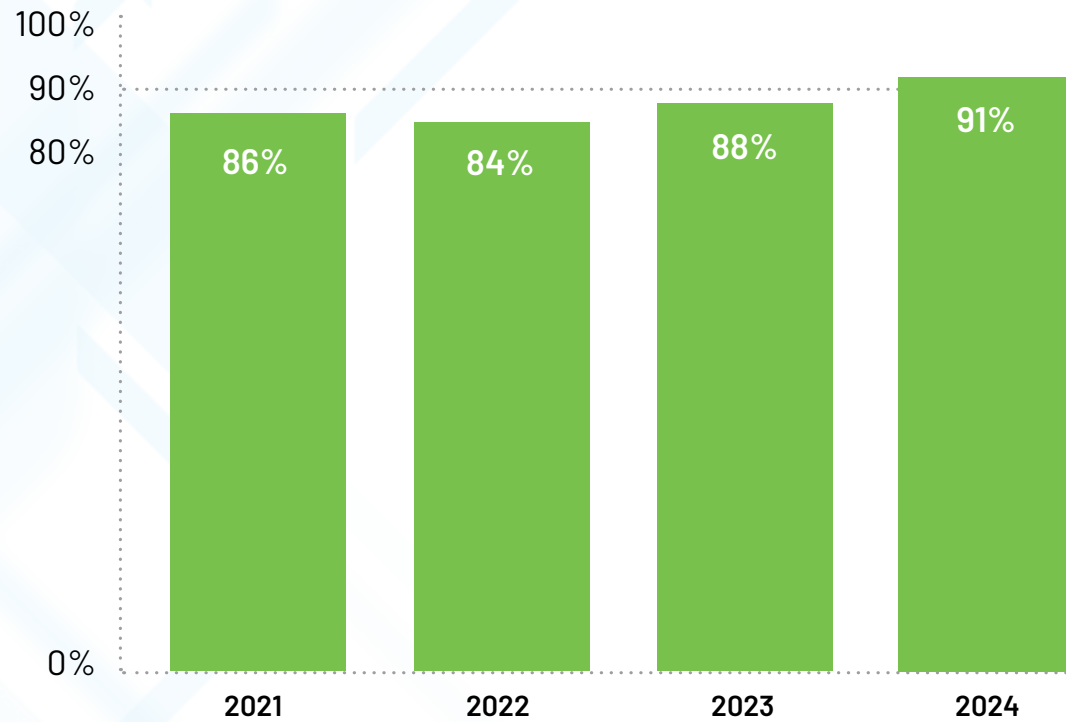
Rockwell Automation value chain inventory: scope 3 FY23

SCOPE 3 CATEGORIES ^{2,3}	1,000 METRIC TONS OF CO ₂ EQUIVALENT
01: Purchased goods & services	712
02: Capital goods	34
03: Fuel- and energy related	25
04: Upstream transportation	167
05: Waste disposal	1
06: Business travel	65
07: Employee commuting	22
08: Upstream leased assets	0
09: Downstream transportation	11
11: Use of sold products	18,295
12: End-of-life treatment of sold products	11
15: Investments	11
TOTAL	19,354

² Categories 10, 13, and 14 are not applicable to Rockwell and thus, not listed.
³ Sensia is included in the above inventory. Integration of recent acquisitions into Rockwell business systems continues. As a result, categories 1 and 4 do not include ASEM and CUBIC impacts. ASEM and CUBIC impacts are included in category 11.

ENVIRONMENTAL PERFORMANCE

Waste Recycled



Our goal is to have 90% or more of our waste diverted from landfill through recycling, reuse, and energy reclamation. In FY24 we exceeded that goal.

Hazardous Waste In metric tons

4.3% of total generated waste

615 metric tons of hazardous waste generated

24% of hazardous waste recycled

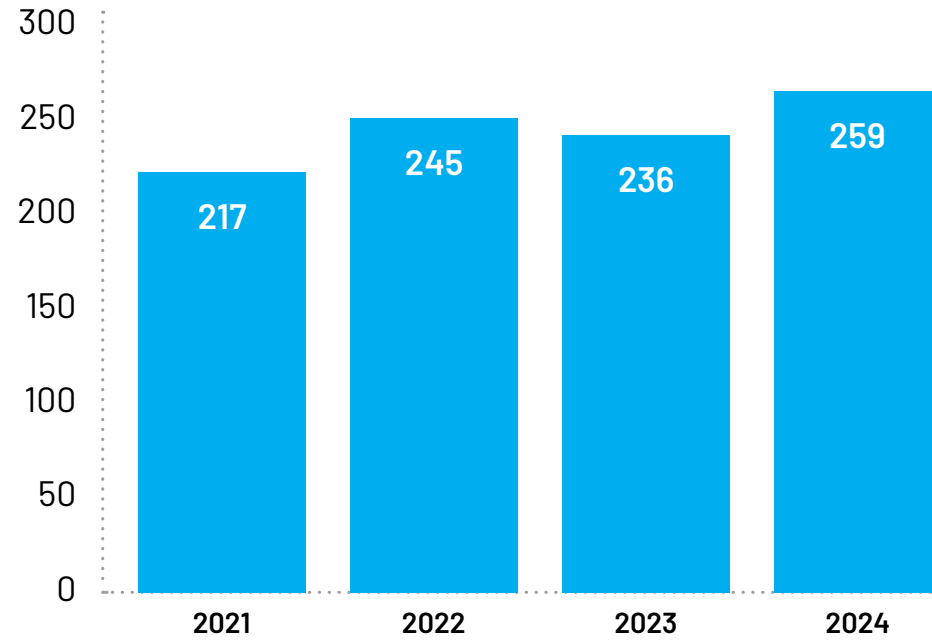
10% landfilled, with remainder receiving treatment via incineration or physical/chemical treatment

Experienced zero reportable spills

Hazardous waste accounted for 4.3% of our total waste generated in FY24. We continued to 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.

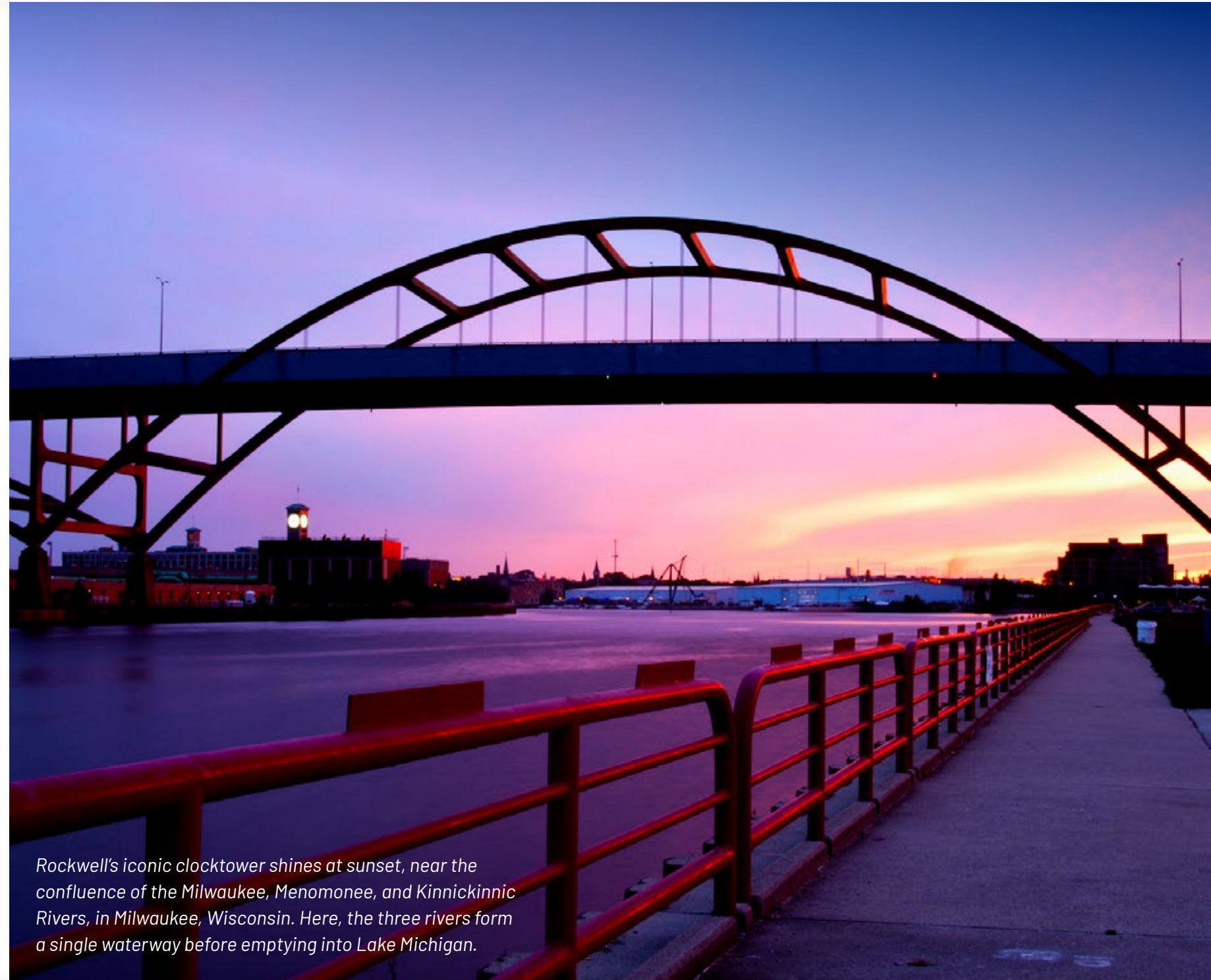
ENVIRONMENTAL PERFORMANCE

Water Use* In 1,000 cubic meters



We continue to work toward reducing our water use, most of which is for drinking and washrooms. We use limited water in our operations, such as cleaning processes. Weather extremes impacted our water use in 2024 due to additional use of the hydronic systems which heat and cool our Milwaukee headquarters.

* Use is defined as the water purchased from local water utilities.



Rockwell's iconic clocktower shines at sunset, near the confluence of the Milwaukee, Menomonee, and Kinnickinnic Rivers, in Milwaukee, Wisconsin. Here, the three rivers form a single waterway before emptying into Lake Michigan.

Designing for sustainability: progress with packaging

Our packaging engineering team is transforming Rockwell’s product packaging, integrating sustainable or recycled materials and customer-centric design into packaging that allows our customers to recycle it with minimal cost and waste. In 2024 we met a key goal: 90% reduction in use of non-recyclable packaging foams. By shifting to recycled-grade packaging materials that can be recycled again, Rockwell eliminated 198,000 pounds of annual use of non-recyclable polyurethane foam.

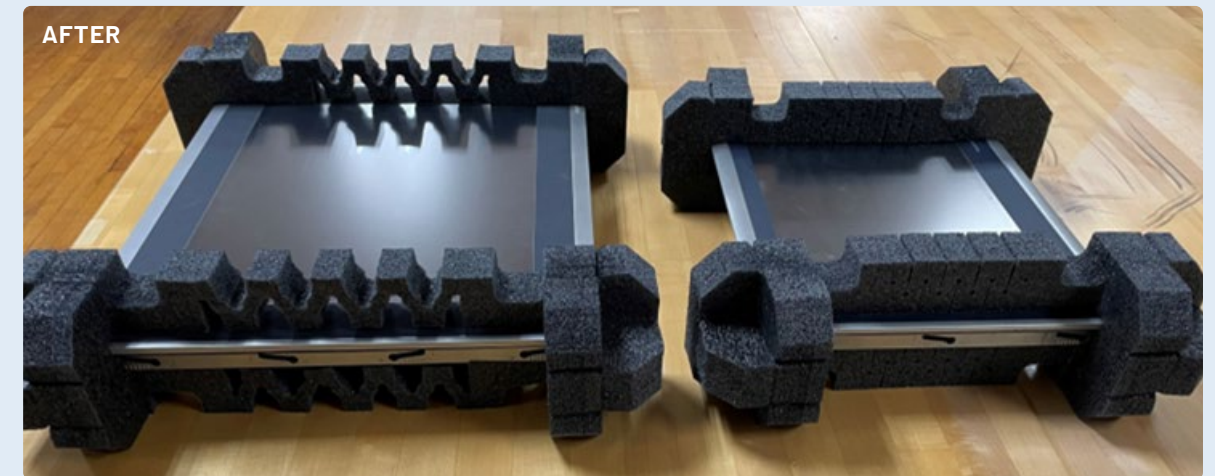
The team continues to evaluate legacy packaging materials such as plastics used for bags and stretch wrap. One of many improvements being considered is a switch from black to gray plastics, which would enable automated sorting machines in recycling centers to see and sort them out more consistently.

CATEGORY	GOAL FOR FY26	FY24 STATUS
Renewable Sources	All new product packaging made from sustainable/ renewable sources – to enable recycling by the end user	COMPLETE 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	83% of suppliers provided certifications
Corrugated: Recycled Content	Recycled content to be 50% or higher	COMPLETE 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	COMPLETE All thermoforms have 100% recycled content
Packaging Foam Reduction	Reduce annual weight of nonrecycled or recyclable packaging foams by 75%	COMPLETE 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



Reducing plastics in the waste stream

The redesign of PanelView packaging will divert 78,000 lbs. annually from the waste stream. Made from 100% recycled polyethylene, the packaging stretches to fit various screen sizes, cutting the number of foam packaging parts needed per product from 14 to 2.



More sustainable products

Last year, Rockwell launched a Design for Sustainability program that has since evolved to incorporate additional circular economy principles.

Through the Rockwell Automation Design for Sustainability and Circularity (DfSC) Program, we are **making our products more sustainable and ready to meet new standards and requirements** such as the Ecodesign for Sustainable Products Regulation (ESPR).

The DfSC Scorecard is embedded in the Rockwell development process as part of our Quality team's Design for Excellence Program. The DfSC Scorecard guides product development engineers to consider the following aspects during product design:

- **Life Cycle Thinking & Assessments:** Apply life cycle thinking and life cycle assessments during product design to help reduce environmental impacts across the entire product life cycle.
- **Energy Use & Efficiency:** Utilize energy efficient design and operating modes to reduce product use phase emissions.
- **Material Use & Efficiency:** Select materials with lower environmental impacts and design for efficient material use.
- **Repair, Refurbish, Upgrade:** Optimize the opportunities for product repair, refurbishment, and upgrade to extend product longevity and reduce waste.
- **Recyclability:** Increase end-of-life recycling potential of products through intentional design and material selection.

DfSC Scorecard results complement Product Life Cycle Assessments on Rockwell products to provide a holistic view of our product environmental impacts.



Product Life Cycle Assessment

Product Life Cycle Assessment (LCA) is a methodology for determining the quantified environmental impacts associated with all life cycle stages of a product. At Rockwell, LCA is a key tool in understanding the source of our product emissions. When integrated into product development, LCA will help Rockwell focus on the design features that will have the greatest influence on reducing impacts.

Committed to our mission of environmental stewardship

Our customers depend on us to provide products and solutions that comply with local, regional, national, and international regulations and standards for environment, safety, and quality.

Our supplier evaluation and management programs incorporate compliance with legal requirements including the Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH) and Restriction of Hazardous Substances (RoHS) legislations. We work closely with our suppliers to verify adherence and proactively remove substances of concern out of our products.

We are committed to achieving compliance ahead of legislative deadlines.

We proactively incorporate global product environmental requirements into our products, which enables us to more readily fulfill customer declaration needs and legislative requirements such as the EU Substances of Concern In Products (SCIP) database.

We're unwavering in our dedication to demonstrate the highest standards of product safety and compliance. We consider the entire lifecycle of our products including installation, operations, maintenance, and end of life.

More than compliance: Sustaining ecodesign changes

Ecodesign involves everything from how a raw mineral is extracted from the earth through end of life, including how those products are recycled. Rockwell's sustainable product policy framework looks at product sustainability from design, manufacturing, and sustainability perspectives, and anticipates and minimizes negative environmental impacts.

This year, the scope of [ESPR](#) expanded the current directive to all products and provides for the introduction of comprehensive criteria aimed at making sustainable products the norm in the European Union. Among its requirements is enhancing transparency and traceability across the supply chain by establishing a Digital Product Passport (DPP) to store product information covered by disclosure requirements.

The upcoming ESPR Delegated Acts will introduce mandatory Ecodesign requirements governing durability, reusability, upgradability, reparability, presence of substances of concern, energy and resource efficiency, recycled content, remanufacturing, recycling, as well as carbon and environmental footprint.

As a manufacturer of equipment already covered by existing Ecodesign acts, Rockwell is adhering to stricter requirements, including the obligation to implement a DPP. As ESPR begins to address new product groups, Rockwell will ensure compliance for product groups that have not been regulated, as well as establish communication channels with customers to understand the impact of our services within industries now in scope of the ESPR.



ENVIRONMENTAL PERFORMANCE

28 sites certified to ISO 14001 and ISO 45001

We continue to maintain environmental and safety management system certifications at our manufacturing sites as we expand our markets and offerings. Currently 16 Rockwell manufacturing locations are certified to ISO 14001 and ISO 45001, covering all our manufacturing sites with 25 or more employees conducting manufacturing/warehouse activities. An additional 12 locations, including five ASEM Italy sites (a February 2020 acquisition) and our Aabybro and Brønderslev, Denmark CUBIC sites (an October 2022 acquisition), are certified independently for a total of 28 sites certified to ISO 14001 and ISO 45001.

More precise use drives energy savings

With a 50% match grant from a 2023 Public Service Commission of Wisconsin (PSC) Energy Innovation Grant, Rockwell implemented energy efficiency improvements that will advance our scope 1 and 2 emissions goal. Upgrades to building automation system controls now enable more efficient management of heating, cooling, and lighting in our Milwaukee and Mequon locations. In total, the upgrades are estimated to reduce energy use by more than 6 million kilowatt-hours per year as well as related CO₂ emissions. Total energy cost savings is projected to be \$571,000 per year.

Buildings [across all industries] account for 40% of global energy consumption and 33% of greenhouse gas emissions.¹

¹ [WORLD ECONOMIC FORUM](#)

Transforming the Connected Enterprise in Singapore

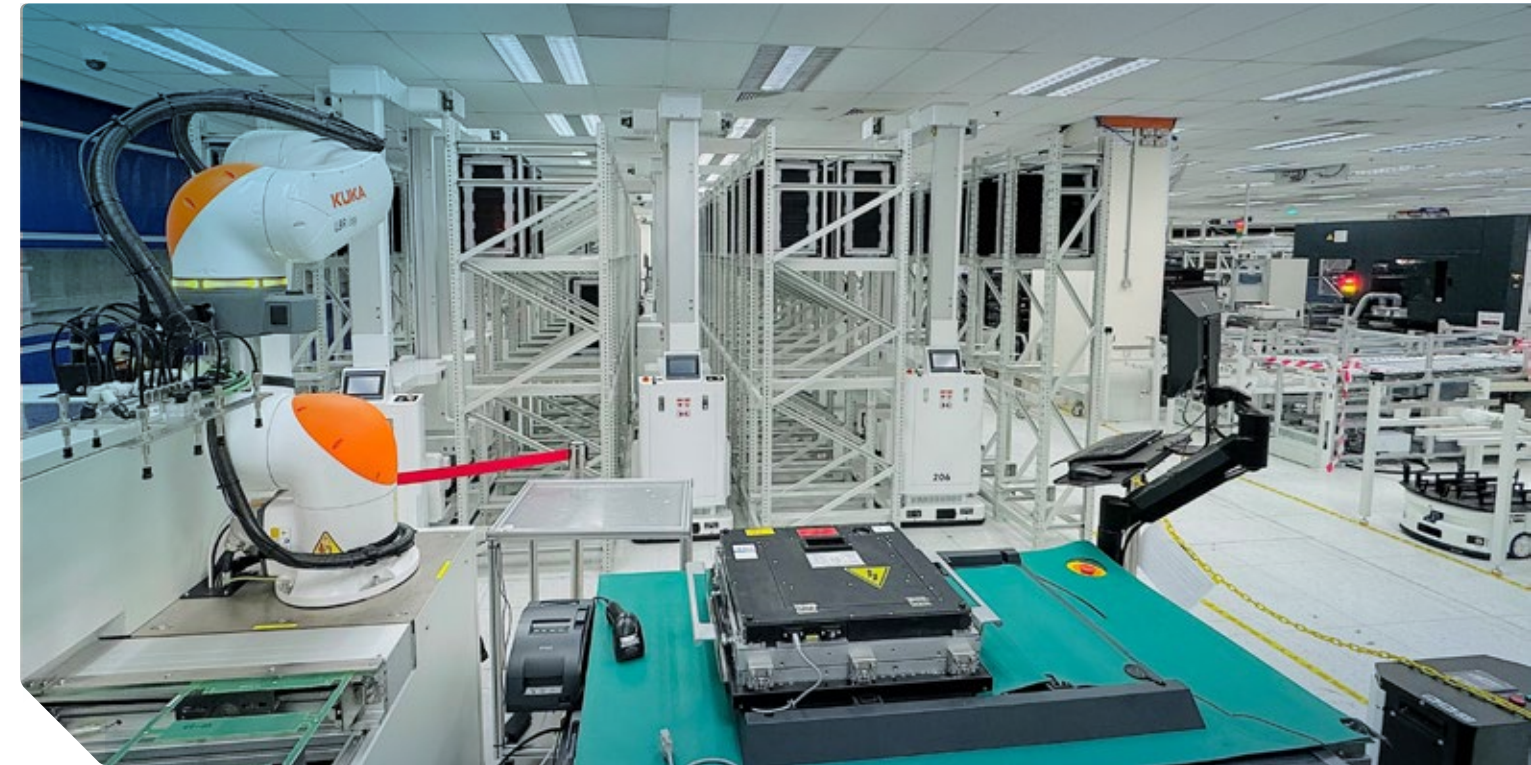
Optimizing productivity, quality, and sustainability

In 2024, our Singapore manufacturing location made significant progress in bringing the **Connected Enterprise® to life**. We are using the same Rockwell technologies and solutions our customers are using to make our industrial operations more resilient, agile, and sustainable.

Deployment of Autonomous Mobile Robots (AMRs) to transfer materials in the warehouse and production, and lights-off warehouse automation, are increasing production logistics efficiency. To increase overall factory productivity and reduce errors, Singapore is using advanced process automation, robots and robotic arms, and real-time monitoring and visualization of asset performance. The team has also activated AI-guided troubleshooting assistance, predictive maintenance, and process optimization to enhance work and workforce retention. Aiming to reduce energy use and emissions, Singapore implemented real-time Industrial Internet of Things (IIoT) applications for smart energy usage, and automated temperature and humidity management. The products being manufactured at the Singapore location are part of Rockwell's implementation of [Ecodesign for Sustainable Products Regulation and Digital Product Passport](#).

Digital transformation is changing the skill sets needed in manufacturing. Our team is collaborating with the Singapore government's workforce training and certification programs to elevate skills for employees in technician, manager, and professional roles.

"It's been a tremendous journey for the Singapore team, and we're very excited to showcase the Rockwell solutions in one manufacturing location," said Ferdi Aksoy, senior director, Asia Pacific operations. "We're using energy emissions and monitoring, facility automation, and asset intelligence to drive energy and emissions reduction in the plant and advance sustainable manufacturing."



Advanced automation technologies like the integrated circuit testing robot (at left) and the automated mobile robot (at right) create process efficiencies and enable a lights-out strategy which reduces energy use in Rockwell's Singapore location.

Creating a more responsible supply chain

Dedicated third-party risk management team

Our diverse suppliers recognize the importance and value of sustainability for the mutual benefit of our partnerships, customers, communities, and the world.

With our suppliers, we continue to create a more responsible supply chain aligned with the needs of our customers and society's changing expectations. In 2024, we focused on working directly with suppliers to verify compliance and created a dedicated team focused on managing third-party risk regarding current environmental, social, and governance (ESG) needs and emerging regulations.

Specific examples of this transition include:

- Creating a new, cross-functional **governance board** of subject matter experts within Rockwell that will make recommendations to an executive steering committee on matters of third-party risk related to ESG. This process improvement was a result of consultation with third parties on best practices.
- More deeply engaging our **Supplier Council**, a representative group of suppliers from a variety of industries, for feedback and best practice sharing.

In 2023, we adopted the Responsible Business Alliance's (RBA) Code of Conduct (CoC) as a guideline for updates to our own Supplier Code of Conduct and in 2024, we piloted a supplier survey to benchmark suppliers against the RBA CoC. We will issue the survey more widely in 2025.

RESPONSIBLE SUPPLY CHAIN

Socially responsible leadership

A diverse, ethical, socially responsible, environmentally sound, and sustainable supply chain is important to us. We partner with organizations that share our commitment to these values and believe that all suppliers should manage and report their social and environmental objectives. We collaborate with customers, suppliers, industry groups, and governmental and non-governmental organizations (NGOs) around the world to support and advance these values in our industry, while also striving to enhance these relationships for greater transparency and resiliency in supply chains worldwide.

To promote the ethical and responsible sourcing of materials used in Rockwell's hardware products, in 2024, we continued to implement robust policies, compliance activities, internal controls, and industry best practices, and are actively engaged with our suppliers to continuously evaluate and improve our supply chain in these areas.

In 2024, we launched several responsible sourcing campaigns to align to best practices in relation to Modern Slavery, Sustainability, Conflict Minerals, and Information Security, and each quarter communicated requirements and trends to our supply base. We continue to be a member of the Responsible Minerals Initiative and share their common goal of working together to evolve business practices to support responsible mineral production and sourcing globally. In addition, Rockwell successfully executed our first extended minerals reporting campaign for cobalt and mica.

Supplier Diversity

\$183M spent with diverse suppliers including small, veteran, minority, women and LGBTQ-owned businesses in FY24

\$106M of this spend was with Minority and Woman-owned Business Enterprises



sustainable communities

Spirit of service, commitment to community. We are cultivating human possibility and making our communities more productive and sustainable. Our intentional and purpose-driven strategy creates opportunities through investments in people and the communities where we live and work, having an impact that extends beyond our own organization.



The Bukit Timah Nature Reserve in Singapore, which is approximately seven miles from our Rockwell Singapore facility, is one of the largest patches of primary rainforest and home to over 840 species of flowering plants and over 500 species of fauna.

Targeting our resources for greater impact

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

STEM Education

To prepare the world’s innovators and makers of the future, we focus on supporting STEM education programs, particularly among young women and underrepresented groups.

Equity & Inclusion

It’s a big world. And the more we include diverse perspectives in business decisions, the better we meet changing demands. That’s why we support organizations and opportunities that increase diversity and allow employees to develop an understanding of the social, economic, and educational challenges in our communities.

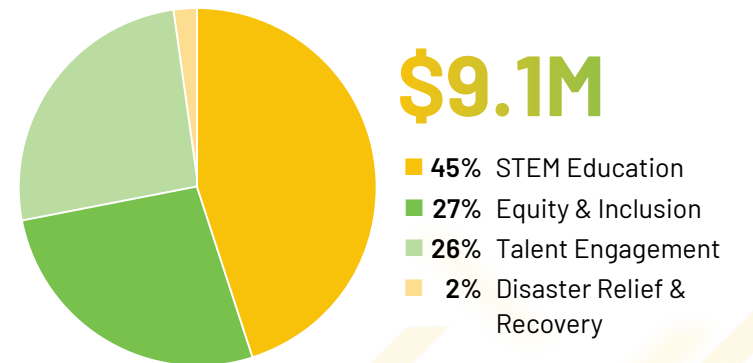
Talent Engagement

We recognize the importance of enhancing the vibrancy and sustainability of the communities where we have a major business presence. We proudly support programs that provide essential services as well as those that foster creativity and innovation.

Disaster Relief & Recovery

Making a difference starts with helping others when they need us most. We respond to natural disasters affecting communities where our employees, customers, and business partners live and work.

Total Giving



Lighting the Torch

The 2024 Torchbearer Awards recognize corporations, executives, and volunteer leaders who go above and beyond in their dedication to United Way and their communities. Rockwell received the Total Dollars Raised Award from United Way of Greater Cleveland.



Our focused giving also targets programs that provide essential services as well as those that foster creativity, innovation, and civic leadership. Rockwell’s mission to improve the quality of life by making the world more productive and sustainable begins at home and in classrooms within our communities.

Community impact with ROK in Action

ROK in Action encourages employees worldwide to make an impact in ways that are most meaningful to them. We expanded this volunteer program globally in FY24. 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 nongovernmental 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
FY24



22,921
volunteer hours recorded
41% increase over FY23



1,538
organizations supported by employees and the company match
38% increase over FY23



17,229
hours of volunteer time off taken
31% increase over FY23

Community approach modernizes dairy farming in India

Rockwell has partnered with [ISAP India Foundation](#) to modernize dairy farming in the water-scarce region of Antargaon in Wardha District, Maharashtra.

ISAP India Foundation is committed to empowering farmers, and ISAP's interventions on climate resilient agricultural practices and water consciousness have created immense impact. Rockwell also collaborated with technology implementation partner eVerse.AI to implement the "Economic and Social Development of Indian Village Through Technology-Enabled Dairy Farming" project.

By partnering with local nonprofits, Rockwell is improving the livelihoods of dairy farmers. Launched in 2023, last year the project yielded promising results: farmers indicated a 15%-20% increase in milk production with improved milk quality, helping them to achieve higher prices and increasing household income.

The cows of farmers participating in the Antargaon Dairy Development Project wear IoT collar devices to track health parameters.

PHOTO: INDIA DAIRY FARMING



Engaging students with *FIRST*®

We focus our investments and our time to help develop people who will be ready to solve the world's next challenges. To inspire students to pursue a career in STEM (science, technology, engineering, and mathematics), we concentrate on building a strong educational foundation, especially for young women and underrepresented groups, through programs like *FIRST*® (For Inspiration and Recognition of Science and Technology).

Supported programs include *FIRST* LEGO League (FLL), a hands-on, STEM learning program designed to inspire young children through fun challenges and competitions using LEGO educational materials, and *FIRST* Robotics Competition (FRC). This global robotics community prepares young people for the future through inclusive, team-based robotics programs, helping to build the workforce of tomorrow.

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

Our global impact by the numbers

7
countries

197
teams

3,439
students

Teaching teachers

The Rockwell-sponsored EMU (Experimental Mayhem Unit) Robotics team in Sydney, Australia, shared their love of all things robotics with students and teachers at three schools in the South Gobi region of Mongolia. The team joined forces with employees from Rockwell and its Mongolian distributor, as well as volunteers from the Mongolian Embassy in Australia and Rockwell's strategic partner Endress+Hauser to host "train the trainer" sessions and build a sustainable STEM program.



STEM EDUCATION

It's all fun and games

Employees had the time of their lives as volunteers for the playoff for the 2024 World Robot Competition *FIRST*® Robotics Competition in Beijing, China in August.



Celebrating STEM

F*FIRST*® **LEGO League (FLL)** guides youths through STEM learning and exploration at an early age. Rockwell's FLL in Poland came to a close with a grand finale highlighting the end of an incredible season, a combination of two big events: an FLL Challenge Tournament and an FLL Explore exhibition.

These events brought together Rockwell mentors and a dedicated Rockwell Automation University (RAU) crew to organize a fantastic day of fun and STEM learning for more than 200 children from 21 schools. Together they celebrated creativity and innovation, encapsulating the spirit of the season.

Adam Latacha and **M**arta Keska are two of 19 Rockwell mentors who supported FLL teams and events.



STEM EDUCATION

Teamwork makes the dream work

Shout out to Vitor Frabetti, customer relationship specialist in São Paulo, Brazil, for increasing the number of *FIRST* teams in his area from 25 to 45. He also introduced *FIRST*® Robotics Competition teams to a major local customer—and now everyone is helping a rural school that needed support. He even helped create and orchestrate a technology challenge between technical high schools to solve real-world challenges using Rockwell products.



PHOTO COURTESY OF THE MAYOR'S OFFICE OF BOGOTÁ AND INVEST IN BOGOTÁ

Inspiring Colombian students to pursue STEM careers

Through our partnership with the Smart Schools initiative in Medellín and Bogotá, Colombia, high school and university students are learning about career paths in technology. The initiative is part of Mayor's Office plans to connect students with local employers and develop the country's workforce for digital industry. To date, Rockwell has reached more than 8,000 students in the Andean region.



PHOTO COURTESY OF THE MAYOR'S OFFICE OF MEDELLÍN

Helping hands during difficult times

Hurricane Helene was the strongest storm ever to strike the Big Bend region of Florida and the third hurricane to hit the area in 13 months. Unimaginable and historic amounts of rain fell across the South, washing away homes, roads, and entire communities.

Rockwell committed \$100,000 to the American Red Cross to support disaster relief for Hurricane Helene, the second-deadliest mainland U.S. hurricane in the past 50 years. The donation supports American Red Cross efforts to provide emergency shelter, relief supplies, meals, and other support in the aftermath of natural disasters.



There when you need us

In support of disaster relief efforts in Brazil, employees collected and delivered donations of clothes, food, water, shoes, and hygiene kits to help those affected by flooding.

Collaborating to **build the advanced manufacturing workforce**

50% of manufacturing jobs in the U.S. alone could go unfilled by 2033 due to the skills gap.¹ To empower our customers and our company to reshape the workforce, we're collaborating with an ecosystem of education, government, and industry partners.

¹ [DELOITTE AND THE MANUFACTURING INSTITUTE, 2024](#)

² [9TH ANNUAL STATE OF SMART MANUFACTURING REPORT](#)

Automation enables competitiveness

The ongoing skills gap continues to be a top barrier to competitiveness. Manufacturers identify automation and advanced manufacturing technology as the best route to elevate competitive advantage and mitigate external and internal risk, including climate risk.² Automation helps address the skills gap by enhancing efficiency, generating new workstream opportunities, and supporting employees' skill development. There's more to the talent solution, though.

Ecosystem for workforce redeployment

Creating the future of industrial operations depends on developing workers who have capability and inspiration to work with advanced technologies that will drive more efficient and sustainable industrial operations. We're helping our customers and our company reshape the workforce by connecting education pathways, training programs, and students closer than ever to our industry in our expanding ecosystem of partnerships across government, academic institutions, and industry. Our strategy for cultivating the workforce employers need includes upskilling current employees, reskilling military veterans, creating student access to Rockwell certifications and technologies, and supporting centers of innovation.



Raising the bar on workforce development

Rockwell's Global Industry-Academia Enablement team continued building pipelines of diverse, qualified workers for our company and our customers. In 2024, we concentrated on making our technology and manufacturing ecosystem even more accessible to high schools, technical, and university programs globally. Our co-investment approach supports our goal of developing long-term partnerships that deliver lasting value in creating a skilled workforce and well-paying careers in advanced manufacturing.

Our team also actively participated in industry-academic collaborations around emerging technologies and strategic industries. These centers of innovation are at the forefront of integrating advanced technologies in industrial operations. Rockwell technologies supported technical skills workgroups and reference projects. We contributed thought leadership in areas such as manufacturing execution systems, data analytics, and AI. Through partnerships and inclusive collaboration, we're helping define and accelerate accessible education that prepares students for success in Industry 4.0 roles.



PHOTO BY CASEY O'BRIEN, CSI



PHOTO BY CASEY O'BRIEN, CSI



PHOTO COURTESY OF HORIZON SCIENCE ACADEMY HIGH SCHOOL COLUMBUS

"Our aim is to be very responsive to the academic community and our ecosystem, to not wait to build emerging-need skill sets years out. The more inclusive we can be in partnering, the more accessible our industry becomes to the schools and the students building tomorrow's workforce."

Michael Cook, Director, Global Academic Enablement, Rockwell Automation

Cultivating the next generation of Australian manufacturers

Australian manufacturing has unprecedented opportunity in emerging industries, and the tightest labor market the country has experienced in 50 years.¹ Part of the Queensland Government's \$100 million investment in workforce development is a new state-of-the-art manufacturing lab incorporating advanced Rockwell technologies. The lab is being built by Rockwell partner Applied Robotics for Technical and Further Education (TAFE) Queensland, the region's network of vocational schools. It will open in early 2025 at TAFE's Ipswich location and provide remote access to an additional six TAFE locations.

This visionary academic-industry partnership is focused on Australia's future workforce requirements and smart manufacturing. TAFE Queensland's participation is key to increasing the pipeline of manufacturing apprentices and attracting diverse students who may not consider a career in manufacturing. Industry participation helps ensure students have opportunities to learn on Rockwell smart manufacturing technologies and aligned course curricula.

"With this investment TAFE Queensland is answering the needs of industry by taking training beyond simulated workstations into a fully integrated job shop," said Isaac Roach, Chief Operating Officer, Applied Robotics. "The Ipswich Smart Factory will be an autonomous production environment that enables students to develop the skills required to move Australian manufacturing to hands-free production, from raw material to finished goods."

Students will use our [Emulate3D](#) digital twin technology to fine-tune their designs and skills in a virtual environment that replicates plant systems. They'll also utilize our OTTO Motors autonomous mobile robots, an essential element in industrial automation that Rockwell is bringing to the region. Use of our Plex software is instrumental in enabling TAFE to train the trainers who will teach students in the new lab.

"The Ipswich Smart Factory will be an autonomous production environment that enables students to develop the skills required to move Australian manufacturing to hands-free production, from raw material to finished goods."

Isaac Roach, Chief Operating Officer,
Applied Robotics

¹ [MANUFACTURING INDUSTRY SKILLS ALLIANCE, 2024](#)

Piloting first-of-its-kind education in agriculture automation

Digital transformation in agriculture is creating more sustainable practices—and a skills gap. In 2024, we partnered with global instrument manufacturer Endress+Hauser and hydroponics pioneer Fork Farms to bridge that gap.

“Technology is colliding with a lot of industries,” said Marzell Brown, manager, IoT Engineering–Academic Enablement at Rockwell. “This collaboration brings the technology and automation piece to existing school programs to help address skills gaps in industries like agriculture, rare earths and mining, oil and gas, life sciences, and food and beverage.”

Horizon Science Academy in Columbus, Ohio provided proof-of-concept at the high school level. The school’s three-year pathway structure helps students begin building foundational skills in year one. For their capstone project, 10 seniors in the engineering pathway helped create the agritech education program, collaborating with Fork Farms and Endress+Hauser on indoor sustainable farming. The program combines skills in agriculture, instrumentation, sustainability, process, controls, digital twins, and AI.

“Our partnership with Rockwell created a unique opportunity to structure our students’ learning experience for practical application,” said Mustafa Aytakin, Engineering Department Head at Horizon. “The students integrated multiple technologies and drew on their cumulative learning to build the automated hydroponic system. They also presented the successful concept to multiple audiences.”

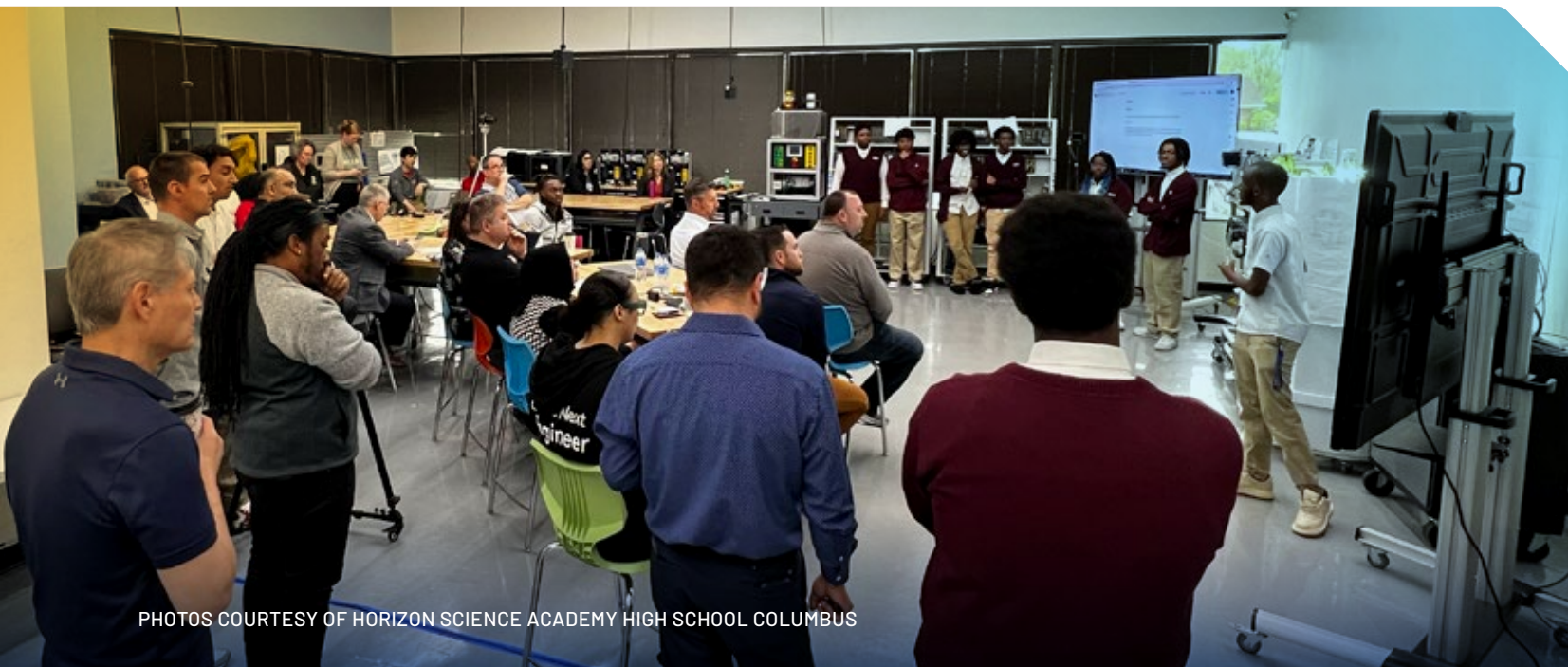
The agritech education package is ready for the 2025 launch at sites in North America, helping to scale pathways into sustainable agriculture for a broad range of students.



Growing collaboration

Prior to the sustainable farming collaboration, Rockwell’s Marzell Brown had visited Mustafa Aytakin’s engineering classroom many times to share real-world insights and feedback on students’ projects. Over the summer, Mustafa works in industry to stay current with the manufacturing environment, and he met Marzell during a Rockwell programmable logic controller (PLC) training course.

“Having Marzell in the classroom has changed the way students engage with learning,” said Mustafa. “They see his success in engineering with Rockwell, and that what they are learning and doing is important. Seeing the big picture motivates them, and their excitement trickles down to younger students, too.”



PHOTOS COURTESY OF HORIZON SCIENCE ACADEMY HIGH SCHOOL COLUMBUS

Developing the workforce to meet emerging needs

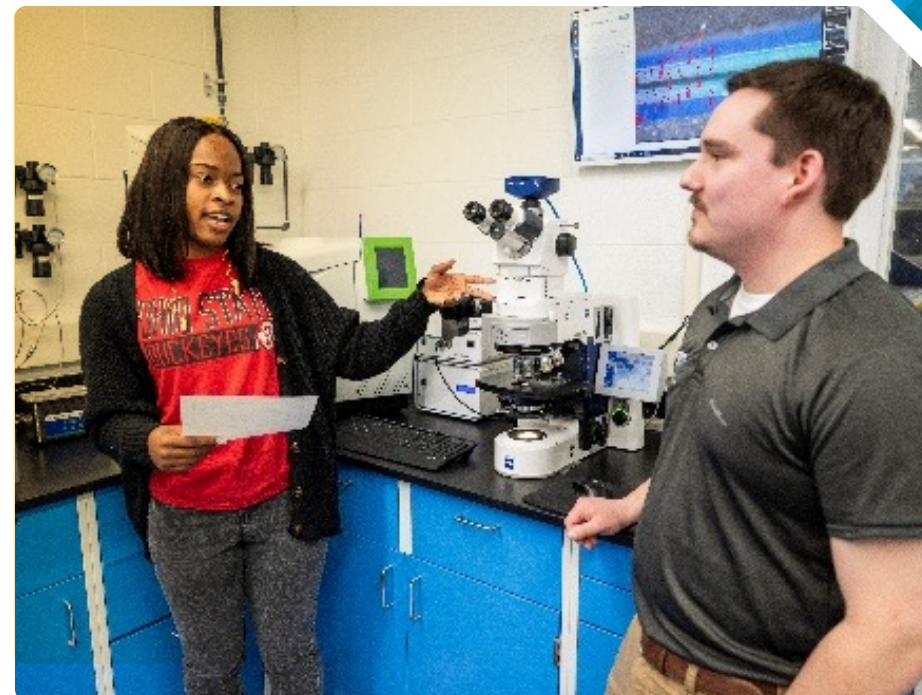
In May, the first class of The Ohio State University's Bachelor of Science in Engineering Technology program graduated with the experience and skills to accelerate smart manufacturing. Rockwell provided crucial input into the program, which integrates learning on business and leadership principles with engineering processes and technical knowledge. The Engineering Technology program directly supports the talent pipeline needed by industry in the region.

"The program—from its strategic goals to the design of each course—was developed in close collaboration with manufacturing companies," said Kathryn Kelley, executive director of the Ohio Manufacturing Institute at Ohio State. "As a result, we've created a program that equips students with the precise skills they need to succeed from day one."

Offered across the university's main location and five regional campuses, the Engineering Technology program is standardized on Rockwell, FANUC, and APT solutions, curricula, and industry certifications. Students spend a significant amount of time applying what they learn in labs using the knowledge they've acquired in lectures. Senior year is focused heavily on operations management.

"The Ohio State University has played a key role for our manufacturing facilities and our customers in the region for both exceptional student talent and aligning with industry to support

research and application for advanced manufacturing," said Rockwell's Director of Global Academic Enablement Michael Cook. "Our partnership with The Ohio State University, Integrated Systems Technologies US, and the State eco-system, including Ohio Manufacturers' Association, has supported added investment in workforce through new degrees and programs, making it attractive for companies to invest and reshore manufacturing in Ohio."



PHOTOS COURTESY OF THE OHIO STATE UNIVERSITY

Closing the skills gap in smart metalcasting manufacturing

Purdue University has one of seven Smart Manufacturing Innovation Centers in the United States formed in partnership with the U.S. Department of Energy and the Clean Energy Smart Manufacturing Innovation Institute (CESMII). The centers aim to accelerate smart manufacturing adoption and related workforce development.

With about 150 foundries in proximity to Purdue University in Indiana, there's a growing need for advanced foundry technologies, improved processes, and associated skills. When Purdue made the decision to upscale the existing foundry to a technologically advanced Smart Foundry to enhance the scope of educational opportunity, Rockwell—already a partner with Purdue—was quickly onboard and assisted with the initial scope and design.

Foundries manufacture essential cast metal components that are vital to the domestic and global manufacturing supply chain, making them a critical educational point for engineers from Purdue's Engineering Technology programs. Caterpillar, one of the largest and technologically advanced foundries in the Midwest, is the primary sponsor of the school's Smart Foundry.

Robert Sinto Corporation, the foundry OEM and integrator, worked with Rockwell and other Smart Foundry sponsors to incorporate a selection of advanced technologies into the curriculum to align course learning with the Foundry's advanced technology, which reinforced the Smart Foundry's connection to the State of Indiana's workforce development pathways. With the collaboration within this ecosystem, Purdue University engineering technology students are now learning and innovating smart manufacturing processes in a real foundry environment.

Students learn to cast using green sand molds in the Smart Foundry.



PHOTO COURTESY OF PURDUE UNIVERSITY

Connecting students, ecosystems, and skills

Our expanding partnership with the University of Wisconsin-Milwaukee (UWM) in 2024 led to several student-led innovations with practical business applications. Students at the SAP University Competence Center (UCC) at UWM worked with our Plex team to integrate our Plex smart manufacturing platform into SAP, creating new capabilities for executing orders and capturing valuable production and operations data. As one of only five SAP UCCs worldwide, UWM connects with 200 universities globally, enabling students to participate in SAP classroom sessions and app development.

The Connected Systems Institute (CSI) launched Wisconsin's first-of-its-kind Connected Systems Engineering master's program at UWM in September to develop a pipeline of future industry leaders. The interdisciplinary program combines engineering, business, and data science with real-world applications.

Rockwell is a founding partner of CSI, an academic-private sector ecosystem that empowers the future manufacturing workforce and drives economic development through education, technological advancement, and knowledge leadership. In 2024, CSI launched a hack-a-thon model and completed four unique industry-sponsored events that gave 150+ students project-based advanced manufacturing experience.

CSI announced it will house the nation's first manufacturing-focused AI Co-Innovation Lab. "Advancing AI in manufacturing is a top priority for CSI, and we appreciate our foundational partnerships with Rockwell Automation and Microsoft for providing access to AI tools and expertise," said CSI Executive Director Joe Hamann. "These partnerships enable CSI to develop hands-on AI use cases that educate students and industry stakeholders on the transformative impact of advanced manufacturing technologies on the future of manufacturing work."

Senior mechanical engineering major and CSI undergraduate researcher Daniela Centeno Gutierrez programs FANUC robots at CSI.



PHOTO BY CASEY O'BRIEN, CSI



Full and productive employment

Businesses that continue to struggle with how to fill the tremendous skills gap are finding an answer: military veterans who want to transition into stable and worthwhile civilian careers in manufacturing.

Helping military veterans redeploy their skills in manufacturing is the focus of the [Academy of Advanced Manufacturing \(AAM\)](#). The program, launched in 2017 by Rockwell and ManpowerGroup, has graduated more than 450 military veterans, helping to accelerate their careers in family-sustaining jobs in industry.

During a 12-week period, veterans expand their technical skills through classroom and laboratory training. Then, they take part in a hiring process that nets each veteran an average of two career offers. The graduation rate in 2024 increased from 86% to 91%, and the placement rate stayed strong at 86%.

With each new cohort, AAM expands its impact. Twenty-five percent of the employers who hired AAM graduates did so for the first time in 2024, while the percentage of participating employers that have hired from two or more AAM cohorts increased to 45%. "Organizations are asking to participate because we're helping translate useful military skills to high-demand roles like automation/controls technician, electrical technician, and field service technician," said Phil Bush, AAM business development manager. "We're also easing the transition for veterans as they return to civilian life. It's a win for everyone."

2024 marked the first-ever AAM longitudinal study, which saw compensation growing for AAM graduates by 11%. More than 93% of graduates remain in the manufacturing industry, with 85% satisfied with the program and 83% satisfied with their role placement.

Students receive hands-on instruction in industrial controls technology at the Academy of Advanced Manufacturing.

From military to manufacturing at Graphic Packaging International



The [Academy of Advanced Manufacturing \(AAM\)](#) training program for military veterans opened advanced manufacturing opportunities for Mahlon Robinson.

After completing the electrical apprenticeship program, former military policeman and Army veteran Mahlon Robinson, 30, secured a position at Graphic Packaging International’s Kalamazoo, Michigan mill. Mahlon recently was promoted to electrical and instrumentation supervisor.

When he left the military, Mahlon didn’t know what his career could look like—and a fellow soldier introduced him to AAM.

“At first, I thought AAM was too good to be true,” Mahlon said. “I could take my military skills and transition them into technical expertise related to programmable logic controllers, HMIs, and other facets of interpreting and troubleshooting automation systems. I combined this with the soft skills I refined in the military, like leadership and interpersonal communications, for a career that excites and inspires me.”

Mahlon is confident that his time in AAM set him up for a career of growth and learning. “I respect Rockwell for focusing on the future through programs that bring together the best of both worlds—the commitment to serve and the commitment to better our communities and our world.”

Patriot Employer Award from Disabled American Veterans of Wisconsin

For the first time, Rockwell was recognized with the 2024 Patriot Employer Award (for large companies) from the Disabled American Veterans (DAV) organization of Wisconsin. The recognition highlights Rockwell’s efforts in three areas: veteran hiring efforts; career building, retention, and development efforts; and community involvement.



Accepting the award on Rockwell’s behalf (pictured from left to right) are Demetrios Georgacopoulos, vice president and Chief Human Resources Officer; Gary Meyer, director, Wisconsin Department of Workforce Development; Mike Selke, senior manager, Business Operations; and Austin Anderson, senior talent advisor.

Vets Ready recognition



For the second 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.



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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

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Publication ESAP-BR035B-EN-P - January 2025 | Publication ESAP-BR035A-EN-P - January 2025

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