Rockwell Automation

enabling **sustainability**

2023 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.

COVER IMAGE: Winter Park, Colorado

Photo courtesy of Rockwell's Jessica Carlson, a Wisconsin-based production team lead who supports our Industrial Automation Repair Services.

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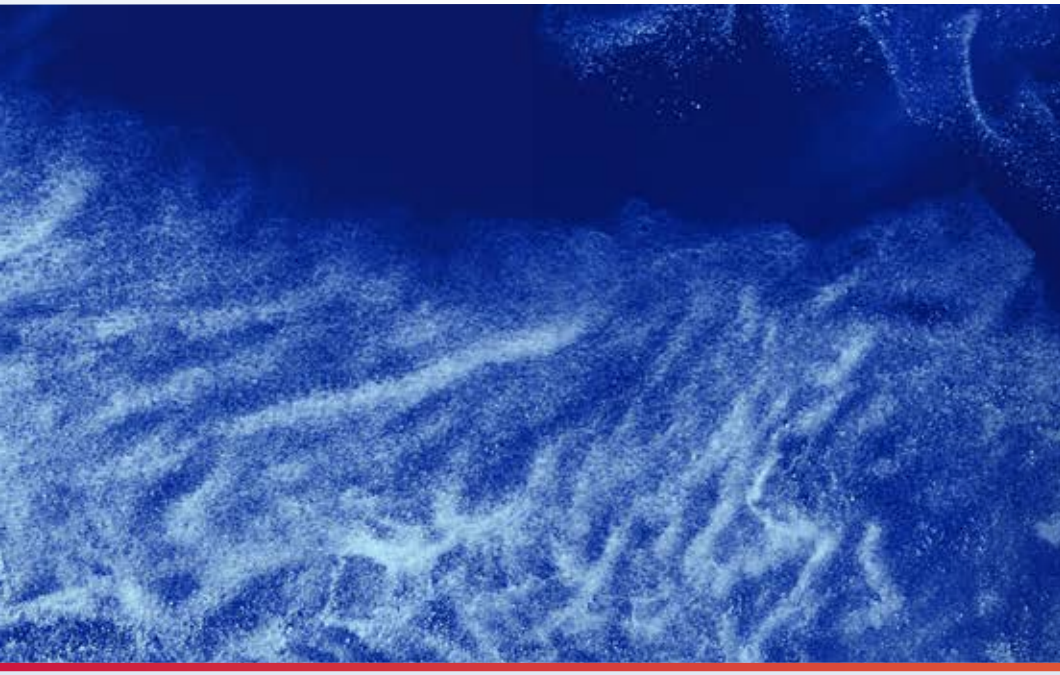


About this Report

Our 2023 Sustainability Report presents sustainability data and disclosures covering our 2023 fiscal year (Oct. 1, 2022 through Sept. 30, 2023) unless otherwise noted. See our company's 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.

Sea ice drifts through the frigid waters of Foxe Basin in the Canadian Arctic IMAGE CREDIT: NASA

Welcome to our **2023 Sustainability Report**

As the world's largest pure-play industrial automation and digital transformation company, we create outcomes that help our customers—companies in more than 100 countries—to be more resilient, agile, and sustainable.

We've been improving the efficiency of industrial processes for more than 120 years, which includes making the most of scarce resources. Today, our technology and expertise help manufacturers in diverse industries address the complex challenge of making high-quality products at scale while minimizing negative impacts on the environment. Our job is to understand those specific challenges and simplify the business of automation and digital transformation for the benefit of both people and the planet.

The good news is that much of the same technology used for process control can be used simultaneously to manage energy requirements and limit waste. We are proud of the role we play to increase the efficiency of traditional industrial applications and to help decarbonize our environment.

Creating automation solutions for manufacturers requires fresh thinking to address the needs of a changing world. While technology plays an enabling role, people are still the stars. When a human-centric approach is applied to technology implementation, we see improvement in nearly every aspect of the manufacturing operation—from efficiency to worker safety—delivering results that have a positive impact on both the bottom line and sustainability.

It may sound unusual for an automation and digital transformation company to talk about people as much as we do, but we know the winning hand is enabled, energized people who are comfortable interacting with technology. And in a time when workforce and skill shortages impact manufacturers in every industry, enabling people to become comfortable with the newest technology and giving them opportunities to upskill along the way can be the difference between success and failure.

We know we can't do it all by ourselves. That's where our network of partners, both from within our industry and across the communities where we work and live, have a critical role. Our technology partners—distributors, system integrators, machine builders, and more—help us to create solutions that address dynamic needs. Our community partners—academic institutions, government, and nonprofit organizations—help us to build and attract the talent needed to fill workforce gaps.

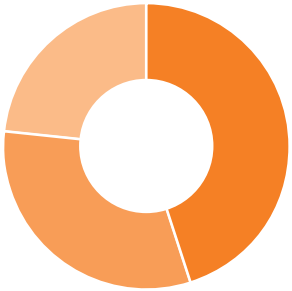
Our 2023 Sustainability Report explains how all these moving parts come together to create tangible and sustainable change. Together, learning from what we've built and imagining what's needed, we will continue to press forward to make the world more sustainable for generations to come.

Blake Moret
Chairman & CEO
Rockwell Automation

About **our company**

FY 2023 Global Sales

$9.1B

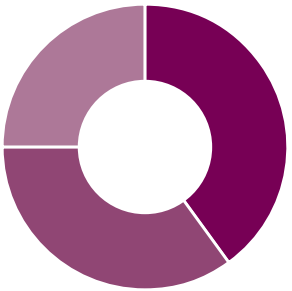


BY SEGMENT

- **$4.1B** Intelligent Devices
- **$2.9B** Software and Control
- **$2.1B** Lifecycle Services

BY REGION

- **58%** North America
- **21%** EMEA
- **15%** Asia Pacific
- **6%** Latin America



BY INDUSTRY

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

At a Glance

29K **EMPLOYEES**

100+ **COUNTRIES** in which we operate

121 **YEARS** serving customers

GLOBAL HEADQUARTERS

Milwaukee, Wisconsin USA

Meet Our Team

Executive Leadership

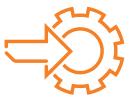
Board of Directors

Acquisitions

Acquisitions strengthen our technology differentiation, increase our domain expertise, and help our customers be more resilient, agile, and sustainable.

Learn more here.

At Rockwell Automation, we:



Optimize production

Empower people

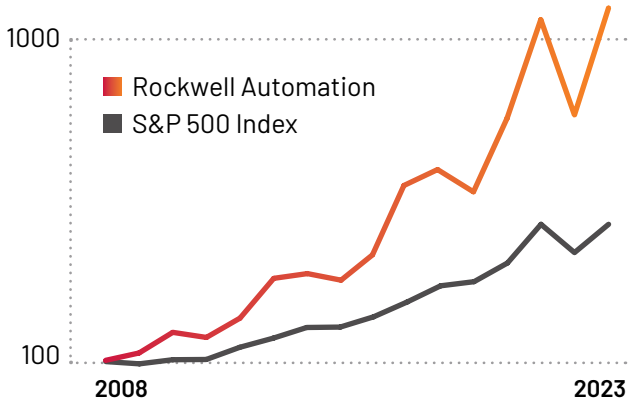
Build resiliency

Drive sustainability

Accelerate transformation

Total Shareowner Return

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



ABOUT OUR COMPANY

The connection between **sustainability** and **productivity**

Smart manufacturing technologies play a critical role in driving ESG and sustainability success.

The 8th annual *State of Smart Manufacturing Report* from Rockwell shares findings from manufacturers worldwide. In 2023, survey results indicated the main reason manufacturers pursue sustainability and ESG policies and programs is to improve efficiencies, confirming that sustainability is critical for operational improvement and profitability.

In general, the survey's results reveal a focus on an increasing adoption of technology to build resilience, enable agility, increase sustainability, and address workforce challenges.

Download the report.

What is smart manufacturing?

Rockwell helps to improve 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

ABOUT OUR COMPANY

Advancing sustainability thought leadership through public-private sector collaboration

We continue to collaborate with the global manufacturing community to explore sustainability challenges and opportunities.

The **World Economic Forum (WEF)** is the international organization for public-private collaboration with a mission to improve the state of the world. As a member, we work with WEF and other member organizations in numerous engagements to advance sustainability and to address other strategic areas in advanced manufacturing and value chains.

Rockwell Chairman and CEO Blake Moret serves as co-chair of the **WEF CEO Industry Group for Advanced Manufacturing**. In 2023, Rockwell Chief Technology Officer Cyril Perducat joined the **WEF Advanced Manufacturing Industry Strategy Officers Group**. These groups bring together diverse teams from government, business, and society to create communities of purpose to address the world's most pressing challenges.

WEF Fellows bring industry and domain expertise in trends and transformations impacting business and society. Rockwell's Scheile Preston began her full-time one-year fellowship in August 2022 and focused on the Net-Zero Accelerator within the Centre for Advanced Manufacturing and Value Chains. She collaborated with Rockwell, Cambridge Industrial Innovation Policy (Institute for Manufacturing, University of Cambridge), Capgemini, Siemens, and other manufacturing companies on the **WEF Industry Net Zero Accelerator initiative**. This effort aims to raise awareness of the necessity for companies to seek systemic collaboration across and between value chains on their path to achieving net-zero emissions. The initiative published a white paper in January 2023: The "No-Excuse" Framework to Accelerate the Path to Net-Zero Manufacturing and Value Chains.

In 2023, the Net Zero Accelerator initiative conducted consultations leading business, academic, and government experts to understand the key drivers, challenges, and opportunities behind Scope 3 industrial emissions, uncovering valuable insights into the decarbonization status of global industry's value chain. Rockwell WEF Fellow Victoria Nerad, who began her fellowship in August 2023, collaborated on the development of a second white paper published in December 2023: The "No-Excuse" Opportunities to Tackle Scope 3 Emissions in Manufacturing and Value Chains, which highlights emerging opportunities and best practices.

ABOUT OUR COMPANY

Sharing **insights**, spurring **conversation**

Promoting a more sustainable future for industry in India

In May, Rockwell sponsored a day-long event in Mumbai that brought leaders from manufacturing, technology, policymakers, and innovators to discuss how to put India on the fast track for smart and sustainable manufacturing.

Pictured (l. to r.): Rockwell's Veena Lakkundi, senior vice president, Corporate Strategy & Development; Scott Wooldridge, regional president, Asia Pacific; and Dilip Sawhney, managing director, India, welcomed participants and hosted panel discussions.

Hosting discussions in New Zealand and Australia

In June, we held events in New Zealand and Australia to discuss proactive approaches and strategies for achieving ESG goals, including navigating regulatory frameworks and compliance. Participants included representatives from both government and private industry.

Pictured: Caitlin Barrah (left), Rockwell's director of Public Affairs for Asia Pacific, leads a panel discussion in Melbourne with (l. to r.): Tennant Reed, director of Climate Change & Energy, Al Group; Tadeo Rodriguez, global strategic business developer, Customer Sustainability, Rockwell; and Brad Potter, Ph.D., associate professor of Accounting, The University of Melbourne.

Advancing fair trade and transparency

In July, Rockwell was part of a delegation of U.S. business representatives led by National Association of Manufacturing (NAM) who participated in a roundtable discussion ahead of the third United States-Mexico-Canada Agreement "Free Trade Commission." The group met in Mexico with North American trade ministers to discuss priorities for manufacturers.

Pictured: Blake Moret (back row, second from right) and Ed Moreland, vice president of Government Affairs and Corporate Communications (back row, third from right) were among those from Rockwell in attendance at the event.

ESG PRIORITIES & PROGRESS

As Vice President of Sustainability since 2021, Tom O'Reilly leads our corporate sustainability team. Under Tom's leadership, Rockwell's sustainability initiative has expanded with additional investment and resources to accelerate our work. With more than 35 years of service with Rockwell across multiple roles, Tom guides efforts to reduce our carbon footprint and develop new solutions to help our customers do the same.

Scaling our **holistic, global approach** to sustainability

In 2023, Rockwell increased its sustainability-focused investments to accelerate our work. I am pleased to share significant milestones that have positioned us to achieve our Environmental, Social and Governance (ESG) commitments going forward.

ESG initiatives have been in place at Rockwell for years. Since 2006, we have published a yearly report that details our strategy and progress. We established our first Corporate Responsibility Council in 2018 and it grew in scope and size with representation across the company. In 2020, following our materiality assessment and update to our sustainability strategy and priorities, we continued to expand the group and renamed it the Sustainability Council. Today, this cross-functional team governs strategy, execution, and review of important ESG initiatives, with a focus on gaining company-wide alignment. Also in 2020, we announced our goal to be carbon neutral by 2030 (Scope 1 and 2 emissions).

Our sustainability efforts accelerated in 2023 with several supporting actions. We joined the UN Global Compact, aligning with eight Sustainable Development Goals where Rockwell contributes in meaningful ways. In 2023, we also defined our **Scope 3 baseline** (see p. 62). As part of our Scope 3 journey, we joined **The Science Based Targets initiative (SBTi)**, a partnership between the United Nations Global Compact, Carbon Disclosure Project (CDP), World Resources Institute (WRI), and the World Wide Fund for Nature (WWF), which is designed to address corporate climate action. We also joined the **IFRS Sustainability Alliance**, a global community for sustainability standards and integrated reporting. Read more about other 2023 ESG highlights on p. 10.

Specific to our customers, in 2023 we continued to build our capabilities to help manufacturers achieve their sustainability goals with the release of FactoryTalk® Energy Manager™, our next generation energy management software offering. We also continued to work with the green hydrogen (H2) industry to accelerate energy transition, enabling customers leading in these areas to scale innovative technologies, products, and processes using automation and digital transformation.

I'm proud of what we accomplished in 2023, but also understand much more remains to be done. I look forward to the future, building on our progress and delivering positive impact for generations to come.

Tom O'Reilly
Vice President, Sustainability
Rockwell Automation

SUSTAINABILITY STRATEGY

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

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.

2023 ESG HIGHLIGHTS

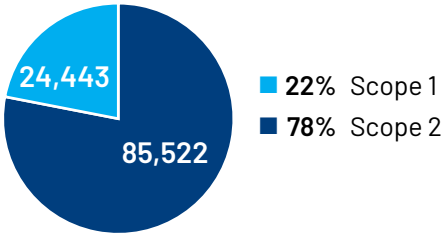
Environment

Carbon Neutral Goal

2030 Scopes 1 & 2

Emissions Summary

CO_2 EQUIVALENT METRIC TONS



Established Scope 3 Baseline

Waste Recycling

88% of total waste recycled

Revenue Generation

$2.1B

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

Social

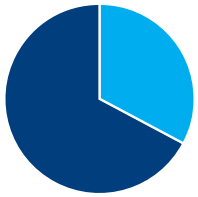
Diverse Suppliers

$192.4M spent with small businesses and businesses with veteran, minority, women, and LGBTQ owners

Employee Safety

0.27 Recordable Case Rate

Diversity, Equity & Inclusion



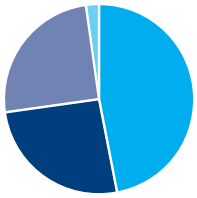
Global Gender

BASED ON 29K EMPLOYEES

- 33% Female
- 67% Male

Philanthropy

$10.3M Total giving



- 47% STEM Education
- 26% Equity & Inclusion
- 25% Talent Engagement
- 2% Disaster Relief & Recovery

Governance

Diverse Board of Directors

Office of Ombuds

59% of investigations substantiated, significantly higher than global benchmark

Product Security Certification

IEC Maturity Level 4 62443-4-1 industrial cybersecurity certification

Please follow links on this page to learn more.

2023 ESG HIGHLIGHTS

Recognitions and initiatives

Recognized 15 times

2023 WORLD'S MOST ETHICAL COMPANIES® ETHISPHERE 15-TIME HONOREE

Recognized 11 times

EQUALITY 100 Leader in LGBTQ+ Workplace Inclusion 2023 2024

Recognized 22 times

FTSE4Good

Recognized 10 times

Green Masters Program

Recognized 12 times

Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA

Joined May 2023

SUSTAINABLE DEVELOPMENT GOALS

Joined June 2023

IFRS Sustainability Alliance

Joined December 2023

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Founding Member, 2019

ISA GLOBAL CYBERSECURITY ALLIANCE Founding Member

Keep current on our latest sustainability news.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Contributing to a better world through global partnership

SUSTAINABLE DEVELOPMENT GOALS

The United Nations (UN) Sustainable Development Goals (SDGs) are at the core of the UN's 2030 Agenda for Sustainable Development. Adopted by UN Member States in 2015, the SDGs provide a common language and framework for governments, businesses, and individuals to use as they strive for and measure their contribution to societal and environmental good.

Rockwell joined the UN Global Compact in May 2023, **and is now a member of this global network of companies and non-business participants.** We are proud to report on our commitment to and progress for sustainable development. Our holistic, global approach to sustainability supports the UN SDGs in meaningful ways. The eight goals we align with are detailed within this section. For examples in action, look for these respective logos throughout the report.

According to a PwC report, manufacturers believe they can make the most impact on five SDGs: Affordable & Clean Energy; Decent Work & Economic Growth; Industry, Innovation & Infrastructure; Responsible Consumption & Production; and Climate Action.* We agree and add to that list: Quality Education; Gender Equality; and Clean Water & Sanitation. **Our mission is to improve the quality of life by making the world more productive and sustainable.** Supporting societal and environmental good is built into the way we pursue innovation, enable our diverse global workforce, and serve our customers worldwide.

*SOURCE: PwC, DELIVERING THE SUSTAINABLE DEVELOPMENT GOALS: SEIZING THE OPPORTUNITY IN GLOBAL MANUFACTURING

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

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, sharing our technology and innovation expertise with respected program partners including science museums, *FIRST*® Robotics, and Manufacturing Day and Engineers Week initiatives, to inspire students to dream big. In 2023, nearly half of our total philanthropic giving supported STEM education worldwide.

Our commitment to inclusive and equitable access to quality education drives our relationships with universities, technical and community colleges, and K-12 public schools worldwide. We collaborate on curricula and provide advanced industrial automation technologies so students, especially young women and underrepresented groups, can access education leading to high-tech careers.

GENDER EQUALITY

Achieve gender equality and empower all women and girls.

We're building gender equality within Rockwell by enhancing inclusive leadership skills and readiness for career progression in technology roles from entry-level to key leadership positions. Rockwell's culture includes a focus on strengthening our commitment to integrity, diversity, and inclusion. We engage with employee resource groups and are working to increase the acquisition and retention of diverse talent. Our culture enables and inspires our employees around the world to do their best work. Importantly, that work is recognized across our global workforce.

In the communities where we live and work, our education partnerships create pathways for women worldwide to develop skills and secure jobs and careers in high-tech industries. Within Rockwell, in 2023 women comprised 33% of our total workforce. Women held 46% of our manufacturing roles, and 27% of our people management roles.

CLEAN WATER & SANITATION

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

Rockwell's automation systems, analytics, and artificial intelligence (AI) assist companies in transforming water-intensive processes, aligning with water usage and quality targets, enhancing water reliability and security, and achieving water-related energy savings. We also support our customers by identifying opportunities to optimize water usage and recapture, as well as reduce energy consumption and emissions associated with water processes.

Our WAVE partnership, formed this year with The Water Council, aims to further advance water management solutions and contribute to the sustainable achievement of this SDG on a global scale. Together, we strive to make a positive impact on water conservation, quality, and accessibility, and promote a more sustainable future for all.

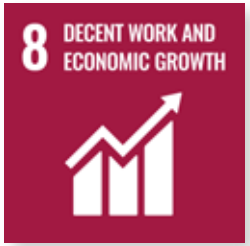
UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

AFFORDABLE & 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 that help them maximize value from their existing infrastructure and adopt sustainable practices.

We also 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. By facilitating more affordable alternative energy sources, we're facilitating the transition to clean energy.



DECENT WORK & ECONOMIC GROWTH

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

Smart manufacturing is an engine that drives inclusive, sustainable economic growth and creation of safe, challenging, and well-paying jobs. Rockwell opens the door to smart manufacturing employment in the digital economy through training and reskilling programs, and education partnerships with academic organizations and government agencies.

As a supplier of technology to manufacturers worldwide, we also open the door to business growth through innovation that helps manufacturers maximize productivity, resiliency, safety, and sustainability. And when these businesses grow, opportunities for smart manufacturing jobs multiply.

INDUSTRY, INNOVATION & INFRASTRUCTURE

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

Rockwell works closely with utilities and companies to enable a low-carbon, circular economy that relies on renewable energies and carbon capture, with emphasis on water conservation and recapture, and sustainable product design, fabrication, and recycling. We help organizations translate data into actionable insights, promoting sustainability and productivity in the areas of energy, water, and waste, in infrastructure and industrial processes.

Rockwell also forms long-term partnerships worldwide with academic, government and education institutions which enable us to accelerate innovation for industry.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

RESPONSIBLE CONSUMPTION & PRODUCTION

Ensure sustainable consumption and production patterns.

As both a manufacturer and a supplier to other manufacturers, 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. We also provide services and tools that support our customers' transition to the circular economy.

CLIMATE ACTION

Take urgent action to combat climate change and its impacts.

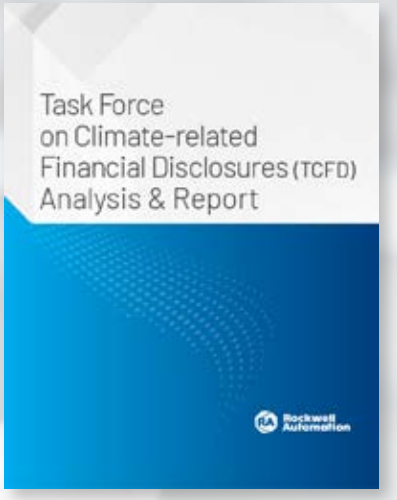
Rockwell is actively reducing our carbon emissions with a global strategy advanced by local solutions. We are progressing toward our Scope 1 and 2 carbon neutral goal by 2030. We completed a Scope 3 baseline for fiscal year 2022 which will provide data-driven insights that allow us to understand, manage, and gain additional knowledge for a future reduction strategy. We also joined The Science Based Targets initiative (SBTi) this year. We have published a **Task Force on Climate-related Financial Disclosures (TCFD)** report.

Learn more about our sustainability strategy and environmental performance.

"We are proud to join the UN Global Compact and look forward to aligning with our customers, business partners, and those in the communities we serve to advance the Sustainable Development Goals."

BLAKE MORET, CHAIRMAN & CEO, ROCKWELL AUTOMATION

In addition to our annual Sustainability Report, our 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:



GOVERNANCE & INTEGRITY

Rebecca (Becky) House is Senior Vice President, Chief People & Legal Officer, and Corporate Secretary of Rockwell Automation. In addition to leading our talent, legal and compliance, public affairs, and sustainability teams, she and her teams are responsible for the programs that help accelerate the evolution of our culture.

Dedicated to **high standards** of corporate governance

Corporate responsibility and sustainability are vital priorities for our Board and our company. I am pleased to introduce this section that highlights key aspects of governance related to sustainability and underscores our commitment to ethical behavior and business principles as the foundation for all that we do.

Our governing policies and procedures are designed to ensure our leadership guides our organization in a responsible, transparent way that is in the best interests of our shareowners and delivers value for our stakeholders. It all comes down to doing the right thing—for our company, our shareowners, and the global community.

I invite you to learn more about corporate governance at Rockwell by reviewing these resources:

Annual Reports and Proxy Statements

Governance documents

Thank you,

Rebecca W House

Rebecca (Becky) House
Senior Vice President, Chief People & Legal Officer,
and Corporate Secretary
Rockwell Automation

Governance highlights

- Diverse Board 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

For additional information, see our fiscal 2023 Proxy Statement.

BOARD & MANAGEMENT OVERSIGHT

Setting the tone for responsibility & respect

Rockwell Automation Board of Directors (l. to r.): James P. Keane, Patricia A. Watson, Tom Rosamilia, Lisa A. Payne, Blake Moret, Alice L. Jolla, Robert Soderbery, Pam Murphy, William P. Gipson, Steven R. Kalmanson, Donald R. Parfet

The Board is actively engaged in overseeing the company's ESG initiatives and receives regular updates on progress toward company goals. We recognize that leadership on ESG issues makes us a stronger company. We are proud of our long history of leadership in corporate responsibility and achievement of ambitious environmental sustainability goals.

The Board also oversees a robust company diversity, equity, and inclusion program committed to attracting, retaining, and developing diverse talent. We have a strong commitment to being an ethical and responsible company acting with integrity and respect for each other, our communities, and the environment, which starts with the tone set by the Board.

Learn more about our Board of Directors and our Executive Leadership team.

See our Board Committees.

The importance of diverse board leadership

At Rockwell, we believe diverse thinking drives improved decision-making. Our commitment to diverse teams starts at the top, with a Board of Directors that brings a balanced mix of backgrounds, experiences, expertise, ages, and tenure that directly impacts our strategy and actions.

The diversity of our Board was among the factors cited by ESG Rater MSCI in its upgrade of Rockwell to an 'AA' rating in June 2023. The new rating places Rockwell in the MSCI Leader category for industry peers in electrical equipment.

Read more about our MSCI assessment.

Learn more about our Board demographics in our Proxy Statement.

BOARD MANAGEMENT & OVERSIGHT

Board's role in ESG matters

The Board has primary responsibility for oversight of 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 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 DEI programs and initiatives.

The Compensation and Talent Management Committee oversees the strategies and initiatives relating to talent management and employee engagement, including culture, DEI programs and initiatives, employee safety and well-being, succession planning, and total rewards. These Committees each address risks related to their respective areas of oversight and report to the full Board.

Enterprise Risk Management

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, 2023, 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.

Recent governance changes informed by shareowner input

- **Enhanced proxy disclosure of Board diversity, experience, and skills** to show how Board attributes are aligned with company strategy
- **Creation of a Lead Independent Director charter** that includes a detailed description of the role's responsibilities
- **Enhanced public disclosures about our ESG initiatives,** including energy strategy, and our commitment to sustainability and energy efficiency
- **Updated Committee charters** to clarify Board and Board Committee oversight of ESG matters
- **Enhanced proxy disclosure of individual Board member** diversity demographics

Our headquarters in Milwaukee, Wisconsin.

ETHICS & INTEGRITY

Powered **by principle**

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 15 times.

Only 16 companies have achieved this distinction 15 or more times, putting Rockwell in a special class of honorees.

A differentiator in attracting talent

Working for an ethical company matters. Data from our new hire onboarding survey underscores that being an ethical company makes us stand out as an employer of choice.

In 2023, newly hired employees ranked our integrity and high ethical standards among the top three primary reasons that attracted them to Rockwell Automation.

SOURCE: NEW HIRE 45-DAY SURVEY

The Rocky Mountains in Glacier National Park, Montana

ETHICS & INTEGRITY

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.

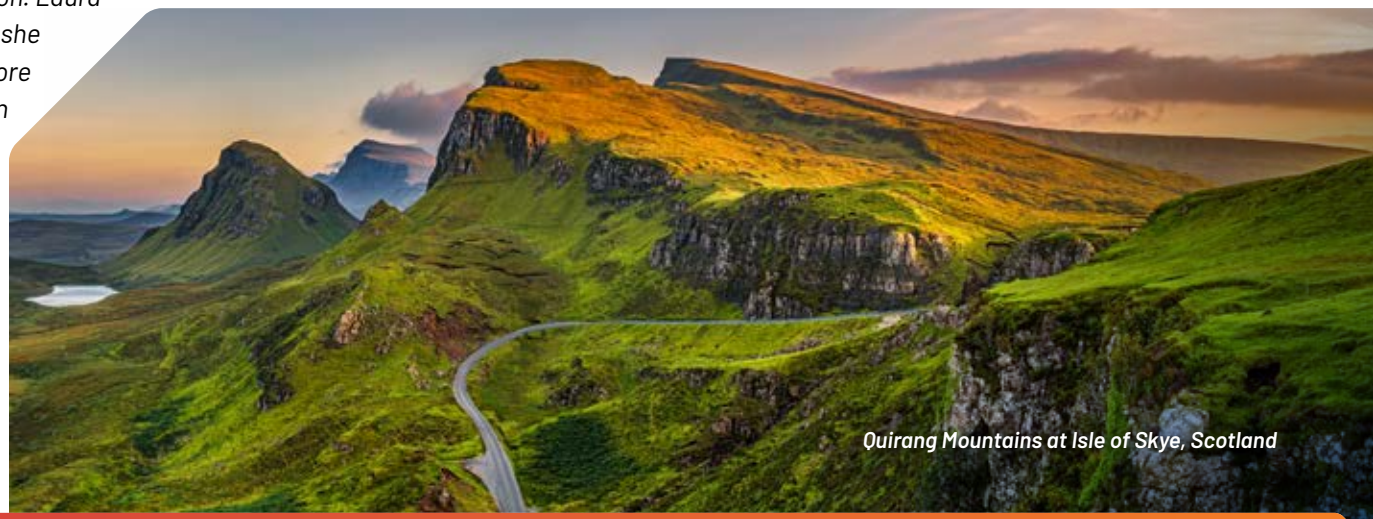
In fiscal year 2023, the office of the Ombuds received 544 contacts and conducted 135 investigations and substantiated 59% of them, a rate significantly higher than the global benchmark, indicating Rockwell employees provide high-quality actionable reports and the company has a strong investigation process.

Each year, the Ombuds honors colleagues whose actions and choices demonstrate our ethical values. Laura Simental, a quality manager in Mexico, was recognized as our 2023 Global Integrity Champion. Laura demonstrated courage when she was ordered by a manager more senior than her to skip certain quality processes. Rather than obeying, Laura reported the issue to the Ombuds office. The investigation confirmed that the manager's request was unethical and improper, and the manager was fired. Laura's courageous ethical stand upheld our commitment to quality and safety for all our customers.

What we're doing to improve

When it comes to ethics and integrity, beyond listening and acting on behalf of employees, the office of the Ombuds also reviews global benchmarks to compare Rockwell to the best and look for ways to improve. In 2023, we focused on three initiatives:

- **Enhanced communication.** We continued to use technology to make it easier to contact the Ombuds office, including developing a QR code that was widely distributed both internally and externally.
- **New training.** In addition to the required new hire ethics training course, we now also include a short video on ethics and integrity as part of the Welcome to Rockwell Automation course for new hires. We also added ethics content to the Manager Accountabilities training course.
- **Metrics analysis and benchmarking.** We implemented a dashboard of key performance indicators including Ombuds metrics, training metrics, Global Voices employee survey results, and Conflicts of Interest metrics, and provide the Audit Committee of the Board of Directors with the updated dashboard at each of the meetings.



Quirang Mountains at Isle of Skye, Scotland

ETHICS & INTEGRITY

Our policies to ensure responsible business practices

We adhere to a Code of Conduct that applies to all employees and 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.

Salty waters of the Mozambique Channel join with the freshwater outflow of the Betsiboka River to form Bombetoka Bay in Madagascar. IMAGE CREDIT: NASA

PRODUCT COMPLIANCE

Compliance practices help **drive sustainability**

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 conformance and proactively remove substances of concern from 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 European Union (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.

Sunrise casting long shadows over a cloudy Philippine Sea, as seen from the International Space Station more than 200 miles above Earth. IMAGE CREDIT: NASA

PRODUCT COMPLIANCE

Preparing for change

As director of program management within our Intelligent Devices operating segment, Alla Franklin focuses on ecodesign—the design of products that consider environmental impact throughout their lifecycle.

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.

Alla works across Rockwell's product groups to foster sustainable product design, promote circularity in production processes, and to put processes in place so our products meet new standards and requirements for **Ecodesign for Sustainable Products Regulation (ESPR)**. To create ecodesign plans and strategies, Alla employs her experience with Rockwell, along with bachelor's degrees in computer science and information technology management, a master's degree in engineering management, and an MBA.

Ecodesign and the world stage

Ecodesign is gaining greater visibility across industries due, in part, to the European Ecodesign Directive emerging from the European Commission. The directive addresses product circularity, energy performance, and other aspects of environmental sustainability.

*Alla Franklin was among 90 global honorees recognized with a **2023 Digital Engineering Award** on Dec. 6 in Dallas, Texas. The awards honor innovative efforts of engineering teams and individuals who consistently push boundaries, pioneer advanced technologies, and drive sustainable change within their sectors. The ceremony acknowledged both corporate innovation and individual engineers who have made notable strides in their fields.*

*Alla received a Woman Engineer of the Year award. She is pictured with her manager, Scot Tutkovics, vice president, Intelligent Devices (right). Additionally, in the Top Sustainability Initiative category, Rockwell won for its "**Sustainability Calculator** for Repairs: Quantifying the Environmental Impact of Repair vs. Buying New." The award was accepted on Rockwell's behalf by Jason Mannion, global program manager for Digital Insights & Sustainability (left).*

sustainable **customers**

The challenges facing today's manufacturers are multifaceted and complex. To meet dynamic production demands, industry leaders are building data-centric, insight-driven organizations that leverage new opportunities for industrial automation, advanced manufacturing, digital transformation, and sustainable practices. Learn how we're helping our customers make it happen.

Quebrada de Humahuaca, in Jujuy, Argentina.

Our Plex Asset Performance Management (APM) offering monitors machine health to ensure optimal uptime and reliability.

SUSTAINABLE CUSTOMERS

How we partner with **customers on their ESG journey**

No company can tackle global sustainability and climate challenges alone. The real potential lies in collaboration on new ESG solutions that make the world work better for people and the planet.

That's why we meet our customers where they are on their ESG journey. Whether they're just starting or leading the way, we help them expand insights for increasing efficiency, reducing energy, water, and waste, improving worker safety, and ensuring regulatory compliance. We help them scale impact through sustainable product development, environmental stewardship, water conservation, and material efficiency. And we support expansion of our customers' innovation in clean energy, energy transition, and the circular economy.

INSIGHTS

Converting data into actionable insights for sustainabililty and productivity around emissions, energy, water, and waste

IMPACT

Scaling impact and visibility across the value chain, product lifecycle, and ecosystems

INNOVATION

Innovating with our partners and scaling new climate tech production to enable a low carbon, circular future

Sunrise on the River Wye, Gloucestershire, England

SUSTAINABLE CUSTOMERS

Collaborating to **create solutions**

Sustainable Customers Strategy

Smart Energy

Contemporary industrial energy management software solutions that put energy data in context to production data, to reduce energy use across the value chain.

Smart Water

Smart water solutions leverage modern software and analytics to improve operations visibility, system reliability, and worker productivity while supporting security needs and meeting regulatory obligations.

Smart Waste

Enabling the circular economy for managing automation assets. Focus on developing solutions to automate industry-specific processes.

"Our view on sustainability is that it's got to be connected. Productivity and sustainability need to be one. And the key to that is the integration of systems leveraging the same data for both productivity and sustainability."

Tom O'Reilly Vice President, Sustainability, Rockwell Automation

Lake Placid, New York

SUSTAINABLE CUSTOMERS

Creating value between digital technologies and sustainability

Andrea Ruotolo thrives at the intersection of sustainability and technology disruption. She leads Rockwell's Customer Sustainability strategy, initiatives, and teams dedicated to helping customers achieve their sustainability goals. Innovating across internal operations, Andrea influences product strategy and roadmaps to help make our company, customers, and communities more sustainable.

Enabling customers

Andrea's impact in 2023 centered around engagement, awareness, and capacity.

"We engaged deeply with our customers to bring their voices to the center of our research and development process and create new technologies and solutions for improving customer sustainability," Andrea said. "Then we created awareness among our customer community about our capabilities to help them advance in their ESG/sustainability goals. Finally, we aligned around our own priorities and the latest best practices so that we had the capacity to deliver on our promises."

Because of our unmatched capabilities in industrial automation, Andrea helped position Rockwell as more than a solutions provider.

"We are partners," said Andrea. "We have a significant presence in customer facilities with thousands of smart devices. Leveraging our expertise, we can enhance connectivity and provide access to invaluable production data, leading to improved processes and efficiency. This drives sustainable innovation. We empower our customers to manage their resources more effectively and conduct business in a more productive and responsible manner."

Andrea—named a Top AI Voice by LinkedIn and named by *CIO Look* to its Top 10 AI Women Leaders Shaping Innovation 2023—is often tapped to talk about how AI can deliver incremental efficiency and performance on a broad range of sustainability topics, including energy efficiency, product quality, safety, and conservation.

In September, Andrea presented at the International Industry Innovation Summit held in São Paulo, Brazil. Her topic: A Sustainable Future Powered by Responsible AI.

> **"The demand for sustainability and environmental, social, and governance practices in manufacturing is growing. Organizations increasingly recognize the importance of integrating sustainability into their operations and decision-making processes."**
>
> **Andrea Ruotolo, Fulbright Ph.D.**
> Global Head of Customer Sustainability
> Rockwell Automation

SUSTAINABLE CUSTOMERS

Powering a sustainable future with responsible AI

In November, Cyril Perducat discussed the rapidly advancing capabilities of generative AI at Automation Fair®, a four-day event held in Boston which showcased Rockwell's expertise and solutions for nearly 12,000 participants from around the world.

"AI and autonomous systems will change the industrial-automation landscape the way autonomous vehicles have changed the automotive landscape."

Cyril Perducat
Senior Vice President & Chief Technology Officer
Rockwell Automation

Increasingly, companies are being asked to prove they are sustainable through ESG reporting, which means collecting and reporting data on environmental and social impacts, and the company's governance structure and performance.

Artificial Intelligence (AI) stands at the forefront of this evolution, distinguished by its capacity to learn from experience. **AI excels in assimilating vast quantities of environmental data, discerning patterns beyond human perception, and suggesting informed actions derived from its analysis.**

Rockwell is generating insights for customers by leveraging core strengths in data monitoring and analysis to automate ESG tracking and reporting. **AI is one of the tools used for improving environmental and social impact—and verifying those improvements—across a customer's entire value chain** spanning from raw material sourcing to product end-of-life and recycling processes by increasing traceability, making operations more efficient, and creating visibility at scale.

By extracting and interpreting meaningful data insights, companies can gain a clear understanding of their operational status quo. This intelligence is instrumental in guiding strategic investments and efforts towards elevating efficiency, productivity, and overall ESG performance.

To drive innovation in this space, Rockwell follows agile principles and brings the voice of the customer into the center of the R&D process. We pilot new solutions that take advantage of the convergence of digital transformation and sustainability, and then scale up to bring these solutions to the broader market.

For example, we delivered AI for an industry-leading wastewater trial by Severn Trent and partners. In addition, we helped the Eastern Municipal Water District pilot an AI-enabled control technology and machine learning to help save energy, reduce costs, and improve quality.

Leveraging automation and AI's full climate action potential, organizations can:

- Educate employees on the criticality of climate change and explain how AI can make a difference
- Establish technological foundations for AI-powered climate change action
- Scale specific use cases
- Collaborate with the climate change ecosystem
- Harness AI to bring greater focus in reducing Scope 3 emissions

EXPANDING INSIGHTS

Converting data into **actionable insights for sustainability and productivity**

We help our customers manage ESG data with information-enabled automation platforms within Information Technology (IT)/Operations Technology (OT) environments that capture, contextualize, and analyze data from multiple sources. With data, manufacturers can identify actionable opportunities for improvement that advance their ESG progress with tangible targets around energy, water, and waste. Managing ESG is also critical in meeting disclosure requirements and reducing regulatory and legal interventions.

Rockwell's 8th annual *State of Smart Manufacturing Report* indicates that one third of existing manufacturing data goes unused, and many manufacturers lack the ability to use data to make decisions. As we move into the next era known as "Industry 5.0," the interconnected nature of the Industrial Internet of Things (IIoT) will create even more data and fuel a need for software to aggregate data from multiple sources, analyze historical trends, and then optimize processes based on patterns they identify.

EXPANDING INSIGHTS

PHOTO COURTESY OF ENERGY DRIVE

CUSTOMER STORY

Delivering energy savings to a South African mine

Ventilation in underground mining is critical but uses a lot of energy. Energy Drive, an energy specialist headquartered in Durban, South Africa, used Rockwell drive technologies to help multinational mining and metals processor **Sibanye-Stillwater** improve and accelerate the energy efficiency of their mine ventilation systems.

Energy Drive used Rockwell's PowerFlex® 6000T variable frequency drives to control and reduce fan speeds on the large surface ventilation fans used in two of Sibanye's gold mines in South Africa. As a result, Energy Drive delivered an average of 62% in energy savings in the first shaft and 48% in the second.

The efficiencies—which have delivered annual energy savings of more than 55 GWh—will help Sibanye-Stillwater address some core goals of its ESG activities and deliver a total energy savings of about 360 GWh over the term of the contract. That's equivalent to removing 5,000 South African homes from the grid every month. It will save 379,000 tons of carbon emissions over the period, while significantly reducing water and coal consumption.

Watch the video and learn more here.

Unlocking the power of data

Data-driven insights are vital to achieving sustainability goals. Yet for many manufacturers, only a fraction of the data generated by their plants and in their supply chain is used. **Our 2023 acquisition of Knowledge Lens,** a services and solutions provider based in Bengaluru, India, improves our ability to help more manufacturers discover and use hidden data insights.

Together with **Kalypso**—Rockwell's premier digital services business—Knowledge Lens' deep expertise in data science, AI, and cloud technologies significantly expands Rockwell's capabilities to unlock the power of data for manufacturers seeking both predictive and prescriptive knowledge.

EXPANDING INSIGHTS

CUSTOMER STORY

Innovation in industrial packaging

Sustainability is front-of-mind for the packaging industry as large companies pursue ambitious objectives to meet consumer demands and achieve higher environmental standards.

To support these efforts, **HDG**—a machine builder based in Germany and a member of **The Packaging Group**—redesigned its machines to help its customers use natural packaging materials, minimize resources, reduce electricity, and monitor energy consumption. And to help make that happen, HDG is making use of Rockwell's technology.

For example, HDG helped a large European manufacturer rethink product packaging to increase recyclability and reduce energy consumption. The European manufacturer wanted to transition from traditional laminated film packaging, which is difficult to recycle, to 100% recyclable, paper-based bagging.

HDG, which specializes in the horizontal form, fill, and seal systems used to fill and seal bags, worked with Rockwell to develop an energy monitoring solution to help the European manufacturer access and visualize data to reduce energy use. As an early result of this work, HDG uncovered an opportunity to lower the temperature of the heat used to seal bags—which will reduce energy costs by 20%.

Learn more about how HDG helps customers rethink product packaging to increase recyclability and reduce energy consumption.

PHOTO COURTESY OF HDG

EXPANDING INSIGHTS

CUSTOMER STORY

Creating more sustainable meat alternatives

Meati Foods is the producer of a meat alternative based on nutrient-rich mushroom root. Using novel food processing techniques, Meati Foods can create this protein-rich product with a fraction of the land and water required to grow animal protein, while emitting substantially less greenhouse gas.

To fast-track commercial production of mushroom root—known as mycelium—consistently and efficiently, Meati Foods collaborated with Rockwell PartnerNetwork™ member **Cybertrol Engineering**, a provider of plantwide automation systems and information integration solutions.

The Rockwell-based Cybertrol solution allows for deeper and continuous visibility into the data required to maintain product quality and optimize water and energy usage within the processes.

Learn more about this innovative partnership.

Award-winning efforts

For its work with Meati Foods, Rockwell recognized Cybertrol Engineering in 2023 as the winner of our first-ever Sustainability Award. The award acknowledges a Rockwell PartnerNetwork™ firm that has demonstrated outstanding efforts, initiatives, and programs in the field of environmentalism. The recipient company must align with Rockwell's mission to integrate control and information across the enterprise to help industrial companies be more productive and sustainable.

Manufacturing operations at Meati, a Colorado-based producer of an alternative protein made from mushroom root. Meati's proprietary process is rapid and yields as much "meat" as five cows – in just three days.

PHOTO COURTESY OF MEATI FOODS

EXPANDING IMPACT

Scaling **impact and visibility**

Improving manufacturing efficiency and visibility across the value chain, product lifecycle, and ecosystems is essential to achieving sustainability goals and lowering production costs. Evolving technologies like predictive analytics and machine learning provide better ways to reduce water and energy consumption, optimize chemicals and rare minerals, and decrease emissions and waste.

We help our customers develop and scale sustainability impacts and visibility by implementing track-and-trace solutions, manufacturing execution systems, and the digital thread to design, track, and manage sustainability across the value chain.

Rockwell partners with The Water Council

In 2023, we formalized our partnership with The Water Council, an industry-focused nonprofit solving global water challenges with innovation.

We also partnered with The Council's **WAVE program**, the first independently verified program that helps companies combine enterprise-wide water stewardship goals and policy with meaningful action and credible reporting. Our collaboration will deliver consultation, data driven insights, and digital transformation solutions to help organizations worldwide improve their water stewardship.

THE WATER COUNCIL | WAVE Water Stewardship Verified

EXPANDING IMPACT

Accelerating **industrial water stewardship**

Rockwell is committed to the understanding that water is a shared resource. We advance water stewardship, which is the use of water in a way that is socially equitable, environmentally sustainable, and economically beneficial.

Water stewardship moves beyond simply reducing water usage, recognizing that water issues are diverse and that their corresponding risks to businesses are hyperlocal. These risks vary depending on each company's operation as well as each facility's local watershed. More specific and interconnected issues include availability and quality of water, quantity of water being used, and the energy intensity of processing, treating, and transporting water.

As rapid escalation of water challenges elevates urgency for water management, **companies worldwide are seeking actionable solutions to reduce water risk and advance sustainable water management goals.**

At Rockwell, we're using technologies like AI, model predictive control, analytics, and automation systems to meet customers where they are on their water stewardship journey. **Our smart water management technologies and data insights help companies revolutionize water-intensive processes,** identify opportunities to optimize water usage and resource recovery, increase reliability and security, and reduce energy consumption and emissions associated with water processes.

In 2023, we continued to expand our leadership in water stewardship by formalizing our partnership with The Water Council (see p. 34). We are also collaborating on the **National Science Foundation's** Regional Innovation Engines program, which in 2023 awarded The Water Council a $1 million Engines Development grant to align research, technology, and manufacturing resources around building the region's water and energy resiliency by advancing critical technologies and stimulating economic growth and job creation.

Water is the next frontier in sustainability. We're driving customer conversations and solutions forward to accelerate industrial water stewardship.

> **Experts project a 40% shortfall in the world's freshwater supply by 2030.**
>
> SOURCE: TURNING THE TIDE: A CALL TO COLLECTIVE ACTION. THE GLOBAL COMMISSION ON THE ECONOMICS OF WATER, MARCH 2023.

Water treatment at a copper mine in Peru.

EXPANDING IMPACT

CUSTOMER STORY

Supporting water security in United Arab Emirates

United Arab Emirates (UAE) is a world leader in water technology—it has to be. Freshwater is scarce in the arid country, which receives less than eight inches of rain a year.

Since the 1970s, desalination has been a key strategy for ensuring water security in the UAE. About 42% of the country's potable water is produced by removing salt from seawater.

In 2023, Rockwell provided PowerFlex® solutions to drive the 80 main motors of the seawater treatment process at the Umm Al Quwain Seawater Osmosis (SWRO) desalination plant. Located about 12 miles north of Umm Al Quwain city, the plant is the largest desalination project in the Northern Emirates and produces 150 million gallons of water a day.

Our solution harnesses and controls the electric energy used to power the plant's motors. The high-performance design helps the Umm Al Quwain plant transform seawater into drinking water efficiently and reliably. We're helping the plant control and reduce water-related energy costs as well.

Desalination can be an energy-intensive process. Our partnership helps the Umm Al Quwain plant maximize productivity and reduce peak demand charges while working to achieve its water security goals.

Learn more here.

42% of the UAE's potable water is produced through desalination.

SOURCE: UAE WATER SECURITY STRATEGY 2036

After sunset on the shore of Mangrove Beach in Umm Al Quwain, United Arab Emirates.

EXPANDING IMPACT

CUSTOMER STORY

A better way to manage produced water

More than crude oil is extracted from oilfields. Naturally occurring water—or "produced water"—is a byproduct that must be managed in an environmentally compliant way. A key partner in recycling produced water is Colorado-based **Endpoint Industrial Controls**, a member of the Rockwell PartnerNetwork™ program.

One of Endpoint's customers operates more than a dozen geographically dispersed water recycling facilities and pipelines, managing 1.2 million barrels of produced water per day. That makes flexibility a priority, with permanent facilities and mobile units engineered on a project-by-project basis.

The benefits of produced water treatment and recycling reach beyond the oil fields. When a pipeline ruptured and dumped more than 500,000 gallons of crude oil, Endpoint's customer helped remediate the impact, effectively treating and discharging up to 4.5 million gallons of water per day—more than 35 million gallons total when the water remediation efforts were completed.

Learn more about a better way to manage produced water.

Rockwell control systems are helping Endpoint Industrial Controls create units responsive enough to manage up to 3,000 gallons of water a minute—or 100,000 barrels a day.

Agile control systems address process complexity

IDE Technologies, a world leader in water treatment solutions, has had a long-standing relationship with Rockwell. IDE develops, engineers, builds, and operates advanced water treatment and desalination plants for municipal and industrial customers and, for many projects, uses Rockwell's PlantPAx® distributed control system due to its ability to handle process complexity.

Pictured: Rockwell's Susana Gonzalez, regional president, EMEA, and Alon Tavor, CEO of IDE Technologies Group, tour the Sorek II desalination plant in Rishon Le Zion, Israel.

EXPANDING IMPACT

CUSTOMER STORY

Delivering traceability solutions

Traceability in manufacturing is the ability to track and document every aspect of a product's journey from acquiring raw materials to shipping the finished goods. Manufacturers use advanced track-and-trace platforms to drive easier regulatory compliance and improvements in product quality, safety, and sustainability.

OWS Foods, a sauce and spice manufacturer, highlighted the importance of traceability when the company acquired Head Country Bar-B-Q. OWS was able to seamlessly expand its manufacturing operations with Plex, by Rockwell Automation.

OWS has been a Plex customer since 2015 with three facilities using the smart manufacturing platform. OWS was able to get the newly acquired facility fully operational within six months, including launching batch and lot management tools.

"We run operational implementations, change management, and integrations of acquisitions into our ERP systems for full traceability," said Christopher Marks, ERP manager at OWS. "The biggest benefits have been the total lot traceability throughout the system and the total productivity, efficiencies, and scaling capabilities with the batch management."

Learn more here.

CUSTOMER STORY

Helping manufacturers reduce energy costs

Nearly every manufacturing facility uses compressed air. Depending on the industry, the compressed air system accounts for 10-50% of a plant's energy usage and is as essential to uptime as electricity. But compressors are inherently inefficient.

Rockwell and **CaseiZ**, a global leader in compressed air solutions, worked together to create a solution to find efficiency gains in compressors, often a hidden source of inefficiency. CaseiZ relies on a Rockwell platform to modernize and integrate obsolete systems. In many cases, these improvements can uncover potential energy savings of 25-50%.

Starting with an energy audit, and using this platform with real-time, dynamic feedback, companies are uncovering potential energy savings and maintaining maximum efficiency in their compressed air systems.

Learn more here.

EXPANDING INNOVATION

Innovating with our partners to **enable a low carbon, circular future**

Automation innovation is increasingly focused on ways to minimize environmental impact. Digital technologies continue to spark ESG innovation in the automation space.

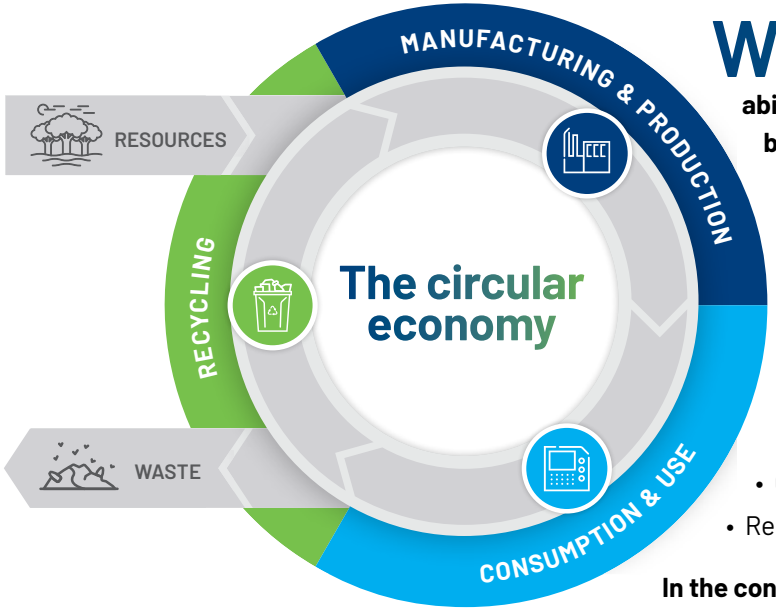
We partner with industry leaders and emerging technology companies, helping them leverage automation and digital transformation solutions to develop and scale new infrastructure and innovations that support clean energy transition and circular economies.

Together, we're creating the future of energy, water, and waste solutions for a low-carbon world.

Atolls in the Maldives islands.

CIRCULAR ECONOMY

Enabling the **circular economy**



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.

We help customers reduce electronic waste (e-waste), support their sustainability initiatives, and improve productivity by supporting their participation in the circular economy.

At its core, the circular economy enables the reuse of resources rather than manufacturing new products. The circular economy is based on three pillars:

- Eliminating waste and pollution
- Circulating products and materials
- Regenerating nature

In the context of manufacturing, the circular economy framework targets zero waste and net zero carbon emission initiatives throughout the product lifecycle. The journey encompasses material extraction, industrial manufacturing, and consumer use. But rather than discard or recycle at the end of its useful life, the product is returned to an industrial process that will extend its life for reuse or commit materials back to the environment though natural regenerating cycles.

Whereas products in a traditional linear model are manufactured, used, and then discarded to landfill at the end of their perceived useful life, the circular economy prolongs the life of the asset by keeping it in a continuous-use loop.

Rockwell supports customers across industries in participating in the circular economy on several fronts. For example, our automation technologies for process control are deployed in operations for recapturing elements such as cobalt, nickel, and manganese from depleted EV batteries for reuse. And in another example, Rockwell motor control technologies help customers produce innovative packaging that is 100% compostable.

For more than 30 years, our Industrial Automation Repair Services have provided a sustainable alternative to purchasing new manufacturing equipment. This year, we piloted a sustainability calculator for repairs, a data insights tool that tracks and measures the environmental impact of repair and remanufacturing orders. The circular economy is an essential pathway to reducing raw material usage and waste.

CIRCULAR ECONOMY

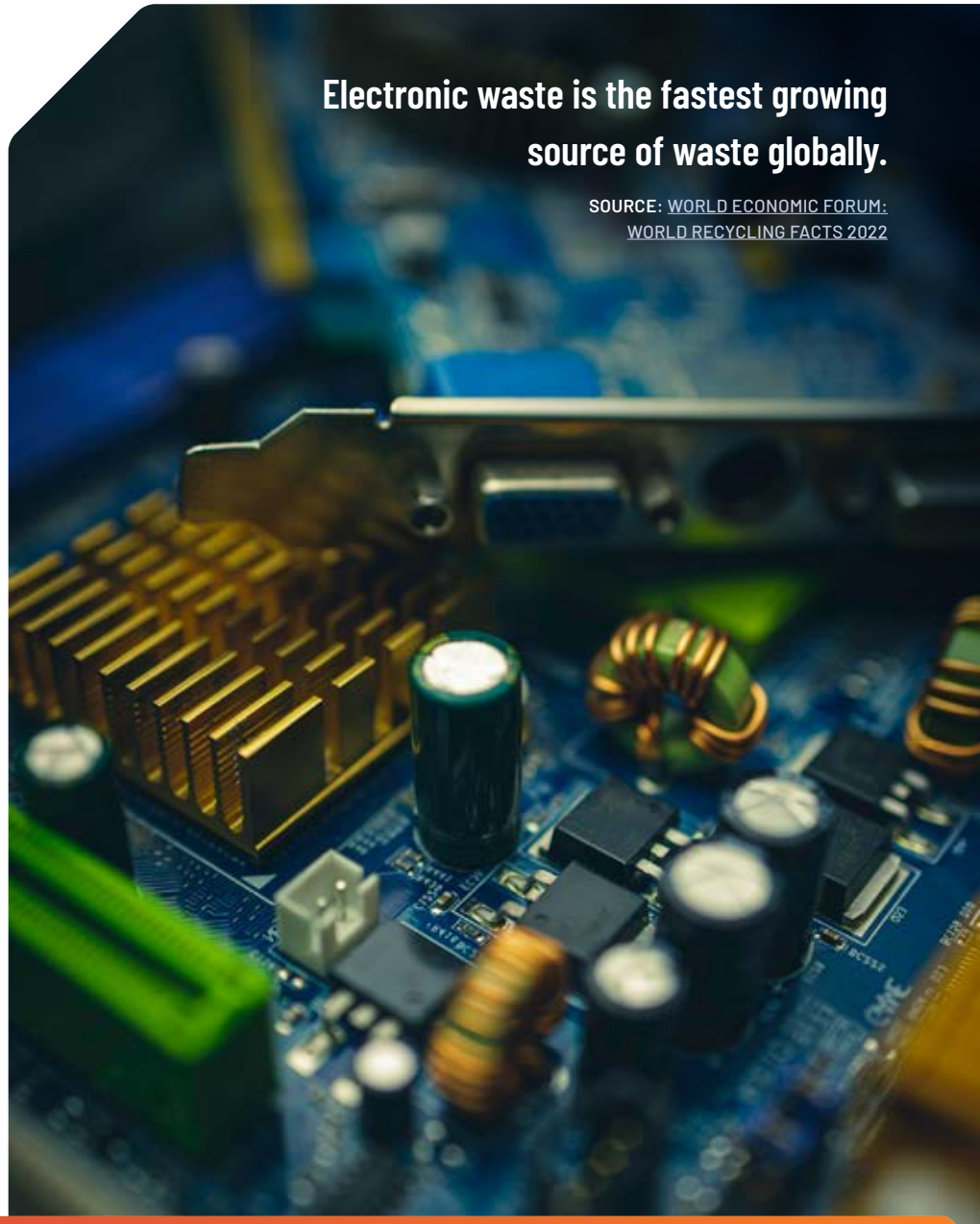
Extending machine lifetimes and **reducing manufacturing waste**

To move into a sustainable future, we must look for opportunities that help us use resources more efficiently. Rockwell's Industrial Automation Repair Services help customers across industries reduce e-waste by providing an alternative to purchasing new equipment. In addition to reducing cost and saving resources, this proves to be a more sustainable option.

Remanufacturing is an industrial product recovery process only available from the original manufacturer of the product. Our remanufacturing process returns Allen-Bradley® products to like-new condition from a quality and performance perspective with updated firmware and replacement of aged and worn components, extending the useful life of that product. We follow a comprehensive process to inspect the unit, detect the point of failure, complete the required repair, and execute operability tests to confirm quality. Rockwell can also repair assets from over 7,000 manufacturers to working condition.

In addition to repair capabilities, Rockwell has a suite of Asset Management and Reliability services, including inventory support and managed asset and storeroom solutions. Our Rockwell Automation Asset Management Program™ (RAAMP®) provides an onsite dedicated Asset Management Professional who helps customers identify repair and remanufacturing opportunities and implement processes that create visibility into their repairable assets. As a result, they purchase fewer spare parts, reduce e-waste, and realize significant annual cost savings.

Our repair and remanufacturing services help customers enable the circular economy with a "fix-it-first" approach that lowers their environmental footprint.



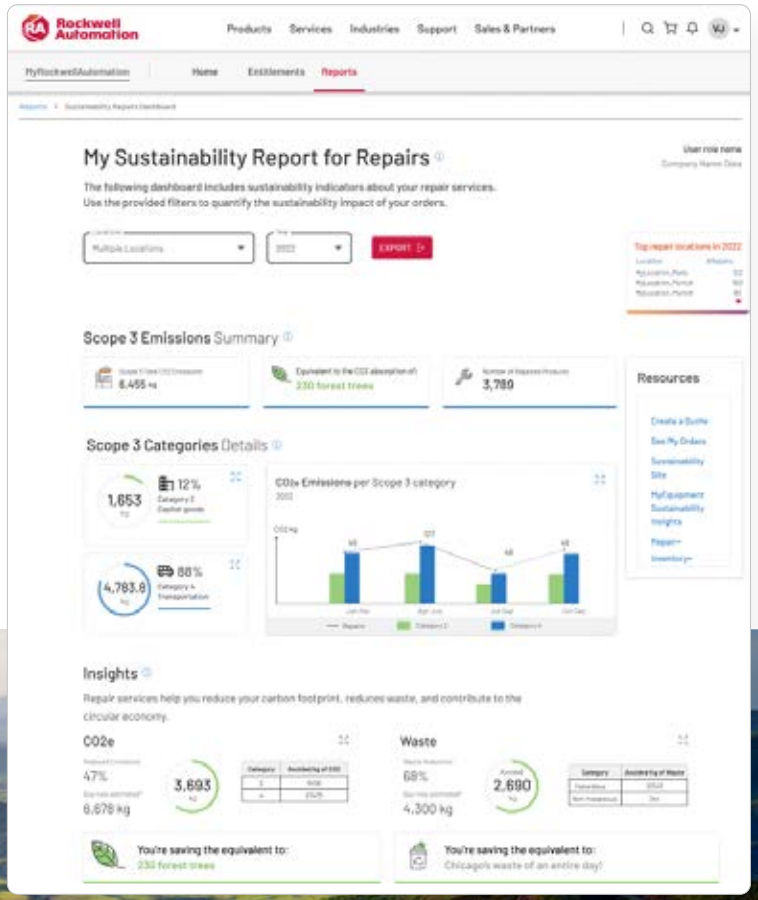
CIRCULAR ECONOMY

Helping customers visualize the environmental impact of remanufacturing

To help customers understand the environmental impact of remanufacturing and repair and to help them with their sustainability goals, we developed a sustainability calculator for repairs. This dashboard (pictured at right) quantifies the environmental footprint a customer realizes in terms of carbon emissions (CO_2e) and waste through our remanufacturing and repair services.

The sustainability calculator for repairs was piloted in 2022 with several Europe, Middle East and Africa (EMEA) customers. Based on their experience and feedback, we enhanced this first-of-its-kind dashboard to include more education and information along with additional insights into Scope 3 emissions. We also worked to develop a forward-looking pre-decision calculator. The calculator was recognized in December with a 2023 Digital Engineering Award in the Top Sustainability Initiative category (see p. 24). It was also referenced in a World Economic Forum white paper offering strategies for manufacturers to reduce Scope 3 emissions.

Our investment in sustainability insights is catalyzing broader participation in the circular economy through adoption of repair and remanufacturing practices. We began piloting the tool with North America customers in 2023 and will expand to customers in Latin America and Asia Pacific markets in 2024.



The Semien Mountains and valley in northern Ethiopia.

CIRCULAR ECONOMY

CUSTOMER STORY

Rethinking the EV supply chain

With the help of Rockwell, Electra Battery Materials is bringing the electric vehicle (EV) supply chain closer to North American auto manufacturers.

Electra Battery Materials, a processor of low-carbon, ethically sourced battery materials, is expanding its Ontario, Canada refinery to develop North America's first integrated EV Battery Materials Park. The new recycling plant will feature cobalt, nickel, and manganese refining; black mass and scrap battery recycling; and precursor cathode active material manufacturing.

Operations built on Rockwell industrial automation services and technologies offer data and reporting essential in the mining and metals industry, where sustainability and safety are top priorities.

According to Renata Cardoso, vice president of sustainability and low carbon at Electra Battery Materials, "Automation is key to tracking performance and delivering results. With all this data, we'll be able to understand, to improve, and to provide progress to society."

Learn more about how Rockwell is helping to provide sustainable and traceable raw materials for the EV industry.

Electra Battery Materials is expanding its refinery to be an integral part of the North American battery supply chain.

PHOTO COURTESY OF ELECTRA BATTERY MATERIALS

PHOTO COURTESY OF PAGÈS GROUP

CIRCULAR ECONOMY

CUSTOMER STORY

Supporting the shift to more sustainable packaging

Pagès Group, a member of Rockwell's PartnerNetwork™, provides automation solutions for the packaging industry. The France-based company is an industry innovator known for pioneering in-mold labeling technology, an injection-mold process used for plastic packaging.

With an increase in sustainability requirements and consumer demand, Pagès customers wanted more sustainable packaging. New packaging materials require new solutions to accommodate high-volume line speeds, varying package sizes, and label adhesion regardless of fiber type and surface.

Using Rockwell technology—including drives and integrated robotic control—Pagès Group created Molded Fiber Labeling™ technology. The new system places high-quality, pre-printed labels directly on molded fiber packaging. The paper labels are glue-free and can be affixed to complex shapes or rough surfaces on various package sizes.

Learn more about this innovation in sustainable packaging.

ENERGY TRANSITION

Accelerating **energy transition**

The energy sector is at the core of a more sustainable future: Approximately 75% of greenhouse gas emissions today come from energy use. To reach net zero emissions by 2050, annual investment in clean energy will need to more than triple by 2030.[1]

Businesses within the energy sector are leading the energy transition, which aims to reduce or eliminate energy-related CO_2 emissions by:

- Making fossil fuels as clean as possible
- Removing carbon in the atmosphere
- Reducing energy use through increased energy efficiency, optimization, and awareness
- Speeding new low-carbon energy resources to market

Rockwell accelerates energy transition by enabling customers leading in these areas to scale innovative technologies, products, and processes using automation and digital transformation. Our portfolio of industrial sustainability solutions includes products and services aimed at efficient energy management in manufacturing plants, with monitoring, analysis, and tools for controlling operations based on real-time data.

Green hydrogen (H2) is a clean fuel in gas form that is made by splitting water into hydrogen and oxygen using renewable energy. The huge potential of H2 to transform industrial manufacturing, power generation, mobility, and ultimately, global climate challenges, is evidenced by the H2 economy's rapid growth.

For years, Rockwell has supported H2 innovators in applying automation technologies and increasing data transparency and insights that enable the transition to low-carbon energy.

We also work with companies that are evolving oil and gas systems and scrubbing greenhouse gases in the air and from landfills on a large scale. Companies like Avid Solutions and Kupper Engineering are leveraging Rockwell solutions that integrate data across sources, contextualize it, and uncover actionable insights for reducing energy consumption and emissions.

"Our customers know they need to invest in renewable energy, but they don't always know how to allocate their resources to achieve that. We bring our expertise to understand where the best energy efficiency opportunities are on the shop floor."

Tom O'Reilly
Vice President, Sustainability
Rockwell Automation

Investment in clean energy has risen by 40% since 2020.

SOURCE: IEA WORLD ENERGY OUTLOOK 2023

[1] NET ZERO BY 2050 A ROADMAP FOR THE GLOBAL ENERGY SECTOR, INTERNATIONAL ENERGY AGENCY

ENERGY TRANSITION

Bringing low-carbon energy resources to market

Energy transition within the broader scope of global decarbonization presents a complex generational challenge that will not be solved by a single technology or approach. Different solutions are required as various decarbonization technologies evolve and scale. Digitalization links these independent solutions together, allowing them to operate as a system.

This concept was further outlined in a panel presentation during our Nov. 8 Investor Day. Rockwell's Barry Elliott, vice president & general manager, Power & Control Business (right) facilitated a discussion on how automation and digital transformation enable companies to scale innovation in bringing low-carbon energy resources to market.

The panel featured (l. to r.): Rockwell Chairman & CEO Blake Moret, SLB CEO Oliver Le Peuch, Occidental CIO Yanni Charalambous, and Plug Power Chief Strategy Officer Sanjay Shrestha. Occidental is an international energy company with subsidiaries leading low-carbon energy ventures; SLB, a global technology company that drives energy innovation; and Plug Power, an international company building end-to-end green hydrogen ecosystems in North America and Europe.

ENERGY TRANSITION

CUSTOMER STORY

Helping to scale green hydrogen production

The green hydrogen economy represents a significant change to industrial manufacturing, power generation, mobility, and societal challenges around climate change. Rockwell's collaboration with **Avid Solutions** is helping companies more efficiently and rapidly produce green hydrogen. Avid, a longtime member of Rockwell's PartnerNetwork™, works with clients on the forefront of the latest advances in sustainable manufacturing and production.

Avid Solutions provides the integrated process control and OT solutions producers need to get green hydrogen plants up and running quickly. Rockwell technology has been key as Avid clients build and commission their first green hydrogen plants.

Learn more about how Rockwell and Avid are working together to reduce time and cost for scaling green hydrogen production.

Hydrogen is a colorless, odorless gas, and green hydrogen means the energy used to produce it was from a renewable source. Increasingly, green hydrogen (H2) is used as a clean alternative to natural gas and to meet net zero emission commitments worldwide.

ENERGY TRANSITION

CUSTOMER STORY

Converting landfill gas into renewable energy sources

Kupper Engineering is helping companies convert waste and related byproducts into renewable natural gas (RNG). Made from biogas emitted from organic waste, RNG is processed to pipeline quality standards and used as a substitute for fossil fuels.

Kupper, one of the first firms to provide electrical engineering services for RNG production facilities, helped one of North America's largest landfill operators aggressively expand its RNG infrastructure as part of its growth and sustainability strategies.

A provider of engineering, controls, and procurement services, Kupper has relied on Rockwell for more than a decade. For this project, the companies are working together to take landfill gas (LFG), clean it, and turn it into natural gas. In addition to offering products to control these processes, Rockwell technologies are key to employee and system safety, as they help facilities monitor and detect gas leaks, control ventilation, adjust fans, and shut systems down if needed.

Kupper Engineering's first standardized LFG to RNG site for a client's current portfolio went online in spring 2023. Leading up to 2026, this client plans to build 20 RNG plants capable of handling 3,000-8,000 standard cubic feet per minute of LFG.

Learn more about how Rockwell and Kupper Engineering are converting LFG and organic waste gases into renewable energy sources.

ENERGY TRANSITION

Next-gen PowerFlex® drives help to scale up EV production

Rockwell employees Amado Castellanos and Nicole deGuzman work on the next generation of PowerFlex® drives in our Mequon, Wisconsin plant.

As automotive manufacturers bank on an electric future, Rockwell is supporting the industry's transformation to EV production. Though in 2022 electric vehicles represented 14% of global new passenger vehicle sales, that market could reach 30% by 2026.[1]

The shift from internal combustion engines to hybrids and fully electric vehicles (FEV) requires change along the entire automotive supply chain, from assembly and battery plants to Tier 1 suppliers that produce components such as seats and brake systems. Rockwell's PowerFlex® drives are widely used for end-to-end EV vehicle and battery manufacturing processes. For example, the drive control motors are used on body, paint, and final assembly lines as well as for battery component production and assembly. Tier 1 suppliers use these drives for production, too.

Automotive manufacturers must boost their capacity and output to meet exponential demand in the highly competitive EV market. Rockwell's drives use predictive analytics and adaptive control to increase uptime and production throughput while minimizing the time and cost of planned maintenance and unexpected repairs. The drives optimize energy efficiency and extend machinery life. Their design enables Rockwell customers to reconfigure operations quickly and easily when needed.

By replacing direct fossil fuel use with electricity, EVs have the potential to significantly reduce carbon emissions and pollution. Rockwell's technology helps automotive customers worldwide take the fast lane to scaled-up EV production.

Industrial sectors account for nearly 40% of global energy consumption.

SOURCE: WORLD ECONOMIC FORUM NET ZERO INDUSTRY TRACKER, 2022.

[1] SOURCE: ELECTRIC VEHICLE OUTLOOK 2023, BLOOMBERG NEF

WORKER SAFETY & WELL-BEING

Optimizing **safety,** prioritizing **employee well-being**

Traditionally, productivity and safety were viewed at odds in most industrial facilities. Safety was associated with compliance while productivity was associated with competitiveness. But in today's world, these important manufacturing disciplines no longer are mutually exclusive because smart safety products can monitor and analyze performance to drive productivity.

We support installation and validation processes with the appropriate safety products, standards, and training for our customers' employees. Integration and start-up support is designed to enhance machine productivity while maintaining workplace safety. Compliance consulting can help customers comply with industry and global standard design systems for functional safety. Such expertise can be crucial during risk assessments, standards identification, system engineering, evaluation, and self-certification.

We help customers improve risk mitigation and offer a platform for the use of newer safety technologies—technologies that help reduce nuisance shutdowns, prolonged restarts, and operational costs. **These products, services, and solutions improve the functional operation of our customers' equipment while helping to increase worker safety, productivity, and efficiency.**

"No matter the industry, ensuring human safety on the plant floor is front of mind for leading manufacturers."

Bob Buttermore
Senior Vice President &
Chief Supply Chain Officer
Rockwell Automation

WORKER SAFETY & WELL-BEING

Comprehensive worker safety services

Companies that adopt a holistic approach to machine process and electrical safety achieve **significantly higher** Overall Equipment Effectiveness (OEE). These companies have less unscheduled downtime and less than half the injury rate of average performers. Smart safety is becoming synonymous with improving productivity, protecting people, and enabling the Connected Enterprise®.

As a global leader in smart safety automation, we have earned a reputation for helping customers improve productivity and quality, while reducing injuries through our expertise, experience, and products. Our safety services address hazardous-energy control and machine safety, with offerings that protect a customer's employees, safety investments, and program integrity.

Bolstered by the emergence of seamless connectivity and modern control technologies, safety can be a powerful tool that increases operational resilience and benefits workers, operations, and the bottom line.

Safety training

Safety risk assessments are not only a requirement of the safety standards maintained by regulatory agencies, but they also keep employees safe and production running. Rockwell collaborates with **TÜV Rheinland**, one of the world's leading testing service providers, to deliver functional safety training for technicians and engineers.

Functional safety protects people, environment, and assets from hazards caused by failures of electrical, electronic, or programmable electronic systems. Rockwell employs over 600 TÜV certified professionals along with offering the training globally to customers. TÜV training helps workers to develop the skills and knowledge necessary to perform their tasks safely and efficiently, which leads to improved career prospects, increased productivity, and reduced risk of accidents and injuries.

WORKER SAFETY & WELL-BEING

Providing safer, more efficient manufacturing environments

Moving materials and products through a production facility safely and efficiently has long challenged manufacturers, a task further exacerbated by today's workforce shortages. Our October 2023 acquisition of **Clearpath Robotics Inc.**, an Ontario-based leader in autonomous robotics for industrial applications, addresses those needs.

The acquisition included Clearpath Robotics' namesake research division—a leader in developing autonomous technology for the innovation market—and its industrial division, **OTTO Motors**, which provides Autonomous Mobile Robots (AMR), the next frontier in industrial automation and transformation. By providing an end-to-end autonomous production logistics solution, Rockwell and Clearpath together simplify these difficult and labor-intensive tasks, enabling manufacturers to safely orchestrate movement and optimize operations.

Learn more about the Clearpath Robotics acquisition.

In November, Tessa Myers, senior vice president of Intelligent Devices, and Clearpath CEO Matt Rendall talked about the benefits of AMRs during a keynote presentation at Rockwell's Automation Fair®, a four-day event held in Boston.

"Clearpath and OTTO Motors are a great complement to everything we do at Rockwell. It's about creating a safer and more productive environment, with a material flow as efficient as possible."

Tessa Myers
Senior Vice President, Intelligent Devices
Rockwell Automation

WORKER SAFETY & WELL-BEING

Low-carbon digital solutions for FPSOs

Sensia, our joint venture with SLB, is the energy industry's first digitally enabled, integrated automation solutions provider.

In May, we announced a collaboration with **SLB, Sensia**, and **Cognite** that will accelerate the evolution of the offshore industry's floating production storage and offloading (FPSO) facilities. Digital capabilities developed by the four-company coalition will **improve the reliability, availability, safety, and efficiency of these critical assets**—all while lowering the carbon footprint of their offshore operations.

The coalition integrates the entire data lifecycle with targeted automation, analytics, simulation, and visualization capabilities to enhance efficiencies in FPSO performance. **This results in optimized equipment utilization and energy consumption,** improved safety, reduced risks of equipment failure and unplanned downtime, plus better-informed strategic decision-making.

Learn more about how this coalition can boost FPSO efficiency and lower emissions.

> **Rockwell brings expertise in control and safety systems for FPSOs, as well as extensive experience in power systems, to the coalition.**

CYBERSECURITY

Minutes **matter**, seconds **count**

Managing cybersecurity risk in modern manufacturing

Cybersecurity threats in manufacturing are at an all-time high. Increasingly, threat actors better understand operations technologies (OT) as they pertain to industrial networks. They understand the critical nature of key industries supporting water, energy, medicine, and food supplies and attempt to exploit or disrupt those operations.

A research study from Rockwell and Cyentia, **Anatomy of 100+ Cybersecurity Incidents in Industrial Operations**, found that 60% of OT and industrial control systems cyber incidents result in operational disruption. Now more than ever, every second counts for the manufacturing industry that powers world economies and supplies critical human resources. However, many manufacturers are not equipped to develop or maintain a strategy to avoid or mitigate cyber attacks.

As both a manufacturer and a provider to other manufacturers, we bring a unique perspective to cyber-security. Rockwell can help clients of all sizes and across industries secure their operations, from plant floor to cloud. Our products and services are designed to protect operations across the entire attack continuum— before, during, and after an attack. ▼

"Implementing strong cybersecurity is no longer a best practice, but a must do. For manufacturers, protection starts with a rock-solid foundation of OT expertise."

Rachael Conrad
Vice President, Global Enterprise Customer Experience
Rockwell Automation

CYBERSECURITY

Our proactive approach

First, we continue to prioritize the security of our own infrastructure and products by integrating advanced security capabilities into our products and achieving and maintaining certifications for critical cybersecurity standards.

Second, our end-to-end services span the entire security lifecycle—from front-end assessments to technology deployment and ongoing remote monitoring and managed support services. Our cybersecurity services are aligned around the five pillars of the **National Institute of Standards and Technology's (NIST) Cybersecurity Framework**: Identify, Protect, Detect, Respond, and Recover. NIST is recognized as the gold standard for cybersecurity programs.

From risk assessments, vulnerability management, and asset identification to continuous threat detection and intelligence monitoring, to incident response and recovery services, we continue to expand our capabilities to help manufacturers put proactive cybersecurity strategies in place.

Partnering for added expertise

We've also extended our OT security offerings by forming key partnerships with cybersecurity technology leaders **Cisco, Claroty, Crowdstrike, Dragos,** and **Fortinet**. In 2023, we expanded our threat detection capabilities and services with Dragos. We also expanded the SaaS offerings available to customers for OT visibility and threat detection through our partnership with Claroty.

Rockwell is helping customers defend against attacks on critical infrastructure and the plant floor. When it does happen, we're there to help minimize the potential for significant negative impact to the customer and their business.

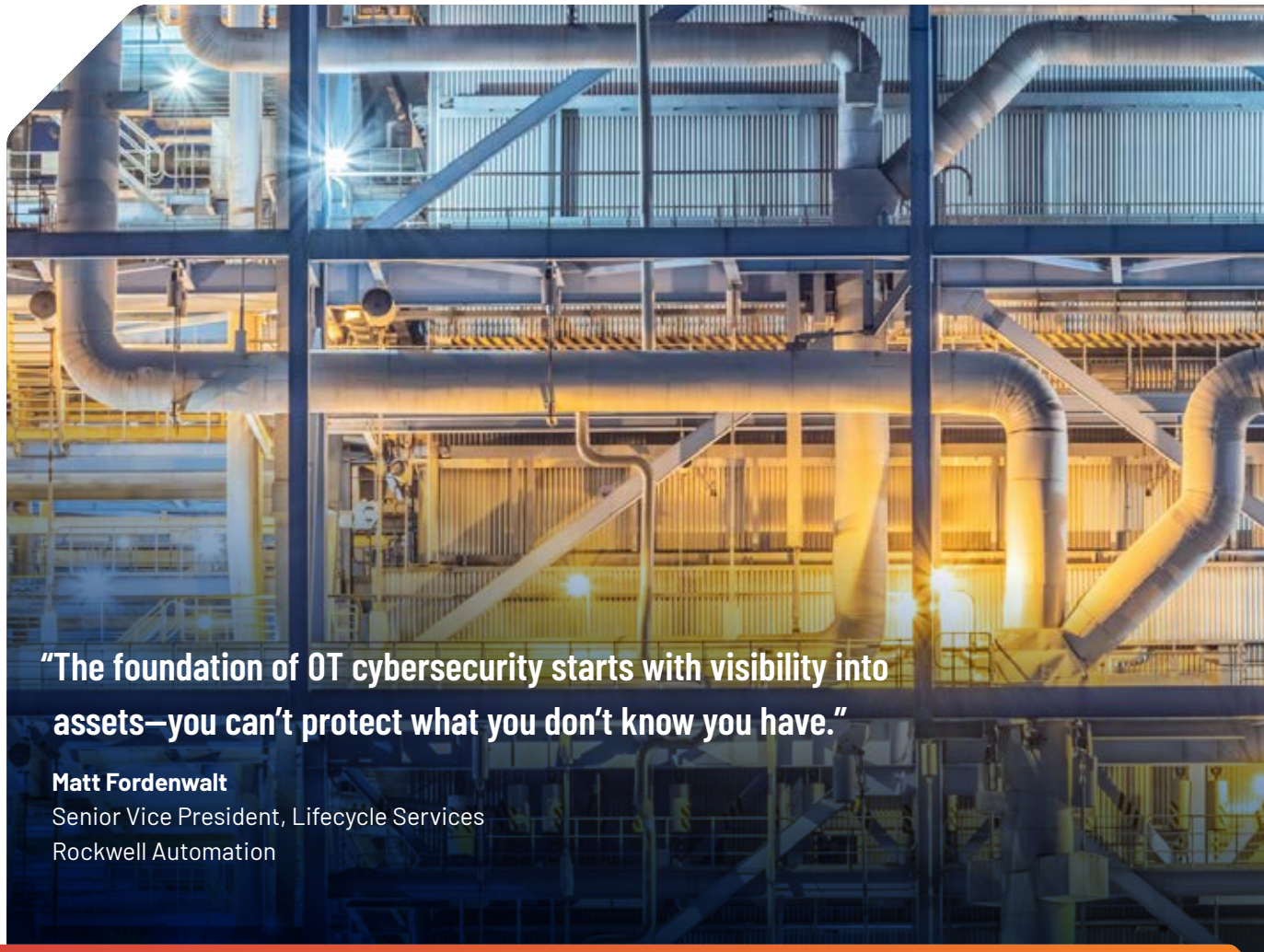
> **New analysis indicates 60% of OT/Industrial Control Systems (ICS) cybersecurity incidents result in business disruption, 40% result in unauthorized access or data exposure, and 65% impact broader supply chains.**
>
> SOURCE: ANATOMY OF 100+ CYBERSECURITY INCIDENTS IN INDUSTRIAL OPERATIONS, SEPTEMBER 2023.

CYBERSECURITY

Verve acquisition **expands cybersecurity offerings**

As manufacturers continually add hardware and software alongside legacy equipment in plants, many organizations struggle to manage and protect these assets across an expanded attack surface, increasing the potential for cyber attacks. Meanwhile, the industry is plagued with significant resource and talent shortages needed to implement and manage OT cybersecurity programs.

In November, Rockwell acquired Verve Industrial Protection, a cybersecurity software and services company focused on industrial environments. **The acquisition expands our cybersecurity offerings with an industry-leading asset inventory system, vulnerability management, and risk remediation solution.** The Verve Security Center platform enables our customers to quickly assess their assets, prioritize risk, and apply countermeasures to mitigate vulnerabilities—all within a single platform.



"The foundation of OT cybersecurity starts with visibility into assets—you can't protect what you don't know you have."

Matt Fordenwalt
Senior Vice President, Lifecycle Services
Rockwell Automation

CYBERSECURITY

Developing industrial products that are secure by design

With the increasing frequency and sophistication of cybersecurity attacks in manufacturing, we're committed to developing product security that helps our customers protect their people, their productivity, and their intellectual property.

Our **Office of Product Safety & Security (OPSS)** team enables Rockwell to launch and sustain technologies and offerings that are safe for customers and address risks of the continually evolving security landscape.

OPSS's world-class, risk-oriented product security program promotes "secure by design" principles so security and supportability are considered early in product design phases. The team ensures Rockwell is aligned with best practices and invests in areas that will have the most impact for our company and our customers. OPSS also fosters a continuous improvement mindset to deliver better solutions to our customers. **By securing our products and services, we help the companies we work with be more resilient in the modern manufacturing environment.**

Rockwell earns top-level certification for product security

In 2023, Rockwell achieved Maturity Level 4 of the globally recognized International Electrotechnical Commission (IEC) 62443-4-1 industrial cybersecurity certification.

The IEC standard defines a secure development lifecycle for developing and maintaining industrial products, and the certification helps customers assess the security of an industrial product. This cybersecurity milestone provides customers with confidence that our products are secure by design, provide the appropriate security controls to secure their application, and that Rockwell will provide ongoing security support throughout the product's useful life. The certification was earned after our processes were assessed by an external, independent audit.

sustainable **company**

Our company is shaped by great employees who are enabled and inspired to do their best work. The values and behaviors demonstrated through all of us, everywhere, every day, drive better outcomes for Rockwell, our customers, and our communities.

Sunrise on Lake Michigan, United States

Rockwell headquarters, Milwaukee, Wisconsin

ENVIRONMENTAL PERFORMANCE

Progress toward **carbon neutral**

We are advancing our work to understand and reduce emissions.

First, we continue to drive carbon efficiency when normalized to revenue even as our company brought additional manufacturing facilities online through acquisitions. Our progress in reducing Scope 1 and 2 emissions in our existing business by increasing energy efficiency and greening our fleet enabled us to grow our top line with very little increase in our global emissions footprint. We continue to improve energy efficiencies, switching to hybrid/electric fleet vehicles, and pursuing virtual purchase power agreements that support energy transition.

Second, we concluded our work to define material Scope 3 categories and establish a baseline for emissions upstream and downstream on our value chain. Read more about the categories that are material for Rockwell, our baseline, and work aimed at helping organizations in our value chain reduce emissions on pages 62-63.

Finally, while waste generation and water use are not material to Rockwell, **we continue to drive toward reductions** in both.

An alpine landscape in the Făgăraș Mountains, part of the Southern Carpathian range in Romania.

ENVIRONMENTAL PERFORMANCE

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.

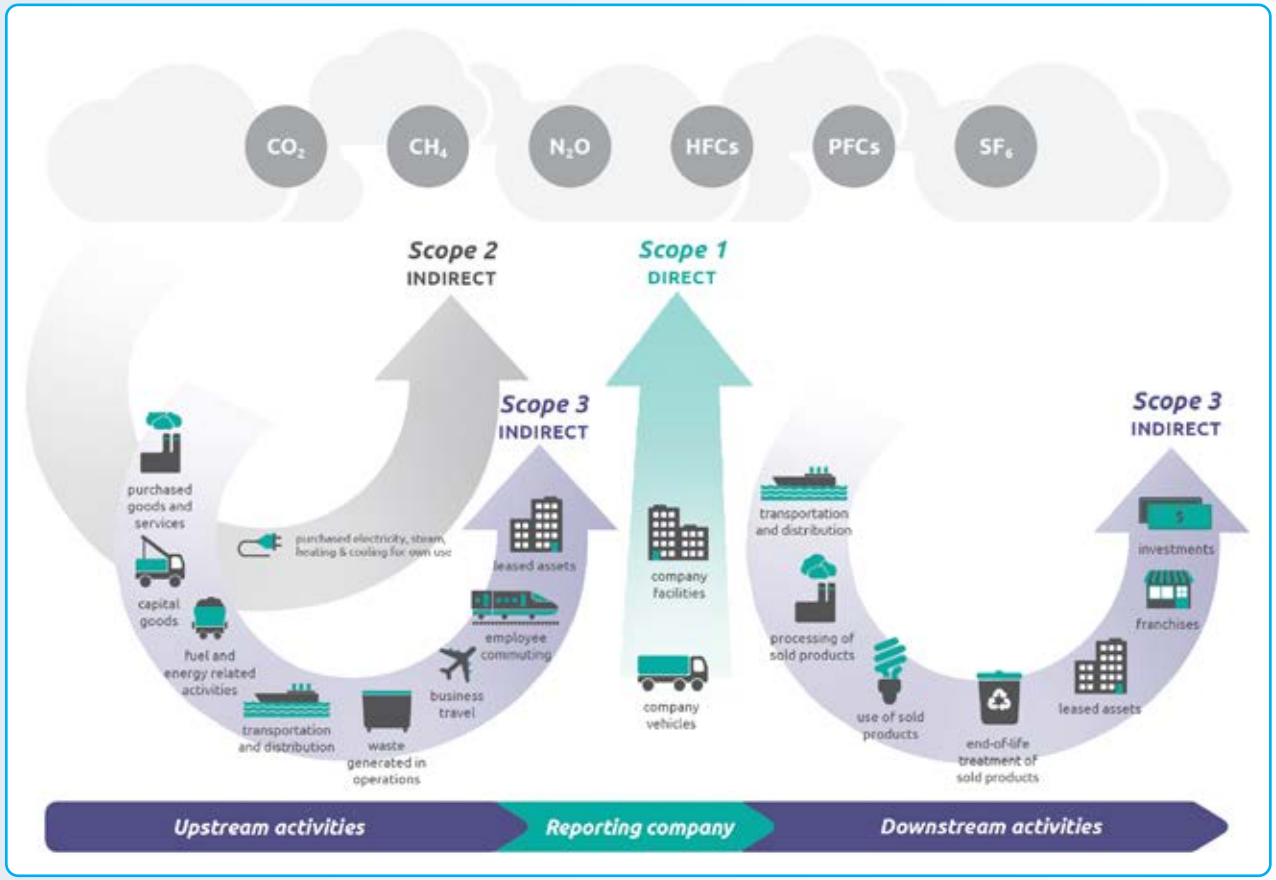


CHART SOURCE: GREENHOUSE GAS PROTOCOL, CORPORATE VALUE CHAIN (SCOPE 3) ACCOUNTING AND REPORTING STANDARD, P. 5

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.

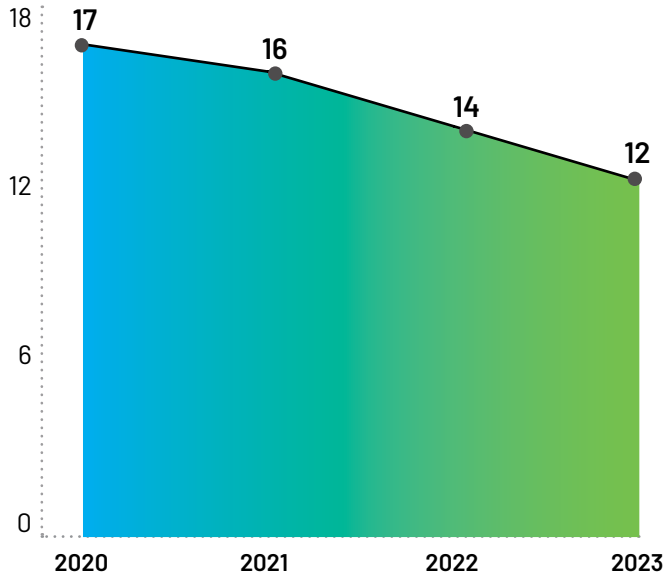
SCOPE 3: Emissions across the company's value chain. For Rockwell, this includes indirect emissions from suppliers, logistics partners, and the use of our products. ▼

Learn about Rockwell's Scope 3 journey on pages 62-63.

ENVIRONMENTAL PERFORMANCE

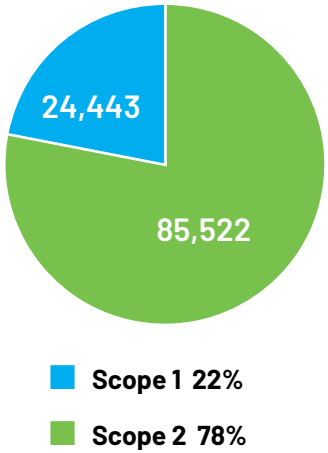
Normalized Emissions Trend In metric tons

Scopes 1 & 2 emissions, as metric tons of CO_2 equivalent per million USD of sales

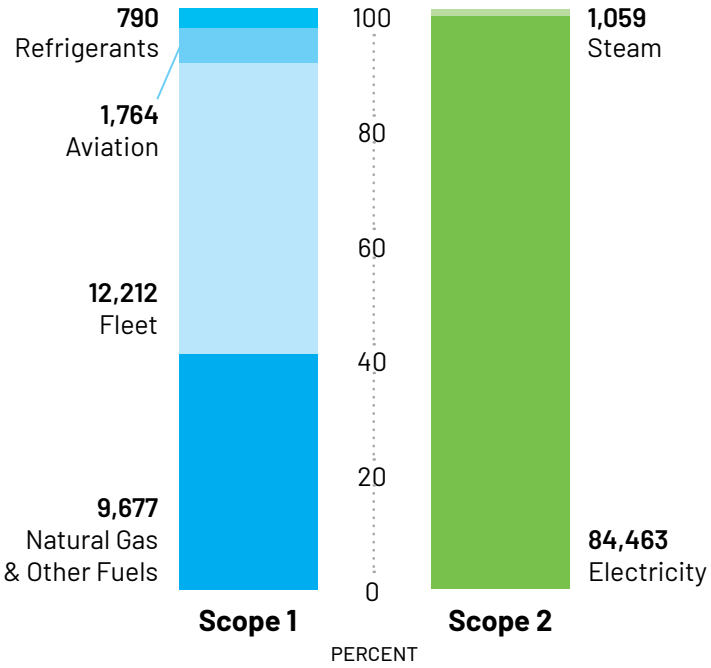


Total normalized emissions continued to trend in a positive direction, demonstrating our record of providing added value with a similar emissions footprint.

Emissions Summary In metric tons



109,965 total metric tons of CO_2 equivalent



In 2023, our greenhouse gas (GHG) emissions remained flat. Increased emissions with the addition of Sensia, a joint venture, and the recent acquisitions of CUBIC, and ASEM to Rockwell operations and reporting were offset by the purchase of green energy in our Katowice, Poland facility and increased energy efficiency across our portfolio.

In November 2020, we announced our goal to be carbon neutral by 2030 (Scope 1 and 2 emissions).

ENVIRONMENTAL PERFORMANCE

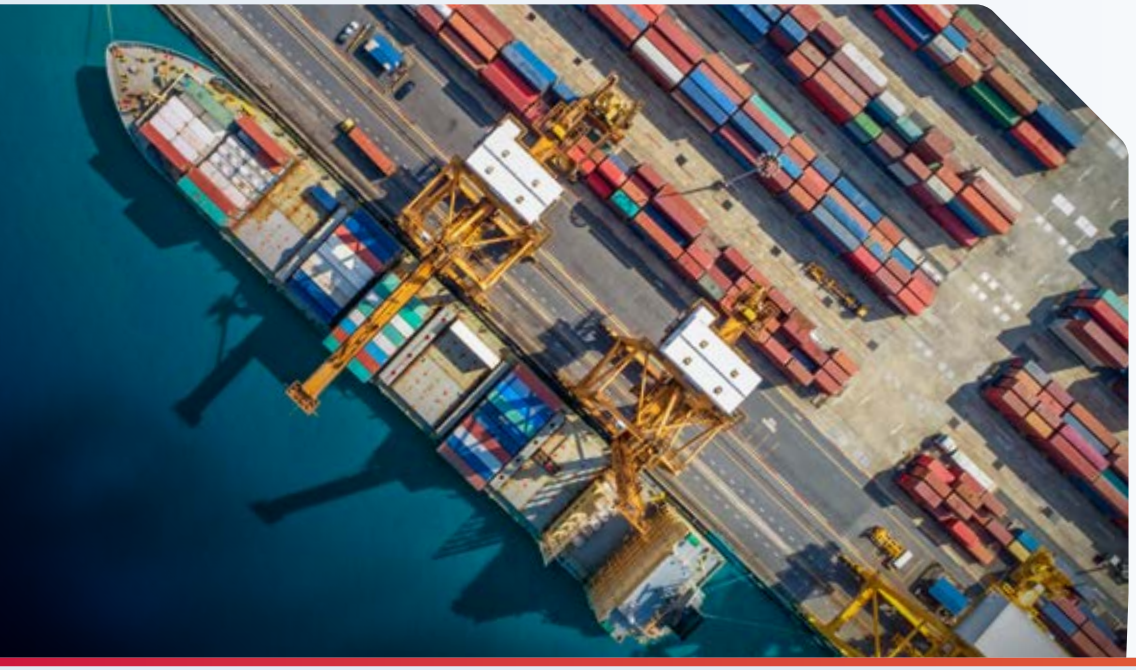
Baselining Scope 3

After two years of work, we have completed the assessment and calculation of our value chain carbon emissions using fiscal year 2022 data as our baseline. Following the Greenhouse Gas Protocol, a cross-functional team worked to better understand our value chain and leveraged available data to baseline our value chain emissions.

As a manufacturer of products that consume or manage electricity to function, our most significant contributions fall into three categories:

- **Use of Sold Products**
- **Purchased Goods & Services**
- **Upstream Transportation**

Indirect emissions from our value chain represent 99% of our total carbon footprint. Together, Scopes 1 and 2 direct emissions represent 1%. The chart at right provides details about our value chain baseline for Scope 3, using fiscal year 2022 data. ▼



Rockwell Automation Value Chain Baseline: Scope 3 FY22

SCOPE 3 CATEGORIES[1]	METRIC TONS OF CO_2 EQUIVALENT[2]
01: Purchased Goods & Services	**613,000**
02: Capital Goods	26,000
03: Fuel- and Energy Related	32,000
04: Upstream Transportation	**332,000**
05: Waste Disposal	3,000
06: Business Travel	24,000
07: Employee Commuting	14,000
08: Upstream Leased Assets	1,000
09: Downstream Transportation	30,000
11: Use of Sold Products	**14,179,000**
12: End-of-life Treatment of Sold Products	23,000
15: Investments	54,000
TOTAL	**15,331,000**

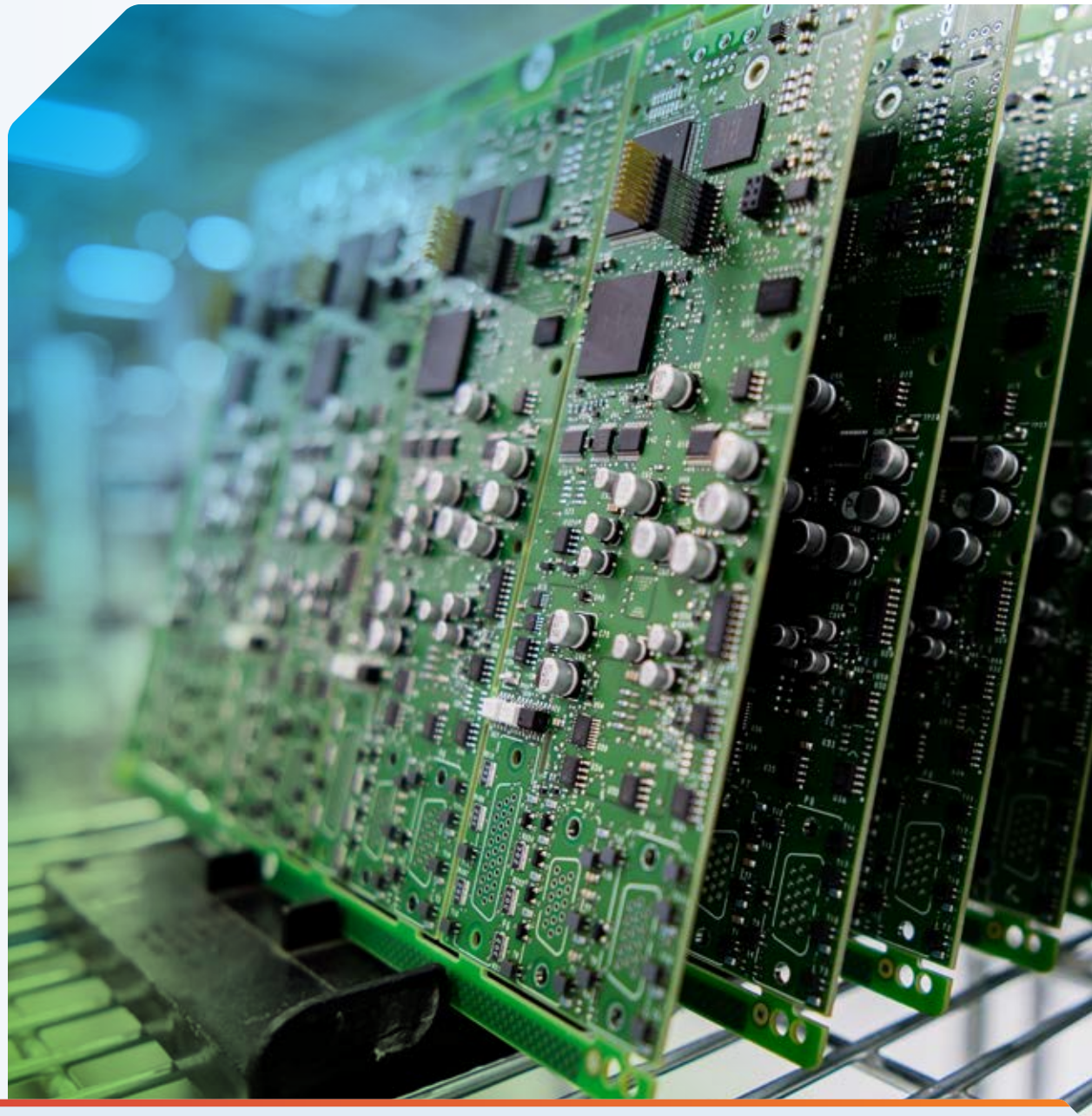
1 Categories 10, 13, and 14 are not applicable to Rockwell and thus, not listed.

2 This baseline represents data from greater than two thirds of our core operations, in conformance with the SBTi Criteria and Recommendations for Near-Term Targets, Version 5.1. Thus, some data is not included, such as Sensia, CUBIC, and ASEM.

ENVIRONMENTAL PERFORMANCE

Product lifecycle assessments

In 2023, Rockwell completed lifecycle assessment pilots of four representative products in our portfolio. Lifecycle assessments provide insights into the product's life stage and/or components (i.e., raw materials) that materially contribute to its carbon footprint or holistically to a company's value chain emissions. These pilots help us understand the carbon footprint of our products and how we can best provide information about our products to our customers.



Looking forward

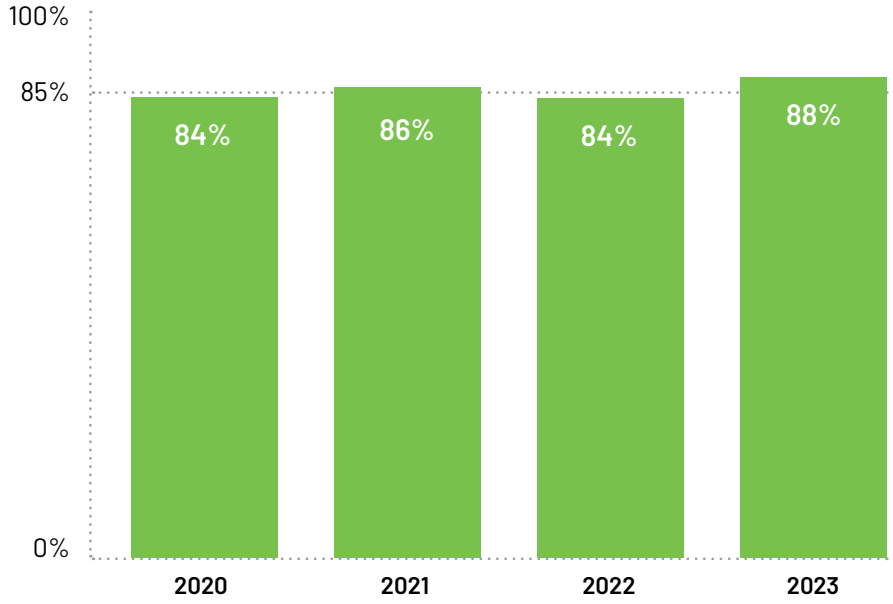
In December 2023, we joined **The Science Based Targets initiative (SBTi)**. The SBTi provides guidance in setting science-based targets that align with current climate science. Rockwell's next steps will be to develop our carbon action goals and the pathways to achieve these goals.

We will continue to engage our supply chain and other stakeholders to improve our data quality, so we have a clear understanding of our carbon footprint. Our aim is to gain additional insights into ways we can influence or support reduction of Scope 3 carbon emissions through conversion to clean/renewable energy along our value chain.

Learn how we are making our products more sustainable and ready to meet new standards and requirements for Ecodesign for Sustainable Products Regulation.

ENVIRONMENTAL PERFORMANCE

Waste Recycled



Our goal is to have 85% or more of our waste diverted from landfill through recycling, reuse, and energy reclaimation, and we achieved that goal in 2023. In FY24, we are increasing our goal to 90%.

Hazardous Waste In metric tons

4.2% of total generated waste

512 metric tons of hazardous waste generated

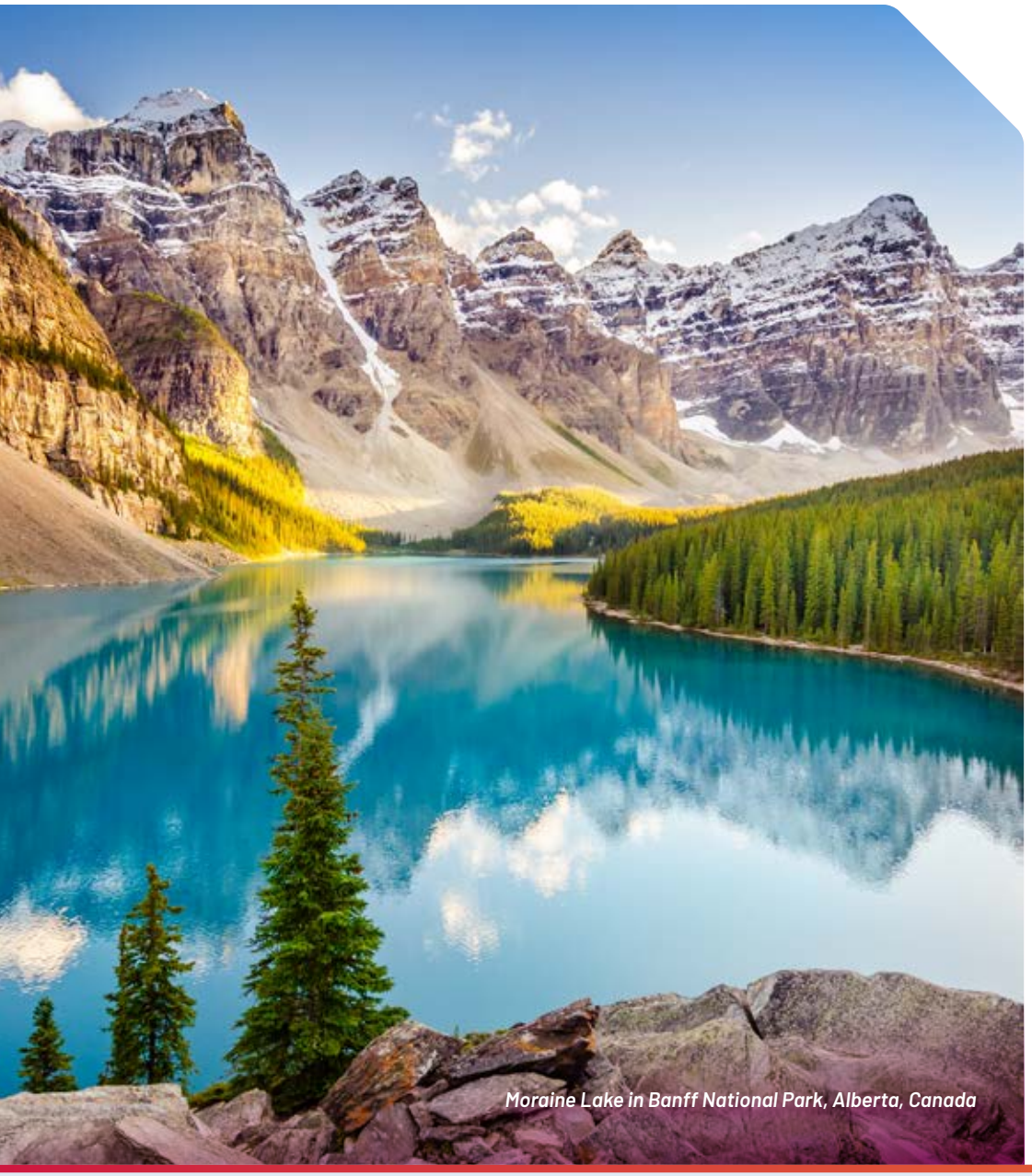
12% of hazardous waste recycled

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

Experienced zero reportable spills

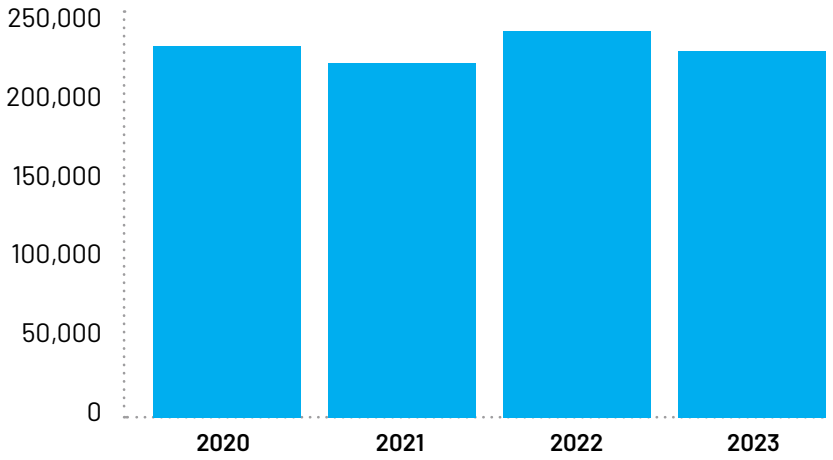
In 2023, hazardous waste accounted for 4.2% of our total waste generated, a reduction from 8.8% in 2022. We continued to report waste categorized as hazardous in accordance with local law, with streams including electronics (classified as hazardous in some countries), lead-containing materials, and expired/unusable chemicals.

ENVIRONMENTAL PERFORMANCE



Moraine Lake in Banff National Park, Alberta, Canada

Water Use* In cubic meters



Rockwell has initiated a process to move beyond an onsite water management approach to both site and watershed water stewardship in partnership with **The Water Council**. Rockwell is committed to water stewardship, which means using water in a way that is socially equitable, environmentally sustainable and economically beneficial, and is achieved through working with stakeholders on site- and watershed-based actions.

Of the water we use, most is for drinking and washrooms. We also use limited water in our operations, such as cleaning processes, as well as use water to heat and cool our Milwaukee headquarters.

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

ENVIRONMENTAL PERFORMANCE

A career dedicated to sustainability

Thirty-three years. That's how long Majo Thurman, senior director, EHS and Sustainability, has worked in this field at Rockwell.

Her leadership has helped evolve Rockwell's sustainability strategy, focusing on where and how to make the biggest difference for customers, communities, and the company. Majo's Environmental Health & Safety (EHS) team provides a strong foundation for our sustainability work, collaborating across functions to prioritize building sustainability into portfolio offerings and ensuring Rockwell's sustainable operations.

Sustainability evolution

Three-plus decades ago, Majo's role was founded in compliance and based in North America. The expectations, regulations, and requirements of becoming a global company required a broader perspective and understanding of the world, and Majo adapted to support the company's growth worldwide.

In 2020, Majo was an integral part of Rockwell's extensive **materiality assessment** to update and inform the company's sustainability strategy. That work informed new sustainability priorities that were formed under ESG pillars, continuing a commitment to many areas where Majo's team had well-established processes and programs.

"I am energized by the conversations that develop new workstreams and priorities, and that help us align stakeholders around what's important across the enterprise all the way to individual locations," Majo said. "This work is key to attracting and retaining employees who are passionate about sustainability. People want to be proud of where they work, and we continue to raise the bar for ourselves and for our customers, and continually evolve to exceed those expectations. For us, good is never good enough."

Vision for the future

One of Majo's important roles is connecting the company's vision for the future with ESG criteria.

"**Design for Sustainability** and integrating shared standard environmental criteria all are considered during product design and everyday business decisions," Majo added. "Operationalizing those ideas is how we move forward."

Sunrise, the Great Craggy Mountains in North Carolina

ENVIRONMENTAL PERFORMANCE

Making products more sustainable

Customers rely on our products to improve their operations—to make processes more efficient and to use less energy.

One of the most visible examples of how we help customers become more sustainable is Navid Zargari, who in 2023 was named to the newly created position of senior manager, **Design for Sustainability**. Navid is working with a growing team to integrate sustainability design principles, measurement criteria, and eventually requirements into our common product development processes.

Sustainability can be a broad term, and Navid's focus is quite specific: How we design our products with sustainability in mind, and the ability to reuse, repair, remanufacture, or recycle those products.

Navid and his team have used Rockwell's "Product Design for Sustainability" framework and strategy to develop product design principles around three Cs:

- Compliance and material restrictions
- Carbon footprint, or the global warming potential of a product
- Circular economy, or reusability, recyclability, and resiliency

The team also employs the Quality Design for Excellence process—generating a desired set of characteristics for efficient processes and reliable products—to integrate and operationalize sustainability.

*Navid Zargari is based in Canada and leads our Design for Sustainability team. He is pictured with **Scheile Preston**, a former Rockwell WEF fellow who is now a project manager on Navid's team. Rockwell's green roof atop our Milwaukee headquarters appears in the background. This 49,000-square-foot structure was designed to manage up to one million gallons of stormwater per year and helps prevent untreated water from flowing into our region's waterways.*

"Since our founding in 1903, we have been in the improved productivity and energy efficiency business. Sustainability always has been part of our core and we've talked about it in the context of efficiency. Now it's important to tell our story as it relates to how we design for sustainability."

Navid Zargari, Senior Manager, Design for Sustainability, Rockwell Automation

ENVIRONMENTAL PERFORMANCE

Recognized for energy innovation

In March, Rockwell was among the recipients of the Public Service Commission of Wisconsin (PSC) Energy Innovation Grant Program. The commission awarded nearly $10 million to fund 32 state energy-related projects to increase the deployment of renewable energy and energy storage, support energy efficiency and demand response, bolster preparedness and resiliency in the energy system, and facilitate comprehensive energy planning.

The PSC grant funding will support energy efficiency improvement projects in Rockwell's Milwaukee and Mequon locations in Wisconsin and contribute to the company's Scope 1 and 2 emissions goal.

24 sites certified to ISO 14001 and ISO 45001

Maintaining environmental and safety management system certifications at our manufacturing sites is a priority for us. With the addition of our Devens, Massachusetts site, we currently have 16 manufacturing locations certified to ISO 14001 and ISO 45001, which covers all our manufacturing sites with 25 or more employees conducting manufacturing/warehouse activities. An additional eight locations, including four CUBIC sites (an October 2022 acquisition), are certified independently for a total of 24 sites certified to ISO 14001 and ISO 45001.

Solar panels help power our facility in Mequon, Wisconsin.

ENVIRONMENTAL PERFORMANCE

Sustainability and **operational improvement**

The Factory of the Future

In February 2023, the Future Industry Platform recognized our Katowice plant in Poland (pictured at right) as a 2022 Factory of the Future.

The Future Industry Platform, a Polish governmental foundation supervised by the Ministry of Economic Development and Technology, was established in 2019 to accelerate digital transformation within Polish industry. The assessment is aimed at identifying innovative solutions and good practices in technological, ecological, and organizational transformation. Companies are rigorously assessed and rated across seven categories, including advanced manufacturing technologies, smart production, digital and ecological capabilities, and their focus on employees and customers.

Like our other manufacturing operations around the world, the Katowice plant helps bring Rockwell's Connected Enterprise® to life. Our facilities use the same technologies we deliver to our customers for their own digital transformation.

"We tell our customers that people and technology must work in harmony for Industry 4.0 to work effectively, and here we are, doing just that, in our own factory," said Katowice Plant Manager Dominik Kuna.

EMPLOYEE HEALTH & SAFETY

Protecting **our people**

The health and safety of our people remains a top priority at Rockwell. In 2023, we managed employee health and safety to respond to challenges prevalent across the manufacturing industry: employee turnover and production backlogs. Despite these challenges, our global safety performance remained best-in-class.

We focused on strengthening the core of our strong and mature health and safety management system certified to ISO 45001. We transitioned fully to a new digital employee health and safety management platform, enabling our use of technology to capture data and gain visibility into safety improvement opportunities specific to our locations worldwide. Use of the platform also supports Rockwell in strengthening our culture of safety and smart decision-making.

In fiscal year 2023, environmental, health, and safety government regulatory agencies (both at country and local levels) conducted 12 visits to our locations across the globe. Rockwell received one other-than-serious citation against walking-working surfaces at our Milwaukee headquarters from the U.S. Occupational Safety and Health Administration (OSHA), resulting in a $5,313 fine.

Our vision is zero work-related injuries and illnesses. In 2023, we established best-in-class Recordable Case Rate (RCR) goal at the corporate, group, and plant level. We finished our fiscal year 2023 with results that were better than our RCR goal and raised our bar for employee health and safety for the future.

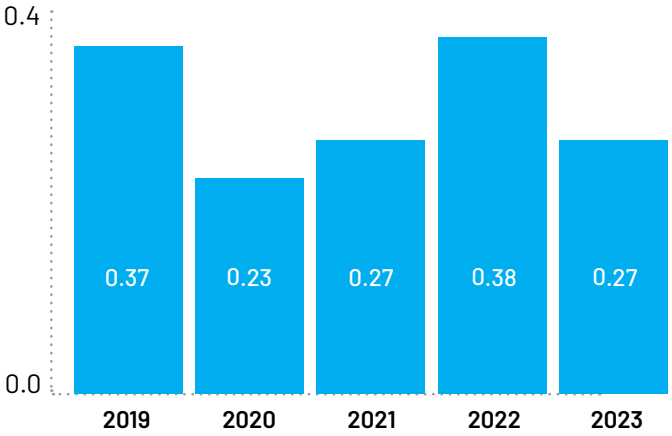
EMPLOYEE HEALTH & SAFETY

Recognition of excellence in workplace safety

Our Asia Pacific Business Center in Singapore earned the Ministry of Manpower and Workplace Safety and Health (WSH) GOLD Award. This is the 16th consecutive year our team has been recognized with the award.

Safety Performance PER 100 EMPLOYEES

For FY23, our Recordable Case Rate (RCR)* was better than our internal goal of 0.28, and remained best-in-class given that the first quartile of Electronic Equipment Manufacturing peers have a 0.60 RCR**. We established the FY24 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 (2021)*

Note: Rockwell's recent acquisitions and our Sensia joint venture safety performance data are not included in the FY23 year-end RCR Chart. **Sensia data is tracked independently with an RCR of 0.07 for FY23.**

OUR CULTURE

Where the **best want to be**

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 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 and evolving culture to life.

"Our culture provides a common set of expectations for all employees—whether they have been with Rockwell for a long time or are just starting with our company."

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

OUR CULTURE

Culture as a **differentiator**

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, to support their people so that employees can bring their authentic selves to work.

We consciously and purposefully build diverse teams so that we're more innovative, and we invite and encourage different perspectives so ultimately, we make the best decisions.

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 CULTURE

Measuring the employee experience

We continue to build on our foundation of measuring employee engagement, enablement, inclusion, and culture with our annual Global Voices Employee Engagement survey.

In 2023, more than 21,900 employees completed the survey and shared their experiences. As our company grows and employee expectations shift, our program is evolving in response. Acting on Global Voices feedback validates what employees see and feel and helps to create a place where people are enabled and inspired to do their best work.

Our ethics feedback consistently scored above the global benchmark. Our 2023 scores remained steady and strong, and we will continue to build on that foundation so that all employees have the same ethical experience at Rockwell.

"After just a week at Rockwell, I knew this is where I wanted to be. It's not just about my manager, my team, or my work. It's also about the collaboration between people and the focus on culture."

Alla Franklin
Director, Program Management, Intelligent Devices
Rockwell Automation

OUR CULTURE: DIVERSITY, EQUITY & INCLUSION (DEI)

Diverse thinking **fuels our innovation**

To grow and thrive, we need to ensure that we attract, develop, engage, and retain great talent with diverse skills and perspectives. Diverse teams make better decisions and are more innovative.

Our DEI priorities

- Establish a diverse, equitable, and inclusive work environment where **all employees experience trust and belonging** so they are enabled and inspired to do their best work
- Optimize internal and external talent pools and pipelines by attracting, developing, and retaining diverse talent so that **our people and teams reflect all dimensions of diversity**
- **Enhance our ability to inform and influence** our industry, engage diverse customers, suppliers, and partners, and support the communities in which we live and work

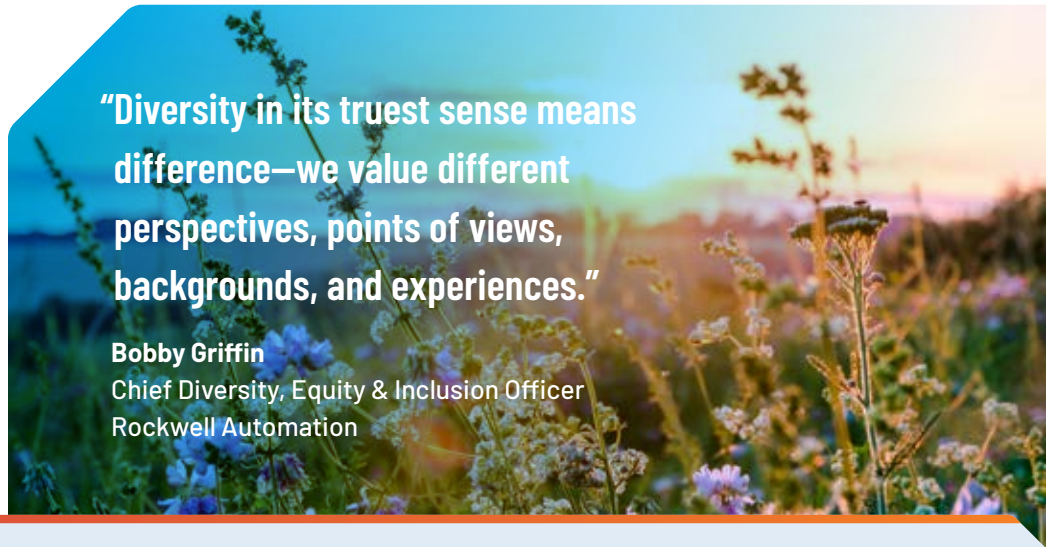
Areas of focus

- Visibility and **ensuring people are aware of opportunities**
- Capability and **ensuring people have the resources and skills to address the opportunities**
- Accountability through metrics, integrated business objectives, and key performance indicators. We measure ourselves through leadership behaviors, representation, turnover, and the global inclusion index.

We are creating an inclusive culture by:

- **Establishing a diverse, equitable and inclusive work environment** where all employees experience trust and belonging
- **Optimizing internal and external talent pools and pipelines** by attracting, developing, and retaining diverse talent
- **Enhancing our ability to inform and influence** our industry, engage diverse customers, suppliers and partners, and support the communities in which we live and work

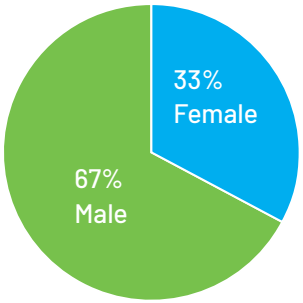
Learn more here.



OUR CULTURE: DIVERSITY, EQUITY & INCLUSION (DEI)

Global Gender FY23

BASED ON 29K EMPLOYEES



INDIVIDUAL CONTRIBUTORS

Female 34% Male 66%

PEOPLE MANAGERS

Female 27% Male 73%

TECHNICAL TALENT

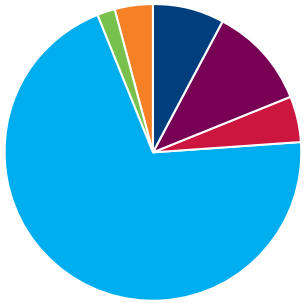
Female 19% Male 81%

MANUFACTURING LABOR

Female 46% Male 53%
Undisclosed 1%

U.S. Race & Ethnicity FY23

BASED ON 9.1K U.S. EMPLOYEES (Individual Contributors and People Managers)



- 8% Black / African American
- 11% Asian
- 5% Latinx
- 70% White
- 2% Multiracial, Native American, Pacific Islander
- 4% Undisclosed

INDIVIDUAL CONTRIBUTORS

Black / African American	9%
Asian	11%
Latinx	5%
White	69%
Multiracial, Native American, Pacific Islander	2%
Undisclosed	4%

PEOPLE MANAGERS

Black / African American	6%
Asian	8%
Latinx	6%
White	76%
Multiracial, Native American, Pacific Islander	1%
Undisclosed	3%

TECHNICAL TALENT

Black / African American	6%
Asian	13%
Latinx	5%
White	72%
Multiracial, Native American, Pacific Islander	2%
Undisclosed	2%

MANUFACTURING LABOR

Black / African American	19%
Asian	15%
Latinx	4%
White	50%
Multiracial, Native American, Pacific Islander	2%
Undisclosed	10%

OUR CULTURE: DIVERSITY, EQUITY & INCLUSION (DEI)

Curiosity launches a career in sustainability

Growing up in Johannesburg, South Africa, Sinethemba (Themba) Zulu attended the University of Cape Town, focusing on a new field, mechatronics.

Joining Rockwell in 2018 straight from his undergraduate studies—the first participant from Africa to join Rockwell's EMEA graduate program—Themba considered himself an engineering generalist. Linking up with a team in 2020 to compete in the company's annual **Global Innovation Challenge** was his first exposure to sustainability.

Through the Challenge, the team created a sustainability solution for customers related to energy consumption, carbon tracking, and emissions monitoring. Themba's team not only won the Challenge, but their solution also guided the direction of Rockwell's recently launched **FactoryTalk® Energy Manager™**, a next-generation energy management application that helps manufacturers improve energy awareness, increase energy efficiency, reduce costs, and achieve their sustainability goals.

Today, Themba is a sustainability technology architect on the Customer Sustainability team where he works to create sustainability solutions, products, and services, and deliver strategies for future developments.

"I am grateful for the community across the globe who helped to make our pitch successful and ultimately impact my career," Themba said. "What's so exciting is the emerging technologies we're using to improve traditional manufacturing and just how much traction our company is gaining across industry."

OUR CULTURE: DIVERSITY, EQUITY & INCLUSION (DEI)

Growing a post-military career

Cari Tralongo, a 30-year Air Force and Air National Guard veteran, applies the important skills she developed during her military career to her job at Rockwell as a Lifecycle Services workforce consultant. Here, she facilitates and coaches leaders on executing long-term workforce strategy, transforming the technical workforce through training and development to meet the evolving demand for technology skills.

Cari's people management and development skills were crucial during her overseas deployments. She is a Lean Six Sigma Black Belt, a journey she began in the Air Force and completed at Rockwell. Lean Six Sigma is a process improvement approach that removes operational waste and reduces process variation, and becoming a Black Belt is a significant professional accomplishment as these individuals are considered change agents in an organization.

Cari is happy to have found a company like Rockwell to grow in her post-military career.

> **"Here, I can bring my authentic self to work. I am part of a team that trusts one another. I could not be happier in my job or with this company."**
>
> **Cari Tralongo**
> Lifecycle Services workforce consultant
> Rockwell Automation

*Cari Tralongo with James Rodriguez, the U.S. Department of Labor Assistant Secretary for Veterans' Employment and Training Service. James visited Rockwell headquarters in October to learn more about how our company attracts and supports military veterans in the workplace, and our **Academy for Advanced Manufacturing**.*

Supporting veterans in the workplace

Cari is passionate about supporting veterans and their families, especially as they return to civilian life. She serves as Commander (president) of Rockwell's **Military Veterans & Allies (MVAG)** employee resource group and is also on the Board of Directors for the nonprofit organization Wisconsin Veterans Network (VetsNet).

MVAG's mission is to help Rockwell recruit, transition, and develop veteran talent, and provide a platform to educate employees and managers about the unique skills the Armed Forces provide these veterans. MVAG is also engaged in local communities to improve the quality of life for veterans.

OUR CULTURE: DIVERSITY, EQUITY & INCLUSION (DEI)

Encouraging connection, community, and belonging

Employee resource groups (ERGs) are organizationally supported groups of employees who are drawn together by characteristics they hold in common, such as race and ethnicity, gender, sexual orientation, generation, and disability status. With 66 chapters across 20 countries, our 14 ERGs provide a global network of multicultural, multi-generational employees committed to helping to create safe, enriching places for connection, community, and belonging.

Learn more about our ERGs.

Finding a supportive workplace

CT Tan (left), a senior sourcing engineer in Singapore, navigates life and work with a rare, bone-weakening medical condition that requires him to use walking sticks. CT, who has worked at Rockwell for 17 years, appreciates the help and support of colleagues like Supplier Quality Manager Jimmy Chen (right) and said Rockwell's inclusive culture has made a difference in his work life because it allows each person to blend into the workplace in a way that works best for them.

OUR CULTURE: EMPLOYEE WELL-BEING

Building momentum with health and well-being

Enabling and inspiring people to do their best work is a sustainability priority for Rockwell. We know that people who perform their best at work also perform their best in life physically, financially, socially, and emotionally.

To support employees holistically, in 2023 we worked to expand employee engagement with OnTrack, a personalized well-being program employees can use anytime, anywhere, throughout the day, to build positive, healthy habits.

OnTrack is designed to encourage sustained engagement. Employees can earn financial incentives with a diverse selection of activities that support personal well-being. In 2023, we launched a **global Well-Being Champions initiative** to help promote OnTrack engagement at the local level. Sixty-five employees in 20 countries have become Well-Being Champions. They start local challenges in their Rockwell location, award points, and provide valuable user feedback.

Employees who join OnTrack can select micro-learning content on exercise, nutrition, sleep habits, mindfulness, and much more. They can expand social connections and participate in corporate challenges such as **ROK Our World** (see p. 81).

"Initially I was motivated by the financial rewards to use OnTrack, and I soon realized its larger value is giving you the little reminders and affirmations that help you make healthy behaviors sustainable," said Karl Martens, vice president, Finance. "It's a tool that fits a busy life because it encourages incremental actions I can take for continually improving myself."

We measure the impact of OnTrack using metrics such as employee awareness of and satisfaction with the program as well as anonymized data on sustained engagement with activities. In 2023, Rockwell had high employee engagement with OnTrack resources, social connections, and monthly challenges.

Health and well-being are priorities for people around the world. Like Rockwell's **Employee Assistance Program** and **Calm app** for meditation and sleep, OnTrack is offered to our entire workforce across 60 countries. OnTrack is available in 15 languages and growing.

OUR CULTURE: EMPLOYEE WELL-BEING

Stepping up for the ROK Our World Challenge

Employees across the globe put on their walking shoes for the ROK Our World Challenge in 2023. The popular month-long OnTrack contest had hearts pumping as 463 teams logged a total of 462 million steps walking to and from Rockwell locations in all regions.

Based on data provided through OnTrack, 20% percent of those participating in OnTrack took on this challenge, which was one of several in 2023. Many soaked up the physical, mental, and social benefits during team walks over lunch. Daily average steps soared from 8,238 to 11,512 as ROK Our World got people moving, and everybody did their part. People who averaged less than 5,000 daily steps before the Challenge stepped up their activity to an average of 8,787 steps each day. All told, the ROK Our World teams logged 231,767 miles.

Elevating mental health

Rockwell's Thaddeus Stanley, a continuous improvement technician, understands the power of a greeting and a smile. His habit is saying hello to everyone in his area every day at work. At the local pizza place he and his wife own in Richland Center, Wisconsin, giving customers a cheery greeting is a must-do for his employees. In his role as a **Rockwell Well-Being Champion**, week-long local OnTrack challenges to say hello to someone new, and to greet someone with a smile, simply made sense.

"Kindness has a huge impact on mental health and well-being," said Thaddeus. "A smile and a friendly greeting can open the door to engaging with your co-workers and being happier at work."

RESPONSIBLE SUPPLY CHAIN

Supply chain partners **share commitment to excellence**

Influencing environmental, social, and governance excellence across our supply chain

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.** Just as we did at the corporate level with our 2020 materiality assessment, we turned to outside experts to help us assess opportunities to improve the sustainability of our supply chain and increase the level of engagement within our relationships.

We have adopted the Responsible Business Alliance's (RBA) Code of Conduct as a guideline for updates to the Supplier Code of Conduct. The RBA's Code of Conduct, a set of social, environmental, and ethical industry standards, outlines for our suppliers the standards we expect as a condition of doing business with Rockwell.

These standards are part of our supplier selection process, and **our goal is to partner with suppliers who champion these new standards and apply those standards to their supplier network**. The updated Supplier Code of Conduct will provide an enabling framework to increase supply chain transparency and establish a system of checks and balances to address materials and products secured from countries where environmental and human labor laws are either lacking or underenforced.

We continue to reimagine the role of our supply chain, manufacture in an even more responsible and sustainable manner, and continue to exceed customer expectations with trusted, high-level service and solutions. ▼

RESPONSIBLE SUPPLY CHAIN

Socially responsible leadership

A diverse, ethical, socially responsible, environmentally sound, and sustainable supply chain is important to Rockwell. 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, 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 ensure that minerals used in Rockwell's hardware products are ethically and responsibly sourced, in 2023 we implemented 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 recognition of this transition, and to ensure we continue to demonstrate socially responsible leadership in our industry, in 2024 Rockwell will launch several responsible sourcing campaigns to ensure our alignment to best practices in this area.

For example, **Rockwell will continue efforts surrounding conflict minerals**—tungsten, tantalum, tin, and gold—and will expand these efforts by launching our first-ever extended mineral reporting campaign for cobalt and mica. Learn more about our compliancy with the Conflict Mineral law.

Investing in veterans

In 2023, Rockwell invested $50 million with investment management firm Drexel Hamilton. The mission of Drexel Hamilton, unique in industry as the only full-service investment bank fully owned and operated by veterans, is to hire, train and mentor military veterans for a career in financial services and to give back to veteran communities.

Drexel Hamilton
A Service-Disabled Veteran Owned & Operated Business

Selecting Drexel Hamilton for this investment further demonstrated our commitment to diversity, equity, and inclusion in the supplier relationships finance space.

"Drexel Hamilton's exceptional track record is matched only by their commitment to our veteran community," said Rockwell's Isaac Woods, vice president and Treasurer.

Supplier Diversity

$192.4M **spent with diverse suppliers including small, veteran, minority, women and LGBTQ-owned businesses in FY 2023**

$89.4M **of this spend was with Minority and Woman-owned Business Enterprises**

sustainable **communities**

We value human connection and caring for people in meaningful ways. Our intentional and purpose-driven strategy creates opportunities and expands human possibilities through investments in people and the communities where we live and work, having an impact that extends beyond our own organization.

Tree-lined riverbank, Pang Ung, Thailand

Rockwell volunteers refurbish a school library in Thailand.

COMMUNITY IMPACT

Aligning **our work**

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

Science, Technology, Engineering, and Mathematics (STEM) Education

To prepare the world's innovators and makers of the future, we focus on improving and increasing STEM education programs, particularly among women and underrepresented groups.

Equity and 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 and 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.

Sunflower field, Hokkaido, Japan

COMMUNITY IMPACT

Service and commitment **yield results**

We recognize the impact of service and the power of volunteers to build stronger communities, and to be a force that transforms the world. At Rockwell, we celebrate the spirit of volunteerism globally. We're pleased to share some of these wonderful stories from across the world.

Community impact with ROK in Action

ROK in Action gives employees worldwide an opportunity to make an impact on their communities in ways that are most meaningful to them. We expanded this volunteer program globally in FY23. 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.

ROK In Action

BY THE NUMBERS FY23

16,302
volunteer hours recorded
126% increase over FY22

1,116
organizations supported by employees and the company match

13,145
hours of volunteer time off taken
115% increase over FY22

COMMUNITY IMPACT

Industrial automation in hydroponic farming

In August, we announced plans to collaborate with Fork Farms, a Wisconsin-based agriculture technology startup company, to build a highly automated, indoor 7,300-square-foot hydroponic vertical farm at our Milwaukee headquarters by summer 2024.

Hydroponic farming is a technique used to grow plants without soil. Hydroponic farmers use containers filled with nutrient-rich water without the need for large plots of land.

Once fully operational, **Clock Tower Farms**—named in recognition of the iconic four-sided clock atop our headquarters—will be capable of producing 540,000 plants and as much as 149,000 pounds of food annually—the equivalent of more than three acres of conventional farmland. **Fork Farms will use Rockwell solutions to monitor and automatically adjust nutrient, pH, and water levels based on the crops being grown, demonstrating how the agricultural industry can scale in the future.**

Learn more about Clock Tower Farms. Watch the video.

COMMUNITY IMPACT

Celebrating World Environment Day

In June, employees celebrated World Environment Day in India with activities across the country, including the installation of solar lights in eight schools and 100 households, tree planting, and sapling distribution.

In TOUCH with Singapore seniors

Rockwell has enjoyed a 10+ year partnership with TOUCH Community Services which has resulted in a variety of volunteer activities supporting older adults in Singapore. In May, 28 Rockwell employees helped to renovate two rental flats for seniors as part of the RenovAID event.

Providing a view to the future

In July, Rockwell volunteers worked with the Chinese Children Home & Shelter Association to host more than 20 young people at the Rockwell Automation and Feng Chia University collaborative Industrial IoT Laboratory and Exhibition Center in Taichung City. Employees shared professional experiences and gave hands-on presentations introducing participants to robot technology, the latest autonomous vehicle systems, and other cutting-edge smart machinery and equipment.

COMMUNITY IMPACT

Volunteering in Thailand

Employees refurbished a school library in the Pathum Tani province in March. In addition to brightening the space with fresh paint, they filled up new shelves with more than 100 donated or purchased books (see photo on p. 84).

Helping children in Brazil

Employees in São Paulo, Brazil, delivered donations of essential items to Casa Transitoria, an organization focused on providing a safe place for children in need.

Building homes in Argentina

ROK Your Care, based in Latin America, supports employee volunteer efforts across the region. In June, 15 employees from Argentina partnered with NGO Techo to build houses for two local families.

COMMUNITY IMPACT

Buzzing with bee hotels

Pollination is a fundamental process for the survival of ecosystems, essential for the production and reproduction of many crops and wild plants. In October, employees built "bee hotels" in a team-building activity during the annual EMEA sales kickoff meeting in Valencia, Spain. Dozens of hand-built hives were constructed, some of which were donated to local schools for use in educational projects.

Celebrating Manufacturing Day

More than 1,000 students explored the world of modern manufacturing through a variety of hands-on activities at Manufacturing Day events held in Milwaukee (right) and Cleveland in October, powered by Rockwell volunteers.

STEM EDUCATION

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, 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). This 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.

Hands-on learning in Singapore

Representing Rockwell Automation Singapore in April, 13 students participated in the *FIRST*® LEGO League Challenge, a competition that introduces STEM through practical learning experiences. Three Rockwell teams participated, with one winning the Best Newcomer Award.

Enriching learning in Mexico

Rockwell's STEM grant to the Robotix Foundation supported 11 learning centers, enriching the experience of almost 1,000 students from underserved communities throughout Mexico. With the grant, students participated in regional and national *FIRST*® LEGO League competitions, and thousands of students across Mexico benefited from science, technology, engineering, arts, and mathematics (STEAM) educational opportunities.

PHOTO COURTESY OF SOY ROBOTICS

STEM EDUCATION

Promoting STEM in India

In August, Rockwell volunteers from Pune, Bengaluru, and Noida, India, supported the regional World Robot Olympiad (WRO) in different schools across India. In addition, volunteers judged the WRO India National Championship 2023 at the India Expo Centre, Greater Noida. The WRO is one of the largest robotics competitions in the world and the largest STEM competition in India. In collaboration with the India STEM Foundation, Rockwell supported 12 schools across India to participate in regional events and sponsored four teams to compete at the WRO.

Celebrating STEM

The Milwaukee Riverside High School robotics team spent years growing interest in STEM. The team, along with 20 other Rockwell-sponsored teams from the U.S., Canada, Australia, and Brazil, headed to the *FIRST*® World Championship in April—the culminating international event in the youth robotics season.

STEM EDUCATION

Empowering the next generation

In 2023, the Rockwell Automation Robotics Room opened in the Great Lakes Science Center in Cleveland, Ohio. It is the new, permanent workspace for six robotics teams sponsored by the Science Center through the Great Lakes Science Center Robotics Initiative, a collaboration with the Cleveland Metropolitan School District that provides high school students with the curriculum, mentorship, and resources to participate in *FIRST®* Robotics Competitions.

The six teams, including a district-wide all-girls team, are from traditionally underrepresented student populations. About 130 students prepared for the competition using individual workstations, upgraded manufacturing equipment, advanced power tools, and 3D printers.

"A group of these students is using technical and entrepreneurial skills they learned here to make the world a better place," said JonDarr Bradshaw, the Center's Community Engagement Coordinator and former NASA educator. "They secured funding from sponsors and donated their own time to fabricate prosthetic hands for children using 3D printers. This summer they took eight pairs to children in Ecuador, and they have orders for 20 more. It's a cross-team, student-led project that's opening their eyes to the world."

PHOTO COURTESY OF GREAT LAKES SCIENCE CENTER

PHOTO COURTESY OF GREAT LAKES SCIENCE CENTER

High school students in Cleveland developed prosthetics for children in need with coaching by Great Lakes Science Center Community Engagement Coordinator JonDarr Bradshaw (pictured in photo at right, on far right).

DISASTER RELIEF & RECOVERY

Supporting **disaster relief efforts**

In fiscal year 2023, Rockwell supported the American Red Cross and its efforts to provide emergency shelter, relief supplies, meals, and other support in the aftermath of natural disasters.

- During hurricane season, Rockwell's $50,000 donation supported disaster relief for Hurricane Ian and other storms. This donation followed the company's month-long campaign to match employee donations 2:1 to the American Red Cross for its relief efforts following Hurricane Fiona, which devastated Puerto Rico in September 2022.
- When two deadly earthquakes hit Türkiye and Syria in February, impacting the area's most vulnerable communities, Rockwell's $50,000 donation helped address rapidly changing needs in the aftermath of the disaster.
- Rockwell's $20,000 donation brought aid after a series of deadly wildfires erupted across Hawaii's main island and Maui, damaging structures, forcing mass evacuations, prompting emergency rescues, and uprooting lives.
- A $20,000 donation supported relief efforts following Morocco's deadliest earthquake in more than a century.

Throughout fiscal year 2023, Rockwell donated $185,000 to the American Red Cross to support the nonprofit's disaster and humanitarian relief efforts and general operations.

Helping hands

In support of earthquake relief efforts in Türkiye and Syria, employees in Ohio worked with Matthew 25 Ministries to inspect and pack 20,000 pads, commonly used for wound care, prior to shipping in February.

WORKFORCE OF TOMORROW

Accelerating entry into the advanced manufacturing workforce

Advanced manufacturing is creating demand for people who have the knowledge and skills to optimize innovative new technologies. Developing this talent pipeline for our company and our customers is vital for future success.

Nearly half of the skills required by the advanced manufacturing workforce are expected to change over the next five years.

SOURCE: WORLD ECONOMIC FORUM FUTURE OF JOBS REPORT 2023 (P. 188)

Solutions for the skills gap

The "skills gap" is a broad term used within manufacturing to encompass the depths of today's talent shortage, the evolution of jobs due to technology and industrial automation, and ways that manufacturers can solve this shortage while preparing their future workforce for success.

Though the skills gap has existed for more than two decades, the need for skilled workers worldwide has accelerated in recent years. As manufacturers transition to industrial automation and AI solutions, they need employees who bring creativity, critical thinking, and technology-intensive skillsets to the plant floor starting day one.

Developing the workforce

As both a manufacturer and a supplier of technology to other manufacturers worldwide, our continued growth and the growth of our customers depends on solving the skills gap.

We are addressing workforce challenges critical to the future of manufacturing by combining our strengths with stakeholders across government, education, and industry. Our multipronged approach includes:

- Upskilling current employees
- Reskilling military veterans
- Partnering with academic organizations and government agencies
- Filling the future talent pipeline through STEM initiatives

WORKFORCE OF TOMORROW

Partnership and collaboration

In 2023, our Global Academic Enablement team continued to reduce time-to-productivity for new employees by helping ensure all students have access to learning on the most advanced manufacturing technologies. We're building talent pipelines of diverse, qualified workers for our customers and our company.

We collaborate with industry and academic partners that share our drive to accelerate students' entry into the manufacturing workforce. We team with high schools, technical and community colleges, and universities to develop and define next-gen education programs that prepare students to be job-ready, day one, in new and existing manufacturing roles. We're involved from the beginning on development of learning spaces and curricula, helping our partners build the momentum to secure additional support needed to expand their programs regionally and nationally.

Developing the workforce of tomorrow is about inclusive access to automation learning.

"Through collaboration and partnerships, we're creating inclusive pathways into well-paying manufacturing careers."

Michael Cook
Director, Global Academic Enablement
Rockwell Automation

Forging a new future for manufacturing metal components

Move over, Mjölnir. There's a new HAMMER that's even more powerful than Thor's famous sidekick.

Hybrid Autonomous Manufacturing, Moving from Evolution to Revolution (HAMMER) is a partnership between the **National Science Foundation** (NSF) and five higher education institutions led by **The Ohio State University**, including **Case Western Reserve University**, **North Carolina Agricultural and Technical State University, Northwestern University**, and **The University of Tennessee-Knoxville**.

This **NSF Engineering Research Center** is focused on changing the future of how the metal components that make modern life possible—from fast-food drink dispensers to medical equipment to airplane bodies—are made. Production of metals stands for 40% of all industrial greenhouse gas emissions.[1]

HAMMER is working at the intersection of design, materials science, artificial intelligence, and modern manufacturing to develop intelligent, autonomous manufacturing systems for the production of advanced components. The Center's goal is to enable delivery of superior products in less time at a lower cost, with less waste than traditional processes. HAMMER has a focus on increasing participation by underrepresented groups in this field.

More than 70 organizations in industry, education, and technology are co-collaborators, and in 2023, we formalized our partnership with HAMMER. Students are using Rockwell advanced automation and robotics systems, IoT training workstations, and software as they learn the fundamental elements of advanced automation systems, programming, and integration of automation control systems.

[1] THE MATERIALS SCIENCE BEHIND SUSTAINABLE METALS AND ALLOYS, CHEMICAL REVIEWS MARCH 2023.

WORKFORCE OF TOMORROW

Partnering to build advanced manufacturing teaching labs in Indonesia

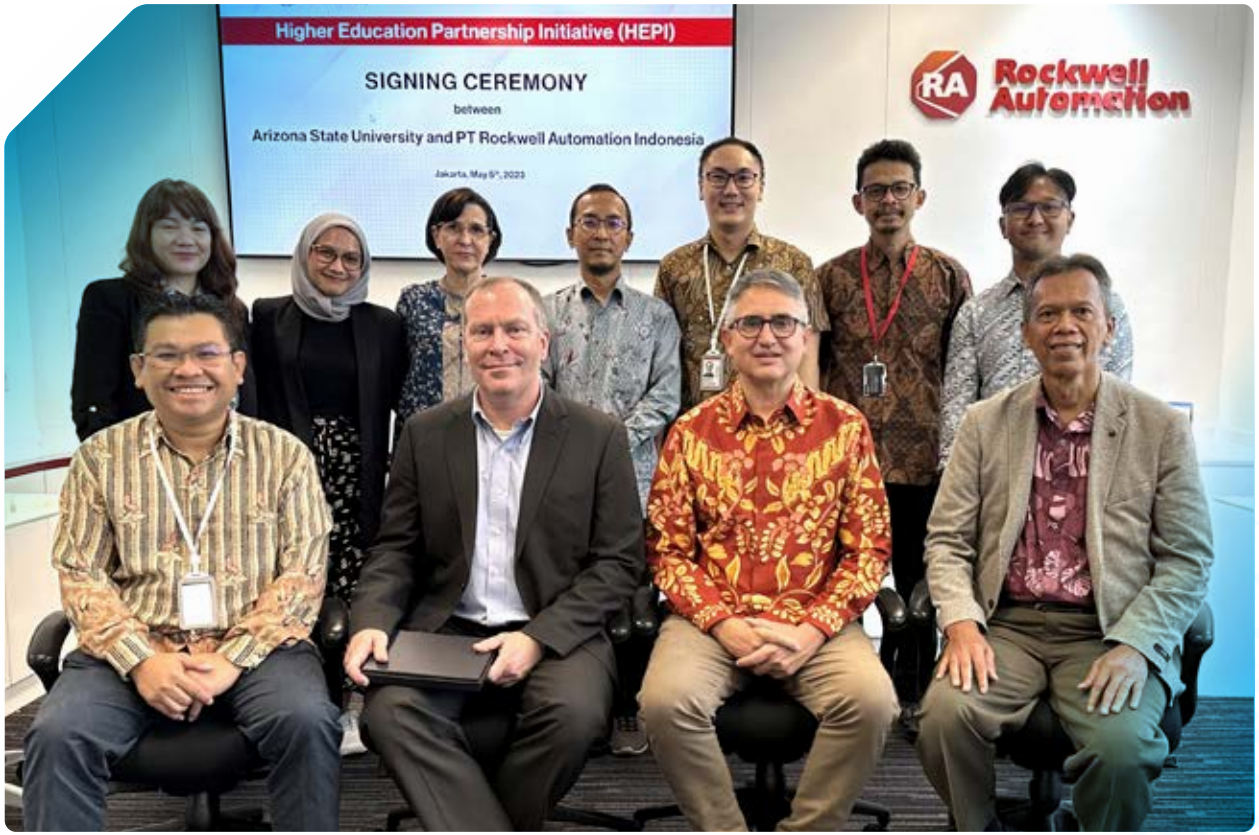
In 2023 we partnered with the **United States Agency for International Development** (USAID) **Higher Education Partnership Initiative** (HEPI) to develop advanced automation teaching labs at Indonesian universities.

HEPI is a U.S.-Indonesian partnership that connects U.S. universities to quality Indonesian academic programs. The teaching labs will help students prepare for in-demand careers with Indonesian manufacturers.

Rockwell provides hardware, software, and training support. We're also working closely with the USAID HEPI project team to co-design and implement the labs with HEPI mentor hub university partners, including **Universitas Hasanuddin**, **Bina Nusantara University**, and **Institut Teknologi Bandung**.

Arizona State University (ASU) is an implementing partner for HEPI and a leader in expanding education in advanced manufacturing in southeast Asia. Since 2018, we've collaborated with ASU to provide immersive, hands-on learning experiences with advanced manufacturing technologies to its students.

"This is an exemplary model of a public-private partnership developed through the HEPI project," said Jeffrey Goss, associate vice provost, Southeast Asia for Arizona State University. "Now faculty can engage students with industry-linked applied hands-on learning activities that support work-readiness on Rockwell Automation's leading technology."



A Memorandum of Understanding signing ceremony held in Jakarta in May launched a new collaboration between industry and academia to advance STEM higher education in Indonesia.

WORKFORCE OF TOMORROW

Supporting Canadian students in their quest for skills

Humber College competition partners Paxton Coghlin (right) and Dillon Kong qualified to represent Team Canada at the WorldSkills 2024 competition by winning at the local, provincial, and national levels.

Humber College students Paxton Coghlin and Dillon Kong can build automated manufacturing systems like professionals. The mechanical/programmer duo is training for the 2024 WorldSkills Competition in France using Rockwell programing software and hardware. In addition to their Electromechanical Engineer Technology program coursework, they spend 40 hours a week on systems-build practice challenges in Humber's Barrett Centre for Technology Innovation (Barrett CTI) in Toronto.

"Rockwell has been a strategic partner to Humber for decades," said Neal Mohammed, Director of the Barrett Centre for Technology Innovation. "When we talked about opening a centre for innovation, they immediately engaged with equipment, technology, and other support. About 800 Humber students across the Faculty of Applied Science and Technology, engineering discipline learn program skills using various Rockwell PLC and software products annually. They're developing versatile skills that prepare them for some of the most in-demand technician and technologist roles."

The Barrett CTI has also helped Humber expand its presence at SkillsCompétences Canada and WorldSkills competitions. Each year about 40 students compete through Humber's extracurricular Mechatronics program.

"I joined because it's an opportunity to learn ahead of what we're learning in class," said Dillon. "It's great collaborating with people who share your interests."

> **"They're developing versatile skills that prepare them for some of the most in-demand technician and technologist roles."**
>
> **Neal Mohammed**
> Director, Barrett Centre for Technology Innovation
> Humber College

WORKFORCE OF TOMORROW

Pipelining talent in Ireland for life sciences manufacturing

Cork, Ireland is a globally recognized technology hub, especially for the biotech, pharmaceutical, and medical device industries. To meet growing demand for skilled life sciences manufacturing talent, we partnered with **Munster Technological University** (MTU) in Cork to integrate learning on Rockwell advanced systems in its curriculum. Rockwell is working with the Department of Applied Sciences with a particular focus on process control and automation for the life sciences industry. For the first time in 2023, fourth year MTU engineering students developed their final practical projects using Rockwell hardware and software. After graduation, one of these students, Will Gunnarson, joined Rockwell's Graduate Program in Ireland.

This academic collaboration with MTU grew from the strong relationship we've formed with the university, which has six campuses in Ireland. Over the years, third year MTU students have completed six-month full-time internships with Rockwell. Now, they can enhance their final projects on systems they've already used in an authentic manufacturing environment. Rockwell's Gearóid Moore, team lead for automation in our Cork location, has grown the relationship and serves on the Industry Advisory Board for MTU's department of Physical Sciences.

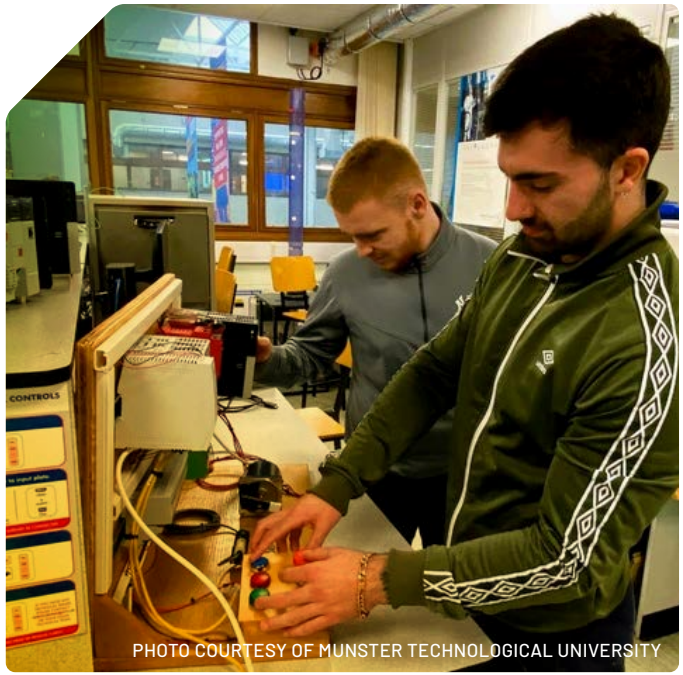


PHOTO COURTESY OF MUNSTER TECHNOLOGICAL UNIVERSITY

Because life sciences manufacturing is highly regulated, many processes and procedures require validation to ensure products meet required standards. MTU students are gaining validation experience through hands-on training in the classroom and at Rockwell. When they're ready to begin their professional careers with any manufacturer, including Rockwell, they're steps ahead of their peers and fully prepared to succeed.

MTU students Jack Scott (left) and Adam O'Brien interned with Rockwell and will complete their final projects using Rockwell hardware and software.

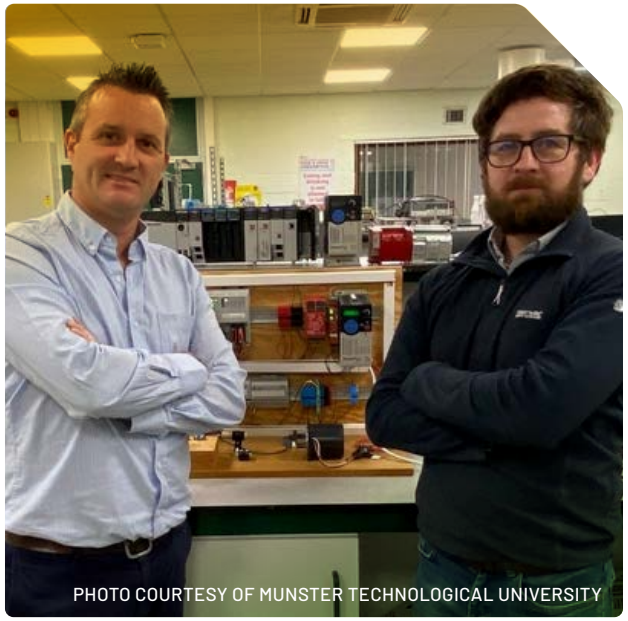
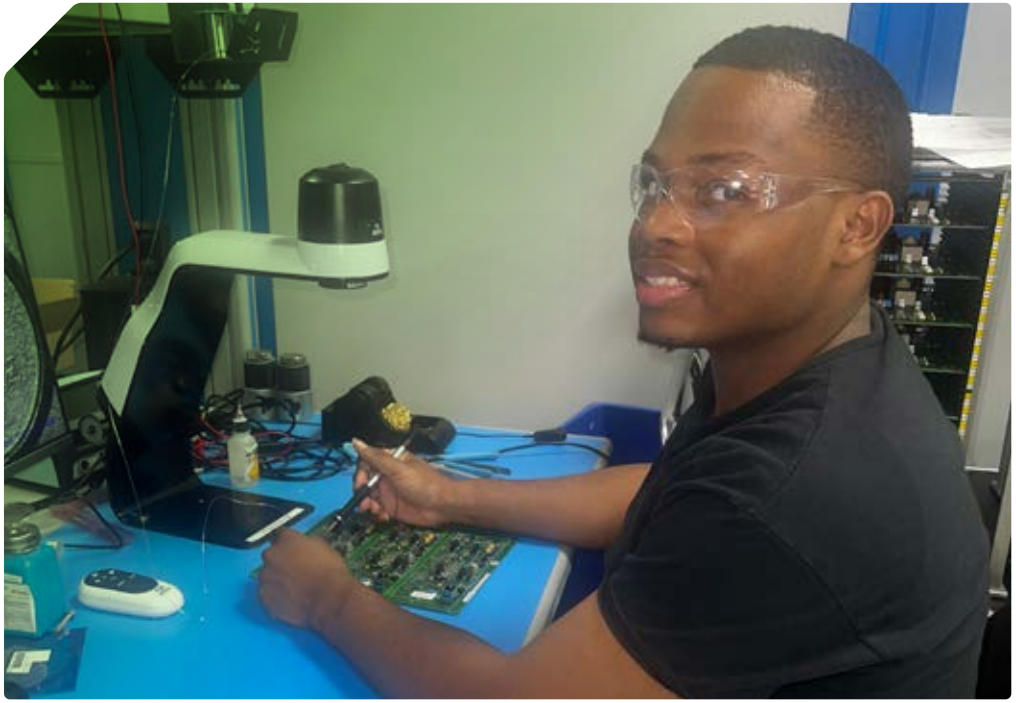


PHOTO COURTESY OF MUNSTER TECHNOLOGICAL UNIVERSITY

Rockwell's Gearóid Moore (left), team lead for EMEA North and Graduate Program Manager, appears with Aidan O'Connell of MTU, lecturer and final year project coordinator.

WORKFORCE OF TOMORROW

Expanding student pathways into manufacturing roles



Krishawn Powell Jr., Garrett Morgan High School graduate and now full-time Rockwell assembler in Twinsburg, Ohio, is pictured troubleshooting and soldering a printed circuit board assembly.

Rockwell continues to partner with high schools, technical colleges, and four-year-degree institutions to increase inclusive participation in the digital economy, expanding student learning on advanced manufacturing technologies. Partnerships like the ones below innovate traditional models of education and help ensure students build the skills needed in high-demand, well-paying manufacturing jobs.

In Ohio, a Rockwell-FANUC collaboration which began in 2012 now provides two-year apprenticeship opportunities to Cleveland students in the Mach3 program, which uses Rockwell curriculum, technology, and equipment to prepare high school students for entry-level technician positions, apprenticeships, and two- or four-year college programs. Student apprentices earn industry recognized certifications and credentials as part of their coursework and gain experience in part-time roles at our Twinsburg manufacturing facility. After completion of the apprenticeship and high school graduation, they move directly into full-time manufacturing careers. In the 2022-2023 academic year, 12 students apprenticed in the program.

The B.S. Automation Leadership program at the University of Wisconsin-Stout is the only degree of its kind, combining industry-applied learning through Smart Automation Certification Alliance (SACA) member institutions with applied automation leadership training. Rockwell supported creation of the program, enabling UW-Stout to accelerate student access to new, industry-implemented technologies and best practices. Students participate in automation leadership learning online while completing SACA courses at a partnering technical college. The program is a pathway into Industry 4.0 engineering leadership and can lead into a master's program in advanced manufacturing.

Cleveland State University (CSU) added a pre-college component to its summer curriculum that helps underrepresented students increase their math and critical thinking skills using the Rockwell Lab at CSU**.** The four-year university also incorporated Rockwell certifications and learning on the Rockwell 4.0 training workstation into its four-year engineering degree courses to strengthen students' preparedness for careers in advanced manufacturing.

WORKFORCE OF TOMORROW

Creating a **bridge**

Helping military veterans redeploy their skills in manufacturing

Our Academy of Advanced Manufacturing (AAM) reached a milestone in 2023: More than 400 military veterans have graduated from the program, which helps veterans accelerate their transition to family-sustaining jobs in industry.

Rockwell and ManpowerGroup launched the program in 2017. During a 12-week period, veterans expand their technical skills through classroom and laboratory training in our Milwaukee and Cleveland facilities. Then, they take part in a hiring process that nets each veteran an average of two career offers. The placement rate over AAM's six-year history is 90%; in 2023, it was 98%. With each new cohort, AAM expands its impact.

"Our placement rate is trending up due to demand for technicians who can optimize Rockwell's automation solutions," said Phil Bush, AAM business development manager. "The talent pool is evolving, too. As AAM becomes recognized as a robust, sustainable program, veterans nationwide engage with us because we're a direct path to full and productive employment."

Industry participation trends up

AAM graduates are hired by manufacturers into highly skilled, well-paying jobs. In 2023, the percentage of employers that have hired from two or more AAM cohorts rose to 40%, while 25% of employers were first-time participants in the program.

"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. "We're also easing the transition for veterans as they return to civilian life. It's a win for everyone."

U.S. Navy vet embarks on a new career

Veteran Kyle Radley made a smooth transition from the U.S. Navy to advanced manufacturing with Rockwell system integrator EOSYS Group. An aviation specialist on F/A-18 Super Hornets, Kyle joined AAM from Virginia. He graduated from our August 2022 AAM class in Milwaukee while still on active duty through **SkillBridge**, a program run by the U.S. Department of Defense that enables active duty personnel to attend workforce training (with their command's authorization) prior to their separation from the military. Kyle chose EOSYS from multiple career offers. After he graduated, he moved back home, separated from the Navy, and the next week started with EOSYS.

> **"AAM was, without a doubt, the best thing that happened in my professional career."**
>
> **Kyle Radley,** 2022 AAM graduate

In 2023, AAM graduates were hired at an average annual salary of $73,000.

WORKFORCE OF TOMORROW

Expanding workforce development

We co-hosted a workforce development forum at our headquarters in November with Business Roundtable, an association of more than 200 CEOs from America's leading companies. Attendees from government and private industry toured our Milwaukee AAM training site and production facility.

An onsite panel discussion about how to scale workforce development in Wisconsin and make upskilling opportunities more accessible featured Rockwell Chairman & CEO Blake Moret, Johnson Controls Chairman & CEO George Oliver, and U.S. Representative Bryan Steil (R-WI), who participated virtually.

Rockwell's Jing Ya Chen, team lead at our Milwaukee production facility, explains independent cart technology to forum attendees.

Vets Ready recognition

The Wisconsin Department of Workforce Development (DWD) honored Rockwell with a Vets Ready Gold Certification in 2023. 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. In addition to our 2023 recognition, the Wisconsin DWD recognized Rockwell in 2021 and 2022 with silver-level awards.

Rockwell Automation

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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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