

# sustainability 2021



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[Visit our website](#) for GRI, SASB, and TCFD disclosure data and further information about Rockwell Automation's sustainability strategy and performance.

**On the cover:** *Alicia Alcantara Dendura is among hundreds of Rockwell employees worldwide who volunteer as STEM mentors. Alicia and a local student are pictured on the green roof atop our Milwaukee, Wisconsin global headquarters. Learn more about our green roof on page 35.*

# expanding human possibility™

We are a **global leader in industrial automation and digital transformation**. We connect the imaginations of people with the potential of technology to expand what is humanly possible, making the world more productive and more sustainable.

Our Strategy is to **bring the Connected Enterprise to life**. Nobody is better positioned to bring information and operational technology together than us and our partners.

Our Mission is to integrate control and information across the enterprise to **help industrial companies and their people be more productive and sustainable**.



**It is my pleasure to present our 2021 Sustainability Report.**

**Amid a pandemic that is stretching into a third year, we are making significant progress on our most important goals, including efforts to make our company, customers, and communities more sustainable. In some ways, these efforts were accelerated by world events as we continue to act with urgency to make a difference.**

As a global leader in industrial automation and digital transformation, Rockwell Automation is well-positioned to make a big difference. For example, our hardware, software, and expert services enable vaccine production at the immense scale and quality the world needs to recover. We're also contributing to the reliable packaging of food to help safely feed people as they rely more on store-bought items. And we're adding innovation to the electrification of personal transportation. Most importantly, we're transforming our company to meet the biggest industrial challenges of today and tomorrow, and we're doing so from a position of unrivalled experience and credibility.

For more than 100 years, we've improved the efficiency of industrial processes. Over 20% of greenhouse gas emissions come from manufacturing plants, and our products, solutions, and services are creating a more sustainable planet by helping our customers use less fuel, electricity, and water to make the products we need. We are also helping renewable energy providers lower their costs and increase their output to meet the increasing demand for wind, solar, and hydrogen power sources. To accelerate our impact, we've added a new role—Vice President of Sustainability—to scale up a team dedicated to reducing our own carbon footprint and developing new solutions to help our customers do the same.

A company's value is only the sum of the ongoing, combined efforts of its people. The interest of our people to get involved with our sustainability programs spans across all functional areas around the globe. At all stages of their career, employees know that we can use our experience and innovation to tackle some of today's biggest problems.

We're removing barriers that could get in the way of any of our people throwing their full energy and talent into solving these challenges. Our top priority is creating a healthy and safe environment where all people can and want to do their very best work. Our workplace is more flexible and diverse than ever before. Plus, we're adding new people with different skills to complement existing talent and expanding the spectrum of perspectives from which we innovate and refine solutions.

Our culture links our people together to use all their strengths: around the world, across our businesses, and among all employees. We value integrity and diversity to win the right way and for the long term. We consider our potential value from the outside in. We're moving faster than ever before, and we're unlocking the power of new ideas from all employees. And perhaps most importantly, we're approaching our challenges with passion, because what we do is essential to make the world more productive and sustainable.

A handwritten signature in purple ink that reads "Blake D. Moret". The signature is fluid and cursive, written in a professional style.

**Blake D. Moret**  
Chairman and CEO  
Rockwell Automation

# 2021 AT-A-GLANCE



Dow Jones Sustainability Indexes 11th time named



FTSE4Good 20th time named

## FINANCIAL

**\$7.0B** GLOBAL SALES

Revenue generated for industrial automation and digital transformation technologies and services that help industrial companies and their people be more productive and sustainable

**\$1.8B**

Revenue generated from energy efficiency-related products/offerings per SASB's definition

**100+** COUNTRIES WHERE WE OPERATE

## SAFETY

**0.27** RECORDABLE CASE RATE PER 100 EMPLOYEES

Zero fatalities

**20 sites**

CERTIFIED TO ISO 14001 AND ISO 45001 ENVIRONMENTAL MANAGEMENT AND SAFETY STANDARDS

All large manufacturing sites are certified

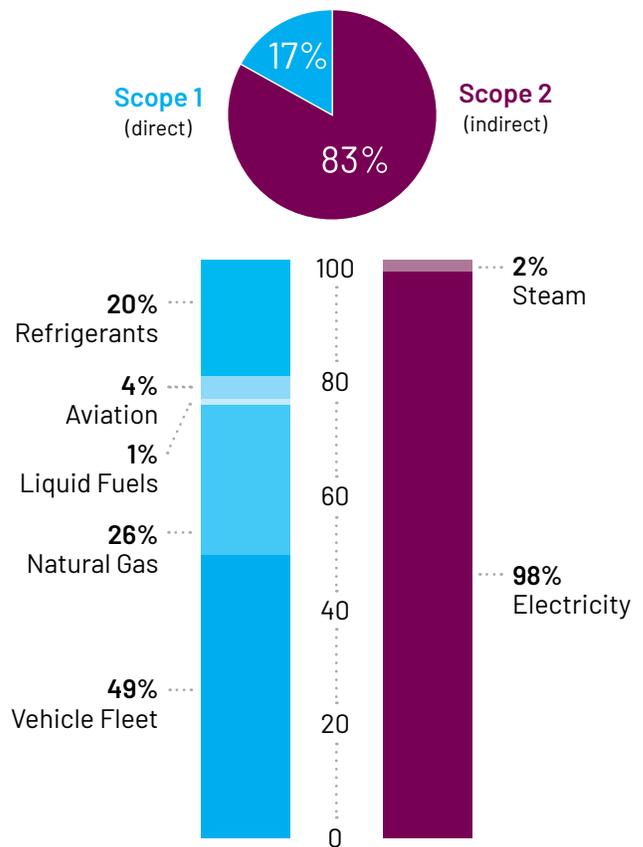
## ENVIRONMENT

### NET-ZERO GOAL

Carbon Neutral (Scopes 1 & 2) by **2030**

### EMISSIONS SUMMARY

109,700 total metric tons of CO<sub>2</sub> equivalent



### WASTE GENERATION

9,600 tons of which

**8,200** 86% were recycled or reclaimed

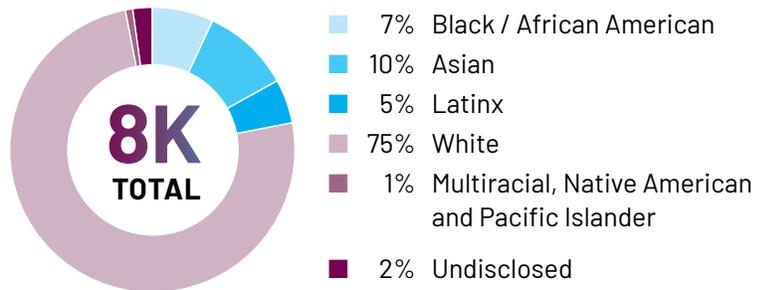
## DIVERSITY & INCLUSION

**24.5K** GLOBAL EMPLOYEES  
Rockwell Automation and its subsidiaries

**32%** WOMEN

**\$256M** SPENT WITH DIVERSE SUPPLIERS  
including small, veteran, minority, women, and LGBTQ-owned U.S. enterprises

## U.S. EMPLOYEE REPRESENTATION



9th time named

## CYBERSECURITY



FOUNDING MEMBER

## PHILANTHROPY



- 49% STEM Education
- 32% Equity & Inclusion
- 16% Talent Engagement
- 3% Disaster Relief & Recovery

## INTEGRITY



# Sustainability strategy update

**Explicit in our mission and central to our purpose, sustainability is at the core of what we do.**

**T**o accelerate our work, we expanded our corporate sustainability team and function in 2021 with additional investment and resources. Led by Tom O'Reilly in a newly created role of **Vice President, Sustainability**, the team elevates and aligns our holistic strategy and cross-functional workstreams focused on all aspects of sustainability.

The team's expansion follows our 2020 materiality assessment and updated sustainability strategy and priorities, including a new goal to be carbon neutral for Scope 1 (direct) and Scope 2 (indirect) emissions by 2030. To update stakeholders about our progress, we expanded our reporting portfolio with our first disclosure report that follows the Global Reporting Initiative (GRI) framework. GRI is one of the most widely used standards for sustainability reporting. Additionally, we released our first Task Force on Climate-related Financial Disclosures (TCFD) report, which describes how we incorporate climate risk into our enterprise risk management process.



Disclosure reports can be [downloaded from our website](#).

These reports, as well as our Sustainability Accounting Standards Board (SASB) data, are available at the [newly designed sustainability section of our website](#). Online enhancements include more details about our sustainability strategy and updates highlighting our latest ESG-related news and milestones. •

# Our sustainability priorities

Under the three sustainability pillars of Environment, Social and Governance (ESG), we have prioritized the material areas we believe create the most value for our company, customers, and communities.

## Environment



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

- Customer Sustainability
- Energy & Emissions Management
- Responsible Supply Chain

## Social



**Our people set us apart.** By coming together to create a culture that values fairness and equity, where all people can and want to do their very 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, no exceptions.

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

## Listed on leading indices for two decades



FTSE4Good

20th time named



Dow Jones Sustainability Indexes

11th time named

For two decades, we've been listed on leading sustainability indices and 2021 was no different. We were named to the FTSE4Good Index Series for the 20th time. The Index is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance practices.

We were also listed on the North America Dow Jones Sustainability Indexes for the 11th time. The pioneering series of global sustainability benchmarks is comprised of global, regional, and country leaders annually assessed on long-term governance and economic, environmental, and social criteria.

Additionally, we were once again named to *Barron's* 100 Most Sustainable Companies list and ranked among the top five companies in the Leading Climate Aligned Companies category. •



## Our sustainability outcomes

We are focused on driving three outcomes through our sustainability priorities:

### **Sustainable Customers:**

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

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### **Sustainable Company:**

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

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### **Sustainable Communities:**

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

SUSTAINABLE

# customers



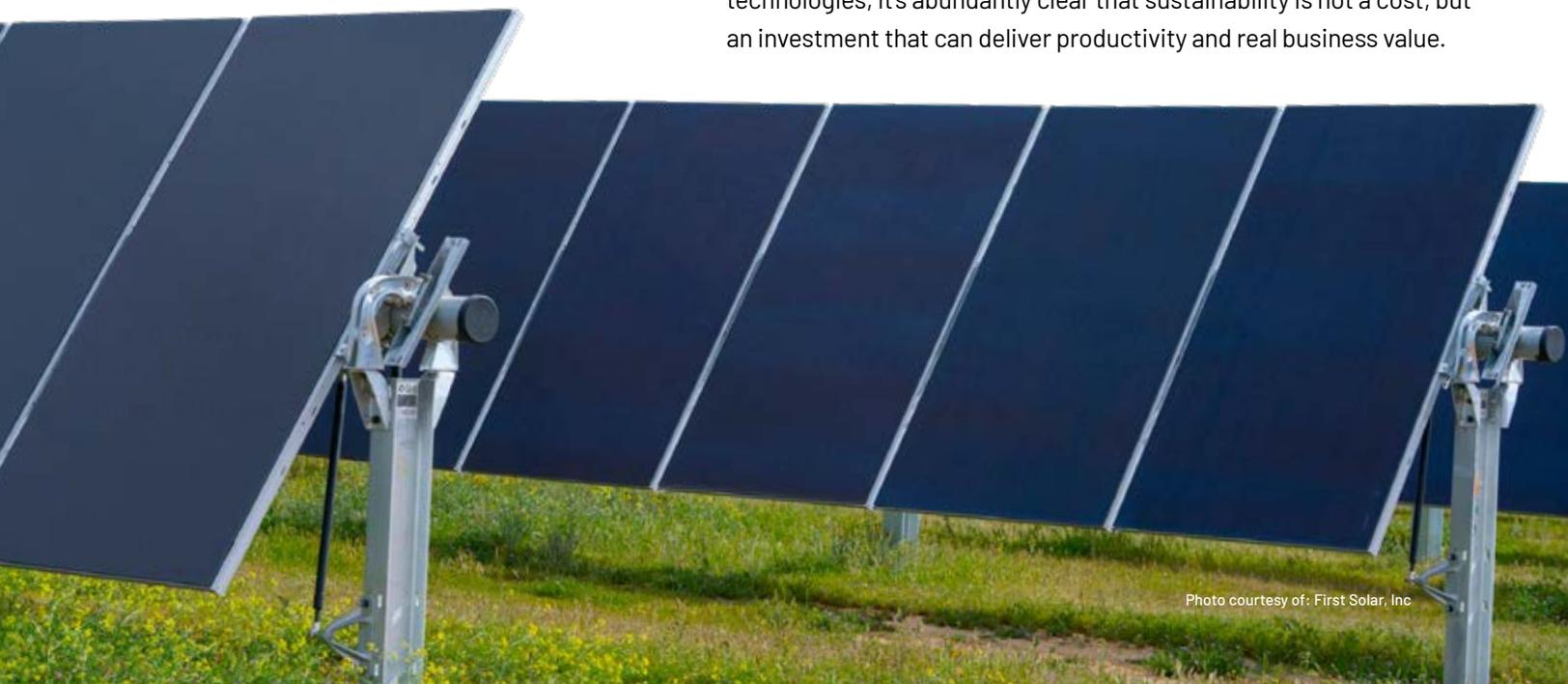
# Data-driven sustainability

**Together with shared values for a sustainable future, we're significantly expanding our ability to make a positive impact on the world by helping our global customers achieve their sustainability goals.**

**W**e believe information is the key to sustainability. Every day, we help tens of thousands of customers make data-driven decisions that benefit both business and the planet. We help customers leverage digital transformation to reduce global impact through smart and connected systems. Greater connectivity unlocks access to valuable production data and insights that improve processes, efficiency, and drive sustainable innovation.

Organizations recognize they must be good stewards of resources whether it be water, air, gas, electricity, steam, materials, or people. Sustainability is a growing stakeholder concern with increasing demands to do business in ways that are more productive and responsible. Like us, at least one-fifth of the world's largest companies have declared net zero emissions goals<sup>1</sup>.

The quickest way we can accelerate our sustainability journey is by helping our customers accelerate theirs through our decades of industry-specific automation expertise combined with industry-leading software, hardware, and services. With today's advanced technologies, it's abundantly clear that sustainability is not a cost, but an investment that can deliver productivity and real business value.



## Sustainable solutions



### ENERGY

Industrial energy management software solutions to reduce energy use across the value chain



### WATER

Smart water solutions improve water quality and efficiency



### WASTE

Waste management and recycling solutions to enable the circular economy

**We've focused on energy, water, and waste as the three areas we believe offer the greatest opportunity for meaningful customer outcomes.**

We're enhancing and expanding our sustainability portfolio with industrial energy management software and services to reduce consumption; smart water applications to improve quality, efficiency, and security for municipal entities and water-intensive industries; and waste management and recycling solutions to enable the circular economy.

In 2021, our energy management and sustainability consulting practice expanded on a global scale through Kalypso. The practice area was one of Kalypso's newest and fastest-growing segments when we acquired this professional services firm in 2020. With a unique methodology to help customers start or advance their sustainability journey, Kalypso brings a holistic lifecycle view to uncover value and opportunity. Through connected energy operations, smart facility management, and product innovation, Kalypso's services can help customers improve energy efficiency and reduce greenhouse gas emissions.

## Advancing innovation and eco-efficiency in the solar industry

**L**ong-time Rockwell customer First Solar is building a third Ohio manufacturing facility that will be one of the most advanced of its kind in the solar industry. The 1.8-million-square-foot plant will combine highly skilled workers with Industry 4.0 architecture, machine-to-machine communication, artificial intelligence, and Internet of Things (IoT) connectivity to produce a higher degree of automation, precision, and continuous improvement.

Once the new facility achieves full production capacity, First Solar expects to produce an anticipated average of one photo-voltaic module (commonly known as a solar panel) roughly every 2.75 seconds across its Ohio factory footprint.

First Solar also plans to build a new facility in India designed with the same advanced manufacturing template as the new Ohio plant. The Ohio and India facilities are expected to start operations in 2023 and will utilize Rockwell technologies. •



## Setting the standard for the circular economy in steel production

**O**ur control technologies and expertise in plant design and engineering are part of Europe's first full-scale facility to convert CO<sub>2</sub> to ethanol for use as fuel in plastic production. ArcelorMittal Belgium's Steeanol plant, currently in assembly in Ghent, represents an important step toward the circular use of carbon by recycling what was previously a harmful byproduct into a new commodity. The plant, which also uses technologies from sustainability company LanzaTech, is expected to produce 64,000 metric tons of ethanol per year with no discharge to the environment by the time it reaches full production capacity in 2023.

"For as long as I've been with the company, sustainability has been an important priority," said ArcelorMittal Chief Technology Officer Wim Van der Stricht. "The metal sector is at a turning point, and we aim to help set the standard for how steel production can be done in an environmentally sustainable way."

Funding was obtained from various sources, including the Flemish government and the European Union's Horizon 2020 research and innovation program under grant agreement No 656437. •

We also launched [FactoryTalk® Energy Manager](#), a prepackaged software application that runs on our FactoryTalk® InnovationSuite to help customers manage, report, control, and optimize energy usage in their production processes. With easy-to-understand dashboards, users can visualize consumption at every level—site, area, line, and even machine—and identify areas to improve and optimize. Smart and scalable, the platform seamlessly collects and integrates energy management data with production, control, and information systems.

To help customers reduce waste and monitor, manage, and recycle their production assets in a more responsible manner, we're offering digitally enabled sustainability services contracts. And, through our global repair and remanufacturing program, we're upgrading used equipment to like-new condition. The Association for Sustainable Manufacturing estimates remanufacturing saves, on average, 85% of energy, water, and material use compared to a newly manufactured product.

We're also partnering with customers, OEMs (Original Equipment Manufacturers), and other sustainability innovators to develop and design new systems to process items, such as lithium-ion batteries, tires, and plastics, into newly emerging recycled and eco-friendly materials.

For example, **Sealed Air**, the brand behind the iconic Bubble Wrap® product, is shaping the future of the packaging industry and sustainability as part of its mission "to make the world better than we found it." Among its sustainable innovations, Sealed Air uses Rockwell technologies to develop new processes to recycle plastic scrap and post-consumer plastic back into product and raw materials, and to design and build highly energy efficient, automated food packaging equipment systems.

"Between Rockwell Automation and Sealed Air, we share the same values," said Ron Cotterman, Sealed Air's vice president of Sustainability Innovation and Strategy. "Whether it's the efficiency of operations, whether it's trying to be resourceful by recycling and reusing materials, or whether it's driving innovations that reduce Greenhouse Gas impacts."

We're applying our expertise to help influence standards and programs that are having an impact around the world. Rockwell's Ian Shih, regional vice president, Greater China, was appointed a national advisor of the **United Nations Industrial Development Organization** and the Fourth Industrial Revolution Alliance. He's a frequent speaker on the importance of digital transformation to empower smart and sustainable manufacturing and carbon neutrality.



**Sealed Air uses Rockwell technologies to develop new processes to recycle plastic scrap and post-consumer plastic back into product and raw materials.**

## Lighting the path to smarter, safer, and more sustainable communities

**D**utch lighting manufacturer Sustainer and its partner, Technologies Added, used Rockwell systems to develop smart, safe street lighting for a northeastern Netherlands city that can reduce energy use by 90%. Lighting for cyclists is a major concern in the Netherlands, where there are more bicycles than residents. The city of Emmen replaced all streetlights with LED fixtures equipped with sensors, including motion detection, that dim and light bicycle paths as needed and contribute to a healthier, more sustainable, and safer community. •

## From pollutant to resource

Using Rockwell's control and automation technology, leaders of the West Virginia Water Research Institute (WVWRI) at West Virginia University hope to turn acid mine drainage into a resource that powers most of today's modern devices and systems. According to Institute Director Paul Ziemkiewicz, acid mine drainage is the most urgent water pollution problem in the Appalachian Coal Basin and western U.S. metal mining districts.

With funding from the West Virginia Department of Environmental Protection and the National Energy Technology Laboratory, WVWRI researchers have designed and are building a plant that treats acid-mine drainage contamination and returns clean water to rivers and streams while extracting rare earth elements and critical minerals. Rare earth elements are key components of cellphones, televisions, computer hard drives, and other electronic devices as well as defense applications. •

We also expanded our involvement with the **World Economic Forum (WEF)** in which Chairman and CEO Blake Moret serves as an agenda contributor and is a past Davos Forum panelist. We joined the WEF's Advanced Manufacturing Industry Community with Allie Schwertner, sustainability strategy and technology leader, serving as an Advanced Manufacturing Fellow focused on ESG opportunities. Allie and Tajaey Young, team lead for our sales onboarding programs, were also appointed to the WEF's New Generation Industry Leaders community. As members, they're helping to shape new ideas that champion the industry to younger generations and drive responsible industry transformation.

Manufacturing consumes 54% of the world's energy and contributes to 20% of CO<sub>2</sub> emissions globally<sup>2</sup>. While "doing better" with current assets clearly presents an opportunity to improve environmental performance, it must be matched with an ambition to reinvent operations to set in motion more sustainable, less carbon-intensive future business models. •

Clean water flows again in West Virginia's Muddy Creek.

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# Cybersecurity and safety



**As more companies embark on their digital transformation journeys with smarter technologies and greater connectivity, cybersecurity and safety are significant concerns.**

**N**o company is immune from this potential threat to their business, their customers, and their workforce.

In the last year, more than a third of industrial control systems (ICS) were targets of cyber attacks,<sup>3</sup> with high-profile incidents shutting down critical infrastructure that threatened energy, water, and food supplies. Ransomware attacks were more prominent, with companies paying millions of dollars on top of the millions lost from downtime and remediation efforts.

What's more, safety and security risks are inherently linked. A security breach impacting assets that control physical and kinetic systems can potentially damage equipment, hurt people, and harm the environment.

Strong cybersecurity is no longer a best practice, but a must-do. With more than 100 years of industrial automation experience, we secure some of the world's most important plants, assets, networks, and infrastructure from downtime and damage caused by cyber attacks.

For manufacturers, protection starts with a rock-solid foundation of operational technology (OT) expertise to assess security needs, develop a strategy, and deploy, manage, and secure industrial operations.



## of industrial control systems were targets of cyber attacks during the first half of 2021<sup>3</sup>

In 2021, we announced several new investments to build a more robust, specialized information technology (IT)/OT cybersecurity offering.

We opened our new **Cyber Security Operations Center (SOC)** in Israel. Located in Tel Aviv, the SOC delivers remote cybersecurity services to our global customers by continuously monitoring their security and improving their ability to respond to events, along with 15 remote service centers around the world that provide enhanced managed services. The SOC opening follows our 2020 acquisitions of cybersecurity providers Avnet, based in Israel, and Oylo, based in Spain.

As the frequency and severity of cybersecurity threats continue to rise across manufacturing, it's critical that we, as an automation leader, partner with cybersecurity leaders to share expertise and jointly innovate on ways to protect our customers. As such, we formed new partnerships with **Dragos, Inc.** and **CrowdStrike**.

Our partnership with Dragos, a global leader in cybersecurity for ICS/OT environments, focuses on incident response services and threat intelligence. Together with CrowdStrike, a leader in cloud-delivered endpoint and workload protection, we can now deliver end-to-end cybersecurity and network service solutions. These two companies join our growing list of world-class cybersecurity partners that includes **Clarity** and **Cisco**.

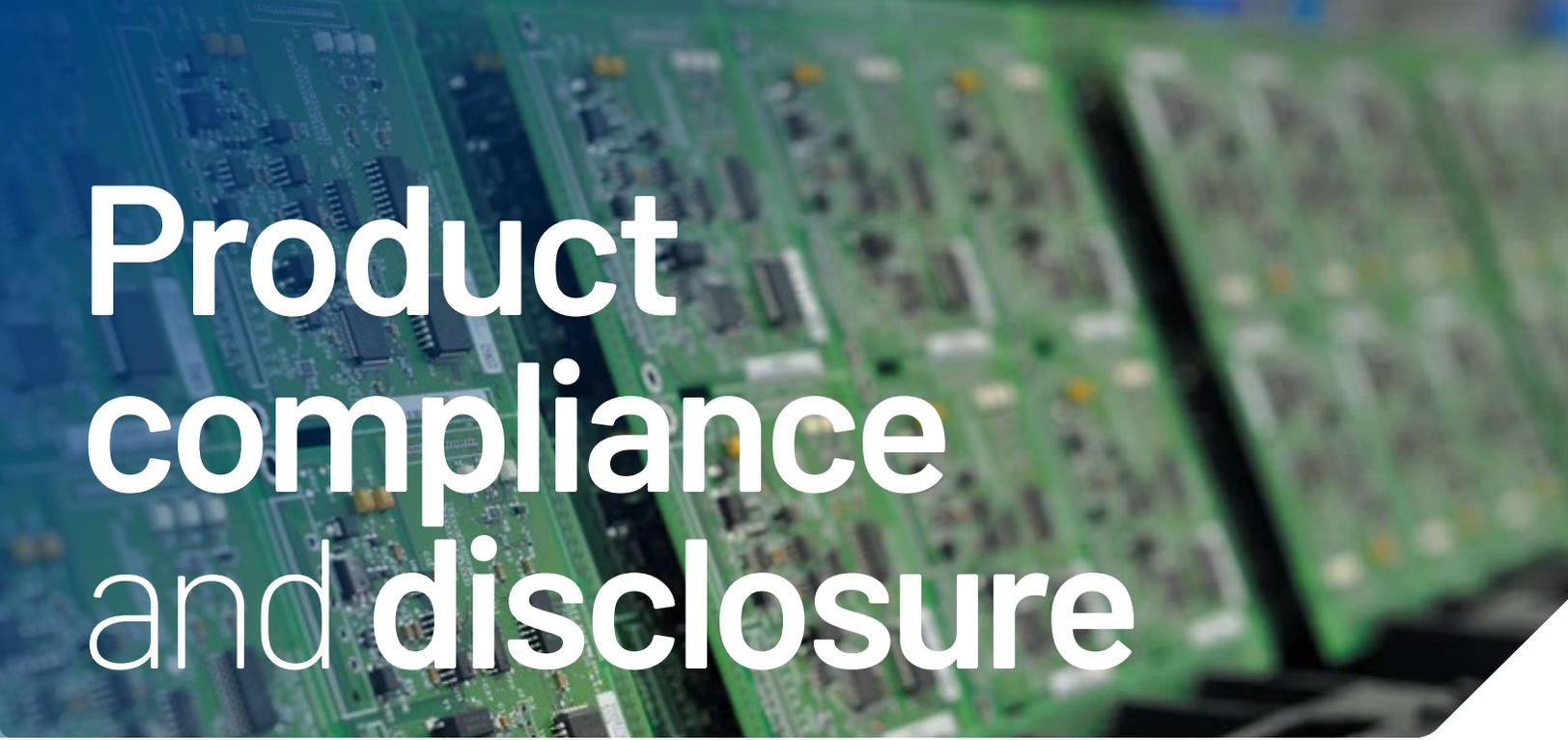
To provide a greater level of protection and peace of mind for our customers, we also continue to incorporate advanced security capabilities into more of our own products and achieve certifications to critical cybersecurity standards.

With our proactive incident response process, we investigate vulnerabilities, determine appropriate mitigations, and share information to help keep our customers secure. We work closely with national response organizations such as the U.S. Cybersecurity and Infrastructure Security Agency (CISA) to coordinate and issue security alerts and advisories consistent with industry best practices.

With security and safety indelibly tied, safety devices are a critical automation component, protecting the people who interact with machines and systems. As the market leader in machine safety, our growing portfolio of smart safety solutions combines simpler connectivity with the power of data to keep people safe and improve production performance.

Smart safety devices and systems are designed to require employees to follow standard operating procedures and restrict access only to machines or systems that are in safe mode. They also provide valuable diagnostic information such as where safety-related failures occurred or if workers followed procedure. This increased visibility not only helps keep people and processes safe, but also significantly expands the productivity and sustainability of equipment.

Wherever our customers are today in their automation journey, they can have a safer, more secure, productive tomorrow with Rockwell as their trusted partner providing the expertise, services, and solutions they need. •



# Product compliance and disclosure

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

**W**e serve as a global resource for new and emerging requirements and actively monitor and influence standards, regulatory developments, and implementation.

We're proactive in our approach with a priority to achieve compliance ahead of scheduled deadlines and work closely with our suppliers to verify conformance and, when necessary, to design noncompliant components and materials out of identified products.

In 2021, we completed compliance ahead of a July amendment deadline that added four phthalates to the list of restricted substances in the EU Restriction of Hazardous Substances (RoHS) Directive. Phthalates are a group of chemicals used to make plastics more durable.

We also completed several milestones as part of our ongoing program to meet the European Union (EU) Ecodesign directive, which is a set of mandatory requirements to improve energy efficiency and reduce greenhouse gas emissions. All our in-scope product offerings, including displays and low voltage drives, now meet the directive's requirements.

As a producer of Electrical and Electronic Equipment (EEE) under the EU's Waste EEE extended producer responsibility framework, we continue to take back, free of charge, in-scope waste for treatment and recycling.

We are ahead of schedule to meet the UKCA (United Kingdom Conformity Assessment) program, which requires a new product mark for products sold within the UK. The marking applies to most goods previously subject to the CE marking, which required manufacturers to take responsibility for product compliance with all applicable European health, safety, performance, and environmental requirements.

We're unwavering in our commitment 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. •



# Health and healing

**We're proud to work with the world's top life sciences companies, providing them with the automation technologies they need to develop and produce new medicines and treatments.**

**I**n fact, **95% of Fortune 500 life sciences** companies are Rockwell customers.<sup>4</sup> As the global COVID-19 pandemic brings a renewed focus on health and healing, automation is essential to rapidly developing vaccines and drugs with the necessary scale, safety, and quality.

Throughout the pandemic, we've supported accelerated development cycles and increased capacity needs. From formulation to packaging, if a company is manufacturing a test, treatment, vaccine, syringe, or vial, it's likely we're involved.

Many of these companies are long-term customers who needed to scale up rapidly to meet global demand. **Thermo Fisher Scientific** plays an important role in the pharmaceutical ecosystem and uses our software and professional services as part of their Pharma 4.0 digital transformation initiative and to drive COVID-19 readiness and response.

Our technologies help manufacturers improve quality, accelerate testing, and streamline compliance, all of which play a critical role in speeding product to market. By connecting disparate systems resulting in increased visibility and access to real-time data for faster decision making, one of our customers reduced time to qualify by 30%.

We also help customers improve supply chain visibility and production consistency. For every single pallet of COVID-19 vaccines shipped, 20 to 30 additional pallets of vaccine accessories are required. Companies that lack supply chain visibility have struggled to source enough raw materials and products needed to manufacture the single-use consumables required for vaccine production.

We're working with the life sciences industry to move medicine forward and develop the next generation of flexible manufacturing. With our integrated offerings, including independent cart technology, teams can move quickly from manufacturing one item to another, and one machine can do the work of several, all with fewer parts and using less energy.

Faster launches. Supply chain challenges. Tailored medicine. The pressure has never been greater on the life sciences industry. But with our products, services, and technology, we're helping life sciences customers improve outcomes—from product development to patient lives—and ultimately, world health. •

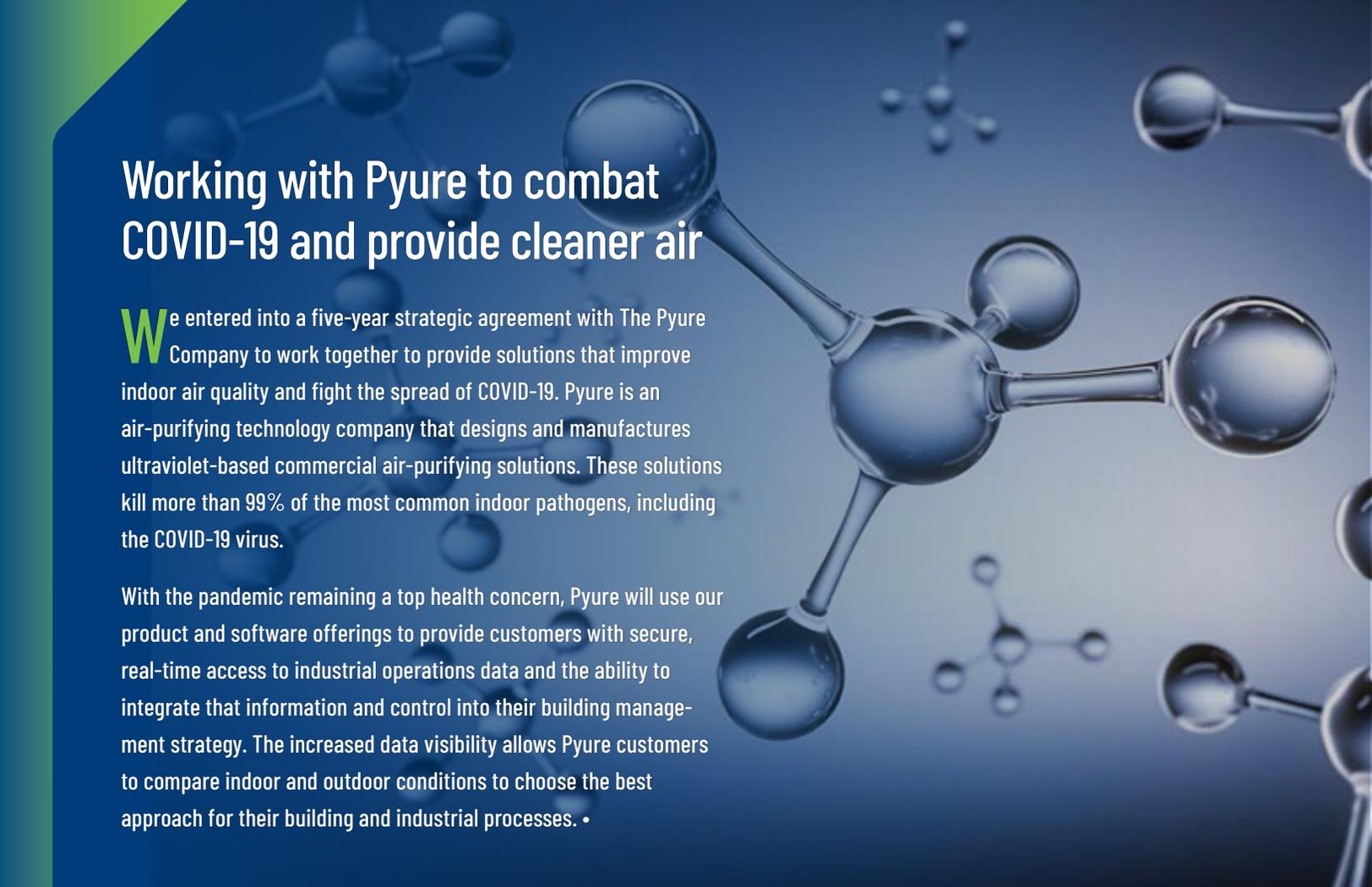


## Reimagining what's possible in biopharmaceutical production

Cytiva is a global life sciences leader working to transform human health by providing access to life-changing therapies. With 75% of FDA-approved biotherapeutics manufactured using Cytiva technologies, the company has more than 100,000 systems in use globally.

Cytiva is a trusted provider, supplying the tools and services the biopharma industry needs to work better, faster, and safer, leading to better patient outcomes. That's just one important reason why Cytiva relies on our Connected Enterprise technologies as part of its digital transformation and Industry 4.0 initiative.

"Now more than ever as an industry, we must get smaller, faster, and more cost-effective in the way we manufacture drugs, vaccines, and therapeutics," said Cytiva's Kevin Seaver, executive general manager, Automation and Digital. "By automating processes and analyzing data, we can rethink every step of drug manufacturing and realize economies of scale with flexibility, efficiency, and confidence." •

A blue-toned background featuring several 3D molecular models of atoms and molecules, with spheres representing atoms and rods representing bonds. The models are scattered across the upper half of the page, with some appearing larger and more detailed than others.

## Working with Pyure to combat COVID-19 and provide cleaner air

**W**e entered into a five-year strategic agreement with The Pyure Company to work together to provide solutions that improve indoor air quality and fight the spread of COVID-19. Pyure is an air-purifying technology company that designs and manufactures ultraviolet-based commercial air-purifying solutions. These solutions kill more than 99% of the most common indoor pathogens, including the COVID-19 virus.

With the pandemic remaining a top health concern, Pyure will use our product and software offerings to provide customers with secure, real-time access to industrial operations data and the ability to integrate that information and control into their building management strategy. The increased data visibility allows Pyure customers to compare indoor and outdoor conditions to choose the best approach for their building and industrial processes. •

A blue-toned background showing a close-up of a glass petri dish containing a liquid medium. A glass pipette is positioned above the dish, with a single drop of liquid about to fall into it. The scene is set on a laboratory bench, with a keyboard partially visible in the lower-left corner.

## Partnership to automate tissue and organ production

**S**ince 2018, we've partnered with the Advanced Regenerative Manufacturing Institute (ARMI), a Department of Defense public-private Manufacturing USA initiative, to innovate mass production of tissue and organ biofabrication. ARMI brings together advances in manufacturing, biotech, medicine, and life sciences to create new possibilities for those with immediate need for human tissue and organs. It's a life-changing approach that adds a new dimension to medicine.

ARMI's first automated tissue line went online in 2020 and with our help, eight more production lines will be installed by mid-2022. Additionally, we're working together to develop ARMI's new Digital Transformation Experience Center in Manchester, New Hampshire. A site for innovation and learning, the Center will educate both ARMI members and Rockwell customers about smart manufacturing and digital transformation. •

SUSTAINABLE

# Company





# Employee **safety**

**Protecting the health and safety of our employees comes first.**

**D**espite the COVID-19 pandemic—with its uncertainty, increasing personal demands, and challenging business conditions—our employees continued to work more safely with another year of best-in-class global safety performance. We're proud of how we took care of each other and how we found new ways to work together and serve our customers, partners, and communities—all while keeping health and safety our top priority.

A global health crisis, the COVID-19 pandemic has been one of the most difficult challenges faced in our lifetimes. From the start, our global management and response team in tandem with business, functional, and regional leaders have closely monitored developments. We've followed U.S. Centers for Disease Control and World Health Organization guidelines along with local and regional mandates. With input from our medical consultant, we've responded quickly as risk warranted.

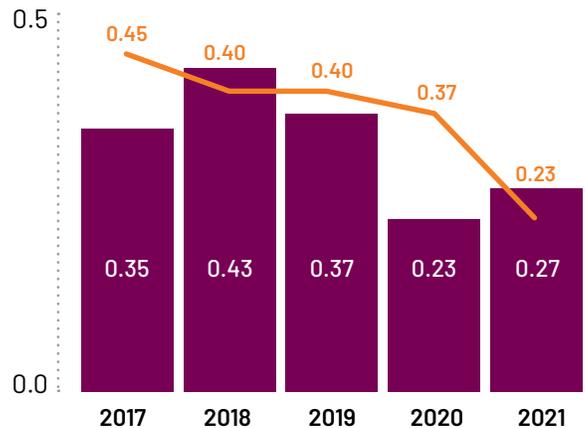
Because we all have a role in protecting the health and safety of ourselves, each other, and our communities, we encouraged everyone to get a COVID-19 vaccine as they became available. The scientific community has declared vaccines safe and the most effective means to keeping people healthy and to enabling us to return to more in-person interactions.

We tried to make it as easy as possible for our employees to get vaccines including providing an additional eight hours of paid time off to schedule a vaccine appointment. We hosted onsite vaccination clinics and provided transportation to clinics in India, Mexico, and the Dominican Republic. To increase vaccine rates in the U.S. where a large population of our employees work, we provided a \$200 discount on 2022 medical premiums to vaccinated participants in our health care benefits program.

## Safety Performance

PER 100 EMPLOYEES

Our 0.27 Recordable\* Case Rate (RCR) per 100 employees remained **best-in-class** as compared to industry performance



■ RCR ■ RCR Goal

Zero fatalities

\*Recordable: work-related injury or illness requiring more than first aid.



## India COVID-19 relief efforts

We have 1,500 employees in India, a country that was especially hard hit with a surge in COVID-19 infections in April 2021. As oxygen therapy emerged as a primary treatment method, we provided 25 oxygen concentrators for our employees and their families to use. Additionally, we donated \$40,000 to the United Way's India COVID-19 fund to help provide medical equipment for hospitals, including oxygen supplies, ventilators, beds, and BiPAP machines. We also invested in charitable vaccination programs. •

## Audits drive continuous improvement

**E**ven though most of us worked differently or remotely in 2021, we continued to use best practices in workplace safety and incident prevention, including Behavioral Based Safety processes, Gemba walks, and our Sustaining Safety campaigns.

We conducted environment, health, and safety (EHS) compliance audits at all our locations to confirm compliance with company policies and procedures and applicable local, state, and federal/national regulations. These audits also helped drive continual improvement and common EHS practices among locations. Audit scope, depth, and frequency vary based on the number of employees, work performed, and risk. In 2021, we conducted 33 audits of our largest locations. We also had 10 inspections from outside government or regulatory agencies with no findings reported or fines assessed. •

In November, we started to require U.S. employees, contractors, and visitors to be fully vaccinated or undergo weekly COVID-19 testing when onsite at our locations or when required to meet with customers. As the risk of COVID-19 became more serious with the rise of new variants, we also required everyone to wear masks when onsite regardless of vaccination status to help reduce transmission. We're proud that as of December 2021, more than 80% of our U.S. employees are fully vaccinated.

We're taking the best of what we learned about new ways of working to support our employees as we move forward in 2022. As conditions allow, we've been excited to welcome employees back to our locations. While we recognize productive work can be done in many places, we believe face-to-face connections foster culture, employee development, and innovation. Our evolving approach values our physical workplaces and in-person interactions while also providing the flexible work options that help increase employee retention, engagement, and productivity.

## ISO environmental and safety management system certifications

# 20 sites

**CERTIFIED TO ISO 14001  
AND ISO 45001**

**W**e prioritize our environmental and safety management system certifications on manufacturing sites with 25 or more employees who perform production-related activities. With this criterion, sites may be required to achieve certification or may drop from inclusion over time. We modified how we count locations where a complex of buildings that were once individually certified are now considered as one certified location. Our third-party auditor, Det Norske Veritas, concurs with our program and criteria. Currently, we have 16 manufacturing locations certified to ISO 14001 and ISO 45001 which covers all our in-scope sites. Additionally, we've committed to certifying two manufacturing sites (Artegna, Italy and Devens, Massachusetts) from recent acquisitions by 2024. An additional four independent locations are certified. •

Our new **Hybrid Workplace Option** provides a voluntary option for those employees in the U.S., Puerto Rico, Canada, Mainland China, and Hong Kong who have roles where they can work effectively both at their work location and remotely. With this option, employees who spend more than 50% of their time at their primary locations have the flexibility to work remotely the remainder of the work week.

We'll continue to evaluate where and how work can be done, with employee health and safety a top consideration. We're confident that by working together and taking additional steps to protect each other, we can help our company, customers and partners, and our communities navigate through this health crisis. •



## Safety honors

**O**ur Asia Pacific Business Center (APBC) and Poland Environmental, Health and Safety teams each won awards from regional safety organizations in 2021.

For the 10th year, the Ministry of Manpower and Workplace Safety and Health Council honored our APBC located in Singapore. This year, the organization recognized us with the Workplace Safety & Health Silver Award. In Poland, we received first place in the "Health and Safety - The Best Employer Advisor" competition organized by the Regional Labor Government Inspector and Regional Health and Safety Workers' Association.

Additionally, a safety project at our Jundiaí, Brazil plant won first place in the Thermal Category of the DuPont Awards for Occupational Safety and Health. This award recognizes that we replaced our flameproof protective garments with a new customized suit that reduces the burn rate from 53% to 21% and increases the chances of survival from 45% to 80%.<sup>5</sup> •



# Culture and well-being

**We take a holistic view toward employee well-being encompassing physical, mental, emotional, and financial health.**

**N**ot surprisingly, the 2021 Gartner Workforce Resilience Employee Survey found 85% of respondents experienced higher levels of burnout while 40% reported declines in work-life balance. Our own Global Voices annual employee engagement survey echoed those findings. Well-being and balance surfaced as critical priorities as our employees faced multiple demands at work, home, from customers, and in their communities.

Because it's important we help each other balance these demands, we're always evaluating how to further enhance our benefit offerings and other programs to support employee well-being. In late 2021, we announced new and expanded policies that provide U.S. employees eligible for our health benefits with the flexibility to care for their families when it matters most.

We added a new **Caregiver Leave** benefit that provides up to two weeks paid time off to eligible employees to care for family members including children, spouses, and parents. The new Caregiver Leave policy is in addition to paid time off for parental leave. We also expanded our **Parental Leave** benefit from four weeks to six weeks paid time off.

Earlier in the year, we added a free premium membership to Calm, a leading app for sleep, meditation, and relaxation, as an employee benefit. The membership, also available to employee family members, is part of the holistic benefits and programs we offer to support employee well-being including a free, global, and confidential Employee Assistance Program.

**Dave Wagner, a solutions consultant and PaCT ERG lead, with his 103-year-old grandfather, Arthur.**

## Pandemic prompts parents and caretakers to form new employee resource group

**E**ven before the pandemic upended our lives, parents and caretakers felt the squeeze of balancing jobs and families. Almost overnight, some employees were juggling parenting, work, and school—sometimes with everyone at the same kitchen table—while others were trying to look after older relatives. To create a community of support and resources, a group of employees formed our Parents & CareTakers (PaCT) Employee Resource Group (ERG).

PaCT's mission is to act as an advocate and change agent for working parents and caretakers, increasing visibility to their challenges and removing barriers. In its first year, PaCT initiated the effort to add breast milk shipping as a reimbursable benefit for Rockwell employees traveling overnight for business. According to the annual Society for Human Resource Management (SHRM) Benefits Survey, we are one of only a small percentage of companies that offer this benefit.

With more than 250 global members, PaCT is our newest of 14 ERGs. Overall, we have 61 ERG chapters across 21 countries with more than 6,000 members. •



We also created a Balance Resources information hub with quizzes, webinars, Lunch & Learns, videos, podcasts, and links to books, articles, and more information. Seeking to destigmatize mental health, many of our employees shared stories about their personal challenges and how they're trying to find balance.

A healthy balance is a key way to show each other we care—that we see one another as whole individuals with vibrant and dynamic lives and recognize that each of us have had different experiences over the past two years. Through our Global Voices survey, one of our most important checkpoints for feedback, we listened and we heard our employees. We added “Support Balance for Everyone” as part of the values and behaviors outlined in our 2022 Strategic Framework, which is our company roadmap that links strategy to our execution.

## Our four 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

The roadmap starts with culture, signifying culture is foundational to all we do and creating an inclusive culture where everyone can and wants to do their best work is fundamental to our success.

This is a common refrain for us, but it's so much more than a platitude. Our four culture principles are embedded into our enterprise-wide business objectives with executive compensation and performance tied to behaviors, actions, and outcomes.

These principles describe the values that bring our vibrant and evolving culture to life. Culture is our way of doing things and the common language that connects us around the world. It's how we show up each day—our outlook, attitudes, and engagement.



Quite simply, culture is about opportunity. The opportunity to have a great day, every day. And after the past two years, there was no better time for us to come together to define what a great day looks like and how to have more of those together. To do that, we launched our **Culture Workshops** in June 2021. These new workshops connect a cross-section of employees to explore as a group why culture matters, what we can do, and how each of us plays an important role in our company's growth, our customer's experience, and helping to shape our own employee path.

Through December, more than 10,000 employees completed or are registered for the workshops. The three fast-paced, two-hour sessions feature interactive discussions, multimedia, and personal reflective exercises.

Jesús Gonzalez, general counsel-North America & Global Market Access, is one of 400 global facilitators who lead the Culture Workshops. He said, "The most gratifying thing is witnessing how employees get energized when they realize that each one of them impacts our culture through their actions."

Our goal is to have all our 24,500 employees complete the Culture Workshops by the end of 2022 and to integrate the workshops into our employee onboarding experience. •

# Diversity, equity and inclusion

A critical part of our culture is our commitment to diversity, equity and inclusion (DEI).

**W**e have a solid foundation to build upon after spending more than a decade focused on this priority. But we know we need to do more and act faster. In 2021, we took several decisive actions to expand the scope, scale, and pace of our efforts.

We named Bobby Griffin as our first **Chief Diversity, Equity and Inclusion Officer**. He brings more than 25 years of diversity and inclusion strategy and leadership experience at Fortune 500 companies. With input from our Board of Directors, Bobby and his team worked with our global leaders to develop customized plans for each of their business units and functional areas to attract, develop, and retain diverse talent at all levels, including key roles.

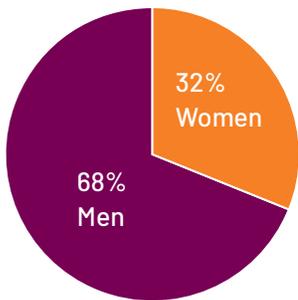
We started a formal **Sponsorship Across Difference** program in which each of our 300 directors, vice presidents, and senior vice presidents was asked to initiate a sponsorship relationship with at least one employee below the director level of a different gender, race, or ethnicity. Unlike mentors who advise, sponsors act. They're advocates for employees, championing high-visibility assignments, recognition, and promotions.



Bobby Griffin, second from right, pictured with (L to R) Stephanie Walker, president of our African American Professional Network (AAPN) ERG; Frank Kulaszewicz, SVP of Lifecycle Services and AAPN executive sponsor; and Lucia Loza Galezewski, president of our Latinx Professional Network ERG.

## Global Gender FY21

BASED ON 24.5K EMPLOYEES



### ENGINEERS

Women 15% Men 85%

### MANUFACTURING ASSOCIATES

Women 49% Men 51%

### INDIVIDUAL CONTRIBUTORS

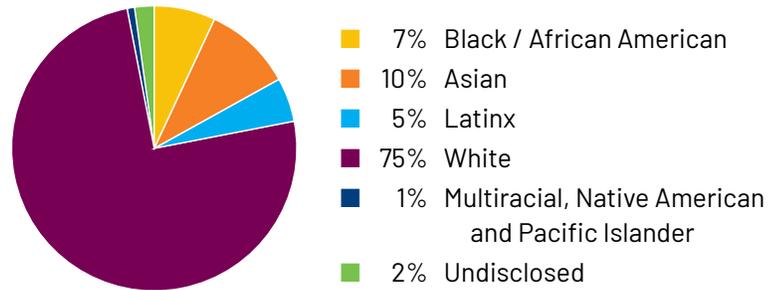
Women 36% Men 64%

### PEOPLE MANAGERS

Women 25% Men 75%

## U.S. Race & Ethnicity FY21

BASED ON 8K U.S. EMPLOYEES



### ENGINEERS

Black / African American	4%
Asian	12%
Latinx	5%
White	77%
Multiracial, Native American and Pacific Islander	1%
Undisclosed	1%

### INDIVIDUAL CONTRIBUTORS

Black / African American	6%
Asian	6%
Latinx	6%
White	79%
Multiracial, Native American and Pacific Islander	2%
Undisclosed	1%

### MANUFACTURING ASSOCIATES

Black / African American	14%
Asian	14%
Latinx	4%
White	56%
Multiracial, Native American and Pacific Islander	2%
Undisclosed	10%

### PEOPLE MANAGERS

Black / African American	6%
Asian	8%
Latinx	5%
White	80%
Multiracial, Native American and Pacific Islander	1%
Undisclosed	0%

## Company honors

Several organizations recognized our continued efforts to build a diverse, equitable, and inclusive workforce and culture. DiversityInc named us to its Noteworthy Companies for Diversity list for the fourth consecutive year and to its Top Companies for Employee Resource Groups list for the first time, ranking us 15th.

Forbes named us to its America's Best Employers for Diversity 2021 list. Companies were selected based on an independent survey of more than 50,000 U.S. employees.



We also earned a perfect score of 100 on the Human Rights Campaign Foundation's 2021 Corporate Equality Index (CEI), the nation's foremost benchmarking survey and report measuring corporate policies and practices related to LGBTQ workplace equality. This was the ninth time we earned a top score. •

# Employee honors

The Society of Women Engineers (SWE) honored Linda Freeman, regional industry manager (below), with the prestigious Fellow Grade Professional Award. The honor recognizes Linda's continuous service to the advancement of women in the engineering profession. She was instrumental in launching Rockwell's Supporting Women in Engineering ERG in 2006 and has been a long-time student mentor through SWE, FIRST®, and other organizations.

The Manufacturing Institute recognized Shari Briggs, Diversity, Equity and Inclusion project manager, as a 2021 STEP Ahead Award honoree and Jai Aja, enterprise customer success manager, as a 2021 Emerging Leader. Shari was honored for her work to help build a diverse talent pipeline and her many volunteer efforts with organizations and programs focused on increasing STEM access for underrepresented groups. Jai, who co-leads Rockwell's Women in the Field ERG and serves as chair of her local Women in Manufacturing chapter, was recognized for her numerous mentoring efforts. •



Often, there's an affinity bias to sponsorship with relationships formed across sameness, someone like us. But with intention, Sponsorship Across Difference helps foster an inclusive culture by ensuring leaders are not advocating only for people like them. Leaders leverage their entire talent pool, women and people of color included, which also helps diversify leadership perspectives and experiences. We supported our leaders' success as sponsors with Sponsorship Across Difference training.

Throughout Rockwell, we invested in enhancing our ability to lead diverse teams and build equity into the employee experience, so everyone has an opportunity to grow, develop, and thrive. Equity is providing the support each person needs and that varies depending on an individual's goals and background.

We launched **Managing Across Difference** training for our 2,969 global people managers. The training is designed to help participants manage diverse teams, including strategies and tools for building trust, psychological safety, and inclusion, all of which are critical to fostering a greater sense of belonging. We piloted the training first with a select group of managers of early career talent, followed by 300 employees at the director level and above. Ultimately, we'll roll out a version of the Managing Across Difference training to all our global employees.

To further develop our diverse talent, we sent more than 100 employees to leadership training programs hosted by the Executive Leadership Council (ELC) and the Hispanic Association of Corporate Responsibility (HACR). The ELC's mission is to increase the number of successful Black executives in the U.S. and internationally while the HACR's mission is to advance the inclusion of Hispanics in corporate America.

# Using language to fight bias, foster belonging

Language can help us build relationships and forge connections. But it can also create barriers that impact someone's sense of belonging. Our biases can show up in the words we use, especially those related to race, ethnicity, culture, gender, religion, or perspective. Even in science and technology, some general language and technical terms that have been historically used are not inclusive.

As part of our DEI commitment, we launched our Adopting Inclusive Terminology initiative. Our goal is to create unified guidance for identifying, replacing, and avoiding offensive and biased language in our products and content. The initiative is led by a cross-functional group from product management, product development, operations, standards, marketing, and technical communications.

Our criteria for change includes terms that are profane or derogatory; contain unconscious bias in relation to race, ethnicity, age, gender, religion, sexual orientation, gender identity, health or abilities, socioeconomic status, or political views; or evoke violent metaphors.

We've identified several terms we're changing including "man hours," "senior moment," "blacklist," "whitelist," "black hat hacker," and "white hat hacker." Implementing these changes is both significant and complex when considering we have thousands of products with millions of words to describe them. We're also working with industry peers and standards organizations to identify and replace such terms and phrases.

Adopting Inclusive Terminology is about far more than replacing words. It's about being thoughtful and intentional, ensuring that we use language in a mindfully inclusive way. •

We developed and expanded our relationships with key partners including AfroTech, the Society of Asian Scientists and Engineers, and the Society of Hispanic Professional Engineers. We hosted recruiting booths at each of their national conferences to connect with the thousands of technical professionals and students that attended. Overall, we extended more than 47 job offers onsite at events this past fall.

At the higher education level, we held our inaugural HBCU (Historically Black Colleges and Universities) Discovery Day. HCBUs are a staple in the Black community with a rich history. Today there are more than 100 HBCUs that enroll 228,000 students. We held a virtual event with a welcome from our Senior Vice President and Chief Supply Chain Officer Ernest Nicolas, and an overview of our DEI commitment from Bobby Griffin. Our hiring managers and employees hosted breakout rooms to share information about student programs and professional roles.

As a leader in our industry, we remained out front as a voice and advocate for driving DEI. We led another series of Bold Conversations at our annual Automation Fair® event held in-person and virtually in 2021. We held five discussions including: How to be an Ally in a Time of Crisis, Creating a Psychologically Safe Workplace & the Impact on Attracting and Retaining Talent, and Inclusion in a Hybrid Work Environment. We also hosted two on-demand DEI sessions at our annual PartnerNetwork™ Conference.

Later in this report, we'll share how we're partnering with industry peers, academia, and nonprofits to prepare the diverse workforce of tomorrow and increase access to STEM opportunities and careers. •



# Ethics and integrity

**Our rigorous commitment to ethics and integrity is firmly ingrained in our culture and guides our every action.**

**W**e start with our **Code of Conduct**, which details the rules we follow and provides a framework for all our decisions and behaviors. Updated in 2020, our refreshed Code of Conduct reinforces our commitments to integrity, each other, customers and partners, the company, and the communities where Rockwell employees live and work.

In 2021, we provided a comprehensive introduction to our new Code in our **Annual Ethics Training**, which 100% of our Board of Directors, employees, and contractors completed. Typically, each year's training focuses on several topics within the Code, but for 2021 we reviewed each of the Code's nearly two dozen sections including workplace safety, diversity and inclusion, and anti-corruption and bribery.

Also last year, we significantly expanded the reach and content of our workplace harassment training. For the first time in 2021, we required each of our 2,969 global people

# 100%

## of our Board of Directors, employees, and contractors completed Annual Ethics Training

managers to complete the scenario-based training that now includes all forms of harassment and can be customized to location and participants.

Ethics and integrity are among our highest scoring drivers of employee engagement, nurtured and cultivated through a strong “speak up” mindset. A hallmark of that mindset is our independent Ombuds program that reports directly to the Audit Committee of our Board of Directors.

Since 1985, our Ombuds has become a trusted resource for colleagues and others to seek advice, share concerns, and report allegations of wrong-doing 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; the Europe, Middle East, and Africa region; and Asia Pacific.

During 2021, the Ombuds received 490 contacts, consistent with the annual range of between 400 and 500 contacts for the past five years. At 34%, our anonymous contact rate is significantly lower than the global benchmark of 58%, reflecting a high degree of trust from our employees. As typical of other global companies, North America represents the highest percentage of Ombuds contacts. However, our contacts from outside of North America grew to 42% last fiscal year, signifying the program’s global reach.

The office of the Ombuds performed more than 100 investigations and substantiated nearly 60% of them, a rate significantly higher than the global benchmark. This indicates Rockwell employees provide high-quality actionable reports and the company has a strong investigation process.

## A World’s Most Ethical Company

**E**thisphere, a global leader in defining and advancing the standards of ethical business practices, named us as one of the World’s Most Ethical Companies for the 13th time in 2021. The highly sought-after honor recognizes companies that understand the importance of leading, making hard but values-based decisions, and a commitment to integrity.

“The World’s Most Ethical Companies’ honorees continue to demonstrate an unwavering commitment to the highest values and positively impacting the communities they serve,” said Ethisphere CEO Timothy Erbllich. “While addressing tough challenges, we saw companies lead on earning the trust of stakeholders through resilience and a commitment to ethics and integrity.” •





**Stefano Pini, 2021 Global Integrity Champion**

Annually, we honor colleagues whose courageous actions and choices demonstrate our ethical values. Our annual **Global Integrity Champions** have spanned all business units, organizational levels, and regions, with each making the right decision when faced with a difficult ethical choice.

For our 2021 champion, Stefano Pini, that decision came after someone tried to bribe him for passwords to a customer's network. Stefano is an Italy-based software solutions sales engineer who works for ASEM, a Rockwell company. As directed in Rockwell and ASEM's anti-bribery and corruption policies, Stefano immediately refused and reported the matter to his manager. Our Ombuds office notified the Italian criminal authorities and informed the customer someone was attempting to breach their password-protected network.



**Canninah Mapena, Honorable Mention**

We also recognized two employees as Honorable Mentions. Canninah Mapena, country sales director, South Africa, faced multiple ethics and compliance challenges including the discovery of a major theft ring. Canninah bravely reported the issue and worked closely with our security team and police to crack the ring, even when her personal safety appeared at risk. She's also fostered a "speak up" mindset and has organized town hall sessions engaging our hundreds of South African employees for candid discussions with her, our Ombuds, and other business leaders.

Marcelo Tarkieltaub, regional director, Southeast Asia, hired someone he knew and recommended to Rockwell. But when he suspected his new hire of behavior that violated our Code of Conduct, he reported the behavior and stepped aside to ensure our Ombuds office could conduct a fair and impartial investigation. When those violations were confirmed and substantiated, Marcelo supported the separation of his recent hire.



**Marcelo Tarkieltaub, Honorable Mention**

Stefano, Canninah, and Marcelo all reflect why we have earned a valued reputation for integrity. We work hard to meet business goals, but never at the expense of our ethical standards. •

# Environmental performance

**We focus our environmental stewardship on reducing energy, waste, and water use.**

**A**s part of our 2030 carbon neutral goal (Scopes 1 and 2 emissions), we completed 10 global energy conservation projects that we estimate will eliminate more than 4,500 metric tons of CO<sub>2</sub> annually. That's equivalent to taking more than 1,000 cars off the road and saving enough energy to power more than 600 homes.

These projects included a multi-year renewable energy program in Europe with Tauron Polska Energia that will provide green energy with zero emissions to our Katowice, Poland manufacturing campus. The Katowice plant also upgraded to LED lighting on its production floor.



## Green roof helps city manage stormwater overflows

**R**ain gardens and barrels, undeveloped riverfront land, and green roofs—including the one atop our headquarters building—helped the city of Milwaukee prevent millions of gallons of untreated water from flowing into the region's waterways after several days of heavy summer rains. Planted in 2010, our 49,000 square-foot green roof features a dozen varieties of sedum and native perennials. The plants help to slow and absorb stormwater from heavy rains that can otherwise contribute to sewer overflows and threaten to overwhelm the system. During the past 11 years, our green roof has absorbed over 11 million gallons of water. That's a savings equal to the annual water use of nearly 1,200 U.S. households. •

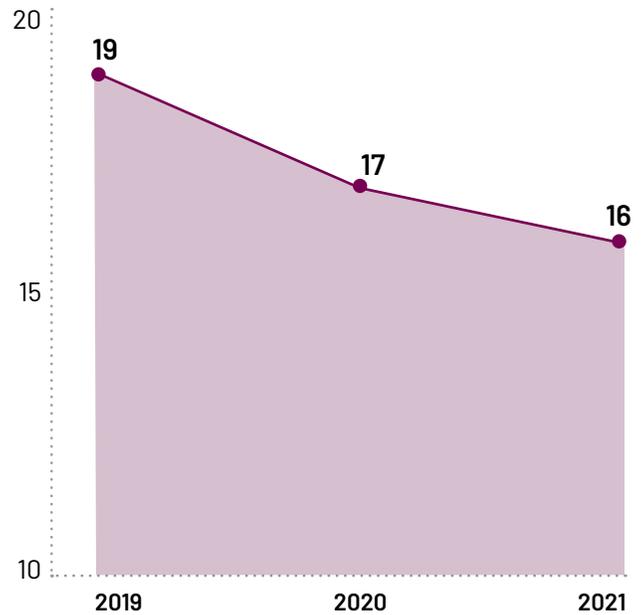
At our Milton Keynes location in the United Kingdom, we installed a heat reflective film and perimeter around two of our facility's buildings to eliminate the greenhouse warming effect during the summer and improve efficiency of the facility's cooling and heating systems. At our nearby Bletchley location, we upgraded and added additional warehouse heaters and boilers, and installed heat screens to reduce radiant heat transfer.

In Sahibabad, India and Milwaukee, Wisconsin, we removed, replaced, and optimized various pieces of equipment, including transformers and air compressors. We also completed lighting upgrades in Milwaukee as well as at our Mayfield Heights, Ohio location.

We have another nine energy conservation projects underway for an estimated further reduction of 2,100 metric tons of CO<sub>2</sub> annually, including seeking LEED Gold (Commercial Interiors) certification for our new China headquarters office in Shanghai. LEED, which stands for Leadership in Energy and Environmental Design, is the

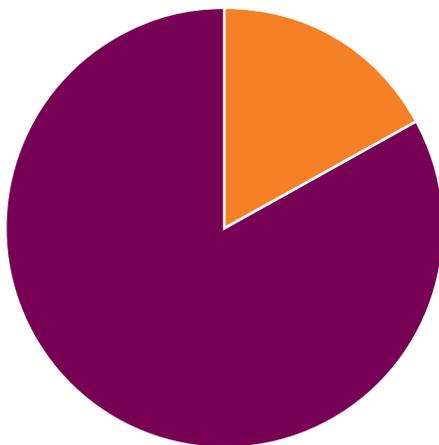
## Normalized Emissions Trend

Scopes 1 and 2 emissions, as metric tons of CO<sub>2</sub> equivalent, per million USD of sales

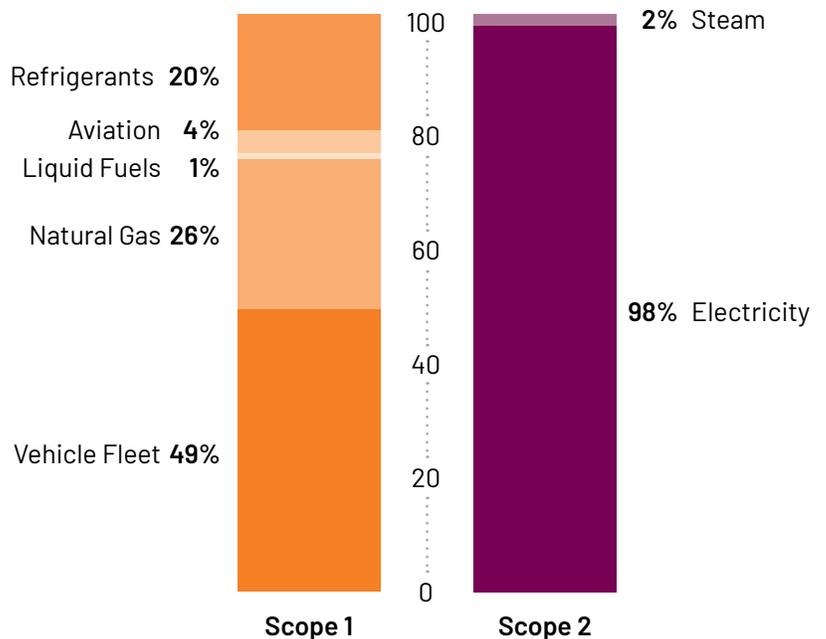


## Emissions Summary

109,700 total metric tons of CO<sub>2</sub> equivalent



- 17% Scope 1 (direct)
- 83% Scope 2 (indirect)

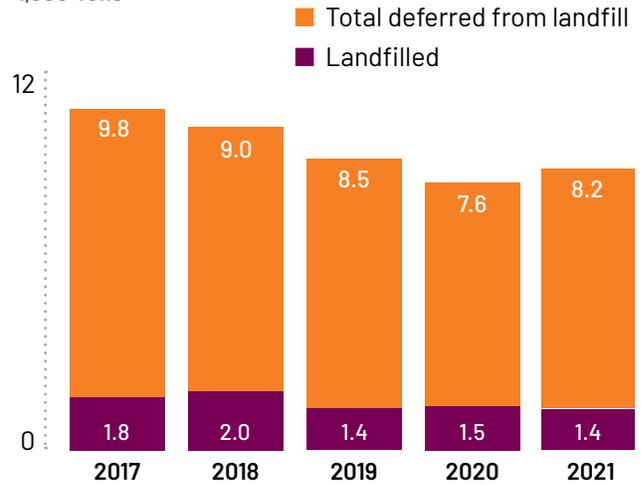


most widely used green building rating system in the world. In Harbin, China, we are replacing an outside wall with a thicker and lower heat transfer coefficient wall. Lastly, we have additional lighting, HVAC, and other equipment upgrades in process in our Katowice, Poland and Mayfield Heights and Twinsburg, Ohio facilities.

Looking ahead, we have a dozen projects in our approval pipeline including pursuing steam recovery as a heat source. We also engaged an outside consultant to facilitate a multi-year project to classify our Scope 3 emissions and impacts. Scope 3 emissions, also referred to as value chain emissions, fall within 15 categories both upstream and downstream of an organization’s activities. Because not every category is relevant to every organization, this project will define the categories material to Rockwell. As part of this work, we will also assess the carbon footprint and impacts for two of our largest product portfolios.

## Waste Generation

1,000 Tons



86% solid waste deferral rate exceeds annual 85% goal  
Hazardous waste accounted for only 4% of total waste generated

## Technology eliminates hundreds of thousands of pounds of paper waste

Using our own advanced automation technology, we reduced paper job packets for our engineered-to-order (ETO) products by 70%. ETO products are custom-manufactured solutions. Previously, a job packet for a single project required up to 26 pounds of paper documentation.

By using our industrial software portfolio to improve efficiency and eliminate waste, we’ve eliminated more than 251,000 pounds of paper waste while giving our manufacturing associates real-time access to the latest electronic documentation. We’ve also reduced the amount of toner and energy used for printing. Overall, we estimate this effort has reduced our carbon footprint by 197 tons of CO<sub>2</sub>.



## Solar-powered lighting and fans for 550 low-income India families

In partnership with Habitat for Humanity India, we funded solar-powered lighting and fans in 550 low-income homes with no electricity in Uttar Pradesh, Nagaland, West Bengal, Karnataka, and Maharashtra. Each home received an off-the-grid system, including two LED lights and a fan. Besides providing a much needed, yet environmentally friendly resource, the lighting also provides children with more hours to study and demonstrates our commitments to both environmental stewardship and education. •

## Wisconsin and Canada honors

For the eighth consecutive year, we earned Green Masters Program certification from the Wisconsin Sustainable Business Council. Green Masters is a sustainability recognition, assessment, and certification program.



In Canada, our Cambridge plant won a silver medal as part of a two-year energy management challenge sponsored by several southwestern Ontario utilities. As one of the challenge's 24 participants, we were recognized for our various efforts to demonstrate leadership in responsible energy management, including optimizing our compressed air system with ultrasonic leak detection and using energy data to drive decision making. •

Most of our emissions are indirect Scope 2 emissions generated by utilities from the electricity we use to light, heat, and cool our buildings. While we had a slight increase in our CO<sub>2e</sub> emissions in 2021, we continued to reduce our energy intensity when emissions were normalized to sales with energy conservation efforts helping to minimize the environmental impact of our business growth.

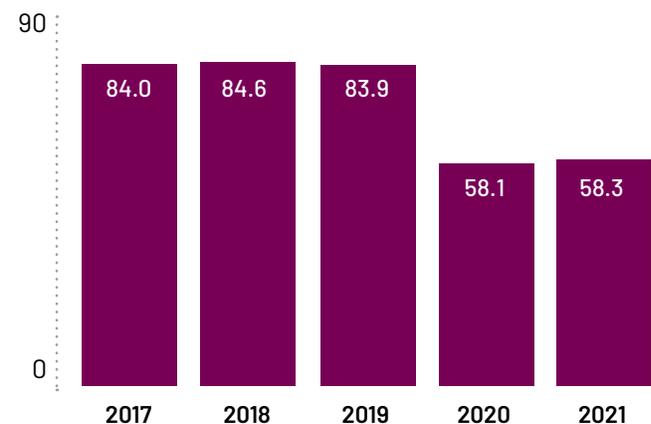
We measure and report energy use and carbon emissions at our largest locations including core manufacturing and office facilities. We calculate the balance of carbon footprint using emission factors based on location and occupied office space. Energy is a minor percentage of the total operational costs at these smaller facilities.

We focus the remainder of our environmental stewardship efforts on waste and water consumption. In 2021, we exceeded our annual goal to recycle or reclaim 85% of solid waste generated. Our water use rose slightly, just missing our annual zero increase goal. We use water mostly to drink, for sanitary purposes, and to cool and clean during manufacturing. •

As previously noted on page 22, we have 20 manufacturing locations certified to ISO 14001 and ISO 45001.

## Water Use

In million gallons



Water use slightly over annual zero increase goal

# Responsible supply chain



**Our accelerated efforts to reduce environmental impacts and drive sustainable change extends to our global supply chain.**

**W**e are fortunate to partner with diverse suppliers that recognize the importance and value of sustainability for the mutual benefit of our joint relationships, customers, communities, and the world around us.

Together we continue our efforts to create a more responsible supply chain aligned with the needs of our customers and society's rapidly changing expectations. Just as we did at the corporate level with our 2020 materiality assessment, we've 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're focused on creating expanded value that encapsulates shared commitments to ethics and integrity, inclusion, and the environment.

## Supplier Diversity

**\$256M**

Spent with diverse suppliers including small, veteran, minority, women, and LGBTQ-owned businesses in FY 2021

Of this spend,

**\$84M**

was with Minority- and Women-owned Business Enterprises

# African-American-owned investment banking firm co-leads Rockwell Automation bond offering

**W**e selected Loop Capital Markets, a nationally recognized Black-owned investment banking firm, as a joint active bookrunner on a \$1.5 billion bond offering that funded a portion of our 2021 acquisition of Plex Systems.



"I applaud Rockwell and its management team for their leadership in advocating lead roles for diverse-owned firms," said Jim Reynolds, chairman and CEO, Loop Capital Markets. "By selecting Loop Capital Markets as a joint-lead

underwriter, Rockwell Automation is sending a powerful message of support for equity on Wall Street and is providing a path

forward for its corporate peers in the industrial and technology sectors. This transaction highlights Rockwell's ongoing commitment toward diversity, equity, and inclusion as a company."

"We've worked with Loop Capital Markets in the past," noted Rockwell's Isaac Woods, vice president and Treasurer. "We're pleased to have the opportunity to elevate such a high-quality firm to a lead position in this transaction."

BofA Securities, Goldman Sachs & Co. LLC, and Wells Fargo Securities joined Loop Capital Markets as joint-lead underwriters. Through longstanding relationships with our group of strategic partner banks, we continue to strengthen our shared commitment to sustainability and equity, while amplifying and elevating the stature of diverse firms across the global corporate community. •

To that end, we plan to look to the Responsible Business Alliance's (RBA) Code of Conduct as a guideline for future updates to our own **Supplier Code of Conduct**. The RBA is the world's largest industry coalition dedicated to corporate social responsibility in global supply chains. Its Code of Conduct is a set of social, environmental, ethical, and management systems standards. RBA updates the Code every three years to ensure relevance to current issues and expectations facing global supply chains.

Regardless of the global supply challenges facing industry today, our responsible supply chain is at the forefront of our efforts, from supplier information campaigns including our 2021 Virtual Supplier Conference to using our own technologies and data to augment decision making and provide even greater visibility into our supply chain planning and operations.

We've set out 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. •

SUSTAINABLE

# communities





**At Rockwell, philanthropy extends beyond financial investments. It's about people, action, and purpose-driven passion to create transformational change.**

**O**ur philanthropic strategy is built upon our business imperative to ensure a skilled workforce now and in the future—one that reflects the diversity of our customers and partners, regions, and communities. For us, it goes beyond the “skills gap.” With our STEM education partners, we’re diligent in our intent to close the belief and opportunity gaps that create barriers for girls and students of color.

We support organizations and opportunities that foster an awareness of the systems and barriers that perpetuate the social, economic, and educational challenges our communities face. And we contribute to the vibrancy of our regions through investment in programs that address those inequities, creating access for the people who need it most. •

## Philanthropy



- 49% STEM Education
- 32% Equity & Inclusion
- 16% Talent Engagement
- 3% Disaster Relief & Recovery

# Racial equity and inclusion



**W**e continued to deepen our commitment to remove barriers caused by systemic racism and support those organizations dedicated to advancing racial equity and inclusion.

The YWCA Southeast Wisconsin (YWCA SEW) is among those leading this effort. We provided a \$125,000 donation to help strengthen and expand the organization's programming, including its signature class *Unlearning Racism: Tools for Action*®. The YWCA SEW has seen a surge in demand for its offerings, which focus on the action and accountability needed to create an environment where all can thrive. Our investment builds on a longstanding commitment to the organization's mission to eliminate racism and empower women.

We co-sponsored the U.S. debut of *Mandela: The Official Exhibition*, which ran at the Milwaukee Public Museum in partnership with America's Black Holocaust Museum. The powerful exhibit celebrated the life of one of the world's most

famous freedom fighters and political leaders through a series of experiential galleries and interactive opportunities. More than 30,000 visitors attended the exhibit and through a free virtual component, 6,312 students participated in live programming broadcast from the museum.

For January's Martin Luther King Jr. Day, we sponsored the virtual event, *Dr. King's Work & Legacy: A Fight for Fair and Equitable Wages*, featuring Reggie Jackson from Nurturing Diversity Partners. Reggie is a nationally heralded independent scholar on race. The conversation included discussion about the United Way's Reducing Barriers to Employment & Advancement initiative.

Also, as part of our tribute to the legacy of Dr. King, we sponsored a live reading of *I am a Boy of Color* by children's author and diversity, equity, and inclusion advocate Deanna Singh, a book that is designed to help parents to talk to their children about race. •

# STEM opportunity and access

**Driving equity in our communities starts  
with our youngest learners.**

**W**e support organizations and activities that provide all students with equal access to STEM opportunities and the belief that they will be our future makers, creators, and builders.

In 2021, we surpassed \$30 million in cash and in-kind product donations to nonprofit *FIRST*® with a new \$2.7 million grant to support global programming for the 2021-2022 season. *FIRST*, a key Rockwell STEM education partner since 2006, inspires students ages 4 to 18 to become science and technology leaders and innovators by engaging them in exciting, hands-on, mentor-based programs.



Rockwell is one of *FIRST*'s largest corporate funders; hundreds of Rockwell employees amplify our support with their technical guidance and real-world experience. During the past five years, more than 1,500 employees worldwide have served as coaches, mentors, and volunteers.

Rockwell's Zhongjie Li, customer innovation and operations manager, served as a judge at a *FIRST* Robotics Competition in Hangzhou, China.



*FIRST*'s positive impact is well documented. Participants from all backgrounds are twice as likely to show an increase in STEM-related interests, and *FIRST* alumni are more likely to major in STEM fields. Young women in *FIRST* are more likely to declare a major and take courses in engineering or computer science.

Globally, during the 2020-2021 season, Rockwell sponsored 117 teams across all *FIRST* programs. Nearly 200 employees coached, mentored, and volunteered at events including *FIRST* Canada's Girls and Allies 2021 STEMathon. This was an engaging, interactive, online gathering for young women in STEM and their allies. In China, Rockwell's Zhongjie Li served as a judge at the world's largest *FIRST* Robotics Competition off-season event

held in Hangzhou. This marked Rockwell's first official involvement at a *FIRST* China event.

Our goal is to not only introduce students to STEM and related career possibilities, but also to create and equip the spaces that foster their innovation and creativity and nurture their problem-solving and critical-thinking skills. All while having fun.

These spaces include the We Energies STEM Center at MSOE (Milwaukee School of Engineering), which celebrated its grand opening in 2021. Developed in partnership with Rockwell and other corporate funders, the Center is a key STEM destination in Milwaukee for all K-12 students, providing access to interactive, one-of-a-kind STEM experiences.

**Rockwell sponsors hundreds of *FIRST* Robotics Competition teams annually.**



It includes the Rockwell Automation *FIRST* Robotics Development Zone a 1,500-square-foot playing field area funded with a \$350,000 contribution.

Through an additional investment, we supported MSOE's summer STEM programming and provided more than 300 area students with access to new robots, indoor-safe drones, and other STEM tools.

We also funded a \$100,000 grant to the Milwaukee Robotics Academy (MRA) as part of our *FIRST* commitment. MRA provides year-round STEM education to under-served populations including facilities for high school students and teams to explore robotics and access to advanced machine shop equipment. MRA also provides mentoring, applied training, and skills-based programming.

**Students experience the Rockwell Automation *FIRST* Robotics Development Zone.**



## Showcasing modern manufacturing

We joined the Great Lakes Science Center to host hundreds of Cleveland-area students for Manufacturing Day (MFG Day). A National Association of Manufacturers and Manufacturers Institute initiative, MFG Day is an annual series of events to inspire the next generation by showcasing modern manufacturing careers. Volunteers from Rockwell and five other local companies assisted students with interactive advanced manufacturing and technology experiences, including augmented reality, LEGO robot coding, and virtual welding. •



Two Rockwell employees serve on MRA's advisory board, including *FIRST* alum Javion Mosley who also mentors his former *FIRST* Robotics team which started MRA. Nearly three-quarters of MRA alums work in STEM fields, including graduates who have started their own businesses.

To support and engage students and families at home, we launched Milwaukee Math Week, in partnership with the MIND Research Institute. We challenged students and families to enjoy 100,000 minutes of free online math games and stories.

When the five-day period ended, we exceeded our goal with 1,175 families logging more than 109,000 minutes of play of which nearly 80% was in Spanish. For those without home technology, we bridged the digital divide by providing books and games. Additionally, we partnered with the United Way to supplement the learning opportunity with winter break meal kits for 300 families facing food insecurity. •



# Volunteer support

**Our employees broaden the reach of our philanthropic investment and impact with their time, talent, and personal resources.**

**T**o make it easier for employees to learn about and participate in local volunteer opportunities and to enhance their personal giving with company support, we designed **ROK in Action**.



Recently launched in a dozen countries in Asia Pacific and North America, employees can access this new volunteer program and platform from their smartphones or computers. Once they find opportunities, they can track their volunteer time, earn \$10 per hour Reward Dollars, and direct their rewards balance to support nonprofits of their choice. Further, ROK in Action makes it possible for employees to volunteer during work hours with up to 24 hours volunteer paid time off annually. We plan to roll out ROK in Action to additional locations in the coming years.

Additionally in 2021, we honored the four winners of our annual **Volunteer Recognition Program** with a \$5,000 contribution to their charity of choice. The awards celebrate the value of volunteerism and create awareness for the organizations and missions our employees are passionate about serving. •



## Healthy communities

Regardless of race, gender, or economic status, the pandemic impacted us all in ways none of us could have predicted. Since it first became available, we've continuously encouraged everyone to get a COVID-19 vaccine. To assist with reaching the most vulnerable in our headquarters community, we donated \$50,000 to HealthyMKE. The comprehensive multimedia and grassroots information campaign was created by a broad coalition of local government, nonprofit, health care, public health, and community organizations.

HealthyMKE targets the "moveable middle," uncertain individuals who may be open to the vaccine. With educational resources and tools, the campaign is designed to help empower people to make informed choices about the vaccine. •

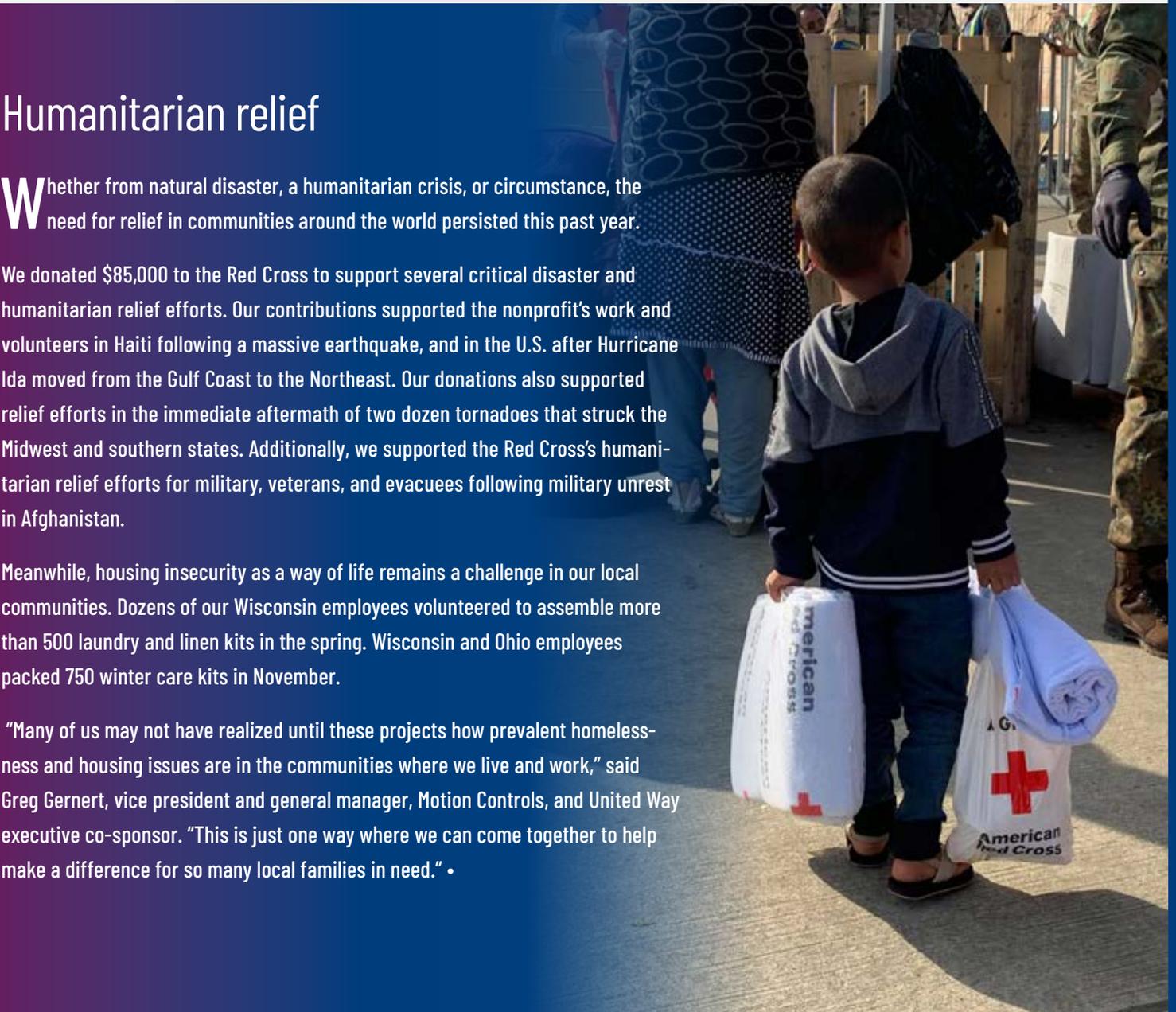
## Humanitarian relief

Whether from natural disaster, a humanitarian crisis, or circumstance, the need for relief in communities around the world persisted this past year.

We donated \$85,000 to the Red Cross to support several critical disaster and humanitarian relief efforts. Our contributions supported the nonprofit's work and volunteers in Haiti following a massive earthquake, and in the U.S. after Hurricane Ida moved from the Gulf Coast to the Northeast. Our donations also supported relief efforts in the immediate aftermath of two dozen tornadoes that struck the Midwest and southern states. Additionally, we supported the Red Cross's humanitarian relief efforts for military, veterans, and evacuees following military unrest in Afghanistan.

Meanwhile, housing insecurity as a way of life remains a challenge in our local communities. Dozens of our Wisconsin employees volunteered to assemble more than 500 laundry and linen kits in the spring. Wisconsin and Ohio employees packed 750 winter care kits in November.

"Many of us may not have realized until these projects how prevalent homelessness and housing issues are in the communities where we live and work," said Greg Gernert, vice president and general manager, Motion Controls, and United Way executive co-sponsor. "This is just one way where we can come together to help make a difference for so many local families in need." •



# Global Academic Organization

**Preparing business and the workforce for the jobs of the future is a task that no one company, university, or government agency can do alone.**

**T**hat's why we partner with industry peers and educational institutions worldwide to invest in academic innovation, training, and curriculum designed to accelerate the adoption of new technologies and skill sets.

With real-world applications and advanced-technology labs in high schools, technical colleges, and universities, our Global Academic Organization focuses on developing the diverse and future-ready workforce of tomorrow. Annually, we reach more than 30,000 students, preparing them for roles in digital transformation.

As part of Ohio's high school Graduation Pathways, we partnered with FANUC America to combine the previously separate Automation and Robotics Pathways into a single, integrated program. Pathways provide students with both high school graduation and college credits, as well as industry-recognized credentials. By merging the Automation and Robotics Pathways, students receive training that more closely mimics today's manufacturing floor experience.

**Marzell Brown is an IoT engineering and academic enablement manager in our Global Academic Organization.**





Ohio educators participated in a Rockwell co-led Train-the-Trainers workshop.

To train educators in the newly integrated approach, we joined FANUC and Lorraine County Community College (LCCC) to lead a three-week Train-the-Trainers workshop. More than 20 educators from high schools and two- and four-year colleges statewide participated in the free summer session funded with an Ohio Department of Labor grant. The training included hands-on and project-based learning and visits to see Rockwell technology in action at the Great Lakes Brewing Company and a university student-designed exhibit at the Great Lakes Science Center.

The training also included sessions on diversity and inclusion, exploring how to better position students across gender, ethnic and racial backgrounds, and urban and rural locations for success. We held the training at the Garrett Morgan School (GMS) of Leadership & Innovation, one of three Cleveland-area schools that serve mostly Black students and house Rockwell-donated technology and equipment as part of our Mach3 effort to reach and enroll more diverse students in our integrated Pathways program. We'll partner with FANUC and LCCC in summer 2022 to offer another train-the-trainer session at GMS.





At **Cleveland State University** where our partnership goes back to the late 1990s, we celebrated the grand opening of the **Rockwell Automation Connected Enterprise Laboratory**. Touted as “fully Industry 4.0, connecting manufacturing automation and the Industrial Internet of Things (IIoT),” the lab is the Washkewicz College of Engineering’s latest initiative to fulfill its mission to produce ready-to-go engineers. The high-tech hands-on learning environment provides students with access and instruction on the same types of advanced manufacturing equipment used across industry today and includes 14 workstations accommodating 28 students.

## Industry coalition develops apprenticeships

**W**e joined with FANUC America to form an industry coalition that developed new apprenticeship programs to help companies rapidly upskill employees and provide credentials for expanded career opportunities. The new programs include robot operators and technicians, PLC (programmable logic controllers) operators and technicians, and an integration specialist credential to operate and troubleshoot integrated FANUC-Rockwell Automation technologies. More than 40 companies and organizations have supported and participated in the apprenticeships including Dana, Magna, Tyson Foods, and the Advanced Robotics for Manufacturing Institute. •

# Beijing Jiaotong University students win annual China Industrial Intelligence Challenge

Classmates Li Junying and Zhang Zhe from Beijing Jiaotong University, who conducted their work at the university's Rockwell Automation Laboratory, were among the award winners at the annual China Industrial Intelligence Challenge. The university's School of Electrical Engineering was also honored with the Excellent Organization Award.

Together with China's Ministry of Education, we are a longtime co-sponsor of the highly regarded competition that encourages students to research, explore, and use IIoT applications to solve practical problems. •

We also opened the **Rockwell Automation Lab at Can Tho University** in Vietnam. The country's most modern and well-equipped automation laboratory is designed to provide instructors and students with hands-on experience in Vietnam's growing smart manufacturing and processing industries. It features 20 basic and 19 advanced workstations and one virtual model to emulate factory automation solutions.

In Wisconsin, members of the Board of Regents and chancellors from other UW System universities toured the **University of Wisconsin-Milwaukee Connected Systems Institute (CSI)**. We are a founding member of the CSI (pictured right), which includes a mini factory of the future used for learning and collaborative research and to demonstrate the latest in smart automation technologies fueling Industry 4.0.

Fully and securely connected end to end in 2021, CSI's production line links to a manufacturing execution system tied directly to an enterprise resource planning system. With "digital twins," CSI students and researchers can simulate new configurations or solve problems without having to work on the physical system itself. Together with Rockwell and dozens of private companies,



the CSI is developing new ways to integrate digital technologies such as artificial intelligence, robotics, and data from the IIoT into next-generation manufacturing.

Among our 2022 projects, we're working with the CSI to launch a new Digital Manufacturing Certification in the spring, and with our other partners to continue to expand and enhance our global network of more than 150 automation learning labs •



# Academy of Advanced Manufacturing™

**Even before the pandemic, the lack of skilled labor was a major challenge for the manufacturing sector.**

**L**ack of skilled workers has become even more worrisome as companies move more manufacturing plants closer to home to address supply chain issues. A 2021 study found the U.S. manufacturing skills gap could result in 2.1 million unfilled jobs by 2030, ultimately costing the U.S. economy up to \$1 trillion.

To serve our veterans and help close that gap, we developed the [Academy of Advanced Manufacturing™](#) (AAM) program jointly with ManpowerGroup. AAM serves as a bridge from the military to manufacturing. The free 12-week program trains military veterans and provides them with high-tech career opportunities in advanced manufacturing and production at Rockwell Automation customer locations.



Since the program's 2017 inception, AAM has upskilled and certified 263 military veterans as automation controls and instrumentation technicians. The program has placed most of those grads in high demand manufacturing roles with average starting salaries between \$55,000 and \$75,000. AAM grads represent all branches of the military and 41% are people of color.

More than 80 Rockwell customers have hired AAM grads, and a quarter of those manufacturers are repeat employers interested in multiple hires including **The Goodyear Tire & Rubber Company**. The company's four recent hires serve in area manager, maintenance specialist, and electronic technician roles at Goodyear's Danville, Virginia tire plant.

Matt Brown, Goodyear's Danville engineering manager and a Navy veteran, said AAM offers a unique opportunity to tap into highly trained candidates and builds on those candidates' technical capability.

# Honors for our efforts to promote veteran employment

**M**ilitary Friendly® designated Rockwell as a 2022 Military Friendly® Employer and the *Milwaukee Business Journal* honored us as part of its 2021 Veterans in Business Awards.



Military Friendly identifies organizations whose commitment to serving the military and veteran community is comprehensive in scope and meaningful in terms of actual outcomes and impact. The Military Friendly® Employer designation is awarded to organizations that have met or exceeded their standard in recruiting, hiring, and training of veterans.

The *Business Journal's* Veterans in Business Awards is a celebration of U.S. military veterans and companies that strongly support veterans' initiatives in Wisconsin. •



“This program basically gives us ideal candidates for the roles we need to fill,” said Brown. “They’re coming in ready to work and they already have the leadership qualities we’re looking for.”

AAM combines technical classroom training, hands-on lab experience, and professional development education at Rockwell’s facilities in Milwaukee, Wisconsin and Cleveland, Ohio. Housing is provided and candidates are paid weekly for their participation.

In 2021, AAM was authorized as a **U.S. Department of Defense SkillBridge Program**. SkillBridge connects Service members with industry partners in real-world job experiences. For industry partners, SkillBridge is an opportunity to access and leverage the world’s most highly trained and motivated workforce. It also means we can recruit in-person and virtually on military bases with potential candidates preparing to separate from service. As such, we held our first in-person hiring event at the Fort Hood U.S. Army base in the fall.

AAM’s 20th cohort started in January, the first of six 2022 cohorts. Also new in 2022, AAM will pilot adding spouses of veterans and transitioning service members with technical backgrounds in electronics to the program. •



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AMERICAS: Rockwell Automation, 1201 South Second Street, Milwaukee, WI 53204-2496 USA, Tel: (1) 414.382.2000, Fax: (1) 414.382.4444  
EUROPE/MIDDLE EAST/AFRICA: Rockwell Automation NV, Pegasus Park, De Kleetlaan 12a, 1831 Diegem, Belgium, Tel: (32) 2 663 0600, Fax: (32) 2 663 0640

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