

enabling sustainability

2022 REPORT



**Rockwell
Automation**

expanding human possibility[®]



About the Cover

We live in a world of 8 billion people who rely daily on established systems. The glowing city pictured on our cover presents a practical, big picture view of today's reality, reminding us that change starts with where we are now. It also speaks to the Earth's humanity—the ultimate reason why sustainability work is so urgent.

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 intelligent, more connected, and more productive.

OUR STRATEGY is to bring the Connected Enterprise to life. It's done with great employees who are enabled and inspired to do their best work.

OUR MISSION is to make our customers more resilient, agile, and sustainable by delivering industrial automation and digital transformation solutions that simplify complex challenges.

Table of Contents

4 CEO LETTER	22 SUSTAINABLE CUSTOMERS	49 SUSTAINABLE COMPANY	76 SUSTAINABLE COMMUNITIES
5 ABOUT OUR COMPANY	24 Expanding Insights	50 Our Culture	77 Community Impact
8 ESG PRIORITIES & PROGRESS	27 Expanding Impact	51 DEI	81 STEM Education
9 Sustainability Strategy	31 Expanding Innovation	60 Innovation	85 Disaster Relief & Recovery
11 2022 ESG Highlights	35 Circular Economy	62 Employee Well-being	86 Workforce of Tomorrow
13 Disclosure Reports	38 Energy Transition	66 Employee Health & Safety	
14 GOVERNANCE & INTEGRITY	42 Worker Safety	68 Environmental Performance	
15 Board & Management Oversight	45 Cybersecurity	74 Responsible Supply Chain	
17 Sustainability Council			
18 Ethics & Integrity			
21 Product Compliance			

About this Report

Our 2022 Sustainability Report presents sustainability data and disclosures covering our 2022 fiscal year (Oct. 1, 2021 through Sept. 30, 2022) unless otherwise noted. Please see our company's [Investor Relations site](#) for consolidated financial statements. Your input and feedback are important—please contact sustainabilityreport@rockwellautomation.com with any comments or questions.

Safe Harbor Statement

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

I am pleased to present our 2022 Sustainability Report. It showcases Rockwell Automation's sustainability strategy and outcomes, and how we're partnering across our industry and within communities worldwide to create sustainable impact and change.

This year's report is our largest ever, reflecting the ever-growing importance of sustainability for our company, our customers, the communities where we work and live, and our planet.

For more than 120 years, Rockwell has improved the efficiency of industrial processes. Today, we're helping our customers to be more resilient, agile, and sustainable by delivering digital transformation and industrial automation solutions that simplify the complex challenges facing manufacturers across the many diverse industries we serve.

In a few short years, manufacturing has experienced a seismic shift. Consumer, industrial, and cultural demands are changing, creating a business imperative that requires agility and flexibility on both the factory floor and across the enterprise. Digital is the single most powerful lever manufacturers can use to transform their businesses.

We understand that sustainability—and sustainability goals—look different for every company. We use our industry-focused ingenuity to meet customers where they are today, helping them to achieve their Environmental, Social, and Governance (ESG) goals and comply with new requirements. Specifically, Rockwell is partnering with industrial manufacturing companies to track and reduce their energy, water, and waste.

Ultimately, sustainability is all about ensuring a future where humanity can thrive. Here at Rockwell, we understand people are central to the mix. With our customers, we're helping to empower workers by providing capabilities and solutions designed to enhance worker skills and safety. We're creating innovative, sustainable products and solutions while fostering a culture that empowers employees to operate safely and responsibly. We're also working to provide local partners with access to resources that enhance their productivity and sustainability—initiatives like STEM education and workforce development programs.



Our people drive our growth. To thrive, we are working to ensure that we attract, develop, engage, and retain top talent. We integrate diversity, equity, and inclusion so we can align globally, be relevant locally, and empower our leaders to be more culturally competent.

I invite you to learn more by reading our report. The stories within provide examples of our strategy and impact. I could not be prouder of who we are and how we are helping to enable measurable and sustainable change for a better world.

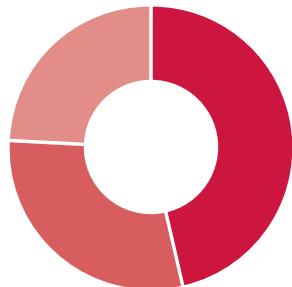
A handwritten signature in purple ink that reads "Blake Moret".

Blake Moret
Chairman & CEO
Rockwell Automation

About our company

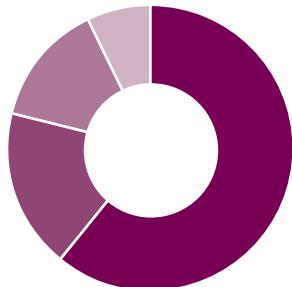
FY 2022 Global Sales

\$7.8B



BY SEGMENT

- **\$3.6B** Intelligent Devices
- **\$2.3B** Software and Control
- **\$1.9B** Lifecycle Services



BY REGION

- **61%** North America
- **18%** EMEA
- **14%** Asia Pacific
- **7%** Latin America



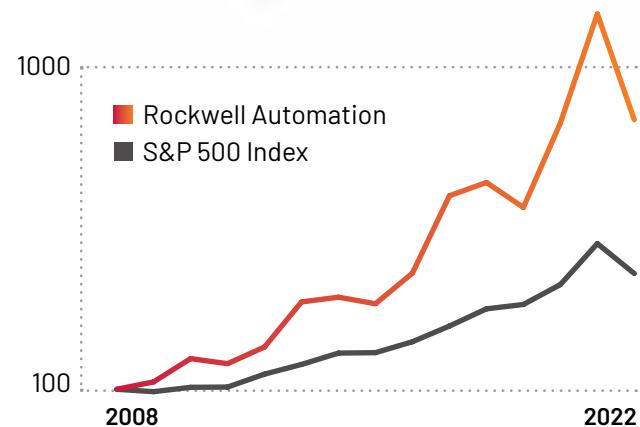
At a Glance

26K EMPLOYEES (More than half outside the U.S.)

100+ COUNTRIES in which we operate

120 YEARS serving customers

Total Shareowner Return



Chairman and CEO Blake Moret (center) and members of the Rockwell team ring the closing bell at the New York Stock Exchange on Dec. 19 to celebrate the company's 20+ years of public trading as ROK on the NYSE.

ABOUT OUR COMPANY

Our Brands



Our headquarters: Milwaukee, Wisconsin

The buzz about our green roof

The 49,000-square-foot green roof atop our Milwaukee headquarters is designed to manage up to one million gallons of stormwater per year, preventing untreated water from flowing into our region's waterways.

Created in 2010, the roof also helps prevent local sewer overflows.

The green roof is home to more than a dozen varieties of sedum and native perennials – and, in 2022, a small colony of honeybees. Urban beekeeper, Jerry Alberte, owner of Dragonfly Farms, partners with Rockwell to help the local bee population thrive. Jerry sells the honey extracted from the hives on our roof at local food markets. Clock Tower Neighborhood honey is named in honor of the Allen-Bradley clock atop our headquarters (see p. 15). •



A strategic acquisition that supports sustainability efforts

In October, we acquired CUBIC, a Denmark-based company that specializes in a modular system for the construction of electrical panels. CUBIC's efficient and flexible systems combined with Rockwell's intelligent devices and industry expertise will benefit customers by offering faster time to market; enabling broader, plant-wide applications for intelligent motor control; and generating smart data to increase sustainability and productivity. The company will bring new customers and partners in hybrid and process industries and broaden Rockwell's market access in renewable energy and data center solutions. •

[Learn more about our other recent acquisitions.](#)



ABOUT OUR COMPANY

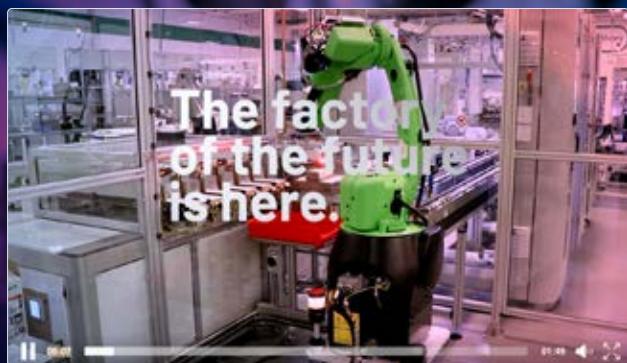
ESG and smart manufacturing

Smart manufacturing technologies play a critical role in driving Environmental, Social, and Governance (ESG) and sustainability success. Plex, by Rockwell Automation, conducts an annual global survey of manufacturers that underscores that fact. The study uncovers how manufacturers are addressing sustainability/



ESG initiatives with smart manufacturing to achieve results for environmental stewardship, social purpose, and responsible corporate governance. •

 [Read the latest report.](#)



 [See our advanced manufacturing technologies in action.](#)

"Smart manufacturing is the intelligent, real-time orchestration and optimization of business, physical, and digital processes within factories and across the entire value chain. Resources and processes are automated, integrated, monitored, and continuously evaluated based on all available information as close to real time as possible."

Source: <https://mesa.org/about-mesa/>



ESG PRIORITIES & PROGRESS

Materiality assessment and sustainability strategy

In 2020, we conducted an extensive materiality assessment to update and further inform our sustainability strategy across Environmental, Social, and Governance topics.

At that time, we evaluated best-in-class approaches and conducted a peer review of industrial automation and business-to-business companies identifying issues most pertinent to our industry. We interviewed our customers, partners, employees, and investors to determine what was most important to them.

We learned that we prioritized the right things with well-established programs and demonstrated success. But we also learned about emerging areas of importance and how we can do more to make a positive impact, advance change, and minimize risk.

We prioritize the topics we identify as most important and believe will create the most value for our company, customers, and communities under our three sustainability pillars—Environment, Social, and Governance (ESG).

SUSTAINABILITY STRATEGY

Our sustainability priorities and outcomes



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 are enabled and inspired to do their best work, we are expanding human possibility.

- **Talent & Culture**
- **Diversity, Equity & Inclusion**
- **Workforce of Tomorrow**
- **Occupational Health & Safety**



GOVERNANCE

Our commitment to integrity defines who we are and how we act. We do what we say we will, always honestly and ethically, no exceptions.

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

Our sustainability priorities are focused on driving three outcomes:

SUSTAINABLE CUSTOMERS

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

SUSTAINABLE COMPANY

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

SUSTAINABLE COMMUNITIES

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

SUSTAINABILITY STRATEGY

Thought leadership in advanced manufacturing and sustainability



In May, Rockwell Chairman and CEO Blake Moret (pictured at far right) participated in a panel discussion held at the **2022 World Economic Forum (WEF)** Annual Meeting in Davos, Switzerland. The session, [Strategic Outlook: The Future of Global Operations](#), explored challenges and opportunities within the production sector and what strategic priorities and partnerships should guide the work of the global manufacturing community. In his panel remarks, Blake cited resilience, inclusion, and sustainability as top priorities. He co-chairs the **WEF Advanced Manufacturing CEO Action Group** and co-authored a [blog](#) identifying sustainability as one of three priorities for partnership between industry leaders and public sector advocates.

World Economic Forum

For the past two years, Rockwell has been invited to participate in the WEF Fellows program. Two Rockwell employees have served as full-time fellows in the [Shaping the Future of Advanced Manufacturing and Value Chains](#) platform, which brings together a diverse community of 200+ organizations from more than 22 industry sectors, governments, academic institutions, and civil society, to accelerate inclusive technology adoption, while stimulating innovation, sustainability, and employment. Fellows bring leading industry and domain expertise in trends and transformations impacting business and society. They contribute to shaping the strategic direction of the platform, identifying relevant stakeholders from within and outside their industry or domain, and engage in relevant Forum initiatives.



Alexandra Schwertner, sustainability technology and strategy leader, was a fellow from July 2021 through July 2022. She focused on developing a framework for ESG and was among the contributors to the WEF briefing paper, [Towards a Common Framework for ESG in Advanced Manufacturing](#), published in February. Scheile Preston began her one-year fellowship in August 2022. •

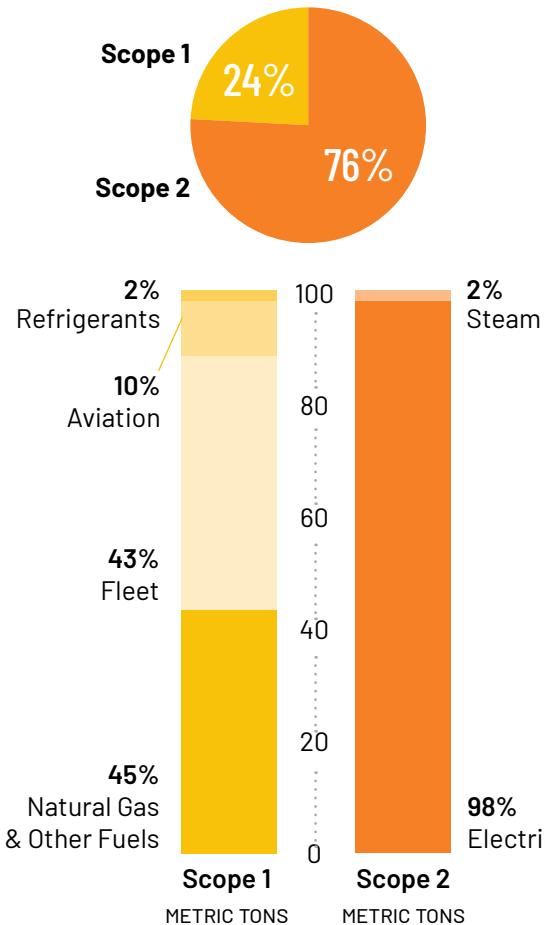
2022 ESG HIGHLIGHTS

NET ZERO GOAL

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

EMISSIONS SUMMARY

109,498 total metric tons of CO₂ equivalent



WASTE GENERATION

9,136 metric tons of which
7,663 or 84%
was recycled,
reused, energy reclamation

DIVERSE SUPPLIERS

\$185M spent with
small businesses
and businesses with veteran, minority,
women, and LGBTQ owners.

19 sites

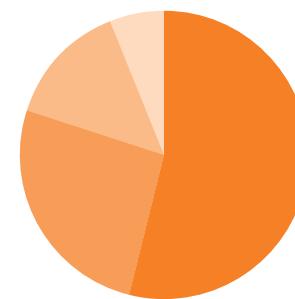
CERTIFIED TO ISO 14001 AND ISO 45001

\$1.9B

REVENUE GENERATED FROM
ENERGY-EFFICIENT PRODUCTS
per SASB's definition

PHILANTHROPY

\$10M Total giving



2022 ESG HIGHLIGHTS

Awards & Recognitions

Recognized 14 times



Recognized 10 times



Recognized 21 times



FTSE4Good

Recognized 5 times



Recognized 12 times

Member of
Dow Jones Sustainability Indices

Powered by the S&P Global CSA

Recognized 9 times



Founding Member



Achieving Gold with EcoVadis

In June, EcoVadis—a provider of business sustainability ratings with a global network of more than 100,000 rated companies—raised its rating of our company to Gold, placing Rockwell in the top 5% of all companies reviewed.



The [EcoVadis sustainability assessment methodology](#) is an evaluation of how well a company has integrated the principles of sustainability and corporate social responsibility into its business and management system. The methodology is built on international sustainability standards, including the Global Reporting Initiative, the United Nations Global Compact, and the ISO 26000, covering 200+ spend categories and 175+ countries. The EcoVadis Sustainability Scorecard illustrates performance across 21 indicators in four themes: environment, labor and human rights, ethics, and sustainable procurement. •

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

DISCLOSURE REPORTS

In addition to our annual Sustainability Report, our ESG disclosure reports also provide insights about our sustainability and corporate social responsibility strategies and outcomes.  [Visit this page](#) to view our current and past reports including:



GOVERNANCE & INTEGRITY

Doing the right thing



At Rockwell, our governing policies and procedures are designed to ensure our leadership guides our organization in a responsible, transparent way that acts in the best interests of our shareowners and delivers value for our stakeholders.

Our approach to corporate governance reflects our commitment to ethical behavior and business principles. It means doing the right thing—for our organization, our shareowners, and the global community.

This section highlights key aspects of governance related to sustainability.



[See our fiscal 2022 Proxy Statement](#) for additional detailed information.



[You can also review all governance documents here.](#)



BOARD & MANAGEMENT OVERSIGHT

Dedicated to **high standards** of corporate governance

Corporate responsibility and sustainability are **I**mportant priorities for our Board and our **c**ompany. We have a strong commitment to being an ethical and responsible company acting with integrity and respect for each other, our communities, and the environment, which starts with the tone set by the Board.

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

 See our [Board Committees](#).

Governance highlights

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

 For additional information, see our [fiscal 2022 Proxy Statement](#).

The Allen-Bradley Clock Tower atop our Milwaukee headquarters is the largest four-faced clock in North America.



BOARD & MANAGEMENT OVERSIGHT

Board's role in ESG matters

The Board has primary responsibility for oversight of ESG matters, including initiatives and programs related to sustainability, corporate culture, and human capital management, with standing Committees of the Board addressing the specific ESG matters related to their respective areas of oversight.

The Board Composition and Corporate Governance Committee reviews and assesses the company's policies and practices with respect to matters affecting the company's culture and corporate responsibilities, including environmental protection, climate change, and sustainability.

Recent governance changes informed by shareowner input

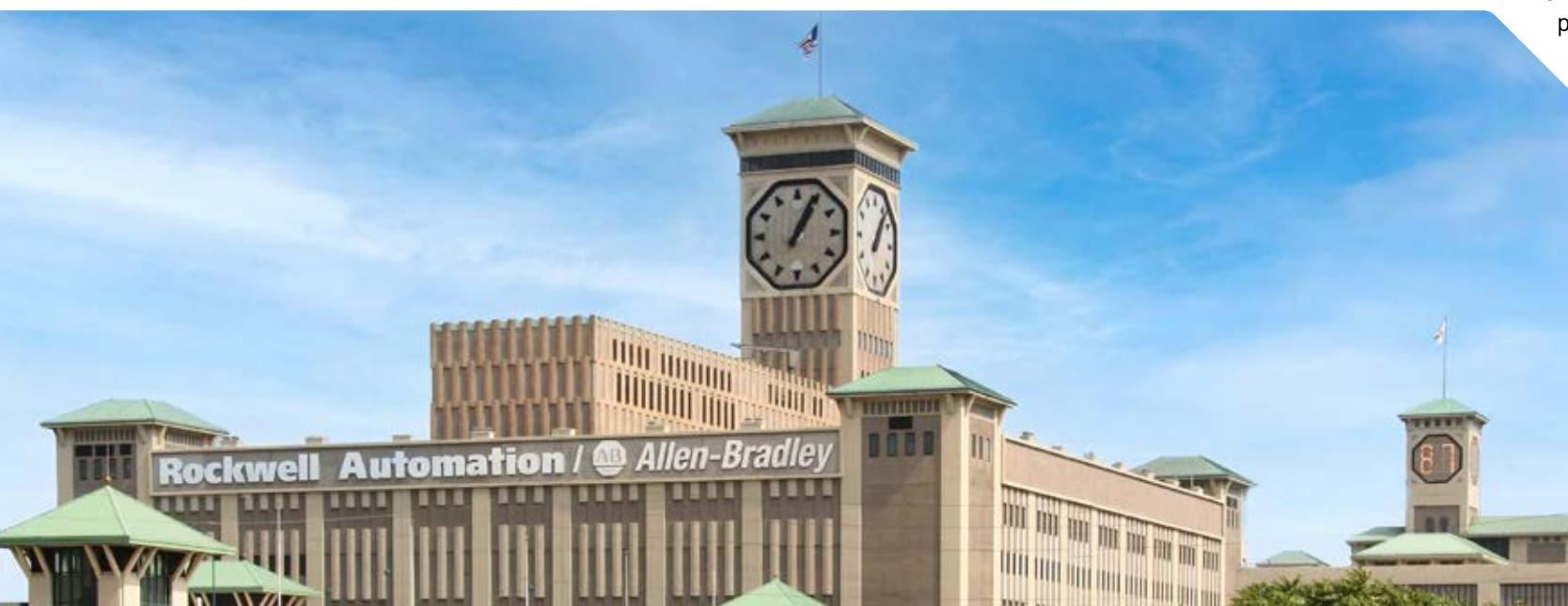
- **Enhanced proxy disclosure** of Board diversity, experience, and skills to show how Board attributes are aligned with company strategy
- **Creation of a lead independent director charter** that includes a detailed description of the role's responsibilities
- **Enhanced public disclosures** about our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

Enterprise risk management

The Board provides oversight of management's enterprise risk management program and the full Board and individual Board Committees review the most significant risks. See our [Annual Report on Form 10-K for the year ended September 30, 2022](#) for a detailed description of the most significant enterprise risks that we face.

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

Executive officers are assigned responsibility for managing the risks deemed most significant.



SUSTAINABILITY COUNCIL

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

Long before it became a mainstream imperative, sustainability was a priority at Rockwell. Since 2006, we have published a yearly report that details our strategy and progress. In 2018, we established our first Corporate Responsibility Council. The Council, with representatives from across the company, grew in scope and size over time. Following our materiality assessment and updated sustainability strategy and priorities in 2020, we continued to expand the group and renamed it the Sustainability Council.

In 2021, we expanded our corporate sustainability team and function with additional investment and resources to accelerate our work. Tom O'Reilly was named Vice President of Sustainability and continues to lead efforts to scale up a team dedicated to reducing our carbon footprint and developing new solutions to help our customers do the same. Also that year, we named Bobby Griffin as our Chief Diversity, Equity and Inclusion Officer. With input from our Board of Directors, Bobby and his team work with our global leaders to develop customized plans for each business unit and functional area to attract, develop, and retain diverse talent at all levels.

Our Sustainability Council's mission has continued to evolve in 2022, with a focus on gaining company-wide alignment on sustainability work. The cross-functional team governs strategy, execution, and review of important ESG initiatives. Larger and more representative than ever of our culture and our people, the Council is accelerating our holistic, global approach to sustainability.



ETHICS & INTEGRITY

Pursuing the highest standards of ethics and integrity

Our commitment to ethics and integrity is central to our global success and one of the key reasons we have been a respected business leader for over a century. It's also why we have been named one of the World's Most Ethical Companies 14 times.

Our policies to ensure responsible business practices

We adhere to a [Code of Conduct](#) that applies to all employees and directors. Our Code of Conduct is based on principles and laws that guide the decisions and actions of our employees. Listed below are other policies designed to ensure responsible business practices.

- **Anti-Corruption Global Policy**
- **Trade Global Policy**
- **PartnerNetwork™ Code of Conduct** (Recently updated)
- **Supplier Code of Conduct**
- **Modern Slavery Statement**
- **Global People Policy**
- **Social Responsibility & Sustainability Policy**

 [Learn more about each here.](#)



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



ETHICS & INTEGRITY

What our employees say

Our 2022 Global Voices Employee Engagement survey—completed by 82% of our employees—contained eight ethics-related questions, including a new question on role modeling to measure how our managers are living our culture and Code of Conduct.



Our ethics feedback consistently scored above the global benchmark. Our 2022 scores remained steady and strong, and

we will continue to build on that foundation so that all employees have the same ethical experience at Rockwell.

Our culture: A talent attraction differentiator

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



When asked after 45 days on the job – What was the primary reason that attracted you to Rockwell Automation? – new hires noted, after the top response of career advancement, our integrity and high ethical standards.

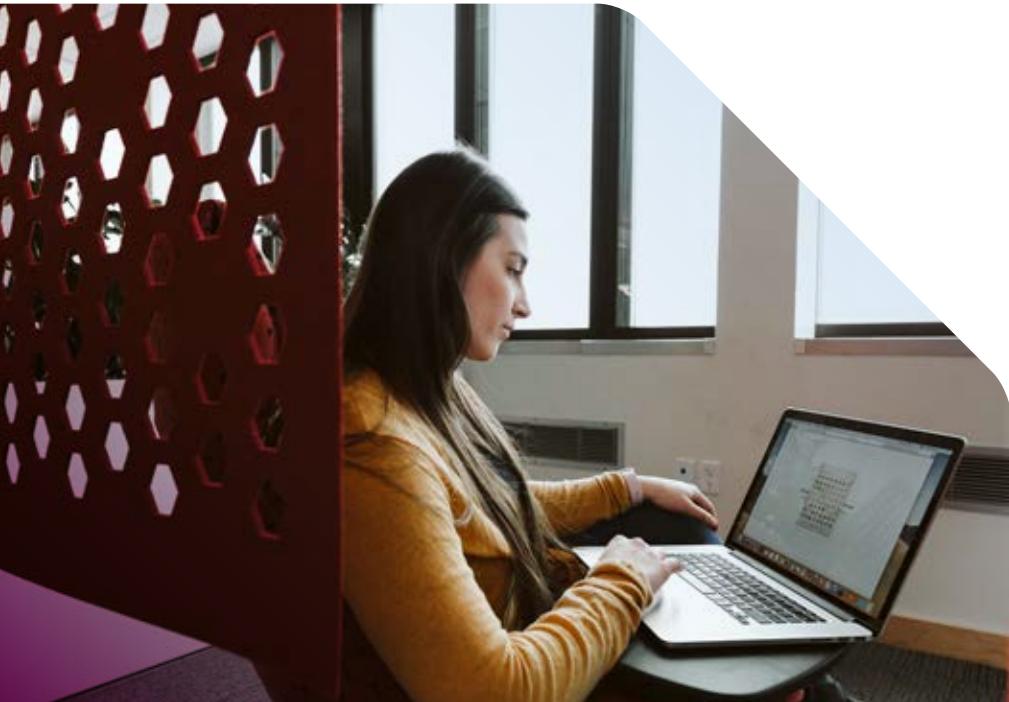


ETHICS & INTEGRITY

What we're doing to improve

When it comes to ethics and integrity, we continue to listen and act, identifying new ways to be even better. In 2022, we focused on three initiatives:

- Additional and enhanced training:** We added additional ethics and compliance training topics around sexual harassment, bystander action, bribery and corruption, conflicts of interest, and diversity, equity, and inclusion (DEI).
- Enhanced communication:** The Global Voices survey feedback showed that more information is better, so we're continuing to communicate more broadly about ethics investigation outcomes.
- Benchmarking and metrics analysis:** We continually review global benchmarks to compare ourselves to the best and look for ways to improve. This includes our Ombuds case metrics, risk assessments, and survey results.



Championing integrity

Our independent Ombuds program reports directly to the Audit Committee of our Board of Directors. Since 1985, our Ombuds has become a trusted source for employees and others to seek advice, share concerns, and report allegations of wrongdoing and possible Code of Conduct violations. We were one of the first U.S. companies to form an Ombuds office, which now includes regional Ombuds in Latin America; Europe, Middle East & Africa (EMEA); and Asia Pacific. In 2022, the office of the Ombuds received 515 contacts and conducted more than 130 investigations and substantiated 61% of them, a rate significantly higher than the global benchmark, indicating Rockwell employees provide high-quality actionable reports and the company has a strong investigation process. •



Each year, the Ombuds honors colleagues whose actions and choices demonstrate our ethical values. Murray Ballantyne, above, a project manager in Abu Dhabi, and Fiona Gao, a payables manager in Shanghai, were recognized as our 2022 Global Integrity Champions. Murray's actions strengthened financial controls in a joint venture, and Fiona's vigilance is helping to detect and prevent travel and expense transactions that are noncompliant with our policies.

PRODUCT COMPLIANCE

We are **committed to our mission** of environmental stewardship

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

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

We are committed to achieving compliance ahead of legislative deadlines.

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

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





sustainable customers

The challenges facing today's manufacturers are both multifaceted and complex.

To meet dynamic production demands, industry leaders are building data-centric, insight-driven organizations that leverage new opportunities for industrial automation, advanced manufacturing, digital transformation, and sustainable practices.

SUSTAINABLE CUSTOMERS

The importance of collaboration and partnership

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

That's why we meet our customers where they are on their ESG journey. Whether they're just starting or leading the way, we help them translate insights into impacts across energy, water, and waste. Our technologies provide data transparency across value chains and enable our partners to scale innovative and often industry-first sustainable solutions.

Sustainable Customers Strategy



Energy

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



Water

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



Waste

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

EXPANDING INSIGHTS

Progress starts with insights

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

"Sustainability efforts have to be data-driven to drive a reduction in waste, a reduction in energy, and to improve processes."

TESSA MYERS

Senior Vice President, Intelligent Devices
Rockwell Automation

Improving papermaking sustainability

Green Bay Packaging in Wisconsin manufactures paper converted into corrugated packaging. Built in 1947, spare parts were sparse for some areas of the mill and aging systems posed a risk to reliability and maintenance.

To address these issues, Green Bay Packaging built Wisconsin's first new paper mill in 35 years, prioritizing sustainability, increased production capacity, and overall reliability. The commitment to sustainability aligned with modern corrugator sizes to reduce waste, conversion from coal to natural gas for the boiler, and the use of the world's first 100% circular reclaimed water system. It's the first papermill of its kind in the world to be awarded UL's Net Zero Water designation.

Rockwell's power and process solutions connected islands of automation via one IT/OT network over Ethernet IP that generates real-time data for better decision-making at the mill and across the enterprise. When paired with larger papermaking machines and upskilling of current employees, the new drive and controller technologies help the new plant more than double the output of the old plant.



Photo courtesy of Green Bay Packaging

With more than 800 sensors that measure data on equipment and process performance, "This is Papermaking 4.0," said Bob Mihalski, director of Mill and Sales, Trades, and Continuous Improvement, Green Bay Packaging. "This data allows us to use predictive analytics to maximize and optimize all of our quality specifications so we can ensure we deliver the highest-quality product for our customers."

The data also enables predictive maintenance, and the ability to schedule work orders before equipment runs to failure—saving the company time and money by preventing downtime. The new mill exclusively uses recovered paper as its feedstock, recovers leftover heat for reuse, and leverages a state-of-the-art water treatment system that significantly reduces the amount of water required to support the process. •

 [Learn more here and watch the video.](#)

EXPANDING INSIGHTS

Using artificial intelligence to meet sustainability goals

The Eastern Municipal Water District (EMWD) serves nearly one million people living and working within 558 square miles in Riverside County, California. The county's growing population and an expanding service area have increased demands on the district and its four reclamation plants, which currently treat about 48 million gallons of wastewater daily.

Aeration is one of the most energy-intensive parts of wastewater treatment, and EMWD plants spend nearly half of their electric bills on dissolved oxygen used to biodegrade waste.

In 2022, Rockwell worked with EMWD to **develop and test an artificial intelligence (AI) application that learns the current state of aeration operations and, with minimal staff intervention, optimally adjusts the system's response as conditions change**. Better aeration performance also

positively impacts downstream processes where the plant can improve disinfection and lower chemical costs.

"The industry has struggled for a long time with aeration control and finding better ways to operate the basins," explained EMWD's Matthew Melendrez, Professional Engineer (P.E.), assistant general manager, Operations and Maintenance. "Process parameters change practically every minute of the day as flow rates and volumes of ammonia and organics fluctuate quickly, making it difficult to program a typical proportional integral derivative (PID) setpoint to hit its dissolved oxygen (DO) targets."

Together with Rockwell's Water/Wastewater, Solutions & Services and Advanced Analytics teams, EMWD piloted the AI-enabled control system at its San Jacinto Valley reclamation facility, which treats seven million gallons of water a day.

In addition to optimizing aeration basin performance, the pilot's goals included conserving energy, reducing chemical use, and reducing operational costs. As a result of the AI application remotely programmed and installed on the existing plant automation network, EMWD:

- Reduced airflow delivered to the aeration basin by as much as 31%
- Will realize estimated savings of 2,330 kWh of electricity per day and more than \$100,000 per year
- Improved process control and effluent quality
- Reduced the need for disinfectant and staff interventions to maintain aeration

 [Learn more about how EMWD tackles sustainability goals with AI.](#)



Photo courtesy of EMWD

EXPANDING INSIGHTS



Photo courtesy of Idaho Jersey Girls Dairy

Reducing waste and increasing efficiency in agribusiness

Idaho Jersey Girls Dairy uses an integrated control system delivered by Rockwell system integrator Automation Werx to **recapture and reuse chemicals and wastewater in cleaning operations for its large-scale milking business.** The dairy's owners have prioritized sustainability in their complex milking operations from day one.

In 2015, the dairy approached Automation Werx for network, communication, and technology support in reducing chemical use and downtime in two milk barns. Automation Werx developed a networked supervisory control and data acquisition solution featuring Rockwell's **FactoryTalk® View Supervisory Edition HMI software.**

Five years later, Automation Werx **helped the dairy more than double its milking operations** with an integrated solution built on our **PlantPAX® distributed control system**, which delivers data, analytics, and insights through simple dashboards that **enable workers to respond quickly and minimize downtime.**

Automation Werx aligned control system capabilities with the dairy's focus on reducing the use of chemicals to clean and sanitize equipment. **The new solution manages all chemical batching, from udder sanitation to cattle foot baths, to the clean-in-place (CIP) system.** Idaho Jersey Girls Dairy has reduced chemical usage by 50% and



50% reduction in chemical usage

shaved 30 minutes from CIP cycles. With advanced control and analytics in place, Idaho Jersey Girls Dairy is gathering milk from 30,000 cows, 22 hours a day, more efficiently and sustainably. •

 [Read more about the dairy that's redefining sustainability.](#)

EXPANDING IMPACT

Driving sustainability

Improving manufacturing efficiency and visibility across the value chain is essential to achieving sustainability goals and lowering production costs.

Evolving technologies like predictive analytics and machine learning provide better ways to reduce water and energy consumption, optimize chemicals and rare minerals, and decrease emissions and waste.

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



EXPANDING IMPACT

Improving water **stewardship outcomes**

Economic growth, food security, public health, and global trade require water availability and most importantly, water stewardship.

According to The Water Council, water stewardship is the use of water that is socially and culturally equitable, environmentally sustainable, and economically beneficial, achieved through a stakeholder-inclusive process that includes both site- and watershed-based actions.*

For companies like Rockwell and the customers we serve, this means considering not only how water is used within operations, but the mutual relationship

between how that water use impacts the watershed, and how the conditions of the watershed impact operations.

Local water issues should impact corporate policies and practices that improve water stewardship outcomes. At Rockwell, **we believe technology can help deliver solutions that more efficiently use, treat, allocate, and deliver this valuable resource** in our own operations and for customers around the world.

*Source: Water Stewardship 101 - The Water Council

EXPANDING IMPACT

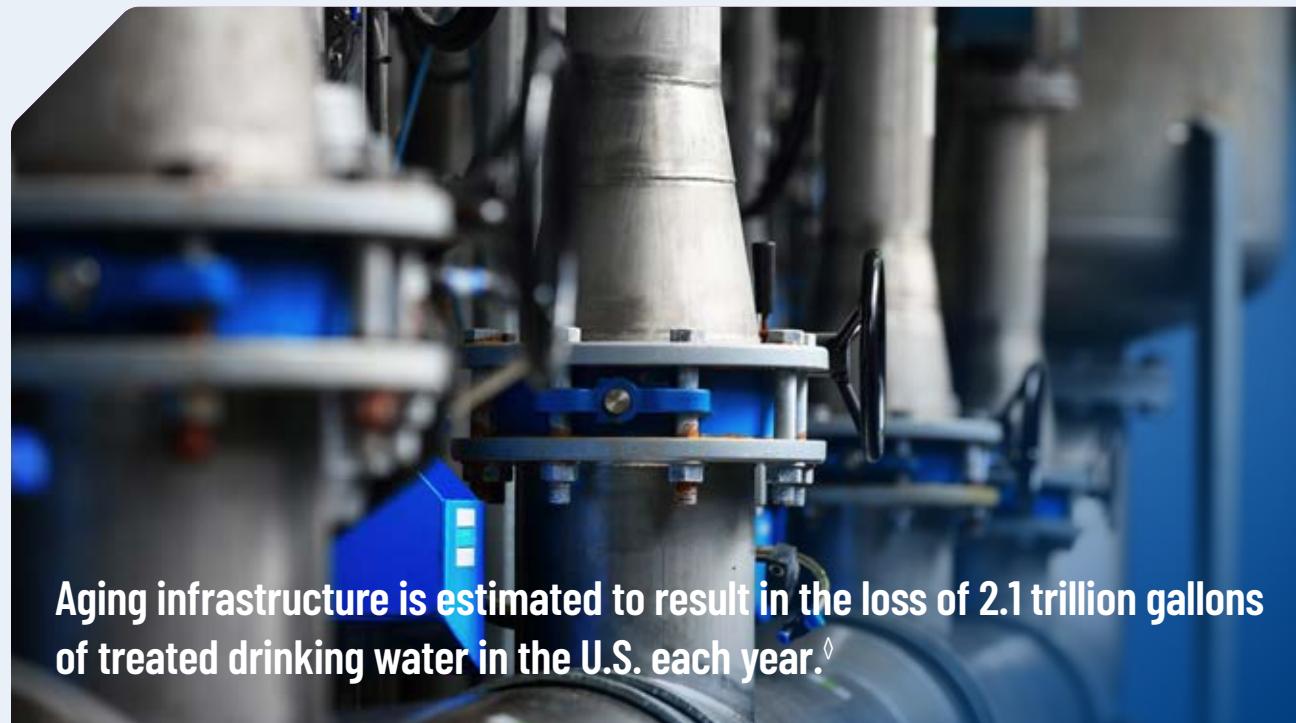
Saving water and improving sustainability

Water conservation is critical to sustainability, and water utilities are one area of enormous potential savings.

On average, U.S. utilities lose 16% of their water supply annually.* Water is lost in several ways—for example, by pumping water into leaky pipes. These leaks send millions of gallons of water to underground lakes and waste electricity and money, because electric pumps are used to push that water to an unproductive destination.

In 2022, Rockwell developed a Digital Water Solution utilizing Cisco IoT connectivity for smart water reservoir management, energy consumption prediction, and pressure management in water distribution. This near real-time solution notifies water utilities of anomalies—increasing output from existing water system infrastructure and reducing energy use associated with treating and pumping water.

"The level of collaboration between Rockwell and Cisco is an inspiring example of how we combine



Aging infrastructure is estimated to result in the loss of 2.1 trillion gallons of treated drinking water in the U.S. each year.[◊]

technology, services, and partnership to strengthen our sustainability commitment to our customers and the environment," said Tom O'Reilly, vice president of Sustainability at Rockwell. "We can deliver an enhanced and differentiated portfolio of sustainable solutions to the market by working together." •

*Source: United States Environmental Protection Agency: Water Audits and Water Loss Control for Public Water Systems

Smart and secure water management

As leaders in networking and industrial automation, Cisco and Rockwell are developing smart and secure water management solutions focusing on sustainability and the responsible use of this precious resource. •

[◊]Source: United States Environmental Protection Agency: Drought Resilience and Water Conservation

EXPANDING IMPACT

Reducing wastewater flooding and pollution

When United Kingdom water utility Severn Trent assembled a cross-sector collaborative to reduce wastewater flooding and pollution with artificial intelligence, we were eager to get involved. Sewer flooding in the UK has increased significantly in recent years, negatively impacting the environment and people.

We joined our customer, Severn Trent, additional UK water utilities, global innovators, and an academic partner on a three-year AI and machine learning pilot that will culminate with a proven blueprint for deploying the shared technology across the UK.

The collaboration will develop and test an autonomous water catchment system in Britain's Midlands and Southwest regions. Traditionally, utilities have solved small-scale water challenges with particular technologies.

The cross-sector team plans to use AI and machine learning to connect these separate solutions and automate control of the system for large-scale impact. Planned outcomes include reducing the risk of flooding in real-time and reducing energy use and emissions. Another key outcome is protecting the autonomous water catchment system from cybersecurity threats.

Our role in the project is to provide access to experts in networks, cybersecurity, AI, and machine learning, as well as guidance on intelligent application design. We are also providing the hardware and software for the solution.



Photo courtesy of Severn Trent

The autonomous water catchment basin system has the potential to transform how wastewater is managed and reduce sewage pollution and flooding. The project advances a new model in designing for sustainability that can significantly scale up its impact through collaboration. •

EXPANDING INNOVATION

Minimizing environmental impact with automation

Automation is increasingly focused on ways to scale innovations supporting circular economies and energy transition. Digital technologies, most notably AI and augmented reality (AR), continue to spark ESG innovation in the automation space.

We partner with industry leaders and emerging technology companies, helping them leverage automation and digital transformation solutions to develop and scale new infrastructure and innovations that support clean energy transition and circular economies. Together, we're creating the future of energy, water, and waste solutions for a low-carbon world.

"Information needs to be used in the right way, so it can take manufacturing to new levels and enable us to co-innovate and invent the future with our customers."

CYRIL PERDUCAT

Senior Vice President &
Chief Technology Officer
Rockwell Automation

Biomanufacturing: Advancing the promise of personalized medicine

Cytiva and Rockwell are collaborating with Testa Center in Uppsala, Sweden, to help the biopharmaceutical industry transition beyond mass-produced, blockbuster medical treatments and move into a new era of personalized medicine.

Automation enables an entirely new level of innovation that's not possible in conventional drug development. This approach has the potential to fundamentally change the way healthcare practitioners approach patient treatments and has vast implications for our society.

In the future, treatments can be designed specifically for the individual patient, requiring manufacturers to execute advanced research and production at a relatively low cost and at high speed. Our Testa Center partnership with Cytiva brings together the two companies' combined expertise in biomannufacturing and automation to create an efficient, flexible, and scalable platform for biopharmaceutical companies, and explores digital solutions that apply the Industrial Internet of Things (IIoT), AR, and other advanced technologies for connectivity across biopharmaceutical manufacturing processes. •



Learn how digitalization allows innovators to test new techniques and ideas more quickly and at a lower cost than ever before, opening the door to revolutionary opportunities in healthcare.

 [Watch the video.](#)

EXPANDING INNOVATION

Transforming lithium battery production



Representatives from Rockwell and SVOLT attended the AI Eco-Alliance founding ceremony in December 2021 in Changzhou, China.

To accelerate the comprehensive and inclusive adoption of advanced technologies in manufacturing, in 2018, the **World Economic Forum (WEF)** created the **Global Lighthouse Network**. This community of manufacturers shows leadership in using advanced technologies to improve everything from productivity and sustainability to workforce engagement.

SVOLT Energy Technology, supported by Rockwell, represents one of those Lighthouses.

SVOLT, headquartered in Changzhou, Jiangsu province in China, produces lithium-ion batteries and battery systems for electric vehicles and energy storage. Rockwell helped SVOLT identify priority areas to transform manufacturing capabilities and implement changes through smart manufacturing and artificial intelligence-driven technologies. When fully implemented in 2023, Rockwell's advanced technologies will help SVOLT achieve its goals, including:

- 20% increase in per-capita output
- 20% reduction in manufacturing costs
- 5% increase in overall yield
- 67% reduction in the ramp-up cycle



132 WEF Lighthouses have been identified in different industry sectors. The project has launched a joint learning journey, including opportunities to partner on collaborative projects developing insights, and incubating new potential partnerships.

Source: World Economic Forum (January 2023)

64% of WEF Lighthouses report sustainability impact as part of their Fourth Industrial Revolution transformation.

Source: McKinsey & Company

EXPANDING INNOVATION

Helping emerging industries to scale

We partnered with **Expert Technologies** to provide automation and information solutions to Israeli-based **REE Automotive**, a manufacturer of rolling chassis for commercial electronic vehicles (EVs), to support its build of a highly automated assembly plant in the UK.

REE uses technologies from **Plex**, by Rockwell Automation, to underpin its cloud-based manufacturing operations for its highly digitalized EV platform. The Plex Manufacturing Execution System (MES) platform was installed at REE Automotive's integration center at Coventry, which had an initial capacity of 10,000 vehicle sets this year. REE's North American Integration Center in

Austin, Texas, is expected to double global capacity to 20,000 vehicle sets in 2023 by replicating the highly automated cloud-based architecture of its European sibling.

"The automotive industry is evolving," said Rockwell's Malte Dieckelmann, regional vice president, software sales, EMEA. "A complete ecosystem is needed to enable and accelerate commercial vehicle electrification. REE is here to lead the industry with a turnkey solution and mission-specific vehicles for greater fleet efficiencies." •



Photo courtesy of REE Automotive

EXPANDING INNOVATION

Helping electric vehicle automakers ramp up

Global automakers are accelerating electric vehicle transformation and startups are driving innovation in design. By collaborating on assembly tooling designs and architectures that will increase speed to market, Rockwell can help machine builders to meet production demands and achieve on-time successful launches.

Two contract wins announced in November demonstrate this concept in action. **Hyundai Motor Co. selected Rockwell as its control partner for press, body, paint, and general assembly at its planned electric vehicle plant in Georgia.** The greenfield megasite will be Hyundai's first EV plant in the U.S.

We are also partnering with Ford Motor Company to reimagine how electric vehicles and batteries are designed, built and recycled. Ford has selected Rockwell as its vehicle operations primary controls and solutions provider for its next three EV assembly sites. Rockwell products and services will be utilized across Ford's automotive production complexes in Oakville in Ontario, Canada; Blue Oval City, Tennessee; and Avon Lake, Ohio. •



EXPANDING INNOVATION: CIRCULAR ECONOMY

Enabling the **circular economy**



We help customers participate in the circular economy with technologies that support and scale advanced process capabilities and infrastructure for recycling and remanufacturing.

In 2022, we collaborated with various customers to transition traditional, linear production and resource consumption patterns into a continuous-use loop that maintains or increases productivity and sustainability.

To support our customers in green management of their automation assets, we developed a sustainability calculator linked to the repair and remanufacturing services, which Rockwell has offered for years. The interactive calculator quantifies energy, water, waste, and carbon emissions reduced by repairing automation assets rather than replacing them—precisely the type of insights customers can use to reduce maintenance, repair, and operation costs and improve productivity. The calculator was piloted in 2022, with plans for a 2023 launch with European customers. Our investment in quantifying the impact of a repair mindset will help customers achieve their sustainability goals and provides another entry point into the circular economy.



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

EXPANDING INNOVATION: CIRCULAR ECONOMY

Reducing e-waste with a “fix-it-first” strategy

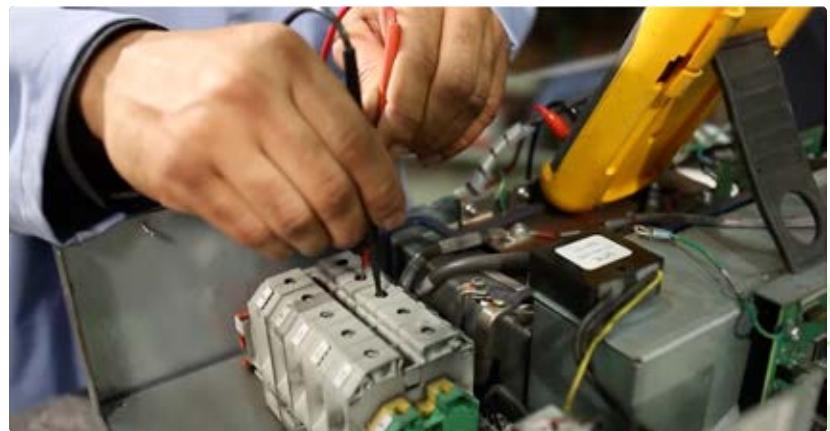
As the world's largest automation repair services provider, Rockwell's LifecycleIQ™ Services help customers extend the life of their assets and reduce e-waste, which contains toxic additives. Rockwell's proprietary remanufacturing process returns Allen-Bradley® products to like-new condition through inspection, revisions and upgrades, and functional load testing that confirms operability and quality. In 14 repair centers and eight exchange hubs globally, we also repair products made by 7,000 other manufacturers so our customers can keep more of their assets in use rather than discarding damaged, worn-out, or non-efficient parts.

Repair and remanufacturing services, along with the introduction of our sustainability calculator, encourage customers to take a “fix-it-first” approach that reuses resources, improves production uptime, and reduces security risks. •



Electronic waste contains toxic additives and hazardous substances. Of the 53.6 megatons of e-waste generated worldwide in 2019, 82.6% was dumped, traded, or recycled in non-environmentally sound ways.

Source: The Global E-waste Monitor 2020, Global E-waste Statistics Partnership, 2020.



Learn more about our proprietary remanufacturing process, including certified centers across the globe, and how we update, functionally test, and cosmetically restore the units.

[Watch this video.](#)

EXPANDING INNOVATION: CIRCULAR ECONOMY

Cleaning up electronic waste

Electronic waste, or e-waste, refers to all items of electrical and electronic equipment (EEE) and its parts that have been discarded by its owner as waste without the intent of reuse.* **Waste from electrical equipment and electronics is one of the fastest-growing waste streams in the UK and the world, with less than 20% currently recycled worldwide.** More than 95 tons of precious metals, including gold, silver, and palladium-equivalent to \$850 million[†]—could be recycled from unwanted electricals each year.

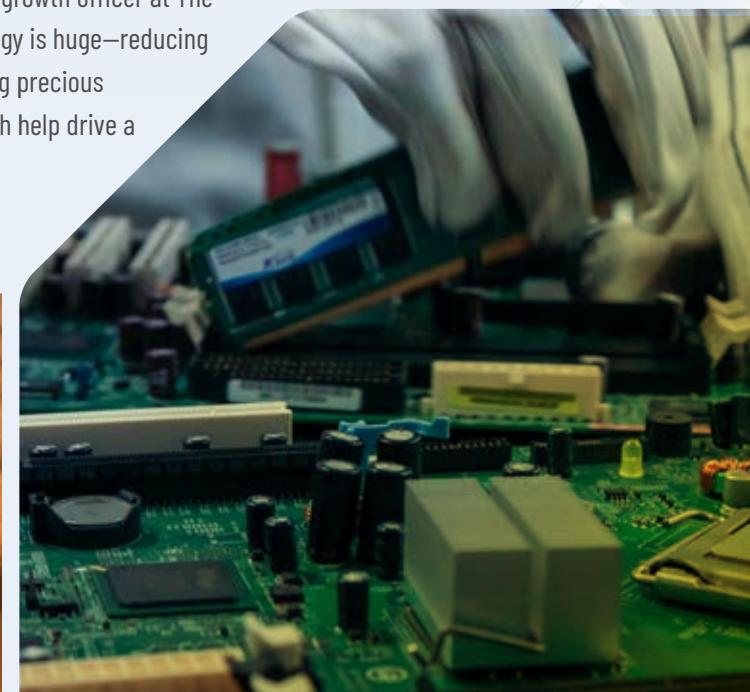
The Royal Mint, Britain's original maker of UK coins, has found an innovative way to recover valuable metals from electronic equipment. Partnering with Rockwell, The Royal Mint is designing, building, and commissioning a facility in Southern Wales that, when fully operational in 2023, is expected to process up to 90 tons of UK-sourced circuit boards per week.

* Source: The Global E-waste Statistics Partnership

† Source: Automation.com

The solution will use patented chemistry and Rockwell's PlantPAX® distributed control system to recover more than 99% of gold and other materials from the circuit boards of discarded laptops and mobile phones—helping reduce the environmental impact of e-waste in the UK and supporting The Royal Mint's broader sustainability goals.

"This technology provides us with the opportunity to make a genuine impact on one of the world's greatest environmental challenges while helping to secure our future as a leader in high quality, sustainable precious metals," said Sean Millard, chief growth officer at The Royal Mint. "The potential of this technology is huge—reducing the impact of electronic waste, preserving precious commodities, and forging new skills which help drive a circular economy." •



EXPANDING INNOVATION: ENERGY TRANSITION

Enabling customer success with **energy transition**

Energy transition is essential for fossil fuel producers and renewable energy providers on the path to decarbonization.

No matter where our customers are on their journey to net zero, we're helping them integrate energy management automation and AI that is critical to clean energy transition.

Our technologies enable customer success by improving energy efficiency, generating and contextualizing energy data, and automating and scaling the production of new forms or cleaner forms of energy.

Sensia, our joint venture with **SLB**, is the oil and gas industry's first digitally enabled, integrated automation solutions provider. **Sensia has positioned us to work with some of the world's largest energy producers** on carbon capture and sequestration applications that advance their energy transition goals.

Energy transition aims to reduce or eliminate energy-related CO₂ emissions by reducing energy use and replacing fossil-based energy with new or cleaner forms of energy.

EXPANDING INNOVATION: ENERGY TRANSITION

Fueling clean hydrogen buses in Germany

With its lack of carbon dioxide emissions, green hydrogen is emerging as a viable energy alternative to fossil fuels. In Germany, the city of Bielefeld transitioned to this clean energy with a new fleet of sustainable buses powered by hydrogen fuel cells. The buses refuel at a green hydrogen refueling station (HRS) that uses Rockwell technology.

The HRS was designed and developed by **Framatome**, a European nuclear industry leader strongly committed to decarbonization. When Framatome engaged Spanish company **Hiperbaric** to develop the hydrogen compressor for the HRS, **Hiperbaric turned to us for several essential components.** Hiperbaric, a Rockwell Original Equipment Manufacturer (OEM) Gold Partner, has relied on our technologies for its fluid pressure systems for years.

Developing the first-of-its-kind hydrogen compressor for the international market presented unique challenges. First, hydrogen must be put under extremely high pressure for use in a fuel cell vehicle, so the compressor requires resilient, reliable components for durability and safety. Second, additional security capability was needed for the hydrogen gas.

Our control system solutions helped the German infrastructure project meet rigorous security requirements while, at the same time, optimizing production and operational efficiency. Rockwell solutions also drive increased staff safety, productivity, and seamless management of the HRS to support Bielefeld's transition to clean energy. •

 [Read more about this sustainable mobility story.](#)



Photo courtesy of Hiperbaric

The Hiperbaric hydrogen compression unit being used to fuel public buses in Germany.

EXPANDING INNOVATION: ENERGY TRANSITION

Reducing logistics emissions and costs: Helping Michelin design and manage for sustainability

Our joint efforts with various machine builders (sometimes referred to as Original Equipment Manufacturers or OEMs) continue to deliver innovative sustainable outcomes across various industries. For instance, Rockwell OEM Gold Partner **Giordano & C.** took the use of autonomously guided vehicles (AGV) to an exciting new level as part of an innovative, automated load-handling system for Michelin's Cuneo, Italy, plant.

Michelin previously transported new products nearly a mile from its production plant to its logistics center with trucks. Driver-operated forklifts entered the truck at each point

for loading and unloading. Giordano & C. helped Michelin hit its goals for optimizing load handling and increasing production efficiency with a fleet of six truck-sized AGVs that travel between production and logistics. The AGVs are built to operate nonstop in outdoor conditions over long distances. Rechargeable batteries power electric motors in the AGVs, enabling Michelin to save energy and achieve zero emissions as it moves new tires to distribution.

A critical component of the new system is the integration of AGV control with the

Rockwell system Michelin uses to manage its plants. All the interfaces between the AGVs and our system, as well as all of the control panels in the loading and unloading bays, are managed by our technologies. Rockwell Silver Technology Partner **ProSoft Technology** provides safe transfer of information between the AGV fleet and our system. With the new, more sustainable load-handling system integrated with our technologies, Michelin has real-time, global insight into its stock materials and production. •

 [Find out more about the energy-saving AGVs.](#)



EXPANDING INNOVATION: ENERGY TRANSITION

Supporting sustainable energy innovation

The Energy Observer: A traveling laboratory

- 6-year global expedition
- 50 countries
- 101 ports of call

The world's first hydrogen-powered zero-emission vessel, the **Energy Observer**, continued its journey around the world after launching in France in 2017. The ship runs on renewable energy from solar panels, propulsion winds, lithium-ion batteries, and a hydrogen production system. **Rockwell developed advanced automation technology to monitor, control, and optimize the vessel's energy management system**, helping its crew make smart decisions about switching between energy sources. Our system also records and sends operational data continuously to the onshore team.

The Energy Observer serves as a traveling laboratory for clean and renewable energy transition. During frequent stops, the crew has shared the project with researchers, scientists, students, and communities in the interactive and immersive Energy Observer exhibition village.

The Paris stop was a highlight. The Eiffel Tower was illuminated—and the entire exhibition village was powered—using renewable hydrogen.

In 2021, we extended our sponsorship of Energy Observer, which is an organization that advocates for a different energy future more respectful of the planet and people. **Rockwell is committed to energy transition, including the reduction of maritime transport greenhouse gas emissions.** We are actively participating with the Energy Observer and its partners on sustainability, zero emissions, and automation innovation for the transportation industry. •

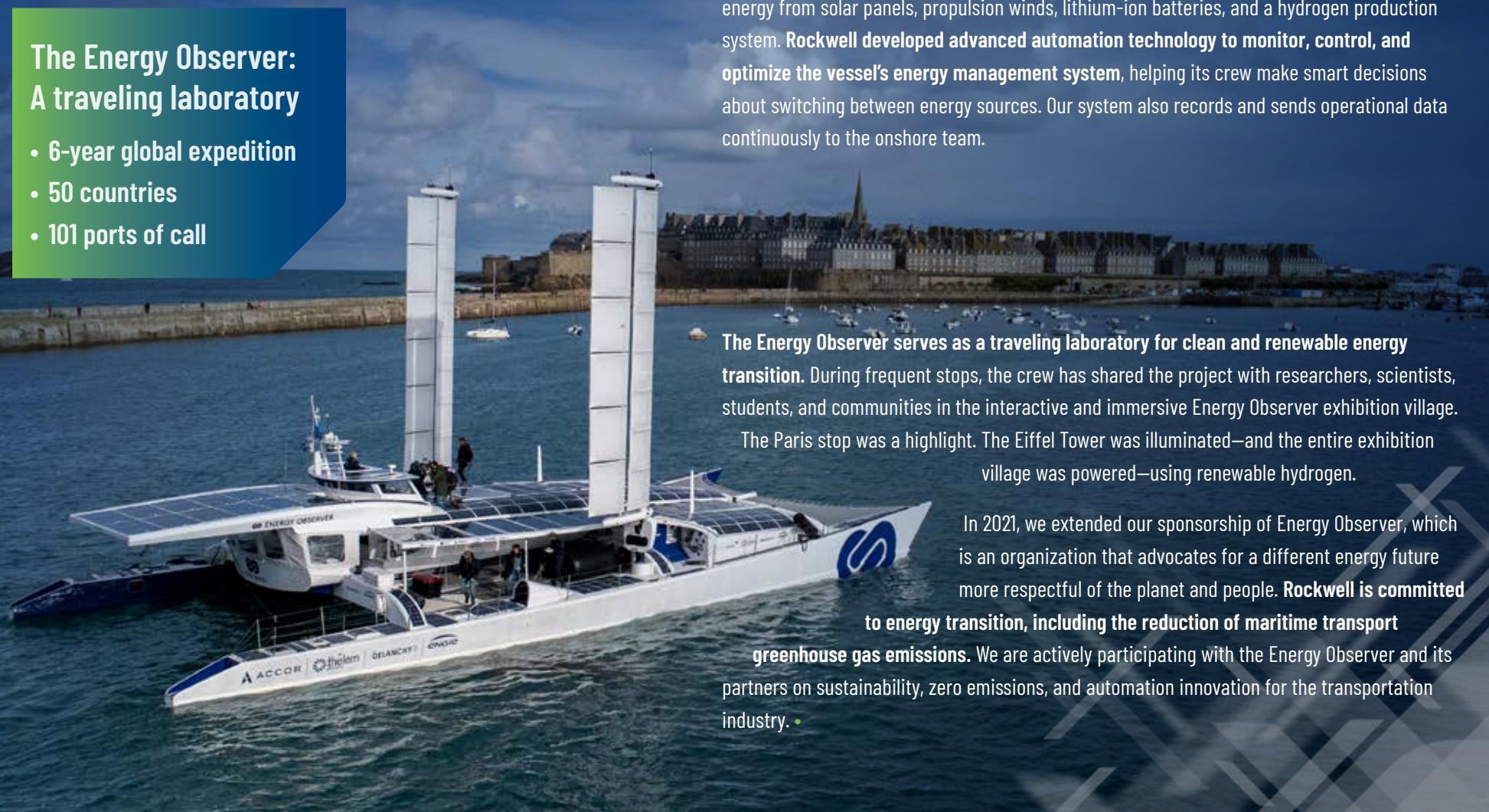


Photo courtesy of Energy Observer

WORKER SAFETY

Optimizing safety and productivity

We help customers invest in the safety of their workforce with smart safety solutions. As manufacturers continue to be challenged by new industrial paradigms and a shrinking workforce, we're harnessing the power of real-time, integrated safety and plant floor data and seamless connectivity to help our customers turn worker safety into a competitive advantage.

Historically, productivity and safety were viewed at odds in most industrial facilities. Safety was traditionally associated with compliance while productivity was associated with competitiveness. Both took separate, sometimes divergent paths, to meet their individual goals, which was reflected in separate control and safety systems.

As the world's largest company dedicated to industrial automation since 1903 and the number one supplier of machine safety solutions for the last quarter-century, our innovative safety products, services, and solutions improve the functional operation of our customers' equipment while helping to increase worker safety, efficiency, and productivity. This positions us better than anyone else to address the unique challenges of optimizing safety and productivity together, and to address the interrelated nature of safety and security as operations become more digitalized.



WORKER SAFETY

Integrating safety and control

Well before the pandemic accelerated digital transformation, we recognized that **integrated safety solutions—systems where machine control and safety monitoring are performed on the same automation platform—effectively optimize both worker safety and plant productivity.** In 2022, our industry-leading portfolio of smart safety products continued to grow with innovative new products (such as GuardLink® safety-enabling technology as well as Compact GuardLogix® 5380 safety-rated controllers) that help our customers move forward with integration of worker safety and productivity.

Contact with objects and equipment is a common cause of worker injuries in manufacturing. Smart safety products connect people,

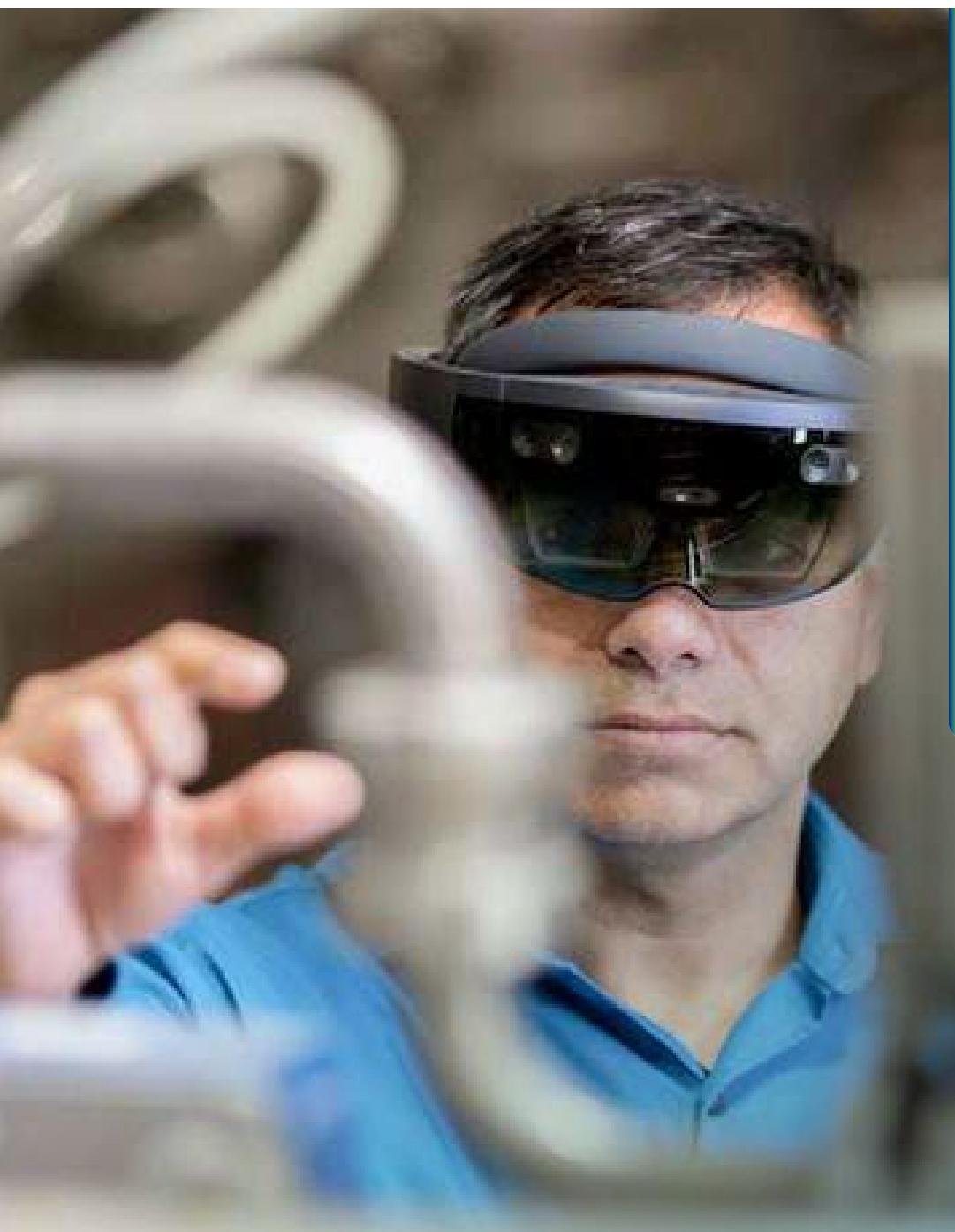
equipment, and worksites to protect workers from injuries and reduce safety-related shutdowns through remote troubleshooting, remote request for safe access, predictive maintenance, and warnings and diagnostics that reduce machine downtime.



Our smart safety solutions help customers protect their onsite and remote workforces.

Safety and control are at the core of our smart safety solutions. We're enabling customers to transform the way they manage safety and take productivity to the next level.





WORKER SAFETY

Improving worker safety with augmented reality

Edison, Europe's oldest energy company, is using augmented reality (AR) solution Vuforia, part of FactoryTalk® InnovationSuite, powered by PTC, to digitalize operating procedures. Rockwell is providing the software license and the technical support to Edison to implement the AR solution across the different business units.

Expert workers at Edison are helping to create step-by-step instructions and training materials, including relevant safety alerts, by walking and talking through on-the-job tasks wearing a purpose-built AR headset. By digitalizing operating and maintenance procedures, Edison captures vital on-the-job knowledge and experience that helps new employees work safely and productively using immersive, hands-free technical operating support. **Our AR collaboration with Edison ensures technical and safety training is accomplished more efficiently and with less cost. •**

CYBERSECURITY

Modern industrial cybersecurity that keeps pace with industry innovation

Risk in modern production environments takes many forms. Manufacturers around the world are challenged with managing cybersecurity gaps in their installed base, with an increasing number of reported vulnerabilities and a continuously adapting threat environment.

They need to safeguard people, equipment, and processes—a task that is more complex considering ever more sophisticated cyber threats. However, traditional IT services are not designed to protect industrial OT. Increasing connectivity on the plant floor creates risk for security threats, from hacking by external actors to internal security mistakes. When a cybersecurity event happens, the impact can stretch from interruption of operations and productivity to potential harm for machine operators and members of the public who rely on trusted products and critical infrastructure in their daily lives.

State of cybersecurity in critical infrastructure

Findings from our global 2022 Cybersecurity Preparedness in Critical Infrastructure Industries research indicate that while critical infrastructure organizations are taking steps to improve cybersecurity preparedness and resiliency, progress is slow compared to the urgency. For example, only 56% of those surveyed can analyze, contain, and mitigate incoming threats today. Consequently, widespread vulnerabilities across critical infrastructure persist. • [!\[\]\(4b405757c230db049e58f47a9672bc64_img.jpg\) Read the report.](#)

CYBERSECURITY

At Rockwell, our vision is to ensure that our customers and our own operations are safe and secure, end to end, so all can continue to innovate and operate with confidence. In 2022, we continued to expand our ability to help our customers navigate the evolving cybersecurity landscape with the launch of new services and partnerships.

Accelerating OT security

Traditionally, OT and IT teams managed security for their own domains. OT prioritized production efficiency and uptime, and IT prioritized speedy data flow. However, as manufacturers continue to pursue digital transformation and integrate systems for efficiency, productivity, and safety, the line between digital and physical infrastructure is blurring. **OT and IT are converging in advanced manufacturing, often faster than OT/IT security solutions are adopted.** We help our customers bring OT and IT together in every respect, including protection from new and emerging cybersecurity threats. Our industrial cybersecurity offerings help secure infrastructure, help protect assets, and maintain network availability.



OT Security Operations Center provides 24/7 service

In November 2021, we opened our first Security Operations Center (SOC) to expand our remote cybersecurity services to our global customer base. Located in Israel, a recognized center of cybersecurity knowledge and talent, our SOC (pictured above) provides 24-hour cyber protection with remote monitoring, prevention, detection, and managed services. Unlike most other cybersecurity services, our SOC combines OT and IT expertise to help our customers operate and respond more effectively before, during, and after a cybersecurity event. •

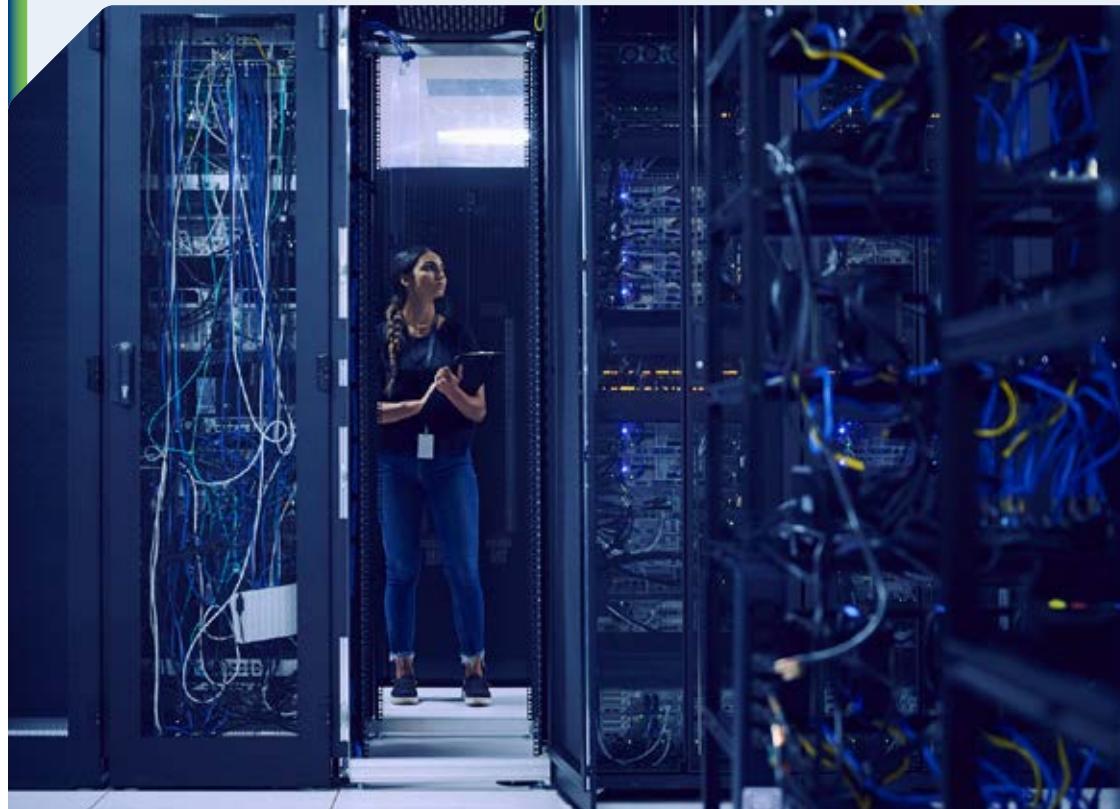
Threat Detection Managed Services expanded

As part of our SOC capabilities, we expanded our Managed Services cybersecurity portfolio with new Threat Detection Services early in 2022 to provide our customers with application-level, real-time monitoring, and response services covering both OT and IT environments. With the additional services, we enhanced our ability to help customers deploy cyber capabilities across their global supply chain at scale. •

CYBERSECURITY

CNA certification showcases cybersecurity maturity

In August, Rockwell became a certified CVE Numbering Authority (CNA), recognizing our expertise as a company and how seriously we take cybersecurity on behalf of our customers. CVE (Common Vulnerabilities and Exposures) certification improves our product vulnerabilities disclosure process, external coordination, and disclosure timelines. As unique identifiers used to catalog vulnerability information, CVEs allow our customers to share information and encourage collaboration to mitigate risks and minimize response time. •



Investment in world-class cybersecurity partnerships

We continued to form and expand partnerships with cybersecurity leaders with unique domain experience in areas like threat detection, incident response, and IoT, to deliver end-to-end solutions that help our customers manage cyber risk and protect their core business. Our ecosystem includes partners such as **Cisco, Claroty, CrowdStrike, Dragos, and Fortinet**.

Incident Response service launched

To limit the damage and help speed recovery when a security event occurs, it's critical for manufacturers to be prepared to respond immediately. In late summer 2022, we launched an incident response offering with our partner **Dragos** to help customers prepare for, respond to, and recover from cyber incidents.

"A fully connected enterprise requires a comprehensive approach to industrial security."

RACHAEL CONRAD

Vice President & General Manager
Lifecycle Services
Rockwell Automation

CYBERSECURITY

Endpoint protection

With more devices connected than ever before, there are new opportunities for attacks. Any device that is connected to a network outside of its firewall is considered an endpoint.

In November, we launched a joint offering with CrowdStrike to help protect endpoints and detect and block malware with its cloud-native platform, Falcon. We're combining CrowdStrike's leading endpoint platform with our implementation and cybersecurity managed services to help secure every endpoint, no matter where it is in the world.

Securing our infrastructure and products

We continued to prioritize the security of our own infrastructure and products by integrating advanced security capabilities into our products and achieving and maintaining certifications for critical cybersecurity standards. **In addition, 100% of our global workforce completed cybersecurity training.** Employee awareness training is a critical protection measure for preventing and stopping certain types of cyber attacks. •

Outstanding industrial security

The U.S. Defense Counterintelligence and Security Agency (DCSA) named Rockwell a James S. Cogswell Outstanding Industrial Security Achievement Award winner in May. Twenty-six facilities were selected for the award from a pool of approximately 12,500 cleared facilities.

The Cogswell Award is an encompassing security barometer that includes physical, cyber, industrial, and product security. A DCSA Industrial Security Representative may only nominate facilities that have at a minimum two consecutive superior industrial security review ratings and show a sustained degree of excellence and innovation in their overall security program management, implementation, and oversight. **Rockwell has had six consecutive superior ratings.** •



sustainable company

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

OUR CULTURE

A way of life

Culture is our way of doing things.

It is what surrounds us every day. It shows up in how we interact with our teams and customers. It is apparent in our environment and in the decisions we make. And it shows up in our own outlook, attitudes, and engagement.

It's the foundation for our accelerated growth as we build both a better customer experience and employee experience and strive to make a difference in the communities where we work and live.

People who continually seek to learn, grow, and bring new perspectives and experiences are core to what we do and who we are. That's why it's so important that our culture helps attract and retain talent at all levels of our company.

We have programs and processes that differentiate us as a great place to work, and we offer benefits that make us competitive in the market. We are committed to diversity, equity, and inclusion. We compare ourselves to the best and always strive to be better. Because our customers, our employees, and our investors all have choices.

We hire, train, and develop our managers to live and lead in this culture, to support their people so that employees can bring their authentic selves to work. We consciously and purposefully build diverse teams so that we're more innovative, and we invite and encourage different perspectives so ultimately, we make the best decisions. •

Our culture principles

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

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



Each individual has accountability to our culture, and it's demonstrated by how we show up every day. Our culture helps us to pursue excellence and proudly own everything we do.

OUR CULTURE: DEI

Diverse thinking drives our growth

Why is the relationship between diversity, equity, and inclusion (DEI) and business objectives so important? As a company, we have big growth goals, and we know that our talent drives that growth. **To grow and thrive, we need to ensure that we attract, develop, engage, and retain great talent with diverse skills and perspectives.** Diverse teams make better decisions and are more innovative.

Our approach is to integrate DEI plans both at the company level and within each business and function, so we can align globally, be relevant locally, help our leaders be more culturally competent, and take a broader approach to attracting people to our organization.

Our DEI priorities

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

Areas of focus

- Visibility and **ensuring people are aware of opportunities**
- Capability and **ensuring people have the resources and skills** to address the opportunities
- **Accountability** through metrics, integrated business objectives, and key performance indicators

We measure ourselves through leadership behaviors, representation, turnover, and the global inclusion index.

 [Learn more here.](#)

HACR honors Jesús Gonzalez as a Young Hispanic Corporate Achiever

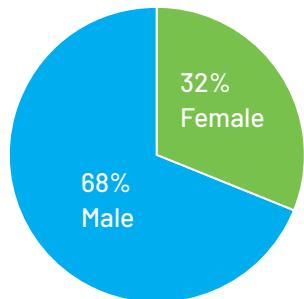


Jesús Gonzalez, general counsel - North America and global market access, Milwaukee, Wisconsin, (pictured with his family) is among 73 corporate leaders who participated in the 2022 Class of Young Hispanic Corporate Achievers™ (YHCA). The annual leadership development program, sponsored by the Hispanic Association on Corporate Responsibility (HACR), is an intensive two-month leadership development training focused on corporate diversity, professional leadership advancement, and community engagement. •

OUR CULTURE: DEI

Global Gender FY22

BASED ON 26K EMPLOYEES



INDIVIDUAL CONTRIBUTORS

Female 33% Male 67%

PEOPLE MANAGERS

Female 26% Male 74%

TECHNICAL TALENT

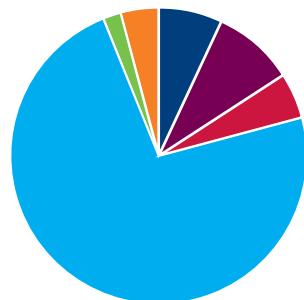
Female 17% Male 83%

MANUFACTURING LABOR

Female 48% Male 52%

U.S. Race & Ethnicity FY22

BASED ON 8.7K U.S. EMPLOYEES (Individual Contributors and People Managers)



- 7% Black / African American
- 9% Asian
- 5% Latinx
- 73% White
- 2% Multiracial, Native American, Pacific Islander
- 4% Undisclosed

INDIVIDUAL CONTRIBUTORS

Black / African American	7%	Black / African American	6%
Asian	10%	Asian	7%
Latinx	5%	Latinx	5%
White	72%	White	78%
Multiracial, Native American, Pacific Islander	2%	Multiracial, Native American, Pacific Islander	1%
Undisclosed	4%	Undisclosed	3%

PEOPLE MANAGERS

TECHNICAL TALENT

Black / African American	6%	Black / African American	14%
Asian	12%	Asian	13%
Latinx	6%	Latinx	3%
White	72%	White	54%
Multiracial, Native American, Pacific Islander	2%	Multiracial, Native American, Pacific Islander	2%
Undisclosed	2%	Undisclosed	14%

MANUFACTURING LABOR



A diverse, equitable, and inclusive culture unleashes potential, enables collaboration and innovation, and improves outcomes for our employees, business, communities, customers, and stakeholders.

OUR CULTURE: DEI

Progress on our DEI journey

Potential talent, partners, and investors expect transparency with progress in the areas of DEI.

Since 2018, we've published our [global gender and U.S. race and ethnicity representation](#) (see previous page). In 2022, we started a quarterly update for employees centered around DEI progress in the areas of attracting, developing, and retaining talent. The reporting is about more than statistics; **this increased and timely transparency builds trust in the work and awareness of new and ongoing opportunities.**



Attracting early career tech talent

Growing up in Seattle, Yonas Habte—a double major in information systems and marketing—assumed he'd start his career at one of the nearby tech giants. When he landed an internship with Rockwell, his career plans took a different turn. Yonas found that Rockwell's [Leadership Development Program](#) aligned with his tech career aspiration. Working at the intersection of information technology and operations technology was perfect for someone with aspirations to grow as an innovator.

"College prepares you for work, but only work can prepare you for your career," Yonas said. "I can be good at something when I join a team, but this early in my career, I will only get better if people are invested in my growth. Each step of the way, my teams have shown me every day that they care not only about what I bring to the team, but what they can offer to me." •

OUR CULTURE: DEI

Investing in our people

Rockwell is committed to providing resources and learning opportunities so employees can continue to enhance their skills and build the company's culture. In 2022, the DEI team launched global training called **Allyship at Work** to help people with marginalized identities feel supported and included.

We launched our Culture Workshops in June 2021, where employees explore why culture matters, the role each person plays in the company's growth, and why culture is important to the customer experience. The goal in 2022 was 100% employee participation.* We achieved that goal, with leaders and employees investing in this work and creating a positive ripple throughout the organization. Now, Culture Workshops are integrated into our global onboarding experience.

In 2022, we invested in robust listening technology through **Qualtrics** and are partnering with external experts from **Korn Ferry** on the evolution

of employee engagement measurement, including key indices for culture, engagement, inclusion, and manager effectiveness. This new design will be used in our annual employee engagement survey in 2023.

We are investing in our people to shape a strong culture. Research shows that managers play an important role in terms of engagement for their teams. Because of their impact, all new people managers will complete the **Leadership Foundations** program in 2023.

"Relationships drive our culture and our company. We continue to focus on nurturing and strengthening those relationships as we adapt to new ways of working."

BECKY HOUSE

Senior Vice President and
Chief People & Legal Officer
Rockwell Automation

*Excludes new hires and select acquisitions



We want to be a place where employees are enabled and inspired to do their best work. That requires committed and loyal people, in the right roles, in an enabling work environment.



OUR CULTURE: DEI

Finding the right fit – fast

To support the company's diverse talent recruitment, Rockwell continues to deepen relationships with key national gatherings for underrepresented graduates—including the **National Society of Black Engineers, Society of Women Engineers, Society of Hispanic Professional Engineers, and Out in Science, Technology, Engineering, and Mathematics (oSTEM)**—to interview and extend on-the-spot offers for a wide range of roles in digital transformation, cybersecurity, supply chain, manufacturing, and other related fields.

The goal is to ensure that diverse talent knows what we offer in terms of a great, inclusive culture and an opportunity to create and innovate.

"We've had our best success—especially with diverse talent not yet familiar with us—when we've been able to **make meaningful in-person connections**," said Candace Barnes, director, Global DEI Programs & Campus Strategy. •

Upper right: Employees Therese Klein (left) and Ike Mao at an oSTEM recruiting event.

Right: Rasheed Martin, a National Society of Black Engineers convention attendee, celebrates his job offer with Rockwell employees (l. to r.) Brian Taylor, Sabha Museteif and Andrew Marotta. The offer was part of a targeted effort to quickly recruit talented early career candidates. Rasheed subsequently did a summer internship at our Milwaukee headquarters.



OUR CULTURE: DEI

Finding a supportive workplace



As many as 30% of veterans suffer from post-traumatic stress disorder (PTSD).*

John Kasson, a senior hardware development engineer in Mequon, Wisconsin, is one of them. John faced traumatic events during his service that left him with stress symptoms that severely hindered his daily life.

"I wanted bigger things for my career," John said, "and that meant looking for a new company with a culture that respected me and understood that my service dog, Thor, is the same as any other medical device."

Because employees took the time to understand service dog etiquette, John's transition to Rockwell was positive and uneventful.

"My life is so much better with Thor," John said, "and I have a company that is delivering on the promise of a healthy, supportive culture. I've encountered companies that either didn't respect service dogs, questioned the need for them, or didn't understand the laws. **Here, people have been respectful and kind. It's everything I thought and hoped it would be.** We were treated just like any other employee, and this reaffirms that I made the right choice joining the Rockwell team." •

*Source: U.S. Dept. of Veterans Affairs



Learning from one another, across generations

Samantha Franco, commercial specialist, Mexico City, Mexico, wanted to change career directions so she asked a longtime employee, Jose Montalvo, for advice. That short conversation turned into an informal mentor/mentee relationship across generations.

"Our culture is about helping each other," said Jose, director, Information Solutions, Westin, Florida. "You never know how you might help to create a place where people feel like they belong."

"There are many differences between us—age, area of specialty, experience," Samantha said, "and Jose was able to help me visualize where I could take my career and to see things from a new and broader perspective." •

OUR CULTURE: DEI

Creating a safe workplace



Last year, Marcin Czyszczon got married. That's something a lot of people do. But for a transgender man living in Poland, that act is extraordinary. When Marcin joined Rockwell five years ago as a software engineer, he based his decision on culture.

"The workplace is beyond what I had imagined," Marcin said. "This is something of great importance to my generation of workers, **a workplace that embraces difference and provides the tools and culture to support one another.**"

For years Marcin was known by a different name and worried that his coworkers might have a hard time adjusting to his identity. It was an unfounded worry.

"Inclusion fuels our innovation and drives progress," Marcin said. **"Thankfully, the company has lived up to its promise to create an environment where everyone can and wants to do their best work.** The effort is quite intentional. The approach gives future talent a true view into what to expect from our culture."

"Marcin's story is a wonderful example of 'Managing Across Difference' training in action," said Candace Barnes, director, Global DEI Programs & Campus Strategy. "Often, it's many small actions that make the difference between an employee who's experiencing psychological safety and belonging and one who's not. **Providing and supporting Marcin with exactly what he needed most to succeed demonstrates the behaviors we want to foster as an organization.**"



Celebrating cultural differences

As part of DEI activities at the Dalian campus, the employee resource group introduced the culture of ethnic minorities in China. Employees dressed in traditional clothing to build understanding about difference. •

OUR CULTURE: DEI

Diverse manufacturing leadership

For the first time in Rockwell's history, four of our most critical plants were managed by women. Without a playbook for a global pandemic and supply chain challenges, this team brought together diverse leadership styles, personal and professional visions, and individual talents to lead their teams to thrive, to overcome challenges, and to directly influence our customers' success.



Tanya Chambers

Twinsburg, Ohio

Since 2020, Tanya Chambers served as plant manager for our Twinsburg facility. Her energy and free spirit set the tone at the top, and she empowers her team to offer new ideas that drive innovation and have fun while doing it. In November, Tanya moved to a new role on the team and is now responsible for driving recovery on some of our most critical products.



Colleen Caswell

Mequon, Wisconsin

As plant manager, Colleen Caswell leads manufacturing operations at our Mequon and Milwaukee manufacturing campuses. Her many roles since joining Rockwell in 2008 have prepared her for leadership, but she believes to keep growing and learning, you must stop waiting for mastery.



Ling Ling Oh

Singapore

Serving as plant manager since 2015, Ling Ling said, "As women we are given equal opportunities and I feel supported to develop to become a better leader in the company." She focuses on cultivating a culture of inclusion and belonging for all levels, where everyone can play a part to make the plant a great place to work.



Reyna Escobedo

Monterrey, Mexico

As plant manager, Reyna Escobedo leads manufacturing operations at Monterrey Plant 1. Over the past 14 years, she's served in many roles in quality, production, and inventory control. This depth of manufacturing experience has prepared her well for this role. •

OUR CULTURE: DEI

Fostering belonging through allyship

B



An inclusive workplace needs allies. True allyship means taking action, doing the work, and putting in the effort to support and advocate for those with less privilege. **Catalyst**, a global nonprofit helping build workplaces that work for women, asked the question, "What can leaders do to combat the need for employees of color to be on guard against bias, and how do leaders create workplaces where employees of color can thrive?"

Catalyst found that inclusive leaders boost experiences of acceptance and inclusion at work for people of color and that these experiences ultimately predict intent to stay. Most importantly, they found that **allyship and curiosity should be at the heart of a manager's leadership mindset** in order to create a more inclusive, welcoming workplace.

At Rockwell, allyship is one of six inclusive leadership behaviors. Managers are accountable for their allyship behavior. The others are accountability, ownership, curiosity, humility, and courage. •



Employee resource groups encourage connections and community

Employee resource groups (ERGs) are organizationally supported groups of employees who are drawn together by characteristics they hold in common, such as race and ethnicity, gender, sexual orientation, generation, disability status, and more. Rockwell has 14 ERGs, with 61 chapters across every region where we do business. ERGs create a sense of trust and belonging by heightening awareness of issues, supporting our people, and strengthening relationships with our communities, business partners, and customers. •

 [Learn more about our ERGs.](#)

Our commitment to diversity, equity, and inclusion is built into our business strategy and our daily interactions.

OUR CULTURE: INNOVATION

Recognizing innovation

Celebrating innovators and innovation recognizes people, teams, and projects, fosters community, inspires others, and builds a culture that values a steady stream of fresh ideas.



Rockwell employs approximately 26,000 problem solvers in more than 100 countries.

Using smart manufacturing technology to scale regenerative medicine

In an important step toward integrating biomanufacturing science with production techniques, in June we opened the Rockwell Experience Center at the Advanced Regenerative Manufacturing Institute (ARMI) in Manchester, New Hampshire. The new center helps teach ARMI's members, including physicians and researchers, how to leverage smart manufacturing to scale regenerative medicine products so they can be delivered to more people faster. ARMI's process relies on smart automation to help to mass produce safe and reliable biological products such as human tissues, skin, cartilage, and replacement organs.

"To say that the addition of the Rockwell Experience Center at the ARMI|BioFabUSA facility will be impactful to the area of regenerative medicine would be an understatement," said inventor, FIRST[®] Robotics Founder and ARMI Executive Director Dean Kamen. "By opening this center, we can demonstrate the baseline tools by which different types of human tissues and organs can be manufactured at scale. It's life changing." •



Rockwell's Ryan Campbell (right), tech consultant, and Chris Narduccia, senior vice president, Information Technology & Chief Information Officer, present during the June 8 grand opening of the ARMI Rockwell Experience Center.

Photo credit: David Butler II

OUR CULTURE: INNOVATION

"AI is a force for positive change"

Researcher. Innovator. Designer. Bijan Sayyarrodsari is one of the creators of a data-driven artificial intelligence (AI) engine that operates at the edge and does the job of a data scientist, building predictive models and continuously monitoring a production operation to ensure it runs as efficiently as possible.



Bijan speaks with an attendee at Automation Fair 2022, held in November in Chicago. This annual Rockwell event brings together makers, builders, and innovators from across the globe for industry forums, hands-on labs, and networking events to learn about the newest innovations in automation.

force for positive change in industry. **His research is focused on how the power of AI can be made available to current workers who may have limited or no data science background.** He aspires to create an AI that increases productivity, improves sustainability, and enhances the quality of life for operators, all at the same time. •

As Rockwell's director of Advanced Analytics, Bijan manages Rockwell's AI Center of Excellence in Austin, Texas, focused on automated AI engines for manufacturing. With a Ph.D. in Information Theory from Stanford University, he has been involved in design, development, and field testing of applied AI solutions for performance monitoring, control, and optimization in a wide range of industrial applications for more than 20 years.

Bijan views AI, designed right, as a force for positive change in industry. **His research is focused on how the power of AI can be made available to current workers who may have limited or no data science background.** He aspires to create an AI that increases productivity, improves sustainability, and enhances the quality of life for operators, all at the same time. •

Julie Lu is first woman named a Rockwell Engineering Fellow



Julie Lu was the first woman in our company to achieve the respected title of senior principal engineer, and the first woman in Rockwell to be named an Engineering Fellow. In October 2022, she was the first woman to receive the coveted recognition of Engineer of the Year. Julie joined Rockwell in 1998 after graduating from Shanghai University with a Ph.D. in electrical engineering. As part of the Shanghai Research Center innovation and technology hub, Julie designs, develops, and implements research and development projects that impact our company and our customers. Using state-of-the-art technologies, she helps develop resolutions to critical issues and customer challenges. •

Valérie Demassieux receives Thomas A. Edison Award



The International Electrotechnical Commission honors the work of people who, through their leadership and technical expertise, contribute to making products and electrical systems safer, more efficient, and more reliable. Valérie Demassieux, a principal engineer with Rockwell's Global Product Standards & Regulations team, based near Paris, France, was honored with the Thomas A. Edison Award in June. **The award recognizes her strong commitment to standardization, her reputation for fairness and rigor, and her ability to foster the development of quality standards in a multicultural environment.** •

EMPLOYEE WELL-BEING

Supporting a holistic approach to well-being

Worker stress and burnout have reached an all-time high worldwide, according to a 2022 Gallup report.* Unfortunately, stress and anxiety can have a substantial effect on all areas of life: work performance, relationships with family and friends, and participation in the community.

At Rockwell, we understand that well-being directly affects mental, physical, emotional, and financial health, while also encompassing work demands, personal care, and family care. This is why well-being was a critical component of our Total Rewards benefits philosophy as we worked to holistically support our employees' physical, mental, and financial well-being. In addition, well-being was one of our three company-wide focus areas based on feedback from our 2022 Global Voices Employee Engagement survey.

*Source: Gallup State of the Global Workplace: 2022 Report



EMPLOYEE WELL-BEING

To encourage our people to take care of themselves, we launched a global program, OnTrack (detailed at right), that helps employees get involved in well-being activities and earn rewards as they do so.

In addition, we continued to offer a variety of resources for people to use in work environments and away from work, such as our Employee Assistance Program (EAP), and a digital library of articles, podcasts, and suggested books recommended by employees for enhancing personal well-being. Plus, we continued to offer the Calm mindfulness app as a free benefit. The app provides a variety of content to help with well-being, including meditation, sleep, music, and body sessions.

We also encouraged people to schedule regular time off throughout the year to rest, relax, and take care of themselves. OnTrack, the EAP, and Calm are all offered to our entire workforce across 60 countries.

Human connection and caring for people in meaningful ways are essential to our culture at Rockwell. We understand the importance of providing employees with a range of resources they can utilize in individual ways to benefit their mental, physical, and emotional health. •

Getting employees on track with well-being



In 2022, we increased our investment in people with the launch of a new program that unifies all our global well-being benefits in a single, digital place.

OnTrack is a personalized well-being program that encourages lifestyle changes. Available by website or mobile app, people can use it anytime, anywhere, throughout the day, to achieve healthy habits.

Participants can customize it, for example, by setting personal goals like reducing stress and getting active to improve physical health. People can also participate in "Journeys," self-guided, digital courses with daily support for forming those healthy lifestyle changes. **Participating employees experience a gamified well-being program, with the potential to earn financial incentives for engaging along the way.** •



The OnTrack program also builds on existing offerings by making more well-being resources more easily available to every Rockwell employee in their preferred language.

Well-being has a long history at Rockwell but has grown in priority for Rockwell employees since the start of the global pandemic, so it is no surprise that the new program has been well received. We continue to champion a holistic approach to employee well-being across our global workforce. •

EMPLOYEE WELL-BEING

Better together: Creating opportunities for meaningful connections at work

The effects of the global pandemic were still being felt as we returned to our workplaces in 2021 and 2022. Recognizing that times had changed, we pivoted by providing a formalized, flexible workplace program that had the preservation and evolution of our culture at its foundation. This hybrid model offers options to work some days from home for those roles that can perform their work virtually. The program also enables us to support our employees in working even better together.

At the same time, we challenged our managers to create meaningful opportunities to engage as employees returned to our physical workplaces. The spirit of innovation at Rockwell, and indeed our entire culture, arises from our daily interactions as a global team. Being with each other in face-to-face settings is vital to our workplace and our work.



Guangzhou, China



Perth, Australia



Monterrey, Mexico



Katowice, Poland



Santo Domingo, Dominican Republic

EMPLOYEE WELL-BEING

Some teams designated group meeting days when everyone comes into the office to collaborate. We also held social events like the August CEO Town Hall and Picnic in Milwaukee to informally connect with each other ([watch the video](#)). We made the return to the workplace count for more-meaningful interactions and expanded work relationships. •



Twinsburg, Ohio



Santo Domingo, Dominican Republic



Melbourne, Australia



Harbin, China



Guangzhou, China



New Zealand



Cambridge, Ontario, Canada

EMPLOYEE HEALTH & SAFETY

Evolving with a changing world

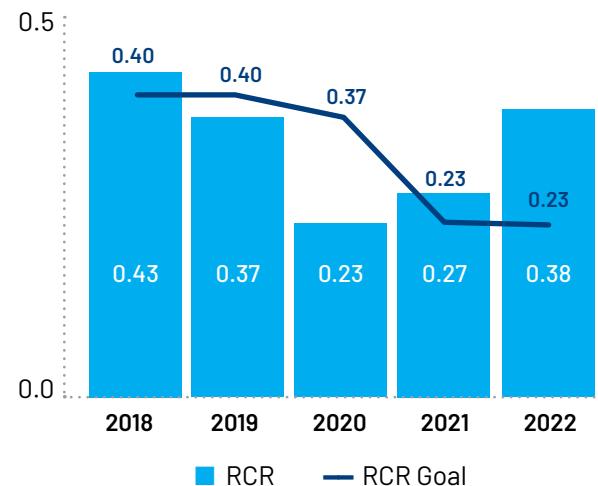
The health and safety of our people is one of our top priorities. In 2022, we managed employee health and safety to respond to ongoing challenges, the evolving COVID-19 pandemic, and new hybrid work models. Our global safety performance remained best-in-class in these changing times.

We have a mature health and safety management system certified to ISO 45001 focused on driving performance to our Safety Policy. We have documented company-required procedures focused on the activities and risks of our manufacturing and field operations, including crisis management and emergency response. Our crisis management, emergency response, and pandemic preparedness programs assisted the company to navigate the COVID-19 pandemic and prioritize employee health and safety.

Our vision is zero work-related injuries and illnesses, and we established best-in-class Recordable Case Rate goals at the corporate, group, and plant level. Though we saw a slight increase in our Recordable Case Rate—attributed mainly to the spike in COVID-19 cases early in our fiscal year 2022—we responded to the new normal, putting best practices in place for personal hygiene, public health, and use of sick time.

Safety Performance PER 100 EMPLOYEES

Our 0.38 Recordable* Case Rate (RCR) per 100 employees was worse than our goal, yet **better than First Quartile** of Electronic Equipment Manufacturing peers.**



Zero fatalities

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

**U.S. Bureau of Labor Statistics (2020)



EMPLOYEE HEALTH & SAFETY

At the plant level, we also have a balanced scorecard to drive performance to proactive program elements such as behavior-based safety observations, employee education and training, and first aid case rates. Our philosophy is to drive continual improvement by prioritizing programs to address high frequency injuries/illnesses, which for us are hand safety and ergonomics, and high-risk activities identified through risk assessments, which include material handling and electrical safety.

Finally, we have an extensive Environmental, Health and Safety (EHS) Performance Assessment process conducted by global professionals that confirms conformance to company requirements as well as local EHS regulations. The frequency of the assessments varies based on the size and complexity of a site, with our large manufacturing sites audited annually.



Achieving safety honors

For the 11th year, the Ministry of Manpower and Workplace Safety and Health (WSH) honored our Asia Pacific Business Center in Singapore. This year, the location was recognized with the WSH Silver Award. •

As required by the management system, the site also conducts internal management system audits. Third-party ISO auditors conduct periodic management system audits to confirm conformance to the ISO 45001, and each certified site is audited at least once every three years. The results of these assessments are communicated with appropriate levels of the organization and also consolidated for an annual management review at the corporate level.

We continued to **strengthen our program's core components** of education, communication, and access to risk control as we aimed to meet our safety objectives and targets. Leadership commitment to health and safety furthered the partnership we need with all employees to create and sustain safe onsite and remote work environments. •

ENVIRONMENTAL PERFORMANCE

Moving toward net zero

We moved forward on our journey to sustainable customers, company, and communities with expansion of work toward our **Scope 1 (direct) and 2 (indirect) carbon net zero emissions goal by 2030**. We established and are implementing the roadmap to reach our carbon neutral goal.

We implemented a new system to expand our enterprise-wide sustainability analysis and reporting. We also published our first **Task Force on Climate-related Financial Disclosures (TCFD) report**, which describes integration of climate risk in our enterprise risk management. [Read the report](#) to learn more about Rockwell's opportunities and risks associated with climate change.

With Scopes 1 and 2 strategies actively underway, we contracted with experts to help us identify material Scope 3 (upstream and downstream) categories and work towards establishing a Science-Based Target (SBT) for our company.

Understanding that progress on a **Scope 3** goal will require some transformation in the way we do business, we began analyzing and modeling our supply chain data.

This complex work will enable us to define a vision for the establishment of a framework, infrastructure, and workstreams for long-term reduction of Scope 3 emissions. We are working to assess and quantify our Scope 3 carbon footprint and plan to disclose it by the end of calendar year 2023.



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

"Data-driven insights are the foundation for sustainability improvement. They enable us to understand, manage, and benchmark our performance."

TOM O'REILLY

Vice President, Sustainability, Rockwell Automation

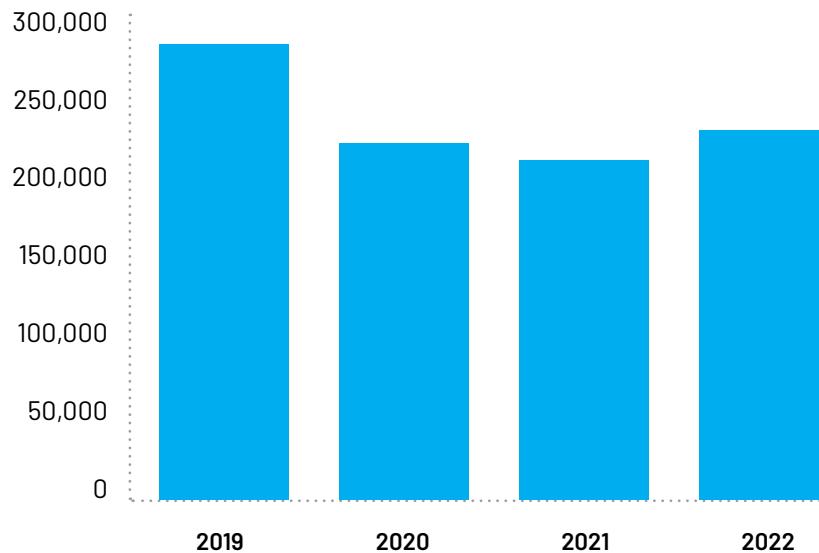
ENVIRONMENTAL PERFORMANCE

Enhanced sustainability analysis capabilities in 2022

We expanded our sustainability analysis and reporting capabilities with the implementation of a new technology platform that combines sustainability targets with data analytics for clear views of today and the future. The sustainability data management system centralizes emissions tracking and provides higher data granularity using recognized international standard protocols and methodologies, enabling us to set goals more efficiently, and develop more effective strategies and programs. In 2022, we reevaluated our environmental emissions reporting to better reflect today's regulatory concerns, customer expectations, and a shift from a U.S.-centric to a global approach. We also re-baselined our charts with data from 2019-2021 integrated into the platform.

The new platform allows us to explore our ESG influences across the supply chain, with a focus on identifying credible improvements on Scope 3 emissions, SBT goal setting, detailing product environmental impacts (e.g.: repairability, reuse, recycle, product longevity, energy conservation, sustainable packaging, end-of-life management), and meeting customer sustainability expectations. This new level of visibility into enterprise-wide sustainability will advance data-driven performance management, decision making, and accountability. •

Water Use In cubic meters

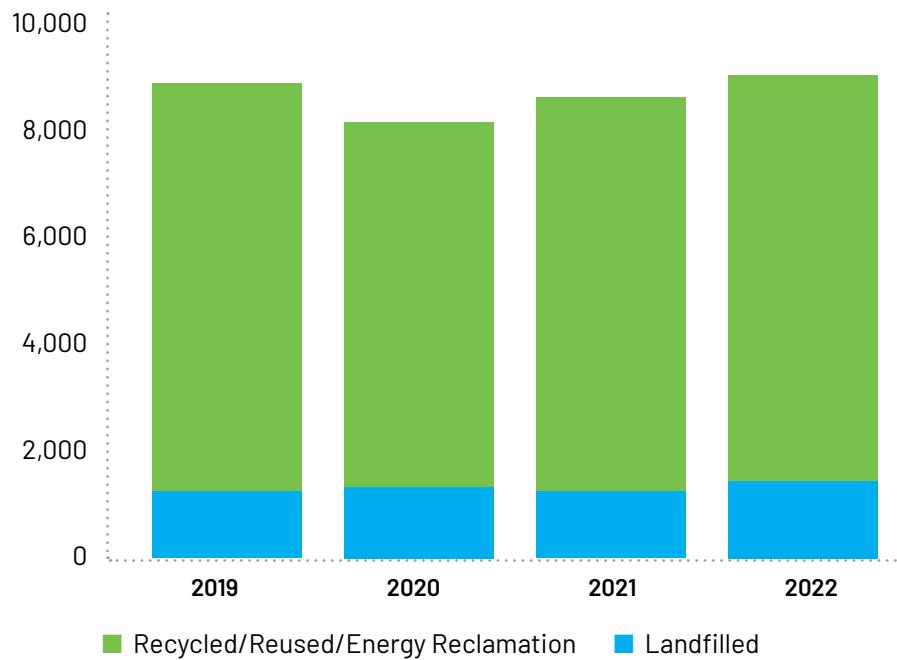


The large majority of our water consumption is potable water used in our facilities. Water use for the past four years reflects the global situation: **Fewer people in the workplace during the pandemic in 2020 and 2021, and the rise of hybrid working in 2022.** In addition, we continue to use water to heat and cool our Milwaukee facility.

As demonstrated by all the charts within this section, more robust data collection and analysis capabilities now allow for additional reporting and will inform future baseline and goal-setting activities.

ENVIRONMENTAL PERFORMANCE

Waste Generation In metric tons



After two years of lowered generation during the pandemic, our generation of waste in 2022 increased slightly over 2019 levels.

Our goal is to have 15% or less of our total waste sent to landfill.

Hazardous Waste In metric tons

8.8% of total generated waste

808 metric tons of hazardous waste generated

27% of hazardous waste recycled

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

Experienced zero reportable spills

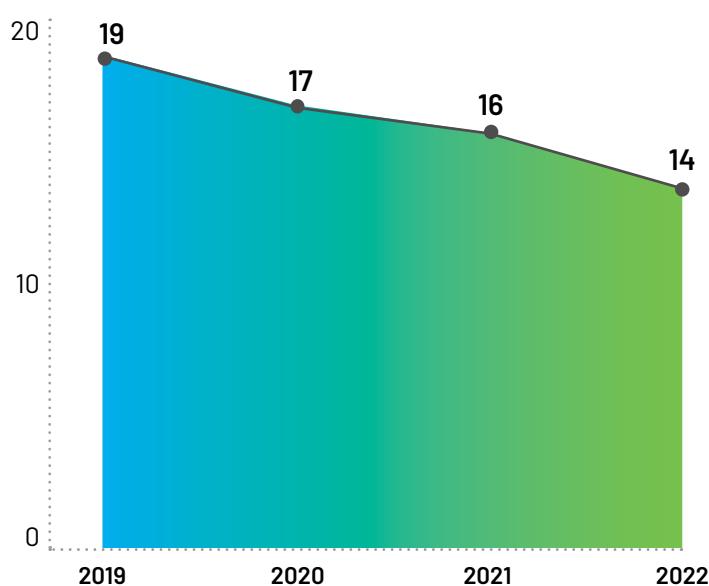
In 2022, hazardous waste accounted for 8.8% of our total waste generated. This year we shifted from U.S.-centric reporting to a global approach, meaning waste is now categorized as hazardous in accordance with local law. As a result, we now include more types of waste in this category, which accounts for the difference of 4% over FY 2021. In other words, we did not increase our hazardous waste generation; we reclassified more.

Looking forward on our path to reducing waste generation, next steps include identifying opportunities, defining a baseline, and setting additional goals for reduction.

ENVIRONMENTAL PERFORMANCE

Normalized Emissions Trend

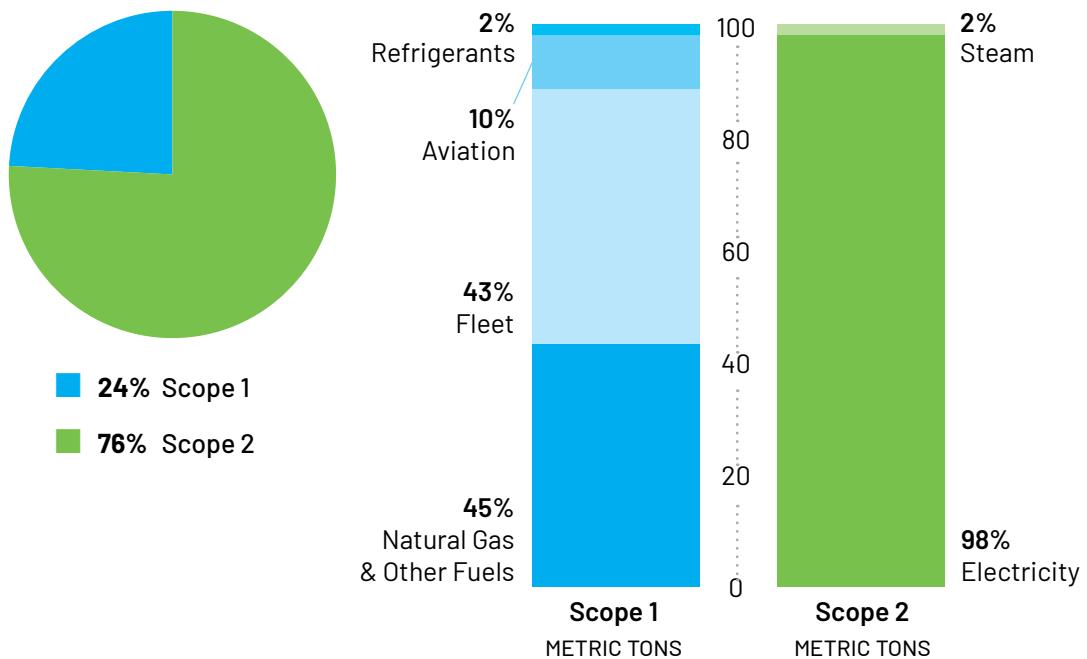
Scopes 1 & 2 emissions, as metric tons of CO₂ equivalent per million USD of sales



Our forward progress is visible in normalized emissions, which trended downward.

Emissions Summary

109,498 total metric tons of CO₂ equivalent



In 2022, our greenhouse gas (GHG) emissions decreased slightly. As compared to 2021, Scope 1(direct emissions) increased in relation to Scope 2(indirect emissions) as a result of employees returning to the office as well as a return to pre-pandemic business travel levels.

ENVIRONMENTAL PERFORMANCE

Designing for sustainability: Packaging

Each day Rockwell ships thousands of orders to customers worldwide from our portfolio of 400,000+ unique products. To address our impact on the circular economy and changing global regulations, our packaging engineering team set five-year sustainable packaging goals to be met by 2026. Guided by a new global sustainability packaging strategy, we have made considerable progress toward these goals.

We achieved Zero Landfill Waste for all new product packaging by ensuring local recyclability across its entire life cycle. Rockwell now uses 100% sustainable or renewable packaging materials for all new product launches, which typically number 100 per year and range from a few millimeters in size to products weighing 30,000 pounds. We made sustainability a design criterion in addition to cost, product protection, and the customer experience. Packaging for every new product goes through an intensive design phase with numerous reviews, concept validation, and performance testing.

In FY 2022, we also achieved a 53% reduction in annual use of non-recyclable packaging foams for our legacy product offerings. Rockwell products are now packaged with materials made from more sustainable or recycled raw materials. We continue to analyze new raw materials being developed for packaging cushioning and dunnage, integrating these into our designs. The renewed focus on utilizing sustainable materials enables our customers to eliminate packaging from their waste stream and minimize disposal costs. •

OUR VISION

100%
Sustainable Sources

50%
Virgin Source Reduction

100%
Recyclable Design

OUR OBJECTIVES

- Use certified sources for wood/paper packaging
- Use sustainable and recycled packaging materials in all new product introductions
- Use packaging with high recycled content
- Reduce demand on virgin sources
- Use packaging commonly recycled globally – minimize amount and disposal costs for the customer



We're enabling customers to close the sustainability loop.

ENVIRONMENTAL PERFORMANCE



Greening our fleet

In 2022, we began greening our fleet by offering eligible employees in 11 European countries the option to select a **Battery Electric Vehicle (BEV)** or **Plug-in Hybrid Vehicle (PHEV)**. Employee interest in moving to electrified vehicles and cutting CO₂ emissions has been significant, and the Europe, Middle East & Africa (EMEA) fleet policy update helps us meet that interest. Fleet policy rewrites and hybrid/electric vehicle rollout in additional Rockwell regions is planned, aligned to increased charging infrastructure and electric vehicle availability. Greening our fleet will contribute to meaningful reduction of our Scope 1 emissions. •

19 sites certified to ISO 14001 and ISO 45001

Maintaining environmental and safety management system certifications at our manufacturing sites is a priority for us. Currently, we have 15 manufacturing locations certified to ISO 14001 and ISO 45001, which covers all our sites with 25 or more employees conducting manufacturing/warehouse activities (one less than last year due to the closure of a facility in Germany). An additional four locations are certified independently, for a total of 19 certified locations.

We're on the path to expand certification for two manufacturing sites from recent acquisitions (Artegna, Italy and Devens, Massachusetts, U.S.) by 2024. We will be evaluating CUBIC locations in Chennai, India; Szczecin, Poland; and Tianjin, China for future certification. •

RESPONSIBLE SUPPLY CHAIN

Partnering to improve the global supply chain

We are driving and influencing environmental, social, and governance excellence across our supply chain.

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

With our suppliers, we continue to create a more responsible supply chain aligned with the needs of our customers and society's changing expectations. Just as we did at the corporate level with our 2020 materiality assessment, we turned to outside experts to help us assess opportunities to improve the sustainability of our supply chain and increase the level of engagement within our relationships.

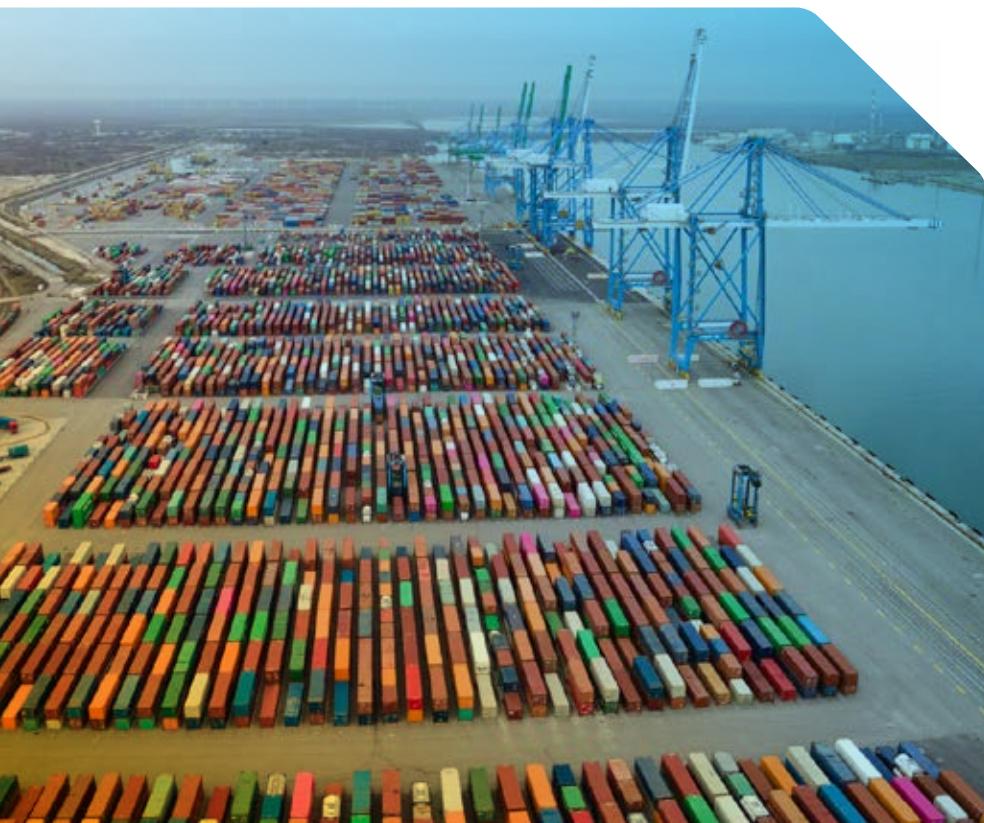
In 2022, we developed a roadmap to assist with our responsible supply chain management efforts. This roadmap includes peer benchmarking, reputational, financial and operations risk evaluation, management, and mitigation. We also completed initial work toward the creation of a robust and updated **Supplier Code of Conduct** planned for completion in the next 18 months. The updated Supplier Code of Conduct will increase supply chain transparency and establish a system of checks and balances to address materials and products secured from countries where environmental and human labor laws are either lacking or loosely enforced.



RESPONSIBLE SUPPLY CHAIN

We are looking to the **Responsible Business Alliance's (RBA) Code of Conduct** as a guideline for our Supplier Code of Conduct update. 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.

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



Our supplier diversity goals include the outside counsel we select to help manage our legal matters

In 2022, Rockwell's Office of General Counsel increased its outside counsel spend goals with women-owned and minority-owned law firms by 25% over the preceding year. The team also increased the spend goal for legal work performed by underrepresented legal counsel who work at majority law firms to be 30% of its total North American outside counsel spend.



"As a law department, we know that diverse teams help produce the best results, and we want the legal counsel who partner with us to reflect the communities where we live and work," said Edward Blakemore, assistant general counsel, Litigation. "We are also committed to helping accelerate the success of women and minorities in law firms, especially because they have made only minimal gains in joining law firm ranks over the past decade, according to the American Bar Association's 2021 data." •

Supplier Diversity

\$185M

Spent with diverse suppliers including small, veteran, minority, women, and LGBTQ-owned businesses in FY 2022

\$70M

Of this spend was with Minority- and Women-owned Business Enterprises



sustainable **communities**

We value human connection and caring for people in meaningful ways.
Our intentional and purpose-driven strategy creates opportunities
and expands human possibilities through investments in people and
meaningful action.

COMMUNITY IMPACT

Spirit of service, commitment to community

Great things are happening around the world as employees volunteer in their local communities.

In January 2022, we launched our global volunteer program pilot, **ROK in Action**, to nearly 16,000 of our employees in nine countries. The program makes it easier for employees to create lasting change in their communities. Employees can find and sign up for local volunteer opportunities, track volunteer time, and earn "Donations for Doers" rewards to donate to eligible nongovernmental organizations (NGOs).

Additionally, employees also receive up to 24 hours of paid time off per year to volunteer during work hours.

The program taps into the skills and passions of our people to make an impact, solve real challenges, and expand human possibility. Employees can amplify the impact of their volunteer and philanthropic support through the company's blended matching gift program. Through September 2022, ROK in Action tracked the following results:



We are cultivating human possibility and making our communities more productive and sustainable.



- Over 7,200 hours of volunteering recorded
- Nearly \$500,000 in employee gifts matched by the Rockwell Automation Charitable Corporation
- 6,127 hours of volunteer paid time off taken
- 570 nonprofit organizations supported across nine countries

 [Learn more about how Rockwell and our employees support local communities.](#)

COMMUNITY IMPACT

Aligning our work

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

Science, Technology, Engineering and Math (STEM) Education

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

Equity and Inclusion

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

Talent Engagement

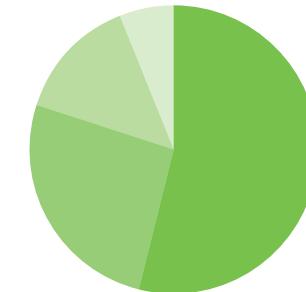
We recognize the importance of enhancing the vibrancy and sustainability of the communities where we have a major business presence. We proudly support programs that provide essential services as well as those that foster creativity and innovation.

Disaster Relief and Recovery

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

PHILANTHROPY

\$10M Total giving



- 54% STEM Education
- 26% Equity & Inclusion
- 14% Talent Engagement
- 6% Disaster Relief & Recovery



COMMUNITY IMPACT

Volunteerism

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

"What we do matters, and results in positive change around the world."

PATRICIA CONTRERAS

Vice President, Community Impact
Rockwell Automation



World Robot Olympiad 2022

Rockwell sponsored teams from eight schools across India in the World Robot Olympiad 2022, a two-day event held in Greater Noida, Uttar Pradesh in September. The Olympiad—one of the biggest robotics competitions for students in India—was organized by the National Council of Science Museums (NCSM), a part of the Ministry of Culture, Government of India, and the India STEM Foundation (the Indian national affiliate of FIRST®).

Pictured: Students from one of the Rockwell-sponsored teams with employees who served as volunteer mentors. More than 500 students from 100+ schools participated in the event.

Exploring STEM

In August, employees in Jakarta, Indonesia, helped young students explore STEM through games, experiments, and activities. The goal: inspire students to pursue STEM interests, education, and careers. •

Pictured: Rockwell employees worked with local partners, "Inspiring Young Minds in Science and Technology."

COMMUNITY IMPACT



Singapore raises DEI awareness, funds for local nonprofit

For more than a decade, employees in Singapore have hosted a week of activities focused on increasing DEI awareness locally and raising funds for nonprofit **TOUCH Community Services**. In October, employees enjoyed keynote presentations from company leaders and employee resource groups; sharing sessions focused on generational diversity and allyship at work; and STEM games for children. Through the fun learning opportunities, employees raised almost \$40,000 for TOUCH. •



Empowering women to achieve career goals

To help women grow their careers, Jessica Gao, project manager, Global Product Standards & Regulations, Beijing, China, fostered the launch of China's chapter of the RASWE (Rockwell Automation Supporting Women in Engineering) employee resource group. RASWE fosters a new community for technical women—encouraging collaboration, networking, and a sense of belonging, and ultimately impacting retention. •



India's Corporate Social Responsibility team takes on life-changing projects

Employees in India collaborated with Habitat for Humanity to install solar units at Arikambattu village, about 23 miles from the Rockwell office in Chennai. Many smaller villages in remote locations do not have a regular supply of electricity, and the off-grid solar lighting system improves safety and security. “This project increases the number of hours a day when families can do things like read and study,” said Ankit Singh, Environmental, Health and Safety leader in India. “This is life changing for recipients.” •

STEM EDUCATION

Inspiring the future workforce

We focus our investments and our time to help develop people who will be ready to solve the world's next challenges. To inspire students to pursue a career in STEM, we concentrate on building a strong educational foundation, especially for young women and underrepresented groups, through programs like FIRST® (For Inspiration and Recognition of Science and Technology). This robotics community prepares young people for the future through inclusive, team-based robotics programs, helping prepare the workforce of tomorrow.



STEM EDUCATION



Bringing advanced manufacturing technologies to STEM events

In March, the Cleveland Cavaliers professional basketball team hosted a Score with STEM event for 1,400 area K-12 students. More than 40 Rockwell employees, including account manager Andrew Pegher (left), and members of the Rockwell-sponsored FIRST® Robotics teams, coached students through interactive displays of robotics and advanced technologies.

"Put a W in the win column for STEM," said Marzell Brown, a manager in our Global Academic Enablement organization and a member of the Score with STEM planning team. "The event was part of our global strategy to expose students to STEM and advanced manufacturing technology in a fun environment connected to sports." •

STEM careers for young women

According to the Women's Engineering Society (WES), 16.5% of engineers are women.* One of the reasons for the underrepresentation of women in engineering is that girls and women are systematically tracked away from science and math throughout their education, limiting their access, preparation, and opportunities to go into these fields as adults.

Through STEM education and outreach activities, we are working to change that. By volunteering through FIRST® LEGO League and Green Light for Girls, our women engineers are reaching out to the community to champion STEM, inspire the next generation of girls to pursue STEM careers, and provide a support system for women in tech once they enter the workforce. Four of Rockwell's 14 employee resource groups focus on expanding STEM careers for women: ADVANCE Young Professionals, Professional Women's Council, Rockwell Automation Supporting Women in Engineering, and Rockwell Automation Women in the Field. •

*Source: <https://www.aauw.org/resources/research/the-stem-gap/>



STEM EDUCATION



Supporting FIRST®

The 2022 FIRST® Championship returned to Houston in April, and Rockwell was again one of FIRST's largest corporate funders.

During the FIRST® Robotics Midwest Regional in March, Brian Farrell, project engineer, received the Woodie Flowers Award, celebrating effective communication in the art and science of engineering and design. Brian is pictured upper left, working with students who showcased FIRST® Robotics during Automation Fair.

Erik Orlowski, engineer, Embedded Software, was chosen for the Wisconsin FIRST® LEGO League Outstanding Volunteer Award. Erik is pictured above, second from left, with students from the Milwaukee Riverside Robotigers FIRST® Robotics team. •

Engaging with education

From elementary to higher education, we connect the dots between automation and careers.

"We need to do more before college to ready students for the unique skills our automation jobs require," said Michael Cook, director, Global Academic Enablement. "Having industry-recognized programs is the bridge from high school to college. And from an industry perspective, we want to create real value around student learning in the high school space, so they have a starting point for both entry-level advanced manufacturing jobs and for further education." •  [Learn more about our STEM outreach programs.](#)



STEM EDUCATION

Modern manufacturing inspires students

National Manufacturing Day showcases modern manufacturing with insights from industry professionals, connecting students to companies in need of STEM-qualified job candidates. As a company, we annually celebrate National Manufacturing Day with various activities designed to highlight the reality of modern manufacturing careers by engaging with students, parents, teachers, and community.

In October, Rockwell partnered with Great Lakes Science Center in Cleveland, Ohio, and Discovery World in Milwaukee, Wisconsin, introducing over 1,000 middle-school and high-school students to early career discussion panels, automation hands-on activities, augmented reality experience, and recruitment booths. •



Pictured: Rockwell employees and Milwaukee Robotics Academy volunteers work with students at Discovery World in Milwaukee to program robots and solve real-world problems.

Pictured: Volunteers ready to celebrate Manufacturing Day at Great Lakes Science Center in Cleveland.

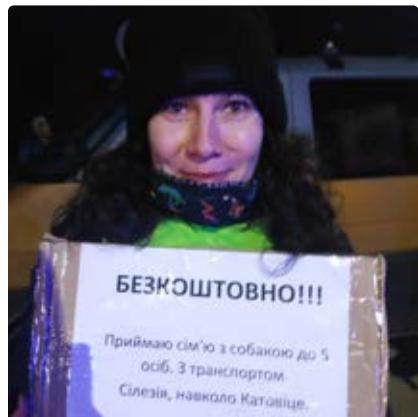
DISASTER RELIEF AND RECOVERY

Supporting humanitarian relief efforts for Ukraine refugees

Donations help with much needed assistance often in the form of food, shelter, and medicine.

In March 2022, we announced a \$500,000 donation to five nonprofit organizations leading humanitarian relief efforts for Ukraine refugees. This was the largest humanitarian donation in our company's history. The contribution followed a \$50,000 employee challenge and special 2:1 matching gift campaign to support Ukrainian Relief Efforts, totaling \$75,000 to **Project HOPE**, a nonprofit organization coordinating Ukraine relief services.

"We are proud of the ways our colleagues are helping those impacted by these devastating events, whether by partnering with local nonprofits to provide housing, serving as translators, or making their own charitable contributions," said Patricia Contreras, vice president, Community Impact.



Employees throughout Poland served as translators and offered food, shelter, clothing, and seeds of hope for refugees. Jacek Strzalkowski, senior product security researcher in Katowice, Poland, Karolina Urbańczyk, data and information lead, also in Katowice, and Anna Barbacka, revenue and brand protection compliance specialist, Prague, Czech Republic, are just three of the many employees who opened their homes and lives to help people fleeing war zones. •

Karolina Urbańczyk drove to the border between Poland and Ukraine with this homemade sign telling people she had a place for up to five people to stay with her in the Silesian region of Poland.



Supporting continued response to global disasters

Throughout 2022, we donated more than \$200,000 to the **American Red Cross** to support the nonprofit's hurricane disaster relief efforts, humanitarian relief efforts for military, veterans, and evacuees following the unrest in Afghanistan, and humanitarian relief efforts for Ukraine refugees. Utilizing the **ROK in Action** program, Rockwell launched a month-long campaign to match employee donations 2:1 and support relief efforts following Hurricane Fiona, which devastated Puerto Rico. •

WORKFORCE OF TOMORROW

Building the talent needed for advanced manufacturing

Unlocking the potential of our world through industrial automation depends on both innovative technologies and a knowledgeable workforce. As digital transformation accelerates, advanced manufacturing is driving demand for a new type of technology-intensive skillset.

Addressing the skills gap

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

The skills gap has been growing for more than two decades. **The pandemic accelerated the need for industrial automation and digital transformation solutions** that address manufacturing safety, operational flexibility, and resiliency, so the need for skilled workers worldwide is greater than ever.

Our approach to workforce development

As both a manufacturer and a supplier of technology to other manufacturers worldwide, **addressing the skills gap is vital to our continued growth and the growth of our customers.** By combining strengths with stakeholders across government, education, and industry, we are addressing workforce challenges critical to the future of manufacturing. Our multipronged approach includes:

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

“The best training programs have people at the forefront—people with the skills to interact with technology, who are freed up from repetitive, physical labor, and who bring critical thinking, creativity, and innovation to the factory floor and manufacturing industry.”

BLAKE MORET

Chairman & CEO, Rockwell Automation

WORKFORCE OF TOMORROW

Partnership and collaboration

In 2022, our Global Academic Enablement team

continued to put the most advanced manufacturing technologies into the hands of students and collaborated with academic and industry partners to create inclusive pathways into well-paying manufacturing careers.

We collaborate with industry partners that align with us in their desire to share technologies and expertise to scale impact. We team with high schools, technical and community colleges, and universities to develop and define next-gen education programs that prepare students to be job-ready, day one, in new and existing manufacturing roles. We're at the heart of train-the-trainer programs and helping secure public funding, which allows successful programs to expand regionally and nationally.

It's more than building talent pipelines of qualified workers for our customers. Developing the workforce of tomorrow is about inclusive access to automation learning for all students and seasoned workers with a desire to upskill. We're creating communities around employment in smart manufacturing for today and the future.



Collaborating on decarbonization solutions

In July, we began a collaboration with the University of Melbourne to train students in digital innovation aimed at helping Australian industrial manufacturers reach decarbonization goals. The partnership allows us to integrate Rockwell engineering talent and product training with the University's world-class innovation infrastructure, and academic and research expertise. We're putting the next generation of engineers at the forefront of digital transformation as we explore practical innovation for sustainable manufacturing. •

Pictured: University of Melbourne Professor Mark Cassidy (left) and Rockwell's Scott Wooldridge, regional president, Asia Pacific, signed the Memorandum of Understanding at the July 27 launch of the collaboration.

Accelerating adoption of smart manufacturing

In September, we became a member of the Clean Energy Smart Manufacturing Innovation Institute (CESMII), a nonprofit organization in the U.S. dedicated to accelerating adoption of smart manufacturing by supporting industry collaboration and elevating workforce capacity. Rockwell's Tom O'Reilly, vice president of Sustainability, joined the organization's board of directors. •

WORKFORCE OF TOMORROW



Photo courtesy of Lorain County Community College

Educating talent for the jobs of the future

Collaboration between Rockwell, Lorain County Community College (LCCC), FANUC, and other partners culminated in 2022 in the launch of LCCC's four-year Bachelor of Applied Science in Smart Industrial Automation Systems Engineering Technology (SMART BAS) degree program. Along with our community partners, we hope to reverse the growing shortage of workers qualified for higher-level manufacturing jobs in northeast Ohio, where LCCC is located amidst a smart manufacturing cluster.

The SMART BAS degree creates a pathway to advanced manufacturing careers for graduates of LCCC's two-year associate degree programs, along with diverse incoming LCCC students and local workers looking to increase their skills and credentials. **Rockwell technology, equipment, and guidance for LCCC's associate degrees in automation engineering technologies helped lay the foundation for SMART BAS.** We continued our support with design and validation of the four-year curriculum, which is aligned with local employer and student needs.

"Manufacturers in our area adopting smart technologies need workers who can effectively troubleshoot, specify technologies, and improve processes. Our four-year program is building a workforce with higher-level skills capable of optimizing Industry 4.0."

LORI BAUKUS

Manager of Training Projects, Automation & Robotics, Lorain County Community College

From day one, SMART BAS students gain hands-on experience with advanced industrial automation systems. Occupation-specific certifications are embedded in the competency-applied program. The class of 2026 graduates will be job-ready for some of the most essential-and hard-to-fill roles-in manufacturing. •

Pictured: An LCCC student in the two-year program plans to continue her education with the SMART BAS degree.

WORKFORCE OF TOMORROW

Ohio education partnerships: Building a diverse talent pipeline

Our collaboration with academic, government, and industry partners continued to create access to the digital economy for high school students in Ohio. In 2022, the first cohort of high school first-year students entered the **Mach3** program in three **Cleveland-area public schools**. An expansion of our Advanced Robotics and Automation Pathway program first launched in 2021, Mach3 creates pathways into technology and well-paying manufacturing jobs for underrepresented groups in our industry. **Mach3 uses Rockwell curriculum, technology, and equipment to prepare students for entry-level technician positions, apprenticeships, and two- or four-year college programs.**

Students in the inaugural class earned Rockwell Junior Technician certifications in their first semester and have interned in our Cleveland facility over the summer and

will continue throughout 2023. Graduates can pursue post-secondary degrees with our Mach3 partners in the areas of advanced manufacturing: **Cuyahoga Community College, Lorain County Community College, Cleveland State University, Kent State University, and Case Western University** to name a few. All Ohio state colleges have a college assurance agreement with the automation and robotics pathway for the students.

We also engaged with the **Ohio Manufacturers' Association** and the **Cleveland/Cuyahoga County Workforce Development Board** to further support the program. Our collaboration with higher education and industry will connect more skilled interns and job-ready graduates with future employers struggling to find workers in the Cleveland community as the Mach3 talent pipeline ramps up. •



"Certain groups often don't have access to upward mobility and generation-changing pathways. The Mach3 initiative provides a diverse set of students career opportunities in the growing spaces of automation, robotics, advanced manufacturing, and Industry 4.0."

MARZELL BROWN (pictured)

Manager, IoT Engineering-Academic Enablement
Rockwell Automation

WORKFORCE OF TOMORROW



Photo courtesy of UW-Stout

Professor Holly Yuan instructs students in a computer networking lab at UW-Stout.

Anticipating demand for cybersecurity talent

With support from our Global Academic Enablement team, in 2022 the University of Wisconsin-Stout launched a Bachelor of Science cybersecurity program with a manufacturing bias that provides hands-on training in a real-world laboratory setting. Entrance of the first class of students in fall 2022 represented the next step in the progression of our partnership with UW-Stout, which earned a U.S. Department of Defense (DOD) grant to develop the program.

We supplied equipment and expertise on multiple technologies to build the laboratory testbed and our extensive OT cybersecurity knowledge as the curriculum was built under the leadership of Dr. Holly Yuan, UW-Stout cybersecurity research and outreach center director. UW-Stout was designated as a National Center of Academic Excellence in Cyber Defense for academic years 2017-2022 by the National Security Agency and the Department of Homeland Security.

The program's outreach to technical colleges and K-12 schools aims to increase participation in the cybersecurity field by women, veterans, and first-generation and low-income students. •

"Manufacturers working with the Department of Defense will soon need to comply with new cybersecurity regulations. No single university or company can solve this skills gap. We're collaborating to amplify our impact so that when our customers need OT cybersecurity people, there is a steady stream of graduates."

MICHAEL COOK

Director, Global Academic Enablement
Rockwell Automation

WORKFORCE OF TOMORROW

Providing high-tech career opportunities for veterans

The impact of our **Academy of Advanced Manufacturing (AAM)** continued to grow with the graduation of cohorts 22 and 23 in November. This 12-week program helps military veterans redeploy their technical and team skills in advanced manufacturing careers, with a 95% job placement rate. AAM recruits veterans nationwide for the classroom and laboratory training in our Milwaukee and Cleveland facilities. Participants receive an average of two job offers during the program's hiring process.

We launched AAM in 2017 in collaboration with **ManpowerGroup** to support our customers' talent pipelines. The ongoing shortage of skilled workers often makes it difficult for our customers to find employees able to optimize our technology solutions. While a handful of AAM graduates have secured positions with us, the vast majority have been hired by other companies for roles such as automation/controls technician, maintenance technician, electrical technician, and field service technician.

U.S. Senator Tammy Baldwin (D-Wisconsin) and CEO Blake Moret (behind Sen. Baldwin at right) are pictured with members of the 22nd AAM cohort at their Nov. 2 graduation ceremony. Blake and Sen. Baldwin were among the speakers at the event.



WORKFORCE OF TOMORROW



To date, more than 300 AAM graduates have secured highly skilled jobs earning at least \$60,000 to \$75,000 annually at 80 manufacturers across the U.S.

AAM is working: At least three Rockwell customers have hired more than ten program graduates each, and 25% of hiring companies are repeat participants. Across the program, 85% of placed graduates are still at their original employer after one year, and many have been promoted. Two have been hired into supervisor roles at starting salaries of \$90,000.

AAM is also changing perceptions about manufacturing jobs. Modern, automated manufacturing is a fast-paced, innovative environment that offers challenging high-tech work and continuing opportunities for training and advancement. The success of our AAM graduates is helping to get that message out to a high-potential workforce. •



Vets Ready recognition

The Wisconsin Department of Workforce Development (DWD) honored Rockwell in 2022 with a Vets Ready Silver Medallion Award. The Vets Ready Initiative encourages employers to establish a support system within their workplace, hire and retain more veterans, and connect with veterans in the community, and recognizes those employers that go above and beyond to support those who serve. •

Above: Employee Mike Selke (left), a member of our Military Veterans & Allies Group, accepts the Vets Ready Silver Medallion Award from Amy Pechacek of Wisconsin DWD as Rockwell speaker and fellow veteran Co Nguyen looks on.



Wisconsin Gov. Tony Evers speaks at the Vets Ready Award presentation ceremony held Nov. 29 at Rockwell headquarters in Milwaukee.



Connect with us.

rockwellautomation.com

expanding **human possibility**[®]

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) 2663 0600, Fax: (32) 2 663 0640
ASIA PACIFIC: Rockwell Automation, No. 2 Corporation Road, Singapore, 618494, Singapore, Tel: (65) 6302 8686, Fax: (65) 6302 8787
UNITED KINGDOM: Rockwell Automation Ltd., Pitfield, Kiln Farm, Milton Keynes, MK11 3DR, United Kingdom, Tel: (44)(1908) 838-800, Fax: (44)(1908) 261-917

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

Publication ESAP-BR032A-EN-P | February 2023
Copyright © 2023 Rockwell Automation, Inc. All Rights Reserved. Printed in USA.