

Cummins Inc.

HUMAN CAPITAL MANAGEMENT REPORT



2023



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- DIVERSITY, EQUITY & INCLUSION
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Cummins employees at the company’s Fridley, Minnesota, plant welcomed some important visitors in April 2023. U.S. President Joe Biden was joined by Minnesota’s governor and members of the state’s Congressional delegation. They toured the plant, which in 2023 added Cummins’ first U.S.-based electrolyzer manufacturing operation. The expansion is expected to add 100 new jobs by 2024.

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OUR PEOPLE DRIVE INNOVATION

Responding to the critical and changing needs of our customers and addressing the world's climate challenges will not be easy. We are advancing technology and reducing greenhouse gas emissions from engine-based and zero-emissions platforms, which requires innovation and focus across our entire business.

Our people are the company's most important asset and will drive our success. Cummins' more than 73,000 employees power innovation. Continuing to attract, develop and retain the best talent is critical to our future.

Powering innovative solutions also applies to Cummins' community work. We have long believed the health of our communities affects the health of our people and our business. In 2022, more than 70% of our employees volunteered in their communities, finding opportunities that leverage their unique skills to contribute more than 290,000 hours of their time and energy.

POSITIONED TO MAKE AN IMPACT

As we work to address climate change across all aspects of Cummins—upgrading our operations, developing new products and improving our existing products, and collaborating closely with our suppliers and communities—we are making an impact, growing our business and delivering strong returns to our investors.

Rumsey became President and CEO in 2022 and is Cummins first female chief executive.

We made significant strides over the past year in advancing the company's PLANET 2050 environmental sustainability strategy and our Destination Zero strategy for product decarbonization.

To provide customers with low-emissions solutions that best meet their needs now and take into account existing infrastructure, Cummins launched our industry-first fuel-agnostic powertrain. It will make it easier for our customers to adopt alternative fuel types through a series of engine versions derived from a common base engine offering a high degree of parts commonality.

In early 2023, the company launched Accelera by Cummins, a new brand for the company's New Power business segment focused solely on zero-emissions solutions. We have already garnered some incredible "firsts" in this space, including powering the world's first 100% hydrogen-powered passenger train in Germany and the world's largest PEM electrolyzer in operation at 20 MW in Bécancour, Canada.

By executing our strategies, we are unlocking new and exciting opportunities for our people to innovate and solve problems. As we move forward into 2023 and beyond, we will leverage our expertise to develop more sustainable solutions that support our customers' success, positively impact our communities and protect our planet for future generations. ■

Jennifer Rumsey
President and CEO



Jennifer Rumsey

EDUCATION:

Graduate, Columbus East High School, Columbus, Indiana, 1992.

Bachelor of Science in Mechanical Engineering, Purdue University, 1996.

Master of Science in Mechanical Engineering, Massachusetts Institute of Technology, 1998.

CAREER:

- *Controls Engineer, Leader*, Nuvera Fuel Cells, Cambridge, Massachusetts, 1998-2000.
- *Various technical roles, Research and Technology and Product Development*, Cummins Inc., Columbus, Indiana, 2000-2009.
- *Quality Director, Cummins Turbo Technologies*, Cummins, Columbus, Indiana, 2009-2010.
- *Executive Director – Heavy Duty Engineering*, Cummins, Columbus, Indiana, 2010-2013.
- *Vice President of Engineering, Engine Business*, Cummins, Columbus, Indiana, 2013-2015.
- *Vice President and Chief Technical Officer*, Cummins, Columbus, Indiana, 2015-2019.
- *Vice President and President, Components Business*, Cummins, Columbus, Indiana, 2019-2021.
- *President and Chief Operating Officer*, Cummins, Columbus, Indiana, 2021-2022.
- *Board of Directors*, Cummins, Columbus, Indiana, 2022 to present.
- *President and Chief Executive Officer*, Cummins, Columbus, Indiana, 2022 to present.

What makes Cummins a special place to work

The best companies have strong values, an outstanding leadership culture and a rich history of acting with integrity. All three exist at Cummins and make this company an outstanding place to work and pursue a career.



As Cummins' new Human Resources leader, I have been talking to employees at every level of the company. I hear the pride they have not just in the company's products, but also in the way Cummins has conducted its business for more than 100 years, its commitment to creating stronger communities and the way we weave diversity, equity and inclusion into the fabric of the company.

To implement our Destination Zero strategy for product decarbonization, and deliver for all of our stakeholders, it will be critical that we help our new and existing employees build the skills they need to support Cummins' unique and changing business needs. All while maintaining what has made this a special place to work for so many years.

This is my goal and my mission, and I am confident with help from our outstanding people, from the plant floor to our executive offices, we can accomplish it. This, indeed, is our time to shine.

DRIVEN BY VALUES

Working in this field, both internationally and domestically, for more than 20 years, I know how important a company's values are to its overall success. Cummins has established five corporate values—integrity, diversity and inclusion, caring, excellence, and teamwork—and I see them displayed every day.

Integrity, in the way the company has stepped up to take a leadership role on climate action; diversity and inclusion, in the way women and people of color have been included in Cummins' top leadership; caring, in our company's commitment to building stronger communities around the world; excellence, in the way Cummins sets public goals for improving products and operations; and teamwork in the way employees across functions work to meet those goals.

This clear set of values lets employees and leaders know what is expected of them, whether they are dealing with a colleague or a customer.

In an area like diversity, equity and inclusion, clear values enable a company to strive not just for developing teams with multiple dimensions of diversity, but teams where everyone, regardless of their gender, race or ethnicity feels a commitment to creating a safe space so their fellow employees can bring their whole self to work.

LEADERSHIP CULTURE

I think part of the reason Cummins has established itself as a values-driven company is that the overwhelming majority of leaders I have met live the company's values.

Cummins has established a leadership culture as part of its mission, vision and values. The culture is defined as "inspiring and encouraging all employees to achieve their full potential." Leaders set bold targets that inspire their teams to excel and feel accountable for results.

Leaders also coach and develop the employees they supervise, helping them take advantage of all the training and development opportunities only a Fortune 200 company can offer to help them achieve their career goals.

And our leadership culture means striving for equitable outcomes for all employees, whether they spend most of their time on a plant floor or work on a computer connected to the Cummins network all day.

Our company offers training to help instill all these qualities in its leaders to ensure every employee has an outstanding work experience.

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LOOKING AHEAD

I am learning a lot these days about the giants in Cummins' past. How it took some 18 years for founder Clessie Cummins to turn a profit on the diesel engine company bearing his name, but he never gave up. Or longtime Cummins leader J. Irwin Miller's decision to turn down a lucrative business opportunity in South Africa because of apartheid.

It is stories like these that give me confidence about our company's future. Cummins has a unique opportunity to help our customers in the ongoing energy transition. That will mean investing in our current workforce through upskilling and re-skilling and attracting new employees to help us reach our goals.

In some applications, the transition will take time as the infrastructure develops for new platforms, while in others it is happening today. In either case, our employees will drive what happens.

I am excited to support them at this critical time for our company, and for our world. ■

Marvin Boakye

Vice President –

Chief Human Resources Officer



Marvin Boakye

EDUCATION:

Bachelor of Arts degree in Psychology/Conflict Resolution Studies, the University of Winnipeg, Winnipeg, Manitoba, Canada, 1995.

Master of Arts degree in Leadership and Training, Royal Roads University, Victoria, British Columbia, Canada, 2008.

CAREER:

- *Various corporate positions in leadership and leadership management*, Home Depot, Toronto, Ontario, Canada, and Atlanta, Georgia, 2001-2006.
- *Director of Human Resources and Director Organizational Development*, Pulte Group, Las Vegas, Nevada, and Bloomfield Hills, Michigan, 2006-2010.
- *Latin American Director of Human Resources*, Goodyear, São Paulo, Brazil. Director of Human Resources for Global Finance and Information Technology, Akron, Ohio, 2010-2015.
- *Chief Human Resources Officer*, BellMTS, Winnipeg, Manitoba, Canada, 2015-2017.
- *Vice President – Human Resources*, andeavor, San Antonio, Texas, 2017-2018.
- *Chief People and Diversity Officer*, Papa John's International, Louisville, Kentucky, and Atlanta, Georgia, 2019-2022.
- *Chief Human Resources Officer*, Cummins Inc., Columbus, Indiana, 2022-Present.

Cummins at a glance

Cummins Inc. is a global power leader made up of complementary business segments that design, manufacture, distribute and service a broad portfolio of power solutions, including diesel, natural gas, electric and hybrid powertrains and powertrain-related components.

ESTABLISHED: 1919

HEADQUARTERS: Columbus, Indiana (U.S.A.)

SALES/EARNINGS:

Revenue in 2022, including sales from the acquisition of Meritor Inc., which became final in August 2022, were \$28.1 billion and excluding Meritor, \$26.2 billion. Net income attributable to Cummins for the full year was \$2.2 billion.

EMPLOYEES:

Approximately 73,600, as of Dec. 31, 2022, including the addition of more than 10,000 employees through 2022 acquisitions.

OPERATIONS:

Cummins serves customers around the world, with principal manufacturing locations in eight U.S. states and six of the seven continents.

WEBSITE:

cummins.com

FORTUNE 500 RANKING:

149 (as of 2022)

STOCK SYMBOL:

CMI (New York Stock Exchange)

Board offers key oversight on human capital management

Great leadership at Cummins starts with the company's Board of Directors, which provides independent oversight on a host of issues critical to the global power technology leader.

These issues include human capital management. In 2020, the board's Compensation Committee was renamed the Talent Management and Compensation Committee in recognition not just of the committee's expanded scope, but also the critical role employees play in Cummins' success and sustainability.

Working with company leadership, the Talent Management and Compensation Committee and the board have been engaging on a wide range of issues, from diversity, equity and inclusion (DE&I) to the unprecedented issues around remote and hybrid work emerging since the pandemic.

Cummins leaders, working in consultation with the board, have implemented a number of changes in human capital management since 2020, including:

- A significant expansion in remote and hybrid work assignments, providing those employees who can perform their jobs offsite far greater flexibility in how they work.
- A company-wide mental health awareness campaign to de-stigmatize conditions like depression and encourage affected employees to access the resources offered through the company.
- Expanding key elements of Cummins' talent management programs to hourly employees to help them advance in their skills and careers.
- A one-time financial bonus in 2022 in recognition of both the extraordinary efforts by employees since the outset of the pandemic, and to encourage employee retention.

LEADING ON DIVERSITY

The board has also worked to advance the company's long-time commitment to diversity. DE&I is regularly on the Talent Management and Compensation Committee's agenda as it reviews the company's progress in this critical area.

The board's Governance and Nominating Committee will only consider potential directors who share the company's diversity and inclusion value as well as Cummins' other core values of integrity, caring, excellence and teamwork.

In addition, Cummins' [2023 Proxy](#) states that the board is committed to equal employment opportunities in assembling

the board and believes different backgrounds and experiences make the company's board room and Cummins stronger.

Currently, five of the board's 12 members are women, 41.7%. Three of the 12 members are ethnically diverse, 25%.

DIVERSE SKILLS AND BACKGROUNDS

The board has added seven new directors since 2015 and 10 new directors since 2008. Members have a broad and diverse set of backgrounds and skills in areas such as engineering, automotive and transportation, government, sales and marketing, financial services, manufacturing, international business, technology and academics.

Ten of 12 members are fully independent directors consistent with the definition established by the U.S. Securities and Exchange Commission and the New York Stock Exchange.

The only members affiliated with Cummins are board Chairman Tom Linebarger, CEO from 2012 to 2022, and Jennifer Rumsey, President and CEO, who succeeded Linebarger as chief executive officer in July 2022.

Board members' diverse backgrounds, both on race and gender, and in their areas of expertise, have served Cummins well. They have brought to the company a wide range of experience and viewpoints, helping Cummins successfully navigate market changes, supply chain challenges, fundamental changes in the way the company works, and much more. ■

Cummins Board of Directors

The Cummins Board of Directors has taken on a key oversight role for human capital management at the company. Pictured is the board as of July 10, 2023.



GARY L. BELSKE



ROBERT J. BERNHARD



BRUNO V. DI LEO ALLEN



STEPHEN B. DOBBS



CARLA A. HARRIS



N. THOMAS LINEBARGER



THOMAS J. LYNCH



WILLIAM I. MILLER



GEORGIA R. NELSON



KIMBERLY A. NELSON



KAREN H. QUINTOS



JENNIFER W. RUMSEY

COMPLETING THE TRANSITION

Cummins announced July 12 that President and Chief Executive Officer Jennifer Rumsey has been elected Chairman of the company's Board of Directors, effective Aug. 1.

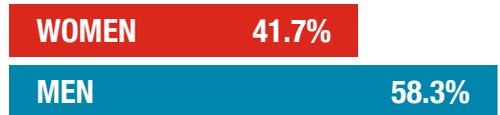
Rumsey will succeed Tom Linebarger, who is retiring both as Cummins' Executive Chairman and Chairman of the board. Rumsey's election by the board completes the transition between the leaders.

It also completes Linebarger's remarkable 30-year career at Cummins, guiding the company through a global pandemic and the development of strategies for environmental sustainability and reducing greenhouse gas during 10 years as CEO.

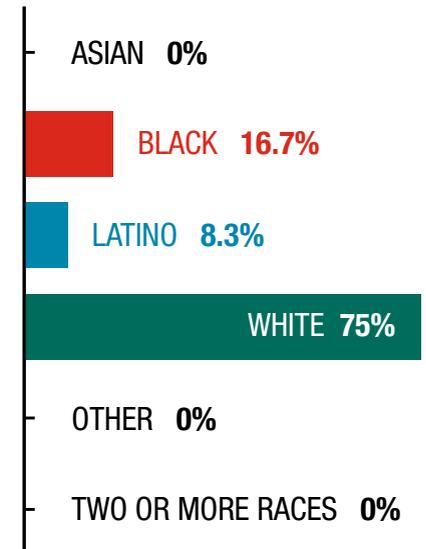
Board diversity

Diversity, equity and inclusion are important to the Cummins Board of Directors. Here's a look at representation* on the 12-member board as of July 10, 2023.

BY GENDER



BY RACE, ETHNICITY



* Data based on self-identification. The board reported no members who are disabled, veterans or LGBTQ+.

Cummins' story

Our approach to human capital management is guided by the Cummins' mission, vision and values and the company's leadership culture. Cummins' history and values inspire our compassion and actions.

MISSION

Making people's lives better by powering a more prosperous world

VISION

Innovating for our customers to power their success

VALUES

INTEGRITY

Doing what you say you will do and doing what is right

DIVERSITY & INCLUSION

Valuing and including our differences in decision making is our competitive advantage

CARING

Demonstrating awareness and consideration for the wellbeing of others

EXCELLENCE

Always delivering superior results

TEAMWORK

Collaborating across teams, functions, businesses and borders to deliver the best work

LEADERSHIP CULTURE

Inspiring and encouraging all employees to achieve their full potential

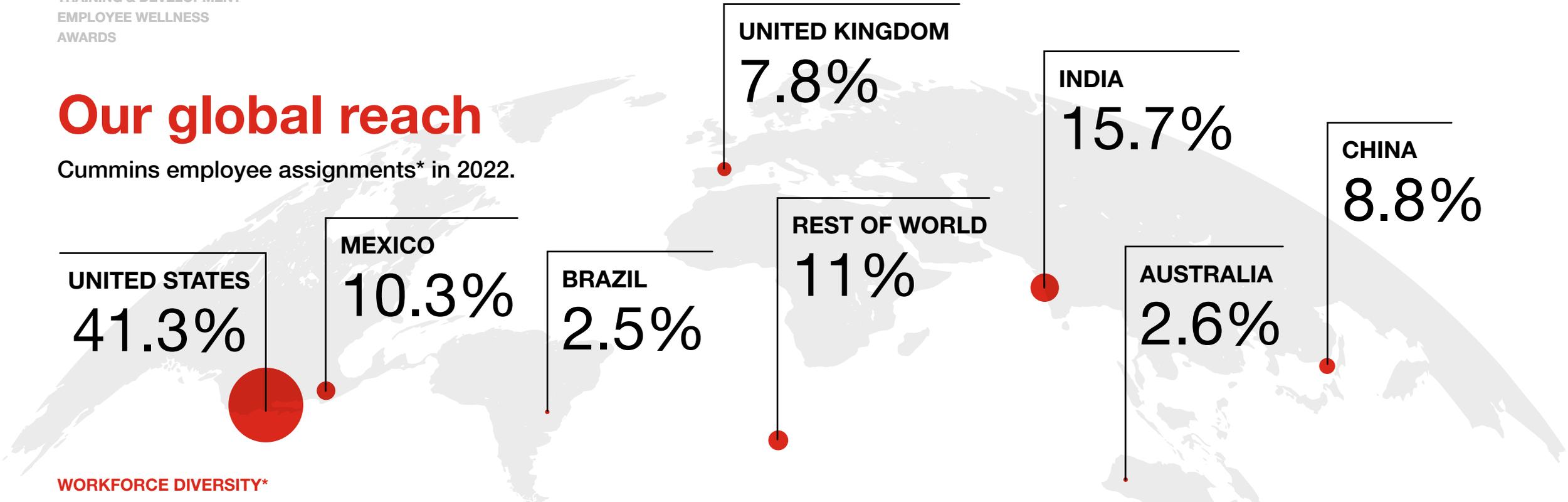
Cummins' leadership culture is supported by a leadership development framework reflecting three overarching beliefs:

- 1** Leaders need to build business acumen and emotional intelligence.
- 2** Leaders have a responsibility to teach and coach others.
- 3** A leader's development starts with individual development then moves to team development.

To learn more about how great leaders make Cummins a great place to work, see [page 17](#).

Our global reach

Cummins employee assignments* in 2022.



WORKFORCE DIVERSITY*



Percentage of Latino employees in U.S. workforce



Percentage of women in global workforce



Percentage of Black U.S. workforce



Percentage of women on Cummins Leadership Team



Percentage of non-white Cummins board members as of July 10, 2023



Percentage of non-white U.S. workforce

TOTAL CUMMINS EMPLOYEES**

73,600

* Does not include employees joining the company with the acquisition of Meritor in August 2022.

** Total number of employees including those through 2022 acquisitions such as Meritor.

Excellence in human capital management is foundational to Cummins' success

Throughout our company's more than 100-year history, Cummins has recognized that people drive the strength of our business.

They are critical to developing the technology our customers need to succeed and the service that is central to Cummins' competitive advantage.



Cummins is a global company with its roots in Columbus, Indiana. More than half of the company's employees work outside the United States today.

Included in our mission, vision and values is Cummins' leadership culture. It calls for inspiring and encouraging all employees to achieve their full potential. We know Cummins succeeds when our employees succeed, achieving not just financial success, but physical and mental wellness, too. We are focused on harmonizing our approach to talent to provide seamless opportunities and better experiences to our employees around the world.

They have access to the differentiated experiences, tools, and coaching to reach their career goals, working in a culture of belonging and caring that puts people at the center and promotes diversity, equity and inclusion.

OUR PEOPLE MAKE THE DIFFERENCE

Look around, you won't find many companies that have celebrated 100 years of doing business. Through all the upheavals of the past century, Cummins has persevered,

growing into the global power technology leader in the commercial power industry.

How did Cummins do it? Our people led the way, and the company has long made acknowledging their outstanding efforts a top priority. In 2022, for example, Cummins recognized their extraordinary efforts by approving a one-time employee recognition bonus that we hope will also encourage employee retention.

Cummins is also addressing the new and unprecedented issues around talent management and compensation emerging since 2020. Nearly half of our jobs are now classified as remote or hybrid, providing the flexibility employees want who don't have to be at a Cummins location every day to do their job.

We've also convened a study group to explore whether there are ways the company can bring added flexibility to our employees who have to be at a Cummins plant or office building to do their work.

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OUR KEY FOCUS AREAS

The 2022 acquisitions of Meritor Inc., Jacobs Vehicles Systems and Siemens Commercial Vehicles, adding about 10,000 new employees to our workforce, underscores the critical importance of our human capital management strategy moving forward.

Cummins believes that strategy builds on four critical pillars:

- Creating [diverse, equitable and inclusive](#) work environments.
- Developing self-aware and [effective leaders](#) who inspire employees to reach their full potential.
- Extending talent processes to every level and job type, so every employee has access to the [training and development](#) afforded by a global company like Cummins.
- Engaging employees in all aspects of [wellness](#)— financial, physical and mental—through competitive compensation and benefits.

The company knows the important role employees will play as we meet the newest challenge in Cummins’ remarkable history.

We want to help our customers make the transition to a zero-emission future as the world’s focus turns to climate action. That means bringing to market no-carbon technologies

How we work

Cummins employees* work overwhelmingly full time. The company’s hourly workers outnumber its salaried/exempt workers.

Percentage of workforce as of 12/31/2022

FULL-TIME VS. PART-TIME

FULL 99%

PART 1%

HOURLY VS. SALARIED/EXEMPT

HOURLY 57%

SALARIED/EXEMPT 40.2%

UNDESIGNATED STUDENT ROLES 2.8%

WORK FLEXIBILITY

REMOTE AND HYBRID 47.3%

ON-SITE 49.9%

UNDESIGNATED STUDENT ROLES 2.8%

**Does not include employees joining Cummins through 2022 acquisitions.*

for our customers who want them now, and lower-carbon options for those in applications where the transition will be more challenging.

It also means, once again, our employees will lead the way. ■

Cummins by segment

ENGINE SEGMENT

Manufactures and markets engines for trucks, buses, recreational vehicles, construction and farm equipment, mining, marine, rail and more.

POWER SYSTEMS

Manufactures and markets standby and prime power generators, as well as controls and other equipment for consumer, commercial, and industrial use.

COMPONENTS

Supplies products complementing the Engine and Power Systems segments, including aftertreatment, turbochargers, transmissions and more.

ACCELERA BY CUMMINS

Manufactures and markets battery, fuel cell and electric powertrain technologies as well as electrolyzers critical to no-carbon hydrogen production.

DISTRIBUTION

Sells, services and supports Cummins products through a worldwide network of wholly owned, joint venture and independent locations.



Powered by a diverse and inclusive workforce

Cummins harnesses perspectives and skills from every employee, a crucial component to the company's innovative technologies and growth toward a decarbonized future.

Diversity, equity and inclusion (DE&I) is one of our core values and business imperatives, critical to creating long-term value for all of our stakeholders. Our commitment to forward-thinking DE&I practices have contributed to innovation, higher profitability, community impact and increased representation of gender and racial diversity within our organization.

Teams with different backgrounds and approaches are more likely to provide creative solutions to our customers' biggest challenges. Diverse, accessible, equitable and inclusive workplaces also enable us to attract and retain the best employees.

ALWAYS RESPONSIBLE

Cummins has been a leader for more than 60 years in removing barriers for those who have historically been denied access to opportunity, including women, racial and ethnic groups, people with disabilities, veterans, and the LGBTQ+ community.

We demonstrate this commitment by advancing gender and racial equality, as well as global pay equity, empowering diverse suppliers, facilitating technical education, and addressing global challenges—all powered by our people and partners.

Our goal regarding representation is to reflect the markets we serve. Specifically, our worldwide gender aspirational goal is 50%, and in the U.S., 12% and 18% Black and Latino representation, respectively. While we have more to do, we are making progress in our journey. Highlights include:

- Our company naming its **first female President and CEO** in 2022.
- **46.7% of the Cummins Leadership Team**, the CEO's top leadership committee, are currently made up of women.
- **Three of our five business segments** are today **led by women**.
- **40.7%** of the company's Vice Presidents and officers were **women** as of Dec. 31, 2022, and **25%** of the U.S. based Vice Presidents and officers were **Black** or **Latino**.

LIVING OUR VALUES

Our commitment to our diversity, equity and inclusion value can be seen in many ways. Cummins, for example, promotes DE&I through more than 150 employee resource groups organized around multiple dimensions of diversity at company locations around the world. These groups offer mentoring, coaching and leadership development opportunities.

The company has learning and development trainings to encourage employees to be conscious of their visible and invisible identities, privilege, biases and cultural preferences.

We offer innovative programs such as Cummins RePower to help professionals who left the labor force return with confidence through paid “returnships” that include coaching and development. To create a more diverse talent pipeline, we have partnered with McKinsey & Company to bring its nationally recognized Connected Leaders Academy to Cummins, offering leadership development programs designed for Black, Latino and Asian employees.

We’re improving workforce inclusion in many ways, from advancing pilot hiring programs for neurodivergent people who experience and interact with the world in many different ways; to supporting veterans and their families; enhancing our facilities’ accessibility and our portfolio of accessible technology solutions; to striving for fair compensation and benefits for everyone.

In these ways and more, diversity, equity and inclusion support our company’s overall mission of making people’s lives better by powering a more prosperous world. Our unwavering commitment to DE&I not only helps us to better serve our customers, but also strengthens our business as a whole. ■

Powering a more prosperous world

Cummins has implemented several impactful initiatives strengthening communities through diversity, equity and inclusion:

CUMMINS POWERS WOMEN is a \$23 million investment designed to create large-scale change in the lives of women and girls globally. Since launching in 2018, the program has resulted in 47 gender equality law and policy changes that positively impacted the lives of more than 27 million women and girls. The program has funded 253 advocacy grants through its 10 global partners in 18 countries.

CUMMINS ADVOCATING FOR RACIAL EQUITY (CARE) works to dismantle institutional racism in the U.S. while creating systemic equity. Since launching in 2020, the initiative has positively impacted more than 700 Black-owned businesses, positively influenced 17 law and policy changes, participated in 40 advocacy efforts and invested over \$32 million across its focus areas.



CUMMINS TEC: TECHNICAL EDUCATION

FOR COMMUNITIES trains disadvantaged youth in employable skills to gain good jobs, yielding 782 graduates in 2022 who earned 132% higher salaries than the local living wage. Since its launch in 2012, the program has a 77% graduation rate, with a 78% female graduation rate in 2022; 80% of all graduates had successful outcomes (63% secured employment and 17% continued their education).

CUMMINS’ SUPPLIER DIVERSITY PROGRAM,

for more than 40 years, has helped spread the benefits of economic development by including diverse suppliers in its procurement efforts. In 2022, almost 20% of the company’s spending globally was with companies whose owners identified themselves as diverse or small businesses. Cummins is a member and sits on the board of the Billion Dollar Roundtable, created in 2001 to recognize corporations achieving at least \$1 billion in spending with diverse-owned suppliers year over year.



Employee diversity

Cummins is committed to diversity across all its dimensions. Here's look at our workforce as of Dec. 31, 2022.



Cummins believes diversity, equity and inclusion is a critical component of an outstanding work environment.

GENDER*

Cummins is steadily increasing the number of women within its ranks globally, especially among the company's senior leadership.

WOMEN IN CUMMINS WORKFORCE	2021	2022
Overall	27.8%	28.3%
Hourly	26.9%	27.4%
Salaried / exempt	29.1%	29.3%
Directors and Executive Directors	25.7%	27.2%
Vice President and above (officers)	40%	40.7%

NOTE: Based on workforce as of Dec. 31 in both years.

46.7%

Women on the 15-member Cummins Leadership Team.

41.7%

Women on the Cummins Board of Directors.

RACE AND ETHNICITY IN THE U.S.*

Cummins' goal is a workforce that reflects the markets where it does business. Here's a look at the company's workforce in the United States.

RACE & ETHNICITY	ASIAN	BLACK	LATINO	WHITE	OTHER	TWO OR MORE RACES	DECLINED TO ANSWER
All employees	11.4%	13.2%	8.9%	64%	0.6%	1.7%	0.2%
Hourly	2.9%	18.4%	9.2%	66.5%	0.8%	2%	0.2%
Salaried / exempt	21.6%	7%	8.6%	61%	0.4%	1.2%	0.2%
Directors and Executive Directors	14.4%	7.4%	7.2%	69.8%	0.3%	0.9%	0%
Vice President and above (officers)	6.8%	18.2%	6.8%	68.2%	0%	0%	0%

**Does not include employees joining Cummins through the 2022 acquisition of Meritor Inc.*

NOTE: Based on self-identification as of Dec. 31, 2022.

*About our numbers

In August of 2022, Cummins completed acquisition of Meritor Inc., a leading global supplier of drivetrain, mobility, braking, aftermarket and electrified powertrain solutions for commercial vehicle and industrial markets. Meritor was the largest of three acquisitions Cummins made in 2022.

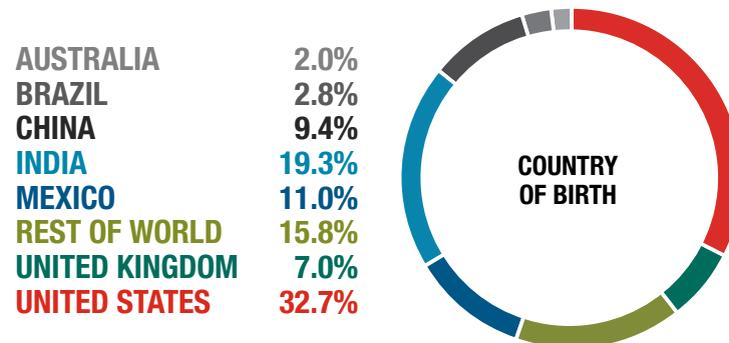
Cummins estimates it ended 2022 with a total of 73,600 employees, including about 10,000 through acquisitions. However, not all of the demographic information had been entered by Dec. 31, 2022, into Cummins' Information systems for the employees who joined the company through 2022 acquisitions.

Employees in this section are limited to those whose complete demographic information had been entered in the Cummins system by the end of 2022. Updated information will be included in the 2023-2024 reporting cycle.

Percentages are subject to rounding to add up to 100%.

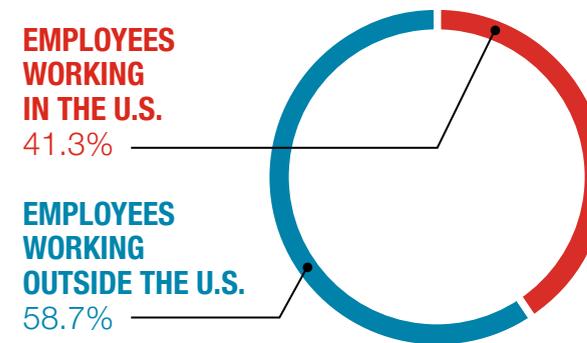
COUNTRY OF BIRTH*

About two-thirds of Cummins' employees in 2022 were born outside the United States.



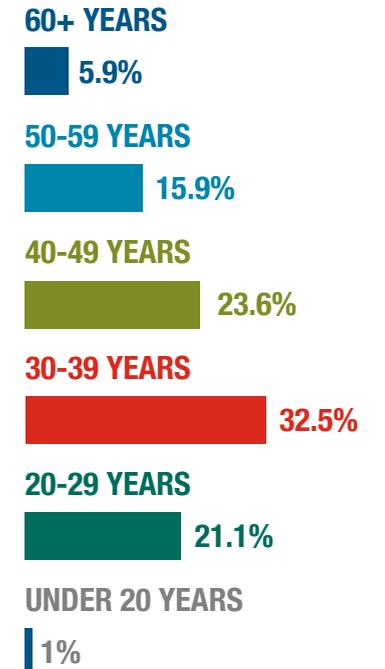
ASSIGNMENT COUNTRIES*

More than half of the Cummins global workforce in 2022 worked outside the United States.



AGE*

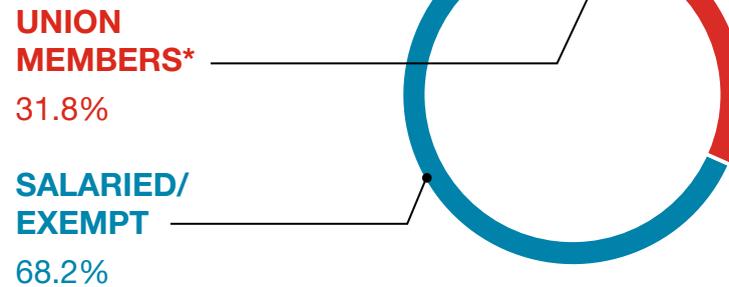
More than half of Cummins' workforce was under 40 as of Dec. 31, 2022.



REPRESENTATION

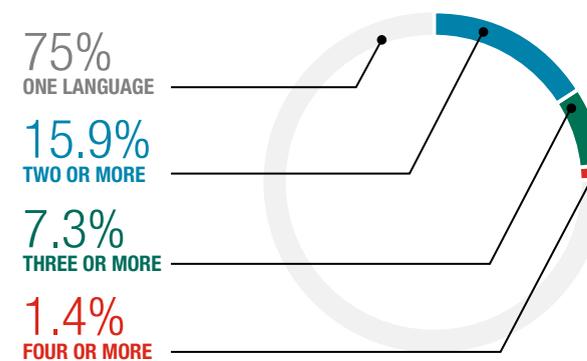
About a third of Cummins employees were represented by a union as of Dec. 31, 2022.

NOTE: Based on estimates including employees through acquisitions.



LANGUAGES SPOKEN*

Nearly a quarter of Cummins employees self-identify as speaking more than one language.



NOTE: This metric is not intended to add up to 100%.

Self-aware and effective leaders critical to a great work experience

Cummins has long believed the biggest factor in a great work experience is an excellent boss.

We strive to create a leadership culture that begins with authentic leaders who create an outstanding place to work by encouraging all employees to achieve their full potential.

Authentic leaders create a safe and caring work environment by admitting mistakes, asking for help and being open to feedback, which the best leaders recognize as a means for both them and the company to improve.



Cummins leaders visit an oyster reef restoration project in Louisiana that's part of Cummins Water Works. Effective Leadership is another pillar to the company's human capital management strategy.

LEADERS MUST KNOW THEMSELVES

Our leaders learn they must know their own strengths and weaknesses, which is why Cummins' leadership development programs start by focusing on self-awareness. When leaders understand who they are and what they expect of themselves, they are better able to inspire individuals to work toward the company's objectives, and the employee's personal goals.

Cummins' Building Success in You training has the goal of helping 10,000 company leaders between 2018 and 2025 develop a personal connection to Cummins' leadership culture and behaviors, along with a commitment to lifelong learning and continuous improvement.

Employees at Cummins should expect leaders to connect their work to the company's mission, vision, and values, as well as our strategies, so they understand both what is expected of them, and why it is important.

CREATING SUCCESSFUL TEAMS

Leaders also learn to get a diversity of perspectives, styles and strengths in their teams to create better outcomes and ensure high performance for customers and the company, consistent with Cummins' diversity, equity and inclusion value.

Diversity can create conflict, and our leaders embrace that conflict as an opportunity to achieve better results. They manage conflict by helping teams align on decisions and effectively implement them for better results.

Finally, our leaders learn they have a responsibility to coach the employees they supervise, providing constructive feedback and striving for equitable outcomes that help everyone reach their career goals.

Cummins leaders know they must continue to grow, because their leadership journeys never end. ■

Cummins Leadership Team

Seven of the 15 members of the Cummins Leadership Team, the top leadership team at the company, are women. Here are its members:



JENNIFER RUMSEY
President and Chief Executive Officer



TONY SATTERTHWAITE
Senior Vice President



SHARON BARNER
Vice President – Chief Administrative Officer



JENNY BUSH
Vice President and President – Power Systems Segment



AMY DAVIS
Vice President and President – Accelera



TRACY EMBREE
Vice President and President – Distribution Segment, CLT Leader – Africa and Middle East ABO and Asia Pacific Region



MAHESH NARANG
Vice President and President – Components Segment, CLT Leader – Latin America ABO



SRIKANTH PADMANABHAN
Vice President and President – Engine Segment, CLT Leader – India and Europe ABOs



MARVIN BOAKYE
Vice President – Chief Human Resources Officer



BONNIE FETCH
Vice President – Global Supply Chain and Manufacturing



NICOLE LAMB-HALE
Vice President – Chief Legal Officer, Corporate Secretary



MARK SMITH
Vice President – Chief Financial Officer



NATHAN STONER
Vice President – China ABO



JEFF WILTROUT
Vice President – Corporate Strategy



JONATHAN WOOD
Vice President – Chief Technical Officer



Longtime Cummins leader J. Irwin Miller (center) was practicing diversity long before the term was popularized.

Mr. Miller's incredible legacy

Cummins got an early start on issues like diversity and corporate responsibility thanks in large part to legendary long-time leader J. Irwin Miller (1909-2004).

Miller retired in 1977 after leading Cummins for more than 30 years. After his retirement, he served as chairman of the Board of Directors' finance and executive committees for many years. Miller fully retired in 1997.

While leading Cummins, he was the first layman to serve as president of the National Council of Churches from 1960 to 1963, championing civil rights and supporting Martin Luther King Jr.'s 1963 March on Washington.

“Character, ability and intelligence are not concentrated in one sex over the other, nor in persons with certain accents or in certain races or in persons holding degrees from some universities over others,” Miller wrote in a quotation that can still be found in many company facilities.

“When we indulge ourselves in such irrational prejudices, we damage ourselves most of all and ultimately assure ourselves of failure in competition with those more open and less biased,” he concluded.

Extending our talent processes to our workforce at every level and job type

We want to extend our talent processes and training initiatives at Cummins to every level and job type, so everyone has access to the opportunities only available at a global company like ours.

Cummins has designed leadership and talent development programs for employees ranging from the manufacturing floor and technicians through middle management and executives. When an individual joins Cummins, we're committed to providing both that employee and their manager with the tools and resources they need to manage their career and navigate a large global organization.



CONTINUOUS LEARNING AND DEVELOPMENT

Our company provides a wide variety of opportunities for continuous learning and development, ranging from educational assistance for formal learning to making connections with other employees who can share practical knowledge and experience.

Employees also have access to on-the-job development opportunities, and, finally, they can gain real-world work experience with the tools and resources necessary to expand their skill set.

Cummins believes strongly that formal learning has an important role to play in training and development,

Extending training and development to every level of the company is another pillar of Cummins' human capital management strategy.

Want to join us?

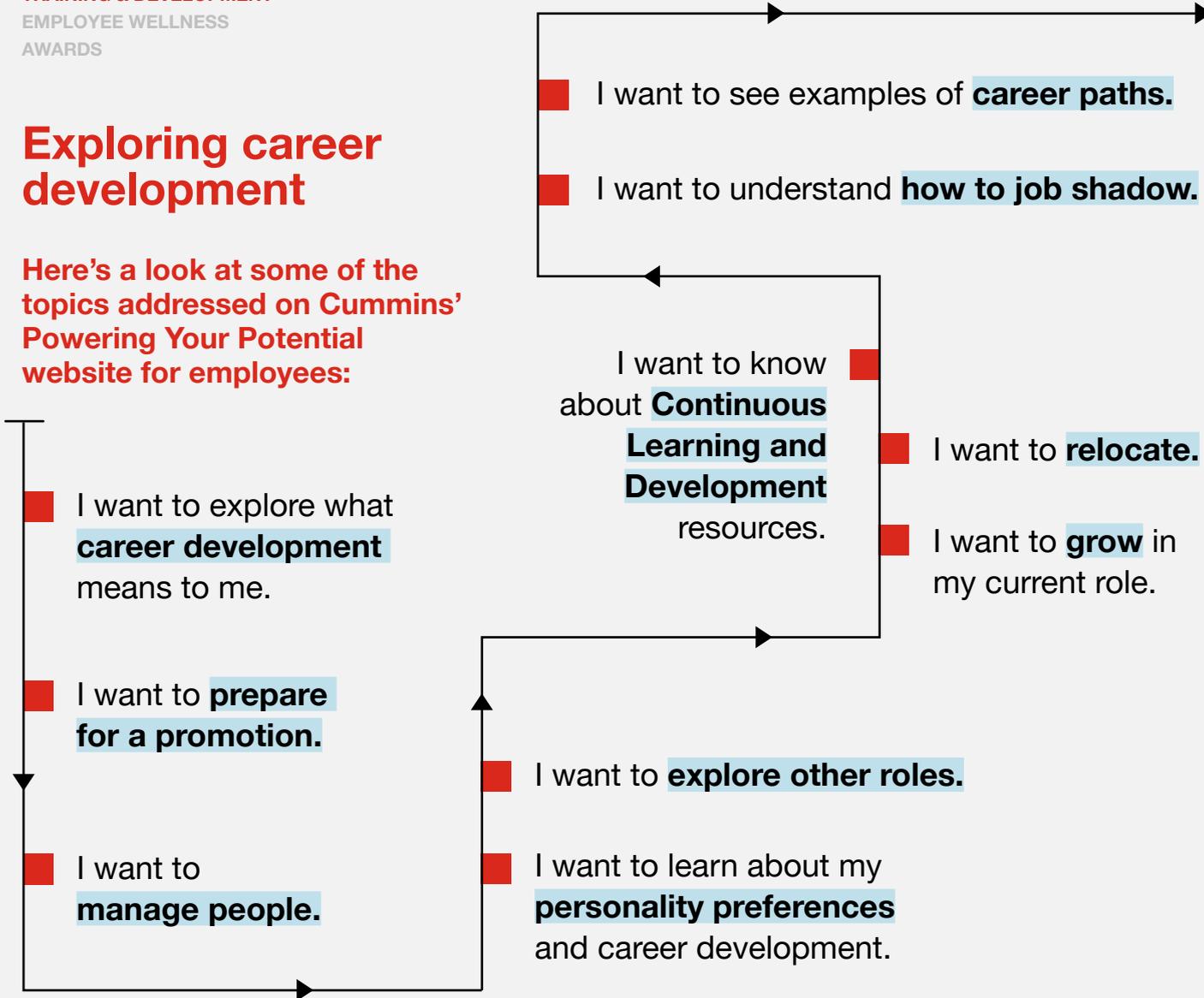
Learn more about working at Cummins by checking out the company's [Careers page](#) on cummins.com.

Visitors can get information on job openings, training and development programs, onboarding and benefits, internships and more.

You can also see how employees are building a career at Cummins, not just a stop along the way.

Exploring career development

Here's a look at some of the topics addressed on Cummins' Powering Your Potential website for employees:



but training alone rarely helps employees reach advanced or expert levels. To be effective, training must be followed by practice and application to truly build competency.

Company employees are strongly encouraged to participate in Competency Assessments to identify skill gaps in their current roles, followed by Individual Development Plans they can work on with their supervisor to prepare for their next position.

PARTNERING WITH THEIR MANAGERS

Employees regularly discuss their career goals with their managers through an online training portal designed to ensure company personnel get the feedback they need to advance in their careers. Company leaders are committed to helping employees tap into the learning opportunities only available at a global company the size and scope of Cummins.

For example, the Cummins Learning Center, the company's online learning platform, offers a wide range of courses, from mandatory ethics and safety classes to voluntary learning on data modeling, project management and advanced business problem-solving tools such as Six Sigma.

We recognize career success can mean different things to different employees. Our Powering Your Potential website helps employees figure out what success means to them, offering tips and videos on everything from viewing your future self to engaging your manager in your aspirations and applying for your next role at the company.

At Cummins, we want our employees to become the authors of their own success stories. ■

Engaging employees in financial, physical and mental wellness is the final pillar of Cummins' human capital management strategy.

Engaging employees in all forms of wellness through competitive compensation and benefits

To attract and retain the best employees, Cummins puts a focus on providing competitive pay and benefits while ensuring we honor the company's core values.

Cummins' compensation and benefit programs are designed to improve the physical, mental and financial wellness of our employees throughout their lifetime. Some examples include base and variable pay, medical benefits, paid time off, retirement savings plans and employee stock purchase plans.

The company also strictly adheres in its compensation and benefits initiatives to the first of Cummins' 10 ethical principles—We will follow the law everywhere.

FAIR AND EQUITABLE COMPENSATION

When designing Cummins' base pay compensation ranges, the company does a market analysis to ensure our ranges are current and Cummins employees are advancing in their earnings potential. We support pay equity and review wages globally to ensure they are fair, equitable, competitive and can attract and retain the best talent.

The company also strives to pay a living wage. In 2018, Cummins conducted a living wage analysis globally to make certain our employees make a living wage where they live and work.

The assessment was incorporated into Cummins' compensation structure to ensure current and new hires never fall below this threshold. A \$15 per hour living wage was calculated for our U.S. employees in 2019, although most of our positions pay significantly more.



Benefits at a glance

Benefits and perks may vary depending on the nature of a person's employment with Cummins and the country they work in, but include such things as:

- Retirement savings, pension or superannuation plans.
- Comprehensive health care benefits.
- Continuing education opportunities.
- Annual merit and profit sharing based on individual and company performance.
- Paid vacation and holidays, parental leave, adoption assistance, flexible work environments and more.
- Training and hands-on experience in an environment that values curiosity and developing talent for the future.

In addition, we strive to recognize extraordinary work by our employees. In 2022, in recognition of the outstanding work taking place at Cummins since the height of the pandemic, we provided a one-time recognition bonus that we hope will also promote retention in a tight labor market.

BENEFITS THAT SUPPORT EMPLOYEES, FAMILIES

Our diverse benefit programs, meanwhile, are aligned with our values and focused on supporting employees and their families based on their unique needs.

These include tiered health care costs, so more junior employees pay less for their premiums, and paid parental leave for primary- and secondary-care givers.

They also include advanced medical services from clinicians to support complex health care needs, and employee assistance programs with diverse providers capable of

INDIVIDUALS WITH DISABILITIES

Cummins is an Equal Opportunity Employer that will make reasonable accommodations to enable individuals with disabilities to apply and compete for employment opportunities for which they are qualified.

To request an accommodation, just email Human Resources at Accommodations@cummins.com.

Committed to a healthy and safe workplace

Cummins is committed to being world-class in health and safety.

The company believes employees are its most important asset, and we are always working to promote an interdependent safety culture designed around reducing risk and returning everyone home safely every day.

Cummins publicly discloses in the company's annual [Sustainability Progress Report](#) metrics on our rate of recordable injuries and our rate of lost workdays due to injury.

Metrics have consistently shown Cummins' incidence rates are significantly better than industry averages.

addressing issues ranging from financial planning to race-related trauma and transgender transition support.

SUPPORTING WELLNESS

Helping our employees improve their physical, mental and financial wellness is consistent with our value of caring, demonstrating awareness and consideration for the well-being of others. It's also consistent with our diversity, equity and inclusion value, enabling people to bring their whole self to work.

When employees can bring their whole selves to work at Cummins, and experience a caring environment, chances are good they will serve all of our stakeholders well. ■



Putting an emphasis on mental wellness

Cummins is committed to helping all of its employees and their families achieve mental wellness by providing access to information, programs and services.

The company's "It's OK" campaign works to connect employees, spouses and dependents to free and confidential assistance available through Cummins' Employee Assistance Program, including 16 free counseling sessions per year.

Services include coaching, guided self-care, work-life services and more to tackle challenges including anxiety, depression and stress, relationship and family problems, alcohol and drug abuse, grief and bereavement, and changes at work or home.

It's OK also offers regular programming on different mental wellness concerns. Recent webinars focused on the signs and triggers of worry and developing strategies to manage it; accepting imperfection and vulnerability, and guided meditation to promote self-care.

Cummins workplace honors

The company has received a number of workplace honors and recognition over the past year. Here's a look at some:

Cummins in 2022 ranked No. 4 in Forbes' ranking of the Best Employers for Diversity. Forbes partnered with Statista, a leading national research company, to prepare [the rankings](#) based on publicly available information.

The company in 2022 was named a Best Place to Work for Disability Inclusion based on the Disability Equality Index, a national benchmarking tool used by businesses to self-report and benchmark on their disability inclusion policies and practices. The [index](#) is a joint initiative of Disability:IN and the American Association of People with Disabilities.

Cummins received a perfect score for the 18th consecutive year in the 2022 [Corporate Equality Index](#) sponsored by the Human Rights Campaign. The group is the largest LGBTQ+ civil rights organization in the United States.

The company in 2023 was included among 135 honorees from 19 countries and 49 industries named to Ethisphere's World's Most Ethical Companies list. It was the 16th consecutive year Cummins was included on [the list](#).

Cummins ranked No. 67 in JUST Capital's 2023 JUST 100 List of America's Most Just Companies. Cummins ranked first in JUST Capital's Commercial Vehicle and Machinery Category. The [JUST Capital](#) ranking polls Americans on their priorities in just business behavior, then ranks the largest U.S. companies against those priorities.

The company was named a 2023 Military Friendly Employer, receiving the bronze designation for its success creating sustainable and meaningful benefits for the military community. The designation is overseen by Victory Inc. a service-disabled, veteran-owned small business. Over 1,500 organizations apply annually for the [Military Friendly designation](#).

Cummins was one of 66 corporations named to the 2023 list of America's Top Corporations for Women's Business Enterprises for the way it includes [women-owned businesses](#) in its supply chain. The list is sponsored by the Women's Business Enterprise National Council.

The company in 2022 was named to the S&P Dow Jones World and North American Sustainability indexes. It was the second consecutive year Cummins was named to the [world index](#) and the 16th consecutive year on the North American index. ■

We've got a policy on that

Human capital management at Cummins is guided by a number of relevant policies, including:

- Code of Employee Conduct
- Employee Non-retaliation Policy
- Engaging in Every Employee Every Community Policy
- Equal Employment Opportunity and Affirmative Action Policy
- Firearms and Other Weapons on Company Property Policy
- Health, Safety and Environment Policy
- Human Rights Policy
- Information Classification and Protection Policy
- Treatment of Each Other at Work Policy
- Workplace Violence Prevention Policy

These policies and easy-to-read summaries are available to employees on the company's intranet website.



Cummins Inc.
Box 3005
Columbus, IN 47202-3005
U.S.A.

cummins.com

Produced in U.S.A. 7/23
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