



**CUMMINS**  
**GENDER**  
**EQUALITY**  
**REPORT**  
**BRAZIL**



# Adriano Rishi, President Cummins Brazil

At Cummins, diversity and inclusion are core values. We believe we win with the power of difference and are fully committed to diversity and equity within our company, in Brazil and around the world.

Without diversity, our company would not exist. We have celebrated Brazilian diversity since our founding in the country in 1971. We know of the multiple transformations that happen in our society and that we are catalysts for these changes. We recently reviewed our new Global Diversity, Equity, Inclusion and Culture (DEI&C) policy, designed to hold all of us accountable for creating and maintaining an open workplace where everyone can succeed. Only with diverse perspectives can we succeed: diversity of ideas, thoughts and experiences drive our innovation to achieve our best.

At Cummins, we are focused on several strategic initiatives to increase representation of gender, ethnicities, sexual orientation, people with disabilities, and diverse ages in our business at all levels. We strive to go beyond the company by working with our local communities. Thinking about gender equity, we even work in STEAM (science, technology, engineering, arts and math) to encourage women and girls to engage in science areas.

This report demonstrates our ongoing commitment and some of the programs we have underway in Brazil that are very important initiatives to move toward a more balanced and fairer future for all.



**Adriano Rishi**  
*President*  
*Cummins Brazil*

# Jennifer Rumsey, CEO Cummins Inc.

Because today's societal and environmental challenges impact all of us, we must all have a role in addressing them.

By investing in diversity, equity, inclusion, and culture, we can bring people together to find solutions and drive innovation in safe and welcoming environments where all feel valued and heard, and we win with the power of our differences.

As CEO, our work in creating an inclusive environment where our employees feel supported and inspired is critical to our success as a business and deeply personal to me.



**Jennifer Rumsey**  
*CEO Cummins Inc.*

## OUR CORE VALUES

### **INTEGRITY**

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

### **DIVERSITY AND 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

### **TEAM WORK**

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

# UNDERSTANDING THE GENDER PAY GAP

**The Gender Pay Gap is a measure which shows the percentage difference in the median earnings of women and men at the mid-point. The gender pay gap is influenced by a number of factors, including the distribution of men and women at different levels within a company.**

## Significance and Application

The Gender Pay Gap is a useful proxy for measuring and tracking gender equality on a national, industrial, and organizational scale. Closing the Gender Pay Gap is important for Brazil's economic future and reflects our aspiration to foster an equitable and fair society for all.

## Distinguishing from Equal Pay

Equal pay is ensuring that men and women are paid the same amount for work of equal or comparable value. Cummins is committed to equal pay; we apply the same processes and decisions relating to pay and benefits regardless of gender. An organization can have equal pay and still have a Gender Pay Gap. If there are more men than women in senior roles, and similar numbers of men and women in less senior roles then this will result in a Gender Pay Gap, even when both genders are paid the same for the same role.

## Median Gender Pay Gap

Understanding the median is pivotal in comprehending the Gender Pay Gap. The median is the number that falls into the middle when everyone's wages are lined up from smallest to largest. The median pay gap is the percentage difference in the median earnings of women and men. This metric provides a perspective on the distribution of earnings within an organization.

## Brazil Law Definition

According to article 461 of the CLT (*Consolidação das Leis do Trabalho*), it is established that for work of equal value and identical function, performed in the same business establishment, equal salary must be guaranteed, without distinction of sex, ethnicity, national origin or age. The criterion for determining work of equal value considers productivity and technical perfection, with time difference limits and in role. However, this match does not apply when there is a career plan established by the company or by collective agreement.





# CUMMINS BRAZIL

## RESULTS OF THE FIRST SALARY TRANSPARENCY REPORT

**2022 and 2023 Data - Cummins Brazil (CBL+GPL), Cummins Distributor Brazil (DCB) and Cummins Drivetrain & Breaking Systems (CDBS)**

### Comments and Additional Information:

At Cummins, we believe that diversity is the key to a vibrant and successful workforce. We know that equal opportunities are fundamental to a truly inclusive organizational culture.

One of the pillars of our philosophy is our compensation policy. We recognize that pay equity is essential to promoting a fair and respectful work environment. Therefore, at Cummins, we have implemented a compensation policy that is fair and consistent for all our employees, regardless of race, gender, ethnicity, sexual orientation, or any other personal characteristic.

Having diverse, equitable, and inclusive workplaces allows Cummins to attract and retain a truly global workforce, bringing together diverse perspectives, skills, and abilities to tackle today's and tomorrow's challenges.

**Cummins Brazil (CBL | GPL):** Compared to 2022, the 2023 salary transparency report shows an increase in the total representation of women from 25.9% to 28.2%. This progress has been consistent across most categories, resulting in a closer median contractual salary between men and women (82.4%), as well as the average total remuneration received (102.9%).

**Distributor Cummins Brazil (DCB):** Compared to 2022, the 2023 salary transparency report shows a slight increase in the total representation of women from 34.2% to 34.8%. Regarding salaries, there has been a closer alignment between the median contractual salaries for men and women (95.7%).

**CDBS Brazil:** Compared to 2022, the 2023 salary transparency report shows an increase in the total representation of women from 7.2% to 8.7%. This progress has mainly occurred within entry-level categories, reflecting a closer median contractual salary between men and women (51.9%).



# CUMMINS BRAZIL

## RESULTS OF THE FIRST SALARY TRANSPARENCY REPORT

***2022 and 2023 Data - Cummins Brazil (CBL+GPL), Cummins Distributor Brazil (DCB) and Cummins Drivetrain & Breaking Systems (CDBS)***

### Comments and Additional Information:

The factors contributing to wage disparities between men and women include previous practices of seniority-based compensation, which resulted in some men receiving higher salaries due to career longevity, and a higher number of women starting their careers at entry levels.

It is worth noting that within the major groups of the Brazilian Classification of Occupations (CBO), we have various functions with different levels of complexity (e.g., Junior, Mid-level, Senior, Coordinator, Supervisor, among others). This can lead to wage differences due to the complexity level of the positions and the increase in the number of women in entry-level positions (lower complexity).

Additionally, since all payments considered in the average total remuneration are percentages of the base salary, there is a cumulative impact of wage differences on the average total remuneration due to the accumulated salary history of seniority.

We conclude that, according to Cummins' compensation policy, there are no wage discrepancies when considering issues of seniority (length of service), experience, performance, and the level of responsibility of the positions. We will continue to advance in increasing the representation of women at all hierarchical levels and areas of activity, including positions related to science, technology, and engineering, whose salaries follow a higher market value practice.

Promoting gender equity is a priority for Cummins, and we understand that pay equity will be a consequence of this action. Cummins' compensation policies are equitable for all genders, races, and ethnicities.



# GENDER EQUALITY

## A BROADER PERSPECTIVE



### Our Ongoing Commitment

At Cummins, our dedication to values, particularly those centered around diversity, equity, and inclusion, serves as the cornerstone of our success. Aligned with these values, we are committed to fostering an inclusive environment that propels the professional growth of all employees, ensuring they are inspired to reach their full potential.

### Gender Equality – The Wider Issue

Beyond our organizational boundaries, Cummins has a role in advocating for greater accountability across our various stakeholders. We extend our commitment to influencing positive change in government policies, communities, industry partners, suppliers, customers, and ensuring accountability within our own operations.

# GENDER EQUALITY

## A BROADER PERSPECTIVE



### Gender Equality Initiatives: Cummins Powers Women

**CUMMINS  
POWERS  
WOMEN**

Launched in Brazil in June 2020, Cummins Powers Women focuses on gender equity and is supported by four pillars: education, legal rights, economic autonomy and personal security, which aim to empower women, so that women and girls gain more space in the society in which they live.

Rise Up, Cummins Inc.'s partner for the development of the program in Latin America, is a non-profit organization that works to transform the lives of girls and women, including families and communities, by investing in local solutions and strengthening leadership.

Cummins empowers women and Rise Up believes that corporate partnerships can make a real difference in the world by uniquely leveraging employees' financial and engagement commitments towards shared goals.

Involving Cummins corporate employees in Rise Up work, allow us to use their experience, networks and diverse skills to promote gender equity and create large-scale change.





# GENDER EQUALITY

## A BROADER PERSPECTIVE



### Gender Equality Initiatives - CBL: Laudelina App

Cummins Brazil has been a partner of the NGO Themis- Gender, Justice and Human Rights and the National Federation of Domestic Workers (Fenatrad) since 2022, when they jointly promoted the launch of the new version of the Laudelina app - web version, aimed at domestic workers. It is a tool that makes it possible to access information about the rights of domestic workers and brings them closer to protection agencies.

Laudelina, an app aimed at domestic workers, is an integral part of the work promoted by Cummins Brazil's dedicated Corporate Responsibility area and an action belonging to the Cummins Powers Women (CPW) Program, launched in Brazil in June 2020.



### Gender Equality Initiatives – CBL and CDBS: Formare Project

The Formare Program, developed by the IOCHPE Foundation, is an initiative aimed at providing professional training for low-income teenagers. With a curriculum designed by a university in line with the demands of the job market and recognized by Brazil's Ministry of Education (MEC), the program relies on the infrastructure and volunteer support provided by its partners. The classes, which combine theory and practice, are taught by employees of the sector, the Volunteer Educators, in a careful selection process for choosing the beneficiaries. Since its implementation, the project has trained 82 girls, 35 of whom are currently working in technical areas, highlighting the positive and lasting impact of this initiative on the lives of the participants and on the community in general.

 **FORMARE**

# GENDER EQUALITY

## A BROADER PERSPECTIVE



### **Gender Equality Initiatives – CBL and CDBS:** Women's Empowerment Principles (WEPs) subscription

In 2021, Cummins became a signatory to Women's Empowerment Principles (WEPs), a UN Women initiative that aims to ensure the empowerment, equity and inclusion of women in the labor market.

This commitment was part of the initiative of the local Diversity Committee, which brought visibility to the leadership on gender issues. Since then, we have sought to provide data and monitor the principles imposed by the UN.

With this signature, we guarantee a commitment to improving our diversity figures, focusing mainly on including more and more people of all genders within our company.

To learn more about WEPs, access: <https://www.weps.org/>



### **Gender Equality Initiatives – CDBS:** Female mentoring

As a Cummins business unit, CDBS has been improving its actions on Gender Equality. We have always worked on campaigns and activities aimed at giving our female employees a leading role.

Our main work was the Women's Mentoring Program, which ran for years, with a cycle of training and sessions with local leadership, aimed at giving these employees a leading role, knowledge, professional development and positive exposure.

The training sessions took place every month, based on a cycle of knowledge focused on female leadership. More than 60 women have taken part over the last five years.

# GENDER EQUALITY

## A BROADER PERSPECTIVE



### Award – Cummins Brazil: Top Employers



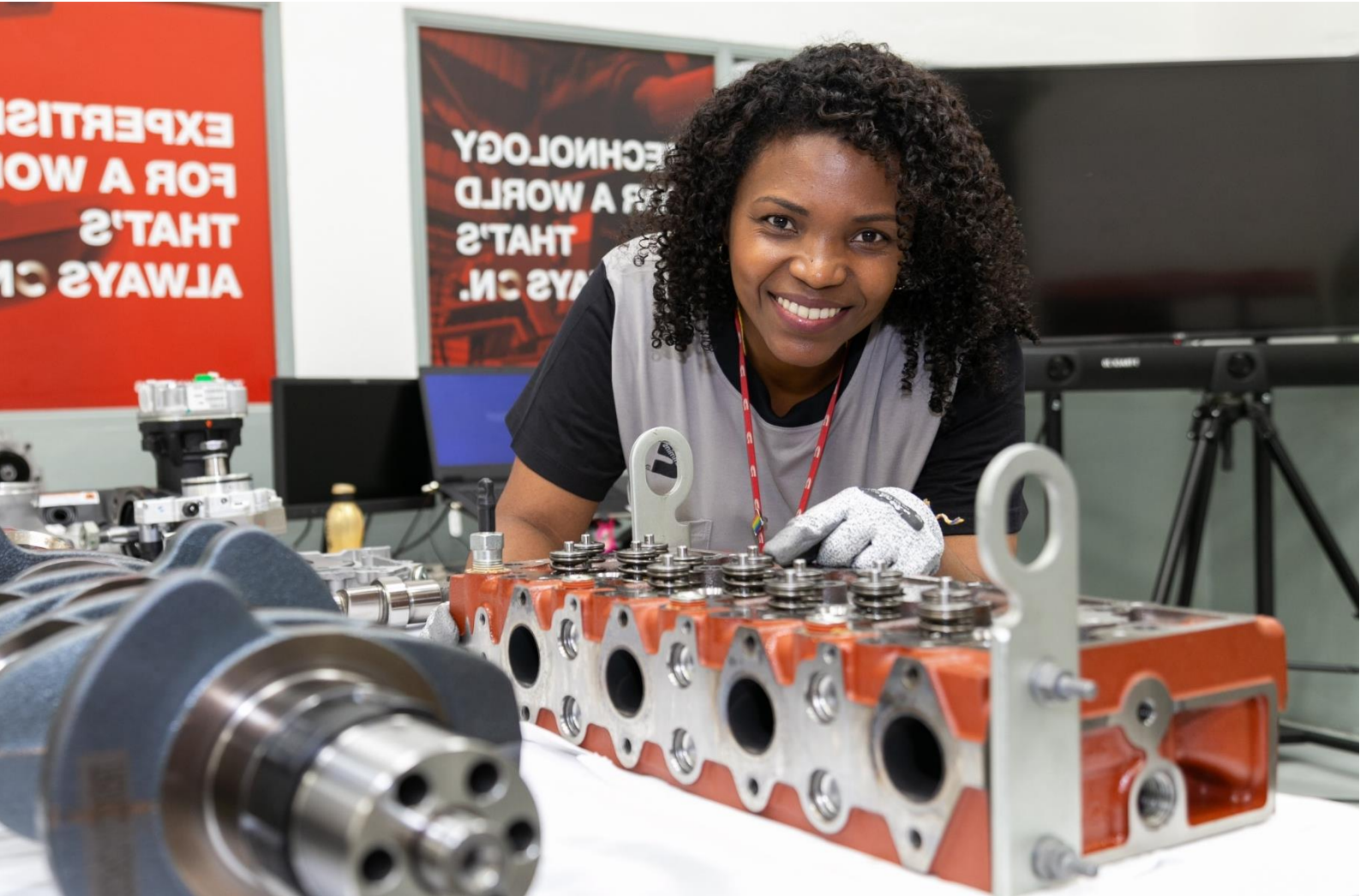
The Top Employers Institute certification program is based on participation in and the results of the HR Best Practices Survey. Developed using a global methodology, the survey covers 6 HR dimensions divided into 20 subtopics, such as: People Strategy, Work Environment, Talent Acquisition, Learning, Well-being, Diversity and Inclusion, and much more.

"Achieving this important certification increases our visibility as a company by recognizing our practices and ongoing efforts to put our people and principles first, while also contributing to the engagement of our employees and increasing visibility for potential talent," says Cristina Moreira, Human Resources Leader at Cummins Latin America.



### Award – Cummins Brazil: AB Diversity

In 2023, Cummins Brazil won the AB Diversity Award in the Automotive Sector in the Best Practices category for the Alicerce Program, a partnership between Cummins' Multicultural ERG Etnia Afro and the Alicerce Institute. The program aims to reduce educational inequality for young black people in disadvantaged social situations by offering tutoring in academic subjects and professional guidance. In the previous year, 20 participants were selected and four were hired as interns by Cummins. In 2023, the program expanded to recruit 30 more students and plans to include young people enrolled in technical courses. The recognition underscores Cummins' commitment to promoting a more inclusive and equal environment, highlighting its good practices and contributions to diversity in the automotive industry.



## GENDER EQUALITY

### A BROADER PERSPECTIVE



**Award – CDBS:**  
GPTW – Mental Health Spotlight

CDBS, in addition to being ranked as one of the best places to work in 2021 and 2022, ranking in the top 20 of the Barueri region, became a highlight in mental health in 2023, being recognized for several actions focused on our employees.

Actions that start from listening to your concerns, your desires, suggestions, and most importantly, give our employees the opportunity to be heard.





# CULTIVATING DIVERSITY AT CUMMINS

## Diversity, Equity, Inclusion and Culture Strategy (DEIC)

Cummins aspires to a workforce that is representative at every level of the communities in which Cummins operate around the world. Employees come from different backgrounds and experiences and are each unique in their perspectives and passions.

They are united in their relentless desire to see a world, a workplace, a team where all people are embraced for who they are and what they aspire to do. At Cummins, diversity, equity and inclusion is a business imperative.

Having diverse, equitable and inclusive workplaces allows Cummins to attract and retain a truly global workforce. Diversity, equity and inclusion enable Cummins' ability to bring the right combination of perspectives, insights and skills to solve the challenges of today and tomorrow.

# CULTIVATING DIVERSITY AT CUMMINS

As part of Cummins' global commitment to diversity, equity and inclusion, it is taking proactive measures to review talent management and accountability systems and processes to mitigate bias and ensure the equitable acquisition and advancement of all talent.

We actively working to achieve UN Women Empowerment Principles to address inequalities we may identify in our operations and in our commercial relationships that may impact the quality of life and the growth and development opportunities of women.

Cummins has defined aspirational representation goals for gender across the globe as we aim to represent the communities where we operate. That means we will seek to have our workforce equality represented by both men and women. We aspire to reach those representation levels in across the organization, that means in all job levels.

## Leadership Accountability

Cummins believes in leadership responsibility for creating safe and inclusive environments where all people can be themselves, contribute to the fullest through their skills, and reach their full potential. Therefore, our leadership development programs include content regarding unconscious bias and a very broad understanding of diversity.

## Education

Regularly Cummins offers instructor-led virtual and in-person training for leaders and employees to address gender-based violence, inclusive communication, unconscious biases, inclusive leadership, identities, and more.

# CULTIVATING DIVERSITY AT CUMMINS

## Our Policies and Practices to Promote Equity Talent Attraction and Development

Cummins is focused on attracting the best talent. We are always looking for qualified talent and are very clear that talent qualification does not focus on people of a certain gender. We are focused on understanding your skills and future goals – and creating a plan to get people there. Employees begin by planning their development and connecting to a variety of experiences designed to expand knowledge. They receive feedback from the team on future aspirations and a challenge action plan to broaden horizons. Development opportunities include, but are not limited to, experiential learning, formal training, along with coaching and mentoring from business leaders. Employees can change business units, accept special assignments, take leadership positions and discover exciting career options around the world.

### Equal Employment Opportunity and Affirmative Action Policy

Cummins offers Equal Employment Opportunity (EEO) and prohibits discrimination of any kind. Employment and other employment decisions will be based on objective, work-related business criteria. We will take reasonable actions to remove barriers to EEO practice.

### Compensation Equity

Cummins applies a detailed analysis of your workforce compensation to identify potential inequities and address them. This is a practice already integrated into our actions within the overall compensation policy, aligned with the Diversity, Equity and Inclusion strategy.



# CULTIVATING DIVERSITY AT CUMMINS

## Our Policies and Practices to Promote Equity

### Talent Attraction and Development

#### Trabalho flexível através de formas aprimoradas de trabalho

Embracing flexible working arrangements through our Enhanced Ways of Working strategy is pivotal. This approach allows employees to nurture their careers while effectively managing work-life priorities. By delivering business results through flexible working, Cummins positions itself as an employer of choice, attracting and retaining diverse talent.

#### Mutual Treatment in the Workplace

Treating each other with dignity and respect is critical to who we are as a company and to our continued success. Employees must treat each other with dignity and respect.

We are also committed to acting affirmatively to ensure that all employees are treated with respect and have equal opportunities to succeed. Diversity, equity and inclusion make us stronger as a company and help provide a better place to work. Not everyone who works for Cummins has the same background. Our business performance is enhanced when we learn from the diverse perspectives, backgrounds and experiences of our colleagues.

#### Daycare Cummins

Cummins Daycare is a Child Development Center that stands out for its innovative educational proposal and carefully planned structure to meet the needs of children in their early stages of development and provide parents with the benefit of having access to children in their workplace. To ensure a comprehensive and effective approach, we have a multidisciplinary team of 13 highly skilled professionals. Among them, the psychopedagogue, the pedagogue and the nursing technique stand out, which work together to provide full support to children and their families.

#### Ethics

We do not tolerate any form of intimidation, harassment, discrimination or lack of respect. We will investigate and act immediately upon any allegation of intimidation, harassment, discrimination or lack of respect. Cummins is committed to the highest standards of ethical business conduct and expects its employees and other stakeholders to report concerns of suspected violations of the Code of Business Conduct, policies or laws. Employees are encouraged to speak up so that the company can take appropriate action and remediate the situation when necessary. Confidentiality is an integral part of our process.



# CULTIVATING DIVERSITY AT CUMMINS

## ERGs – changing Mindsets

Employee Resource Groups are employee-led volunteer groups that serve as a resource for their members as well as the organization, promoting a diverse and inclusive workplace aligned with the mission, vision and values of Cummins. Regional Leaders sponsor employee resource groups to promote representation at all levels of the company, create opportunities to support and empower employees from underrepresented groups, and foster a culture of inclusion and equality. Cummins employees are organized into ERGs for Gender, Ethnicity, Disability, Generations, Sexual Orientation/Gender Identity and their intersections.

Below are some initiatives targeted at gender equity:

**WE** NETWORK  
Women's Empowerment



**LIFT**  
Leading Inclusion  
for Technical

WE Network is a group that believes in the power of gender equity in the corporate environment and has the mission of achieving equal representation of women at all levels in Latin America, working on three main objectives: Attracting and hiring more women, retaining talented women, and developing the female workforce.

The group works to create an appropriate, attractive and equal environment where all women can develop their full potential.

LIFT (Leading Inclusion for Technical) is a program that aims to establish an open and welcoming environment by promoting diversity, equity and inclusion in the technical role Cummins. Attracting the best technical talent, developing our talent to solve the tough challenges ahead, and retaining talent by building a safe and inclusive workplace where all voices are heard is the mission of this group.

# EMPLOYEE STORIES

**Jamyle D Eler**  
IT Manager – Cummins Brazil



“I currently hold a leadership position in the Information Technology area, that just like engineering, science, mathematics, it was understood in the past that they were male areas, of a lot of reasoning, of a lot of logic. We know that women still face difficulties and prejudices in different spheres of life today. And for us to establish ourselves in the labor market is no different, it costs us a lot, but it is possible.”



**Ivanilma Carvalho Santos**  
Engineering Associate – Cummins Brazil

“From the moment I joined this team I was welcomed with open arms, regardless of my gender. I was not judged based on stereotypes and biases, but based on merit and my skills. To me, inclusion means being part of an environment where the voices of women are valued, where their ideas are moved, and their contributions are recognized. With the diversity of experiences and viewpoints, we are able to make more informed and creative decisions. This makes us more competitive in the marketplace and positions us as an example of excellence and equity.”

# EMPLOYEE STORIES

**Elisângela Domingues**  
Production Supervisor – Cummins Brasil



“At first it wasn’t easy, I came from a training where the environment was very masculinized. I encountered challenges, yes, because I was the girl who sat there in the corner of the room and didn’t open my mouth for fear of showing what I technically knew or that I technically had to learn. Today, I look back and I am inspired by my story myself. I know I inspire a number of other women, who may at least dream of being in the places where I have been and where I am.”

**Luciene Batista**  
Logistics and Materials Coordinator – CDBS



“In the beginning it wasn’t easy, I was already the first woman to become an operations manager at another company, being a leader of 1200 people, mostly men. I had to prove myself at many times, which prepared me for the opportunity to work on Cummins today’s team, doing a great job. I was able to mature, specialize and prepare for bigger challenges. I have confronted many people to show my competence, but I have not given up and today I am here, increasingly firmer and stronger, at 57 years old, from the Northeast, woman, at 28 years of career.”



# OUR COMMITMENT

## Always Responsible

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

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

Our goal regarding representation is to reflect the markets we serve. Specifically, our global gender aspirational goal is 50%. While we have more to do, we are making progress on our journey. Highlights include:

- Our company appoints its first female president and CEO in 2022.
- 42.8% of Cummins Leadership Team Cummins, the CEO's primary leadership committee, are currently women.
- 40% of the company's vice presidents and officers are women.
- 27.5% of the Cummins' global workforce is comprised of women.
- Four of our five business segments are currently led by women