



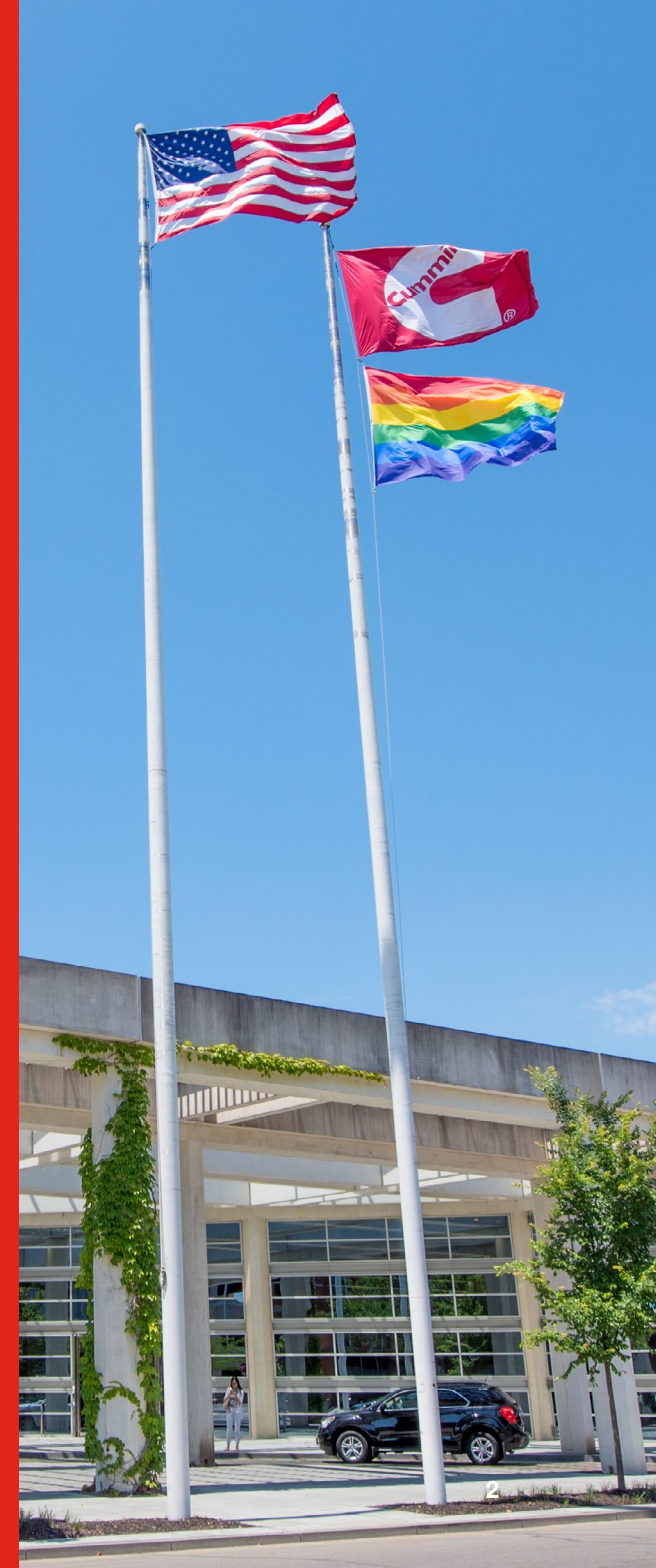
*Cummins Inc.*

# 2022 HUMAN CAPITAL MANAGEMENT REPORT



**At Cummins, we are committed to what is now a more than 100-year tradition at our company—creating and maintaining a dynamic and exciting workplace.**

*Chairman and CEO Tom Linebarger*





*Chairman and CEO Tom Linebarger meets with a women's employee resource group.*

## CEO LETTER

# Our commitment to our most important asset—our people

**We are steadfast in our commitment to building a dynamic workplace where all employees are inspired and encouraged to achieve their full potential.**

This is how we define Leadership Culture at Cummins. To be successful, it must be embedded at every level of our company as helping our employees reach their full potential impacts our ability to innovate, serve our stakeholders and maintain our position as an industry leader.

## THE ROLE OF LEADERS

This work starts at the top with our Board of Directors. In 2020, we renamed our Compensation Committee as the Talent Management and Compensation Committee, reflecting the much-needed emphasis on employees at our board level. The committee focuses on our employee experience, recently overseeing the creation of global implementation plans and process improvements in response to employee feedback.

We focus on leadership at all levels of Cummins because leaders play such a pivotal role in creating a great work environment. More than anyone,

## CEO LETTER

leaders shape the experience for employees across the company.

We have invested significant time and resources into leadership development programs. Diversity among the participants is intentional – spanning our various business segments, functions, and regions around the world and targeting employees at different levels in the organization. Our curriculum recognizes the need for today's leaders to build business acumen and emotional intelligence to successfully drive business results while effectively engaging with a diverse set of stakeholders.

The result of our investment is a resilient, experienced, agile and accountable group who is well prepared for complex global challenges. I am confident that the pipeline of leaders we have developed is one of our most sustainable strengths irrespective of industry changes and business cycles.

### DIVERSITY, EQUITY AND INCLUSION

Diversity, equity and inclusion (DE&I) is our competitive advantage. We have a history of bringing people together with different talents to solve complex problems and drive innovation for our customers. We can do this better and faster by creating an environment for everyone to reach their full potential.

Our commitment to diversity enables us to attract the best talent, and our commitment to equity and inclusion

positions us to deploy our talent more effectively than others. There are many companies working to solve complicated global challenges. What sets Cummins apart is that we are experts in using the power of difference to address tough issues – leveraging the capability of our leaders and the diverse perspectives of our teams to deliver the best solutions to customers around the world in a way that is customized to their culture, language and needs.

### MEETING FUTURE CHALLENGES

Creating and maintaining a dynamic work environment has never been more important. We are entering an unprecedented period in Cummins' history. Climate change is the existential challenge of our time, and the companies that succeed in the future will deploy their diverse talent to solving complex problems while using fewer of the world's resources.

We are confident that our path to zero carbon emissions is the best for the planet, our stakeholders and Cummins' continued success. All our employees have a role to play in this. Our children and their children will look back and ask what we did to address climate change, and we must dedicate our talent and resources toward solving it.

This is the challenge in front of us and there is no company better positioned to confront it. ■

### Tom Linebarger

Chairman and CEO, Cummins Inc.

## 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:**

Cummins earned \$1.8 billion on sales of \$19.8 billion in 2020.

**EMPLOYEES:** 59,900 as of Dec. 31, 2021

**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:** 150 (as of 2021)

**STOCK SYMBOL:** CMI (New York Stock Exchange)

**CEO:** Tom Linebarger (2012 to present)

# Cummins' story

Our approach to human capital management is guided by the Cummins' vision, mission 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 25](#).



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## BOARD OF DIRECTORS

# Creating a great workplace starts with the Cummins board

The Cummins Board of Directors is leading by example on human capital management, adding more women and ethnically diverse members while aligning its focus to creating dynamic work environments.

Working with our company leadership, the board for much of the past year has been taking a broader view of the plans, policies and practices impacting Cummins employees, with a special focus on the new and unprecedented issues around talent management and compensation emerging since 2020.

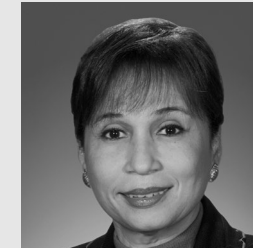


*President and Chief Operating Officer Jennifer Rumsey welcomes back Cummins employees in Columbus, Indiana, in April 2022 after offices were allowed to reopen under recommendations by the U.S. Centers for Disease Control and Prevention.*

These include the calls for racial equity and social justice that swept across the United States in 2020, as well as the movement toward flexible and remote working arrangements since the onset of the global pandemic two years ago.

### GAINS IN BOARD DIVERSITY

The board ended 2021 with five women members—the most at any time in the company’s more than 100-year history—and then added a 14th member and a sixth woman in early 2022 when Cummins President and Chief Operating Officer Jennifer Rumsey joined the board. Later, long-time Lead Director Alexis Herman announced her retirement, effective at Cummins’ Annual Meeting May 10.



**ALEXIS M. HERMAN**

**In 2022, longtime member Alexis M. Herman announced her retirement from the Cummins Board of Directors.**

Herman, a former U.S. Secretary of Labor, joined the board in 2001 and served as Lead Director at the time of her retirement. In that position, she played an important role conferring with the Chairman on, and approving, board agendas as well as serving as the leader of the board’s Governance & Nominating Committee.

She guided the board through the sudden onset of the COVID-19 pandemic in 2020 as it provided vision, strength and stability. The board met 15 times in 2020 – three times its normal number of meetings. Herman is Chairman and Chief Executive Officer of New Ventures, LLC, a corporate consulting company.

## BOARD OF DIRECTORS

Female board members in addition to Rumsey and Herman as of March 31, 2022, include Georgia R. Nelson, retired President and CEO of PTI Resources LLC, who joined the board in 2004; Karen H. Quintos, retired Chief Customer Officer of Dell Technologies, a board member since 2017; Kimberly A. Nelson, retired Senior Vice President of External Relations at General Mills, Inc., a board member since 2020; and Carla A. Harris, Vice Chairman and Managing Director at Morgan Stanley, who joined the board in 2021.

Members across other dimensions of diversity include Harris, Herman, Kimberly A. Nelson, Franklin R. Chang Diaz and Bruno V. Di Leo. Chang Diaz, a board member since 2009, is a former U.S. astronaut who today is President of the Ad Astra Rocket Company. Di Leo, a board member since 2015, is the Managing Director of Bearing North LLC, an independent advisory firm focused on business expansion. Prior to that role, he served as a Senior Vice President of IBM.

Taken together, more than half of the Cummins Board of Directors consist of women or members of other dimensions of diversity.

The board also has diversity in terms of business expertise and experience, including backgrounds in the automotive and transportation sectors, technology and IT, sales and marketing, academia and financial expertise.

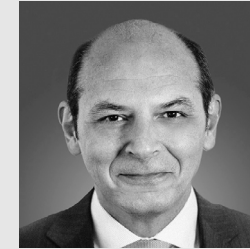
## Cummins Board of Directors



**ROBERT J. BERNHARD**



**DR. FRANKLIN R. CHANG DIAZ**



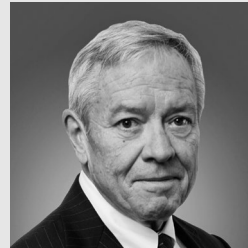
**BRUNO V. DI LEO**



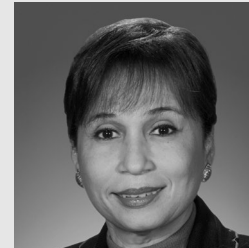
**STEPHEN B. DOBBS**



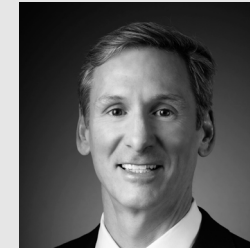
**CARLA A. HARRIS**



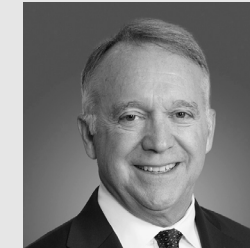
**ROBERT K. HERDMAN**



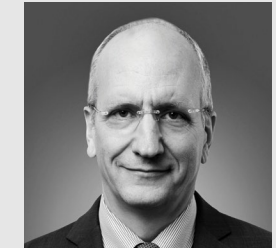
**ALEXIS M. HERMAN**



**N. THOMAS LINEBARGER**



**THOMAS J. LYNCH**



**WILLIAM I. MILLER**



**GEORGIA R. NELSON**



**KIMBERLY A. NELSON**



**KAREN H. QUINTOS**



**JENNIFER W. RUMSEY**

*(Board as of March 31, 2022)*



## BOARD OF DIRECTORS

Twelve of the 14 members including Herman are fully independent directors, consistent with the definition established by the U.S. Securities and Exchange Commission and the New York Stock Exchange. Cummins' Chairman and CEO Tom Linebarger was the only board member employed by the company before Rumsey's appointment in 2022.

### EXPANDING FOCUS

In 2020, the board broadened the focus of its Compensation Committee to include talent management. The Talent Management and Compensation Committee's expanded charter reflects both the critical role employees play in the success and sustainability of the company and the impact of the ongoing pandemic.

It's also consistent with Cummins' commitment to diversity, equity and inclusion, both in the recruiting and retention of talented employees and the establishment of great work environments. Finally, the committee has aligned its focus to the company's overarching Leadership Culture theme of "inspiring and encouraging all employees to reach their full potential."

Since 2020, Cummins has taken many steps in the talent management area including:

- Executed robust safety protocols for essential on-site personnel.
- Implemented a remote working environment for employees who could perform their duties off site.
- Launched a global mental health awareness campaign to destigmatize conditions such as depression and encourage employees to seek support offered by the company.
- Developed and piloted a diversity, equity and inclusion learning curriculum with a focus on awareness of privilege and unconscious bias.
- Extended key elements of Cummins' talent management programs to hourly employees to advance their capabilities and careers.

The challenge of attracting, developing and retaining the best employees has never been greater and the stakes are high for all of the company's stakeholders. Cummins' Board of Directors is determined to take a leadership role to meet that challenge, so the company flourishes for the next 100 years. ■

## Board diversity

The Cummins Board of Directors is becoming increasingly diverse both by gender as well as race and ethnicity.

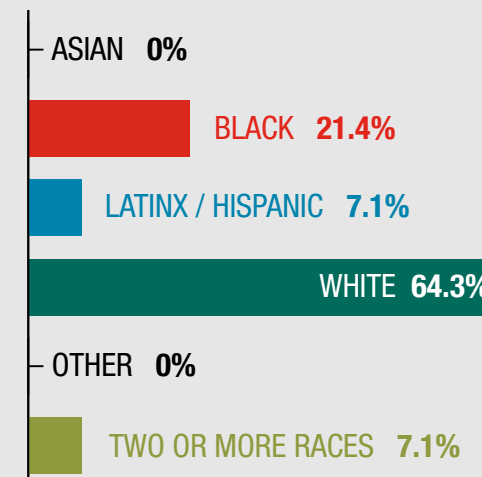
### BY GENDER

This chart looks at the board by gender as of March 31, 2022.



### BY RACE, ETHNICITY

This chart looks at the board by race and ethnicity as of March 31, 2022.



# Putting human capital management to work

COVID-19 tested Cummins and its human capital management practices. Here are 12 steps we took to help employees during the pandemic.

1

**IMPLEMENTED** robust health and safety protocols including personal protective equipment for essential employees.

2

**INSTITUTED** mandatory health screenings before entry into essential facilities.

3

**ESTABLISHED** production centers to make masks for global distribution.

4

**EXPANDED** employee leave policies to help maintain safe and productive work environments.

8

**ENCOURAGED** employees to access available telehealth resources.

7

**LAUNCHED** global mental health awareness campaign to destigmatize depression, anxiety and other conditions.

6

**EXTENDED** ergonomic support to employees working remotely.

5

**DEPLOYED** virtual collaboration tools to help employees working remotely.

9

**OFFERED** key talent management programs to help hourly employees advance their careers.

10

**INITIATED** virtual options to maintain commitment to leadership development training.

11

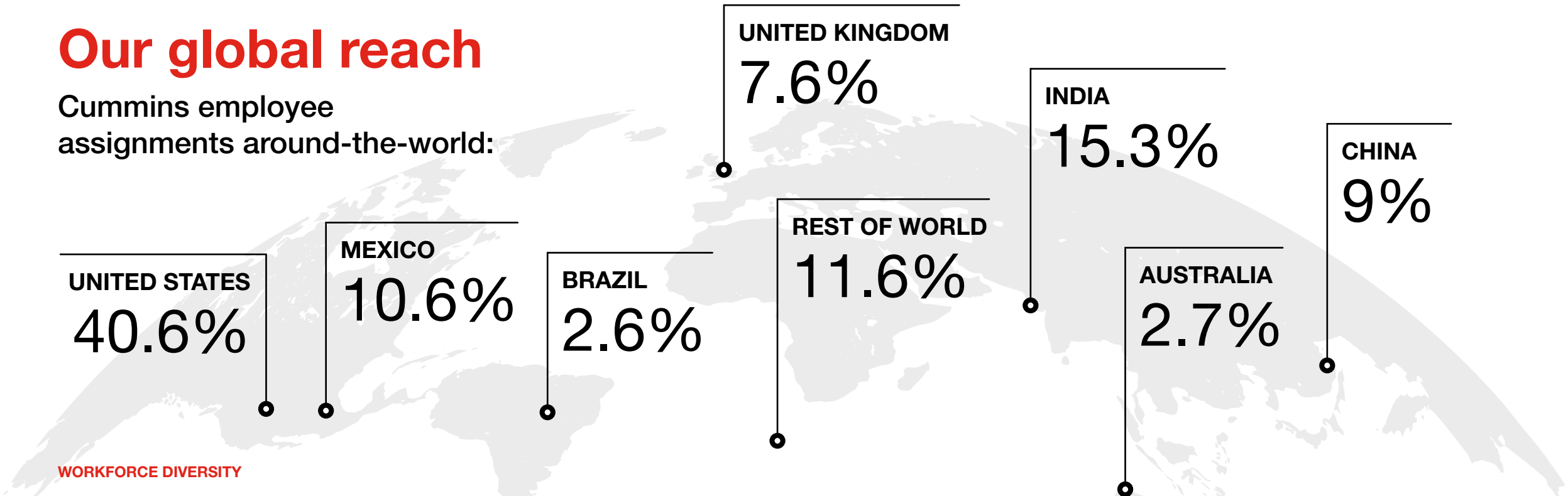
**INTRODUCED** virtual collaboration tools to support talent acquisition and intern programs.

12

**SPONSORED** vaccination clinics delivering more than 45,000 shots to Cummins employees, contractors and their families.

# Our global reach

Cummins employee assignments around-the-world:



## WORKFORCE DIVERSITY



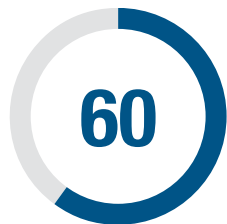
Latinx/Hispanic percentage of U.S. workforce



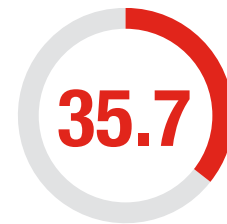
Percentage of women in global workforce



Black percentage of U.S. workforce



Percentage of women on Cummins Executive Team



Percentage of ethnically/racially diverse board members as of March 31, 2022



Percentage of workforce represented by union



Non-white percentage of U.S. workforce

**TOTAL EMPLOYEES:**  
**59,900**

(Dec. 31, 2021)

# Our workforce strategy

Cummins' strategic roadmap is centered on the critical enablers to realizing our company's Leadership Culture and its vision of inspiring and encouraging all employees to reach their full potential.



## OUR WORKFORCE STRATEGY



The company's workforce strategy cultivates an environment where all employees, regardless of employee type and location, know what is expected of them, are rewarded based on performance and have access to differentiated experiences, tools and leadership coaching to help them develop.



We embarked on a multi-year initiative to address the recognition that there is variation in how talent processes are applied to the hourly workforce, leading to lower quality outcomes and inefficiency, and impacting the company's ability to maximize the capabilities of a deep talent pool.

At a strategic level, we want the same talent and compensation policies, processes and mindset for the company's hourly workforce as Cummins has for its salaried and exempt workforce.



Cummins' aspirational goal is to build a robust talent pipeline where over half of the exempt vacancies are filled by internal hourly talent.

Leadership Culture is foundational to the company's workforce strategy. It speaks to the criticality of leaders at all levels of the organization creating

### WORK-LIFE AT CUMMINS



***"I've never had to wait for someone to quit or move on in order to move up. That's one of my favorite things about Cummins. You can create your own career path."***

**ANNA NEESE**  
Finance, Indiana

## How we do it

**Cummins powers customer success through five different business segments:**

### ENGINE SEGMENT

The Engine business segment designs and builds diesel and natural gas engines for heavy and medium-duty trucks, buses, as well for use in rail and marine, agricultural machinery and construction equipment.

### POWER SYSTEMS

Cummins Power Generation designs and manufactures power generation systems, including standby and prime power, distributed power generation and combined heat and power systems.

### COMPONENTS SEGMENT

The Components segment designs and builds exhaust aftertreatment solutions, filtration systems, fuel systems and turbochargers to maximize engine performance.

### NEW POWER

The New Power segment designs and builds battery electric and hydrogen fuel cell platforms as well as products used in renewable hydrogen production.

### DISTRIBUTION

The Distribution segment provides sales, service and support to customers around the world through the largest number of certified service and support locations of any engine manufacturer.

## OUR WORKFORCE STRATEGY

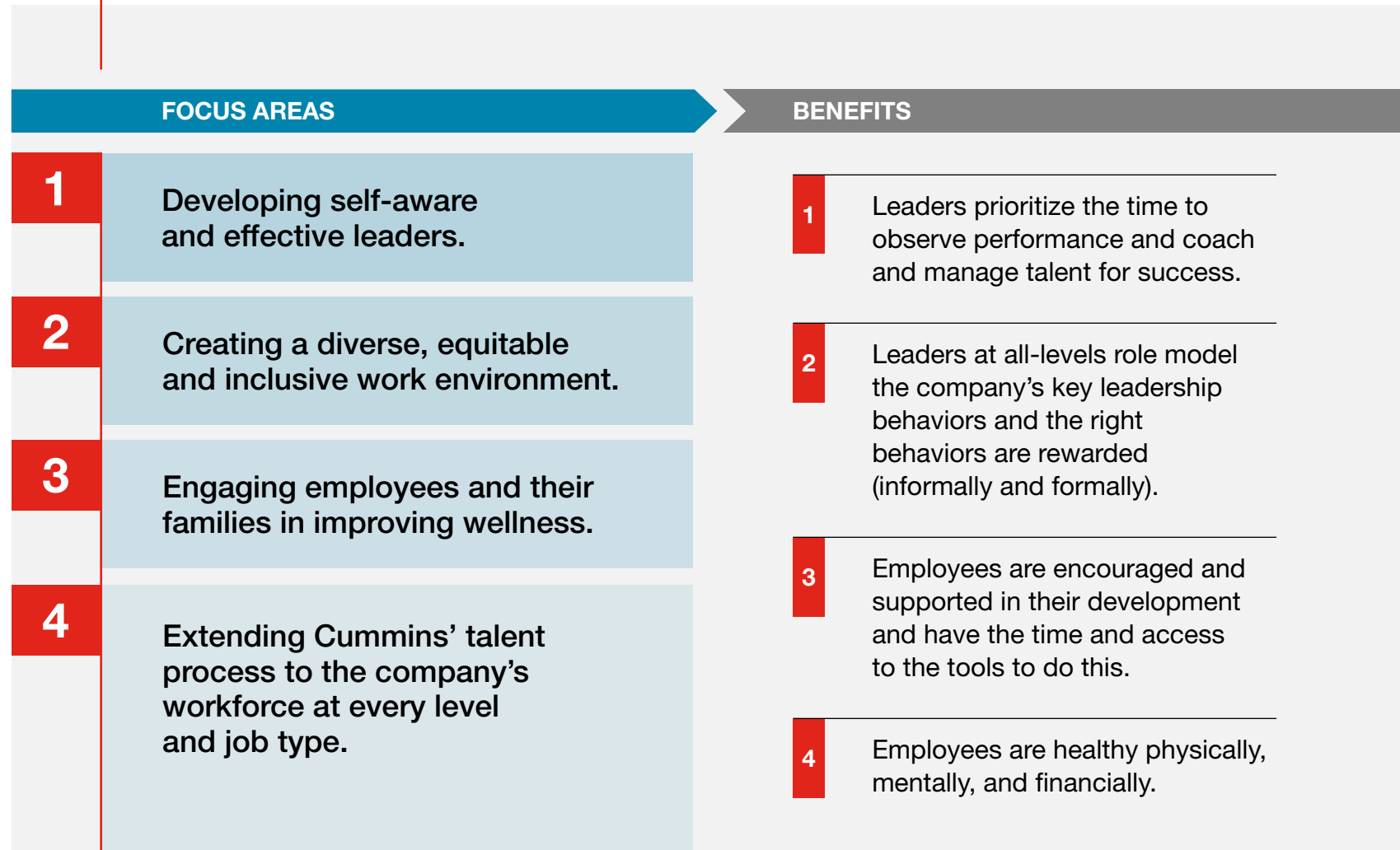
the right environment for employees to achieve their full potential, and coach and manage team members for success.

Sponsored by senior leaders, several streams of work embed the foundational elements of the company's talent processes in each organization across Cummins' global footprint.

The roadmap is focused on: performance management, talent acquisition and onboarding; individual development and careers; and merit-based compensation.

For our company's business, Cummins expects improved productivity and engagement; skill-building that keeps the company current with advances in technology and changing customer needs; and access to a deeper pool of diverse talent as we look to fill open positions from within. ■

## Workforce strategy





## DIVERSITY, EQUITY AND INCLUSION

# Diversity, equity and inclusion: our competitive advantage

**Cummins is united in the desire to see a world and a workplace where all people are embraced for who they are and who they aspire to be.**

We want a workforce that is representative at every level of the communities where Cummins operates around the world; and a workplace that is welcoming, so every employee can bring their authentic selves to work, learning from and appreciating each other.

Our goal is a workforce in which all employees believe they can reach their full potential because they experience a truly diverse, accessible, equitable and inclusive work environment.

## DIVERSITY, EQUITY AND INCLUSION



Cummins prospers from harnessing the value of diverse ideas and perspectives. Diversity, equity and inclusion contribute to the kind of work environment that comes up with the most creative ideas to our stakeholders' biggest challenges.

The company has invested in an integrated, sustainable and global approach to diversity, equity and inclusion. We consider this to be a business imperative and

leadership is held accountable for advancing our company's vision, setting goals, achieving results, coaching others, and developing and being role models.

Business teams dedicate time on their agendas to drive action toward diversity, equity and inclusion goals and learn from one another. Progress is measured and reported internally and externally.

The company is working to develop the talent management and accountability systems and processes necessary to mitigate bias and ensure the equitable acquisition and advancement of all employees.

Cummins leaders and employees also promote positive change in the communities where they live and work, through our community engagement initiatives, supplier diversity programs and other efforts to create the world we want to see.

Our commitment to diversity, equity and inclusion contributes to thriving economies and stronger communities.

Cummins leverages this business advantage to create value for all of our stakeholders, including the company's employees, customers and shareholders. ■

### WORK-LIFE AT CUMMINS



***“At Cummins, I haven’t had a lot of obstacles because the company is so driven by diversity and inclusion. The leadership team is incredibly diverse, and that representation at the next level makes me feel represented and empowered.”***

### CRYSTAL GWYNN

*Engineer, North Carolina*



## DIVERSITY, EQUITY AND INCLUSION

### Key strategy elements

Cummins' Global Diversity, Equity & Inclusion (DE&I) Strategy is centered on enabling a diverse, equitable and inclusive environment. Some key elements include:

#### LEADERSHIP ACCOUNTABILITY

Leaders demonstrate individual and collective leadership accountability for enabling a diverse, equitable and inclusive culture.

#### RECRUITMENT, RETENTION, DEVELOPMENT AND ADVANCEMENT

Cummins' talent development processes deliver equitable and accessible recruitment, retention, advancement, and a pervasive feeling of inclusion.

#### BENEFITS, WORK ARRANGEMENTS AND COMPENSATION

Benefits, work arrangements and compensation systems are equitable and optimize employee well-being, potential and performance.

#### LEARNING AND EDUCATION

DE&I skills and competence are enabled in company leaders and employees through education and development.

#### COMMUNITY, GOVERNMENT AND SOCIAL RESPONSIBILITY

Cummins will take a leading role within local communities and society at large to dismantle systemic inequities and advance justice for all.

#### ASSESSMENT, MEASUREMENT AND RESEARCH

Comprehensive assessment, measurement and research guides DE&I actions and performance is shared with all stakeholders.

#### COMMUNICATIONS

DE&I communications are a powerful and pervasive force in achieving a more inclusive, equitable and prosperous workplace and world.



### Putting our values into action

Several Cummins' community engagement activities reflect the company's commitment to diversity, equity and inclusion.

**CUMMINS POWERS WOMEN**, for example, is a global community program to advance equity for women and girls. Launched in 2018, the \$22 million (to date) initiative has served about 26 million women and enabled equal rights and opportunity for thousands of women and girls around the world. It has funded advocacy grants leading to 32 gender equality law and policy changes.

**CUMMINS ADVOCATING FOR RACIAL EQUITY (CARE)** is a new initiative to help dismantle institutional racism in the United States. In its first year it partnered to invest more than \$23 million into communities to address economic empowerment, criminal justice reform, police reform and social justice, leading to support for 311 black-owned enterprises. CARE volunteers were part of 17 advocacy initiatives resulting in eight law and policy changes, including revisions to two public safety use-of-force protocols.

## WORKFORCE DEMOGRAPHICS

# Our workforce

Cummins strives for a workforce reflecting the population where it does business.

That means the company's goal is a workforce evenly split among men and women. Cummins' goals for race and ethnicity vary by region. In the United States, the company's goal is 12% for Black employees and 18% for Latinx/Hispanic employees.

### GLOBAL WORKFORCE

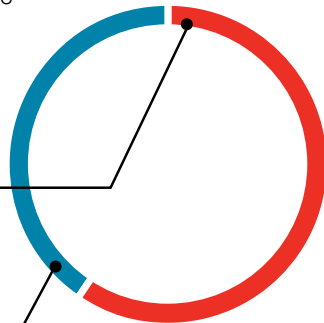
Cummins had 59,900 employees as of Dec. 31, 2021. Hourly employees made up the largest share of the company's workforce.

#### HOURLY EMPLOYEES

59.5%

#### SALARIED/ EXEMPT

40.5%



**ABOUT OUR NUMBERS:** All data in this section is as of Dec. 31, 2021. Data is rounded to no more than two decimal points for simplicity and on occasion may add to just under or just over 100%. Gender and demographic numbers are self-reported by employees.



A Cummins employee works at the Cummins Fuel Cell & Hydrogen Technology campus in Mississauga, Ontario (Canada).



**WORKFORCE DEMOGRAPHICS**

**GENDER DIVERSITY AT CUMMINS**

Cummins’ goal is to reflect the markets where we do business. Globally, that would be 50% men and 50% women, according to most estimates. Here’s where we stood in 2021.

GLOBAL WORKFORCE BY GENDER	MEN	WOMEN
<b>ALL EMPLOYEES</b>	<b>72.2%</b>	<b>27.8%</b>
Hourly	73.1%	26.9%
Salaried/Exempt	70.9%	29.1%
<b>LEADERSHIP</b>	<b>73.9%</b>	<b>26.1%</b>
Directors and Executive Directors	74.3%	25.7%
Vice President and above (officers)	60%	40%

**TOP LEADERSHIP BY GENDER**

As Cummins works to attract more women to the company, it is putting a special effort in its leadership ranks. Here’s a look at the gender breakdown of the company’s top executive teams.

**CUMMINS EXECUTIVE TEAM**



**CUMMINS LEADERSHIP TEAM**

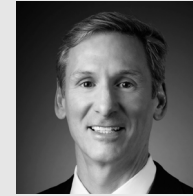


**CUMMINS OPERATING TEAM**



## Cummins Leadership Team

The Cummins Leadership Team, one of three top senior leadership groups at the company, is an example of how Cummins' has strived to live its diversity, equity and inclusion value.



**Tom Linebarger**  
Chairman and Chief Executive Officer



**Tony Satterthwaite**  
Vice Chairman



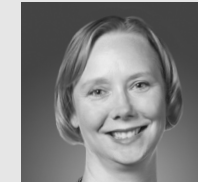
**Jennifer Rumsey**  
President and  
Chief Operating Officer



**Sharon Barner**  
Vice President – Chief Administrative Officer,  
Corporate Secretary and  
Chief Human Resource Officer



**Amy Davis**  
Vice President and President –  
New Power Segment



**Tracy Embree**  
Vice President and President –  
Distribution Segment



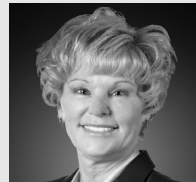
**Mahesh Narang**  
Vice President and President –  
Components Segment



**Norbert Nusterer**  
Vice President and President –  
Power Systems Segment



**Srikanth Padmanabhan**  
Vice President and President –  
Engine Segment



**Sherry Aaholm**  
Vice President –  
Chief Digital Officer



**Mary Chandler**  
Vice President –  
Corporate Responsibility



**Bonnie Fetch**  
Vice President – Global Supply  
Chain and Manufacturing



**Jim Fier**  
Vice President –  
Chief Technical Officer



**Nicole Lamb-Hale**  
Vice President –  
General Counsel



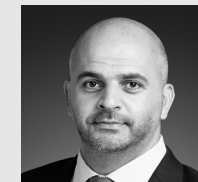
**Melina Kennedy**  
Vice President – Product Compliance  
and Regulatory Affairs



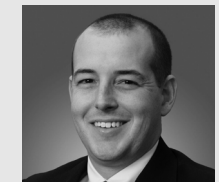
**Earl Newsome**  
Vice President –  
Chief Information Officer



**Mark Smith**  
Vice President –  
Chief Financial Officer



**Nathan Stoner**  
Vice President – China ABO



**Jeff Wiltout**  
Vice President –  
Corporate Strategy

## WORKFORCE DEMOGRAPHICS

### U.S. DIVERSITY

Our diversity goal is to reflect the markets where we do business.

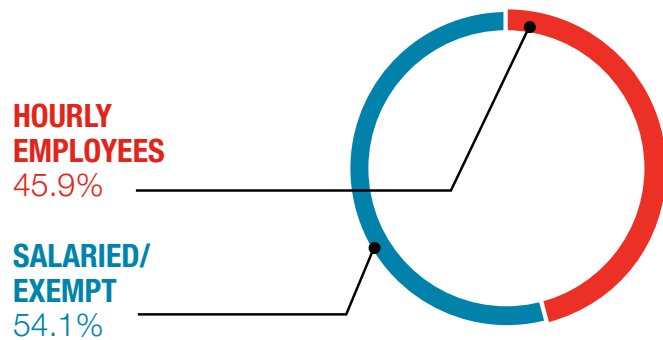
In the U.S., that would be 57.8% white, 18.7% Latinx, 12.1% Black and 5.9% Asian, according to the U.S. Census. Here's where Cummins stood in 2021.

The charts below look at Cummins' U.S. workforce based on self-identification as of Dec. 31, 2021. The overall U.S. workforce was 24,306 on that date.



#### TOTAL U.S. WORKFORCE

Employee classification (U.S.)



#### DIVERSITY OF U.S. WORKFORCE

	ASIAN	BLACK	LATINX / HISPANIC	WHITE	OTHER	TWO OR MORE RACES	DECLINED TO ANSWER
<b>ALL EMPLOYEES</b>	<b>11.4%</b>	<b>11.6%</b>	<b>7.6%</b>	<b>66.9%</b>	<b>0.6%</b>	<b>1.5%</b>	<b>0.4%</b>
Hourly	2.5%	15.9%	7.8%	70.8%	0.8%	1.8%	0.5%
Salaried / exempt	21.9%	6.6%	7.4%	62.2%	0.4%	1.2%	0.3%
<b>LEADERSHIP</b>	<b>13.3%</b>	<b>6.2%</b>	<b>6.4%</b>	<b>72.7%</b>	<b>0.5%</b>	<b>0.8%</b>	<b>0.2%</b>
Directors and Executive Directors	13.5%	5.9%	6.5%	72.6%	0.5%	0.9%	0.2%
Vice President and above (officers)	6.7%	15.6%	4.4%	73.3%	0%	0%	0%

## WORKFORCE DEMOGRAPHICS

# OTHER WORKFORCE METRICS

### AGE

More than half of the Cummins' global workforce is under the age of 39.

**60+ YEARS**  
5.9%

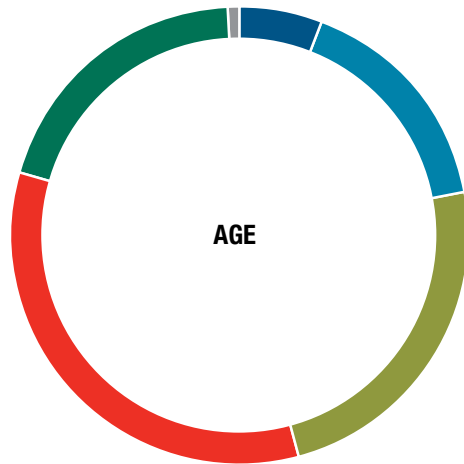
**50-59 YEARS**  
16.3%

**40-49 YEARS**  
23.8%

**30-39 YEARS**  
33.7%

**20-29 YEARS**  
19.8%

**UNDER 20 YEARS**  
0.5%



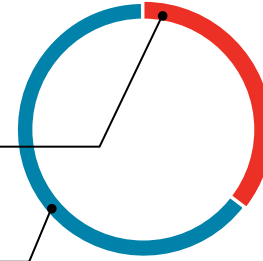
All data is of Dec. 31, 2021.

### REPRESENTATION

About a third of the Cummins global workforce is represented by various unions.

**UNION MEMBERS\***  
35.4%

**SALARIED/ EXEMPT**  
64.6%



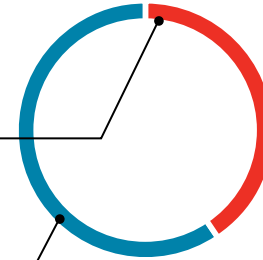
\* Cummins employees represented by a union under collective bargaining agreements expiring between 2021 and 2025.

### ASSIGNMENT COUNTRIES

More than half of the Cummins global workforce was on assignment outside the United States.

**EMPLOYEES WORKING IN THE U.S.**  
40.6%

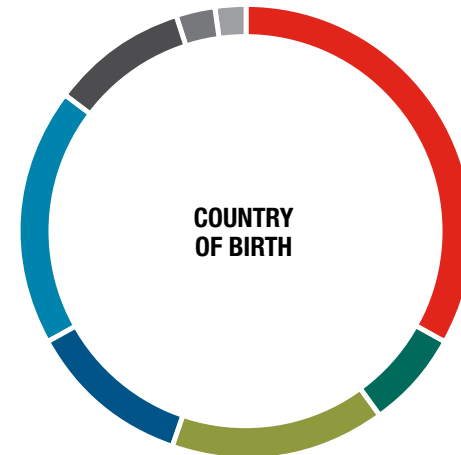
**EMPLOYEES WORKING OUTSIDE THE U.S.**  
59.4%



### COUNTRY OF BIRTH

More than half of the Cummins global workforce was born outside the United States.

AUSTRALIA	2.1%
BRAZIL	2.8%
CHINA	9.7%
INDIA	18.4%
MEXICO	11.6%
REST OF WORLD	15.3%
UNITED KINGDOM	7.0%
UNITED STATES	33.1%



### LANGUAGES SPOKEN

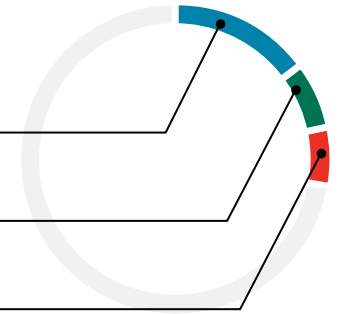
Cummins employees speak a variety of languages.

**72%**  
ONE LANGUAGE

**14.8%**  
TWO OR MORE

**7%**  
THREE OR MORE

**6.2%**  
FOUR OR MORE



### TOP 10 LANGUAGES

Here are the most popular languages spoken at Cummins.

- 01 **English**
- 02 **Spanish**
- 03 **Chinese**
- 04 **Marathi**
- 05 **Hindi**
- 06 **Portuguese**
- 07 **French**
- 08 **German**
- 09 **Romanian**
- 10 **Tamil**

## IMPROVING WELLNESS

# Engaging employees and families in improving wellness

**There are significant business benefits that come from having a workforce that is healthy physically, mentally, and financially.**

A holistic philosophy that includes a broad approach to overall employee wellness considers an employee's whole self and the interconnectedness of these components. Cummins' strategy actively engages employees and their families in improving physical, mental and financial wellness.

We are on a journey to offer broad and personalized options to employees globally, utilizing sophisticated means of engaging employees that demonstrate the company's care and support.



## IMPROVING WELLNESS

Employees and their families are aware of the resources and offerings available to them and have ready access to valuable knowledge, skills and resources. Examples include:

- **Telehealth:** Advancement in technologies enable accelerated expansion of telehealth adoption by global wellness providers, including Cummins' LiveWell Center. LiveWell, the company's health center in Columbus, Indiana (U.S.), not only treats illnesses but also helps employees and their families adopt healthier lifestyles.

- **Financial wellness:** Employee education that provides a full understanding of the total rewards provided by Cummins and the importance of financial planning for their future.
- **Mental health:** Mental wellness is intricately woven into how Cummins works, cares for people and how we encourage them to care for themselves. Targeted communication campaigns augment policies and programs designed to support and improve mental wellness and destigmatize negative stereotypes.

Leaders play a key role in enabling our wellness strategy. Developing self-aware and effective leaders who deeply care for the holistic wellness of their employees is central to this effort. Engaging leaders in detecting and addressing wellness topics within their teams is a necessity to drive a holistic wellness approach.

Learning and awareness programs equip leaders with the skills to be able to recognize and properly respond, demonstrating Cummins' value of caring. Expanded tools and resources integrated into the company's leadership development framework set up leaders to confidently and capably champion wellness within their teams.



## Supporting the health of our employees

Cummins provides diverse programs aligned with our company's values and focused on supporting employees and their families based on their unique needs. Some of these include:

### HEALTH CARE

Tiered health care costs so that more junior employees pay less for their premiums.

### PARENTAL LEAVE

Paid parental leave for primary and secondary caregivers.

### MEDICAL SERVICES

Advanced medical services from clinicians to support complex health care needs.

### EMPLOYEE ASSISTANCE

Employee assistance programs with diverse providers that can meet a range of employee needs from race-related trauma to transgender transition support.





New ways of working embrace this wellness vision, considering ergonomics, schedule and location flexibility, working across time zones, and effective work tools. Strong partnerships exist with Cummins' Information Technology, Health Safety and Environment, Integrated Services (Facilities) and Supply Chain functions to drive enterprise solutions.

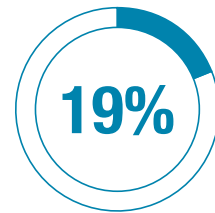
This approach to holistic wellness requires evolving capability. Benefit program design will continue to evolve to meet emerging needs. Requiring deeper technical competencies within the company's specialty teams include helping leaders recognize and properly respond to the evolving needs of their collective team and individual employees.

Vendor partners who deliver wellness services on Cummins' behalf must be managed effectively, living up to the employee experience the company envisions. ■

#### KEY HEALTH AND SAFETY METRICS

**24,000**

Cummins' telehealth participants in 2020.



Improvement in the company's health and safety Incidence Rate in 2020. The rate was a record low for Cummins.

**149**

Projects submitted in Cummins' 2020 Ergo Cup competition recognizing improvements in ergonomics across the company.

#### WORK-LIFE AT CUMMINS



***"New Power China is such a warm and energetic team; everyone is working hard towards one target. We are one big family, and everyone has their own unique gift that they bring to the team."***

**CHELSEA YUAN**  
Marketing, China



*Engine Business segment  
President Srikanth Padmanabhan  
visits with an employee.*

## LEADERSHIP

# Developing enlightened leaders to drive Cummins' success

**Cummins leaders must know themselves well. That is why all of our leadership development programs start by increasing self-awareness.**

This helps Cummins leaders better understand who they are, what they value and what they expect of themselves and others. In turn, they are better able to inspire their teams to work toward their own and the company's goals.

At the team level, Cummins leaders learn to set bold targets that inspire their teams to excel and help our company meet its strategic objectives. Cummins leaders feel accountable for results and ensure that individuals, teams and organizations share that accountability.

Our leaders also learn to seek a diversity of perspectives, styles and strengths to ensure high performance and create better outcomes for both customers and the company.



***Vice President Tracy Embree, President of the Cummins Distribution Business Segment, oversees the sales, service and support experience for the company's customers.***

While diversity by its nature can create conflict, successful leaders embrace that conflict as an opportunity to find better solutions. They manage conflict well, aligning on decisions and effectively implementing them for better results.

Our leaders also learn to coach the employees they supervise, providing honest, constructive feedback that helps team members reach their personal goals.

We believe authentic leaders must create a safe and caring environment by being vulnerable and admitting mistakes, asking for help and being open to feedback, which the best leaders recognize as a gift that helps them and the company improve.

Ultimately, Cummins leaders learn they must continue to grow, because their leadership journey never ends. ■

## The framework for great leadership

Investing in developing outstanding leaders has long been a driver of Cummins' success. The company's leadership development framework reflects three overarching company beliefs:

1

**Leaders need to build business acumen and emotional intelligence to successfully drive business results and effectively engage with a diverse set of stakeholders.**

2

**Leaders have a responsibility to teach and coach others. By personally investing their time, leaders demonstrate their commitment to our leadership culture.**

3

**A leader's development journey starts with individual development then moves to team development. The company's multifaceted leadership training pairs long standing elements and newer components to meet emerging business needs.**

## Compensation and benefits

**Compensation and benefits at Cummins are consistent with the company's goal of improving the physical, mental and financial wellness of employees throughout their lifetime.**

### KEY FEATURES:

Features include base and variable pay, medical coverage, paid time off, retirement saving plans and employee stock purchase plans. When designing Cummins' base pay compensation ranges, the company does a market analysis to be sure ranges are current and employees are advancing in their earning potential.

### MARKET STUDIES:

Cummins also does market compensation studies to assess market movement, pay equity and living wages.

### LIVING WAGES:

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 positions pay significantly more.



## PUTTING IT ALL TOGETHER

# Working to be the company of the future, now

Just as Cummins delivers innovation for its customers, the company must have that same mindset for its greatest asset—Cummins’ people.

Employees thrive when empowered to balance their work and personal needs. We are reimagining the way we work to provide more flexibility, agility and inclusion.

### WORK ENVIRONMENT

Cummins strives for a work environment where:

- All employees have flexible work options that fit their preferred way of working, whether on-site at a facility, a hybrid of on- and off-site work, or off-site at their chosen location.
- Employees feel included and have an equal sense of belonging, where physical location is not a barrier to contribution or advancement.

- Company facilities safely bring people together to collaborate and complete work that cannot be done elsewhere, through spaces designed for teamwork.
- Technology infrastructure enables connections, reducing travel and relocation, so employees spend less time away from families and loved ones.
- Employees are attracted and retained by Cummins’ culture, providing the company increased access to a larger, more diverse talent pool.
- We achieve our diversity, equity and inclusion aspirations through the company’s hiring and development initiatives to make diversity at every level a competitive advantage.



## EFFECTIVE LEADERS

Cummins believes leaders should be:

- Authentic role models and advocates for new ways of working, intentional about their own work practices, and flexible to meet the needs of others.
- Open communicators to ensure clarity to work schedules and locations. Committed to helping their teams balance work and personal needs.
- Supportive of employees' unique needs, demonstrating Cummins' Leadership Culture as they work to establish individualized and dynamic work arrangements.
- Visible and accessible to employees at all levels of the organization, enabling two-way interactions regardless of work location.

- Attentive to the mental and physical health of employees and their families, providing tools, resources and services to improve wellness.

## A COMBINATION THAT WORKS

When effective leaders and a dynamic work environment come together, Cummins believes the result is:

- World class leaders leading their teams to deliver excellence to customers while creating the feeling of belonging necessary for employees to reach their full potential.
- Support at key moments in an employee's work experience delivered through caring, personalized, human-centric assistance, enabled by easy-to-use technology for more routine tasks. ■

## We listen to our employees at Cummins

The company's holistic approach focuses on understanding if we are helping every employee reach his or her full potential. We also use what we learn, in combination with other data, to better understand our company culture and gain insights into our workforce.

Listening takes place in three main ways:

1

### ACTIVE LISTENING

using tools such as surveys.

2

### PRIVATE CONVERSATIONS

typically initiated by our employees.

3

### TWO-WAY COMMUNICATION

through forums and other initiatives.

# Cummins workplace honors

Cummins received a perfect score for a 18th consecutive year in the [2022 Corporate Equality Index by the Human Rights Campaign](#), the largest LGBTQ civil rights organization in the United States. The company was also named to the HRC's list of the ["Best Places to Work for LGBTQ Equality."](#)

Cummins was named to the [2021 Best Corporate Citizen](#) list, which ranks companies on their performance in addressing climate change, the environment, financial matters, governance, workforce issues and more. Cummins ranked No. 49 in the review done for 3BL Media.

Cummins was one of 240 employers named to the [2021 Military Friendly Employers](#) list in the U.S. for creating opportunities for veterans and their spouses through employment and supplier initiatives.

Cummins was one of 21 U.S. companies named ["Culture Champions"](#) in 2020 by a partnership between the Massachusetts Institute of Technology and Glassdoor, one of the world's leading recruiting websites. The company ranked first in the study's category for promoting a diverse and inclusive workplace culture.

Cummins in 2020 was named to the National Business Inclusion Consortium's fifth annual [Best-of-the-Best Corporations for Inclusion](#) list of 50 U.S. corporations striving to strengthen and celebrate diversity and inclusion at the highest levels.

Cummins was named in 2020 a Top Scoring Company on the [2020 Disability Equality Index](#), a national benchmarking tool offering businesses the opportunity to self-report on their disability inclusion policies and practices. The company was recognized for the index's [Best Places to Work for Disability Inclusion](#).

Cummins in 2020 was named to the 20th annual list of [America's Top Corporations for Women's Business Enterprises](#), honoring corporations for having world-class supplier diversity programs that reduce barriers and drive growth for women-owned businesses. The award is sponsored by the Women's Business Enterprise National Council.

Cummins in 2021 was named to the [S&P Dow Jones World and North American Sustainability Indexes](#). It was the 15th consecutive time the company was named to the North American index and the first time on the world index since 2013. The prestigious indices rate companies on their environmental, social and governance performance. ■

## WORK-LIFE AT CUMMINS



***"My first motivation for what I do, which is also the reason why I applied to work for Cummins, is that I wanted to work on clean energy technology that will shape decarbonization across many different sectors. I'm truly passionate about the journey of the technological evolution that we're living in."***

**ARNAUD DE LHONEUX**

*Engineer, Belgium*



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