

2021 Global Diversity & Inclusion Report

HARNESSING THE POWER OF EVERYONE

At Caterpillar, we believe in The Power of Everyone as a source of innovation and competitive advantage. We are proud that our people come from across the globe, with diverse backgrounds, experiences and perspectives united by our Values in Action and collectively committed to our purpose of helping our customers build a better world.

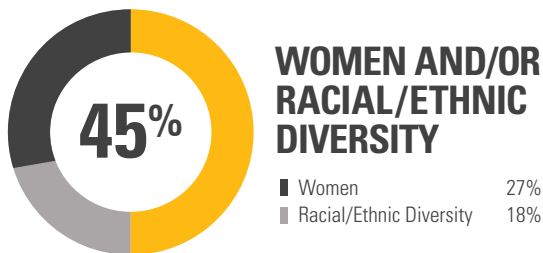


"We have a strong D&I foundation, and we're proud of the progress we've made in recent years. We're committed to improving diverse representation at every level of our organization as we leverage the unique backgrounds and experiences of our global employees and further build our inclusive culture. A diverse global team will allow us to continue building positive, sustainable progress for our bright future."

Jim Umpleby
Chairman and Chief Executive Officer
Caterpillar Inc.

OUR REPRESENTATION

INDEPENDENT DIRECTORS OF THE BOARD



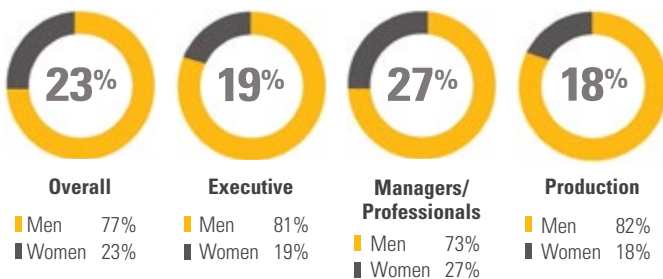
*Board of Directors data reflects current Board make-up

CEO DIRECT REPORTS



*White Women: 38%; Racial/Ethnic Diversity Women: 12%; Racial/Ethnic Diversity Men: 12%

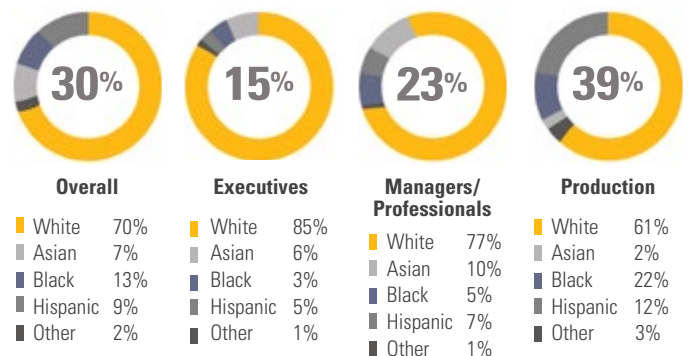
GLOBAL WOMEN



* Some percentages may not add up to 100 due to rounding

** All numbers except Board of Directors data represent year-end 2021 data

U.S. RACIAL/ETHNIC DIVERSITY



WE MADE IMPORTANT PROGRESS IN 2021

GROWTH IN DIVERSITY

CATERPILLAR'S OVERALL WORKFORCE GREW, WITH THE GREATEST PROPORTIONAL GROWTH IN FEMALE AND RACIAL/ETHNIC DIVERSE POPULATIONS

35%

OF CATERPILLAR'S GLOBAL WORKFORCE IS UNDER 35

54%

OF U.S. EMPLOYEES UNDER AGE 35 ARE WOMEN AND/OR RACIAL/ETHNIC DIVERSE

82%

OF EMPLOYEES RATED CATERPILLAR AS FAVORABLE ON AN INTERNAL INCLUSION INDEX FOR FOUR YEARS IN A ROW

