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

Women and/or Racial/Ethnic Diversity

- Women: 27%
- Racial/Ethnic Diversity: 18%

CEO Direct Reports

Women and/or Racial/Ethnic Diversity

- White Women: 38%
- Racial/Ethnic Diversity Women: 12%
- Racial/Ethnic Diversity Men: 12%

Global Women

- Overall: 23%
- Executive: 19%
- Managers/Professionals: 27%
- Production: 18%

U.S. Racial/Ethnic Diversity

- Overall: 30%
- Executives: 15%
- Managers/Professionals: 23%
- Production: 39%

Growth in Diversity

Caterpillar’s overall workforce grew, with the greatest proportional growth in female and racial/ethnic diverse populations.

- Overall: 35%
- Under age 35: 54%
- As Women and/or Racial/Ethnic Diverse: 82%
We continue to build a more globally diverse workforce and inclusive environment to support our employees and customers, and the communities where we live and work. Key markers in 2021 include:

**Pay equity**: Building on the equal pay studies that we conduct outside of the U.S. to meet local law or regulation, Caterpillar now conducts an annual pay equity review of our employee salaries in the U.S. This proactive pay review looks across gender, race or ethnicity, helping identify potential pay disparities and allowing us to take action when appropriate. This ensures that we have comparable pay for comparable work resulting fromsound and equitable pay practices.

**Expanded gender identity options**: The ability to self-identify is an important element of a robust and inclusive culture. We took action to provide employees who do not identify as either male or female the option to self-identify as non-binary. All elections are optional and confidential. We continue to welcome people of all races, ethnic groups, genders, religions, national origins, ages, sexual orientations, levels of ability and veteran status.

**Learning and development**: To further reinforce leadership accountability for diversity and inclusion, in 2021 we updated our leadership development programs. In the programs, our leaders learn and practice foundational skills key to their roles in building an inclusive culture. These skills include coaching, change management, effective communications, influencing, giving feedback and creating psychological safety. Leaders apply these skills in their on-the-job support of individual team members to impact their teams’ performance and to foster an environment that supports talent attraction and retention.

**First comprehensive D&I Conference**: Over 300 leaders and employees participated in Caterpillar’s first D&I Conference centered on our five-pillar D&I framework. Internal and external speakers, including a panel of Caterpillar’s top leaders, lead topics on building stronger business results and enhancing workplace culture. Built on the successful platform of our Women in Leadership conferences, the event also showcased diverse talent from across the enterprise.