

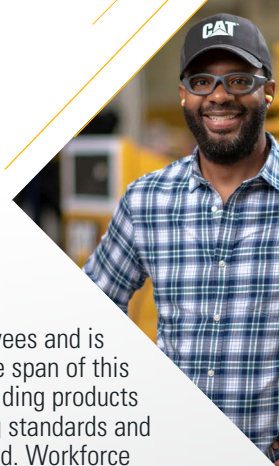
2022 Global Diversity & Inclusion Report

THE POWER OF EVERYONE

"We are committed to fostering a workplace that respects and celebrates our employees' diverse backgrounds, experiences and perspectives, and encourages a culture where employees feel valued and included. This heightens the opportunity for greater team performance and strengthens us as a company, enabling us to provide superior value for those we serve."



Jim Umpleby
Chairman and Chief Executive Officer
Caterpillar Inc.



WORKFORCE HIGHLIGHTS

In 2022, our global workforce grew 1% to 109,100 employees and is representative of the many customers we serve globally. The span of this diverse team positions us well to continue our legacy of providing products and services that advance sustainable progress, improve living standards and help customers as they build a better, more sustainable world. Workforce diversity increased year-over-year 2021 to 2022.



UP 2%

32%

U.S. RACIAL/ETHNIC DIVERSITY



UP 1%

20%

GLOBAL WOMEN EXECUTIVES



UP 3%

38%

GLOBAL WORKFORCE UNDER AGE 35



UP 2%

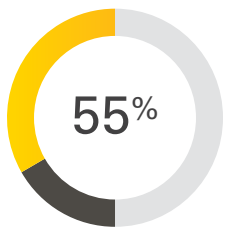
56%

GLOBAL WOMEN AND/OR U.S. RACIAL/ETHNIC DIVERSITY UNDER AGE 35

"The Electrification and Advanced Power Solutions team is one of the most diverse that I have worked with during my time at Caterpillar. The knowledge, experience, backgrounds and cultures that drive this truly global team enable us to challenge paradigms and uncover new ways of thinking, acting and working. Ultimately, this diversity sparks the innovation that will enable us to take our customers from where they are today to where they want to be in the future."

Diana Hopkins
Vice President and General Manager
Caterpillar Inc.

BOARD OF DIRECTORS

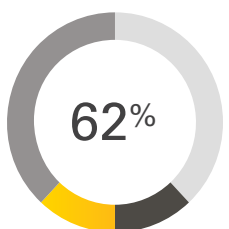


WOMEN AND/OR RACIAL/ETHNIC DIVERSITY

Women 36%
Racial/Ethnic Diversity 18%

*Data as of June 30, 2023

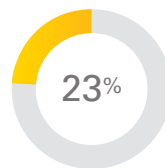
CEO DIRECT REPORTS



WOMEN AND/OR RACIAL/ETHNIC DIVERSITY

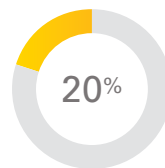
White Women 38%
Racial/Ethnic Diversity Women 12%
Racial/Ethnic Diversity Men 12%

GLOBAL WOMEN



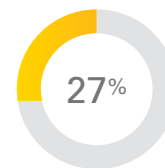
Overall

Men 77%
Women 23%



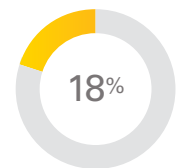
Executive

Men 80%
Women 20%



Manager/
Professional

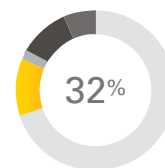
Men 73%
Women 27%



Production

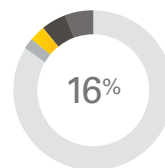
Men 82%
Women 18%

U.S. RACIAL/ETHNIC DIVERSITY



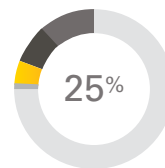
Overall

White 68%
Asian 7%
Black 13%
Hispanic 10%
All Other 2%



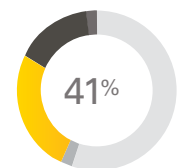
Executive

White 84%
Asian 7%
Black 3%
Hispanic 5%
All Other 1%



Manager/
Professional

White 75%
Asian 11%
Black 5%
Hispanic 8%
All Other 1%



Production

White 59%
Asian 2%
Black 22%
Hispanic 15%
All Other 2%

** Data as of December 31, 2022, unless otherwise noted

OUR REFRESHED FRAMEWORK

At Caterpillar, we believe in The Power of Everyone. We know that the best ideas come from diverse and inclusive teams, and this empowers us to meet the changing needs of our global customers, dealers, employees and communities. Our refreshed three-pillar framework recognizes that all elements of our diversity and inclusion strategy impact our business, and it takes shared accountability between our leaders and employees to create an inclusive environment.

THREE-PILLAR DIVERSITY & INCLUSION FRAMEWORK



“We value diversity, whether seen or unseen, and our ability to leverage our unique talents, backgrounds, skills, and experiences helps us to reach our goals. We are committed to continuing our journey to create a more diverse and inclusive culture. One where differences are acknowledged and appreciated, where our Values in Action are lived, speaking up is encouraged and everyone is empowered to act.”

Nasiya Acklen
Global Diversity & Inclusion Leader
Caterpillar Inc.

WORKFORCE

Efforts to Improve Representation in our Workforce: Maintaining a competitive advantage requires a talent strategy that cultivates the broadest talent pool possible. Retaining talent is an important element of our strategy. In 2022, we increased our focus on retention, leveraging several initiatives to help employees feel respected, seen and valued in the workplace. Some examples include continuing our annual pay equity review to ensure comparable pay for comparable work, investing in leadership development to further build an inclusive culture, helping employees create robust talent profiles to improve consideration for opportunities across the enterprise, broadening stay interviews to give us insights on the unique experiences of individuals, and leveraging our quarterly talent reviews to broaden visibility of diverse talent and tailor development and career opportunities.

CULTURE

Our Inclusion Index Score is 83%: Each year, every employee is invited to participate in a confidential Employee Insights survey and provide feedback in a variety of areas. The survey includes a set of questions designed to determine whether employees experience a working environment where diverse perspectives are valued, as well as an equal opportunity to have a successful career at Caterpillar. In 2022, 82% of employees responded to the survey, of which 83% rated Caterpillar as favorable on inclusion. We improved five to seven points on these items over the last four years, indicating progress on our journey to reinforce an inclusive culture.

OUTREACH

The Caterpillar Foundation’s Global Impact: One of the Caterpillar Foundation’s commitments is to invest in creating the workforce of the future. In 2022, the Foundation invested in the Aspen Institute’s Young Leaders Fellowship program, whose mission is to provide a platform for leadership development, career readiness and civic engagement of underrepresented youth in Chicago, the Mississippi Delta and Miami. Additionally, the Foundation continues to support the United Nations Foundation’s Girl Up program. The most recent investment helped develop a new curriculum for Girl Up’s STEM for Social Good Bootcamps, which are projected to reach thousands of girls through online and in-person trainings.



CATERPILLAR CHAIRMAN’S D&I EXCELLENCE AWARD

Excellence. It’s one of our Values in Action and something we strive for in everything we do at Caterpillar. It’s only appropriate that we take time out each year to pause and celebrate the excellent work our employees do serving our customers every day. We receive dozens of D&I Excellence Award nominations from around the globe every year, and our Chairman and CEO Jim Umpleby chooses the winner.

2022 WINNER: INCLUSION OF DIFFERENTLY ABLED PEOPLE

For many years, Caterpillar’s Grenoble site in France has prioritized an inclusive culture by integrating people who are differently abled. Through actions to make workspaces more accessible, the site increased its population of employees with disabilities from 1% in 2007 to nearly 7% in 2022. They also partner with vendors who employ people who are differently abled. This project is now part of the DNA of the Grenoble facility and a model that other Caterpillar facilities can follow.

For more on Caterpillar’s diversity and inclusion journey visit caterpillar.com/diversity.