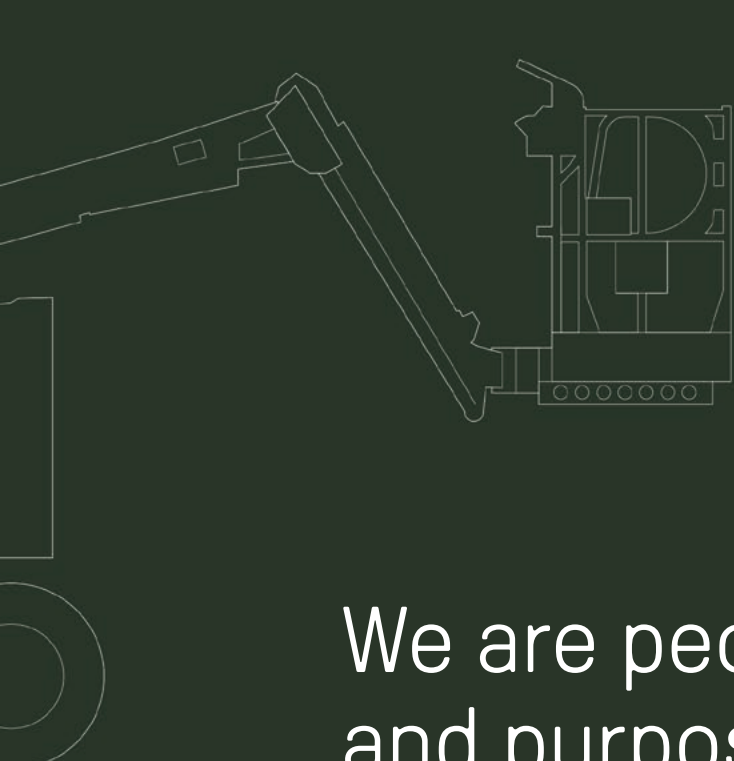


# People first, purpose driven

2019 Sustainability Report



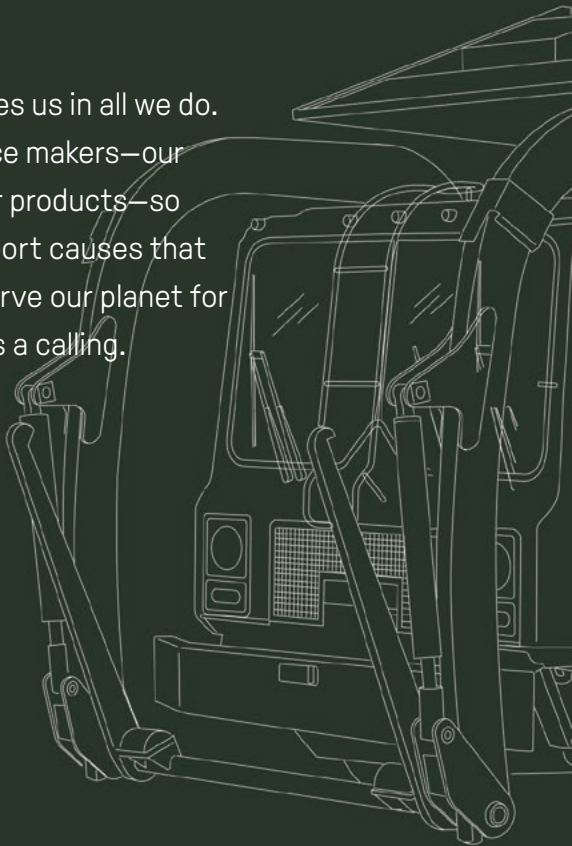





# We are people first and purpose driven

At Oshkosh, we measure success in lives changed. People empowered. Communities built. We have been hard at work for over 100 years innovating, designing and manufacturing some of the industry's toughest specialty trucks and access equipment. Each of our products is designed for the people who count on them to do their critical work every day. We work to help build, serve and protect people and communities around the world.

Our purpose, making a difference in people's lives, guides us in all we do. That's why we put people first: to empower the difference makers—our team members, our communities, those who rely on our products—so they can make the world a better place. We act to support causes that represent the best of humanity. And we strive to preserve our planet for generations to come. For us, this is more than a job, it's a calling.



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**“AT OSHKOSH, WE WILL ACCOMPLISH  
EXTRAORDINARY THINGS WHEN WE  
PERSEVERE, WORK TOGETHER, AND  
PUT PEOPLE FIRST.”**

**WILSON R. JONES**

## A message from our Chief Executive Officer

Every day, we work to advance the world around us, guided by our purpose, making a difference in peoples' lives and our belief in the importance of putting people first. We are committed to doing this work in a socially responsible and sustainable way.

Our approach to sustainability helps us build, serve and protect people and communities around the world. We focus on four key areas: empowering people, building communities, delivering innovation, and building a more sustainable future. We've made promising progress in each of these areas over the last year.

We empower our team members to be their best by building a People First culture. That includes investing in team members' safety, wellbeing, personal and professional development, as well as diversity and inclusion. In 2019, we improved reportable safety incidents by nearly 20%, and increased training hours by 30% compared to 2018. And, nearly half of our new hires came from diverse backgrounds.

Our approach to putting people first includes helping build and support the communities where we live and work. As part of this commitment, in 2019, Oshkosh Corporation and the Oshkosh Corporation Foundation donated over \$2.4 million to nonprofits last year, and our team members volunteered over 12,500 hours to support local causes.

We have a long history of innovation. With many diverse end markets, we have the unique opportunity to leverage innovation across our portfolio of companies. We focus our innovation efforts on the things that matter most: developing products that help people do their critical work more effectively, safely, and sustainably. In 2019, JLG marked their 50th anniversary and we celebrated their legacy of innovation. JLG's founder, John L. Grove, designed and built the world's first boom lift. They were the first company to introduce oscillating axles for boom and scissor lifts and the world's tallest boom lift. JLG continues to be a leader in innovation for the access industry.

We understand that our future is a shared one and doing our part to build a more sustainable world is imperative. Across our company, we continue to look for ways to meet the current and future needs of our customers and those who use our products, while operating more effectively and sustainably. In 2019, we continued to expand our lineup of hybrid and electric products. We also decreased our greenhouse gas emissions intensity by 8% over the last year. Since 2014, we've reduced our energy intensity by 18%, putting us well on track to meet our goal of a 25% total reduction by 2024.

As I write this letter, the world is in the midst of navigating a global pandemic with ramifications that will be felt in communities and industries worldwide. It is in times like these that we look to our team, our culture, and our purpose to carry us through. At Oshkosh, we know we will accomplish extraordinary things when we persevere, work together, and put the wellbeing of our people, communities, customers and planet first.

**WILSON R. JONES**  
CHIEF EXECUTIVE OFFICER

# About Oshkosh Corporation

## A PORTFOLIO OF LEADING BRANDS. ONE UNIFIED BUSINESS.

At Oshkosh, we are better together. Our tight-knit family of brands means we can leverage technology, innovation, supply chain and network efficiencies across all our companies. We are uniquely able to deliver innovative products that help keep warfighters and firefighters safe, and help build communities while keeping them clean.



Mobile elevating work platforms, telehandlers & low-level access solutions



Towing & recovery vehicles



Tactical wheeled vehicles & life cycle sustainment services



Custom fire apparatus



Aircraft rescue, firefighting & snow removal vehicles



Integrated communication & broadcast vehicles



Refuse collection vehicles & concrete mixers



Concrete mixers & refuse collection vehicles



Field service vehicles & truck mounted cranes



Concrete batch plants

## RECOGNITION

### BARRON'S TOP 100 SUSTAINABLE COMPANIES

2ND CONSECUTIVE YEAR

### ONE OF FORTUNE'S MOST ADMIRABLE COMPANIES 2019

2ND CONSECUTIVE YEAR

### VICTORY'S TOP TEN MILITARY FRIENDLY EMPLOYER

3RD CONSECUTIVE YEAR

### GLASSDOOR'S BEST PLACES TO WORK 2019

2ND CONSECUTIVE YEAR

### ETHISPHERE WORLD'S MOST ETHICAL COMPANIES

4TH CONSECUTIVE YEAR

### MEMBER OF DOW JONES SUSTAINABILITY INDICES

OSHKOSH BY THE NUMBERS

As of September 30, 2019

15K+

Team members

\$8.4B

Net sales

\$797M

Operating income

Our website and 2019 Annual Report contain additional information about our company and our brands.  
[oshkoshcorp.com](http://oshkoshcorp.com)

30

Major manufacturing facilities around the world

\$99.0M

Spent on research and development around the world

\$2.6B

Total shareholder equity

OUR MOVE STRATEGY

MOVE is our strategy to deliver profitability, optimize costs, drive innovation and grow in emerging markets to increase shareholder value. Our strategy, People First culture, diverse end markets and operational strengths helped us deliver solid financial results in 2019 and will continue to guide us in pursuit of future success.

M

MARKET LEADER  
DELIGHTING CUSTOMERS

Grow profitably by maintaining intense focus on customer experience

O

OPTIMIZE COST AND  
CAPITAL STRUCTURE

Optimize our costs and capital structure to provide value for customers and shareholders

V

VALUE INNOVATION

Lead in innovation over the product life cycle

E

EMERGING MARKET  
EXPANSION

Drive international growth in targeted geographies

# Sustainability at Oshkosh

## ADVANCING THE WAY THE WORLD WORKS

Our goal is simple: improve every day. It's our obligation to our stakeholders, ourselves and the planet that we call home. Our approach to sustainability is built around the following focus areas. We are also working to align our efforts with the United Nations Sustainable Development Goals (SDGs) which provide a blueprint for achieving global sustainable growth.

## OUR SUSTAINABILITY FOCUS AREAS

### EMPOWERING PEOPLE

Our people drive our progress. We support and empower our more than 15,000 team members by building a People First culture focused on the following priority areas:

- People first
- Diversity and inclusion
- Personal and professional growth
- Wellbeing
- Safety

30%

Increase in Your Oshkosh University training hours

900

Team members completed unconscious bias education

### SDG 3: GOOD HEALTH AND WELLBEING

We are relentlessly focused on safety, both for our team members and the people that use our products. We also offer wellbeing programs to promote the holistic health of our team members, both on and off the job (pp. 16–17).

### SDG 5: GENDER EQUALITY

Promoting an inclusive workplace with equal opportunities for all is part of our belief in doing what's right. This philosophy is reflected in The Oshkosh Way, our code of ethics and conduct as well as our People First culture. For more on how we support diversity, see p. 15.



### BUILDING COMMUNITIES

Our business exists to build, serve and protect communities around the world. We give back through a volunteering and philanthropy strategy that includes:

- Basic needs and self-sufficiency
- Youth mentoring
- Oshkosh family excellence
- Industry related causes

12,584

Team member volunteer hours

\$1.9M

Contributed to local community organizations

### SDG 2: ZERO HUNGER

Hunger and malnutrition are barriers keeping individuals from improving their lives and meeting their full potential. That's why we have made ending hunger a core focus of our philanthropic activities (pp. 20–22).

### SDG 4: QUALITY EDUCATION

Empowering people to do things they never thought possible is core to who we are and what we do. One way we do this is by supporting education and workforce development in the communities where we operate (pp. 13–14). We also offer scholarships for our team members' children (p. 21).



## INNOVATION

Oshkosh was built to push the boundaries of what's possible. Our product innovation teams are focused on helping the people who use our products meet their biggest challenges. We focus our innovation work on what matters most, including:

- More sustainable products
- New product development
- Product safety, quality and reliability

850+

Patents for new products

1,300+

Team members devoted to research and development

### SDG 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE

Delivering innovative and reliable products that support those who rely on them to build and support the world's infrastructure is core to what we do. We also work to make our operations and products more environmentally-friendly and more resource-efficient (pp. 34–39).



## SUSTAINABLE FUTURE

One of our core values is to always do the right thing. That means adhering to the highest ethical standards and protecting the planet and its resources. We have set strong, transparent governance and environmental standards to keep ourselves accountable. We are focused on:

- Ongoing reductions of waste and emissions
- Responsible use of resources
- Strong ethics

4.6%

Reduction in energy intensity

9.9M

Pounds of waste avoided through reusable packaging

### SDG 8: DECENT WORK AND ECONOMIC GROWTH

We provide good jobs that support economic development in the places where we operate (pp. 13–14). We also apply our commitment to protecting human rights and decent working conditions around the world and expect the same of our suppliers (pp. 38–39, 43).

### SDG 12: RESPONSIBLE CONSUMPTION AND PRODUCTION

We apply responsible consumption and production practices by minimizing energy use, reducing waste and recommissioning and remanufacturing of our vehicles (pp. 28, 34–39). We reward team members who innovate on environmental responsibility through our annual Oshkosh Excellence Awards.

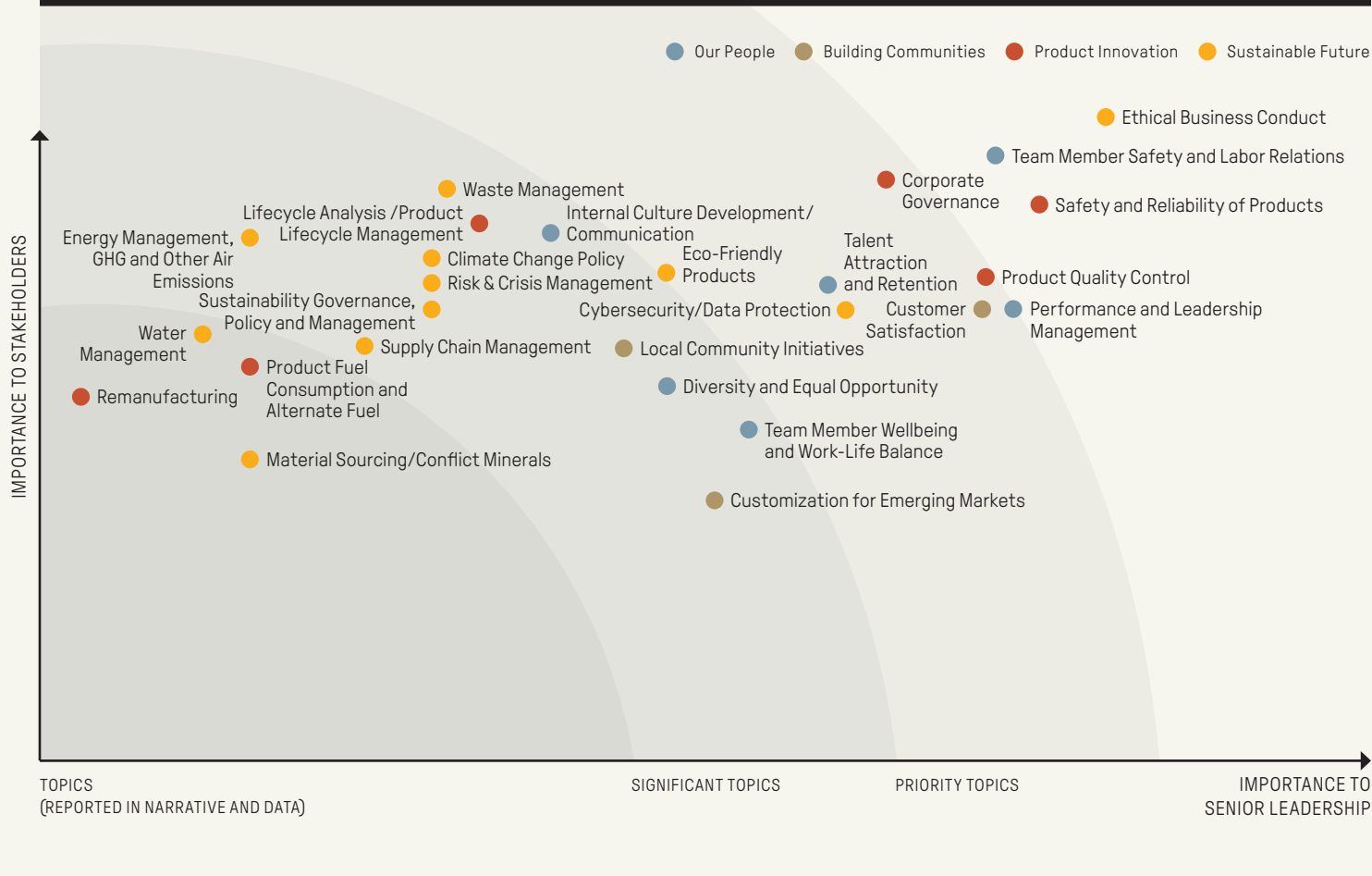


CLIMATE CHANGE

We are also committed to protecting the planet. Like all industries, we face risks from a changing climate. For example, shifting weather patterns and intensifying, more frequent severe weather events could disrupt our manufacturing facilities and supply chain. We evaluate these potential impacts through our formal risk management procedures. Addressing climate change also presents new opportunities for innovation. We are working to reduce emissions from our products and on reducing the environmental footprint of our facilities.

Now, more than ever, collaborative innovation is required to address both the risks and potential opportunities presented by climate change. We deliver reliable products that safely advance the world around us while responding to the shifting needs of those who use our products, and minimizing effects on the planet.

MATERIALITY ASSESSMENT



We define “material issues” as those that are important to our stakeholders or the success of our business and where we have a potentially significant impact on the environment, society and the economy.

To assess our material issues, we reviewed relevant documents, including sustainability frameworks and guidelines such as GRI, SASB, DJSI and ISS; peer benchmarking; and perspectives of key stakeholder groups. From an initial list of approximately 50 material sustainability issues, our

Oshkosh Sustainability Council narrowed it down to 25 topics. We then evaluated these issues on their relative importance to our company and our stakeholders by surveying Oshkosh senior leadership and team members who routinely interact with stakeholders around the globe. We reviewed this assessment in 2019 and made some adjustments to our material issues, based on changes in the external stakeholder concerns and internal sustainability efforts.





## STAKEHOLDER ENGAGEMENT

Listening to, engaging and collaborating with our stakeholders—customers, current and prospective team members, suppliers, investors and members of the communities where we live and work—makes us stronger. Stakeholder engagement not only makes us a better company, it also supports our purpose to make a difference in people's lives. Open, authentic dialogue helps us focus on where we can strengthen our People First culture. Because of this, we regularly connect with our stakeholders to better understand their perspectives and share important information

about our performance and plans. Our Vice President, Chief Ethics, Compliance and Sustainability Officer routinely reaches out to a number of our key customers to discuss sustainability areas of mutual interest and find opportunities for Oshkosh to help them achieve their sustainability goals and objectives.

Moving forward, we will continue to expand our engagement with stakeholders.





**EMPOWERING OUR PEOPLE**

# We put people first

When we take care of our team members and put them first—by engaging and supporting them personally and professionally—we help them become their best selves at home and at work. We have seen firsthand that a People First culture makes us a stronger organization and we continue to develop that culture every day.



## HIGHLIGHTS

We support and empower our current and potential team members through a variety of initiatives including:

- Cultivating an environment of personal growth through individualized Personal Career Growth plans
- Talent acquisition programs and vocational training focused on expanding our talent pipeline and including more diverse candidates

# 19%

Year-over-year improvement in OSHA recordable incident rate

# 25%

Increase in team member submissions to the Oshkosh Excellence Awards

## RECOGNITION

Named one of 2019's Best Places to Work by Glassdoor

TOP TEN Military Friendly Employer by VIQTORY

Named one of the "Best Managed Companies of 2019" by The Wall Street Journal

One of Fortune's Most Admired Companies 2019

glassdoor  
2019 **BEST  
PLACES  
TO WORK**  
EMPLOYERS' CHOICE



**FORTUNE**  
WORLD'S MOST  
**ADMIRED  
COMPANIES** 2019



# Team member engagement

Engaging, connecting with and developing team members is a central focus of People First. We communicate regularly through town halls, newsletters and team-building events. The communication goes both ways, and we have regular formal engagement surveys to make sure we are in tune with team member feedback. In 2019, we also began to move from annual performance reviews toward a model we call Frequent Meaningful Conversations (FMC). The FMC model focuses on regular, one-on-one check-ins for managers and team members to identify career development opportunities, share actionable feedback and discuss any other issues or concerns.

We cultivate engagement by supporting volunteer opportunities, giving our team members ways to connect and support people and their communities. Team members have shared with us that this type of engagement builds their own fulfillment and wellbeing. In 2019, our team members volunteered a total of nearly 13,000 hours with various community organizations.

## OSHKOSH EXCELLENCE AWARDS

### Fostering innovation, engagement and connection

In 2019, we held the sixth annual Oshkosh Excellence Awards (OEAs). This program supports team members empowerment and innovation, as well as their commitment to help build better communities. To participate, team members work together across functional areas to develop ideas that foster continuous improvement and innovation for our operations, products and customers, in five categories: Environmental responsibility, Innovative excellence, Delighting our customers, Quick wins and Human development.

Winning teams are recognized for their innovative ideas and the impact they have on our organization. They are also given money from the Oshkosh Corporation Foundation to donate to a community organization of their choice. We received over 1,800 submissions in 2019, an increase of more than 25% from the previous year. Since the beginning of the OEAs, we've donated about \$690,000 to charities chosen by the winning teams.

About 24% of our employees participated in the OEAs in 2019. From this pool of submissions, winning projects included a project to introduce reusable paint solvent in some of our Oshkosh Defense facilities, saving money and reducing waste; and a plastic waste diversion project at Pierce that prevented 58 tons of plastic from going to the landfill.

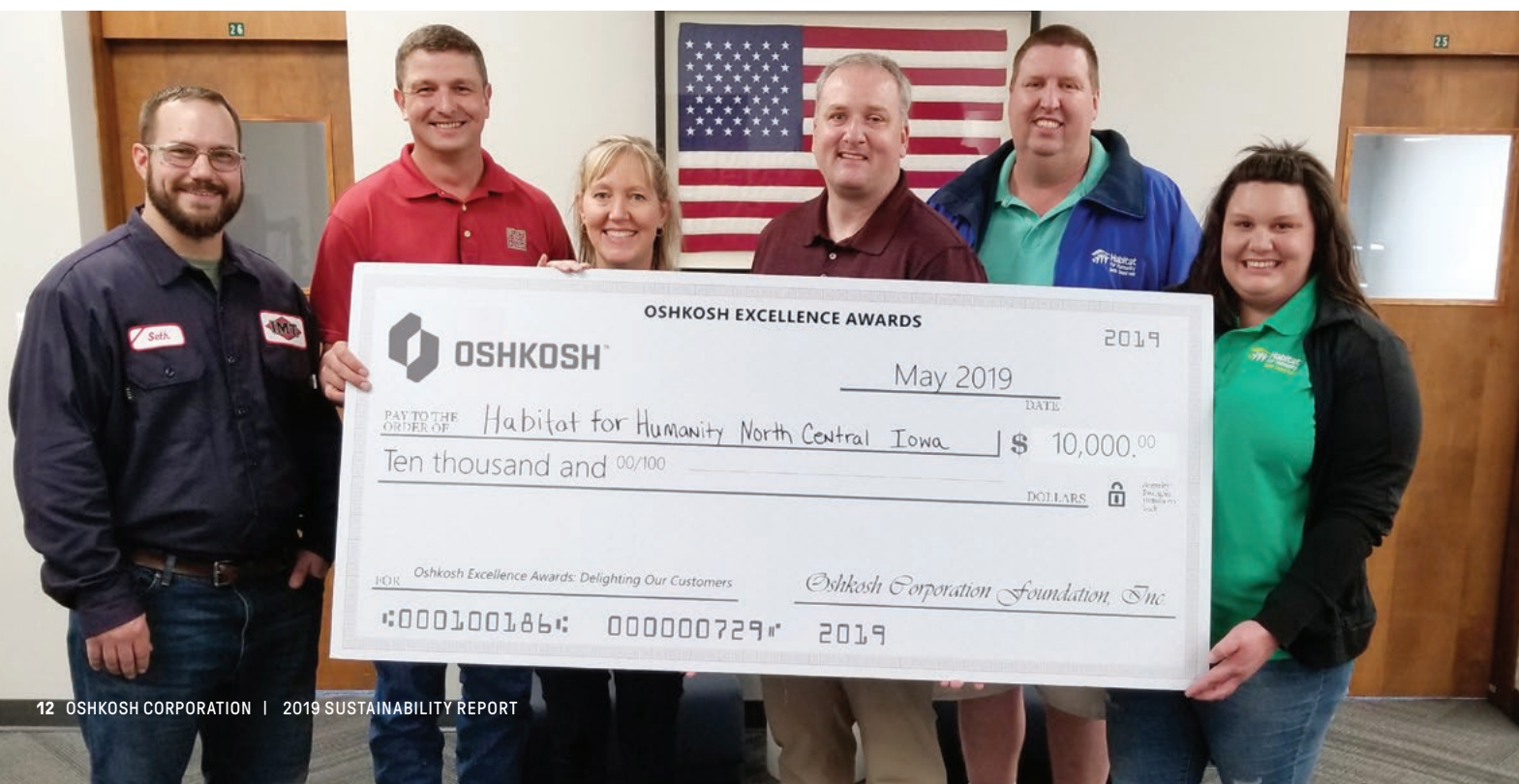
# 1,800

Submissions in 2019

An increase of 25% over the previous year

# \$690K

Donated to charities chosen by the winning teams since the program started





**“MENTORING ROTATIONAL ENGINEERS IS AN EXTREMELY REWARDING OPPORTUNITY FOR ALL INVOLVED. IT’S GRATIFYING TO HELP THEM CHANNEL THEIR AMBITION AND ASPIRATION TOWARDS THE ENGINEERING CHALLENGES WE ARE CONSTANTLY TRYING TO SOLVE.”**

**LUCAS SIMPSON** | ROTATIONAL ENGINEERING PROGRAM MENTOR

## Team member development programs

At Oshkosh, we cultivate an environment of personal growth where team members have the resources to achieve their highest potential. We regularly evaluate and work to continually improve the impact of our training and career development programs. For example, we recently made improvements in our process for identifying strategic training needs on an organizational level and are working to develop individual training and development goals for every team member.

### TRAINING

Our People First culture applies to everyone at Oshkosh, but it starts at the top. We have rolled out customized leadership development programs for our management team. In 2019, about 320 senior leaders—or over 80% of our senior leadership team—participated in the Lens of Leadership program, which focuses on building self-awareness, emotional intelligence and People First leadership skills. In 2019, we launched a new, similar program for mid-level leaders, with over 100 participants in the first year.

All team members are able to access development training opportunities through Your Oshkosh University (YOU). Across the globe, Oshkosh offers over 500 courses on a wide range of subjects, including workplace ethics, cultural awareness, organizational effectiveness and professional and functional tools. Team members around the world logged a total of more than 110,000 hours in YOU classes in 2019, a 30% increase from the previous year. On average, each Oshkosh team member participated in about seven hours of training in 2019.

**80%+**

Senior leaders participated in the Lens of Leadership, our People First leadership training program

**110K+**

Hours of participation in YOU courses globally

**100+**

Mid-level leaders participated in a new custom training program

### TALENT ACQUISITION

We believe in building opportunity. We are actively developing the next generation of talent and providing a strong career path for members of our communities. For example, for students seeking an alternative to a four-year college degree, our School to Work Program offers a paid, two-year work-study experience to high school juniors in the Oshkosh area who are interested in gaining vocational skills while also earning their high school diploma. And, in 2019, Iowa Mold Tooling (IMT), one of our brands, introduced a welding apprenticeship program in partnership with a local high school that offers students a high hourly wage and the opportunity to join IMT full-time upon graduation.

We also offer a Youth Apprenticeship Program for budding engineers. Through this 450-hour program, college-bound high school seniors work closely with Oshkosh team members to gain valuable real-world engineering experience while also earning high school or college credits.

In addition, our internship program aims to attract, develop and grow talented students into future leaders. Our interns engage directly with company leadership, are tasked with substantial responsibilities and receive one-on-one training. In 2019, we welcomed 238 interns from over 40 U.S. universities and 10 international interns from France and the Netherlands. Nearly 50 individuals were hired as full-time employees after completing their internship this year. We are also active with military internships in partnership with the U.S. Department of Defense.

### RETENTION

In 2019, team member turnover was 20.3%, including production and salaried workers as well as voluntary and involuntary separations. This represents a slight decrease from the previous year and below the overall average for the manufacturing industry.





## NEW GLOBAL HEADQUARTERS

### Committed to offering the best for our team members

In October of 2019, we opened the doors to our new global headquarters in Oshkosh, Wisconsin. With a capacity of 650 people, the new headquarters brings a large portion of our Oshkosh-based salaried team members under one roof, rather than working from different sites across the area, as they have in the past. The building prioritizes team member engagement and development through well-designed workspaces and additions like a dedicated learning space for our team member development programs. To further support team member wellbeing, we're working to achieve Fitwel® standards on healthy indoor environments in the new facility. The open-concept building was also designed with sustainability in mind. We sourced building materials locally as much as is practical and are working toward Energy Star certification. And, as part of our commitment to the community, we donated \$600,000 to the city of Oshkosh to complete a public biking trail adjacent to the facility.

## WOMEN IN WELDING PROGRAM

### Opening new doors

We're actively working to attract and recruit diverse candidates, especially from groups that historically have been less well represented in our company and industry. For example, in 2019, Iowa Mold Tooling Company partnered with IowaWORKS, a state workforce development agency and the North Iowa Community College to create the Women in Welding training program. The unique 60-hour production welding course targets women without an industrial background who are interested in a career in manufacturing. The program also offered a grant-supported educational component to those who qualify. All six women who graduated from the first Women in Welding class were offered full-time welder positions at our Garner, IA McNeilus facility.

## NEW MANUFACTURING FACILITY

### Expanding opportunities in the Appalachian Region

Building opportunity and supporting our communities is core to our purpose. In 2019, we opened a 500,000-square foot manufacturing facility in Jefferson City, TN, that will create over 300 jobs in the next three years. The facility houses welding and fabrication operations that will serve multiple Oshkosh businesses. We're investing in the potential of the Jefferson County region of eastern Tennessee, which has seen unemployment fall from 8.2% in January 2015 to 3.3% by the end of 2019, thanks in part to manufacturing industry growth.

# Diversity and inclusion

Building a diverse and inclusive culture is more than just a business imperative, it's part of our promise to always do what is right. We define diversity in broad terms that include characteristics such as race and gender, but also age, experience and diversity of thought. We work to make sure every team member feels valued, respected, engaged and encouraged to bring their whole self to work.

To strengthen and measure our diversity and inclusion efforts, in 2019, we created an Enterprise Executive D&I Council, comprised of ten senior leaders and established to guide and govern diversity and inclusion initiatives. We also prioritize educational and training resources. Since Oshkosh CEO Wilson Jones joined CEO Action for Diversity & Inclusion—the largest CEO-driven business commitment to advance diversity and inclusion—in 2018, nearly 900 team members have participated in unconscious bias training.

To attract and retain diverse talent, we are working to strengthen partnerships with outside organizations like the Society of Women Engineers and Women in Manufacturing. In 2019, Oshkosh Defense also participated in a

Corporate Fellowship Program run by Hiring Our Heroes, a veterans' support nonprofit, to help transitioning military talent gain civilian work experience.

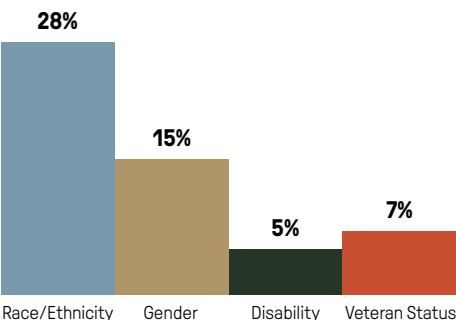
Our intern program is another way we build diversity into the talent pipeline. In 2019, 38% of our interns were from diverse backgrounds.

Oshkosh supports employee business resource groups focused on advancing diversity and inclusion efforts. The Oshkosh Women's Network (OWN), Young Professionals Network (YPN) and Oshkosh Corporation Military Network (OCMN) are the most established of these groups. More recently, we created a group dedicated to team members with disabilities, known as Oshkosh Corporation Abilities Network, or OCAN.

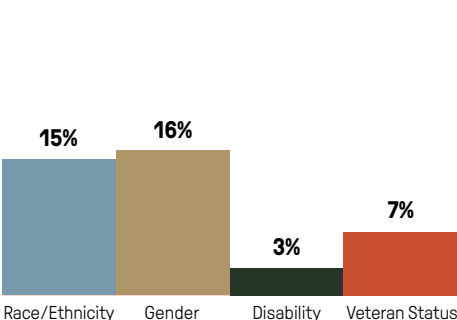
In 2019, these groups continued on their mission to help everyone achieve their professional aspirations. For example, OWN held several speaker and networking events and expanded internationally with the creation of an OWN chapter for our Access Europe Middle East and Asia (EMEA) team members. OCMN increased its membership to 905 veteran team members, or about 7% of our workforce in 2019.

## TEAM MEMBER DIVERSITY IN 2019

DIVERSITY STATUS OF NEW HIRES



DIVERSITY STATUS OF TOTAL U.S. WORKFORCE



48%

Of full-time team members; and interns, hired in 2019 are considered diverse

37%

Of our total workforce is considered diverse



## ROTATIONAL ENGINEERING PROGRAM Finding your fit at Oshkosh

Our Rotational Engineering program allows early-in-career team members—often interns transitioning to full-time employment—to experience different aspects of our business firsthand. Program participants are mentored through six short-term assignments in different departments over a period of two years. The experience is designed to build essential skills for a successful career in product development, with the opportunity to take elective assignments outside of product development that provide each rotational engineer with a unique set of experiences tailored to their unique interests and longer term career aspirations.



# Workplace safety

The safety of our people is a top priority. We strive to keep all team members healthy and injury free while they build products that protect and serve people around the world.

## SAFETY PERFORMANCE

Our commitment to safety has led to improved performance over recent years. In 2019, the recordable incident rate fell by 19% and the lost time rate dropped by 11% compared to the previous year accomplishments and continue to outperform the industry average. Still, we remain dedicated to achieving our goal of zero workplace injuries. We understand that this cannot be achieved overnight, so we have set an internal goal of 10% year-over-year improvements, which we exceeded in 2019.

Each of our locations implements their own specific health and safety initiatives to meet the needs of their team members. However, there are several common areas of focus across the company including ergonomics training; team member engagement in safety programs; continuing safety education for managers, supervisors and lead personnel; and complete risk assessments for high-hazard positions. We have also implemented several initiatives to reduce hand and finger injuries, which has been an area of vulnerability in the past.

## MANAGING WORKPLACE SAFETY

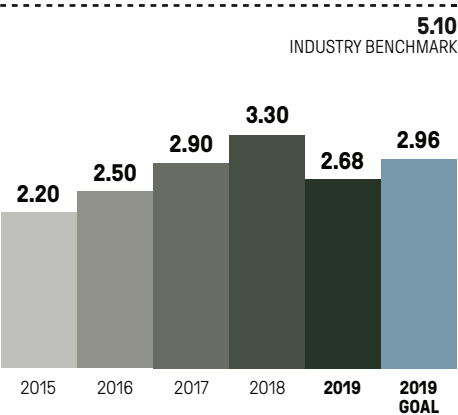
In 2008, Oshkosh developed a robust Safety Management System (SMS) to ensure we take a consistent and effective approach to worker safety enterprise-wide. Our SMS system has been implemented at all our locations worldwide. This system guides facilities through four levels of management standards to help them evolve over time to achieve best-in-class performance. Level 1 focuses on regulatory and safety compliance. Level 2 includes increasing management and operational leadership involvement and accountability in the safety program. Level 3 adds the use of extensive risk analysis and mitigation programs and focuses on team member participation and ownership of the safety program. Level 4 requires an in-depth process review and certification by a third party to ensure safety excellence. In our U.S. operations, Level 4 is achieved by getting OSHA's Voluntary Protection Program (VPP) highest facility rating. In non-U.S. operations, SMS Level 4 is achieved by obtaining OHSAS 18001 certification through an external auditing organization.

To date, seven U.S. facilities have achieved SMS Level 4 and OSHA VPP certification, while four of our international facilities have achieved SMS Level 4 and OHSAS 18001 certification.

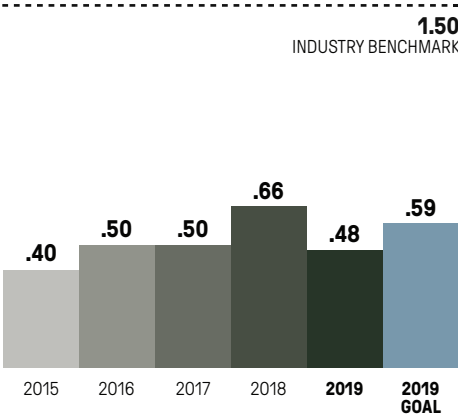
### SAFETY INCIDENT AND LOST-TIME RATE

Per 200,000 Hours Worked

#### RECORDABLE INCIDENT RATE (RIR)



#### LOST TIME INCIDENT RATE (LTIR)



19%

Drop in the recordable incident rate compared to 2018

11%

Reduction in the lost time rate compared to 2018



## SAFETY CERTIFICATION

Oshkosh plants achieve superior safety performance

# 37%

Of Oshkosh manufacturing facilities achieving Level 4 safety certification

Eleven Oshkosh facilities have achieved, or are in the process of achieving, SMS Level 4 safety certification.

- SMS Level 4 and OSHA VPP Certification
- Awaiting SMS Level 4 and OSHA VPP Certification
- SMS Level 4 and OHSAS 18001 Certification

**RICEVILLE**  
IA, U.S.

**E-COAT**  
**OAKWOOD**  
**WEST PLANT**  
Oshkosh, WI, U.S.

**NORTH PLANT**  
Oshkosh, WI, U.S.

**LONDON**  
ONTARIO, CANADA

**BEDFORD**  
**McCONNELLSBURG**  
**SHIPPENSBURG**  
PA, U.S.

**MEDIAS**  
ROMANIA

**TIANJIN**  
CHINA

## Health and wellbeing

We strive to improve the physical, emotional and financial wellbeing of our team members and their families, through a “whole self” approach to wellness.

In addition to traditional insurance benefits, we offer a variety of preventative health initiatives under our wellbeing program. The program, called Accelerate: Fuel your Life, includes support for nursing mothers, healthy on-site snack choices, a tobacco cessation program, mindfulness practices, weight management programs and financial health education. These benefits are available to both full- and part-time team members, year-round interns and co-op and their spouses or domestic partners.


The Accelerate program includes an engagement tool focused on emotional, financial and physical health. Using this tool, participating team members can integrate personal fitness devices, measure their progress online and earn rewards through wellbeing education courses and challenges. Nearly four thousand participants used the Accelerate engagement tool in 2019.

## SAFETY PERFORMANCE

Tianjin achieves zero incident rate

Our facility in Tianjin, China, has emerged as a leader in our quest to protect our people and achieve our safety goal. In 2018 and 2019, the 500-person facility recorded zero safety incidents, earning it special recognition from two regional safety authorities. The Tianjin facility, which is one of four international facilities to reach SMS Level 4, also achieved a perfect score during its last OHSAS 18001 audit in 2019.





OSHKOSH

## BUILDING COMMUNITIES

# We make people's lives better

Oshkosh is an organization built to serve. Our purpose is to make a positive difference in the world. We are grateful to be a part of so many communities across the globe. And we are focused on helping our communities thrive.

## VOLUNTEER

*Giving our time and talent*

LONDON

TMT

JLG

FRONTLINE  
COMMUNICATIONS

McNeilus

KEWAUNEE  
PAPER PRODUCTS

Pierce

JERR-DAN

CONE-CD

OSHKOSH  
DEFENSE

OSHKOSH  
AIRPORT  
PRODUCTS





## HIGHLIGHTS

Through the Oshkosh Corporation Foundation, we prioritize four strategic giving areas to achieve the greatest impact, and to help people move out of poverty and become economically self-sufficient.

We also support our team members' efforts to play an active role in our communities, helping them give back through volunteering, serving on nonprofit boards and charitable giving.

The Foundation prioritizes:

### 1 / BASIC NEEDS AND SELF-SUFFICIENCY

We help people move out of poverty by working closely with local organizations like the United Way, Habitat for Humanity, food pantries and homeless shelters.

### 2 / YOUTH MENTORING

We provide life and job skills preparing young people to successfully enter the workforce or further their education in partnership with groups like the Boys and Girls Club, Big Brothers Big Sisters and Junior Achievement.

### 3 / OSHKOSH FAMILY EXCELLENCE

We provide scholarships to children of team members who are furthering their education. In 2019, we distributed approximately \$175,000 through the program. We also engage our team members in charitable giving through the Oshkosh Excellence Awards.

### 4 / INDUSTRIES WHERE WE DO BUSINESS

We're committed to helping the people we serve, giving to charities that support firefighters, veterans and more, in recognition of those who use our products to make a difference.

# \$1.9M

Contributed to local community organizations through the Foundation and our business units

# 12K+

Hours volunteered by Oshkosh team members

**\$1.1M**

Donated by the Foundation in 2019

**\$611,000**

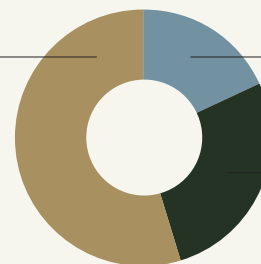
**BASIC NEEDS AND  
SELF-SUFFICIENCY**

**\$200,000**

**YOUTH MENTORING**

**\$300,500**

**FAMILY EXCELLENCE**  
Donations through the  
OEAs and team member  
family scholarships



## Our approach to giving and volunteering

Oshkosh gives to and supports local communities through the Foundation, in addition to contributions from individual business units and team members donating their time and talents. Within our giving priorities, we take a local approach to our community initiatives. We identify organizations near our locations that support our giving priorities and target our financial support and volunteerism there.

We also support local communities globally through the Oshkosh Excellence Awards (OEA) program, which recognizes team members who make an impact within the company in part by giving them the opportunity to select nonprofits of their choice to receive donations from the Foundation.

### 1 / BASIC NEEDS AND SELF-SUFFICIENCY

Helping move people out of poverty and empowering them to be self-sufficient is core to our purpose of making people's lives better. One of the ways we do this is through the annual Feed the Body, Feed the Soul event. For the past three years, Oshkosh has sponsored a one-day volunteer event, led in partnership with Feeding America Eastern Wisconsin. Volunteers pack bulk food for distribution to the nonprofit's network of food pantries in 28 counties in northeast Wisconsin, where nearly one in five children suffer from hunger. In 2019, more than 1,000 volunteers attended the event and packed a record-breaking 210,000 pounds of rice and pasta within 12 hours. To feed volunteers' souls, live music is played throughout the event.

Oshkosh Defense also organized its third annual Hunger Games competition, which inspires team members to collect donations to support local hunger relief efforts. Altogether, Oshkosh Defense team members raised over \$60,000 and 5,000 pounds of food for local nonprofits to help make sure no families have to go hungry.

### 2 / YOUTH MENTORSHIP

Oshkosh is built on engineering expertise, giving us a unique opportunity to support STEM education in our communities around the world. Our STEM engagement team coordinates team members across the company to mentor students from elementary school to college, through events like wave robotics competitions and hands-on learning activities. Since beginning our formal STEM program in 2014, we have engaged 32,622 students and participated in 273 STEM events. We also offer engineering apprenticeships to high school students, as well as hands-on manufacturing work experience for high school students through the School to Work program. And, in the 2018-19 school year, over 40 team members volunteered with Junior Achievement to teach Wisconsin students about work readiness, entrepreneurship and financial literacy.

We're grateful that our efforts have been validated by both internal and external recognition. For example, the Oshkosh Area School District's Board of Education gave one of two Friend of Education awards in 2019 to Oshkosh Corporation and Oshkosh Defense to acknowledge our efforts to promote STEM education through various engagement and volunteer events over the last three years. JLG was also nominated as "Company of the Year" by Beacon House, a nonprofit focused on STEAM (science, tech, engineering, the arts and math) education, for its financial and volunteer contributions to furthering STEM interest and abilities in the next generation.

**1,000+**

Volunteers attend the Feed the Body, Feed the Soul event in 2019

**210K**

Pounds of food packed during Feed the Body, Feed the Soul

**32,622**

Students engaged in the STEM engagement team program since 2014

**273**

STEM events held since 2014

### 3 / OSHKOSH FAMILY EXCELLENCE

We treat our team members' families as our own. One way we do this is through scholarships awarded to children of our team members. In 2019, we awarded a total of over \$175,000 to students.

One way we highlight and celebrate the efforts of our team members across our companies is the Oshkosh Excellence Awards (OEAs). Team members who have made an exceptional contribution to the company are awarded an OEA and are able to choose a nonprofit to receive an Oshkosh Foundation donation. Organizations supported through the OEAs include Make-A-Wish, Habitat for Humanity, the Children's Hospital of Wisconsin and the Red Cross. Our impact extends internationally, too. Our JLG Mexico team, for example, used their OEA award to help provide emergency health services in the rural area of Las Peñitas.

### 4 / INDUSTRIES WHERE WE DO BUSINESS

We are passionate about helping those who rely on our products every day. We do more than just provide them with the best tools to do their jobs. We also work with nonprofit partners to support the needs of firefighters, warfighters and others on the front lines of service.

For example, Oshkosh Defense donates around \$500,000 annually to organizations working to support U.S. veterans, active duty military members and their families. In 2019, donations included \$125,000 to Tragedy Assistance Program for Survivors (TAPS), which provides resources for families grieving the loss of a military member, and \$25,000 to the Military Child Education Coalition, which ensures children affected by military deployment and relocation have access to the best educational opportunities.

Oshkosh also sponsors and participates in charity events that support the people who use our products. For the seventh year in a row, Pierce Manufacturing, Inc., partnered with the Green Bay Metro Fire Department in the 9/11 Memorial Stair Climb to raise over \$115,000 for the National Fallen Firefighters Foundation (NFFF). Nearly 2,200 participants scaled the equivalent of 110 stories—the equivalent of each of the World Trade Center towers'—in honor of victims of the historic tragedy. The funds raised benefit injured firefighters and the families of those lost in the line of duty.

# \$147.5K

Distributed through the Oshkosh Excellence Awards

# \$175K

Awarded to students in 2019

# \$115K

Raised for the National Fallen Firefighters Foundation

# \$500K

Donated to veteran support organizations by Oshkosh Defense





## GOOD TO GIVE BACK

### A month of donation and volunteering events

Every May, Oshkosh team members around the world donate their time and money to local organizations as part of Good to Give Back. The annual event was started in 2017 by our Access segment as a week-long push for community efforts. The initiative was so successful in its first year that it was expanded across the company and now lasts a whole month. 2019 continued this new tradition, with team members across the globe working to better their communities through a range of local nonprofits.

#### OSHKOSH, WISCONSIN ►

Team members volunteer at a local food pantry.



#### ◀ NETHERLANDS

Helping clean up plastic waste from local parks.



#### MEXICO ►

Team members donated time, money and supplies to organizations that help children in need.



#### ▲ GERMANY

Team members helped with updating the local petting zoo.



# 50

Locations

# 2,363

Volunteers

# 6,199

Hours served

# 18

Countries



## ◀ MIDDLE EAST

The team helped prepare breakfast for the workers (cleaning staff, security, etc.) during Ramadan in Dubai.



## INDIA ▶

Team members collected items for donation to a local organization assisting homeless children.



## ▲ CHINA AND SINGAPORE


Team members participated in various activities, including volunteering at local schools and helping elderly people in the community.



## ◀ AUSTRALIA

Team members gave back at food relief organizations, Foodbank and OzHarvest.



A full-page background image showing a soldier in camouflage gear crouching next to a large, tan-colored military vehicle, possibly a Humvee, in a warehouse or garage setting. The vehicle has various equipment, including a fuel tank and a control panel, mounted on its side. The soldier is wearing a camouflage uniform with an American flag patch on the sleeve and is looking down at something in his hands. The scene is dimly lit, with the primary light source coming from the left, creating a dramatic effect.

**DEVELOPING INNOVATIVE PRODUCTS**

# We are committed to people first innovation

We make products that move the world forward. But the equipment is just one part of the equation. We never stop innovating to deliver products that complement the skills and vision of those who use them, giving users the courage, confidence and power to make a difference in the world around them.





## HIGHLIGHTS

Safety and productivity are always at the forefront of our innovation process because we know that the work our customers do is more than just a job. Through the products we provide, we are helping people build and maintain communities, serve in the military around the world and protect people and property with firefighting equipment. In a changing climate, where natural resources are increasingly strained, we also strive to help them do this work in the most sustainable way possible.

Our approach to innovation includes:

- Over 1,300 product developers globally whose daily work focuses on product innovation
- A proven, decades-long commitment to safety and productivity across our product line
- A focus on development in key technologies, including mobility systems, connected solutions and autonomy
- Lowering emissions and pursuing electrification in our products, where feasible

# 850+

Active patents

# \$99M

Spent on research and development

# Product innovation

We are dedicated to challenging the limits of what's possible. Everything we develop at Oshkosh is designed and manufactured for the people who use and rely on our products every day. They're our first source for information and inspiration. We're committed to innovations that make their lives and jobs both safer and more efficient, while minimizing our footprint on the planet.

## APPROACH TO INNOVATION

We are home to a portfolio of leading brands, each with a history of advancing the industries they serve. Working together, our brands deliver additional value by leveraging innovation and design efficiencies across all our companies.

For us, innovation is all about designing for a better tomorrow and making a positive impact. We never stop working to make products that help people do their jobs more safely, effectively and sustainably. From keeping construction workers safe to helping first responders and warfighters complete their missions and save lives, to supporting sanitation workers as they keep communities clean and thriving, we seek to move the world forward.

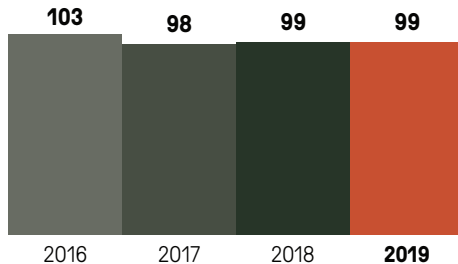
We have over 1,300 product developers working at multiple research and development facilities around the world who are focused on product innovation and design process improvements every day. These team members are dedicated to improving our products and developing new technologies and equipment that meet the needs of the people who use those products. We bring together core competencies—including material processing expertise, design to cost, data analytics and modeling simulation—to deliver products with world-class strength, performance, usability, safety and lifecycle costs. We develop multiyear new product development plans for each of our markets and measure progress against those plans monthly.

In addition, our Corporate Venture Capital Fund (CVCF) invests in and partners with technology firms that enhance Oshkosh products and services and help us better serve our customers. The CVCF, still in its early stages, focuses on new or disruptive technologies in the industries we serve as well as innovations that improve production of existing products.

Safety and productivity remain core to our work. From design to production and post-sale engagement, we follow the most stringent safety and quality standards. Developing products that contribute to a more sustainable world is also part of our innovation strategy. We continue to search for ways to minimize the environmental impact of our products, like implementing hybrid and electric technologies.

## RESEARCH AND DEVELOPMENT SPENDING

in Million USD



## OSHKOSH DEFENSE

### Developing military innovations

Our country's most challenging adversaries have initiated a new paradigm of warfare based on the development and fielding of long-range precision fire weapons. As the military's leading tactical wheeled vehicle provider, Oshkosh Defense has worked closely with the United States Marine Corps (USMC) to design and deliver an operationally relevant and mobile launch platform for rocket forces. The Remotely Operated Ground Unit for Expeditionary (ROGUE) Fires project provides the USMC with a platform, based on the proven Joint Light Tactical Vehicle (JLTV), that can support the future fight.







#### JLG 50TH ANNIVERSARY

Our longevity in the market is the greatest testament to the power of our approach

We believe there is no greater testament to the power of who we are than our longevity within the market. In 2019, JLG Industries Inc. celebrated its 50th anniversary, remembering JLG's founder, John L. Grove, who designed the world's first boom lift thereby launching the entire access industry.

That initial invention also led to many other industry "firsts" for the company, including the oscillating axles for boom and scissor lifts, the first electric and fuel cell-powered boom lifts and the introduction of the world's tallest boom lift. A half century after Grove's invention, JLG and Oshkosh remain market leaders committed to continuous innovation.

JLG marked the 50th anniversary with a series of events throughout 2019, including the "Crews Across America" sweepstakes, which awarded giveaways to over 20 hard-working construction companies around the U.S.

#### JLG INNOVATION

World's first boom lift

First oscillating axles for boom and scissor lift

World's tallest boom lift

#### CONSTRUCTION INNOVATION

3D-printing builds a new construction future

Oshkosh is on the front lines of construction industry innovation, partnering with the Oak Ridge National Laboratory, a federal research and development facility, to develop structures made out of "3D-printed" concrete. The project, which is funded by the U.S. Department of Energy, is in the early stages. But ultimately project developers envision the use of 3-D printing, also known as additive manufacturing, will provide a powerful new approach to building construction that could significantly reduce material waste and increase energy efficiency on a range of applications.





## RECOGNITION

### JLG's ClearSky wins Australian award

We are always looking for ways to deliver the best equipment to the people who use our products around the world. For example, JLG's ClearSky, a fleet management data platform, provides operators with remote access and monitoring of their machines. ClearSky can automatically notify managers of mechanical issues, prevent untrained operators from using certain machinery and track on-site efficiency. Originally launched in 2008, we have been expanding this offering across the globe. We recently launched the product in Australia, where it won the "Best New Product" award at the 2019 Kennard Hire Management Conference in Queensland.

## Sustainable products

Protecting the planet we all call home is important to us. This includes recognizing and addressing the challenges, as well as the opportunities, presented by climate change. Changing environmental conditions and regulations meant to control the most serious impacts of climate change will affect all industries and communities. With that in mind, we are working to anticipate the needs of the people who use our products and the communities they serve.

One way we are doing this is through the development of hybrid and electric technologies. In 2019, we introduced a new zero emissions, battery electric powered class 8 chassis, which we are initially demonstrating as a Cobalt concrete mixer. JLG also introduced a range of three fully-electric construction booms. These emissions-free innovations are not only good for the environment, they also avoid the noise and smell associated with diesel, helping the customers that use our products meet increasingly strict construction regulations in urban areas.

We are also pursuing more traditional design improvements, like reducing vehicle weight and improving the efficiency of our equipment to help decrease conventional fuel usage. In 2019 Oshkosh released an award-winning, reduced-weight S-Series front-discharge concrete mixer truck that allows for an increased payload and greater overall efficiency.

In addition, we are focused on reducing the environmental impact of our materials through remanufacturing and the use of biodegradable hydraulic fluids and engine oil in our products. See page 37 for more on our materials-related efforts.



# Product safety, quality and reliability

Our top priority is keeping the people who use our products safe. We focus on safety in all aspects of design and we prioritize quality and reliability throughout the lifetime of our products.

## QUALITY AND CONTINUOUS IMPROVEMENT MANAGEMENT

At Oshkosh, virtually all our team members are connected to our quality management process. From engineering to manufacturing to customer support and marketing, our teams work together with dedicated product safety and reliability professionals to make sure our customers and the people that use our products get what they need. As part of our Enterprise Quality Management System, we standardize practices to develop repeatable and shared processes across the entire organization.

In 2018, all our manufacturing facilities completed the upgrade to the latest version of the ISO 9001 quality certification. To achieve this, each facility developed quality policies and procedures and demonstrated that actual performance aligns with those policies. In accordance with ISO 9001 certification, our management systems are made up of a range of fundamental components, including customer focus, leadership commitment, team member engagement, metrics/goals, continuous improvement, evidence-based decisions, process management systems and supply chain engagement. We have also started to audit our suppliers for ISO 9001 certification.



### MANAGEMENT SYSTEM

#### Fostering Continuous Improvement

We use a Continuous Improvement Management System (CIMS) to align our improvement efforts with internal and external customers' expectations and to improve our business processes and achieve our strategy plans.

Oshkosh's CIMS has three pillars:

#### CUSTOMER FOCUS

Highlighting the six guiding principals of Continuous Improvement at Oshkosh

#### CUSTOMER SATISFACTION

Helping ensure we are delighting our customers

#### PLAN-DO-CHECK-ACT

Helping us overcome obstacles through standard tools and problem solving

### QUALITY POLICY

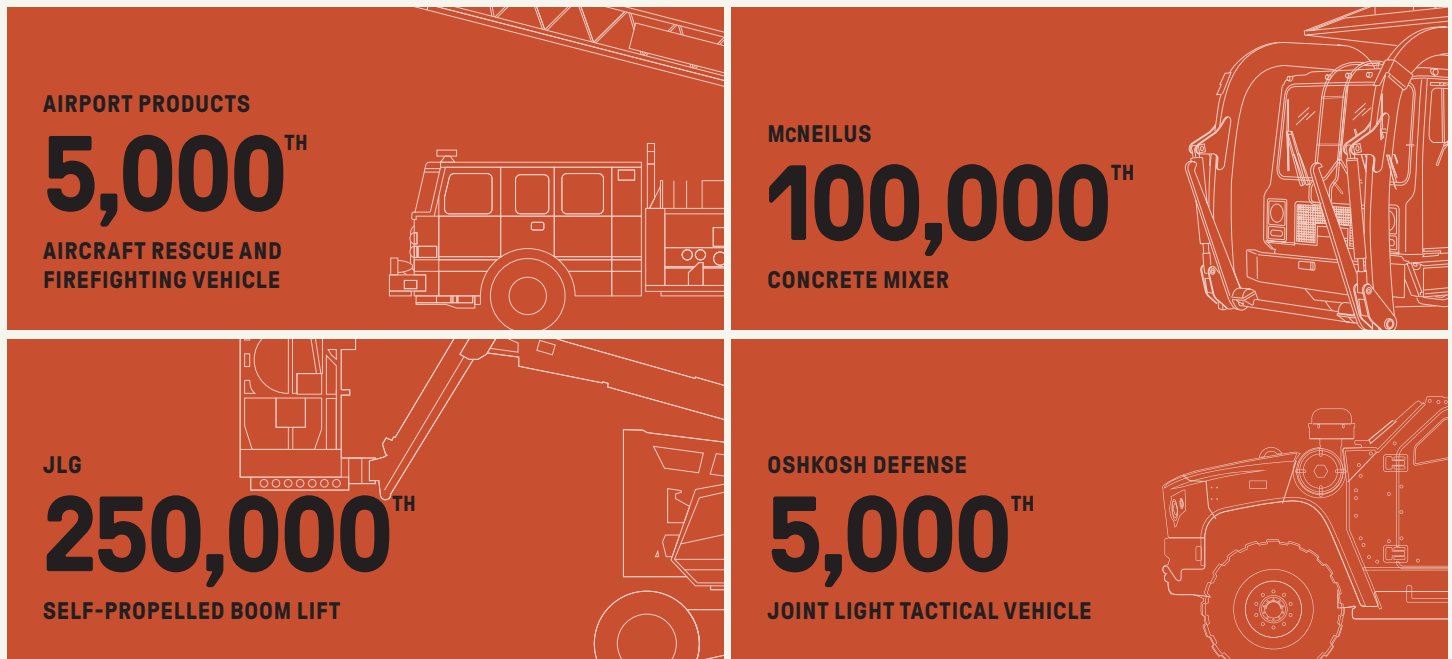
Our global quality policy outlines the core elements of our approach:

- Establish quality objectives according to our strategic direction
- Put the customer first
- Continually improve business processes
- Ensure customer satisfaction

## ACHIEVEMENTS

### Oshkosh achieves production milestones

In 2019, we reached significant production milestones across a wide range of our products, which illustrate Oshkosh products' ongoing quality and reliability.



## DESIGNING PRODUCTS TO SUPPORT USER HEALTH AND SAFETY

The safety of the people who use our products is a primary focus when designing products for our broad range of customers.

Sometimes, our users are faced with life or death situations. In 2019, Oshkosh Defense introduced the L-ATV Ambulance, a next-generation ambulance for combat missions. It's designed to protect its passengers without sacrificing speed or mobility. It can keep pace with the Joint Light Tactical Vehicle (JLTV), while also maintaining the flexibility and payload capacity frontline medics need to perform their mission.

## SUPPORTING QUALITY AND RELIABILITY AFTER PURCHASE

We honor a lifetime commitment to quality management. We stay engaged with our customers to help them get the most from our products and to understand how we can better meet their needs. We also support the safe and effective use of our products with post-sale product training, on-site visits and customer safety meetings. We provide a suite of lifecycle support services, including extensive training, ongoing performance diagnostics and in-field product maintenance, repairs and upgrades. We are expanding on-board diagnostics and other technologies to provide our engineers and product users with ongoing, real-time data on vehicle health and performance so we can better support safe and reliable operation far into the future.

Each Oshkosh business segment has a Product Safety lead that is responsible for overseeing product quality and safety results. Our executive team keeps track of ongoing results through a monthly Corrective Action Review Board meeting and we measure warranty performance through several metrics, including defects per hundred and number of product safety campaigns.





## JLG

### Advances operator safety

In 2019, JLG unveiled several product innovations that improve the safety of those using their equipment. For example, JLG's Fall Arrest system, features a bolt-on, six-foot secured cable that allows operators to move from a JLG aerial work platform to a high surface while remaining securely attached to the machine.

Another JLG innovation, the SkySense system, uses object detection sensors to give boom and lift operators greater awareness of their immediate surroundings. The sensors establish warning zones and stop distances when moving toward a potential hazard, minimizing accidents.

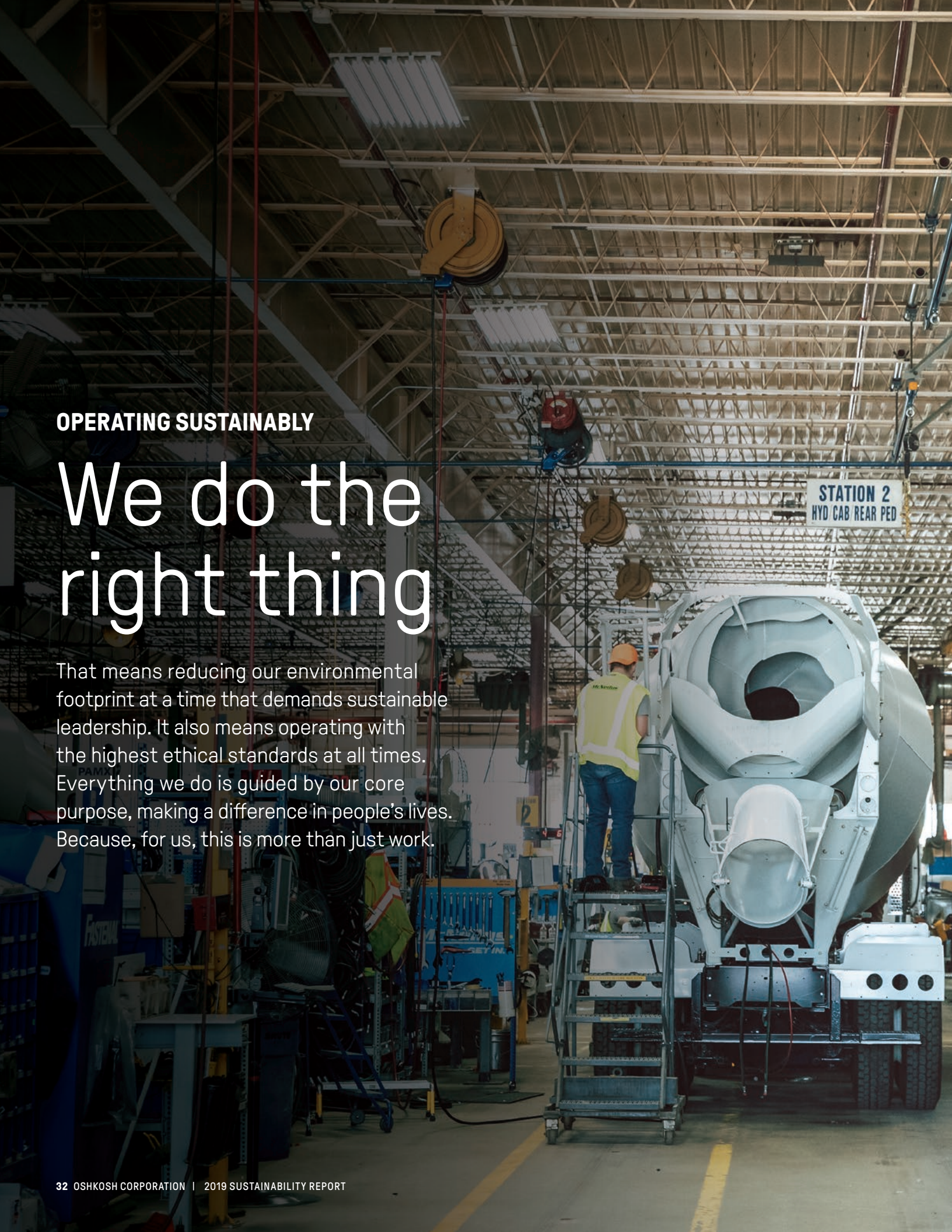
JLG Mobile Control, an app-based solution, uses Bluetooth-enabled technology to remotely control scissor lifts. By controlling the lift from the safety of the ground, at a distance of up to 40 feet, operators can avoid potential obstacles, maneuver into tight positions, and load the machines onto trucks.

## JLG DIRECT ACCESS

### Debuts industry podcast

The way people receive information is changing. We're adjusting to find new, convenient ways to reach our customers. In 2019, JLG DirectAccess started a podcast series focused on industry changes and innovations in the access industry. The series offers a convenient way for owners and operators to access information that can help them be safer and more prepared on the jobsite. Through 15-minute episodes, the podcast series covers a wide range of topics including low-level access, electrification, augmented reality and other innovations impacting the access industry. Podcasts are archived and available any time on the JLG DirectAccess site.





**OPERATING SUSTAINABLY**

# We do the right thing

That means reducing our environmental footprint at a time that demands sustainable leadership. It also means operating with the highest ethical standards at all times. Everything we do is guided by our core purpose, making a difference in people's lives. Because, for us, this is more than just work.





## ENVIRONMENTAL APPROACH

We cannot successfully operate as a company or support our communities if we do not first care for our environment. At Oshkosh we utilize a change management system which requires any capital project to go through environmental, health and safety reviews prior to approval. This provides our professionals with expertise in these areas to provide input and guidance on changes that could have an impact on our environmental or safety performance. Our approach to environmental stewardship centers on operational improvements and sustainable product development including:

- Tangible goals to decrease the environmental footprint of our operations
- Challenging our suppliers to work toward meeting our environmental standards

# 79.6%

Non-hazardous waste diverted from landfill to direct reuse, beneficial reuse, composting or waste to energy

# 7.6%

Decrease in greenhouse gas emissions intensity

## GOVERNANCE AND ETHICS

We believe in doing the right thing, always. Over more than a century, Oshkosh has earned and maintained a reputation of strong ethical governance. As part of this commitment we:

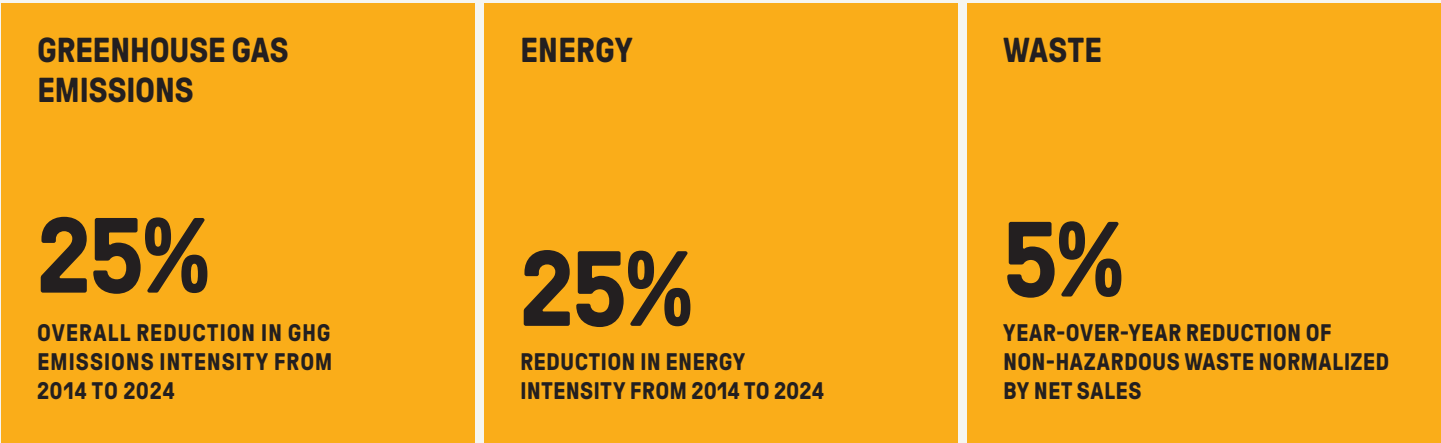
- Engage all team members in meeting the highest ethical standards and support them with clear training and a strict non-retaliation policy for reporting any suspected violations or issues
- Updated our core values in 2019 to better reflect and support Oshkosh's culture

# 100%

Of team members are trained on our Code of Conduct

# Environmental approach

## ENVIRONMENTAL GOALS



## HIGHLIGHTS

OSHKOSH DATA CENTER CERTIFIED  
BY EPA’S ENERGY STAR PROGRAM  
THIRD CONSECUTIVE YEAR



**9.6%**

Reduction in 2019 compared to the previous year

**4.6%**

Year-over-year reduction in energy intensity in our U.S. facilities

**5%**

Year-over-year reduction in water use

We strive to make a positive impact on the world while protecting the planet. Environmental stewardship is a core consideration in all aspects of our business. We have set internal goals to reduce our energy and waste footprint. We also work to reduce the “use-phase” emissions of our products, so that our customers and the people who use our equipment can operate more responsibly.

## ENVIRONMENTAL MANAGEMENT

All of our team members are required to meet the standards of our [Environmental Protection Policy](#) and [Energy Management Policy](#). Our corporate environmental department, along with environmental leaders in each business segment, also support policy compliance and develop new business-wide strategies.

We conduct regular environmental assessments of our facilities to monitor and drive improvements. We also track performance on key performance indicators (KPIs) and share best practices across the company. Results of environmental assessments and KPIs are reported to senior leadership regularly and form the basis for ongoing improvement plans.

We also implement formal environmental management systems (EMS) in our facilities. These systems are in line with the internationally recognized ISO 14001 standard. To date, two facilities—our Airport Products manufacturing facility in Neenah, Wisconsin, and our JLG facility in Medias, Romania—have received external ISO 14001 certification.

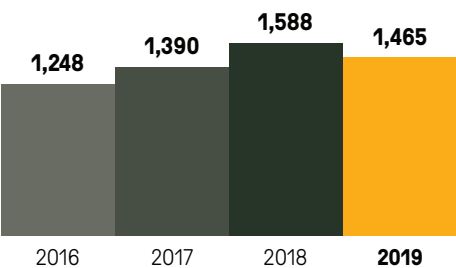
# Waste reduction

Oshkosh works to continuously improve our environmental performance, including how we measure that performance. We have set a goal to reduce non-hazardous waste to landfill by 5% year-over-year normalized by net sales. To reach this goal, we are focused on remanufacturing and expanding the use of reusable packaging for our products, while also encouraging reuse and recycling programs within our facilities. In 2019, we began to calculate the percentage of our waste diverted from landfill. This metric measures non-hazardous waste that could go to landfill but is diverted to direct reuse, beneficial reuse, composting, recycling or waste to energy. In 2019, we diverted 79.6% of our non-hazardous waste from landfill.

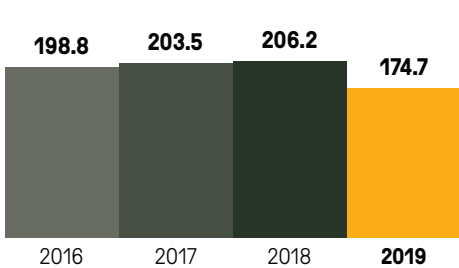
We are working to reduce our hazardous waste, most of which is generated as a necessary part of the product painting process. Where possible, we use non-hazardous alternative substances that still meet our customer needs.

All of our hazardous waste is sent offsite to licensed and permitted treatment or disposal. The vast majority of hazardous waste is recycled rather than sending to landfill or incineration for disposal.

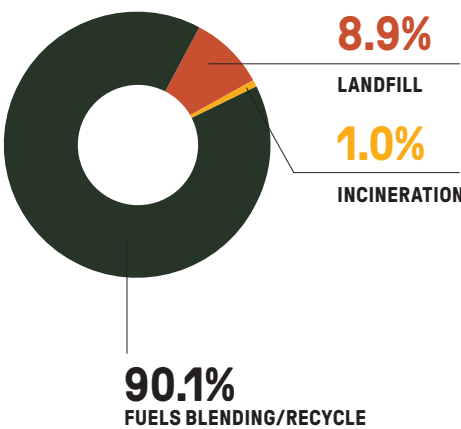
**HAZARDOUS WASTE<sup>1</sup>**  
in Tons



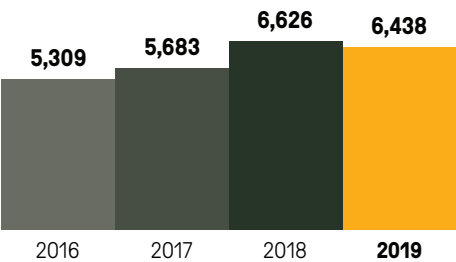
**HAZARDOUS WASTE, NORMALIZED**  
in Tons/Billion USD



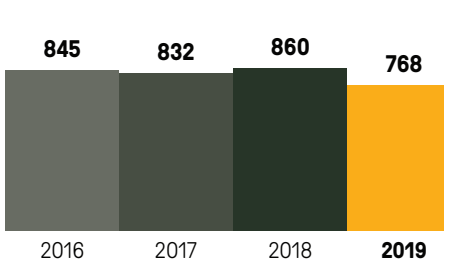
**HAZARDOUS WASTE DISPOSAL METHOD**



**NON-HAZARDOUS WASTE TO LANDFILL<sup>1</sup>**  
in Tons



**NON-HAZARDOUS WASTE TO LANDFILL, NORMALIZED**  
in Tons/Billion USD



<sup>1</sup> This graph includes data that has been externally verified. See p. 49 for assurance statement.

## WASTE REDUCTION

### Oshkosh Defense facilities achieve zero waste certification

In 2019, two Oshkosh Defense facilities achieved a silver-level TRUE Zero Waste certification. The TRUE Zero certification, which is validated by an external auditor, uses a point-based rating system that covers categories like employee training, reuse and composting.

Over a three-year period, our environmental team at these facilities created a waste reduction strategy focused on team member engagement and education. Team members were also recruited to participate in our “Bags to Benches” program—which turns polyethylene plastic waste into benches—by bringing in plastic bags, shrink wrap and other waste for recycling. Our reusable packaging efforts also helped these facilities reduce plastic waste during the shipping process.

Through team member engagement and implementing best-practice zero waste practices, both facilities are now able to divert more than 90% of waste away from the landfill.

>90%

Of waste diverted from landfill at both facilities through team member engagement and implementing best-practice zero waste practices



# Energy and emissions

Reducing energy use is a key part of our approach to taking care of the planet. We are one of about 220 companies partnering with the Department of Energy in their Better Plants program, an industry partnership to improve energy efficiency in manufacturing facilities. As part of that program, we set a goal to reduce our energy intensity by 25% by 2024 at our U.S. operations, based on a 2014 baseline. We have since expanded this goal to include our international facilities.

As of the end of 2019, we have reduced the energy intensity by 18%, compared to 2014.

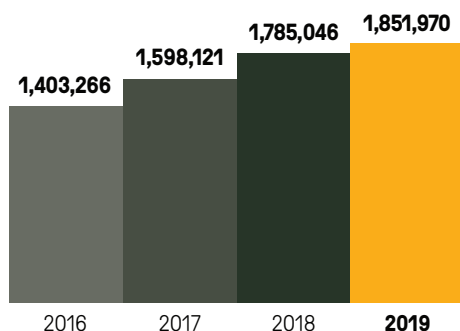
Greenhouse gas emissions from vehicles and other sources are a leading cause of climate change. That's why emissions reductions in our operations and products are a key part of our sustainability work. Alongside our energy reduction goal, we are aiming to decrease GHG emissions intensity at our manufacturing operations by 25% by 2024, from a 2014 baseline. We have nearly met that goal, achieving a 23.3% reduction in GHG emissions intensity since 2014.

Absolute Scope 1 and 2 GHG emissions associated with Oshkosh Corporation activities totaled 162,750 metric tons of CO<sub>2</sub>e in 2019, a slight increase from the previous year. In 2019, we began tracking and reporting two additional categories of Scope 3 emissions: upstream and downstream transportation and distribution (U.S. only). Our Scope 3 emissions continue to include waste generation in operations, employee commuting (U.S. only), team member business travel (U.S. only) and combustion of CNG and diesel in vehicles sold to our customers (U.S. only).<sup>2</sup> Across these categories, our Scope 3 emissions totaled 182,390 metric tons of CO<sub>2</sub>e in 2019.

We are also working to reduce volatile organic compounds (VOC) emissions from our operations. We comply with all VOC regulations and operate well within our permit limits for VOCs and other air emissions. Most of our VOC emissions are generated in the product painting process. Therefore, when we produce and paint more equipment, our VOC emissions also increase. When possible, we use alternative coating methods that produce lower levels of air emissions. However, the harsh environments in which our vehicles operate often require using paints that contain VOCs to meet stringent customer requirements.

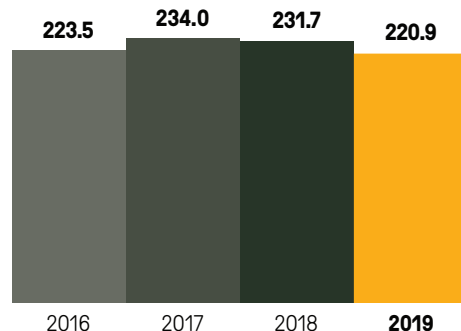
## ENERGY CONSUMPTION<sup>1</sup>

MMBTU



## ENERGY CONSUMPTION, NORMALIZED<sup>1</sup>

in BTU/USD



## ENERGY CONSUMPTION BY TYPE<sup>1</sup>:

### FUEL CONSUMPTION (MMBTU)

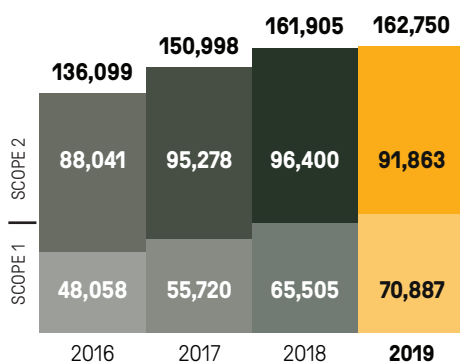
2016	897,831
2017	1,040,082
2018	1,219,718
2019	1,299,850

### ELECTRICITY (MWH)

2016	148,116
2017	163,545
2018	165,681
2019	161,810

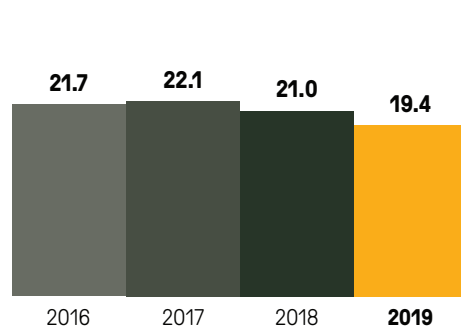
## TOTAL SCOPE 1 AND 2 GHG EMISSIONS<sup>1</sup>

in Metric Tons CO<sub>2</sub>e



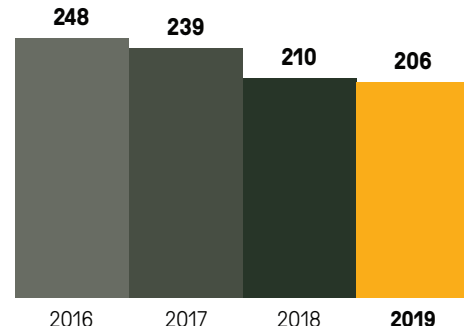
## TOTAL SCOPE 1 AND 2 GHG EMISSIONS, NORMALIZED

in Metric Tons CO<sub>2</sub>e/Million USD



## VOC EMISSIONS, NORMALIZED<sup>3</sup>

in Pounds/USD in Millions



<sup>1</sup> This graph or table includes data that has been externally verified. See p. 49 for assurance statement.

<sup>2</sup> Scope 3 emissions for upstream and downstream transportation and distributions is from 2018, the most recent data available. Scope 3 emissions for combustion of fuel in vehicles only includes the fuel in the vehicles when delivered to customers. All categories of emissions were included in external verification.

<sup>3</sup> FY19 data now includes VOC emissions from our Leon, Mexico facility.

## EMISSIONS

### Curbing greenhouse gas emissions

Oshkosh produces a variety of vehicles categorized by the U.S. EPA as “vocational trucks,” including concrete mixers, our range of airport products, and fire trucks. As part of their CO<sub>2</sub> emissions regulations and reduction program, the EPA offers greenhouse gas credits to vocational vehicle manufacturers for vehicles that outperform emissions efficiency requirements.

We design our vehicles with emissions-reducing features like low rolling resistance tires, and fuel-efficient engines. As a result, Oshkosh vehicles consistently release CO<sub>2</sub> emissions at levels well below EPA standards. We have banked nearly 60,000 metric tons in CO<sub>2</sub> credits through the EPA program since the 2014 model year. That’s equivalent to the total yearly energy consumption from over 6,000 homes.

We also pursue green transport methods when possible. For example, our JLG facility in Romania reduced CO<sub>2</sub> emissions by about 300 metric tons in 2019 through combined rail and sea shipping methods, rather than road transport.

# 60,000

Megagrams (metric tons) in GHG credits earned as of July 2019

## Reusing and remanufacturing equipment

Reconditioning and remanufacturing our products benefit both the planet and our customers. Reuse allows us to reduce energy, water and raw materials used in manufacturing and delay or eliminate the landfilling of materials at the end of the product lifecycle. We’re able to pass these efficiency savings onto our customers, reducing their costs.

Our reconditioned vehicles pass the same high standards of quality, safety and efficiency as our new products. Typically, remanufacturing includes vehicle and body upgrades, safety and performance feature additions and quality checks to ensure like-new operation.

Oshkosh Defense has been a leader in remanufacturing vehicles for over two decades. We reuse between 90 and 180 parts from each vehicle depending on the variant, including most of the largest parts like cargo beds, axles and cranes. In addition, we reuse frame rails, cargo boxes, axles, LHS systems, transfer cases and wheel rims. The vast majority of parts that we cannot directly reuse are recycled. Since 1995, we have

remanufactured more than 15,500 vehicles for the U.S. armed forces, including over 12,500 Heavy Expanded Mobility Tactical Trucks (HEMTTs) and 3,000 Palletized Load System (PLS) trucks. In February of 2019, we were awarded a contract by the U.S. Army to recapitalize over 400 HEMTTs and PLS trucks, some of which have been in service since 1981.

We are also reconditioning Access Equipment back to new factory condition. Our technicians follow strict guidelines and use genuine JLG parts to restore boom lifts and telehandlers. We have implemented a range of product and process changes to facilitate remanufacturing, including:

- Designing access equipment using modular architectures, which can more easily be disassembled, updated and reassembled
- Launching an asset management program for access products, to help establish a more predictable flow of used equipment
- Pioneering warranty, service and financing processes for refurbished vehicles to expand their appeal to our customers

## ENERGY EFFICIENCY

### Pierce partners with state organization to decrease energy use

Energy efficiency is one important way all businesses and individuals can fight climate change. Our Pierce facilities in Wisconsin often partner with Focus on Energy (FOE), a statewide program managed by power utilities, to reduce energy consumption. Starting in 2018, Pierce received financial incentives through FOE to implement ten energy efficiency projects at their Wisconsin plant. These include sub-metering large equipment to determine energy use and regularly checking for and repairing leaks in air compressors.

# Water use

Water is a finite resource that will continue to come under increasing stress in many parts of the world. Even though our water use is not especially intensive and water is not a material issue for our business, we are dedicated to its conservation. Most of our facilities obtain water from municipal water supplies and use it mainly for sanitary purposes. We have screened all Oshkosh facilities for water-stress concerns and only our Tianjin, China, facility is located in a water-stressed area as defined by the World Resources Institute. The Tianjin plant is working toward a wastewater reuse system in some parts of the facility that will help reduce overall water usage.

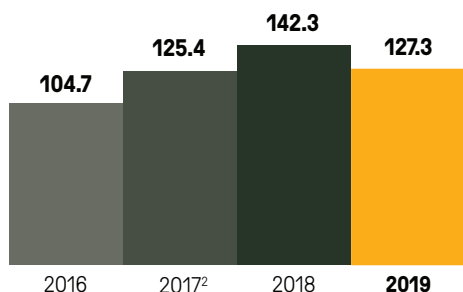
All of Oshkosh's manufacturing facilities discharge wastewater to local publicly owned treatment works (POTWs) or transport the wastewater to off-site treatment facilities, in accordance with existing permits. No manufacturing locations within Oshkosh discharge process or sanitary wastewater directly to a receiving body such as a river or stream. Oshkosh is in compliance with all permits.

Most of the water discharged by our manufacturing locations is sanitary wastewater from restroom facilities. Virtually all of our facilities are required to meet national, state or local wastewater standards before discharge. Most are able to do so without any pretreatment. A limited number of our facilities are required to meet U.S. EPA pretreatment standards, which they accomplish using common wastewater treatment methods such as precipitation and flocculation.

There were no material pretreatment standard violations or penalties at any Oshkosh facility in 2019.

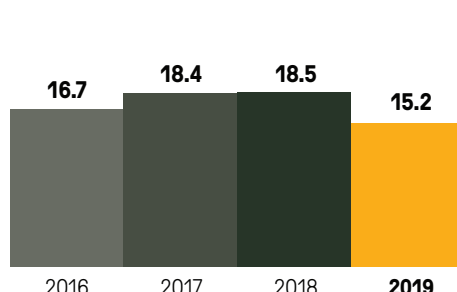
## TOTAL WATER USE

in Gallons in Millions



## WATER USE, NORMALIZED

in Million Gallons/Billion USD



# Supply chain sustainability

Oshkosh works with a range of suppliers around the world. With over 75% of our product content sourced from outside the company, our suppliers are important partners in our sustainability strategy. We expect that our suppliers meet the highest standards of ethical conduct, human rights, safety, quality and environmental sustainability as outlined in our Supplier Code of Conduct. Part of this Code requires our suppliers to provide goods and services in an environmentally conscientious manner that minimizes any adverse impact on the environment.

Our Code also requires suppliers to follow international norms on child labor, forced labor and other labor issues and to identify and address human trafficking and conflict minerals in their operations and supply chains.

Our Global Procurement and Supply Chain team works with suppliers to regularly audit and improve performance on a range of issues. In 2019, we made several key improvements to our supplier audit process. First, we revised our Supplier Quality audit to meet the internationally recognized ISO:9001:2015 and the IATF 16949:2016 standards. We also added several new process-specific audits that allow us to focus on how suppliers are performing against Oshkosh's quality standards. In addition, we expanded the scope of the environment, social and governance section of our Supplier Operations Assessment (SOA) to gain a fuller understanding of our suppliers' policies on environmental impact, forced labor, cyber security and import trade compliance. Through our Supply Chain Academy, we provide a Sustainability module with information on environmental stewardship for our suppliers. In 2019, we launched this module to our European suppliers.



## CONFLICT MINERALS

### Monitoring Conflict Minerals in our Supply Chain

Conflict minerals in our supply chain is an issue Oshkosh takes seriously. We are aware that the activities of armed groups in the Democratic Republic of the Congo and adjoining countries are financed by proceeds raised from some tin, tungsten, tantalum and gold mining or smelting operations, frequently referred to as “3TG” or “conflict minerals.” Oshkosh’s conflict mineral policy requires first-tier suppliers to adhere to the following policy:

- Make reasonable inquiries about the country of origin of any 3TG in products it delivers to Oshkosh, whether sourced directly or through a sub-supplier.
- Conduct due diligence to confirm whether these 3TG were sourced from a conflict-free source.
- Disclose findings of these inquiries and due diligence to Oshkosh.

We have set a goal to extend this policy requirement beyond Tier 1 to 100% of our suppliers.  
We have set a goal to get 100% of our suppliers to comply with the Oshkosh Conflict Minerals Policy.

## GOAL

# 100%

Goal for Tier 1 Supplier compliance with the Oshkosh Conflict Minerals Policy

# 100%

Goal for supplier compliance with the Oshkosh Conflict Minerals Policy

## REDUCING PACKAGING WASTE

Closed loop systems are the future of sustainable packaging and we are working towards eliminating waste wherever possible. In 2012, we began implementing reusable packaging from the CHEP company across Oshkosh. Typically, our packaging engineers replace one-time-use plastic shrink wrap and foam with metal and foam padding that can be used by suppliers during transport. The empty packaging is returned to the supplier and can be used to ship new parts. Not only does the system reduce waste, it also improves material handling efficiency and increases delivery trailer utilization, and can lead to a marginal improvement in emissions rates.

As of 2019, 166 suppliers providing nearly 14,500 parts are enrolled in the program, using more than 737,000 reusable containers each year. In 2019, the CHEP program avoided the use of nearly 574,000 pounds of cardboard, nine million pounds of wood and over 300,000 pounds of shrink wrap.

## GREEN TRANSPORT

Logistics makes up a significant portion of the overall environmental impact of our supply chain. To address this, we have specific green transport goals.

We set a goal of 10% improvement in truckload utilization by 2022 and are working to establish an accurate baseline for comparison.

We are also a member of the U.S. EPA SmartWay program, which helps companies measure and benchmark freight transportation efficiency. We set a goal to maintain or exceed 95% of our transport miles with SmartWay-participating carriers that are working to reduce their environmental footprint. In 2018—the most recent data available—we accrued about 1.4 million miles worth of our supply chain transport. About 97% of those miles were run by SmartWay carriers, exceeding our goal and maintaining our rate from the previous year.





## Governance and ethics

We strive to do things the right way, every time. And we go beyond just following the rules. Instead, we do things the Oshkosh Way, guided by our core values. Doing things the Oshkosh Way also allows us to better serve our customers and the people who use our products, as they continue to drive progress and positively impact our world. Our Governance and Ethics structures are crucial in making a positive impact on people and the planet.

### OSHKOSH BOARD OF DIRECTORS HIGHLIGHTS

#### DIRECTOR TENURE

**5.3**

Average director tenure in years

#### DIRECTOR AGE

**60**

Average director age

#### DIVERSITY

**30%**

Of our Board Members are women

#### INDEPENDENT CHAIRMAN



Yes

#### BOARD SIZE AND INDEPENDENCE

**9/10**

Directors are independent

#### MEETING ATTENDANCE

**99%**

In 2019

#### OTHER PUBLIC COMPANY BOARDS

**0.6**

Average other board positions

# Corporate governance

We take transparency in corporate governance seriously. The Oshkosh Leadership Team, led by CEO Wilson Jones, provides day-to-day management of our business strategies. Ultimate oversight of the company rests with our Board of Directors. We seek a diversity of backgrounds, ideas and expertise when electing Board members. Our Board has 10 members, including three women as of the end of fiscal year 2019.

The Board is led by an independent chairman. Oshkosh CEO Wilson Jones is the only Board member who is not independent.

As outlined in their charter, the Governance Committee of our Board oversees sustainability issues, reviewing the goals and objectives of the company relating to sustainability and corporate social responsibility at least annually and developing recommendations for the full Board or management as appropriate. Performance against sustainability objectives is reported to the Board of Directors at least annually by the Vice President, Chief Ethics and Compliance and Sustainability Officer, who is managed by the Executive Vice President and General Counsel. Additional information about our corporate governance policy and

a description of our board committees is available on the Governance section of our [website](#). Our corporate governance performance has been recognized by third parties. Since 2014, we have received the best possible corporate governance score from Institutional Shareholder Services (ISS), a leading rating organization.

## SUSTAINABILITY GOVERNANCE

The Vice President, Chief Ethics, Compliance and Sustainability Officer has responsibility for overseeing environmental, sustainability, and ethics and compliance matters. This position is supported by the Sustainability Council, which is tasked with incorporating sustainability as a business value in our operational decision-making. The Council brings together representatives from our business units and key functional areas to foster dialogue on sustainability topics. The Council meets bi-weekly and provides guidance and oversight of the company's global sustainability efforts, including sharing best practices throughout the organization.

## OUR CORE VALUES

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Our core values provide the foundation for how we live our purpose, making a difference in people's lives and ensuring an ethical and People First culture. They signal who we are and how we behave as individuals and team members at Oshkosh.

### WE PUT PEOPLE FIRST.

- We treat people how they need to be treated.
- We keep people safe, both those within our walls and those using our products.
- We care for the emotional, physical and financial wellbeing of our people.
- We celebrate what makes each of us unique.
- We value others' words and ideas.
- We respect the impact we have on each other, on the people we serve and in communities around the world.

### WE PERSEVERE.

- We push the bounds of technology and engineering to bring value to our customers and those who count on us.
- We challenge the impossible to make a difference every day.
- We are courageous and steadfast.
- We strive to overcome obstacles and achieve our goals.

### WE DO THE RIGHT THING.

- We do the right thing, the right way, for the right reasons.
- We take responsibility for our actions.
- We speak up and share our thoughts and concerns.
- We keep our promises.
- We respect our environment, both where we work and the planet we rely on.

### WE ARE BETTER TOGETHER.

- We welcome ideas different from our own.
- We rely on diversity to drive innovation.
- We create an inclusive, empowering environment for all.
- We work together across geographies, platforms, business units and functions to help our company reach its fullest potential.



**“WHENEVER I’M IN DOUBT, I GO BACK TO ETHICS AND USE IT AS MY INNER COMPASS. IT WILL LEAD ME THE RIGHT WAY.”**

**A TEAM MEMBER IN HOOFDDORP**

## Ethics and compliance

For more than a century, we have been building a reputation as one of the most ethical companies in the world. Our commitment to high ethical standards has allowed us to earn the trust and respect of our customers and outside organizations.

Our ethics and compliance systems begin at the top. The Vice President and Chief Ethics, Compliance and Sustainability Officer reports to the Audit Committee of the Board of Directors at least twice per year and to the entire Board at least once per year on all matters relating to business conduct. He also oversees regular assessments of our organizational risks and implements appropriate controls to mitigate those risks. Along with the Executive Vice President and General Counsel, he reports to the Chief Executive Officer, Chief Operations Officer and Chief Financial Officer on ethics and compliance matters at least quarterly. Our Global Ethics & Compliance Advisory Committee, which includes leaders from our business units and functional areas, provides operational guidance and leadership on our ethics and compliance programs.

Oshkosh operates in a complex ethical environment. We work with different organizations, including governments and across borders and industries. The right choices are not always black and white. But we make sure that our standards are always clear and consistent. The Oshkosh Way lays out our values and requirements for ethical action. It is not only a summary of our policies. It also represents everything we stand for over more than a century of trusted operations. It clarifies our requirements and expectations and provides team members with illustrations of how our core values should be applied across a wide range of real-world situations. The Oshkosh Way is available on the Ethics section of our website.

### ETHICS TRAINING AND REPORTING

At Oshkosh our ethics and compliance efforts are a team effort. We require all team members to participate in ethics and compliance training, based on each individual’s role, location and level within our organization. All suppliers are also required to review our ethics and compliance requirements. Our team members and supplier partners are expected to do the right thing and maintain our strong ethical foundation.

We give leaders resources to communicate our requirements and create an environment where all team members are comfortable voicing their opinion and speaking up when they see an issue or an opportunity for improvement. We also created an Ethics and Compliance Ambassador program as a way to offer team members another avenue to express potential ethics concerns. The Ambassadors are embedded in every part of Oshkosh.

Team members can also access an anonymous helpline to report concerns and seek guidance. This multilingual global helpline is managed by a third-party provider and is available 24 hours a day, 7 days a week. In 2019, we added a “TRUST” extension number to provide an easy-to-remember number to access the hotline at multiple U.S. facilities.

In 2019, we received 154 reports to our helpline of potential violations of The Oshkosh Way, equivalent to approximately 12 reports per 1,000 team members. Each report is investigated and evaluated for appropriate corrective action, which ranges from additional training to termination of employment. Team members are reassured that Oshkosh Corporation has a strong policy protecting anyone who reports an issue in good faith from any form of retaliation.

## HUMAN RIGHTS

Respect for human rights is part of our commitment to put people first. We support internationally recognized human rights for our team members and encourage our business partners to do the same. The company's policies and guidelines on human rights, conflict minerals and related issues are available on the Ethics section of our website.

## RISK AND CRISIS MANAGEMENT

Understanding risks and preparing to mitigate them is an important corporate governance function overseen by the Board of Directors and managed daily by our leadership team.

Risk management is a team effort that spans the organization. Through our Organization Risk Management (ORM) program, Oshkosh Corporation identifies potential threats and implements plans to protect our assets, reputation, team members and properties. ORM analyses include sustainability-related risks such as climate change impacts, including risks to our projects, facilities, strategies and supply chain. These risks are described in our 2019 Annual Report. The Oshkosh Leadership Team takes a strategic role in risk and response planning. Our Vice President and Chief Risk Officer reports to our Board of Directors at least twice annually on the items in the Corporate Risk Registry.

To ensure we are always improving our company's approach to risk management, we engage with professional organizations such as the Risk and Insurance Management Society (RIMS), Gartner and the Project Management Institute (PMI).

## INFORMATION SECURITY

Hacking and data breaches are an accelerating daily threat for most corporations. We have identified information security as a critical risk for Oshkosh, as we are a frequent target of malicious attacks in part because we work with governments and militaries. We use many tools to maintain data security, including:

- Encryption
- Multi-factor authentication
- Device tracking
- Internal data leakage protection
- Education and awareness

We have detailed Global Information Security policies that team members are required to follow. We also have a robust data security education and awareness program that begins with training of all new hires.

## PUBLIC POLICY ENGAGEMENT

Oshkosh works directly with governments every day. This makes it even more important for us to be vigilant about engaging in politics legally and ethically to avoid undermining the trust of our customers and communities and exposing ourselves to additional risk. Oshkosh does not make any direct political contributions. Through our political action committee, team members can support political causes that directly impact our company, products or industry. Participation with the Oshkosh Corporation Employee Political Action Committee (OCEPAC) is completely voluntary and closely regulated by the Federal Election Commission.

Oshkosh has a corporate tax policy that ensures we are compliant with both the letter and the spirit of all relevant laws, rules, regulations and reporting and disclosure requirements everywhere we operate. As part of this policy, we are committed to paying taxes in the location where income was earned. We do not actively seek out so-called "tax havens" to avoid paying taxes on earnings gained in other locations. Our tax strategy is focused on maintaining integrity in compliance and reporting while seeking to enhance shareholder value through the appropriate management of its financial obligations, including taxation.

## RECOGNITION

### Oshkosh Named One of the World's Most Ethical Companies

4TH CONSECUTIVE YEAR

For the fourth consecutive year, Oshkosh Corporation was named to the 2019 World's Most Ethical Companies Honoree List by Ethisphere Institute. Oshkosh Corporation was one of only 135 companies that achieved this honor, and the only company selected in the "Trucks and Other Vehicles" category, underscoring our commitment to leading ethical business standards and practices.



## CYBERSECURITY

### Cybersecurity "Shark Week" attacks

In 2018, we formed an Information Security Ambassador team to further enhance our approach to cybersecurity. Ambassadors act as a human firewall, empowering other team members with the resources they need to act as the first line of defense against online threats. In 2019, the Ambassadors continued to find new ways to engage Oshkosh colleagues on the topic. One standout campaign was "Shark Week," a series of events and resources on topics like phishing attempts and social media security set the theme of the popular Discovery Channel documentary shows. The "Shark Week" campaign utilized games, videos and storytelling to spread the message of cybersecurity.





## About this report

Oshkosh Corporation is a publicly traded company on the New York Stock Exchange (NYSE: OSK) and incorporated in the state of Wisconsin. Oshkosh Corporation's financial reporting follows U.S. Securities and Exchange Commission (SEC) regulations, and our Annual Report on Form 10-K is available on our [corporate website](#). All entities included in our consolidated SEC financial statements are covered in this report. This Sustainability Report covers programs and performance for the Oshkosh Corporation fiscal year, which runs from October 1, 2018 to September 30, 2019. All data in this report is for our fiscal year unless otherwise noted. In some cases, data is reported on a calendar year basis, to be consistent with U.S. Government reporting requirements.

In preparing this report, Oshkosh followed the Global Reporting Initiative's (GRI) Standards and general reporting guidance on report content and quality. Please see our detailed GRI Index on pages 46–48 in this report to locate specific GRI indicator information. Our [sustainability website](#), has expanded information on the topics addressed in this report. All data presented in this report has been calculated according to industry standards and is explained in chart footnotes where appropriate. Any data that have been restated compared to previous reports are noted with footnotes. There were no significant changes during the reporting period regarding the organization's size, structure, ownership or supply chain. For the fourth consecutive year, we sought third-party assurance for select environmental data.



# Professional associations and memberships

Oshkosh Corporation team members around the world belong to a variety of professional associations and memberships, which include:

## CON-E-CO

Iowa Ready Mixed Concrete Association (IRMCA)  
Nebraska Concrete and Aggregates Association (NC & AA)  
Nebraska Concrete Paving Association (NCPA)  
Concrete Plant Manufacturers Bureau (CPMB)  
National Ready Mixed Concrete Association (NRMCA)

## FRONTLINE COMMUNICATIONS

Society of Broadcast Engineers (SBE)  
Texas Association of Broadcasters (TAB)  
National Association of Broadcasters (NAB)  
National Training and Simulation Association (NTSA)  
National Truck Equipment Association (NTEA)  
International Standard Organization (ISO)  
Society of Automotive Engineers (SAE)

## IMT

NTEA, The Association for the Work Truck Industry  
Articulating Crane Council of North America (ACCNA)  
American Institute of Service Body Manufacturers (AISBM)  
Telescopic Service Crane Manufacturers Group (TSCMG)  
National Mining Association (NMA)  
Association of Equipment Manufacturers (AEM)  
Mid America Tire Dealers Association (MATDA)  
Tire Industry Association (TIA)  
Society of Manufacturing Engineers  
American Society of Quality  
American Welding Society (AWS)

## JERR-DAN

Arizona Professional Towing & Recovery Association (APTRA)  
Association for the Work Truck Industry (NTEA)  
Association of Professional Towing Ohio (APTO)  
California Tow Truck Association (CTTA)  
International Towing & Recovery Hall of Fame & Museum  
Survivor Fund  
Mississippi Towing Association  
Pennsylvania Towing Association (PTA)  
Sunshine State Towing Association (SSTA)  
Towing & Recovery Association of America (TRAA)  
Towing & Recovery Professionals of Maryland (TRPM)  
Virginia Association of Towing and Recovery (VATRO)  
Wisconsin Towing Association

## JLG INDUSTRIES

Agoria  
Association of Equipment Distributors (AED)  
Association of Equipment Manufacturers (AEM)  
American National Standards Institute (ANSI)  
American Rental Association (ARA)  
Association of United States Army (AUSA)  
British Industrial Truck Association (BITA)  
California Rental Association (CRA)  
Canadian Standards Association (CSA)  
Equipment Leasing Association (ELA)  
General Services Administration—Alliance Council,  
Region 7 (GSA)  
International Facility Management Association (IFMA)  
I Make America  
International Powered Access Federation (IPAF)  
ISO-9001:2015

Government Contracts Council  
Manufacturers Alliance for Productivity and Innovation (MAPI)  
Material Handling Equipment Distributors Association (MHEDA)  
Material Handling Industry Association (MHIA)  
National Veteran Owned Business Association (NaVOBA)  
National Contract Management Association (NCMA)  
National Defense Industrial Association (NDIA)  
National Electrical Contractors Association (NECA)  
National Safety Council (NSC)  
Steel Erectors Association of America (SEAA)  
Specialty Tools & Fasteners Distributors Association (STAFDA)  
Strategic Partnership with the American Builders and Contractors  
Voluntary Protection Program Participants Association (VPPPPA)

## KEWAUNEE FABRICATIONS

American Welding Society (AWS)  
American Society for Quality (ASQ)  
Financial Executives International  
Society of Manufacturing Engineers (SME)  
Society of Human Resource Management (SHRM)

## MCNEILUS

Detachable Container Association (DCA)  
National Waste and Recycling Association (NWRA)  
Solid Waste Association of North America (SWANA)  
Environmental Research and Educational Foundation (EREF)  
Future Industry Leaders Alliance (FILA)  
Sourcewell  
Texas Buy Board  
Natural Gas Vehicles Association (NGVA)  
National Ready Mix Concrete Association (NRMCA)  
Concrete Industry Management (CIM)  
Various State Level Ready Mixed Concrete Associations  
Minnesota Safety Council

## OSHKOSH CORPORATION

American Society of Engineers  
Automotive Industry Action Group (AIAG)  
Automotive Open System Architecture (AUTOSAR)  
Commercial Vehicle Engineering Congress (COMVEC)  
Gartner  
Industrial Committee on Test & Evaluation (ICOTE)  
Manufacturers Alliance for Productivity and Innovation (MAPI)  
MSOE Rapid Prototyping Consortium  
Risk and Insurance Management Society (RIMS)  
Project Management Institute (PMI)  
Society of Corporate Secretaries & Governance Professionals  
Society of Women Engineers (SWE)  
Worcester Polytechnic Institute's Integrated Materials and Design Center (iMdc)  
Advanced Casting Research Council (ACRC)  
Association of Equipment Manufacturers (AEM)

## OSHKOSH AIRPORT PRODUCTS

American Association of Airport Executives (AAAE)  
ARFF Working Group  
Association of Equipment Manufacturers  
Manufacturers Alliance for Productivity and Innovation (MAPI)

## OSHKOSH DEFENSE

Association of U.S. Army (AUSA)  
Association for Unmanned Vehicle Systems International (AUVSI)  
American Society of Safety Engineers  
Marine Corps Association and Foundation  
National Defense Industrial Association (NDIA)  
National Guard Association of the United States (NGAUS)  
Oshkosh Safety Council  
Reserve Officers Association (ROA)  
USMC Motor Transport Association

## PIERCE MANUFACTURING

National Fallen Firefighters Foundation (NFFF)  
Cancer Firefighter Support Network (CFSN)  
Congressional Fire Services Institute (CFSI)  
Metropolitan Fire Chiefs Association

# GRI Index

The Global Reporting Initiative (GRI) is an international standards organization that helps companies communicate the impacts of their business on key sustainability issues. Oshkosh Corporation used the GRI Standards to inform the contents and structure of this report; the index below indicates where specific sustainability information can be found in this report or on our website.

## GENERAL DISCLOSURES (GRI 102, 2016)

Indicator	Brief Description	Location of Information
<b>ORGANIZATIONAL PROFILE</b>		
102-1	Name of the organization	About Oshkosh Corporation, page 4
102-2	Activities, brands, products and services	About Oshkosh Corporation, page 4 and FY2019 SEC Form 10-K, pages 1–8
102-3	Location of headquarters	About Oshkosh Corporation, page 4
102-4	Location of operations	About Oshkosh Corporation, page 4
102-5	Ownership and legal form	About this report, page 44 and FY2019 SEC Form 10-K, page 52
102-6	Markets served	About Oshkosh Corporation, page 4 and FY2019 SEC Form 10-K, pages 1–8
102-7	Scale of the organization	Oshkosh by the numbers, page 5 and FY2019 SEC Form 10-K, pages 13, 22, 27, 30
102-8	Information on employees and other workers	Diversity and inclusion, page 16 and FY2019 SEC Form 10-K, page 13
102-9	Supply chain	Supply chain sustainability, pages 38–39 and FY2019 SEC Form 10-K, page 12
102-10	Significant changes to the organization and its supply chain	FY2019 SEC Form 10-K, page 76
102-11	Precautionary principle or approach	Environmental management, page 34
102-12	External initiatives	Our sustainability focus areas, page 6–7
102-13	Membership of associations	Professional associations and memberships, page 45
<b>STRATEGY</b>		
102-14	Statement from senior decision-maker	A Message from our Chief Executive Officer, page 3
102-15	Key impacts, risks and opportunities	FY2019 SEC Form 10-K, pages 14–21
<b>ETHICS AND INTEGRITY</b>		
102-16	Values, principles, standards and norms of behavior	Our core values, page 41; Ethics and compliance, page 42–43; and The Oshkosh Way
102-17	Mechanisms for advice and concerns about ethics	Ethics and compliance, page 42–43 and The Oshkosh Way
<b>GOVERNANCE</b>		
102-18	Governance structure	Corporate governance, page 41
102-19	Delegating authority	Sustainability governance, page 41 and 2019 Proxy Statement, pages 14–19
102-20	Executive-level responsibility for economic, environmental and social topics	Corporate governance, page 41 and 2019 Proxy Statement, page 16
102-22	Composition of highest governance body and its committees	2019 Proxy Statement, pages 15–17
102-23	Chair of highest governance body	2019 Proxy Statement, page 20
102-24	Nominating and selecting the highest governance body	2019 Proxy Statement, pages 4–11, 16
102-25	Conflicts of interest	2019 Proxy Statement, pages 16–17
102-29	Identifying and managing economic, environmental and social impacts	2019 Proxy Statement, pages 16–17, 19
102-30	Effectiveness of risk management processes	Risk and crisis management, page 43 and 2019 Proxy Statement, page 19
102-31	Review of economic, environmental and social topics	2019 Proxy Statement, pages 16–18, 19
102-33	Communicating critical concerns	2019 Proxy Statement, page 15
102-35	Remuneration policies	2019 Proxy Statement, pages 25–53
102-36	Process for determining remuneration	2019 Proxy Statement, pages 25–53
<b>STAKEHOLDER ENGAGEMENT</b>		
102-40	List of stakeholder groups	Stakeholder engagement, page 9
102-42	Identifying and selecting stakeholders	Stakeholder engagement, page 9
102-43	Approach to stakeholder engagement	Stakeholder engagement, page 9
102-44	Key topics and concerns raised	Stakeholder engagement, page 9

## REPORTING PRACTICE

102-45	Entities included in organization's financial statements	About this report, page 44 and FY2019 SEC Form 10-K
102-46	Defining report content and topic boundaries	Materiality assessment, page 8
102-47	List of material topics	Materiality assessment, page 8
102-48	Restatements of information	About this report, page 44
102-49	Changes in reporting	None
102-50	Reporting period	About this report, page 44
102-51	Date of most recent report	About this report, page 44
102-52	Reporting cycle	Annual
102-53	Contact person for questions regarding the report	Back cover
102-54	Report prepared in accordance with the GRI Standards	This report references the GRI Standards, but has not been prepared to a specific GRI in-accordance level. The specific GRI standards and their publication dates are noted in the subheadings of the Indicator and Brief Description column.
102-55	GRI context index	GRI Index, pages 46–48
102-56	External assurance	Assurance statement, page 49

## TOPIC-SPECIFIC DISCLOSURES

Indicator	Brief Description	Location of Information
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### ECONOMIC

#### ECONOMIC PERFORMANCE (GRI 201, 2016)

103	Management approach – economic performance	FY2019 Annual Report and SEC Form 10-K
201-1	Direct economic value generated and distributed	FY2019 Annual Report and SEC Form 10-K
201-3	Defined benefit plan obligations and other retirement plans	FY2019 SEC Form 10-K, pages 78–84

#### ANTI-CORRUPTION (GRI 205, 2016)

103	Management approach – anti-corruption	Ethics and compliance, page 42 and The Oshkosh Way
205-1	Communication and training about anti-corruption policies and procedures	Ethics training and reporting, page 42

#### ANTI-COMPETITIVE BEHAVIOR (GRI 206, 2016)

103	Management approach – anti-competitive behavior	Ethics and compliance, page 42 and The Oshkosh Way
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### ENVIRONMENTAL

#### ENERGY (GRI 302, 2016)

103	Management approach – energy	Operating sustainably, pages 34, 36–37 and Energy Management Policy and Environmental Management Policy
302-1	Energy consumption within the organization	Energy and emissions, pages 36–37
302-3	Energy intensity	Energy and emissions, pages 36–37
302-4	Reduction of energy consumption	Energy and emissions, pages 36–37
302-5	Reductions in energy requirements of products and services	Sustainable products, page 28

#### WATER (GRI 303, 2016)

103	Management approach – water	Water use, page 38
303-1	Water withdrawal by source	Water use, page 38

#### EMISSIONS (GRI 305, 2016)

103	Management approach – emissions	Operating sustainably, pages 34, 36–37 and Energy Management Policy and Environmental Management Policy
305-1	Direct (Scope 1) GHG emissions	Energy and emissions, pages 36–37
305-2	Energy indirect (Scope 2) GHG emissions	Energy and emissions, pages 36–37
305-3	Other indirect (Scope 3) GHG emissions	Energy and emissions, pages 36–37
305-4	GHG emissions intensity	Energy and emissions, pages 36–37
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Energy and emissions, pages 36–37

#### EFFLUENTS AND WASTE (GRI 306, 2016)

103	Management approach – effluents and waste	Environmental management, page 34 and Waste reduction, page 35
306-2	Waste by type and disposal method	Waste reduction, page 35 and Environmental Management Policy

#### ENVIRONMENTAL COMPLIANCE (GRI 307, 2016)

307-1	Non-compliance with environmental laws and regulations	Environmental management, page 34
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## TOPIC-SPECIFIC DISCLOSURES

Indicator	Brief Description	Location of Information
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT (GRI 308, 2016)</b>		
103	Management approach – supplier environmental assessment	Supply chain sustainability, pages 38–39 and Environmental Management Policy and Supplier Code of Conduct and Human Rights Policy
308-1	New suppliers that were screened using environmental criteria	Supply chain sustainability, page 38
<b>SOCIAL</b>		
<b>EMPLOYMENT (GRI 401, 2016)</b>		
103	Management approach – employment	Empowering our people, pages 10–14
401-1	New employee hires and employee turnover	Empowering our people, pages 10–14
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Health and wellbeing, page 17
<b>OCCUPATIONAL HEALTH AND SAFETY (GRI 403, 2016)</b>		
103	Management approach – occupational health and safety	Workplace safety, pages 16–17
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Workplace safety, pages 16–17
<b>TRAINING AND EDUCATION (GRI 404, 2016)</b>		
03	Management approach – training and education	Team member development programs, pages 13–14
404-1	Average hours of training per year per employee	Team member development programs, pages 13–14
404-2	Programs for upgrading employee skills and transition	Team member development programs, pages 13–14
<b>DIVERSITY AND EQUAL OPPORTUNITY (GRI 405, 2016)</b>		
103	Management approach – diversity and equal opportunity	Diversity and inclusion, page 15 and Human Rights Policy
405-1	Diversity of governance bodies and employees	Diversity and inclusion, page 15 and 2019 Proxy Statement, pages 6, 16–17
<b>LOCAL COMMUNITIES (GRI 413, 2016)</b>		
103	Management approach – local communities	Building communities, pages 19–23
413-1	Operations with local community engagement, impact assessments, and development programs	Building communities, pages 19–23
<b>PUBLIC POLICY (GRI 415, 2016)</b>		
103	Management approach – public policy	Public policy engagement, page 43
415-1	Political contributions	Oshkosh Corporation does not make any direct political contributions. Any contributions made by the Oshkosh Corporation Employee Political Action Committee (OCEPAC) can be found here.
<b>CUSTOMER HEALTH AND SAFETY (GRI 416, 2016)</b>		
103	Management approach – customer health and safety	Product safety, quality and reliability, pages 29–31
416-1	Assessment of the health and safety impacts of products and services	Product safety, quality and reliability, pages 29–31
<b>MARKETING AND LABELING (GRI 417, 2016)</b>		
417-2	Incidents of non-compliance concerning product and service information and labeling	None
417-3	Incidents of non-compliance concerning marketing communications	None
<b>CUSTOMER PRIVACY (GRI 418, 2016)</b>		
415-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None
<b>CUSTOMER HEALTH AND SAFETY (GRI 416, 2016)</b>		
418-1	Incidents of non-compliance concerning the health and safety impacts of products and services	None
<b>SOCIOECONOMIC COMPLIANCE (GRI 419, 2016)</b>		
419-1	Non-compliance with laws and regulations in the social and economic area	None

# Independent assurance statement to Oshkosh Corporation

ERM Certification and Verification Services (ERM CVS) was engaged by Oshkosh to provide limited assurance in relation to specified 2019 environmental data in the Oshkosh Sustainability Report 2019 as set out below and indicated in the report with an <sup>1</sup> on pages 35–36.

## ENGAGEMENT SUMMARY

### SCOPE OF OUR ASSURANCE ENGAGEMENT

Whether the Oshkosh total 2019 absolute and intensity data for the following indicators are fairly presented, in all material respects, with the reporting criteria:

- Total Scope 1 GHG emissions [metric tons CO<sub>2</sub>e];
  - Total Scope 2 GHG emissions (location-based) [metric tons CO<sub>2</sub>e];
  - Total Scope 3 GHG emissions [metric tons CO<sub>2</sub>e] from the following categories:
    - Upstream and downstream transportation and distribution (calculated emissions from the EPA SmartWay program) (US domestic operations only);
    - Waste generated in operations (waste to landfill);
    - Business travel: corporate jet and air travel only (US domestic operations only);
    - Employee commuting (US domestic operations only);
    - CNG and diesel shipped in vehicles sent to customers (US domestic operations only)
  - Total Scope 1 and 2 GHG emissions [metric tons CO<sub>2</sub>e];
  - Total energy use:
    - Direct energy consumption (fuel) [MMBtu];
    - Indirect energy consumption (electricity) [MWH];
  - Total energy consumption intensity [Btu/ sales in USD\*];
  - Total non-hazardous waste to landfill [tons];
  - Total hazardous waste disposed [tons]; and
  - Non-hazardous waste diverted from landfill [%].
- \* For this metric ERM CVS has placed reliance on sales data in Oshkosh's 2019 10K filing which was covered by the financial audit.

### REPORTING CRITERIA

The WBCSD/WRI GHG Protocol (2004, as revised January 2015) for the Scope 1, 2 and 3 GHG emissions and Oshkosh's internal reporting criteria and definitions for the other indicators.

### ASSURANCE STANDARD

ERM CVS' assurance methodology, based on the International Standard on Assurance Engagements ISAE 3000 (Revised).

### ASSURANCE LEVEL

Limited assurance.

### RESPECTIVE RESPONSIBILITIES

Oshkosh is responsible for preparing the data and for its correct presentation in reporting to third parties, including disclosure of the reporting criteria and boundary. ERM CVS's responsibility is to provide conclusions on the agreed scope based on the assurance activities performed and exercising our professional judgement.

### THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the assured data is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

Jennifer Iansen-Rogers  
Head of Corporate Assurance Services  
24 April 2020

ERM Certification and Verification Services, London  
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ERM CVS is a member of the ERM Group. The work that ERM CVS conducts for clients is solely related to independent assurance activities and auditor training. Our processes are designed and implemented to ensure that the work we undertake with clients is free from bias and conflict of interest. ERM CVS and the ERM staff that have undertaken this engagement work have provided no consultancy related services to Oshkosh in any respect.



**ERM CVS**  
Informed Assured

## OUR CONCLUSIONS

Based on our activities, nothing has come to our attention to indicate that the Oshkosh 2019 absolute and intensity data for the indicators, as listed above, are not fairly presented, in all material respects, with the reporting criteria.

## OUR ASSURANCE ACTIVITIES

Our objective was to assess whether the selected data are reported in accordance with the principles of completeness, comparability (across the organization) and accuracy (including calculations, use of appropriate conversion factors and consolidation). We planned and performed our work to obtain all the information and explanations that we believe were necessary to provide a basis for our assurance conclusions.

A multi-disciplinary team of EHS and assurance specialists performed the following activities:

- Interviews with relevant staff to understand and evaluate the data management systems and processes (including IT systems and internal review processes) used for collecting and reporting the selected data;
- A review of the internal indicator definitions and conversion factors;
- Visit to one site (McConnellsburg, USA) and one remote HQ visit (Oshkosh, USA) to review local reporting processes and consistency of reported annual data with selected underlying source data for each indicator. We interviewed relevant staff, reviewed site data capture and reporting methods, checked calculations and assessed the local internal quality and assurance processes;
- An analytical review of the data from all sites and a check on the completeness and accuracy of the corporate data consolidation.
- Year-end assurance activities at corporate level including the results of internal review procedures and the accuracy of the consolidation of the data for the selected indicators from the site data; and
- Reviewing the presentation of information relevant to the scope of our work in the Report to ensure consistency with our findings.

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## CAUTIONARY STATEMENT ABOUT FORWARD-LOOKING STATEMENTS

This report contains statements that the Company believes to be “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical fact, including, without limitation, statements regarding the Company’s future financial position, business strategy, targets, projected sales, costs, earnings, capital expenditures, debt levels and cashflows, and plans and objectives of management for future operations, are forward-looking statements. When used in this report, words such as “may,” “will,” “expect,” “intend,” “estimate,” “anticipate,” “believe,” “should,” “project” or “plan” or the negative thereof or variations thereon or similar terminology are generally intended to identify forward-looking statements. These forward-looking statements are not guarantees of future performance and are subject to risks, uncertainties, assumptions and other factors, some of which are beyond the Company’s control, which could cause actual results to differ materially from those expressed or implied by such forward-looking statements. Additional information concerning these factors is contained in the Company’s filings with the Securities and Exchange Commission, including, without limitation, the Company’s Annual Report on Form 10-K for the fiscal year ended September 30, 2019, filed on November 20, 2019. All forward-looking statements speak only as of the date of this report. This report is for fiscal 2019. Data reported is for fiscal year 2019 unless otherwise noted.

OSKCSR-007



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