



Innovating for a better world



At Oshkosh, we build some of the toughest specialty vehicles in the industry. But our business is about much more than machines.

We exist to make a difference in peoples’ lives by helping to build, protect and serve communities around the world. Every day, our team members, like the everyday heroes who use our products, push beyond the possible to deliver innovations that move industries forward and help build a better, more sustainable world.

OUR APPROACH | 02

- CEO Message 3
- Innovating for a better world 4
- Goals and progress scorecard 8
- About Oshkosh Corporation 9
- Sustainability at Oshkosh 11

EMPOWERING OUR PEOPLE | 13

- Engagement 14
- Development programs 15
- Diversity, equity and inclusion 17
- Workplace safety 19
- Health and wellbeing 21

PRODUCT INNOVATION | 22

- Sustainable products 23
- Safety, quality and reliability 25

BUILDING COMMUNITIES | 28

- Our approach 29
- Volunteering and giving 30

OPERATING SUSTAINABLY | 32

- Reducing our footprint 33
- Energy and emissions 34
- Waste diversion 36
- Water use 38
- Supply chain sustainability 39
- Governance and ethics 41
- About this report 46
- Assurance statement 47
- GRI Index 48



“FUELED BY OUR PURPOSE OF MAKING A DIFFERENCE IN PEOPLE’S LIVES, WE RELY ON OUR CORE VALUES TO GUIDE US: WE PUT PEOPLE FIRST, WE DO THE RIGHT THING, WE PERSEVERE AND WE ARE BETTER TOGETHER.”

A message from our President and Chief Executive Officer

At Oshkosh, we’ve been building innovation into everything we do to help everyday heroes build a better world. When unprecedented challenges from the pandemic in 2020 evolved into new challenges in 2021, we put our resilience and innovation to work.

Fueled by our purpose of making a difference in people’s lives, we relied on our core values to guide us: we put people first, we do the right thing, we persevere and we are better together. Our core values provided the foundation to drive progress in our four key sustainability areas: empowering our people, product innovation, building communities and operating sustainably.

EMPOWERING OUR PEOPLE

Our People First culture empowers our team members to become their best selves. We committed to providing meaningful development opportunities to help our people realize their potential as well as care for their physical, financial and emotional wellbeing. We also committed to building an inclusive workplace with equal opportunities for everyone because advancing diversity, equity and inclusion is embedded in our core values.

As of 2021, we have seven employee business resource groups (EBRGs) and have broadened our recruiting partnerships to include Black Progress Matters and diversity-focused resources.

We also continued our work with the CEO Action for Diversity & Inclusion Coalition by dedicating time to their Racial Equity fellowship. And we achieved a score of 95/100 on the Human Rights Campaign’s Corporate Equality Index, which is a measure of LGBTQ+ workplace inclusion.

PRODUCT INNOVATION

We developed sustainable products while proactively engaging with customers, bringing them innovative solutions to solve their difficult challenges. Demand for zero-emission electric vehicles is rising and Oshkosh has over 25 years’ experience in developing electric drive trains and vehicles in the markets we serve. In 2021, we won the Next Generation Delivery Vehicle (NGDV) contract awarded by the United States Postal Service (USPS) to replace its fleet of delivery trucks with new electric or low-emission internal-combustion engine vehicles. We also placed the first electric fire truck, part of the Pierce® Volterra™ Platform of Electric Vehicles, in service with the City of Madison, Wisconsin, Fire Department and piloted the Striker® Volterra™ hybrid electric firefighting vehicle.

BUILDING COMMUNITIES

While our products are built to support and protect communities around the world, we also care about supporting the communities where we live and work by giving back. This year, Oshkosh Corporation recorded over 15,600 volunteer hours by team members and gave over \$1.9M to our communities through the Oshkosh Corporation Foundation.


OPERATING SUSTAINABLY

From our 100-year legacy in advanced manufacturing and dedication to advancing the world around us, we make our vehicles and equipment safer, more efficient and more sustainable. Protecting the planet we call home is imperative to us. We focused on reducing our impact on climate change by reducing our energy consumption and greenhouse gas emissions to maximize the efficiency of our operations. Since 2014, we’ve reduced our greenhouse gas emissions intensity and normalized energy use by over 30% achieving our 2024 goal of a 25% reduction of both parameters 3 years ahead of schedule. We also diverted 84.3% of waste from the landfill in 2021, getting us closer to our goal of achieving 90% by 2024.

As I reflect on this past year, I am proud of what Oshkosh Corporation was able to accomplish. From our innovative products to our efforts in social responsibility, diversity, equity and inclusion and environmental performance, we showed perseverance and grit, and worked diligently to support the everyday heroes who depend on our products. I’m excited for Oshkosh’s future and to continue innovating for a better world.

JOHN C. PFEIFER
PRESIDENT AND CHIEF EXECUTIVE OFFICER

Innovating for a better world

A photograph of four people standing in front of a white van with the USPS logo. From left to right: a man in a blue button-down shirt, a man in a dark grey zip-up jacket, a man in a red polo shirt, and a woman in a grey polo shirt. They are all smiling. The van is parked in front of a modern building with large windows. The sky is blue with some clouds.

At Oshkosh, we're delivering innovations that make a difference in people's lives and help everyday heroes—our local construction workers, our neighborhood refuse collectors, our military personnel and our firefighters—build a better world. Bolstered by a 100-year legacy of developing new ideas, we're pioneering innovations across our products and operations. With a focus on electrification, autonomy, active safety, mobility, advanced analytics, intelligent products and digital manufacturing we're developing new technologies to produce machines that not only help to build, support and protect our communities, but that do so more safely, efficiently and sustainably.

From autonomous, unmanned vehicles to the first electric firefighting vehicle in North America, we're focused on moving the world forward by discovering our customers' needs before they do. To do this, we're harnessing new technologies to build safer, more responsible machines that help people meet the ever-changing challenges and environments of today and tomorrow.

Innovating to deliver better products

We are developing new technologies that advance our products, move industries forward and help everyday heroes build a better world. As a key part of this effort, we focus our innovations on reducing the environmental footprint of our products while improving their safety, quality, efficiency and longevity.

Innovating to operate more sustainably

From reducing our energy demand to achieving zero waste to installing solar panels, we're developing new and better ways to do our work.

ELECTRIFICATION | MORE ON P. 23

We've been working on electrification for over 25 years, advancing flexible, electrified options across our product lines. From our Next Generation Delivery Vehicle (NGDV) to the first in-service electric fire truck to the first all-electric scissors lift, we're delivering innovations in electric machines in a variety of markets.

AUTONOMY AND ACTIVE SAFETY | MORE ON P. 26

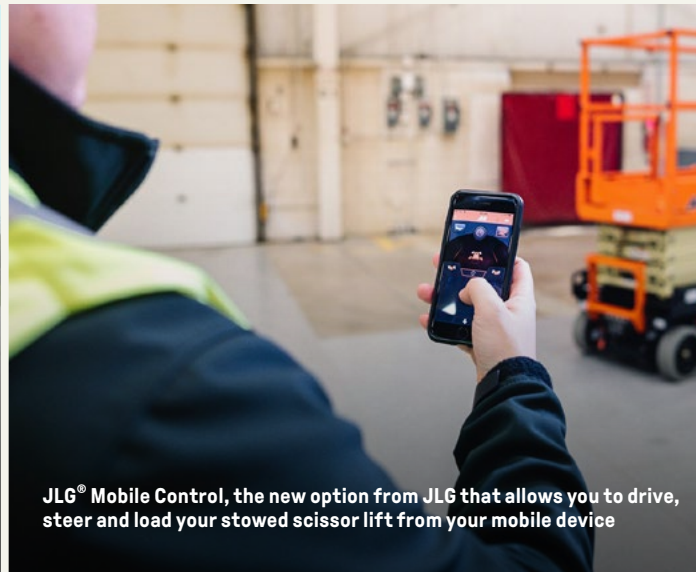
We're developing autonomous technologies and integrated active safety systems that drive efficiency and protect those who use our products so they can focus on the task at hand. From robotic perception technologies that facilitate operation in changing conditions to sensor-enabled warnings to vehicle-to-vehicle alerts, our technology helps users safely conquer extraordinary challenges.

INTELLIGENT PRODUCTS | MORE ON P. 22

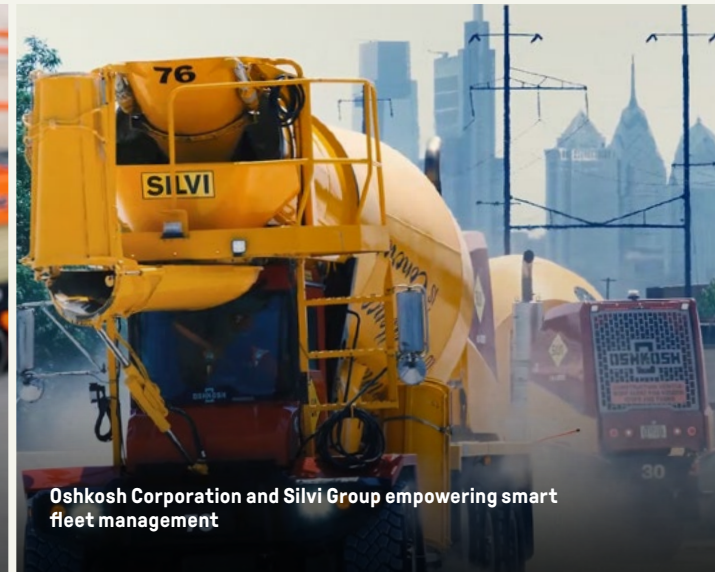
We don't just make great products; we build them with advanced technologies that help our customers use their vehicles more efficiently and safely. Through innovations with advanced telematics and other intelligent product technologies, we're inventing new ways to gather, analyze and use detailed product information to improve our products' performance and longevity and help owners and operators do their jobs more effectively.



The Pierce Volterra Pumper, placed with the City of Madison Fire Department in Wisconsin, is the first electric fire truck in service in North America



JLG® Mobile Control, the new option from JLG that allows you to drive, steer and load your stowed scissor lift from your mobile device



Oshkosh Corporation and Silvi Group empowering smart fleet management

Building innovation into everything we do

While there is no road map for innovation, our team members are undeterred by the impossible. We're constantly collaborating across our ten businesses to ensure everything we create delivers the greatest possible positive impact. Across multiple research and development (R&D) facilities, we have more than 1,600 product developers focused on product innovation and design improvements every day. We bring together core competencies—including material processing expertise, data analytics and modeling simulation—to deliver products with world-class strength, performance, usability and safety. Our product

innovation is guided by multiyear product development plans for each of our markets.

We support our innovators with targeted acquisitions, investments and partnerships that help us build strategic capabilities and accelerate technology development. In 2021, we acquired Pratt Miller, which provides value-added capabilities to help us advance technology development in key areas including autonomy, electrification and intelligent products. We also invested in Boise Mobile Equipment, a leader in wildfire fighting equipment, to expand our fire and emergency capabilities.

1,800+

patents have been awarded to Oshkosh Corporation since we were founded



IMPLEMENTING THE “FACILITY OF THE FUTURE” TODAY AT JLG’S SHIPPENSBURG PLANT | MORE ON PP. 19 & 34

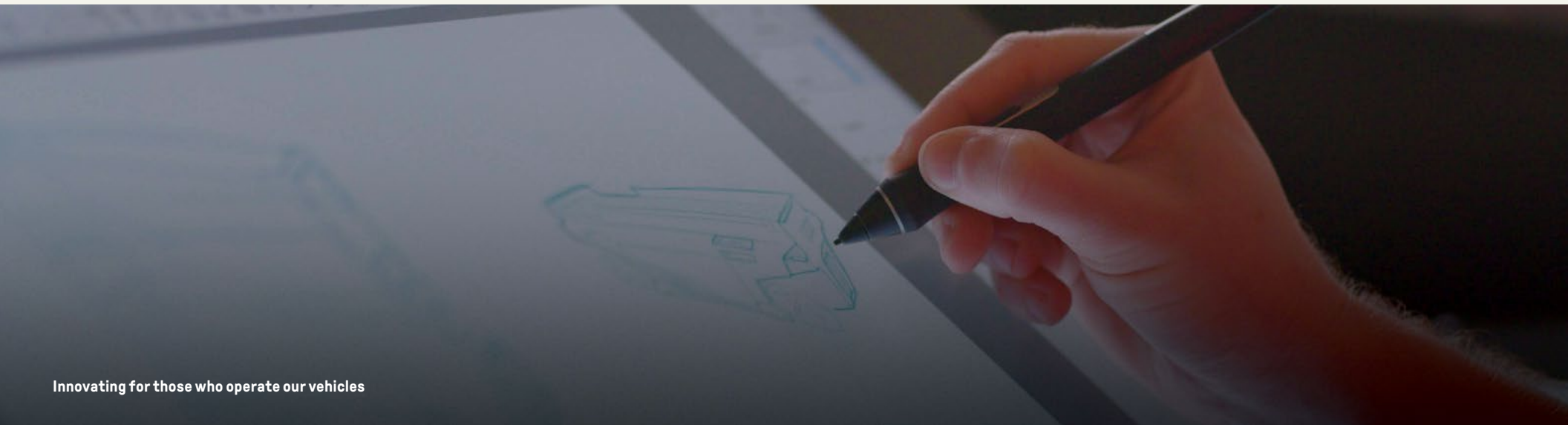
Our Shippensburg facility illustrates how we innovate with purpose through a wide range of safety and energy efficiency improvements.

ADVANCING OUR DIGITAL TRANSFORMATION | MORE ON P. 25

We're using advanced information and digital technologies to transform our approach to designing, manufacturing and supporting our products. Through advanced analytics, digital manufacturing, intelligent automation and other tools we're empowering our people to work smarter, safer and more efficiently—and deliver process and product innovations to transform industries.

CORPORATE VENTURE CAPITAL FUND

We work to stay ahead of the curve by investing in new or disruptive technologies through our Corporate Venture Capital Fund (CVCF), which targets new technology firms offering products and services that help us better serve our customers.



We focus our innovation on addressing climate change

In 2021, the changing climate was visible around us, from historic wildfires to record storms. We believe climate change is one of the greatest challenges we face as a society and a planet, and we're committed to do our part to help address it. That's why reducing greenhouse gas emissions from our products and our operations is a key focus of our innovation agenda. For example, reducing emissions is a key driver behind our product electrification efforts ([see p. 23](#)). We're also applying our innovation efforts to reducing energy use and emissions from our operations ([see p. 33](#)).

We believe climate change presents both risks and opportunities for our business. We evaluate these potential impacts to Oshkosh Corporation and our customers through our formal risk management procedures. Climate change-related weather disruptions, such as increasingly severe storms, pose a risk to our operations and supply chains. We expect changes in energy sources, emissions regulations and customer demand for cleaner products to impact our operations. We're working to manage these risks and opportunities by reducing our energy consumption, developing lower emission products and building more resiliency, business continuity and crisis management plans and procedures into our operations and supply chains.

We also see opportunities for our business. For example, we're offering more electric-powered vehicles and products as customer demand shifts to lower carbon products.

For a closer look at how we approach climate-related risks and opportunities, see our [Task Force for Climate-related Financial Disclosures \(TCFD\) Report Index](#).



SUSTAINABILITY GOALS AND PROGRESS

We are driven to improve

We have developed goals to help drive continuous improvement on key sustainability focus areas.

EMPOWERING OUR PEOPLE

GOAL | 2021 PROGRESS

DIVERSITY EQUITY AND INCLUSION	30%	18.3%	15%	8.6%
	women in leadership roles globally by 2026 and 50% in the longer term		Black, Indigenous and/or People of Color in leadership roles in the U.S. by 2026 and 30% in the longer term	
WORKER SAFETY	10%	9%	10%	14%
	year-over-year reduction in Recordable Incident Rate		year-over-year reduction in Lost Time Incident Rate	

DEVELOPING INNOVATIVE PRODUCTS

2021 PROGRESS

INNOVATION MILESTONES	\$103.1M	1800+
	spent on R&D globally in 2021	patents since the Company was founded

BUILDING COMMUNITIES

GOAL | 2021 PROGRESS

GIVING AND VOLUNTEERING	15,000	15,676	60%	61%
	volunteer hours		charitable giving to social services	

OPERATING SUSTAINABLY

GOAL | 2021 PROGRESS

ENVIRONMENTAL PERFORMANCE	25%	37.2%	90%	84.3%
	reduction of greenhouse gas (GHG) emissions and energy intensity in our manufacturing ¹		waste diverted from landfill by 2024	

¹ Includes U.S. manufacturing and non-manufacturing and international manufacturing facilities.

ABOUT OSHKOSH CORPORATION

Our strategy

Innovate. Serve. Advance.

Innovate.

We innovate customer solutions by combining leading technology and operational strength to empower and protect the everyday hero.

Serve.

We serve and support those who rely on us with a relentless focus throughout the product lifecycle.

Advance.

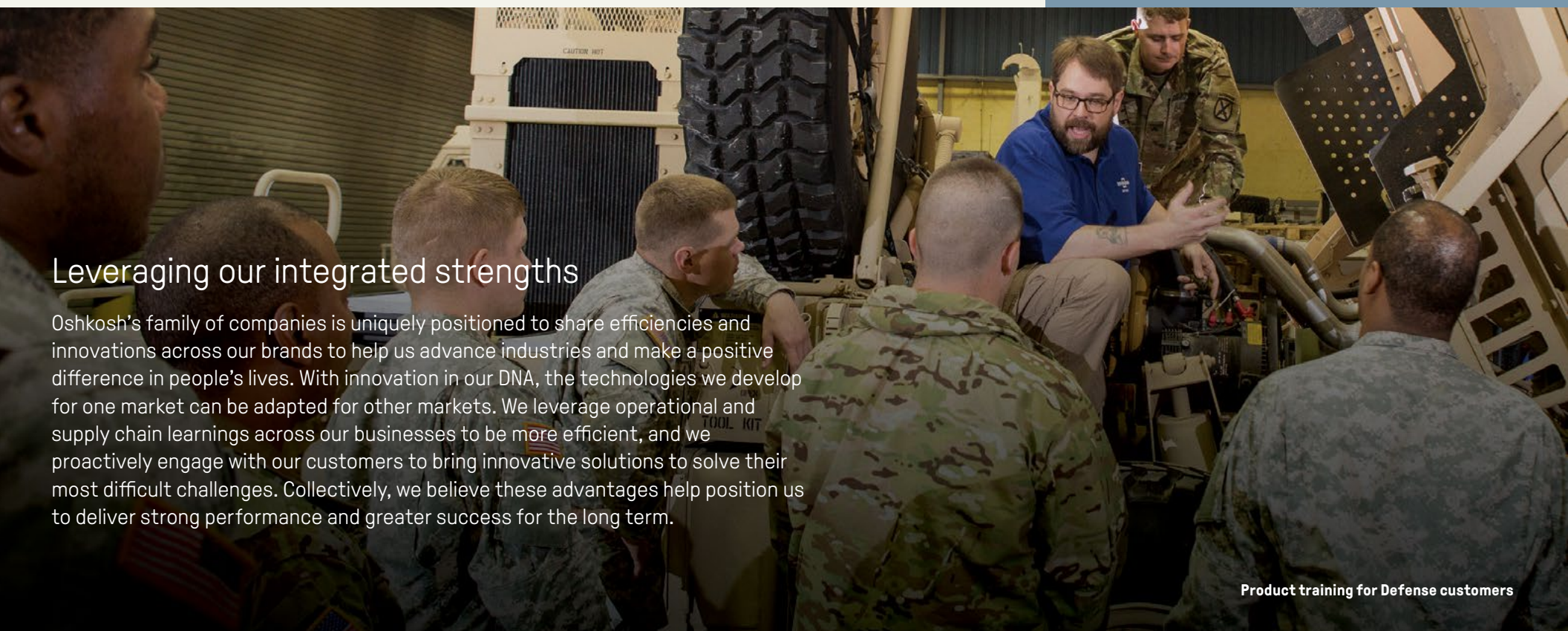
We advance by expanding into new markets and geographies to make a difference around the world.

Our core values

- We put people first.
- We do the right thing.
- We persevere.
- We are better together.

Leveraging our integrated strengths

Oshkosh's family of companies is uniquely positioned to share efficiencies and innovations across our brands to help us advance industries and make a positive difference in people's lives. With innovation in our DNA, the technologies we develop for one market can be adapted for other markets. We leverage operational and supply chain learnings across our businesses to be more efficient, and we proactively engage with our customers to bring innovative solutions to solve their most difficult challenges. Collectively, we believe these advantages help position us to deliver strong performance and greater success for the long term.



Product training for Defense customers

ABOUT OSHKOSH CORPORATION

A portfolio of leading brands
One unified business



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



Tactical wheeled vehicles, mobility systems & lifecycle sustainment services



Custom fire apparatus



Refuse collection vehicles & concrete mixers



Aircraft rescue & firefighting vehicles



Towing & recovery vehicles



Engineering & product development



Police tactical & communications vehicles



Concrete mixers



Field service vehicles & truck-mounted cranes

By the numbers

14K+

team members

\$3.2B

shareholder equity

\$103.1M

spent on research and development globally

\$544.7M

operating income

\$7.7B

net sales

6TH CONSECUTIVE YEAR

ONE OF ETHISPHERE'S WORLD'S MOST ETHICAL COMPANIES

2ND CONSECUTIVE YEAR

CIO 100

4TH CONSECUTIVE YEAR

ONE OF BARRON'S TOP 100 MOST SUSTAINABLE COMPANIES

2021

COMPUTER WORLD BEST PLACES TO WORK IN I.T.

3RD YEAR

MEMBER OF DOW JONES SUSTAINABILITY WORLD INDEX (DJSI)

2021

CIO FUTURE EDGE 50





OUR SUSTAINABILITY FOCUS AREAS

We focus on making a difference

Our sustainability efforts focus on the following four areas through which we seek to make a difference in people’s lives and innovate to build a better world. Our commitment to sustainability is integrated throughout our organization, as detailed in this report. We also work to align our efforts with the United Nations Sustainable Development Goals (SDGs) to promote global sustainable growth.


EMPOWERING OUR PEOPLE

We support our peoples’ passion to make a positive impact on the world.

<p>SDG 3 GOOD HEALTH AND WELLBEING</p>	<p>We prioritize the safety and health of our team members and the people that use our products. In addition to rigorous workplace (p. 19) and product safety (p. 25) programs, we support the physical, financial and emotional wellbeing of our team members and their families through a range of initiatives (p. 21).</p>	
<p>SDG 5 GENDER EQUALITY</p>	<p>We are committed to building an inclusive workplace with equal opportunities for all. This is central to our People First culture and is integrated in The Oshkosh Way, our code of ethics and conduct. For more on how we support diversity, equity and inclusion (p. 17).</p>	



DEVELOPING INNOVATIVE PRODUCTS

We do more than build machines—our technologies and innovations move the world forward. We focus relentlessly on developing products that help people protect, serve and build their communities.

<p>SDG 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>We pursue innovative solutions that support and protect our customers and end users (p. 27). We are also continuously evolving to reduce the environmental impact of our operations and products (p. 33).</p>	
---	--	---

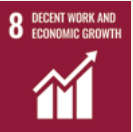

BUILDING COMMUNITIES

Caring for our communities is an important part of our commitment to always doing the right thing.

<p>SDG 2 ZERO HUNGER</p>	<p>A core focus of our philanthropic activities is to reduce or address barriers, like hunger and lack of food security, that prevent individuals from improving their lives and meeting their full potential (p. 30).</p>	
<p>SDG 4 QUALITY EDUCATION</p>	<p>Quality education empowers people to succeed. We support education and workforce development in the communities where we operate (p. 30), and we offer scholarships for our team members’ children (p. 31).</p>	

OPERATING SUSTAINABLY

We believe that doing the right thing means adhering to the highest ethical standards and protecting the planet. We have set strong, transparent governance programs and environmental standards to keep ourselves accountable.

<p>SDG 8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>We provide meaningful jobs to approximately 15,000 team members, supporting economic and workforce development in the places where we operate (p. 16). We are committed to human rights and decent working conditions in all our locations and expect the same of our suppliers (p. 39).</p>	
<p>SDG 12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>We constantly strive to make our operations and products more responsible by minimizing energy use and emissions, reducing waste, and remanufacturing and recommissioning our vehicles (p. 37).</p>	

MATERIALITY ASSESSMENT

We seek to understand and address our most significant impacts

We define “material issues” as those important to our stakeholders and the success of our business. We assess these issues to help us dedicate our energy and resources to those areas where we have a potentially significant impact on the environment, society and the economy.

We determined our potentially material issues based on relevant documents including sustainability frameworks and guidelines such as GRI, SASB, DJSI and ISS; peer benchmarking; and perspectives of key stakeholder groups. Then, we engaged internal and external

stakeholders including our internal leadership, investors, customers, prospective team members, suppliers and community members to assess their perspectives on our material issues. The results of this analysis are shown in the chart below. While all the issues on the chart are important, the issues in the upper right portion of the chart ranked as the most important to our stakeholders and our Company. This assessment is an input into how we prioritize the issues we discuss in this report, and we have programs in place to address both the risks and opportunities these issues represent.

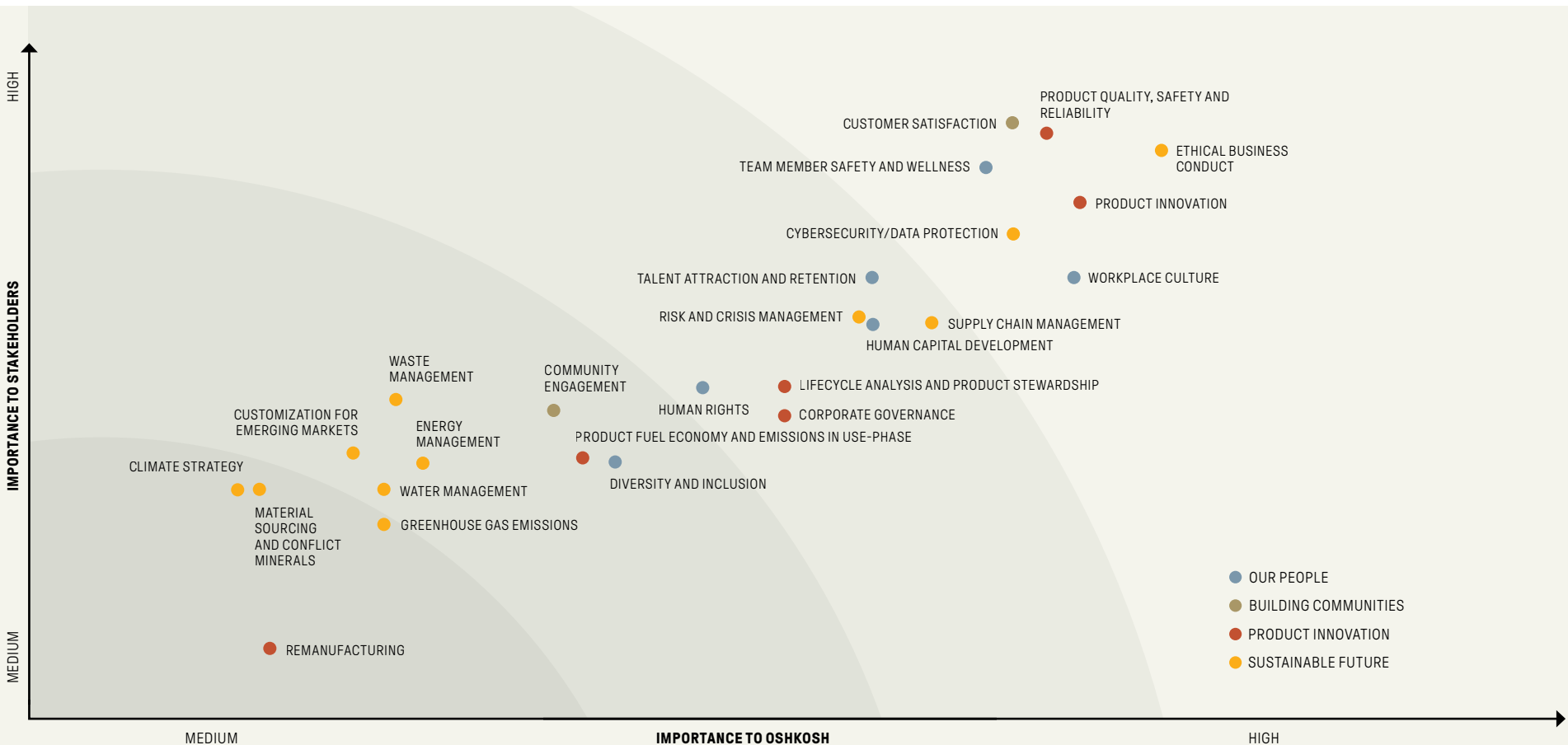
For more information



2021 TCFD REPORT



2021 SASB DISCLOSURE REPORT



We put people first

Our team members drive our purpose of making a difference in people's lives. In 2021, our team illustrated perseverance and resilience, facing the second year of the global pandemic with ongoing commitment to deliver for the people we serve: our customers and the communities in which they work and live.

98,000

hours of team member training through Your Oshkosh University

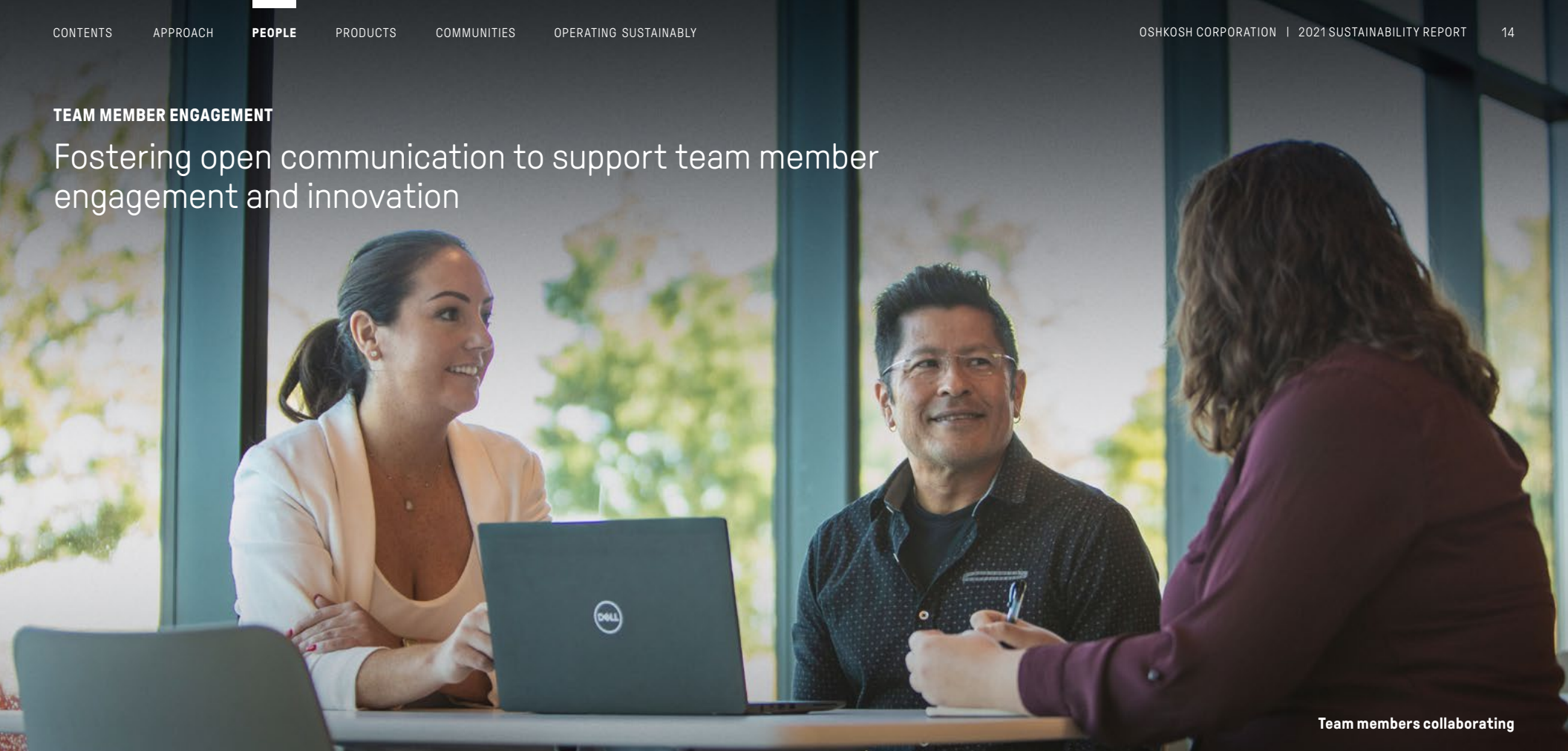
48.3%

diverse new hires for office positions

Team members collaborating in Pierce's 41 Assembly manufacturing plant

TEAM MEMBER ENGAGEMENT

Fostering open communication to support team member engagement and innovation



Team members collaborating

The ongoing pandemic created opportunities for our teams to engage and collaborate in new and different ways. Our increased use of remote communication technology not only allowed our non-production staff to work remotely, but also opened new lines of engagement across our Company.

To help keep our team engaged and connected, we communicate regularly through town halls, newsletters and team-building events. We also seek feedback from employees. For example, we conduct a regular team member engagement survey to understand potential areas for improvement. In our most recent survey, undertaken in 2020, team members rated their experience at Oshkosh highly on teamwork, safety, corporate values and respectful treatment by supervisors.

CHEERS FOR PEERS

In 2021, we instituted Cheers for Peers, a new program that allows Oshkosh team members to recognize their peers for exemplifying our core values in their work. In keeping with the priority our team members place on giving back to our communities, Oshkosh donated to the nonprofit of choice for each winning team member. Five winners were chosen from each business segment. In total, we contributed \$150,000 to team members' chosen charities through this program. And, we received over 440 nominations, illustrating our commitment to our company values.



Cheers for Peers award winners celebration

TEAM MEMBER DEVELOPMENT PROGRAMS

We give our team members opportunities to become their best selves

When our team members realize their potential, so does Oshkosh. We provide meaningful opportunities, connections and experiences for all our people to learn and evolve throughout their careers.

Training and development

We support growth and development opportunities for team members at every level of the organization. Our leadership training reinforces our People First culture through programs like Lens of Leadership, which focuses on building self-awareness and emotional intelligence. We help team members upskill and advance their careers within Oshkosh. For example, our Pierce Training Center offers new and existing team members an immersive training experience including hands-on training, module training and real-life simulations. In 2021, some of our training programs continued in a virtual format, providing nearly 4,000 hours of leadership training for 800 current and future leaders.

Education

YOUR OSHKOSH UNIVERSITY

Our online training platform, Your Oshkosh University (YOU), gives team members access to over 1,000 courses. In 2021, team members spent more than 98,000 hours on YOU training. Each team member participated in an average of about 6.5 hours of formal training through YOU in 2021.

TUITION REIMBURSEMENT PROGRAM

Our tuition reimbursement program provides financial assistance to team members seeking a graduate equivalent degree (GED) or an advanced degree relevant to their current position.

Workplace

ONGOING PERFORMANCE CONVERSATIONS

We use a conversation-based performance review model focused on regular check-ins between leaders and team members to maintain open communication and foster employee engagement and development. This approach includes an annual performance rating and provides opportunities to build skills that support team members' development goals.

258

students participated in tuition reimbursement program in 2021

Community

COMMUNITY SERVICE

Our team members view community service as an important part of personal and professional development. Helping nonprofits create strategic plans, for example, builds workplace leadership skills while supporting local agencies. We support team members in giving time and energy to community service projects wherever we work. See [p. 29](#) for more on the ways our team members give back to their communities.

“AT OSHKOSH, MY CAREER DEVELOPMENT IS A COLLABORATIVE EFFORT WITH MY LEADERS. THEY WANT TO KNOW WHAT CAREER PATH I SEE FOR MYSELF AND INFORM ME OF OPPORTUNITIES THAT MIGHT ALIGN WITH MY CURRENT INTERESTS. I WAS FORTUNATE TO BE ONE OF THE FIRST ENGINEERS TO PARTICIPATE IN THE JLG ROTATIONAL PROGRAM. THE NETWORK I BUILT DURING MY TWO YEARS IN THE PROGRAM HELPED ME CREATE A POSITIVE IMPACT ON MY TEAM WHEN I ENTERED MY PERMANENT ROLE. IN ADDITION, I’VE HAD THE PRIVILEGE TO TAKE ON A LEADERSHIP ROLE IN THE PROGRAM AS ROTATIONAL MENTOR.”



*Kristine Baisa,
Senior Design Engineer, New Product
Development—Booms*



Leadership Program Rotational Mentor speaking to fellow team members

Talent acquisition

We focus our talent acquisition efforts on attracting and building a diverse and inclusive team while proactively cultivating the next generation of talent. We seek to build a talent pipeline in the communities where we live and work, which boosts local economic opportunities while supporting our own workforce development.

INTERNSHIP PROGRAM

Our internship program bridges our talent development, community development, and diversity, equity and inclusion goals. We give interns meaningful responsibilities and provide one-on-one training to build, and take full advantage of, their skills. In 2021, we adapted the program to ensure it kept running during COVID-19 restrictions, offering virtual working, networking and professional development opportunities. We hosted 286 interns last year, 43% of whom were considered diverse by gender, race/ethnicity, veteran or disability status.

YOUTH APPRENTICE PROGRAMS

We offer youth apprenticeship programs in many of our locations. For example, Oshkosh Defense has a two-year School to Work vocational skills training program for high school students and McNeilus offers a painting training program for people of any age.

Iowa Mold Tooling (IMT) supports welding apprenticeships at a local high school. We also offer a 450-hour youth apprentice program, in which young people earn high school or college credits working closely with team members on real-world engineering and business problems. These programs not only help build a pipeline of team members for our own operations, they also provide meaningful work and career development for youth in our communities.

HIRING HEROES

In addition to developing products that protect and support our nation's warfighters, we aid their return to civilian life through targeted hiring and mentoring programs. As part of these efforts, we partner with the U.S. Chamber of Commerce Foundation's Hiring Our Heroes program, a twelve-week fellowship program that matches transitioning servicemembers with civilian opportunities. We recognize that military training not only prepares veterans for Oshkosh's dedication to the public good, but instills the sense of interdependence that makes our teams so successful. In 2021, we hired 139 former military members, and increased the number of veterans in leadership positions by 50%. Veterans now represent 12% of our team members at the director or higher level, up from 8% in 2020.

Retention

In 2021, team member turnover was 23.2%, including production and salaried workers as well as voluntary and involuntary separations. We believe this increase from our 20.5% turnover rate in 2020 reflects broader societal trends, as people reassess their work life in the wake of the pandemic.

INTERNSHIPS

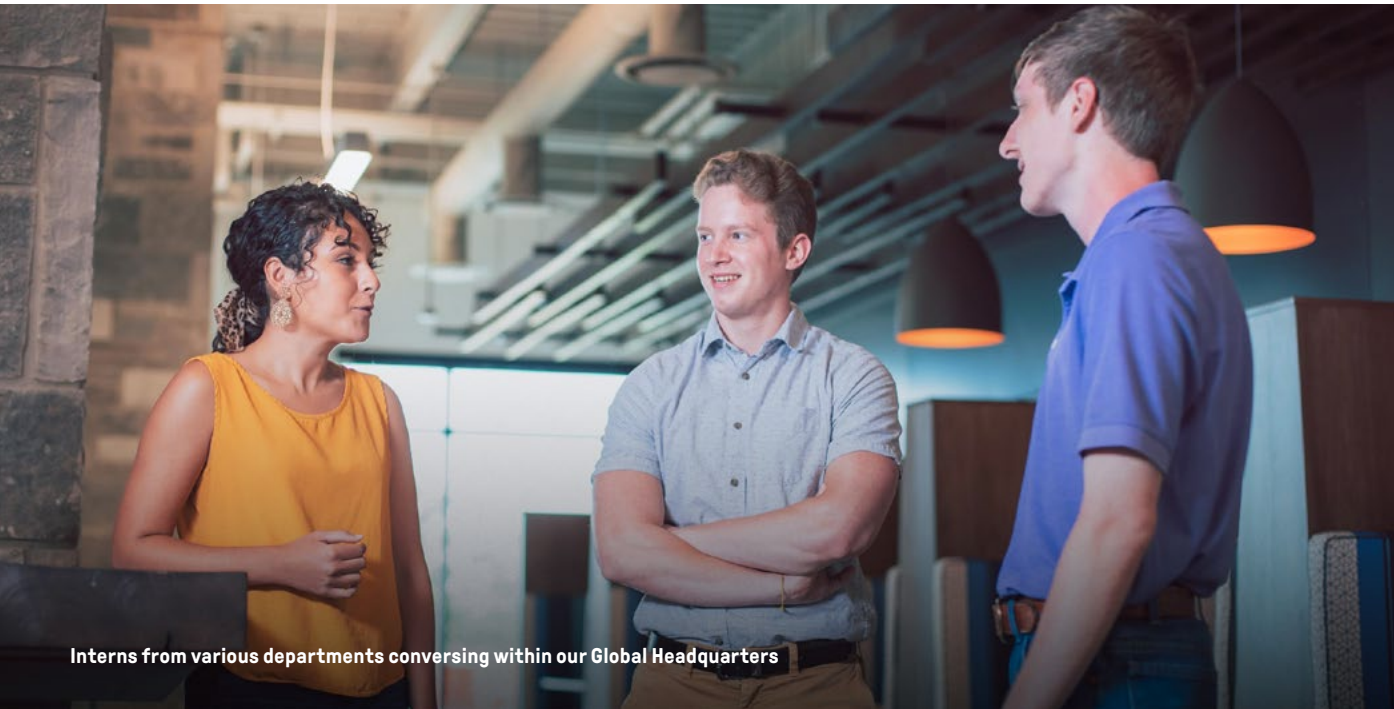
286

interns in 2021, 43% of whom were considered diverse

HIRING HEROES

12%

of team members at director level or higher are veterans



Interns from various departments conversing within our Global Headquarters

“WHEN I FIRST BEGAN LOOKING FOR A JOB AFTER LEAVING THE COAST GUARD, I WAS TARGETING LOGISTICS POSITIONS BECAUSE I HAD HEARD THESE WERE OFTEN A GOOD FIT FOR VETERANS’ SKILLS. BUT WHEN OSHKOSH SAW THE COMMUNITY SERVICE I LISTED AT THE BOTTOM OF MY RESUME THEY OFFERED ME A FELLOWSHIP IN TALENT ACQUISITION. IT WAS SUCH A UNIQUE OPPORTUNITY, AND THEY TOOK THE TIME TO LEARN WHAT I WAS TRULY PASSIONATE ABOUT. I WORKED ON A STRATEGIC DIVERSITY RECRUITMENT PROGRAM FOCUSED ON INCREASING THE MINORITY TEAM MEMBER POPULATION. I COMPLETED MY FELLOWSHIP AND STARTED FULL-TIME AS A TALENT ACQUISITION SPECIALIST.”



*Darlene Sao,
Talent Acquisition Program Specialist
and Coast Guard Veteran*

DIVERSITY EQUITY AND INCLUSION

Advancing diversity, equity and inclusion is embedded in our core values

Oshkosh Corporation believes in respect for everyone. We do not tolerate racism or discrimination in any form. This commitment is underpinned by our core value to do the right thing and is an important way we illustrate that we are better together.

Our Diversity, Equity and Inclusion (DEI) Enterprise Council, a cross functional group of team members and senior leaders from across the Company, is spearheading our DEI efforts. In 2021, they established a roadmap of specific DEI objectives to guide and facilitate our ongoing journey. They developed this road map based on engagement and CEO-led listening sessions across the organization to understand team members’ personal experiences with injustice and discrimination.

EMPLOYEE BUSINESS RESOURCE GROUPS (EBRGs)

While the roadmap focuses on actions for 2022 and beyond, we also advanced our DEI efforts in 2021. For example, we expanded DEI-related education and awareness activities. In addition, we support seven employee business resource groups (EBRGs), which play an important role in our DEI efforts. Our EBRGs are:

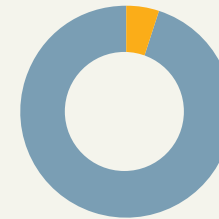
- Oshkosh Women’s Network
- Young Professionals Network
- Oshkosh Corporation Military Network
- Oshkosh Corporation Abilities Network
- Culture Connect 360
- Oshkosh Pride and Equality Network
- Oshkosh Intergenerational Network

Expanding the diversity of our workforce is an important priority of our talent attraction and recruitment efforts. For example, we recruit for new talent through relationships with organizations that support diverse and under-represented candidates for employment, such as Historically Black Colleges and Universities. In 2021, we broadened our recruiting partnerships to include Black Progress Matters and other diversity-focused job boards.

We participate in the CEO Action for Diversity & Inclusion Coalition, the largest CEO-driven commitment to advance DEI in the workplace (see box below).

CORPORATE EQUALITY INDEX

In 2021, we achieved a score of 95/100 on the Human Rights Campaign’s Corporate Equality Index, a measure of LGBTQ+ workplace inclusion. We have successfully increased our score each year since 2019 through our efforts to advance workplace equality.



95%
Workplace inclusion

OSHKOSH’S CEO ACTION FOR RACIAL EQUITY FELLOW

In 2020, CEO Action for Diversity & Inclusion established the CEO Action for Racial Equity Fellowship and called upon its committed CEOs to sponsor an employee to work on advancing policy change at the federal, state and local levels. Oshkosh team member, Tapiwa Mutumhe, was a clear choice to represent our Company as Fellow. Tapiwa, who immigrated from Zimbabwe to the U.S. as a child, was a leader in our Young Professionals Network EBRG and had already helped develop recommendations for ways Oshkosh could increase minority representation within the Company.

Tapiwa joined Fellows from other organizations to develop eight public policies and three social contracts to advance racial equity. “The Fellows were black, white, male, female, and from all different levels of our organizations,” Tapiwa said. “In our meetings, we were all just Fellows, working together to solve an enormous problem.”

They boiled down their many suggestions to a handful of action points. To support one of their key recommendations, Oshkosh committed to explore hiring previously incarcerated people in more of our operations. Tapiwa explains the importance of this action by noting: “Though 13% of the U.S. population is Black, they are 35% of people incarcerated. Hiring formerly incarcerated people supports our commitment to equity.”

“THE FELLOWS WERE BLACK, WHITE, MALE, FEMALE, AND FROM ALL DIFFERENT LEVELS OF OUR ORGANIZATIONS. IN OUR MEETINGS, WE WERE ALL JUST FELLOWS, WORKING TOGETHER TO SOLVE AN ENORMOUS PROBLEM.”

*Tapiwa Mutumhe,
IT Business Analyst Lead*



DEI benchmarks and progress

We're continuing to develop goals and targets to drive progress on our DEI performance. In 2021, we set goals to increase the diversity of our management teams: by 2026, we're working to achieve 15% Black, Indigenous and People of Color (BIPOC) in the U.S. and 30% women globally in leadership positions. Our long-term targets for those same categories are 50% and 30%, respectively. We have made strides towards some of these goals over the past

year. We increased female leadership at the director level or above by two percentage points to 19%, veteran representation at director level or above by 50% and achieved a fourfold increase of people with disabilities at director level or above, increasing from 2% to 8%. While we celebrate our success, we acknowledge that as a Company and a society, we have more work to do.

GOAL

50%¹

diverse hires, annually

2021 RESULTS

48.3%

diverse hires

"WE BELIEVE THAT NOTHING IS IMPOSSIBLE IF WE ACCEPT, PROMOTE AND EMBRACE THE DIVERSITY OF OUR TEAMS."



*Debbie Hameetman,
Director HR JLG Europe, Middle East,
Africa and India Region (EMAIR) and
Oshkosh Women's Network (OWN)
EBRG group EMEAIR sponsor*

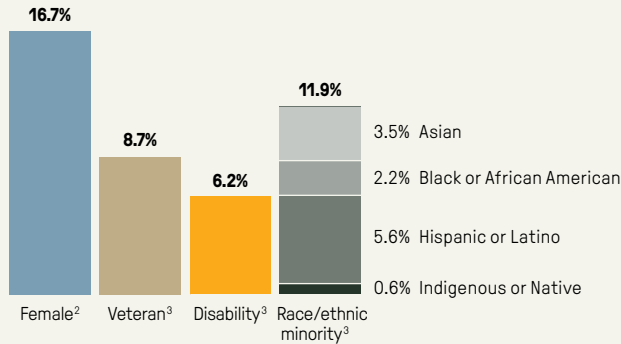
"OUR CORE VALUE OF "BETTER TOGETHER" IS NOT ONLY A PHRASE, BUT THE FOUNDATION OF OUR DAY-TO-DAY CULTURE. TOGETHER INCLUDES PEOPLE WHO ARE DIFFERENT FROM YOU, AND BEING BETTER TOGETHER MEANS WE GET BETTER AND STRONGER."



*Laurent Montenay,
Senior Director of Sales, JLG EMAIR
and OWN EBRG group EMEAIR sponsor*

DIVERSITY

ALL TEAM MEMBERS



MANAGEMENT, U.S. ONLY

	TOTAL
Asian	2.7%
Black or African American	0.7%
Hispanic or Latino	2.0%
White	93.8%
Indigenous or Native	0.3%

LEADERSHIP DIVERSITY BY LEVEL

	EXE. LEADERSHIP	SVP AND VP	SR DIR/DIR	SR MGR/MGR
Total	11	89	257	718
Male	92.3%	84.0%	83.3%	79.6%
Female	7.7%	15.5%	16.7%	20.4%
Minority	15.4%	5.2%	8.9%	6.2%
Veteran	7.7%	8.3%	12.5%	12.1%
Disability	0.0%	6.2%	7.2%	8.1%

¹ For U.S. full-time non-production positions; includes gender, race/ethnicity, veteran status and disability status diversity categories; internal company goal.
² As a percentage of total global employees.
³ As a percentage of U.S. team members.

WORKPLACE SAFETY

We are relentlessly focused on team member safety

Safety management and training

We’re working to consistently improve safety performance as we seek to achieve our goal of zero on-the-job injuries. We take a proactive approach to managing safety and all our locations follow our global Safety Management System (SMS). This includes ongoing team member engagement in safety programs; continuing safety education for managers, supervisors and lead personnel; and regular risk assessments for high-hazard positions and activities.

As illustrated on the right, each SMS level has a different focus and builds toward progressively more robust management standards to achieve best-in-class safety performance.

In addition to following our global SMS, each facility implements their own specific health and safety initiatives to address localized hazards and the specific needs of their team members. Each facility also maintains a site-specific emergency response plan. Safety team members conduct internal safety audits every two years and corporate-level safety professionals conduct comprehensive safety management system audits every two years, which include an on-site audit and program review. Our Vice President of Safety, Security and Facilities oversees our corporate safety program.

SAFETY MANAGEMENT SYSTEM

LEVEL 1	Regulatory and safety compliance
LEVEL 2	Increased management and operational leadership accountability
LEVEL 3	Extensive risk analysis and mitigation programs and team member participation
LEVEL 4	In-depth process review and certification by a third party, either OSHA's Voluntary Protection Program (VPP) rating in the U.S. or ISO 45001 outside of the U.S.

Several of our facilities are formally certified to the ISO 45001 standard for safety management. [See p. 33](#) for a map of our facilities with externally certified safety and environmental management systems.

MANAGING CONTRACT EMPLOYEES

We view our relatively small number of contract employees as important partners in our operations, and we work to protect their safety just as we do our directly-employed team members. Our contracting firms complete a certification process that assesses their safety and workers’ compensation performance relative to their industry peers, and each contract employee must follow all Oshkosh employee safety requirements. Those who fail to meet industry average performance standards may be denied access to work or asked to develop a safety improvement plan. Approved contract employees must complete our contract employee safety training and we audit their performance on an ongoing basis.

Contract employee safety incidents are included in the safety metrics reported on the following page. In 2021, we had zero team member or contract employee fatalities.

INNOVATING TO ADVANCE TEAM MEMBER SAFETY

In 2021, we implemented a range of operational and safety innovations as part of our “Facility of the Future” initiative at JLG’s Shippensburg facility. The centerpiece of this effort is a revolutionary automated assembly line that improves safety for our team members, as well as operating efficiency and environmental performance ([see p. 34](#)). The totally reconfigured line significantly reduces potential safety hazards and improves ergonomics. For example, team members no longer lie underneath a vehicle frame and use a heavy air tool to install bolts on the underside of the frame. Instead, they stand on an elevated, adjustable work platform and use custom tools to reach inside the frame at an ergonomic height. Similarly, the new line lifts and rotates the frame so team members can install hosing while standing next to, rather than lying under the frame. We have also replaced heavy hammer tools with lighter pin installation tools, eliminating the chance to cause an injury with a hammer.



STRENGTHENING OUR CULTURE OF SAFETY

We believe that a safe work environment is based on a culture of shared responsibility and awareness for identifying and reducing safety hazards. The more eyes watching our processes—and the more open we are to hearing concerns—the safer everyone will be. To support this culture of safety, in 2021, Oshkosh Defense

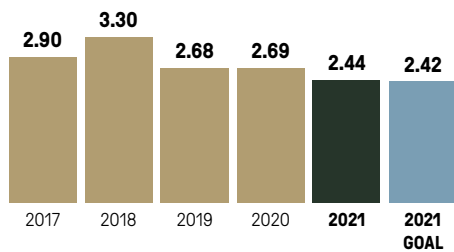
implemented an intense Occupational Safety and Health Administration (OSHA)-based training program focused on helping to ensure understanding of our safety management system and implementation of safety management system audits. A centerpiece of this training effort is strengthening our culture of responsibility and awareness for safety by helping team members

observe potential safety concerns or hazards they see on the job and effectively communicate these observations across the team. Leaders and team members in a variety of roles including operations, quality, engineering and design participated in the training.

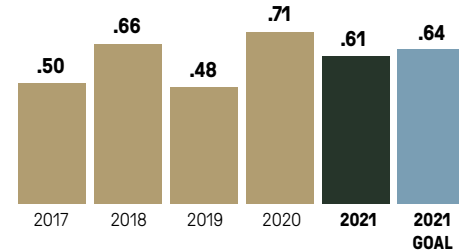
SAFETY INCIDENT AND LOST-TIME DATA

Per 200,000 Hours Worked

RECORDABLE INCIDENT RATE (RIR)^{1,2}
Industry Benchmark 4.9



LOST TIME INCIDENT RATE (LTIR)^{1,2}
Industry Benchmark 1.9



1 This graph or table includes data that has been externally verified. See p. 47 for assurance statement.
2 Numbers include both team members and contract employees.

OUR SAFETY PERFORMANCE

9%

year-over-year RIR reduction

14%

year-over-year LTIR reduction

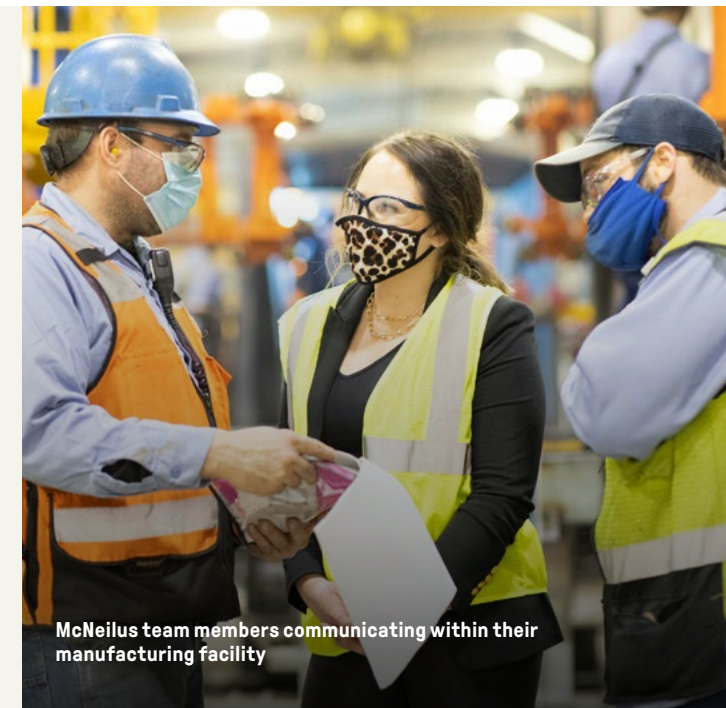
COVID safety during our second pandemic year

Oshkosh Corporation has been steadfast in our commitment to the health of our team members and communities throughout the pandemic. Because we provide essential services, building vehicles and machines that help serve, protect and build communities, most of our production lines remained open throughout the pandemic with team members working onsite. From the beginning, we followed stringent COVID-19 protocols, including requiring masks and social distancing, providing testing and facilitating access to vaccines, to keep our essential workers safe. We update these protocols regularly as science and CDC guidance evolves.

We keep team members updated on official public health developments and encourage everyone to practice safe behaviors. We actively monitor the spread of the virus in our facilities and communities and adjust protocols accordingly. For example, we briefly closed some production facilities based on localized risk

factors. To help reduce transmission, we introduced an app for team members at several facilities to self-screen their health, potential symptoms and exposure prior to entering facilities. And, we contact-trace exposures to reduce transmission. We actively encourage our team members to get vaccinated. This effort included offering vaccines on site and providing insights from expert medical advisers on the value, safety and performance of the available vaccines.

All of our business units have taken a flexible approach to remote work and time off for illness of team members or their families. Through Oshkosh Cares, which combines team member and corporate donations, we continue to distribute grants to team members in need including those affected by COVID-19. In 2021, we provided nearly \$45,000 in grants to our team members through this program.



McNeilus team members communicating within their manufacturing facility

HEALTH AND WELLBEING

We help our team members maximize their health and wellness on and off the job

Our approach to employee health and wellbeing focuses on physical, emotional and financial wellbeing to help our team members bring their best self to work every day.

Physical health programs

We offer a competitive and progressive suite of benefits aimed at improving team members' quality of life with resources and support to help them own and improve their health and wellbeing. In addition to traditional insurance benefits, we encourage team members and their families to focus on healthy behaviors and preventive care through programs such as wellbeing assessments, mindfulness practices, tobacco cessation coaching, annual preventive wellness exams with their physicians, fitness challenges, flu shots, 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 team members, as well as to spouses or domestic partners. Examples of our health programs include:

ACCELERATE: A health engagement portal that encourages participation in all dimensions of wellbeing through activities like fitness device connection, wellbeing education and challenges with a rewards structure to incentivize engagement. Almost 3,500 participants used the Accelerate engagement tool in 2021.

VIRTA TYPE 2 DIABETES TREATMENT: In 2021, we introduced Virta—the first and only medical treatment clinically proven to reverse Type 2 diabetes—as a free benefit for team members and their families. The program includes the Virta virtual clinic, a doctor-led care team, a personal health coach and diabetes testing supplies.

2ND MD: A virtual expert medical consultation and navigation service that helps team members connect with board-certified, elite specialists about diagnosis or treatment plans at no cost. 2nd MD consultations are available for thousands of conditions, including musculoskeletal, chronic pain, cancer, heart disease and stroke, digestive disorders, genetic conditions, women's health and more.

Mental health resources

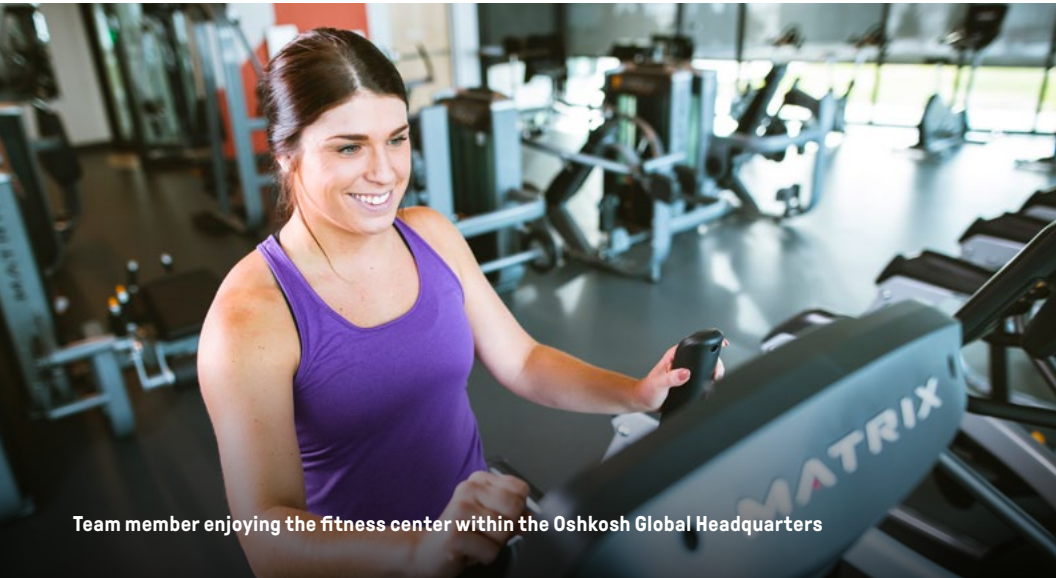
Supporting mental health has become ever more important during the ongoing pandemic. We offer a suite of services to support team members' and their families' emotional wellbeing including:

SUPPORTLINC: A free, confidential service that provides 24/7 access to licensed clinicians to help team members and their families balance work, health, family and finances. SupportLinc also includes self-guided wellbeing tools on topics like mindfulness, mental health, first aid and resiliency.

TALKSPACE: A network of over 5,000 licensed therapists available through a HIPAA-compliant platform.

SUBSTANCE ABUSE HOTLINE: Access to recovery guidance and resources.

SANVELLO: Digital care offerings for handling stress and depression.



Team member enjoying the fitness center within the Oshkosh Global Headquarters

OSHKOSH HEADQUARTERS FITWEL CERTIFIED

Oshkosh's global headquarters was designed to support the health and wellbeing of our team members and the surrounding environment—a physical illustration of our People First culture as well as commitment to sustainable operations. The headquarters includes a fitness center, dedicated spaces for meditation and rejuvenation, and flexible collaboration and training areas. The design maximizes natural light and views of nature and includes outdoor gathering spaces. It was also designed to minimize impacts to the surrounding landscape including protecting mature trees on the property. Thanks to these efforts, the building was awarded a 3-star Fitwel rating—the first ever in Wisconsin—and earned 127 out of a possible 140 points, the highest score in the Midwestern region of the United States. The Fitwel rating system integrates emerging research into how the built environment impacts human health and wellbeing.

We innovate to empower everyday heroes

Everyday heroes rely on the Oshkosh family of products to build, support and protect our communities. We take that responsibility seriously and work continually to improve the products they need to do their jobs. We're leveraging our leading technology, operational strength and powerful team to deliver innovations that empower people and make our products cleaner, safer, smarter and longer-lasting.

100%

of our product lines offer or are in the process of developing alternative powertrains, including fully electric, hybrid and compressed natural gas solutions that significantly reduce the carbon footprint of our products

27,000

electric, emissions-free or hybrid units sold in 2021

SUSTAINABLE PRODUCTS

Developing sustainable products is one way we innovate to build a better world

Protecting the environment is a key element of our commitment to do the right thing. That’s why advancing the sustainability of our products is central to our innovation efforts. We’re advancing electrification options across our brands, reducing vehicle weight and improving fuel efficiency to deliver products that help our Company and our customers achieve their sustainability goals. Reducing the “use-phase” emissions of our products is also central to how we’re helping to address the challenges and opportunities of climate change.

Electrification

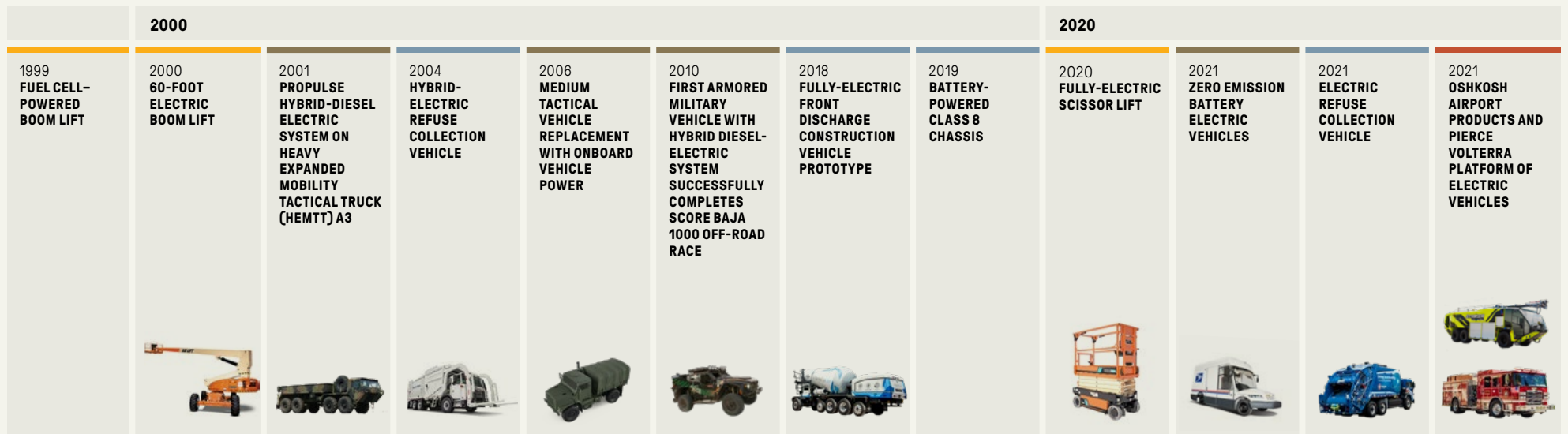
Electrification is a primary element of our strategy to deliver more sustainable products to the people who use them and the communities they serve. From fire engines to construction equipment to the United States Postal Service NGDV, our battery-electric vehicles are starting to help our customers reduce their environmental footprint while delivering or exceeding our highest standards for quality and functionality. Beyond reducing emissions, our suite of electrification technologies can lower the total cost of ownership and increase vehicle performance.

Flexibility is key to our approach to sustainable products and electrification. Many of our innovative product platforms can accommodate both electric and internal combustion engines, allowing for unmatched flexibility and efficiency in the field. For example, the NGDV will offer a range of battery-electric options to help our customers reduce their environmental footprint in ways that meet their unique needs.

We have made significant strategic investments to expand our electrification capabilities. In 2021, we acquired Pratt Miller, gaining access to their experience in artificial intelligence, robotics, autonomous and connected systems and electrification. And, we invested in Microvast, a global provider of next-generation battery technologies for commercial and specialty electric vehicles. These investments will help us continue to bring innovative, market-leading products to our customers.

TIMELINE OF ELECTRIFICATION “FIRSTS”

- ACCESS EQUIPMENT
- DEFENSE
- FIRE & EMERGENCY
- COMMERCIAL



OUR ELECTRIFIED PRODUCTS**NEXT GENERATION DELIVERY VEHICLE**

In 2021, Oshkosh Defense Corporation won the contract to help the United States Postal Service (USPS) replace its fleet of delivery trucks with sleek new zero emission battery electric vehicles (BEV) and fuel-efficient low-emission internal combustion engine vehicles (ICE). In addition to more fuel-efficient powertrains, the vehicles include advanced telematics to help the postal service keep better track of its fleet and run it more efficiently. Over the next decade, Oshkosh will provide up to 165,000 new vehicles to the USPS.

**VOLTERRA PLATFORM OF ELECTRIC VEHICLES**

The Volterra™ Platform of Electric Vehicles use a patented parallel-electric drivetrain featuring an electro-mechanical, infinitely variable transmission (EMIVT). This technology allows zero-emissions operation when powered by the integrated onboard batteries and can be coupled to the internal combustion engine to provide continuous and uninterrupted power to the pumping system or drive system. We're piloting Striker® Volterra™ Hybrid Electric Aircraft Rescue and Fire Fighting (ARFF) vehicle at airports across the United States.

**ELECTRIC REFUSE COLLECTION VEHICLE**

Our electric recycling and refuse collection vehicles introduce a range of new electrification technologies that help overcome the challenges of supplying enough power to move these heavy vehicles and keep them operating through their long daily routes. For example, our electric power takeoff (e-PTO) system helps overcome the inertia of getting heavyweight vehicles moving. The first of these vehicles hit the streets of Boise, ID in August of 2021, helping both the local community and our Company meet our sustainability goals.

**JLG ELECTRIFICATION**

In 2019, we introduced the JLG DaVinci™, the first all-electric scissor lift, which provides more uptime and productivity, and features a leak-free design that eliminates potential issues associated with hydraulic fluids. We have continued to expand electrification technologies across our Access segment. For example, in 2021, we released an aftermarket conversion technology kit that allows customers to adapt traditionally-fueled equipment they already own to operate electrically. This provides a cost-efficient and convenient solution for companies seeking to extend the life of their existing fleet and convert to emission-free equipment.

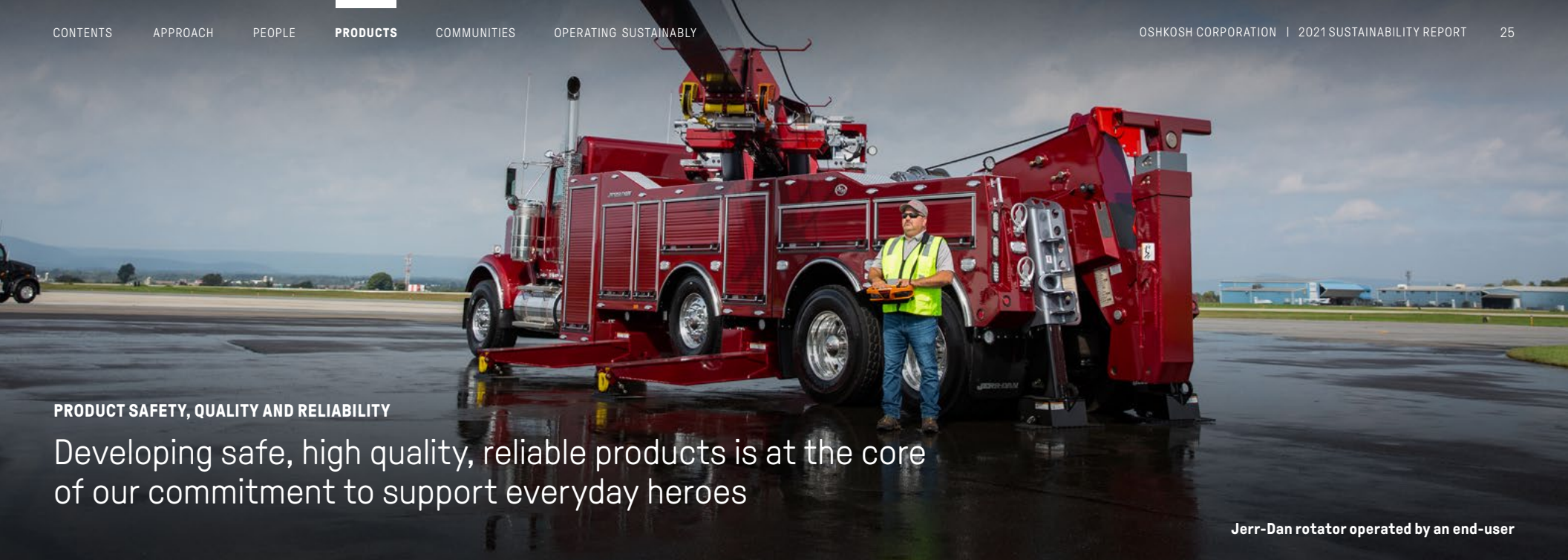
Reducing vehicle weight

We're working to reduce the weight of our vehicles which helps decrease the overall quantity of materials we use—and related environmental impacts—and can improve fuel efficiency. Reduction of vehicle weight and consideration of lightweight materials are key design criteria we consider in product planning and development processes across our operations.

REDUCING WEIGHT FOR IMPROVED PERFORMANCE

Our Iowa Mold and Tooling division's IMT® 6000 series hydraulic telescopic crane is 30% lighter than the previous model. It's also available with the new CAS40PL air compressor that features an aluminum canopy and air-end, which reduces its weight more than 40 percent compared with the previous model. The 6000 series, which was designed based on voice of the customer research, was chosen as one of Construction Equipment's Top 100 New Products.





PRODUCT SAFETY, QUALITY AND RELIABILITY

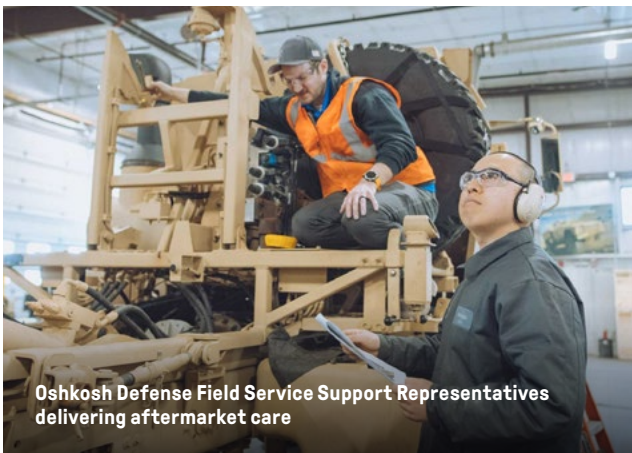
Developing safe, high quality, reliable products is at the core of our commitment to support everyday heroes

Jerr-Dan rotator operated by an end-user

We make all our products to last longer, work better and operate more safely. These qualities reflect the Oshkosh commitment to our customers and the people who use our products, as well as our commitment to the planet. The more reliable our machines, the less often they need to be replaced, saving the resources that go into making new equipment.

Managing for quality and continuous improvement

We follow a consistent and integrated quality management process across the Company. Led by dedicated product safety and reliability professionals in each business segment, our Enterprise Quality Management System standardizes practices across the entire organization. This system allows Oshkosh to develop repeatable and shared processes, resulting in the delivery of consistently high-quality, durable and safe products. Our management systems, which are aligned with the ISO 9001 standard, incorporate clear leadership commitment, team member engagement, metrics and goals, continuous improvement and more. We also audit our suppliers for ISO 9001 certification. Our Senior Director of Product Safety and Reliability oversees our product safety function.



Oshkosh Defense Field Service Support Representatives delivering aftermarket care

SIMPLIFICATION

Simplification is our methodology to improve strategic results across the enterprise.

- Analyze data to gain insights and focus initiatives.
- Standardize, simplify and improve processes.
- Embrace change to transform our work.

OSHKOSH CORPORATION QUALITY POLICY

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

User health and safety

We are committed to protecting the health and safety of the everyday heroes who use our machines. We consider user safety across the lifecycle of our products from the earliest design stages, through production and during ongoing product use. We follow an Advanced Product Quality Planning process to identify and address potential safety risks throughout the product development process. This includes creating a dedicated Product Safety Compliance Plan for each new product that includes

deliverables at all development stages including concept, design, prototype, pilot and production. Product safety leads work closely with other functional groups during the product development cycle to maintain focus throughout the process.

We're always developing new ideas to make our products and their users safer. We've implemented integrated systems that actively protect users and autonomous capabilities that help keep them

out of harm's way and boost efficiency so they can safely conquer extraordinary challenges. For example, we have developed sensor enabled warnings and vehicle-to-vehicle alerts that help keep operators safe. And, we're introducing innovative autonomous strategies so our machines can alert users to potential danger.

OUR SAFETY PRODUCTS



INNOVATIVE SAFETY FEATURES ABOUND IN OUR NGDV

Our NGDV not only delivers a reduced environmental footprint, it also reflects our commitment to the health and safety of our country's dedicated postal workers. With its distinctive open-view front window and low-slung engine compartment, the vehicle provides 360-degree visibility. Less obvious from the outside are additional important safety features including traffic and object sensors, a walk-in cargo area and security cameras.



PROTECTING FIREFIGHTERS WITH SPECIALIZED SUPPORT VEHICLES

In 2021, we developed two highly customized vehicles for the Pasco County Fire Rescue service in Florida specifically focused on keeping firefighters safe. The first is a C-45 Velocity mobile decontamination unit that supports firefighters at structural fires and long-duration deployments by aiding with the removal of harmful carcinogens from gear and equipment. The second vehicle is a C-45X-2 Velocity mobile rehabilitation unit that will provide a refuge for firefighters to avoid overexertion from heat and weather and a safe space to access food and drinks, medical evaluations and more.



INNOVATIVE TECHNOLOGY POWERS SELF-LEVELING BOOM TO ENHANCE FUNCTIONALITY AND SAFETY

We have put new ideas to work on the JLG 670SJ boom lift, implementing an advanced self-leveling technology that improves performance and safety. This system features a fully integrated, smart-adapting steel chassis that adjusts to changing ground conditions, which allows the 670SJ to navigate uneven terrain while driving at height from one job to the other without needing to lower the vehicle's boom. This results in greater user safety, as well as significant productivity gains throughout the day.

After-purchase safety, quality and performance

Our commitment to our products and their users is just beginning at the point of purchase. We provide a suite of lifecycle support services—including extensive training; ongoing performance diagnostics; and in-field product maintenance, repairs and upgrades—and we stay engaged with our customers through post-sale product training, onsite visits and customer safety meetings.

Each of our business segments has a product safety lead that is responsible for overseeing in-service product safety results. These safety personnel are engaged in post-sale product training and hold onsite product safety meetings with customers as needed. Our Corrective Action Review Boards monitor field experience with our products and address any safety issues we identify. We investigate every incident reported to us, which may

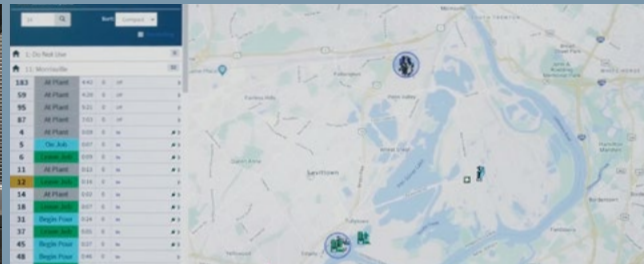
include going to our customers’ sites to evaluate the equipment and site conditions, and we may leverage outside experts to assist in the evaluation. We work with our dealers and customers to understand safety performance and use these learnings to drive continuous improvement. We develop technical information bulletins and targeted safety campaigns to help promote safe performance. Additionally, we measure warranty performance through several metrics, including defects per hundred and number of product safety campaigns.

Beyond safety issues, we regularly engage with our customers to understand how our products are performing from the users’ point of view. Team members in each of our business segments connect with our customers using various tools including post-

sale surveys, customer interviews and focus groups. For our government customers, we use Contract Performance Assessment Reports to capture “voice of the customer” and customer satisfaction data to help us understand how we can best meet or exceed expectations.

We always look for new ways to help our customers make the most of our products. For example, we’re expanding our use of on-board diagnostics technologies to monitor vehicle health and performance through real-time data, helping improve performance and run time over the long run. We’re also implementing augmented reality (AR) to arm customers with the technology they need to quickly solve real-world problems such as managing fleets across their job sites.

OUR AFTER-PURCHASE SAFETY INITIATIVES



LEVERAGING VIRTUAL TRAINING TO IMPROVE REAL-WORLD SAFETY AND PERFORMANCE

We have implemented new training technology for Oshkosh equipment using virtual reality, as a supplement to onsite training in our 37-acre Product Training Center. This allows prospective buyers to understand the capabilities of Oshkosh equipment through a virtual tour and end users can run through the paces of an unfamiliar machine virtually by stepping into a completely accurate representation of the cab and controls. This provides a new, innovative way for our everyday heroes to learn every inch of their Oshkosh equipment before they step onto the construction site, the field of battle, a fire scene or a delivery route.

APPLYING TELEMATICS TO HELP OUR CUSTOMERS DO THEIR WORK MORE EFFECTIVELY

We’re integrating telematics into our fleet equipment to improve fleet management, reduce driving and deploy vehicles more intelligently. Our proprietary telematics systems collect raw data from connected products around the world, providing our machine learning algorithms and data science teams with the information needed to provide actionable intelligence to our customers. By enabling and analyzing digital communications to and from vehicles, we provide insights that owners and operators can use to maintain equipment health, improve utilization and simplify fleet management.

TAKING CONDITION-BASED MAINTENANCE TO THE NEXT LEVEL

Looking for ways to extend the productive life of our products is another way we support our customers and advance our sustainability mission. We don’t believe in planned obsolescence and the resource consumption that goes with it. To that end, we have pursued a program using our proprietary Condition-Based Maintenance (CBM) technologies based on CBM+ principles. CBM sensors and other portable devices are used to assess the actual state of a vehicle, making it possible to facilitate maintenance before a lapsing system or condition causes irreparable damage to a valuable piece of equipment. Using CBM+ can provide an optimized maintenance schedule and strategies to help manage lifecycle costs. We’re applying this technology to Oshkosh Defense tactical wheeled vehicles, JLG lifts, McNeilus cement mixers and Pierce fire trucks.

Built to support our communities

We're committed to supporting our communities by expanding local jobs and economic development, making strategic community investments and contributing our time to community priorities.

\$1.9M

contributed to local community causes

15,676

hours volunteered by our team members

30

new student scholarships were supported for Oshkosh team members' children, bringing the current total of team members' children in the program to 120



FEED THE BODY, FEED THE SOUL

We revived Feed the Body, Feed the Soul, which the pandemic forced us to forego in 2020. We held the event safely by increasing space between volunteers, requiring negative COVID tests and the wearing of masks.

OUR APPROACH TO GIVING AND VOLUNTEERING

We give where we live

We believe in giving back to the communities where we live and work. We do this not only by providing good jobs, but also by donating our time, talent and resources to meet community needs. We make donations directly to organizations and support our team members who want to volunteer their time and talent to make a difference.

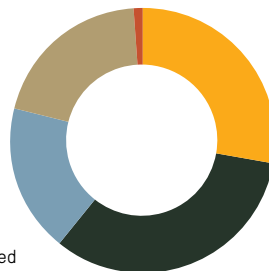
In 2021, we gave over \$1.9 million to our communities to support basic needs and self sufficiency, youth mentoring, Oshkosh family excellence and organizations related to the industries we serve.

ALL CHARITABLE DONATIONS

1%
Other

20%
Oshkosh Family Excellence

18%
Industry-Connected Nonprofits



28%
Basic Needs & Self-Sufficiency

33%
Youth Mentorship

\$1.9M

total charitable donations in 2021

GIVING FOCUS AREAS

Basic Needs & Self-Sufficiency

“I LEAD A TEAM THAT MAKES AND SERVES A MEAL FOR THOSE IN NEED ON TUESDAY NIGHTS FOR ST. VINCENT’S TABLE, A PROGRAM OF ST. VINCENT DE PAUL. IN 2021, OUR GROUP SERVED 4,669 MEALS.”



*Matthew Gregory,
Senior Environmental Manager,
Oshkosh Commercial Segment*

We work closely with local organizations like the United Way, Habitat for Humanity, food pantries and homeless shelters, to help people move out of poverty. During the pandemic, people across the world suffered from food insecurity. According to the United Nations, a third of the world’s population did not have access to adequate food and 10% faced hunger. Oshkosh made donations of cash, time and talent to support this and other basic needs.

RED CROSS
Montenegro

Oshkosh Corporation and our team members helped expand the services provided by the Red Cross of Montenegro by building a new facility for the care of refugees from both war and the climate crisis. The facility also provided support for veterans, particularly those who were based at the nearby military encampment.

**FEED THE BODY,
FEED THE SOUL**
United States

In 2021, through Feed the Body, Feed the Soul, 900 Oshkosh and other volunteers contributed their time and effort to pack 100,000 pounds of staples for distribution to the Northeast Wisconsin community.

UNITED WAY
United States

In 2021, during our annual United Way Campaign, team members raised over \$296,000, which will support our community members’ basic needs and self-sufficiency.



Youth Mentorship

“I JUDGED THE YOUTH OF THE YEAR COMPETITION THAT RESULTS IN A BOYS AND GIRLS CLUB MEMBER WINNING A COLLEGE SCHOLARSHIP, WHICH WILL CHANGE THAT STUDENT’S LIFE TRAJECTORY. BEING INVOLVED IN THE COMMUNITY GIVES ME THE OPPORTUNITY TO TURN AROUND SOMEONE’S DIFFICULT SITUATION.”



*Florence Makope,
Director of Strategy Deployment,
Oshkosh Corporation*

We help young people gain the life and job skills they need to successfully become career- or college-ready, in partnership with groups like the Boys and Girls Club, Big Brothers Big Sisters and Junior Achievement. Throughout 2021, our STEM engagement team has continued our mentorship programs remotely, as needed. Some of our activities in the past year included judging youth STEM competitions, sending activity kits to students and working with education partners.

THE ONE FOUNDATION
China

In July 2021, massive rain-storms struck Zhengzhou City, in the Henan Province in China. Many people died and much of the local infrastructure sustained damage. Oshkosh stepped up with donations aimed at supplying children with whatever they needed to return to school quickly. We partnered with The One Foundation, a Chinese NGO focused on disaster relief and children’s welfare.

STEM PROGRAMS
United States

We support STEM programs and skill building for youth in many of the communities where we operate. In 2021, we engaged nearly 5,000 students through these programs and 219 team members volunteered their time. Since 2014, we have engaged over 34,000 youth in STEM programs.

Nearly

5,000

students engaged in Oshkosh-supported STEM mentorship in 2021



GIVING FOCUS AREAS

Oshkosh Family Excellence

“SEVERAL YEARS AGO, MY FAMILY ADOPTED MY DAUGHTER’S BEST FRIEND. IN MAY 2021, MY NOW TWO DAUGHTERS GRADUATED FROM HIGH SCHOOL AND WE FACED THE FINANCIAL CHALLENGE OF PAYING FOR COLLEGE. AN OSHKOSH FAMILY EXCELLENCE SCHOLARSHIP HAS MADE IT POSSIBLE FOR ME TO PUT TWO DAUGHTERS THROUGH COLLEGE SIMULTANEOUSLY. MY GIRLS HAVE THE BEST POSSIBLE FOUNDATION UNDER THEM IN GREAT PART DUE TO OSHKOSH CORPORATION, THANKS NOT ONLY TO THE OSHKOSH SCHOLARSHIP, BUT ALSO THE CAREER I’VE HAD WITH OSHKOSH FOR THE LAST 10 YEARS THAT HAS HELPED SUPPORT US ALL.”



*Rhianna Green,
Inventory Supervisor—After Market,
JLG Industries, Inc.*

Each year, the Oshkosh Family Excellence program provides scholarships to team members’ children.

OSHKOSH CORPORATION SCHOLARSHIPS
United States

In 2021, we awarded 30 scholarships for a total donation of \$178,500 across all recipients.

30

scholarships awarded in 2021

Rhianna Green and family at graduation



Industry-Connected Nonprofits

“ ‘SHIP, SHIPMATE, SELF.’ ALTHOUGH THIS IS THE MOTTO OF THE U.S. NAVY, MANY OF OUR VETERANS AND SERVICE MEMBERS LIVE BY A SIMILAR ETHOS IN WHICH THE NEEDS OF OUR COMMUNITY, TEAM AND OTHERS ARE PUT BEFORE OUR OWN. THROUGH DONATIONS TO NONPROFITS THAT SUPPORT SERVICE MEMBERS AND THEIR FAMILIES AND SHARING TIME AND TALENTS WITH LOCAL VETERAN ORGANIZATIONS, OSHKOSH’S DEDICATION TO COMMUNITY ENGAGEMENT AND PEOPLE FIRST CULTURE HELPS CONTINUE THAT CALLING EVEN AS WE TRANSITION INTO THE CIVILIAN WORKFORCE.”



*Brittney Maehl,
Project Manager and Navy Veteran*

We support everyday heroes—giving to charities that support firefighters, veterans and more—in recognition of those who use our products to make a difference in people’s lives. In 2021, our business units donated over \$300,000 to industry-connected nonprofits.

TRAGEDY ASSISTANCE PROGRAM FOR SURVIVORS (TAPS)
United States

We contribute to Tragedy Assistance Program for Survivors (TAPS), which provides support to those grieving the loss of a military service member.

PIERCE STAIR CLIMB
United States

Pierce Manufacturing co-hosted the 9/11 Memorial Stair Climb at Lambeau Field. Held in partnership with the Green Bay Metro Fire Department, this event honors America’s fallen fire heroes responding to the 9/11 attack on the World Trade Center Towers and raises money to benefit the National Fallen Firefighters Foundation.

TOW TRUCKS FOR TOTS
United States

We sponsor Tow Trucks for Tots, a nonprofit that collects new toys for disadvantaged children.



Doing the right thing is built into our DNA

From continuously reducing the environmental footprint of our operations to following our rigorous standards of governance, we're committed to always doing the right thing.

ENVIRONMENTAL

We're always working to reduce our environmental footprint. In 2021, we achieved our 2024 energy and emissions goals, three years early.

37.2%

decrease in GHG intensity globally since 2014

GOVERNANCE AND ETHICS

Upholding the highest standards of ethical conduct is central to our commitment to do the right thing. This commitment is reflected by the integration of sustainability, climate governance and risk management into our overall governance structures and business strategy.

33%

of our board members are women or minorities

Our electric refuse collection vehicle

REDUCING OUR ENVIRONMENTAL FOOTPRINT

We explore every angle to make our operations more sustainable

We continuously challenge ourselves to find better and more sustainable ways to manufacture our products and reduce our environmental footprint. We foster innovation, continuous improvement and accountability to help us accomplish this by developing annual and longer-term environmental targets and goals.

Environmental management

Oshkosh Corporation’s [Environmental Protection Policy](#) and [Energy Management Policy](#) are foundational to our operations and we require all team members to adhere to these policies. Our corporate environmental department and environmental leaders in each business segment support our compliance with these policies, as well as other internal and external environmental requirements. These teams also help develop

innovative approaches to reducing our environmental footprint. Efforts to reduce our environmental impact are overseen at the highest level of the Company, as sustainability and climate-change risk oversight is a formal responsibility of our Board of Directors’ Corporate Governance Committee.

ENVIRONMENTAL MANAGEMENT SYSTEM

We follow an environmental management system (EMS) in our facilities. Our EMS, which aligns with the internationally recognized ISO 14001 environmental management standard, establishes clear roles and responsibilities and requires compliance with external environmental regulations and internal standards. We conduct regular environmental assessments of our facilities to ensure compliance with our EMS, as well as external environmental regulations. In addition, we track environmental incidents and performance on a range of environmental metrics,

and promptly implement corrective measures when needed. We had no material environmental fines or violations in 2021.

OUR FOCUS AREAS

We focus particularly on reducing energy use, emissions and waste, which represent our most significant operational environmental impacts. We use limited amounts of water in our operations, though we track and report water use and work to reduce our impacts on freshwater systems. Our impacts on biodiversity are limited, but we recognize the importance of protecting it. Our primary potential impacts stem from new building construction or facilities expansions, when we could have possible impacts to intact ecosystems. However, we historically have reused existing facilities or previously developed sites for our operations, rather than developing on greenfield sites, which significantly reduces these potential impacts.

“CERTIFICATIONS AT PIERCE LIKE ISO14001:2015 ENVIRONMENTAL MANAGEMENT SYSTEM AND TRUE ZERO WASTE ARE POSSIBLE BECAUSE OF STRONG CROSS-FUNCTIONAL LEADERSHIP AND THE DEDICATION OF OUR TEAM MEMBERS EXEMPLIFYING OUR CORE VALUE OF DOING THE RIGHT THING. HAVING THE SYSTEMS IN PLACE TO BE GRANTED THESE CERTIFICATIONS SETS US APART FROM THE COMPETITION AND ALLOWS US TO SET, MEET AND EXCEED OUR SUSTAINABILITY GOALS.”



*Aimee McClure,
Senior Environmental and Sustainability Manager
at Fire & Emergency*

LOCATIONS OF ENVIRONMENT AND SAFETY CERTIFIED PLANTS

Many of our facilities have environmental and safety management systems that are certified to external standards, as shown on the map below.





ENERGY AND EMISSIONS

Using less energy to make more

JLG's Shippensburg, Pa., Manufacturing Facility, recognized by DOE as a 50001 Ready site

We minimize our impact on climate change by reducing our energy consumption and greenhouse gas emissions while simultaneously maximizing the efficiency of our operations. Read more about how we're approaching climate-related risks and opportunities in our [TCFD Report Index](#).

REDUCING GLOBAL GREENHOUSE GAS AND ENERGY INTENSITIES

We have global, company-wide goals to reduce both our energy intensity and GHG intensity (normalized by net sales) by 25% by 2024 at our facilities,¹ based on a 2014 baseline. Additionally, for our U.S. manufacturing facilities only, we are working towards a goal of reducing energy intensity by 25% by 2024, from a 2014 baseline, as part of our participation in the U.S. Department of Energy's (DOE) Better Plants program.² We met both of our Company wide goals in 2021, three years early. As of year end 2021, we reduced energy intensity by 30.2% and GHG intensity by 37.2% since 2014, globally. We are working with the U.S. DOE to confirm our Better Plants goal has been met. We're reducing energy consumption through a variety of methods including lighting upgrades, compressed air upgrades and installing building control systems.

FACILITY OF THE FUTURE

In 2021, we introduced a range of energy efficiency and emissions reductions improvements as part of our "Facility of the future" initiative at JLG's Shippensburg facility. We reduced energy requirements for handling materials on the assembly line by designing pre-assembly parts storage so team members can physically pull them into position, reducing the need for forklifts to carry materials. We eliminated nearly all air tools to reduce the need for compressed air. We use smart chargers for the autonomous guided vehicles, which move product frames around the facility, to reduce the waste and deterioration that results from overcharging batteries. This facility has achieved the "50001 Ready" designation from the U.S. DOE based on our alignment with the ISO 50001 Energy Management System.

RENEWABLE ENERGY SOURCES

We're expanding our renewable energy sources. In 2021, our Port Macquarie, Australia, JLG manufacturing facility became the first Oshkosh Corporation facility to install a solar photovoltaic (PV) system. The PV system is designed to provide approximately 100 kW of electric power through 222 solar panels on the roof of the main building, which provides approximately 80% of the facility's energy needs. We're exploring opportunities to use solar energy and expand renewable power at other facilities.

REDUCING VOLATILE ORGANIC COMPOUNDS EMISSIONS

We're working to reduce volatile organic compounds (VOC) emissions, which contribute to climate change as well as localized air pollution. We comply with all VOC regulations and operate well within our permit limits. The majority of our VOC emissions are generated in the product painting process and tend to rise as production increases. It's challenging to reduce these emissions because most of our customers operate in harsh environments that require more durable paint containing VOCs. However, we use lower-VOC alternative coating methods whenever possible. For example, in our JLG plant in Tianjin, China, we recently implemented a powder-coating process for our booms, which greatly reduces the use of volatile organic compounds.

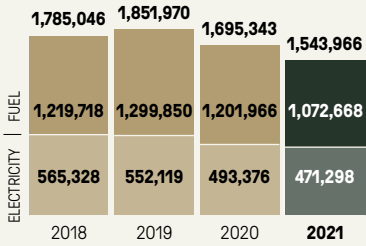
0

material fines and violations for Oshkosh Corporation in 2021

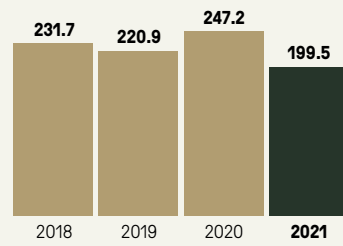
1 Includes U.S. manufacturing and non-manufacturing and international manufacturing facilities.
2 Calculated based on the Department of Energy methodology.

ENERGY

ENERGY CONSUMPTION¹
MMBTU

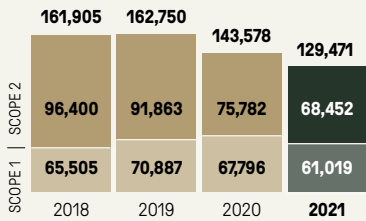


ENERGY CONSUMPTION, NORMALIZED¹
MMBTU/Million USD

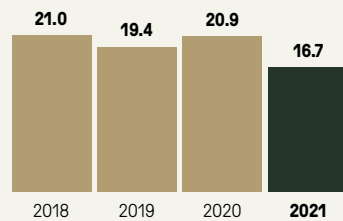


EMISSIONS

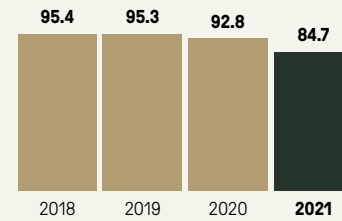
TOTAL SCOPE 1 AND 2 EMISSIONS¹⁷
in Metric Tons CO₂e



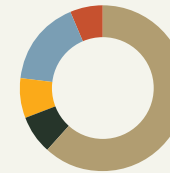
TOTAL SCOPE 1 AND 2 EMISSIONS, NORMALIZED⁷
in Metric Tons CO₂e/Million USD



VOC EMISSIONS, NORMALIZED
in Metric Tons/Billion USD



FY21 SCOPE 3 EMISSIONS BY CATEGORY^{1,2}
in Metric Tons CO₂e



138,407 TOTAL REPORTED

77,359
4. & 9. Upstream and downstream transportation and distribution³

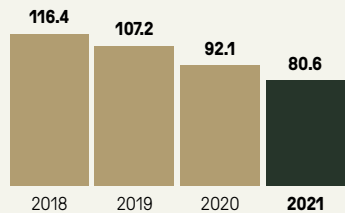
10,315
5. Waste generated in operations⁵

12,103
6. Business travel⁴

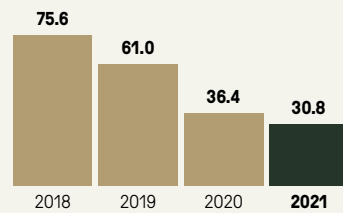
27,799
7. Employee commuting⁴

10,831
11. Use of sold products⁶

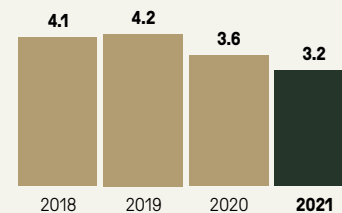
NO_x EMISSIONS⁸
in Metric Tons



SO₂ EMISSIONS⁸
in Metric Tons



PM EMISSIONS⁹
in Metric Tons



1 This graph or table includes data that has been externally verified. See p. 47 for assurance statement.
 2 Category numbers refer to classifications by the Greenhouse Gas Protocol. Calculations use emissions factors from the EPA's Center for Corporate Climate Leadership.
 3 This includes SmartWay data from calendar year 2020, the most recent data available. U.S. domestic operations and truck and multimodal shipments only.
 4 This data covers U.S. team members only.
 5 This data includes all non-hazardous waste streams and is calculated using EPA climate leadership emissions factors and includes all 10-K manufacturing facilities.

6 This includes fuel shipped in sold vehicles only.
 7 Our Scope 1 and 2 emissions in 2021 included the following GHGs (all figures in metric tons): PFC: 0.002, HFC: 0.5, CH₄: 6.9, N₂O: 1.1, CO₂: 128,000.
 8 Includes emissions from company-wide facility fuel use and domestic electric consumption; international electric data is not included.
 9 Includes emissions from company-wide facility fuel use only.

WASTE DIVERSION

Reducing waste, from the manufacturing floor to product end-of-life

We have made progress towards our goal to divert 90% of our waste from the landfill by 2024, achieving an 84.3% diversion rate in 2021 for total waste. Our definition of total waste includes material that can be landfilled, but excludes hazardous and universal waste, wastewater treatment plant sludge and recycled metals.

Our waste reduction strategy is rooted in using fewer resources to begin with by reusing materials when possible and recycling when we cannot reuse. For example, we focus on expanding our use of reusable packaging. We also reduce end-of-life waste

impacts by remanufacturing our products where technically feasible and economically practical.

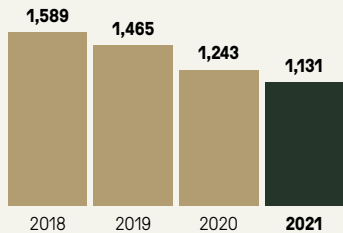
Most of our hazardous waste is generated by the process of painting our products. We send hazardous waste offsite to licensed and permitted facilities. We also work to reduce paint-related wastes. For example, in our Tianjin, China, facility, we installed a powder coat paint system that reduces paint-related hazardous waste.

Achieving TRUE zero waste facilities

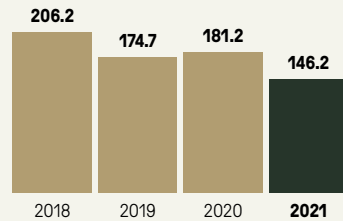
We use the external Total Resource Use and Efficiency (TRUE) certification program to help us assess and verify how well our facilities divert non-hazardous waste from landfills or incineration. Certified facilities must show at least a 90% diversion, calculated using TRUE methodology. In 2021, Oshkosh received two additional TRUE certifications—the Oshkosh Airport Products facility in Neenah, Wisconsin, received a TRUE Gold Certification and the McNeilus facility in Dodge Center, Minnesota, received the highest possible distinction, a TRUE Platinum Certification. With these new certifications, we now have four TRUE zero waste facilities.

HAZARDOUS WASTE

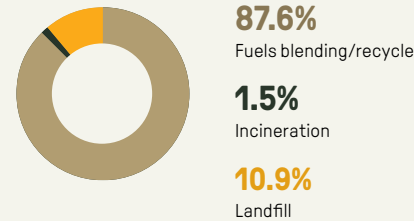
HAZARDOUS WASTE^{1,2}
in Tons



HAZARDOUS WASTE, NORMALIZED²
in Tons/Billion USD



BY DISPOSAL METHOD^{1,2}

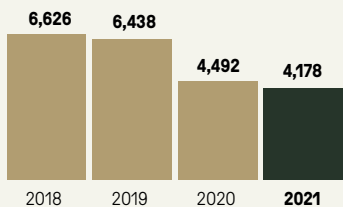


84.3%

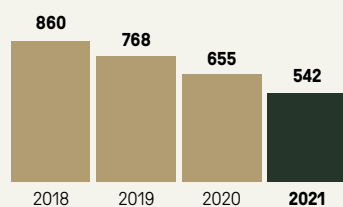
waste diverted from landfill
in 2021

NON-HAZARDOUS WASTE

WASTE TO LANDFILL¹
in Tons



WASTE TO LANDFILL, NORMALIZED
in Tons/Billion USD



1 This graph includes data that has been externally verified. See p. 47 for assurance statement.
2 Includes only hazardous waste shipped offsite for treatment or disposal.

Reusing and remanufacturing equipment

For the past 25 years, we have been a leader in vehicle remanufacturing. Reusing and reconditioning our products helps us reduce our environmental impact by saving water, energy and raw materials. It also helps us deliver cost savings for our customers and delay or eliminate the landfilling of materials at the end of the product lifecycle.

We reuse a wide range of vehicle parts including axles and cranes, as well as frame rails, load handling systems, transfer cases and wheel rims. Our remanufactured vehicles are tested according to the same rigorous safety, quality and efficiency standards as our new products.

In 2021, Oshkosh Defense was awarded a three-year extension of its FHTV IV contract by the U.S. Army Contracting Command to provide new and recapitalized Heavy Expanded Mobility Tactical Trucks (HEMTT), Palletized Load System (PLS) trucks and trailers, and Heavy Equipment Transporters (HET). Since 1995, we have remanufactured more than 19,000 vehicles for the U.S. armed forces, including over 14,000 Heavy Expanded Mobility Tactical Trucks (HEMTTs) and 3,500 Palletized Load System (PLS) trucks.

In recent years, we have significantly enhanced our reconditioning and reuse program, including in our Access Equipment segment. For example, we have simultaneously expanded and streamlined our rebuilding process to get like-new reconditioned machines back into service. We disassemble machines into component

parts, inspect and refurbish them as needed, then reassemble with parts reconditioned to our original standards.

We have also implemented design and process principles to facilitate remanufacturing, including:

- Using modular architectures in access equipment to streamline the disassembly, update and reassembly process.
- 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.

OSHKOSH SUSTAINABLE PRODUCTION FOR U.S. MILITARY

19,000+

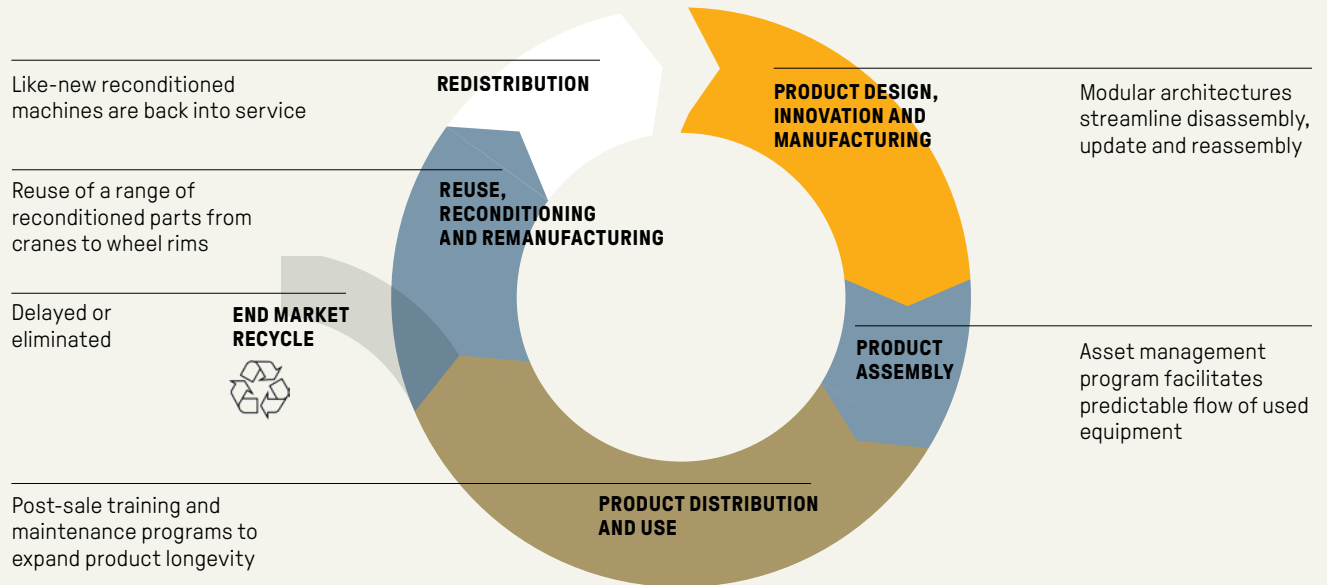
vehicles have been remanufactured by Oshkosh Defense since 1995

\$146.8M

contract awarded to Oshkosh in 2021, to provide new and recapitalized Heavy Tactical Vehicles for the U.S. Army

OUR APPROACH TO REUSE AND REMANUFACTURING

Exemplified in our Access Equipment program





WATER USE

Minimizing water use and impacts

Oshkosh Corporation León, Mexico, facility

Water use is not a material impact for Oshkosh Corporation’s business, but we are still committed to responsible water use for the good of the communities in which we operate. Two of our facilities—in Tianjin, China, and León, Mexico—are located in areas defined by the World Resources Institute as water-stressed. The Tianjin plant has installed a wastewater reuse system that reduces water use for certain processes. Our León facility has implemented a recycling system that enables them to reuse up to 70% of water used in their paint line.

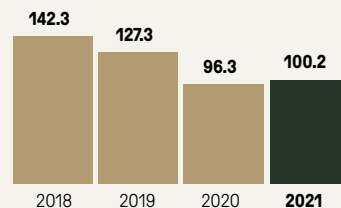
Oshkosh Corporation complies with all wastewater discharge permits at all our locations. Virtually all our wastewater discharges into public wastewater treatment systems. Those facilities that do not discharge to municipal treatment systems transport their wastewater to offsite treatment facilities, in accordance with existing permits. Wastewater discharges at most of our manufacturing facilities are sanitary wastewater from restroom facilities. All our facilities are required to meet applicable governmental wastewater standards before

discharge, and most are able to do so without pretreatment. Some of our facilities are required to meet regulated pretreatment standards, which they accomplish using common wastewater treatment methods such as precipitation and flocculation. Oshkosh Corporation had no water use or disposal violations in 2021.

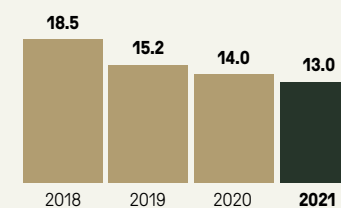
All our facilities are required to meet applicable governmental wastewater standards before discharge, and most are able to do so without pretreatment.

WATER USE

TOTAL WATER WITHDRAWN
in Millions of Gallons



TOTAL WATER WITHDRAWN, NORMALIZED
in Millions of Gallons/Billion USD



SUPPLY CHAIN SUSTAINABILITY

Our commitment to sustainability extends to our supply chain

Our suppliers play a critical role in our business, providing over 75% of the content in our products. Helping our supply chain become more sustainable and resilient is an important priority for the Company.

We expect that our suppliers fully meet our [Supplier Code of Conduct](#), which covers standards for ethical conduct, human rights, safety, quality and environmental sustainability. 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 (GPSC) team regularly audits and monitors our supply chain for potential issues and to improve overall performance. Since 2019, our supplier audit process meets the internationally recognized ISO:9001:2015 and the IATF 16949:2016 standards. We also use several process-specific audits to monitor our suppliers’ performance against our quality standards, including environment, social and governance criteria, to help us better understand our suppliers’ policies on environmental impact, forced labor, cybersecurity and global trade compliance. In 2021, we began partnering with FRDM, a supply chain ESG performance and risk tracking provider. FRDM utilizes a technology solution that uses artificial intelligence,

among other tools, to provide multi-tier transparency in our supply chain and affords Oshkosh the ability to use a risk-based approach to identify and mitigate potential human rights challenges. We also support our suppliers’ environmental efforts through training in our Supply Chain Academy, which is available for U.S. and European companies.

CONFLICT MINERALS STATEMENT

We manufacture vehicles that depend on certain critical materials to ensure their performance, durability and longevity, and we take the issue of conflict minerals in our supply chain seriously. Our global supply chain partners are vetted through a series of controls to better understand how they determine and ensure traceability of content throughout the product lifecycle. Our [conflict mineral policy](#) requires Tier 1 suppliers to adhere to the following:

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



McNeilus team member

Green transport

Transportation logistics make up a significant portion of our supply chain's environmental impact. To help drive performance improvements in this area we have set a goal of 10% improvement in truckload utilization across the Company by 2022, based on a 2019 baseline. Supply chain disruptions during the pandemic slowed our progress on this goal. However, we are continuing to implement process enhancements to improve truckload utilization. For example, we have initiated less-than-truckload consolidation points, coordinated with suppliers and their other customers to combine delivery runs, and integrated representatives from our logistics team into ordering decisions.

We participate in the U.S. EPA SmartWay program, which helps companies measure and benchmark freight transportation efficiency. As of 2020, the most recent data available, we have logged about 98% of a total of 1.3 million transport miles with SmartWay-participating carriers, exceeding our goal of 95%.

We also earn greenhouse gas credits through U.S. EPA's Greenhouse Gas Phase 2 regulatory program for vocational vehicles. Our Pierce fire trucks outperform emissions efficiency requirements and continue to generate CO₂ credits.

Thanks to low-emissions design features on these vehicles, like fuel-efficient engines and low rolling resistance tires, we regularly exceed emissions standards. Between 2016 and year end 2021, we registered a total of 97,000 metric tons of CO₂ credits through the program.

Reducing packaging waste

We're focused on reducing packaging-related waste, which represents a significant portion of our value chain waste impacts and is an important overall global waste stream. We have implemented some closed-loop strategies to help reduce or eliminate our packaging waste.

For nearly 10 years, we have been using reusable packaging from the CHEP company across our operations. This has allowed us to replace single-use plastic shrink wrap and foam with reusable metal and foam padding during transport for many of our raw materials and parts. After delivery, the packaging is returned to the supplier to ship new parts. This closed-loop strategy reduces waste and allows more products to be placed on each delivery trailer, leading to efficiency improvements and a modest decrease in emissions.

98%

of supplier transport miles logged with EPA SmartWay participating carriers, as of 2020

97,000

metric tons of CO₂ credits registered with the EPA between 2016 and 2021

700K+

reusable containers used in 2021, helping us avoid generating over 14 million pounds of waste



Oshkosh Airport Products Striker® Voltterra™ Hybrid Electric Vehicle

GOVERNANCE AND ETHICS

Following the highest standards of governance and ethics is both a core company value and core to our success

We serve our customers, team members, stakeholders and communities with the highest ethical standards. We stand by our integrity the way we stand by our products, with fierce determination to put people first, do the right thing, persevere and be better together.

Corporate governance

The Oshkosh Leadership Team, led by our CEO, provides day-to-day management of our business strategies. Ultimate oversight of the Company rests with our Board of Directors. As of February 22, 2022, our nine-member board includes two women and one person who is a racial/ethnic minority. Additional information about our corporate governance policy and a description of our board committees is available on the [Governance](#) section of our website.

In recognition of our strong corporate governance systems, Institutional Shareholder Services (ISS), a leading rating organization, has awarded us the best possible corporate governance score annually since 2014.

Sustainability governance

Our Board of Directors' Corporate Governance Committee oversees our sustainability efforts, including climate change-related risks and opportunities.

Within the Oshkosh Leadership Team, the Executive Vice President, General Counsel and Secretary has responsibility for our sustainability function and leads the process of assessing

and managing climate-related risks and opportunities. In addition, our Vice President of Risk Management supports executive leadership and Oshkosh Corporation's Board and Enterprise Risk Advisory Team, which oversees management of enterprise-level risks, including climate-related risks.

The Vice President, Chief Ethics, Compliance and Sustainability Officer oversees environmental, sustainability and ethics and compliance matters and reports regularly to the Governance Committee of the Board on the Company's sustainability performance.

Our Sustainability Council incorporates sustainability as a business value in our 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, providing guidance and oversight of the Company's global sustainability efforts and sharing best practices throughout the organization.

OSHKOSH CORPORATION BOARD OF DIRECTORS HIGHLIGHTS

Tenure

5.6

average director tenure in years

Director age

60

average director age

Diversity

30%

women or minorities

Size and independence

8/9

of our directors are independent

Meeting attendance

96%

in FY21

Independent chairman



yes

Sustainability

7/9

of our directors have sustainability experience

Other board memberships

78%

of board members have positions on other boards

Ethics and Compliance

Throughout Oshkosh's 100-year history, doing the right thing has meant much more to us than following a set of rules, it's a value that underpins everything we do. From the Board of Directors to every team member, we integrate a strong culture of ethics and compliance across our organization.

ETHICS OVERSIGHT

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 compliance risks and coordinates the implementation of appropriate controls to mitigate those risks. In addition, he oversees compliance with our [Code of Conduct](#) and implementation of our anti-bribery and corruption programs and our Ethics Helpline. Along with the Executive Vice President, General Counsel and Secretary, he reports to the Chief Executive Officer, Chief Operations Officer and Chief Financial Officer and to each Business Segment President on ethics and compliance matters at least quarterly. Our Global Ethics & Compliance Advisory Committee, which includes leaders from our business units and functional areas, also provides leadership on our ethics and compliance program.

CODE OF ETHICS

We expect all team members to adhere to the highest ethical standards every day. Our [Code of Ethics & Conduct](#), also known as The Oshkosh Way, lays out our values and standards for ethical behavior. To help ensure that we all stand by our Code every day, 100% of our team members are trained on The Oshkosh Way annually.

We engage with governments all over the world, and we take anti-bribery and anti-corruption (ABAC) issues seriously. All team members receive training on our [ABAC policies](#). We also educate team members and other stakeholders about the multiple ways they can report any concerns or potential incidents (see below for more information).

Because Oshkosh Corporation does business globally, some international third parties could expose us to corruption risks. We undertake rigorous and continuous risk-based due diligence screening and monitoring of third parties with whom we work. The due diligence process includes, where required, obtaining details from the third party including beneficial ownership and gathering of sufficient information for the Company to assess bribery and corruption risk in the context of the business relationship.

The Oshkosh Way is available on the [Ethics](#) section of our website.

ETHICS TRAINING AND REPORTING

Every team member participates in annual ethics and compliance training, offered in local languages. We also require our suppliers to adhere to our ethics and compliance requirements.

We want all of our team members and stakeholders to feel comfortable voicing concerns. To support this, we provide team leaders with resources on how to create an open and transparent environment that fosters honest dialogue. We also provide multiple options for all stakeholders to report concerns, including through team leaders, Human Resources and the Global Ethics & Compliance Team. Further, we embed Ethics and Compliance Ambassadors in our organization and operate an Ethics Helpline, run by a third party and available 24/7 in multiple languages around the globe. Reports can be made anonymously. We have a company-wide [Non-Retaliation Policy](#) to protect those reporting violations, which strictly prohibits retaliation against whistleblowers.

We investigate every complaint in accordance with the Company's policies and procedures, overseen by our legal team. We report any illegal activity to proper authorities and apply appropriate corrective action—such as policy updates, education or disciplinary action—to remedy problems.

In 2021, we received 251 reports to our helpline of potential violations of The Oshkosh Way, equivalent to approximately 16 reports per 1,000 team members. Substantiated violations resulted in disciplinary action.

We expect all team members to adhere to the highest ethical standards every day.

ONE OF THE WORLD'S MOST ETHICAL COMPANIES, SIX YEARS RUNNING

In 2021, Oshkosh was again recognized as one of the World's Most Ethical Companies by Ethisphere, an award we have received for six consecutive years. We continue to be one of only eight industrial manufacturing firms to receive this award, which is based on an assessment of governance, environmental and social impact, as well as leadership and reputation.



Human Rights

Putting people first includes a strong commitment to respecting human rights across all aspects of our business. We maintain a [Human Rights Policy](#) that applies to all team members at every level of our organization, as well as our suppliers. That policy commits us to several principles, including but not limited to respect and dignity for all, safe working environments and freedom of association. Our commitment supports the International Labor Organization, the United Nations Universal Declaration of Human Rights and the United Nations Guiding Principles, and is based on the “protect, respect and remedy” framework.

We assess our human rights impacts based on the risks relevant to our business and as outlined in our [Human Rights Policy](#). These assessments include impacts within our own operations and our supply chain. Risk areas assessed include all forms of modern slavery such as forced labor, child labor and human trafficking. Internally, we also review risks related to discrimination, safe working conditions, adequate living standards, privacy, freedom of association and freedom of movement. Our assessment looks for potential adverse impacts to our team members, women, minorities, children, indigenous people, migrant workers and contract labor sourced through third parties.

In 2021, we began working with FRDM, a company that uses AI-based monitoring to provide better transparency and assessment capabilities in our supply chain to support ethical sourcing. This supply-chain mapping technology helps us identify and mitigate potential human rights and sustainability issues deep into our supply chain using a risk-based approach.

Our Global Procurement and Supply Chain (GPSC) team members receive targeted education focused on human rights and the role they play in preventing potential human rights impacts in our supply chain.

A copy of related policies, including our [Human Rights Policy](#), [Human Trafficking Compliance Plan](#), [UK Modern Slavery Act Statement](#) and more can be found on the [Ethics](#) section of our website.



McNeilus team member

Information and Cybersecurity

Addressing cybersecurity risks is increasingly important for our Company. Due to the industries in which we operate, we may be a target for malicious hacking attacks. In addition, our products and processes rely more and more on information technology.

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. Team members follow guidelines regarding recordkeeping and appropriate approval procedures.

We implement a wide range of sophisticated tools to maintain data security, including:

- Encryption
- Multi-factor authentication
- Device tracking
- Internal data leakage protection



Pierce team member

Risk and Crisis Management

Oshkosh Corporation believes that the Company’s success depends on strong risk management practices. We embed risk management and mitigation in our strategic planning and business review process, managed daily by our leadership team and overseen by the Board of Directors. Through our Enterprise Risk Management (ERM) program, Oshkosh Corporation identifies potential risks in areas such as exogenous threats; business strategy, environmental and regulatory compliance; and emerging risks and megatrends. This analysis includes sustainability-related risks such as climate change impacts, including risks to our projects, facilities, strategies and supply chain. We have a defined process for monitoring and managing climate-related risks to the Company, which is detailed in the Sustainability Governance section on [p. 41](#), as well as in our [TCFD Report Index](#).

OSHKOSH CORPORATION RISK MANAGEMENT PROCESS

ANALYZE RISKS

Our Enterprise Risk Advisory Team performs an in-depth review and evaluation of potential risks, based on likelihood, impact, risk trend and residual risk, following annual assessments from leaders across the organization.



PRIORITIZE RISKS AND DEVELOP MITIGATION PLANS

We prioritize ERM analysis results and develop risk mitigation strategies and crisis management plans to limit the impact of significant adverse events.



PREPAREDNESS DRILLS

We undertake tabletop exercises on topics including cybersecurity and workplace violence to ensure leaders are prepared to respond in the face of significant disruption.



EXECUTIVE AND BOARD OVERSIGHT

The Oshkosh Leadership Team takes a strategic role in risk and response planning. Our Vice President of Risk Management reviews the ERM process and key risks with both the Audit Committee and Board of Directors annually; Board Directors provide feedback on the most significant risks to the organization.



EXTERNAL ENGAGEMENT

We engage with outside organizations such as the Risk and Insurance Management Society (RIMS), Gartner and the Project Management Institute (PMI) to ensure we’re constantly improving our approach.

PUBLIC POLICY ENGAGEMENT

We apply our high ethical standards to the way we engage in public policy

We work directly with governments every day, making it even more important that we apply our highest ethical standards to our interactions with policy makers to manage risk and maintain the hard-earned trust of our communities and customers.

Oshkosh Corporation and its team members have a legitimate interest in participating in public policy debates. The Company’s government relations initiatives are intended to educate and inform officials on a broad range of public policy issues that are important to its businesses. These initiatives are consistent with the interests of Oshkosh Corporation’s shareowners and are not based on the personal agendas of individual directors, officers, or team members.

TEAM MEMBER POLITICAL ACTIVITY

Company policy requires that team members engaged in any political activities do so on their own time and not as representatives of (or otherwise on behalf of) Oshkosh Corporation. Team members engaging in political activity in their personal capacity may not use Company resources (e.g., work time, email, administrative staff, etc.) for such activities.

COMPANY POLITICAL ACTIVITY

All of Oshkosh Corporation’s public activities are conducted in accordance with the standards articulated in the Company’s [Code of Conduct](#) (The Oshkosh Way). Further, the Company has in place a Government Relations Policy relating to lobbying, political activities, and contributions. The policy ensures that any lobbying on behalf of Oshkosh Corporation, contributions made with Company funds, if any, and political action committee activities comply with all relevant federal, state and/or local laws, as well as the Company’s governance processes and procedures.

OSHKOSH EMPLOYEES POLITICAL ACTION COMMITTEE (OCEPAC)

Oshkosh Corporation allows eligible team members to make voluntary contributions to Oshkosh Employees Political Action Committee (OCEPAC). The purpose of OCEPAC is to use these contributions to support candidates for federal office. OCEPAC is governed by a Board comprised of employees and the Company’s Government Relations organization operating in accordance with the OCEPAC bylaws.

The following factors are considered in deciding the timing and amount of contributions to candidates:

- The candidate’s voting record and views on business issues of importance to Oshkosh Corporation and industries critical to the Company’s business.
- The candidate occupies a position in Congress that has a geographical or jurisdictional impact on the Company’s interests, or where Oshkosh Corporation employees and suppliers maintain constituent relationships.
- The candidate’s support for Oshkosh Corporation programs, products and services and the Company’s mission domestically and/or internationally.

OCEPAC is registered with the Federal Election Commission (FEC) and contributes to elections where federal PACs are legally permitted to participate. All contributions made by OEPAC are reported per the FEC’s required filing schedule. Contribution information for OCEPAC is available at www.fec.gov.

EXPENDITURES ON PUBLIC COMMUNICATIONS IN SUPPORT OF POLITICAL CAMPAIGNS AND BALLOT MEASURES

Oshkosh Corporation does not spend Company funds on communications to the general public in support of political campaigns or ballot initiatives. In the event that the Company makes any expenditures from Company funds in support of political campaigns or ballot initiatives in the future, it would disclose such expenditures.

DIRECT CORPORATE POLITICAL CONTRIBUTIONS

Oshkosh Corporation does not contribute to candidates seeking U.S. federal elected offices or to foreign political campaigns or to foreign candidates seeking elected office. Further, the Company does not make any contributions from Company funds to any state or local candidate or party committee.

TRADE ASSOCIATIONS

In the ordinary course of business, Oshkosh Corporation participates in certain trade associations. Membership in trade associations can provide a number of benefits including facilitating the Company’s ability to stay abreast of technical issues and emerging industry standards; providing educational opportunities for employees; reporting on trends relevant to the Company’s business; and engaging in public advocacy and education on behalf of the membership.

LOBBYING

Oshkosh Corporation responsibly and lawfully engages in the legislative process to communicate its views on legislative and regulatory matters affecting the Company’s business and its various constituencies. Oshkosh Corporation does not tolerate, in any fashion, the use of lobbyists to, directly or indirectly, make improper or illegal payments to government officials. The Company is not currently engaged in lobbying activities outside of the U.S.

RELEVANT POLICIES

Oshkosh Corporation has in place policies and governance processes related to its lobbying activities ([Lobbying-Related Policies](#)) to ensure complete compliance with all relevant federal and state laws related to lobbying.

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 a stronger organization. Open, authentic dialogue helps us identify and focus on potential improvements to our People First culture. To this end, 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 us to help them achieve their sustainability goals and objectives. In 2020, we integrated stakeholder feedback into our materiality analysis and, moving forward, we will continue to expand our engagement with stakeholders.

About this report

Oshkosh Corporation is a publicly traded company on the New York Stock Exchange (NYSE: OSK) and is 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, 2020, to September 30, 2021. 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, we followed the Global Reporting Initiative’s (GRI) Standards and general reporting guidance on report content and quality. Please see our detailed GRI Index on [pp. 48–51](#) in this report to locate specific GRI indicator information. Our [sustainability website](#) has expanded information on the topics addressed in this report, including responses to [Sustainability Accounting Standards Board \(SASB\)](#)

and [Task Force on Climate-related Disclosures \(TCFD\)](#) frameworks. 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 fifth consecutive year, we sought third-party assurance for select environmental and safety data.



McNeilus team member

Independent Assurance Statement to Oshkosh Corporation

ERM Certification and Verification Services, Inc. (“ERM CVS”) was engaged by Oshkosh Corporation to provide assurance in relation to the information set out below and presented in Oshkosh’s 2021 Sustainability Report as set out below and indicated with a ¹ on pages 20, 35, and 36.

Engagement summary	
Scope of our assurance engagement	<p>ERM CVS will assess whether the 2021 information and data for the specified indicators listed below are fairly presented in accordance with the reporting criteria:</p> <p>GHG Emissions</p> <ul style="list-style-type: none"> • Total Scope 1 GHG emissions [metric tons CO₂e] (including CO₂, CH₄, N₂O, HFCs, PFCs, SF₆); • Total Scope 2 GHG emissions (location-based) [metric tons CO₂e] (including CO₂, CH₄, N₂O, HFCs, PFCs, SF₆); • Total Scope 3 GHG emissions [metric tons CO₂e] from the following categories: <ul style="list-style-type: none"> • Category 4 – Upstream transportation (calculated emission from the EPA SmartWay program) (US domestic operations truck and multimodal shipments only); • Category 5 – Waste generated in operations (non-hazardous waste with EPA Climate Leadership emissions factors from 10-k manufacturing facilities); • Category 6 – Business travel (US domestic operations only); • Category 7 – Employee commuting (US domestic operations only); and • Category 11 – Use of sold products (CNG and diesel shipped in vehicles sent to customers only). • Total Scope 1 and 2 GHG emissions [metric tons CO₂e] (from the sources specified above) (including CO₂, CH₄, N₂O, HFCs, PFCs, and SF₆). <p>Energy</p> <ul style="list-style-type: none"> • Total energy use (from 10k manufacturing facilities and all US domestic locations): • Direct energy consumption (fuel) [MMBtu]; • Indirect energy consumption (electricity) [MWH]; • Total energy consumption intensity [Btu/sales in USD*]. <p>Waste (from 10k manufacturing facilities)</p> <ul style="list-style-type: none"> • Total non-hazardous waste landfill [tons]; • Total non-hazardous waste diverted from landfill [%]; • Total hazardous waste disposed [tons]; and • Total hazardous waste by disposal method [%]. <p>Health & Safety</p> <ul style="list-style-type: none"> • Recordable incident rate [per 200,000 hours worked]; and • Lost time rate [per 200,000 hours worked].
Reporting period	*ERM CVS has placed reliance on sales data from the audited financial statements as reported in the fiscal year 2021 SEC 10-K filing for the denominator of the energy intensity metric. Reporting period October 1, 2020 to September 30, 2021
Reporting criteria	<ul style="list-style-type: none"> • WBCSD/WRI GHG Protocol (2004, as updated January 2015) for the Scope 1, 2 and 3 GHG emissions; • OSHA Injury and Illness Recordkeeping and Reporting definitions • Oshkosh Corporation’s internal reporting criteria and definitions for all other metrics.
Assurance standard	ERM CVS’ assurance methodology, based on the International Standard on Assurance Engagements ISAE 3000 (Revised).
Assurance level	Limited assurance.
Respective responsibilities	ERM CVS: It is our responsibility to undertake our work according to the agree timescale and to deliver an Independent Assurance Statement based on our findings. Oshkosh: Independent assurance requires the assurance provider to have access to all the information it needs in order to reach its conclusions.

Our conclusions

Based on our activities, as described below, nothing has come to our attention to indicate that the 2021 data and information for the disclosures listed under ‘Scope’ above are not fairly presented, in all material respects, with the reporting criteria.

Our assurance activities

A multi-disciplinary team of sustainability and assurance specialists performed a range of assurance procedures which varied across the disclosures covered by our assurance engagement, as follows:

- Interviews with relevant staff to understand and evaluate the relevant management systems and processes (including internal review processes) used for collecting and reporting the selected disclosures, including one remote HQ visit (Oshkosh, WI, USA).
- A review of the internal indicator definitions and conversion factors;
- Virtual visits to two sites (Harrison, WI, USA and Leon, Mexico) 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;
- A desk-based review of health and safety documentation at two segments (Commercial and Fire & Emergency) and a full walkthrough of the H&S data systems used by Oshkosh Corporation.
- An analytical review of the data from all sites and a check on the completeness and accuracy of the corporate data consolidation.
- A review at corporate level of a sample of qualitative and quantitative evidence supporting the reported information.
- 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.

The limitations of our engagement

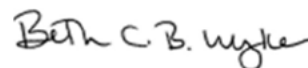
The reliability of the assured information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context. Due to COVID travel restrictions, we planned our assurance engagement to include virtual visits. While we believe this approach does not affect our limited assurance conclusion(s) above, we draw attention to the possibility that if we had undertaken in person visits we may have identified errors and omissions in the assured information that we did not discover through the alternative assurance program.

Our independence

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 staff that have undertaken work on this assurance exercise provide no consultancy related services to Oshkosh in any respect.

Our observations

We have provided Oshkosh with a separate management report with our detailed (non-material) findings and recommendations. Without affecting the conclusions presented above, we have the following key observation: Oshkosh Corporation has the opportunity to improve its internal OH&S data management systems, including the process of consolidating segment data at the corporate level.



Beth Wyke, Partner, Global Head of Corporate Assurance Services
 19 April 2022
 ERM Certification and Verification Services, Inc.
www.ermcvs.com Email: post@ermcvs.com



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	Indicator / Brief description	Location of information
ORGANIZATIONAL PROFILE			
102-1	Name of the organization	About Oshkosh Corporation, pages 9–10	
102-2	Activities, brands, products and services	About Oshkosh Corporation, pages 9–10 and FY2021 SEC Form 10-K, pages 1–9	
102-3	Location of headquarters	About Oshkosh Corporation, pages 9–10 and FY2021 SEC Form 10-K, cover page	
102-4	Location of operations	About Oshkosh Corporation, page 10	
102-5	Ownership and legal form	About this report, page 46 and FY2021 SEC Form 10-K, page 56	
102-6	Markets served	About Oshkosh Corporation, page 4 and FY2021 SEC Form 10-K, page 60	
102-7	Scale of the organization	About Oshkosh Corporation, page 10 and FY2021 SEC Form 10-K, pages 14, 26, 34–38, 50	
102-8	Information on employees and other workers	Diversity and inclusion, page 18 and FY2021 SEC Form 10-K, page 14	
102-9	Supply chain	Supply chain sustainability, pages 39–40 and FY2021 SEC Form 10-K, pages 12–13	
102-10	Significant changes to the organization and its supply chain	FY2021 SEC Form 10-K, page 90	
102-11	Precautionary principle or approach	Environmental management, page 33	
102-12	External initiatives	Human rights, page 43	
102-13	Membership of associations	2019 Sustainability Report, page 45	

STRATEGY

102-14	Statement from senior decision-maker	A message from our Chief Executive Officer, page 3
102-15	Key impacts, risks and opportunities	FY2021 SEC Form 10-K, pages 15–25

ETHICS AND INTEGRITY

102-16	Values, principles, standards and norms of behavior	Our core values, page 9; Ethics and compliance, page 42; and The Oshkosh Way
102-17	Mechanisms for advice and concerns about ethics	Ethics and compliance, page 42 and The Oshkosh Way

GENERAL DISCLOSURES (GRI 102, 2016) continued

Indicator / Brief description	Location of information	Indicator / Brief description	Location of information
GOVERNANCE			
102-18	Governance structure	Corporate governance, page 41	
102-19	Delegating authority	Sustainability governance, page 41 and 2022 Proxy Statement, pages 17–23	102-29 Identifying and managing economic, environmental and social impacts
102-20	Executive-level responsibility for economic, environmental and social topics	Corporate governance, page 41	102-30 Effectiveness of risk management processes
102-22	Composition of highest governance body and its committees	2022 Proxy Statement, pages 17–20	102-31 Review of economic, environmental and social topics
102-23	Chair of highest governance body	2022 Proxy Statement, page 23	102-33 Communicating critical concerns
102-24	Nominating and selecting the highest governance body	2022 Proxy Statement, pages 6–14, 19	102-35 Remuneration policies
102-25	Conflicts of interest	2022 Proxy Statement, page 22	102-36 Process for determining remuneration
STAKEHOLDER ENGAGEMENT			
102-40	List of stakeholder groups	Stakeholder engagement, page 46	
102-42	Identifying and selecting stakeholders	Stakeholder engagement, page 46	
102-43	Approach to stakeholder engagement	Stakeholder engagement, page 46	
102-44	Key topics and concerns raised	Stakeholder engagement, page 46	
REPORTING PRACTICE			
102-45	Entities included in organization’s financial statements	About this report, page 46 and FY2021 SEC Form 10-K	102-53 Contact person for questions regarding the report
102-46	Defining report content and topic boundaries	Materiality assessment, page 12	102-54 Report prepared in accordance with the GRI Standards
102-47	List of material topics	Materiality assessment, page 12	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.
102-48	Restatements of information	About this report, page 46	102-55 GRI context index
102-49	Changes in reporting	None	102-56 External assurance
102-50	Reporting period	About this report, page 46	GRI Index, pages 48–51
102-51	Date of most recent report	About this report, page 46	Assurance statement, page 47
102-52	Reporting cycle	Annual	

TOPIC-SPECIFIC DISCLOSURES

Indicator / Brief description Location of information

ECONOMIC

ECONOMIC PERFORMANCE (GRI 201, 2016)

103	Management approach—economic performance	FY2021 Annual Report and SEC Form 10-K
201-1	Direct economic value generated and distributed	FY2021 Annual Report and SEC Form 10-K
201-3	Defined benefit plan obligations and other retirement	FY2021 SEC Form 10-K , pages 69–75

ENVIRONMENTAL

ENERGY (GRI 302, 2016)

103	Management approach—energy	Operating sustainably , pages 33–36, Energy Management Policy and Environmental Protection Policy
302-1	Energy consumption within the organization	Energy and emissions , pages 34–35
302-3	Energy intensity	Energy and emissions , pages 34–35
302-4	Reduction of energy consumption	Energy and emissions , pages 34–35
302-5	Reductions in energy requirements of products and services	Sustainable products , pages 22–24

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 33–36 and Energy Management Policy and Environmental Protection Policy
305-1	Direct (Scope 1) GHG emissions	Energy and emissions , pages 34–35
305-2	Energy indirect (Scope 2) GHG emissions	Energy and emissions , pages 34–35
305-3	Other indirect (Scope 3) GHG emissions	Energy and emissions , pages 34–35
305-4	GHG emissions intensity	Energy and emissions , pages 34–35
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Energy and emissions , pages 34–35

Indicator / Brief description Location of information

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
-----	---	---

EFFLUENTS AND WASTE (GRI 306, 2016)

103	Management approach—effluents and waste	Environmental management , page 33 and Waste diversion , page 36
306-2	Waste by type and disposal method	Waste diversion , page 36 and Environmental Protection Policy

ENVIRONMENTAL COMPLIANCE (GRI 307, 2016)

307-1	Non-compliance with environmental laws and regulations	Environmental management , page 33
-------	--	--

TOPIC-SPECIFIC DISCLOSURES continued

Indicator / Brief description	Location of information	Indicator / Brief description	Location of information
SUPPLIER ENVIRONMENTAL ASSESSMENT (GRI 308, 2016)			
103 Management approach—supplier environmental assessment	Supply chain sustainability, pages 39–40 and Environmental Protection Policy and Supplier Code of Conduct and Human Rights Policy	308-1 New suppliers that were screened using environmental criteria	Supply chain sustainability, page 39
SOCIAL			
EMPLOYMENT (GRI 401, 2016)		DIVERSITY AND EQUAL OPPORTUNITY (GRI 405, 2016)	
103 Management approach—employment	Team member development programs, pages 15–16	103 Management approach—diversity and equal opportunity	Diversity, equity and inclusion, pages 17–18 and Human Rights Policy
401-1 New employee hires and employee turnover	Team member development programs, pages 15–16	405-1 Diversity of governance bodies and employees	Diversity, equity and inclusion, pages 17–18 and 2022 Proxy Statement, pages 3, 7, 19–20
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Health and wellbeing, page 21	LOCAL COMMUNITIES (GRI 413, 2016)	
OCCUPATIONAL HEALTH AND SAFETY (GRI 403, 2016)		103 Management approach—local communities	Communities, pages 29–31
103 Management approach—occupational health and safety	Workplace safety, pages 19–21	413-1 Operations with local community engagement, impact assessments, and development programs	Communities, pages 29–31
403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Workplace safety, pages 19–21	PUBLIC POLICY (GRI 415, 2016)	
TRAINING AND EDUCATION (GRI 404, 2016)		103 Management approach—public policy	Public policy engagement, pages 45–46
03 Management approach—training and education	Team member development programs, page 15	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 on the FEC website.
404-1 Average hours of training per year per employee	Team member development programs, page 15	CUSTOMER HEALTH AND SAFETY (GRI 416, 2016)	
404-2 Programs for upgrading employee skills and transition	Team member development programs, page 15	103 Management approach—customer health and safety	Product safety, quality and reliability, pages 25–27
MARKETING AND LABELING (GRI 417, 2016)		416-1 Assessment of the health and safety impacts of products and services	Product safety, quality and reliability, pages 25–27
417-2 Incidents of non-compliance concerning product and service information and labeling	None	CUSTOMER HEALTH AND SAFETY (GRI 416, 2016)	
417-3 Incidents of non-compliance concerning marketing communications	None	418-1 Incidents of non-compliance concerning the health and safety impacts of products and services	None
CUSTOMER PRIVACY (GRI 418, 2016)		SOCIOECONOMIC COMPLIANCE (GRI 419, 2016)	
415-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	None	419-1 Non-compliance with laws and regulations in the social and economic area	None



HUMAN RESOURCES

Recruiting/Employment
Ann Pearson
apearson@oshkoshcorp.com

MEDIA

Erica Pendergast
ependergast@oshkoshcorp.com

PROCUREMENT

Oshkosh Supplier Portal
osn.oshkoshcorp.com

ETHICS AND COMPLIANCE

Kevin Tubbs
ktubbs@oshkoshcorp.com

INVESTOR RELATIONS

Patrick Davidson
pdavidson@oshkoshcorp.com

SUSTAINABILITY

Kevin Tubbs
ktubbs@oshkoshcorp.com

COMMUNITY

Jodie Larsen
jlarsen@oshkoshcorp.com

CONTACT

Oshkosh Corporation
1917 Four Wheel Drive
Oshkosh, WI 54902
+1 920.502.3009

OSHKOSHCORP.COM

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. These factors include risks related to the Company's ability to successfully execute on its strategic roadmap and meet its long-term financial goals. 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, 2021, filed on November 16, 2021. All forward-looking statements speak only as of the date of this report. This report is for fiscal 2021. Data reported is for fiscal year 2021 unless otherwise noted.

