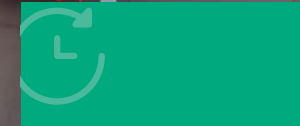


ENVIRONMENTAL,
SOCIAL AND
GOVERNANCE REPORT

2020



EMERSON™



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Dear Stakeholders,

I've experienced several firsts in the months since I became Chief Executive Officer, but my first time introducing our environmental, social and governance report holds special significance for me. Working across the organization for decades in different roles on different continents, I've seen how a determined emphasis on ESG topics brings out the best in our workforce — and our company. Accelerating our progress in this space — and building on our internal culture to sustain this advancement — is one of my top priorities as CEO.

We all have a responsibility to create a better world. A world that prizes and protects our valuable resources. A more equitable world that celebrates and empowers our diverse backgrounds and experiences. And a world that offers thoughtful solutions to make our lives easier and smoother so we can focus on what matters. At Emerson, we are so committed to making this vision a reality that we articulated a new

global Purpose in 2020: We drive innovation that makes the world healthier, safer, smarter and more sustainable.

Our Purpose is a daily reinforcement of our shared passion to further ESG growth across the organization. This effort is not only good for our planet and for our society, but also keeps our business strong and thriving. For decades, we have helped our customers advance their sustainability initiatives as we drive our own internal advancement. We were pleased to name Mike Train as Emerson's first Chief Sustainability Officer in early 2021. Mike will be a tremendous champion for both our customers and the industry.

Emerson has navigated many tests as the global landscape has shifted over the past 130 years. And every time, our incredibly talented workforce, adaptability and commitment to customers and industries have enabled us to not only survive difficult times, but to come out on the other end as a better, stronger company. This was true in 2020, too. It's fitting, then, that this year we both crystallized our Purpose-centered mindset and reimagined the Causes we work toward every day, with the input of more than 17,000 employees. It's these new Causes — **Planet, Humanity, Champion, Inclusion and Future** — around which we tell the story of our ESG progress in this report.



We drive innovation that makes the world healthier, safer, smarter and more sustainable.



Like every company, we were confronted with the global challenge of COVID-19. Emerson rallied with an emphasis on three goals: helping keep our 83,500 employees safe, ensuring business continuity, and serving customers in essential industries around the world with the technologies and services they needed to stay operational — including life sciences, water, food and beverage, power and energy, the cold chain, and indoor air comfort and quality. We also responded to community needs with financial support as the economic crisis resulting from the pandemic began to take effect. More information about these efforts is included throughout this report.

We have been building a foundation for advancing diversity, equity and inclusion. As a global technology organization, we know that diverse perspectives and backgrounds are integral to company culture and innovation. Unfortunately, events throughout 2020 illuminated the very real inequities in our society and ignited a fire to eliminate racism and discrimination. We are committed to advancing inclusion throughout our company, ensuring our workforce reflects the industries and world we serve. We recently introduced a goal to drive accountability in this space. **As a company, we are committed to a goal of doubling representation of women globally and U.S. minorities at the leadership level by 2030.**

We all have a role in making this vision a reality. Akberet Boykin Farr, our Vice President of Diversity and Social Responsibility, is a driving force for these efforts, in partnership with our Blacks Reinforcing Diversity, Women in STEM, Veterans, LGBTQ + Allies, Somos (Latin American and Hispanic) and Asian & Pacific Islander Alliance employee resource groups.

I want to extend my personal gratitude to the Emerson Board of Directors, management team, customers and employees, as well as retired Chairman and CEO David Farr. The past year has been filled with many challenges — and many achievements as we worked together to overcome each one. I'm inspired by what Emerson accomplished in 2020 — and even more energized for what we are achieving together in 2021.

My personal regards,

Lal Karsanbhai
President and CEO



Dear Stakeholders,

ESG strategy is an increasingly important topic at the highest levels of company leadership. This is for good reason. We know that a focus on ESG is foundational to successful business outcomes, and I'm pleased this is reflected within the Boardroom at Emerson.

We've been formalizing the Board's commitment to ESG oversight. In 2020, we amended the charter of the Corporate Governance and Nominating Committee to emphasize its role in overseeing important issues of public policy and corporate social responsibility, including health, safety, and environmental and sustainability policies and reporting. We also formed the Environmental Sustainability Steering Committee to further Emerson's efforts to drive environmentally responsible solutions for the company and the industries it serves.

Diversity is also top of mind for us — both within the walls of Emerson and on the Board itself. Emerson works hard to ensure the Board is a diverse group with deep expertise. Today, 50% of our members are women, people of color or of a diverse nationality. Prioritizing diverse viewpoints on the Board reinforces Emerson's larger emphasis on creating a more inclusive workforce, an important goal shared across all levels of company leadership.

The company has set a strong foundation for ESG initiatives that we will continue to build upon for years to come. We look forward to advancing Emerson's ESG strategy through regular meetings with Lal Karsanbhai and other members of management to engage in a dialogue about company progress and initiatives.

Sincerely,

James Turley
Chair, Emerson Board of Directors

Board of Directors



Mark A. Blinn



Clemens A. H. Boersig



Joshua B. Bolten



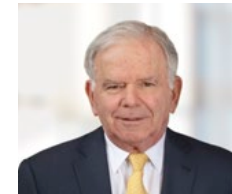
Martin S. Craighead



William H. Easter III



Gloria A. Flach



Arthur F. Golden



Candace Kendle



Lori M. Lee



Matthew S. Levatich



James S. Turley



Lal Karsanbhai

GLOBAL TOTALS



AMERICAS



EUROPE



ASIA, MIDDLE EAST AND AFRICA



Employees



Manufacturing Locations

Emerson is a global industrial software, engineering and manufacturing company with a 130-year legacy of providing innovative solutions for customers in industrial, commercial and residential markets. Through our two business platforms — Automation Solutions and Commercial & Residential Solutions — we develop and deliver advanced technologies, software and services that enhance productivity, efficiency, sustainability and safety for our customers.

Key Facts at a Glance

Recognitions

Headquarters: **ST. LOUIS, MISSOURI (USA)**

Founded: **1890**

Stock symbol: **NYSE: EMR**

21K active patents held by Emerson employees worldwide in 2020

More information about Emerson's business and operational performance can be found at Emerson.com and in our latest Annual Report to Shareholders and Form 10-K filing with the U.S. Securities & Exchange Commission and in subsequent reports we file with the SEC.

RANKED #176
America's largest corporations by revenue in 2020 (FORTUNE 500)

RANKED #5
FORTUNE 2020 World's Most Admired Companies (Industrial Machinery category)

RANKED #12
by Women Engineer Magazine's list of top employers

RANKED #41
in Newsweek's 2021 ranking of America's Most Responsible Companies

SCORED 100%
2021 Corporate Equality Index

RANKED #205
FORBES 2020 World's Best Large Employers

Business Platforms

Automation Solutions



55K



Our leading digital transformation technologies are helping some of the world's largest companies reach unprecedented levels of performance. Our leading software is driving exceptional speed and safety in pharmaceutical manufacturing, and our technologies are helping process, hybrid and discrete manufacturers to protect personnel and the environment, optimize operations, maximize production and enhance energy efficiency.

INDUSTRIES SERVED

- Life Sciences & Medical
- Power Generation, Transmission & Distribution
- Chemical
- Oil Production, Transmission & Refining
- Natural Gas Production, Transmission & LNG
- Food & Beverage
- Metals & Mining
- Water & Wastewater
- Automotive
- Electronics

CAPABILITIES

- Industrial Internet of Things
- Systems & Asset Management
- Industrial Software
- Measurement Instrumentation
- Fluid Control & Pneumatics
- Valves, Actuators & Regulators
- Welding, Assembly & Cleaning
- Electrical & Lighting
- Industry Services & Solutions

KEY PRODUCT BRANDS

- Plantweb
- DeltaV
- Ovation
- PACSystems
- Rosemount
- Micro Motion
- ASCO
- AVENTICS
- Bettis
- Fisher
- Keystone
- KTM
- Vanessa
- Branson
- HTE
- Appleton
- OSI, Inc.

Commercial & Residential Solutions



27K



Our advanced technologies and long-standing industry expertise are helping provide human comfort and health, protect the quality and integrity of temperature-sensitive food and pharmaceuticals, and create sustainable infrastructure. We are leading the industry in a drive for more sustainable heating and cooling solutions, engineering more efficient technologies that help people live comfortable, safe lives with less impact on the environment.

INDUSTRIES SERVED

- Residential Construction & Home Improvement
- Commercial Buildings & Construction
- Energy & Utilities
- Facility Management & Maintenance
- Food Service & Hospitality
- Food Retail
- Healthcare & Life Sciences
- Transportation

CAPABILITIES

- Heating & Air Conditioning Technology
- Smart Thermostats
- Home Improvement, Repair & Maintenance
- Professional Tools
- Commercial Comfort & Cleaning
- Cold Chain Software & Technology
 - Real-time tracking and data services
 - Refrigeration and cold storage
 - Temperature and environmental monitoring
- Energy & Facility Management Solutions
- Food Waste Management

KEY PRODUCT BRANDS

- Copeland
- Greenlee
- InSinkErator
- Klauke
- Lumity
- RIDGID
- Sensi

Our Purpose: We drive innovation that makes the world healthier, safer, smarter and more sustainable.

Our Emerson Purpose is our North Star that is brought to life by our people — through their ongoing dedication to our Causes and Values. Over 17,000 of our global colleagues collaborated to help articulate our global Purpose, demonstrating a collective passion for our commitment to the environment, society and operational integrity.

Our Causes and Values shape, define and fuel Emerson's culture — they embody our aspirations and serve as the foundation of our character and behavior. Most importantly, they give meaning to our daily work, inspiring us to leave the world in a better place than we found it.

Our Causes



Planet

We deliver sustainable solutions that improve efficiency, reduce emissions and conserve resources.



Humanity

We strive to advance health, comfort, food quality and safety.



Champion

We lead our customers through complex technical, regulatory and economic challenges.



Inclusion

We cultivate an environment based on trust and support.



Future

We promote STEM education and programs that prepare the next generation of critical thinkers and problem solvers.

Our Values

INTEGRITY

We are uncompromising in our honest and ethical behavior, which creates trusting relationships with one another, customers, suppliers and communities.

SAFETY & QUALITY

We are unwavering in our commitment to the highest standards of safety and quality for ourselves and our customers.

SUPPORT OUR PEOPLE

We attract, develop and retain exceptional people in an inclusive work environment, where all employees can reach their greatest potential.

CUSTOMER FOCUS

We actively listen to our customers to deeply understand their needs and deliver the unique solutions that ensure their success.

CONTINUOUS IMPROVEMENT

We constantly strive for improvement in all aspects of our business, guided by metrics, feedback and our disciplined management process.

COLLABORATION

We work seamlessly across geographies, platforms, business units and functions to fully leverage our unmatched breadth and expertise.

INNOVATION

We passionately pursue new technologies, capabilities and approaches to drive tangible value in our customers.

At Emerson, we continue to advance our strategy and take action around environmental, social and governance issues (ESG).

We are committed to ensuring our business practices are sustainable, and we have an integral role in enabling our customers and suppliers to do the same.

This page includes a selection of topics as they relate to our continued ESG efforts and the corresponding page number or website link where you can find more information.



Planet



Humanity



Inclusion



Future



Champion

ENVIRONMENTAL

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Reducing Our GHG Emissions, [Page 14](#)

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PLANET

We deliver sustainable solutions that improve efficiency, reduce emissions and conserve resources.





Environmental sustainability strategies are a critical issue for Emerson and industrial manufacturers across the globe.

We understand the important role we play in advancing new technologies and solutions that help improve environmental sustainability for our customers and the industries they serve. This includes enabling the deployment of low-carbon fuels and power sources, reducing emissions leakage, improving energy and resource efficiency, and decreasing waste. Worldwide, our teams are driven to develop and scale new innovations that

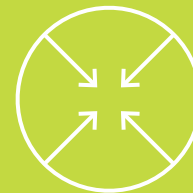
help both Emerson and our customers reach environmental sustainability goals as we work together to create a healthier, cleaner planet.

In 2020, we took measurable steps to further enhance our approach to environmental sustainability and define our role in making the world more sustainable. Our strategy is summarized by our “Greening Of, Greening By, Greening With” framework:



Greening OF Emerson

How we improve our internal environmental sustainability performance



- ▼ GREENHOUSE GAS (GHG) EMISSIONS
- ▼ ENERGY CONSUMPTION
- ▼ WATER CONSUMPTION

Greening BY Emerson

How we support and enable our customers’ decarbonization and environmental sustainability efforts



Implementing EMERSON TECHNOLOGIES, SOLUTIONS AND EXPERTISE

Greening WITH Emerson

How we foster collaboration among stakeholders



Participating in LEADING SUSTAINABILITY INDUSTRY FORUMS

Partnering with academic institutions to DRIVE SUSTAINABLE INNOVATION

Engaging with governments globally to SUPPORT SUSTAINABILITY-RELATED POLICIES AND REGULATIONS



A Word From Emerson's First Chief Sustainability Officer, Mike Train

Emerson is serious about focusing our efforts and purpose around environmental sustainability, and I'm proud to serve as our first Chief Sustainability Officer. In this role, I will lead our global environmental sustainability strategy as we drive progress within our facilities and help our customers achieve their ESG objectives. Across our company, Emerson is highly relevant to a more sustainable future with expertise, technologies, solutions and a global perspective that can help the world find a path forward. This section of our ESG Report details a few ways we're doing just that, and we look forward to continuing this momentum in the years ahead.

We established an Environmental Sustainability Steering Committee, a decision-making body with the mission of centrally aligning and coordinating environmental sustainability-related activities and initiatives across Emerson.

The Committee's role is to recommend strategies and actions that help advance Emerson's standing on environmental sustainability across all three areas of our framework, as well as to educate and encourage the use of best practices throughout Emerson.

The Steering Committee comprises Emerson's executive leadership and management teams covering all functions, including legal, finance, operations, supply chain, marketing, investor relations, business development and strategy planning.

In 2020, Committee activities included:

- **Launching an Environmental Sustainability Intranet Hub for Emerson employees to act as connective tissue across the corporation on this topic.**
- **Designing a corporate-wide, locally driven employee engagement initiative to drive a more sustainable culture and encourage site-level leadership on environmental sustainability.**
- **Planning additional ESG disclosures and publishing an SASB and TCFD addendum.**

- **Analyzing environmental sustainability and climate policy and engaging with key industry stakeholders and decision-makers in Europe and China.**

Looking ahead, the Committee plans to introduce environmental sustainability teams at all our global sites. These management-led teams, open to people who are passionate about this topic and eager to make a measurable impact, will set goals and targets to achieve.



In the effort to improve our internal environmental performance, we manage our manufacturing facilities around the world according to a global set of principles.



Highlights of our principles include:

- **Complying with all applicable laws and regulations.**
- **Working to minimize environmental impact.**
- **Conserving energy.**
- **Conducting regular training.**
- **Auditing our operations.**

Emerson’s business unit presidents implement these principles and are primarily responsible for carrying out environmental compliance programs with support and guidance from Corporate Environmental Affairs. Our general counsel oversees implementation of our environmental management principles and periodically reports performance to the

Audit Committee of the Board of Directors.

We are integrating the “E” of environmental, social and governance into our management process, including embedding environmental sustainability into Emerson’s growth planning. These processes are advancing Emerson as a business and helping us drive our environmental sustainability goals forward. For example, in 2020, we launched a number of scenario analysis and road mapping pilot exercises with Automation Solutions in Europe and China and Commercial & Residential Solutions North America to identify short-, medium- and long-term business opportunities and risks as a result of decarbonization.



Designing Green Buildings

Emerson recently opened its Branson welding and assembly technologies’ global headquarters in Brookfield, Connecticut, United States. The new building features energy-efficient construction methods including space wattage limitations, energy-saving LED lighting, automated controls for daylight harvesting and recovering heat from manufacturing operations to help warm the facility. Learn more about Emerson’s green buildings on our website.

Because our supply chain influences our overall environmental impact, we have also started to identify opportunities for improvement among our energy providers,

supply chain partners and logistics services to support similar environmental objectives (see [Page 38](#)).

Reducing Our GHG Emissions

In 2019, we made a commitment to reduce our GHG emissions by 20%, normalized to sales, across our entire global manufacturing footprint and shared service facilities by 2028, measured by our baseline year of 2018. During the 2020 fiscal year, while our overall emissions decreased from 2019, declining sales amid the COVID-19 pandemic hampered further reductions in our GHG emissions intensity factor (See [Page 16](#)).

We are implementing strategies and action plans to reduce our GHG emissions worldwide. An energy management and GHG reduction playbook was distributed to all operations leaders across the company in 2020, helping ensure best practices in emissions reductions are implemented across our manufacturing sites globally. Additionally, we led virtual and in-person energy audits, when travel restrictions allowed, to

identify site-level opportunities to reduce energy use and emissions. For example, we identified opportunities to reduce energy use and emissions at our Copeland Alliance facility in Natchitoches, Louisiana, by 4.6 million kWh and approximately 7% from a fiscal 2020 baseline, respectively. At our Rosemount facility in Chanhassen, Minnesota, we identified opportunities to reduce 1.1 million kWh in energy and approximately 8% from a fiscal 2020 baseline in emissions.

Striving for Efficiency across Energy, Waste, Water and Raw Materials

Implementing and enforcing energy conservation and efficiency tactics at our facilities in fiscal 2020 contributed to reducing more than 4.8 million kWhs. We are also striving to reduce our waste, water and raw material usage. Some examples from around the world include:

Energy

PROFESSIONAL TOOLS FACILITY

Remscheid, Germany

Replaced fluorescent tubes with LED lighting
REDUCING ELECTRICITY CONSUMPTION BY 12% IN FISCAL YEAR 2020.

CLIMATE FACILITY

Rayong, Thailand

Completed several process and engineering improvements including reducing air leakage from all compressors, implementing automatic shutdowns of key industrial equipment, and installing more energy efficient equipment,
REDUCING 450,000 KWH OF ELECTRICITY AND 2.2 MILLION M³ OF NATURAL GAS PER YEAR.

Waste

EMERSON CORPORATE HEADQUARTERS

St. Louis, Missouri, United States

RECYCLED APPROXIMATELY 81%, OR ABOUT 2 MILLION POUNDS, of the solid waste generated on campus in 2020.

Water

COPELAND FACILITY

Ava, Missouri, United States

Replaced analog flow meters with digital flow meters to accurately dispense water to process rinses,
SAVING 5.6 MILLION GALLONS OF WATER PER YEAR.

Raw Materials

MEASUREMENT SOLUTIONS FACILITY

Beijing, China

Updated the welding process, leakage detecting and monitoring system, and upgraded equipment,
REDUCING 11,200+ M³ OF HELIUM PER YEAR.



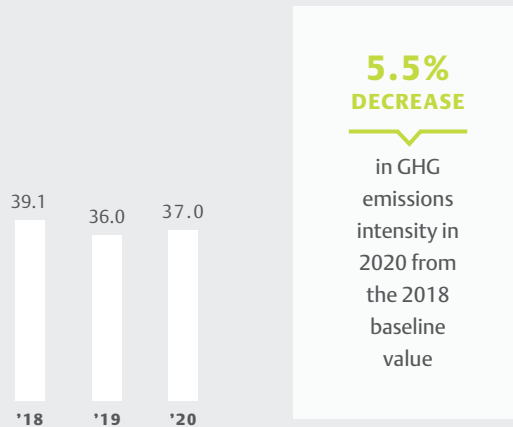
Emerson Employees Making an Impact: Making Energy Management a Priority

Paul McAndrew is our vice president and general manager, Pipe and Electrical, Professional Tools North America. Responsible for some of Emerson's largest manufacturing operations in the United States, Paul has truly integrated energy priorities into his business unit's management process. His team of "energy champions" gathers and analyzes daily electricity usage data, which has led to significant reductions in energy intensity across the business unit. While energy reduction provides cost savings, Paul says it's about being a responsible corporate citizen and minimizing the environmental impact of Emerson's operations.

Tracking Our Environmental Footprint: Our Environmental Data

In 2020, Emerson drove a **10% decrease in CO₂ emissions**, an **11% decrease in global electricity usage** and an **18.5% decrease in global water consumption**.

Emissions Intensity*

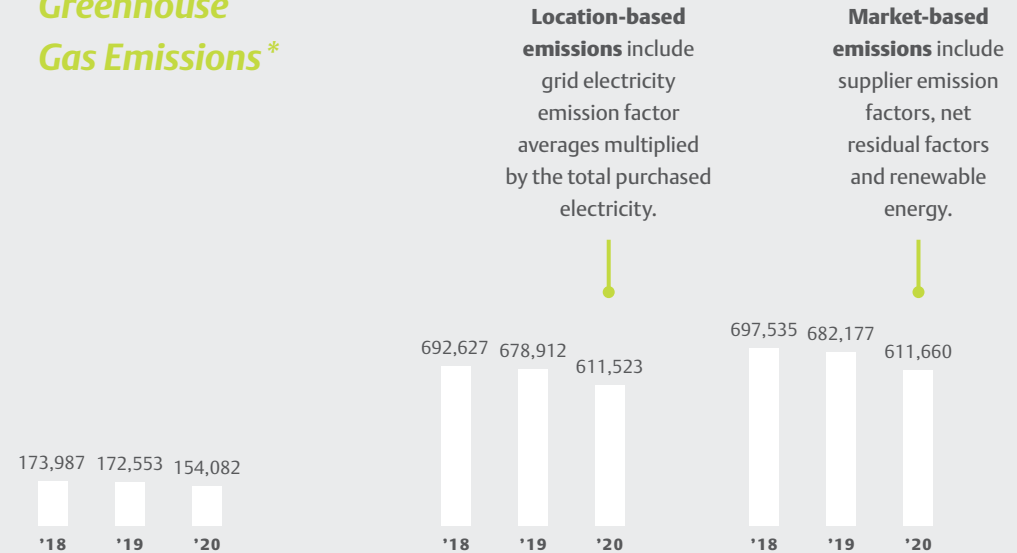


MARKET-BASED INTENSITY

GHG emissions intensity is measured in Scope 1 and Scope 2 (market-based) metric tons of carbon dioxide equivalent (MT CO₂e) per million dollars in sales.

*Emerson updated its market-based GHG emissions intensity calculations to include renewable energy. We also conducted a thorough review of historical data, striving to more accurately document and disclose our historical carbon footprint. This resulted in additional revisions to our energy consumption and emissions data for FY18 and FY19, including the decrease in GHG emissions intensity in 2019 from the 2018 baseline value, which was 7.8%.

Greenhouse Gas Emissions*



SCOPE 1: DIRECT GHG EMISSIONS

Includes the combustion of fossil fuels (e.g., natural gas, fuel oil, propane, etc.) for comfort heating or other industrial applications at Emerson manufacturing and nonmanufacturing facilities worldwide.

SCOPE 2: INDIRECT GHG EMISSIONS

Includes the consumption of purchased electricity, steam or other sources of energy (e.g., chilled water) generated upstream from Emerson manufacturing and nonmanufacturing facilities worldwide.

All GHG emissions are measured in metric tons of carbon dioxide equivalent (MT CO₂e).

Our emissions reporting includes all facilities within our operational control, including nonmanufacturing facilities such as warehouses, distribution centers, headquarter buildings, sales offices and engineering centers. Our greenhouse gas emissions and electricity calculations for fiscal year 2020 included 185 manufacturing facilities and 548 nonmanufacturing facilities. Our emissions intensity reporting only considers emissions from our global manufacturing footprint. Where primary activity data was not available, we have made assumptions — based on occupancy, square footage, site use and other factors — to be thorough and transparent.

Environmental Compliance

As we design, engineer and manufacture our products and solutions, we implement controls that help ensure our materials and processes are safe and adhere to industry standards and government regulations, including from an environmental perspective. In 2020, 81% of Emerson manufacturing facilities received environmental compliance reviews. Due to the pandemic, many audits were postponed until they can be carried out in a safe manner. Learn more about our environmental compliance on our website. For 2020 fines and sanctions, please see [Page 74](#) in our GRI Index.



Electricity Use*

'18	1,306,457
'19	1,303,999
'20	1,160,763

Emerson's electricity usage in megawatt hours, as reported by our manufacturing and nonmanufacturing facilities worldwide.

**Emerson updated its market-based GHG emissions intensity calculations to include renewable energy. We also conducted a thorough review of historical data, striving to more accurately document and disclose our historical carbon footprint. This resulted in additional revisions to our energy consumption and emissions data for FY18 and FY19, including the decrease in GHG emissions intensity in 2019 from the 2018 baseline value, which was 7.8%.*

Water Consumption

'18	1,116,166,389
'19	1,156,341,118
'20	942,189,954

Emerson's water usage in U.S. gallons, as reported by our manufacturing facilities worldwide.

Our greenhouse gas emissions and electricity calculations for fiscal year 2020 included 185 manufacturing facilities and 548 nonmanufacturing facilities. Our water consumption calculations for fiscal year 2020 included 185 manufacturing facilities. Where primary activity data was not available, we have made assumptions — based on occupancy, square footage, site use and other factors — to be thorough and transparent.



Our customers are prioritizing opportunities to enhance their environmental sustainability and reach Top Quartile performance, while reducing costs across their operations.

Top Quartile performance means being within the top 25% of their peers in key areas such as improved reliability, enhanced safety, higher production and lower emissions and energy usage.

Emerson is committed to delivering environmentally sustainable solutions and supporting our customers' decarbonization strategies by providing solutions that enable:

- **An optimized production of alternative fuels like hydrogen and biofuels and low-carbon power sources like solar, wind, hydro and nuclear.**
- **The improvement of ecosystem energy and material efficiency in production systems, commercial and residential buildings and throughout the cold chain.**

- **The management and removal of production emissions (e.g., through carbon capture utilization and the storage, monitoring and prevention of fugitive emissions).**
- **The growing electrification of transportation and other end-uses, such as heat pumps, alongside the integration of the whole energy system such as improvements in grid management.**

Emerson's software offerings play an important role across these environmental sustainability efforts. For example, our [Plantweb Optics™ Analytics](#) software — part of our Plantweb™ digital ecosystem and recognized as the 2021 'Analytics Platform of the Year' at the IoT Breakthrough Awards — uses artificial intelligence and machine learning to improve reliability and safety and to reduce



OSI Inc. campus

Acquisitions with Sustainability in Mind

In 2020, our investment strategy included acquisitions such as:

- **Open Systems International, Inc. (OSI Inc.)**, strengthening our ability to help customers incorporate renewable energy sources and improve energy efficiency and reliability.
- **Verdant**, broadening our energy management and optimization capabilities for multifamily residential and commercial applications.
- **American Governor Company**, building our technology capabilities and expertise in the renewable hydroelectric power industry.
- **Progea Group**, expanding our robust embedded software and control portfolio for manufacturing, infrastructure and building automation applications.
- **7AC Technologies, Inc.**, growing our legacy heating, ventilation and air conditioning capabilities to enable commercial building owners and retailers to achieve better energy efficiency and air quality.

energy use, GHG emissions and material waste, while optimizing production for industrial manufacturers. We also introduced [augmented reality \(AR\) technology for Plantweb Optics](#), enabling

workers with enhanced access to critical information and expert guidance as well as empowering remote collaboration to maintain operations and prevent downtime.

3,600

HOMES OUTSIDE TORONTO, ONTARIO IN CANADA that will have heating and appliances powered by converting electricity into hydrogen, which is blended into the natural gas system, a first-of-its-kind program in North America led by Enbridge, Emerson and Lakeside Controls, an Emerson Impact Partner.

Energy Source Decarbonization: Supporting Low Carbon Commitments

Emerson's solutions can play a critical role in helping our customers meet and exceed emerging environmental sustainability regulatory requirements.

Our customers are identifying and implementing strategies for lowering emissions by transitioning to cleaner power and fuel alternatives — a core element of most decarbonization strategies across most industrial sectors. One example is biomethane injection into the natural gas stream used to generate

electricity, which is helping companies meet regulatory requirements and contribute toward the European Union's renewable energy targets. Emerson's scalable, smart and integrated systems and solutions help natural gas operators comply with current legislation and lower life cycle costs.



Turning Waste Into Renewable Gas

For years, regulations in the United States have provided financial incentives to capture pollutants like methane gas from landfills, livestock operations, wastewater treatment and other sources. Emerson's Vilter compressors and other equipment are used to do exactly that — they capture waste gas, clean it, dehydrate, remove CO₂ and other trace gases and pressurize it to inject into natural gas pipelines.

Accelerating the Move to Hydrogen

Global attention on hydrogen as an alternative fuel is increasing, and Emerson is positioned to impact the development of the hydrogen economy at scale. For example, our Automation Solutions portfolio provides products and solutions to hydrogen original equipment manufacturers in the U.K. We are supporting Haskel — a global manufacturer of turnkey hydrogen refueling stations — with their aim to build 6-10 refueling stations in one year. We are also working closely with CMB.TECH to help them develop marine vessels powered by hydrogen.

Energy Efficiency and Optimization: Helping HVACR Industries Meet Energy Efficiency and Refrigerant Regulations

Our customers in the heating, ventilation, air conditioning and refrigeration (HVACR) industries are moving toward lower

global warming potential (GWP) gases to fulfill increased regulations of refrigerants. Emerson is contributing innovative products, solutions and educational programs to help customers through the complexities of this transition to lower GWP refrigerants while meeting energy efficiency requirements.

For example, Emerson's Copeland™ scroll compressors are specifically designed for lower-GWP refrigerants and increased energy efficiency, which benefit the commercial and residential air conditioning and refrigeration industry. Copeland CO₂ refrigeration scroll compressors reduce GHG emissions by using CO₂ instead of other refrigerants. Copeland variable speed scroll compressors increase efficiency in residential HVAC systems by

matching the load with variable speed compression, enabling homeowners to save up to 40% on annual energy costs.

Emissions Management: Diverting Waste from Landfills

Emissions management refers to technologies that help prevent or reduce the release of GHG and fugitive emissions to the environment during production, transport or storage processes, once the emission has been generated. Waste-to-energy is one of the most effective means of reducing CO₂ emissions, and Emerson solutions play a crucial role in this sector. For example, we provided control systems and project services for a waste-to-energy power plant in North Yorkshire, U.K. The plant, which also incorporates biogas and



Preventing Fugitive Emissions

Oil and gas producers are working to measure, reduce and report their GHG, volatile organic compounds and hazardous air pollutant emissions. When it comes to fugitive emissions — leaks or unintended releases of gases or vapors — valves may account for more than 60%. Emerson's high-performance sealing technologies help reduce fugitive emissions, enabling our customers to comply with environmental regulations, prevent the loss of product and revenue and be better environmental stewards.

recycling facilities, produces 28 megawatt-hours of electricity per hour from 320,000 tons of waste. Diverting this waste away

from the landfill means it can be used to generate enough energy to power the equivalent of 40,000 homes.



Reducing Energy through Emerson's Sensi™

Our ENERGY STAR®-certified smart thermostat technology can reduce consumers' energy usage by about 23%. In 2020, Emerson's Sensi was the first smart thermostat brand to be named an ENERGY STAR Partner of the Year, the highest level of recognition by the U.S. Environmental Protection Agency for organizations making outstanding contributions to protecting the environment through energy efficiency achievements. Learn more at Sensi.emerson.com/savings.

Enabling Carbon Capture

Our advanced automation technology is helping to maximize production efficiency, reduce GHG and pollutant emissions, and enable carbon capture and storage. Operated by ADNOC Onshore, Abu Dhabi's Al Reyadah facility is home to the world's first fully commercial CO₂ capture facility for the iron and steel industry, and the first commercial-scale carbon capture plant in the Middle East. In addition to the facility using a wide range of Emerson technologies — such as our control system, instrumentation and valves — our engineers have played a pivotal role in deployment. The facility, which is critical to achieving ADNOC's environmental sustainability goals of capturing 5 million tons of CO₂ by 2025, is set to eliminate the equivalent of 170,000 automobiles' worth of CO₂ emissions in less than five years.

Emerson provided the plant's automation design, installation, commissioning, start-up, and on-site operator training. Proven in waste-to-energy facilities globally, our Ovation™ distributed control system monitors and controls the plant's

boiler, flue gas treatment and balance-of-plant processes and equipment. As a result, the facility is reducing the amount of household waste going to landfill in the county by 90%.

To learn more about our food waste efforts, please see [Page 26](#).

Electrification: Providing Heat Pump Technology

Electrification refers to the process of replacing technologies that use fossil fuels with technologies that use electricity as a source of energy. For example, when combined with clean electricity, heat pumps can provide a sustainable solution to indoor climatization and hot water needs. Emerson is currently collaborating with

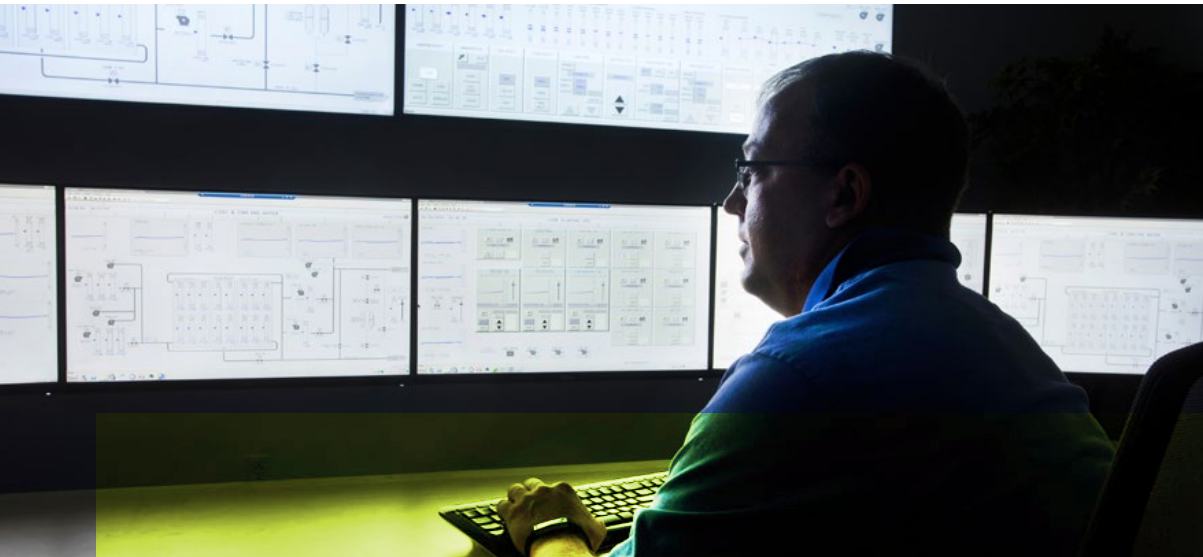
Hydro Quebec, a large power utility in eastern Canada, on a solution that combines our industrial compressors with our measurement and control expertise, to provide new, sustainable heat pump technology. The heat pump will deliver large capacity heating, cooling and hot water to commercial buildings, with Hydro Quebec providing power from renewable sources. This technology will ultimately be deployed to buildings, helping infrastructure owners decrease operational energy costs and reduce carbon emissions.

In Europe, our heat pumps are contributing to the goals set out in the Europe 2020 plan, specifically the energy directive to reach a 20% renewables target. And in China, the same energy-efficient technology is providing efficient heat in low ambient temperatures, reducing reliance on coal-fired heating plants and decreasing greenhouse gas emissions.

Another way we incorporate electrification is through refrigerated transport trucks, supporting the cold chain industry (see more on [Page 26](#)).

Expanding Electrification with OSI Inc.

Our acquisition of OSI Inc. complements Emerson's robust software portfolio and ability to help electric power customers, among others, transform and digitize operations to incorporate renewable energy sources more seamlessly and improve energy efficiency and reliability.



Emerson's Ovation distributed control system helps improve plant reliability and enhance resource use efficiency.



Emerson is proactively engaging externally with stakeholders to support environmental sustainability efforts by partnering to develop innovative solutions, participating in industry and customer initiatives and sharing our expertise to shape future policy developments globally.

In 2020, we joined the European Commission’s European Clean Hydrogen Alliance. Through this Alliance, Emerson will be at the forefront of hydrogen fuel developments, making active contributions to the strategy while empowering key industry players in deploying their projects and thus actively supporting the European Commission’s plan to reach net-zero emissions by 2050.

We also joined the European Raw Material Alliance (ERMA), allowing us to participate in conversations about resource availability with policymakers, peers and other stakeholders. This membership will help Emerson understand long-term trends at all stages of the raw materials value chain that may impact our business.

We also held our first Sustainable Energy Roundtable, which took

place in Langenfeld, Germany and virtually. Participants included experts and decision-makers in the energy sector, such as Mitsubishi, Vinci Energies, UNIPER, Steag and Infinite Fuels, who came together to discuss current and future trends in the energy market.

Another way Emerson partners closely with the industry is through World Refrigeration Day. Each year,

we host informational webinars on the application and regulation of refrigerants. As regulations continue to evolve, Emerson engages with global industry associations, original equipment manufacturers and chemical companies to determine the best low-GWP refrigerant options for HVACR applications.

We are also hosting a series of online Green Innovation Days for more than 3,000 customers. Emerson colleagues across the enterprise explain how our technologies and solutions help customers reduce emissions and become more energy efficient, make the transition to renewable power sources, and maximize the use of lower cost waste and alternative fuel sources.

Collaborating with Universities Around the World

One way we’re developing innovative and environmentally sustainable solutions is through partnerships with world-renowned universities and research institutions.

- **National Renewable Energy Laboratory (NREL), United States:** Emerson is collaborating with NREL to improve the efficiency of HVACR ecosystems.
- **Texas A&M University, United States:** Emerson is supporting Texas A&M with education for optimizing operations to minimize energy and carbon emissions.
- **University of Cambridge, U.K.:** Emerson is sponsoring Ph.D. engineering students at the University of Cambridge, who are contributing to cutting-edge solutions for industrial decarbonization challenges. We’re also piloting the University’s resource efficiency methodology and participating in multi-stakeholder research projects.
- **The Energy and Resources Institute-School of Advanced Studies (TERI-SAS), India:** Emerson signed an MOU with TERI-SAS to collaborate on projects related to micro-grid structures and hydrogen to advance energy efficiency and decarbonization.
- **University of Dayton, United States:** For more than four decades, Emerson has partnered with the University of Dayton, including opening the Helix Innovation Center — a 40,000-square-foot facility located on campus that provides a collaborative environment for researchers, academia and industry professionals to develop solutions to HVACR challenges.



HUMANITY

*We strive to advance
health, comfort, food
quality and safety.*





Emerson takes seriously our responsibility to support the critical industries we serve as they provide the essentials people need to live safe, healthy lives across the globe — even in the face of immense challenges.



Our talented global workforce combines this passion for problem solving and innovation to deliver advanced technologies, software and services that enhance productivity, efficiency and safety for our customers and our communities.

COVID-19 Response Efforts

Never has our role in supporting the industries fundamental to modern life been so apparent as in the face of the COVID-19 pandemic. With the safety of Emerson's 83,500 employees top of mind, we were constantly evaluating and implementing the steps necessary to support the essential industries relying on our services and solutions as they adapted and responded to the global crisis: life sciences, food and beverage, chemical, power and energy, among others.

PROTECTING ESSENTIAL WORKERS

The pandemic radically transformed day-to-day life for workers around the world — from the medical professionals on the front lines of the crisis, to the other essential employees who had to adapt their practices to ensure safety. Emerson's 3D printing and Branson ultrasonic welding technologies helped customers accelerate production of critical personal protective equipment for medical professionals, including masks, face shield components, hygiene gowns and filter media. And our remote servicing and automation technologies helped employees in essential industries like water, power and energy social distance while keeping facilities operational and preserving electricity and safe water in homes, hospitals and businesses.

ENABLING PATIENT CARE

Our technologies and solutions helped accelerate and enhance the care required for COVID-19 patients. To meet medical device needs in hospitals and health care facilities, we prioritized production of valves, filters and regulator technologies, which helped power equipment such as sterilizers, hematology equipment, and oxygen therapy and supply devices. We also deployed our advanced compressors and control technologies to help "pop-up" emergency facilities and testing sites safely store medication and regulate temperature and humidity levels.

HELPING COMMUNITIES IN NEED

We moved quickly to support communities around the world experiencing uncertainty and upheaval because of COVID-19. Our company and employees donated critical PPE to health care providers and, to strengthen our hometown community, we provided expanded financial support to address food, housing, health care, mental health, senior care and child care needs in our headquarters location of St. Louis. In addition, as schools worked to adapt to new learning formats in the fall, we delivered more than 7,000 STEM activity kits to local elementary and middle schools to provide students with hands-on learning opportunities.

SUPPORTING TESTING AND VACCINES

As the world strived to slow — and end — the pandemic, demand grew for COVID-19 testing kits and a safe vaccine. Our Copeland compressors and condensing units helped manufacturers quickly adapt production lines to develop critical supplies, including temperature-sensitive test kits, and our cargo monitoring solutions helped ensure their safe delivery. In addition, our DeltaV distributed control system and technologies helped biotech and pharmaceutical manufacturers produce materials and expand manufacturing for vaccine production — in every step from the clinical trial process to large-scale production and distribution.



Accelerating Pharmaceutical Development and Delivery

Using our automation expertise and cold chain technology, pharmaceutical and medical device manufacturers are better able to maintain safety and quality and get life-saving medications and equipment to market more quickly and safely than ever before.

- With **30 locations and nearly 1,000 project engineering and consulting employees** dedicated to active life sciences projects around the world, Emerson represents the automation industry's largest dedicated life sciences engineering and consulting organization.
- Our Automation Solutions business has more than **3,000 installed systems** in life science sites globally, including at all the top 20 science and pharmaceutical manufacturing companies.
- Each year, more than **300,000 Emerson sensors** help the global health care and pharmaceutical supply chain capture 8 billion data points to help maintain quality and safety.
- Our data protects the delivery of medical goods and supplies for approximately **900 health care customers** — including some of the largest hospitals in the world.



Protecting Food Quality and Environmental Sustainability

An estimated 30% of food is wasted along the supply chain, according to the UN Food and Agriculture Organization. This troubling trend was only exacerbated by the pandemic, which saw steep increases in food waste as restaurants closed their doors and global supply chains saw perishable food bottlenecks.

Emerson technology is helping maintain food safety and quality from farm to fork.

COLD CHAIN

Our energy-efficient cold chain technologies increase visibility throughout the global cold chain, from refrigerated transport trucks, to food distribution warehouses, to food retailers. Customers can monitor and regulate temperatures for perishable

foods as they're shipped over thousands of miles of land and ocean — helping increase visibility and reduce the amount of food wasted.

INSINKERATOR TECHNOLOGIES

Emerson studies show the amount of food scraps and leftovers from home and commercial kitchens decline 30% per week when food waste disposers are used — and our InSinkErator system has kept 80 million tons of food waste out of landfills. In addition, since 2014, U.S. commercial kitchens have been able to divert 100 million pounds of food waste through Emerson's Grind2Energy system — which leverages our grinder technology to convert food waste into renewable energy.

Ensuring Human Comfort and Health

Emerson solutions are helping heat and cool homes and businesses around the world more efficiently.

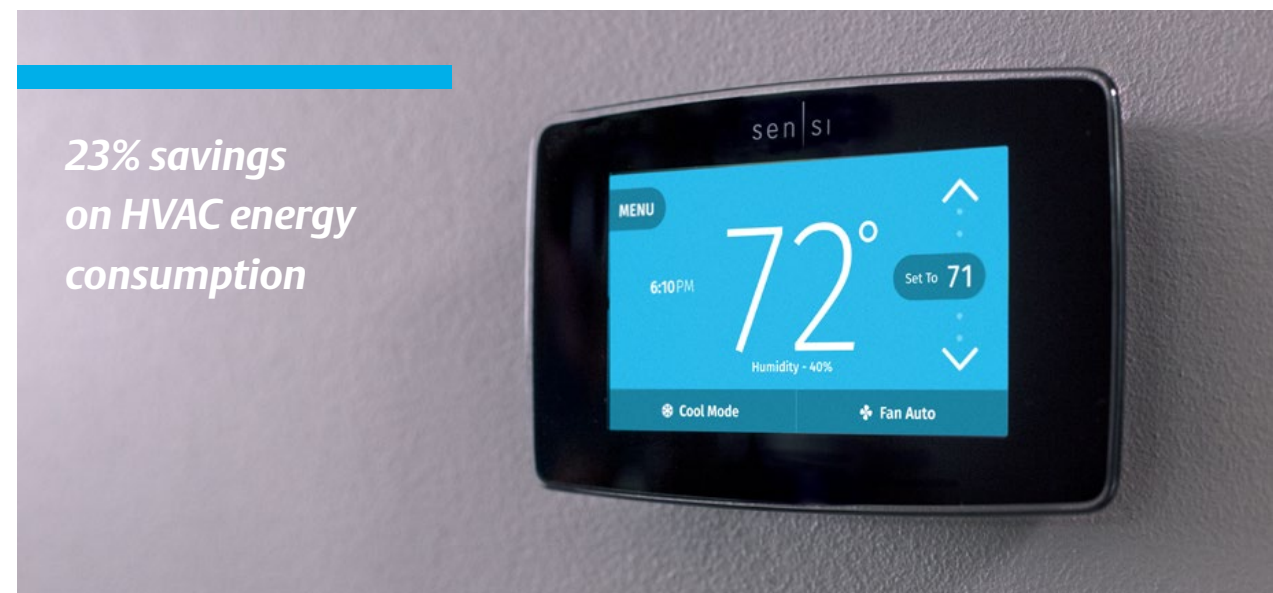
SENSI™ SOLUTIONS

Our Sensi™ suite of smart home solutions is helping customers control and achieve heating

and cooling efficiency targets in homes and businesses.

In 2020, Sensi smart thermostats became the first thermostat brand named as ENERGY STAR Partner of the Year, the highest level of recognition by the U.S. Environmental Protection Agency for organizations protecting the environment through energy efficiency achievements —

a recognition that was received again in 2021. In fact, Sensi thermostats can save users about 23% on HVAC energy consumption by adjusting the temperature using flexible scheduling, remote access and geofencing.





Enabling Safety and Security

Using our software and other technologies, customers are increasing worker safety and protecting the integrity of their business.

WORKER SAFETY

Emerson’s Location Awareness technology uses battery-powered anchors and rechargeable personnel location tags to help our customers monitor worker safety in real time and address more than 70% of common personnel-recordable incidents. In 2020, we enhanced this offering to include social density management and contact tracing to protect employee health and help essential industries safely continue operations while social distancing.

We also expanded our Plantweb™ Optics asset performance platform with augmented reality (AR) technology to provide industrial plant workers greater access to real-time diagnostics, analytics and remote assistance. This enhancement is helping them monitor asset health and improve productivity, collaboration and operational performance from safer locations, instead of potentially hazardous or remote plant environments. The new Optics platform is part of the Plantweb digital ecosystem, which was recognized in 2020 as Edison Award’s winner in the “Innovative Services” category.

CYBERSECURITY

As virtual environments become the norm and customers integrate more IoT technologies in their

businesses, we’re helping them prevent exposure to cyber incidents and empower workers with the knowledge, behaviors and tools to reduce threats. Using our expertise and solutions, customers are building and applying robust defensive strategies to ward off attackers and stay in control of their facilities. Emerson experts are providing key insights to the industries we serve as well. Peter Zornio, chief technology officer for our Automation Solutions business, joined cybersecurity firm Dragos’ CEO to co-host a webinar on the cybersecurity priorities of digital transformation — an increasingly important topic as industries accelerate their digital transformation priorities amid the COVID-19 pandemic.

CYBERSECURITY WITHIN EMERSON

Emerson’s cybersecurity program aligns to the National Institute of Standards and Technology [Cybersecurity Framework](#). Our primary data centers and parts of our Enterprise IT organization are

aligned to and audited based on ISO 27001, an international standard on how to manage information security. Our businesses also pursue separate certifications on ISO 27001 and additional frameworks such as ISA 62443 and SOC2. We have information security policies and procedures in place, and employees participate in annual cybersecurity training. On a quarterly basis, our Chief Information Security Officer briefs Emerson’s Board of Directors on information security matters.

PRODUCT SAFETY

Emerson has a product safety program with oversight from a Corporate Product Safety Team and Product Safety organizations located at each business within our company. Based on a Corporate Product Safety Policy, the program:

- **Requires product design reviews with safety and risk analysis considerations.**
- **Ensures reviews and meetings by Product Safety Committees.**

We’re helping customers prevent exposure to cyber incidents and empower workers with the knowledge, behaviors and tools to reduce threats.

- **Follows standards such as the American National Standards Institute and the International Organization for Standardization for warnings and instructions.**
- **Includes requirements for training.**

Product Safety training occurs through on-site training at Emerson businesses and biennial corporate Product Safety Conferences. In 2020, we conducted seven online product safety training sessions or webinars.

In the occasional event of a product recall, Emerson follows rules established by government authorities. We manufacture and sell tens of millions of products each year to consumer and commercial customers, and we’re proud of our excellent track record for product safety matters.





One of our core Values, Safety & Quality, is at the foundation of everything we do.

Our safety efforts are guided by our Corporate Safety Council, composed of our top human resources, operations and safety leads for our company. The council meets quarterly to ensure strategy alignment and track progress on priorities, including safety education, prevention, trends and compliance. All locations have a dedicated safety leader, with each of our locations of 50 or more employees having a health and safety committee operating at the local level, which includes representation from

front-line employees, to work proactively in addressing health and safety concerns. We conduct safety training for all operational employees and management. We annually recognize the achievements of locations in safety performance with Safety Leadership Awards, including our Chief Operating Officer Safety Award given to the location with outstanding safety performance and culture programs.

We believe every incident may be preventable, and we aim to reduce and further eliminate the risk of serious injuries through focused and intentional action. The following initiatives implemented or enhanced in 2020 represent our continued commitment:

I OWN SAFETY

This global, five-module series explores the state of safety at Emerson, with tips to identify safe and unsafe practices and suggestions to understand and assess risk and take action when needed. In 2020, we achieved more than 90% adoption across our global businesses, with additional growth expected in 2021.

VELOCITYEHS

This safety and environmental tool is deployed across 100% of all locations and enables our businesses to access relevant information, generate reports and derive insights to evaluate and prevent operational risks.

SEND WORD NOW

Our dedicated natural disaster alert system has 81,000 employees registered globally.

Our World Safety Day celebrations looked different this year, and Emerson employees around the world commemorated the importance of workplace safety with location-specific curricula and tips to enhance safe practices.



Our Commercial & Residential Solutions Climate Technologies facility in Rayong, Thailand received the 2020 Chief Operating Officer Safety Award for an exemplary safety program and demonstrated performance.



We measure health and safety performance across all our facilities to help ensure continuous improvement and high standards in every facility.

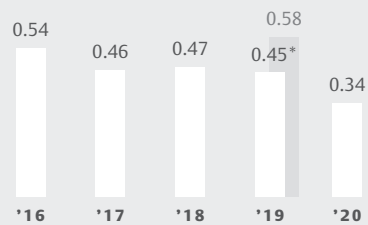
In 2020, our workplace injury rate decreased by 24% compared to the previous year. There were zero recordable injuries at more than 60% of our locations.



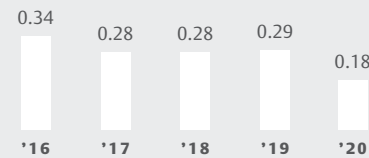
38%

REDUCTION IN OVERALL TOTAL RECORDABLE RATE OF INJURIES
since 2014.

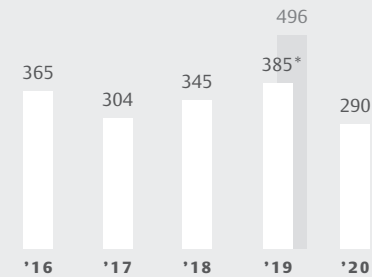
Emerson Global Health and Safety Performance



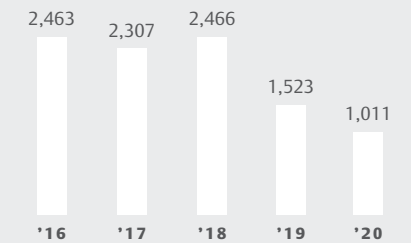
TOTAL RECORDABLE RATE OF INJURIES



LOST OR RESTRICTED WORKDAY CASES RATE



RECORDABLE INJURIES



FIRST-AID CASES

Note: Emerson health and safety information shown above excludes discontinued operations as of fiscal 2018.

*Excludes an isolated foodborne illness incident at a single global location.



CHAMPION

*We lead our customers
through complex
technical, regulatory and
economic challenges.*





Our commitment to addressing environmental, social and governance issues in partnership with our stakeholders is vital.



50% OF DIRECTORS are women, persons of color or of a diverse nationality.

From our Board of Directors and executive leadership team to our employees and suppliers, we expect all those who represent Emerson to uphold these important commitments and demonstrate the highest levels of integrity as we work together to serve our customers and industries.

As part of our commitment to maintaining and developing the trust and confidence of our stakeholders, Emerson is

dedicated to high standards of corporate governance to ensure our company acts responsibly and in accordance with its broader Purpose.

Board of Directors

Members of Emerson's Board of Directors are elected by shareholders to provide oversight and strategic guidance to senior management. The core responsibility of the Board is to exercise its fiduciary duty to act diligently and in the best



Lal Karsanbhai, who began his career with Emerson in 1995, brings significant industry and company experience to the Board and to his new role as CEO. Mr. Karsanbhai is fluent in Portuguese, French and English, and he has lived and worked in Europe, Africa and North America.

interests of all the company's shareholders. The Board selects and oversees the members of senior management, to whom the Board delegates the authority and responsibility for the day-to-day operations of the business. The Board also provides guidance and oversight regarding the management of the company and is responsible for establishing significant company policies, overseeing compliance with those policies and approving significant company transactions.

Board of Directors Policies

Emerson's principles and practices are driven by its Board of Directors, which ensures these foundational elements are shaped

by highly independent, diverse viewpoints and deep management expertise. Our Board's composition and operations are guided by the following:

INDEPENDENCE

The majority of Board members must remain independent, and this independence is confirmed at least annually. Emerson's Board includes 11 independent members and just one inside director, Emerson's Chief Executive Officer Lal Karsanbhai. Our Director Independence Standards are

contained in Annex II to our Corporate Governance Principles and Practices.

COMPOSITION

Board members must bring senior management experience in business, government or other relevant organizations. We seek a diversity of viewpoints on our Board that helps us to understand and anticipate changes in our business environment, as well as ethnic and gender diversity. To further advance diversity, equity and inclusion within both the Board and company,

the Board formed a Diversity Council comprised of 14 senior-level Emerson executives in 2020.

COMMITTEES

To provide sustained, specialized and in-depth oversight in certain areas, Emerson's Board of Directors has five committees: Audit, Compensation, Corporate Governance and Nominating, Executive, and Finance. More information about our Board committees and their charters is available in the [Corporate Governance](#) section of Emerson.com.

INDEPENDENT BOARD CHAIR

In May 2021, the Board voted to name a new, independent Chair to enhance the Board's oversight and independence. Chief Executive Officer Lal

Karsanbhai will continue to serve as the only inside director on the Board. In its annual [Proxy Statement](#), Emerson publishes the manner in which shareholders can communicate with any director, including the Independent Board Chair.

Recent Corporate Governance Actions

The Corporate Governance and Nominating Committee periodically reviews the company's governance principles and practices based on feedback from shareholders, industry trends and risks and opportunities facing the company.

When the committee determines any such changes are necessary, it recommends the changes to the full Board to approve any

required policy amendments. As a result of this review, the company took the following corporate governance actions:

BOARD REFRESHMENT AND DIVERSITY

Recently, we added two new members to the Board, William H. (Bill) Easter III, former Chairman, President and CEO of DCP Midstream and Lal Karsanbhai, our new CEO. Over the last four years, Emerson has added six new directors to the Board — four of which have diverse backgrounds. Our average director tenure is 6.2 years.

ENHANCED ESG OVERSIGHT

We amended the Corporate Governance and Nominating Committee charter to emphasize its role in overseeing important public policy issues and issues



William H. (Bill) Easter III brings 35 years of industrial knowledge and expands the range of perspectives on the Board.

of corporate social responsibility, including health, safety and environmental and sustainability policies and reporting.

AUDIT COMMITTEE FINANCIAL EXPERTS

In 2020, the Board determined that three members of the Audit Committee are Audit Committee Financial Experts under SEC rules.

GHG REDUCTION TARGETS

Emerson recently announced a commitment to reduce GHG emissions by 20%, normalized to sales, by 2028.

We also formed the Environmental Sustainability Steering Committee to further our environmental sustainability efforts.

SHAREHOLDER RESPONSIVENESS

In 2020, we again proposed to amend our Restated Articles to declassify our Board of Directors in response to shareholder input.

REDUCED BOARD COMPENSATION

Emerson reduced compensation to directors during the height of the COVID-19 pandemic.

PROXY ACCESS BYLAW

In November 2020, we further improved our proxy access bylaw to remove a limitation on the number of proxy access nominees that was based on our classified Board structure.

Risk Management and Oversight

The Board has responsibility for the oversight of Emerson's risk management process. This process is designed to provide to the Board timely visibility into the identification, reporting, assessment and management of critical risks. The Audit Committee has specific responsibility for assisting the Board in risk management, including major financial risk exposures and the steps management has taken to monitor, mitigate and control such exposures, as well as an annual review of the company's environmental activities, audits and expenditures.

The Corporate Governance and Nominating Committee is responsible for assisting the Board in the oversight of the company's conflict of interest policies, codes of ethics, ESG, political activities and compliance with laws and regulations, including oversight

of the company's political spending activities.

The formal annual risk assessment process includes surveys of all business unit presidents and interviews with all business leaders, corporate functional leaders and members of the Office of the Chief Executive. In addition, the employee responsible for mitigating the risk and the mitigation plan and timeline helps ensure relevant findings are documented. The full Board, or the appropriate committee, receives this risk assessment information annually to enable it to understand and monitor Emerson's risk management process. Information brought to the attention of the committees is shared with the full Board as appropriate.

Ongoing risk assessments in various areas are also conducted as part of Emerson's normal management process, and the results of those assessments

are shared with the Board or relevant committee as needed throughout the year. This could include potential issues such as ethics or human rights violations, environmental risks, etc.

Political Participation

Emerson's shareholders, employees and customers are affected by public policies at all levels of government. To protect shareholder value, Emerson engages with public officials to educate them on our company's operations, emerging technologies and markets. Further information about Emerson's policies and procedures for political participation, including political spending, lobbying, details of such expenditures and links to recent LD-2, LD-203 and Missouri Ethics Commission reports can be found on the [Political Contributions](#) and [Trade Associations and Lobbying](#) pages of the Emerson website.





At Emerson, all employees and leaders are expected to uphold high standards of honest and ethical behavior, to not only cultivate trust among one another, but with our customers, suppliers and communities.

As an essential business supporting COVID-19 relief, it's more critical than ever we view every action through this unwavering ethical lens.

Despite a continuously changing environment, we remain steadfast in our commitment to maintain ethical conduct and legal compliance — and clearly define policies and practices for employees through our Ethics and Compliance program.

This program is overseen by the Corporate Governance and Nominating Committee of the Board of Directors. Our Ethics and Compliance program takes a comprehensive approach through monitoring, investigation and evaluation — merging three core functional areas including Human Resources, Audit and Compliance and Law.

We communicate our program to employees through trainings,

documentation and reporting channels in which employees are encouraged to escalate questions or concerns. The program is updated annually to ensure consistency with the current business environment and industries in which we operate. New employees are welcomed to the program during their onboarding, and current employees and leaders are refreshed on the program through annual trainings.

Employee Code of Conduct

Our Employee Code of Conduct handbook, “The Right Way,” serves as the foundation for how Emerson and our employees conduct business around the world. The latest version is

available to all employees and the public at [Emerson.com/ethics](https://emerson.com/ethics) and has been translated into more than 20 languages. Supplemental ethical guidelines are also provided to executive officers and members of the Board of Directors — and available to the public — to address the special responsibilities of these leaders.

CEO and Senior Financial Officer Code of Ethics

Our company's most senior leaders adhere to the CEO and Senior Financial Officers Code of Ethics, which outlines expectations including exhibiting and promoting integrity, and providing accurate and timely financial reporting.



We remain steadfast in our ongoing pursuit of ethical behavior and legal compliance. This uncompromising commitment fuels our Purpose and guides our path forward.



**ACHIEVED
A NEAR 100%
COMPLETION
RATE**
of our annual
ethics training
in 2020.

Annual Ethics Trainings

To help ensure comprehension of our Employee Code of Conduct, all employees are required to complete our company’s ethics training each year. The training is offered in person and online, with several interactive components and an evaluation at the end. While we prioritize in-person training when possible, online training is also offered to ensure we reach our remote workforces.

Ethics Hotline and Reporting Process

Our ethics reporting process provides employees with clear steps on how to report unethical behavior while ensuring the protection of their employment status. We are fully committed to safeguarding against retaliation or harassment of whistleblowers.

Employees are provided with several avenues to escalate ethics concerns, including our Ethics Reporting website and Ethics hotline number. Both channels are operated by an independent third party and provide the option for employees to remain anonymous.

Review and Resolution of Ethics Concerns

Reports of ethics issues are handled by a limited number of experienced and specialized Emerson management personnel. Significant ethics allegations, of which Emerson has a set criterion, are required to be reported directly to the Chief Ethics Officer and Chief Compliance Officer. Emerson’s ethics review and resolution program is reviewed by internal and external auditors on an annual basis.

Conflict of Interest Evaluation and Reporting

Conflicts of interest are taken seriously at Emerson. Employees

complete an annual questionnaire to identify potential conflicts of interest between the company and any of its directors, officers or employees. This questionnaire is provided in 22 languages, and 43,367 directors, officers and employees responded in 2020. All newly reported conflict of interest cases are investigated and acted upon within 30 days.

Compliance Risk Oversight

On a quarterly basis, members of Emerson’s Compliance Committee meet to discuss new or existing compliance risks based on emerging trends.

Emerson regularly engages a third party to review its Ethics and Compliance program and the extent to which the program aligns with U.S. Department of Justice guidelines, the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework and other leading practices.

Areas of Compliance Risk Oversight at Emerson

- Antitrust/Competition Law
- Anti-Corruption
- Environmental
- Data Privacy
- Diversity, Equity and Inclusion
- Health and Safety
- People Treatment
- Product-Related Environmental Law
- Records Management
- Trade Compliance

The most recent review concluded that the program is aligned with these practices.

Anti-Corruption Controls

Emerson follows detailed processes to prevent corruption across our global operations. On a quarterly basis, all business units are required to certify an Internal Control Questionnaire, which includes anti-corruption controls. Emerson’s internal audit also annually

conducts anti-corruption audits at locations identified as a part of a risk assessment. Approximately 67,000 employees have received anti-corruption training over the past three years. To actively manage risk associated with third parties, Emerson conducts thorough screenings and ongoing risk assessments of these groups, giving special attention to locations that operate in high-risk countries and industries.





Given Emerson’s vast global supply chain, we can make a significant, positive impact on our customers and our communities in partnership with our suppliers.




20,000+
EMERSON SUPPLIERS
worldwide in fiscal 2020.

We implement practices to help ensure our suppliers operate consistent with our values, acting with integrity and treating people and the environment with respect. We are committed to ensuring our suppliers meet these standards and are investing in our information technology systems and capabilities to better track compliance and enhance our continuous improvement efforts. By regularly evaluating and updating these standards and looking ahead to future trends, we have been able to maintain supply chain resiliency — even during the COVID-19 pandemic — while building a global supplier network that upholds the highest standards of integrity.

Training Emerson Employees

At Emerson, we’re striving to improve the processes that drive ethical, innovative and sustainable supply chain practices. Acting responsibly requires knowledge of a range of complex issues involving suppliers across diverse geographies, cultures and business practices. To navigate these complexities, Emerson’s annual ethics training helps managers and employees engage effectively with stakeholders as they communicate Emerson’s priorities and expectations.

\$4.2B

**EMERSON’S
DIRECT
MATERIAL
SPEND WITH
SUPPLIERS
WORLDWIDE**
in fiscal 2020.

In 2019, we developed a compliance program working group, comprised of both legal and technical team members, to help ensure we continue improving on our ability to recognize, report and support remediation of any compliance issues.

Affirming Supplier Responsibility

Our Supplier Code of Conduct states that we expect suppliers to comply with principles regarding ethical behavior, labor practices, human rights and environmental protections. Currently, over one-third of the company's supply chain spend is under contracts requiring acknowledgment of this clause, and we are working to build this percentage over time. We require suppliers who want to participate in our e-sourcing initiatives to acknowledge their understanding and compliance with our Supplier Code of Conduct before they are allowed to bid. We also conduct site visits of select new and developing suppliers as part of our qualification process.

Supplier Engagement

In 2020, we continued to implement our online contract management platform and

supplier qualification module, enabling us to grow the percentage of spend under contract and helping to ensure suppliers' acknowledgement of our Supplier Code of Conduct. The supplier qualification module also provides a mechanism for open dialogue with our suppliers regarding environmental, social and governance information. To evaluate our suppliers' awareness of and compliance with our Supplier Code of Conduct, as well as their own corporate social responsibility policies, we conduct regular surveys of our top 450+ suppliers. Since launching our pilot survey in 2018, we have expanded the survey to include suppliers who account for 50% of our annual direct supplier spend. In 2021, we plan to expand this engagement with our suppliers on key ESG topics.



Supply Chain ESG Focus Areas

ESG Group



ENVIRONMENT



SOCIAL



GOVERNANCE

Focus Area

REACH
RoHS
Conflict Minerals
GHG Emissions

Minority or Women Owned Suppliers (U.S.)
Diversity & Inclusion
Forced/Child Labor
Workplace Safety

Ethical Behavior
Anti-Corruption
Conflicts of Interest
Supply Chain Security

97%+

**OF EMERSON
BUSINESS
LOCATION
HEADQUARTERS**
participated in
self-assessment of
their compliance
with key product
materials laws,
using enterprise
wide standards
formalized in 2019.

Supporting Supplier Sustainability

As part of our commitment to environmental sustainability across our supply chain, Emerson continues to encourage and assist suppliers along their paths to reducing waste, controlling emissions and making the world more sustainable. Our robust supply chain allows Emerson's impact to span across the globe. To confirm each supplier lives up to our standards, we continue to share best practices, provide expertise to shape future policy developments, and help ensure accountability every step of the way.

In 2020, to further enhance this commitment to both environmental sustainability and our suppliers, we made progress on our goal to establish an environmental sustainability council with key suppliers.

The council provides a forum for best practice sharing, and we look forward to sharing more soon.

We also recently trained Emerson colleagues to conduct environmental audits within our supply chain to help ensure continuity of supply and to identify areas of improvement in high-risk industries. On top of that, our supply chain team is exploring a pilot program to advance carbon reduction efforts by focusing on Scope 3 emissions reductions strategies. As we look to the future, we are excited to unveil new company initiatives that further our progress in making our supply chain — and the world — more sustainable.

WE EXPECT EACH SUPPLIER TO ADHERE TO OUR SUPPLIER CODE OF CONDUCT, WHICH IS BUILT ON A FOUNDATION OF:

Ethics

Conflicts of Interest, Anti-Corruption

- We forbid bribery and unethical gift-giving by our employees and suppliers.
- We encourage periodic reviews with large or preferred suppliers.
- We regularly engage with our stakeholders to determine the most effective means of confirming compliance.
- We provide employees and business partners an Ethics Hotline in more than 80 countries in which we operate.

Human Rights & Labor

Employment Conditions, Prohibition of Child Labor, Forced Labor and Other Forms of Modern Slavery, Discrimination, Humane Treatment, Freedom to Associate, Working and Living Conditions

- We do not tolerate the use of child labor, forced labor or any other form of modern slavery.
- We fully support global efforts to eradicate human trafficking and unethical labor practices.
- We prohibit discrimination against or harassment of any employee or applicant.
- View our statement on the [California Transparency in Supply Chains Act and United Kingdom Modern Slavery Act of 2015](#).

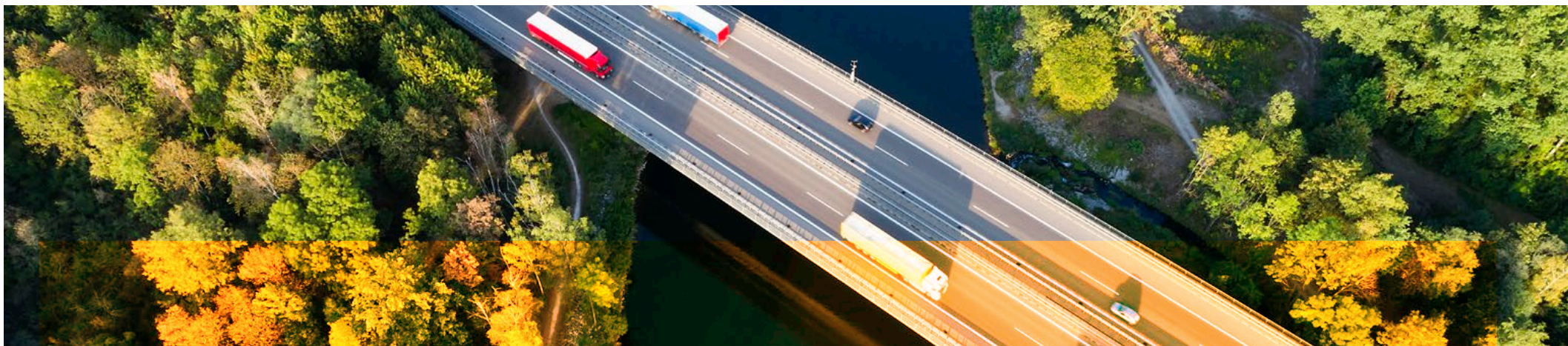
Environment

Operational and Product Sustainability

- We encourage business partners to reduce their environmental footprint through measuring their carbon footprint and reducing waste and water consumption.
- We work with suppliers to actively manage and demonstrate compliance with laws and regulations including REACH, RoHS and more.
- We are members of the [Responsible Minerals Initiative \(RMI\)](#), working to help ensure responsible mineral sourcing in supply chains.
- View our Conflict Minerals Statement and Form SD filing: Conflict Minerals Report for the Year Ended December 31, 2020.

Regional Sourcing

As a company, we have long employed a regionalization strategy where we manufacture, source and supply within regional markets. These long-standing efforts have led to increased speed, cost savings and cashflow generation, while supporting local customer needs and regulatory mandates in the countries in which we operate. Our strategy provides economic benefits for local suppliers and communities within these world regions, as well as environmental benefits including reduced transportation and emissions.



Emerson's Regionalized Supply Chain*

AMERICAS



Locally booked and built

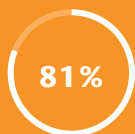


Locally sourced

EUROPE



Locally booked and built



Locally sourced

ASIA, MIDDLE EAST AND AFRICA



Locally booked and built



Locally sourced

* *Locally booked and built* refers to the percentage of Emerson orders that are built within a region and fulfilled to customers in that same region.
Locally sourced refers to the percentage of Emerson supply chain spend for manufacturing within a region that comes from suppliers within that same region.



INCLUSION

*We cultivate an
environment based on
trust and support.*



At Emerson, we champion a diverse culture where every employee is valued for their unique experiences and perspectives.



Image captured during International Women's Day celebrations in Singapore prior to the COVID-19 pandemic.

True ingenuity comes from every employee feeling empowered to bring their most authentic selves to work every day, and we continuously invest in our people to support the success of Emerson colleagues around the globe.

As a global organization, we have seen firsthand the energy and innovation that comes from encouraging and honoring diverse perspectives and backgrounds. Having an inclusive workforce that reflects the world and industries we serve is critical to living our value of Support Our People — and to honoring our Cause of Inclusion.

To enhance our diverse workforce, we have committed to a goal as a company to double our representation of women globally and U.S. minorities at the leadership level by 2030. This goal is critical and reinforces our dedication to removing barriers to success and supporting an inclusive culture. Emerson condemns racism and discrimination in all of its forms.

This year, Emerson's leadership team has worked in close partnership with our Blacks Reinforcing Diversity Employee Resource Group (ERG), as well as industry groups such as the National Association of Manufacturers, to identify ways we can promote racial equity.

We also launched "Courageous Conversations," a series of regional diversity, equity and inclusion-focused forums promoting open dialogue among colleagues. The global program provides spaces for employees to gather for honest, thought-provoking conversations, sharing personal perspectives and experiences on topics related to fostering equity. By creating an environment of openness, care and understanding, numerous employees found courage to share their stories across topics of gender, race, religion, ethnicity, sexual orientation, gender identity, disability and more. These experiences reveal the impact of bias and prejudice



AS A COMPANY, we have committed to a goal to double our representation of women globally and U.S. minorities at the leadership level by 2030.

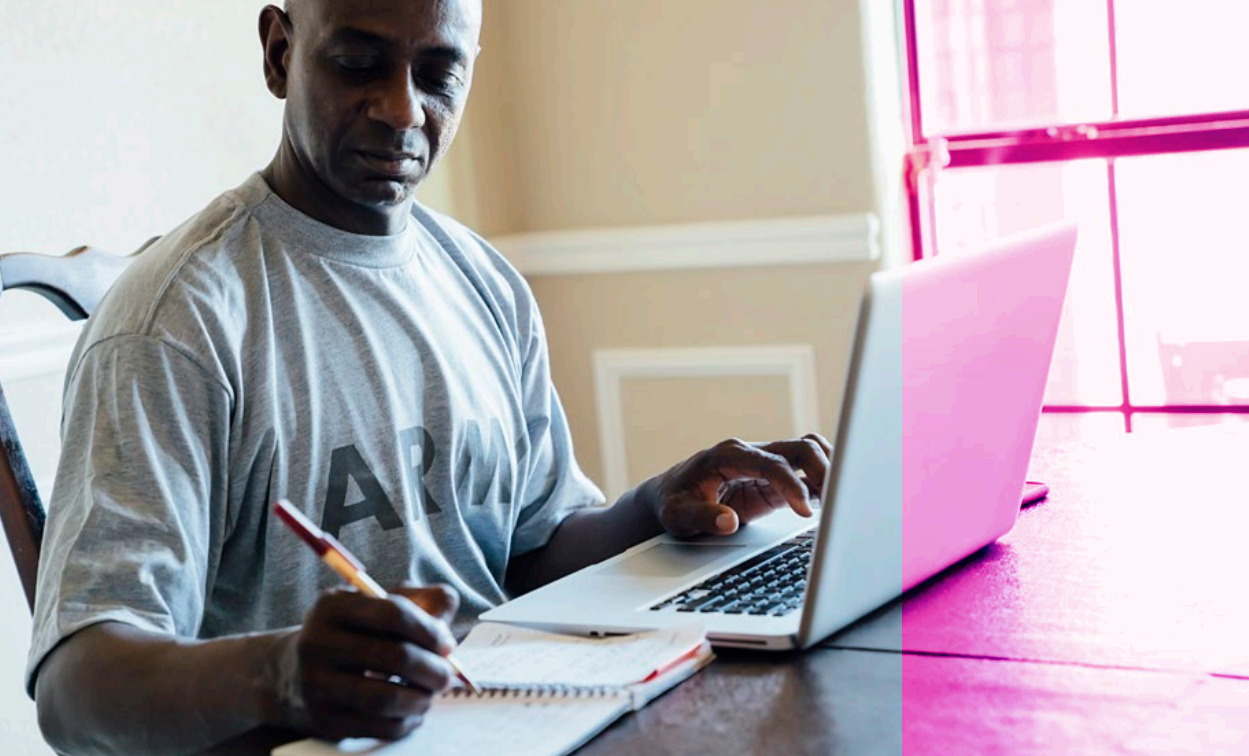
in the workplace, but more importantly, how we can combat these unconscious biases in our daily interactions.

Emerson has trained 50 Courageous Conversation facilitators to empower employees' vital viewpoints to permeate across our global organization. We recognize the work goes beyond this very moment, and we intend to continue taking action to advance diversity, equity and inclusion in the years to come.



**Emerson Employees
Making an Impact:**
Celebrating Diversity with
Courageous Conversations

Asem Nurmakanova, a senior process simulation engineer in Chelyabinsk, Russia, shared her inspiring story as part of Courageous Conversations in Europe, opening up about her experiences with living her Muslim faith. Asem is confident Courageous Conversations are having a true impact across the company, helping to build lasting connections and understanding between colleagues of different backgrounds across Europe and around the world. The experience has also reinforced her belief that people of all backgrounds are welcome at Emerson, and that all colleagues are empowered to be their true selves in the workplace.



Talent Pipeline

In 2020, we launched Diverse Slates, a recruitment initiative to build our diverse talent pipeline and increase representation at all levels of the organization, including in top leadership positions. Diverse Slates aims to increase the visibility of qualified women and minority candidates early in the talent acquisition process as part of the company's commitment to recruit, develop and retain diverse talent.

Among our teams, we encourage expanding the talent pool to help ensure that candidate pools being considered for salaried job openings and promotions incorporate diversity, equity and inclusion. We have also connected our ERGs with the talent acquisition function to align diverse candidate recruiting strategies.

We engage in targeted recruiting in the following areas:

WOMEN

Our recruitment of engineering degree graduates and Master of Business Administration degree recipients puts a special focus on reaching women candidates. In addition to our university-focused recruiting, Emerson continues to be a proud supporter of the Society of Women Engineers (SWE), the leading organization dedicated to the advancement of women engineers — and we recruit women engineering talent at SWE conferences and job fairs.

MINORITIES

Emerson participates in recruiting events at universities and job fairs during professional societies' annual conferences to identify qualified minority candidates for both entry- and executive-level positions. We remain a corporate supporter of the Consortium for Graduate Study in Management, which works with companies seeking to reduce underrepresentation of African Americans, Native Americans and Hispanic Americans in education and business. We also established a new partnership with the National Society of Black Engineers (NSBE) to enhance our engagement efforts with candidates of color.

MILITARY VETERANS

Emerson and our business units seek to provide post-military job opportunities for military veterans. In addition, we regularly participate in veterans-focused MBA recruiting events at the University of Michigan, Northwestern University, Harvard University and Washington University in St. Louis, and partner with Hiring Our Heroes, a nationwide effort to connect veterans, service members and military spouses with meaningful employment opportunities.

LGBTQ+

Emerson is actively engaging with LGBTQ+ organizations on recruiting efforts. Our LGBTQ + Allies Employee Resource Group participated in the Out for Undergrad Engineering Conference, featuring 250 of the top LGBTQ+ undergraduate engineering students in North America, in September. We are continuing to explore additional opportunities to engage with this and similar organizations to enhance our recruitment efforts.

We are also improving our pipeline of diverse talent with formal mentorship programs to identify and develop women and minority employees who are aspiring leaders in the company. We understand the importance of mentoring and know employees respond positively when an experienced or more senior colleague takes an interest in their professional development and career path. Formal and informal mentoring programs are available in many of our business units around the world, and we have developed resources to align diversity, equity and inclusion as a focus area when identifying mentors and mentees, creating discussions centered around creating an inclusive workplace. This program seeks to expand the leadership competencies of high-potential employees and cultivate inclusion throughout Emerson.

Training and Assessment

Ongoing diversity training plays a critical role in promoting an inclusive and equitable work environment throughout the organization. Since 2017, more than 16,000 employees have participated in diversity awareness and unconscious bias training, including all upper level management positions. We continue to hold diversity training globally to help our employees recognize and manage their unconscious biases.

We have expanded our diversity training into other areas and regularly evaluate other opportunities to provide education and insights to build on our positive culture. We continue to provide senior leaders access to the Intercultural Development Inventory® (IDI), an online assessment tool that helps

build cultural understanding, shift perspectives on diversity issues and appropriately adapt behavior to cultural differences and commonalities. After leaders complete the IDI, their responses are analyzed and reports are provided back with guidance on increasing cultural self-understanding to improve their own cross-cultural goals. We have over 430 leaders who have completed IDI to date.

Employee Resource Groups

Our employee resource groups play an integral role in building a strong support network for our inclusive workforce, free of bias. To further our support for these groups, we launched the pilot of an annual ERG Leadership Summit — a multi-day conference where ERG leaders across Emerson shared best practices around event building, membership engagement and

career development. The ERG Leadership Summit provided a forum to identify diversity, equity and inclusion initiatives and enable ERGs to collaborate and expand their networks.

A diverse and inclusive work environment contributes to the rich exchange of ideas that inspires innovation and creates the best solutions for our customers. Our employee resource groups help us bring this belief to life every day, with each group led by passionate leaders from across the organization and sponsored by executive leadership.

ASIAN & PACIFIC ISLANDER ALLIANCE

Our Asian & Pacific Islander Alliance launched in May 2021 to provide a platform to amplify voices, spotlight contributions and foster relationships between our Asian and Pacific Islander colleagues,

as well as serve as a channel for all colleagues to learn about the culture, history and experiences of our Asian and Pacific Islander brothers and sisters.

BLACKS REINFORCING DIVERSITY

Blacks Reinforcing Diversity drives strategic recruiting, retention and advancement initiatives in support of corporate objectives and support of our Black employees. In 2020, the group added more than 100 new members and held more than a dozen recruiting events and scholarship programs. Members of Blacks Reinforcing Diversity also worked within the community to provide assistance to those impacted by COVID-19, organizing to raise funds for food banks and health care workers.

LGBTQ + ALLIES

LGBTQ + Allies empowers our employees in the LGBTQ+



community and their workplace allies to foster a diverse and inclusive company culture. This year, the group expanded its membership and chapter locations with the formal launch of chapters throughout the Latin America region. LGBTQ + Allies also launched a global training program to educate colleagues on allyship.

SOMOS

Somos launched in 2020 with official chapters established in St. Louis, Austin, Houston

and Minneapolis-St. Paul. The group focuses on support and engagement initiatives on behalf of our Hispanic and Latin American employees. Recently, Somos has hosted a Cafecito webinar series where inspiring Latin American and Hispanic leaders share their experiences and career development advice with group members. More than 300 members have joined in the first few months of the group's initiation.



“Bringing people together virtually through the ERGs has provided a real sense of much needed connection.”

— Martha Arjona, ERG Leader in Costa Rica

Recognitions

In 2020, we received multiple honors recognizing our global commitment to champion diversity, equity and inclusion in our company. Forbes ranked Emerson as one of the Best Employers for Diversity. Emerson was recognized as one of the Best Places to Work for LGBTQ Equality, after earning a 100% score on the

Human Rights Campaign’s 2021 Corporate Equality Index. STEM Workforce Diversity and Women Engineer Magazine also named Emerson among their list of top 50 employers. In the Middle East and Africa, we ranked as one of the Inclusion and Diversity Companies of Year at the ADIPEC Awards. Emerson’s Women in STEM resource group received

the Society of Women Engineers Mission Award in recognition of the group’s partnerships. The National Association of Manufacturers also awarded two Emerson leaders with its STEP Ahead Awards, which recognizes women in STEM careers who exemplify leadership.



**INCREASE
IN WOMEN
IN STEM
MEMBERS
IN 2020.**

U.S. VETERANS RESOURCE GROUP

Our Veterans group raises awareness of the value U.S. military veterans bring to our organization, with eight official chapters and more than 250 members. This year, the group welcomed new chapters in Riverside, California and McKinney, Texas. The Veterans Resource Group hosted its first cohort through Hiring Our Heroes, an 11-week fellowship that equips service members transitioning into civilian life with professional and hands-on experiences.

WOMEN IN STEM

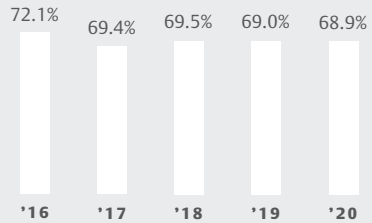
Women in STEM provides support and networking opportunities for female employees in 85+ chapters globally. The 5,000-member group has worked to increase the number of women in leadership positions, host regular webinars and attract a new generation of women in STEM through partnerships with the Society of Women Engineers and a number of universities.



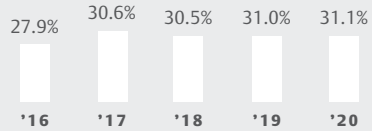
Our women leaders are being recognized for their exceptional performance. **Vidya Ramnath**, President of Emerson for Middle East and Africa, was recently voted #23 in *Forbes* Middle East’s 100 Power Businesswomen 2020. **Jennie Li**, Vice President and General Manager of Emerson in China, was named among *Forbes* China Top 100 Businesswomen in 2021.

Emerson's Workforce Diversity

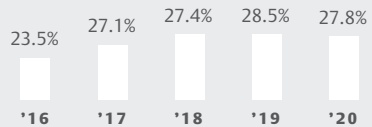
U.S. TOTAL WORKFORCE COMPOSITION



MEN

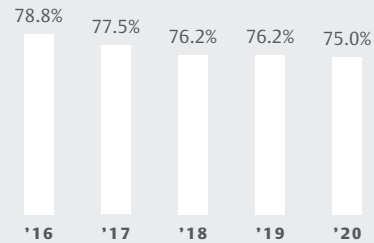


WOMEN

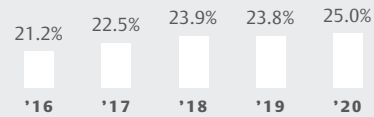


MINORITIES*

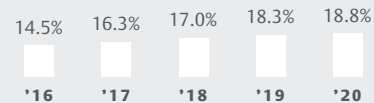
U.S. MANAGEMENT ONLY COMPOSITION



MEN IN MANAGEMENT POSITIONS

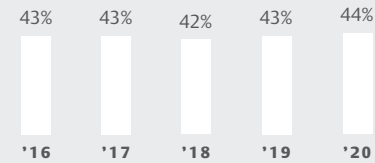


WOMEN IN MANAGEMENT POSITIONS

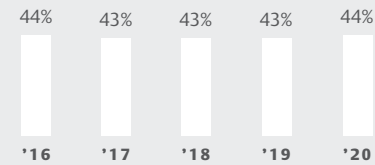


MINORITIES* IN MANAGEMENT POSITIONS

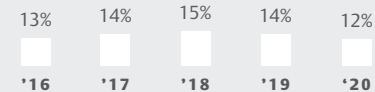
U.S. TOTAL WORKFORCE AGE GROUPS



> 50 YEARS OLD



30-50 YEARS OLD



< 30 YEARS OLD

Through these concerted and targeted efforts, we are continuing to show progress.



The percentage of **WOMEN IN MANAGEMENT POSITIONS** in our U.S. workforce has **INCREASED BY 18% SINCE 2016.**



The percentage of **MINORITIES IN U.S. MANAGEMENT POSITIONS** HAS INCREASED BY 30%.

All data is a snapshot of the Emerson business portfolio on the payroll at a specific point during the calendar year. For 2015-16, July 1 was utilized. For 2017-20, December 31 was utilized.

The new Diversity Leadership goal will be more narrowly tailored to our global leadership group for women and U.S. leadership group for minorities.

*Minorities include: Asian, American Indian or Alaska Native, Black or African-American, Hispanic, Native Hawaiian or Other Pacific Islander, and two or more races.



Our employees are our greatest strength, and we continually seek employee feedback and provide avenues where employees can share their valuable perspective.



Employee Opinion and Culture Surveys

Insights from our colleagues drive us to innovate for our customers and grow as an organization focused on cultivating and attracting the most talented workforce.

Emerson has conducted employee opinion surveys for more than six decades to continually foster strong employee engagement. The annual survey highlights vital employee perspectives, sharing insight into employee engagement, satisfaction and work-life balance. Both salaried and hourly employees across the global organization have consistently rated Emerson as “Excellent” under our survey scoring categorizations. In 2020, we emphasized three focus areas for a monthly employee survey: engagement, COVID-19 and diversity. Our goal was to ensure employees felt secure and informed despite a year

Employee Opinion Survey Highlights

11,800+ EMPLOYEES
invited to complete the survey

90%+ TOTAL PARTICIPATION
2020 Focus Areas

Global Engagement:
“EXCELLENT” FOR ALL EMPLOYEES

Global COVID-19:
“EXCELLENT” FOR ALL EMPLOYEES

Global Diversity:
“EXCELLENT” FOR ALL EMPLOYEES

of global uncertainty. For each area, employees gave scores above the “Excellent” threshold throughout the year.

Labor Relations

We respect our employees’ right to freedom of association in choosing labor organizations to represent them. We work collaboratively to keep positive relationships with the unions,

works councils and employee associations that represent many of our employees. In the United States, approximately 6% of our workforce was unionized as of 2020. Worldwide, approximately 30% of our employees are represented by an employee representative organization, such as a union, works council or employee association.



Wages and Benefits

At Emerson, we work to retain and grow our exceptional global workforce. We seek to uphold our value of Support Our People by providing competitive wages and benefits in the local markets where we operate around the world. Our compensation practices comply with applicable wage laws and international standards, including those relating to minimum wages, overtime compensation and legally mandated benefits. The basis on which workers are paid is documented in a timely

manner via pay stub or similar written communication. In the United States, we offer a standard benefits package for full-time employees that includes health care, life insurance, disability coverage, paid parental leave and access to a retirement savings program. In other countries, our benefits packages for full-time employees vary in accordance with legal mandates, but all include paid parental leave. This year, we added telehealth coverage to help employees continue seeking medical attention and care safely amid the COVID-19 pandemic.

PAID PARENTAL LEAVE

Having a work-life balance and ample family time is critical to our employees' well-being. Our paid leave policy for new parents across our company outlines time off not by gender roles but by determining the primary caregiver. When welcoming a new child into the home through birth or adoption, Emerson employees who identify as primary caregiver receive 12 consecutive weeks of paid parental leave with 100% pay upon the birth or adoption. Employees who wish to support their spouses or partners during this time as a

secondary caregiver can receive two weeks of paid parental leave, which must be taken within six months of the birth or adoption. In countries where the minimum standards of applicable law exceed our new policies, Emerson complies with the law.

Discrimination and Harassment

We value the contributions of all employees and do not tolerate any discrimination or harassment. This is reinforced in our annual ethics training that is required for all employees.

Emerson is an equal opportunity employer, committed to recruit, hire, train and promote people in all job classifications without regard to sex, race, color, religion, national origin, age, marital status, political affiliation, sexual orientation, gender identity, genetic information, disability or protected veteran status. We do not condone

any form of discrimination or harassment on the basis of these and other protected classes.

Human Rights

In our business operations around the world, Emerson remains deeply committed to respect and promote human rights, which are essential to a healthy and vital commercial environment and to the broader society. This entails specific attention to particularly challenging issues and activities, including:

COMMITMENT TO HUMANE TREATMENT

We do not allow or condone any form of harsh or inhumane treatment, including sexual harassment, sexual abuse, corporal punishment, mental or physical coercion or verbal abuse, nor do we allow managers to threaten treatment of this nature.

PROHIBITION OF FORCED LABOR

Our policies prohibit, and we do not use any forced, bonded, indentured or other compulsory labor. We also prohibit our suppliers from using any forced, bonded, indentured or other compulsory labor. Our policies are in compliance with important regulations, like the UK Modern Slavery Act 2015. Emerson fully supports these and other efforts to eradicate human trafficking across the globe.

PROHIBITION OF CHILD LABOR

Our policies oppose child labor, and we do not use child labor in any facility or business. Emerson has established age 18 as a standard minimum age for employment, which complies with or exceeds local legal requirements. We support the use of legitimate workplace apprenticeship programs that conform with laws and regulations. We also prohibit our suppliers from employing anyone under the local legal working age.



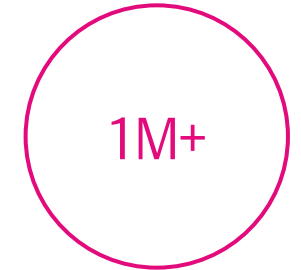
Our value of Supporting Our People guides our work in developing exceptional employees and leaders in our organization.

Our programs equip them with the knowledge, skills and training required to reach their greatest potential.

Emerson uses a holistic, integrated approach to training and development of our employees. Our 70/20/10 Development Framework provides our teams with the competencies and skills to advance their careers. Under this framework, work experience makes up 70% of an employee’s development; relationships and feedback account for 20% of development, helping to build each employee’s internal network; and focused training comprises 10% of development, equipping employees with relevant knowledge and skills.

Professional Development

As a global business, it’s imperative to personalize professional development opportunities to meet the individual needs of our employees. As such, we offer e-learning, virtual instructor-led and in-person trainings to our global workforce throughout the year; this virtual option was critical throughout 2020 as employees continued to socially distance. Thousands of e-learning modules on everything from technical skills to leadership tactics are available for all of our employees through our Global Learning Center platform. We have dedicated learning and development staff who lead in-person development opportunities, teaching skills that range from professional to leadership skills.



ONLINE COURSES COMPLETED through our Global Learning Center in 2020.



In 2020, Emerson’s Global Learning Center program had **63,395 unique employee sign-ups**.

Employees logged **1,122,235 hours** of online and in-person training, spanning the globe.

Leadership Development Programs

At Emerson, we offer programs that give our employees the skills and resources to build and strengthen their leadership and professional capabilities throughout their careers. Through our Charles F. Knight Learning Center staff, based in St. Louis, Missouri, we create programming for managers that connects training and developmental opportunities to business objectives, helping our employees understand their

important role and enabling our employees to immediately put what they have learned to work. Our approach, which effectively differentiates Emerson from our peers and has been praised by experts on leadership development, helps our employees develop in their careers, grow their job satisfaction and, ultimately, positions Emerson as a leader in the marketplace. This year, we pivoted to virtual sessions to ensure that we continued to foster leadership during the pandemic.

In 2020, we received three major awards recognizing how we foster leadership development in our workforce.

- **International Association for Talent Development: Excellence in Practice Award**
- **Chief Learning Officer: Excellence in Innovation Award**
- **Human Resources Asia: HR Distinction Award - Excellence in Leadership Development**

FOUNDATIONAL LEADERSHIP DEVELOPMENT

We take pride in investing in the leadership development for our employees at all levels. In response to the pandemic, we quickly created two new virtual instructor-led workshops to ensure continuous development took place and that our employees received the essential skills they needed for success. When creating these new programs, we also bolstered capabilities across our world areas to launch these programs. Within six weeks of development, these new programs were available to all of our employees globally. In total, we hosted 153 sessions, which included 3,089 employees through both in-person and virtual workshops.

ACCELERATED LEADERSHIP DEVELOPMENT

We continually look for opportunities to develop our future leaders. We have two accelerated leadership programs in which our up-and-coming talent can be nominated for professional development opportunities. Our Rising Leaders Program covers fundamental competencies of being a leader at Emerson. Participants attend two, one-week intensive sessions to build on progress from one session to the next. Our Executive Leadership Program is a highly selective program for senior leaders across Emerson. Throughout 36 months of leadership development curricula, participants develop skills on various topics ranging from emotional intelligence to long-term strategic direction. In 2020, we had six groups consisting of 236 leaders attend our Accelerated Leadership Development programs.



Image captured during the Emerson Leadership Series in Alberta, Canada prior to the COVID-19 pandemic.

Performance Reviews

All of our salaried employees and their supervisors conduct an annual performance review, focusing on performance goals, development goals and competency-based goals. Our hourly workers are also expected to have similar conversations, reviewing their performance as it relates to their job categories. Our performance management

process uses a global competency framework for employee performance and development planning. Throughout the year of deploying this global performance management system, we also developed a global training and toolkit resource guide to equip managers and employees with the support they need to have effective performance discussions.



FUTURE

We promote STEM education and programs that prepare the next generation of critical thinkers and problem solvers.





The complex challenges of tomorrow will be tackled by the bright minds and innovative solutions we are cultivating today.

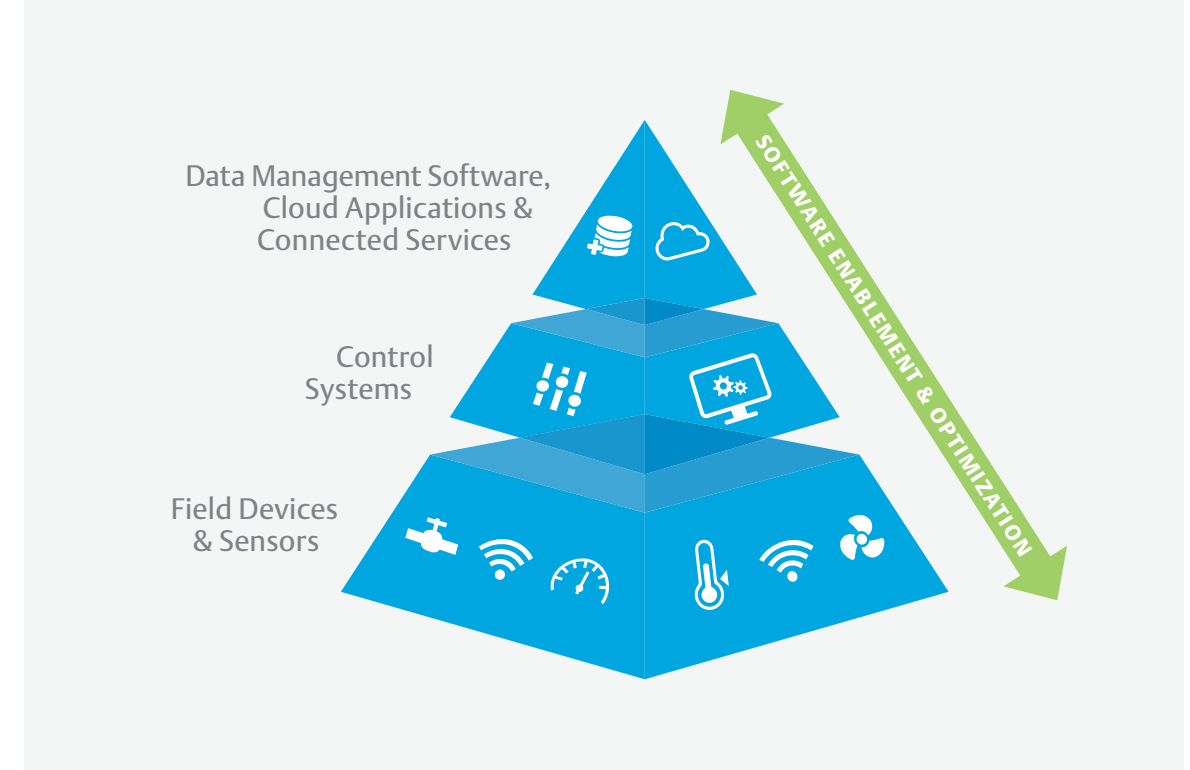
For Emerson, this means not only supporting the future of our industries, but also the future of our communities by contributing to the betterment of the places where we operate and helping address the needs of the broader society and the world we live in.

Advancing the Future of Our Industries

The industries we serve are evolving quickly, both in response to — and to stay ahead of — shifts in the global landscape. Companies are realizing that automation

can fundamentally transform their business and support their performance and sustainability goals. Implementing technologies like sensors and advanced control systems enhances efficiency while driving a measurable impact on employee safety and reducing energy consumption.

These technologies generate rich streams of data that, when combined with Emerson’s software portfolio, provide unprecedented insight into processes and equipment. Operational analytics and other software capabilities



help industries identify potential issues, empowering companies to optimize operations and reach the highest levels of efficiency. Our software portfolio — \$1.1 billion in stand-alone software and associated engineering services, and \$1.3 billion in embedded control and software-enabled devices in 2020 — is helping drive these rich insights for multiple industries.

While industries have been slowly integrating automation technologies in recent years, the COVID-19 pandemic significantly accelerated the movement toward digital transformation as companies were challenged to continue safe operations with a reduced, distanced workforce. As Emerson has worked with organizations to introduce

automation that enables secure, safe remote work, we are seeing digital transformation technologies evolve from tools to measure, monitor and control to critical investments necessary to sustain and secure businesses into the future.



Emerson has a longstanding commitment to supporting efforts to train the next generation of innovators and to strengthen the skilled trades workforce.

Emerson partners with hundreds of universities and colleges around the world to provide the curriculum, products and training needed for students to succeed in the industries of tomorrow. A few examples include:

GHENT UNIVERSITY AND UNIVERSITY COLLEGE GHENT IN BELGIUM

In partnership with Ghent University and University College

Ghent in Ghent, Belgium, Emerson has provided state-of-the-art technology that is helping to train engineers in the future of the brewing industry. The two institutions share a brewery research group in the Laboratory for Brewing and Fermentation Science and Technology, offering hands-on training to educate the next-generation workforce



and promote diversity in the field. The laboratory features elements of Emerson’s Plantweb™ digital ecosystem, a DeltaV™ distributed control system, and Micro Motion™ Coriolis flow meters, among other technologies used in brewing automation.

EMERSON EDUCATIONAL SERVICES

To support customers in the HVACR industry during the COVID-19 pandemic, Emerson offered free online courses through 2020 to help participants stay up to date on new technologies and continue professional education. Through

Emerson Educational Services, contractors, wholesalers, end-users and original equipment manufacturers had the opportunity to take lesson plans on Emerson products, including Copeland™ compressors for air conditioning and refrigeration applications.



Emerson's Flow Innovation Center and expanded manufacturing space will feature an 85,000-square foot laboratory and hands-on Interactive Plant Environment.

BOULDER FLOW INNOVATION CENTER

In spring 2020, Emerson broke ground on its \$100 million investment to significantly expand Boulder, Colorado's manufacturing space and launch an innovation center on research, new product development and industry training for its advanced flow measurement products. In addition to providing Emerson customers with hands-on access to its most advanced products and technologies, the facility offers an Interactive Plant Environment that stimulates industrial manufacturing conditions for worker training and upskilling.

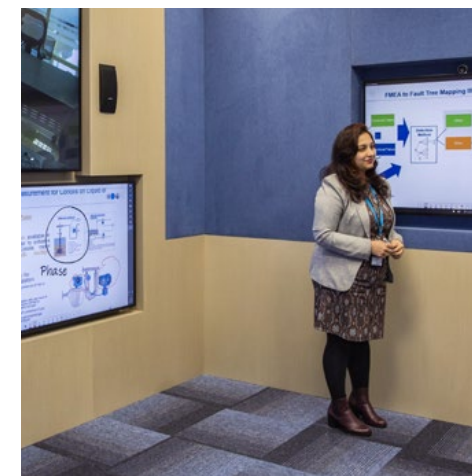
EMERSON DIGITAL CLASSROOM

Emerson also launched its digital classroom, a virtual training facility that connects students throughout the Middle East and Africa with Emerson experts. This digital

environment provides an experience comparable to a face-to-face classroom, enhancing collaboration with peers and allowing customers to tailor training programs to fit their budgets and travel constraints. In addition to hands-on demo sessions, the training includes courses and webinars covering field instrumentation, measurement, valves, process control, safety systems, reliability, digital solutions, Industrial Internet of Things (IIoT) strategies and more.

LAMAR UNIVERSITY AND LAMAR INSTITUTE OF TECHNOLOGY

Emerson's collaboration with Lamar University (LU) and Lamar Institute of Technology (LiT) helps prepare Texas students with the latest digital transformation technologies to equip them for the future workforce. At LU,



Emerson provides advanced process automation equipment, two performance learning platforms, Mimic™ simulation software, training materials relating to Emerson products and guest speakers to improve the classroom experience. At LiT, Emerson serves as the strategic technology partner supporting process technology programs with donated Emerson Automation Solutions technologies to upgrade LiT's controls, instrumentation lab and Glycol Unit. Emerson will also provide upskilling training for LiT instructors.



Emerson is driven by our Purpose to strengthen the future of our communities, giving back in the areas where we live and work as well as being a good global citizen.

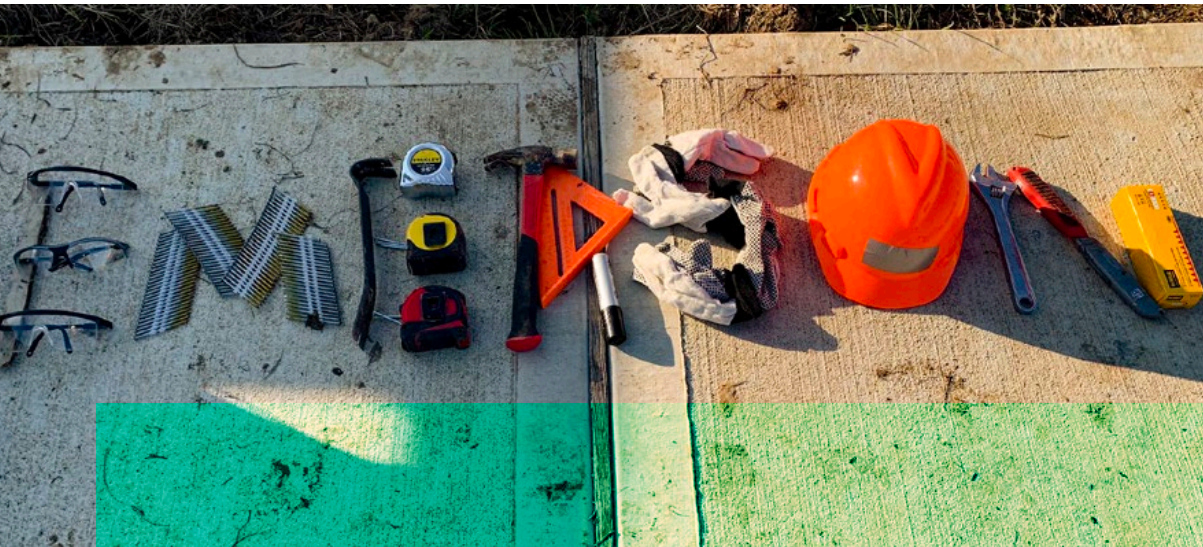


Image captured by Emerson colleagues in Houston, Texas during a Habitat for Humanity service project.

Emerson has annually allocated approximately 1% of its consolidated pretax earnings (excluding nonrecurring items) to U.S. charitable contributions. During 2020, Emerson and the Emerson Charitable Trust made contributions totaling \$24.5 million to more than 1,300 charities, nonprofit organizations and educational institutions across the United States, which includes the company’s match of employee contributions. Funding was approved to support a range of requests from educational institutions and nonprofit organizations, including operating costs to establish, improve or sustain core programs, and for capital costs such as building construction, renovations or expansions.

U.S. Charitable Contributions

Examples of organizations and initiatives in the United States that received funding from Emerson and our business units in fiscal 2020 included:

CULTURE & ARTS

Dayton, Ohio Cultural Institutions (Dayton, Ohio)

Emerson supports leading cultural institutions in Dayton, Ohio, where its Climate Technologies business is located. Victoria Theatre Association, Dayton Performing Arts Alliance and the Dayton Art Institute are just a few of the organizations we supported in 2020 with over \$100,000 in charitable contributions.



TO MORE THAN 1,300 CHARITIES, NONPROFIT ORGANIZATIONS AND EDUCATIONAL INSTITUTIONS across the United States, which includes the company’s match of employee contributions.

Emerson's Corporate Philanthropy Focus Areas

HEALTH & HUMAN SERVICES

\$10.7M SUPPORTING THE HEALTH AND WELL-BEING
of residents of all ages.

EDUCATION

\$6.4M DEVELOPING AND TRAINING FUTURE GENERATIONS
through schools, universities and related programs.

CULTURE & ARTS

\$4.5M ENHANCING THE QUALITY OF LIFE
through support for cultural activities and arts programs.

CIVIC NEEDS

\$2.4M PROMOTING PROSPERITY OF OUR CITIES AND REGIONS
through infrastructure initiatives and community development.



St. Louis Cultural Institutions (St. Louis, Missouri)

Emerson continued its ongoing support of leading cultural institutions in its headquarters city. In 2020, Emerson completed its \$2.5M pledge to the Missouri Botanical Garden and continued its support of organizations such as The Munny (Municipal Theatre Association of St. Louis), St. Louis Science Center Foundation, the Missouri Historical Society,

and Center of Creative Arts (COCA), among others. Emerson also continued its five-year commitment to the Magic House in support of the new STEAM center and free educational programming.

HEALTH & HUMAN SERVICES

Support for Food Insecurity Caused by COVID-19 Pandemic

To combat increased food insecurity in 2020 due to

economic conditions caused by COVID-19, Emerson donated over \$600,000 to 21 organizations in our communities throughout the United States.

American Red Cross, Southeast Louisiana Chapter

Emerson donated \$100,000 to the American Red Cross, Southeast Louisiana Chapter for Hurricane Laura disaster relief in Louisiana.

EDUCATION

Excellence in Teaching Awards Program (St. Louis, Missouri)

The Emerson Excellence in Teaching Awards have been celebrated in the St. Louis area since 1989. The awards recognize and honor the exceptional efforts of approximately 100 educators in the St. Louis metropolitan area — from kindergarten teachers to college professors. While the in-person awards ceremony that is generally held was canceled due to COVID-19, Emerson continued its recognition of 100 educators for its 31st year.



CIVIC NEEDS

Organizations Inspired by Our Employee Resource Groups

As Emerson’s Employee Resource Groups continue to grow both in number of members and significance to our culture, our charitable giving has evolved to align with these organizations. In 2020, to align with our Blacks

Reinforcing Diversity group, we donated to 100 Black Men, an organization whose mission “is to improve the quality of life within our communities and enhance educational and economic opportunities for all African Americans.” Additionally, with the leadership of our LGBTQ + Allies group, we supported the Lorain County LGBTQ and Allies Task Force

(Elyria, Ohio), and sponsored the 2020 St. Louis PrideFest virtual event. We supported the Women in Manufacturing Education Foundation (Independence, Ohio), whose mission mirrors that of our Women in STEM group, to develop and support powerful programs and resources which further the advancement for women in the manufacturing workforce. In alignment with our Veterans group, we contributed to Disabled American Veterans — St. Louis to support free services for veterans and their families in response to COVID-19. Support for organizations that align with our Employee Resource Groups will expand in 2021 and beyond.

UNITED WAY SUPPORT

Each year, Emerson and our employees get involved in United Way fundraising and volunteer activities in communities across the U.S. In 2020, the Emerson Charitable Trust made contributions totaling \$2.3 million to 32 United Way organizations across the country.

REVITALIZING NORTH ST. LOUIS COUNTY

Emerson continues to take a lead role as a corporate supporter of initiatives in the North St. Louis County region where our global headquarters is located. Our contributions support organizations providing social services, education and employment opportunities for economically disadvantaged residents in Ferguson and nearby communities.

Emerson Philanthropy Around the World

As a global company, Emerson is committed to making a difference in communities where we operate across the globe. Each office supports our collective philanthropy themes, and employees are encouraged to volunteer their time toward meaningful causes. Together, we support a variety of nonprofit and charitable organizations around the world, including charitable programs in China, India and the Philippines. Visit our website to learn more about our global philanthropy efforts.



TOTAL EMERSON AND EMERSON CHARITABLE TRUST CONTRIBUTIONS AND PLEDGES

since 2014 to residents of North St. Louis County.

Employee Volunteerism and In-Kind Support

Each year, Emerson employees around the world volunteer their time in support of nonprofit and charitable organizations in their local communities. A few examples from the past year:

FLORIDA STATE UNIVERSITY (SUNRISE, FLORIDA)

Our Latin America leadership team (including President of Latin America, Commercial & Residential Solutions, Rafael Jaramillo, and Vice President of Sales, Chris Miller) serves on the

board of the Hispanic Marketing and Communication Center at Florida State University. This program, the first of its kind in the United States, is dedicated to educating students and professionals on U.S. Hispanic marketing and advertising.

BESTPREP EMENTORS PROGRAM (CHANHASSEN, MINNESOTA)

Emerson employees in the Minneapolis area participated in the BestPrep eMentors program. Employees and students collaborated on education goals, career planning, resume writing and job seeking tips, with the goal

of building students' confidence on next steps after high school. Over 50 Emerson mentors worked with 78 students across three Minneapolis area high schools over the course of three, eight-week programs.

ROUND ROCK AREA SERVING CENTER (ROUND ROCK, TEXAS)

Our Lifecycle Service employees volunteered at Round Rock Area Serving Center in February 2020, organizing and distributing food to the local Round Rock community. The organization supports families in crisis through its programming and distribution services, including food, clothing and furniture vouchers and programs such as Computer for Kids and Keep Round Rock Warm. Our employees are eager to get back to helping once restrictions from COVID-19 are lifted.

MINNESOTA FUTURE CITY COMPETITION (SHAKOPEE, MINNESOTA)

Future City is a project-based learning program where students in sixth, seventh and eighth grades imagine, research, design and build cities of the future.

Emerson sponsors the Most Innovative Power System award, which is given to the team with an innovative power system that addresses critical requirements, including reliability, disaster planning, environmental impact and cost effectiveness.

WOMEN IN STEM WORKFORCE READINESS AND DEVELOPMENT PROGRAM (PHILIPPINES)

Emerson partnered with the International Labor Organization's Women in STEM Program. This organization seeks to provide women with critical soft and

technical STEM-related skills. In 2020, prior to COVID-19, Emerson held a Soft Skills Training program for participants, designed to help empower the career development of women in STEM-related industries.

BACK TO SCHOOL AND HOLIDAY PROGRAMS (CLUJ, ROMANIA)

Our employees in Cluj donated 200 backpacks filled with school supplies, hand sanitizer and masks to students returning to in-person classes. Our employees also participated in a You Can Be Santa Too campaign, answering hundreds of letters to Santa, coming from children in rural and underserved communities.





**Emerson Employees
Making an Impact:
Promoting Women in STEM**

Sandy Noche is a senior supply chain analytics leader based in Manila, passionate about supporting women in STEM and closing the gender gap in STEM-related fields. He has led several initiatives to help women in their careers, including online soft skills training in cooperation with the International Labor Organization focused on creative thinking and empowering women to meet their career goals. Sandy was also featured in a podcast focused on encouraging youth to pursue STEM careers and often volunteers at career fairs at local universities to highlight opportunities to the next generation of innovators. Sandy believes that promoting gender equality in the workplace will play a critical role in supporting women and building stronger communities and a better world in the years to come.



\$3M

Emerson is playing a lead role in our local communities and globally to help prepare our future leaders with STEM-related education and raise awareness of career opportunities in these fields.

FUNDING COMMITMENTS IN FISCAL 2020 ALONE IN SUPPORT OF STEM EDUCATION PROGRAMS IN THE UNITED STATES.

Over the past 10 years, Emerson has donated over \$16M to STEM initiatives.

For six years, we have conducted a STEM survey to understand more about perceptions and beliefs about STEM education and careers. Our 2020 survey assessed attitudes toward at-home learning, given the change in learning type for most students due to school closures as the result of COVID-19. The survey showed that 9 out of 10 parents agree that hands-on experiences and experiments boost children’s interest in math and science, but fewer than 4 in 10 parents

have been able to do hands-on experiences in the remote learning environment. To address this, Emerson delivered thousands of STEM activity kits to elementary and middle school aged children in our local communities, as well as other organizations that work with underserved youth.

In addition to supporting youth-focused programs, Emerson is also committed to bridging the skills gap as the global manufacturing

workforce is required to have more technical knowledge than ever before. To prepare the next generation for these careers, Emerson has an enhanced emphasis on promoting STEM-focused job training programs and university scholarships, especially among women and minorities who are traditionally underrepresented in the engineering and manufacturing industries.

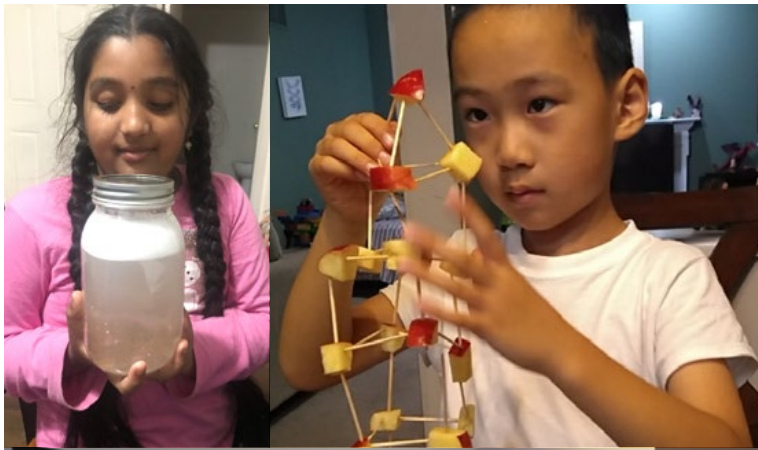


2020 STEM Survey

ONE-THIRD OF PARENTS today feel their child is falling behind in STEM-related subjects

91% OF PARENTS recognize that their kids do better in math and science when learning is interactive

86% OF PARENTS say they would encourage their child toward a STEM career



The goal of the “We Love STEM” initiative is to help young people discover STEM fields and feel inspired to pursue careers in STEM.

We Love STEM

Launched in 2015, our “We Love STEM” campaign continued in 2020 to increase support for STEM education and awareness of career opportunities. While this year our annual “We Love STEM” events were unable to take place in person, our teams mobilized to create meaningful STEM experiments virtually. These included:

SUMMER OF STEM EVENTS (ST. LOUIS, MISSOURI AND AUSTIN, TEXAS)

Our Women in STEM Employee Resource Group hosted a “Summer of STEM” for children of Emerson employees. Hundreds of children completed at-home STEM activities, uploading photos and videos of their finished experiments to win prizes.

VIRTUAL STEM COMPETITION (CANADA)

Our team in Canada worked with our Impact Partner, Spartan Controls, to host a Virtual STEM competition. The competition paired students with a college student mentor from the University of Calgary Engineering program to come up with a solution to a problem, using videos, photos and drawings. The teams presented their inventions to a panel of judges including Emerson Canada President Ryan Garrah, the president and CEO of Spartan Controls, and “Stemprenuer” Sophia Fairweather. The students had incredible engagement and developed successful STEM inventions.



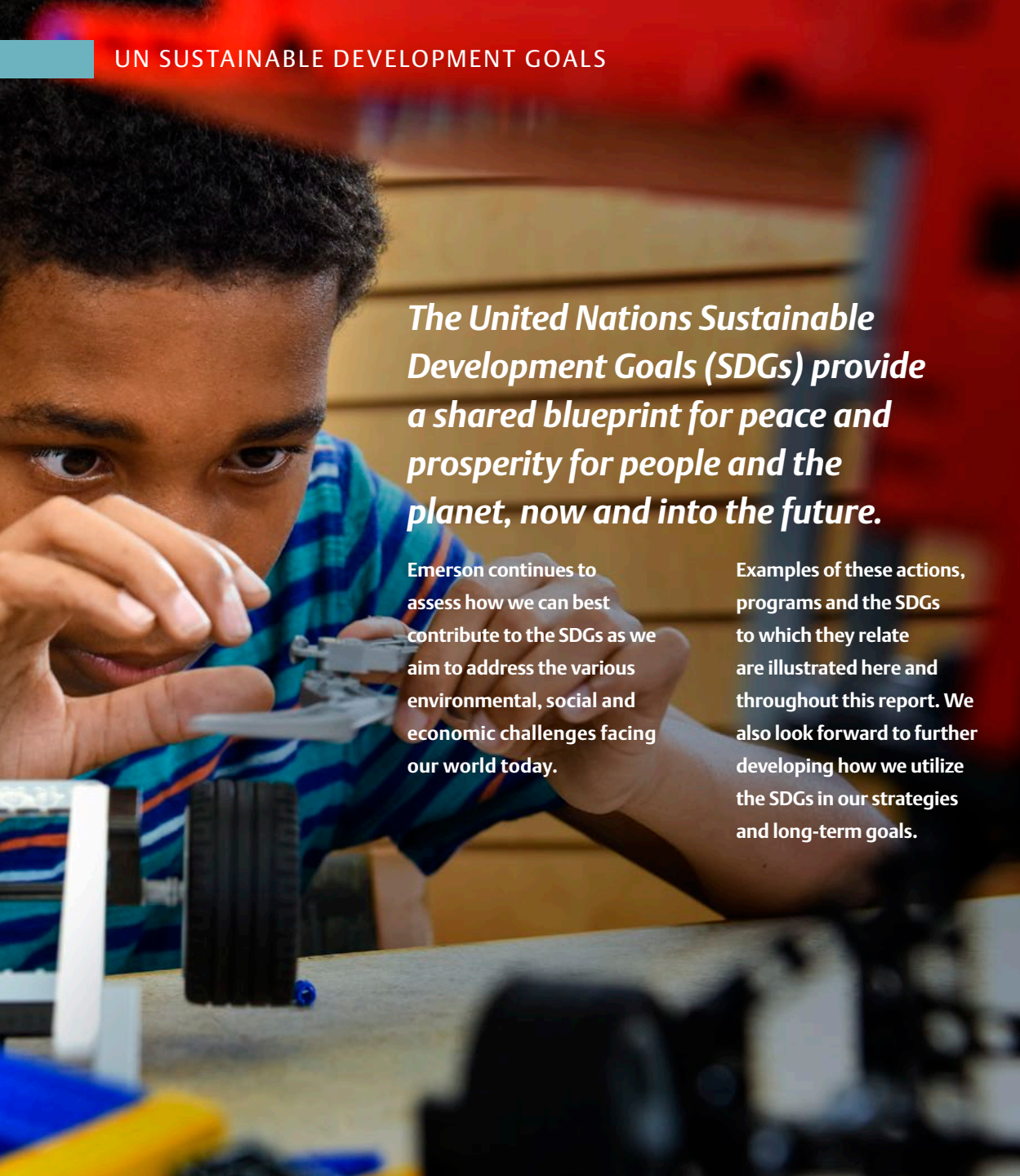
KICK OFF YOUR STEM CAREER (CLUJ, ROMANIA)

Emerson’s Cluj office launched Kick Off Your STEM Career mentoring program in January 2020, an initiative that supports neighboring schools and student

organizations. Volunteer mentors hosted workshops around resume building, professional networking and building effective communication skills.

A woman wearing a white hard hat, safety glasses, and an orange high-visibility vest over a plaid shirt is looking down at a laptop computer. She is standing outdoors at what appears to be a construction or industrial site, with blurred structures and a body of water in the background. A teal-colored rectangular overlay is positioned on the left side of the image, containing the word "REPORTING" in white, bold, uppercase letters.

REPORTING



The United Nations Sustainable Development Goals (SDGs) provide a shared blueprint for peace and prosperity for people and the planet, now and into the future.

Emerson continues to assess how we can best contribute to the SDGs as we aim to address the various environmental, social and economic challenges facing our world today.

Examples of these actions, programs and the SDGs to which they relate are illustrated here and throughout this report. We also look forward to further developing how we utilize the SDGs in our strategies and long-term goals.



GOAL 4 — QUALITY EDUCATION

Emerson partners with schools, universities and research institutions around the world to ensure equitable access to all levels of education, especially for STEM skills and those who are traditionally underrepresented in the engineering and manufacturing industries. For example, our collaboration with Lamar University and Lamar Institute of Technology helps prepare Texas students with the latest digital transformation technologies to equip them for the future workforce. In 2020, Emerson gave \$6.4M to develop and train future generations through schools, universities and related programs.

See also: **Collaborating with Universities around the World**, Page 22, **Training the Workforce of the Future**, Page 53, **STEM Education**, Page 60



GOAL 5 — GENDER EQUALITY

Through “Courageous Conversations” — a series of regional diversity, equity and inclusion-focused forums promoting open dialogue across topics of gender and more among colleagues — we are making a concerted effort to advance women’s participation in the workforce and end gender-based discrimination. We trained 50 Courageous Conversation facilitators across our global organization, and hundreds of employees participated in these discussions.

We also continually seek a diversity of viewpoints on our Board to help us understand and anticipate changes in our business environment, as well as ethnic and gender diversity. To further advance diversity, equity and inclusion within both the Board and company, the Board formed a Diversity Council comprised of 14 senior-level Emerson executives in 2020.

See also: **Diversity, Equity and Inclusion**, Page 41, **Talent Pipeline**, Page 43, **Women in STEM**, Page 45



GOAL 6 — CLEAN WATER AND SANITATION

Through our fluid control products and solutions, Emerson works to improve water quality and increase access to safe drinking water by helping our customers ensure their water applications are clean, safe and compliant with regulations. For example, multiple projects with cities on the East Coast of the United States are helping keep the Chesapeake Bay cleaner. One project puts treated wastewater that would otherwise be discharged into local rivers through additional rounds of advanced water treatment, and then pumps it to replenish the groundwater supply. Another project addresses sanitary sewer overflows through plant capacity enhancements, eliminating more than 80% of the city’s volume of sewage overflow in the Chesapeake Bay area.



GOAL 7 — AFFORDABLE AND CLEAN ENERGY

Emerson is committed to delivering environmentally sustainable solutions to support our customers' decarbonization strategies and improve energy efficiency. For example, our Automation Solutions portfolio provides products and solutions to hydrogen original equipment manufacturers in the U.K. as they respond to the increasing demand of hydrogen as an alternative fuel. We are supporting Haskel — a global manufacturer of turnkey hydrogen refueling stations — with its aim to build 6-10 refueling stations in one year. We are also working closely with CMB.TECH to help develop marine vessels powered by hydrogen.

Within our own operations, we recently installed solar panels at our Dubai campus, which will produce four million kWh of electricity annually and reduce grid consumption by 56%. This is the equivalent of powering 4,243 homes in the United Arab Emirates for one year. Solar power also contributes to progress against our GHG emissions reduction target.

See also: **Reducing Our GHG Emissions**, [Page 14](#), **Greening BY Emerson**, [Page 18](#), **Expanding Electrification with OSI Inc.**, [Page 21](#)



GOAL 8 — DECENT WORK AND ECONOMIC GROWTH

One way we seek to drive economic growth is to provide youth the best opportunities through investment in education and training, providing skills that match labor market demands, and leveling the playing field so that aspiring youth can attain productive employment regardless of their gender, income level or socioeconomic background.

Our 2020 STEM survey assessed attitudes toward at-home learning, given the change in learning type for most students due to school closures as the result of COVID-19. The survey showed 9 out of 10 parents agree that hands-on experiences and experiments boost children's interest in math and science, but fewer than

4 in 10 parents have been able to do hands-on experiences in the remote learning environment. To address this, Emerson delivered thousands of STEM activity kits to elementary and middle school aged children in its local communities, as well as other organizations that work with underserved youth.

See also: **Workplace Safety**, [Page 28](#), **Regional Sourcing**, [Page 39](#), **Human Rights**, [Page 48](#), **Training the Workforce of the Future**, [Page 53](#), **STEM Education**, [Page 60](#)



GOAL 9 — INDUSTRY, INNOVATION AND INFRASTRUCTURE

In 2020, Emerson broke ground on its \$100 million investment to significantly expand Boulder, Colorado's manufacturing space and launch an innovation center on research, new product development and industry training for its advanced flow measurement products. In addition to providing Emerson customers with hands-on access to its most advanced products and technologies, the facility offers an Interactive Plant Environment that stimulates industrial manufacturing conditions for worker training and upskilling.

See also: **Greening BY Emerson**, [Page 18](#), **Greening WITH Emerson**, [Page 22](#)



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



GOAL 12— RESPONSIBLE CONSUMPTION AND PRODUCTION

Emerson is working to ensure our company and our customers responsibly make the most of the planet's resources. For example, we provided control systems and project services for a waste-to-energy power plant in North Yorkshire, U.K. The plant, which also incorporates biogas and recycling facilities, produces 28 megawatt-hours of electricity per hour from 320,000 tons of waste. Diverting this waste away from the landfill means it can be used to generate enough energy to power the equivalent of 40,000 homes.

Our Sensi™ suite of smart home solutions is helping customers control and achieve heating and cooling efficiency targets in homes and businesses. Sensi thermostats can save users about 23% on HVAC energy consumption by adjusting the temperature using flexible scheduling, remote access and geofencing.

*See also: **Striving for Efficiency across Energy, Waste, Water and Raw Materials**, [Page 14](#), **Energy Source Decarbonization: Supporting Low Carbon Commitments**, [Page 19](#), **Emissions Management: Diverting Waste from Landfills**, [Page 20](#), **InSinkErator Technologies**, [Page 26](#)*

13 CLIMATE ACTION



GOAL 13 — CLIMATE ACTION

In 2020, Emerson took measurable steps to further enhance our approach to environmental sustainability and define our role in making the world more sustainable. Our strategy can be summarized through three key areas: 1) Greening OF — how we improve our internal environmental sustainability performance; 2) Greening BY — how we support our customers' efforts; and 3) Greening WITH — how we foster collaboration around environmental sustainability.

Our efforts related to climate action include our ongoing efforts to reduce our GHG emissions worldwide. In 2019, we committed

to reducing our GHG emissions by 20%, normalized to sales, across our entire global manufacturing footprint and shared service facilities by 2028, measured by our baseline year of 2018. In 2020, we led virtual and in-person site visits, when travel restrictions allowed, to identify opportunities to reduce energy use and emissions across the enterprise.

*See also: **Our Approach to Environmental Sustainability**, [Page 11](#), **Reducing Our GHG Emissions**, [Page 14](#), **Greening BY Emerson**, [Page 18](#), **Protecting Food Quality and Environmental Sustainability**, [Page 26](#)*

17 PARTNERSHIPS FOR THE GOALS



GOAL 17 — PARTNERSHIPS FOR THE GOALS

No one organization or policy solution on its own can address the challenges we face in advancing these ambitious goals. Emerson actively participates in a number of strategic public-private partnerships and coalitions dedicated to promoting the development and dissemination of technology solutions for all, including the CEO Action for Diversity & Inclusion, the European Clean Hydrogen Alliance, the European Partnership for Energy and the Environment, the Global Food Cold Chain Council, the Responsible Minerals Initiative, and the ENERGY STAR® buildings and Plants Partnership, to name a few.

Our first Chief Sustainability Officer, Mike Train, will continue to drive external engagements with policymakers, universities, customers and other stakeholders to further our contribution to Goal 17.

*See also: **Greening WITH Emerson**, [Page 22](#), **Collaborating with Universities Around the World**, [Page 22](#), **Talent Pipeline**, [Page 43](#)*

The following information references selected Global Reporting Initiatives (GRI) Standards, a widely used reporting framework on a variety of important topics. The GRI framework provides a structure for organizations like Emerson to communicate the environmental, social and economic impacts of our business operations. For more information about GRI, please visit [GlobalReporting.org](https://www.globalreporting.org).

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	LOCATION/RESPONSE	RELATED UN SDGS
GENERAL DISCLOSURES			
102-1	Name of the organization	Emerson Electric Co.	
102-2	Activities, brands, products, and services	Emerson 2020 ESG Report: Company Profile, p. 6-7 Emerson 2020 Form 10-K: Item 1 – Business	
102-3	Location of headquarters	Emerson Electric Co. 8000 West Florissant Avenue, P.O. Box 4100 St. Louis, MO 63136 USA	
102-4	Location of operations	Emerson.com: Contact Us Emerson 2020 Form 10-K: Item 2 – Properties Emerson.com: Investor Fact Sheet	
102-5	Ownership and legal form	Emerson.com: Corporate Governance (Articles of Incorporation)	
102-6	Markets served	Emerson 2020 Form 10-K: Item 1 – Business Emerson.com: Automation Solutions Emerson.com: Commercial & Residential Solutions	

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	LOCATION/RESPONSE	RELATED UN SDGS
102-7	Scale of the organization	Emerson 2020 Form 10-K: Item 1 -- Business; Item 2 -- Properties; Results of Operations, p. 15 Emerson 2020 ESG Report: Company Profile, p. 6-7 Emerson.com: Investor Fact Sheet	
102-8	Information on employees and other workers	Partially reported: Emerson 2020 ESG Report: Company Profile, p. 6-7	8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES
102-9	Supply chain	Emerson 2020 Form 10-K: Item 1 – Business 2020 ESG Report: Champion (Supply Chain), p. 36	
102-10	Significant changes to the organization and its supply chain	Emerson 2020 Form 10-K: Item 1 – Business Emerson 2020 Annual Report: Letter to Shareholders	
102-11	Precautionary Principle or approach	Emerson 2020 ESG Report: Champion (Risk Management and Oversight), p. 33 Emerson 2020 Form 10-K: Item 1A – Risk Factors	
102-12	External initiatives	Emerson is a member of: Alliance for Responsible Atmospheric Policy, CEO Action for Diversity & Inclusion, European Clean Hydrogen Alliance, European Partnership for Energy & the Environment Responsible Minerals Initiative, European Raw Material Alliance, United States Green Building Council (USGBC), Water Research Foundation	
102-13	Membership of associations	Emerson.com: Corporate Governance (Trade Associations & Lobbying)	
102-14	Statement from senior decision-maker	Emerson 2020 ESG Report: CEO Message, p. 3-4	
102-15	Key impacts, risks, and opportunities	Emerson 2020 ESG Report: Champion (Risk Management and Oversight), p. 33 Emerson 2020 Form 10-K: Item 1A – Risk Factors Emerson 2020 Annual Report, p. 14-29	
102-16	Values, principles, standards, and norms of behavior	Emerson 2020 ESG Report: Our Values, p. 8; Champion (Integrity & Ethics), p. 34 Emerson.com: Corporate Governance (Business Ethics) Emerson.com: Corporate Governance (Ethics and Compliance)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
102-17	Mechanisms for advice and concerns about ethics	Emerson.com: Corporate Governance (Ethics and Compliance) Emerson 2020 ESG Report: Champion (Ethics Hotline and Reporting Process), p. 35	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	LOCATION/RESPONSE	RELATED UN SDGS
102-18	Governance structure	Emerson 2021 Annual Meeting Proxy Statement: Board and Corporate Governance, p. 7 Emerson 2020 ESG Report: Champion (Corporate Governance), p. 31-32 Emerson.com: Corporate Governance (Principles and Practices)	
102-19	Delegating authority	Emerson 2021 Annual Meeting Proxy Statement: Board and Corporate Governance, p. 7 (Sustainability and Corporate Social Responsibility) Emerson 2020 ESG Report: Planet (Our Approach to Environmental Sustainability), p. 11-12; Champion (Recent Corporate Governance Actions), p. 32 Emerson.com: Corporate Governance (Principles and Practices – Board Oversight of Management) Emerson.com: Corporate Governance and Nominating Committee Charter	
102-20	Executive-level responsibility for economic, environmental, and social topics	Emerson recently announced our first Chief Sustainability Officer, Mike Train. His role is to lead Emerson's global environmental sustainability strategy as we drive progress within our facilities and to help our customers achieve their ESG goals. Train is part of the Office of the Chief Executive, reporting into Emerson's CEO and President and Board of Directors. Additionally, Akberet Boykin Farr is our Vice President of Diversity and Social Responsibility. While continuing to manage Emerson's internal diversity, equity and inclusion programs, she is responsible for managing the Emerson Charitable Trust, coordinating the company's corporate social responsibility reporting and serving as community liaison in St. Louis, MO, our global headquarters. Bokyin Farr reports into Emerson's CEO and President.	
102-21	Consulting stakeholders on economic, environmental, and social topics	Emerson 2021 Annual Meeting Proxy Statement: Our Board of Directors, p. 2; Board and Corporate Governance, p. 9 (Shareholder Engagement)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
102-22	Composition of the highest governance body and its committees	Emerson.com: Corporate Governance Emerson 2020 ESG Report: Champion (Board of Directors Policies), p. 31-32 Emerson 2021 Annual Meeting Proxy Statement: Our Board of Directors, p. 2; Board and Corporate Governance, p. 9 (Board Composition)	5 GENDER EQUALITY 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
102-23	Chair of the highest governance body	Emerson.com: Corporate Governance (Principles and Practices) Emerson 2020 ESG Report: Champion (Board of Directors Policies), p. 31-32 Emerson 2021 Annual Meeting Proxy Statement: Board and Corporate Governance, p. 8 (Board Leadership Structure)	
102-24	Nominating and selecting the highest governance body	Emerson.com: Corporate Governance (Principles and Practices) Emerson 2021 Annual Meeting Proxy Statement: Board and Corporate Governance, p. 13 (Nomination Process)	5 GENDER EQUALITY 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	LOCATION/RESPONSE	RELATED UN SDGS
102-25	Conflicts of interest	Emerson 2020 ESG Report: Champion (Conflict of Interest Evaluation and Reporting), p. 35 Emerson 2021 Annual Meeting Proxy Statement: Board and Corporate Governance, p. 11 (Review, Approval or Ratification of Transactions with Related Persons; Director Independence) Corporate Social Responsibility: Operating Responsibly (Integrity and Ethics)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
102-26	Role of highest governance body in setting purpose, values, and strategy	Emerson 2020 ESG Report: Champion (Recent Corporate Governance Actions), p. 32 Emerson.com: Corporate Governance (Principles and Practices) Emerson.com: Corporate Governance and Nominating Committee Charter Emerson 2021 Annual Meeting Proxy Statement: Board and Corporate Governance, p. 7 (Sustainability and Corporate Social Responsibility)	
102-27	Collective knowledge of highest governance body	Emerson's Senior Vice President, General Counsel and Secretary briefs the Corporate Governance and Nominating Committee on corporate responsibility topics on at least an annual basis.	
102-28	Evaluating the highest governance body's performance	Emerson 2021 Annual Meeting Proxy Statement: Board and Corporate Governance, p. 13 (Board and Committee Evaluations)	
102-29	Identifying and managing economic, environmental, and social impacts	Emerson.com: Corporate Governance and Nominating Committee Charter Emerson 2020 ESG Report: Champion (Risk Management and Oversight), p. 33 Emerson 2021 Annual Meeting Proxy Statement: Board and Corporate Governance, p. 7 (Sustainability and Corporate Social Responsibility)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
102-30	Effectiveness of risk management processes	Emerson 2020 ESG Report: Champion (Risk Management and Oversight), p. 33 Emerson 2021 Annual Meeting Proxy Statement: Board and Corporate Governance, p. 7 (Sustainability and Corporate Social Responsibility)	
102-31	Review of economic, environmental, and social topics	Emerson 2020 ESG Report: Champion (Risk Management and Oversight), p. 33 Emerson 2021 Annual Meeting Proxy Statement: Board and Corporate Governance, p. 7 (Sustainability and Corporate Social Responsibility) Emerson.com: Corporate Governance and Nominating Committee Charter	
102-32	Highest governance body's role in sustainability reporting	The Environmental, Social and Governance Report is reviewed by the Emerson Board of Directors' Corporate Governance & Nominating Committee.	
102-33	Communicating critical concerns	Emerson 2021 Annual Meeting Proxy Statement: Communications with the Company and Obtaining Emerson Documents, p. 65 Emerson 2020 ESG Report: Champion (Ethics Hotline and Reporting Process), p. 35	
102-35	Remuneration policies	Emerson 2021 Annual Meeting Proxy Statement: Director Compensation, p. 14; Executive Compensation, p. 19	

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	LOCATION/RESPONSE	RELATED UN SDGS
102-36	Process for determining remuneration	Emerson 2021 Annual Meeting Proxy Statement: Director Compensation, p. 14; Executive Compensation, p. 19	
102-37	Stakeholders' involvement in remuneration	Emerson 2021 Annual Meeting Proxy Statement: Proxy Item No. 3: Advisory Vote on Executive Compensation, p. 58	
102-38	Annual total compensation ratio	Emerson 2021 Annual Meeting Proxy Statement: Pay Ratio Disclosure, p. 48	
102-40	List of stakeholder groups	Emerson.com: Corporate Governance (Trade Associations and Lobbying) Other organizations listed throughout the report	
102-41	Collective bargaining agreements	Emerson 2020 ESG Report: Inclusion (Labor Relations), p. 47	8 DECENT WORK AND ECONOMIC GROWTH
102-42	Identifying and selecting stakeholders	Emerson solicits and uses feedback from employees, customers, investors and analysts, community leaders, suppliers, regulator and NGOs to understand concerns and impacts of our operations on the environment, the economy and local communities.	
102-43	Approach to stakeholder engagement	Emerson 2021 Annual Meeting Proxy Statement: Our Board of Directors, p. 2; Board and Corporate Governance, p. 9 (Shareholder Engagement) Emerson 2020 ESG Report: Planet (Greening WITH Emerson), p. 22	
102-45	Entities included in the consolidated financial statements	Emerson 2020 Form 10-K: Subsidiaries of Emerson Electric Co., September 30, 2020	
102-48	Restatements of information	Emerson 2020 ESG Report: Planet (Tracking Our Environmental Footprint: Our Environmental Data), p. 16	
102-50	Reporting period	Emerson 2020 ESG Report: About This Report, p. 83	
102-51	Date of most recent report	May 2020	
102-52	Reporting cycle	Emerson 2020 ESG Report: About This Report, p. 83	
102-53	Contact point for questions regarding the report	Emerson 2020 ESG Report: About This Report, p. 83	
102-54	Claims of reporting in accordance with the GRI Standards	This material references GRI Standards 2018 as detailed in this index. Emerson 2020 ESG Report: About This Report, p. 83	
102-55	GRI content index	Emerson 2020 ESG Report: Referenced GRI Standards Index, p. 66-76	

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	LOCATION/RESPONSE	RELATED UN SDGS
ECONOMIC DISCLOSURES			
ECONOMIC PERFORMANCE			
201-1	Direct economic value generated and distributed	Emerson 2020 Form 10-K: Results of Operations	8 DECENT WORK AND ECONOMIC GROWTH
201-2	Financial implications and other risks and opportunities due to climate change	Emerson 2020 Form 10-K: Item 1A – Risk Factors Emerson 2020 CDP Response	13 CLIMATE ACTION
201-3	Defined benefit plan obligations and other retirement plans	Emerson 2020 Form 10-K: Notes to Consolidated Financial Statements; Retirement Plans	
INDIRECT ECONOMIC IMPACTS			
203-1	Infrastructure investments and services supported	Emerson 2020 ESG Report: Future (Advancing the Future of Our Communities), p. 55-57	5 GENDER EQUALITY 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES
203-2	Significant indirect economic impacts	Emerson 2020 ESG Report: Humanity, p. X; Future (Training the Workforce of the Future), p. 53-54; (Advancing the Future of Our Communities), p. 55-59; (STEM Education), p. 60-61	1 NO POVERTY 3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH
PROCUREMENT PRACTICES			
204-1	Proportion of spending on local suppliers	Emerson 2020 ESG Report: Champion (Regional Sourcing), p. 39	8 DECENT WORK AND ECONOMIC GROWTH
ANTI-CORRUPTION			
205-2	Communication and training about anti-corruption policies and procedures	Partially reported: Emerson 2020 ESG Report: Champion (Anti-Corruption Controls), p. 35	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
205-3	Confirmed incidents of corruption and actions taken	During the reporting period, Emerson did not experience any incidents of corruption that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	LOCATION/RESPONSE	RELATED UN SDGS
ANTI-COMPETITIVE BEHAVIOR			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	During the reporting period, Emerson was not identified as a participant in any legal actions alleging anticompetitive behavior or violations of anti-trust and monopoly legislation that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
ENVIRONMENT DISCLOSURES			
ENERGY			
302-1	Energy consumption within the organization	Emerson 2020 ESG Report: Planet (Electricity Use), p. 17 2020 CDP Climate Change Report	7 AFFORDABLE AND CLEAN ENERGY 8 DECENT WORK AND ECONOMIC GROWTH 12 RESPONSIBLE CONSUMPTION 13 CLIMATE ACTION
302-4	Reduction of energy consumption	Partially reported: Emerson 2020 ESG Report: Planet (Greening OF Emerson), p. 13-17 ; (Greening BY Emerson), p. 18-22	7 AFFORDABLE AND CLEAN ENERGY 8 DECENT WORK AND ECONOMIC GROWTH 12 RESPONSIBLE CONSUMPTION 13 CLIMATE ACTION
WATER			
303-1	Interactions with water as a shared resource	2020 CDP Water Security Report	6 CLEAN WATER AND SANITATION 12 RESPONSIBLE CONSUMPTION
303-3	Water withdrawal	2020 CDP Water Security Report	6 CLEAN WATER AND SANITATION 12 RESPONSIBLE CONSUMPTION
303-5	Water consumption	Partially reported: Emerson 2020 ESG Report: Planet (Water Consumption), p. 17	6 CLEAN WATER AND SANITATION 12 RESPONSIBLE CONSUMPTION

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	LOCATION/RESPONSE	RELATED UN SDGS
EMISSIONS			
305-1	Direct (Scope 1) GHG emissions	Emerson 2020 ESG Report: Planet (Greenhouse Gas Emissions), p. 16	3 GOOD HEALTH AND WELL-BEING 12 RESPONSIBLE CONSUMPTION 13 CLIMATE ACTION 14 LIFE BELOW WATER 15 LIFE ON LAND
305-2	Energy indirect (Scope 2) GHG emissions	Emerson 2020 ESG Report: Planet (Greenhouse Gas Emissions), p. 16	3 GOOD HEALTH AND WELL-BEING 12 RESPONSIBLE CONSUMPTION 13 CLIMATE ACTION 14 LIFE BELOW WATER 15 LIFE ON LAND
305-4	GHG emissions intensity	Emerson 2020 ESG Report: Planet (Emissions Intensity), p. 16	3 GOOD HEALTH AND WELL-BEING 12 RESPONSIBLE CONSUMPTION 13 CLIMATE ACTION 14 LIFE BELOW WATER 15 LIFE ON LAND
305-5	Reduction of GHG emissions	Emerson 2020 ESG Report: Planet (Greenhouse Gas Emissions), p. 16	3 GOOD HEALTH AND WELL-BEING 12 RESPONSIBLE CONSUMPTION 13 CLIMATE ACTION 14 LIFE BELOW WATER 15 LIFE ON LAND

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	LOCATION/RESPONSE	RELATED UN SDGS
ENVIRONMENTAL COMPLIANCE			
307-1	Noncompliance with environmental laws and regulations	Emerson 2020 ESG Report: Planet (Environmental Compliance), p. 17 In fiscal year 2020, environmental regulators inspected our facilities or were notified of incidents on 41 different occasions worldwide. Of these occasions in 2020, five resulted in monetary penalties, which totaled \$3,057.00.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
SUPPLIER ENVIRONMENTAL ASSESSMENT			
308-1	New suppliers that were screened using environmental criteria	Partially reported: Emerson 2020 ESG Report: Champion (Supplier Engagement), p. 37 ; (Supporting Supplier Sustainability), p. 38	
SOCIAL DISCLOSURES			
EMPLOYMENT			
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Partially reported: Emerson 2020 ESG Report: Inclusion (Wages and Benefits), p. 48	3 GOOD HEALTH AND WELL-BEING 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH
OCCUPATIONAL HEALTH AND SAFETY			
403-2	Hazard identification, risk assessment, and incident investigation	Partially reported: Emerson 2020 ESG Report: Humanity (Workplace Safety), p. 28	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH
403-3	Occupational health services	Partially reported: Emerson 2020 ESG Report: Humanity (Workplace Safety), p. 28	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH
403-4	Worker participation, consultation, and communication on occupational health and safety	Partially reported: Emerson 2020 ESG Report: Humanity (Workplace Safety), p. 28	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH
403-5	Worker training on occupational health and safety	Partially reported: Emerson 2020 ESG Report: Humanity (Workplace Safety), p. 28	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH
403-6	Promotion of worker health	Emerson 2020 ESG Report: Inclusion (Wages and Benefits), p. 48	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	LOCATION/RESPONSE	RELATED UN SDGS
403-9	Work-related injuries	Partially reported: Emerson 2020 ESG Report: Humanity (Health and Safety Performance), p. 29	<div style="background-color: #28a745; color: white; padding: 2px;">3 GOOD HEALTH AND WELL-BEING</div> <div style="background-color: #800000; color: white; padding: 2px;">8 DECENT WORK AND ECONOMIC GROWTH</div>
TRAINING AND EDUCATION			
404-2	Programs for upgrading employee skills and transition assistance programs	Emerson.com: Careers (Training & Development) Emerson.com: Investing in People (Transition Assistance) Emerson 2020 ESG Report: Inclusion (Training and Development), p. 49-50	<div style="background-color: #800000; color: white; padding: 2px;">8 DECENT WORK AND ECONOMIC GROWTH</div>
404-3	Percentage of employees receiving regular performance and career development reviews	Partially reported: Emerson 2020 ESG Report: Inclusion (Performance Reviews), p. 50	<div style="background-color: #ff5722; color: white; padding: 2px;">5 GENDER EQUALITY</div> <div style="background-color: #800000; color: white; padding: 2px;">8 DECENT WORK AND ECONOMIC GROWTH</div> <div style="background-color: #e91e63; color: white; padding: 2px;">10 REDUCED INEQUALITIES</div>
405-1	Diversity of governance bodies and employees	Partially reported: Emerson 2020 ESG Report: Inclusion (Emerson’s Workforce Diversity), p. 46 Emerson 2021 Annual Meeting Proxy Statement: Board Diversity, p. 3	<div style="background-color: #ff5722; color: white; padding: 2px;">5 GENDER EQUALITY</div> <div style="background-color: #800000; color: white; padding: 2px;">8 DECENT WORK AND ECONOMIC GROWTH</div>
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Partially reported: Emerson 2020 ESG Report: Inclusion (Labor Relations), p. 47	<div style="background-color: #800000; color: white; padding: 2px;">8 DECENT WORK AND ECONOMIC GROWTH</div>
CHILD LABOR			
408-1	Operations and suppliers at significant risk for incidents of child labor	Partially reported: Emerson 2020 ESG Report: Inclusion (Human Rights), p. 48	<div style="background-color: #800000; color: white; padding: 2px;">8 DECENT WORK AND ECONOMIC GROWTH</div> <div style="background-color: #004a80; color: white; padding: 2px;">16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div>
FORCED OR COMPULSORY LABOR			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Partially reported: Emerson 2020 ESG Report: Inclusion (Human Rights), p. 48	<div style="background-color: #800000; color: white; padding: 2px;">8 DECENT WORK AND ECONOMIC GROWTH</div>
HUMAN RIGHTS ASSESSMENT			
412-1	Operations that have been subject to human rights reviews or impact assessments	Emerson 2020 ESG Report: Champion (Supplier Engagement), p. 37	

DISCLOSURE	GRI STANDARDS DISCLOSURE TITLE	LOCATION/RESPONSE	RELATED UN SDGS
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Emerson 2020 ESG Report: Champion (Affirming Supplier Responsibility), p. 37	
SUPPLIER SOCIAL ASSESSMENT			
414-1	New suppliers that were screened using social criteria	Partially reported: Emerson 2020 ESG Report: Champion (Affirming Supplier Responsibility), p. 37	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #e31a1c; color: white; padding: 2px 5px; margin-bottom: 2px;">5 GENDER EQUALITY</div> <div style="background-color: #800000; color: white; padding: 2px 5px; margin-bottom: 2px;">8 DECENT WORK AND ECONOMIC GROWTH</div> <div style="background-color: #003366; color: white; padding: 2px 5px;">16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div> </div>
PUBLIC POLICY			
415-1	Political contributions	Emerson 2020 ESG Report: Champion (Political Participation), p. 33 Emerson.com: Corporate Governance (Political Contributions)	<div style="background-color: #003366; color: white; padding: 2px 5px;">16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div>
CUSTOMER HEALTH AND SAFETY			
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	During the reporting period, Emerson identified no new incidents of noncompliance with regulations and/or voluntary codes concerning the health and safety impacts of Emerson products and services that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.	<div style="background-color: #003366; color: white; padding: 2px 5px;">16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div>
MARKETING AND LABELING			
417-2	Incidents of noncompliance concerning product and service information and labeling	During the reporting period, Emerson identified no new incidents of noncompliance with regulations and/or voluntary codes concerning the health and safety impacts of Emerson products and services that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.	<div style="background-color: #003366; color: white; padding: 2px 5px;">16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div>
417-3	Incidents of noncompliance concerning marketing communications	During the reporting period, Emerson identified no new incidents of noncompliance with regulations and/or voluntary codes concerning the marketing communications of Emerson products and services that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.	<div style="background-color: #003366; color: white; padding: 2px 5px;">16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div>
SOCIOECONOMIC COMPLIANCE			
419-1	Noncompliance with laws and regulations in the social and economic area	During the reporting period, Emerson identified no noncompliance with laws and/or regulations in the social and economic area that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.	

The following preliminary disclosure is aligned to the Sustainability Accounting Standards Board (SASB) framework for the sector denoted as “Resource Transformation — Electrical and Electric Equipment (EE).” However, given the diversified nature of Emerson’s business, our company does not fit squarely within one single industry. We have therefore included metrics aligned to other industry sectors we believe would be of interest to our stakeholders. Emerson will continue to evaluate the disclosure of additional topics as these emerge, considering relevance, availability of high-quality data and competitive sensitivities.

DISCLOSURE TOPIC	METRIC	SASB CODE	UNITS	EMERSON METRIC / DISCLOSURE LOCATION
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	RT-CH-110a.1	Metric tons (t) CO ₂ e, Percentage (%)	Emerson 2020 ESG Report, Emissions Intensity and GHG Emissions, p. 16 : 135,308 MT CO ₂ e
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets and analysis of performance against targets	RT-CH-110a.2	N/A	Emerson 2020 ESG Report, Greening OF Emerson, p. 11 ; Reducing our GHG Emissions, p. 14 2020 CDP Climate Change Report
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with high or extremely high baseline water stress	RT-CH-140a.1	Thousand cubic meters (m ³), Percentage (%)	2020 CDP Water Security Report, Section W1.2b , 4,377 megaliters withdrawn Emerson 2020 ESG Report, Water Consumption, p. 17 : 942,189,954 U.S. gallons (3,567 megaliters)
	Number of incidents of non-compliance associated with water quality permits, standards and regulations	RT-CH-140a.2	Number	2020 CDP Water Security Report, Section W2.2a , three total water-related fines, none of which are considered significant
	Description of water management risks and discussion of strategies and practices to mitigate those risks	RT-CH-140a.3	N/A	2020 CDP Water Security Report, Section W3.3

DISCLOSURE TOPIC	METRIC	SASB CODE	UNITS	EMERSON METRIC / DISCLOSURE LOCATION
Employee Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	RT-IG-320a.1	Rate	Emerson 2020 ESG Report, Emerson Global Health and Safety Performance, p. 29 : 0.34 total recordable rate of injuries
Business Ethics	Description of policies and practices for prevention of: (1) corruption and bribery; (2) anti-competitive behavior	RT-EE-510a.1	N/A	Emerson 2020 ESG Report, Anti-Corruption Controls, p. 35 Emerson Employee Code of Conduct, Giving Gifts or Other Things of Value and Bribery, p. 9 ; Antitrust or Anti-competition, p. 14 Emerson Business Ethics Emerson Supplier Code of Conduct
	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	RT-EE-510a.2	Reporting currency	SEC Filings: Information on legal proceedings is disclosed in our Annual Report on Form 10-K and in our Quarterly Reports on Form 10-Q
	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	RT-EE-510a.3	Reporting currency	SEC Filings: Information on legal proceedings is disclosed in our Annual Report on Form 10-K and in our Quarterly Reports on Form 10-Q
Activity Metrics	Number of employees	RT-EE-000.B	Number	Emerson 2020 Form 10-K: Item 1 – Business, Human Capital Resources: approximately 83,500 employees at September 30, 2020

The table below is a preliminary disclosure of Emerson’s publicly available climate-related information using the framework developed by the Task Force on Climate-Related Financial Disclosures (TCFD). It contains our responses to each of TCFD’s recommendations, as well as the location of these disclosures.

GOVERNANCE

Disclose the organization’s governance around climate-related risks and opportunities.

SUMMARY RESPONSE	RECOMMENDED DISCLOSURE	DISCLOSURE LOCATION
<p>The Board of Directors assumes responsibility for the oversight of Emerson’s risk management and strategy. This oversight is designed to provide to the Board timely visibility into the identification, reporting, assessment, and management of critical risks, including climate-related risks, and opportunities. The Corporate Governance and Nominating Committee assists the Board in the oversight of the company’s sustainability initiatives, including the company’s Environmental, Social and Governance Report.</p> <p>Our CEO engages directly with the Board to report progress toward greenhouse gas (GHG) targets. Our Corporate Operations Group and Environmental Affairs Group monitor performance against these targets. Each business unit measures and tracks its performance on a quarterly basis and reports it to Corporate management.</p> <p>The members of the Office of the Chief Executive (OCE), which includes the most senior leaders of the company, bring the relevant experience essential to developing and executing our climate-related strategies. An Environmental Sustainability Steering Committee, comprised of many of these executive leaders, meets bi-annually to evaluate the company’s sustainability strategy.</p>	<p>a. Describe the board’s oversight of climate-related risks and opportunities.</p> <p>b. Describe management’s role in assessing and managing climate-related risks and opportunities.</p>	<p>2020 CDP Climate Change Report, sections C1.1a, C.1.1b Emerson 2021 Annual Meeting Proxy Statement: Board and Corporate Governance, p. 7 (Sustainability and Corporate Social Responsibility) Emerson 2020 ESG Report, Risk Management and Oversight, p. 33</p> <p>2020 CDP Climate Change Report, sections C1.2, C1.2a</p>

STRATEGY

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning where such information is material.

SUMMARY RESPONSE	RECOMMENDED DISCLOSURE	DISCLOSURE LOCATION
Emerson is committed to developing and maintaining sustainable, responsible practices and offerings in its global operations to create value for customers and shareholders. Our business strategy and product development processes take into consideration the implications of climate change. Climate-related risks and opportunities are considered in our strategies throughout the business and value chain, including within product development, supplier engagement, business objectives and operations and financial planning. Emerson does not expect climate-related scenarios to impact the business in any meaningful way in the immediate future.	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	2020 CDP Climate Change Report, Risks and Opportunities, section C2
	b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	2020 CDP Climate Change Report, sections C2.3a, C2.4a, C3.1, C.3.1c C.3.1d
	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	2020 CDP Climate Change Report, Business Strategy, section C3

RISK MANAGEMENT

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning where such information is material.

SUMMARY RESPONSE	RECOMMENDED DISCLOSURE	DISCLOSURE LOCATION
Emerson identifies climate-related risks as those with the potential for substantive financial or strategic impact to our business, operations, revenue or expenditures that would impact our ability to successfully deliver products to our customers. Emerson considers various climate-related risks as part of an integrated multidisciplinary, company-wide risk management process. The Audit Committee supports the Board in risk management. In addition, business operations include regular monitoring, mitigation and control. Each year, there is a review of the company's climate-related activities, audits and expenditures.	a. Describe the organization's processes for identifying and assessing climate-related risks	2020 CDP Climate Change Report, sections C2.1b, C2.2
	b. Describe the organization's processes for managing climate-related risks	2020 CDP Climate Change Report, section C2.2
	c. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	2020 CDP Climate Change Report, sections C1.1a, C.1.1b, C1.2, C1.2a

METRICS AND TARGETS

Disclose how the organization identifies, assesses, and manages climate-related risks.

SUMMARY RESPONSE	RECOMMENDED DISCLOSURE	DISCLOSURE LOCATION
<p>In 2019, Emerson announced a target to reduce greenhouse gas emissions by 20%, normalized to sales, by the year 2028. The company's intensity goal covers 185 of our global manufacturing facilities where we own, operate and have control over operations. This represents roughly 80% of our scope 1 and 2 GHG footprint. Emerson has disclosed its Scope 1 and Scope 2 GHG emissions and marked a decrease in gross global emissions compared to the previous reporting year. Emerson has used protocols from The Greenhouse Gas Protocol and source documents from the U.S. Environmental Protection Agency to guide methodologies, emission factors and collection of data.</p>	<ul style="list-style-type: none">a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.c. Describe the targets used by organization to manage climate-related risks and opportunities and performance against targets.	<p>2020 CDP Climate Change Report, Business Strategy, section C3</p> <p>2020 CDP Climate Change Report, sections C2.2a, C3.1d, C6.1, C6.2, C6.3, C7.6a, C7.9a Emerson 2020 ESG Report, Tracking Our Environmental Footprint: Our Environmental Data, p. 16</p> <p>2020 CDP Climate Change Report, section C4.1b Emerson 2020 ESG Report, Reducing Our GHG Emissions, p. 14; Tracking Our Environmental Footprint: Our Environmental Data, p. 16-17</p>



**ABOUT
THIS
REPORT**

The Emerson 2020 Environmental, Social and Governance Report presents information focused primarily on data collected and activities that occurred during calendar 2020 or Emerson’s fiscal 2020 (October 1, 2019 – September 30, 2020), except where indicated otherwise.

On October 1, 2020, the Company completed the acquisition of Open Systems International, Inc., a leading operations technology software provider in the global power industry. This business will be reported in the Automation Solutions segment. In fiscal 2020, the Company acquired three businesses, two in the Automation Solutions segment and one in the Climate Technologies segment, for \$126 million, net of cash acquired.

Where appropriate, we have indicated whether the data we present here includes discontinued businesses.

This report presents information that references selected Global Reporting Initiative (GRI) Standards 2018 and United Nations Sustainability Goals (SDGs), unless noted otherwise. Please see the Referenced GRI Index beginning on [Page 66](#) for details.

We expect to update this report annually. However, we undertake no obligation to update any statements herein to reflect later developments. This report may contain forward-looking statements that are not strictly historical and may involve risks and uncertainties. These risks and uncertainties include economic and currency conditions, market demand, pricing, protection of intellectual property, and competitive and technological factors, among others, as set forth in Emerson’s most recent Annual Report on Form 10-K and subsequent reports filed with the U.S. Securities & Exchange Commission.

Safe Harbor Statement

This Report contains various forward-looking statements and includes assumptions concerning Emerson’s operations, future results and prospects. These forward-looking statements are based on current expectations and are subject to risks and uncertainties. Emerson undertakes no obligation to update any such statements to reflect later developments. In connection with the “safe harbor” provisions of the Private Securities Litigation Reform Act of 1995, Emerson provides the following cautionary statements identifying important economic, political and technological factors, among others, changes in which could cause the actual results or events to differ materially from those set forth in or implied by the forward-looking statements and related assumptions. Such factors include, but are not limited to, the following: (1) the current and future business environment, including capital and consumer spending, potential volatility of the end markets served, interest rates, and currency exchange rates; (2) competitive factors and competitor responses to Emerson initiatives; (3) development and market introduction of anticipated new products; (4) the ability to defend and protect our intellectual property rights; (5) favorable environments for and execution of acquisitions and divestitures, domestic and foreign, including regulatory requirements and market values of candidates; (6) integration of acquisitions and separation of disposed businesses; (7) the availability of raw materials and purchased components; (8) stability of governments and business conditions in countries where we operate which could result in adverse changes in exchange rates, changes in regulation, tariffs or trade barriers, nationalization of facilities or disruption of operations; (9) unrestricted access to capital markets; (10) our ability to attract, develop and retain key personnel; (11) ability to prevent security breaches or disruptions of our information technology systems; (12) impact of potential product failures or similar events caused by product defects, cybersecurity incidents or other intentional acts; (13) the scope, duration and ultimate impact of the COVID-19 pandemic (as well as oil and gas price declines and volatility) on the global economy and our customers; (14) changes in tax rates, laws or regulations and the resolution of tax disputes in U.S. and non-U.S. jurisdictions; (15) the impact of improper conduct by our employees, agents or business partners; and (16) the outcome of pending and future litigation, including environmental compliance. Statements in this Report regarding our aspirational purpose, causes, values, and related commitments, goals or targets, including those regarding sustainability, greenhouse gas emissions, inclusion or other initiatives, contain forward looking statements and are also intended to qualify for the protections of the “safe harbor” protections of the Private Securities Litigation Reform Act of 1995. Such statements are intended to help Emerson adapt and rise to the call of our various stakeholders. Because success in these areas depends on the collective efforts of others and other factors such as competing economic and regulatory factors, technical advances, policy changes, labor markets, availability of candidates, and supplier and customer engagement, there may be times where actual outcomes vary from those expected. While we strive to live our purpose and make a positive impact on society while continuing to advance towards our commitments, sometimes challenges may delay or block progress and we cannot assure you that the results reflected or implied by any such statements will be realized or achieved.



7AC Technologies, Inc., American Governor Company, Appleton, ASCO, Aventics, Bettis, Branson, Charles F. Knight Learning Center, Copeland, Copeland Scroll, DeltaV, Emerson, Emerson Automation Solutions, Emerson Charitable Trust, Emerson Commercial & Residential Solutions, Emerson Educational Services, Fisher, Greenlee, Grind2Energy, HTE, InSinkErator, Keystone, Klauke, KTM, Lumity, Micro Motion, Mimic Simulation Software, Open Systems International, Inc. (OSI Inc.), Ovation, PACSystems, Plantweb, Plantweb Optics, Performance Learning Platforms, Progea Group, RIDGID, Rosemount, Sensi, Vanessa, Verdant, Vilter, are trademarks, service marks and/or trade names of Emerson, its subsidiaries, affiliates, investments, or joint ventures.

Abu Dhabi Company for Onshore Oil Operations, ADIPEC Awards Inclusion and Diversity Companies of Year, American Red Cross, BestPrep eMentors Program, Center of Creative Arts (COCA), CEO Action for Diversity and Inclusion, Chief Learning Officer Excellence in Innovation Award,

CMB.TECH, Committee of Sponsoring Organizations of the Treadway Commission (COSO), Consortium for Graduate Study in Management, Dayton Art Institute, Dayton Performing Arts Alliance, Dragos, DCP Midstream, LLC., Disabled American Veterans, Edison Award, Enbridge, ENERGY STAR, ENERGY STAR Buildings and Plants Partnership, ENERGY STAR Partner of the Year, European Clean Hydrogen Alliance, European Raw Material Alliance (ERMA), Florida State University, Forbes Magazine World's Best Large Employers, Forbes Magazine Best Employers for Diversity, Fortune 500 America's Largest Corporations by Revenue, Fortune World's Most Admired, Ghent University, Global Reporting Initiatives (GRI), Harvard University, Haskel, Hiring Our Heroes, Human Resources Asia HR Distinction Award - Excellence in Leadership Development, Human Rights Campaign Corporate Equality Index, Human Rights Campaign Best Places to Work for LGBTQ Equality, Hydro Quebec, Intercultural Development Inventory® (IDI), International Association for Talent Development Excellence in Practice Award, International Labor Organization's Women in STEM Workforce Readiness and Development Program,

Lakeside Controls, Lamar University (LU), Lamar Institute of Technology (LiT), Lorain County LGBTQ and Allies Task Force, Minnesota Future City Competition, Missouri Botanical Garden, Missouri Ethics Commission, Missouri Historical Society, National Association of Manufacturers, The National Association of Manufacturers STEP Ahead Awards, National Renewable Energy Laboratory (NREL), National Society of Black Engineers (NSBE), Newsweek's America's Most Responsible Companies, Northwestern University, Responsible Minerals Initiative (RMI), Round Rock Area Serving Center, Saint Louis Science Center, Saint Louis PrideFest, Securities and Exchange Commission (SEC), Society of Women Engineers (SWE), Society of Women Engineers Mission Award, Southeast Louisiana Chapter, Spartan Controls, Sustainability Accounting Standards Board (SASB), STEM Workforce Diversity Magazine Top 50 Employer, Task Force on Climate-related Financial Disclosures (TCFD), Texas A&M University, The Energy and Resources Institute-School of Advanced Studies (TERI-SAS), The Magic House,

The Muny, UN Food and Agriculture Organization, United Nations Sustainable Development Goals, United States Green Building Council (USGBC), United Way, University College Ghent, University of Cambridge, University of Dayton, University of Michigan, United States Department of Justice, United States Environmental Protection Agency, Victoria Theatre Association, Washington University, Woman Engineer Magazine Top 50 Employer, Women in Manufacturing Education Foundation, and their related designs and logotypes used in this Environmental, Social and Governance Report are trademarks, service marks and/or trade names of their owner, and are not owned or affiliated with Emerson.

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