

Better together



Oshkosh Corporation
2020 Sustainability Report



A message from our President and Chief Executive Officer



2020 was an unprecedented year. The world faced the challenges of COVID-19 and the need to address racial injustice. Throughout, we relied on our core values to guide us: we put people first, we do the right thing, we persevere and we are better together. Whether it was ensuring the health and safety of our people, finding new and innovative ways to continue supplying our products to people doing critical work, caring for communities or helping our team transform how they worked, our values provided the foundation for how we approached these extraordinary challenges.

While navigating this difficult year, we made important progress in our four key sustainability focus areas: empowering our people, developing innovative products, building communities and operating sustainably.

EMPOWERING OUR PEOPLE

Our People First culture empowers our team to be their best selves so that we can support those who build, serve and protect people and communities around the world. We continued important work this year to advance diversity and inclusion, as well as wellbeing and professional development. In response to racial injustice, we held listening sessions to understand our teams' personal experiences with discrimination, we provided opportunities for team members to learn about their biases, we continued our work with the CEO Action for Diversity & Inclusion Coalition, including naming an Oshkosh Corporation team member to their Racial Equity fellowship. We also launched three new Employee Business Resource Groups focused on multicultural, LGBTQ+ and intergenerational members.

DEVELOPING INNOVATIVE PRODUCTS

We have a long history of innovation that combines industry-leading technology and operational strength to empower and protect the everyday hero. We continued our development in electric and hybrid vehicles this year with the launch of the JLG DaVinci™ all-electric scissor lift. Powered by a single lithium-ion battery, DaVinci is the first scissor lift to recover energy as it descends, decreasing power consumption by 70%.

BUILDING COMMUNITIES

Strengthening our communities was especially important this year because the need was so great. In response to the pandemic, we partnered with nonprofits to understand how we could help meet their needs. As part of our commitment to giving back, in 2020, Oshkosh Corporation and the Oshkosh Corporation Foundation donated approximately \$2.2 million to local communities, a nearly \$300,000 increase from the previous year, with over 12,100 hours volunteered by our team members, giving their time and talent throughout the year.

OPERATING SUSTAINABLY

Protecting the planet that we all call home is important to us. We work hard to reduce the environmental impact of our operations and the products we build. We continue to develop new ways to transform how we operate more efficiently and sustainably. Since 2014, we've reduced our greenhouse gas emissions intensity by 21.4%, getting us closer to our goal of 25% reduction by 2024. We also diverted 82.5% of waste from the landfill in 2020, getting us closer to our goal of achieving 90% by 2024.

Looking back at this year, I am proud of the perseverance we demonstrated and the difference we made. We transformed how we worked navigating through a global pandemic. We continued to deliver products and services to those doing critical work while making advances in social responsibility and sustainability. Though the challenges are still many, we will continue to meet those challenges as we persevere and grow stronger and better together.

JOHN C. PFEIFER

PRESIDENT AND CHIEF EXECUTIVE OFFICER

We are better together

At Oshkosh Corporation, our purpose is to make a difference in people's lives. For over 100 years, we have been industry leaders, building some of the world's toughest vehicles and access equipment to serve and protect people and communities around the world. But our impact is about more than just our innovative products and the everyday heroes they support. We help our team members reach their highest potential; support their wellbeing and personal and professional development; and collaborate on a common purpose. We build and strengthen the communities where we live and work. And we strive to reduce the environmental impact of our operations and products so that we can all share a better future.

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About this report (inside back cover)

Empowering our people

42%

full-time, non-production hires considered diverse

8

hours of training per team member on average

Developing innovative products

\$104M

in Research and Development investment

25,270

electric, emission-free or hybrid units sold

Building communities

\$33K

distributed to team members through the Oshkosh Cares Fund

\$2.2M

in community donations

Operating sustainably

768K

reusable packaging containers used, reducing waste by 10.4M pounds

82.5%

waste diverted from landfill in 2020^{1,2}

Governance and ethics

30%

of our board of directors considered diverse

100%

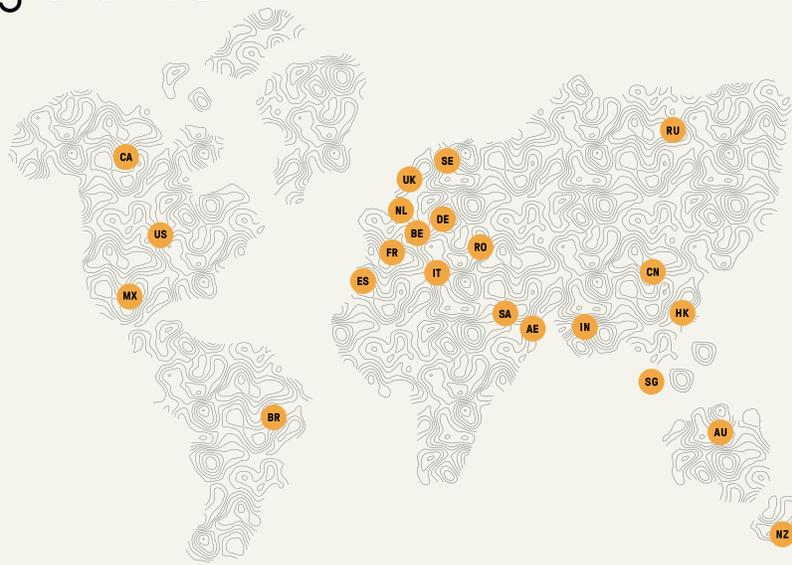
of employees trained on The Oshkosh Way, our code of conduct and ethics

¹ This data has been externally verified. See p. 48 for assurance statement.
² See p. 35, footnote 4 for detailed total waste definition.

ABOUT OSHKOSH CORPORATION

A portfolio of leading brands

We are home to nine leading brands that strengthen and support each other. We are uniquely positioned to share efficiencies and innovations across our brands, helping us advance industries and make a positive difference in people's lives.



JLG

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



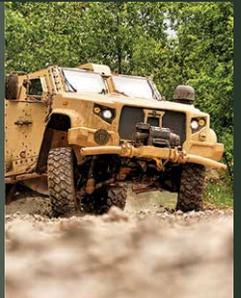
JERR-DAN

Towing & recovery vehicles



OSHKOSH
DEFENSE

Tactical wheeled vehicles & life cycle sustainment services



Pierce

Custom fire apparatus



OSHKOSH
AIRPORT PRODUCTS

Aircraft rescue, firefighting & snow removal vehicles



FRONTLINE
COMMUNICATIONS

Integrated communication & broadcast vehicles



McNeilus

Refuse collection vehicles & concrete mixers



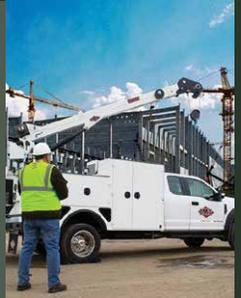
LONDON

Concrete mixers & refuse collection vehicles



IMT

Field service vehicles & truck mounted cranes



CORE VALUES

We put people first

We do the right thing

We persevere

We are better together

Our core values provide the foundation for how we live our purpose – to make a difference in people’s lives – and ensure an ethical and People First culture. We strive to live our values every day, in all that we do, no matter the circumstances. These values became more important than ever in 2020, and helped lead us through numerous unprecedented challenges together.

By the numbers*

14K+

team members

28

manufacturing facilities
around the world

\$103.9M

spent on research and development
globally

\$2.9B

shareholder equity

\$6.9B

net sales

\$488.7M

operating income

5TH
CONSECUTIVE YEAR

ONE OF
ETHISPHERE'S
WORLD'S MOST
ETHICAL COMPANIES

2ND
CONSECUTIVE YEAR

MEMBER OF
2020 DOW JONES
SUSTAINABILITY
WORLD INDEX (DJSI)

3RD
CONSECUTIVE YEAR

ONE OF
BARRON'S TOP 100 MOST
SUSTAINABLE
COMPANIES

2ND
CONSECUTIVE YEAR

2020
IDG CIO HONOREE

* As of September 30, 2020

OUR SUSTAINABILITY FOCUS AREAS

We strive to make a positive difference in people's lives

To do so, we focus our sustainability efforts on the following four areas. Our commitment to sustainability is woven throughout our organization, in ways we detail in this report. We also work to align our efforts with the United Nations Sustainable Development Goals (SDGs) to promote global sustainable growth.

EMPOWERING OUR PEOPLE

Our team members collaborate together to work on something bigger than themselves and make real-world impact. We support our team members through six focus areas:

- People First
- Diversity and inclusion
- Connection to our purpose
- Personal and professional growth
- Wellbeing
- Safety

1,100

team members have completed unconscious bias training

7

Employee Business Resource Groups

DEVELOPING INNOVATIVE PRODUCTS

We do more than build machines – our technology and innovation move industries forward, through a relentless focus on those who rely on our products and on what matters most, including:

- Sustainable products
- New product development
- Product safety, quality and reliability

1,300

team members fully dedicated to research and development

25,270

electric, emissions-free or hybrid units sold in 2020

SDG 3: GOOD HEALTH AND WELLBEING

Our highest priorities are the safety and health of our team members and the people that use our products. In addition to rigorous workplace (p. 15) and product safety (p. 24) programs, we support the physical, financial and emotional wellbeing of our team members and their families through a range of initiatives (p. 17).

SDG 5: GENDER EQUALITY

We are committed to building an inclusive workplace with equal opportunities for all. This is central to our People First culture and is enshrined in The Oshkosh Way. For more on how we support diversity, see p. 14.



SDG 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE

We pursue innovative solutions that support and protect our customers and end users (p. 20). We are also continuously evolving to reduce the environmental impact of our operations and products (pp. 34–39).



BUILDING COMMUNITIES

Caring for our communities is an important part of our commitment to always doing the right thing. We build and strengthen communities through a philanthropy strategy focused on:

- Basic Needs & Self-Sufficiency
- Youth Mentoring
- Oshkosh Family Excellence
- Industry-Connected Nonprofits

\$147K

donated as part of Oshkosh Excellence Awards

33K

students engaged in STEM mentorship since 2014

OPERATING SUSTAINABLY

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

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

21.4%

reduction in greenhouse gas (GHG) emissions intensity since 2014¹

10.4M

pounds of waste avoided with reusable packaging

SDG 2: ZERO HUNGER

A core focus of our philanthropic activities is to eliminate barriers, like hunger and lack of food security, that prevent individuals from improving their lives and meeting their full potential (p. 29).

SDG 4: QUALITY EDUCATION

Quality education empowers people to reach their full potential. We support education and workforce development in the communities where we operate (p. 13), and we offer scholarships for our team members' children (p. 29).

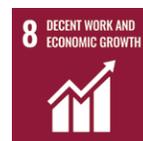


SDG 8: DECENT WORK AND ECONOMIC GROWTH

We provide good jobs to more than 14,000 team members, supporting economic and workforce development in the places where we operate (p. 13). We are committed to human rights and decent working conditions in all our locations, and expect the same of our suppliers (p. 16).

SDG 12: RESPONSIBLE CONSUMPTION AND PRODUCTION

We constantly strive to make our own operations and products more responsible by minimizing energy use and emissions, reducing waste and remanufacturing our vehicles (p. 22). Through these programs, apprentices work closely with our team members on real-world programs while earning high school or college credits.



¹ 2014 energy use and GHG adjusted to account for additional fuel sources added in 2020.

CLIMATE CHANGE

We see both risks and opportunities associated with climate change and society's response to it

In 2020, we continued to see the impacts of climate change all around us, from historic wildfires to rising sea levels and a record hurricane season.

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

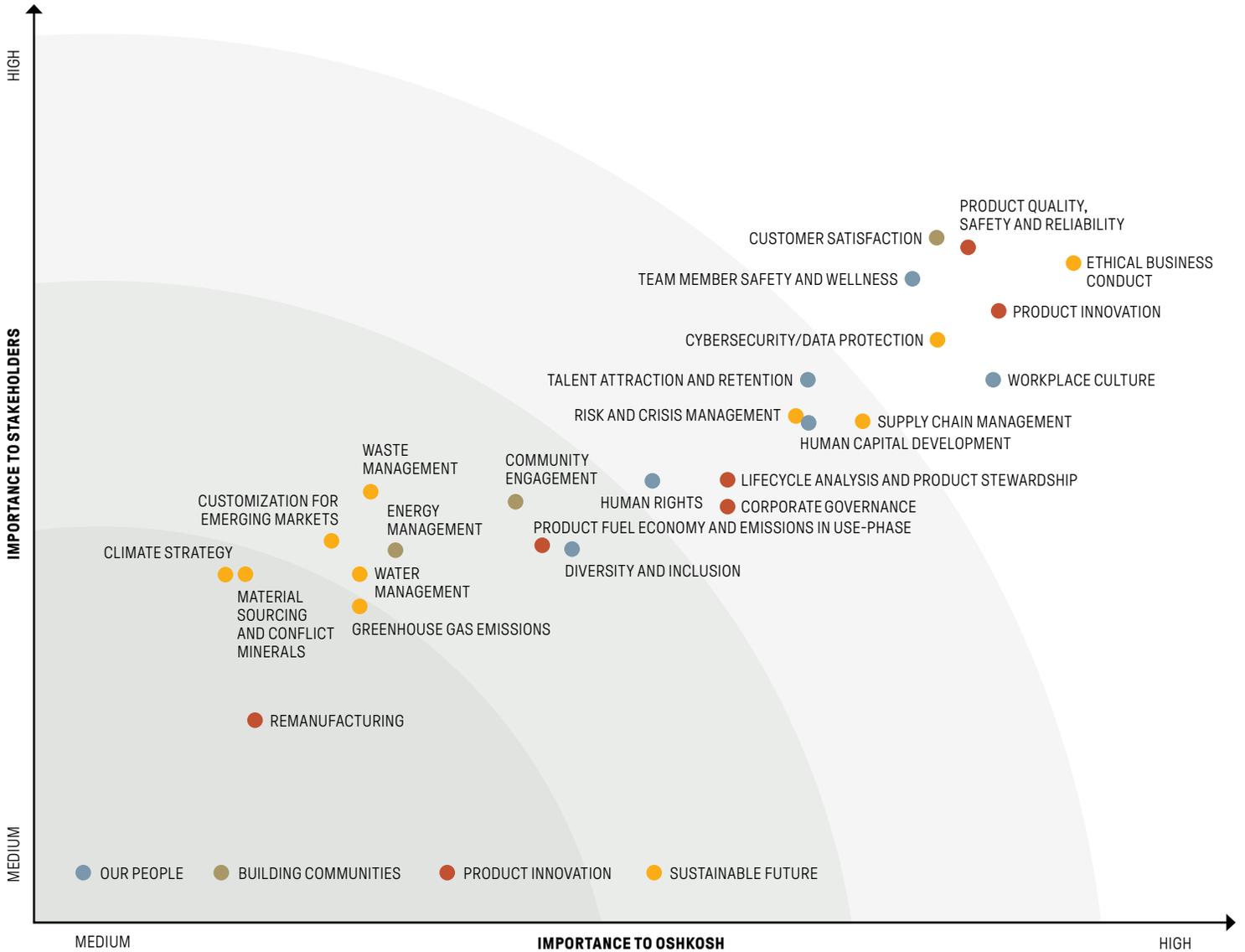
We also see opportunities for our business. For example, we are offering more electric-powered vehicles and products as customer demand shifts to lower carbon products.

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



MATERIALITY ASSESSMENT

We systematically evaluate and address our most significant impacts



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

In 2020, we updated our materiality assessment. As an initial step in this process we reviewed relevant documents, including sustainability frameworks and guidelines such as GRI, SASB, DJSI and ISS; peer benchmarking; and perspectives of key stakeholder groups. We also surveyed our internal leadership team. As an enhancement to our

previous materiality assessment, we engaged with external stakeholders, including investors, customers, prospective team members, suppliers and community members to assess their perspectives on our material issues. The results of this analysis, reflected in the graphic above, largely confirm our prioritization of material issues. While all the issues on the chart are important, the issues in the upper right portion of the chart ranked as the most important to our stakeholders and our company. This assessment is an input into how we prioritize the issues we discuss in this report and we have programs in place to address both the risks and opportunities these issues represent.

People are our priority

Our People First culture is at the core of everything we do at Oshkosh Corporation. Our team members are the heart and soul of our organization, and we are committed to creating a workplace where every team member feels valued, respected and engaged. In 2020, as we faced unprecedented challenges, this culture was more important than ever. While navigating the pandemic was new territory, our People First culture and our core values guided the way as we focused on keeping team members safe, while they continued to advance our purpose to make a difference in people's lives.

HIGHLIGHTS

We work continuously to create a safe and inclusive workplace that allows our team members to reach their full potential. Our People First culture includes a range of initiatives to achieve this, including:

- Attracting and advancing new and diverse talent through targeted internship, apprenticeship and training programs.
- Supporting our team members' continual improvement through a range of leadership development, training and educational programs.

42%

of full-time, non-production new hires identify as diverse

118,000

hours of training completed by team members through Your Oshkosh University



TEAM MEMBER ENGAGEMENT

Open, frequent communication with team members is an essential part of our engagement strategy

In 2020, many of our people switched to remote work, introducing new challenges for keeping our team engaged and productive. We adapted our usual communications strategies to ensure that, even though we were physically apart, our team members still felt connected.

We distributed a regular newsletter, “We Are Better Together,” held frequent virtual town halls and shared videos through our YouTube channel. To help keep our team members safe and engaged, we regularly shared health and safety information related to the pandemic, and established the MyOshkosh Community platform for team members to connect and share stories, activities and resources from afar.

In 2020, we also continued our journey towards a conversation-based performance review model focused on regular check-ins between leaders and team members. This approach includes an annual performance rating and it provides opportunities to build the skills needed to effectively manage performance and development. In response to the pandemic, these check-ins became an important way to stay connected, and we provided training for team leaders on how to effectively implement the model remotely. We also conduct a team member engagement survey every two years to understand needs across the Company and potential areas for improvement.

Volunteering has long been an important element of our culture and team member engagement. Though the events of 2020 made in-person volunteering difficult, our team members still found ways to make positive contributions within the communities where we live and work.

Oshkosh Excellence Awards – rewarding innovation, fostering connection

For the last seven years, we have held the Oshkosh Excellence Awards (OEAs), an annual competition that invites team members to submit innovative ideas to foster improvements for our culture, operations, products and customers. Team members collaborate to develop proposals in five categories: Environmental responsibility, Innovative excellence, Delighting our customers, Quick wins and Human development.

These ideas result in real-world improvements to our processes, and winning teams are recognized for their innovative approaches and impact on the business. Oshkosh Corporation Foundation also donates to charities chosen by each winning team, helping to support local communities.

In 2020, 2,900 team members around the world submitted a total of nearly 900 OEA ideas, including ways to reduce production waste and wastewater discharge and improve team member ergonomic safety.

2,900

team members submitted a total of nearly 900 OEA ideas

“THE GREATEST RESOURCE FOR ROTATIONAL ENGINEERS IS THE OPPORTUNITY TO WORK WITH SO MANY TEAM MEMBERS WHO COACH US ON BEST PRACTICES. WE LEARN QUICKLY AND FROM A VARIETY OF EXPERIENCES OVER THE TWO-YEAR PROGRAM.”

– Rachel Kolb, Design Engineer





TEAM MEMBER DEVELOPMENT PROGRAMS

We empower our team members to discover their full potential

When our team members realize their greatest potential, so does our Company. We provide meaningful opportunities, connections and experiences for all of our people to learn and evolve throughout their careers. We regularly evaluate the impact of our training and career development programs and are working to develop training and development goals for every team member.

Training and development

We provide growth and development opportunities for team members at every level of the organization. Our leadership training supports our People First culture through programs like Lens of Leadership, focused on building self-awareness and emotional intelligence. In 2020, our training programs continued in a virtual format and reached 246 leaders, including 41 senior leaders and 215 mid-level leaders.

YOUR OSHKOSH UNIVERSITY

Through our online training platform, Your Oshkosh University (YOU), team members around the world can access over 1,000 courses on topics ranging from workplace ethics to cultural awareness and professional and functional tools. In 2020, team members spent more than 118,000 hours on YOU training. Each team member participated in an average of about eight hours of formal training through YOU in 2020, up from seven hours in 2019.

TUITION REIMBURSEMENT PROGRAM

We also offer development opportunities outside the workplace. Our tuition reimbursement program provides financial assistance to full-time, degree-seeking team members who embark on a course of study that is relevant to their current position.

COMMUNITY SERVICE

Our team members have noted they view community service as an important part of personal development. Serving on boards and helping nonprofits develop strategic plans, for example, are valuable opportunities to develop leadership skills while supporting local communities. We encourage team members to donate their time and talent to supporting community causes.

Talent acquisition

We proactively cultivate the next generation of talent through a range of programs. We are particularly focused on building a talent pipeline in the communities where we live and work, which not only supports our human capital strategy, but also helps boost local economic development.

INTERNSHIP PROGRAM

Our internship program bridges our talent development and diversity, equity and inclusion goals. Interns are tasked with meaningful responsibilities and receive one-on-one training during their time at the Company. In 2020, we adapted the program to ensure it kept running during COVID-19 restrictions, offering virtual working, networking and professional development opportunities. We hosted 208 interns last year, 45% of whom were considered diverse by gender, race/ethnicity, veteran or disability status.

YOUTH APPRENTICE PROGRAMS

Several of our locations operate youth apprenticeship programs to support students seeking a path to fulfilling employment with or without a four-year college degree. Our offerings include Oshkosh Defense's two-year School to Work vocational skills training program for high school students, a welding apprenticeship program at McNeilus for local high school students and a welding and painting training program for people of any age. In addition, our Iowa Mold Tooling (IMT) manufacturing facility supports welding apprenticeships at a local high school. In 2020, these programs continued through virtual schooling and on-site training with COVID-19 safety precautions. We also offer opportunities for college-bound students interested in various functional areas, like our Youth Apprentice Program. Through this 450-hour program, apprentices work closely with team members on real-world engineering and business problems while earning high school or college credits.

Retention

In 2020, team member turnover was 20.5%, including production and salaried workers as well as voluntary and involuntary separations. This is nearly flat from 20.3% the previous year, well below the industry average. As part of our response to COVID-19, some business units implemented temporary team member furloughs where necessary to avoid more permanent layoffs. Executive leadership and some senior leaders also volunteered for pay cuts ranging from 10 to 25% through the end of 2020.

DIVERSITY, EQUITY AND INCLUSION

Working together to achieve equity, diversity and inclusion

The social justice challenges and issues laid bare in 2020 are complex. But as we respond, we are guided by two of our core values – to always do the right thing and we are better together. Everyone deserves dignity and respect. We do not tolerate racism or discrimination in any form, and we reaffirmed these ideals in 2020.

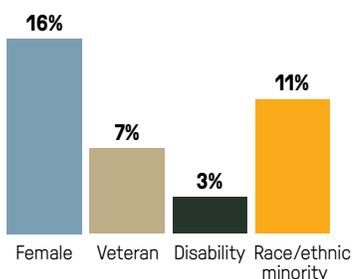
In 2020, our leaders held listening sessions across the Company to understand team members' personal experiences with injustice and discrimination. These sessions opened up new conversations that continue to influence our progress on diversity, equity and inclusion (DEI), including our ongoing development of specific DEI objectives.

Our DEI Enterprise Council, comprised of fourteen team members and senior leaders from across the Company, is advising and influencing a roadmap toward specific DEI objectives. We also continued to expand relationships with organizations that support diverse and under-represented candidates for employment. For example, as traditional in-person career fairs were cancelled due to COVID-19, we moved to increase links with recruiting groups outside our Company locations, including Historically Black Colleges and Universities.

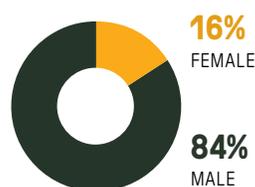
LEADERSHIP DIVERSITY BY LEVEL

| | EXECUTIVE LEADERSHIP | SVP AND VP | SR DIR/DIR | SR MGR/MGR |
|------------|----------------------|------------|------------|------------|
| TOTAL | 11 | 89 | 257 | 718 |
| MALE | 91% | 85% | 82% | 77% |
| FEMALE | 9% | 15% | 18% | 23% |
| MINORITY | 18% | 2% | 10% | 5% |
| VETERAN | 18% | 8% | 11% | 9% |
| DISABILITY | 0% | 1% | 4% | 2% |

TEAM MEMBER DIVERSITY, ALL U.S. TEAM MEMBERS



TEAM MEMBER GENDER DIVERSITY, ALL TEAM, GLOBAL as of 9/30/2020



DEI benchmarks and progress

We have set several goals and benchmarks for our DEI performance, using both internal goals and federal standards.

We also continued to strengthen our relationship with the CEO Action for Diversity & Inclusion Coalition, which we joined two years ago. The coalition is the largest CEO-driven commitment to advance DEI in the workplace. In 2020, we committed to the CEO Action for Racial Equity fellowship, which named one of our team members to work within the coalition to advance public policy supporting racial equity.

Our DEI efforts are supported by our employee business resource groups (EBRGs). In 2020, we accelerated the creation of three new groups focused on multicultural, LGBTQ+ and intergenerational team members. This builds on EBRGs already established – the Oshkosh Women's Network, Young Professionals Network, Oshkosh Corporation Military Network and the Oshkosh Corporation Abilities Network.

TEAM MEMBER GENDER DIVERSITY (NON-PRODUCTION)

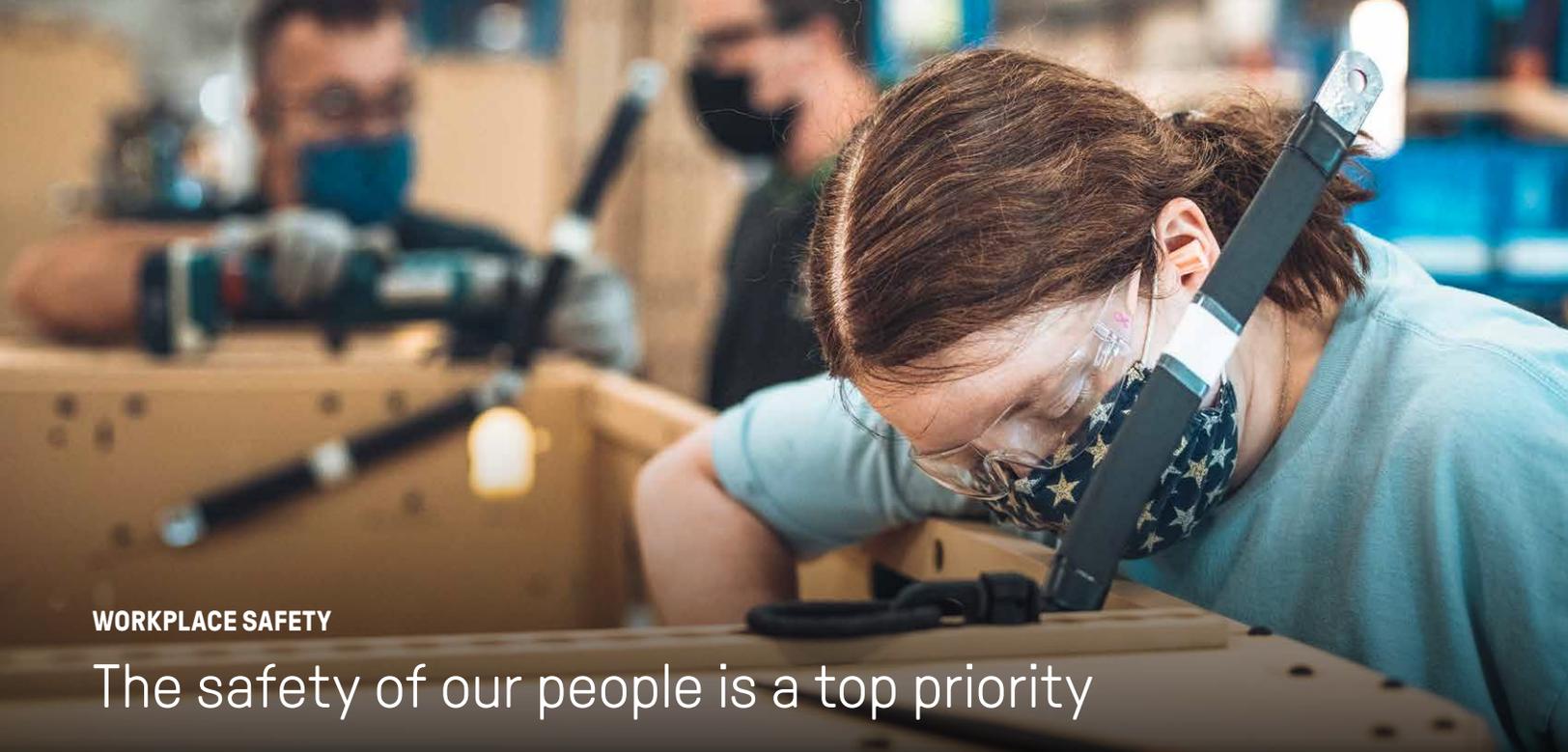
| | DOMESTIC | INTERNATIONAL | TOTAL |
|--------------|--------------|---------------|--------------|
| TOTAL | 4,482 | 966 | 5,448 |
| MALE | 75.7% | 71.5% | 74.9% |
| FEMALE | 24.3% | 27.8% | 24.9% |
| NOT DECLARED | 0.0% | 0.6% | 0.2% |

DEI BENCHMARKS AND PROGRESS

| | BENCHMARK | 2020 PERFORMANCE |
|---|--------------------------|------------------|
| VETERAN REPRESENTATION | 5.7% ¹ | 7% |
| DISABILITY REPRESENTATION | 7% ¹ | 3% |
| DIVERSE HIRES ² | 40% ³ | 42.2% |
| TEAM MEMBER PARTICIPATION IN UNCONSCIOUS BIAS TRAINING ⁴ | – | 1100 |

1 Government contractor benchmark
2 For U.S. full-time non-production positions; includes gender, race/ethnicity, veteran status and disability status diversity categories

3 Internal company goal
4 In number of team members



WORKPLACE SAFETY

The safety of our people is a top priority

Keeping our team members safe during COVID-19

We maintain a laser focus on protecting the safety and health of our team members on the job. This focus was even more important in 2020 as the COVID-19 pandemic brought new disruptions and health threats to our team members around the world.

As an essential business, we continued operations across most of our business segments throughout the pandemic. Our production team members were central to our COVID-19 response. They went above and beyond to ensure the Company continued to operate safely during this difficult time, and we could not have maintained operations without their efforts. We followed all government-mandated health and safety guidance, including mask and social distancing requirements within our facilities. In addition to following external safety mandates, each facility managed its response to COVID-19 based on localized risk factors. For example, some production facilities shut down for brief periods early in the pandemic to make physical improvements that would help reduce potential COVID-19 transmission. Some of our McNeilus locations brought in health experts from a community nonprofit to help explain COVID-19 safety procedures and provide information to non-English speakers.

Our People First culture guided our response to the historic COVID-19 crisis, and ensuring team members' safety and wellbeing were our top concerns.

INNOVATIVE SOLUTIONS TO COVID-19 SAFETY

The innovative spirit of our team members shone throughout the pandemic. For example, JLG team members repurposed a wearable device used to increase awareness of body position and ergonomics to alert wearers whenever they were less than six feet apart. At Pierce, engineers installed an ultraviolet (UV) light system to help sanitize common areas and the interiors of Pierce fire trucks.

WORK-LIFE BALANCE

All business units offered partial-paid time off and flexible schedules for COVID-19-related disruptions, including quarantine following COVID-19 symptoms, a positive COVID-19 test or exposure to a confirmed case. Where appropriate, our salaried team members transitioned to remote work. We also refocused existing health and wellness programs to support COVID-19 needs. For example, Oshkosh Defense refocused an existing wellness program that connects team members in need with internal and external resources to help with health and benefits issues to provide expanded mental and emotional health support and to support the financial health of team members who experienced reduced pay or missed work due to COVID-19.

PROVIDING GUIDANCE

Throughout the pandemic, we have kept team members updated on official public health guidance from governmental authorities, and encouraged everyone to practice safe behaviors both on and off the job. We also provided resources to support team members' emotional, physical and financial wellbeing during the added stresses of the pandemic. Through our Oshkosh Cares program, which combines team member and corporate donations, we distributed grants to our team members affected by COVID-19. Eleven of 17 Oshkosh Cares grants awarded in 2020 – totaling nearly \$33,000 – went to team members in the U.S. and China affected by COVID-19. The program also continued its usual purpose of providing grants to team members facing other challenges including serious illness, natural disasters, domestic abuse or death.

Safety management

We are committed to achieving zero workplace injuries and have consistently improved our safety performance over the past years as we work to achieve this goal.

We take a proactive approach to managing safety. All our locations follow our global Safety Management System (SMS), which includes key requirements relevant across all of our facilities including team member engagement in safety programs; continuing safety education for managers, supervisors and lead personnel; and regular risk assessments for high-hazard positions and activities. As illustrated below, each SMS level has a different focus and builds toward progressively more robust management standards to eventually achieve best-in-class safety performance.

SAFETY MANAGEMENT SYSTEM

LEVEL 1

Regulatory and safety compliance

LEVEL 2

Increased management and operational leadership accountability

LEVEL 3

Extensive risk analysis and mitigation programs and team member participation

LEVEL 4

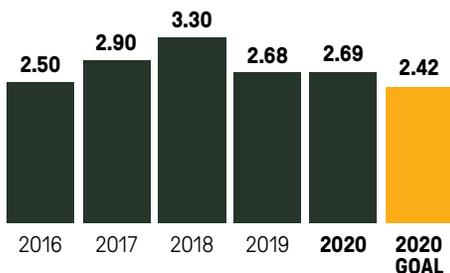
In-depth process review and certification by a third party, either OSHA's Voluntary Protection Program (VPP) rating in the U.S. or OHSAS 18001 certification for our global facilities

SAFETY INCIDENT AND LOST-TIME DATA

Per 200,000 Hours Worked

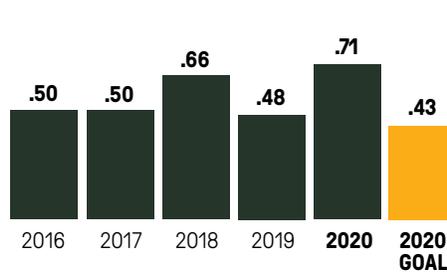
RECORDABLE INCIDENT RATE (RIR)^{1,2}

Industry Benchmark 4.9



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

Industry Benchmark 1.9



¹ This graph or table includes data that has been externally verified. See p. 48 for assurance statement.

² Numbers include both team members and contractors.

³ Safety statistics include COVID-19 cases considered on-the-job transmission. These are considered OSHA recordable.

CONTRACTOR MANAGEMENT

Contractors do not make up a large portion of our workforce, but we view them as important partners in our operations. Our contractors work alongside our own team members in a wide range of positions, and we work to protect their safety just as we do our own team members. We also expect them to follow our safety and other requirements. Our contractors are required to complete a pre-screening and certification process that includes an assessment of their safety and workers' compensation performance relative to their industry peers. If they do not meet industry average performance standards, they may be denied access to work or asked to submit a safety performance improvement plan. Approved contractors are required to complete our contractor safety training, and we audit their performance on an ongoing basis. Contractor safety incidents are included in the safety metrics reported below. In 2020, we had zero team member or contractor fatalities.

SAFETY PERFORMANCE

Our recordable incident rate (RIR) was largely flat compared to last year, while our lost time incident rate (LTIR) rose by nearly 50%. This increase was driven by the impacts of the pandemic, as all suspected cases of on-the-job COVID-19 transmission were considered lost time incidents. In addition, many of our primary safety initiatives had to be put on pause as our leaders shifted their attention to pandemic response and essential worker safety.³

While we did not meet our safety goals in 2020, we remain committed to workplace safety. As the threat of COVID-19 subsides, we plan to refocus on our primary injury reduction initiatives, like ergonomic and hand tool safety improvements.

OUR SAFETY GOALS

10%

annual year-over-year RIR reduction

10%

annual year-over-year LTIR reduction

2019 CORPORATE SAFETY AWARD

In 2020, Oshkosh Defense's 20th Avenue facility received the 2019 Corporate Safety Award from the Wisconsin Safety Council and implemented an OSHA 10+ hour safety training program for Defense-focused frontline leaders.

SAFETY AND ENVIRONMENTAL CERTIFIED FACILITIES

In addition to following the global SMS, each facility implements their own specific health and safety initiatives to address localized hazards and the specific needs of their team members. Each facility also maintains a site-specific emergency response plan that is updated regularly.

Safety team members conduct internal safety audits at individual facilities throughout the year. Corporate level safety professionals

conduct a safety management system audit every two years, including an on-site audit and program review. Our Vice President of Safety, Security and Facilities is responsible for overseeing our corporate safety program.

Several of our facilities are also formally certified to the ISO 14001 standard for environmental management. Read more about our environmental management approach on [page 34](#).



HEALTH AND WELLBEING

We enable our team members to be their best

Our approach includes a focus on physical, emotional and financial wellbeing. Our goal is to ensure that team members feel welcome to bring their full, unique self to work every day and leave work better than when they arrived.

ACCELERATE PROGRAM

In addition to traditional insurance benefits, we also offer a comprehensive wellbeing and preventative care program called Accelerate: Fuel your Life. The Accelerate program includes support for nursing mothers, a tobacco cessation program, mindfulness practices, weight management programs and financial health education. It's offered to full- and part-time team members, year-round interns and co-ops, as well as their spouses or domestic partners.

The Accelerate program includes an engagement tool that integrates personal fitness devices so participants can track their progress online and earn rewards. More than 3,500 team members and their spouses used the tool in 2020.

SUPPORTLINC PROGRAM

We also offer SupportLinc, a program to help our team members and their family balance work, health, family and finances. SupportLinc is a free, confidential service that provides 24/7 access to licensed clinicians, as well as a range of self-guided wellbeing tools on topics like mindfulness, mental health, first aid and resiliency.

3,500+

Accelerate participants

We power global progress

We never stop working to create products that advance industries and help people make a difference in the world. That means making the most reliable, safe and innovative products we can, while also making sure that we are contributing to a more sustainable future. We combine our leading technology, operational strength and powerful team to deliver innovations that empower the everyday hero.

HIGHLIGHTS

The products we make help people around the world get the job done. Advancing the utility, safety, reliability and sustainability of our products drives our approach to product development. Even in the difficult circumstances of 2020, our team members continued to innovate, including by:

- Pursuing electric vehicle development strategies across our product lines, like the industry's first all-electric scissor lift, introduced this year.
- Delivering virtual and augmented reality tools for training and project planning solutions so our customers can stay safe, productive and sustainable.

\$104M

R&D spending in 2020

103+

years of innovation

25,270

electric, emissions-free or hybrid units sold in 2020





PRODUCT INNOVATION

Our commitment to advancing technology and innovation is unwavering

Our unique company culture is built to deliver cross-portfolio innovations that power global progress. We take a human-centered approach to innovation, always putting the people who use our products at the center of our design, manufacturing and service processes. We're committed to making sure they can do their jobs safely and efficiently, while offering them options to minimize their environmental footprint.

The COVID-19 pandemic presented unprecedented challenges to companies around the world. We persevered through this crisis, in part by focusing on the factors we could control – reducing our costs, executing our strategy, strengthening our culture and serving our customers.

Approach to innovation

With nine connected companies sharing efficiencies and new ideas, we are uniquely positioned to develop innovative products across the industries we serve. We put our core values – like better together – into action through collaboration across our portfolio of leading brands. And we have a long history of product breakthroughs to prove it. For over 100 years, we have helped construction workers, first responders and warfighters complete their missions more safely and efficiently around the world.

Across multiple research and development (R&D) facilities, we have more than 1,300 product developers focused on product innovation and design process improvements every day. We bring together core competencies – including material processing expertise, design to cost, data analytics and modeling simulation – to deliver products with

world-class strength, performance, usability and safety. Our product innovation is guided by multiyear product development plans for each of our markets. We measure progress against those plans monthly.

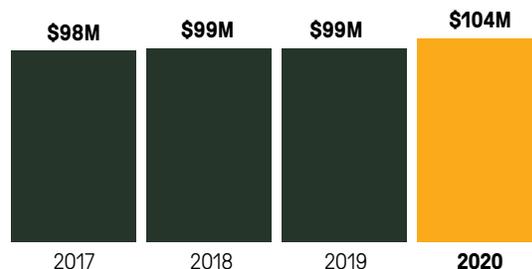
SAFETY AND PRODUCTIVITY

Safety and productivity are core aspects of our approach to innovation, and we follow stringent safety and quality standards from production to post-sale engagement. We also continue to expand use of hybrid and electric technologies in our products, reducing their environmental impact.

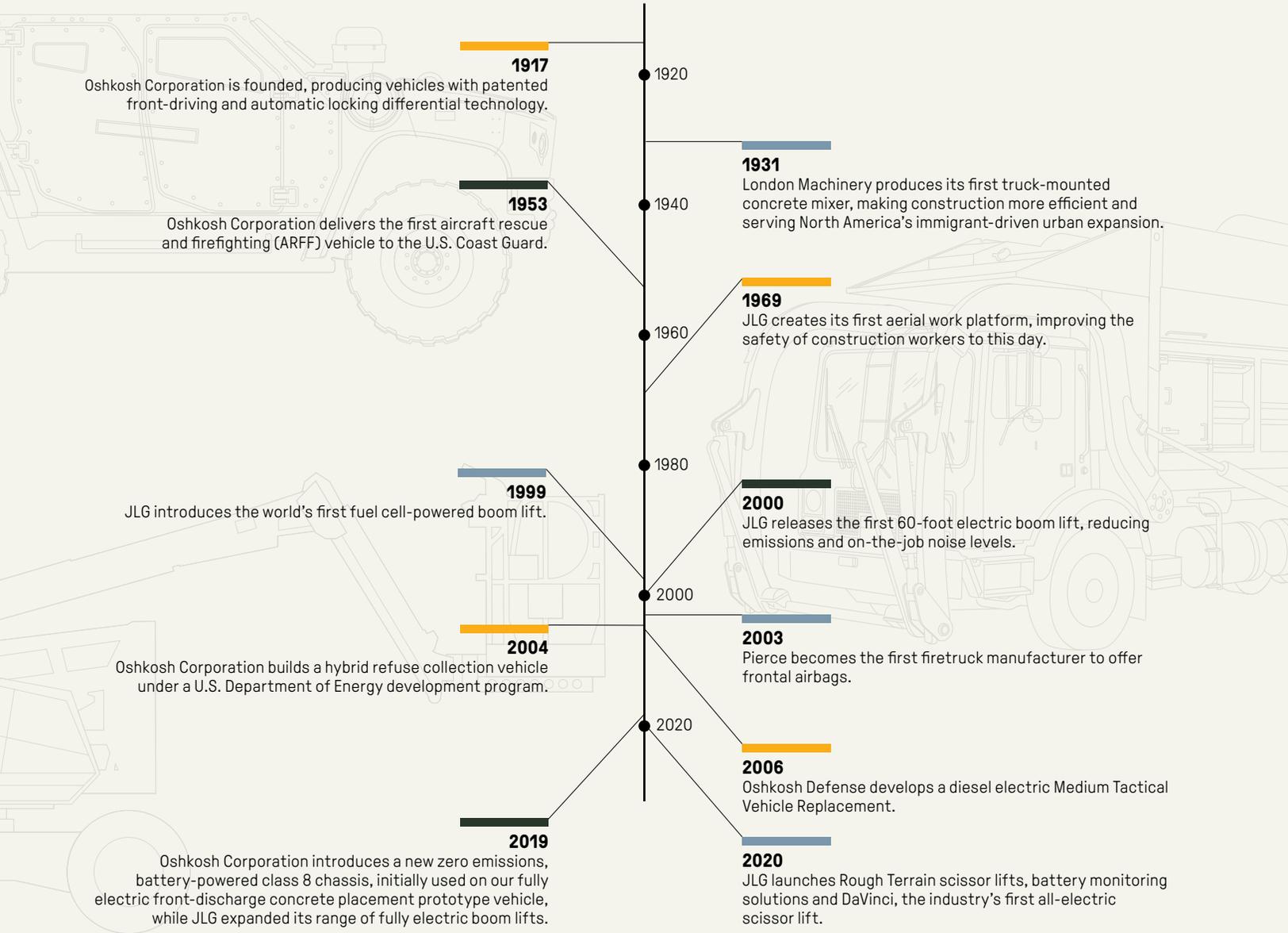
CORPORATE VENTURE CAPITAL FUND

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

R&D SPENDING



OSHKOSH CORPORATION'S LONG HISTORY OF INNOVATION



JLTV AIDS MARINES IN OKINAWA

Oshkosh Defense developed the Joint Light Tactical Vehicle (JLTV) to meet the challenges of today and tomorrow's battlefield. It is the world's only light tactical vehicle with the protection, off-road mobility, network capability and firepower options to maneuver with combat formations. The JLTV has already been deployed to U.S. Marines in Okinawa, Japan, replacing traditional Humvee vehicles. The new vehicles are expected to save thousands of hours of annual maintenance, thanks to advanced features like a real-time, driver-side display that can quickly identify potential maintenance issues before they become a problem. And because the JLTV does not require a fleet of support vehicles, the new addition will help Marines adhere to their strategy of staying dispersed and undetectable by the enemy.

SUSTAINABLE PRODUCTS

Environmental stewardship is a central part of our commitment to always doing the right thing



Designing products that respond to climate change

From more intense storms to shifting temperatures, the impacts of climate change are becoming clearer every day. Significant decarbonization of energy, transportation and industrial systems will be a necessary part of the global community's response to climate change – a trend that has direct impact on our business.

We are responding to the challenges and opportunities of climate change by working to reduce the “use-phase” emissions of our products through higher fuel efficiency, alternative fuel and electrification.

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

You can read more about how we are approaching climate change in our [Task Force on Climate-related Financial Disclosures \(TCFD\) report index](#).

JLG RAISES THE BAR ON ELECTRIC-POWERED PRODUCTS

In 2020, JLG introduced the first product in its DaVinci line, a series of all-electric scissor lifts. The new line marks a growing shift toward more sustainable equipment that includes both electrified propulsion and lift components. This builds on JLG's long history of electric propulsion scissor lifts. The DaVinci line's all-electric components eliminate emissions, as well as hydraulics-related leakage, and reduce overall maintenance needs. The DaVinci AE1932 model runs on a single lithium-ion battery expected to last more than three years and can charge 3.5 times faster than standard electric lifts.

Also in 2020, JLG introduced an electric-propulsion rough-terrain scissor lift that, at 47 feet, is the highest in its class. As part of the development process, JLG engaged with customers around the world to understand their challenges. And in response, the new model includes additional features like LiftSense, which notifies the user how high they can ascend prior to elevating the machine.

We also launched a new and improved version of our EcoLift, which uses a patented stored power system to lift and lower operators without batteries, hydraulics or oil. The EcoLift line is quiet and compact, offering our users a safe, clean and effective alternative to ladders and scaffolding for low-level access.

Finally, we introduced a CleanGuard leak containment system to our ES line of scissor lifts to prevent the release of potentially hazardous materials during operation.





PRODUCT SAFETY, QUALITY AND RELIABILITY

It's imperative that we create safe, reliable products

From firefighters and refuse collectors to warfighters, the people who use our products are everyday heroes. To support them in achieving their missions we are committed to the highest standards of safety, quality and reliability.

Quality and continuous improvement management

We follow a consistent and integrated quality management process across the Company led by dedicated product safety and reliability professionals in each business segment. As part of our Enterprise Quality Management System, we standardize practices to develop repeatable and shared processes across the entire organization.

In 2018, the majority of manufacturing facilities completed an upgrade to the latest version of the ISO 9001 quality certification, which ensures our management systems meet a range of criteria, including leadership commitment, team member engagement, metrics and goals, continuous improvement and more. We have also started to audit our suppliers for ISO 9001 certification.

Designing products to support user health and safety

Protecting those who rely on our products is at the center of how we manufacture, deliver and provide ongoing support for our products. Our Senior Director of Product Safety and Reliability oversees our product safety function.

In the face of COVID-19, we adapted our protocols to ensure our customers stayed safe. For example, we implemented virtual delivery inspections and product walkthroughs for Pierce fire apparatus to allow for safe social distancing without delaying new vehicle deliveries. We continued to evolve the virtual inspection process throughout 2020 based on customer feedback, and we plan to continue offering this option moving forward.

Supporting quality and reliability after purchase

We continue to support the quality and reliability of our products long after they've been delivered to our customers. We provide a suite of lifecycle support services – including extensive training, ongoing performance diagnostics and in-field product maintenance, repairs and upgrades – and stay engaged with our customers through post-sale product training, on-site visits and customer safety meetings. We're also expanding our use of on-board diagnostics technologies to monitor vehicle health and performance through real-time data, helping performance over the long run.

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

We're also working to improve the sustainability performance of our operators and support technicians. For example, JLG created diagnostic tools to help technicians more efficiently service vehicles at customers' sites, reducing service-related travel. JLG also uses a virtual reality (VR) training simulator that allows trainees to safely learn how to operate a new machine, without the fuel use and associated emissions. And JLG's augmented reality (AR) app improves safety, productivity and jobsite efficiency through next-generation visualization and more accurate project planning.

Customer satisfaction is very important to Oshkosh Corporation. Team members in each of our business segments connect with our customers using various tools including post-transactional surveys, customer interviews and focus groups, and, for our government customers, Contract Performance Assessment Reports to capture "voice of the customer" and customer satisfaction data and understand how we can best meet or exceed their expectations.



OSHKOSH CORPORATION QUALITY POLICY

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

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

FOSTERING CONTINUOUS IMPROVEMENT

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

CIMS has three pillars:

• Customer Focus

Highlighting the six guiding principles of Continuous Improvement at Oshkosh Corporation.

• Customer Satisfaction

Helping ensure we are delighting our customers.

• Plan-Do-Check-Act

Helping us overcome obstacles through standard tools and problem solving.

Helping people thrive

Building and strengthening our communities is a central element of our purpose and what we mean by doing the right thing. The events of 2020 showed us, more than ever, that we are all connected to each other.

HIGHLIGHTS

In 2020, we worked with our nonprofit partners to understand their greatest challenges brought on by the pandemic, including access to personal protective equipment and unrestricted funds to meet increased demand for services. In response, we removed all funding restrictions on our nonprofit partners and team members worked with local groups to help develop new ways to serve their communities. From drive-through pantry services, to setting up virtual mentoring sessions, to helping homeless shelters maximize space for social distancing, we worked better together. We also responded to the needs of health care workers and other essential workers including by:

- Designing and donating over 4,000 3D-printed face shields and mask ear guards and hand sewing thousands of cloth face masks.
- Adapting youth STEM mentoring and team member volunteer programs to virtual formats.

\$2.2M

donated to local communities

12,100

hours volunteered by our team members



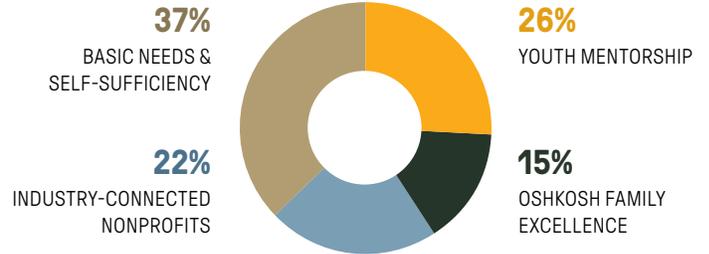
OUR APPROACH TO GIVING AND VOLUNTEERING

We take a local approach to help improve lives

We follow four priority giving areas: Basic Needs & Self-Sufficiency, Youth Mentorship, Oshkosh Family Excellence and Industry-Connected Nonprofits. Within each category, we identify and support organizations in areas where we live and work.

We make donations directly to organizations. We also support our team members in making a difference by volunteering their time and talent. Through our Oshkosh Excellence Awards, winning team members also have a hand in directing community impact by choosing a nonprofit to receive Oshkosh Corporation donations.

OSHKOSH CORPORATION FOUNDATION CHARITABLE GIVING



RESPONDING TO COVID-19 IN OUR COMMUNITIES

The COVID-19 pandemic has been an unprecedented crisis that required us to rethink our approach to everything. We found creative ways to make a positive impact in our communities during this trying time.

Early in the pandemic, when personal protective equipment (PPE) was hard to get, we partnered with several organizations in Wisconsin to coordinate PPE sourcing and logistics so that nonprofits across the region could secure their supply. The partnership continued to scale throughout 2020, and has helped over 80 nonprofits create a safer environment for clients with masks, gloves, disinfectants, hand sanitizer and thermometers.

Our engineering team created a COVID-19 ideation site for team members to contribute creative ideas on how we could make a positive impact for those most affected by the pandemic on the challenges COVID-19 presented. Through this platform, we received the idea to make 3D-printed face shields and ear guards – a simple device designed to make face masks more comfortable. Teams around the world also put their sewing skills to use to make masks for team members, essential workers, and family members. In total, we donated over 4,000 3D-printed ear guards and face shields to healthcare organizations and our team members, as well as thousands of face masks. In addition, we designed our annual Good to Give Back event to help team members around the world find ways to give back to those hit hardest by COVID-19.



OSHKOSH EXCELLENCE AWARDS

In 2020, the need to support our communities was greater than ever. Donations made through the Oshkosh Excellence Awards (OEAs) is one way we give back through our team members' efforts and, in 2020, we distributed \$147,500 through this program. The OEAs is a company-wide program that inspires innovation and collaboration among team members (see p. 12), and provides an opportunity for them to guide our corporate giving to community organizations of their choice. The Oshkosh Corporation Foundation makes donations to organizations chosen by the OEA winning teams from each region; in 2020, this included local food pantries, youth programs, homeless shelters, and health and wellness.

OSHKOSH CORPORATION FOUNDATION GIVING AREAS AND PROGRESS IN 2020

1/ Basic Needs & Self-Sufficiency

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

As a result of the pandemic, food security decreased significantly in the U.S. The Feeding America Eastern Wisconsin (FAEW) food bank reported that the number of people in need surged by nearly 40% in 2020. As new sources of food came in, the organization had to figure out how to efficiently distribute aid to families in need. We helped FAEW develop a logistics plan to distribute 2,000 25-pound boxes of perishable food, sent through a USDA program, to families in need and ensure nothing went to waste.

We also continued our annual United Way campaigns at our domestic locations. Through team member contributions and matching donations from Oshkosh Corporation, we collectively raised over \$710,000 for communities around the U.S.

3/ Oshkosh Family Excellence

Supporting team members and their families is another focus of our giving activity. Each year we provide scholarships to children of team members who are furthering their education through the Oshkosh Family Excellence program. Last year, though the pandemic kept us from presenting scholarship awards in person, we added 30 new individual scholarships for a total donation of \$177,000 across all recipients. We also support our team members' nonprofit organizations of choice through the Oshkosh Excellence Awards.

2/ Youth Mentorship

We focus on helping young people gain the life and job skills they need to successfully become career or college ready. We work in partnership with groups like the Boys and Girls Club, Big Brothers Big Sisters, and Junior Achievement.

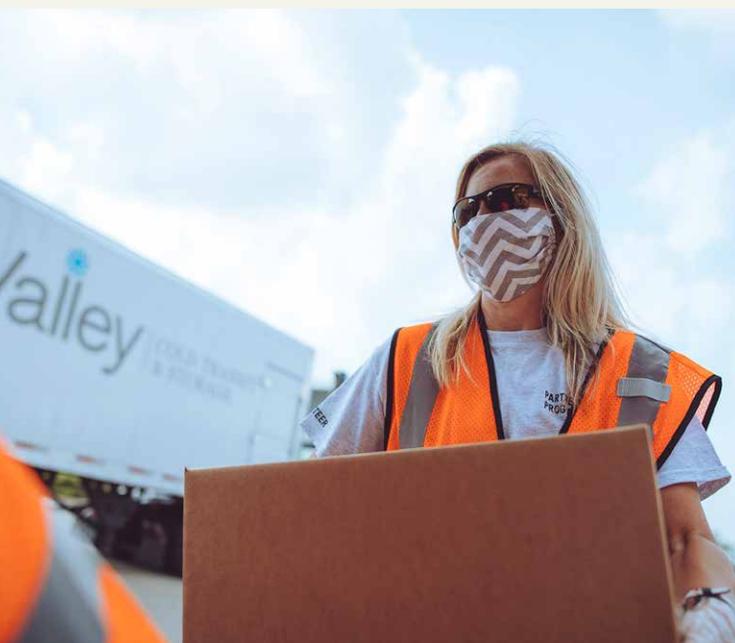
Since 2014, our STEM engagement team has worked with over 33,000 students and held more than 300 events. In 2020, COVID-19 impacted many of our programs, but we continued our mentorship remotely. We judged virtual Lego building competitions, shipped hands-on activity kits to students, supported students through virtual sessions and held virtual learning events through a local YMCA's School Age program.

In 2020, our team members continued to volunteer with Big Brothers Big Sisters, shifting their work online to meet social distancing requirements. Some team members also enrolled in the Mentor 2.0 program, which connects mentors and mentees virtually, through the organization's East Central Wisconsin branch.

4/ Industry-Connected Nonprofits

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

In 2020, our business units donated approximately \$500,000 to industry-connected nonprofits. These donations spanned a range of activities, including an online campaign to raise money for the Tragedy Assistance Program for Survivors (TAPS), which provides support to those grieving the loss of a military service member. We also sponsored events like Tow Trucks for Tots, a nonprofit that collects new toys for disadvantaged children, and participated in the 8th annual 9/11 Memorial Stair Climb for the National Fallen Firefighters Foundation, which was held virtually in 2020.



“THE PANDEMIC IMPACTED EVERY ASPECT OF HOW NONPROFITS WORK, AND WE SAW A DRAMATIC INCREASE IN THE NUMBER OF PEOPLE SEEKING HELP. WE RESPONDED TO THESE NEEDS BY LIFTING RESTRICTIONS ON FUNDING FROM THE FOUNDATION AND RALLYING A TEAM OF VOLUNTEERS TO LEAN IN AND HELP THOSE IN NEED.”

— Jodie Larsen, VP, Community Engagement

GOOD TO GIVE BACK

Every year, our team members make a global effort to serve their local communities

We continued our annual Good to Give Back tradition in 2020, finding ways to meet the needs of our communities through volunteering or donations to local nonprofits.

► JLG REGIONAL

Launched “Be a Volunteer” campaign to encourage small but meaningful actions during the pandemic, when traditional volunteer opportunities were not possible.



◀ OSHKOSH WISCONSIN (U.S.)

Volunteered at local food pantries and a domestic abuse shelter and held a virtual 5K for the Wounded Warrior Project.

► U.K.

Helped elderly citizens with grocery shopping, cooking and transportation, and made donations to a local food banks.



◀ BRAZIL

Collected donations for elderly people in need through a local charity organization.

SINCE 2017:

454

volunteer events

5,758

volunteers

15,069

volunteer hours

18

countries

► CHINA

Launched a “Rice Charity” online campaign linking team member actions to charity donation.



◀ ITALY

Provided donations to a Caritas food bank.



► JLG AUSTRALIA

Provided donations to various charities around the country.



“THIS YEAR WAS EXTREMELY DIFFICULT DUE TO THE IMPACTS OF COVID, RESULTING IN MORE PEOPLE REQUIRING SUPPORT IN THE COMMUNITY, AND LESS SUPPORT AVAILABLE. REGARDLESS OF THE CHALLENGES FACED BY OUR OWN TEAM MEMBERS THROUGHOUT A CHALLENGING YEAR, THEY CAME OUT IN FORCE TO SUPPORT GOOD TO GIVE BACK.”

— Gemma Chapman, JLG HR Manager, Australia

We do the right thing, always

Upholding the highest standards of ethics and integrity is in our DNA. From continuously improving the environmental footprint of our operations to following our rigorous standards of governance, we're committed to always doing the right thing.

ENVIRONMENTAL APPROACH HIGHLIGHTS

We are committed to reducing our environmental impact wherever possible, by:

- Reusing and remanufacturing vehicles – including 17,000 vehicles for the U.S. armed forces to date – to avoid waste and delay end-of-life landfilling.
- Reducing energy intensity across our operations and implementing closed-loop packaging strategies.

GOVERNANCE AND ETHICS HIGHLIGHTS

We pride ourselves on our commitment to upholding the highest standards of ethics and integrity. This is reflected across our organization, from the production floor to the C-suite, through:

- Sustainability and climate change risk management procedures integrated across our governance structures.
- A strong culture of ethics and compliance that has placed us among the “world’s most ethical companies” for the past five years.

82.5%

waste diverted from landfill in 2020^{1,2}

21.4%

reduction in GHG emissions intensity since 2014³

100%

of our team members trained on The Oshkosh Way, our code of ethics and conduct

30%

of board members classified as diverse

¹ This data has been externally verified. See p. 48 for assurance statement.
² See p. 35, footnote 4 for detailed total waste definition.
³ 2014 energy use and GHG adjusted to account for additional fuel sources added in 2020.





REDUCING OUR ENVIRONMENTAL FOOTPRINT

Reducing the environmental impact of our operations is one way we make a difference in the world

Environmental stewardship is factored into our decision processes at multiple levels of the organization. For example, we develop annual energy and waste diversion targets at a global, segment and facility level. We include these reduction strategies in our annual business planning process.

Environmental management

Our approach to reducing the environmental impacts of operations are formalized in our Environmental Protection Policy and Energy Management Policy. All team members are required to adhere to these policies. Our corporate environmental department and environmental leaders in each business segment further support compliance with internal and external environmental requirements and foster the development of innovative approaches to impact reduction. Sustainability and climate change risk oversight is a formal responsibility of our Board of Directors' Corporate Governance Committee.

We have implemented formal environmental management systems (EMS) in our facilities. Our EMS lays clear roles and responsibilities, requires compliance with external environmental regulations and aligns with the internationally recognized ISO 14001 environmental management standard. We are working to increase the number of our

facilities that are formally certified to the ISO 14001 standard. In 2020, JLG in Tianjin, China, earned the ISO 14001 certification, so that three of our facilities are ISO 14001 certified. All of these facilities are subject to external performance audits as part of the certification.

We conduct regular environmental assessments of our facilities to ensure compliance with our EMS, internal environmental requirements and environmental regulations. In addition, senior leaders track performance on a range of environmental metrics. We implement corrective measures when needed to stimulate continuous improvement.

Our environmental management approach focuses on our most significant operational environmental impacts, which are energy use, emissions and waste. We also use limited amounts of freshwater in our operations. Our approach to all of these issues is described in more detail on [page 37](#). Our impacts on biodiversity are fairly limited, but we recognize the importance of protecting it. Our primary potential impacts stem from new building construction or facilities expansions, when we could have possible impacts to intact ecosystems.

TIANJIN'S STANDOUT ENVIRONMENTAL RECORD

JLG's facility in Tianjin, China, delivered standout environmental performance in 2020. The facility achieved ISO 14001 certification, an international environmental management standard. JLG Tianjin was also recognized in a competition run by the Tianjin Environmental Protection Bureau (EPB). The EPB judged companies on a range of criteria, including air pollution control, waste and wastewater management, and compliance status. JLG Tianjin was recognized as a high performer along with five other companies. Moving forward, the EPB will use JLG Tianjin's performance to create environmental benchmarks for other companies in the region.



Our environmental approach and 2020 progress toward goals

Doing the right thing includes being good stewards of the planet. We have set several goals to drive continuous improvement in our environmental performance in key areas.

ENERGY AND EMISSIONS

GOAL

25%

reduction of GHG emissions and energy intensity in our manufacturing²

2020 PROGRESS TO DATE

21.4%

reduction in GHG intensity since 2014³

13.5%

reduction in energy intensity since 2014³

HOW WE ARE DOING IT

Adopting energy efficiency measures at manufacturing plants and increasing renewable energy use.

WASTE

GOAL

90%

waste diverted from landfill by 2024

2020 PROGRESS TO DATE

82.5%

waste diverted from landfill in FY20^{1,4}

HOW WE ARE DOING IT

Using reusable packaging and implementing waste diversion projects at our facilities.

¹ This data has been externally verified. See p. 48 for assurance statement.

² Includes all U.S. operations (manufacturing and non-manufacturing).

³ 2014 energy use and GHG adjusted to account for additional fuel sources added in 2020.

⁴ Total waste includes material that is able to be landfilled, but explicitly excludes hazardous and universal waste, wastewater treatment plant sludge and recycled metals.

ENERGY AND EMISSIONS

Minimizing our impacts on climate change

Reducing our energy consumption and greenhouse gas emissions is the most important way we are reducing our impacts on climate change, and maximizing the efficiency of our operations. We've identified energy use and associated emissions as a near-term climate-related risk to our business that we are working to address. Read more about how we are approaching climate-related risks in our [TCFD Report Index](#).

We have global, company-wide goals to reduce both our energy intensity and GHG intensity (normalized by net sales) by 25% by 2024 at all our facilities based on a 2014 baseline. As of year-end 2020 we reduced our energy intensity by 13.5%, and GHG intensity by 21.4% since 2014. Our cumulative intensity reduction as of year-end 2020 is lower than in previous years due to a significant drop in net sales in 2020 which more than offset our energy reduction achievements. However, we expect that our energy and GHG intensity reductions trend will be aligned with our 2014 goal based on our estimated increase in net sales resulting from the anticipated post-pandemic economic recovery.

Additionally, for our U.S. manufacturing facilities only, we are working towards a goal of reducing energy intensity by 25% by 2024 from a 2014 baseline as part of our participation in the U.S. Department of Energy's (DOE) Better Plants program. As of 2020, we have achieved a 22.6% reduction in energy intensity since 2014. We have made more progress toward the Better Plants goal than towards our global,

company-wide goal due to a number of factors including the specific calculation methodology required by the DOE, and additional fuels included only in the global goals calculation.

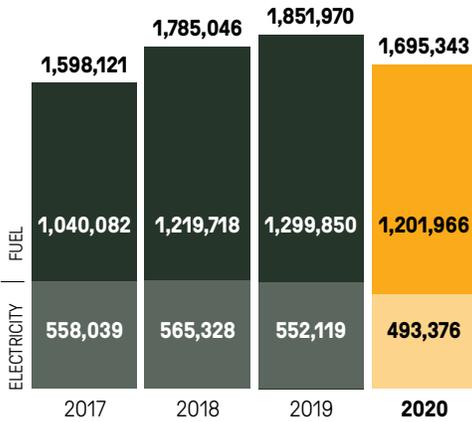
We use a variety of strategies to reduce our energy consumption and greenhouse gas emissions, including lighting upgrades, compressed air audits and leak repair, and installing building control systems.

In 2020, all our electricity came from the grid, which may include renewable energy sources for some locations. However, we have entered into a virtual power purchase agreement with ALLETE Clean Energy to support the development of a 303-megawatt wind energy installation. Once operational in late 2021, the project will offset approximately 60% of our U.S. electricity usage.

We are also working to reduce volatile organic compounds (VOC) emissions, which contribute to climate change as well as localized air pollution. We comply with all VOC regulations and operate well within our permit limits. The majority of our VOC emissions are generated in the product painting process, and rise as production increases. We use lower-VOC alternative coating methods whenever possible, however our customers often operate in harsh environments that require more durable paint containing VOCs.

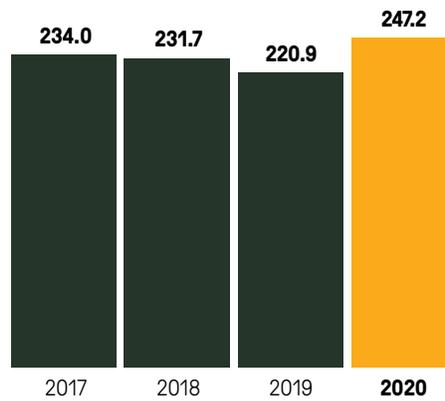
ENERGY CONSUMPTION¹

MMBTU



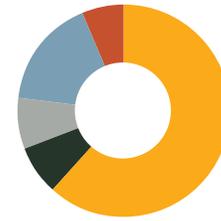
ENERGY CONSUMPTION, NORMALIZED¹

MMBTU/Million USD



FY20 SCOPE 3 EMISSIONS BY CATEGORY^{1,2}

in Metric Tons CO₂e



25,380

7. EMPLOYEE COMMUTING⁴

9,233

11. USE OF SOLD PRODUCTS⁶

150,937 TOTAL

93,192

4. & 9. UPSTREAM AND DOWNSTREAM TRANSPORTATION AND DISTRIBUTION³

11,442

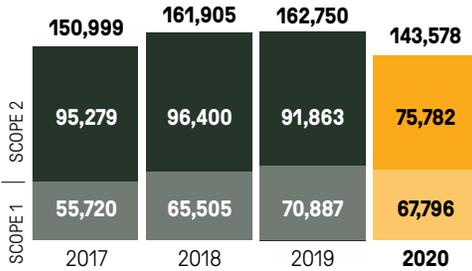
5. WASTE GENERATED IN OPERATIONS⁵

11,691

6. BUSINESS TRAVEL

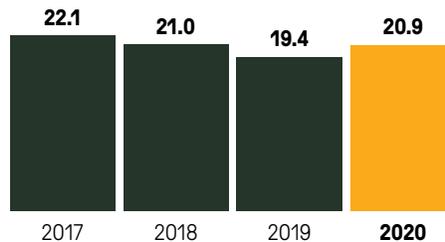
TOTAL SCOPE 1 AND 2 EMISSIONS^{1,7,8}

in Metric Tons CO₂e



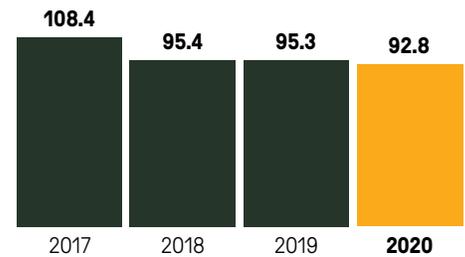
TOTAL SCOPE 1 AND 2 EMISSIONS, NORMALIZED^{7,8}

in Metric Tons CO₂e/Million USD



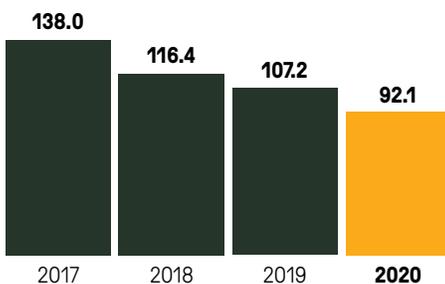
VOC EMISSIONS, NORMALIZED

in Metric Tons/Billion USD



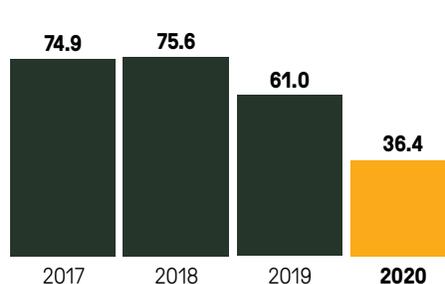
NO_x EMISSIONS⁹

in Metric Tons



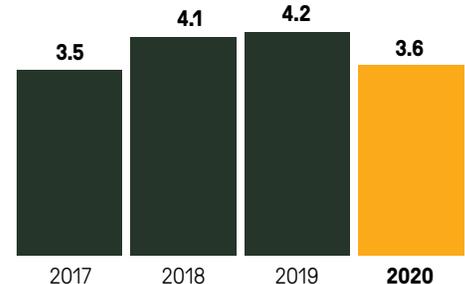
SO₂ EMISSIONS⁹

in Metric Tons



PM EMISSIONS¹⁰

in Metric Tons



1 This graph or table includes data that has been externally verified. See p. 48 for assurance statement.
 2 Category numbers refer to classifications by the Greenhouse Gas Protocol. Calculations use emissions factors from the EPA's Center for Corporate Climate Leadership.
 3 This includes SmartWay data from calendar year 2019, the most recent data available.
 4 This data covers U.S. team members only and reflects an estimated reduction in commuting due to the pandemic.
 5 In FY20 this data includes all nonhazardous waste streams. In previous years, we only included waste to landfill.

6 This includes fuel shipped in sold vehicles only.
 7 Our Scope 1 and 2 emissions in 2020 included the following GHGs (all figures in metric tons): PFCs: 0; HFCs: 901; CH₄: 8.1; N₂O: 1.3; CO₂: 142,106.
 8 In FY2020, we added international diesel, leased vehicles and refrigerant releases to Scope 1 emissions calculations. Corporate jet emissions, previously reported in Scope 3, are now included in Scope 1.
 9 Includes emissions from company-wide facility fuel use and domestic electric consumption; international electric data is not included.
 10 Includes emissions from company-wide facility fuel use only.

PIERCE WINS MANUFACTURING ENERGY CONSERVATION AWARD

In 2020, Pierce Manufacturing won the Energy Efficiency Excellence Award from Focus on Energy, a Wisconsin-based, statewide energy efficiency and renewable resources program. The award was in recognition of Pierce's outstanding efforts to minimize its environmental footprint through a range of initiatives, like hosting zero waste events, converting mowed lawn to native prairie and optimizing energy use with building upgrades.

WASTE DIVERSION

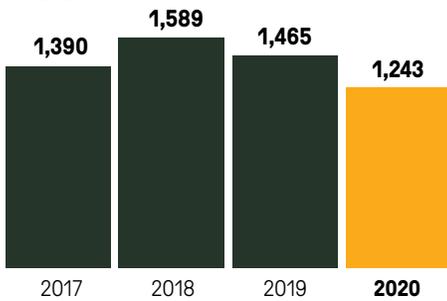
In 2020, we set a new goal to divert 90% of our waste from the landfill by 2024

In 2020, we diverted from landfill 82.5% of our total waste. Total waste includes material that is able to be landfilled, but explicitly excludes hazardous and universal waste, wastewater treatment plant sludge and recycled metals. In 2020, no production-related waste was generated during pandemic-related production shutdowns primarily in our Access Segment. This resulted in significant reductions in waste generated both on an absolute and normalized basis. Our hazardous waste increased slightly, by 4%, compared to 2019.

Our primary waste reduction strategies are increasing the waste to landfill diversion projects at our facilities and expanding reusable packaging. We also remanufacture our products where technically feasible to reduce end-of-life waste impacts. Most of our hazardous waste is generated as a necessary part of the product painting process. We use non-hazardous alternative substances that still meet our customer needs whenever possible. Hazardous waste that is sent offsite is disposed of or treated in licensed and permitted facilities.

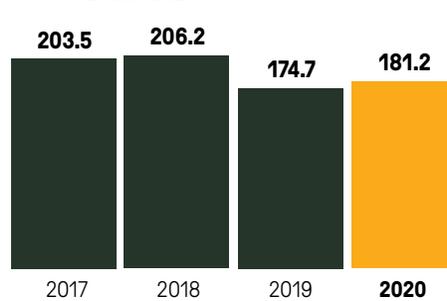
HAZARDOUS WASTE^{1,2}

in Tons

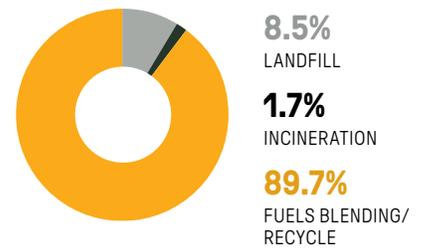


HAZARDOUS WASTE, NORMALIZED

in Tons/Billion USD

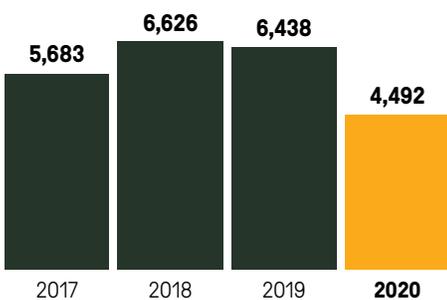


HAZARDOUS WASTE BY DISPOSAL METHOD²



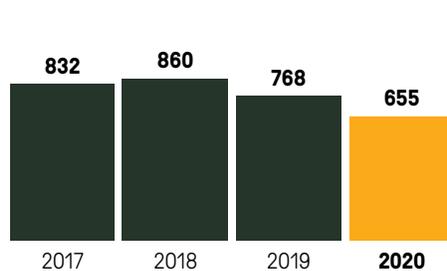
NON-HAZARDOUS WASTE TO LANDFILL¹

in Tons



NON-HAZARDOUS WASTE TO LANDFILL, NORMALIZED

in Tons/Billion USD



- 1 This graph includes data that has been externally verified. See p. 48 for assurance statement.
- 2 Includes only hazardous waste shipped offsite for treatment or disposal.

REDUCING WASTE AT OUR FACILITIES

Our individual business units and facilities play an active role in our overall mission to improve our environmental performance. For example, leaders at our Pierce facility in Bradenton, Florida, developed a plan to reduce their waste streams, including purchasing an industrial waste compactor and utilizing a materials recycling facility that turns waste into pellets used in cement. This has helped the facility increase waste diversion from 50% to 70%.

Power Towers, a U.K. division of JLG, has installed an on-site paint separation and recycling unit to minimize paint waste. They've also installed a trash compactor that has reduced waste volume by a factor of seven, making it easier and more economical to send waste to the recycling facility.

Reusing and remanufacturing equipment

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

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

Since 1995, we have remanufactured more than 17,000 vehicles for the U.S. armed forces, including over 14,000 Heavy Expanded Mobility Tactical Trucks (HEMTTs) and 3,500 Palletized Load System (PLS) trucks. In 2020, Oshkosh Defense won a \$340 million contract to rebuild and modernize U.S. Army and U.S. Army Reserve Heavy Tactical Vehicle (FHTV) fleets.

In recent years, we have significantly ramped up our reconditioning and reuse program, including in our Access Equipment segment. We have implemented design and process principles to facilitate remanufacturing, including:

- Using modular architectures in access equipment to streamline the disassembly, update and reassembly process
- Launching an asset management program for access products, to help establish a more predictable flow of used equipment
- Pioneering warranty, service and financing processes for refurbished vehicles to expand their appeal to our customers

17,000

vehicles remanufactured for the U.S. armed forces

25+

years of remanufacturing experience

WATER USE

Access to clean water is an increasingly important issue around the world

Our water consumption is not intensive and water scarcity is not a material issue to our business. Nonetheless, we are committed to responsible water use practices because it is the right thing to do for our communities and our Company.

Only two of our facilities – in Tianjin, China, and León, Mexico – are located in water-stressed areas as defined by the World Resources Institute. The Tianjin plant is working toward a wastewater reuse system that will help reduce water use for certain processes by about 60% once implemented. Our León facility has implemented a recycling system that enables them to reuse up to 70% of water used in their paint line.

Oshkosh Corporation is in compliance with all wastewater permits at all our locations. Virtually all of our wastewater is discharged to public water treatment systems, and the volume is not measured by local water utilities, so we are unable to track our annual wastewater volume.

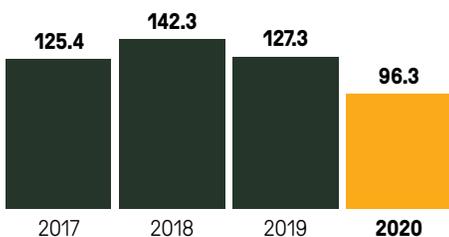
Those facilities that do not discharge to municipal treatment systems transport their wastewater to off-site treatment facilities, in accordance with existing permits. None of our manufacturing locations discharge process or sanitary wastewater directly to a receiving body such as a river or stream.

Wastewater discharges at most of our manufacturing facilities are sanitary wastewater from restroom facilities. Nearly all of our facilities are required to meet governmental wastewater standards before discharge, and most are able to do so without pretreatment. Some of our facilities are required to meet regulated pretreatment standards, which they accomplish using common wastewater treatment methods such as precipitation and flocculation.

There were no material pretreatment standard violations or penalties at any Oshkosh Corporation facility in 2020.

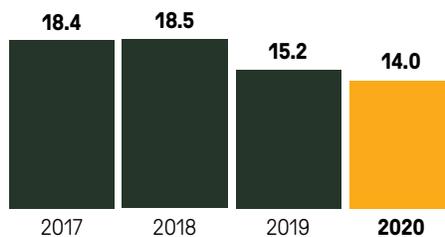
TOTAL WATER USE

in Millions of Gallons



WATER USE, NORMALIZED

in Millions of Gallons/Billion USD





SUPPLY CHAIN SUSTAINABILITY

Our suppliers are an important part of our overall sustainability strategy

Over 75% of the content in our products comes from suppliers outside of our Company, and we invest in helping our supply chain become more sustainable and resilient.

We expect that our suppliers fully meet our Supplier Code of Conduct, which covers standards for ethical conduct, human rights, safety, quality and environmental sustainability. Our Code also requires suppliers to follow international norms on child labor, forced labor and other labor issues and to identify and address human trafficking and conflict minerals in their operations and supply chains.

In 2020, our Global Procurement and Supply chain (GPSC) team began working with our business segments to better understand how our suppliers were impacted by the COVID-19 crisis. We sent out a survey – covering the status of operations, the impacts of absenteeism and potential financial issues – to 600 of our top suppliers on a weekly basis. The survey had a high response rate and enabled our GPSC team to monitor critical supplier metrics in real time throughout the year.

Our GPSC team also regularly audits and monitors our supply chain for potential issues and to improve overall performance. We updated our supplier audit process in 2019 to meet the internationally recognized ISO:9001:2015 and the IATF 16949:2016 standards. We also use several

process-specific audits to monitor our suppliers’ performance against our quality standards. Our supplier operations assessment now includes an expanded environment, social and governance section to help us better understand our suppliers’ policies on environmental impact, forced labor, cybersecurity and import trade compliance. We also support our suppliers’ environmental efforts through modules in our Supply Chain Academy, which is offered to U.S. and European companies.

Reducing packaging waste

Packaging makes up a significant portion of overall waste around the world. We have implemented some closed-loop strategies to help reduce or eliminate our packaging waste.

In 2012, we began broadly using reusable packaging from the CHEP company. This allowed us to replace single-use plastic shrink wrap and foam with reusable metal and foam padding during transport for many of our raw materials. After delivery, the packaging is returned to the supplier to ship new parts. This closed-loop strategy reduces waste and allows more products to be placed on each delivery trailer, leading to efficiency improvements and a modest decrease in emissions.

2020 REUSABLE CONTAINER STATISTICS

768K+

over 768,000 reusable containers used

171

171 suppliers providing nearly 14,500 parts

GOAL

9.9M

reduce waste by 9.9 million pounds in 2020

2020 PROGRESS

10.4M

reduced waste by 10.4 million pounds

Green transport

Transportation logistics make up a significant portion of our supply chain's environmental impact. To help drive performance improvements in this area we have set a goal of 10% improvement in truckload utilization across the Company by 2022. We have established a historical baseline of data for comparison purposes, and we are pursuing several initiatives to help meet this goal.

In 2020, our Access segment started an inventory optimization project to help improve environmental impacts related to excess inventory. The team used a demand-driven, dynamic inventory planning process to optimize warehouse stock, lead times and delivery loads. This approach will help the team better plan for variation in demand and lead times to improve shipment efficiencies, thereby reducing emissions and packaging waste.

For several years, we have participated in the U.S. EPA SmartWay program, which helps companies measure and benchmark freight transportation efficiency. As of 2019, the most recent data available, we have logged about 97% of a total of 1.3 million transport miles with SmartWay-participating carriers, exceeding our goal of 95%.

We also earn greenhouse gas reduction credits through an EPA program for vocational vehicles that outperform emissions efficiency requirements. We produce several vehicles in this category, including concrete mixers, and many of our airport products and fire trucks. Thanks to low-emissions design features on these vehicles, like fuel-efficient engines and low rolling resistance tires, we regularly exceed emissions standards. Between 2016 and 2020, we registered a total of 76,000 metric tons of CO₂ credits through the program. That's an increase of nearly 30% over our five-year total from 2014 to 2019, and equates to roughly 84 million pounds of coal burned.

CONFLICT MINERALS STATEMENT

We manufacture vehicles that depend on certain critical materials to ensure their performance, durability and longevity, and we take the issue of conflict minerals in our supply chain seriously.

Our global supply chain partners are vetted through a series of controls to better understand how they determine and ensure traceability of content throughout the product life cycle.

Our conflict mineral policy requires first-tier suppliers to adhere to the following policy:

- Make reasonable inquiries about the country of origin of any 3TG (tin, tungsten, tantalum and gold) in products it delivers to Oshkosh Corporation, whether sourced directly or through a sub-supplier.

- Conduct due diligence to confirm whether these 3TG were sourced from a conflict-free source.
- Disclose evidence of due diligence to Oshkosh Corporation.

We have set a goal to require 100% of our global supply chain, including direct and sub-suppliers, to comply with the Oshkosh Supplier Code of Conduct, Supplier Standards Guide and our Terms and Conditions – which include specific requirements related to conflict mineral tracking – in order to help mitigate our global supply chain risk.



GOVERNANCE AND ETHICS

Good governance and high ethical standards are essential components of our success

We are committed to serving our customers, team members, stakeholders and communities with the highest standards of integrity and ethical standards.

Corporate governance

The Oshkosh Leadership Team, led by our CEO, provides day-to-day management of our business strategies; ultimate oversight of the Company rests with our Board of Directors. At the end of our fiscal year 2020, our Board had 10 members, including two women and one person who is of racial/ethnic minority.

Additional information about our corporate governance policy and a description of our board committees is available on the [Governance](#) section of our website. Our corporate governance performance has been recognized by third parties, including Institutional Shareholder Services (ISS), a leading rating organization. Since 2014, ISS has awarded us the best possible corporate governance score.

Sustainability governance

Sustainability and climate change risk oversight is a formal responsibility of our Board of Directors' Corporate Governance Committee. Within the Oshkosh Leadership Team, the Executive Vice President, General Counsel and Secretary has responsibility for our sustainability function and leads the process of assessing and managing climate-related risks and opportunities. In addition, our Vice President of Risk Management supports executive leadership and Oshkosh Corporation's Board and Enterprise Risk Advisory Team, which is responsible for overseeing management of enterprise-level risks, including climate-related risks.

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

Our Sustainability Council is responsible for incorporating sustainability as a business value in our operational decision-making. The Council brings together representatives from our business units and key functional areas to foster dialogue on sustainability topics. The Council meets bi-weekly and provides guidance and oversight of the Company's global sustainability efforts, including sharing best practices throughout the organization.

Oshkosh Corporation board of directors highlights

DIRECTOR TENURE

5.4

average director tenure in years

DIRECTOR AGE

61

average director age

DIVERSITY

20%

of our board members are women

DIVERSITY

10%

of our board members are of racial/ethnic minority

BOARD SIZE AND INDEPENDENCE

9/10

of our directors are independent

MEETING ATTENDANCE

97%

in FY20

OTHER PUBLIC COMPANY BOARDS

80%

of board members have positions on other boards

INDEPENDENT CHAIRMAN



Yes

Ethics and compliance

For over 100 years, we have sought to do more than just follow a set of rules. We seek to live our values – we put people first, we do the right thing, we persevere and we are better together.

We integrate a culture of ethics and compliance throughout the Company, from the Board of Directors to every team member. The Vice President and Chief Ethics, Compliance and Sustainability Officer reports to the Audit Committee of the Board of Directors at least twice per year and to the entire Board at least once per year on all matters relating to business conduct.

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

We expect all team members to adhere to the highest ethical standards every day. Our Code of Ethics & Conduct, also known as The Oshkosh Way, lays out our values and standards for ethical behavior. The Oshkosh Way is a summary of what we stand for, and illustrates exactly what we mean when we say we do the right thing.

In 2020, we updated The Oshkosh Way, to reflect our refreshed core values. The Oshkosh Way is now an interactive, practical guide for team members, provided in multiple languages.

We engage with governments all over the world, and we take anti-bribery and corruption issues seriously. One hundred percent of our team members are trained on The Oshkosh Way, which includes anti-bribery and corruption policies. Team members have a variety of methods to file whistleblower complaints, which are detailed below.

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

We engage with international third parties to do business across the globe, which increases our exposure to corruption risks. We undertake rigorous and continuous risk-based due diligence screening and monitoring of third parties with whom we work. The due diligence process includes, where required, obtaining details from the third party including beneficial ownership and gathering of sufficient information for the Company to assess bribery and corruption risk in the context of the business relationship.

Ethics training and reporting

All our team members are required to participate in annual ethics and compliance training, which is offered in appropriate languages. Our suppliers are also required to review our ethics and compliance requirements. Both groups are expected to strictly adhere to a strong ethical foundation and always do the right thing.

We work to ensure team members always feel comfortable voicing concerns. We provide team leaders with resources on how to create an open and transparent environment that fosters an honest dialogue.

We provide team members and other stakeholders multiple options to report concerns, including through team leaders, Human Resources and the Global Ethics & Compliance Team. Ethics and Compliance Ambassadors are also embedded in every part of our organization, providing another route for reporting concerns. Our Ethics Helpline is run by a third-party provider and available 24/7 in multiple languages around the globe. Those who wish to make an anonymous report may do so. Team members at some of our U.S. facilities can also access the hotline by dialing the easy-to-remember “TRUST” extension.

Every complaint is investigated and evaluated for appropriate corrective action, which ranges from additional training to termination of employment. Oshkosh Corporation protects anyone who reports an issue in good faith from any form of retaliation.

In 2020, we received 201 reports to our helpline of potential violations of The Oshkosh Way, equivalent to approximately 17 reports per 1,000 team members. Where violations of our ethics code were substantiated, appropriate disciplinary action was taken.

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

For five consecutive years, we have been recognized as one of the World's Most Ethical Companies by Ethisphere and are one of only eight honorees in the industrial manufacturing category. Ethisphere evaluates companies based on five main categories, including governance, environmental and social impact and leadership and reputation.





Human rights

Putting people first includes a strong commitment to respecting human rights across all aspects of our business. We maintain a Human Rights Policy that applies to all team members at every level of our organization, as well as our suppliers. That policy includes commitments to several principles, including but not limited to respect and dignity for all, safe working environments and freedom of association. Our commitment aligns with the UN Guiding Principles on Human Rights and is based on the “protect, respect and remedy” framework.

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

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

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

Information and cybersecurity

Information security and cybersecurity are critical risks. Due to the industries in which we operate, we are a frequent target of malicious hacking attacks. These risks are predicted to rise for many corporations in the future. We implement a wide range of sophisticated tools to maintain data security, including:

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

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

Team members follow guidelines regarding recordkeeping and appropriate approval procedures.

Risk and crisis management

Oshkosh Corporation believes that strong risk management practices are critical to the Company's success. Risk management and mitigation is embedded in our strategic planning and business review process, managed daily by our leadership team and overseen by the Board of Directors.

Through our Enterprise Risk Management (ERM) program, Oshkosh Corporation identifies potential risks in areas such as exogenous threats, business strategy, environmental and regulatory compliance, and emerging risks and megatrends. This analysis includes sustainability-related risks such as climate change impacts, including risks to our projects, facilities, strategies and supply chain.

Our Enterprise Risk Advisory Team performs an in-depth review and evaluation of potential risks, based on likelihood, impact, risk trend and residual risk following annual assessments from leaders across the organization. We prioritize ERM analysis results and develop risk mitigation strategies as relevant.

We develop crisis management plans to limit the impact of significant adverse events. The Company performs tabletop exercises on topics including cybersecurity and workplace violence to ensure leaders are prepared to respond in the face of significant disruption.

The Oshkosh Leadership Team takes a strategic role in risk and response planning. Annually, our Vice President of Risk Management shares a review of the ERM process and key risks with both the Audit Committee and Board of Directors who provide essential feedback regarding the most significant risks to the organization.

We have a defined process for monitoring and managing climate-related risks to the Company, which is detailed in the Sustainability Governance section on [page 41](#), as well as in our [TCFD Report Index](#).

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

RISK MANAGEMENT AND MITIGATION IS EMBEDDED IN OUR STRATEGIC PLANNING AND BUSINESS REVIEW PROCESS, MANAGED DAILY BY OUR LEADERSHIP TEAM AND OVERSEEN BY THE BOARD OF DIRECTORS.

PUBLIC POLICY ENGAGEMENT

We vigilantly adhere to political engagement ethics

We work directly with governments every day, and it is crucial that we do not undermine the hard-earned trust of our communities or customers, or expose ourselves to additional risk.

Oshkosh Corporation does not make any direct political contributions. Team members can donate to the Oshkosh Corporation Employee Political Action Committee (OCEPAC), which distributes funds to political causes that directly impact our Company, products or industry. Team member participation with the OCEPAC is completely voluntary and closely regulated by the Federal Election Commission.

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

GRI Index

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

GENERAL DISCLOSURES (GRI 102, 2016)

| Indicator | Brief description | Location of information |
|-----------|-------------------|-------------------------|
|-----------|-------------------|-------------------------|

ORGANIZATIONAL PROFILE

| | | |
|--------|--|--|
| 102-1 | Name of the organization | About Oshkosh Corporation, page 4 |
| 102-2 | Activities, brands, products and services | About Oshkosh Corporation, page 4 and FY2020 SEC Form 10-K, pages 1–11 |
| 102-3 | Location of headquarters | About Oshkosh Corporation, page 4 and FY2020 SEC Form 10-K, page 36 |
| 102-4 | Location of operations | About Oshkosh Corporation, page 4 |
| 102-5 | Ownership and legal form | About this report, inside back cover and FY2020 SEC Form 10-K, page 53 |
| 102-6 | Markets served | About Oshkosh Corporation, page 4 and FY2020 SEC Form 10-K, pages 1–11 |
| 102-7 | Scale of the organization | Oshkosh Corporation by the numbers, page 5 and FY2020 SEC Form 10-K, pages 12, 23, 28, 30–31 |
| 102-8 | Information on employees and other workers | Diversity and inclusion, page 14 and FY2020 SEC Form 10-K, page 12 |
| 102-9 | Supply chain | Supply chain sustainability, pages 39–40 and FY2020 SEC Form 10-K, page 11 |
| 102-10 | Significant changes to the organization and its supply chain | FY2020 SEC Form 10-K, page 87 |
| 102-11 | Precautionary principle or approach | Environmental management, page 34 |
| 102-12 | External initiatives | Our sustainability focus areas, pages 6–7 |
| 102-13 | Membership of associations | 2019 Sustainability Report, page 45 |

STRATEGY

| | | |
|--------|--------------------------------------|--|
| 102-14 | Statement from senior decision-maker | A Message from our Chief Executive Officer, page 1 |
| 102-15 | Key impacts, risks and opportunities | FY2020 SEC Form 10-K, pages 12–22 |

ETHICS AND INTEGRITY

| | | |
|--------|---|--|
| 102-16 | Values, principles, standards and norms of behavior | Our core values, page 5; Ethics and compliance, page 42; and The Oshkosh Way |
| 102-17 | Mechanisms for advice and concerns about ethics | Ethics and compliance, page 42 and The Oshkosh Way |

GOVERNANCE

| | | |
|--------|--|--|
| 102-18 | Governance structure | Corporate governance, page 41 |
| 102-19 | Delegating authority | Sustainability governance, page 41 and 2020 Proxy Statement, pages 17–23 |
| 102-20 | Executive-level responsibility for economic, environmental and social topics | Corporate governance, page 41 |
| 102-22 | Composition of highest governance body and its committees | 2020 Proxy Statement, pages 17–20 |
| 102-23 | Chair of highest governance body | 2020 Proxy Statement, page 23 |
| 102-24 | Nominating and selecting the highest governance body | 2020 Proxy Statement, pages 6–14, 19 |
| 102-25 | Conflicts of interest | 2020 Proxy Statement, pages 21–22 |
| 102-29 | Identifying and managing economic, environmental and social impacts | 2020 Proxy Statement, pages 18–20, 22 |
| 102-30 | Effectiveness of risk management processes | Risk and crisis management, page 44 and 2020 Proxy Statement, page 22 |
| 102-31 | Review of economic, environmental and social topics | 2020 Proxy Statement, pages 18–20, 22 |
| 102-33 | Communicating critical concerns | 2020 Proxy Statement, page 18 |
| 102-35 | Remuneration policies | 2020 Proxy Statement, pages 28–60 |
| 102-36 | Process for determining remuneration | 2020 Proxy Statement, pages 28–60 |

STAKEHOLDER ENGAGEMENT

| | | |
|--------|--|---|
| 102-40 | List of stakeholder groups | Stakeholder engagement, inside back cover |
| 102-42 | Identifying and selecting stakeholders | Stakeholder engagement, inside back cover |
| 102-43 | Approach to stakeholder engagement | Stakeholder engagement, inside back cover |
| 102-44 | Key topics and concerns raised | Stakeholder engagement, inside back cover |

REPORTING PRACTICE

| | | |
|--------|--|---|
| 102-45 | Entities included in organization's financial statements | About this report, inside back cover and FY2020 SEC Form 10-K |
| 102-46 | Defining report content and topic boundaries | Materiality assessment, page 9 |
| 102-47 | List of material topics | Materiality assessment, page 9 |
| 102-48 | Restatements of information | About this report, inside back cover |
| 102-49 | Changes in reporting | None |
| 102-50 | Reporting period | About this report, inside back cover |
| 102-51 | Date of most recent report | About this report, inside back cover |
| 102-52 | Reporting cycle | Annual |
| 102-53 | Contact person for questions regarding the report | Back cover |
| 102-54 | Report prepared in accordance with the GRI Standards | This report references the GRI Standards, but has not been prepared to a specific GRI in-accordance level. The specific GRI standards and their publication dates are noted in the subheadings of the Indicator and Brief Description column. |
| 102-55 | GRI context index | GRI Index, pages 45–47 |
| 102-56 | External assurance | Assurance statement, page 48 |

TOPIC-SPECIFIC DISCLOSURES

| Indicator | Brief description | Location of information |
|-----------|-------------------|-------------------------|
|-----------|-------------------|-------------------------|

ECONOMIC

| ECONOMIC PERFORMANCE (GRI 201, 2016) | | |
|--|--|--|
| 103 | Management approach – economic performance | FY2020 Annual Report and SEC Form 10-K |
| 201-1 | Direct economic value generated and distributed | FY2020 Annual Report and SEC Form 10-K |
| 201-3 | Defined benefit plan obligations and other retirement plans | FY2020 SEC Form 10-K, pages 68-73 |
| ANTI-CORRUPTION (GRI 205, 2016) | | |
| 103 | Management approach – anti-corruption | Ethics and compliance, page 42 and The Oshkosh Way |
| 205-1 | Communication and training about anti-corruption policies and procedures | Ethics training and reporting, page 42 |
| ANTI-COMPETITIVE BEHAVIOR (GRI 206, 2016) | | |
| 103 | Management approach – anti-competitive behavior | Ethics and compliance, page 42 and The Oshkosh Way |

ENVIRONMENTAL

| ENERGY (GRI 302, 2016) | | |
|---|---|---|
| 103 | Management approach – energy | Operating sustainably, pages 32–36, Energy Management Policy and Environmental Protection Policy |
| 302-1 | Energy consumption within the organization | Energy and emissions, pages 35–36 |
| 302-3 | Energy intensity | Energy and emissions, pages 35–36 |
| 302-4 | Reduction of energy consumption | Energy and emissions, pages 35–36 |
| 302-5 | Reductions in energy requirements of products and services | Sustainable products, pages 22–23 |
| WATER (GRI 303, 2016) | | |
| 103 | Management approach – water | Water use, page 38 |
| 303-1 | Water withdrawal by source | Water use, page 38 |
| EMISSIONS (GRI 305, 2016) | | |
| 103 | Management approach – emissions | Operating sustainably, pages 32–36 and Energy Management Policy and Environmental Protection Policy |
| 305-1 | Direct (Scope 1) GHG emissions | Energy and emissions, pages 35–36 |
| 305-2 | Energy indirect (Scope 2) GHG emissions | Energy and emissions, pages 35–36 |
| 305-3 | Other indirect (Scope 3) GHG emissions | Energy and emissions, pages 35–36 |
| 305-4 | GHG emissions intensity | Energy and emissions, pages 35–36 |
| 305-7 | Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions | Energy and emissions, pages 35–36 |
| EFFLUENTS AND WASTE (GRI 306, 2016) | | |
| 103 | Management approach – effluents and waste | Environmental management, page 34 and Waste diversion, page 37 |
| 306-2 | Waste by type and disposal method | Waste diversion, page 37 and Environmental Protection Policy |
| ENVIRONMENTAL COMPLIANCE (GRI 307, 2016) | | |
| 307-1 | Non-compliance with environmental laws and regulations | Environmental management, page 34 |

TOPIC-SPECIFIC DISCLOSURES

| Indicator | Brief description | Location of information |
|-----------|-------------------|-------------------------|
|-----------|-------------------|-------------------------|

SUPPLIER ENVIRONMENTAL ASSESSMENT (GRI 308, 2016)

| | | |
|-------|---|---|
| 103 | Management approach – supplier environmental assessment | Supply chain sustainability, pages 39–40 and Environmental Protection Policy and Supplier Code of Conduct and Human Rights Policy |
| 308-1 | New suppliers that were screened using environmental criteria | Supply chain sustainability, page 39 |

SOCIAL

EMPLOYMENT (GRI 401, 2016)

| | | |
|-------|--|------------------------------------|
| 103 | Management approach – employment | Empowering our people, pages 10–17 |
| 401-1 | New employee hires and employee turnover | Empowering our people, pages 10–17 |
| 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | Health and wellbeing, page 17 |

OCCUPATIONAL HEALTH AND SAFETY (GRI 403, 2016)

| | | |
|-------|---|-------------------------------|
| 103 | Management approach – occupational health and safety | Workplace safety, pages 15–17 |
| 403-2 | Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities | Workplace safety, pages 15–17 |

TRAINING AND EDUCATION (GRI 404, 2016)

| | | |
|-------|---|---|
| 03 | Management approach – training and education | Team member development programs, page 13 |
| 404-1 | Average hours of training per year per employee | Team member development programs, page 13 |
| 404-2 | Programs for upgrading employee skills and transition | Team member development programs, page 13 |

DIVERSITY AND EQUAL OPPORTUNITY (GRI 405, 2016)

| | | |
|-------|---|---|
| 103 | Management approach – diversity and equal opportunity | Diversity and inclusion, page 14 and Human Rights Policy |
| 405-1 | Diversity of governance bodies and employees | Diversity and inclusion, page 14 and 2020 Proxy Statement, pages 3, 7, 19 |

LOCAL COMMUNITIES (GRI 413, 2016)

| | | |
|-------|--|-----------------------------------|
| 103 | Management approach – local communities | Building communities, pages 26–31 |
| 413-1 | Operations with local community engagement, impact assessments, and development programs | Building communities, pages 26–31 |

PUBLIC POLICY (GRI 415, 2016)

| | | |
|-------|-------------------------------------|---|
| 103 | Management approach – public policy | Public policy engagement, page 44 |
| 415-1 | Political contributions | Oshkosh Corporation does not make any direct political contributions. Any contributions made by the Oshkosh Corporation Employee Political Action Committee (OCEPAC) can be found on the FEC website. |

CUSTOMER HEALTH AND SAFETY (GRI 416, 2016)

| | | |
|-------|--|--|
| 103 | Management approach – customer health and safety | Product safety, quality and reliability, pages 24–25 |
| 416-1 | Assessment of the health and safety impacts of products and services | Product safety, quality and reliability, pages 24–25 |

MARKETING AND LABELING (GRI 417, 2016)

| | | |
|-------|---|------|
| 417-2 | Incidents of non-compliance concerning product and service information and labeling | None |
| 417-3 | Incidents of non-compliance concerning marketing communications | None |

CUSTOMER PRIVACY (GRI 418, 2016)

| | | |
|-------|--|------|
| 415-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | None |
|-------|--|------|

CUSTOMER HEALTH AND SAFETY (GRI 416, 2016)

| | | |
|--|---|------|
| 418-1 | Incidents of non-compliance concerning the health and safety impacts of products and services | None |
| Socioeconomic Compliance (GRI 419, 2016) | | |
| 419-1 | Non-compliance with laws and regulations in the social and economic area | None |

Independent assurance statement to Oshkosh Corporation

ERM Certification and Verification Services (ERM CVS) was engaged by Oshkosh Corporation to provide limited assurance in relation to specified 2020 environmental and safety data in the Oshkosh Corporation Sustainability Report 2020 as set out below and indicated with a 1 on pages 16, 32, 35, 36–37.

| Engagement summary | |
|-----------------------------------|--|
| Scope of our assurance engagement | <p>Whether the Oshkosh Corporation total 2020 absolute and intensity data for the following indicators are fairly presented, in all material respects, with the reporting criteria:</p> <p>GHG Emissions</p> <ul style="list-style-type: none"> • Total Scope 1 GHG emissions [metric tons CO₂e] (including CO₂, CH₄, N₂O, HFCs, PFCs, SF₆); • Total Scope 2 GHG emissions (location-based) [metric tons CO₂e] (including CO₂, CH₄, N₂O, HFCs, PFCs, SF₆); • Total Scope 3 GHG emissions [metric tons CO₂e] from the following categories: <ul style="list-style-type: none"> • Category 4 – Upstream transportation (calculated emission from the EPA SmartWay program) (US domestic operations only); • Category 5 – Waste generated in operations (non-hazardous waste from 10k manufacturing facilities); • Category 6 – Business travel (US domestic operations only); • Category 7 – Employee commuting (US domestic operations only); and • Category 11 – Use of sold products (CNG and diesel shipped in vehicles sent to customers only). • Total Scope 1 and 2 GHG emissions [metric tons CO₂e] (from the sources specified above) including CO₂, CH₄, N₂O, HFCs, PFCs, and SF₆. <p>Energy</p> <ul style="list-style-type: none"> • Total energy use (from 10k manufacturing facilities and all US domestic locations): <ul style="list-style-type: none"> • Direct energy consumption (fuel) [MMBtu]; • Indirect energy consumption (electricity) [MWH]; • Total energy consumption intensity [Btu/sales in USD*]. <p>Waste</p> <ul style="list-style-type: none"> • Total non-hazardous waste to landfill [tons]; • Total Non-hazardous waste diverted from landfill [%]; and • Total hazardous waste disposed [tons]. <p>Health & Safety</p> <ul style="list-style-type: none"> • Recordable incident rate [per 200,000 hours worked]; and • Lost time rate [per 200,000 hours worked]. <p>*For this metric ERM CVS has placed reliance on sales data in Oshkosh Corporation's 2020 10K filing which was covered by the financial audit.</p> |
| Reporting criteria | The WBCSD/WRI GHG Protocol (2004, as revised January 2015) for the Scope 1, 2 and 3 GHG emissions, OSHA Injury and Illness Recordkeeping and Reporting definitions, and Oshkosh Corporation's internal reporting criteria and definitions for the other indicators. |
| Assurance standard | ERM CVS' assurance methodology, based on the International Standard on Assurance Engagements ISAE 3000 (Revised). |
| Assurance level | Limited assurance. |
| Respective responsibilities | <p>Oshkosh Corporation is responsible for preparing the data and for its correct presentation in reporting to third parties, including disclosure of the reporting criteria and boundary.</p> <p>ERM CVS's responsibility is to provide conclusions on the agreed scope based on the assurance activities performed and exercising our professional judgement.</p> |

Our conclusions

Based on our activities, nothing has come to our attention to indicate that the Oshkosh Corporation 2020 absolute and intensity data for the indicators, as listed above, are not fairly presented, in all material respects, with the reporting criteria.

Our assurance activities

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

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

- Interviews with relevant staff to understand and evaluate the data management systems and processes (including IT systems and internal review processes) used for collecting and reporting the selected data, including one remote HQ visit (Oshkosh, USA).
- A review of the internal indicator definitions and conversion factors;
- Virtual visits to two sites (Tianjin, China and Dodge Center, USA) to review local reporting processes and consistency of reported annual data with selected underlying source data for each indicator. We interviewed relevant staff, reviewed site data capture and reporting methods, checked calculations and assessed the local internal quality and assurance processes;
- An analytical review of the data from all sites and a check on the completeness and accuracy of the corporate data consolidation;
- Virtual interviews with Health & Safety leads at each segment (Access, Commercial, Defence, and Fire & Emergency) and a full walkthrough of the H&S data systems used by Oshkosh Corporation.
- Year-end assurance activities at corporate level including the results of internal review procedures and the accuracy of the consolidation of the data for the selected indicators from the site data; and
- Reviewing the presentation of information relevant to the scope of our work in the Report to ensure consistency with our findings.

The limitations of our engagement

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

Due to COVID travel restrictions, we planned our assurance engagement to include virtual visits. While we believe this approach does not affect our limited assurance conclusion(s) above, we draw attention to the possibility that if we had undertaken in person visits we may have identified errors and omissions in the assured information that we did not discover through the alternative assurance program.

Observation

Oshkosh Corporation has the opportunity to improve its internal OH&S data management systems, and to provide further training for Segment leads, and the Corporate safety team on data input and reporting procedures. Oshkosh Corporation will also consider automating the tools used to consolidate data at a Corporate level.

Beth C. B. Wyke

ERM CVS
Informed Assured

Beth Wyke, Partner, Global Head of Corporate Assurance Services
22 April 2021
ERM Certification and Verification Services, Inc.
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ERM CVS is a member of the ERM Group. The work that ERM CVS conducts for clients is solely related to independent assurance activities and auditor training. Our processes are designed and implemented to ensure that the work we undertake with clients is free from bias and conflict of interest. ERM CVS and the ERM staff that have undertaken this engagement work have provided no consultancy related services to Oshkosh Corporation in any respect.



Stakeholder engagement

Listening to, engaging and collaborating with our stakeholders — customers, current and prospective team members, suppliers, investors and members of the communities where we live and work — makes us a stronger organization. Open, authentic dialogue helps us identify and focus on potential improvements to our People First culture. To this end, we regularly connect with our stakeholders to better understand their perspectives and share important information about our performance

and plans. Our Vice President, Chief Ethics, Compliance and Sustainability Officer routinely reaches out to a number of our key customers to discuss sustainability areas of mutual interest and find opportunities for us to help them achieve their sustainability goals and objectives. In 2020, we integrated stakeholder feedback into our materiality analysis and, moving forward, we will continue to expand our engagement with stakeholders.

About this report

Oshkosh Corporation is a publicly traded company on the New York Stock Exchange (NYSE: OSK) and incorporated in the state of Wisconsin. Oshkosh Corporation's financial reporting follows U.S. Securities and Exchange Commission (SEC) regulations, and our [Annual Report on Form 10-K](#) is available on our corporate website. All entities included in our consolidated SEC financial statements are covered in this report. This Sustainability Report covers programs and performance for the Oshkosh Corporation fiscal year, which runs from October 1, 2019 to September 30, 2020. All data in this report is for our fiscal year unless otherwise noted. In some cases, data is reported on a calendar year basis, to be consistent with U.S. Government reporting requirements.

In preparing this report, we followed the Global Reporting Initiative's (GRI) Standards and general reporting guidance on report content and quality. Please see our detailed GRI Index on [pages 45–47](#) in this report to locate specific GRI indicator information. Our sustainability website has expanded information on the topics addressed in this report, including responses to [Sustainability Accounting Standards Board \(SASB\)](#) and [Task Force on Climate-related Disclosures \(TCFD\) frameworks](#). All data presented in this report has been calculated according to industry standards and is explained in chart footnotes where appropriate. Any data that have been restated compared to previous reports are noted with footnotes. There were no significant changes during the reporting period regarding the organization's size, structure, ownership or supply chain. For the fifth consecutive year, we sought third-party assurance for select environmental and safety data.

Please note: Some photographs in this report were taken prior to the start of the pandemic and may not reflect our COVID-19 safety protocols, including social distancing and face masks.

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CAUTIONARY STATEMENT ABOUT FORWARD-LOOKING STATEMENTS

This report contains statements that the Company believes to be “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical fact, including, without limitation, statements regarding the Company’s future financial position, business strategy, targets, projected sales, costs, earnings, capital expenditures, debt levels and cashflows, and plans and objectives of management for future operations, are forward-looking statements. When used in this report, words such as “may,” “will,” “expect,” “intend,” “estimate,” “anticipate,” “believe,” “should,” “project” or “plan” or the negative thereof or variations thereon or similar terminology are generally intended to identify forward-looking statements. These forward-looking statements are not guarantees of future performance and are subject to risks, uncertainties, assumptions and other factors, some of which are beyond the Company’s control, which could cause actual results to differ materially from those expressed or implied by such forward-looking statements. Additional information concerning these factors is contained in the Company’s filings with the Securities and Exchange Commission, including, without limitation, the Company’s Annual Report on Form 10-K for the fiscal year ended September 30, 2020, filed on November 20, 2020. All forward-looking statements speak only as of the date of this report. This report is for fiscal 2020. Data reported is for fiscal year 2020 unless otherwise noted.

OSKCSR-008



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