

SUSTAINABLE GROWTH. SUSTAINABLE FUTURE.

2021 SUSTAINABILITY REPORT



# HIGHLIGHTS OF OUR STRATEGY IN ACTION

## DEPLOY TALENT

**INTRODUCED** four new employee inclusion groups – making seven total to promote engagement, inclusion & development

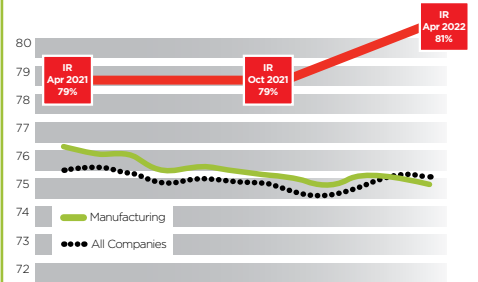


**LAUNCHED** a new performance management and development process which places a heavy emphasis on manager engagement and employee ownership



**LAUNCHED** Women's Leadership Development Program, to develop women for their next role at Ingersoll Rand

## "How happy are you?" % favorable employee satisfaction trend



## WE BELIEVE IN THE POWER OF EMPLOYEE OWNERSHIP

**INTRODUCED** our Ownership Works Grant, a one-time equity grant for new employees who join the Company, either by hiring or acquisition!

We think and act like owners...because we are!



## OPERATE SUSTAINABLY

### Accelerated ESG Performance

	2020/21	CURRENT
<b>MSCI</b>	<b>BBB</b>	<b>A</b>
<b>SUSTAINALYTICS</b>	<b>30.1</b> High Risk	<b>23.5</b> Medium Risk
<b>S&amp;P Global</b>	Unranked	<small>Sustainability Yearbook S&amp;P Global Sustainability Award Industry Mover 2022 S&amp;P Global</small>
<b>CDP</b> DISCLOSURE INSIGHT ACTION	<b>D</b>	<b>B</b>



An award-winning **Ethics and Compliance program** is foundational to our Company culture and values

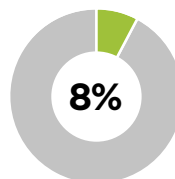
**SOLAR**

Nine plants are powered by solar: 2 in India, 3 in Italy and 4 in China

**16 GREEN**

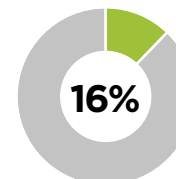
16 locations have contracts in place for the purchase of green energy

**2050 Goal: 100% Renewable Energy**



**2021 Progress:** Representing **8%** of our 2050 goal

**2030 Goal: Reduce Annual Greenhouse Gas Emissions 60%**



**2021 Progress:** Reduction of 9,454 metric tons representing **16%** of our 2030 goal

<sup>1</sup> Employees must be full time and have one year of service to be eligible. Not available to employees where prohibited by local law or regulation or where such grant is required to be bargained for with an employee union unless such grant is agreed to as part of such bargaining.

# HIGHLIGHTS OF OUR STRATEGY IN ACTION

## ACCELERATE GROWTH

**REVENUE**  
**ORDERS**

**DOUBLE DIGIT GROWTH**

**YEAR OVER YEAR<sup>2</sup>**

200+

**NEW Product Introductions**

UP 250%

YOY

**IIOT-ENABLED ASSETS INDUSTRIAL INTERNET OF THINGS**

Aligning portfolio to **three global megatrends**

1. Digitization
2. Sustainability
3. Quality of life

Through **three strategic organic growth enablers**

1. Demand generation
2. Industrial Internet of Things (IIoT)
3. Product and service innovation

## EXPAND MARGINS

IRX continues to drive strong momentum in margin performance. Adjusted **EBITDA margin** grew **350 bps** from 2019 to 2021<sup>3</sup>

350 bps

EBITDA MARGIN GROWTH

## ALLOCATE CAPITAL EFFECTIVELY

**2021 STRATEGIC ACQUISITIONS**

**LAWRENCE FACTOR**

**MAXIMUS**

**Tuthill Pumps**

**Air Dimensions**

**MD-Kinney**

**SEEPEX**

Initiated **quarterly dividend program** and authorized a **new share repurchase program** of

\$750M

Divested

**High Pressure Solutions and Club Car businesses**

<sup>2</sup> Orders and Revenue comparison is against supplemental Adjusted Revenue and supplemental Adjusted Orders for 2020. Orders and supplemental Adjusted Revenue are non-GAAP metrics. For additional information, refer to Annex A at the end of the [2021 Annual Report](#).  
<sup>3</sup> Adjusted EBITDA margin is a non-GAAP metric. For additional information, refer to Annex A at the end of the [2021 Annual Report](#).

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# WELCOME TO OUR 2021 SUSTAINABILITY REPORT

Our Company purpose—lean on us to help you make life better—and our five strategic imperatives—**Deploy Talent, Accelerate Growth, Operate Sustainably, Expand Margins and Allocate Capital Effectively**—continue to be foundational to Ingersoll Rand’s culture and success. In particular, our commitment to Operate Sustainably drives us to remain socially and environmentally conscious and to continually evolve our operations, products and services to Make Life Better.

With this focus in mind, we are proud to present Ingersoll Rand’s 2021 Sustainability Report. This report reflects our 2021 environmental, social and governance (ESG) updates, details how our products and services help customers achieve their environmental commitments and celebrates the progress we have made over the last year.

## Ingersoll Rand Purpose and Values

**Our Purpose:** Lean On Us to Help You Make Life Better

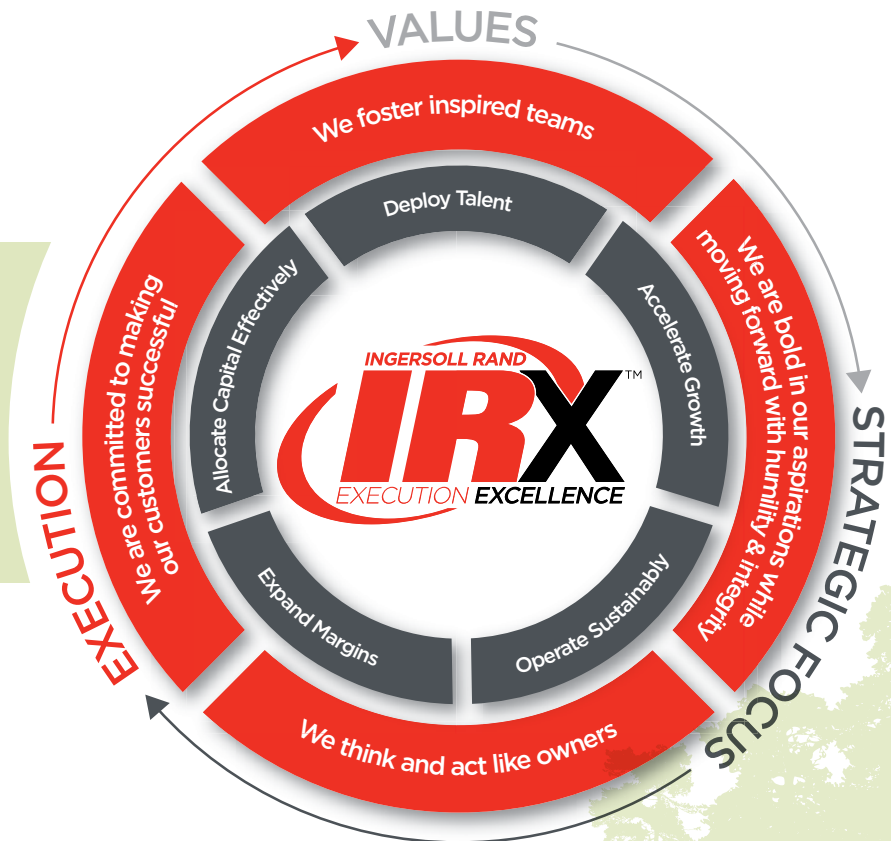
**Our Values:**

- We think and act like owners
- We are committed to making our customers successful
- We are bold in our aspirations while moving forward with humility and integrity
- We foster inspired teams

**Our Strategic Imperatives:**

- Deploy Talent
- Accelerate Growth
- Operate Sustainably
- Expand Margins
- Allocate Capital Effectively

Driven by our purpose, Ingersoll Rand is built on a set of values, strategies and an execution model known as Ingersoll Rand Execution Excellence, or IRX.





# CHAIRMAN AND CEO MESSAGE

Dear Stakeholders,

Thank you for your interest in Ingersoll Rand's sustainability journey and taking the time to read our latest Sustainability Report. We are proud of the progress we've made in becoming an industrial leader in environmental, social and governance (ESG), despite the ongoing challenges of 2021, including a global pandemic, inflationary pressures, and supply chain and logistics complexities. Eighteen months ago, I challenged our team to become recognized as a top-quartile leader in ESG among industrial companies within three years. We believe we have met that challenge in half the time.

Our accelerated progress to our goal is driven through Ingersoll Rand Execution Excellence, or IRX. IRX is our competitive differentiator that leverages our highly engaged teams and simple tools and processes to create an execution engine that drives accelerated performance, always guided by our purpose – **Lean On Us to Help You Make Life Better.**

But sustainability is not something we just report on; "Operate Sustainably" is one of our key strategic imperatives. In fact, we place it in the center of our other strategies because we believe it is embedded in, and interwoven throughout, everything we do.

Being a sustainability leader presents opportunities and responsibilities. We know we have to advance our customers' sustainability goals with our innovative products and services, and meet the demands of the world's critical high-growth sustainable end markets, just as we fully focus on reducing the environmental impact of our own operations. With this in mind, we think of our Operate Sustainably strategy in two ways:

-  **Deploy Talent**
-  **Accelerate Growth**
-  **Operate Sustainably**
-  **Expand Margins**
-  **Allocate Capital Effectively**

- 1. Growth.** We view sustainability as one of the key megatrends that will shape our future and it provides us with opportunities to sell our products and services: (a) to customers seeking sustainability benefits such as efficiency, circularity and safety; and (b) into high-growth, sustainable end markets such as renewable energy (clean tech), water and wastewater, food and beverage, and life and sciences.
- 2. Operations.** Doing good for the environment is also good for our company. Reducing our energy, water and material usage and ultimately our environmental footprint, and thereby increasing our operating efficiency, provides real benefits to our bottom line performance. We also think it is core to our values and purpose to lead by example, and show how putting our planet and communities first helps make life better for all of our stakeholders.

## Sustainable Growth

There is a growing imperative for our customers to reduce their Scope 1 and 2 greenhouse gas emissions and consumption of water and materials, and publicly commit to goals related to these reductions. They lean on us and our energy efficient and sustainable products and services to make progress on these reductions. In support of this, we established an initial goal of helping our customers achieve a combined 15% reduction in greenhouse gas emissions from the use of our products by 2030, which equates to more than 476 million megatons of CO<sub>2</sub> by the year 2030.



In addition, approximately 30% of our total revenue is generated from products focused on improving water management, purification and reducing water consumption. We are committed to helping our customers save over 1 billion gallons of water annually through the use of our products by 2030.

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# CHAIRMAN AND CEO MESSAGE

Along with providing sustainable products and services, our portfolio has undergone a significant transformation over the past three years to focus on high-growth, sustainable end markets. This transformation has included the divestitures of Club Car and High Pressure Solutions, where we secured approximately \$2 billion in gross proceeds and deployed over \$1 billion to acquisitions predominantly concentrated on sustainable end markets. These acquisitions collectively generate approximately \$300 million in annualized revenue and include portfolio offerings that facilitate the transition to clean energy; water and wastewater preservation, safety and transport; food and beverage production, and life, lab and science innovation. We will stay focused on innovating new products for these fast growing end markets so we can meet the demand of our customers where they need us.

## Sustainable Operations

We take our role as a sustainability leader seriously, and we are committed to continuous sustainability improvement in our operations and with respect to the health and safety of our employees and stakeholders. We aim to reduce our greenhouse gas emissions, our water usage and the amount of waste we generate to leave a cleaner planet for generations to come.



We are making great progress towards our goals. In 2021 we progressed 16% toward our 2030 operational greenhouse gas emissions goal; reached over 60% of our 2030 zero waste-to-landfill goal; and realized 8% toward our 2050 renewable energy goal. It is rewarding to see this tremendous progress is being recognized. Within the past six months, we've been upgraded by all of our targeted ESG rating agencies. Several now rank us in the top 15% of companies in our sector with respect to sustainability, already exceeding our three-year goal of being in the top quartile.

## Engaged Employee Owners

Along with IRX, our accelerated ESG progress is due to our highly engaged employee base, who think and act like the owners they are. Our latest engagement scores highlight this dynamic, where we now rank in the top 10% of all manufacturing organizations for “happiness at work” according to our engagement survey partner.

Purpose-driven and sustainability-minded employee owners are an unstoppable force. The power of broad-based ownership creates economic opportunity for our employees and their families, and motivates them in an extraordinary manner by creating an intense passion and care for our company and purpose. In 2021, Ingersoll Rand introduced our “Ownership Works Grant,” a one-time equity grant for new employees who join us either by hiring or acquisition.<sup>1</sup> This program builds on our \$250 million of prior all-employee equity grants, and we see this investment in our people as foundational to our values and an integral part of our culture.

## Diversity, Equity and Inclusion

Also integral to our culture is our unwavering commitment to diversity, equity and inclusion (DE&I). One of our key values is fostering inspired teams and this starts with creating an inclusive environment that celebrates and supports diversity. We know that diverse and inclusive teams drive significantly better financial results, innovation and stakeholder value making DE&I not just the right thing to do, but critical to our success. While we acknowledge we are just beginning our DE&I journey and there is a lot of opportunity ahead of us, we are deeply committed to the investment and effort necessary to attract, engage, develop, advance and retain women and under-represented talent at Ingersoll Rand.

I invite you to read further about how important sustainability is to us and the progress we have made. I think you will be humbled, as I have been, by the incredible achievements of our employees around the world, and I'm confident that the passion of our employee owners will continue to accelerate our momentum well into the future.

Sincerely,

Vicente Reynal  
Chairman and CEO  
Ingersoll Rand

<sup>1</sup> Employees must be full time and have one year of service to be eligible. Not available to employees where prohibited by local law or regulation or where such grant is required to be bargained for with an employee union unless such grant is agreed to as part of such bargaining.

# SUSTAINABLE RESPONSIBILITY: GOVERNANCE

We bring together sustainability and governance through our core value of: **We think and act like owners**. A framework of ethical, social and environmental principles and policies guides our transparency and accountability to our stakeholders. Ingersoll Rand has charted our course to implementing best in class corporate governance practices in 2021, including taking the following actions:

- Created a board-level Sustainability Committee that is highly engaged and supportive of our long-term sustainability vision
- De-classified our Board of Directors and provided for the annual election of our directors
- Eliminated the requirement for a supermajority vote of our stockholders to amend our certificate of incorporation
- Eliminated the requirement for a supermajority vote of our stockholders to amend our Bylaws
- Amended Bylaws to allow for election of directors by majority of votes rather than a plurality

## GOVERNANCE MODEL

### Governance Structure

Our Board of Directors — the highest governance body of the Company — serves as the ultimate decision-making body on material economic, environmental and social topics affecting the Company. It includes an Audit Committee, a Compensation Committee, a newly formed Sustainability Committee in 2021 and a Nominating & Corporate Governance Committee.

### Board Composition

- Independence/Non-Executive: Seven independent non-executive directors and one non-independent director (the CEO).
- Lead Director: Formalized the position of independent Lead Director in 2021 and appointed Mr. William Donnelly to that role for a three-year term.
- Tenure: Average of four years.
- Gender: 25% female; 75% male.
- Membership of Under-Represented Social Groups: More than 60% of members are diverse in gender or ethnicity.
- Meetings: Minimum of four Board meetings per year are held to enhance the Board's collective knowledge and provide updates on pertinent business, environmental, social and governance topics. In 2021, our Board held eight meetings and acted seven times by unanimous written consent.
- Meeting Attendance: Board members attended, on average, 95% of all Board meetings and the committee meetings on which they are members. We have a minimum required attendance for such meetings of 75%.
- Corporate Governance Guidelines: Our Board publicly commits to a series of best-in-class guidelines related to corporate governance which can be found in the Governance section of our website.
- Performance Reviews: Our Board and each of its committees perform an annual performance review, as required by our Corporate Governance Guidelines. This review is administered by an outside firm (Boardspan, Inc.) that provides its assessment of performance and works with the Board, the committees and their members to implement improvements designed to increase the effectiveness of the Board and its committees.

### Board Role in Sustainability Reporting / Identifying and Managing Economic, Environmental and Social Impacts

Our Board reviews and provides oversight with respect to material economic, environmental and social topics and their impacts, risks and opportunities, and strives to ensure that all topics material to the Company and their impacts are addressed appropriately including overseeing our Operate Sustainably strategy and our enterprise risk management (ERM) strategy. This oversight is accomplished through its committees, as more fully described below, as well as through reporting from management.



# GOVERNANCE MODEL

In 2021, our Board created a Sustainability Committee to aid the Board in overseeing the Company's strategy with respect to environmental; safety; diversity, equity and inclusion; corporate social responsibility; and other sustainability matters. The Sustainability Committee assesses current aspects of the Company's environmental, health and safety policies and performance and makes recommendations to the Board and management with regard to promoting and maintaining superior standards of performance. This includes processes to ensure compliance with applicable laws and regulations and programs to manage risks relating to environmental and safety matters (which processes are integrated with our ERM system and the overall risk oversight and direction provided by the Audit Committee of the Board). This significant enhancement of our sustainability governance demonstrates how we bring the same intentionality and thoughtfulness to our Governance efforts as we bring to the Environmental and Social aspects of our commitment to ESG.

The Sustainability Committee joins the Audit Committee and Nominating and Governance Committee in advising the Board on economic, environmental and social matters. The Audit Committee represents the Board in a risk oversight role by periodically reviewing our business practices and our compliance with legal and regulatory requirements, and reviewing and assessing overall Company risk through a formalized ERM program led by the management team.

In addition, the Nominating and Corporate Governance Committee focuses on ensuring we have appropriate corporate governance structures and processes in place. In 2021, this Committee did a thorough evaluation of our corporate governance taking into consideration the views held by the investment community as to best practices. Based on this review, our Board adopted a number of changes to our corporate charter that were approved by our stockholders at our 2021 annual stockholders meeting, including amendments to our certificate of incorporation that de-classified our Board of Directors and provided for the annual election of all of our directors, eliminated the requirement for a supermajority vote of our stockholders to amend our certificate of incorporation, and eliminated the requirement for a supermajority vote of our stockholders to amend our Bylaws. In addition, in 2021, our Board, as part of our best governance practices review, we made an amendment to our Bylaws, which was approved by our stockholders, that changed the vote required to elect directors from a plurality of votes cast to a majority of votes cast (except in the case of contested elections in which case a plurality of votes cast is still required).

## Executive-level Responsibility for Economic, Environmental and Social Topics

The Company's Chief Financial Officer has executive-level responsibility for economic topics and our overall ERM process and is our Company's Chief Risk Officer. Our head of internal audit, who is responsible for monitoring and auditing the Company's operational risk management performance, reports functionally to the Audit Committee and administratively to the CFO. In addition, the Company's General Counsel / Chief Compliance Officer has executive-level responsibility for environmental, social and governance topics. Both the CFO and General Counsel directly report to the Chief Executive Officer and have reporting responsibility to the Board (which oversees Ingersoll Rand's sustainability approach through its various committees as described above). In addition, the Chief Executive Officer, General Counsel / Chief Compliance Officer and Chief Financial Officer formally review and approve the organization's public reporting to ensure that all material topics are covered. For further information on the Board of Directors' and management's commitment to sustainability governance, reference the [Ingersoll Rand 2022 Proxy Statement](#).

# ESG PRIORITIES

## Our Materiality Assessment Process

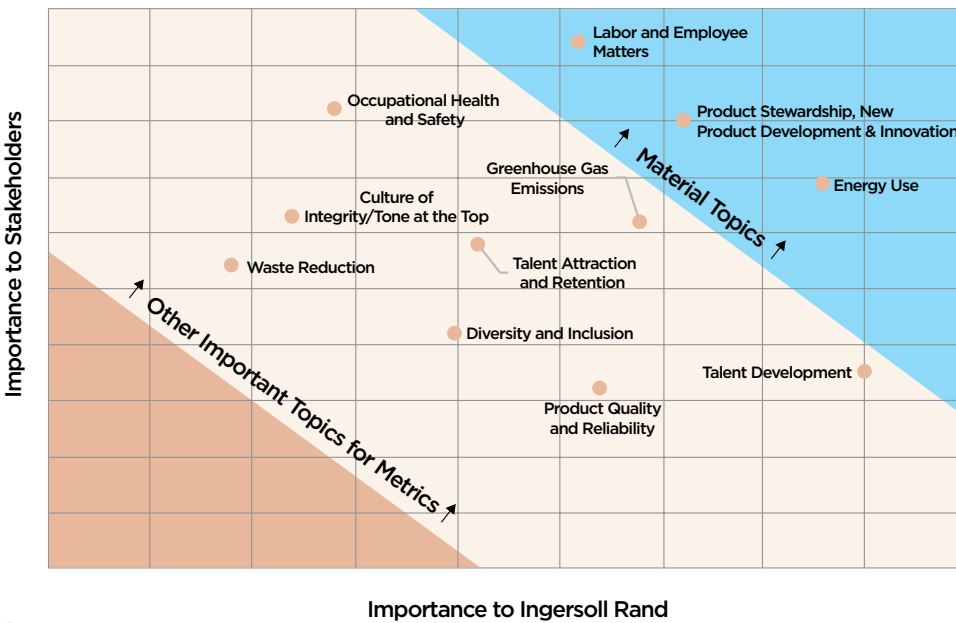
Approximately every three years, Ingersoll Rand methodically engages a comprehensive group of internal and external stakeholders to determine the relative importance and most pressing ESG impacts, risks and opportunities we should address to help ensure long-term business success. This engaging stakeholder assessment process follows the Global Reporting Initiative (GRI) Standards framework to identify what matters most to Ingersoll Rand based on the application of GRI's materiality principles. Details on the materiality process can be found in our [2019 Sustainability Report](#).

**Stakeholders:** Ingersoll Rand's stakeholders include employees and their families, customers, suppliers, shareholders and our communities.

## Importance to Ingersoll Rand (Material Topic Identification)

The materiality assessment process identified three material topics on which Ingersoll Rand continues to focus: Labor and Employee Matters (Human Capital Management); Product Stewardship, New Product Development and Innovation (Impacts from Products and Services); and Energy Use (Climate Strategy). These sustainability issues are deemed the most material based on their relative importance to stakeholders and to the Ingersoll Rand business. Material topics are reviewed on an as-needed basis to confirm they continue to align with our strategic imperatives.

Ingersoll Rand Materiality Matrix



# ESG PRIORITIES

## Material Issue #1: Labor and Employee Matters (Human Capital Management)

Why Issue is Material to Ingersoll Rand	Primary Business Strategy to Address Issue	Long-Term Metric to Measure Progress on Issue
<p>Our success is largely dependent on the skills, experience, efforts and safety of our talent across the Company. Our future success also depends on our ability to attract, retain and develop qualified personnel at all levels of the organization.</p> <p>We know the diverse and inclusive views of a global team will help us deliver strong performance, creating a cycle of success that benefits our employees, partners and customers. The availability of highly qualified, diverse talent is limited and the competition for talent is robust.</p>	<p>Deploy Talent is the first of Ingersoll Rand’s five strategic priorities, and the one where we develop, nurture, mentor and help our teams become better. We think and act like owners in everything we do because we are owners! Employee ownership is central to our approach.</p> <ul style="list-style-type: none"> <li>• We have built on our previously awarded equity grants, totaling \$250 million, to further foster inspired teams.</li> <li>• In 2021, Ingersoll Rand introduced Ownership Works Grant, a one-time equity grant for new employees who join the Company, either by hiring or acquisition.<sup>1</sup></li> <li>• Employees recognize they truly have a vested interest in the success of the Company, and a 17% increase in engagement scores over 3 years demonstrates employees act in more engaged and meaningful ways.</li> </ul> <p>In living our value of “We Foster Inspired Teams,” we know a workplace that cultivates a sense of inclusion, belonging and respect will develop the most talented, engaged and capable employees. Diverse, inclusive teams improve productivity and quality of work, while increasing employee engagement, all of which drives stakeholder value creation. Our ownership mindset culture is a differentiator in attracting and retaining talent to continue to progress the performance of the Company.</p>	<p>Based on our 2020 baseline metrics, our primary talent development/attraction and retention metrics by 2025 include:</p> <ul style="list-style-type: none"> <li>• Increase “Employee Growth and Development” as measured on employee engagement survey.</li> <li>• Increase “Equal Opportunity” as measured on employee engagement survey.</li> <li>• Increase “Sense of Belonging” as measured on employee engagement survey.</li> <li>• Increase global employment of women from 22% to at least 25%.</li> <li>• Increase underrepresented talent in the U.S. to 30%.</li> </ul> <p>Although zero is always the goal, Ingersoll Rand aligns with world-class safety rates on an annual basis:</p> <ul style="list-style-type: none"> <li>• Achieve world-class Total Recordable Incident Rate (TRIR) safety level of 0.6</li> <li>• Achieve world-class Loss Time Incident Rate (LTIR) safety levels of 0.06</li> </ul>

<sup>1</sup> Employees must be full time and have one year of service to be eligible. Not available to employees where prohibited by local law or regulation or where such grant is required to be bargained for with an employee union unless such grant is agreed to as part of such bargaining.

# ESG PRIORITIES

## Material Issue #2: Product Stewardship, New Product Development and Innovation (Impacts from Products and Services)

Why Issue is Material to Ingersoll Rand	Primary Business Strategy to Address Issue	Long-Term Metric to Measure Progress on Issue
<p>Growing sustainably at Ingersoll Rand is about attracting customers that are seeking sustainable solutions to reduce energy consumption and associated GHG emissions; reduce water consumption; reduce waste; extend the useful life of equipment; leverage the Industrial Internet of Things (IIoT) for operations optimization and maintenance prediction to eliminate unplanned downtime; and keep their employees safe, healthy, and productive.</p> <p>Our products and services significantly contribute to the call to climate action, realizing a low carbon society and reversal of water scarcity.</p> <p>We are uniquely positioned to deliver sustainable products and services into high-growth sustainable end markets where Ingersoll Rand is making a significant difference now and in the future.</p>	<p>Ingersoll Rand’s growth strategy is two-fold. We design, manufacture and deliver products and services that: (1) offer inherent sustainability benefits such as efficiency, circularity and safety; and (2) serve high-growth, sustainable end markets, including renewable energy (clean tech), water and wastewater, food and beverage, and life and sciences.</p> <p>We continue to invest in product and service innovation to deliver a well-positioned portfolio to address our customer needs, deliver value to customers in high-growth sustainable end markets while driving profitable growth for our Company and <i>making life better</i> for our customers and our planet.</p>	<ul style="list-style-type: none"> <li>• Greater than 15% reduction in GHG emissions across IR products in aggregate (throughout their complete lifecycle) by 2030. In addition to ongoing product innovation and roadmap work, execution of our Scope 3 product use-phase analysis and implementation of enterprise-wide Design for Sustainability (DfS) standard work is enabling achievement of this commitment.</li> <li>• Generate &gt;25% of enterprise revenue from our products and services portfolio by 2025, where we define sustainable products and services as those that meaningfully improve energy efficiency, reduce GHG or other emissions, reduce water consumption, reduce waste, promote circularity, or improve operator/facility health and safety vs. prior generation or competitive alternative products.</li> <li>• Greater than 1 billion gallons of water recycled annually using Ingersoll Rand products by 2030</li> <li>• Generate &gt;50% of our revenue from high-growth, sustainable end markets (including renewable energy, water and wastewater, food and beverage, life and sciences) by 2025.</li> </ul>



# ESG PRIORITIES

## Material Issue #3: Operations Energy Use (Climate Strategy)

Why Issue is Material to Ingersoll Rand	Primary Business Strategy to Address Issue	Long-Term Metric to Measure Progress on Issue
<p>Ingersoll is responding to the call of climate action not only with our products, but also in our operations. We are committed to doing more with less and enhancing the communities where we operate. Improving the energy efficiency of our operations and making changes towards renewable energy through solar and green retail contracts is making life better for our operations, employees and the communities where we operate.</p>	<p>Ingersoll Rand is using the IRX process to operationalize sustainability within all of our business units. Our primary business strategy to reduce energy consumption is through our Green Excellence (GreenX) Teams and reporting progress through IRX. The cross-functional GreenX teams around the world are trained in areas of industrial energy, water and waste management to identify and implement efficiency improvement opportunities in:</p> <ul style="list-style-type: none"> <li>• Compressed air management</li> <li>• Start-up/Shut-down management</li> <li>• HVAC and lighting systems</li> <li>• Manufacturing efficiency</li> <li>• Waste and water management</li> </ul>	<p>Ingersoll Rand has targeted a 4% energy reduction YOY within its operations to reach the stated mid and long-term climate goals.</p> <ul style="list-style-type: none"> <li>• Reduce operations GHG emissions 60% by 2030</li> <li>• Achieve net zero GHG emissions by 2050</li> <li>• All operations will be powered by 100% renewable energy by 2050</li> </ul>

Ingersoll Rand's Wujiang, China facility converted 120 outdoor road lamps on their campus to solar lighting.



# ENTERPRISE RISK MANAGEMENT

## Key Impacts, Risks & Opportunities

At Ingersoll Rand, uncertainty is managed by thoughtful and strategic risk recognition, management and reduction. We are able to identify trends and recognize risks thanks to a series of processes that the Company has in place that collectively form our enterprise risk management (ERM) system.

Through our ERM system, we identify material risks to the Company and then develop and implement countermeasures designed to reduce these risks to an acceptable level based on the risk levels set and reviewed by our executive management team, the Audit Committee and our Board of Directors. Our ERM system is reviewed regularly for effectiveness and updated as needed.

## Significant & Emerging Risks\* Challenges & Opportunities Identified through ERM process

Risk	Background	Mitigation	Opportunities
<b>Sustainability Integration</b>	Potential inability to integrate sustainability into the business as quickly as necessary for stakeholder expectations.	Increased transparent public reporting and identified sustainability maturity plan. ESG gap closure using IRX. Goals set to provide targets across products, services and operations.	Innovate products and services to help customers achieve their environmental goals by reducing their energy consumption and water usage. Integrate broadly to recruit/retain talent, set bold targets, and maintain and enhance market share. Cost savings from energy, water and waste improvements in operations.
<b>Employee Matters and Culture</b>	Working to successfully spearhead the transition to back to work in a manner taking into account the impact of COVID-19.	Processes and systems established to keep employees as safe as possible through phased return to work.	Healthy employees. Returning to face-to-face live interactions increases opportunities to connect and engage.
<b>Operational Growth</b>	Expanded international operations could present a challenge on our business given instability of global economy and potential economic, political, regulatory risks.	Manufacturing in-region / for-region provides immediate response to customers and continues to meet demand, while also lowering product costs and minimizes global risks.	Increasing focus on high-growth, sustainable end markets that are expected to outperform market in spite of potential global risks.
<b>Products and Services</b>	Inability to develop new products and technologies can impair our competitive position, which could affect sales and market share.	Invest in resources that allow us to remain on top of technological research and innovation. Use voice of the customer research and release efficient products that help meet customer demands. A robust Innovate to Value (i2V) program is part of our operational framework to re-design products in a cost-efficient manner using voice of the customer data.	The ability to increase market share and the ability to reduce Scope 3 emissions.
<b>Climate</b>	Identification of our climate strategy to address our impacts as well as to identify solutions supporting 2°C scenarios.	Created Scope 1 and Scope 2 emissions reduction for operations by 2030. Scope 3 goal set for product use phase. Assessed physical risks including water stress using WRI's Aqueduct Water Risk Atlas Tool during scenario	Lower operational costs, increased resiliency. Product changes create new customer solutions resulting in increased product revenue, improved downstream impacts, and improved customer sustainability.

# ENTERPRISE RISK MANAGEMENT

Risk	Background	Mitigation	Opportunities
<b>Climate</b>		planning. Created water reduction target for our operations. Created target to eliminate, reduce or recycle >1 billion gallons of water annually through product use.	
<b>Occupational Health and Safety</b>	Hazards and ill health affect employees' ability to thrive and work.	Company-wide health and safety management system. Audit program to ensure capabilities of the system. Introduction of Behavior Based Safety with regular leadership involvement and program review.	Reinforce our safety culture and strengthen trust among the team.
<b>Emerging Risks:</b>			
<b>Disruptive / Alternative Technology</b>	The markets in which we operate are characterized by changing technologies and introductions of new products and services. Our ability to develop new products based on technological innovation, including those that drive sustainability, energy reduction and the reduction and/or recycling of water in our customers' processes, can affect our competitive position. If we do not compete successfully, our business, financial condition, results of operations and cash flows could be materially adversely affected.	<p>Ingersoll Rand invests in, designs, manufactures and delivers products and services that:</p> <ul style="list-style-type: none"> <li>(a) offer inherent sustainability benefits such as efficiency, circularity and safety; and</li> <li>(b) serve high-growth, sustainable end markets, including renewable energy (clean tech), water and wastewater, food and beverage, and life and sciences.</li> </ul> <p>As part of our strategy to help customers achieve their environmental goals, we will continue to invest in products and services to improve our offerings.</p> <p>We have a commitment to product stewardship, including energy efficiency research and new technology for product development and innovation to ensure our are long lasting, reliable, sustainable and relevant.</p>	<p>Customers purchasing innovative energy and water efficient products. By offering full system assessments and audits to our customers, we can help them identify energy leaks. The unprecedented capabilities of our service technicians are able to make upgrade recommendations based upon evaluations of energy efficiency. This is an opportunity on how we connect and educate our customers on total cost of ownership and energy efficiency. We estimate that two thirds of our current global installed base could realize meaningful improvements in efficiency by upgrading their compressor system.</p> <p>We know optimizing compressor and air treatment systems is critical to our customers to help them solve their Scope 1 and Scope 2 challenges.</p>
<b>Cybersecurity</b>	Our business is highly dependent on financial, accounting and other data-processing systems. If any of these systems fail, we could suffer financial loss, business disruption, liability to our customers, regulatory intervention or damage to our reputation. Although we have backup systems, procedures and capabilities in place, they may also fail or be inadequate.	An IT Security framework has been established based on NIST CSF, NIST 800-171, NIST 800-53 and ISO 27001. A 3-year roadmap to strengthen controls has been reviewed and approved by the Ingersoll Rand Board of Directors, and is currently in implementation. A 3rd party penetration test was performed in Q3 2021. In addition, an incident response plan has been established to address various cyber risks.	Maintain strong processes to avoid security disruptions, creating further confidence in our business.

# ETHICS AND COMPLIANCE

Fundamental to the reputation, success and growth of Ingersoll Rand are integrity, honesty and sound judgment. [Our Code of Conduct](#) is designed to ensure all employees at every level always conduct themselves lawfully and maintain the highest ethical standards in every aspect of their business dealings. The Code is designed to assist us in avoiding even the appearance of improper behavior and serves as a guide for employees when faced with legal or ethical questions. All of our employees are expected to read the Code carefully, understand its expectations and apply it to all aspects of work. In fact, in 2021, Ingersoll Rand partnered with outside experts to design an online Code of Conduct training module that has been successfully implemented across the entire organization.

Accompanying our annual online Code of Conduct training was Ingersoll Rand's first "Compliance Awareness" campaign that included global distribution of, and customized training on, the following enterprise-wide policies:

- [Anti-Bribery & Corruption](#)
- Conflicts of Interest
- Gifts, Meals & Entertainment
- Global Trade Compliance

These measures are designed to provide another layer of education for those representing Ingersoll Rand, reduce the risk of unethical actions and hold accountable anyone who acts contrary to our Purpose and Values.

We expect no less from our suppliers, all of whom are expected to comply with the Company's [Supplier Code of Conduct](#) and adhere to the Company's principles of responsible global sourcing.

Ingersoll Rand was proud to win the 2021 Best Compliance and Ethics Program (large cap) award from Corporate Secretary. This prestigious accolade recognizes Ingersoll Rand's ongoing commitment to building and maintaining an effective compliance and ethics program.



## Code of Conduct Coverage

% Relative to Total Number of:	Population	Written/Digital Acknowledgement	Training
Employees	100%	100%	100%
Contractors/Suppliers/Service Providers	100%	100%	100%
Subsidiaries	100%	100%	100%
Joint ventures (including ownership ≥10%)	100%	100%	100%



# ETHICS AND COMPLIANCE

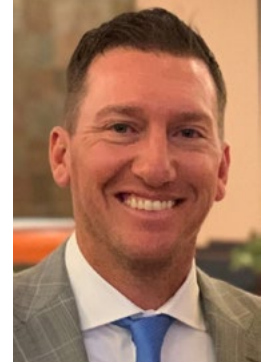
## Compliance Systems/Procedures

A Code of Conduct is only effective if it is acknowledged and followed. Ingersoll Rand recognizes that there must be systems and procedures in place to ensure the Code of Conduct and its guidance is understood locally, adopted globally and complied with universally. Partnering with Internal Audit, the Compliance department utilizes a risk and control program to regularly assess its material operations against high-risk elements of the compliance system, including integrity and ethical standards, bribery and corruption exposure, and overall policy adherence.

Further, Ingersoll Rand incorporates expected competencies into its performance appraisal system, which is ultimately linked to employee remuneration. Within those competencies is Ingersoll Rand's ultimate compliance tenant: "acting with integrity regardless of how hard the challenge." In the unfortunate instance an employee is seen to have fallen short of that competency, the performance appraisal system is designed to identify and reflect that deficiency in the annual employee remuneration assessment process.

**"Key to the Code's design was a focus on the 'we' as a Company. Ingersoll Rand's Code of Conduct is crafted as a means for conveying how everyone at the Company is going to work and succeed."**

- Robert Mayfield,  
Global Compliance Leader



To assure external stakeholders that the Code of Conduct is not only established but also effective, Ingersoll Rand engages Deloitte & Touche, an independent third party to perform an annual audit of its consolidated financial statements and the effectiveness of internal controls. As part of this work, they perform entity level audit procedures that assess the Code of Conduct compliance program. Components of the entity level control audit procedures include annual confirmation of the global Code of Conduct certification exercise; verification of the global ethics hotline, including upward reporting to the Audit Committee of the Board of Directors; enforcement of the Code and the establishment of a Management Representation Letter that requires quarterly certification from Company leaders.

## Bribery & Corruption

Ingersoll Rand remains committed to conducting its worldwide operations in accordance with the highest ethical standards and in compliance with all applicable laws and regulations, including the U.S. Foreign Corrupt Practices Act, U.K. Bribery Act, and other anti-corruption and related laws in countries in which it conducts business. As such, the Company's reputation and business success rely on the collective effort of its employees to follow these standards with the highest integrity. We expect that same commitment from our agents, consultants, representatives, and other companies and individuals acting on our behalf as well as those acting on behalf of our transaction partners in connection with work for the Company. We are committed to preventing corruption, including the appearance of corruption, in all of our business dealings. We have zero tolerance for bribery and corruption and accept no excuses, including that bribery is a common practice in a given country. Simply put, we prohibit all forms of bribery no matter how small.

We further recognize that political and charitable contributions can be used as a conduit for bribery, which is why our publicly available [Anti-Bribery & Corruption Policy](#), applied globally, addresses and controls the manner in which these types of contributions can be made, and to whom:

- Contributions of anything of value by the Company or Company personnel on the Company's behalf, to a government employee or to a charitable organization or cause are not permitted unless approved in advance by the general counsel, permitted by law and made to a bona fide organization;
- Company personnel will not commit to any such contributions unless explicitly authorized to do so by the director, global compliance; and
- Company personnel may not make political or charitable contributions, whether in their own name or in the name of the Company, to obtain or retain business or to gain an improper business advantage.

# ETHICS AND COMPLIANCE

## Ingersoll Rand's Code Reporting

Consistent with the commitment outlined in our Purpose and Values, Ingersoll Rand works each day to foster an environment where open and honest communications are the expectation, not the exception. We encourage our internal and external stakeholders to submit good faith reports related to suspected violations of our Code of Conduct and requests for guidance related to internal policies and procedures, while always recognizing and providing the expected legal protections for those reporters. In situations where a stakeholder prefers to place an anonymous report in confidence, our global ethics hotline allows for that preference.



We do not hide from our responsibility to address situations that conflict with our Purpose and Values, which is why we promote and make visible our integrity materials at every Ingersoll Rand location worldwide. These materials are available in local languages and include in-country phone numbers to simplify the reporting process.

Following is a breakdown of internal and external reports to Ingersoll Rand's global ethics hotline including categories for the reports, those resulting in disciplinary actions and total value of fines associated with all investigations.



## Global Ethics Hotline Reports

Type of Reports	2019		2020		2021	
	# of reports	Serious cases	# of reports	Serious cases	# of reports	Serious cases
Governance & Ethics	54	0	62	0	25	0
Human Resources	117	0	80	0	66	0
<b>Total Reports</b>	<b>171</b>	<b>0</b>	<b>142</b>	<b>0</b>	<b>91</b>	<b>0</b>
Employee Disciplined for Governance & Ethics Violations	11	0	2	0	9	0
Fines Imposed	\$0	\$0	\$0	\$0	\$0	\$0

**Note:** "Governance & Ethics" includes all non-Human Resources reports related to Code of Conduct matters. "Serious cases" equates to those having a material impact on the management of the organization. "Discipline" is up to, and including, termination.

Ingersoll Rand received 25 "Governance & Ethics" reports globally in 2021 and ~32% of those cases were substantiated and resulted in employee discipline. Internal investigations determined breaches occurred against Company policies covering business records, health/safety, supplier selection, fraud, theft and accounting/financials. All 25 reports were presented to the global ethics hotline "case management team" consisting of the SVP, General Counsel; VP, Internal Audit; and Director, Global Compliance. Of those reports, 100% were also disclosed to the Ingersoll Rand Board of Director's Audit Committee.

### Political Contributions

In 2021, Ingersoll Rand did not make contributions or expenditures to political campaigns, organizations or lobbying groups whose primary role is to influence political campaigns, public policy or legislation. However, Ingersoll Rand does from time-to-time contribute to trade associations and tax-exempt entities that we believe support our purpose "to help make life better" and it is possible that these associations and entities may have engaged in incidental, ad hoc lobbying activities. Further details on the Company's contributions to these associations and entities can be found in the [Regulations and Public Policy](#) section.

### Charitable Contributions and Sponsorship

In 2021, the value of Ingersoll Rand's corporate citizenship/philanthropic contributions totaled \$1.7 million, a 42% increase over the prior year. Further detail on the reporting of the Company's philanthropic contributions can be found in the [Community Impact](#) section.

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# REGULATION AND PUBLIC POLICY

Companies often legitimately represent themselves in legislative, political and public discourse. However, excessive contributions to political campaigns, lobbying expenditures, trade associations and other tax-exempt groups may damage a Company's reputation and create risks of corruption.

Ingersoll Rand did not make contributions to political campaigns or organizations or lobbying groups whose primary role is to influence political campaigns or public policy and legislation. In furtherance of our purpose to Lean on Us to Help You Make Life Better, Ingersoll Rand does from time to time contribute to trade associations and tax-exempt entities who we believe support our purpose, but whose primary focus is not lobbying. However, it is possible that these associations and entities may engage in incidental, ad hoc lobbying activities from time to time. In this context, a "contribution" is defined as an amount given during a fiscal period to an individual candidate, organization, ballot measure, or "issue area" or "topic" requiring lobbying efforts.

The table below reflects the publicly reported information on Ingersoll Rand's annual total monetary contributions to and spending for trade associations and other tax-exempt groups. Ingersoll Rand does not have a Political Action Committee (PAC); therefore, no PAC contributions are included in the information below.

## Ingersoll Rand Contributions to Trade Associations and Other Tax-Exempt Groups<sup>1</sup>

	2018	2019	2020	2021
Lobbying, interest representation or similar	\$0	\$0	\$0	\$0
Local, regional or national political campaigns/ organizations/candidates	\$0	\$0	\$0	\$0
Trade associations or tax-exempt groups (e.g., think tanks)	\$815,286	\$933,523	\$868,108	\$841,191
Other (e.g., spending related to ballot measures or referendums)	\$0	\$0	\$0	\$0
Total contributions and other spending	\$815,286	\$933,523	\$868,108	\$841,191
Data coverage (as % of revenue)	100%	100%	100%	100%

<sup>1</sup>Data for reporting years 2018-2019 have been updated to reflect the Merger. On February 29, 2020, Gardner Denver Holdings, Inc. closed on the acquisition of Ingersoll-Rand plc's Industrial segment (the "Merger") and changed its name to Ingersoll Rand Inc. For comparative purposes, management has also presented herein supplemental financial information for 2019 as if the Merger was completed on January 1, 2019.

## Association Memberships

Ingersoll Rand partners, endorses, holds memberships in and is actively involved with a number of industry, economic and environmental associations, as well as other initiatives relevant to our business and important to our employees and communities. We also align with several charters that support and advance our material focus. The following list is representative though not fully comprehensive of these types of engagements.

- Australian Hydrogen Council
- British Compressed Gases Association
- CEO Action for Diversity and Inclusion (external social charter)
- China Environment Protection Association
- China General Machinery Association
- China Vacuum Society
- Compressed Air & Gas Institute (CAGI)
- Compressed Air Association of Australasia
- Confederation of Indian Industry
- CSA Group Testing & Certification
- Ecovadis
- European Power Tools Association
- Federation of Malaysian Manufacturers
- Global Shippers Association
- German Mechanical and Plant Engineering Association
- Hefei General Machinery Research Institute
- Hydrogen Europe
- Hydraulic Institute
- Malaysia Motor & Equipment Manufacturers
- Manufacturers Alliance for Productivity & Innovation (MAPI)
- Material Handling Industry Association
- National Society of Black Engineers
- Portuguese Association for the Promotion of Hydrogen
- Responsible Minerals Initiative
- Shanghai Energy Conservation Association
- Society of Hispanic Professional Engineers
- Spanish Hydrogen Association
- Scottish Hydrogen and Fuel Cell Association
- United Kingdom Hydrogen and Fuel Cell Association
- United Nations Global Compact
- U.S.-China Business Council
- U.S. Department of Energy's Better Plants Initiative (external charter)
- U.S. Department of Energy's Better Climate Challenge
- Women in Manufacturing Association

# SUPPLY CHAIN MANAGEMENT

## Overview of Ingersoll Rand's Supply Chain

Ingersoll Rand appreciates its valued supplier partners and the critical role they play in the manufacture, delivery and service of our mission critical products. Our supply chain strategy is to build a flexible and sustainable supply chain that balances in-region/for-region sourcing to maintain supply chain security and minimize potential disruptions, while ensuring best-cost country sourcing that allows us to take advantage of lower commodity and component costs. This in-region/for-region approach also allows us to minimize our impact on the environment by reducing the distance finished goods, components and raw materials are transported.

Our top five supply chain strategy priorities:

1. Consolidate our supplier base to generate cost synergies while maintaining / improving quality and lead time, and enhance our commitment to in-region/for-region sourcing;
2. Enroll 95% of critical Tier I suppliers (by spend) into the newly established preferred supplier program by 2022 (Goal: 85%+ at end 2021).
3. Establish standardized systems, reporting and metrics to create an ongoing, comprehensive view of the supply chain;
4. Prioritize, standardize and implement existing best practices across the combined entity; and
5. Achieve net working capital (NWC) improvements through inventory reduction

To deliver these strategies, Ingersoll Rand is focused on driving several key initiatives:

## Ingersoll Rand Preferred Supplier Program

Ingersoll Rand is focused on identifying our critical and strongest partners in order to consolidate our supply base, generate cost synergies, and support our in-region/for-region sourcing strategy (#1 above). IR wants to work with our best partners to drive sustainability throughout our supply chain, as well as give these partners the opportunity to bid on new business as we execute supply chain consolidation and in-region/for-region sourcing strategies.

Ingersoll Rand defines a critical Tier I supplier as one in the Top 60% of cumulative spend. This represents a small percentage (-1.5%) of our overall supply base that drives a significant portion of our business, as well as our impact on the environment.

Type of supplier	Absolute number of suppliers*	Share of total procurement (%)
Critical Tier I suppliers	279	60%
Total Tier I suppliers	19,881	100%

\*Supplier count decreased in 2021 to Ingersoll Rand's divestiture of our [Club Car](#) and [High Pressure Solutions](#) businesses.

In 2020, Ingersoll Rand launched a preferred supplier program that defines criteria and benefits for these critical suppliers.

Our preferred supplier program focuses on building these strategic partnerships to ensure quality and delivery while decreasing costs. IR requires these suppliers to have clear sustainability plans for their business and collaborate with IR to help achieve Ingersoll Rand's sustainability targets. In 2021, we have successfully achieved 85% enrollment of our critical Tier I suppliers into this program, meeting our goal in support of Strategy #2 above.

Ingersoll Rand's preferred supplier process will continue to strengthen our existing supplier partnerships and identify new mutually advantageous partnerships, including our support of the development of smaller suppliers to enhance their capabilities; doing so is critical to ensuring exceptional customer service and continued advancement of Ingersoll Rand's sustainability objectives.

## Establish Consistent Metrics, Systems and Best Practices to Measure and Improve Supply Chain Performance

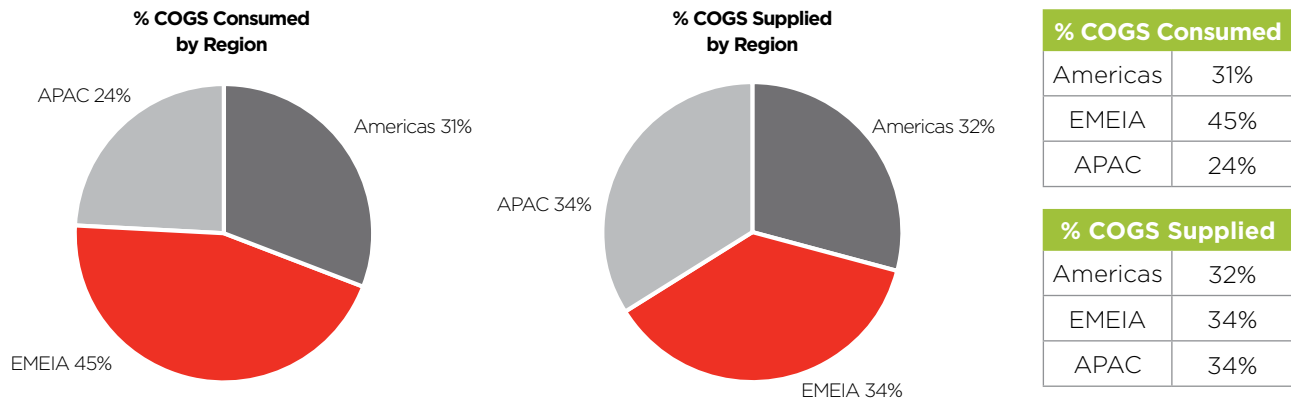
Ingersoll Rand has a global and diverse supply chain that provides goods and services across our entire portfolio. In order to achieve consistent, real-time assessments of this supply chain, it is critical that we standardize metrics, systems, and best practices to identify opportunities, drive improvement actions, and measure the effectiveness of those actions. This is the objective of strategies 3 and 4 above.

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# SUPPLY CHAIN MANAGEMENT

## Supply Chain Spend

The monetary value of purchases from all suppliers in 2021 was greater than US \$2 billion, annually.



## Standardized Processes and Best Practices to Manage Supplier Risk

To manage the sustainability risk of Ingersoll Rand's global suppliers, the supply base is assessed annually based on percent of spend with the Company, operational criticality and business contingencies. In 2021, we assessed 100% of our critical suppliers and suppliers with high sustainability risk. From this assessment, suppliers are identified as critical or non-critical to ensuring Ingersoll Rand's production continuity. The four critical aspects of this assessment process are described below.

### 1. IntegrityNext - Ongoing assessment of supply base

In order to continually assess the sustainability risk of our supply base, Ingersoll Rand has established an independent third-party partnership with IntegrityNext. The comprehensive assessment program through IntegrityNext evaluates for potential risks in environmental protection; human rights and labor; anti-bribery and anti-corruption; health and safety; and supply chain responsibility (including conflict mineral compliance). Using a four-step process with IntegrityNext, we can quickly identify and request corrective action as needed for sustainability risks. A summary of this process is as follows:

Step 1 Real-Time Monitoring	Step 2 ESG Assessment	Step 3 Validation Service	Step 4 Compliance Profile
IntegrityNext scans around one billion messages every day to ensure we know the risk of 100% of our suppliers as early as possible (news, authorities, social media etc.).	IntegrityNext uses a pre-built environmental, social and governance (ESG) and compliance self-assessment. They automatically obtain the assessment and certificates from our suppliers to confirm their compliance with the relevant sustainability standards.	Each time a supplier uploads a certificate to the IntegrityNext platform or makes changes to the associated responses, a trained IntegrityNext staff member checks the certificate and associated responses for content validity and validity date, and requests confirmation of validity from the accreditation body. In this way, not only is an initial check carried out, but the effect of any improvement measures introduced are also checked and findings are reported to Ingersoll Rand.	After the supplier has finished their self-assessment, a compliance profile will be generated: <ul style="list-style-type: none"> <li>• <b>Status Green</b> = Approved (no risk, no action needed)</li> <li>• <b>Status Yellow</b> = Sustainability Risk (corrective actions plan will be addressed)</li> <li>• <b>Status Red</b> = High Sustainability Risk (corrective actions plan will be addressed immediately)</li> </ul>

Suppliers with high sustainability risk (whether critical or non-critical) are identified to ensure proper monitoring and needed corrective actions.

Ingersoll Rand's goal in 2022 is to enroll our 279 Tier I critical suppliers into IntegrityNext and address any sustainability or other risks identified. Ingersoll Rand will expand this program moving forward, enrolling suppliers in 1,000 count batches, prioritized by spend, with the goal of incorporating the top 90% of our entire supply base by 2025.

# SUPPLY CHAIN MANAGEMENT

## 2. On-Site Assessments

We manage supply chain disruption risks via a number of standard work processes, including the enforcement of our [Global Supplier Quality Manual](#), Supplier Corrective Action Request (SCAR) Agreement and formal correction action plans as needed. The SCAR process is an 8D-based problem investigation and solving method that requires root cause investigation and corrective actions from the supplier. If necessary, the Supply Chain and quality teams will use in-person, on-site assessments (OSAs) to identify root cause and countermeasure directly with the supplier.

Our Supply Chain teams also monitor and meet weekly to review high-risk suppliers with more chronic quality, delivery or sustainability issues. In addition to these weekly working sessions, the Supply Chain teams also present a monthly executive summary of the suppliers with the highest business impact concerns to the plant and operational leadership team.

## 3. Conflict Minerals

Ingersoll Rand does not source raw materials/minerals but instead, procures finished and semi-finished components and products from tens of thousands of companies around the world. The structure of these relationships is complex and requires that Ingersoll Rand educates them on the importance of responsible sourcing along with how Ingersoll Rand depends on their transparency to inform its annual SEC disclosure obligation under the Dodd-Frank Act.

Ingersoll Rand's commitment to responsible sourcing is expressed in its [Conflict Mineral Policy](#) and downstream expectations of its suppliers are clearly articulated in the Ingersoll Rand [Supplier Code of Conduct](#).

## 4. Supply Chain Reporting Quantitative KPIs and Targets

Ingersoll Rand uses a wide variety of KPIs to maintain visibility as to the performance of our supply chain. A few, select critical KPIs are listed in the table below. These are either mandatory to doing business with IR or directly measure progress on one of the strategies listed above.

### Supply Chain Critical KPIs

KPI	KPI Description	KPI Target	Historical Results		
			2019	2020	2021
<b>KPI 1</b> (measures strategy 2)	Enroll 95% (by spend) of critical Tier I suppliers into preferred supplier program	<b>Target:</b> 95% (by spend) of critical Tier I suppliers by 2022 <b>Current Year:</b> 85% in 2021	43%	60%	85%
<b>KPI 2</b> (mandatory to do business with IR)	100% of new suppliers will agree to Business Partner Code of Conduct.	<b>Target:</b> 100% of new suppliers <b>Target Year:</b> 2021	100%	100%	100%
<b>KPI 3</b> (measures strategy 3 and 4)	Percentage (by spend) of critical Tier I suppliers that are "red" on IntegrityNext sustainability scoring <i>This is a new initiative in 2022 and will be our primary mechanism for scoring sustainability in our Supply Chain beyond 2022.</i>	<b>Target:</b> 5% <b>Target Year:</b> 2024	NA	NA	NA

### Achieve Net Working Capital Benefits through Inventory Reductions

Our final supply chain strategy on reducing inventory may not appear to have sustainability impacts. However, one of the main aspects of this strategy is to re-shore some or all of critical parts of the supply chain, significantly reducing transit distance and lowering emissions. Each of our businesses will have strict KPIs aimed at moving part of the supply chain to produce in region, as well as managing delivery frequency into our facility to further reduce emissions impact.

# INFORMATION SECURITY / CYBERSECURITY

## Information Security

The Ingersoll Rand cybersecurity team reports to the Chief Information Officer and stays abreast of industry trends and best practices with respect to cyber threats, security products and regulatory requirements. This dedicated cybersecurity team is tasked with securing our Information Technology (IT) systems and protecting customer data, intellectual property and privacy data. Additionally, it performs regular testing of cybersecurity capabilities and engages with third parties to support incident response and penetration testing activities. The Audit Committee of the Board has oversight responsibility for the Company's overall risk management activities, including the effectiveness of our cybersecurity program.

To reduce the likelihood of negative consequences from an attempted cybersecurity attack, all employees, contractors and partners are required to comply with the Ingersoll Rand IT Acceptable Use and Security Policy that details various information security requirements. All employees are also required to take annual security awareness training that includes current security challenges and aligns with the Company's risk management objectives. This training is updated periodically and helps protect Ingersoll Rand from the various cybersecurity threats we face as a Company, including corruption or disablement of our data or systems, unauthorized access to sensitive information and fraud.

Although Ingersoll Rand has experienced occasional attempted breaches of our cybersecurity (phishing, business email compromise, etc.), we continue to modify or enhance our protective measures as well as investigate and remediate any vulnerabilities detected. To date, none of this activity has had a material effect on our business, operations or reputation, and does not meet the criteria to be reported or disclosed under applicable government regulations.



# AWARDS AND RECOGNITION

Ingersoll Rand is building a culture for success, and our work is increasingly earning external recognition for its leadership in sustainability, ESG, DE&I, growth, leadership and other related topics. Browse some of our recent awards and honors from 2021 to 2022 highlighted below, or view the complete list of [Ingersoll Rand's awards and achievements](#) on our website.

## 2021 Awards

### Best Compliance and Ethics Program (large cap)

[Corporate Governance Awards – Corporate Secretary](#)



### Achievement in Management – Manufacturing

[Gold Stevie Award – The American Business Awards](#)



### Achievement in Management – Human Resources

[Gold Stevie Award – The American Business Awards](#)



### Campaign of the Year – Communications/PR

[Gold Stevie Award – The American Business Awards](#)



### Events & Observances Campaign of the Year – Communications/PR

[Silver Stevie Award – The American Business Awards](#)



### Most Valuable Corporate Response

[Silver Stevie Award – The American Business Awards](#)



### Excellence in Communications & Public Relations

[Silver Anvil Award – Public Relations Society of America](#)



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# AWARDS AND RECOGNITION

## 2022 Awards to Date

**Leadership in Sustainability & Circular Economy**  
[Manufacturing Leadership Award – The National Manufacturing Leadership Council](#)



**S&P Yearbook Member**  
[The 2022 Sustainability Yearbook – S&P Global](#)



**S&P Global Industry Mover Award – Sustainability**  
[The 2022 Sustainability Yearbook – S&P Global](#)



**Highest Rated Nomination - Achievement in Growth – Manufacturing**  
[Grand Stevie Award – The American Business Awards](#)



**Achievement in Growth – Manufacturing**  
[Gold Stevie Award – The American Business Awards](#)



**Maverick of the Year – Leadership**  
[Bronze Stevie Award – The American Business Awards](#)



**Better Practice Award – Sustainability**  
[Better Project and Better Practice Awards – U.S. Department of Energy](#)



# SUSTAINABLE SOCIETIES: PEOPLE AND COMMUNITY

Employees are our single greatest competitive advantage. That's why we believe the power of employee ownership best defines our commitment to diversity, equity and inclusion (DE&I). Employee ownership creates broad-based economic opportunity for all of our employees and their families, regardless of an employee's role, location or background. Ingersoll Rand offers the opportunity of equity to thousands of people around the world who would not otherwise realize the possibility of long-term financial stability. While dialogue and training are critical, employees thinking, acting and being owners is what sets Ingersoll Rand apart in truly taking action to nurture a DE&I culture.

## DIVERSITY, EQUITY & INCLUSION

Tunneling even deeper beyond employee ownership, nurturing Ingersoll Rand's DE&I culture is focused on the dramatic improvement for women and under-represented talent in five key areas:

- Talent attraction
- Engagement
- Development
- Advancement
- Retention




“Progress does not happen overnight. By laying a strong foundation where intentional and meaningful actions make people feel valued, we will see a sustainable inclusive culture.”

- Jenny Clemente  
Global Director of Diversity & Inclusion



Focusing on these five areas, coupled with an ownership mindset, is how we have been cultivating Ingersoll Rand's DE&I culture over the past two years toward our vision to be a DE&I leader by achieving our publicly stated goals.

### Ingersoll Rand 2025 DE&I Goals

 <h4>REPRESENTATION</h4> <p><i>Balancing global representation</i></p>	 <h4>EXPERIENCE</h4> <p><i>Belonging is our standard</i></p>	 <h4>ADVANCEMENT</h4> <p><i>Fostering inspired teams</i></p>
<p><b>Increase representation for under-represented* employee groups</b></p> <p><b>By 2025</b></p> <ul style="list-style-type: none"> <li>• Increase under-represented talent in the U.S. workforce to at least 30%</li> <li>• Increase global employment of women to at least 25%</li> </ul> <p><b>Enabling Initiatives</b></p> <ul style="list-style-type: none"> <li>• Diversity sourcing strategy and action plan</li> <li>• Platform to support diversity hiring, tracking and reporting</li> </ul>	<p><b>Foster a sense of belonging and build global networks / relationships</b></p> <p><b>By 2025</b></p> <ul style="list-style-type: none"> <li>• Increase “belonging” on employee engagement survey to top percentile ranking among all companies</li> <li>• Build networks, mentoring and sponsorships</li> </ul> <p><b>Enabling Initiatives</b></p> <ul style="list-style-type: none"> <li>• Expansion and annual programming of Inclusion Groups</li> <li>• Mentoring programs</li> <li>• Unconscious Bias training and DE&amp;I learning path</li> </ul>	<p><b>Help navigate career paths and ensure equal opportunities</b></p> <p><b>By 2025</b></p> <ul style="list-style-type: none"> <li>• Increase “growth” and “equal opportunity” on employee engagement survey to top percentile ranking among all companies</li> </ul> <p><b>Enabling Initiatives</b></p> <ul style="list-style-type: none"> <li>• Employee confidence in career advancement regardless of ethnicity or gender</li> <li>• E-learning platform</li> <li>• Leadership competency model aligned with DE&amp;I</li> <li>• Structured career paths for all roles</li> </ul>

\* Under-represented talent is defined as Black or African American, Hispanic or Latinx, Asian, American Indian, Alaska Native, Native Hawaiian. Source: Management Leaders for Tomorrow (“MLT”).

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# DIVERSITY, EQUITY & INCLUSION

## Progress on Representation Goal

Gender Representation		2020	2021	2022	2023	2024	2025
Target		22.0%	22.25%	22.75%	23.50%	24.3%	25.0%
Actual		21.6%	22.5%				

## Progress on Representation Goal

URT Representation <sup>1</sup>		2020	2021	2022	2023	2024	2025
Target		25.0%	25.5%	26.25%	27.5%	28.75%	30.0%
Actual		25.0%	15.3%				

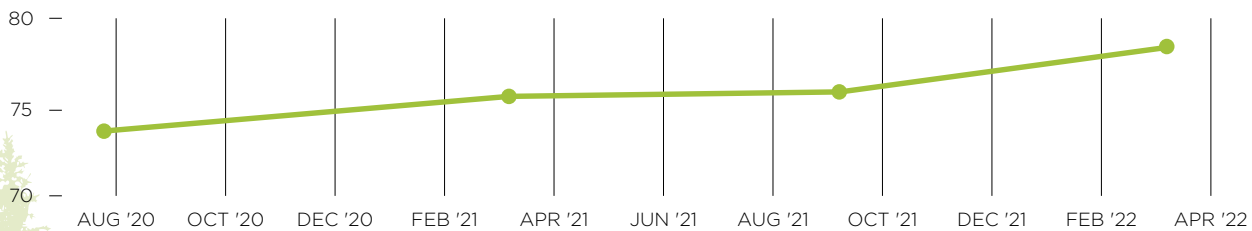
<sup>1</sup> URT representation was significantly negatively impacted in 2021 due to two divestures of companies that had high levels of URT representation. We are currently developing our standards on how and when to re-baseline targets due to significant divestures, acquisitions or other events, and expect to share revised baseline and targets by the end of 2022.

## Progress on Experience Goal

Belonging is the strongest driver of engagement in our Company, and is at the heart of our value: We Foster Inspired Teams. When our employees truly feel they belong, they have a full experience that helps us deliver a strong performance, creating a cycle of success that benefits our employees, partners, customers and communities. Like advancement, we have improved on our experience goal over the last two years. Our belonging is now in the top-quartile ranking among benchmark companies according to our employee engagement survey partner. Our improvement trend in this goal is shown below.

### Belonging Historical Trend

13535 (87%) Responded in Apr



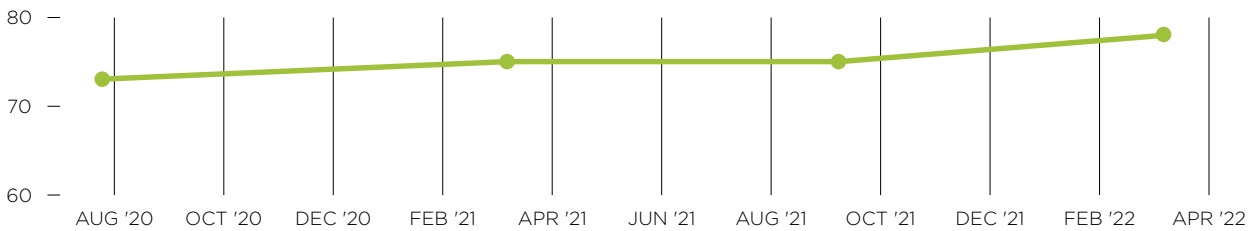
# DIVERSITY, EQUITY & INCLUSION

## Progress on Advancement Goal

We are passionate about solidifying and advancing the development of our Company culture by increasing diversity of talent, supporting navigation of career paths and ensuring equity in opportunities. Looking at the progress of our 2021 advancement goal progress, our promotion rate for females outpaced our female representation rate, indicating that our focused activities on development and advancement are working. Additionally, we are backfilling this talent with a higher rate of gender diversity than our representation rate. These are leading indicators of success related to our DE&I commitment and investment. Since 2020, we have made marked improvement on the advancement survey ratings we track for our public goals – equal opportunity and growth. In fact, our rating in both of these advancement areas are now in the Top 10% among benchmark companies according to our employee engagement survey partner. Our improvement trend for equal opportunity and growth is shown below.

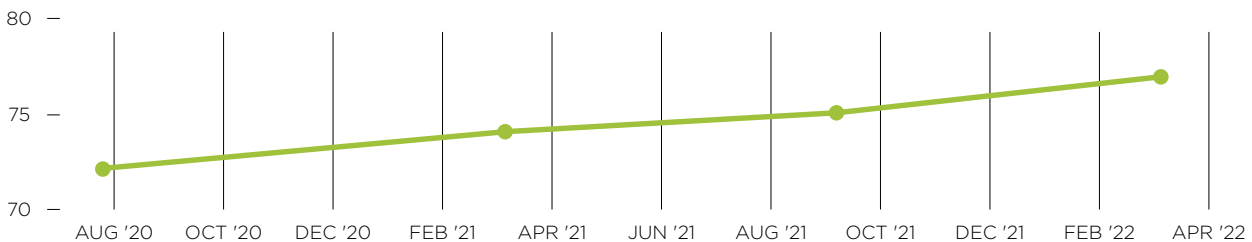
### Equal Opportunity Historical Trend

13535 (87%) Responded in Apr



### Growth Historical Trend

13535 (87%) Responded in Apr



# DIVERSITY, EQUITY & INCLUSION

## Proud Achievements and Our DE&I Journey Ahead

As a participant in the CEO Action for Diversity & Inclusion pledge for years, we are proud that Ingersoll Rand's Board of Director members are more than 60% diverse in gender or ethnicity, and the full extended leadership team is 30% female and is nearly 50% diverse in gender or ethnicity. To further advance our commitment to equity in how employees are treated and the opportunities available to them, in 2021, the Company launched four employee-led Inclusion Groups: Hispanic/Latinx Org for Leadership Advancement (HOLA), Disability Inclusion Group (iRealabilities), Asian Inclusion Group and Pride Alliance. These four new employee inclusion groups joined the Company's existing global inclusion groups—Black Employee Network, Women's Inclusion Group and Veteran Inclusion Group—as strategic employee resources for talent management, community influence, employee experience, and leadership development and mentoring.



In addition, as part of fostering inspired teams, Ingersoll Rand is committed to mentoring to guide and support employees and build an inclusive and diverse work environment. Launched in 2021, our pilot mentoring program connected 40 mentees from inclusion groups with a pool of more than 100 mentors from across the Company. In 2022, more than 200 hundred additional senior and mid-level leaders became mentors and the mentoring program expanded to all inclusion groups. While we have made progress in many areas, we know we are just getting started. We see the potential and opportunity that diverse and inclusive teams can deliver. On the pages ahead, there is additional workforce data. We believe that by remaining focused on talent attraction, engagement, development, advancement and retention, we will further advance our DE&I commitment and meet our objectives to develop the most talented and capable employees.

To better equip our employees to do so and to solidify our expectations, we continue to lay the groundwork to promote respect, inclusion and belonging by training our employees on unconscious bias. The training teaches employees to recognize bias in the workplace and encourages self-examination to expose bias in ourselves. We have deployed our unconscious bias training to more than 82% of our salaried employees and have conducted personalized sessions to over 150 leaders on "DE&I Matters." In addition, in 2021, we continued our powerful initiative called "Lean into Change" where employees from across the Company participate in culturally sensitive conversations with trust and transparency.

Our 2025 DE&I goals illustrate this commitment. We are passionate about solidifying and advancing the development of our Company culture by increasing diversity of talent, supporting navigation of career paths and ensuring equal opportunities while fostering a sense of belonging.

## Diversity, Equity & Inclusion Workforce Data

The following documents our 2021 DE&I employee data with respect to our workforce.

### Gender Breakdown of our Global Employee Population by Percentage of Employees

Diversity Indicator	Percentage of Total Employee Population
Females in total workforce	22.3%
Females in all management positions, including junior, middle and senior management (as % of total management workforce)	19.0%
Females in junior management positions, i.e., first level of management (as % of total junior management positions)	23.6%
Females in senior management positions, i.e., maximum two levels from the CEO or comparable positions (as % of total senior management positions)	21.0%
Females in management positions in revenue-generating functions (e.g., sales, as a % of all such managers, e.g., excluding support functions such as HR, IT, Legal)	16.4%
Females in STEM (Science, Technology, Engineering and Math)-related positions (as a % of total STEM positions)	13.7%

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# DIVERSITY, EQUITY & INCLUSION

## Diversity Breakdown of our Employee Population in the U.S

Breakdown	Share in total U.S. workforce (as % of total workforce)	Share in all management positions, including junior, middle and senior management (as % of total management workforce)
Asian	3.0%	3.5%
Black or African American	7.0%	2.9%
Hispanic or Latino	6.4%	5.3%
White	70.5%	78.3%
Indigenous or Native	0.2%	0.0%
Other	12.3% not specified 0.4% two or more races	9.5% not specified 0.3% two or more races

## Age Breakdown of our Global Employee Population

Total Population	<30 years old	30-50 years old	>50 years old
15,830	11.05%	57.07%	31.88%

## Gender Pay Indicators

Differences between employee pay by level		
Level	Avg. Male Salary	Avg. Female Salary
Executive level (base salary only)	\$481,324	\$375,000
Executive level (base salary + other cash incentives)	\$1,305,767	\$736,250
Management level (base salary only)	\$92,331	\$87,824
Management level (base salary + other cash incentives)	\$269,035	\$255,689
Non-management level (base salary only)	\$57,753	\$41,916

Differences between male and female annual employee pay		
Pay Type	Mean	Median
Gender Pay Gap	\$15,048 USD	\$21 USD
Gender Bonus Gap	\$33,635 USD	\$47 USD

# HUMAN RIGHTS

The activities of Ingersoll Rand impact the lives of millions around the world, and we recognize we play an important role in respecting and upholding human rights around the world. To illustrate our active commitment to and respect of human rights in our business relationships, we enforce our [human rights policy](#) to further embed and ensure responsibility for people throughout Ingersoll Rand. This policy helps us proactively and systematically identify potential human rights impacts to ensure prompt and fair remedial actions.

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# TALENT DEVELOPMENT

Ingersoll Rand invests in its employees, the most critical factor in our Company’s success. Below are some examples of our initiatives focused on developing our employees.

## Training & Development Inputs

Per full-time employee	2021
Average hours of training and development	6.76 hours
Average amount spent on training and development.	\$226.02 USD

## Employee Development Programs

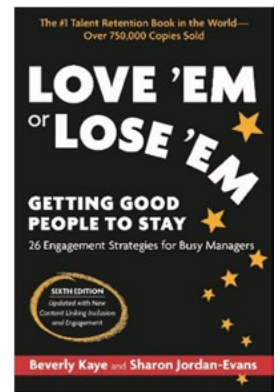
Ingersoll Rand values training and development and offers dozens of in-house courses designed to educate, motivate and equip employees for personal and professional growth. The descriptions below are of three development programs, among many, that illustrate our priority to further strengthen our Company culture through ongoing training and development.

### Love ‘em or Lose ‘em

This program, based on a Wall Street Journal bestseller book, is designed for people leaders and offers simple strategies that managers can use to keep their employees engaged and living up to their potential at work.

Today’s employees desire meaningful work, recognition and opportunities to grow. Without that, employees leave for better opportunities, costing their companies up to 200% of their annual salaries to replace them. Retention is one of the most important issues facing businesses today and Ingersoll Rand is proactively combating it with successful skills training like this one.

The 2021 Connections Employee Engagement Survey scores for employees who completed Love ‘em or Lose ‘em have shown differentiated improvement over those who have not completed the training. Managers who participate in Love ‘em or Lose ‘em contribute to increased business performance, including increased customer satisfaction, reduced employee turnover and greater employee engagement. Between 2020 and 2021, 45% increased their engagement scores year-over-year.



### Value Selling

Our Value Selling program changes the way sales people approach their customers. Delivered either in person or virtually, sales people learn how to think like an investor rather than a supplier; how to increase pipeline size, velocity and accuracy; and how to gain the customer’s perspective so they can be in the business of adding value. Sales people who complete this program have an understanding of being part of their customer’s purchasing process like they have never seen before! In 2021, 2% of full time employees participated.

Employees who participate in Value Selling have a larger sales funnel, have more accurate data on their customers’ projects based on customer evidence and can produce more revenue without working more hours. In 2021, the funnel size for the medical division original equipment manufacturing (OEM) projects realized a 9% funnel increase and, the percentage of recent college graduate new hires who became profitable in one year increased 10% from 2020 to 2021.

### Women’s Leadership Development Program

Our Women’s Leadership Development Program was designed to prepare women for Ingersoll Rand career enrichment and advancement opportunities, increase engagement for women globally and reduce female attrition. We provide a global cohort with a combination of business and personal development by focusing on skills that are connected to our purpose and values. This program was born out of efforts Ingersoll Rand started more than a decade ago to take a closer look at the number of women occupying key leadership roles within various departments and the company’s commitment to elevating women leaders.

Our current Women’s Leadership Development Program learning framework includes individual assignments, virtual classrooms and peer coaching circles, with curriculum topics ranging from leadership to financial data and the customer experience.

# TALENT DEVELOPMENT

## Human Capital Return on Investment

Employee Level	2018 <sup>1</sup>	2019 <sup>1</sup>	2020 <sup>2</sup>	2021 <sup>3</sup>
Total Revenue	\$6,454,100,000	\$6,164,500,000	\$5,380,100,000	\$5,152,400,000
Total Operating Expenses	\$4,800,000,000	\$4,536,000,000	\$4,350,600,000	\$4,043,900,000
Total employee-related expenses (salaries + benefits)	\$1,220,000,000	\$1,195,800,000	\$1,237,200,000	\$1,207,400,000
Total Employees	16,700	17,200	15,900	15,830
Resulting Human Capital ROI	\$2.36	\$2.36	\$1.83	\$1.92

<sup>1</sup> For 2018 and 2019, the amounts include the impact of one full year of standalone legacy Ingersoll Rand Industrial Segment activity.

<sup>2</sup> For 2020, the amounts include the impact of two months (January and February of 2020) of standalone legacy Ingersoll Rand Industrial Segment activity.

<sup>3</sup> For 2021, the amounts exclude our two formerly-owned businesses, Specialty Vehicle Technologies and High Pressure Solutions, that were sold during the year.





# EMPLOYEE EXPERIENCE

The most critical elements of our business are our employees and our partners. Support of our people is not only the right thing to do – it also builds better, more motivated teams. True to our values, we continue to promote a sense of belonging, empowerment and respect for employees in our culture.

## Employee Engagement

We value employees and consider them the single most important driver of our future success. Employee engagement is critical to our Company's commitment to create a diverse, inclusive and equitable culture where all employees thrive. Making life better for our employees starts with creating opportunity, which includes a personal ownership stake in Ingersoll Rand.

### Ownership Works Equity Grant Program

In September 2020, Ingersoll Rand made nearly 16,000 employees owners with its \$150 million worldwide equity grant. We believe this is one of the largest equity grants ever given to employees in an industrial Company and follows the same approach Gardner Denver took in 2017 with a \$100 million equity grant given to all employees. We believe it is a meaningful way to build an ownership culture where all employees can benefit from creating value as they contribute to our success.



Because it was important to us to set a plan in place to ensure all employees share in this ownership story, in 2021 we launched Ownership Works, an on-going equity grant program to provide a one-time employee equity grant to employees hired since September 2020. This program will allow each and every employee of our company to become an owner<sup>1</sup>. We believe in the power of ownership; owners enjoy higher engagement and have a vested interest in Making Life Better for Ingersoll Rand, its valued customers and local communities.

### Connections Employee Engagement Surveys

While our equity grants illustrate our financial investment to making our employees owners, Ingersoll Rand appreciates that true ownership requires employee engagement at every level of the Company. To give a voice to every employee on the workings of their Company, we conduct Connections Employee Engagement surveys to ensure continuous improvement and feedback. The confidential survey, conducted by a third party, is a catalyst to ensuring every employee is empowered to influence the future of our Company and their own careers, and the survey data equips Ingersoll Rand to make the best decisions to improve in the areas deemed most important to our employees.



From the 27-question survey, employee engagement ratings are based on the answers to two questions: "How happy are you working at Ingersoll Rand?" and "I would recommend Ingersoll Rand as a great place to work." 100% of our employees receive the survey, and holistic messaging on the importance of the survey ensures industry-leading response rates. We continue to encourage participation at a local level with local sponsors and employee engagement champions in order to maintain consistent participation.

### October 2021 Employee Engagement Survey

More than 91% of our global employee population completed the survey, significantly higher than the manufacturing benchmark of 80%. Employees provided nearly 32,000 comments to accompany the quantitative answers, yielding an overall employee engagement index of 78.

Responses to "How happy are you working at Ingersoll Rand?" scored 79, up six points compared to benchmark, which ranks Ingersoll Rand in the top 10% of manufacturing organizations according to our survey partner.

The score of 77 for "I would recommend Ingersoll Rand as a great place to work" is four points higher than benchmark manufacturing organizations according to our survey partner. Overall, the October 2021 engagement index was five points above the manufacturing benchmark.

Responses to all questions exceeded the mean manufacturing benchmark, with six topics in the top 10% of benchmark manufacturing organizations: accountability, satisfaction, empowerment, feedback, initiative and respectful treatment. Additional strengths include our commitment to safety and manager performance, demonstrating our ownership commitment and "lean on us" mindset.

<sup>1</sup> Employees must be full time and have one year of service to be eligible. Not available to employees where prohibited by local law or regulation or where such grant is required to be bargained for with an employee union unless such grant is agreed to as part of such bargaining.

# EMPLOYEE EXPERIENCE

## April 2022 Engagement Survey

With a strong participation rate of 87% for the April 2022 survey, our overall employee engagement index was 80, up 2 points from October 2021 and we received nearly 29,000 comments.

An engagement score of 80 is Ingersoll Rand's highest score over the last four surveys, and is above the manufacturing industry benchmark of 75 as determined by our survey partner. All of our scores improved since our October 2021 survey by a range of two to three points, with nine questions in the top 10 percent of manufacturing organizations. While engagement in the manufacturing industry has been trending downward since 2021, our employee engagement has continued to increase.

Responses to "How happy are you working at Ingersoll Rand?" scored 81, up six points compared to benchmark, and ranks Ingersoll Rand in the top 10 percent of manufacturing organizations per our survey partner. The response to "I would recommend Ingersoll Rand as a great place to work" scored 79, up five points compared to benchmark, placing Ingersoll Rand in the top 25% of manufacturing organizations.

Employee feedback confirms that thinking and acting like owners creates positive change—and a culture that is empowered, continuously improving and treats everyone respectfully. All of our survey questions first measured in 2020 have improved by meaningful margins in just two years. In fact, the six questions with greatest growth – equal opportunity, feedback, growth, inclusion, strategy and sustainability – directly align with our focus on creating measurable success through the Ingersoll Rand Execution Excellence (IRX) process and fostering inspired teams.

## Four-Year Trend for Employee Engagement Survey

	2018	2019	2020	2021	2022
<b>Employee Engagement (% of Positively Engaged Employees)</b>	67%	72%	76%	78%	80%
<b>Participation Rate (% of Total Employees)</b>	92%	92%	95%	91%	87%

## Employee Turnover Rate

We believe the engagement of our global team members, as well as the power of ownership, is reflected in our turnover rate.

	2018	2019	2020	2021
<b>Total employee turnover rate</b>	12.3%	13.9%	16.7%	13.4%
<b>Voluntary employee turnover rate</b>	9.1%	9.0%	7.2%	9.4%
<b>Data coverage (as % of all full-time employees globally)</b>	100%	100%	100%	100%

# EMPLOYEE EXPERIENCE

## Employee Information

### Hiring

Below is a breakdown of employees by a variety of indicators; all data is as of December 31, 2021.

	2020	2021
Total number of new employee hires	1,321	1,856
Percentage of open positions filled by internal candidates (internal hires)	18%	25.6%
Average hiring cost per full-time employee	\$2,645	\$1,282

### Total Number of Employees by Employment Contract by Gender

	Male	Female	Undisclosed	Total
Permanent	12,172	3,472	7	15,651
Temporary	104	62	13	179
	<b>12,276</b>	<b>3,534</b>	<b>20</b>	<b>15,830</b>

### Total Number of Employees by Employment Contract by Region

	Americas	AP	EMEIA	Total
Permanent	5,454	3,419	6,778	15,651
Temporary	19	5	155	179
	<b>5,473</b>	<b>3,424</b>	<b>6,933</b>	<b>15,830</b>

### Total Number of Employees by Employment Contract by Type

	Male	Female	Undisclosed	Total
Full-Time	12,117	3,292	19	15,428
Part-Time	159	242	1	402
	<b>12,276</b>	<b>3,534</b>	<b>20</b>	<b>15,830</b>

**Percentage of Employees Covered by Collective Bargaining Agreements:** 40%.

### Employee Support Programs

Ingersoll Rand is proud to care for its employees and attract quality talent with an array of [competitive benefits](#), including but not limited to:

- Flexible work hours
- Work-from-home arrangements where available
- Part-time work options
- Breast-feeding/lactation facilities where available
- Paid parental leave for primary caregivers and non-primary caregivers in excess of the minimum legal requirement

# HEALTH, SAFETY AND WELLNESS

## Occupational Health and Safety

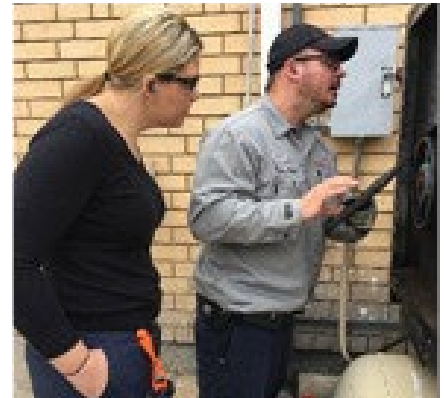
A strong and sustainable safety culture is the foundation to all our safety programming at Ingersoll Rand. We strive to continuously improve our safety performance and promote safety in everything we do. Our global EHS community is actively delivering regulatory and Ingersoll Rand-specific EHS training, implementing standard work, investigating near misses and incidents, reducing risk through hazard and ergonomic assessments, auditing and rolling out our annual 100 Days of Safety campaign to all employees worldwide.

One example of this is our Behavior Based Safety (BBS) program that we introduced globally in 2021 where employees are actively involved in observing how work is performed and providing immediate feedback to ensure employees continue their safe behavior and correct any at-risk behavior. All employees, whether at a customer site, factory, or other site such as a repair center, warehouse or R&D facility are engaged in BBS. Our BBS Coaches are actively observing employees in their work environment, coaching standard work and getting involved by helping solve some of our employees' most pressing challenges at work.

In addition, risk assessments are required of all job tasks before starting work. In the field, risk assessments are completed on every customer site for every job. In the factory, risk assessments are conducted on all jobs before the process is released to operations. If the activity is new or non-standard, no work can begin until a thorough risk assessment is completed and reviewed with all employees involved in the job. At any point, an employee has the authority to stop work and review the risk until it is satisfactorily mitigated.

Training and education are imperative to our employees' understanding to ensure the standard work is followed. In 2021, nearly 60,500 safety training hours were delivered to our employees. Additionally, at the start of every meeting, whether in a conference room, online, or on the shop floor, a Safety Moment is presented to keep everyone's mind attentive to safety at work and at home.

Overall, safety is the highest score of all employee engagement questions. At 91%, our Company's "Commitment to safety" is our second highest-rated engagement score slightly behind "Comfort discussing work hazards and safety issues freely and openly" at 92%. We are exceptionally proud our employees feel safe coming to work, knowing their safety concerns will be addressed so they can return home safe to their families.



Our EHS Management System is comprised of 37 pieces of standard work which are self-audited annually. Additionally, our global team of EHS leaders audits sites around the world which results not only in an evaluation of the standards, but also an array of best practices emerge from the audit and are shared on a Global EHS Learning Session monthly. Auditing of the management system ensures standard work is followed and corrective actions are tracked to close the gaps identified.

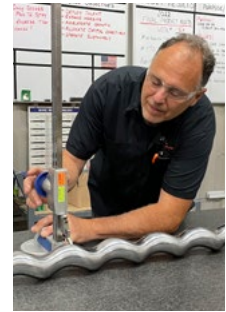
Our Health and Safety IDM, which uses our IRX process, has been in place now since 2020 and includes all business units in all regions around the world. The IDM has successfully helped shape the EHS Management System, our culture and our programming in Safety. The EHS Council was formed as a result of the IDM and these EHS leaders come together weekly to confirm our KPI's are on track to reach our Company goals.

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# HEALTH, SAFETY AND WELLNESS

Thanks to the efforts and intentions of our safety-conscious employees worldwide, Ingersoll Rand's safety culture enables the Company to achieve exceptional safety performance as shown in the data below. In particular, in 2021 Ingersoll Rand achieved nearly world-class safety performance in Total Recordable Incident Rates. This performance is a testament to our value of Thinking and Acting Like Owners. Employees have a bias to action; they speak up when an anti-risk behavior is identified or spot a hazardous condition, they take the initiative to stop work, perform risk assessments, implement systemic corrective actions after an incident, report near misses and minor accidents, and follow the standard work.

“I like where we’re heading with our overall safety program in Enon, Ohio versus the challenges we’ve had in the past. The changes we’ve made in safety management and the new Behavior Based Safety program are very positive, as evidenced by our engagement survey results”



- Karl Erling, Receiving Inspection Technician at SEEPEX, an Ingersoll Rand Company.

## Work-Related Fatalities

### Work-Related Fatalities - Employees

Fatalities	Unit	2018	2019	2020	2021
Employees	n/million hours worked	0	0	0	0
Data coverage	% of employees	100%	100%	100%	100%

### Work-Related Fatalities - Contractors

Contractors	Unit	2018	2019	2020	2021
Contractors	n/million hours worked	0	0	0	0
Data coverage	% of contractors	100%	100%	100%	100%

## Days Away / Restricted or Transfer (DART)

### Days Away / Restricted or Transfer (DART) - Employees

Employees	Unit	2018	2019	2020	2021
Days Away/Restricted Transfer Rate	n/200,000 hours worked	0.86	0.73	0.34	0.35
Data coverage	% of employees	100%	100%	100%	100%

### Days Away / Restricted or Transfer (DART) - Contractors

Contractors	Unit	2018	2019	2020	2021
Days Away/Restricted Transfer Rate	n/200,000 hours worked	0.99	0.38	0.77	0.25
Data coverage	% of contractors	100%	100%	100%	100%

### Days Away / Restricted or Transfer Rate (DART) - Employees & Contractors Combined

Employees & Contractors	Unit	2018	2019	2020	2021
Days Away/Restricted Transfer Rate	n/200,000 hours worked	0.86	0.70	0.36	0.34
Data coverage	% of employees & contractors	100%	100%	100%	100%

# HEALTH, SAFETY AND WELLNESS

## Total Recordable Incident Rate

### Total Recordable Incident Rate (TRIR) – Employees

Employees	Unit	2018	2019	2020	2021
Total Recordable Incident Rate	n/200,000 hours worked	1.59	1.20	0.50	0.67
Data coverage	% of employees	100%	100%	100%	100%

### Total Recordable Incident Rate (TRIR) – Contractors

Contractors	Unit	2018	2019	2020	2021
Total Recordable Incident Rate	n/200,000 hours worked	1.36	0.50	1.10	0.58
Data coverage	% of contractors	100%	100%	100%	100%

### Total Recordable Incident Rate (TRIR) – Employees & Contractors Combined

Employees & Contractors	Unit	2018	2019	2020	2021
Total Recordable Incident Rate	n/200,000 hours worked	1.57	1.15	0.53	0.66
Data coverage	% of employees & contractors	100%	100%	100%	100%

## Total Lost Time Incident Rate

### Total Lost Time Incident Rate (LTIR) – Employees

Employees	Unit	2018	2019	2020	2021
Lost Time Incident Rate	n/200,000 hours worked	0.43	0.32	0.09	0.11
Data coverage	% of employees	100%	100%	100%	100%

### Total Lost Time Incident Rate (LTIR) – Contractors

Contractors	Unit	2018	2019	2020	2021
Lost Time Incident Rate	n/200,000 hours worked	0.12	0.00	0.11	0.00
Data coverage	% of contractors	100%	100%	100%	100%

### Total Lost Time Incident Rate (LTIR) – Employees & Contractors Combined

Employees & Contractors	Unit	2018	2019	2020	2021
Lost Time Incident Rate	n/200,000 hours worked	0.41	0.30	0.09	0.10
Data coverage	% of employees & contractors	100%	100%	100%	100%

# HEALTH, SAFETY AND WELLNESS

## Ingersoll Rand COVID-19 Pandemic Response

Protecting our employees and remaining globally operational have continued to be our two critical focus areas during the ongoing COVID-19 pandemic.

Our talented global workforce, driven by an ownership mindset, demonstrated our ability to deliver for our customers despite the challenges of the ongoing COVID-19 global pandemic. The business continuity execution during the pandemic was grounded in our Purpose, and our employees, customers and contractors knew they could lean on us. Ingersoll Rand's businesses manufacture and service mission-critical products that support essential sectors on the front lines of minimizing the spread and fighting the impact of COVID-19, including the healthcare, food and agriculture, transportation and logistics, critical manufacturing, energy and defense industrial sectors. Through the Spring 2022 COVID-19 lockdowns in China, our teams committed to making our customers successful by volunteering to live and work in the facility in order to serve customers, manage operations and mitigate project delays and continue operations. They were all thinking and acting like owners as well as keeping one another safe!

### Our COVID-19 Operating Principles

1. Keep our employees and their families safe
2. Stay committed to our customers
3. Support fast-acting local decision making with regional leader oversight



The health and safety of our employees continued to be our top priority. The local and regional COVID task forces—comprised of business, HR, Communications and EHS leaders—continued their strong leadership in protecting our employees, customers and communities through the rigorous adherence to our Site Preparedness and Response Playbook. Following three guiding principles, these task force teams worked to reduce the spread of the virus and protect employees with onsite vaccinations, vaccination incentives, and physical and mental health benefits.

### Ingersoll Rand India Answers the Call for Aid

In spring 2021, during a critical rise in COVID-19 cases in India, Ingersoll Rand's Industrial Technologies and Services (ITS) team in India was committed to making life better for their country. ITS India supplied 300 compressors and 109 dryers to meet the nation's need for oxygen; these products were used in special filter systems specifically designed to remove the water that is inherent in compressed air and produced oxygen. Two of our Rb75 compressors were installed at a government-run COVID-19 facility in Kakinada, Andhra Pradesh, India. Our compressors produced 1,700 liters of medical oxygen per day for the 1000-bed capacity facility. Additionally, the Indian Air Force and the government of Nagaland helped us deliver our compressors to hospitals in Nagaland, India, for oxygen generation.



### Ingersoll Rand Service Call Saves Lives in Jamaica

Ingersoll Rand's Buffalo, New York, facility got a call from a valued customer reporting that one of their Ingersoll Rand air compressors was down and needed immediate service. The need was urgent indeed as the team learned that the medical system of the island of Jamaica is reliant on our customer for oxygen. Our customer is the only oxygen producer in the entire country and our air compressor supplies the compressed air for that oxygen production. After repeated efforts virtually to no avail, it was determined an on-site repair was required. Despite health risks and travel restrictions, Senior Service Technician Joseph Bludau was eager to ensure our customer's success and Jamaica's safety. He took a COVID-19 test (waiting 24 hours for his results), flew to Jamaica, repaired the compressor, took another COVID-19 test, returned home and then self-quarantined for seven days to ensure the safety of his coworkers and customers before returning to his service rotation in Buffalo. Ingersoll Rand's mission-critical products are protected by our dedicated service professionals who take our commitment to lean on us to extraordinary measures.

# COMMUNITY IMPACT - VOLUNTEERING AND PHILANTHROPY

## Social and Community Activities

At Ingersoll Rand, we strongly believe that we have the power and responsibility to build a better world and we wake up every day with the desire to help *Make Life Better*. Our companywide citizenship strategy guides our philanthropic priorities and activities, which are aligned to the U.N. Sustainable Development Goals and to our Company's business drivers. Managing our citizenship strategy in this way provides clear direction and enables us to use our product expertise and strength of our employee volunteers to have maximum, measurable societal impact on communities and the world.

## Ingersoll Rand Global Citizenship Strategy

The following principles define Ingersoll Rand's global citizenship strategy:

### 1. Support Our Purpose and Values

Our global citizenship strategy must first and foremost support our Purpose and Values and integrate them into the fabric of our Company.

### 2. Enhance Our Reputation

A key outcome of our global citizenship strategy is that it should help support and promote us as the provider, employer and investment of choice.

### 3. Diversity, Equity & Inclusion

Working toward the right solutions requires an integrated view of global citizenship, and diversity, equity and inclusion; social responsibility requires diverse, equitable and inclusive perspectives.

### 4. Respond to Local Community Needs

Our global citizenship strategy must be responsive to identified needs in our communities that are appropriate for our involvement to "Think Global, Act Local."

### 5. Engage Employee Preference

The interests and preferences of our employees are taken into account when determining the programs we support.

### 6. Achieve Impact

Our emphasis will be on making resource investments that lead to measurable, observable changes in people, communities and the environment.

### 7. Leverage Resources

Our efforts will maximize our impact by leveraging corporate and local initiatives; all of our activities will build on each other to ensure we outperform our objectives.

## Alignment with United Nations Sustainable Development Goals

Ingersoll Rand's global citizenship efforts – whether globally or at the local level – are aligned with the following UN Sustainable Development Goals (SDG):





# COMMUNITY IMPACT - VOLUNTEERING AND PHILANTHROPY

## Global Citizenship Priorities and Results

We identified three key priorities that align with UN Sustainable Development Goals

**Priority #1:** Provide life-changing solutions through clean, safe drinking water and disinfection systems to schools in impoverished areas.

### Project Description and Alignment with Ingersoll Rand Business Drivers

By 2030, the World Economic Forum predicts global demand for freshwater will exceed supply by 40%. As an industrial leader with 30% of our total revenue focused on improving water management, consumption and purification, Ingersoll Rand understands the demand and opportunity of water being central to economic and social development. Through our purpose – **Lean On Us to Help You Make Life Better** – we have the ability and responsibility to help deliver clean water supply, sanitation and hygiene to schools and their communities in impoverished areas. Groundwater as a school’s water source can often bring long-time problems of waterborne illnesses among children. Through our long-term, multi-year partnership with Planet Water, Ingersoll Rand installed drinking water and handwashing stations, and surface disinfection systems with sanitization capabilities for a school in India. We also provided hygiene education programs to teach handwashing habits and how to prevent the spread of germs.



### Business Benefits

- 24 employees involved in the activity of product installation; above KPI program goal of 20 employees.
- 5-point improvement over two years tracking employee sentiment on “I can personally influence how our business impacts our communities and environment,” achieving top 25% of manufacturing organizations according to our engagement survey partner.
- 26,000 earned engagement impressions through media coverage achieved from GlobeNewsWire release and social media messages to uplift brand awareness of Ingersoll Rand’s water treatment products and nonprofit/NGO partnerships.
- Install of Ingersoll Rand’s innovative water-conserving, purifying, transferring pumps and systems, which is directly aligned to Operate Sustainably, one of the Company’s five strategic imperatives.
- Improve relationship between school, local community and Company through project activities, along with interaction with students / teachers.

### Social/Environmental Benefits

- Supplied ~450 students and staff with safe drinking water and sanitation services, preventing needless sickness and death. Healthier children become healthier adults who contribute more to the economy.
- Hygiene education programs create a change in behavior and knowledge around water-health and hygiene – this is one of the most important measures to prevent infection.
- Optimizing use of water through better planning helps improve welfare and increase economic growth.



### U.N. Sustainable Development Goal Alignment



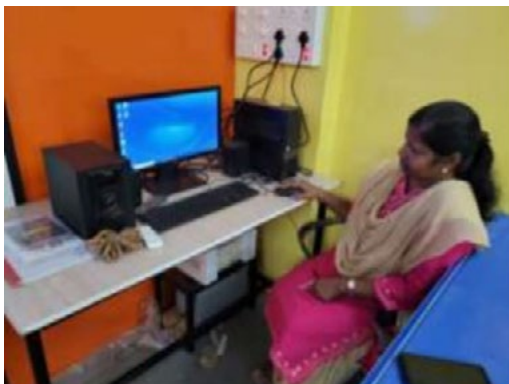
# COMMUNITY IMPACT - VOLUNTEERING AND PHILANTHROPY

**Priority #2: Make Life Better** through strategic partnership to build resilient communities around the world focusing on sustainable community development and infrastructure.

## Project Description and Alignment with Ingersoll Rand Business Drivers

Ingersoll Rand and Engineers Without Borders (EWB) partners on sustainable development and infrastructure that lifts communities out of poverty. We improve water, sanitation, education and civil works.

The work embodies our purpose – **Lean On Us to Help You Make Life Better**. In 2021, we started our EWB Volunteer Village portal and announced a donation of 150 Dosatron product pumps to remote Ugandan communities. Valued at \$300,000, these pumps will deliver clean drinking water for ~150,000 people. With EWB India, we built 4 e-learning centers in Mumbai and Bangalore schools in 2021, and equipped them with computers, online materials and books. Improving education, particularly of girls, is a top solution to address global climate change. Over 2,500 students no longer miss school because of COVID-19 closures. The e-learning centers provide continuous learning to deliver quality education.



### Business Benefits

- Nearly 200 employees involved in the EWB Volunteer Village portal; 33% increase above year one program goal.
- 150 Company Dosatron pump products actively used in community solution; value at \$300,000.
- Direct alignment to Operate Sustainably, one of the Company's five strategic imperatives.
- Improve relationships between local communities, schools, NGOs and Company through project activities, along with interaction with students / teachers.

### Social/Environmental Benefits

- ~150,000 Uganda remote community citizens will have access to clean drinking water as a result of Ingersoll Rand donation of 150 Dosatron pumps through strategic partnership with EWB.
- Over 2,500 students grades 5-10 in Mumbai and Bangalore India receive more consistent and higher quality education through the 4 e-learning centers built by Ingersoll Rand and EWB.
- Critical societal benefits of girls receiving more consistent education are:
  - fewer and healthier children;
  - active management of their reproductive health;
  - realize higher wages;
  - reduction in mortality rates;
  - less likely to marry as children or against their will;
  - lower incidence of HIV/AIDS and malaria;
  - and more productive agricultural plots.

### U.N. Sustainable Development Goal Alignment



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# COMMUNITY IMPACT - VOLUNTEERING AND PHILANTHROPY

**Priority #3:** Address need for technical skills education to close manufacturing skills gap that prevents manufacturing industry from advancing the global economy to its full potential.

## Project Description and Alignment with Ingersoll Rand Business Drivers

The manufacturing skills gap revolves around high levels of retiring workers and labor market unable to find workers who have skills in robotics, Industrial Internet of Things (IIoT) and artificial intelligence. A study by The Manufacturing Institute found that in the U.S. alone, 2.1 million manufacturing positions are predicted to go unfilled by 2030, costing the U.S. \$1 trillion in GDP. As a global manufacturer, Ingersoll Rand expands community college and technical education initiatives around the world. In 2021, we committed \$300,000 to a Missouri Community College to expand the college’s technical workforce training. In Germany, we make a difference with Migration Forward eV, an organization dedicated to the ever-widening gap of quality education for socially disadvantaged students. We provide schoolwork assistance and private lessons in technical courses. And in China, we work with New Start Education Instruction to strengthen cooperation between campuses and enterprises, and make contributions to regional talent training.



### Business Benefits

- More than 150 employees were involved in delivering instruction to technical workforce students, resulting in an increase in skilled manufacturing workers.
- One manufacturing operations leader agreed to serve on community college board to provide expertise and to better understand workforce needs.

### Social/Environmental Benefits

- Increase college’s capacity to deliver workforce training by 200%; increase enrollment by at least 130% in career and technical areas.
- Training centers and talent training programs provide expanded lab and classroom spaces for programs like industrial technology, logistics, welding, machining, advanced manufacturing labs, robotics labs and apprenticeship programs.

### U.N. Sustainable Development Goal Alignment



# COMMUNITY IMPACT - VOLUNTEERING AND PHILANTHROPY

## Investing in Communities - Our Corporate Citizenship/Philanthropic Contributions

Having a diversified approach to corporate citizenship ensures we make full use of the different types of capital at our disposal, including financial and talent. We manage our corporate citizenship/philanthropic program with a clear direction and focus on our guiding principles as outlined in our citizenship strategy. Doing so enables us to have awareness of community impact, direct beneficiaries and full costs. We further recognize that charitable contributions can be used as a conduit for bribery and that is why our publicly available [Anti-Bribery & Corruption Policy](#), applicable globally, addresses and controls the manner in which these types of contributions can be made, and to whom.

For 2021, the following page contains an estimate of the total monetary value of Ingersoll Rand's corporate citizenship/philanthropic contributions for each of the stated categories.

## Other Community Impact

### Ingersoll Rand Makes Life Better for the People of Ukraine

As a Company, we suspended all new business with Russian customers, other than products that are mission critical to health and welfare. We also committed up to **\$1 million in assistance** through a \$250,000 contribution to the United Nations World Food Programme, up to \$250,000 matched employee donations to U.N. World Food Programme and pledged \$500,000 in products. Our products will help with medical, water, sanitation, and disaster response solutions for people in Ukraine.

Together, Ingersoll Rand employees and the Company will provide **meals** to people in Ukraine and those fleeing to Poland, Slovakia, Hungary, Romania and Moldova. U.N. World Food Programme has operational bases set up in three locations in the region to supply and organize humanitarian convoys into conflict areas.



### Earth Day 2022: Investing In Our Planet

Ingersoll Rand has the power—and responsibility—to affect positive change. As evidenced by our public [2030 and 2050 Environmental Goals](#), Ingersoll Rand believes in promoting change that will help *make life better*. Each year, Earth Day is a perfect opportunity for us to illustrate that commitment.

This year, more than 1,400 employees embraced the Earth Day 2022 theme to Invest In Our Planet by volunteering more than 1,700 hours to positively impact our planet for generations to come.

Through these environmental actions, our teams around the globe proved that positive change is possible—and fun! Earth Day and every day, Ingersoll Rand is committed to conserving energy, reducing waste and protecting our precious resources.



**INVEST IN OUR PLANET**

### 2022 Earth Day Accomplishments

- 1,426 employees
- 1,705 volunteer hours
- 3,791 trees planted
- 975.25 kWh saved
- 3,250 pounds of waste collected

# COMMUNITY IMPACT - VOLUNTEERING AND PHILANTHROPY

## 2021 Type of Philanthropic Contributions

	Amount (USD)	Percentage
<b>Cash Contribution</b>	\$950,000	52
<b>Time</b> Cost to the Company of time employees spend on community program during working hours	\$150,000	8
<b>In-kind Giving</b> Product or services donation, projects/partnerships or similar	\$572,000	31
<b>Management Overheads</b>	\$160,000	9
<b>Total</b>	\$1,832,000	100

## 2021 Type of Philanthropic Activities

	Percentage
<b>Commercial Initiatives</b> (pursue competitive advantage in combination with business strategy)	39
<b>Community Investment</b> (long-term cooperation with external organization)	48
<b>Charitable Contributions</b> (one-time donation)	13



For Earth Day 2022, employees of Ingersoll Rand’s Bengaluru, India facility, along with students and villagers, planted 16 saplings at two schools the company helped build. They also prepared banyan and bamboo tree seed balls, which will be thrown at open fields during monsoons. The event concluded with an Earth Day pledge vowing to keep Mother Earth green.

# SUSTAINABLE GROWTH: CUSTOMER FOCUS

We design, manufacture and deliver products and services for customers that: offer inherent sustainability benefits such as efficiency, circularity and safety; and serve high-growth, sustainable end markets, including renewable energy (clean tech), water and wastewater, food and beverage, and life and sciences.



## Lean on us

To help you make life better

Our unwavering commitment of Making Life Better for our customers and our planet is evident in our sustainable products, which specifically help our customers reduce their energy consumption and water usage, and in our focus on innovative products for high-growth, sustainable end markets. Our commitment and desire to be their valued partner is reflected in one of our guiding values: **we are committed to making our customers successful.**

## PRODUCTS AND SERVICES

Ingersoll Rand recognizes that a superior customer experience begins with our products and services. Sustainable growth requires quality, sustainable products and services from a trusted partner—and Ingersoll Rand delivers.

### Ingersoll Rand designs, manufactures and delivers



**Products and services that are inherently sustainable because they improve:**

- Efficiency (energy and resource)
- Circularity
- Safety



**Products and services that serve high-growth, sustainable end markets including:**

- Renewable energy (CleanTech)
- Water & wastewater
- Food & beverage
- Life & sciences

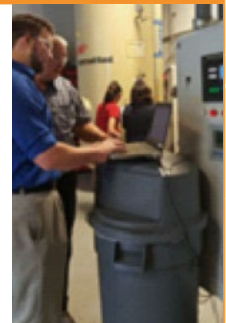
### Products and services that are inherently sustainable

What they improve	Description	Examples of Ingersoll Rand Offerings
<p><b>Energy and Resource Efficiency</b></p>	Offerings that reduce consumption of electricity and GHG emissions or natural resources (commodities, water, etc.) through novel design or feature enhancements	<ul style="list-style-type: none"> <li>• Air system assessment capability</li> <li>• Oil-free rotary and contact-cooled rotary compressors for improved efficiency</li> <li>• Centrifugal compressors with improved efficiency</li> <li>• Blowers and vacuum systems with improved efficiency</li> <li>• Variable frequency drives (VFDs)</li> <li>• Refrigerated dryers with low-GWP refrigerant</li> </ul>

#### Spotlight: Air System Assessments

Compressed air systems can account for up to 30% of industrial power consumption according to the U.S. Department of Energy. In fact, a compressed air system's total cost of ownership (TCO) is mainly electricity – roughly 75%. As energy efficiency and reduced CO<sub>2</sub> emissions are a top priority in the battle against climate change and decarbonization, our customers are realizing that optimizing their compressed air systems makes sense.

Ingersoll Rand service experts conduct a System ScoreCARD as a first step in assessing the performance and efficiency of a customer's complete compressed air system. This alone often helps customers improve maintenance productivity, avoid downtime, and improve energy efficiency. Ultimately, our customers save money, energy and protect the environment with an Ingersoll Rand Air System Assessment.



<sup>1</sup> EnEffAH project Energy efficiency in production in the drive and handling technology field, (2008-2012); Study "Compressed air systems in the European Union", Fraunhofer Institut ISI (2000)


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# PRODUCTS AND SERVICES

**Customer Case Study: Centrifugal Compressor Decreasing Operating Hours in Half**

Following the completion of a SystemScoreCARD for one consumer packaged goods customer in the UK, we quickly realized that operating all four of the existing compressors was not the optimal solution in terms of energy consumption and maintenance. We recognized significant savings could be achieved by installing a centrifugal compressor and running this as base load. This would half the operating hours of the existing compressors and create back up for two of the machines.

**Annual Energy Cost Savings:** £219k GBP  
**Annual CO<sub>2</sub> Reduction:** 383,000kg  
**Payback:** <2 years

What they improve	Description	Examples of Ingersoll Rand Offerings
 <b>Circularity</b>	Offerings that enable the circular economy, including: <ul style="list-style-type: none"> <li>• Reduction of materials (commodities, components, packaging, etc.)</li> <li>• Repair</li> <li>• Reuse</li> <li>• Remanufacturing</li> <li>• Recycling</li> </ul>	<ul style="list-style-type: none"> <li>• Remanufactured NASH liquid ring vacuum pumps (UX Program)</li> <li>• Remanufactured Centac compressors (ReLife program)</li> <li>• Centrifugal compressor airend refresh kits</li> <li>• IR rotary airend rebuilds</li> <li>• Compressor services</li> <li>• Remanufactured engine starters</li> <li>• On-product QR code labels replacing printed manuals</li> </ul>

**Spotlight:** Remanufacturing NASH Unit Exchange (UX) Program

With the NASH Unit Exchange (UX) Program, customers have a sustainable and cost-effective alternative to buying new equipment. Customers return their NASH pump and receive a remanufactured unit with guaranteed performance at a cost savings of 50% for most models with a certified 2-year factory warranty.

By reusing and reworking existing components and eliminating the need to cast and machine new parts, the UX program delivers both resource efficiency (saving raw materials) and energy efficiency (avoiding energy consumption associated with casting, machining, and shipping new parts). This leads to a lower carbon footprint for a rebuilt pump than one might see with a new unit.


**Waste Reduction & Avoidance**



**Did You Know...**  
**NASH is able to reduce 575 kWh/ton in energy consumption by recycling key pump components.**

By reusing key components, such as pump bodies and reworking them to factory standards, NASH is able to reuse approximately 308,000 pounds of material annually that otherwise would have been sent to landfill or melted down with high energy consumption.

# PRODUCTS AND SERVICES

What they improve	Description	Examples of Ingersoll Rand Offerings
 <b>Safety</b>	Offerings that promote consumer, operator, or technician well-being, injury avoidance, comfort, safety, reduce sprain or strain, etc.	<ul style="list-style-type: none"> <li>Ergonomic handling and lifting systems</li> <li>Ergonomic power tools</li> <li>Explosion-resistant (ATEX certified) hoists, vacuum pumps, pumps and other products</li> <li>Leak detection diaphragms</li> <li>Spray-foam fire suppression systems</li> </ul>


## Spotlight: Ergonomic Power Tools and Handling Systems

Two of Ingersoll Rand's offerings that improve the safety of our customers' employees are Ergonomic Tightening Systems (ETS) and Ergonomic Handling Systems (EHS). ETS is a technology that is embedded with our precision fastening tools that have an ergonomically enhanced motor control algorithm to significantly reduce the operator's reaction force during the tightening process. The average reduction of force compared to standard tools is 63% which helps *Make Life Better* for the employees of our customers.

Ergonomic Handling Systems include standard and custom devices that enable operators to safely lift, move, hold or position heavy or large components during assembly or transfer operations. This helps to avoid back, arm and shoulder strain, pinching and other repetitive motion injuries.



## Ingersoll Rand products and services that serve high-growth, sustainable end markets

What they improve	Description	Examples of Ingersoll Rand Offerings
 <b>Renewable Energy (CleanTech); Alternative Energy; Pollution Prevention</b>	Offerings that facilitate the transition to clean, low-carbon, or zero-carbon energy, including: <ul style="list-style-type: none"> <li>Wind</li> <li>Solar</li> <li>Hydroelectric</li> <li>Nuclear</li> <li>Geothermal</li> <li>Hydrogen</li> </ul>	<ul style="list-style-type: none"> <li>Hydrogen compressors for vehicles</li> <li>Hydrogen refueling stations</li> <li>Industrial hydrogen compression</li> <li>Landfill gas (methane/CO<sub>2</sub>) and recovery and compression systems</li> <li>Flare gas capture and compression systems</li> </ul>

## Spotlight: Biogas Recovery

Ingersoll Rand's LeROI biogas compressors are an integral part of the process of capturing landfill gas and converting it into electricity.

In the past, waste pollutants from livestock operations were pumped into large waste lagoons and eventually spread on farm fields as fertilizer, causing nitrogen contamination to the soil and groundwater as well as the release of the greenhouse gas, methane. Livestock are responsible for approximately 14% of global greenhouse gases<sup>1</sup>. Additionally, in the U.S., landfill gas contributes to approximately 14.5% of methane gas emissions<sup>2</sup>. This is important because methane is a more potent greenhouse gas than carbon dioxide; Methane is 25 times worse than carbon dioxide at trapping heat in the atmosphere<sup>3</sup>.

The Environmental Protection Agency (EPA) began offering Renewable Energy Credits to organizations that modify their processes to generate renewable energy, and we are helping our customers do just that with LeROI biogas compressors. Converting traditional livestock ponds to anaerobic lagoons, also called digesters, produces a benefit that is twofold. These systems utilize agricultural waste as renewable energy as well drastically lower greenhouse gas emissions. And landfills today are using LeROI biogas compressor units to convert landfill gas to electric energy.

<sup>1</sup> <https://www.ucdavis.edu/food/news/making-cattle-more-sustainable>. <sup>2</sup> United States Environmental Protection Agency. <sup>3</sup> United States Environmental Protection Agency.



# PRODUCTS AND SERVICES

## Our Solution



- Ingersoll Rand's LeROI biogas compressors are an integral part of the process of capturing landfill gas and converting it into electricity.
- Landfill gas contributes to approximately 17% of all greenhouse gas emissions
- EPA offers Renewable Energy Credits to organizations that modify their processes to generate renewable energy, and LeROI biogas compressors helps customers receive credits



## Spotlight: Hydrogen

Hydrogen is emerging as a key element of the global energy infrastructure as it enables decarbonization and energy security. Ingersoll Rand has designed and developed leading hydrogen refueling stations (HRS) for hydrogen-powered vehicles. This hydrogen mobility market is projected to grow 40% annually to \$2.8B by 2025.<sup>1</sup>

These new markets provide significant opportunity for businesses who have historically operated in the specialty gas and hydrogen compression arena like our Haskel business. We have more than 70 years of experience in compression, storage and boosting of gases including hydrogen for aerospace and defense, historically providing solutions for NASA and more recently Space X and Blue Origin. Haskel saw this emerging hydrogen mobility opportunity five years ago, and we began modifying our technology to develop vertically integrated hydrogen refueling solutions.

## Our Solution



- Haskel has 70 years of experience in compression, storage and gas boosting; technology development pivoted to pioneering hydrogen mobility systems
- Haskel HRS provide market leading scalability, serviceability and cost efficiency
- Leverage global footprint to build and service HRS according to government requirements

### Hydrogen Refueling Stations (HRS)




Nano Pro

Nano

<sup>1</sup> Source: LBST Hydrogen report 2019, Hydrogen Council and management estimates.

# PRODUCTS AND SERVICES

What they improve	Description	Examples of Ingersoll Rand Offerings
 <p><b>Sustainable Water and Wastewater</b></p>	<p>Offerings that facilitate the preservation, safety, treatment, transfer, or monitoring of water and wastewater, including:</p> <ul style="list-style-type: none"> <li>• Water treatment</li> <li>• Wastewater treatment</li> <li>• Dewatering</li> <li>• Water sampling, monitoring, sensing, control, and testing</li> <li>• Water treatment and sludge transfer infrastructure construction and maintenance</li> <li>• Desalination</li> </ul>	<ul style="list-style-type: none"> <li>• Pumps for pH regulation, softening, and disinfection of drinking water</li> <li>• Pumps to dose chemicals to treat/disinfect wastewater</li> <li>• Pumps to dose chemicals to condition/disinfect cooling and cooling tower water</li> <li>• Pumps for reverse osmosis systems</li> <li>• Sludge transfer pumps</li> <li>• Effluent sampling pumps</li> <li>• Blowers for wastewater aeration</li> <li>• Mixers for flocculation or coagulation processes</li> <li>• Pumps for industrial wastewater handling and filter press feed</li> </ul>

**Spotlight:** Water and Wastewater Treatment


Ingersoll Rand's water strategy is to focus on some of the most challenging, niche applications within water treatment to help solve the things that keep operators up at night. These applications are driven by increasing regulations on contaminants in source waters, stricter requirements on how to process and dispose of sludge, and other new water-related global directives.

Our Milton Roy and LMI brands lead in metering pumps for treatment of water and wastewater, and SEEPEX excels in progressive cavity pumps for transfer and processing of sludge. SEEPEX's "Connected Services" asset monitoring brings new IIOT technology to our portfolio and is solving customer problems across the world.


**Our Solution**

## SEEPEX.®

- High precision and reliability in chemical and thick fluids transfer
- Long service life in adverse conditions
- Patent-protected ease of maintenance providing low total cost of ownership
- Digital connectivity for pump and SEEPEX process optimization



Example product SEEPEX SCT Pump with Connected Services

What they improve	Description	Examples of Ingersoll Rand Offerings
 <p><b>Food and Beverage</b></p>	<p>Offerings that enable the production, transport, storage, safety, or quality of food and beverages for human consumption including:</p> <ul style="list-style-type: none"> <li>• Food production (bakeries, dry goods, beverages, etc.)</li> <li>• Food packaging production</li> <li>• Agriculture (conventional)</li> <li>• Controlled-environment agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• Systems for indoor farming irrigation and nutrient delivery</li> <li>• System controllers for farm/livestock system management</li> <li>• Fertilizer mixing pumps</li> <li>• Pesticide and herbicide spray pumps</li> <li>• Water disinfection and oxygenation systems for improved agriculture yields</li> </ul>

**Spotlight:** Nanobubble

Ingersoll Rand's Ion Solutions uses chemistry – not chemicals – to disinfect and oxygenate water for higher crop yields, more productive livestock and cleaner surface water. This revolutionary new technology creates healthier environments for plants, animals, people – and the planet.

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# PRODUCTS AND SERVICES

Ion Solutions is the first commercial system to use cold plasma to inject stable oxygen nanobubbles and naturally disinfecting compounds into water at the molecular level. Ingersoll Rand has developed a plug-and-play system that can be easily integrated into existing operations, by simply plugging it in to a 110V outlet and hooking it up as a side stream to a water source or looping into a holding tank.

Water flows through the patented cold plasma chamber, which injects nanobubbles and reactive oxygen species, the most efficient non-chemical disinfection compounds on the planet, which are capable of mitigating not only organic matter but also inorganic pollutants. The resulting high quality, plasma-activated water is loaded with dissolved oxygen (DO) and oxidation reduction potential (ORP).

DO measures how much oxygen is contained in water and ORP measures water's ability to break down contaminants and waste. In general, the higher the DO and ORP levels, the healthier the water. This provides benefits for numerous applications, including food and beverage, controlled environment and animal agriculture.

## Our Solution

### Ion Solutions

- Ion Solutions uses chemistry – not chemicals – to disinfect and oxygenate water for higher crop yields, more productive livestock and cleaner surface water
- Ion Solutions is the first commercial system to use cold plasma to inject stable oxygen nanobubbles and naturally disinfecting compounds into water – at the molecular level
- Ingersoll Rand has developed a plug-and-play system that can be easily integrated into existing operations, by simply plugging it in to a 110V outlet and hooking it up as a side stream to a water source or looping into a holding tank



## Spotlight: Controlled-environment Agriculture

Climate change, food security and food safety issues are giving rise to the need for precision and controlled-environment agriculture (CEA), and yet agriculture remains the most non-digitized industry, meaning the operations are the most manual, without real-time controls and lacking data insights. These trends have given rise to new markets, which combine new tech innovation with traditional farming techniques.

With Ingersoll Rand's acquisition of Maximus in 2021, we can now help customers control all critical functions within indoor farming like temperature, humidity, fans, fertilizer or feed rates, irrigation, vaccine and medicine dosing. Our strategy is to combine this data and application domain knowledge to help make indoor farming more safe, secure, efficient, humane and profitable. Furthermore, our Dosatron business is seeing increased growth opportunity in conjunction with Maximus with livestock pharmaceutical companies by offering real-time data insights on the effectivity of various medicine and vaccines.

## Our Solution



**MAXIMUS**




**DOSATRON**

- Maximus provides simple connectivity, controls and software for CEA facilities that uniquely ensures safe, secure, efficient and sustainable operations
- Dosatron provides nutrient, medicine and vaccine dosing pumps that are powered by water for precise, efficient and sustainable dosing in remote and challenging farming operations



Maximus Controller & Software

# PRODUCTS AND SERVICES

What they improve	Description	Examples of Ingersoll Rand Offerings
 <p><b>Life and Sciences</b></p>	<p>Offerings that contribute to human and animal health, welfare, comfort, longevity, etc. including:</p> <ul style="list-style-type: none"> <li>• Patient care</li> <li>• Life science research and discovery</li> <li>• Biopharma and bioprocessing</li> <li>• Pharmaceutical production</li> <li>• Healthcare products</li> </ul>	<ul style="list-style-type: none"> <li>• Fractional horsepower vacuum pumps and compressors for life science research equipment including centrifuges, microplate washers, aspiration, cell harvesting, concentrators, filtration, pipetting, evaporation, degassing, tissue culturing, vacuum ovens</li> <li>• Oxygen pumps for breathing support and respiratory therapy</li> <li>• Diaphragm pumps for respiratory gas (CO<sub>2</sub>) capture for capnography</li> <li>• Fractional horsepower pumps and compressors for medical devices including blood analyzers, blood pressure monitors, drug delivery, autoclaves, nebulizers, dental carts, chair lifts, hospital beds, etc.</li> </ul>

## Spotlight: Biopharma and bioprocessing

Ingersoll Rand is embracing the tremendous opportunity we have in life sciences including liquid, gas and vacuum pumps across a wide range of medical applications in patient care, lab and R&D and biopharma. We continue to innovate to meet the ever-increasing need for lower volume flow with high levels of precision and dosing. We have seen this need intensify over the last couple of years given the pandemic and predict it will continue to do so given the expected need for more vaccines and therapeutics that require micro dosing and fluidics.

Additionally, we have expanded our customer base with large device and instrumentation OEMs that also operate in bioprocessing. In fact, our medical business is the only supplier that provides the total technology solution including pipettes, syringe, gas, and vacuum pumps, and fully automated lab systems.

## Our Solution



- Customized lab automation to access high-growth biopharma market
- Total technology solution encompassing fluidic components (pumps, compressors, pipettes, syringes, and accessories) to fully automated lab systems.



# PRODUCT STEWARDSHIP

We take seriously our responsibility to meet the needs of our customers, consumers and the environment through our product stewardship, which includes disciplined focus on design, safety, life cycle considerations and more. Product stewardship is the means by which we have been delivering mission-critical, quality products for the past 160 years.

## Product Design

Sustainability is one of three global megatrends driving Ingersoll Rand's long-term growth strategy.

We are responding to the call of climate action through our investment in clean energy projects and infrastructure to achieve the 1.5 °C target. Our critical first step is the development of new products and services to meet the efficiency improvements needed around the world.

Our commitment to the environment in the products and services we offer include ambitious goals to achieve greater than 15% reduction in greenhouse gas emissions and save more than 1 billion gallons of water annually from the use of our products.

Ingersoll Rand is proud to manufacture products that promote the sustainability of our planet. We estimate that greater than 60% of our revenue comes from products with a resource benefit in one or more of the following categories:

- decreased energy consumption
- decreased water consumption
- decreased waste generation
- reduced greenhouse gas emissions
- reduced air pollution
- decreased raw material consumption
- increased product durability and longevity

Remanufacturing is considered in multiple product lines and found to be a successful customer solution as well as promoting notable revenue streams. Our new product development tools include end-of-life considerations and processes that are followed across the enterprise. In our businesses, product teams strive to make products recyclable when remanufacturing is not an option.

Also included in our new product development tools are resources for constantly seeking out and identifying new improvements in packaging, distribution and storage.



**“Rotella’s Italian Bakery, Inc. is going Green! And Red... New Ingersoll Rand Rotary VFD Oil-Free Compressors with additional air filtration will not only save us on energy consumption but give us a better quality compressed air to meet and exceed today’s standards.”**

- John Rotella, General Manager, Rotella’s Italian Bakery

## Water reduction through highly efficient products

For our pulp and paper industry customers, substantial users of freshwater in need of reducing water consumption, our Runtech product offering is designed to provide a water-free and energy-efficient vacuum solution.



For every installation, our customers realize 90% or greater water savings, 45% energy savings and 50% material savings. This means that this product has a threefold effect on our environment as it protects air, water and land. This sustainably focused, customer value proposition has resulted in our Runtech product portfolio increasing its installed base 65% since 2018.

## Compressed air dryers help our customers decarbonize

Ingersoll Rand is helping our global customer base reduce greenhouse gas emissions and improve energy efficiency to transition to a low-carbon future.

We focused on efficiency and accelerated new product development to deliver a refrigerated dryer portfolio that is 20% more efficient.

We also improved our heat of compression dryers to recycle waste, resulting in 90% less energy usage. Finally, we expanded our sub-freezing dryer portfolio, which is 70% more efficient than traditional desiccant dryers.



# PRODUCT STEWARDSHIP

## Product Safety

Ingersoll Rand takes its pledge to Make Life Better seriously, and that includes protecting those who put their trust in our products. Our rigorous commitment to product safety ensures those that use and service our products are safe.

Ingersoll Rand's Global [Environmental, Health and Safety \(EHS\) Policy](#) documents our formal commitment to product safety through compliance with applicable regulations, extensive product testing and quality assurance. Product safety is managed within each business under the responsibility of the Vice President/General Manager, who reports to the Chief Executive Officer.

- The business units review emerging regulatory and industry standard changes on an ongoing basis. Any significant impact is socialized to the broader business leadership team for awareness and necessary action.
- The business units conduct product safety risk assessments to protect employees and customers from recognized hazards that are likely to cause physical harm. If a product safety incident occurs, it is escalated to the Vice President/General Manager and, if necessary, a product hold and/or recall is initiated. Product recall/safety bulletins are distributed to affected parties as applicable when and if any safety related issue occurs. All incidents are investigated and swift mitigation actions are implemented.
- The annual goal is always zero incidents. In 2021, our current businesses had two product safety claims. However, there were no product safety recalls initiated in 2021.

During the New Product Development (NPD) process, businesses assess technical readiness, product safety risks, and evaluate regulations and product safety. Ingersoll Rand also has various third-party approvals to supplement our commitment to product safety. In addition, at various Ingersoll Rand facilities around the world, external third-party inspectors check for compliance to CE and UL regulations at least every three years, auditing various products and components.

A total of 63 plants are ISO 9001 Certified, which represents 95% of the global manufacturing sites, and these sites undergo a rigorous audit at least every three years. Additionally, internal Quality leaders audit sites routinely to monitor product and service safety performance, and corrective actions are managed within the business's corrective action tracking system.

## Hazardous Substance Commitment

A critical component of Ingersoll Rand's sustainability commitment is our commitment to reduce or eliminate hazardous substances from our production and operations. We collaborate with our customers to develop and provide products and services that help meet or exceed their EHS objectives, including a commitment to phase out hazardous substances.

All Ingersoll Rand locations have a process to confirm that the following banned substances are not used, sold or stored at the site:

- asbestos
- chlorinated solvents, including methylene chloride (MC), perchloroethylene (PCE), 1,1,1-trichloroethane (1,1,1-TCA), trichloroethylene (TCE) and vinyl chloride (VC)
- cyanide and cyanide-containing compounds and lead
- polychlorinated biphenyls (PCBs).

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“Using Milton Roy, a premium brand in the industry, has proven that product quality and performance are one of our important successes of water production to serve our nation. We are glad to have Milton Roy as our valued partner, consistently providing good support throughout the project lifecycle. We look forward to working together on future projects again.”

- Desalination plant customer in Singapore



**A total of 63 plants are ISO 9001 Certified, which represents 95% of the global manufacturing sites, and these sites undergo a rigorous external audit every three years.**

# PRODUCT STEWARDSHIP

One example is our commitment to phase out the use of refrigerant R404A due to its high global warming potential with a GWP of 3922 to R410A and replace it with a GWP of 2088, thus reducing our impact on greenhouse gas emissions by 47%. This initiative began in 2021 and will be completed by 2024. To date, we have transitioned 75% of our large refrigerant dryers (1800-24000 SCFM) with the remainder to transition by the end of 2022. The medium refrigerant dryers (200-1600 SCFM) will begin transitioning in 2023 and be completed by the end of 2024.

## Environmental Labels & Declarations

Environmental Labels and Declarations	% of Revenue Covered in 2021
Type III Environmental Product Declarations (in accordance with ISO 14025 or the European construction standard EN 15804)	0%
Type II self-declared environmental claims (in accordance with ISO 14021)	0%
Type I or other ecolabels (in accordance with ISO 14024 or independent ecolabels e.g. WWF, national and international labels e.g. energy star, LEED, or accepted industry-specific best practices).	13%

## Life Cycle Assessment (LCA)

Our first step in realizing a low-carbon society, Ingersoll Rand performed simplified life cycle assessments (LCAs) on the use-phase of 100% of its manufactured products to measure progress on the path to achieving our 2030 goals. The LCAs are conducted in alignment with ISO 14040 and Alliance for Water Stewardship. The verified data is included in the accompanying [Assurance Statement](#).

A percentage (0.22%) of products have undergone an extensive “full” LCA and are done in accordance with ISO 14025 while some are also in conformance with EN 15804.

## End of Life Cycle Responsibility

Ingersoll Rand actively seizes opportunities to promote circularity through recycling of our products and their components as detailed below. Additionally, in 2021 we recycled 17,300 pounds of metals across the enterprise.

	2018	2019	2020	2021
Products sold that can be reused or recycled	33%	33%	70%	72%
Products and materials that were actually reused or recycled by Ingersoll Rand or a third party contracted for this purpose	2.2%	2.2%	2.3%	1.2%
Financial benefit from take-back programs	\$132,880,982	\$132,880,982	\$109,480,746	\$63,000,000*

\* The substantial decrease in 2021 was due to the divestiture of a business unit ([Club Car](#)), which had previously generated a meaningful portion of the financial benefit from remanufactured golf and utility vehicles.

# CUSTOMER RELATIONSHIP MANAGEMENT

Following a proprietary holistic approach known as Demand Generation, we meet prospects and customers at each stage of their buying journey, supporting and enhancing business capabilities through the entire customer lifecycle. Demand Generation is a proprietary growth engine that deepens our ability to leverage the sustainability megatrend and helps our customers achieve an expected 15% reduction in greenhouse gas emissions from the use of our products – one of our stated 2030 environmental goals.

We provide customers with the information they need at the right time, through the right channel to deliver a great customer experience and outstanding results. Ingersoll Rand's Demand Generation engine, in addition to the traditional core element of digital marketing is currently focused on delivering results in four areas: pricing, commercial excellence and technology, ecommerce and advanced data analytics. These areas combine to provide the best possible experience to our customers and channel.

We continually improve the customer experience by leveraging Ingersoll Rand Execution Excellence (IRX) across the organization. Our teams have mapped out key customer experience journeys and are routinely collecting customer feedback to identify areas to improve. Improvements are driven to fulfillment through Impact Daily Management (IDM). Executed in 100-day sprints, IDMs are prioritized areas of focus that deliver the “how vs what” and results in long-term success via standard work.

Our strategic focus of Operate Sustainably and our commitment to extending that commitment to drive customer sustainability success are integrally woven across all aspects of our Company—it is one more way in which deliver value to our customers every day.

# CUSTOMER SATISFACTION MEASUREMENT

In 2021, we launched a Company-wide IRX initiative to improve customer experience. We expanded our automated, scalable survey system to cover more business units which allows us to measure customer satisfaction at more customer touch points. The system uses Net Promoter Score (NPS) methodology and provides a consistent measurement of customer satisfaction across the organization. The current NPS program (NPS RFQ) sends surveys to customers requesting a quote on any of our websites. In the future, this will be expanded to additional customer touch points (post purchase, post-delivery, post service). Low scores are automatically sent directly to the front line sales and service teams in the respective business units for follow-up response and action. Overall results are reviewed monthly.

Below is a table displaying customer satisfaction measurements. Most of our 2019 coverage, and even 2020 coverage, is in a portion of the business that has had a robust customer satisfaction program in place for years. As a result, the Company achieved high NPS scores for the industry. As coverage was expanded to previously uncovered customer touch points and rolled out to parts of the organization with less developed customer satisfaction programs, NPS scores declined as expected given the program is in its infancy. We expect to see a return to higher satisfaction scores as the expanded program becomes more systematic.

## Customer Satisfaction Measurement

Satisfaction Measurement	Unit	FY '19	FY '20	FY '21
Net Promoter Score	Net Promoter Score	53	39	18
Data Coverage:	% of Customers Surveyed	32%	34%	44%



# SUSTAINABLE FUTURE: ENVIRONMENTAL IMPACT

Ingersoll Rand is responding to the call for climate action. As an industry leader of mission-critical products and services, we have the power—and responsibility—to use our entrepreneurial spirit and ownership mindset to positively impact our planet today, tomorrow and for generations to come. As a result, Ingersoll Rand launched its [2030 and 2050 Environmental Goals](#) in March 2021, which require us to challenge the status quo and help shape a sustainable future. These goals, and our commitment to achieve them, are part of Ingersoll Rand’s overall Environmental, Social and Governance (ESG) efforts to *Make Life Better* for the good of our employees, customers, communities and shared planet.

## OPERATIONAL ECO-EFFICIENCY<sup>1,2</sup>

### Operationalizing Sustainability

Operating sustainably is about *Making Life Better* for our communities where we operate and shared planet while creating value for our stakeholders. We take seriously our responsibility to minimize energy, water and waste impacts by defining, accelerating and scaling sustainability performance in all of our locations through the rigor and discipline of a weekly IDM where all of our business units come together to report progress to goal. Additionally, tools are developed in the IDM process for our Green Excellence Teams (GreenX) to improve energy, water and waste efficiencies.



GreenX team in Monroe, LA realized a total savings of 251,600 kWh or 14.9% reduction in 5 months from implementing the compressed air management tools and other energy improvements.

The tools include:

- Compressed air management
- Temperature management
- Start-up/Shut-down management
- Waste and water management
- Equipment efficiency

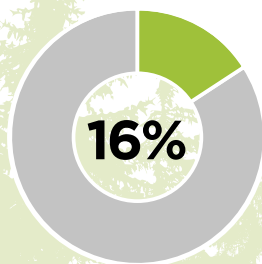
The purpose of the GreenX program is to have a dedicated cross-functional team trained in areas of industrial energy, water and waste management to identify and implement efficiency improvement opportunities. By following the program criteria of best practices and continuous improvement, this team becomes the main contributor toward reducing our operations footprint for water, waste, energy and greenhouse gas emissions (Scope 1 & 2). Our EHS management system standardizes our environmental programs and operationalizes sustainability. We measure our impacts year-over-year to track performance against our [2030 and 2050 Environmental Goals](#). In so doing, we create value by becoming more efficient in our own operations through reductions in energy, water, material usage and waste.

We are pleased to announce that in our first year, we are already 16% of the way toward our greenhouse gas emissions reduction goal of 60% for Scope 1 and 2. When evaluating our growth and normalizing greenhouse gases (mt) to revenue (millions USD), we achieved a 23.7% reduction. Additionally, we achieved 10% progress toward our 2050 goal of net zero.

Additionally, progress towards our 2050 goal of net zero reached 10%.

### 2030 OPERATIONS GOALS

**Goal: Reduce Absolute Annual Greenhouse Gas Emissions 60%**

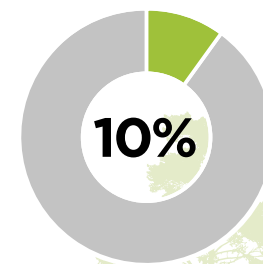


**Absolute 2021 Progress:** Reduction of 9,454 metric tons representing **16% of our 2030 goal**

**Intensity 2021 Progress:** Reduction of 5.4 mt CO<sub>2</sub> eg/annual revenues in millions USD, representing a **23.7% Greenhouse Gas Intensity Reduction**

### 2050 OPERATIONS GOALS

**Goal: Net Zero**



**Absolute 2021 Progress:** Representing **10% of our 2050 goal**

<sup>1</sup> In 2019, Gardner Denver and Ingersoll Rand Industrial were two separate companies. When the two companies merged in February 29, 2020, the integration team immediately began collecting data from both legacy companies. Due to the new Company integration, not all data was available, especially for years prior to 2020. In 2021, a base year (2020) recalculation was conducted for all environmental metrics in accordance with the GHG Protocol Corporate Accounting and Reporting Standard Revised Edition, January 2005, World Resources Institute, which included the removal of two divested business units ([High Pressure Solutions](#) and [Club Car](#)), inclusion of acquisitions in 2020, an expansion of the organizational boundaries to include an estimate of the impact from personal vehicles used by service technicians in India and China, and adjustment of data errors. All subsequent years after the base year were calculated in conformance with this method. Excluded from the 2021 calculation are newly acquired sites that lack 12 months of data in our Environmental Management System pursuant to our Standard Work (00-08 Gensuite Data Management and Reporting) as allowed for under the GHG Protocol Corporate Accounting and Reporting Standard Revised Edition, January 2005, World Resources Institute.

<sup>2</sup> Ingersoll Rand’s environmental data has been assured by a third party. See [Ingersoll Rand 2021 Assurance Statement](#).

# OPERATIONAL ECO-EFFICIENCY

## Direct Greenhouse Gas Emissions (Scope 1)<sup>1</sup>

<b>2021 Target</b>	37,517 mt
<b>2021 Target Achieved</b>	Yes

### Four-Year Trend

Direct GHG (Scope 1)	Unit	2018	2019	2020	2021
Total direct GHG emissions (Scope 1)	metric tons CO <sub>2</sub> equivalents	45,264	41,185	37,896	35,999
Data coverage (as % of denominator)	percentage of revenue	68%	68%	100%	100%

Non-Kyoto Protocol GHGs (CFCs, NOx, VOCs, etc.) have been excluded from the Scope 1 inventory in accordance with the GHG Protocol Corporate Accounting and Reporting Standard Revised Edition, January 2005, World Resources Institute.

### Service Team Replaces Vehicle Fleet with Hybrid or All Electric

The Industrial Technologies and Services (ITS), Americas business is striving to replace its vehicle fleet—both sales and service—to hybrid or all-electric models. There are currently 879 active vehicles included in our analysis in the United States. By phasing out the current gas models and replacing them with more efficient vehicles, IR can decrease fleet CO<sub>2</sub> emissions by 60% by 2030. Over the next 8 years we will make steady progression towards this goal to achieve the 60% reduction by utilizing the help of a transportation vendor, allowing us to make informed, confident decisions on which vehicles to pursue on the basis of efficiency, cost and performance. Additionally, we rely on telematics reporting to aid in identifying vehicle idling, harsh breaking, and accelerations, and other behaviors that can be improved through driving coaching in order to help with our lower emissions initiatives.



### West Chester Plans to Decrease Emissions from Refrigerants by 98%

At our West Chester, Pennsylvania site in the United States, Ingersoll Rand is working on a project that will decrease CO<sub>2</sub> emissions from refrigerants by approximately 98% by the end of Q1 2025 with newly designed heat exchanger technology for refrigerated air dryer manufacturing, from 8,934 metric tons to 179. The new process will subsequently reduce demand for in-house HX fabrication and leak testing as the testing will be outsourced with the use of air rather than refrigerant.



<sup>1</sup> All manufacturing, service, repair, research and development, warehouse, and owned administrative facilities contribute to Scope 1 emissions.

# OPERATIONAL ECO-EFFICIENCY

## Indirect Greenhouse Gas Emissions (Scope 2)<sup>1</sup>

<b>Location Based 2021 Target</b>	60,644 mt
<b>Location Based Target Achieved</b>	Yes
<b>Market Based 2021 Target</b>	57,582 mt
<b>Market Based Target Achieved</b>	Yes

### Four-Year Trend

Direct GHG (Scope 2)	Unit	2018	2019	2020	2021
Location-based	metric tons CO <sub>2</sub> equivalents	62,298	59,813	61,257	58,812
Data coverage (as % of denominator)	percentage of: revenue	68%	68%	100%	100%
Market-based	metric tons CO <sub>2</sub> equivalents	62,298	59,813	61,257	53,700
Data coverage (as % of denominator)	percentage of revenue	68%	68%	100%	100%

### Parma Italy Facility Installs Solar Panels to Reduce Emissions

As part of our commitment to Operate Sustainably, Ingersoll Rand recently finalized the installation of photovoltaic panels at our plant in Parma, Italy. From now on, a large part of Parma’s energy will come from a clean and renewable source, solar and photoelectric energy, which will reduce greenhouse gas emissions and promote more environmentally friendly production.

The Industrial Technologies and Services (ITS) EMEIA plant in Parma has more than 210 employees and produces a range of Robox blowers, blowing units, screws, pumps, vacuum assemblies and centrifugal pumps. The Parma plant is able to offer engineered-to-order customizations to our products, allowing Ingersoll Rand to cater to its clients’ needs and engineer solutions within the ever-evolving world of purification and air treatment. The installation of solar photovoltaic systems at our Parma plant supports Ingersoll Rand’s 2030 and 2050 Environmental Goals to improve water, air and land quality.

Our ITS, EMEIA team installed solar photovoltaic systems in three Italy locations. The team’s goal for their solar sites is that 30% of energy needed for the plant to operate is obtained from solar panels, and that the energy the plant does not use for production is distributed to the community and can power the national electricity grid.

Beyond Italy, recent solar launches include Chanzhou, China and Naroda, India. We are excited about these solar projects that demonstrate our commitment to sustainability.



<sup>1</sup> All manufacturing, repair, research and development, warehouse, and owned administrative facilities contribute to Scope 2 emissions.

# OPERATIONAL ECO-EFFICIENCY

## Indirect Greenhouse Gas Emissions (Scope 3)

In 2021, we began the process of establishing our baseline for Scope 3. The greatest impact to decarbonization are the products and services we offer and therefore we focused heavily on completing the Life Cycle Assessment use phase for all our products.

Source	Explanation for relevance	Metric tons CO <sub>2</sub> e	Emissions calculation methodology	% of emissions calculated using data obtained from suppliers or value chain partners
Use of sold products	Calculated with ISO LCA 14040 and 14025 methodology as it was assumed that the use phase of our products would likely be the largest contributor to Scope 3 emissions	317,000,000	LCA Use Phase Methodology: <ul style="list-style-type: none"> <li>Collect product input flows (water, fuel, electricity, transportation, etc.)</li> <li>Model inputs into SimaPro with assumptions based on product technical data sheets and subject matter expert guidance.</li> <li>Generate and interpret product output flows from SimaPro (CO<sub>2</sub>e, water, etc.)</li> </ul>	0%
Employee commuting	Calculated due to the availability of the data and to determine impact as a percentage of emissions	29,657	Average commuter miles by regions x number of employees in that region x average mobile gasoline combustion for the region x 4 days a week x 52 weeks a year.	0%
Business travel	Calculated due to the availability of the data and to determine impact as a percentage of emissions.	1,437	CO <sub>2</sub> e kg values provided in CWT AnalytIQs air & rail reporting are based on the guidelines produced by DEFRA's GHG Conversion Factors.	100%

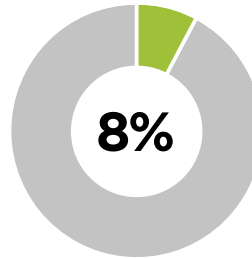
Our top Scope 3 contributor is use of products. The only other Scope 3 contributors that have been calculated are business travel and commuting, therefore we've included those results. Ingersoll Rand is currently determining which unmeasured Scope 3 sources have the largest potential impacts so they can be measured in coming years. See [Ingersoll Rand 2021 Assurance Statement](#)

# OPERATIONAL ECO-EFFICIENCY

## Energy Consumption<sup>1</sup>

Although our overall energy consumption (renewable and non-renewable) was up 6%, renewable energy consumption increased over 1,400% through the use of solar and green retail electricity for an overall greenhouse gas reduction of nearly 10%. Our progress to our 2050 goal is 8%.

**Goal: 100% Renewable Energy**



**Absolute 2021 Progress:**  
Representing **8%** of our 2050 goal

<b>Non-Renewable Energy 2021 Target</b>	257,925 MWh
<b>Non-Renewable Energy Target Achieved</b>	Yes
<b>Renewable Energy 2021 Target</b>	15,000 MWh
<b>Renewable Energy Target Achieved</b>	Yes

## Four-Year Trend

Total energy consumption	Unit	2018	2019	2020	2021
Total non-renewable energy consumption	MWh	269,315	228,295	260,530	256,773
Total renewable energy consumption	MWh	0	0	1,412	21,373
Data coverage (as % of denominator)	percentage of revenue	68%	68%	100%	100%

### France Facility Targets Annual 10% Energy Usage Reduction

At Ingersoll Rand's Dosatron site in Tresses, France, we are working toward a goal of reducing our electric consumption by 10% annually. The team is currently working to reduce electric consumption with the installation of a capacitor bank. By inserting batteries—by way of the capacitor bank—at the entrance of the electrical installation, the reactive power from the power phases desynchronization can be reduced.



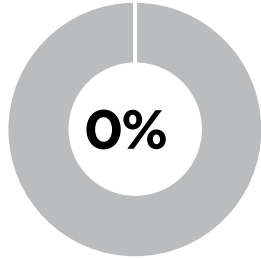
<sup>1</sup> All manufacturing, service, repair, research and development, warehouse, and owned administrative facilities contribute to energy consumption.

# OPERATIONAL ECO-EFFICIENCY

## Water Consumption<sup>1</sup>

Although absolute progress to goal from our baseline year 2020 to 2021 was zero, when evaluating our growth and normalizing water (gals) to revenue (millions USD), we achieved a 5.2% reduction.

### Goal: Reduce Absolute Annual Water Consumption by 17%



**Absolute 2021 Progress:** Increase of 17.2 mil gallons (12.4%), representing **0% of our 2030 goal**

**Intensity 2021 Progress:** Reduction of 1,665 gal/annual revenues in millions USD, representing a **5.2% Water Reduction**

<b>2021 Target</b>	0.511
<b>Target Achieved</b>	No

### Four-Year Trend

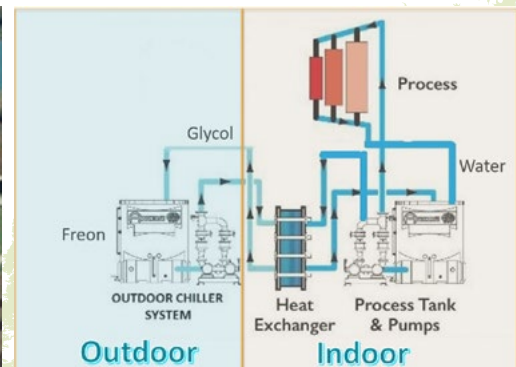
#### Total Net Fresh Water Consumption<sup>2</sup>

Water Consumption		Unit	2018	2019	2020	2021
A	Withdrawal: Total municipal water supplies (or from other water utilities)	Million cubic meters	0.208	0.208	0.458	0.510
B	Withdrawal: Fresh surface water (lakes, rivers, etc.)	Million cubic meters	Not Available	Not Available	0.018	0.022
C	Withdrawal: Fresh groundwater	Million cubic meters	Not Available	Not Available	0.048	0.057
D	Discharge: Water returned to the source of extraction at similar or higher quality as raw water extracted (only applies to B&C)	Million cubic meters	Not Available	Not Available	0	0
<b>E</b>	<b>TOTAL NET FRESH WATER CONSUMPTION (A+B+C-D)</b>	Million cubic meters	0.208	0.208	0.524	0.589
Data Coverage (as % of denominator)		percentage of revenue	60%	60%	100%	100%

<sup>2</sup> One manufacturing facility in Sheboygan, Wisconsin USA accounts for 51% of the Ingersoll Rand water consumption. Water at this facility is extracted from Lake Michigan by the municipality, transported to the facility for use (non-contact cooled water), and returned to Lake Michigan. Though overall water consumption increased, Ingersoll Rand's water intensity consumption (revenue based) showed a 5% reduction versus 2020.

### Water Recycling Estimated to Save 3.4 Million Gallons of Ground Water Annually

Water usage during testing is extremely high in Sedalia, Missouri at over 3,950,000 gallons and is the third highest water consuming site in the company. Our team in Sedalia has designed a water recycling system for their rotary compressor testing process that will save an estimated 3.4 million gallons of ground water annually. This refrigerated closed-loop chilling system allows process water to be cooled back down and recirculated after being used in the test process. Overall, this represents an 86% reduction of water for the process and a 55% reduction of the total water used at the manufacturing site.



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<sup>1</sup> All manufacturing, repair, research and development, warehouse, and owned administrative facilities contribute to water consumption.

# OPERATIONAL ECO-EFFICIENCY

## Hazardous Waste<sup>1</sup>

### Hazardous Waste Disposed

2021 Target	1,045 mt
Target Achieved	No

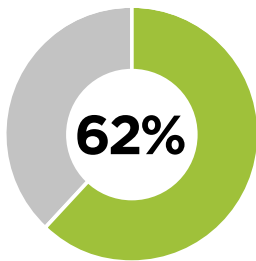
### Four-Year Trend

Hazardous	Unit	2018	2019	2020	2021
Total hazardous waste disposed	metric tons	574.65	548.15	1,056	1,368
Data coverage (as % of denominator)	percentage of revenue	68%	68%	100%	100%

## Non-Hazardous Waste<sup>1</sup>

### Zero Waste to Landfill

Our publically stated commitment by the year 2030 to achieve zero waste to landfill for 50% of our sites is well underway as we are already 62% of the way towards the goal with 51 sites self-certifying to zero waste to landfill.



**Absolute 2021 Progress:** Increase of 22 sites (13%), representing **62% of our 2030 goal**

### Non-Hazardous Waste Disposed

2021 Target	3,974 mt
Target Achieved	No

### Four-Year Trend

Non-Hazardous	Unit	2018	2019	2020	2021
Waste recycled/ reused	metric tons	8,681	9,039	7,609	17,300 <sup>2</sup>
Waste disposed	metric tons	1,431	1,611	4,183	12,460 <sup>3</sup>
Data coverage (as % of denominator)	percentage of revenue	68%	68%	100%	100%

<sup>1</sup> All manufacturing, service, repair, research and development, warehouse, and owned administrative facilities contribute to hazardous and non-hazardous waste generation.

<sup>2</sup> Ingersoll Rand started tracking metals recycled in 2021.

<sup>3</sup> Waste disposed in '18-'20 does not include incinerated waste. Waste disposed in '21 includes incinerated waste.

# OPERATIONAL ECO-EFFICIENCY

## Reduce, Reuse and Recycle Concepts in Action

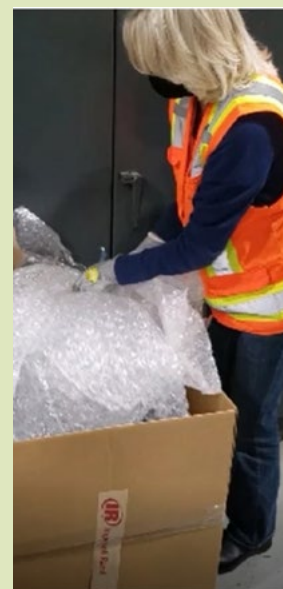
In Naroda, India, Ingersoll Rand's Aftermarket and Operation teams embraced reduce, reuse and recycle concepts in waste reduction for packing consumables and exceeding reduction goals. They optimized packing concepts and designs with value engineering exceeding their site reduction goals, repurposed shipping boxes and eliminated cardboard packing by converting to reusable plastic crates for routine shipments between vendors and IR for Small Reciprocating compressor operations. The first year, their efforts reduced wood packing material by 18 tons (2 tons more than goal), paper material by 6 tons (1 ton over goal) and plastic material by 1.5 tons (shy of their goal of 2 tons).



## How you work matters!

From our Operationalizing Sustainability IDM team, in October 2021 we launched a global campaign among all employees to raise awareness of their impact on our operational environmental goals.

The three-week **"How you work matters!"** campaign featured articles, stories, videos and recognition from teams around the world sharing best practices on how to minimize our operational impact on our environment. Globally, employees collected 648 ideas to change the way they work to improve the environment!



Reuse of packing material is a small way to make a big impact.

## Volatile Organic Compounds Emissions<sup>1</sup>

Direct VOC emissions	Unit	2018	2019	2020	2021
Direct VOC emissions	metric tons	38	39	52	51
Data coverage (as % of denominator)	percentage of:	68%	68%	100%	100%

## OTHER ENVIRONMENTAL DATA

### Environmental Violations

Ingersoll Rand has not paid any significant fines (> USD \$10,000) related to environmental or ecological issues in the past four fiscal years.

	2018	2019	2020	2021
Number of violations of legal obligations/ regulations	0	0	0	0
Amount of fines/ penalties related to the above.	\$0	\$0	\$0	\$0
Environmental liability accrued at year end.	\$0	\$0	\$0	\$0

<sup>1</sup> All manufacturing, service, repair, research and development, and warehouse facilities contribute to volatile organic compound emissions if they release greater than 1 ton in a calendar year.



# OPERATIONAL ECO-EFFICIENCY

## Return on Environmental Investments

Ingersoll Rand is fiscally responsible and transparent. As such, in late 2020, as a result of establishing our 2030 and 2050 sustainability goals, environmental projects were made a top priority and a formal tracking system was implemented that allows us to track financial data related to environmental projects and programs. Increasing investments year-over-year illustrate our commitment to sustainability advancement.

Currency:	FY 2020	FY 2021
Capital Investments	\$51,871	\$18,687,279
Operating Expenses	\$0	\$0
Total Expenses	\$51,871	\$18,687,279
Savings, cost avoidance, income, tax incentives, etc.	\$109,382	\$1,311,062
% of operations covered <sup>1</sup>	100%	100%



Solar power at Ingersoll Rand’s Vignate, Italy plant.

<sup>1</sup> Percent of operations that are required to track projects. In 2020, a global Environmental Tracking mechanism was implemented following the release of the company’s environmental goals. In 2021, a formalized process began where all business units use the Environmental Tracker to identify energy, water and waste projects.

# ENVIRONMENTAL MANAGEMENT SYSTEM

## **Environmental Health and Safety (EHS) Management System**

Ingersoll Rand's Environmental, Health and Safety (EHS) management system is a set of processes and practices that enable us to reduce our environmental impacts and increase our operating efficiency. It is based on standard work, guidelines and processes, including the following six core components:

1. A global EHS Council comprised of individuals from each region and business unit of the Company. Using the IRX process, the EHS Council meets weekly and oversees the EHS direction of the Company.
2. The 37 elements of standard work form the foundational framework of the EHS management system. Each Ingersoll Rand site around the globe operationalizes this framework of standard work and various functional owners at each site are responsible to implement, maintain and manage all elements of the standard work.
3. A performance management program where each site, annually, conducts a self-assessment of the framework and, approximately every three years, another audit by a group of Ingersoll Rand EHS professionals is conducted. Audits identify best practices that are shared across all of the sites on the monthly Global EHS Learning Session.
4. EHS training on country regulations and Ingersoll Rand standard work that each site receives and tracks.
5. A Company database where environmental and safety metrics are tracked, measured and communicated monthly using a scorecard by site and business unit.
6. A tracking system of capital investment and operating expenses for proposed and actual environmental improvement and sustainability projects. Sites use an internal tool to capture and track environmental project details such as resources, cost, waste, water and energy savings.

Our EHS management system enables our EHS leaders around the world to put forth their maximum effort to keeping our people and communities safe. These elements of standards, guidelines and processes allow our EHS leaders to confidently lead our EHS initiatives. The EHS management system covers all employees, and workers who are not employees but whose work Ingersoll Rand oversees.

# BIODIVERSITY

Nature and the benefits it provides are the foundation of the communities where we operate. Ingersoll Rand takes seriously the protection and preservation of biodiversity and prevention of threatened species. It is our intent to understand the ecosystems where we operate and develop guidelines to safeguard species and prevent loss of biodiversity. Below is our public commitment to biodiversity.

Ingersoll Rand is working to understand our impact on biodiversity with the intent to commit to No Net Loss (NNL). We seek to transparently set biodiversity goals that are equally ambitious and attainable, aligned to our strategic imperatives of growing and operating sustainably.

Ingersoll Rand will determine the impacts of our direct operations and then look to understand the biodiversity consequences of our suppliers and value chain. Ingersoll Rand will consider globally-recognized standards and frameworks, such as IUCN (International Union for Conservation of Nature), WBCSD (World Business Council on Sustainable Development), and others. We plan to assess and develop an ecosystem approach to integrate the management of land, water, and living resources that promotes conservation and makes life better for our customers.



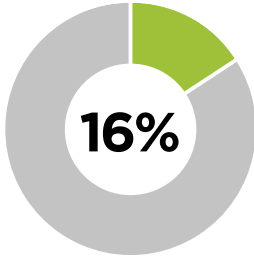
# ESG REPORTING AND FRAMEWORKS

## ESG Reporting: 2021 Data & Scorecard

### ENVIRONMENTAL GOAL PROGRESS FROM 2020 BASELINE<sup>1</sup>

#### 2030 OPERATIONS GOALS

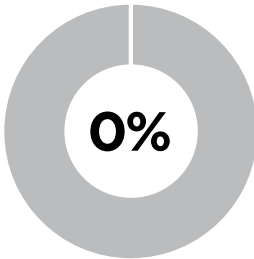
**Goal: Reduce Absolute Annual Greenhouse Gas Emissions 60%**



**Absolute 2021 Progress:** Reduction of 9,454 metric tons representing **16% of our 2030 goal**

**Intensity 2021 Progress:** Reduction of 5.4 mt CO<sub>2</sub>e/annual revenues in millions USD, representing a **23.7% GHG Intensity Reduction**

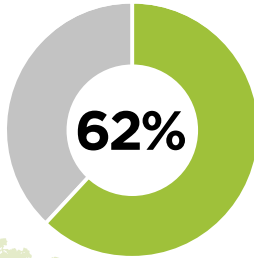
**Goal: Reduce Absolute Annual Water Consumption by 17%**



**Absolute 2021 Progress:** Increase of 17.2 mil gallons (12.4%), representing **0% of our 2030 goal**

**Intensity 2021 Progress:** Reduction of 1,655 gal / annual revenue in millions USD, representing a **5.2% Water Reduction**

**Goal: >50% of In-Scope Sites Zero Waste to Landfill**



**Absolute 2021 Progress:** Increase of 22 sites (13%), representing **62% of our 2030 goal**

#### PRODUCT GOALS

**Goal: >15% GHG Emissions Reductions From IR Products**

**Absolute 2021 Progress:** Life Cycle Assessment for "use phase" of material IR products **100% Complete**

**Baseline: 317 Million MT CO<sub>2</sub>e**

**Goal: >1 Billion Gallons of Water Saved Annually Using IR Products**

**Absolute 2021 Progress:** Life Cycle Assessment for "use phase" of material IR products **100% Complete**

**Baseline (Water Use): 2.27 Trillion Gals**

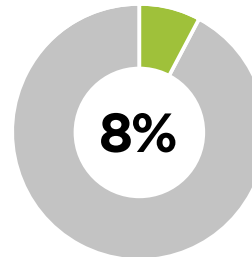
#### 2050 OPERATIONS GOALS

**Goal: Net Zero**



**Absolute 2021 Progress:** Representing **10% of our 2050 goal**

**Goal: 100% Renewable Energy**



**Absolute 2021 Progress:** Representing **8% of our 2050 goal**

<sup>1</sup> In 2021, a base year (2020) recalculation was conducted for all environmental metrics in accordance with the GHG Protocol Corporate Accounting and reporting standard Revised Edition, January 2005, World Resources Institute, which included the removal of two divested business units (High Pressure Solutions and Club Car), inclusion of acquisitions in 2020, an expansion of the organizational boundaries to include an estimate of the impact from personal vehicles used by service technicians in India and China, and adjustment of data errors.

# FRAMEWORKS

## Global Reporting Initiative (GRI) Index

GRI No.	Disclosure	Sustainability Report Section or Other Location
<b>GENERAL DISCLOSURES (GRI 102, 2016)</b>		
<b>Organizational Profile</b>		
102-1	Name of Organization	<a href="#">10-K in 2021 Annual Report</a> , Inside front cover
102-2	Activities, Brands, Products, and Services	<a href="#">10-K in 2021 Annual Report</a> , Inside front cover, p. 4-9, 23
102-3	Location of Headquarters	<a href="#">10-K in 2021 Annual Report</a> , Inside front cover, p. 22
102-4	Location of Operations	<a href="#">10-K in 2021 Annual Report</a> , p. 4-5
102-5	Ownership and Legal Form	<a href="#">10-K in 2021 Annual Report</a> , p. 63-64
102-6	Markets Served	<a href="#">10-K in 2021 Annual Report</a> , p. 5, 11, 14, 60, 77-78, 82
102-7	Scale of the Organization	<a href="#">10-K in 2021 Annual Report</a> , p. 3-10, 22-25, 28
102-8	Information on Employees and Other Workers	<a href="#">Sustainable Societies: People and Community</a>
102-9	Supply Chain	<a href="#">Supply Chain Management</a>
102-10	Significant Changes to the Organization and Its Supply Chain	<a href="#">10-K in 2021 Annual Report</a> , p. 33, 35, 40-42 <a href="#">Letter from our CEO</a> <a href="#">Supply Chain Management</a>
102-11	Precautionary principle or approach	<a href="#">Health, Safety and Wellness</a>
102-12	External Initiatives	<a href="#">Regulations and Public Policy</a>
102-13	Membership of Associations	<a href="#">Regulations and Public Policy</a>
<b>Strategy</b>		
102-14	Statement from Senior Decision-Maker	<a href="#">Letter from our CEO</a>
102-15 (was under Ethics and integrity)	Key Impacts, Risks and Opportunities	<a href="#">Enterprise Risk Management</a>
<b>Ethics and Integrity</b>		
102-16	Values, Principles, Standards and Norms of Behavior	<a href="#">Welcome to Our 2021 Sustainability Report Ethics and Compliance</a>
102-17	Mechanisms for Advice and Concerns About Ethics	<a href="#">Ethics and Compliance</a>

# FRAMEWORKS

## Global Reporting Initiative (GRI) Index

GRI No.	Disclosure	Sustainability Report Section or Other Location
<b>Governance</b>		
102-18	Governance Structure	<a href="#">Governance Model</a>
102-19	Delegating authority	<a href="#">Governance Model</a>
102-20	Executive-Level Responsibility for Economic, Environmental and Social Topics	<a href="#">Governance Model</a>
102-21	Consulting Stakeholders on Economic, Environmental and Social Topics	<a href="#">Governance Model</a>
102-22	Composition of the Highest Governance Body and Its Committees	<a href="#">Governance Model</a>
102-23	Chair of the Highest Governance Body	<a href="#">Governance Model</a>
102-24	Nominating and selecting the highest Governance Body	<a href="#">Governance Model</a>
102-25	Conflicts of interest	<a href="#">Ethics and Compliance</a>
102-26	Role of the highest governance body in setting purpose, values and strategy	<a href="#">Governance Model</a>
102-27	Collective Knowledge of the Highest Governance Body	<a href="#">Ingersoll Rand 2022 Proxy Statement p.21-23</a>
102-28	Evaluation of the performance of the highest governance body	<a href="#">Governance Model</a>
102-29	Identifying and Managing Economic, Environment and Social Impacts	<a href="#">Governance Model</a> <a href="#">Environmental Management System</a> <a href="#">Operational Eco-Efficiency</a>
102-30	Effectiveness of risk management processes	<a href="#">Enterprise Risk Management</a> <a href="#">TCFD</a>
102-32	Highest Governance Body's Role in Sustainability Reporting	<a href="#">Sustainable Responsibility: Governance</a>
102-33	Communicating with the Board	<a href="#">Ingersoll Rand 2022 Proxy Statement p.23</a> <a href="#">Governance Model</a>
205-2	Communication and training about anti-corruption policies and procedures	<a href="#">Ethics and Compliance</a>
205-3	Confirmed incidents of corruption and actions taken	<a href="#">Ethics and Compliance</a>
<b>Stakeholder Engagement</b>		
102-40	List of Stakeholder Groups	<a href="#">Materiality</a>
102-41	Collective Bargaining Agreements	<a href="#">Employee Experience</a>
102-42	Identifying and Selecting Stakeholders	<a href="#">Materiality</a>

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# FRAMEWORKS

## Global Reporting Initiative (GRI) Index

GRI No.	Disclosure	Sustainability Report Section or Other Location
102-43	Approach to Stakeholder Engagement	<a href="#">Materiality</a>
102-44	Key Topics and Concerns Raised	<a href="#">Materiality</a>
<b>Reporting Practice</b>		
102-45	Entities included in the consolidated financial statements	<a href="#">10-K in 2021 Annual Report, p.86</a>
102-46	Defining Report Content and Topic Boundaries	<a href="#">Sustainability Report Data</a> <a href="#">Materiality</a>
102-47	List of Material Topics	<a href="#">Materiality</a>
102-48	Restatements of Information	<a href="#">Sustainability Report Data</a>
102-49	Changes in Reporting	<a href="#">Sustainability Report Data</a>
102-50	Reporting Period	<a href="#">Sustainability Report Data</a>
102-51	Date of Most Recent Report	<a href="#">Sustainability Report Data</a>
102-52	Reporting Cycle	<a href="#">Sustainability Report Data</a>
102-53	Contact Point for Questions Regarding the Report	<a href="#">Sustainability Report Data</a>
102-54	Claims of Reporting in Accordance with GRI Standards	<a href="#">Sustainability Report Data</a>
102-55	GRI Content Index	<a href="#">GRI Content Index</a>
102-56	External Assurance	<a href="#">External Assurance</a>
<b>TOPIC-SPECIFIC DISCLOSURES</b>		
<b>ENVIRONMENTAL</b>		
<b>Energy Use</b>		
103-1	Explanation of Material Topic and Its Boundaries	<a href="#">Materiality</a>
103-2	The Management Approach and Its Components	<a href="#">Materiality</a>
103-3	Evaluation of the Management Approach	<a href="#">Materiality</a>
302-1	Energy Consumption within the Organization	<a href="#">Energy Consumption</a> <a href="#">Materiality</a>
302-2	Energy Consumption Outside of the Organization	<a href="#">Materiality</a>
302-4	Reduction of Energy Consumption	<a href="#">Grow Sustainably</a>
302-5	Reduction in Energy Requirements of Products and Services	<a href="#">Materiality</a> <a href="#">Product Stewardship</a>

# FRAMEWORKS

## Global Reporting Initiative (GRI) Index

GRI No.	Disclosure	Sustainability Report Section or Other Location
<b>Emissions</b>		
305-1	Direct (Scope 1) GHG emissions	<a href="#">Direct GHG - Scope 1</a>
305-2	Energy indirect (Scope 2) GHG emissions	<a href="#">Indirect GHG - Scope 2</a>
305-3	Other indirect (Scope 3) GHG emissions	<a href="#">Other Indirect GHG - Scope 3</a>
305-4	GHG Emissions Intensity	<a href="#">Operational Eco-Efficiency</a>
305-5	Reduction of GHG emissions	<a href="#">Materiality</a>
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	<a href="#">Operational Eco-Efficiency</a>
<b>Water</b>		
303-1	Water withdrawal by source	<a href="#">Total Net Fresh Water Consumption</a>
<b>Waste</b>		
306-2	Waste by type and disposal method	<a href="#">Hazardous Waste Disposal</a> <a href="#">Non-Hazardous Waste Disposal</a>
<b>SOCIAL</b>		
<b>Labor and Human Rights</b>		
103-1	Explanation of Material Topic and Its Boundaries	<a href="#">Materiality</a>
103-2	The Management Approach and Its Components	<a href="#">Materiality</a>
103-3	Evaluation of the Management Approach	<a href="#">Materiality</a>
401-1	New Employee Hires and Employee Turnover	<a href="#">Employee Experience</a>
402-1	Labor/Management Relations	<a href="#">Materiality</a>
412-2	Employee Training on Human Rights Policies or Procedures	<a href="#">Human Rights</a>
412-3	Significant Investment Agreements and Contracts that Include Human Rights Clauses or that Underwent Human Rights Screening	<a href="#">Ingersoll Rand Human Rights Policy, p.1-5</a> <a href="#">Human Rights</a>
415-1	Political Contributions	<a href="#">Political Contributions</a> <a href="#">Regulations and Public Policy</a>
<b>Occupational Health and Safety</b>		
402-1	Labor/Management Relations	<a href="#">Materiality</a>
403-1	Occupational, Health and Safety Management System	<a href="#">Environmental Management System</a>

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# FRAMEWORKS

## Global Reporting Initiative (GRI) Index

GRI No.	Disclosure	Sustainability Report Section or Other Location
<b>New Product Development and Innovation</b>		
103-1	Explanation of Material Topic and Its Boundaries	<a href="#">Materiality</a>
103-2	The Management Approach and Its Components	<a href="#">Materiality</a>
103-3	Evaluation of the Management Approach	<a href="#">Materiality</a>

## SASB Index

Our 2021 ESG Report marks Ingersoll Rand's first time reporting to the SASB framework. Our reporting process follows the standards for the Industrial Machinery & Goods industries.

**Table 1. Sustainability Disclosure Topics & Accounting Metrics**

Topic	Accounting Metric	Code	Category	Unit of Measure	Reporting Figure	Location/ Page#
Energy Management	Total energy consumed	RT-IG-130a.1	Quantitative	MWh	278,177	<a href="#">Link</a>
	Percentage Grid Electricity	RT-IG-130a.1	Quantitative	%	95.1	<a href="#">Link</a>
	Percentage Renewable	RT-IG-130a.1	Quantitative	%	7.7	<a href="#">Link</a>
Employee Health & Safety	Total recordable incident rate (TRIR)	RT-IG-130a.1	Quantitative	Rate	0.66	<a href="#">Link</a>
	Fatality Rate	RT-IG-130a.1	Quantitative	Rate	0	<a href="#">Link</a>
	Near miss frequency rate	RT-IG-130a.1	Quantitative	Rate	6.21	p.73
Fuel Economy & Emissions in Use-phase	Sales-weighted fuel efficiency for non-road equipment	RT-IG-410a.2	Quantitative	Gallons per hour	NA	NA
Materials Sourcing	Description of the management of risks associated with the use of critical materials	RT-IG-440a.1	Discussion and Analysis	NA	NA	<a href="#">2021 Annual Report</a>
Remanufacturing Design & Services	Revenue from remanufactured products and remanufacturing services	RT-IG-440b.1	Quantitative	Reporting currency	63,000,000	<a href="#">Link</a>

**Table 2. Activity Metrics**

Accounting Metric	Code	Category	Unit of Measure	Reporting Figure	Location/ Page#
Number of units produced by product category	RT-IG-000.A	Quantitative	Number	Proprietary	NA
Number of employees	RT-IG-000.B	Quantitative	Number	15,830	<a href="#">Link</a>

# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

<b>GOVERNANCE</b> Disclose the organization's climate-related risks and opportunities	
<b>Guiding Principles</b>	<b>Ingersoll Rand Disclosures</b>
Board's supervision over climate-related risks and opportunities	Ingersoll Rand's impacts of climate change include the risks and opportunities presented by rising temperatures, climate-related policy, and emerging technologies in our changing world. The board has oversight of climate related risks and opportunities through its Sustainability Committee which meets at least three times a year. The climate-related risks and opportunities identified through the application of the TCFD framework are reviewed by the BOD Sustainability Committee as well as the countermeasures designed to address such risks.
Management's role in assessing and managing climate-related risks and opportunities	<p>Ingersoll Rand utilizes a continuous Enterprise Risk Management (ERM) process that enables IR to pursue its strategic mission while identifying, controlling and mitigating risks that is based on the Committee of Sponsoring Organizations (COSO) Enterprise Risk framework. The TCFD framework has been incorporated into the overall ERM process and is used by IR to assess and manage climate-specific risks and opportunities. The Chief Risk Officer leads the ERM process, supported by a cross functional Executive Committee that includes Ingersoll Rand's Chairman and CEO, Corporate Controller, Chief Information Officer, SVP HR, SVP General Council, VP, Strategy and Innovation, VP Internal Audit.</p> <p>Input is also received annually by the Board of Directors to evaluate alignment of risk priorities between the BOD and Management. The process includes Risk Identification through an annual review and update of IR Risk Register, Risk Analysis, Risk Evaluation by a number of leaders throughout the business and functions to assess the prioritization of risk in the risk register based on the current countermeasures in place for the risk. The process also includes a third-party led assessment of climate-related risks and opportunities utilizing the TCFD framework. Risk mitigation is developed by the subject matter experts/Risk Owners for those risks (including climate-related risks) that need additional countermeasures to bring the risk to an acceptable level. Monitoring by the Chief Risk Officer and the Executive Committee occurs on a quarterly basis. During these quarterly meetings, updates are provided on status of new countermeasures identified by the committee or risk owners and to monitor the key performance indicators of the top risks of the Company as identified through the risk evaluation.</p>

# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

STRATEGY	
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	
Guiding Principles	Ingersoll Rand Disclosures
Short-, medium-, and long-term climate-related risks and opportunities identified	<p>The climate-related risks in priority order of high to low include:</p> <ul style="list-style-type: none"> <li>• Component shortages</li> <li>• Fuel price fluctuations</li> <li>• SEC reporting regulations</li> <li>• Environmental regulations</li> <li>• Severe weather</li> <li>• Heat stress, sea level rise</li> <li>• Water scarcity</li> <li>• Ingersoll Rand's reputation.</li> </ul> <p>The climate-related opportunities in priority order from high to low include:</p> <ul style="list-style-type: none"> <li>• Energy-efficient equipment</li> <li>• Sustainable end markets</li> <li>• Oil-free products and consumables</li> <li>• Clean energy-related products</li> <li>• Remanufacturing</li> <li>• Operational energy efficiency</li> <li>• Increased renewable energy use</li> <li>• Operational water use and operational waste.</li> </ul>
Climate-related risks and opportunities having significant impact on the organization's businesses, strategy and financial planning	Annually, the functions and businesses complete a multi-year strategy and financial plan called <b>"Making Life Better."</b> Sustainability risks and opportunities are specifically addressed by each business unit as part of this process including the climate-related impacts on the business units' financials. The plan is reviewed and approved by the Executive Leadership Team and CEO. The plan is pulsed monthly in the Management Business Review and adjustments made to ensure Ingersoll Rand realizes the short- and long-term climate goals.
Potential impacts from different climate-related scenarios on the organization's business, strategy and financial planning	We have evaluated the physical risks to identify Ingersoll Rand's risk to sea level rise, flood, water stress, wildfire, heatwaves, and coldwaves. Overall, risks from sea level rise, flooding, wildfire, heatwaves and coldwaves are relatively low across our profile. However, water stress has several properties in the high risk category and are spread across our manufacturing and service sites. The risk is not imminent and with proper planning, it is not a significant risk to Ingersoll Rand. Our resilient strategy allows time to address water stress risks and develop site-specific and regional mitigation strategies in response, which could include shifting production to non-stressed areas, water reclamation, rainwater harvesting, and process efficiency improvements through our site GreenX teams.

# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

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

Guiding Principles	Ingersoll Rand Disclosures
<p>Organization's processes for identifying and assessing climate-related risks</p>	<p>Ingersoll Rand followed the TCFD framework to identify climate-related risks as part of its ERM process. This assessment focused on physical and transitional risks. A physical risk assessment was performed on Ingersoll Rand's properties to identify their risk to sea level rise, flood, water stress, wildfire, heatwaves, and cold waves. Data was utilized from S&amp;P Global and World Resources Institute to obtain climate risk scores for each property.</p> <p>Ingersoll Rand has completed an assessment of material physical climate risks using the Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathway (RCP) to understand our climate trajectory. We used the following pathways to capture these future trends:</p> <ul style="list-style-type: none"> <li>• RCP 2.6</li> <li>• RCP 4.5</li> <li>• RCP 8.5</li> </ul> <p>A transitional risk assessment was performed as well where interviews were conducted to identify climate-related risks and opportunities relevant to the business as the world transitions to a lower carbon economy. Our assessment is based on potential scenarios for legislation, technological development or market conditions and is based on short-, medium- and long-term horizons considering the expected lifetime of the assets or activities. These risks and opportunities were evaluated for likelihood, impact, and velocity and the final compilation of risks and opportunities was assessed through the ERM strategic process.</p>



# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

<b>RISK MANAGEMENT</b> Disclose how the organization identifies, assesses, and manages climate-related risks.	
Guiding Principles	Ingersoll Rand Disclosures
Organization's processes for managing climate-related risks	<p>Ingersoll Rand utilizes a continuous Enterprise Risk Management (ERM) process that enables IR to pursue its strategic mission while identifying, controlling and mitigating risks that is based on the Committee of Sponsoring Organizations (COSO) Enterprise Risk framework. The TCFD framework has been incorporated into the overall ERM process and is used by IR to assess and manage climate-specific risks and opportunities. The Chief Risk Officer leads the ERM process, supported by a cross functional Executive Committee that includes Ingersoll Rand's Chairman and CEO, Corporate Controller, Chief Information Officer, SVP HR, SVP General Council, VP, Strategy and Innovation, VP Internal Audit.</p> <p>Input is also received annually by the Board of Directors to evaluate alignment of risk priorities between the BOD and Management. The process includes Risk Identification through an annual review and update of IR Risk Register, Risk Analysis, Risk Evaluation by a number of leaders throughout the business and functions to assess the prioritization of risk in the risk register based on the current countermeasures in place for the risk. The process also includes a third-party led assessment of climate-related risks and opportunities utilizing the TCFD framework where we evaluated risks and exposures over the short, medium, and long term to help develop the climate strategy.</p> <p>Risk mitigation is developed by the subject matter experts/Risk Owners for those risks (including climate-related risks) that need additional countermeasures to bring the risk to an acceptable level. Monitoring by the Chief Risk Officer and the Executive Committee occurs on a quarterly basis. During these quarterly meetings, updates are provided on status of new countermeasures identified by the committee or risk owners and to monitor the key performance indicators of the top risks of the Company as identified through the risk evaluation.</p> <p>Ingersoll Rand's risk assessment and plan to adapt to physical climate risks cover 60% of total revenue. The plan includes a target to implement relevant adaptation measures within the next 5-10 years.</p>
How to integrate the processes of climate-related risk identification, assessment and management into the overall risk management	<p>Ingersoll Rand utilizes a continuous Enterprise Risk Management (ERM) process that enables IR to pursue its strategic mission while identifying, controlling and mitigating risks that is based on the Committee of Sponsoring Organizations (COSO) Enterprise Risk framework. The TCFD framework has been incorporated into the overall ERM process and is used by IR to assess and manage climate-specific risks and opportunities. The Chief Risk Officer leads the ERM process, supported by a cross functional Executive Committee that includes Ingersoll Rands' Chairman and CEO, Corporate Controller, Chief Information Officer, SVP HR, SVP General Council, VP, Strategy and Innovation, VP Internal Audit. Input is also received annually by the Board of Directors to evaluate alignment of risk priorities between the BOD and Management. The process includes Risk Identification through an annual review and update of IR Risk Register, Risk Analysis, Risk Evaluation by a number of leaders throughout the business and functions to assess the prioritization of risk in the risk register based on the current countermeasures in place for the risk. The process also includes a third-party led assessment of climate-related risks and opportunities utilizing the TCFD framework. Risk mitigation is developed by the subject matter experts/Risk Owners for those risks (including climate-related risks) that need additional countermeasures to bring the risk to an acceptable level. Monitoring by the Chief Risk Officer and the Executive Committee occurs on a quarterly basis. During these quarterly meetings, updates are provided on status of new countermeasures identified by the committee or risk owners and to monitor the key performance indicators of the top risks of the Company as identified through the risk evaluation.</p>

# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

## METRICS and TARGETS

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material

Guiding Principles	Ingersoll Rand Disclosures
<p>Indicators used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process</p>	<p>With respect to climate-related risks, the metrics used by Ingersoll Rand include the following: renewable electricity (purchased, generated and returned), non-renewable electricity, natural gas, propane, diesel, gasoline/ petrol and refrigerants. The data is reviewed and actions are developed by the Company through its annual <b>“Making Life Better”</b> (MLB) strategic plan and ERM process to stay on track to meet or exceed the publically stated 2030 and 2050 goals. We have an Operationalizing Sustainability Impact Daily Management (IDM) that covers all business units globally with accountability for specific impact plans to achieve the annual targets. In addition, our operationalizing sustainability strategy includes roadmaps to achieving the metrics primarily through implementation of site-specific GreenX Teams and specific tools to improve energy and water efficiency.</p> <p>With respect to climate-related opportunities, our greatest opportunity is our energy efficient product portfolio that has the opportunity to dramatically help our customers reduce their greenhouse gas emissions. Energy efficiency is integral to our new product development process. Each new product includes an evaluation of total greenhouse gas emissions measured using a life-cycle assessment process. The opportunities created by this new product innovation are reflected in the annual <b>“Making Life Better”</b> (MLB) strategic financial plan developed by each of Ingersoll Rand’s business units.</p>
<p>Scope 1, Scope 2, and Scope 3 GHG emissions, and the related risks</p>	<p>According to the GHG Protocol, Ingersoll Rand has conducted greenhouse gas inventories of direct emissions (Scope 1) and indirect emissions (Scope 2) and verified the amount based on the ANSI ISO 14064-3 greenhouse gases inventory standards. With reference to GHG Protocol Scope 3, Ingersoll Rand conducts GHG inventories of Scope 3, which include employee commute, business travel, use of sales products, and obtains the ISO 14064-3 GHG verification report for employee commute and business travel only. For product use, the product use is evaluated against the ISO 14000 series of standards and the GHG Protocol. The results are identified in the <a href="#">Assurance Statements</a>.</p>
<p>Targets used by the organization to manage climate-related risks and opportunities and performance against targets</p>	<p>Greenhouse gas reduction of 60% by 2030 and Net Zero by 2050 targets have been publically stated. Additionally, by 2050, Ingersoll Rand aims to be using 100% renewable energy. The Company has overall roadmaps<sup>1</sup> to reach 2030 the 2050 goals and the business units are executing annually towards the goals. Weekly, the business units report on their progress to Corporate with a quarterly business review with the CEO and CFO. Our progress to the climate goals is an early indicator of the resiliency of our strategy as we have achieved 16% of our 2030 greenhouse gas reduction goal, 10% progress towards net zero and 8% improvement towards 100% renewable energy.</p>

## United Nations Global Compact

Ingersoll Rand is proud to be a signatory/participant of the United Nations Global Compact.

The world's largest corporate sustainability initiative, the United Nations Global Compact (UNGC) is a voluntary initiative based on CEO commitments to implement universal sustainability principles and to take steps to support UN goals.

As a signatory/participant, Ingersoll Rand is committed to aligning our strategies and operations with universal principles on human rights, labor, environment and anti-corruption, and take actions that advance societal goals.



# ASSURANCE STATEMENTS

Ingersoll Rand's 2021 Assurance Statements (as well as past years' Assurance Statements) are publicly available at [2021 Assurance Statements](#).

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# POLICIES

- [Anti-Bribery and Corruption](#)
- [Conflict Minerals](#)
- [Environmental, Health & Safety](#)
- [Human Rights](#)
- [Code of Conduct](#)
- [Supplier Code of Conduct](#)
- [Political Involvement Policy](#)

# SUSTAINABILITY REPORT DATA

## Reporting Period

All ESG data for Ingersoll Rand reflects calendar year of 2021, unless otherwise noted.

## Reporting Cycle

Ingersoll Rand's ESG reporting is on an annual cycle.

## Reporting in Accordance with Global Reporting Initiative (GRI) Standards and is aligned with SASB

This report is in accordance with the Global Reporting Initiative (GRI) standards core option.

## Restatements of Information and Changes in Reporting

There are no restatements from our inaugural 2019 Sustainability Supplement. This 2021 report reflects 100% data coverage for Ingersoll Rand. Unless otherwise noted, all data for all periods is presented on a pro forma basis to take into account the Merger of Gardner Denver and the Ingersoll Rand Industrial segment on March 1, 2020.

## Process for Defining the Report and Topic Boundaries

The process to define the Ingersoll Rand ESG reporting data is to set its organizational and operational boundaries; this report has two topic boundaries:

1. Organizational boundary uses the financial control approach.
2. Operational boundaries in respect to direct and indirect emissions include Scope 1 and 2; greenhouse gas (GHG) emissions are determined by the use of the GHG Protocol Initiative guidelines.

## External Assurance

Environmental and safety data was assured by Lloyds Register – a third-party certified specialist. This represents 100 percent of the Company's global operations and products manufactured for 2021. For further details and results, access the [2021 Assurance Statements](#).

## Report Contact

Mary Betsch, VP, Sustainability; [makinglifebetter@irco.com](mailto:makinglifebetter@irco.com).

For online version of our report and more information on our ESG efforts, please visit [Ingersoll Rand Sustainability](#).



**Disclaimer**

This report addresses a multitude of topics to meet the requests and interests of the Company's wide range of stakeholders. Due to the varied interests of these groups, this report includes certain information that the Company believes is not material to the Company as such term is defined under applicable securities laws. Accordingly, the inclusion of information in this report should not be construed as a characterization regarding its materiality or significance for any other purpose, including for purposes of applicable securities laws. This report covers the calendar year 2021 unless otherwise noted and contains forward-looking statements (within the meaning of the Private Securities Litigation Reform Act of 1995) that are subject to risks and uncertainties. Forward-looking statements are based on Ingersoll Rand's current expectations and projections about future trends, events and uncertainties. These forward-looking statements generally are identified by the words "believe," "project," "expect," "anticipate," "estimate," "forecast," "outlook," "target," "endeavor," "seek," "predict," "intend," "strategy," "plan," "may," "could," "should," "will," "would," "will be," "on track to," "will continue," "will likely result," or the negative thereof or variations thereon or similar terminology generally intended to identify forward-looking statements, although not all forward-looking statements contain such terms.

Forward-looking statements may include, among others, statements regarding the Company's plans, objectives, expectations and intentions, legal, economic and regulatory conditions, the future impact of the ongoing coronavirus (COVID-19) pandemic on the Company's business and other statements regarding Ingersoll Rand's future beliefs, expectations, plans, intentions, liquidity, cash flows, financial condition or performance. You should not place undue reliance on forward-looking statements, which speak only as of the date they are made, are not guarantees of future performance or results, and are subject to risks, uncertainties and assumptions that are difficult to predict or quantify. Actual results may differ from those set forth in the forward-looking statements due to a variety of factors, including those described in Ingersoll Rand's Annual Report on Form 10-K for the year ended December 31, 2021 and the Company's other filings with the U.S. Securities and Exchange Commission, available at the Company's Investor Relations site at [investors.irco.com](http://investors.irco.com). Ingersoll Rand undertakes no obligation to update or revise any forward-looking statement, whether as a result of new information, future events or otherwise, except as may be required by law. Additionally, the information contained on our website and social media platforms are not incorporated by reference into this report.

This report may contain links to other Internet sites and may frame material from other Internet sites. Such links or frames are not endorsements of any products or services in such sites, and no information in such site has been endorsed or approved by Ingersoll Rand. We make no warranties or representations of any kind as to the accuracy, currency, or completeness of any information contained in such third-party websites, including any third-party social media or mobile app platform.