Leading sustainably
through execution

2023 Sustainability Report

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A MESSAGE FROM OUR CHAIRMAN AND CEO

Dear Stakeholders,

I am pleased to present Ingersoll Rand's 2023 Sustainability Report, which reflects our unwavering dedication to creating value not just for our shareholders, but for all of our stakeholders, including our employees, customers, and planet.

This year, we have made significant strides in advancing sustainability into everything we do — including our operations, products, and services. Guided by our purpose of Making Life Better, we are leading sustainably through disciplined execution.

Vicente Reynal
Chairman and Chief Executive Officer

Leading sustainably by forging a bold path

We have embarked on an ambitious sustainability journey. One where we work closely with our customers to help solve their most critical operational and efficiency challenges by developing products and services that are part of the solution. Additionally, we are on a journey where we advance our own operations in ways to efficiently use resources and minimize emissions to help respond to climate change. With Ingersoll Rand Execution Excellence (IRX) and our ownership mindset guiding the way, the results since 2020 so far have reached beyond expectations.

I am incredibly proud of all that we have done, but more excited by the future. Being able to make world-class products and help the environment makes our purpose of Making Life Better more relevant than ever.

Speaking of the future, I am excited to announce a bold new customer goal of 1 billion metric tons of CO_2e reduced or avoided through the use of our products and services by 2040.[1] We chose this goal in support of our customers' net-zero ambitions which brings with it a vast opportunity for our own growth. This gigaton reduction goal is intended to reduce or avoid our customers' Scope 2 emissions throughout the lifetime use of Ingersoll Rand's products and services. As we continue to innovate climate solutions in our products and services, we become the answer our customers seek to reach their decarbonization goals.

Continuous improvement through disciplined execution

We have built sustainable thinking throughout our business and at all levels of the company. This takes shape in many ways — from ensuring employee safety, where we are 73%[2] better than the industry average, to our innovative products and services that offer efficiency, circularity, and safety benefits to our customers.

IRX serves as a common language for execution across the more than 35 countries we operate in and continues to be a powerful system to drive continuous improvement and progress toward our ambitious sustainability goals. For example, within our own operations, we achieved our water reduction goal in 2023 — seven years ahead of our target. We still want to do more, so we established a new 2030 water goal of reducing our absolute water use in our water-stressed sites by 30%.[3]

We continue to be included in the Dow Jones Sustainability World Index and Dow Jones Sustainability Index for North America by the S&P Global Corporate Sustainability Assessment, being named first globally in the IEQ Machinery and Electrical Engineering Industry.[4]

Our commitment to global environmental leadership across all value chains was recognized by the Carbon Disclosure Project (CDP). Ingersoll Rand was named to the CDP's "A list" for our transparency and performance in tackling climate change and listed on the Supplier Engagement Rating Leaderboard by CDP.[5]

[1] Details regarding the methodology used to calculate this goal can be found on page 11 of our Sustainability Report here. Greenfield growth using more efficient technology is treated as avoidance of CO_2e compared to a less efficient alternative utilized in the base year. Although efforts have been made to ensure accuracy, it is possible that some of these data, assumptions, and extrapolations are inaccurate. For example, there are known deficiencies related to product unit level attribution and aggregation that could account for noteworthy fluctuations in reported values. We expect to make regular adjustments to our Scope 3 emissions data, procedures, assumptions, and models as we collaborate with external advisors to enhance our methodology and transition from broad measurement approaches (such as spend or average) to more detailed methods. These procedural enhancements and external feedback have the potential to lead to noteworthy fluctuations in the Scope 3 emissions data reported for previously reported periods.
[2] Average Total Recordable Incident Rate (TRIR) for all Industrial Machinery Manufacturing companies in 2022 (most recent data available) was 2.6 according to the U.S. Bureau of Labor Statistics. At the end of 2023, Ingersoll Rand's TRIR was 0.69.
[3] Based on current year World Resources Institute (WRI) high and extremely high water risk data.
[4] Receipt of an S&P Global ESG Score does not represent a sponsorship, endorsement or recommendation on the part of S&P Global to buy, sell or hold any security and a decision to invest in any subject company should not be made based on the receipt of any such note.
[5] As of February 6, 2024, based on data reported through CDP's 2023 Climate Change questionnaire, Ingersoll Rand is one of a small number of companies that achieved an 'A' - out of over 21,000 companies scored. As of March 6, 2024, CDP's annual Supplier Engagement Rating (SER) evaluated corporate supply chain engagement on climate issues. The highest-rated companies are celebrated in the Supplier Engagement Rating Leaderboard. CDP is a global non-profit that runs the world's environmental disclosure system for companies, cities, states and regions. Founded in 2000 and working with more than 740 financial institutions with over $136 trillion in assets, CDP pioneered using capital markets and corporate procurement to motivate companies to disclose their environmental impacts, and to reduce greenhouse gas emissions, safeguard water resources and protect forests. Over 24,000 organizations around the world disclosed data through CDP in 2023, with more than 23,000 companies - including listed companies worth two thirds global market capitalization - and over 1,100 cities, states and regions. Fully TCFD-aligned, CDP holds the largest environmental database in the world, and CDP scores are widely used to drive investment and procurement decisions towards a zero carbon, sustainable and resilient economy. CDP is a founding member of the Science Based Targets initiative, We Mean Business Coalition, The Investor Agenda and the Net-Zero Asset Managers initiative.

Leading sustainably through our products

Sustainability is also an important accelerant in our Economic Growth Engine. It is one of the three megatrends that we believe will drive continued growth throughout our businesses. As Ingersoll Rand continues to grow, we have made a conscious choice to ensure all new product designs go through our Design for Sustainability (DfS) process to deliver products and services that improve energy efficiency, circularity, and safety.
In 2023, 80 new products were launched with sustainable attributes and over 65% of our product portfolio includes products with sustainable attributes. Looking ahead, we anticipate that these types of products will contribute over 25% of our total revenue by 2030.

Our target-setting commitment to decarbonize

Following through on our promise made last year in signing the Science Based Targets initiative (SBTi) commitment, we have plans in 2024 to request STBi validation of our emissions reduction pathway, reinforcing our ambitious operational sustainability goals while offering products and services that deliver significant value to our customers through energy efficiency and water reduction.

Empowering our employees

Our strength in execution comes from our more than 18,000 employees around the globe. Our people are the company's competitive advantage — and key to our success.

We believe in the power of employee ownership and have seen how our Ownership Works equity program has transformed our workforce over the past few years. It has provided wealth-building opportunities for employees and their families, been a catalyst for productivity, and helped us build one of the most engaged workforces in the industry.

In 2023, we furthered our commitment to employee ownership by granting equity to more than 1,800 employees through our Ownership Works program. As of this report, Ingersoll Rand has provided equity grants to over 23,000 employees since May 12, 2017. The value of our total equity grants if held through March 28, 2024, would total approximately $980 million.[1]

Because of the investments we have made in our employees, we continue to receive external recognition for being a great place to work. U.S. News and World Report named us as one of the best companies to work for in the Industrials and Business Services sector. Other accolades include receiving Great Place to Work certification in Brazil, Chile, Colombia, and Mexico, a Brandon Hall Group Silver award for employee learning and development, and the "Employer Excellence of China" award.

As we look to the future, our ultimate goal is net-zero and zero employee injuries. To get there, we will continue waking up every day with the purpose of Making Life Better for our people and our planet.

Ingersoll Rand is more committed than ever to advancing our sustainability agenda, driving innovation, and enhancing value for all of our stakeholders. Together, we are building a company that not only delivers exceptional performance but also contributes to a better, more sustainable world. I look forward to seeing the positive changes we can achieve together.

Sincerely,

Vicente Reynal
Chairman and Chief Executive Officer

[1] *Assumes all employees have held the grants through March 28, 2024 based on a share price of $94.95, which was the closing price of our stock as of March 28, 2024.*

2023 HIGHLIGHTS

LEAD SUSTAINABLY

SAFETY TOTAL RECORDABLE INCIDENT RATE (TRIR)

73%

Better than the industrial machinery manufacturing average[1]

MSCI ESG SCORE[2]

AA

MSCI ESG RATINGS AA

CCC | B | BB | BBB | A | AA | AAA

From A in 2021 to AA in 2022 and 2023

CDP — A LIST

CDP DISCLOSURE INSIGHT ACTION A LIST 2023 CLIMATE

A | A- | B | B- | C | C- | D | D-

DJSI ESG SCORE[3]

81

Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA

#1 in North America

#1 in the World

Member of DJSI World and member of DJSI North America. As of December 9, 2023, Ingersoll Rand ranked as the #1 performer in the IEQ Machinery and Electrical Equipment industry in North America and #1 globally

SUSTAINALYTICS ESG TOP RATED[4]

10.2

SUSTAINALYTICS ESG 2024 INDUSTRY TOP RATED

SUSTAINALYTICS ESG 2024 REGIONAL TOP RATED

Received global, regional, and industry top ratings for a low risk score from 23.5 (Medium risk) in 2022 to 10.2 (low risk) in 2023

GREEN ENERGY LOCATIONS

45

17 manufacturing sites are powered by on-site solar panels and 28 locations have green energy contracts in place

EXCEEDED WATER GOAL

34%

absolute water use reduction surpassed the 17% goal, seven years early

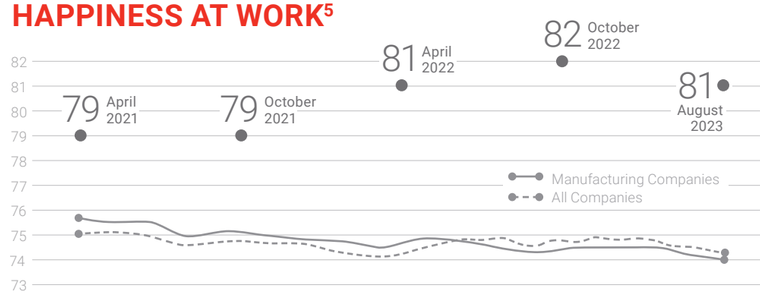
GREENX TEAMS

45

Focused on reducing energy, water and waste to reach our operational goals

DEPLOY TALENT

HAPPINESS AT WORK[5]



% of employees answering favorably (at least four out of five rating) to the question "How happy are you working at Ingersoll Rand?"

EMPLOYEE OWNERSHIP

~$980M

Awarded approximately $290 million in equity to our employees since 2017, which has increased by nearly $690 in value as of March 28, 2024[6]

[1] *Average Total Recordable Incident Rate (TRIR) for all Industrial Machinery Manufacturing companies in 2022 (most recent data available) was 2.6 according to the U.S. Bureau of Labor Statistics. At the end of 2023, Ingersoll Rand's TRIR was 0.69.*

[2] *The use by Ingersoll Rand of any MSCI ESG research LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of Ingersoll Rand by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided "as-is" and without warranty. MSCI names and logos are trademarks or service marks of MSCI.*

[3] *Receipt of an S&P Global ESG Score does not represent a sponsorship, endorsement or recommendation on the part of S&P Global to buy, sell or hold any security, and a decision to invest in any subject company should not be made based on the receipt of any such note. S&P, S&P Global, and the S&P Global logo are trademarks of S&P Global Inc. or its subsidiaries, registered in many jurisdictions worldwide.*

[4] *As of May 2024, Ingersoll Rand received an ESG Risk Rating of 10.2 from Morningstar Sustainalytics, ranking it first in the Machinery industry group, which places it in the 1st percentile for its industry. This risk rating also places Ingersoll Rand in the 6th percentile of all companies rated by Morningstar Sustainalytics. This risk rating is based on information and data developed by Sustainalytics and is proprietary to Sustainalytics and/or its third party suppliers and is provided for informational purposes only. The risk rating does not constitute an endorsement of any product or project, nor an investment advice, and the information upon which it is based is not warranted to be complete, timely, accurate or suitable for a particular purpose. The use of the risk rating is subject to conditions available at https://www.sustainalytics.com/legal-disclaimers. In no event shall this risk rating be construed as investment advice or expert opinion as defined by any applicable legislation or otherwise.*

[5] *Employee engagement survey from third-party provider Glint, who administers the survey and provides comparable employee engagement survey figures.*

[6] *Assumes all employees have held the grants through March 28, 2024 based on a share price of $94.95, which was the closing price of our stock as of March 28, 2024.*

2023 HIGHLIGHTS CONTINUED

ACCELERATE GROWTH

ORGANIC[1] ORDER GROWTH

2%

Year-over-year

ORGANIC REVENUE GROWTH[2,3]

10%

Year-over-year

INTRODUCED NEW PRODUCTS

80

with sustainable attributes such as enhancements in efficiency, circularity, and safety

DELIVERED IIOT-READY PRODUCTS AND SERVICES

~21%

of total revenue

GRANTED PATENTS

170

granted patents in 2023, resulting in over 2,000+ total active patents

88%

of active patents have sustainable benefits

EXPAND MARGINS

EXPANDED ADJUSTED EBITDA MARGINS[3]

170bps

Improvement in 2023

EXPANDED ADJUSTED EBITDA MARGINS[3]

450bps

Improvement since 2020

IMPACT DAILY MANAGEMENT (IDMs)

400+

supporting Ingersoll Rand's IRX process

ALLOCATE CAPITAL EFFECTIVELY

INVESTED

$450M

in 13 acquisitions which we expect to generate more than $200M in annualized inorganic revenue in 2024[4]

RETURNED TO SHAREHOLDERS

$295M

through $263M in share repurchases and $32M in dividends

INVESTMENT GRADE CREDIT RATING

BBB, BBB, Baa2

by S&P, Fitch, and Moody's respectively

[1] *Organic Order Growth is defined as reported order growth excluding the impacts of foreign currency and acquisitions.*
[2] *Organic Revenue Growth is defined as reported revenue growth excluding the impacts of foreign currency and acquisitions.*
[3] *Non-GAAP metric. For definitions and reconciliations of non-GAAP metrics to respective GAAP measures, see Annex A at the end of our 2023 Annual Report.*

AWARDS AND RECOGNITION

GREAT PLACE TO WORK

Received certifications for Latin America (Brazil, Chile, Colombia, and Mexico)

BEST CORPORATE CITIZENS

Ranked within the top 5 in the Capital Goods industry, and 33 overall

ECOVADIS

Earned a silver status, and placed in the top 25% of all EcoVadis subscribers

U.S. NEWS AND WORLD REPORT

Named as one of the best companies to work for in the industrial and business services sectors

EXCELLENCE AWARD FROM 51 JOB

Named "Employer Excellence of China 2023"

LEARNING AND DEVELOPMENT AWARD FROM BRANDON HALL GROUP

Silver medal for creating a learning and development strategy for employees

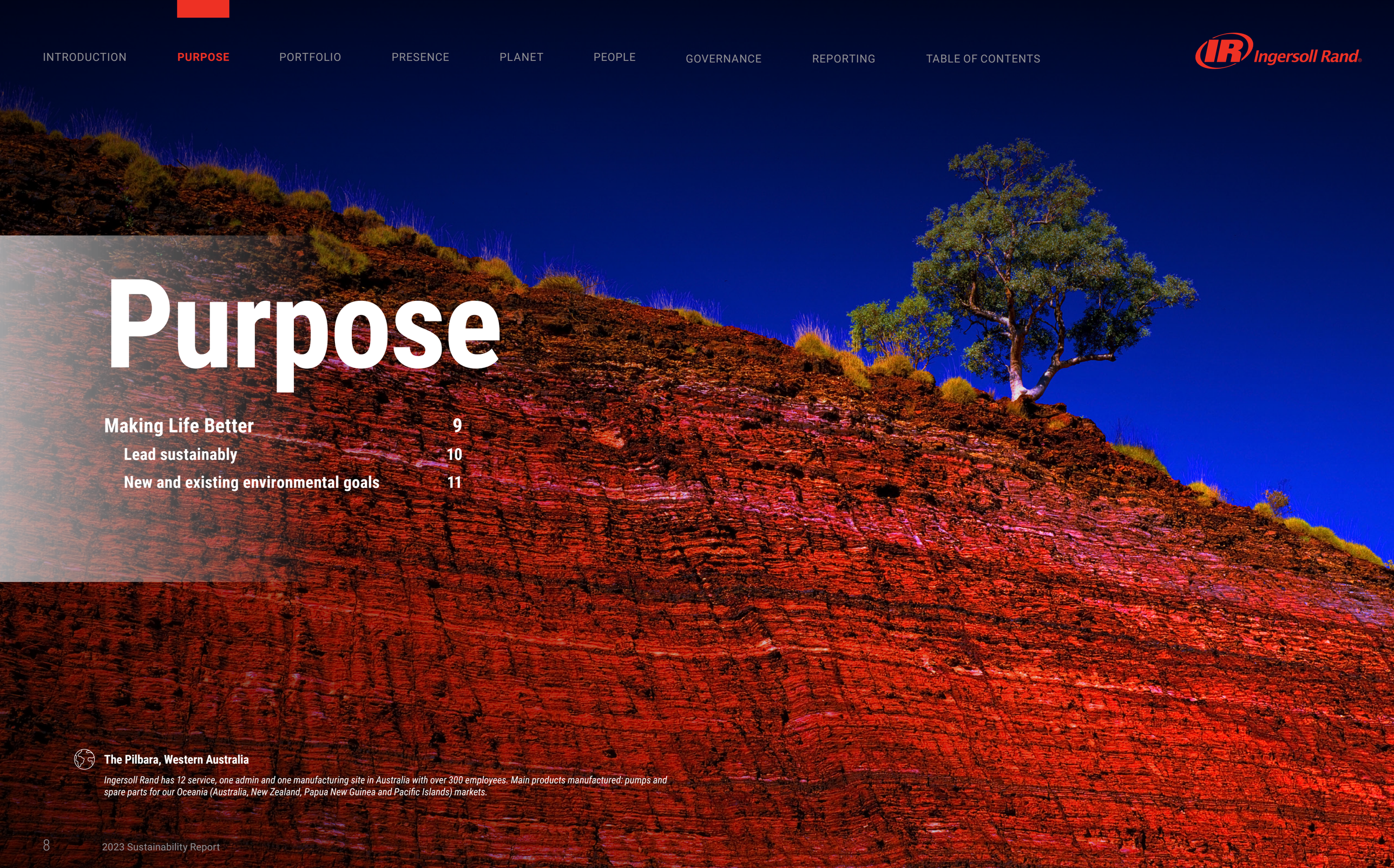
UNGC

Ingersoll Rand has been a participant in the United Nations Global Compact since July 2022

CDP

Recognized as the supplier engagement leader 2023

Purpose



The Pilbara, Western Australia

Ingersoll Rand has 12 service, one admin and one manufacturing site in Australia with over 300 employees. Main products manufactured: pumps and spare parts for our Oceania (Australia, New Zealand, Papua New Guinea and Pacific Islands) markets.

MAKING LIFE BETTER

Our values and strategic imperatives

Our journey to a more sustainable future has never been more important than it is today. Sustainability is a critical enabler in our Economic Growth Engine, serving as a megatrend that will drive continued growth throughout our business.

Bold commitments and effective execution

We are advancing toward our bold commitment of achieving net-zero emissions by 2050, measured against a 2020 baseline year, demonstrating we are a part of the solution in both our product and service offerings and in our operations. We believe our investments in research and development (R&D), thoughtful and innovative design and engineering, efficient manufacturing and servicing, optimization of our supply chain and industry-leading portfolio of products and services to support sustainable markets will help solve some of the world's most pressing challenges.

"Making life better" is deeply embedded in all that we do. We wake up each and every day with the goal of Making Life Better for our employees, our customers, our shareholders, and our planet.

Making Life Better

For our Employees | For our Customers | For our Shareholders | For our Planet

Our values

Our company culture is rooted in our values, which help our teams work toward common goals to serve our customers and achieve growth.

We think and act like owners
We are driven by an entrepreneurial spirit and an ownership mindset, inspiring us to care deeply about our neighbors and shared planet. We have a bias for action, take accountability, and quickly bounce back from setbacks.

We are committed to making our customers successful
We have the confidence to take on the hardest problems, yet we are rooted in a genuine sense of humility. We endeavor to earn trust every day by being honest in our dealings and acting with integrity regardless of how hard the challenge. We speak with candor, own our mistakes, and always strive to be better tomorrow.

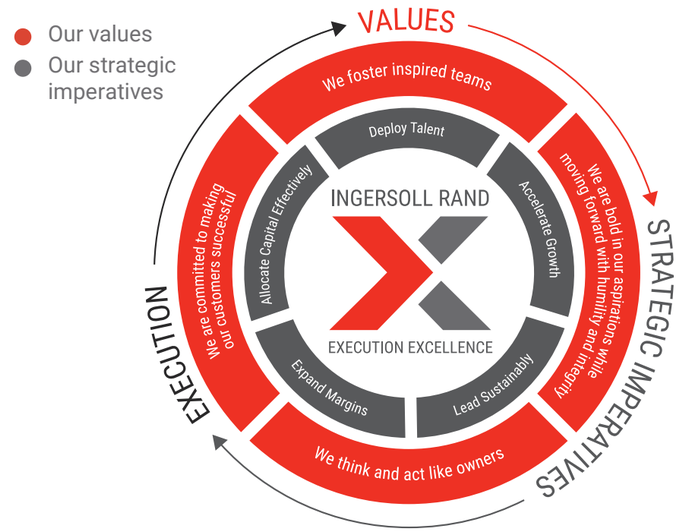
We are bold in our aspirations while moving forward with humility and integrity
We pride ourselves on innovation, and we aim to operate in a clear, straightforward fashion. We aspire to be connected for life with our customers and embrace the responsibility that comes with that. We know they lean on us for essential, vital, and mission-critical solutions.

We foster inspired teams
We nurture and celebrate a culture that embraces diverse points of views, backgrounds, and experiences. We are committed to equity in how people are treated and the opportunities available to them. We know that a workplace that cultivates a sense of inclusion, belonging and respect will develop the most talented and capable employees.

Strategic imperatives

Lead Sustainably | Deploy Talent | Accelerate Growth | Expand Margins | Allocate Capital Effectively

Our company's purpose, which is "Lean on us to help you make life better," along with our five strategic imperatives, which include Leading Sustainably, Deploying Talent, Accelerating Growth, Expanding Margins, and Allocating Capital Effectively, remain foundational to Ingersoll Rand's culture and success. In particular, our commitment to Lead Sustainably drives us to remain socially and environmentally conscious and to continually evolve our operations, products, and services to Make Life Better.

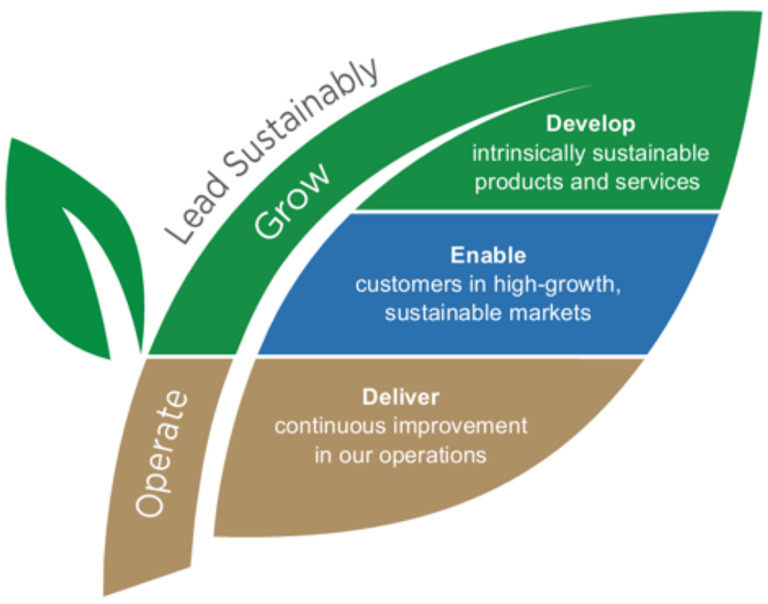


Lead Sustainably

Lead Sustainably is one of our five strategic imperatives. We firmly believe that by leading the way in sustainability, we provide value to our shareholders, establish Ingersoll Rand as the preferred supplier for our customers, foster a sense of purpose and inspiration among our employees, and make a positive impact on the planet.

Our Grow and Operate strategies

Our Lead Sustainably imperative includes two parts: Grow Sustainably is focused on selling intrinsically sustainable products and services, and serving in high-growth sustainable markets. Operate Sustainably is geared toward delivering continuous improvements in our operations.



Grow Sustainably

1. **Develop intrinsically sustainable products and services**
   We innovate intrinsically sustainable products and services that deliver efficiency, circularity, and safety to our customers across all markets and regions. All new product designs go through our DfS process where our innovative spirit and commitment to action seek to deliver products and services that improve energy efficiency, circularity, and safety. In 2023, 80 new products were launched with sustainable attributes. The demand for sustainable products is rapidly increasing, particularly for products that offer energy efficiency, and we are experiencing significant growth in this area.

By 2030, we anticipate that **products with sustainable attributes will account for over 25%** of our total revenue.

2. **Enable customers in high-growth sustainable markets**
   We continue to expand our focus on customers in high-growth, sustainable markets such as clean energy, food, life sciences, and water. Our distinct advantage lies in our vertical markets strategy, and our demand generation capabilities, which allow us to focus on promising growth markets with significant potential for value creation and enduring resilience throughout economic cycles. Additionally, our ability to proactively identify and acquire companies operating within these market ecosystems further strengthens our position for success.

Operate Sustainably

Our commitment to Operate Sustainably reflects our unwavering commitment to Making Life Better for our employees, customers, stakeholders, and the planet. Our focus on environmental stewardship has led us to implement innovative solutions that reduce our carbon footprint and conserve valuable resources. We're moving forward with investments in on-site solar and purchased renewable energy. Currently, we have 45 locations worldwide using renewable energy in the form of on-site solar or purchased renewable electricity. We have embraced circularity in our operations, striving to minimize waste and maximize the efficient use of materials throughout their lifecycle. In fact, we have 67 sites that have achieved zero waste to landfill since 2020.

Operating Sustainably also means taking care of our employees. Our safety performance as evidenced by our Total Recordable Incident Rate (TRIR), is **73% better than our industry average**[1] and approaching world-class.[2]

Furthermore, our employee engagement survey has been in the top decile of manufacturing organizations surveyed for the past three years, with an overwhelmingly positive score of 89%[3] regarding our commitment to safety. We demonstrate this commitment by actively listening to safety concerns and taking swift actions to resolve outstanding issues.

We know we can't achieve these ambitious targets alone. That's why we're continuing to pursue collaborative opportunities with our suppliers around climate goals, reusable and/or returnable packaging, and other sustainability practices. We are onboarding new suppliers into our third-party Sustainability Assessment Program. Currently, we have over 1,250 suppliers signed up, demonstrating their commitment to partnering with Ingersoll Rand's environmental stewardship goals. To further strengthen our commitment, we are building a preferred supplier program that rewards suppliers for their sustainable practices.

[1] *Average Total Recordable Incident Rate (TRIR) for all Industrial Machinery Manufacturing companies in 2022 (most recent data available) was 2.6 according to the U.S. Bureau of Labor Statistics. At the end of 2023, Ingersoll Rand's TRIR was 0.69.*
[2] *World Class defined as top quartile of manufacturing companies with >1,000 employees per U.S. Bureau of Labor Statistics (2020).*
[3] *Company-wide employee engagement score for safety of 89% for years 2022, 2023 and 2024.*

MAKING LIFE BETTER CONTINUED

New and existing environmental goals

Customer Goal[1,2]

TARGET YEAR: 2040

1B

Metric tons CO_2e reduction

By 2040, our goal is for Ingersoll Rand's customers to reduce or avoid 1 billion metric tons CO_2e in their Scope 2 emissions through the use of our products and services.

Customer Goal Methodology

The calculation methodology for this goal comprises three primary inputs: (1) Ingersoll Rand's Scope 3 (Category 11-use of sold products) data is utilized to capture emissions reduced or avoided on a product portfolio intensity basis. Projected sales growth, product efficiency improvements, and the IEA scenario-based electricity emission factor values (World Energy Outlook Dataset) based on Stated Policies (STEPS) are incorporated into the model. The resulting product lifetime intensity calculation (metric tons CO_2e/unit sold) is compared each year past the base year (2021-2040) to the base year intensity. The yearly emissions reduced or avoided (on an intensity basis) are aggregated. (2) Additionally, 2023 data from our North America Air Assessment services team (which is then scaled by percent of the total to account for global Air Assessments) and (3) The 2023 data from our Ecoplant customers were both used to determine average emissions reduced or avoided from each product respectively. The average savings from Air Assessments and Ecoplant were then utilized in conjunction with projected growth in these product and service offerings to determine their respective total emissions reduced or avoided by 2040.

In 2022, Ingersoll Rand adjusted the calculation methodology for Category 11 (Use of Sold Products) to derive a more accurate calculation of its products' lifecycle emissions. The most accurate IEA emission factors (most recently published actuals) were applied to the base year (2020) and all subsequent years reported. Additionally, IEA scenario-based electricity emission factor values (World Energy Outlook Dataset) based on Stated Policies (STEPS) were applied to all years after the reporting year to 2050. In 2023 a base year (2020) recalculation was performed for Category 11. This recalculation comprised of the inclusion of products from businesses acquired in 2021 and 2022 and a methodology adjustment to correct for data accuracy. Excluded from this recalculation are products from businesses acquired in 2023. All base year calculations were performed in accordance with the GHG Technical Guidance for Calculating Scope 3 Emissions, 2013, World Resources Institute. All subsequent years after the base year were calculated in conformance with this method. Ingersoll Rands' Scope 3 emissions data were prepared in accordance with the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard and are based on the best available information we were able to obtain from our systems and include a number of assumptions and extrapolations. Our use of sold products (Category 11) model in SimaPro covers the GHG emissions from 80%+ of our total complete units revenue. The GHG emissions from the remaining portion of our complete units revenue was extrapolated from the model and as such our total calculated completes revenue may not match actual total completes revenue.

Operational Goals[3]

ENERGY

TARGET YEARS: 2030-2050

2030 **60%**

GHG emissions reduction (Scopes 1 and 2)

2034 **64%**

GHG intensity reduction use of sold products (Scope 3)[4]

100%

Renewable energy

2050 **Net-zero**

GHG emissions (Scopes 1, 2 and 3)

WATER

TARGET YEAR: 2030

17%

Absolute water use reduction

30%

Absolute water use reduction in water-stressed sites[5]

WASTE

TARGET YEAR: 2030

>50%

of sites zero waste to landfill

[1] *Greenfield growth using more efficient technology is treated as avoidance of CO_2e compared to a less efficient alternative utilized in the base year. Although efforts have been made to ensure accuracy, it is possible that some of these data, assumptions, and extrapolations are inaccurate. For example, there are known deficiencies related to product unit level attribution and aggregation that could account for noteworthy fluctuations in reported values. We expect to make regular adjustments to our Scope 3 emissions data, procedures, assumptions, and models as we collaborate with external advisors to enhance our methodology and transition from broad measurement approaches (such as spend or average) to more detailed methods. These procedural enhancements and external feedback have the potential to lead to noteworthy fluctuations in the Scope 3 emissions data reported for previously reported periods.*

[2] *Customer goal has a 2020 baseline.*

[3] *Operational 2030, 2040 and 2050 goals have a 2020 baseline for all three categories: energy, water and waste.*

[4] *Ingersoll Rand's near-term emissions commitment is to reduce Scope 3 (Category 11 – use of sold products) emissions 64% per unit value added (i.e., CO_2e emissions (MT)/gross profit (USD)) by 2034 from a 2020 base year.*

[5] *Based on current year World Resources Institute (WRI) high and extremely high water risk data.*

Portfolio

Rio Preto, Brazil

Ingersoll Rand has two service and two manufacturing sites in Brazil in Campinas, Jundiai, and Barueri, with over 430 employees. Main products manufactured or serviced: compressors, packaged systems and accessories, and liquid ring vacuum pumps.

INTRINSICALLY SUSTAINABLE PRODUCTS AND SERVICES

Design for innovation

Our Grow Sustainably strategy encompasses products and services that have sustainable attributes and deliver measurable environmental and safety benefits to our customers. We launched 80 innovative products and services with sustainable attributes in 2023. To qualify as a product or service with sustainable attributes within our portfolio, the offering must either achieve improved efficiency, demonstrate circularity, or exceed recognized safety requirements.

Responsibly designed, thoughtfully executed

Ingersoll Rand looks at the various stages of the product life cycle through a sustainability lens. Sustainability is a design imperative of our new products and services. Embedding DfS tools and practices in our product management and engineering functions helps us to accelerate CO_2 reduction in our products and services. We partner with our customers to design products and services that make their life better, such as ensuring production uptime, reducing operating expenses, and reducing CO_2 emissions. Our multi-brand flow creation and industrial product portfolio across air, gas, and liquid handling applications sets us apart in providing premium sustainable products and services.

We leverage the extraordinary strengths of our company and our ownership mindset to deliver sustainable products and services to our industrial customers.

We have more than 2,600 mechanical, electrical, and software designers and engineers focused on developing innovative technologies. Ingersoll Rand also has more than 2,230 active patents, 88% of which are products and services with sustainability benefits such as energy efficiency, circularity, and safety.

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

Adopting design for sustainability as a design principle

With the goal of reducing the carbon footprint of our products, we have adopted DfS as a critical principle of our new product and service development processes. We define DfS as an approach that establishes the well-being of people and the sustainability of the environment as factors in developing new products or service offerings. We aim to explore new sustainable methods for product design, taking into account all aspects from the selection of materials and manufacturing process enhancements to in-service operations and the recycling and remanufacturing of our products. The product and service design phase is crucial because the sustainability potential of the offering is often locked-in based on the choices made by the development team.

Across the enterprise, all new product development (NPD) programs go through a DfS review, where each team considers:

- Product functional and performance requirements
- Component and equipment energy efficiency
- Digital enhancements
- Safer substitutes for hazardous materials
- Options to extend the product lifespan
- Recommended maintenance intervals
- Options for increased use of sustainable or recycled raw materials
- Ability to disassemble, recycle, and reuse components
- Elimination of inefficient or unnecessary processing and assembly procedures
- Improved safety in manufacturing, use, and service
- Supplier locations and associated transport emissions

This work is executed through a network of DfS champions in each business unit, each of whom serves in a senior engineering, product, or strategy leadership capacity. These business leaders report on their DfS progress annually and include it in their annual business plan. A significant portion, 66% of our products, offers resource efficiency benefits to our customers and consumers during their use-phase. Our products contribute to a range of positive impacts, including decreased energy and water consumption, reduced waste generation, lower greenhouse gases (GHG) emissions, pollution reduction, decreased raw material consumption, and increased product durability and longevity.

Celebrating the two millionth machine

Our team in Bad Neustadt, Germany, has a reason to celebrate as they marked an impressive milestone—the production of their two millionth machine on July 17, 2023. The Elmo Rietschle team has been dedicated to excellence, manufacturing vacuum pumps, blowers and low pressure compressors that have played a pivotal role in our customers' success. This achievement is a testament to nearly two decades of hard work, innovation, and commitment to quality. It highlights the team's expertise and the trust that our customers place in their reliable machinery. The celebration of this landmark event not only honors past accomplishments but also sets the stage for future innovation and continued commitment to customer success in the industry.

At Ingersoll Rand, we are driving sustainability forward with innovations in product efficiency, circularity, and safety.

2,600+
Ingersoll Rand employees focused on developing innovative technologies

2,230+
active patents of which 88% of patented products and services have sustainability benefits

DESIGN FOR INNOVATION CONTINUED

Compressed air system assessments

Ingersoll Rand's Air System Assessment process provides our customers with an objective and data-driven view of the condition and efficiency of their complete compressed air system. Our team of air system experts conducts over a thousand of on-site assessments annually measuring key attributes of the compressed air system. They make recommendations including machine or part replacement, service actions, adjustments to filtration, piping, storage, valves or controls, each with a clear return on investment. The vast majority of these suggested changes lead to enhanced operational reliability, better performance, energy efficiency, and emissions reduction.

Ingersoll Rand employees, Mark Massey and Kate Simmons, performing an air assessment at the customer's site in Illinois

Our Grow Sustainably strategy encompasses products and services that have sustainable attributes and deliver measurable environmental and safety benefits to our customers. To qualify as a product or service with sustainable attributes within our portfolio, our offerings must achieve one or more of the following sustainable results:

Efficiency

Efficient products reduce the amount of electricity consumed while delivering equal or greater flow or performance. Reducing electricity means customers reduce their Scope 2 emissions, helping them achieve their own decarbonization goals. Within this category, we also include improvements in using lower Global Warming Potential (GWP) refrigerants.

How we measure

- The product is at least 1% more energy-efficient than the prior Ingersoll Rand's version or the average competitive alternative, or
- The product is capable of heat recovery and reuse, or
- The GWP of the refrigerant is lower than the prior Ingersoll Rand version or the average competitive alternative

Circularity

Our solutions are designed to conserve natural resources including water, minerals, and metals in our purchased goods for manufacturing as well as the lifecycle of our products. We are committed to using natural resources more thoughtfully and helping eliminate waste by extending the useful life of equipment and facilitating component reuse and recycling.

How we measure

- The product or service specifically enables refurbishment, remanufacturing, reuse or recycling

Safety

Our products are engineered to ensure the well-being and safety of our customers' workforce, including technicians, operators, engineers, assemblers, and others involved in the installation, operation, maintenance, and use of our equipment at various manufacturing and service locations globally.

How we measure

- The product has ergonomic or safety attributes that exceed recognized standards or best practices

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

PRODUCT EFFICIENCY

Reducing energy consumption

Ingersoll Rand delivers solutions to help drive the energy transition and decarbonization efforts. We have unique expertise in designing essential technologies needed to help on the journey to create a net-zero economy, including energy-efficient equipment and lower GWP refrigerants. Likewise, our services, including digital offerings, promote energy efficiency and improved air quality.

Maximizing results with less energy

With each new generation of products, we aim to offer higher performance and improved energy efficiency compared to previous generations. Improving the energy efficiency of our products can reduce our Scope 3 Greenhouse Gas (GHG) emissions and improve our customers' Scope 1 and 2 GHG emissions, as well as reduce overall energy consumption.

Reducing customers' operating costs and Scopes 1 and 2 emissions with product efficiency

Across air, gas, and liquid flow platforms, we provide many innovative solutions to our customers that reduce their CO_2 emissions footprint and improve their economics.

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

Customer Goal[1]

TARGET YEAR: **2040**

1B

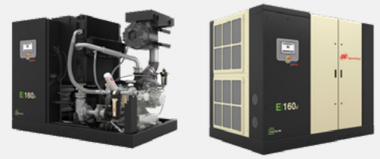
Metric tons CO_2e reduction

By 2040, our goal is for Ingersoll Rand's customers to reduce or avoid 1 billion metric tons CO_2e in their Scope 2 emissions through the use of our products and services.

Details regarding the methodology used to calculate this goal can be found here.

Transitioning to net-zero is one of the greatest economic challenges and opportunities for many companies. Energy, usually in the form of electricity for day-to-day operations, often comprises one of the highest costs a business incurs. Furthermore, compressed air used in manufacturing represents 10-30%[2] or more of annual electricity expense. That's why we established a goal to help our customers reduce or avoid 1 billion metric tons of their Scope 2 CO_2e by using our products and services. As we innovate climate solutions in the form of energy efficiency, we become the answer our customers seek to reach their decarbonization goals. All new product designs go through our DfS process where our innovative spirit and commitment to action deliver products and services that reduce energy demand through optimization and efficiency. The actions we're taking now will determine our success in preventing the irreversible damages from climate change. Ingersoll Rand products and services are at the heart of the energy transition and enable decarbonization through energy efficiency.

Maximizing energy efficiency with the E90-160 oil free rotary screw compressor



We took the most reliable aspects of our legacy product lines and enhanced them with more flow, more turndown, and more efficiency to create the E90-160 Oil Free Rotary Screw Compressor. The new package design provides up to 14% efficiency improvement over traditional gear-driven, oil-free products and a 3% efficiency gain over dual direct-drive units. Customers can track the energy consumption, cost and a host of other compressor information using the new XS controller to maximize energy efficiency and IoT connectivity.

Additional industry-leading enhancements supporting sustainability include: V-Shield™ technology to create a reliable leak-free connection, long-life consumables, 100% oil-free air, the new power breather which eliminates lubricant mist risks and re-circulates the lubricant back to the gear case, lower oil pressure with the inlet valve design, and smart no-loss drains. Lastly, we eliminate the problem of surface deterioration and improve circularity with the application of our patented UltraCoat™ which delivers a more reliable airend, longer rotor life, increased uptime, and improved energy efficiency.

Switching from air-powered to cordless tools helps our customers lower their GHG

This powerful cordless impact wrench, introduced in 2023, combines the power of air with the freedom of cordless mobility and up to 3,000 foot-pounds of breakaway torque. Operators can move freely around any job site where space and maneuverability are at a premium. This Ingersoll Rand innovation ensures balanced weight, an ergonomic D-handle with 360 auxiliary handle, and protected IQV20 battery configuration with power for a full day's work. Two 20V batteries deliver up to 250 fasteners per charge. This new product helps our customers realize up to approximately 70% reduction in CO_2e emissions when compared to a comparable air-powered tool.

[1] *Greenfield growth using more efficient technology is treated as avoidance of CO_2e compared to a less efficient alternative utilized in the base year. Although efforts have been made to ensure accuracy, it is possible that some of these data, assumptions, and extrapolations are inaccurate. For example, there are known deficiencies related to product unit level attribution and aggregation that could account for noteworthy fluctuations in reported values. We expect to make regular adjustments to our Scope 3 emissions data, procedures, assumptions, and models as we collaborate with external advisors to enhance our methodology and transition from broad measurement approaches (such as spend or average) to more detailed methods. These procedural enhancements and external feedback have the potential to lead to noteworthy fluctuations in the Scope 3 emissions data reported for previously reported periods.*

[2] *U.S. Department of Energy and management estimates.*

Ecoplant — AI-driven system optimization

Ecoplant's innovative technology which uses machine intelligence to improve compressed air systems offer approximately 15-20% in energy savings. Predictive algorithms assess a company's daily, weekly, and seasonal energy use and then dynamically control systems via production profiles to lower energy waste, redundancy, and excess utility costs.

Ecoplant 360 value dashboard

Helping customers manage production and reliability:

Features:

- Patented technology and proprietary algorithms in AI and machine learning (ML)
- Real-time, dynamic control of compressed air systems
- Brand and technology-agnostic
- Subscription-based

Benefits:

- Predict maintenance, minimizing outages, and avoiding costly downtime
- Real-time visibility to energy savings, GHG reduction, system health, and alerts
- Monitor sites from anywhere in the world using a cloud-based platform
- Detection and isolation of leaks
- Smart decision enabler with historical data and personalized analytics
- Installation within two days

Up to **20% savings**
Average annual savings for Ecoplant customers

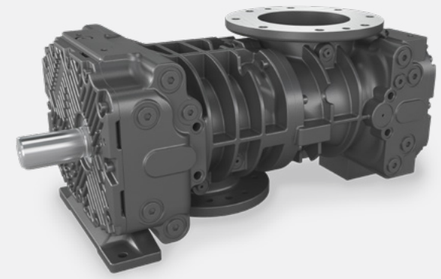
<1 year payback
For most applications

Helping our customers achieve their decarbonization goals with a contact-cooled, double-stage compressor

Ingersoll Rand is helping our customers reduce their Scope 2 emissions with the recently released contact-cooled, double-stage compressor. This compressor is up to 13% more efficient than existing single stage machines with 11-17% higher flow rate. This product also supports circularity with recycled materials and waste reduction through a smaller footprint. Lastly, the lean design allows easy access for service, emphasizing safety.

More flow — more efficiency

The CycloBlower H.E. Series product line now includes the 125CDL375 and delivers a patented 3x5 helical screw rotor profile, establishing new levels of performance and efficiency. The 125CDL375 produces 50-80% more flow than the previous designs of screw blowers. Additionally, the new CycloBlower has up to an 18% improvement in energy efficiency. From a safety standpoint, the 125CDL375 is typically up to 7 dB quieter than previous designs of screw blowers through the entire range of flows and pressures.



PRODUCT CIRCULARITY

Circularity in our products and services

Circularity is an emerging imperative. Ingersoll Rand is at the forefront of fostering circularity in its products and services, prioritizing the efficient use of resources, minimizing waste, and promoting the principles of a circular economy.

Reducing waste and reusing resources

Our PackageCARE program supports waste reduction and contributes to the promotion of a circular economy. It's a comprehensive service contract where Ingersoll Rand handles all planned and unscheduled maintenance in an all-inclusive risk transfer agreement. With PackageCARE, our shift from time-based replacement to condition-based replacement of consumables, eliminates waste associated with premature or unnecessary replacement of filters, coolant, and other parts.

Integrating circularity principles into our new products and services development includes:

- Incorporating recyclable content into our products
- Ensuring the content going into our products and packaging is sustainable
- Designing products for ease of separation and recycling parts and consumables
- Using less material without compromising performance and durability
- Extending the useful life of the product through remanufacturing

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

Recycled metal rotor and Ingersoll Rand employee, Hauro Cassani, Vignate, Italy site

Promoting a circular economy by purchasing recycled metals

As part of our DfS strategy, purchasing goods with recycled content is paramount. We utilize metals known for their high recyclability and recycled content is incorporated into our products. This practice aligns with our commitment to reducing Scope 3 emissions and promoting a circular economy. The chart below depicts the recycled content in some of our metal commodities.

Commodity	Estimated Recycled Content
Castings	40%
Electric Motors	33%
Machined Parts	36%
Metal Fabrication	32%

Our products use steel, iron, aluminum and copper, and each of these have well-established recycling programs. As an example, primary production, in which steel is made from iron ore and aluminum from bauxite ore, is energy intensive. However, secondary production, which involves the use of recycling scrap to make steel and aluminum, is much more energy efficient.

The U.S. Environmental Protection Agency estimates that secondary steel production uses approximately 74% less energy than the production of steel from iron ore, while the U.S. Department of Energy reports that secondary aluminum production requires 90% less energy than primary production.[1] Using steel scrap in the production process reduces CO_2 emissions by 58%.[2] Ingersoll Rand is lowering our Scope 3 emissions through purchased metal components as metals can be recycled indefinitely, and our suppliers are introducing recycled content in the manufacturing of these commodities.

[1] *From the World Economic Forum: https://www.weforum.org/agenda/2021/06/manufacturing-industry-climate-change-goals/*
[2] *Euric Metal Recycling Fact Sheet https://circulareconomy.europa.eu/platform/sites/default/files/euric_metal_recycling_factsheet.pdf*

PRODUCT CIRCULARITY CONTINUED

Environmentally conscious remanufacturing services

Through remanufacturing and retrofit programs, we extend the life of existing installed equipment, reducing CO_2 emissions and waste associated with the production of new units.

Remanufactured pumps extend the useful product lifecycle

Our NASH® service team provides fast, expert repairs, service, and preventative maintenance for liquid ring pumps. As the Original Equipment Manufacturer (OEM), Ingersoll Rand can quickly replace original NASH pumps with an identical, warrantied, remanufactured unit. NASH offers remanufactured service exchange pumps for our most popular models.

If a customer experiences an issue with our product, they receive a remanufactured service exchange pump and return the original pump to our service center for repair. The returned pump is then inspected, repaired, tested, and supplied with a one-year warranty. With a guaranteed 95% performance of a new pump, the customer only pays for the repair of the original pump. This remanufacturing program reduces customer downtime while ensuring quality repair and replacement of the customer pump. NASH remanufactured pumps are repaired and rebuilt by NASH Certified™ technicians using a combination of new and reconditioned parts, supporting circularity.

Ingersoll Rand employee, Victor Domingos, Charleroi, Pennsylvania site

Life cycle assessment (LCA) and product labels and declarations

As part of our commitment to advancing toward a low-carbon society, we have conducted simplified life cycle assessments (LCAs) on the use-phase of 100% of our manufactured products. These assessments serve as a measurement tool to track our progress toward achieving our 2030 GHG product reduction goal. The LCAs are conducted in alignment with ISO 14040. A small percentage (0.22%) of products have undergone an extensive full LCA. Impacts covered by LCAs include, but are not limited to, abiotic depletion, land use, water depletion, ecotoxicity, global warming, ozone depletion and impacts on humans, such as human toxicity. The simplified LCA verified data is covered by the Assurance Statement delivered by our third-party independent global assurance provider.

Product benefits throughout the life cycle

We classify 55% of our products and services as low carbon products that enable our customers to avoid greenhouse gas emissions.

End of life cycle responsibility

Ingersoll Rand actively pursues opportunities to promote circularity through recycling of our products and their components as detailed below.

Product circularity	2020	2021	2022	2023
Products sold that can be reused or recycled (%)	70%	72%	75%	72%
Products and materials that were actually reused or recycled by Ingersoll Rand (%)	2.3%	1.2%	1.2%	1.2%
Financial benefit from take-back programs	$109M	$63M[1]	$72M	$86M

[1] *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.*

Environmental labels and declarations

The following environmental labels and declarations provide information about our products and services in terms of their overall environmental attributes.

Environmental labels and declarations	% of revenues covered in FY 2023
Type III environmental product declarations (in accordance with ISO 14025 or the European construction standard EN 15804)	0.00%
Type II self-declared environmental claims (in accordance with ISO 14021)	7.11%
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).	0.05%
Total	7.16%

Type I is a voluntary label developed by a third-party indicating overall environmental performance based on life cycle considerations; Type II is a self-declaration of environmental information by the producer; Type III is an eco-label with quantified environmental data awarded by a third-party and based on verified full life-cycle assessment.

Sustainable Raw Materials

Ingersoll Rand incorporates the sustainable use of raw materials in the Environmental, Health and Safety (EHS) Policy which includes collaborating with external stakeholders, increasing the use of recycled raw materials and minimizing the negative sustainability impacts of raw materials. Additionally, we train our internal stakeholders on their roles related to sustainable raw materials. The chart below depicts the amount used and the share of materials that are recycled for various commodities.

Material	Total material (metric tons)	Recycled material content (%)
Aluminum	14,834	51%
Copper	3,636	4%
Steel	185,694	34%
Polymers and Composites	4,222	1%

Management estimates. Five commodities were evaluated which are 46% of total Ingersoll Rand direct materials spend.

PRODUCT SAFETY

Safety first

Our purpose of Making Life Better includes protecting those who put their trust in our products. We design our products to ensure the well-being and safety of those involved in the installation, operation, maintenance, and use of our equipment.

Environmental health and safety policy

Ingersoll Rand's Global EHS Policy outlines our formal commitment to ensuring product safety through compliance with applicable regulations, extensive product testing, and quality assurance. Each business unit assumes responsibility for managing product safety, overseen by the unit's vice president/general manager who reports directly to the Chairman and CEO.

- Our 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 unit's vice president/general manager, an investigation occurs, 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 and, in 2023, we had **zero product safety claims and did not initiate any product safety recalls.**

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

Design for safety

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 reviews to supplement our commitment to product safety. Furthermore, independent third-party inspectors verify compliance with CE and UL regulations by auditing (at a minimum of every three years) various products and components at multiple Ingersoll Rand sites worldwide.

Ergonomics is built into the QX Cordless Torque Multiplier

Serving multiple industries including the sustainable wind industry, the innovative QX Series™ Cordless Torque Multiplier reduces bolting time and cost, while ensuring repeatable accuracy for all torque-critical joints. Designed with a premium gearbox and an efficient, time-tested closed-loop transducer, the Torque Multiplier offers proven quality, control and programmable configurations to maximize productivity. Ingersoll Rand's closed-loop transducer at the heart of the tool delivers precise torque and accurate, traceable results — it's precision where our customers need it most. Additionally, user-programmable configurations such as torque, angle and gang count reduce the number of tools needed, promoting circularity.

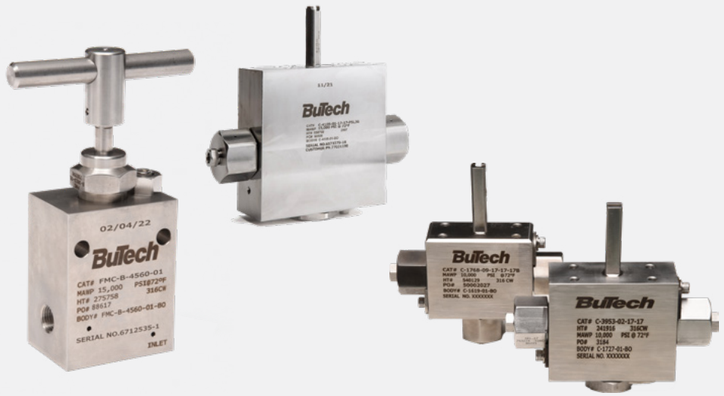
Cordless and compact, the QX Series™ Torque Multiplier allows operators to move freely without the need of bulky air or hydraulic hoses, electrical cords, compressors, generators or powerpacks. The ergonomic design is comfortable, lightweight, balanced, and the non-contacting trigger and reverse switch eliminates high frequency triggering.

Innovating a quieter air compressor with improved ergonomics and safety

We expanded the Gardner Denver product portfolio to include a two-stage fixed and variable speed offering from 200-300 HP. This product delivers a small footprint and embodies circularity by using multiple components including airends already within the Gardner Denver and Ingersoll Rand product portfolios. The simplification of the product design improves the safety of serviceability and ergonomics. For example, a new sound wall improves noise reduction by as much as 16%.

PRODUCT SAFETY CONTINUED

Stellar safety performance with Butech high-pressure valves



For high-pressure operations including subsea critical systems, nothing is more important than structural integrity to assure performance, safety, and reliability. Ingersoll Rand's BuTech valves operate at the highest performance levels and are tested according to API 6A, PR2, Annex F (2010) and API 6A/17D (2020). The primary material of construction is 316 cold worked stainless steel, offering high yield and tensile strengths which are required for our elevated pressure ratings. This material is also ductile which allows the material to yield and leak before fracture could occur, offering another level of safety. In addition, we have full traceability for all material used in pressure-containing components.

ISO 9001 Certification improves the safety of our products

A total of 78 Ingersoll Rand manufacturing sites (72% of our total) are ISO 9001 certified and these sites undergo a rigorous audit every three years. Internal quality leaders audit sites routinely to monitor product and service safety performance, and corrective actions are managed within the businesses corrective action tracking system.

Protecting our customers, employees, operators and technicians

By designing safety into our products, we help ensure the health and safety of all technicians, operators, engineers, assemblers, and other personnel who install, operate, maintain, and interact with our equipment at manufacturing or service sites around the world.

Here are some safety specifications and improvements built into our products:

- **Oil-free air compressors and blowers**
  Eliminate the requirement for oil, minimizing contaminants in the air.
- **ATEX-certified products**
  Compressors, vacuum pumps, impact wrenches, drills, hoists, and other products offer spark- and explosion-resistance for potentially hazardous environments.
- **Air quality monitoring, testing, and purification**
  Comprehensive systems and services for the analysis and purification of breathing air in order to keep first responders, divers, and others safe.
- **Touch-safe control panels**
  Onboard control panels are rated IP20 for ingress protection against objects larger than 12 mm.
- **Natural gas odorization**
  Systems to inject mercaptan into natural gas streams to enable human detection.
- **Ergonomic tightening system tools**
  Tools to reduce reaction force experienced by operators by up to 63%.

Design for serviceability includes safety

We engage our air compressor service technicians during the early stages of the product development process to identify and implement opportunities to improve service ergonomics and safety. Custom tooling and special fixtures are available to ensure the safe removal and reassembly of our equipment.

Industrial Internet of things (IIoT) supports safety in service

IIoT-ready and connected products enable remote machine health assessments rather than requiring an in-person inspection, reducing the opportunity for injury in route and during service.

Assuring best practices in safety

As a market leader, we follow best practices for product design, safety, quality, engineering, and testing published by leading standards and trade organizations, including those shown below:

Hazardous substance reduction and elimination commitment

A critical aspect of our sustainability commitment as embodied in our EHS Policy is the reduction or elimination of hazardous substances from our products and within our operations. In line with our commitment, we collaborate with our customers and keep abreast of emerging regulations. This enables us to develop and provide products and services that help meet or exceed their EHS objectives, including a commitment to phase out hazardous substances.

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), perchloro-ethylene (PCE), 1,1,1-trichloroethane (1,1,1-TCA), trichloroethylene (TCE), vinyl chloride (VC), cyanide and cyanide-containing compounds, lead, and polychlorinated biphenyls.

We have committed to reducing the GWP of our refrigerated dryers and eliminating the use of methylene chloride in testing.

PRODUCT SAFETY CONTINUED

Progress on refrigerated dryers

Ingersoll Rand is committed to reducing the impact of GHG on climate change. With respect to refrigerants, Ingersoll Rand started phasing out the use of R404A in 1800 SCFM and larger refrigerated dryers in 2020 which reduced the GWP by more than 50%. Our next priority will be focused on transitioning to even lower GWP next-generation refrigerants throughout our product families. These next steps are expected to reduce the GWP by as much as 75%, and we anticipate that the newer designs will also reduce the refrigerant charge by ~10% by end of 2025 for the entire product portfolio. Two such dryers have undergone this hazardous substance transformation.

Hazardous substance reduction in a new refrigerated dryer

Ingersoll Rand offers a 55-75 kW fixed and variable-speed compressor package with an optional modular refrigerated dryer. Equipping the compressor with the optional dryer allows our customers to streamline their operations by reducing transportation costs and simplifying power requirements for a single delivery, thanks to the integrated design that minimizes the need for extra pipework. This combined unit not only enhances efficiency but also boasts the smallest possible footprint, significantly cutting down on the space required for installation.

The benefit of our commitment to hazardous substance reduction:

- Low-GWP refrigerant (R513A)

Other sustainability benefits include:

- Designed with less materials and a lean design
- IIoT-connected dryer and compressor
- IE4 high-efficiency electric motor
- Reduced transportation and recycled material selection

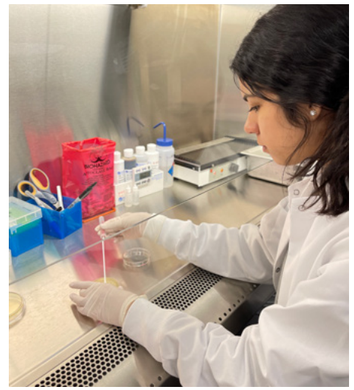
Best-in-Class cycling dryers with 84% refrigerant CO_2 reduction

We are doing our part to reduce the carbon associated with the refrigerated dryers our customers need to operate their businesses. In line with the F-gas regulation in Europe, our air treatment business in Europe, Middle East, India, and Africa (EMEIA) launched a new premium, cycling, refrigerated dryer switching from a high-GWP refrigerant 407C to a lower-GWP refrigerant R-513A. The combination of the lower-GWP refrigerant and reduced charge realized an 84% reduction of refrigerant CO_2 footprint compared to the previous version. The team took the opportunity to also improve the sustainability of the product and reduced the footprint by 40% and achieved a 27% energy improvement. This dryer is reliable with best-in-class performance including variable flow.

Reducing hazardous substances in methylene chloride testing

The U.S. Environmental Protection Agency recently increased restrictions on the use of methylene chloride. As part of our commitment to managing hazardous substances responsibly, we discovered the use of methylene chloride in a test method while conducting due diligence for our recent acquisition of Trace Analytics. Following the completion of the acquisition, we immediately initiated efforts to develop a safer alternative solution.

There are several ways to remove methylene chloride from our analyses. We have chosen to update our method to thermal desorption. This analysis method is the forward-looking solution to methylene chloride, as the standard test method will be updated to thermal desorption as the accepted method for oil vapor analysis.



Benefits of the new test method:

- Increases the safety of our operations for our employees.
- Increases our testing accuracy from approximately 95% to greater than 99%.
- Tests for a broader range of hydrocarbons, allowing us to offer greater solutions to our current customers and the potential to expand markets.
- Reduces sample prep time from five minutes per sample to under a minute, greatly increasing our ability to expand for growth.

Trace Analytics is known as the leader in compressed air testing, with the highest quality service and analysis in the industry. We believe the switch to thermal desorption will keep us at the forefront of the testing industry and further our standing as an industry leader.

Presence

North Carolina, United States

Home to Ingersoll Rand's headquarters, with nine manufacturing, service, and admin sites with nearly 1,200 employees. The main products manufactured or serviced: air and gas compressors, blowers, vacuum pumps, multiple types of positive displacement pumps, power tools, engine starters, and more.

HIGH-GROWTH SUSTAINABLE MARKETS

Clean energy, food, life sciences, and water

The second pillar of our Grow Sustainably strategy is continued expansion into high-growth sustainable markets. We define high-growth sustainable markets as industries anticipated to expand beyond Gross Domestic Product (GDP) levels because of their alignment with sustainability megatrends, such as decarbonization, water conservation, and improving standards of living.

Shaping the future across industries

Some markets meet criteria that distinguish them from the rest, fostering environments ripe for innovation, growth, and significant consumer engagement. The markets meeting these criteria include, but are not limited to:

Clean energy
Enabling the transition to clean, low-carbon and zero-carbon energy.

Food
Enabling the safe and effective processing, packaging and delivery of food and beverages.

Life sciences
Contributing to human health, care, comfort, and longevity.

Water
Facilitating the transport, treatment and protection of water and wastewater resources.

Competitive advantage in high-growth sustainable markets

Our deep application-specific knowledge acquired over decades of experience and our long-standing relationships with key end-users and system/device builders are the basis of our competitive advantage in these markets. Additionally, we possess an extensive global channel and direct sales team, enabling us to cater to both small- to large-sized industrial users. Our marketing database, comprising approximately three million contacts, reinforces our reach and influence. The database is a combination of customer insight, digital marketing, commercial execution, aftermarket focus, insightful pricing, and e-commerce that better enables us to connect with our targeted customers throughout the entire customer buying journey. Our capability to scout and acquire new companies operating within these market ecosystems allows us to continuously expand and adapt to changing demands.

Sub-segments within traditional industries

We also consider sub-segments within traditional industries, such as electric vehicles (EVs) within the broader motor vehicle industry, to be a high-growth sustainable market.

Alignment between our Grow Sustainably and mergers and acquisition strategies

We look to expand our portfolio of core and adjacent mission-critical flow creation products and technologies by targeting acquisitions that have exposure to high-growth, sustainable end markets.

Select 2023 acquisitions and their sustainability impact

	Description	Acquisition date	Grow Sustainably impact
ECOPLANT	Patented subscription-based software and controls solution for dynamic optimization of compressed air systems	April 2023	• Enables 15-20% electricity and CO_2 reduction in typical installations
TRACE Analytics LLC	Leading provider of lab-based testing and sampling for compressed air technologies	May 2023	• Ensures process air is free of particulates, oil, water, and microorganisms in food and beverage and pharmaceutical production environments
GP VACUUM	Established Asia Pacific dry screw vacuum pump manufacturer	July 2023	• Supports critical technologies for EV lithium-ion battery production at scale
ROOTS	Leading global provider of low-pressure compression and vacuum technologies	August 2023	• Enables green steel production by handling air, hydrogen, and other gases in the Direct Reduced Iron (DRI) process
SkyWISE	Leading provider of on-site oxygen and nitrogen-generating systems	October 2023	• Generates on-site medical-grade oxygen for hospital and patient care applications • Nitrogen systems for food packaging and preservation and pharmaceutical blanketing, inerting, and sparging

CLEAN ENERGY

Advancing clean energy

Ingersoll Rand is facilitating the shift towards sustainable, low-emission, and carbon-neutral energy, and we are growing in the following end markets.

- Our product and service offerings play a crucial role in supporting the world's decarbonization efforts throughout the energy transition. For biogas applications, we provide renewable natural gas (RNG) capture and compression systems, as well as waste grinding and conveyance pumps.
- In the hydrogen sector, our offerings include hydrogen compressors, vehicle refueling stations, and industrial hydrogen (brown, grey, blue, green) gas compressors.
- In the wind energy sector, we offer high-torque cordless power tools for wind turbine assembly and maintenance, as well as piston pumps for spray application of turbine blade coatings.
- For solar energy applications, we provide vacuum pumps for solar photovoltaic panel production and lamination, adhesive dispensing systems for solar panel assembly, and precision cordless power tools for solar farm erection.
- In decarbonization, we offer vacuum pumps, blowers, and compressors for carbon capture, utilization, and storage (CCUS), DAC, flare gas capture and compression systems, zero methane emission natural gas odorizers, and gas sampling diaphragm pumps.
- In the EV and transport sector, our products include air compressors for EV and battery manufacturing plants, power tools for vehicle and lithium-ion pack assembly, ergonomic handling devices for battery packs, dosing pumps and mixers for battery cell production, natural gas compressors for hybrid cargo ships, and blowers for cargo ship air lubrication systems (ALS).
- We entered the green steel market in 2023 with our blower and compressor technologies.
- Our mixers are used in sustainable aviation fuel applications.
- Finally, for nuclear applications, we offer blowers for steam pressurization.

Several clean energy customer success stories demonstrate Ingersoll Rand's notable presence in the market.

Hydrogen supports South Korea's decarbonization agenda

Hydrogen has emerged as a key enabler of the global energy transition to meet the decarbonization goals set out in the Paris Climate Agreement. To that end, a new liquid hydrogen facility is being built in South Korea to support the liquid hydrogen infrastructure, including hydrogen processing and transportation. Ingersoll Rand's Wujiang, China plant provided a multi-stage gear (MSG) gas compressor to support the project. This robust hydrogen network will support the country's ambitious decarbonization agenda to achieve net-zero emissions by 2050. The facility will be Asia's largest liquid hydrogen facility with a capacity of over 30 tons per day. It will also process enough hydrogen to fuel 100,000 cars and save up to 130,000 tons of CO_2 tailpipe emissions each year. The South Korean government has set ambitious targets for hydrogen-powered fuel cell vehicles and the widespread, reliable availability of liquid hydrogen will be instrumental to achieving these targets.

Controlling mission-critical assets

Aircom, a 2022 acquisition, is a communication device using LoRaWan communications protocol to monitor and control mission critical assets on the natural gas distribution grid and other industries.[1]

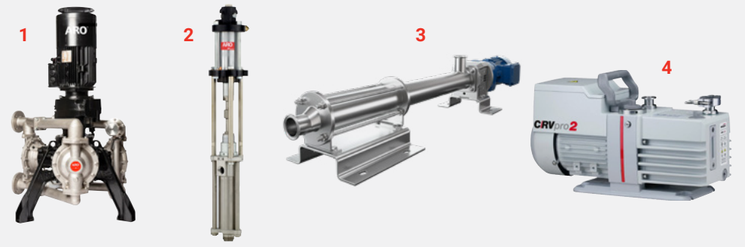
One application for Aircom is accurately controlling internal pressure across the complex pipeline grid, which allows end users to reduce external methane emissions by up to 10%.[2] Other key differentiators include 30% power savings vs. competitive offerings and end-to-end 128-bit encryption.

Pumping systems for the electric vehicle battery sector

The EV battery equipment market is expected to grow high-single digits through 2027.

Our extensive range of pumps is addressing a critical requirement for one of our EV battery clients — cost reduction. Over 50% of the cost associated with battery production is tied to processes that demand accurate mixing, dispensing, and adherence.

Each of the pumps below fulfill a critical step in the battery production process and help reduce cost and increase safety.



1. Diaphragm pump
Graphite pumping for electrode coatings via seal-less, triple-redundancy transfer to prevent contamination and leakage.

2. Piston pump
Thermal paste dispensing in battery cell assembly which uses a unique ceramic internal coating to reduce abrasion and wear.

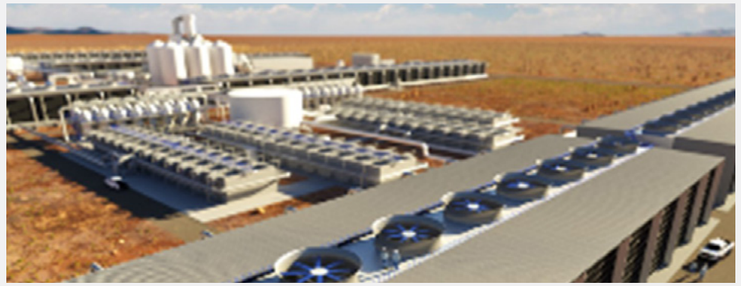
3. Progressive cavity pump
Battery slurry pumping for precise material dispersion, shear, and heat transfer control.

4. Rotary vane vacuum pump
Deep vacuum for ultra precise electrode deposit measurement.

[1] *LoRaWan is a low-power, wide area networking protocol built on top of the LoRa radio modulation technique. It wirelessly connects devices to the internet and manages communication between end-node devices and network gateways.*
[2] *Derived from reports in the UK around emissions savings from controlling pressure in the low-pressure pipeline. https://www.gasgovernance.co.uk/sites/default/files/ggf/book/2022-02/2021-22%20Shrinkage%20and%20Leakage%20Model%20Review_Consultation%20FINAL.pdf. https://www.ofgem.gov.uk/sites/default/files/docs/2019/08/riio-gd2_decarbonisation_sg4.pdf*

CLEAN ENERGY CONTINUED

Enabling direct air carbon capture with Ingersoll Rand air and gas compressors



Ingersoll Rand compression equipment supports the world's largest Direct Air Capture (DAC) plant, located in the Texas Permian Basin. This plant will advance large-scale carbon capture to reduce emissions and accelerate the path to net-zero. Ingersoll Rand provided four centrifugal compressors to a large-scale energy company building the DAC plant. The plant is expected to provide cost-effective solutions that hard-to-decarbonize industries can use in conjunction with their own emissions reduction programs to help achieve net-zero. The captured carbon will be safely and securely sequestered in saline formations or used to produce low carbon products. Once operational, the plant is expected to capture up to 500,000 metric tons of CO_2 per year with the capability to scale up to one million metric tons annually.

Assisting with the enhancement of Brazil's power grid infrastructure

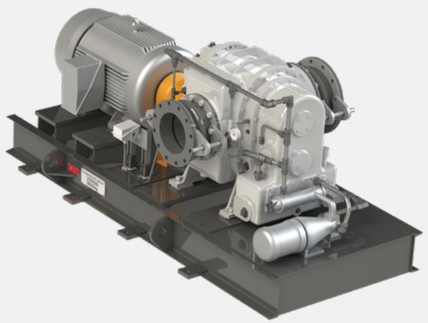
Ingersoll Rand provided compression equipment for a power generation project in Brazil to transform onshore natural gas assets into electrical energy through reservoir-to-wire (R2W). Natural gas located in the Parnaiba basin is transformed into electrical energy at a more reasonable price for the Brazilian electricity system. R2W involves linking electricity generation plants to onshore or offshore fields to monetize natural gas assets in a country that lacks a more developed pipeline grid. The gas found is used to generate electrical energy, which is sent through the Interconnected national grid via the transmission network that passes close by. Ingersoll Rand built two MSG compressors in its Buffalo, New York manufacturing plant to meet the growing Brazilian need for new and cleaner sources of thermal energy.

Our products bolster the carbon capture sector

Ingersoll Rand has the capability to provide a total gas-processing solution with blowers, vacuum pumps, compressors, gas treatment and fluid handling products into every step of the $4.4 billion[1] carbon capture and carbon removal market, for both post-combustion as well as direct air capture (DAC) technologies. One carbon capture project Ingersoll Rand is involved in provides a customized solution of vacuum pump products into the core processes and has a capacity of 36,000 tons of carbon removal annually.

Partnering with our customers to introduce green steel to the market

Roots blower technology and a long-standing relationship with Midrex brought Ingersoll Rand and Midrex together to design a process and equipment tailored to meet the market transition to green steel. This shift is transitioning the steelmaking process to a lower carbon intensity by moving away from the higher carbon emitting natural gas to a lower carbon emitting hydrogen process gas. Ingersoll Rand worked through the technical challenges with Midrex to design an efficient and effective solution to this problem. This transition from natural gas to hydrogen will reduce CO_2 emissions in the Midrex process by up to 95% compared to traditional steelmaking processes. As one of our key growth enablers to sustainability tailwinds, Ingersoll Rand is proud to have our Roots technology make life better as we serve the green steel market.



[1] *source = Statista, market size 2024.*

FOOD

Promoting the development of resilient food systems

Our impact spans the entire food and beverage value chain, encompassing harvesting, processing, packaging, and delivery. We actively contribute to each step of this chain as we focus on efficiency, sustainability, and innovation throughout the process.

Progress for a Sustainable Future

Our commitment to minimizing the environmental impact in the food industry, while ensuring sustainable food production for future generations, is reflected in the products we provide in the markets below and to the right.

- In the agriculture sector, we offer dosing pumps for precise plant nutrient delivery, control systems for efficient farm management, systems for controlled environment agriculture (CEA), and irrigation pumps.
- For livestock management, our products include dosing pumps for nutrition and vaccination, control systems for monitoring and maintaining livestock health, and biogas harvesting compressors.
- In food processing, we offer oil-free air compressors and food-grade lubricants, blowers for the bulk conveyance of powders, cereals, and dry foods, and progressive cavity, diaphragm, and other pumps for the transfer of food and beverages. Our Food and Drug Administration (FDA)-compliant diaphragm pumps feature clean-in-place (CIP) designs, ensuring sanitary operations. We also provide powered hoists for the efficient handling of large containers and bags during processing.
- In the packaging phase, we offer high-pressure centrifugal and reciprocating compressors for Polyethylene terephthalate (PET) bottle forming, air compressors for glass bottle forming, and air compressors to power cutting, folding, forming, and other packaging equipment.
- Our ergonomic handling systems facilitate efficient box and pallet manipulation, while vacuum pumps enable robotic or manual handling of packages and vacuum-sealing food for freshness.
- Additionally, our nitrogen-injection systems help preserve the freshness of food and beverages.
- With respect to transportation and delivery, our micro pumps are utilized in beverage and soft-serve ice cream dispensing machines, while our blowers facilitate the unloading of dry bulk powder and liquid from tankers.

Below are two examples of how our products support resilient food systems.

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

Maximizing controlled environment agriculture

Dosatron's non-electric proportional injectors simply use the pressure and flow of water to provide precise and consistent dosing in a variety of industries. In the high-growth CEA market, Dosatron fertilizer injectors help growers to reliably deliver nutrients, maximizing their crop yields and reducing chemistry waste without adding to their energy bills. Our Dosatron Waterline product bears the Solar Impulse label. The Solar Impulse Efficient Solution label seeks to bridge the gap between ecology and economy, bringing together protection of the environment and financial viability to show that these solutions are not expensive fixes to problems, but rather opportunities for clean economic growth.

Enhancing the well-being and efficiency of livestock management

Within the livestock industry, the integrated MAXIMUS software and controller system revolutionizes barn operations through data-driven management. By automating equipment operations, the MAXIMUS solution increases facility efficiency, reduces energy use, and detects costly anomalies such as wastage — all while improving animal welfare and productivity.

LIFE SCIENCES

Enhancing healthcare, comfort, and life expectancy

Ingersoll Rand seeks to improve the quality of life for individuals by designing products and delivering services that serve the life sciences industry. Our products play vital roles in drug discovery and production, ensuring patient care and well-being in hospitals and homes, and enabling laboratory diagnostics and research.

Ingersoll Rand's pumps and compressors support the pharma and healthcare industries in the following markets

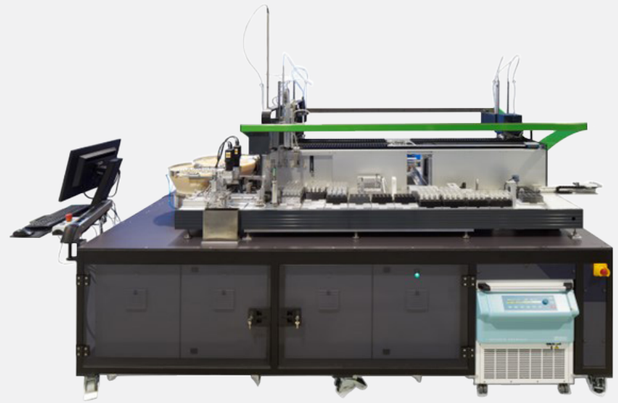
- For the pharmaceutical industry, we offer oil-free compressors for pharmaceutical production sites, blower and vacuum pumps for pharmaceutical manufacturing, and hygienic and quick-knock-down and clean-in-place pumps for solution and liquid transfer in pharmaceutical production. We also provide pumps for the transfer of lotions, shampoos, pastes, and other consumer products.
- For in-patient care and medical devices, we provide oxygen pumps for breathing support and respiratory therapy, small pumps and compressors for medical devices such as blood analyzers, blood pressure monitors, drug delivery systems, autoclaves, nebulizers, dental carts, chair lifts, and hospital beds.
- Our offerings also include diaphragm pumps for respiratory gas capture for capnography, liquid pumps for dialysis machines, vacuum pumps and compressors for negative pressure wound therapy (NPWT) and compression therapy, breathing air compressors, hospital and surgical vacuum systems, liquid ring vacuum pumps for sterilizing systems, and precision low-torque power tools for medical device and equipment assembly.
- In the field of research, discovery, and laboratory analysis, we supply small vacuum pumps and compressors for life science research equipment such as centrifuges, microplate washers, aspiration systems, cell harvesting devices, concentrators, filtration units, pipetting instruments, evaporation systems, degassing equipment, tissue culturing setups, vacuum ovens, and more.
- Additionally, our portfolio includes peristaltic pumps for organic fluid transfer in bioprocessing, peristaltic pumps for laboratory liquid handling, vacuum pumps for sample testing, and laboratory automation systems.

Ingersoll Rand's pumps are integral to the life sciences market as demonstrated in the examples below.

Ingersoll Rand pumps play a role in the battle against cancer

Developments in DNA and RNA research are making the study of genes grow faster. Tools like Polymerase Chain Reaction (PCR) machines and flow cytometry are using tiny channels (microfluidics) to work with small amounts of liquids more accurately. The biggest use of gene technology in medicine is for cancer treatments, where Next Gen Sequencing (NGS) looks at a person's entire DNA to find specific changes that can help tailor treatments. Companies that make these gene-reading machines depend on products from Ingersoll Rand, like the Thomas Diaphragm Pump and the Tricontinent Air-Z and C-Series Syringe Piston Pumps, because they are built into the NGS machines to help our customers.

Tailored solutions for the biotechnology market



The $20 billion bioprocessing technology market increasingly relies upon automation, versus manual processes, to meet regulation on contamination risk. Existing liquid handling (LH) automation OEMs largely offer standardized systems broadly applicable for high volumes. However, biotech innovation requires lower-volume customized automation at Research and Development (R&D) labs and for personalized treatment. Ingersoll Rand's uniquely broad expertise in micro-fluidics has allowed it to become the market leader in customized LH automation. Zinsser has now standardized a low-volume, customized automation system for mRNA R&D and is extending this market leading position to become the standard in custom automation.

WATER

Sustaining our natural resources

Our products and services enable the delivery of clean drinking water, both in established and developing economies, and facilitate the treatment of industrial and municipal wastewater.

Ingersoll Rand is enabling the conveyance, purification, and safeguarding of water and wastewater assets in the markets below and to the right.

- We provide a range of specialized products designed for various applications within the water and wastewater sectors. Our product portfolio includes pumps specifically developed for pH regulation, softening, and disinfection of drinking water, as well as pumps for chemical dosing in wastewater and cooling water treatment processes. We offer peristaltic and diaphragm pumps for precise chemical transfer, along with pumps dedicated to reverse osmosis (RO) systems. Our progressive cavity pumps excel in the efficient transfer of sludge, while our effluent sampling pumps facilitate the collection of representative samples.
- Ingersoll Rand blowers and mixers provide effective wastewater aeration. Additionally, we provide pumps for industrial wastewater handling, filter press feed, dewatering of mining and construction sites, and condensate removal.
- Within the water and wastewater industry, we serve diverse market sub-segments. These include water treatment within industrial, commercial, municipal, and residential sectors, covering processes such as purification, filtration, and disinfection. We also contribute to wastewater treatment in various settings, including industrial, commercial, municipal, and residential applications. Our involvement extends to water sampling, monitoring, sensing, control, and testing, promoting accurate analysis and management of water quality.
- Furthermore, we support water infrastructure construction and maintenance, encompassing mains, basins, sewers, tanks, and inspection processes.
- Additionally, we offer solutions for dewatering applications, aiding in the removal of water from construction sites or other areas where excess water poses a challenge.
- Lastly, we contribute to the field of desalination, enabling the conversion of seawater into freshwater.

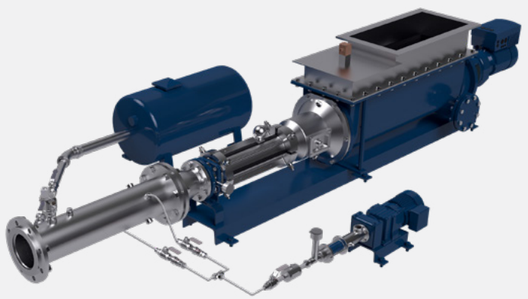
Ingersoll Rand supports the following United Nations Sustainability Development Goals:

Our SEEPEX Smart Air Injection Pump in the wastewater treatment industry

Water treatment is an ever-evolving field, especially when it comes to managing the by-products like wastewater sludge. As we become more aware of emerging pollutants such as per- and polyfluoroalkyl substances (PFAS) and microplastics, which can be harmful to our health, there's a growing focus on ensuring that wastewater sludge is treated and disposed of responsibly.

SEEPEX is at the forefront of innovation, combining Ingersoll Rand's expertise in compression with its own strengths in solids transfer and lubricant dosing. Together, they've created the smart air injection (SAI), a revolutionary and patented progressive cavity sludge pump. This clever system uses bursts of compressed air to move sludge smoothly and far more efficiently than traditional methods, leading to impressive energy savings of over 50% and maintenance cost reductions of over 80% when compared to the usual piston or screw pumps.[1]

In addition to these cost and energy savings, SEEPEX is also making strides in sustainability with its connected services. This feature offers real-time monitoring straight to mobile devices, allowing for proactive maintenance and further cost efficiencies.



[1] *Management estimates.*

OUR CUSTOMERS

Customer relationship management

Our strategic focus on leading sustainably extends beyond our company, our portfolio of products and services, and the markets where we have presence. We are committed to driving customer satisfaction and enabling their sustainability success. This commitment is deeply embedded across all aspects of our organization in which we consistently deliver value to our customers. Ingersoll Rand continuously enhances the customer experience by leveraging Ingersoll Rand Execution Excellence (IRX) throughout the organization.

Improving the customer experience

Through our unique, comprehensive demand generation strategy, we are actively involved with both prospective and current customers at every stage of their buying journey.

This approach strengthens and augments our business capabilities across the full spectrum of the customer lifecycle. As a specialized growth engine, demand generation increases our capacity to capitalize on the sustainability megatrend, assisting our customers in meeting their Scopes 1 and 2 GHG emission reduction targets. Our Demand Generation Excellence (DGX), our proprietary comprehensive growth enabler, in addition to the traditional core element of digital marketing, is currently focused on delivering results in four areas: (1) Pricing, (2) Commercial excellence and technology, (3) E-commerce, and (4) Advanced data analytics. These areas combine to provide the best possible experience to our customers and channels.

Our teams have identified and mapped out critical customer experience journeys, actively collecting feedback from customers to pinpoint areas for improvement. These improvements are then implemented through our weekly Impact Daily Management (IDM) process. IDMs are executed in 100-day sprints and prioritizes areas of focus that emphasize the “how” rather than just the “what,” ultimately leading to long-term success through standardized procedures.

Customer satisfaction measurement

In 2021, we introduced the company-wide IRX initiative to enhance the customer experience. This initiative included broadening our automated and scalable survey system to cover a wider array of business units, allowing for a more comprehensive assessment of customer satisfaction at various points of interaction. These insights are gleaned using the Net Promoter Score (NPS) methodology, ensuring a consistent measurement of customer satisfaction throughout the company.

The IRX initiative began with the NPS Request for Quote program, which sent surveys to customers after they requested a quote through our websites. Over time, we have systematically expanded this program to capture feedback from additional points in the customer journey, such as after a purchase, service, or customer service engagement. Whenever low NPS scores are reported, they are immediately sent to the relevant sales and service teams for response and action. We conduct monthly analyses of these results to drive constant improvement and regularly monitor the impact of the IRX initiative.

We have been measuring the NPS scores from day one of our initiative to focus on customer satisfaction. Increasing the reach and coverage each year also helps us reveal areas for improvement in less mature customer satisfaction efforts. Through cross-collaboration and available technology, our teams find innovative solutions to increase our customers' satisfaction, shorten response times and contribute to company's organic growth. In 2022, our scores reached a stable level. In 2023, we witnessed an improvement in customer satisfaction, with an increase to 20 points in our NPS.

Customer satisfaction measurements and coverage

Metric	Unit	2020	2021	2022	2023
Satisfaction Measurement	Net Promoter score	39	18	18	20
Data Coverage	% of Revenue	34	44	54	54

The Hypercare team is making life better for our customers through the IRX process

Problem

The EMEIA Process Flow Technologies (PFT) business was experiencing slow customer response times, resulting in negative NPS scores.

Solution

In collaboration with the Hypercare team in Poland, PFT implemented best practices from our IRX process, centralized lead distribution methods, and improved collaboration with sales and partners. They also implemented unified efforts throughout the customer's buying journey and minimized the impact of complexities and handling diverse products and brands.

Outcome

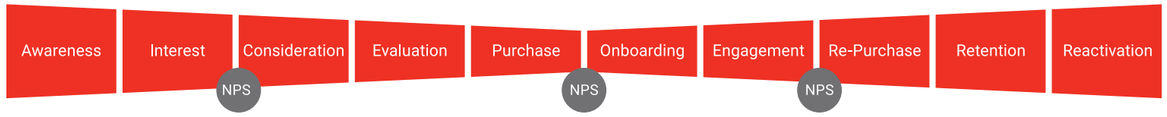
The establishment of a strong network and standardized workflows led to an improvement of response times (to under one hour) and an increase of NPS (by +53 points), setting a foundation for scalability and significant organic growth in 2024.

“The Hypercare team was a perfect example of our team thinking and acting like owners. We were empowered to not only identify the problem but also develop solutions as a team to achieve.”

—**Claudia Fassi,** Hypercare manager

Ingersoll Rand employees, Warsaw, Poland site.
From left to right: Iwona Losiak, Justyna Koziarska, Honorata Dabrowska, Aline Tona, and Fabian Lienesch
Down from left to right: Magdalena Czarnecka and Dorota Prus

We add value by meeting prospects and customers at each stage of their buying journey.



Planet

Munnar (Kerala), India

Ingersoll Rand has eight manufacturing and eight service sites in India with nearly 2,000 employees. Main products manufactured or serviced: rotary screw compressors, vacuum pumps, power tools, blower systems, and system solutions.

ENVIRONMENTAL ACTIONS

Progress on environmental goals

As a part of our Lead Sustainably strategic imperative, we strive to reduce the environmental impact of our manufacturing and service faciilities. By focusing on manufacturing efficiency and utilization of renewable energy, our goal is to minimize the use of water and energy, while reducing the production of waste and GHG emissions.

Progress to goals

Since 2021, we have been taking significant steps toward achieving our ambitious 2030 and 2050 environmental goals. These goals are not only aspirational, but also reflect our determination to drive positive change and shape a sustainable future.

In 2024, after achieving our 2030 water goal seven years early, we moved from an absolute water goal for all locations to a risk-based water target. This strategy allows us to focus our resources at the locations that have immediate risks for water scarcity in the short-term that could impact the community and our operations.

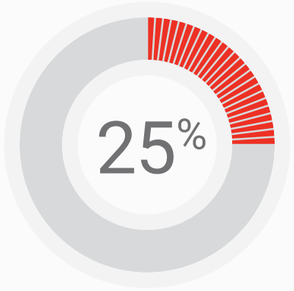
At Ingersoll Rand, we are fully committed to achieving these goals and pushing beyond them, which form a crucial part of our broader environmental initiatives. Guided by our environmental framework and Green Excellence (GreenX) teams, we strive to create a better world for our employees, customers, shareholders, and our shared planet.

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

Performance against our 2030 operational goals[1,2]

(Baseline year 2020)

EMISSIONS



Reduce absolute annual GHG emissions 60% (Scopes 1 and 2)

Absolute progress since 2020:
Reduction of 18,328 metric tons (15.3%), representing 25% of our 2030 goal

Intensity progress since 2020:
Reduction of 12.8 metric tons CO_2e/revenue in millions USD, representing a 46.5% GHG intensity reduction

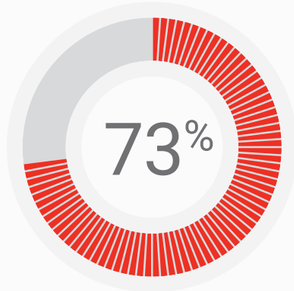
WATER

Reduce absolute annual water use by 17%

Absolute progress since 2020:
Reduction of 49.4 million gallons (33.6%), representing over 100% of our 2030 goal

Intensity progress since 2020:
Reduction of 19.6k gal/revenue in millions USD, representing a 58% water intensity reduction

WASTE



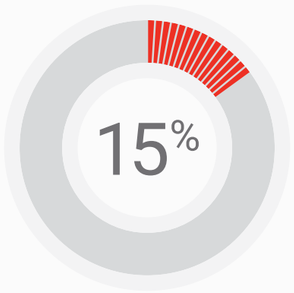
>50% of in-Scope sites zero waste to landfill

Absolute progress since 2020:
Increase of 38 sites (37%), representing 73% of our 2030 goal

2050 operational goals[1,2]

(Baseline year 2020)

NET-ZERO



Net-zero (Scope 1 and 2)
Absolute progress since 2020

RENEWABLE ENERGY

100% renewable energy
Absolute progress since 2020

[1] As a result of M&A activities since 2020 (surpassed a 5% impact on Scopes 1 and 2) and a drive for consistent improvement, in 2023, Ingersoll Rand significantly expanded its inventory boundary from financial control to operational control, which greatly increased the number of locations (SVC and ADMIN) reporting all Scopes 1 and 2 metrics. As most of these locations are leased, extrapolations were used for all locations based on data (electricity and natural gas consumption) from the locations that could obtain utility invoices. Extrapolations are on an intensity ratio (Mcf / sq ft, kWh / sq ft). Subsequently, in 2023, 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. This recalculation comprised of the inclusion of locations acquired in 2022, the adjustment of data errors and the addition of either actual or benchmark consumption values for the SVC and ADMIN locations. All subsequent years after the base year were calculated in conformance with this method.

Excluded from the 2023 base year recalculation are the locations acquired in 2023 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.

Because of the inventory boundary expansion and updated emission factors for our 2020 base year and subsequent years, Ingersoll Rand's overall progress towards our 2030 goal regressed.

[2] Whole values and percent variances represent the change between 2022 and the recalculated 2020 baseline year.

Footnotes 1 and 2 apply to all 2030 and 2050 operational goals in this report.

Environmental stewardship

Sustainable operations are about enhancing the quality of life for the communities we serve and the environment we share, all while delivering value to our stakeholders. We embrace our responsibility to reduce our consumption of energy and water, as well as our generation of waste with determination. This is achieved by embedding sustainability goals deeply within our company culture and during execution through the use of IRX.

Advancing sustainable practices through GreenX teams

Our GreenX Teams at local sites are at the heart of this mission. Designated champions steer our efforts in energy, water, and waste education by identifying and executing sustainability projects.

The seven pillars of focus for these teams include:

1. Establishing the roles and responsibilities of the GreenX team and its program framework
2. Optimizing the efficiency of compressed air systems
3. Improving strategies for water conservation
4. Optimizing HVAC, lighting, and motor systems for better energy efficiency
5. Creating initiatives for reducing and managing waste
6. Managing startup and shutdown of manufacturing and building infrastructure equipment to align with production requirements.
7. Optimizing manufacturing efficiency for significant energy and water consuming processes. Electrification of all fossil fuels consuming processes and infrastructure.

45 active GreenX teams globally

By adhering to established program standards and adopting industry-leading practices, our factory GreenX teams become increasingly instrumental in reducing the environmental footprint of our operations in terms of water, waste, energy, and emissions. Our EHS management system ensures these environmental programs are consistently applied across all our locations.

We monitor our environmental impact weekly, assessing our progress toward our ambitious 2030 and 2050 environmental goals. In our journey toward these milestones, we not only enhance our operational efficiency by reducing energy and water use, material consumption, and waste, but we also explore and implement renewable energy solutions, including green energy and onsite solar power generation.

Globally, we have 45 active GreenX teams who are managing over 110 sustainability projects, either underway or planned as of December 2023. In 2023, we successfully completed more than 105 projects dedicated to sustainability.

Ingersoll Rand is charting a sustainable path forward with our GreenX teams, dedicated to advancing resource efficiency and environmental stewardship. These teams are tasked with spearheading key initiatives that contribute to the company's ongoing commitment to environmental responsibility.

Members of the GreenX teams meet at least monthly to identify and review sustainability projects and evaluate their performance annually. Guided by the leadership of their site managers, these teams collaborate to deploy projects to improve operational efficiency, reduce water consumption, and minimize waste while reducing the environmental footprint.

To keep these goals on track, GreenX teams focus on reviewing performance indicators, tracking environmental projects, budgeting for sustainability, assessing new equipment and site updates, exploring renewable energy options, conducting audits, and verifying data accuracy. This regular engagement ensures that all team members are aligned to meet their sustainability targets. At the corporate level, these efforts are reinforced and directed through Ingersoll Rand's IDM process where each business unit presents a weekly update on their Key Performance Indicators (KPIs) and Impact Plan.

The GreenX teams are integral to our company's success in achieving the 2030 goals and beyond.

2023 GreenX Sustainability Award Winners

Two teams, one located in Wujiang China and the other in Sheboygan Wisconsin, won the 2023 GreenX Sustainability Awards for their development and successful installation of highly impactful projects reducing water, energy and greenhouse gas emissions.

These GreenX teams demonstrated remarkable collaboration and successfully executed projects that yielded improved efficiencies in their respective locations. Their accomplishments reflect their dedication, teamwork, and commitment to sustainability. In 2020, the Sheboygan site alone was responsible for 43% of the global water consumption. At the end of 2023 after the first phase of their project, this was reduced to 24% of global consumption. More details on this project are described further in this section.

Ingersoll Rand employees, Sheboygan, Wisconsin site (GreenX team)

As a result of water management project that was implemented by the Sheboygan GreenX team, the site reduced absolute water consumption by 56% or 33 million gallons in 2023 compared to 2022.

The team in Wujiang received a GreenX award for the development and implementation of two heat pump projects in their operations. One heat pump was used to replace an electric heating system in the paint room providing electricity and GHG reductions from the much higher efficiency of the heat pump, and the second one was installed to remove the heat from the entire manufacturing building and reduce the load on the air conditioning units. These two actions resulted in a 45% energy savings in the painting booth while volume increased 60% and the electricity demand of the air conditioning system was reduced by 44%.

Ingersoll Rand employees, Wujiang, China site (GreenX team)

Overall the combined reductions of these two projects reduced the energy consumption by 550,000 kWh and 337 metric tons of GHG annually.

CLIMATE CHANGE MITIGATION

Energy. Water. Waste.

We are focused on smart conservation and sustainable innovation to address the immediate and future impacts of climate change. We leverage alternative sources of green energy to address this critical issue in some of our manufacturing and service operations.

Energy management

Embedded into four of the seven pillars of the GreenX program is excellence in energy management. Energy efficiency is not just for the buildings, but also the processes. With an emphasis on first measuring and mapping energy consumption and then prioritizing the largest consumers of energy and implementing proven best practices, we standardize the approach to using our energy wisely.

The seven pillars of the GreenX program have been designed to align with the requirements of ISO 50001. If a GreenX team has implemented all the program pillars, this alignment will allow them to be well-positioned for a successful ISO 50001 certification.

In fact, we now have three factory sites in the company that are certified to ISO 50001.

1. **Wujiang-China** ITS-AP
2. **Vignate-Italy** ITS EMEIA Compression Systems and Service
3. **Pont Saint Pierre-France** Precision Technologies

Ingersoll Rand supports the following United Nations Sustainability Development Goal:

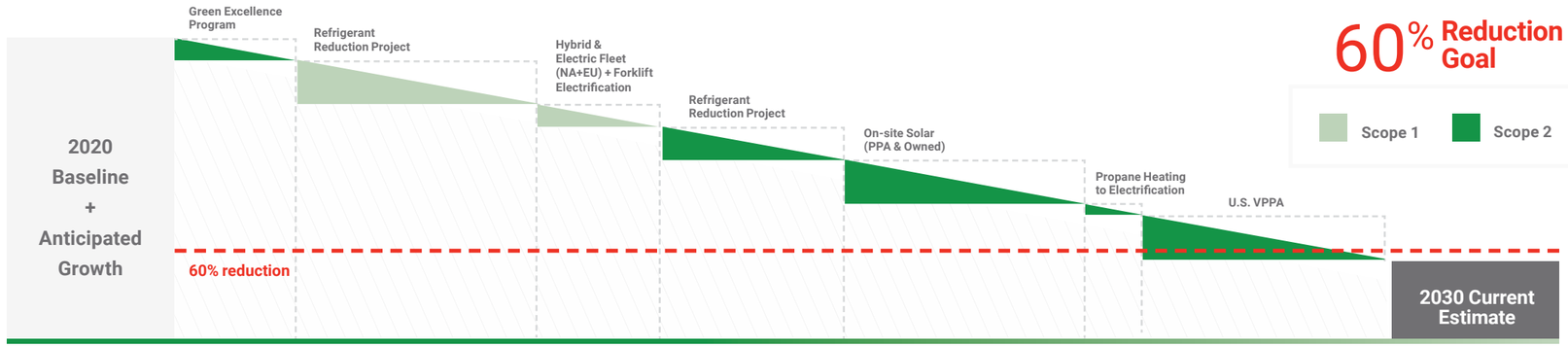
Direct GHG emissions (Scope 1)

Direct GHG (Scope 1)	Unit	2020	2021	2022	2023	2023 TARGET
Total direct GHG emissions (Scope 1)	Metric tons CO_2e	46,922	45,584	42,978	44,126[1]	40,034 (-6.85%)
Stationary direct GHG emissions	Metric tons CO_2e	17,330	19,197	18,636	17,853	–
Mobile direct GHG emissions	Metric tons CO_2e	18,612	19,454	19,658	20,560	–
Fugitive direct GHG emissions	Metric tons CO_2e	10,980	6,932	4,685	5,714	–
Data coverage	Percentage of revenue	100%	100%	100%	100%	–

Indirect GHG emissions (Scope 2)

Indirect GHG (Scope 2)	Unit	2020	2021	2022	2023	2023 TARGET
Location- based	Metric tons of CO_2e	66,190	69,162	63,333	58,414[1]	60,852 (-4%)
Data coverage	Percentage of revenue	100%	100%	100%	100%	–
Market-based	Metric tons of CO_2e	73,040	67,923	61,947	57,508[1]	57,704 (-6.85%)
Data coverage	Percentage of revenue	100%	100%	100%	100%	–

GHG emission reduction roadmap metric tons (MT) 2030 goal: 60% Scopes 1 and 2 reduction (from 2020 recalculated baseline)



[1] *Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2023 Assurance Statements for a complete list of data points assured.*

CLIMATE CHANGE MITIGATION CONTINUED

Indirect GHG emissions (Scope 3)[1,2]

Total metric tons CO_2e	**2020**	**2021**	**2022**	**2023**	**2023 Target**
	154,619,271	**173,702,022**	**211,542,718**	**218,554,078**	**208,369,577 (-1.5%)**
Category	Metric tons CO_2e	Metric tons CO_2e	Metric tons CO_2e	Metric tons CO_2e	Metric tons CO_2e
1. Purchased goods and services	575,624	716,531	824,740	856,317	Spend (monetary) based method
2. Capital goods	23,099	25,655	28,697	34,660	Spend (monetary) based method
3. Fuel-and-energy-related-activities (not included in Scope 1 or 2)	7,424	7,924	8,591	8,717	Average-data method
4. Upstream transportation and distribution	93,491	65,719	90,249	85,334	Spend (monetary) based method
5. Waste generated in operations	20,287	20,666	16,585	12,665	Spend (monetary) based method
6. Business travel	630	5,013	9,004	12,384[2]	Fuel-based method
7. Employee commuting	25,147	23,721	25,522	27,946[2]	Average-data method
8. Upstream leased assets	N/A	N/A	N/A	N/A	N/A
9. Downstream transportation and distribution	16,066	12,786	16,665	16,407	Spend (monetary) based method
10. Processing of sold products	11	15	16	18	Spend (monetary) based method
11. Use of sold products[1]	153,786,545	172,746,329	210,434,192	217,404,557[2]	ISO LCA 14040
12. End of life treatment of sold products	33,439	39,236	45,110	53,357	Average-data method
13. Downstream leased assets	2,524	3,446	4,184	6,752	Spend (monetary) based method
14. Franchises	N/A	N/A	N/A	N/A	N/A
15. Investments	34,983	34,981	39,162	34,965	Spend (monetary) based method

[1] In 2022, Ingersoll Rand adjusted the calculation methodology for Category 11 (Use of Sold Products) to derive a more accurate calculation of its products' lifecycle emissions. The most accurate IEA emission factors (most recently published actuals) were applied to the base year (2020) and all subsequent years reported. Additionally, IEA scenario-based electricity emission factor values (World Energy Outlook Dataset) based on Stated Policies (STEPS) were applied to all years after the reporting year to 2050. In 2023 a base year (2020) recalculation was performed for Category 11. This recalculation comprised of the inclusion of products from businesses acquired in 2021 and 2022 and a methodology adjustment to correct for data accuracy. Excluded from this recalculation are products from businesses acquired in 2023. All base year calculations were performed in accordance with the GHG Technical Guidance for Calculating Scope 3 Emissions, 2013, World Resources Institute. All subsequent years after the base year were calculated in conformance with this method. Ingersoll Rands' Scope 3 emissions data were prepared in accordance with the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard and are based on the best available information we were able to obtain from our systems and include a number of assumptions and extrapolations. Our use of sold products (Category 11) model in SimaPro covers the GHG emissions from 80%+ of our total complete units revenue. The GHG emissions from the remaining portion of our complete units revenue was extrapolated from the model and as such our total calculated completes revenue may not match actual total completes revenue.
Although efforts have been made to ensure accuracy, it is possible that some of these data, assumptions, and extrapolations are inaccurate. For example, there are known deficiencies related to product unit level attribution and aggregation that could account for noteworthy fluctuations in reported values. We expect to make regular adjustments to our Scope 3 emissions data, procedures, assumptions, and models as we collaborate with external advisors to enhance our methodology and transition from broad measurement approaches (such as spend or average) to more detailed methods. These procedural enhancements and external feedback have the potential to lead to noteworthy fluctuations in the Scope 3 emissions data reported for previously reported periods.
[2] Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2023 Assurance Statements for a complete list of data points assured.

CLIMATE CHANGE MITIGATION CONTINUED

Direct VOC emissions	Unit	2020	2021	2022	2023	2023 Target
Direct VOC emissions	Metric tons	100.1	81.9	97.6	97.2[3]	96.6 (-1%)
Data coverage	Percentage of revenue	100%	100%	100%	100%	100%

[1]Only includes facilities that emit greater than 1 ton of volatile organic compound emissions in a calendar year.

Total energy consumption	Unit	2020	2021	2022	2023	2023 Target
Total non-renewable energy consumption	MWh	331,127	326,692	307,006	295,345	294,726 (-4%)
Total renewable energy consumption	MWh	1,455	22,848	33,132	31,370	34,225 (+3.3%)
Data coverage	Percentage of revenue	100%	100%	100%	100%	100%

[2] Ingersoll Rand solar panels returned 2 million kWh of solar electricity to the grid in 2023. For accuracy, this energy was subtracted from the total energy covered by the Assurance Statement delivered by our third party independent global assurance provider.

Ingersoll Rand employees, Sedalia, Missouri site

The Sedalia team is embodying their mission:

"To foster a culture of sustainability excellence in manufacturing operations by conserving water, reducing waste, and lowering our energy impact."

Sedalia GreenX team actions

In March 2023, the GreenX team was formed in Sedalia, Missouri. During a standard day-long rollout workshop, the team established pillar champions and a leader while working through the baseline self-assessment questions and training on the available tools for each GreenX pillar. This initial process produced numerous innovative ideas to reduce energy, water, waste and GHG emissions as well as agreed-upon priorities for the team to move forward. The GreenX team continued to formulate ideas and adjust priorities as individuals began to focus on their areas of specialization.

During the year, the team has grown to include 12 members and multiple projects have been implemented such as LED lighting, closed loop process water, low flow water fixtures, cardboard recycling, wood, and electronic waste as well as a 10% reduction in compressed air leaks.

These actions have resulted in a 14.3% reduction in total energy consumption and a 9.2% reduction in CO_2e emissions in 2023 compared to 2022.

The team's project pipeline features various initiatives including:

- Enhancing air flow following insights from a 2023 study
- Recycling used batteries in partnership with a local store
- Recycling ink cartridges and printer accessories
- Compacting paper, plastic, and styrofoam
- Improving start-up and shutdown procedures, and improving the efficiency of the machining department
- Installing variable frequency drives (VFDs) on large horsepower motors
- Replacing propane-powered fork trucks with electric models
- Installing compressed air receivers
- Optimizing the management of heating
- Transitioning from natural gas to infrared ovens for paint

Energy

A major part of our commitment to leading sustainably is ensuring that we have sustainable energy sources for our facilities around the world. A combined strategy of smart energy conservation, electrification, and green energy sources we believe will allow our sites to eventually become net-zero.

Going solar

By installing solar photovoltaic panels at our sites, we benefit from a clean and renewable source of energy and reduce the carbon footprint of our operations. To date, 17 Ingersoll Rand manufacturing facilities throughout China, Germany, India, Italy, Korea, and Spain are actively using on-site solar energy to power their facilities. In addition, we now have 28 of our sites purchasing retail renewable electricity which brings our total number of sites using renewable electricity to 45.

Going green with onsite solar

Our manufacturing site in Bad Neustadt, Germany recently launched a new on-site solar photovoltaic system, an idea that was driven by the site's GreenX team. Any energy that is not used on weekends or holidays is redistributed to the electricity grid for use by the surrounding community. This system is one of the largest within Ingersoll Rand and represents the largest industrial roof top solar panel installation in the city of Bad Neustadt, Germany.

The newly installed solar panels produce over 100% of the site's electricity requirements and saves the facility 1,100 megawatt-hours (MWh) of electricity per year. In effect, this new system provides 100% electricity security independent of the grid.

"This system produces all the power the site needs. Indeed, we calculate that the site will use 60% of the power produced and returned 40% to the grid. This allows us the flexibility in the future to change all our gas systems to green electricity for things like the painting ovens or hall "heating."

—**Juergen Schneyer,** Juergen Schneyer, Operations Director for ITS-EMEIA PFT

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

BAD NEUSTADT HIGHLIGHTS

NEW SOLAR SYSTEM

INSTALLED POWER **1.13 MWp**

OUTPUT **1,100 MWh annually**

SAVE **500 tons annually CO_2**

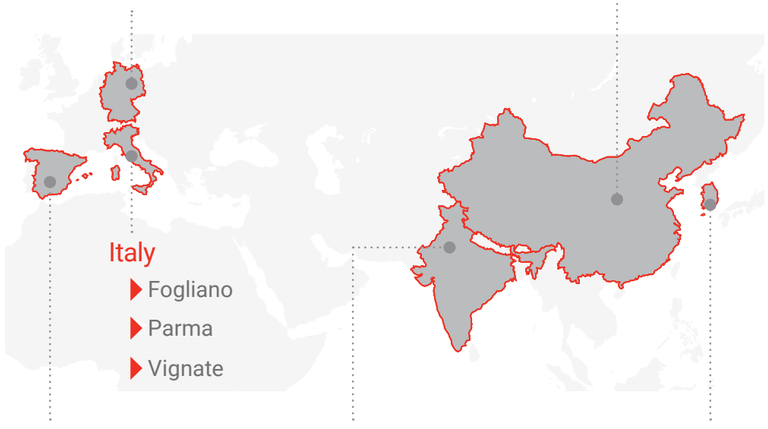
INVEST **$1.0 M**

CLIMATE CHANGE MITIGATION CONTINUED

Global solar locations

The solar installations at our sites produced over 10 million kWh of electricity and saved 6,179 metric tons of CO_2 emissions in 2023. This is a critical step on the roadmap to Ingersoll Rand's 2030 and 2050 environmental goals to improve air, water, and land quality. Ingersoll Rand is also committed to improving the communities of our facilities as we returned over 2 million kWh of solar-generated electricity to the local electrical grid in 2023.

Locations with solar installations:



Leading by example: Vignate, Italy aims for net-zero

In Europe, energy prices are higher than most countries and energy availability is less certain given geopolitical realities of the region. Many of our GreenX teams have been working hard to not only conserve energy but also to secure renewable energy from onsite solar installations in combination with purchasing renewable electricity. In 2023, our GreenX team in Vignate, Italy decided to accelerate their progress toward net-zero GHG emissions at the site with a bold plan to achieve it by 2030. Today, the Vignate site uses 100% renewable electricity and the team plans to use zero natural gas by 2026. The remaining emissions from their diesel company cars will be eliminated by 2030 using EVs.

Key elements of their 2030 roadmap include the phased-in replacement of the office and factory natural gas hot water systems with heat pump technology, a new electric painting system that requires less energy consumption using new thinners and paints with low VOC emissions, new electric or hybrid company cars powered by green electricity from the local grid and their own onsite solar panels.

This team has certainly created a challenge for all other Ingersoll Rand manufacturing sites such that the race is on to be the first net-zero factory in the company (Scopes 1 and 2).

EHS compression systems and services EMEIA

Vignate GHG emission net-zero roadmap

2020	1,132 MT		
2021	513 MT	**54%** reduced from prior year	• Contract for the supply of electricity from certified renewable sources • Contract with added solar system
2022	390 MT	**24%** reduced from prior year	• Startup and shutdown for heating system during the winter months • Implementation of natural gas treasure hunt
2023	342 MT	**12%** reduced from prior year	• HVAC in warehouse/shipping offices • Implementation of energy management system and certification to ISO 50001
2024	260 MT	**24%** reduced from prior year	• New HVAC office building (elimination of natural gas) • Solvent evaporator
2025	150 MT	**42%** reduced from prior year	• New HVAC warehouse building (elimination of natural gas) • New painting shop department
2026	25 MT	**83%** reduced from prior year	• New HVAC production building (elimination of natural gas) • New painting process (elimination of volatile organic compounds (VOC's))
2030	0 MT	**100%** reduced from prior year	• Electric vehicle fleet

** Scopes 1 and 2 emissions are considered for net-zero.*

CLIMATE CHANGE MITIGATION CONTINUED

Progress on water goal

Minimizing water is a key component of our water stewardship program. In 2021, we set a goal to reduce the absolute water consumption in our global operations 17% by 2030. This represented a total water savings of nearly 25 million gallons.

Water goal met early

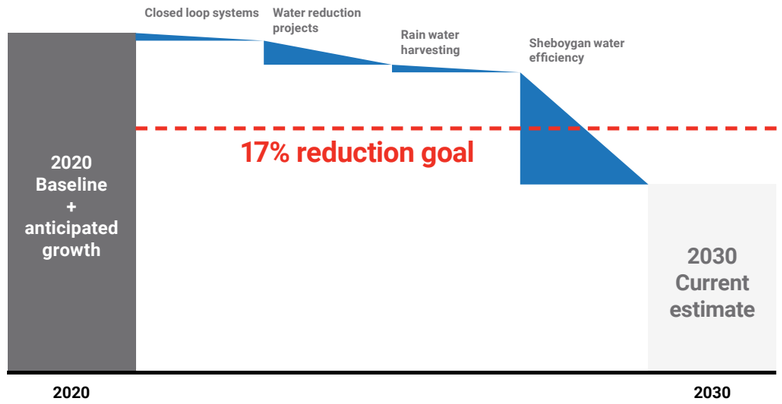
With a combination of water savings from modifying our compressor test stands from open to closed loop, GreenX team efficiencies, and a major project in our Sheboygan, Wisconsin aluminum casting operations, allowed us to achieve our 2030 goal by the end of 2023 — seven years early. During this period, we reduced our water usage by 49.4 million gallons in 2023, nearly double the original goal.

Harvesting rainwater for reuse

Ingersoll Rand India is Making Life Better by providing drinking water for the people of India in water-stressed areas. During the rainy season, flooding occurs, and water is harvested at several of our India plants. The harvested water is used to sustain groundwater levels for reuse by the plants for irrigation and for drinking water within the communities where we operate. We now have rain-harvesting systems at our manufacturing sites in Sahibabad, Coimbatore, Chennai, Naroda, and Bahaduragh. The Naroda site harvested 4,681,377 gallons of water for re-use in 2023.

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

Water reduction roadmap (Gal) 2030 goal: 17% reduction (from 2020 baseline)



Reduce absolute annual water use by 17%

Absolute progress since 2020:
Reduction of 49.4 million gallons (33.6%), representing over 100% of our 2030 goal

Intensity progress since 2020:
Reduction of 19.6k gal/revenue in millions USD, representing a 58% water intensity reduction

Meeting the water goal early powered by the Sheboygan GreenX team water reduction project

In 2022, we set up a cross functional team in our Sheboygan, Wisconsin aluminum casting operations to understand our consumption and develop options to reduce water use. In 2020, the Wisconsin die cast operations represented over 43% of our total global water consumption using over 68 million gallons per year. At the end of 2023, they were at 26 million gallons per year showing 62% reduction for the site and only 24% of the total global water consumption.

The team chose two casting machines as pilots and installed additional metering to be able to establish a normalized metric of gallons of water per pound of aluminum melted. The water distribution systems within the die cast process were mapped, and a proposal was developed to modify the existing systems with additional water recirculation devices to allow for more granular control over the process temperature.

Encouraged from the pilot machine results, the team submitted a capital project to revise the circulation systems for 11 casting machines. During 2023, six of the 11 casting machines were retrofitted and the results were impressive. This initial first stage of the project reduced total water consumption 56% or 33 million gallons for the year 2023 over 2022. The remaing machines where converted in Q1 2024.

Our global goal was to reduce water consumption by 17% by 2030 — **we reduced it by 34% by 2023.**

Main efficiency improvements for six of the 11 aluminum casting machines:

- Added water meters to isolate individual machines and water circuits.
- Modified trim press software and added solenoid valves to automatically shut-off the water valves when not in use.
- Updated all casting machines and trim presses for correct and standardized piping arrangements.
- Determined and verified the optimum set points for the water savers as part of the process control system.

Introducing our new water goal

In 2023, we achieved our water target of 17% water use reduction seven years early. This year, we are announcing a new goal centered on reducing water in water-stressed areas of the world, and believe we can achieve another 30% in absolute water reduction in water-stressed sites from 2020 to 2030.

A goal for water-stressed areas

We continue to push ourselves to be good water stewards. We set a new annual risk-based goal for our manufacturing sites based on the individual water stress by location. Ingersoll Rand evaluated the water-stress areas and our affected locations. Based on this research, we selected high and very high-risk sites to contribute to the new water use reduction goal.

We set goals of:

- 2.5% annual water use reduction for extremely high-risk sites.
- 2.0% annual water use reduction for high-risk sites.

In total, we calculated a 30% water-use reduction goal to be achieved by 2030.

WATER

TARGET YEAR: 2030[1]

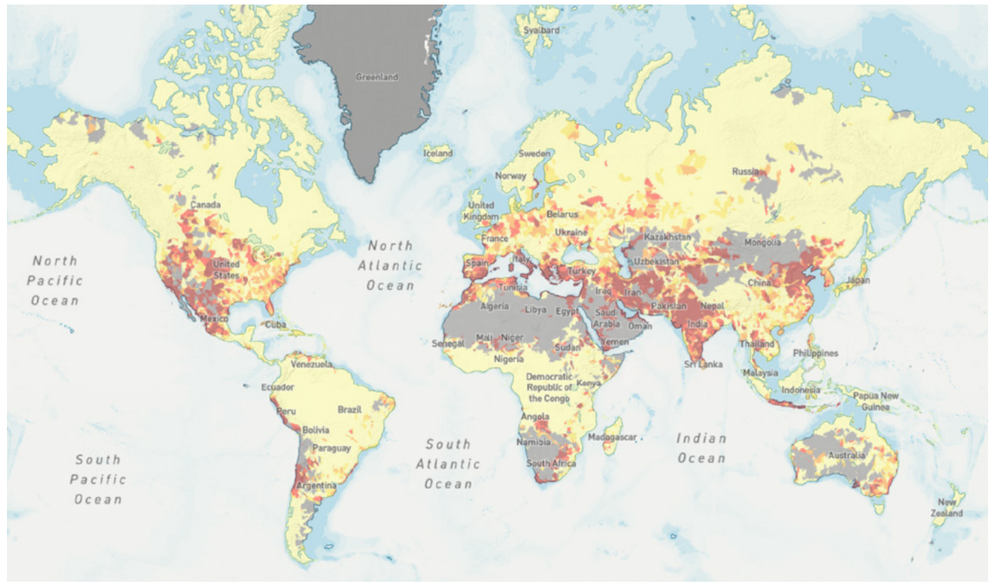
17%
Absolute water use reduction

30%
Absolute water use reduction in water-stressed sites[2]

Water consumption

Metric	Unit	2020	2021	2022	2023	2023 Target
A. Water withdrawal (excluding saltwater)	Million cubic meters	0.556	0.619	0.523	0.369	0.501 (-4.3%)
B. Water discharge (excluding saltwater)	Million cubic meters	0	0	0	0	0
Total Net Fresh Water Consumption (A-B)	Million cubic meters	0.556	0.619	0.523	0.369[1]	0.501 (-4.3%)
Data coverage	% of revenue	100%	100%	100%	100%	100%

[1] Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2023 Assurance Statements for a complete list of data points assured.



Water Stress

Low	Low-medium	Medium-high	High	Extremely high
(<10%)	(10-20%)	(20-40%)	(40-80%)	(>80%)

Arid and low water use

No data

Data source: Aqueduct Water Risk Atlas (wri.org)

As we continue to closely monitor our sites in the extremely high risk and high risk water-stress areas, we expect to adjust the coverage and the targets accordingly.

[1] Operational 2030, 2040 and 2050 goals have a 2020 baseline for all three categories energy, water and waste. Revenue from 2023 acquisitions has been included in the intensity calculations as it represents an immaterial amount.
[2] Based on current year World Resources Institute (WRI) high and extremely high water risk data.

CLIMATE CHANGE MITIGATION CONTINUED

Reducing waste

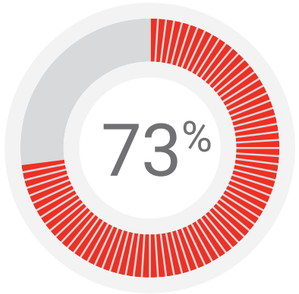
Zero Waste to Landfill

We are committed to eliminating the impact of waste on the environment and pursuing a wide range of waste reduction and recycling programs at our sites around the world.

Circularity in waste management

By integrating circular economy solutions into our business models, we are helping to get more out of the materials and resources we use with less impact on the environment.

One pillar in the GreenX program is dedicated to waste minimization where all waste streams and their sources are identified and quantified. The root cause for the waste is determined so that implementation of best practices can be applied to eliminate the waste stream all together or reduce it and turn it into a value stream through recycling or reuse.



>50% of in-scope sites zero waste to landfill

Absolute progress since 2020:
Increase of 38 sites (37%), representing 73% of our 2030 goal

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Waste disposal

Metric	Unit	2020	2021	2022	2023	2023 Target
Total waste recycled/reused[1]	Metric tons	2,091	19,460	19,315	22,092[2]	NA
Total waste disposed	Metric tons	14,566	15,351	12,695	5,682[2]	5,398 (-5%)
Waste landfilled	Metric tons	4,429	3,810	3,387	2,747	NA
Waste incinerated with energy recovery	Metric tons	0	0	0	2,026	NA
Waste incinerated without energy recovery	Metric tons	0	0	0	909	NA
Waste otherwise disposed	Metric tons	0	0	0	0	NA
Waste with unknown disposal method	Metric tons	10,137	11,541	9,308	0	NA
Data coverage	% of revenue	100%	100%	100%	100%	NA

[1] Ingersoll Rand started tracking metals recycled in 2021.
[2] Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2023 Assurance Statements for a complete list of data points assured.

Hazardous waste

Metric	Unit	2020	2021	2022	2023	2023 Target
Total hazardous waste recycled/reused	Metric tons	1,156	1,590	1,210	1,233	NA
Total hazardous waste disposed	Metric tons	83.12	42.77	464.66	624.01[1]	460.01 (-1%)
Hazardous waste landfilled	Metric tons	73.44	33.09	71.68	73.49	NA
Hazardous waste incinerated with energy recovery	Metric tons	9.56	9.56	136.54	270.38	NA
Hazardous waste incinerated without energy recovery	Metric tons	0.12	0.12	256.44	280.14	NA
Hazardous waste otherwise disposed	Metric tons	0	0	0	0	NA
Hazardous waste with unknown disposal method	Metric tons	0	0	0	0	NA
Data coverage	% of revenue	100%	100%	100%	100%	NA

[1] Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2023 Assurance Statements for a complete list of data points assured.

Coolant recovery systems — reduce waste

At our manufacturing site in Ivyland, Pennsylvania, the GreenX team has developed a system that removes oil from used coolant and recycles it for continuous reuse. The same system is also used for parts washers which use a cleaning fluid to remove grease and oil, where the water and cleaner is recycled.

This system avoids disposal of 250 gallons of non-hazardous material and is estimated to save the facility $10,000 per year, while providing easier maintenance and less clean up required.

Coolant filtration unit used at Ivyland, PA.

Ocala, Florida void fill project scores a win-win idea

The manufacturing team in Ocala, Florida implemented a sustainable and cost-effective solution for their packaging process. By investing in a cardboard perforator machine, they are now converting recycled cardboard waste into packaging material, replacing the previous method that involved a chemical foaming process. This change has not only reduced the use of hazardous chemicals, such as 4,4' – Diphenylmethane diisocyanate, but also eliminated safety risks, unpleasant odors, and the need for intensive labor to clean solid residues. Furthermore, the new process does away with the storage of 10,000 lbs. of chemicals on site and has discontinued the use of 385 gallons of Part A hazardous air pollutant chemicals annually. By repurposing 26 tons of third-party recycled cardboard each year, the team has successfully removed three foaming stations, enhancing both workplace safety and environmental sustainability.

Ingersoll Rand employee, Candi Howard, Ocala, Florida site

GHG benefits

This highly beneficial project was also a direct benefit to the planet resulting in a reduction of GHG emissions from Scopes 1, 2, and 3.

Scope 1: Eliminate the energy associated with procurement, storage, transport, use and disposal of over 800 gallons of two-part foam annually along with the hazardous air pollutants released during the chemical reaction.

Scope 2: Reduce electricity demand for the perforation machine versus the two-part foaming process.

Scope 3: Replace the end-of-life treatment of our sold goods from a non-recyclable waste product to a fully recyclable material for our customers.

Simple ideas can make a big difference

The GreenX team at our Wujiang, China site came up with a powerful idea to reduce hazardous waste from the manufacturing process.

Like many sites that have computer numerical control (CNC) and metal processing equipment, the processes at Wujiang required that the part and tooling be cleaned using a common but hazardous cleaning material in small disposable cans. The GreenX team investigated this hazardous waste stream to find ways to reduce it. What the team discovered after talking with the operators was that the small cans lost the required pressurization before the can was half empty.

Working with the manufacturer of the cleaning product, they were able to switch to refillable cans that could be filled on site and pressurized as needed to keep sufficient pressure and achieve a high oil removal rate with less waste. The refillable cans can be used for at least two years which saved 8,000,500 ml waste containers and almost 400 kg of hazardous waste each year.

Wujiang manufacturing site reduces hazardous materials used in metal cleaning products.

EHS COMPLIANCE

Environmental, health and safety framework

Our EHS management system framework consists of a collection of processes and practices designed to reduce our environmental impact while enhancing operational effectiveness and ensuring safety.

Balancing environmental compliance training with operational excellence

This framework is founded on consistently applied work practices, established guidelines, and well-defined processes, encompassing the following essential elements:

- **Global EHS Council:** Representatives from each region and business unit come together to form the company's global EHS Council, meeting weekly to steer the company's EHS strategies. IRX guides our process with a weekly IDM focused on culture, framework, and recognition/ communication.
- **Standardized EHS procedures:** The EHS management system is built on standardized procedures, with each Ingersoll Rand facility globally adhering to this framework and site-specific functional owners responsible for execution and monitoring.
- **Performance management and audits:** Sites perform annual EHS compliance self-assessments and undergo audits by Ingersoll Rand EHS professionals approximately every three years, with some locations boasting certifications like ISO 14001, ISO 45001, ISO 50001, MASE, or VCA.
- **Monthly global EHS learning sessions:** These sessions facilitate the sharing of best practices among all locations, encouraging the adoption of successful strategies where applicable.
- **EHS training compliance:** Training is conducted in line with local and country regulations as well as company procedures, with tracking of progress and completions in a local or company-wide database.
- **Monitoring and reporting EHS metrics:** All EHS metrics are logged in a company-wide database and reported monthly to the CEO, Executive Leadership Team, and location management.
- **Database tracking of EHS investments:** The company database allows for comprehensive tracking of EHS capital investments and operating expenses from conception to execution, including resources, costs, waste and recycling, water use, energy consumption, and GHG savings. We also track all capital safety projects in a company database.
- **EHS Roundtables**: An opportunity for the global EHS community to come together to discuss a piece of standard work and share challenges and best practices.
- **Environmental Bootcamp:** A focused session for the global EHS community to discuss requirements and responsibilities for water, waste and air emission practices.
- **Injury Reviews:** All recordable injuries are reviewed globally with designated members of the Executive Leadership Team in attendance. The root causes and corrective actions are agreed-upon and shared for learnings and avoidance of a repeat incident.

Our EHS management system equips our global EHS leaders with the tools and authority to put the safety and well-being of our employees and communities worldwide at the forefront. This system provides protections not only to our direct employees but also to contractors and visitors under the operational umbrella of Ingersoll Rand, ensuring a unified and thorough approach to EHS standards across the company.

HEALTH AND SAFETY STANDARDS

- Air management
- Audits
- Behavior-based safety
- Chemical management
- Compressed gas pressure vessel
- Confined spaces
- Contractor safety
- Cranes, hoist and lifting equipment
- Critical EHS rules
- EHS management system
- EHS policy
- Electrical safety
- Emergency preparedness
- Energy management
- First aid
- Hand and portable power tools
- Hearing conservation
- Hot work
- Industrial hygiene
- International SOS
- Lockout tagout
- Machine safety
- Management of change
- New building construction
- Powered industrial vehicles
- Refrigerant management
- Regulatory inspections
- Respiratory protection
- Risk management
- Safe driving
- Storage racking
- Surface and subsurface structures
- Walking-working surfaces
- Waste management
- Water management
- Working at heights

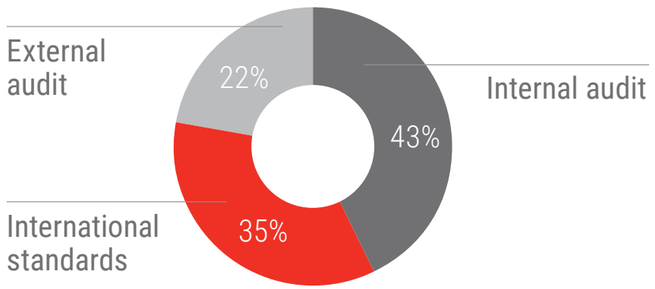
EHS COMPLIANCE CONTINUED

EHS management system: certification/audit/verification

Certification/Audit/ Verification	Coverage (%)[1]	Examples of certification documents
EMS is verified through international standards (e.g., ISO 14001, ISO 45001, EMAS certification)	35%	28 sites
Third-party certification/ audit/verification by specialized companies	22%	18 Sites have had a Limited EHS Compliance Review.
Internal certification/audit/ verification by company's own specialists from headquarters	43%	Corporate EHS internal audits performed by EHS professionals throughout the company. Managed by corporate by our VP of Sustainability. 42 total EHS audits.
Total	100%	

[1] *Table coverage percentage is based on a total of 82 manufacturing sites.*

EHS certification coverage



Return on environmental investments[2]

Currency	2020	2021	2022	2023
Capital investments	$1,202,541	$11,681,252	$6,966,569	$2,202,712
Operating expenses	$16,500	$426,087	$656,378	$606,362
Total expenses (= capital investment + operating expenses)	$1,219,041	$12,107,339	$7,622,947	$2,809,074
Savings, cost avoidance, income, tax incentives, etc.	$518,241	$1,314,361	$1,748,235	$882,606
% of operations covered	100%	100%	100%	100%

[2] *Projects beginning in previous years generally continue reporting into subsequent years as they are multi-month. These values are estimates only and may not reflect the actual investment or savings. Additionally, these values may not include all environmental projects as the database is continuously being updated.*

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.

Types of fines	2020	2021	2022	2023
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

BIODIVERISITY

Embracing our role in nature

As we look ahead, our focus remains on the conservation of local biodiversity and evaluating how we can achieve no net loss (NNL) of biodiversity within our operations. We launched a dedicated program in 2023, which was followed by systematic monitoring and evaluation using dedicated standard work that includes new building construction. The program is designed to integrate the responsible management of land, water, and living resources, promoting conservation and enhancing the quality of life for our customers, employees, and the environment.

Metrics and targets

The metrics used to assess and manage material nature-related risks and opportunities is in line with our strategy and risk management process.

We intend to report annually on biodiversity impacts on new construction using the following methodology:

- Identify priority biodiversity baseline values for each new construction project and select the priority biodiversity features the project can meaningfully influence.
- Work collaboratively with stakeholders to achieve mutually beneficial outcomes.
- Apply the biodiversity mitigation hierarchy: Avoidance actions, minimization actions, restoration actions, and offset actions.
- Implement the project plan and monitor progress.

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

Strategic approach to biodiversity

Our approach to understanding how we impact biodiversity is closely tied to the way we manage risks and opportunities. Through risk and impact management processes, we identified and analyzed the ecological dependencies, impacts, risks, and opportunities connected to our direct operations. The initial phase of our assessment was to understand the biodiversity intactness which includes:

- Overall state of biodiversity in a given area
- Depletion in biodiversity
- Elements of habitat quantity and quality
- Does not reflect change

Subsequently, we conducted evaluations at 88 of our manufacturing sites, based on their exact locations, to gauge nature-related dependencies, impacts, risks, and opportunities. Our findings spanned nine distinct biomes, including four that were identified as priorities.

- Temperate broadleaf and mixed forests, with 18 of our locations falling within this category.
- Temperate grasslands, savannas, and shrublands, encompassing four sites.
- Tropical and subtropical moist broadleaf forests, represented by one site.
- Tropical and subtropical dry broadleaf forests, included three of our locations.

In the third step, we determined the level of biodiversity intactness for each site and mapped out the significant biodiversity hotspots. We overlaid this data with biome classifications and prioritized biomes to ascertain the number of our facilities situated within both a priority biome and a recognized biodiversity hotspot. This layered approach allows us to focus our efforts where they can have the most significant positive impact on ecological preservation.

Utilizing advanced tools for ecological mapping and assessment

Ingersoll Rand employs the Resource Watch platform, provided by the World Resources Institute, for our precision facility-specific biome mapping tasks. Resource Watch offers a comprehensive view of the planet's 14 major terrestrial biomes, each representing vast ecological communities adapted to specific climates, and enables detailed biome mapping for individual facilities.

The primary instrument we use to pinpoint Ingersoll Rand's ecological dependencies, impacts, and critical biodiversity areas is the ENCORE tool. This tool draws on a rich compilation of data from multiple sources, including the International Union for the Conservation of Nature (IUCN). ENCORE serves as an interactive dashboard, enabling various sectors and sub-industries to examine their interactions with natural capital, complete with a module dedicated to biodiversity.

Although a significant number of our manufacturing sites are situated in regions experiencing substantial biodiversity decline, about 31% are located within biodiversity hotspots. Remarkably, almost all of these hotspot sites fall within our four identified priority biomes.

For new construction taking place in these priority biomes, we will conduct evaluations to identify necessary mitigation actions. Our approach was guided by a structured hierarchy, aimed at maintaining the integrity of the biome, which includes the following steps:

1. Avoid
Foregoing activities that negatively affect the biome.

2. Minimize
Reducing the intensity and extent of impacts.

3. Restore
Rehabilitating affected areas after any impact.

4. Offset
Compensating for unavoidable impacts by supporting equivalent biodiversity conservation efforts elsewhere.

Through this process, we aim to evaluate how our operations can contribute to the preservation of these critical ecological areas.

BIODIVERSITY CONTINUED

Governance and management of biodiversity at Ingersoll Rand

Our Board of Directors has oversight of biodiversity through its Sustainability Committee which meets at least three times a year. The Sustainability Committee reviews biodiversity risks that are identified through the application of the Taskforce on Nature-Related Financial Disclosures (TNFD) framework, along with the countermeasures designed to address these risks.

Ingersoll Rand's management actively addresses biodiversity risks and opportunities through our comprehensive Enterprise Risk Management (ERM) framework. Collaborating with expert consultants, we've crafted a biodiversity strategy that is reflective of our environmental footprint and connections to nature. Our strategy takes into account potential natural risks and opportunities across varying time frames, tailored to the life expectancy of our assets and lease durations.

To anticipate the impact of climate change, we've conducted scenario analysis for short (up to five years), medium (five to 10 years), and long-term (10 to 25 years) periods. This analysis includes the valuation of ecosystem services and natural capital assets, key to identifying potential business vulnerabilities. Our operations depend on a broad spectrum of natural capital assets, notably habitats and species, and we recognize eight essential ecosystem services with varying degrees of dependency.

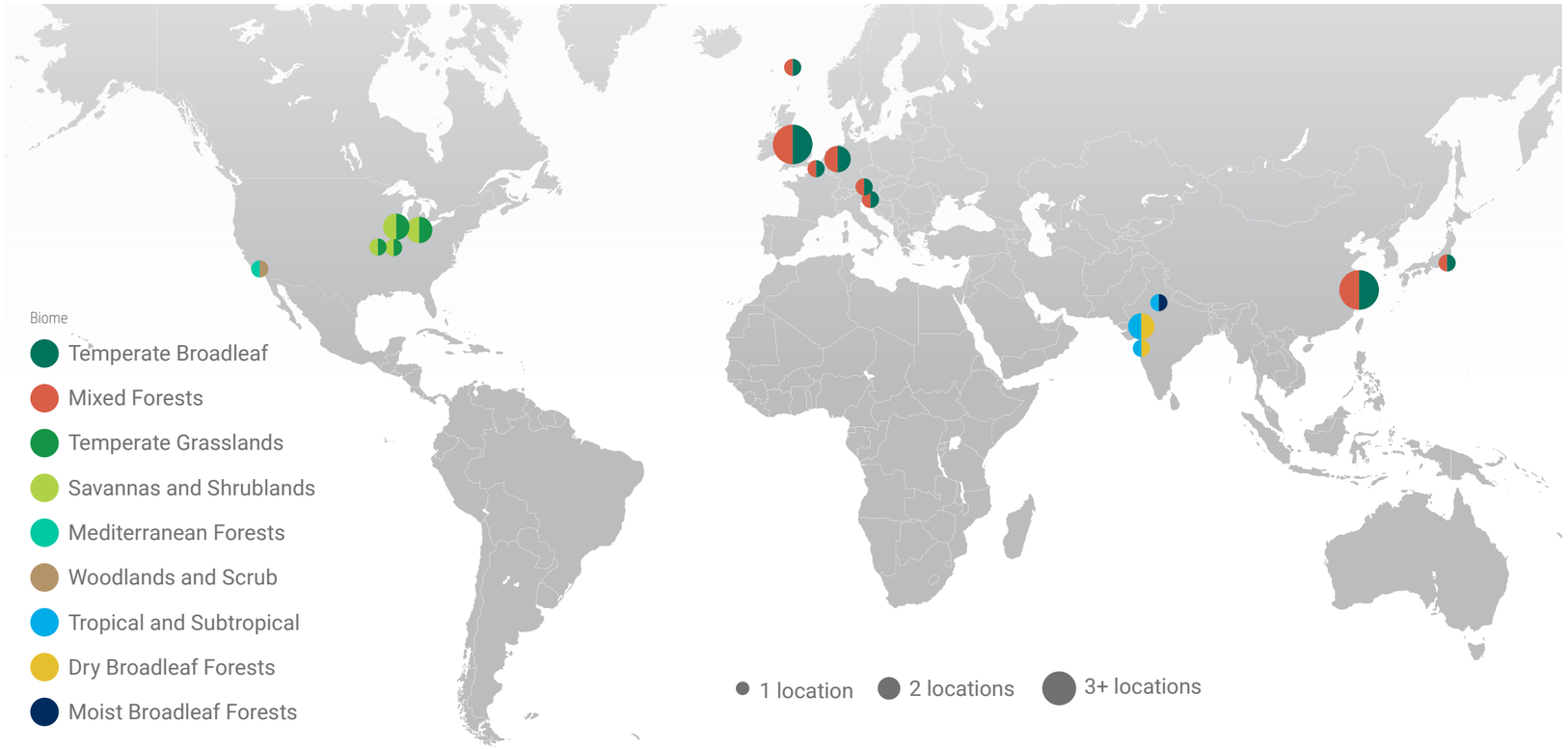
Integrating nature-related risks into the overall risk management

Our approach to ERM is dynamic and ongoing, allowing us to stay true to our strategic goals while effectively identifying, managing, and reducing risks. We have built our ERM strategy on the robust framework provided by the Committee of Sponsoring Organizations (COSO) for Enterprise Risk. Additionally, we have woven in the TNFD-aligned framework to specifically address the risks and opportunities related to biodiversity. This comprehensive ERM process at Ingersoll Rand is spearheaded by our chief financial officer (CFO) who also plays the role of chief risk officer. The process benefits from the collective expertise of a diverse executive committee, which includes the Chairman and CEO, Chief Information Officer (CIO), SVP General Counsel, SVP HR, SVP Strategy and Corporate Development, Corporate Controller, and vice president Internal Audit of Ingersoll Rand.

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

BIODIVERSITY CONTINUED

Direct operations in priority areas



United States of America
- Enon, OH
- Sidney, OH
- Alsip, IL
- Princeton, IL
- Sedalia, MO
- St. Charles, MO
- Burbank, CA

China
- Shanghai (Jiamei Road)
- Shanghai (ITS)
- Shanghai (PST)
- Wuxi

United Kingdom
- Ilkeston
- Redditch
- Bradford
- Sunderland
- Nantwich

India
- Naroda (Plant 1)
- Naroda (Plant 2)
- Pune
- Sahibabad

Germany
- Moers
- Frankfurt

France
- Wasquehal

Japan
- Yokohama

Netherlands
- Heerlen

Slovenia
- Horjul

Enhancing biodiversity through sustainable practices

Ingersoll Rand is committed to significantly reducing our operational GHG emissions by 60% by the year 2030 (compared to 2020), an initiative that is expected to have a favorable impact on biodiversity. Moreover, our efforts to decrease waste and improve recycling processes contribute to positive ecological outcomes. By establishing annual goals specific to each location that aim to improve air quality, conserve water, and reduce waste and pollution, we are minimizing biodiversity loss.

Our financial and business strategies are designed to include considerations for the natural environment. We also actively engage with local authorities and stakeholders, seeking their insights to inform our decisions and actions. In 2023, we created a piece of standard work to govern new construction products which includes biodiversity elements. A prime example of our biodiversity policy for new construction can be seen at our new Sanand, India site. Here, a series of deliberate steps have been taken to make a positive impact on biodiversity after completing a full study of the site's biodiversity prior to construction:

- More than 16,500 trees are being planted within the site's premises. Most of the trees are drought tolerant as prescribed in the India Green Building Council (IGBC) standard.
- More than 300 trees are being planted in nearby villages and the surrounding areas.
- Distribution of seeds and earthen pots with drinking water to the surrounding villages like Bajri, Juwar, and Maize ensures fulfillment of the bird feeding requirements.
- Implementation of bird feeding stations.

Ingersoll Rand's plant design in Sanand, India

Assessing environmental footprints

When we talk about identifying impacts, we focus on the relationship between quantifiable impact drivers and natural capital assets, alongside the resultant impacts specific to the industrial machinery industry. These impact drivers are tangible metrics that either represent natural resources consumed in production or the tangible byproducts of business activities. These metrics guide us in understanding Ingersoll Rand's potential environmental footprint — the ways in which we might alter nature's state and its ability to sustain itself. We prioritize this list of potential impacts by the scope of impact drivers that can quantify each effect, linking together ecosystems, critical areas, dependencies, and impact data. Seven impact drivers influence habitats and species, leading to 11 potential impacts on habitats and 14 on species. Among these, the most significant impacts we identified are changes in population (variations in species numbers and distribution), habitat modification (significant alterations to the natural environment, like deforestation), and pollution (the introduction of harmful substances into ecosystems). These key impacts, which include population changes, habitat modification, and pollution, differ by biome and operational sites but are integral in forming the basis for our data-driven future initiatives.

Importance and dependence of ecosystems

	Importance of ecosystem service to Ingersoll Rand production		Dependence of ecosystem service on habitats	
Ecosystem service	**Habitat**	**Species**	**Habitat**	**Species**
Flood and storm protection	Medium	Medium	High	High
Mediation of sensory impacts	Medium	Low	High	Medium
Water quality | water flow maintenance	Medium	Low	Medium	Medium
Filtration	Very low	Very low	High	High
Climate regulation	Very low	Very low	High	Medium
Mass stabilization and erosion control	Very low	NA	Medium	NA
Ventilation	NA	Very low	NA	High

Detailed descriptions of the ecosystems' importance to Ingersoll Rand's production and dependence of ecosystem services on habitats and species can be found in our 2022 Sustainability Report (p. 37-38).

Ingersoll Rand's biodiversity commitment:

At Ingersoll Rand, we recognize that the natural environment and its associated benefits are fundamental to the well-being of the communities we serve. Our company places great importance on protecting biodiversity and threatened species. In line with our commitment outlined in prior Sustainability Reports, and globally-recognized standards and frameworks, we completed a comprehensive assessment of the ecosystems in which we operate worldwide. This evaluation is aimed to enhance our understanding of these ecosystems and implement measures to prevent biodiversity loss.

Ingersoll Rand's no deforestation commitment:

We hold a deep reverence for the essential role that forests play in sustaining life on our planet. As such, we are dedicated to protecting and preserving these natural resources. We understand that forests are not only integral to the natural ecosystem but also serve as global carbon sinks due to the ability to absorb and store GHGs. We are firmly committed to protection of forests to help mitigate climate risks, improve climate change resiliency, safeguard biodiversity and provide livelihoods and economic opportunities for forest-based communities.

Vicente Reynal planting a tree at the Coimbatore, India site.

Our goal is to understand the potential consequences of deforestation throughout our value chain. As we discover our impact and seek to transparently set ambitious and attainable no deforestation goals that are aligned to our strategic imperatives, we will consider globally recognized standards and frameworks. Once understood, we plan to monitor, verify, and implement action plans to create a deforestation-free value chain as we seek long-term sustainability of our business and shared planet.

People

Shandong, China

Ingersoll Rand has 10 manufacturing and 26 service sites in China with over 3,100 employees. Main products manufactured or serviced: Multi-stage gear (MSG) gas compressors, air compressors and vacuum pumps

HEALTH AND SAFETY

Safety culture

Ingersoll Rand believes in continuous improvement when it comes to workplace safety. Achieving and sustaining a safe workplace is paramount for every employee. Employees strive to identify risks that could lead to injury and endeavor to eliminate or mitigate those risks so that every person returns home safely every day.

Protecting the health and safety of our people

This unwavering dedication to safety is also a fundamental expectation for our contractors who are required to share this same level of commitment and proactive approach to a hazard-free workplace. We set high safety training and performance expectations, and we evaluate contractor safety performance before contracts are awarded.

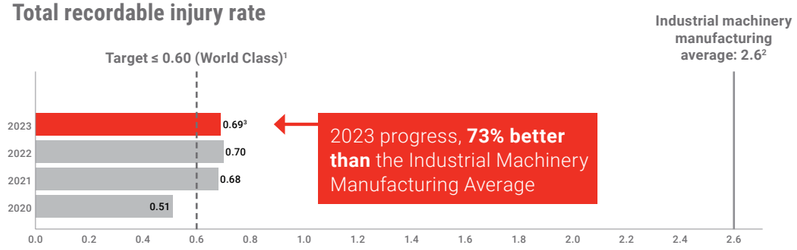
Furthermore, we focus on reducing risk in the workplace and empower employees to promptly report any safety issues they encounter. Our EHS Policy fosters individual participation and encourages employees to play an active role in the overall safety improvement process. All employees have stop work authority and are expected to use it when a real or perceived risk is observed. This stop work privilege is fully backed by management, who commend those who take decisive action to pause and assess risks before resuming their tasks.

In 2023, our employees collectively solved over 11,800 safety concerns in the workplace and field services. Annually, a variety of safety goals are communicated to our business units, which are then cascaded to the individual sites and tracked on a monthly scorecard.

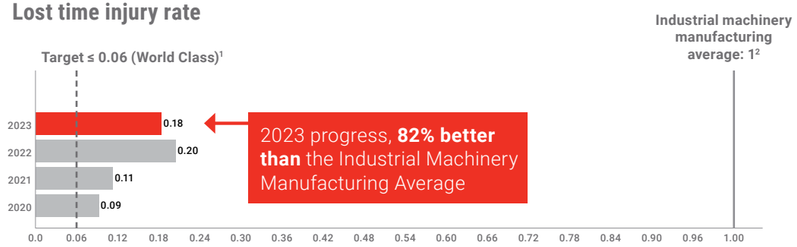
The safety goals and associated targets include: Total Recordable Injury Rate (TRIR) of 0.6, Lost Time Injury Rate (LTIR) of 0.06, safety concerns (one for every two employees), Behavior-Based Safety (BBS) (one for every two employees), implementation of standard work (90%), and compliance (90%).

Safety goal progress

Total recordable injury rate



Lost time injury rate



[1] World Class is defined as the top quartile of manufacturing companies with >1,000 employees per U.S. Bureau of Labor Statistics (2020).
[2] Per the U.S. Bureau of Labor and Statistics 2022 Incidence rates of nonfatal occupational injuries and illnesses by industry and case types data set.
[3] Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2023 Assurance Statements for a complete list of data points assured.

Safety culture example

In 2023, the Mocksville, North Carolina facility conducted 800+ behavior-based observations and addressed 850+ concerns. This demonstrates the commitment of all employees to proactively listen, identify, and solve potentially hazardous conditions or behaviors, a practice that is instrumental in maintaining a vigilant and preventative approach to safety incidents.

800+ Behavior-Based Safety observations made and **850+** concerns resolved in 2023.

The EHS Steering Committee conducts a thorough analysis of safety data on a quarterly basis, pinpointing key initiatives for incorporation into our quarterly IDM plan. In 2023, these initiatives specifically targeted our highest incidents of cuts/lacerations and strains/sprains and encompassed strategies such as the machine safety emphasis program, comprehensive EHS training, the adoption of BBS observations, enhancements to the Safety-Quality-Delivery-Inventory-Productivity (SQDIP) process, focus on ergonomics, and management of change procedures. The progress of our safety initiatives is tracked on a weekly basis within our EHS IDM. One initiative — machine safety — is described below.

More on our machine safety initiative

Evidence suggests that implementing physical barriers and operational safeguards can significantly reduce machinery-related injuries. In light of this, we initiated a comprehensive safety campaign in 2023 to ensure that all machinery, ranging from basic tools like grinders and drill presses to more complex equipment like presses, shears, and lathes, is equipped with appropriate safety guards and is functioning correctly. To support this, we revised our standard operating procedures to incorporate specific safety requirements tailored to each category of machinery at Ingersoll Rand.

Each quarter of 2023, we focused on assessing a particular type of equipment, enhancing protective features such as guards, and refining its operational protocols. Our EHS site leaders received training on these new standards and dedicated the next 90 days to installing necessary safety guards, updating Job Hazard Assessments, and formalizing safe operating practices, which included regular equipment inspections and using personal protective equipment (PPE). Upon completion of these updates, EHS leaders collaborated with their regional or national counterparts to review and confirm the adequacy of the safety measures in place. The status of all machinery was recorded by site, and the progression of corrective actions was monitored until fully executed.

Risk assessments

Risk assessments are required of all job tasks before starting work. At a minimum, the assessment must include the job steps, hazards, potential consequences, risk rating and required PPE. Ingersoll Rand sites review the assessments and rank all the activities in order of importance to determine the focus areas. A hierarchy of controls is then applied, which starts with the controls perceived to be most effective and moves down to those considered least effective. It flows as follows:

1. **Elimination:** Physically remove the hazard
2. **Substitution:** Replace the hazard
3. **Engineering controls:** Isolate people from the hazard
4. **Administrative controls:** Change the way people work
5. **Personal protective equipment:** Protect the worker with PPE

Corrective actions are developed to control risks, targets are set with time frames for completion, responsibilities are assigned, and budgetary needs are identified for risks that cannot be eliminated. The corrective actions are monitored and tracked in a database.

We took corrective action **over 15,300 times** in 2023 to reduce risk.

Ingersoll Rand supports the following United Nations Sustainability Development Goal:

FY 2019, 2020, 2021, 2022, 2023[1]

ZERO

Number of work-related fatalities among all employees and contractors

Risk assessments are reviewed annually or when there is a change in production, process, or controls that may result in new or additional health and safety exposures. All new chemicals require a risk assessment and identified PPE prior to introducing the new chemical.

In the field, risk assessments are carried out on every customer location for every job. In the factory, risk assessments are required to be 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. We have a management of change process for non-standard work called "JHA on the Fly" where employees gather to evaluate the risk, identify the job steps, controls, PPE, and then sign-off on the process. At any point, an employee has the authority to stop work and review the risk until it is satisfactorily mitigated.

Ivyland pump lifter

Our Milton Roy manufacturing plant in Ivyland, Pennsylvania was manufacturing a pump weighing 53 lbs. and was over the manual lifting limit. Off-the-shelf solutions were not feasible due to the shape of the pump and the requirement to insert the pump into a shipping box. The Ingersoll Rand material handling group custom-designed a lifting fixture capable of manipulating the lift at the various build and test stages with excellent ergonomics using air glide lifting technology.

Days away restricted transfer rate

Days away restricted transfer rate	Unit	2020	2021	2022	2023
Employees Days away restricted transfer rate	N/200,000 hours worked	0.31	0.36	0.52	0.46
Contractors Days away restricted transfer rate	N/200,000 hours worked	0.38	0.24	0.07	0.20
Total Days away restricted transfer rate	N/200,000 hours worked	0.31	0.35	0.48	0.44[1]
Data coverage	Percentage of employees	100%	100%	100%	100%

[1] *Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2023 Assurance Statements for a complete list of data points assured.*

Safety training

A strong and sustainable safety culture is the foundation to all our safety programming at Ingersoll Rand. We strive to improve our safety performance and embed safety in everything we do. We assess and improve our EHS programs and trainings to increase our focus on prevention, early intervention, and overall safety culture. Our global EHS community actively delivers regulatory and Ingersoll Rand-specific EHS training, implements standard work, investigates near misses and incidents, reduces risk through hazard and ergonomic assessments, audits and evaluates new product safety, and supports the safety of all employees worldwide.

Behavior-Based Safety

One example of this is our BBS program 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.

Training and education are imperative to our employees' understanding to ensure the standard work is followed. Our EHS IDM is actively working on developing online training courses for employees especially in field services where it is difficult to gather to conduct training.

In 2023, nearly **89,200 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 expected to be presented to keep everyone's mind attentive to safety at work and at home.

All Ingersoll Rand locations have adequate budgets and resources to manage workplace safety activities including safety improvements, PPE, reporting obligations, and safety celebrations.

Implementing change management in Coimbatore, India

At our newly acquired Hydro Prokav plant in Coimbatore, India, a new layout was underway and we took advantage by adding three key safety priorities:

1. Elimination of slip, trip, and fall hazards
2. Increased space for assembly process and new machines
3. Improved ergonomics

The team followed the Ingersoll Rand Management of Change standard work to identify and mitigate risks. Several initiatives were put in place to achieve the priorities including:

- Installation of overhead air and power lines
- Aisles clearly marked for pedestrian and forklift traffic, including emergency exits
- Movement of materials from floor to racks
- Reduction in process movements
- Installation of a new milling and coordinate-measuring machine

Before improvements

After improvements

Campbellsville safe testing solution

Our Campbellsville, Kentucky plant introduced a simple and safe method to avoid electrical arc flash while performing in-line testing. Prior to energizing the test, when the switch is turned on and the clip is properly grounded, the ground loop circuit is activated, energizing the status light and relay. When the clip is not properly grounded, the circuit is broken. This improvement serves two functions:

1. Confirms equipment grounding
2. Confirms guarding is in place prior to energizing the unit

Ingersoll Rand employee, Campbellsville, Kentucky site

Introducing an innovative strategy for fall protection in our Buffalo, New York assembly plant

During the assembly of large gear boxes, for centrifugal compressors, assembly technicians need to work at elevated heights on areas of the gearbox that cannot be accessed with a lift or ladder. A new, innovative solution was designed in collaboration with a local vendor, that utilizes the existing jib cranes throughout the facility as a tie off point. Employee feedback was collected during the design phase of the project and highlighted the need to have a mechanical stop that locked the jib into place while it was being used for fall protection. A mechanical jib stop was designed, built and installed to provide a safe tie off point for operators. All affected employees were trained on the new process, appropriate PPE, and rescue procedures. This solution allows up to two assembly technicians to work at heights together on the same machine at the same time.

Ingersoll Rand employee, Cliff Smith, Buffalo, New York site

DIVERSITY, EQUITY, AND INCLUSION

Fostering an inclusive culture

At Ingersoll Rand, we deeply value our employees, acknowledging them as the cornerstone of our competitive advantage. It is with this appreciation that we embrace employee ownership as an expression of our dedication to diversity, equity, and inclusion (DEI). We are proud to provide every member of our team with a stake in the company through our Ownership Works Program. This initiative not only champions an ethos of shared ownership but also paves the way for broad economic prosperity for our employees and their loved ones, irrespective of their position, race, gender, or heritage.

Thinking and acting like owners

Our global reach enables us to extend the transformative chance for equity ownership to thousands of individuals worldwide, who might not otherwise encounter the benefits of sustainable wealth generation via stock ownership. Beyond conversations and educational initiatives, what truly distinguishes Ingersoll Rand is our ownership mindset. By thinking, acting, and embodying ownership, our team members play an integral role in actively fostering a DEI culture that is both vibrant and effective.

Beyond employee ownership, Ingersoll Rand's DEI culture is focused on women and under-represented talent (URT) in three key areas:

1. **Talent attraction**
2. **Retention and engagement**
3. **Development and advancement**

Over the past three years, we have cultivated Ingersoll Rand's DEI culture by emphasizing these key areas and fostering an ownership mindset, driving us closer to our goal of becoming a DEI leader.

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

Ingersoll Rand 2025 DEI goals

Talent attraction

Balancing global representation

Increase representation for under-represented employee groups

By 2025

- Increase URT in leadership in the U.S. to at least 15%
- Increase women in global leadership to at least 21.6%

Enabling initiatives

- Diversity sourcing strategy and action plan
- Platform to support diversity hiring, tracking and reporting
- Strategic partnerships with key universities and associations

Retention and Engagement

Increasing inclusivity

Foster a sense of belonging and build global networks/relationships

By 2025

- Increase "belonging" on the employee engagement survey to top percentile ranking among all companies
- Build networks, mentoring and sponsorships

Enabling initiatives

- Expansion and annual programming of regional DEI councils
- Mentoring programs
- Unconscious Bias training and DEI learning path

Development and Advancement

Fostering inspired teams

Help navigate career paths and ensure equal opportunities

By 2025

- Increase "growth" and "equal opportunity'' on employee engagement survey to top percentile ranking among all companies

Enabling initiatives

- Employee confidence in career advancement regardless of ethnicity or gender
- E-learning platform
- Leadership competency model aligned with DEI
- Structured career paths for all roles

Progress on representation goal

Percentage of women in global leadership

	2021	2022	2023	2024	2025
Target	17.9%	18.5%	19.5%	20.5%	21.6%
Actual	18.8%	19.2%	20.1%		

URT representation in U.S. workforce[2]

	2021	2022	2023	2024	2025
Target	10.1%	11.5%	13.0%	14.4%	15.0%
Actual	9.6%	11.4%	12.9%		

[2] *URT is defined as Black or African American, Hispanic or Latin, Asian, American Indian, Alaska Native, Native Hawaiian. Source: Management Leaders for Tomorrow (MLT).*

[1] *Employees must be full time and have one year of service to be eligible. Not available to employees who participate in the company's management equity program or 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.*

DIVERSITY, EQUITY AND INCLUSION CONTINUED

Retention and engagement

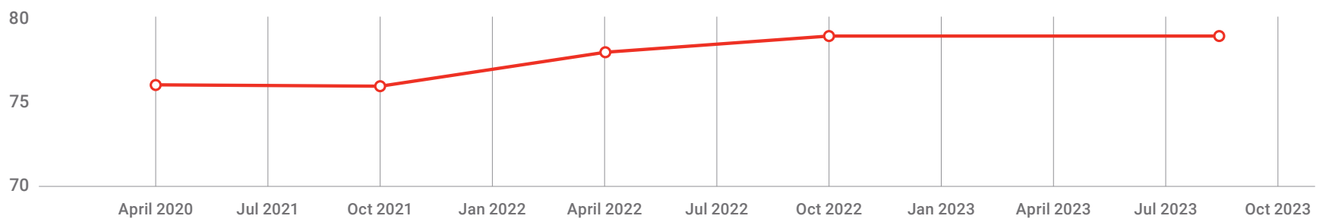
At the core of our philosophy lies the conviction that fostering a genuine sense of belonging is the key to unlocking the full potential of employee engagement. This principle is integral to our value of fostering inspired teams. We are of the opinion that when employees feel an authentic connection and inclusion within our organization, it not only enhances their own work experience but also drives outstanding results. This in turn, initiates a virtuous cycle of achievement that positively affects not just our employees, but also extends to our partners, customers, and the wider community. Employees who feel a sense of belonging at Ingersoll Rand continues to be in the top 10% of benchmarked manufacturing companies according to our employee engagement survey partner.[1] Our improvement trend with respect to this goal is shown to the right.

Development and advancement

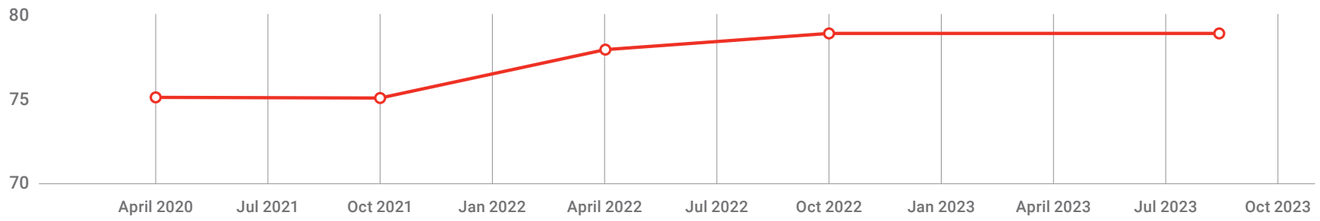
Our team is deeply committed to aiding the career progression of our employees, and ensuring equal access to opportunities. A look back at the achievements for our 2023 objectives shows a promising picture: the rate of promotions for women has surpassed their overall representation within the company. This positive development suggests that our dedicated efforts in nurturing and promoting talent are bearing fruit. Additionally, we are replenishing our workforce with a richer mix of gender diversity than ever before, signaling early wins in our dedication to DEI.

Our recent years have been marked by notable strides in enhancing the experiences of our employees, as reflected in the improvement of our survey ratings — key measures that inform our progress against our development and advancement goal. Impressively, our scores in equal opportunity and growth are now within the top decile of benchmarked manufacturing firms, according to our employee engagement survey partner.[1] The accompanying chart illustrates this trajectory in our survey feedback, in the areas concerning equal opportunity, and career advancement.

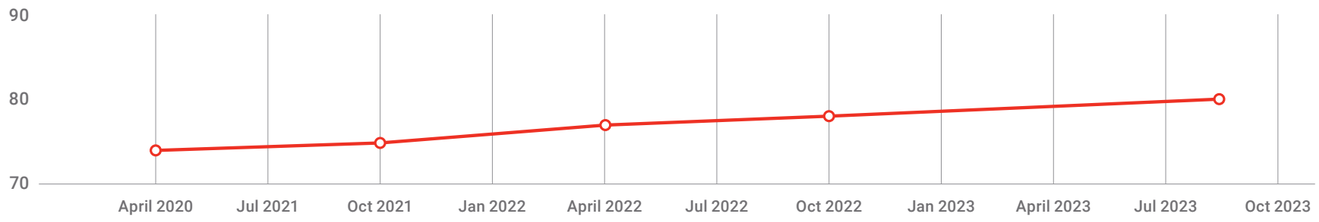
Belonging historical trend[2] SURVEY QUESTION: *"I feel a sense of belonging at Ingersoll Rand."*



Equal opportunity historical trend[2] SURVEY QUESTION: *"Regardless of background, everyone at Ingersoll Rand has an equal opportunity to succeed."*



Growth historical trend[2] SURVEY QUESTION: *"I have good opportunities to learn and grow at Ingersoll Rand."*



[1] *Employee engagement survey from third-party provider Glint, who administers the survey and provides comparable employee engagement survey figures.*
[2] *15,333 (89%) employees responded in August 2023.*

DIVERSITY, EQUITY AND INCLUSION CONTINUED

Diverse workforce

We remain committed to strengthening our workforce and setting clear expectations by building a foundation of respect, inclusion, and belonging. To achieve this, we offer training on unconscious bias, enabling our employees to identify and understand bias in our work environment. This crucial training also facilitates personal introspection, helping individuals uncover their own unconscious biases.

Our enthusiasm for nurturing and evolving our company's culture is unwavering. We strive to diversify our talent pool, assist in career development, and guarantee fair opportunities; all while cultivating a workplace where everyone feels they truly belong.

Diversity, equity, and inclusion workforce data

The following documents our 2023 DEI 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	21.9%
Females in all management positions, including junior, middle and senior management (as % of total management workforce)	18.4%
Females in junior management positions, i.e., first level of management (as % of total junior management positions)	12.1%
Females in senior management positions, i.e., maximum two levels from the CEO or comparable positions (as % of total senior management positions)	6.3%
Females in management positions in revenue-generating functions (e.g., sales, as % of all such managers, e.g., excluding support functions such as HR, IT, Legal)	9.3%
Females in STEM (Science, Technology, Engineering, and Math) related positions (as % of total STEM positions)	12.6%

Age breakdown of our global employee population

Total population	<30 years old	30-50 years old	>50 years old
18,340	11.5%	58.1%	30.5%

Diversity breakdown of our employee population in the U.S.

Breakdown	Share in total U.S. workforce (as % of the total workforce)	Share in all management positions, including junior, middle and senior management (as % of total management workforce)
Asian	2.9%	3.9%
Black or African American	7.9%	3.0%
Hispanic or Latino	8.2%	6.3%
White	70.4%	78.3%
Indigenous or native	0.1%	0.1%
American Indian/Alaskan native	0.2%	0.2%
Other	9.4% not specified 0.9% two or more races	7.5% not specified 0.7% two or more races

Gender pay indicators[1]

Differences between employee pay by level				
Employee level	**Average women salary**	**Average men salary**	**Delta**	**% Delta**
Executive level (base salary only)	$410,000	$411,540	1,540	0.4%
Executive level (base salary + other cash incentives)	$1,251,500	$1,300,427	48,927	3.9%
Management level (base salary only)	$118,907	$121,569	2,662	2.2%
Management level (base salary + other cash incentives)	$152,239	$157,451	5,212	3.4%
Non-management level (base salary only)	$43,342	$46,524	3,182	7.3%

[1] *Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2023 Assurance Statements for a complete list of data points assured.*

Fostering a culture of allyship

Our dedication to cultivating an environment where every employee feels secure, engaged, and appreciated continues with numerous initiatives and developmental programs across the company reinforcing this commitment. It is the spirit of Ingersoll Rand's employees, however, that truly embodies this mission. Through empathy, dismantling obstacles, and championing change with decisive action, our employees exemplify the essence of allyship.

DEI culture: allyship and inclusion

When we stand as allies and support colleagues from diverse backgrounds, we not only enhance their well-being, growth, and development but also contribute to the vibrancy of different groups. We recognize the correlation between a diverse workforce and heightened innovation, productivity, profitability, and customer satisfaction. To bolster allyship and aid allies in their journey, Ingersoll Rand has built a suite of ongoing resources, guidance, and tools on the subject. These include platforms for conversation and introspection, such as our employee-exclusive LinkedIn group, fostering a community where allyship can thrive.

"Involvement in DEI initiatives provides key opportunities for all who want to join the group for personal and professional networking and development. It is there to support and enhance employees' experiences at work."

—**Kelly Dees,** vice president, DEI

Living our purpose of making our communities better

Explore below some of the recent initiatives we have taken to actively engage in our communities and make an impact.

"In Aktion" corporate volunteering day

The Nash Nuremberg, Germany team recently participated in the "In Aktion" Corporate Volunteering Day, a charitable initiative which aims to support the local community. The volunteers worked together to build a raised garden bed for a local kindergarten and revitalize the "chill out area" of a municipal primary school. Our employees invested their skills and energy in meaningful projects while demonstrating the significance of social engagement.

Triathlon des 2 Amants

On September 17, 2023, 11 teams composed of Milton Roy Europe employees participated in the Triathlon des 2 Amants, a relay race that combines 750 m of swimming, 20 km of bicycling, and 5 km of running. With more than 20 employees participating and additional colleagues showing their support, Milton Roy was the most represented company at the event.

Additionally, in conjunction with the race, Milton Roy employees raised 2,700€ for L'Association L'Oiseau Bleu, a non-profit organization that supports individuals with autism.

Ingersoll Rand employees — Nuremberg, Germany site

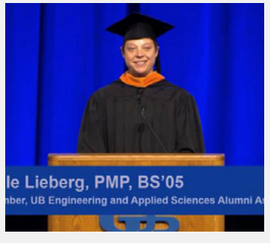
Thriving through inclusion

Ingersoll Rand's investment in our inclusion groups and DEI councils is playing a vital role in advancing diversity and inclusion within our organization and promoting employee growth and development.

Driving global initiatives through clearly established objectives for each DEI council and a hands-on involvement of the executive sponsorship enables employees to participate in internal and external career-building opportunities as well as advancement of their skills.

Amongst women actively involved in inclusion groups, 30% of female participants were promoted after participating in developmental programs like Women's Emerging Leadership Development (WELD) and Women's Leadership Development Program (WLDP). We also saw numerous examples of these women being nominated to Board of Directors within associations Ingersoll Rand co-operates with, such as American Heart Association and Women in Manufacturing Association, as well as speaking engagements at universities.

Michelle Lieberg, account manager, Industrial Technologies and Services Americas who joined Ingersoll Rand in 2005 after graduating from the University at Buffalo with a Bachelor of Science in electrical engineering, addressed 850 students and 10,000+ guests at the Buffalo School of Engineering and Applied Sciences commencement ceremony.



"The path to achievement looks different for everyone…There are a lot of ways to continue to grow and gain new skills, and one of those ways could be being more involved with DEI at Ingersoll Rand."

—**Michelle Lieberg,** account manager

Bringing everyone together

At Ingersoll Rand, our inclusion groups strive to bring all employees together by providing a shared space where individuals with common interests, backgrounds, or characteristics can connect and support one another. In essence, inclusion groups create micro-communities within an organization that not only bring people together around shared experiences and goals but also enrich the entire company by fostering a more inclusive and collaborative environment.

At Ingersoll Rand, our commitment to the CEO Action for Diversity and Inclusion pledge is a fundamental part of who we are. We are immensely proud of the fact that our Board of Directors exemplifies a broad spectrum of diversity. Currently, 64% of our Board members represent diverse backgrounds in terms of gender or ethnicity and the full-extended leadership team is nearly 30% diverse in gender or ethnicity.

Ingersoll Rand employees — Buffalo, New York site

Since 2020, Ingersoll Rand has made significant strides in fostering inclusiveness with the establishment of seven employee inclusion groups. Additionally, we have launched four DEI regional councils spanning Europe, North America, Asia Pacific, and Latin America. Such initiatives have strengthened our global unity and highlighted our resolve to create a more inclusive workplace. Both the regional councils and the employee inclusion groups stand as a testament to our unwavering commitment to diversity and inclusion.

Our seven company-wide employee inclusion groups include:

- Asian Inclusion Group (AIG)
- Black Employee Network (BEN)
- Disability Inclusion Group (IRealabilities)
- Hispanic/Latinx Organization for Leadership Advancement (HOLA)
- Pride Alliance (PA)
- Veteran Inclusion Group (VIG)
- Women's Inclusion Group (WING)

These groups act as pivotal employee resources in areas such as talent management, community impact, employee journey improvements, and leadership growth and mentorship opportunities. By offering educational materials, exchanging personal stories and insights, we deepen our awareness and respect for various cultures, identities, and viewpoints within Ingersoll Rand. This enriches our company culture, making us a sought-after employer in the industrial manufacturing sector.

At Ingersoll Rand, we hold a steadfast and lasting dedication to fostering DEI. To realize our goals, we recognize the need for ongoing dedication across several key areas. These include recruiting top-tier talent, maintaining high regard and retention of our team members, enhancing employee involvement, offering opportunities for professional growth and development, and promoting career progression. By strategically emphasizing these critical elements, we are excited and committed to strengthening our DEI initiatives. Our aim is to cultivate a team that is not only proficient but also mirrors the vast diversity of the global communities we serve.

Ingersoll Rand employees — Brno, Czech Republic site

HUMAN RIGHTS

Human rights policy

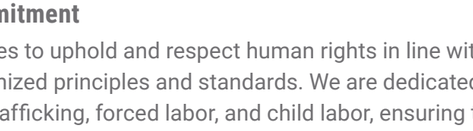
Ingersoll Rand influences countless lives globally, and we are acutely aware of our significant responsibility to honor and protect human rights. To demonstrate our steadfast dedication to human rights within our business interactions, we have developed our Human Rights Policy. This policy serves as a testament to our commitment and embeds a deep sense of responsibility for individuals across every aspect of Ingersoll Rand.

Human rights commitment

Ingersoll Rand pledges to uphold and respect human rights in line with internationally recognized principles and standards. We are dedicated to eradicating human trafficking, forced labor, and child labor, ensuring that the dignity and freedom of every individual are protected. We staunchly support the freedom of association and actively uphold the right to collective bargaining. Equal remuneration for work of equal value is not just a policy but a fundamental practice within our institution, and we stand firmly against discrimination in all its forms. Our commitment extends beyond mere compliance; we are devoted to promoting a culture of safety, health, and environmental stewardship.

This dedication extends to every level of our operations. We hold our employees and suppliers to the highest standards, ensuring that our direct activities, products, and services reflect our human rights principles. Our suppliers and partners are meticulously chosen to align with these values, adhering to stringent requirements that prioritize the well-being of individuals and the communities we serve. Being a signatory to the United Nations Global Compact (UNGC), our policy reflects the commitment to the human rights and labor principles outlined by the UNGC's Ten Principles. These Ten Principles serve as a universal framework guiding corporate responsibility on a global scale.

Ingersoll Rand supports the following United Nations Sustainability Development Goals:



Ingersoll Rand employees, Charlotte, North Carolina site. Bottom left: Matthew Tippmann, Kristen Coupal and Scott Bublitz. Top left: Scott Martin, William Santie, Jeremy Hargus, Aiden Plemons

TRAINING AND DEVELOPMENT

Developing talent

Recognizing that our employees are the cornerstone of our success, we are deeply committed to investing in their growth and development.

Talent development

Talent development programs are critical to our growth. We have increased employee engagement, development, and overall business success by aligning learning to our business strategy and goals, incorporating technology, and ensuring company-wide access to world-class learning opportunities. We prioritize individual development plans tied to specific, measurable, time-bound actions and learning to drive improvement. These actions provide our employees with opportunities for career advancement and support solid internal succession.

Training and Development Inputs

Per full-time employee	2023
Average hours of training and development	9.59 hours
Average amount spent on training and development	$300.77

Know & Grow

The main objectives of our talent development strategy are:

1

Be the employer of choice

by offering meaningful work, attractive benefits, career growth, and development opportunities.

2

Build a better employee experience

by creating an environment that fosters employee engagement, growth opportunities, and satisfaction.

3

Provide our employees

with unmatched development opportunities.

Human capital return on investment

Human capital ROI	2019[1]	2020[2]	2021[3]	2022	2023
Total revenue	$6,164,500,000	$5,380,100,000	$5,152,400,000	$5,916,300,000	$6,876,055,124
Total operating expenses	$4,536,000,000	$4,350,600,000	$4,043,900,000	$4,562,100,000	$3,962,472,918
Total employee-related expenses (salaries + benefits)	$1,195,800,000	$1,237,200,000	$1,207,400,000	$1,286,300,000	$1,478,798,924
Total employees	17,000	15,900	15,830	17,105	18,340
Resulting human capital return on investment (total revenue – [total operating expenses – total employee related expenses])/ total employee-related expenses	$2.36	$1.83	$1.92	$2.05	$2.15

[1] For 2019, the amounts include the impact of one full year of standalone legacy Ingersoll Rand Industrial Segment activity.
[2] For 2020, the amounts include the impact of two months (January and February of 2020) of standalone legacy Ingersoll Rand Industrial Segment activity.
[3] For 2021, the amounts exclude our two formerly-owned businesses, Specialty Vehicle Technologies and Solutions, which were sold during the year.

TRAINING AND DEVELOPMENT CONTINUED

Quantitative impact of business benefits

The benefits of the Women's Leadership Development Program (WLDP) and Lead Like an Owner (LLaO) align with our goals of improving retention, talent development, succession planning, engagement, and DEI.

- **Retention**
  Employees who feel like there are opportunities to grow and develop within an organization are more likely to stay. We expect to reduce attrition for the training cohorts and similarly situated employees as a result of these programs.
- **Talent development**
  Internal mobility can be a powerful tool for talent development. When employees move to different roles within an organization, they can gain new skills and experiences that can help them become more well-rounded and valuable to the company. Since its inception in 2021, 18.8% of the LLaO cohort has moved into new roles. 25.5% of the WLDP cohort has moved into new roles since it began in 2022.
- **Succession planning**
  Tracking internal mobility can also be essential for succession planning. By identifying employees who have the potential to move up within the organization, we can better prepare them for roles with increased responsibility.
- **Engagement**
  Employee engagement survey results have indicated the importance of providing development opportunities. The LLaO and WLDP demonstrate our commitment to providing development opportunities for our employees.
- **DEI**
  Internal mobility can also be necessary for promoting DEI. Tracking internal mobility helps us identify potential barriers to mobility so we can make improvements. The programs align with our DEI goals of increasing growth and opportunity for all. The WLDP specifically aligns with our goal of increasing women in leadership roles to 21.6% by 2025. The current promotion rate for all employees in band five and above stands at 53%.

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

CAREER ADVANCEMENT — PROMOTION RATES

18.8%
of the LLaO cohort since inception

25.5%
of the WLDP cohort since inception

53.0%
of all employees in band 5 and above

Ingersoll the Rand employees at the annual Women in Manufacturing Summit in San Diego, California

TRAINING AND DEVELOPMENT CONTINUED

Employee development programs

Our company is deeply invested in nurturing the talents and skills of our employees through a variety of robust development programs. These initiatives reflect our dedication to fostering a culture of continuous learning and empowerment.

Programs such as WLDP enhance diversity in managerial roles by preparing top female talent for leadership positions. The LLaO initiative instills an ownership mindset across our leadership, emphasizing our core values and strategic goals. Foundational Leadership lays the groundwork for new managers to build effective teams. Know and Grow is designed to help employees understand their career paths and potential growth within the company. Career Framework provides a clear outline of job roles and expectations, facilitating career progression. Additionally, we offer access to a wealth of knowledge through LinkedIn Learning, ensuring our workforce stays abreast of industry trends and skills. Each of these programs contributes to a dynamic environment where every team member can thrive and contribute to our collective success.

Our Sustainability Ambassador program offers employees the opportunity to participate in sustainability activities such as carbon accounting, sustainable operations, materiality assessment, biodiversity, and product life cycle assessments to learn about sustainability as part of their development program. In 2023, we trained, mentored, and advanced 10 sustainability ambassadors among our EHS community.

Employee learning and development

We developed a career framework as part of our integrated solution. This framework offers our employees a clear path for career advancement and outlines different stages and opportunities for growth within our organization. We provide each employee with a personalized learning plan and present them with open job opportunities that align with their career aspirations. Career frameworks are an effective tool for succession planning, as they help identify potential candidates for leadership positions and ensure the organization has a pipeline of skilled and experienced individuals ready to take on new roles when needed. It's essential to have a career framework as it ensures that career advancement is based on merit and performance rather than subjective factors. This transparency promotes a sense of fairness and equity within the organization. When employees fully understand how to advance in their careers, they are more likely to feel engaged and motivated. Career frameworks contribute to higher employee retention rates by demonstrating that the organization values growth and development.

Employee learning and development in 2023:

4,477
Learning course completions

98,350
Learning video completions

25,883
Learning course views

123,023
Learning videos viewed

Performance management process and appraisal types

Our employee performance management process is multidimensional and includes agile individualized conversations, team-based feedback, and ensures employees meet their organizational as well as developmental goals. Key components of the process include:

- **Goal setting:** This is a collaborative process where managers and employees work together to set specific, measurable, achievable, relevant, and time-bound (SMART) goals that align with organizational objectives. This approach ensures that managers and employees feel involved and valued in the process.
- **Performance reviews:** Regular performance evaluations allow managers to provide feedback on employee performance, discuss strengths and areas for improvement, and set new goals.
- **Feedback:** Ongoing feedback helps employees understand how well they are performing and what they can do to improve. Feedback should be constructive, specific, and timely. It includes tools such as 360 feedback assessments, mentoring, skip-level conversations, DEI Council, and peer circles.
- **Coaching and development:** Managers provide support and resources to help employees develop skills, address weaknesses, and reach their full potential.
- **Recognition and rewards:** Recognizing and rewarding good performance is a powerful motivator for employees. This component underscores the importance of organizational leaders in fostering a culture of recognition and motivation.
- **Performance Improvement Plans (PIPs):** When an employee's performance is below expectations, a performance improvement plan can be created to outline specific steps for improvement.
- **Career development:** Supporting employees' career growth through training, mentorship, and advancement opportunities can enhance performance and job satisfaction.
- **Succession planning:** Identifying and developing high-potential employees for future leadership roles is essential to performance management.

By effectively implementing these processes, our organization has improved employee performance, engagement, and ultimately helped Ingersoll Rand achieve its strategic objectives.

EMPLOYEE EXPERIENCE

Ownership and engagement

At Ingersoll Rand, we firmly believe that our employees are our most valuable asset. We strive to give them the support they need to develop and achieve their objectives. Our values are rooted in creating a culture of belonging, empowerment, and respect for all our employees. Our commitment to improving our employees' lives begins with providing a personal ownership stake in Ingersoll Rand.

Ownership Works program

Ingersoll Rand provides equity grants to all employees, whether they join as new hires or via acquisition, after one year of service.[1] Ingersoll Rand has provided equity grants to over 23,000 employees since May 12, 2017. The value of our total equity grants if held through March 28, 2024, would total approximately $980 million.[2] This initiative has empowered our employees, creating economic opportunities for them and their families.

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

Employee engagement

We understand that ownership requires employee engagement at all company levels. The best way to understand employee engagement is to measure it. We do this through our annual employee engagement survey conducted by the third party. The feedback helps us understand how our employees feel about the company and what improvements we can make to ensure they are happy and engaged. The data from these surveys is used to make informed decisions that will benefit our employees and the company.

Ingersoll Rand determines its employee engagement ratings based on answers to two questions from a 30-question survey: *"How satisfied are you with your employment at Ingersoll Rand?"* and *"Would you recommend Ingersoll Rand as a great place to work?"*

We distribute our survey to all our employees, which helps us achieve industry-leading response rates. We provide comprehensive messaging to emphasize the significance of the study, and we continue to encourage participation at a local level by working with local sponsors and employee engagement champions. Our goal is to maintain consistent participation across all departments and locations.

~$980 M

value of Ownership Works, Merger and IPO equity grants[2]

89%

participation in 2023 survey

16

topics ranked in top 10% of benchmarked manufacturing organizations[3]

September 2023 employee engagement survey

We are pleased to announce that many of our employees worldwide participated in the 2023 employee engagement survey with more than 88% completing it. This participation rate is higher than the manufacturing benchmark of 80%, which shows that our employees are committed to giving feedback and contributing to the growth of our organization.

The responses to the question *"How happy are you working at Ingersoll Rand?"* scored 81, which is six points higher than the benchmark and places Ingersoll Rand in the top 10% of manufacturing organizations.

Our score of 80 for *"I would recommend Ingersoll Rand as a great place to work"* is seven points higher than the benchmark for manufacturing organizations, according to our survey partner.[3]

Responses to all the questions asked were above the average benchmark for manufacturing organizations. The score for 16 topics ranked in the top 10% of benchmark manufacturing organizations included: accountability, satisfaction, empowerment, feedback, initiative, respectful treatment, safety, and manager performance.

Based on employee feedback, adopting an ownership mindset has led to several positive changes within our organization. These include a culture emphasizing empowerment, continuous improvement, and respect for all team members. Over the last four years, we have noted significant improvements in all survey questions initially measured in 2020. These changes are aligned with our commitment to creating measurable success through the IRX process and building highly motivated teams.

[1] Employees must be full-time and have one year of service to be eligible. Not available to employees who participate in the company's management equity program or 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.
[2] Assumes all employees have held the grants through March 28, 2024 based on a share price of $94.95, which was the closing price of our stock as of March 28, 2024.
[3] Per Glint survey compared to industrial companies

EMPLOYEE EXPERIENCE CONTINUED

Five-year trend for employee engagement survey

Employee engagement	2019	2020	2021	2022	2023
Employee engagement index (Index score of positively engaged employees)	72	76	78	81	81
Participation rate (% of total employees)	92%	95%	91%	88%	89%

Five-year trend for employee turnover

Employee Turnover Rate	2019	2020	2021	2022	2023
Total employee turnover rate	13.9%	16.7%	13.4%	15.9%	16.9%
Voluntary employee turnover rate	9.0%	7.2%	9.4%	11.1%	9.8%
Data coverage (as % of all full-time employees globally)	100%	100%	100%	100%	100%

40% of employees covered by collective bargaining agreements.

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 over the minimum legal requirement**
- **Paid family or care leave beyond parental leave**

Hiring

Below is a breakdown of employees by various indicators. All data is as of December 31, 2023.

Hiring breakdown	2020	2021	2022	2023
Total number of new employee hires	1,321	1,856	2,199	2,464
Percentage of open positions filled by internal candidates	18%	26.6%	25.4%	23.5%
Average hiring cost per full-time employee	$2,645	$1,282	$1,902	$1,595

Total number of employees by gender

	Male	Female	Undisclosed	Total
Permanent	14,224	3,994	0	18,218
Temporary	93	29	0	122
	14,317	4,023	0	18,340

Total number of employees by region

	Americas	AP	EMEIA	Total
Permanent	6,406	3,868	7,944	18,218
Temporary	20	2	100	122
	6,426	3,870	8,044	18,340

Total number of employees by type

	Male	Female	Undisclosed	Total
Full-time	14,222	3,805	0	18,027
Part-time	95	218	0	313
	14,317	4,023	0	18,340

COMMUNITY IMPACT

Citizenship and philanthropy

Making life better

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 company-wide citizenship strategy guides our philanthropic priorities and activities, which are aligned to the UN Sustainable Development Goals (SDGs) 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.

We further recognize that charitable contributions can be used as a conduit for bribery and that is why our publicly available Anti-Bribery, and Corruption Policy, applicable globally, addresses and controls the manner in which these types of contributions can be made, and to whom.

Charitable contributions and sponsorship

In 2023, the value of Ingersoll Rand's corporate citizenship/philanthropic contributions totaled $1.55 million. Further detail on the reporting of the company's philanthropic contributions can be found in the Community Impact section.

United Nations Sustainable Development Goals alignment

Ingersoll Rand's global citizenship efforts —whether globally or at the local level—are aligned with the following SDGs:

Ingersoll Rand supports the following United Nations Sustainability Development Goals:

Ingersoll Rand's 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 assist in integrating them into 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. **Promote DEI**
   Working toward the right solutions requires an integrated view of global citizenship and DEI; 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.

Here are a few examples of how we are helping our communities to make life better.

Latin America council solidarity campaign: a beacon of hope and support

Highlighting the spirit of collaboration and community support, our Latin America Council (LAC) solidarity campaign within the Latin America region has marked another successful year of reaching out and making a tangible difference in the lives of low-income communities. A group of dedicated employees from Ingersoll Rand Mexico joined forces with an esteemed member of The Global Food Banking Network, channeling their efforts into a series of impactful activities.

Key Achievements:

- **Volunteer Engagement:** The campaign saw enthusiastic participation from the customer centers in Tlalnepantla and Monterrey, with 16 volunteers dedicating approximately 20 hours of volunteer activities each year.
- **Generous Donations:** A substantial contribution of 750 kg (1,654 lbs) of essential items including food, clothes, and personal hygiene products was donated, illustrating Ingersoll Rand's commitment to social responsibility.
- **Ongoing Commitment:** This marks the second consecutive year of LAC's involvement in the solidarity campaign, reinforcing the organization's dedication to fostering a culture of giving and community engagement.

Ingersoll Rand's LAC's initiative has not only provided immediate relief but also strengthened the bond with the community, showcasing how collective efforts can bring about substantial change and nurture hope. The sustained interaction with the foundation's beneficiaries ensures that this is more than a one-time gesture but a step towards long-lasting support and connection.

Ingersoll Rand employees — Mexico site

Ingersoll Rand's fresh water support for communities

Each year Ingersoll Rand installs safe drinking water in partnership with Planet Water Foundation that helps us install AquaBlock emergency water systems in needed areas like schools, war- or natural disaster-affected communities and home establishments. The project enables us to provide drinking water to 10,000 individuals daily.

Leaders from Ingersoll Rand recently visited a school in Tamil Nadu, India, to see the positive impact of their contribution firsthand. The school now features a Planet Water Foundation, a water filtration unit funded by Ingersoll Rand and set up by the company's dedicated local staff. This innovative system transforms water that was once unsafe into clean drinking water for a community of 1,800 individuals. It also provides a handwashing station, which serves as a platform for educating the community on essential hygiene practices.

Vicente Reynal and Ingersoll Rand's leadership team members at the Planet Water Foundation opening in Tamil Nadu, India

Annual Earth Day engagement

Earth Day is widely celebrated by our Ingersoll Rand employees globally. We embrace the "Invest in our Planet" theme by dedicating on average 4,000+ documented hours annually to environmental volunteer work. Activities vary from planting trees, energy, and water conservation to cleaning up areas within our communities. On average, Ingersoll Rand employees plant 2,000+ trees, collect/recycle 10,000+ pounds of waste and save 2,000 kWh each year during our annual campaign.

Through Earth Day activities, employees from every corner of the world can contribute to meaningful improvements in our collective environment. Our commitment doesn't end with Earth Day. We strive to extend the spirit of this important day into everyday practice, by consistently focusing on sustainable operations. The overwhelming engagement and participation of our employees is led by EHS leaders in each site who execute on energy, water, and waste improvements.

Ingersoll Rand employees, Vignate, Italy site

Making Life Better every year, every day

Ingersoll Rand continues to collaborate with local communities in efforts of making life better for those in need. A few examples include:

- Our teams in Indonesia who lead initiatives to raise funds and support the education and well-being of local schools and communities in Cilincing and other cities.
- Our Buffalo, New York team continues to partner with Habitat for Humanity's Women Build organization to help uplift the local community by assisting to build houses during International Women's Day each year.
- Ingersoll Rand partnered with the American Heart Association and has been supporting the lifesaving work that creates a sustainable change for the health and well-being of our communities. Our CEO chaired the 66th Annual Greater Charlotte Heart Ball, helping raise a record of over $3 million to support the organization in supporting countless families across the United States.

Ingersoll Rand employees, Indonesia team

Ingersoll Rand employees, Buffalo, New York team

Melanie and Vicente Reynal at the Heart Ball in Charlotte, North Carolina

Governance

Schopfheim, Germany

Ingersoll Rand has 11 manufacturing and four service sites in Germany with over 2,100 employees. Main products manufactured or serviced: liquid ring vacuum pumps, portable and industrial compressors, blowers, ejectors, screw pumps and systems.

MATERIALITY ASSESSMENT

Double materiality

Ingersoll Rand conducted its Materiality Assessment[1] in 2023 using a double materiality approach as defined by the Global Reporting Initiative (GRI) framework. We also took other standards and frameworks into consideration, such as the Sustainability Accounting Standards Board (SASB), United Nations SDGs, and the International Sustainability Standards Board (ISSB), previously known as Task Force on Climate-Related Disclosures (TCFD). This methodology considered a broad range of impacts related to our business activities, including economic, environmental, and social factors. The process encompassed our company's framework and stakeholder dynamics, pinpointing effects on society, the environment, and the economy, and evaluating the significance of issues and their implications for the business.[2]

Material topics identification

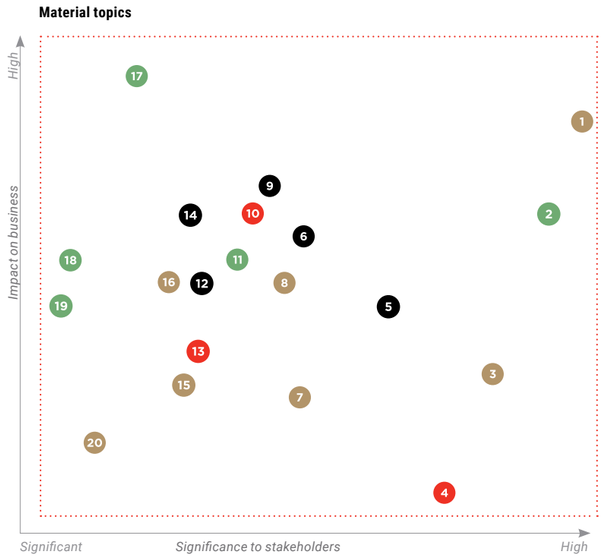
We identified important topics including reviewing previous assessments, considering industry trends and aligning with the mentioned frameworks. This resulted in 20 key topics grouped into the following categories: labor and employee matters, product stewardship/new product development and innovation, climate stewardship, and economic value creation.

We engaged with employees, customers, investors, and suppliers globally to gauge their perspectives. Our senior leadership and the Sustainability Committee of our Board of Directors ultimately approved the final two-dimensional Materiality Assessment after thorough review and analysis.[2]

We prioritized topics based on their significance to stakeholders and their influence on our long-term success and market position. Material issues are those that matter to our stakeholders and our business success. We used these findings to focus our efforts to make a significant difference. Our Materiality Matrix helps prioritize these issues, with the most critical ones positioned in the upper right quadrant. Detailed analysis and the materiality process can be found in our 2022 Sustainability Report (p. 55-59).

Key material topics

Ingersoll Rand identified key issues for long-term value creation. The following topics have been evaluated to consider material risks or opportunities impacting our business:



We incorporated the Materiality Assessment into our ERM process, guided by the COSO framework, to manage risks and opportunities. This is an ongoing process and continually updated to reflect any changes in our external and internal environment.

1. Labor and Employee Matters
We promote diversity, safety, and well-being.

2. Economic Value Creation
Although Economic Value Creation is one of our top four material topics, it does not correlate to a UN Sustainable Development Goal.

3. Climate Stewardship
We focus on reducing our operational emissions and environmental impact.

4. Product Stewardship/Innovation
Our innovations aim to minimize environmental impact and enhance user safety.

Our 20 material topics fall into four main areas:

Labor and Employee Matters
- 1 Anti-corruption
- 3 Labor and Human Rights
- 7 Employee Training and Development
- 8 Employee Engagement
- 15 Employee Diversity, Equity and Inclusion
- 16 Occupational Health and Safety
- 20 Employment Benefits, Health and Wellness

Economic Value Creation
- 2 Capital Allocation Strategy
- 11 Supply Chain Reliability
- 17 EBITDA
- 18 Debt Leverage
- 19 High Growth Sustainable End Markets

Climate Stewardship
- 4 Company Energy Use
- 10 Environmental Compliance
- 13 Greenhouse Gas Emissions

Product Stewardship/New Product Development and Innovation
- 5 Customer Health and Safety
- 6 Product Quality
- 9 Understanding and Meeting Customer Needs
- 12 Product Energy Efficiency
- 14 New Product Development and Innovation

[1] *Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2023 Assurance Statements for a complete list of data points assured.*
[2] *Ingersoll Rand's materiality assessment was designed and carried out to fulfill the specific purposes described herein. The word "material" as used in this report should not be equated to or taken as a representation as to the materiality of such factors under U.S. federal securities laws, the laws enacted pursuant to the Corporate Sustainability Reporting Directive or any other similar legal or regulatory regime globally.*

MATERIALITY ASSESSMENT CONTINUED

Material issues and metrics for enterprise and stakeholder value creation

Material issue	Material issue #1 Labor and Employee Matters	Material issue #2 Climate Stewardship	Material issue #3 Product Stewardship/New Product Development and Innovation
Business impact	Risk	Cost	Revenue
Why issue is material to Ingersoll Rand	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. 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 competitive.	Climate stewardship is material to Ingersoll Rand for a number of reasons. First, reducing the use of energy, water and materials significantly reduces our cost and makes us more efficient. Obtaining efficiencies through reducing natural resources is critical to our future competitiveness and growth. Second, climate change presents unique physical and transition risks that we need to be prepared for in order to prevent financial harm and ensure long-term viability.	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; minimize waste; extend the useful life of equipment; leverage the Industrial Internet of Things (IIoT) to optimize their operations, and keep their employees safe, healthy, and productive. A key driver of growth for us is the development and sale of intrinsically sustainable products and services that deliver efficiency, circularity, and safety to customers across all markets and regions. Another key aspect of our growth strategy is supporting customers in high-growth sustainable markets. We are uniquely positioned to deliver sustainable products and services into these end markets and grow our business.
Primary business strategy to address issue	Deploy Talent is the first of Ingersoll Rand's five strategic priorities, and the one that drives how we attract, develop and retain employees. We do this in a number of ways. First, we believe that cultivating an ownership mindset through actual ownership results in employees having a vested interest in the success of the company and desiring to build a long-term career with us. In 2023, we furthered our commitment to employee ownership by granting equity to more than 1,800 employees through our Ownership Works program. Ingersoll Rand has provided equity grants to over 23,000 employees since May 12, 2017. The value of our total equity grants if held through March 28, 2024, would total approximately $980 million.[1] We also continue to offer our Ownership Works program that grants equity to all new employees after their one-year anniversary.[2] We believe 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 employee attraction and retention. Employee engagement is also critical to our ability to attract, retain and develop our employees. In order to give a voice to every employee, we conduct annual employee engagement surveys. The confidential survey is a catalyst to ensuring every employee is empowered to influence the future of our company. It also equips Ingersoll Rand with the data needed to make the best decisions to improve in the areas deemed most important to our employees. Finally, the safety of our employees is imperative and critical to retaining talent. When our employees know they are safe at work, we believe they perform better and work more efficiently.	Ingersoll Rand is using the IRX process to operationalize sustainability within all of our business units. Our primary business strategy to reduce energy consumption through our GreenX teams has proven successful as we are continuously reducing GHG emissions year over year. The cross-functional GreenX teams around the world are trained in energy efficiency opportunities including compressed air management, start-up/shut-down procedures, HVAC and lighting systems improvement, and manufacturing efficiency. With respect to each of our physical and transition risks and opportunities, we have a comprehensive plan to determine whether we will monitor, manage, mitigate, enhance or adapt as the climate risks and opportunities change. Overall, risks from riverine flooding, coastal inundation, surface water flooding, and extreme heat are relatively low across our profile. However, several properties across our manufacturing and service sites are in a high-risk category with respect to coastal inundation, riverine flooding and surface water flooding. The risk is not imminent and with proper planning, we do not believe it will pose a significant cost to Ingersoll Rand. Our plan anticipates the adverse effects of climate change and takes appropriate action to prevent or minimize potential damage or take advantage of opportunities that may arise. Ingersoll Rand has comprehensive standard work to assist with mitigation and adaptation measures for our operations. Annually, based on the data from such monitoring, we determine whether we intend to implement any adaptation measures.	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, water and wastewater, food and beverage, and life sciences. Our DfS process, which is focused on designing innovative and sustainable solutions into our products, is a critical component of our strategy to offer sustainable products and services to our customers to help them achieve their sustainability goals. In addition, we continue to invest in R&D to deliver a portfolio of products and services to address our customer needs.

[1] Assumes all employees have held the grants through March 28, 2024 based on a share price of $94.95, which was the closing price of our stock as of March 28, 2024.
[2] Employees must be full-time and have one year of service to be eligible. Not available to employees who participate in the company's management equity program or 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.

MATERIALITY ASSESSMENT CONTINUED

Material issues and metrics for enterprise and stakeholder value creation

Material issue	Material issue #1 Labor and Employee Matters	Material issue #2 Climate Stewardship	Material issue #3 Product Stewardship/New Product Development and Innovation
Long-term targets and metric to measure progress on issue	Metrics and targets are multi-year with specific public targets announced through 2025. Targets related to diversity and inclusion are tracked for our female and under-represented talent (URT) as follows: • Global female representation in leadership positions by 2025 (target of 21.6%) • Global URT in leadership positions by 2025 (target of 15%)[1] Our 2023 target for employee engagement including questions regarding employee growth and development, equal opportunity, and sense of belonging, was a score of 81. Ingersoll Rand's safety targets are measured against world-class safety rates on an annual basis: • Achieve world-class Total Recordable Incident Rate (TRIR) of 0.6 • Achieve world-class Lost Time Incident Rate (LTIR) of 0.06	Ingersoll Rand has targeted a 6% energy reduction year-over-year within its operations to reach the stated mid and long-term climate goals. • Reduce GHG emissions 60% by 2030 (against 2020 baseline) • Achieve net-zero GHG emissions by 2050 (against 2020 baseline) • All operations will be powered by 100% renewable energy by 2050 • Achieve 17% reduction in water use by 2030 (against 2020 baseline) • Achieve 30% absolute water use reduction in water-stressed sites by 2030 (against 2020 baseline)[2] • Achieve 64% intensity reduction goal for Scope 3 Category 11 by 2034 (against 2020 baseline)	Our goals for product stewardship include: • By 2040, our goal is for Ingersoll Rand's customers to reduce or avoid 1 billion metric tons CO_2e in their Scope 2 emissions through the use of our products and services (against 2020 baseline).[3] • Generate >25% of our revenue from high-growth, sustainable end markets by 2025

Impacts of material issues on external stakeholders

Material issue	Impact 1 — Climate Stewardship	Impact 2 — Product Stewardship/New Product Development and Innovation
Cause of impact (value chain)	Operations with coverage >50% of business activity	Product/services with coverage >50% of business activity
External stakeholder/ impact area evaluated	• Environment • Society • External employees	• Environment • Society • External employees • End-users
Topic relevance to external stakeholders, environment and social matters	**Type of impact:** positive and negative **External impact assessed:** Climate stewardship and Ingersoll Rand's physical and transition risks are material to our external stakeholders because our operations contribute to the global challenge of climate change. In addition, in order for us to create economic value for our stakeholders, we need to be able to operate more efficiently than our competitors. Reducing our use of energy, water, and waste is one way to do that. The impacts assessed include our company energy use, environmental compliance, and GHG emissions of 100% of our operations. Our company's energy use and reduction in GHG emissions contribute to the quality of air, reduce cost and enable investments in renewable energy, which reflects positively on our stakeholder's return on investment. **Output metric:** Ingersoll Rand calculated a quantitative output metric linked to this material issue in total CO_2e emitted annually. Based on the current estimated social cost of $51 per metric ton CO_2e emitted,[4] the total calculated cost for Ingersoll Rand's 2023 combined Scopes 1 and 2 emissions of 101,634 mt CO_2e amounts to $5,183,334.	**Type of impact:** positive and negative **External impact assessed:** Sustainable products and services are material to our external stakeholders because our customers request efficient, circular, and safe products. Additionally, our products help our customers lower their Scope 1 and 2 emissions and have a direct long-term positive impact on the environment. The impacts assessed were product energy efficiency, new product development and innovation, product quality, customer health and safety, and understanding and meeting customer needs. **Output metric:** Ingersoll Rand calculated a quantitative output metric which is expected to culminate in the establishment of our Science-Based Target, verified by SBTi. Ingersoll Rand's near-term emissions commitment is to reduce Scope 3 (Category 11–use of sold products) emissions 64% per unit value added (i.e., CO_2e emissions (MT)/gross profit (USD)) by 2034 from a 2020 base year.

[1] URT is defined as Black or African American, Hispanic or Latin, Asian, American Indian, Alaska Native, Native Hawaiian. Source: MLT. URT significantly declined in 2021 due to two divestitures 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 divestitures, acquisitions or other events and may revise baseline and targets.

[2] Based on current year World Resources Institute (WRI) high and extremely high water risk data.

[3] Details regarding the methodology used to calculate this goal can be found here. Greenfield growth using more efficient technology is treated as avoidance of CO_2e compared to a less efficient alternative utilized in the base year. Although efforts have been made to ensure accuracy, it is possible that some of these data, assumptions, and extrapolations are inaccurate. For example, there are known deficiencies related to product unit level attribution and aggregation that could account for noteworthy fluctuations in reported values. We expect to make regular adjustments to our Scope 3 emissions data, procedures, assumptions, and models as we collaborate with external advisors to enhance our methodology and transition from broad measurement approaches (such as spend or average) to more detailed methods. These procedural enhancements and external feedback have the potential to lead to noteworthy fluctuations in the Scope 3 emissions data reported for previously reported periods.

[4] Employees must be full-time and have one year of service to be eligible. Not available to employees who participate in the company's management equity program or 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.

ETHICS

Integrity and ethical practices

Ingersoll Rand is committed to integrity, honesty, and wise decision-making. Our Code of Conduct is a cornerstone in ensuring that every employee, no matter their role, maintains the utmost ethical behavior across all business dealings.

Ensuring ethical behavior

The Code serves as a compass to steer clear of any improper conduct and sets expectations and provides direction when employees face legal or ethical dilemmas. It is imperative that every member of the Ingersoll Rand team thoroughly reviews the Code, comprehends its directives, and integrates its guidance into their daily activities. Our company supports this through ongoing enhancement of its online Code of Conduct training module, which has been successfully implemented company-wide.

Our expectations for ethical conduct extend to our suppliers as well, requiring their compliance to Ingersoll Rand's Supplier Code of Conduct. We insist on their commitment to our principles of responsible sourcing and sustainability, mirroring the high standards we set for ourselves.

Code of Conduct integration

A Code of Conduct can only make a meaningful impact when it is actively recognized and adhered to. At Ingersoll Rand, we are aware of the necessity for robust systems and procedures in place to ensure the Code of Conduct is not just acknowledged but is adopted globally and followed without exception. In collaboration with our Internal Audit team, the Compliance department employs a risk and control framework to consistently evaluate our core operations against high-risk elements of our compliance system. This includes upholding integrity and ethical standards, managing exposure to bribery and corruption, and ensuring strict adherence to our policies. Through this vigilant approach, we ensure that our Code of Conduct is a living document that informs and guides our corporate behavior and decision-making processes.

Code of Conduct coverage

% Relative to total number of:

POPULATION

100%

of employees, suppliers, subsidiaries and joint ventures
(including ownership ≥10%)

WRITTEN/DIGITAL ACKNOWLEDGEMENT

100%

of employees, suppliers, subsidiaries and joint ventures
(including ownership ≥10%)

TRAINING

100%

of employees, suppliers, subsidiaries and joint ventures
(including ownership ≥10%)

Compliance systems and procedures

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.

To assure external stakeholders that the Code of Conduct is not only established but also effective, Ingersoll Rand engages Deloitte & Touche LLP, an independent third party, to perform an annual audit of its consolidated financial statements and the effectiveness of internal controls. This includes a thorough examination of the compliance measures related to the Code of Conduct. 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, enforcement of the Code of Conduct, and the establishment of a Management Representation Letter that requires quarterly compliance certification from company leaders.

ETHICS CONTINUED

Anti-bribery and corruption

Ingersoll Rand maintains its commitment to compliance with all applicable laws and regulations in its global operations. This includes strict adherence to the U.S. Foreign Corrupt Practices Act, U.K. Bribery Act, as well as other anti-corruption laws in the countries where we operate.

Code of Conduct reporting

Ingersoll Rand fosters a culture where transparency and forthright communication are the expected standard practice. We actively support both internal and external stakeholders in raising concerns in good faith about potential breaches of our Code of Conduct or in seeking guidance in our internal policies and procedures. We deeply value the trust placed in us by these individuals and, in accordance with legal requirements, ensure the necessary protections for those who report violations. For stakeholders who prefer to submit anonymous reports confidentially, our Global Ethics Hotline provides that option.

We take our responsibility to address situations that contradict our Purpose and Values seriously, and that is why we actively promote and require the visibility of the Code violation reporting information at every Ingersoll Rand location worldwide. This information is provided in the local languages and include domestic phone numbers to simplify the reporting process.

The overview below of the reports received through both internal and external channels has been consolidated through Ingersoll Rand's Global Ethics Hotline. The following breakdown includes the types of reports received, instances resulting in disciplinary measures, and the total amount of fines associated with all investigations.

Type of reports	# of Reports	# of Breaches	Serious[1] cases	Fines imposed
Corruption or Bribery	4	0	0	$0
Discrimination or Harassment	0	0	0	$0
Customer Privacy Data	0	0	0	$0
Conflicts of Interest	11	4	0	$0
Money Laundering or Insider Trading	0	0	0	$0
"Other" Governance and Ethics[2]	21	6	0	$0
Total	**36**	**10**	**0**	**$0**
Human Resources	87			

[1] *"Serious cases" equates to those having a material impact on the management of the organization.*
[2] *"Governance and Ethics" includes all non-Human Resources reports related to Code of Conduct matters that are not otherwise specified in the table.*

Ingersoll Rand received 36 "Governance and Ethics" reports globally in 2023 with 27.7% of those cases substantiated and resulting in employee discipline. Disciplinary measures vary and could include termination of the individual's employment. All 36 reports were presented to the global ethics hotline "case management team" consisting of the senior vice president, general counsel; vice president, internal audit; and director, global compliance. Of those reports, 100% were also disclosed to the Ingersoll Rand Board of Director's Audit Committee.

Policy influence

In 2023, Ingersoll Rand did not make contributions or have expenditures relating 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 of Making Life Better, and it is possible that these associations and entities may have engaged in incidental, ad hoc lobbying activities.

Political contributions

Ingersoll Rand refrains from making contributions to political campaigns or organizations that solely aim to influence political campaigns, public policy, or legislation. True to our purpose of Making Life Better, we sometimes offer support to trade associations and tax-exempt groups that share our values, provided that lobbying is not their primary activity. It should be noted that these associations and entities may engage in incidental, sporadic lobbying activities from time to time. In this context, a "contribution" refers to an amount given during a specific fiscal period to an individual candidate, organization, ballot measure, or pertaining to an issue area or topic requiring lobbying efforts.

The table to the right provides details regarding Ingersoll Rand's annual financial contributions and expenditures related to trade associations and other tax-exempt groups. It is important to note that Ingersoll Rand does not maintain a Political Action Committee (PAC), and therefore PAC contributions do not appear in the presented information.

Political contributions	2020	2021	2022	2023
Lobbying	$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)	$868,108	$841,191	$1,089,088	$636,240
Other (e.g., spending related to ballot measures or referendums)	$0	$0	$0	$0
Total contributions and other spending	$868,108	$841,191	$1,089,088	$636,240
Data coverage (as % of revenue)	100%	100%	100%	100%

Association memberships

Ingersoll Rand actively collaborates with various industry, economic, and environmental associations, as well as engages in partnerships, endorsements, and memberships with initiatives that are relevant to our business and hold significance for our employees and communities. Additionally, we align ourselves with several organizations that promote and advance our core areas of focus. While the list provided below is representative of these associations and organizations, it may not encompass the entirety of our 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 and Gas Institute (CAGI)
- Compressed Air Association of Australasia
- Confederation of Indian Industry
- CSA Group Testing and 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 and Equipment Manufacturers
- Manufacturers Alliance for Productivity and Innovation (MAPI)
- Material Handling Industry Association
- National Society of Black Engineers
- North East Chamber of Commerce (NECC)
- NOF Energy
- Portuguese Association for the Promotion of Hydrogen
- Responsible Minerals Initiative
- SEMI Southeast Asia
- Singapore Battery Consortium
- 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)
- Women in Manufacturing

Ingersoll Rand supports the following United Nations Sustainability Development Goal:

SUPPLY CHAIN

Sustainable procurement

We deeply value our supplier partners and recognize the pivotal role they play in manufacturing, delivering, and servicing our mission-critical products. To ensure the smooth operation of our supply chain, we have developed a comprehensive strategy focused on building a resilient and sustainable network of strong supply partners.

Supply chain management strategy

Our supply chain strategy revolves around striking a balance between in-region/for-region sourcing and best cost country sourcing. This approach aims to maintain supply chain security and mitigate potential disruptions by sourcing materials and components locally or within proximity to our operations. Simultaneously, we also leverage best-cost country sourcing to capitalize on lower commodity and component costs, enhancing our competitiveness in the market. We also have a strong sustainability component to our supply chain strategy, which is ultimately overseen by the Sustainability Committee of our Board of Directors.

By adopting this in-region/for-region approach, we not only bolster our supply chain's resilience, but also minimize our environmental footprint. By reducing the distances that finished goods, components, and raw materials need to be transported, we effectively decrease carbon emissions associated with transportation and contribute to a more sustainable future.

Key supply chain strategies:

1. Consolidate our supplier base to generate cost synergies while maintaining/improving quality and lead time, and enhancing our commitment to in-region/for-region sourcing.
2. Assess 100% of supplier spend to determine "at risk" suppliers.
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.
5. Achieve net working capital (NWC) improvements through inventory reduction.

To deliver these strategies, we are focused on the following key initiatives:

Supply chain risk assessment

The events of the last several years have highlighted the risk in our supply chain, including the length and complexity of our supply chains globally. Beginning in late 2022, we conducted a systematic assessment of our supply chains globally to assess risk. A part is considered at risk if it (a) is single or sole sourced; (b) Ingersoll Rand currently buys less than 25% in the region it is consumed; or (c) Ingersoll Rand does not see a path to source 100% in region. Using these criteria, we are taking a hard look on a part-by-part basis to identify gaps in supply chains with the goal of developing a nimble, flexible supply chain that ensures a more in-region/for-region focus.

We have invested in resources to identify "near-shoring" opportunities, strengthening our ability to find strong supply partners in Latin America, Eastern Europe, Southeast Asia, and Africa. By driving a greater portion of our supply chain to more local sources, this initiative has significant improvements to both our supply chain risk as well as our global supply chain sustainability, significantly decreasing emissions in the transport of these goods from supplier to Ingersoll Rand.

Ingersoll Rand preferred supplier program

We concentrate 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. We want 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 significant Tier I supplier as one in the Top 60% of cumulative spend. This represents a small percentage 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[1]
Critical Tier I suppliers	1,218
Total Tier I suppliers	20,879
Total number of significant suppliers in non-Tier 1	~5,300[2]
Total number of significant suppliers (Tier 1 and non-Tier 1)	~6,518[2]

[1] *Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2023 Assurance Statements for a complete list of data points assured.*
[2] *The assessment of non-Tier 1 suppliers was done via a survey sent through Ingersoll Rand's Tier 1 supply base. The numbers reported are estimates and are not to be presumed as actual numbers.*

Advantages of the preferred supplier program

A preferred supplier is a supplier that meets or exceeds all criteria Ingersoll Rand deems as critical and is aligned with Ingersoll Rand's product growth strategies. Preferred suppliers are the first choice for quoting new business and will be engaged broadly and at a high level with the intention of creating increased growth opportunities. We review our preferred supplier base annually to confirm they are meeting our criteria in sustainably, quality, and NWC. We reward some of our preferred suppliers through our new supplier recognition program. This program highlights and rewards some of Ingersoll Rand's suppliers who excel in the areas of value management, sustainability, quality, most improved, and overall supplier of the year.

Establish consistent metrics, systems, and best practices to ensure supply chain efficiency

We have a global and diverse supply chain that provides goods and services across our entire portfolio. To achieve consistent, real-time assessments of our 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 strategy #3.

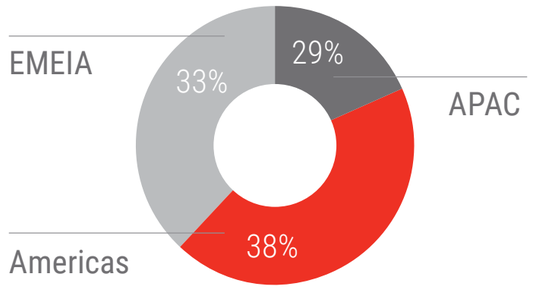
Partner with suppliers to reduce their environmental footprint

We are introducing Air and Sustainability Audits to 45 of our top suppliers. These audits will focus on reducing air leakage (which drives energy consumption) and other sustainability factors such as carbon emissions, packaging reduction and take-back, and waste to landfill. In partnership with our suppliers, we are seeking to understand more about their performance, work with them to improve efficiency and further Ingersoll Rand's mission to operate sustainably.

Supply chain spend

The monetary value of purchases from all suppliers in 2023 was greater than two billion, annually.

Percentage of cost of goods sold supplied by region



Assessment of supplier sustainability performance[1]

To manage the sustainability risk of Ingersoll Rand's global suppliers, the supply base is assessed annually based on percent of spend with Ingersoll Rand, operational criticality, and business contingencies. In 2023, we assessed 1,218 significant Tier 1 suppliers (representing 60% of spend) for environmental, social, and governance risk. Ingersoll Rand uses a third-party platform called IntegrityNext to assess and monitor our supply base for ESG risks. From this assessment, suppliers are identified as critical (significant) or non-critical (non-significant) to ensuring Ingersoll Rand's production continuity. The four critical aspects of this assessment process are described below.

IntegrityNext validation process:

Step 1	**Real-time monitoring** IntegrityNext scans approximately one billion messages every day to ensure we know the risks associated with 100% of our suppliers as early as possible (e.g. news, authorities, social media etc.).
Step 2	**ESG assessment** IntegrityNext uses a pre-built ESG and compliance self-assessment. It automatically obtains the assessment and certificates from our suppliers to confirm their compliance with the relevant sustainability standards.
Step 3	**Validation service** 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.
Step 4	**Compliance profile** After the supplier has finished its self-assessment, a compliance profile will be generated: • Status Green = Approved (no risk, no action needed) • Status Yellow = Sustainability Risk (corrective action plan will be addressed) • Status Red = High Sustainability Risk (corrective action plan will be addressed immediately)

[1] *Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2023 Assurance Statements for a complete list of data points assured.*

SUPPLY CHAIN CONTINUED

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 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). Through IntegrityNext's data validation process, they work directly with our significant suppliers who have a sustainability risk (yellow or red status) and create a corrective action plan to improve their standing. Using a four-step process with IntegrityNext, we can quickly identify and request corrective action as needed for sustainability risks.

2. On-site Assessments

We manage the risks of supply chain disruptions through various standardized processes, which include enforcing our Global Supplier Quality Manual, implementing Supplier Corrective Action Request (SCAR) agreements, and implementing formal correction action plans as necessary. The SCAR process follows an 8D-based problem investigation and solving method, which involves the supplier conducting root cause investigation and implementing corrective actions. If required, our Supply Chain and Quality teams may conduct in-person, On-Site Assessments (OSAs) to directly identify the root cause and implement countermeasures with the supplier.

To address onsite suppliers with recurring quality, delivery, or sustainability issues, our Supply Chain teams regularly monitor and hold weekly meetings. During these meetings, they review high-risk suppliers in detail. Additionally, the Supply Chain teams present a monthly executive summary to the plant and operational leadership team, highlighting suppliers with the most significant business concerns. These sessions provide a comprehensive overview and facilitate decision-making at a higher level within the organization.

3. Conflict Minerals

Ingersoll Rand acquires finished and semi-finished components and products from a vast network of companies worldwide. The nature of these relationships is complex, necessitating Ingersoll Rand's efforts to educate these suppliers about the significance of responsible sourcing with respect to conflict minerals. Additionally, we emphasize the importance of our suppliers being transparent as their data is an important aspect of us fulfilling our annual conflict minerals filing.

Our commitment to responsible sourcing is expressed in our Conflict Mineral Policy, and downstream expectations of our suppliers are clearly articulated in the Ingersoll Rand Supplier Code of Conduct.

4. Supply Chain Reporting or Quantitative KPIs and Targets

To ensure comprehensive visibility into the performance of our supply chain, we employ a diverse range of KPIs. The table below highlights a few essential KPIs, which are either mandatory for conducting business with Ingersoll Rand or directly assess the progress made towards the strategies mentioned above.

Ingersoll Rand successfully enrolled our top **60% significant Tier 1 suppliers into IntegrityNext through 2023.** Our goal is to enroll the top 90% of our entire spend base by 2025.

Achieve net working capital benefits through inventory reductions

While our final supply chain strategy focused on inventory reduction may not initially seem to have sustainability implications, it encompasses an important aspect related to sustainability. One of the key elements of this strategy involves reshoring critical parts of the supply chain, which effectively reduces transit distances and lowers emissions. To achieve this, we have established KPIs for each of our businesses that aim to relocate certain portions of the supply chain for regional production. Additionally, we closely manage the frequency of deliveries to our facilities to further minimize the environmental impacts caused by emissions.

KPI	KPI description	KPI description	2021	2022	2023
KPI 1[1] (measures Strategy 2)	Assess top 25% of spend by business to determine "at risk" status and counter-measures as needed	Target: 25% total spend	NA	NA	24.6%
KPI 2 (mandatory to do business with Ingersol Rand)	100% of new suppliers will agree to the Business Partner Code of Conduct	Target: 100% of new suppliers annually	100%	100%	100%
KPI 3 (measures Strategy 3 and 4)	Percentage (by spend) of significant Tier I suppliers that are "red" on IntegrityNext sustainability scoring	Target: <5% Target year: 2024	NA	12%	15%

[1] *Of the 24.6% spend by business assessed 9.6% of those have been mitigated for risk.*

GOVERNANCE

Corporate governance

At Ingersoll Rand, we bring together sustainability and governance through one of our core values — We think and act like owners. Our operations are guided by a comprehensive framework of ethical, social, and environmental principles and policies, helping us achieve our goal of transparency and accountability to all our stakeholders.

Our governance structure

As the highest governance body for the company, our Board of Directors holds the responsibility of making crucial decisions on material matters of economic, environmental, and social significance. Our Board ensures comprehensive oversight and expertise in key areas of corporate governance through our Audit Committee, Compensation Committee, Sustainability Committee, and Nominating and Corporate Governance Committee.

An actively involved Board of Directors

Our Board reviews and provides oversight with respect to material economic, environmental, and social topics and their impacts, risks, and opportunities. The Board works to ensure that all topics material to the company and their impacts are addressed appropriately, including overseeing our Lead Sustainably strategy and our ERM process. This oversight is accomplished through the Board's committees, as more fully described below, as well as through reporting from management.

A thoughtful governance model

In 2023, the Board's Sustainability Committee continued to oversee the company's sustainability strategy with respect to climate impact, environmental, employee health and safety, DEI, corporate social responsibility, and other sustainability matters. The Sustainability Committee assesses current aspects of the company's EHS policies and performance and makes recommendations to the Board and management to promote and maintain superior standards of performance, including processes to ensure compliance with applicable laws and regulations and programs to manage risks relating to environmental and safety matters, and physical and transition risks arising from climate change. The involvement of our Board in our sustainability efforts through three of its committees demonstrates how we bring the same intentionality and thoughtfulness to our Governance efforts as we bring to the Environmental and Social aspects of Sustainability.

In addition to the Sustainability Committee, the Audit Committee and Nominating and Corporate Governance Committee join in advising the Board on certain economic, environmental, and governance matters. The Audit Committee represents the Board in an oversight role by periodically reviewing our accounting, reporting and financial practices, including the integrity of our financial statements, surveillance of our administrative and financial controls and our compliance with legal and regulatory requirements and review and assessment of our overall company risk through a formalized (ERM) program led by the management team as well as overseeing our technology security program. In addition, the Nominating and Corporate Governance Committee oversees and evaluates programs and risks associated with Board organization, membership and structure and corporate governance.

Executive-level responsibility

Our CFO has executive-level responsibility for economic topics and our overall ERM process and is also 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 to the Audit Committee and administratively to the CFO. In addition, Ingersoll Rand's SVP General Counsel/Chief Compliance Officer has executive-level responsibility for sustainability topics. Both the CFO and general counsel directly report to the CEO and have reporting responsibility to the Board of Directors (which oversees Ingersoll Rand's sustainability approach through its various committees as described above). In addition, the CEO, SVP General Counsel/Chief Compliance Officer, and CFO formally review and approve the organization's public reporting to ensure that all material topics are covered as required.

For further information on the Board's and management's commitment to sustainability governance, reference the Ingersoll Rand 2023 Proxy Statement.

Board of Directors composition as of December 31, 2023

- **Independence/non-executive:** Ten independent, non-executive directors and one non-independent director (the CEO).
- **Lead director:** The position of independent Lead Director is held by Mr. William P. Donnelly.
- **Tenure:** Average of four years.
- **Gender:** 36% women; 64% men.
- **Membership of underrepresented social groups:** 64% of members are diverse in gender or ethnicity.
- **Meetings:** A minimum of four Board meetings per year are held to enhance the Board's collective knowledge and provide updates on pertinent business topics. In 2023, our Board held seven meetings.
- **Meeting attendance:** Board members are required to attend a minimum of 75% of Board and committee meetings. In 2023, each of our current members that were nominated for re-election in 2024 attended more than 75% of the aggregate Board meetings and respective committee meetings (held during the period for which he or she was a director).
- **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.

ENTERPRISE RISK MANAGEMENT

Key impacts, risk and opportunities

To help ensure responsible sustainability, we strive to effectively handle uncertainty through a strategic approach to recognizing, managing, and mitigating risks utilizing our ERM process.

ERM Committee

The Audit Committee has the responsibility to provide assistance to the Board in the oversight of the governance and the effectiveness of the company's risk management processes. The ERM Committee comprises the CEO, CFO and other senior leader management, leads the company's risk management processes and oversight. This well-defined process which utilizes the COSO ERM framework enables us to identify trends and potential risks, assess and prioritize these risks at least annually based on the magnitude, likelihood and velocity of the potential impact to the company. The committee also works with our business leaders and risk owners to develop and implement countermeasures to reduce risks to an acceptable level based on the risk tolerance set by our executive management team, the Audit Committee, and our Board. Our ERM process and key countermeasures are reviewed regularly for effectiveness and is updated as needed. Our Internal Audit organization incorporates these key and prioritized risks in their risk assessment as they plan and perform audits each year. This would include periodic assessments of the overall ERM process. Deloitte & Touche LLP also reviews the ERM process, a key entity-level control, during the annual audit of the company's consolidated financial statements and the effectiveness of the company's financial reporting internal controls. Their review, as part of their Entity Level Control procedures, includes reviewing our annual risk assessment process, quarterly ERM committee meetings, and annual communication to the Audit Committee of the Board.

The accompanying chart reflects a select number of the risks identified by our ERM process and shows mitigation plans for these risks and potential opportunities associated with these risks.

Significant and emerging risk challenges and opportunities identified[1]

Risk	Background	Mitigation	Opportunities
Sustainability integration	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. Controls and processes to ensure accurate information reported publicly.	Innovate products and services to help customers achieve their environmental goals by reducing their energy consumption, water use and waste minimization. Integrate broadly to recruit/retain talent, set bold targets, and maintain and enhance market share. Cost savings from energy, water, and waste improvements in our own operations.
Employee matters and culture	Risk of employee engagement, employee retention of top talent, bench strength to provide continuity and succession of critical roles and key leadership positions.	Processes and systems to ensure development of key talent and succession planning; obtaining feedback from employees regarding engagement and implementing change where required; employee stock ownership program to make all employees owners of the company.	Highly engaged employees with long tenure that drive growth and opportunity for all and help the company meet its strategic goals.
Products and services	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. Effectively utilize voice of the customer to 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.
Climate	Identification of our climate strategy to address our impacts as well as to identify solutions supporting 2°C or lower scenarios.	Created Scope 1 and Scope 2 emissions reduction targets 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 planning. Created a water reduction target for our operations. Created target to eliminate, reduce or recycle >1 billion gallons of water annually through product use. Set a new water goal (30% water use reduction by 2030) for water-stress locations.	Lower operational costs, increase resiliency. Product changes create new customer solutions resulting in increased product revenue, improved downstream impacts, and improved customer sustainability.
Occupational health and safety	Hazards and ill health affect employees' ability to thrive and work.	Company-wide health and safety management system. Layered audit program to ensure capabilities of the system. Continued use of Behavior-Based Safety with regular leadership involvement and program review.	Reinforce our safety culture and strengthen trust among the team. Expecting all employees to speak up and manage risk minimizes accidents.

[1] *See our Form 10-K included in our 2023 Annual Report for the year ended December 31, 2023, for additional material risk factors, as such factors may be updated from time to time in our periodic filings with the Securities and Exchange Commission.*

ENTERPRISE RISK MANAGEMENT CONTINUED

Significant and emerging risk challenges and opportunities identified continued

Emerging risks	Background	Mitigation	Opportunities
Disruptive/Alternative technology	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 incorporate artificial intelligence or 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.	Ingersoll Rand invests in, designs, manufactures, and delivers products and services that: (a) offer inherent sustainability benefits such as efficiency, circularity, and safety; and (b) serve high-growth, sustainable end markets, including renewable energy (clean tech), water and wastewater, food and beverage, and life sciences. 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. We have a commitment to product stewardship, including energy efficiency research and new technology for product development and innovation to ensure our products are long-lasting, reliable, sustainable, and relevant. We hold leadership positions in many industry-related organizations to stay at the forefront of current market trends and potential future product development needs.	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. Because of their unprecedented capabilities, our service technicians are able to make upgrade recommendations based upon evaluations of energy efficiency. This interaction presents an opportunity to 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. We know optimizing compressor and air treatment systems is critical to our customers to help them solve their Scope 1 and Scope 2 challenges.
Geopolitical risk	Approximately 58% of our revenues for the year ended December 31, 2023, were from customers in countries outside of the U.S. We have manufacturing facilities in several countries outside of the U.S including Germany, the United Kingdom, China, India, and other countries. Our non-U.S. operations and U.S. exports sales could be adversely affected as a result of political or economic instability or changes in political policy within the U.S., and outside the U.S. in China, the United Kingdom, and certain other European countries including the nationalization of private enterprises, especially in China where we have material operations, supply chain dependencies and hold material cash balances.	We continue to expand into new countries and diversify as a strategic initiative which limits our overall risk and operations in a particular geography or market. There are plans in place and active projects to localize, where appropriate, key components of our supply chain. This provides immediate response to customers and continues to meet demand, while also lowering product costs and minimizing global risks. We actively manage and monitor our cash positions in foreign markets. We have performed tabletop excercises on various threat scenarios to pressure test our processes and mitigation strategies and update and improve where needed.	Maintain strong processes to avoid any significant impact from any one geography or market. Continue to leverage our in-region/for-region strategy.

[1] *See our Form 10-K included in our 2023 Annual Report for the year ended December 31, 2023, for additional material risk factors, as such factors may be updated from time to time in our periodic filings with the Securities and Exchange Commission.*

CYBERSECURITY

Information security

Cybersecurity is essential to Ingersoll Rand for protecting network integrity, intellectual property, customer data, and the smooth operation of our locations. It serves as a vital defense against disruptions and data breaches, supporting trust, and competitiveness in the digital age.

Cybersecurity program oversight and controls

Our cybersecurity program is overseen by our chief information security officer (CISO) and is designed to protect and preserve the confidentiality, integrity, and availability of our information technology (IT) assets. Risks and controls are monitored by the CISO and chief information officer (CIO) and their evaluation of our overall program drives the nature and scope of our cybersecurity investments. Our CISO reports directly to the CIO and has 20 years of IT experience including leadership roles at various companies with enterprise responsibility for IT audit, IT infrastructure, and cybersecurity. The CISO reports to the Audit Committee on the effectiveness of the company's cybersecurity program controls aligned to the National Institute of Standards and Technology Cybersecurity Framework (NIST CSF).

We have implemented controls based on the NIST CSF and the Sarbanes-Oxley Act of 2002. Our IT organization is led by the CIO who is responsible for cybersecurity risk management. The Audit Committee is tasked with oversight of our overall ERM, including cybersecurity, and receives recurring cybersecurity updates throughout the year with at least one full cybersecurity report to the Board of Directors each year. Directors with experience in cybersecurity and technology play crucial oversight roles for our digital and cybersecurity strategies.

Reducing risks of cyberattacks

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 our information security requirements. All employees are also required to take monthly security awareness training that includes current security challenges and aligns with the company's risk management objectives. This training is updated dynamically based upon employee results of bimonthly phishing simulations. This helps educate our user base on the various cybersecurity risks faced by Ingersoll Rand. These risks include disruptive cyber-attacks, fines and injunctions, unauthorized access to sensitive information, and fraud. The Audit Committee oversees our general risk management strategy, including its technology security program, and guidelines and policies relating to risk assessment and risk management; management's plan and execution of appropriate risk mitigation and strategies, which include risk monitoring and controls.

We periodically engage external subject matter experts who provide independent qualitative and quantitative assessments of the cybersecurity program maturity and response readiness. We also use processes to oversee and identify material risks from cybersecurity threats associated with our use of third-party technology and systems.

Reporting

Mont Blanc, France

Ingersoll Rand has five manufacturing and seven service sites in France with over 800 employees. Main products manufactured or serviced: blowers, pumps, compressors, tank equipment and power tools maintenance.

STANDARDS AND FRAMEWORKS

2023 sustainability Report GRI index

GRI standard	Disclosure number	Disclosure name	Location reference	Page number
GRI 2: General disclosures 2021	2-1	Organizational details	10-K	p. 3
	2-2	Entities included in the organization's sustainability reporting	10-K	p. 4
	2-3	Reporting period, frequency and contact point	Reporting	p. 88
	2-4	Restatements of information	Reporting	p. 88
	2-5	External assurance	Reporting	p. 88
	2-6	Activities, value chain and other business relationships	10-K	p. 3–7
	2-7	Employees	People	p. 62–79
	2-8	Workers who are not employees	10-K Proxy	p. 50, 83–84 p. 22, 56–57, 72
	2-9	Governance structure and composition	Proxy Governance	p. 18 p. 75
	2-10	Nomination and selection of the highest governance body	Proxy	p. 27
	2-11	Chair of the highest governance body	Proxy	p. 29
	2-12	Role of the highest governance body in overseeing the management of impacts	Proxy	p. 13
	2-13	Delegation of responsibility for managing impacts	10-K	p. 14
	2-14	Role of the highest governance body in sustainability reporting	10-K	p. 14
	2-15	Conflicts of interest	Governance	p. 69
	2-16	Communication of critical concerns	Governance	p. 70
	2-17	Collective knowledge of the highest governance body	Governance	p. 75
	2-18	Evaluation of the performance of the highest governance body	Proxy	p. 27–28
	2-19	Remuneration policies	People Governance	p. 57 p. 69
	2-21	Annual total compensation ratio	Proxy 10-K	p. 57 p. 26, 104, A1
	2-22	Statement on sustainable development strategy	Introduction	p. 3–4
	2-23	Policy commitments	Introduction	p. 3–4
	2-24	Embedding policy commitments	Introduction	p. 3–4
	2-25	Processes to remediate negative impacts	Governance	p. 66–68
	2-26	Mechanisms for seeking advice and raising concerns	Governance	p. 76
	2-27	Compliance with laws and regulations	10-K	p. 95
	2-28	Membership associations	Governance	p. 71
	2-29	Approach to stakeholder engagement	Governance	p. 66
	2-30	Collective bargaining agreements	People	p. 51
GRI 3: Material topics 2021	3-1	Process to determine material topics	Governance	p. 66
	3-2	List of material topics	Governance	p. 66
	3-3	Management of material topics	Governance	p. 66
GRI 201: Economic performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	Reporting	p. 83–87
	201-3	Defined benefit plan obligations and other retirement plans	10-K	p. 67
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Governance	p. 69–71
	205-2	Communication and training about anti-corruption policies and procedures	Governance	p. 69–71
	205-3	Confirmed incidents of corruption and actions taken	Governance	p. 69–71

STANDARDS AND FRAMEWORKS: 2022 SUSTAINABILITY REPORT GRI INDEX CONTINUED

GRI standard	Disclosure number	Disclosure name	Location reference	Page number
	301-2	Recycled input materials used	Portfolio	p. 14
	301-3	Reclaimed products and their packaging materials	Portfolio	p. 14
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Planet	p. 35
	302-2	Energy consumption outside of the organization	Planet	p. 35
	302-3	Energy intensity	Planet	p. 31
	302-4	Reduction of energy consumption	Planet	p. 31, 35
	302-5	Reductions in energy requirements of products and services	Portfolio	p. 14
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Planet	p. 38–39
	303-5	Water consumption	Planet	p. 39
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Planet	p. 44–47
	304-2	Significant impacts of activities, products and services on biodiversity	Planet	p. 44–47
	304-3	Habitats protected or restored	Planet	p. 44–47
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Planet	p. 44–47
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Planet	p. 33
	305-2	Energy indirect (Scope 2) GHG emissions	Planet	p. 33
	305-3	Other indirect (Scope 3) GHG emissions	Planet	p. 34
	305-4	GHG emissions intensity	Planet	p. 31
	305-5	Reduction of GHG emissions	Planet	p. 31
GRI 306: Waste 2020	306-2	Management of significant waste-related impacts	Planet	p. 40–41
	306-3	Waste generated	Planet	p. 40–41
	306-4	Waste diverted from disposal	Planet	p. 40–41
	306-5	Waste directed to disposal	Planet	p. 40–41
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Governance	p. 72–74
	308-2	Negative environmental impacts in the supply chain and actions taken	Governance	p. 72–74
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	People	p. 62
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	10-K	p. 9
	401-3	Parental leave	People	p. 62
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	People	p. 49–51
	403-2	Hazard identification, risk assessment, and incident investigation	People	p. 49–51
	403-3	Occupational health services	People	p. 49–51
	403-5	Worker training on occupational health and safety	People	p. 49–51
	403-6	Promotion of worker health	People	p. 49–51
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	People	p. 49–51
	403-8	Workers covered by an occupational health and safety management system	People	p. 49–51
	403-9	Work-related injuries	People	p. 49–51
	403-1	Work-related ill health	People	p. 49–51

STANDARDS AND FRAMEWORKS: 2023 SUSTAINABILITY REPORT GRI INDEX CONTINUED

GRI standard	Disclosure number	Disclosure name	Location reference	Page number
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	People	p. 58–60
	404-2	Programs for upgrading employee skills and transition assistance programs	People	p. 58–60
	404-3	Percentage of employees receiving regular performance and career development reviews	People	p. 58–60
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	10-K	p. 9–10
	405-2	Ratio of basic salary and remuneration of women to men	People	p. 57, 69
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Governance	p. 70
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	People	p. 63–64
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Governance	p. 72–74
GRI 415: Public Policy 2016	415-1	Political contributions	Governance	p. 71
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity	p. 78

SUSTAINABLE ACCOUNTING STANDARDS BOARD (SASB)

Topic	Accounting metric	Code	Category	Units of measure	Reporting figure	Location/page
Energy Management	Total energy consumed	RT-IG-130a.1	Quantitative	MWh	326,715	p. 35
	Percentage grid electricity	RT-IG-130a.1	Quantitative	%	36.0%	p. 82
	Percentage renewable	RT-IG-130a.1	Quantitative	%	10%	p. 82
Employee Health & Safety	Total recordable incident rate (TRIR)	RT-IG-130a.1	Quantitative	Rate	0.69	p. 3, 5, 10, 49
	Fatality rate	RT-IG-130a.1	Quantitative	Rate	0	p. 50
	Near miss frequency rate	RT-IG-130a.1	Quantitative	Rate	8.6	p. 82
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	10-K p. 23
Remanufacturing Design & Services	Revenue from remanufactured products and remanufacturing services	RT-IG-440b.1	Quantitative	Reporting currency	$86,000,000	p. 18

CLIMATE STRATEGY

Physical and transition risk analysis according to International Sustainability Standards Board (formerly Task Force on Climate-Related Disclosures)

Ingersoll Rand conducted an expanded scenario analysis of the physical and transition risk under the ISSB framework (formerly known as TCFD) that built on the prior work that covered only a small portion of our locations. In 2023, we expanded the coverage to 100% of Ingersoll Rand's existing facilities and those under construction. The study was executed to 1) Assess exposure of our supply chain to physical risks through priority seaport locations, 2) Identify the owned and operated assets most vulnerable to various physical hazards and quantify the potential impact of the overall physical risk, 3) Quantify the potential impacts of carbon pricing risk as a commonly assessed transition risk, 4) Use findings to inform development of climate adaptation and resilience strategies, and, 5) Improve climate-related disclosures using the results of the assessment.

Scenario selection:
Our scenario selection represents a wide range of possible future states for both physical and transition risks.

- Physical risk assessment: Assessed exposure to eight physical hazards related to climate change for 258 of Ingersoll Rand's owned and operated facilities and key supply chain locations. Quantified physical risks in terms of property damage and business interruption for 15 priority locations.
- Transition risk assessment: Prioritized five regions for quantification based on the 2023 GHG inventory. Quantified the potential financial impact of carbon pricing in prioritized regions.

Key Findings:

- Locations in China exhibit the greatest exposure to physical risks, driven by coastal inundation, riverine flooding and surface water flooding
  Solution:
  Examine options to source materials outside of China and Taiwan to mitigate potential physical risks related to coastal inundation and flooding.
- Physical risk across two scenarios is mainly concentrated in three owned and operated facilities: Wujiang, Shanghai (Wenjing Road), and Schopfheim. All three make up 89% of total physical risk with Wujiang making up the majority of risk (68% of total physical risk).
  Solution:
  Conduct onsite resilience assessments of the Wujiang, Shanghai (Wenjing Road), and Schopfheim facilities to examine any current mitigation efforts in place and identify ways to enhance site resilience.
- The potential financial impact of carbon pricing ranges across Current Policies and net-zero 2050 scenarios is mostly concentrated in the U.S. and Europe (90% of total carbon pricing risk).
  Solution:
  Continue to invest in commitments to realize net-zero GHG emissions by 2050 with a focus on operations in the U.S. and Europe and expand transition risk quantification to other potentially material risks (e.g. market, regulatory, technology, and reputation risks).

CLIMATE STRATEGY CONTINUED

Governance

Disclose the organization's climate-related risks and opportunities

Guiding principles	Ingersoll Rand disclosures
Board's supervision over climate-related risks and opportunities	Ingersoll Rand's disclosure 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 of Directors 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 International Sustainability Standards Board (ISSB) (aka Task Force on Climate-Related Financial Disclosures) framework are reviewed by the Sustainability Committee as well as the countermeasures designed to address such risks.
Management's role in assessing and managing climate-related risks and opportunities	Ingersoll Rand utilizes a continuous ERM process enabling pursuit of its strategic mission while identifying, controlling and mitigating risks that is based on the COSO Enterprise Risk framework. The ISSB framework has been incorporated into the overall ERM process and is used by Ingersoll Rand 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, President and CEO, Corporate Controller, Chief Information Officer, SVP HR, SVP General Council, SVP Strategy and Business Development, and VP Internal Audit. Input is also received annually by the Board of Directors to evaluate alignment of risk priorities between the Board of Directors and Management. The process includes risk identification through an annual review and update of Ingersoll Rand's risk register, risk analysis, and 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 ISSB 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 ERM Committee occurs on a quarterly basis. During these quarterly meetings, updates are provided on the status of new countermeasures identified by the committee or risk owners and to monitor the KPIs of the company's top risks as identified though the risk evaluation. In support of our strategic imperatives including our "Lead Sustainably" strategy, our CEO, Executive Officers and Managers had a 2023 objective for achieving a 6% GHG emission reduction in their Performance Management Plans. An employee's achievement of the objectives in their Performance Management Plan is taken into account in determining their compensation.

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	Climate-related risks were evaluated over the short, medium, and long term. **The climate-related risks in priority order of high to low include:** • Component shortages • Fuel price fluctuations • U.S. Securities and Exchange Commission (SEC) reporting regulations • Environmental regulations • Severe weather • Heat stress, sea-level rise • Water scarcity • Ingersoll Rand's reputation **The climate-related opportunities in priority order from high to low include:** • Energy-efficient equipment • Sustainable end markets • Oil-free products and consumables • Clean energy-related products • Remanufacturing • Operational energy efficiency • Increased renewable energy use • Operational water use and operational waste
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 Making Life Better (MLB). 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 Ingersoll Rand's physical risks related to sea-level rise, flood, water-stress, wildfire, heatwaves, and cold waves. Overall, risks from sea-level rise, flooding, wildlife, heatwaves and cold waves 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. Our strategic planning enables us to proactively address water-stress. 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.

Risk management

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

Guiding principles	Ingersoll Rand disclosures
Organization's processes for identifying and assessing climate-related risks	Ingersoll Rand followed the ISSB 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 riverine flooding, surface water flooding, coastal inundation, forest fire, freeze thaw, extreme wind, and extreme heat. Data was utilized from S&P Global and World Resources Institute to obtain climate risk scores for each property. 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: • RCP 2.6 • RCP 4.5 • RCP 8.5 Time horizons were decided upon given the expected useful life of our assets and lease agreements for our properties. We have conducted scenario analysis to understand climate-related impacts in the short-term (0-5 years), medium-term (5-10 years), and long-term (10-25 years). These time horizons align with our goals of reducing absolute GHG emissions in our operations by 60% by 2030 and achieving net-zero by 2050. In 2023, all 258 of our sites were evaluated for physical risk and 15 were identified as priority according to the different risk categories. The top two categories were riverine flooding and coastal inundation. **Top sites with physical risk of riverine flooding:** Mitigation for each includes flood proofing, flood warning systems, flood preparedness, improved drainage, building or inflatable flood barriers (e.g. water gates around windows), and shifting production to low risk areas. • MFG – Coimbatore – India • MFG – Lonate – Italy • MFG – Yokohama – Japan • MFG – Schopfheim – Germany • MFG – Shanghai (Xuanzhong Rd – Seepex) China • MFG – Kirchhain – Germany • MFG – Sahibabad – India • MFG – Wujiang – China • MFG – Shanghai (Wenjing Rd) – China • MFG – Shanghai (Jaimei Road — Hanye) – China • MFG – Deerfield Beach, FL – USA • RD – Bangalore – India **Top sites with physical risk of coastal inundation:** Mitigation for each includes relocation planning to low risk areas, flood proofing, flood warning systems, flood preparedness, improved drainage, and building or inflatable flood barriers (e.g. water gates around windows). • MFG – Maimi Gardens, FL – USA • MFG – Deerfield Beach, FL – USA • MFG – Wujiang – China • MFG – Shanghai (Wenjing Road) – China • MFG – Shanghai (Jamiei Road-Hanye) – China • RD – Shanghai – China **Top sites with physical risk of surface water flooding:** Mitigation actions include drainage improvements, retention ponds, flood warnings, flood preparedness planning, and temporary or permanent relocation of impacted facilities. • MFG – Maimi Gardens FL – USA • MFG – Deerfield Beach, FL – USA • MFG – Shanghai – (Wenjing Road) – China **Top sites with physical risk from extreme heat:** Mitigation actions include heat relief for workers, air conditioned building environment, employee shower facilities, adjustment of production hours to cooler parts of the day, and relocation of production to areas with lower heat averages. • MFG – Chennai – India • MFG – Chennai – India • RD – Bangalore – India A transitional risk assessment was performed and 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 time 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. Ingersoll Rand uses qualitative and quantitative climate-related transition scenario analysis. We used risk ratings derived from the U.S. Federal Emergency Management Agency (FEMA) standards which are used for pricing insurance policies in the U.S. This analysis looks at two extremes in Network of Greening the Financial System (NGFS) climate scenarios: Current policies and net-zero 2050. Climate Hazard Data was sourced from the 2023 XDI Gross Domestic Climate Risk Dataset which calculates the physical climate risk to the built environment in 2600+ territories around the world in RCP 8.5 and 2050. The scope of the assessment includes all our own sites globally based on our short, medium, and long-term climate-related risks and opportunities. The qualitative scenario analysis assessed the sensitivity of each risk and opportunity relative to each of the two scenarios and the associated level of impact. The majority of our risks have a larger potential impact in the Stated Policies Scenarios (STEPS) from International Energy Agency due to them being more closely related to physical impacts (e.g., component shortages that may be exacerbated by supply chain disruptions). The majority of opportunities have a larger potential impact in the net-zero emissions by 2050 Scenario (NZE) due to Ingersoll Rand's ability to supply products that aid in the transition to a lower-carbon economy (e.g., energy-efficient equipment and clean energy-related products). Transitioning to a lower-carbon energy-efficient economy involves both risk and opportunity for Ingersoll Rand. To that end, we will continue to monitor and mitigate risks that have an associated physical impact that can impact operations and disrupt Ingersoll Rand's supply chain. R&D investments in more energy-efficient, low-carbon technologies are planned to capitalize on potential opportunities.

Risk management

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

Guiding principles	Ingersoll Rand disclosures
Organization's processes for managing climate-related risks	Ingersoll Rand's plan anticipates the adverse effects of climate change and takes appropriate action to prevent or minimize the damage they can to cause or take advantage of opportunities that may arise. Our ability to monitor, manage, mitigate/enhance, and adapt to climate-related risks was evaluated using the following definitions: **Monitor:** Observe our operations and activities for potential impacts. **Manage:** Address day-to-day impacts associated with risks. **Mitigate/enhance:** Attempt to address the root cause of the impacts. **Adapt:** Address the long-term impacts associated with risks. A summary of Ingersoll Rand's assessment of risks and opportunities is below: **Risks:** • Component shortages: monitor and adapt • Fuel price fluctuations: monitor, manage and adapt • SEC reporting regulations: monitor and adapt • Environmental regulations: monitor and adapt • Coastal inundation: monitor and adapt • Surface water flooding: manage and adapt • Riverine flooding: monitor and adapt • Extreme wind: monitor and adapt • Forest fire: monitor and adapt • Soil subsidence: monitor and adapt • Freeze thaw: monitor and adapt • Extreme heat: monitor,manage and adapt • Ingersoll Rand's reputation: monitor, mitigate and adapt **Opportunities:** • Energy-efficient equipment: monitor, enhance and adapt • Sustainable end markets: monitor, enhance and adapt • Oil-free products and consumables: monitor, enhance and adapt • Clean energy-related products: monitor, enhance and adapt • Remanufacturing: monitor, enhance and adapt • Operational energy efficiency: manage and adapt • Increased renewable energy use: monitor, enhance and adapt • Operational water use and operational waste: manage and adapt Transitioning to a lower-carbon energy efficient economy involves both risk and opportunity for Ingersoll Rand. To that end, we will continue to monitor and mitigate risks that have an associated physical impact that can impact operations and disrupt Ingersoll Rand's supply chain. R&D investments in more energy-efficient, low-carbon technologies are planned to capitalize on potential opportunities. Ingersoll Rand's risk assessment and plan to adapt to physical climate risks cover all Ingersoll Rand sites as of December 31, 2023 and 74% of total revenue. Annually, we monitor the risks and opportunities, and based on the data from such monitoring, we determine if adaptation measures need to be adopted, and if so, we will begin to implement those measures for completion in less than five years.

Risk management

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

Guiding principles	Ingersoll Rand disclosures
How to integrate the processes of climate-related risk identification, assessment and management into the overall risk management	Ingersoll Rand utilizes a continuous ERM process that enables Ingersoll Rand to pursue its strategic mission while identifying, controlling and mitigating risks that is based on the COSO Enterprise Risk framework. The ISSB framework has been incorporated into the overall ERM process and is used by Ingersoll Rand 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, SVP Strategy and Business Development, and VP Internal Audit. Input is also received annually by the Board of Directors to evaluate alignment of risk priorities between the Board of Directors and Management. The process includes risk identification through an annual review and update of the Ingersoll Rand Risk Register, Risk Analysis, and 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 ISSB 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 ERM Committee occurs on a quarterly basis. During these quarterly meetings, updates are provided on the status of new countermeasures identified by the committee or risk owners and to monitor the key performance indicators of the company's top risks of the company as identified through the risk evaluation.

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
Indicators used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	The climate 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 to meet the publicly stated 2030 and 2050 goals, as well as annual targets, to mitigate identified risks including regulatory changes and drive revenue and growth through product improvements and growth into sustainable end markets. The results of the review are communicated broadly throughout the organization at regular frequencies to all employees. Additionally, the metrics are reported to the Chief Risk Officer and the Executive Committee for review and response in alignment to the climate-specific risks and opportunities. The data is reviewed and actions are developed by the company through its annual MLB strategic plan and ERM process to stay on track to meet or exceed the publicly stated 2030 and 2050 goals. We have an Operationalizing Sustainability 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. 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 Scopes 1 and 2 GHG emissions. Ingersoll Rand's strategy for addressing climate change is most notable with its product efficiencies. Product improvements create new customer solutions resulting in improved downstream impacts, improved customer sustainability, and increased revenue. We know that nearly all of our customers now consider energy efficiency when making decisions, and governments around the world are now regulating energy conservation standards for compressors. We embrace this trend and aim to remain at the forefront of these requirements with the goal of 100% of our new product innovation designed with energy efficiency improvements. This is how Ingersoll Rand manages its contribution to the 2℃ or lower scenario. Operationally, Ingersoll Rand is ensuring the resiliency of its organizational strategy with onsite solar installations, purchasing renewable energy, introducing Virtual Power Purchase Agreements and pursuing other site-specific energy efficiency projects. Ingersoll Rand has business continuity plans in place to successfully execute on the organizational strategy as various climate scenarios take place. These business continuity plans ensure Ingersoll Rand will be able to supply energy efficient products to help achieve global climate goals. Energy efficiency is integral to our new product development process. Each new product includes an evaluation of total GHG emissions measured using a life-cycle assessment process. The opportunities created by this new product innovation are reflected in the annual MLB strategic financial plan developed by each of Ingersoll Rand's business units.

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
Scope 1, Scope 2, and Scope 3 GHG emissions, and the related risks	Scope 1 and Scope 2 climate-related potential risks include: (1) Coastal inundation caused by longer term sea level rise and associated land loss, is a progressive hazard with an associated site damage or replacement cost. Coastal inundation driven by storm surge can also cause the abrupt disruptions of site operations. (2) Surface water flooding can cause abrupt site disruption, halting production, was well as causing site damage. (3) Riverine flooding can cause abrupt site disruption, halting production, as well as causing site damage. (4) Extreme wind events can cause abrupt site disruption halting production, as well as causing site damage. (5) A forest fire can cause site disruption, halting production, as well as cause site damage. (6) Soil subsidence is a progressive hazard, so is not likely to cause site disruption, but has an associated site damage. Low ground water levels in the area cause the ground beneath sites to contract and shift. (7) Freeze thaws are a progressive hazard, so are not likely to cause abrupt site disruption, but have an associated site damage as sites can freeze, expand and crack. (8) Extreme heat is a failure-only hazard, so is not likely to cause site damage. However, it is likely to halt the site's operation. Scope 3 climate-related risks include: (1) Regulations around equipment efficiency could present risks if our products don't meet these standards; and (2) Potential regulations of a carbon tax and other regulations around emissions have the potential to disrupt our business due to the global supply chain and emissions associated with sourcing components overseas (mostly from China and India). The potential financial impact of carbon pricing ranges was examined across Current Policies and net-zero 2050 scenarios and is mostly concentrated in the U.S. and Europe (90% of total carbon pricing risk). (3) Potential exposure to physical risks associated with climate change to our supply chain through priority seaport locations. (4) Potential exposure of our owned and operated assets to various climate change related physical hazards such as coastal inundation, riverine flooding and surface water flooding. (5) Supply chain locations in China and Taiwan exhibit the greatest exposure to such physical risks. The supply chain risk exposure was examined across the two scenarios and is mainly concentrated in three owned and operated facilities: Wujiang, Shanghai (Wenjing Road), and Schopfheim. All three locations combined represent 89% of total physical risk, with Wujiang making up the majority of risks. Ingersoll Rand has conducted GHG inventories of direct emissions (Scope 1) and indirect emissions (Scope 2) and verified the amount based on the ANSI ISO 14046-3 GHG inventory standards. With reference to GHG Protocol Scope 3, Ingersoll Rand conducts GHG inventories of all categories within Scope 3, 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 Assurance Statements.
Targets used by the organization to manage climate-related risks and opportunities and performance against targets.	GHG reduction of 60% by 2030 and net-zero by 2050 targets have been publicly stated. Additionally, by 2050, Ingersoll Rand aims to be using 100% renewable energy. The company has overall roadmaps to reach 2030 and 2050 goals and the business units are executing annually towards the goals. Weekly, the business units report on their progress to Corporate in the Operationalizing Sustainability IDM and a quarterly business review with the CEO and CFO. Our progress toward the climate goals is an early indicator of the resiliency of our strategy. We are executing towards the goals in all our business units and have achieved an absolute reduction of 15.3% in GHG emissions in 2023, which is 25% progress towards our 60% GHG reduction goal and 15% progress towards net-zero.

ASSURANCE STATEMENTS

Ingersoll Rand's 2023 Assurance Statements (as well as past years' Assurance Statements) are publicly available at 2023 Assurance Statements.

POLICIES

Anti-Bribery and Corruption Policy

Conflict Minerals Policy

Environmental, Health & Safety Policy

Human Rights Policy

Code of Conduct

Supplier Code of Conduct

Political Involvement Policy

SUSTAINABILITY REPORT DATA

Reporting Period
All ESG data for Ingersoll Rand reflects calendar year 2023, 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 in 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 restatements for data points previously presented for 2020-2023. As a result of M&A activities since 2020 (surpassed a 5% impact on any environmental metric) and a drive for consistent improvement, in 2023 Ingersoll Rand significantly expanded its inventory boundary from financial control to operational control, which greatly increased the number of locations (SVC and ADMIN) reporting all Scopes 1 and 2 metrics. Subsequently, in 2023 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. This recalculation comprised of the inclusion of locations acquired in 2022, the adjustment of data errors and the addition of either actual or benchmark consumption values for the SVC and ADMIN locations. All subsequent years after the base year were calculated in conformance with this method. This 2023 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 boundaries use the financial control approach for environmental data and the operational control approach for safety data
2. Operational boundaries in respect to direct and indirect emissions are determined by the use of the GHG Protocol Corporate Accounting and Reporting Standard.

External Assurance
Environmental and safety data was assured by ERM CVS—a third-party certified specialist. This represents 100 percent of the company's global operations and products manufactured for 2023. For further details and results, access the 2023 Assurance Statements.

Report Contact
Mary Betsch, VP, Sustainability; makinglifebetter@irco.com.

For the 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 contains voluntary disclosures and 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 or any other laws of the U.S. or any other jurisdiction, or as that concept is used in the context of financial statements and financial reporting.

This report covers the calendar year 2023 unless otherwise noted and contains "forward-looking statements" 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. All statements other than historical facts are forward-looking statements.

These forward-looking statements are based on Ingersoll Rand's current expectations and are subject to risks and uncertainties, which may cause actual results to differ materially from these current expectations. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those indicated or anticipated by such forward-looking statements. The inclusion of such statements should not be regarded as a representation that such plans, estimates or expectations will be achieved. Important factors that could cause actual results to differ materially from such plans, estimates or expectations include, among others: (1) adverse impact on our operations and financial performance due to natural disaster, catastrophe, global pandemics, geopolitical tensions, cyber events, or other events outside of our control; (2) unexpected costs, charges or expenses resulting from completed and proposed business combinations; (3) uncertainty of the expected financial performance of the company; (4) failure to realize the anticipated benefits of completed and proposed business combinations; (5) the ability of the company to implement its business strategy; (6) difficulties and delays in achieving revenue and cost synergies; (7) inability of the company to retain and hire key personnel; (8) evolving legal, regulatory and tax regimes; (9) changes in general economic and/or industry specific conditions; (10) actions by third parties, including government agencies; and (11) other risk factors detailed in Ingersoll Rand's most recent Annual Report on Form 10-K filed with the Securities and Exchange Commission (the "SEC"), as such factors may be updated from time to time in its periodic filings with the SEC, which are available on the SEC's website at http://www.sec.gov. The foregoing list of important factors is not exclusive.

Any forward-looking statements speak only as of the date of this report. Ingersoll Rand undertakes no obligation to update any forward-looking statements, whether as a result of new information or developments, future events or otherwise, except as required by law. Readers are cautioned not to place undue reliance on any of these forward-looking statements.

Additionally, the information contained on our website and social media platforms is 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.