



Entrepreneurial spirit.  
Ownership mindset.  
Sustainability focus.

2020 Sustainability Report

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March 2020, Gardner Denver and Ingersoll Rand Industrials unite to create **Ingersoll Rand**



**WINNING CULTURE WITH PURPOSE & VALUES**

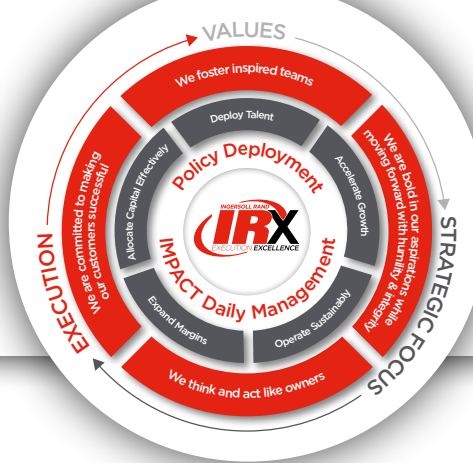
**Lean on us**  
To help you make life better

**Connections**



**78% FAVORABLE EMPLOYEE ENGAGEMENT**  
in Q2 2021, up 2% from 2020  
(see [page 14](#))

**PROCESS EXCELLENCE DRIVING RESULTS**



(see [page 34](#))

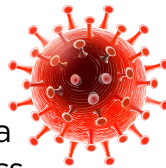


**GLOBAL IMPACT SOCIAL & COMMUNITY**

(see [page 15](#))



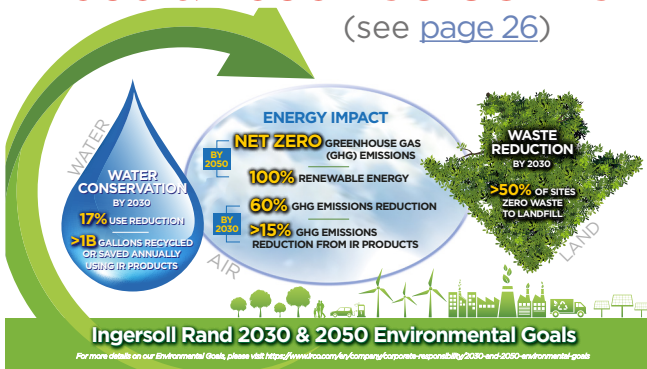
Water improvement projects in Africa, India Italy and Vietnam and COVID responsiveness



**\$150M EQUITY GRANT**  
Brings equity grant total to \$250 million since 2017  
(see [page 14](#))

**2030 & 2050 ESG GOALS**

(see [page 26](#))



**INCLUSION GROUPS**

(see [page 12](#))

CEO **ACTION** FOR DIVERSITY & INCLUSION



**BLACK EMPLOYEE NETWORK**

**WOMEN INCLUSION GROUP**

**VETERANS INCLUSION GROUP**

**COMMITMENT and GOALS to IMPROVE DIVERSITY, EQUITY and INCLUSION**

(see [page 12](#))



**Representation**



**Advancement**



**Experience**

Board of Director members are **50%** diverse in gender or ethnicity, and the extended leadership team is **43%** diverse in gender or ethnicity



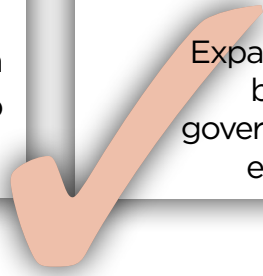
**MAXIMUS**

**STRATEGIC ACQUISITIONS**  
Announced or Completed  
(see [page 5](#))

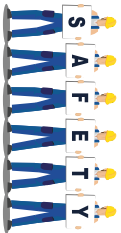
**STOCKHOLDER RIGHTS**

(see [page 22](#))

Expanded rights of stockholders to better align with corporate governance best practices, including eliminating classified Board



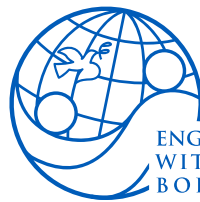
# HIGHLIGHTS



**LEADING SAFETY CULTURE**

World-class Total Recordable Incident Rate (TRIR) of 0.53

(see [page 29](#))



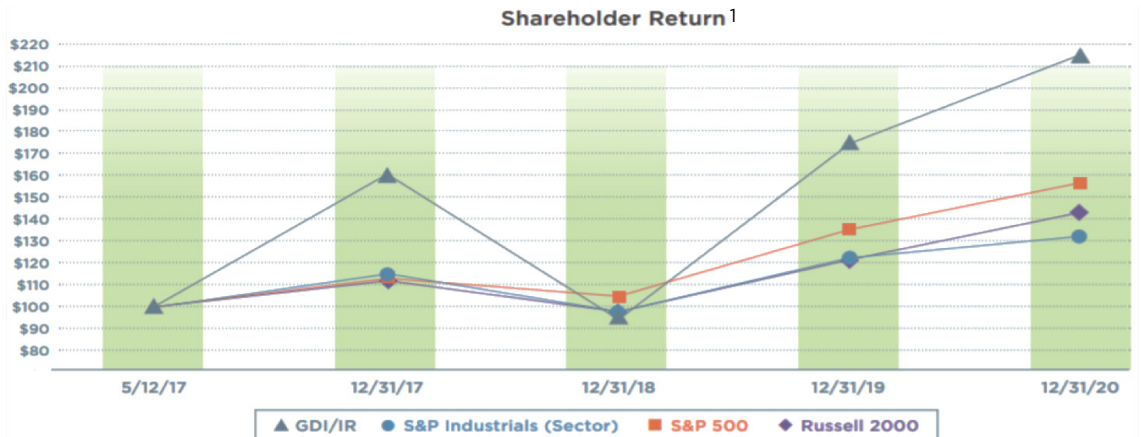
ENGINEERS WITHOUT BORDERS

**PRINCIPAL PARTNERSHIP FOR CORPORATE CITIZENSHIP**

(see [page 19](#))

**TOTAL SHAREHOLDER RETURN**

<sup>1</sup> For every \$100 invested as measured from date of Initial Public Offering (IPO)



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## Welcome to Our 2020 Sustainability Report

Our company purpose—lean on us to help you make life better— and our five strategic imperatives—**Deploy Talent, Accelerate Growth, Operate Sustainably, Expand Margins and Allocate Capital Effectively**—are foundational to our culture and our success. Our focus on Operate Sustainably drives us to remain socially and environmentally conscious and to continually evolve our operations, products and services in a manner that supports this strategic imperative.

With this focus in mind, we are excited to present Ingersoll Rand's 2020 Sustainability Report. This report reflects our 2020 environmental, social and governance (ESG) data, celebrates our ESG progress since our last report and details our future goals.

### Ingersoll Rand Purpose and Values

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

*Our Values:*

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



Available in 15 languages digitally and in print, Ingersoll Rand's Purpose and Values continue to define the culture of our company for our employees. All employees attend Ingersoll Rand's interactive Purpose and Values activation sessions to ensure their alignment and understanding of our Purpose and Values, and how they should incorporate them into their daily work.



# Sustainability Report

## Data

### Reporting Period

All ESG data for Ingersoll Rand reflects calendar year of 2020, unless otherwise noted.

### Reporting Cycle

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

### Date of Most Recent Report

This is the second ESG report for the combined company arising from the Merger of Gardner Denver and the Ingersoll Rand Industrial segment on March 1, 2020 (the "Merger"). The previous report was published July 30, 2020.

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

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

### Restatements of Information and Changes in Reporting

There are no restatements from our inaugural 2019 Sustainability Supplement. This 2020 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.

### Process for Defining the Report and Topic Boundaries

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

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

### External Assurance

Environmental and safety data was assured by Lloyds Register – a third-party certified specialist. This represents 100 percent of the company's global operations for 2020. For further details and results, access the [2020 Assurance Statement](#).

### Report Contact

Debbie Kalish, Director of Sustainability; [makinglifebetter@irco.com](mailto:makinglifebetter@irco.com).

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## Letter from Our CEO

Dear Stakeholders,

Thank you for your interest in Ingersoll Rand's sustainability journey—and what a journey it is! Ingersoll Rand is committed to being a leader in environmental, social and governance among industrial companies. In this 2020 Sustainability Report, I am excited to share with you details about our progress to date and our aspirations for the future...and it all begins with our people!

Ingersoll Rand's global employees care deeply about our neighbors and shared planet. Our culture encourages an ownership mindset and a bias for action that is evident in our employees' commitment to deliver **mission-critical flow creation and industrial products and services** that improve the lives of our customers while minimizing negative impacts on our world. "Operate Sustainably" – one of five strategic imperatives we live by daily – aligns with our company values and has become a driving motivation for our **highly engaged employees**.

Purpose and sustainability-driven employees are an unstoppable force for good. Their sustainability focus benefits not only our operations, but our **customers reap the benefits** as well. When customers recognize Ingersoll Rand as a like-minded, sustainable ally, a rewarding transformation occurs: satisfied customers become lifetime partners. Our customer focus and sustainability commitment are solidifying our ability to **deliver stakeholder benefits** and ensuring the long-term health and security of our company.

In 2020, we reinvented ourselves as a newly integrated Ingersoll Rand with the successful Merger of Gardner Denver with Ingersoll Rand's Industrial businesses. Our success was driven by an intense focus on employee safety and a passion for supporting our customers through the delivery of mission-critical products despite the challenges posed by the COVID-19 pandemic. We took meaningful steps toward creating the new Ingersoll Rand, including acquiring Albin Pump SAS and Tuthill Vacuum and Blower Systems; awarding an unprecedented \$150 million employee equity grant; and earning a Top 10 Innovations in Diversity Award from Profiles in Diversity Journal. We continued that momentum in 2021 with the sale of a majority interest in the High Pressure Solutions Segment, which significantly reduced our direct exposure to the upstream oil and gas market, and the sale of Club Car, as well as announcements to acquire Seepex GmbH and Maximus Solutions. These portfolio transactions progress our strategic goal of growing in sustainability driven end-markets through new products, innovation and technology. What began as a simple commitment to sustainability because it is the right thing to do, is now fueling Ingersoll Rand's future growth, success and stockholder value creation. And on every step of our journey, we are applying the discipline of our Ingersoll Rand Execution Excellence process, what we call IRX, to drive our results.

In the pages of this 2020 Sustainability Report—amid the transparency of our data and the aggressiveness of our targets—I hope you get a sense that underpinning it all is the passionate pursuit of our purpose: **Lean on Us to Help You Make Life Better**. Sustainability is strategic to us. We strive to protect our environment, not harm it; we strive to be an active contributor in our communities, not a passive benefactor; and, in all we do, we strive to make life better for our employees, customers, shareholders and communities.

Thank you for joining us on this journey.

Sincerely,

Vicente Reynal  
President and CEO  
Ingersoll Rand

## Ethics and Compliance

Integrity, honesty and sound judgment are fundamental to the reputation and success of Ingersoll Rand. Our [Code of Conduct](#) is designed to ensure all directors, officers (including the principal executive officer, principal financial officer, principal accounting officer or controller and persons performing similar functions), and employees of the company conduct themselves lawfully at all times and maintain the highest ethical standards in every aspect of their business dealings. The Code is designed to assist us in avoiding even the appearance of improper behavior and serves as a guide for employees when faced with legal or ethical questions. We expect all of our employees to read it carefully and understand it. We expect no less from our suppliers, all of whom are expected to comply with the Company's [Supplier Code of Conduct](#) and adhere to the Company's principles of responsible global sourcing.

### Code of Conduct Coverage

% Relative To Total Number of:	Coverage	Written / Digital Acknowledgement	Training
Employees	100%	100%	100%
Contractors/Suppliers/Service Providers	100%	100%	100%
Subsidiaries	100%	100%	100%
Joint Ventures (including stakes above 10%)	100%	100%	100%

<https://www.irco.com/en-us/company/corporate-responsibility/code-of-conduct>

<https://investors.irco.com/governance/governance-documents-and-charters/default.aspx>

### Anti-Bribery & Corruption

Ingersoll Rand Inc. is committed to conducting its worldwide operations in accordance with the highest ethical standards and in compliance with all applicable laws and regulations, including the U.S. Foreign Corrupt Practices Act, U.K. Bribery Act 2010, and other anti-corruption and related laws in countries in which it conducts business. As such, the company's reputation and business success rely on the collective effort of its employees to follow these standards with the highest integrity. We expect that same commitment from our agents, consultants, representatives, and other companies and individuals acting on our behalf as well as those acting on behalf of our transaction partners in connection with work for the company. We are committed to preventing corruption, including the appearance of corruption, in all of our business dealings. We have a zero tolerance for bribery and corruption and shall accept no excuses, including that bribery is a common practice in a given country. We prohibit all forms of bribery no matter how small.

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

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

# Ethics and Compliance continued

## Compliance Systems/Procedures

A Code of Conduct is only effective if it is understood and followed. Ingersoll Rand recognizes that there must be systems and procedures in place to ensure the Code of Conduct and its guidance is understood, adopted and complied with globally. To assure external stakeholders that the Code of Conduct is not only established but also effective, Ingersoll Rand engages Deloitte & Touche, an independent third party, to conduct annual entity level control auditing of the entire Code of Conduct compliance program. Components of the entity level control auditing include annual confirmation of the global Code of Conduct certification exercise; verification of the global ethics hotline, including upward reporting to the Audit Committee of the Board of Directors; and the establishment of a Management Representation Letter that requires quarterly certification from company leaders.

## Ingersoll Rand's Code Reporting

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

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



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



**Global Ethics Hotline Reports**

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

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

**Political Contributions**

In 2020, Ingersoll Rand did not make any contributions to nor expenditures to political campaigns or organizations or lobbying groups whose role is to influence political campaigns or public policy and legislation. Ingersoll Rand contributed \$848,550 to trade associations and tax-exempt entities whose primary purpose is not lobbying although some of these entities may have engaged in incidental, ad hoc lobbying activities. Further details on the company's contributions to trade associations and tax-exempt entities can be found in the [Regulations and Public Policy](#) section.

**Charitable Contributions and Sponsorship**

In 2020, the value of Ingersoll Rand's corporate citizenship/philanthropic contributions totaled \$1.2 million. Further detail on the reporting of the company's philanthropic contributions can be found in the [Social and Community Activities](#) section.

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# Emerging Risks

## Key Impacts, Risks and Opportunities

At Ingersoll Rand, managing uncertainty is centered on risk recognition, management and reduction. We are able to identify trends and recognize risks, thanks to a series of processes that the company has in place that taken together form our enterprise risk management (ERM) system. After risk identification, as part of our ERM system we develop and implement countermeasures designed to reduce risk to an acceptable level based on the risk levels set and reviewed by our executive management team and the Audit Committee of our Board of Directors. Regularly reviewed for effectiveness, our ERM system is updated as needed.

## Significant Risks Challenges and Opportunities identified through our ERM process

Risk	Background	Mitigation	Opportunities
<b>Sustainability Integration</b>	Potential inability to integrate sustainability into 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 operations and products.	Integrate broadly to recruit/retain talent, set bold targets, and maintain and enhance market share. Cost savings from energy improvements in operations.
<b>Employee Matters and Culture</b>	Working to successfully spearhead the transition back to work with COVID-19.	Established a campaign to encourage employees to get the COVID-19 vaccine. Processes established to keep employees as safe as possible through phased return to work.	Returning to face-to-face reduces hours in front of screens. More opportunities to connect and engage.
<b>Cybersecurity</b>	Information systems failure may disrupt our business and result in financial loss and liability to our customers.	Instituted security policy systems and backup systems to protect daily transactions, customer information and other sensitive information. Cyber insurance instituted for financial loss in the event of a cyber attack.	Maintain strong processes to avoid security disruptions, creating further confidence in our business.
<b>Operational Growth</b>	Expanded international operations could present a challenge on business.	Increasing Internet of Things (IoT) lessens service visits allowing for remote diagnostics. Due diligence performed in new locations for ESG indicators while ensuring adequate business support (e.g., logistics). Focused on internal controls of business and risk tolerance.	Manufacturing in region for region provides immediate response to customers, while lowering product costs.

Risk	Background	Mitigation	Opportunities
<b>Products and Services</b>	Inability to develop new products and technologies can impair our competitive position, which could affect sales and market share.	Invest in resources that allow us to remain on top of technological research and innovation. Listen to the voice of the customer 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 (indirect) emissions.
<b>Climate</b>	Identification of our climate strategy to address our impacts as well as to identify solutions supporting 2°C scenarios.	Created Scope 1 and Scope 2 emissions reduction for operations by 2030. Scope 3 goal set for product use phase. Assessed physical risks including water stress using WRI's Aqueduct Water Risk Atlas Tool during scenario planning. Created water reduction target for our operations. Created target to eliminate, reduce or recycle >1 billion gallons of water annually through product use.	Lower operational costs, increased resiliency. Product changes create new customer solutions resulting in increased product revenue, improved downstream impacts, and improved customer sustainability.
<b>Occupational Health and Safety</b>	Hazards and ill health affect employees' ability to thrive and work.	Introduced company-wide health and safety management system. Introduction of Behavior Based Safety.	Reinforce our safety culture and strengthen trust among the team.

Additional risk factors may be found in the 10-K section of the [2020 Annual Report](#) on pp. 12-24.

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# Our Employees

Our employees and our partners are the most critical elements of our business. Support of our people is not only the right thing to do – it also builds better, motivated teams. We continue to drive a sense of belonging, empowerment and respect for employees in our culture. In an effort to show our active commitment to and respect of human rights in our business relationships, we created a [human rights policy](#) to further embed and ensure responsibility for people throughout Ingersoll Rand. This policy will help us proactively and systematically identify potential human rights impacts and where they could occur and take prompt remedial actions.

Below is a breakdown of employees by a variety of indicators; all data is as of December 31, 2020.

## Percentage of Employees Covered by Collective Bargaining Agreements

Approximately 50 percent of Ingersoll Rand employees are covered by a collective bargaining agreement. When significant operational changes arise, Ingersoll Rand provides reasonable notice to employees who could be affected by them. The length of the notice period is dependent on the type of change being made and legal requirements, if applicable, in the countries in question (including those changes contained in industry and/or economy-wide collective bargaining agreements). Provisions for consultation and negotiation are specified in collective bargaining agreements. In all instances, Ingersoll Rand is committed to providing appropriate notice of changes and to following the legal, industrial relations and consultation requirements, if any, within the countries implementing a change.

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

Total Number of Employees by Employment Contract (Permanent and Temporary) by Gender				
	Male	Female	Undisclosed	Total
<b>Permanent</b>	12,179	3,437	15	15,631
<b>Temporary</b>	78	16	1	95
	12,257	3,453	16	15,726

## Total Number of Employees by Employment Contract

Total Number of Employees by Employment Contract (Permanent and Temporary) by Region				
	Americas	AP	EMEIA	Total
<b>Permanent</b>	6,344	3,241	6,046	15,631
<b>Temporary</b>	11	33	51	95
	6,355	3,274	6,097	15,726

## Region Total Number of Employees by Employment Type

Total Number of Employees by Employment Type (Permanent and Temporary)				
	Male	Female	Unknown	Total
<b>Full-Time</b>	12,132	3,295	15	15,442
<b>Part-Time</b>	125	158	1	284
	12,257	3,453	16	15,726




## Diversity, Equity & Inclusion

At Ingersoll Rand, we are passionately committed to diversity, equity and inclusion (DE&I). We hold ourselves accountable to building an inclusive workplace that cultivates a sense of belonging, empowerment and respect for all our employees across the globe. We enrich our community when we embrace, respect and learn from our differences.

A participant in the CEO Action for Diversity & Inclusion pledge since 2019, we are proud that Ingersoll Rand’s Board of Director members are 50% diverse in gender or ethnicity, and the full extended leadership team is nearly 30% female and is 43% diverse in gender or ethnicity. In 2020, the company introduced its powerful initiative called “Lean into Change” where employees from across the company participated in culturally sensitive conversations with trust and transparency. The company also launched three employee-led Inclusion Groups—Black Employee Network, Women Inclusion Group and Veteran Inclusion Group—as a strategic resource for talent management, community influence, and leadership development and mentoring. Profiles in Diversity Journal recognized this Ingersoll Rand initiative with a Top 10 Innovations in Diversity Award.

Our vision is to be a DE&I leader within our industry. We leverage diversity, equity and inclusion to exceed our business goals, attract and retain the best talent, and address today’s global challenges. Connecting to our value of fostering inspired teams, we cultivate diversity, promote equity and pursue a more inclusive culture that strengthens the sense of belonging for all. We expect individuals to uphold these aspirations with humility, integrity and respect.

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

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

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

The next page documents our 2020 baseline data. We are confident our people, our Purpose and our Values will ensure substantial progress in the years to come to achieve our 2025 aspirations.

# Our Employees continued

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

Diversity Indicator	Percentage of Total Employee Population
Female share of total workforce (%)	22.0%
Females in all management positions, including junior, middle and senior management (as % of total management workforce)	19.4%
Females in junior management positions, i.e. first level of management (as % of total junior management positions)	25.0%
Females in senior management positions, i.e. maximum two levels from the CEO or comparable positions (as % of total senior management positions)	19.5%
Females in management positions in revenue-generating functions (e.g. sales) as a % of all such managers (e.g., excluding support functions, such as HR, IT, legal.)	17.4%

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

Breakdown	Share in total US workforce (as % of total workforce)	Share in all management positions, including junior, middle and senior management (as % of total management workforce)
Asian	3.3%	3.9%
Black or African American	12.8%	4.1%
Hispanic or Latino	7.7%	4.3%
White	71.4%	83.9%
Indigenous or Native	0.3%	0.4%
Other:	0.4% two or more races 3.9% not specified	0.4% two or more races 3.1% not specified

Population by age			
Total Population	<30 year old	30-50 year old	>50 year old
15,726	10.3%	57.4%	32.3%

## Employee Engagement

As we have noted a number of times, employees are the single most important driver in our future success.

To create a culture that brings out the best in people from around the world with different experiences, perspectives and biases may seem daunting, but we tackle this important challenge with dedication and humility.

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



## Connections

While our equity grants illustrate our financial investment to making our employees owners, Ingersoll Rand appreciates that true ownership requires employee engagement at every level of the company. To give a voice to every employee on the workings of their company, we conduct Connections Employee Engagement surveys to ensure continuous improvement and feedback. The confidential 27-question survey in 2020 earned a favorable employee engagement score of 76% from an exceptional response rate of 95% with nearly 30,000 employee comments. The Q2 2021

Connections Employee Engagement survey resulted in a 2% improvement with a score of 78% and delivered additional invaluable insights on what is working well and where we need to improve. The survey is a catalyst to ensuring every employee is empowered to influence the future of our company and their own careers. In addition, survey data equips Ingersoll Rand to make the best decisions to improve in the areas deemed important to our employees.

### Employee Engagement Survey

	Unit	FY 2018	FY 2019	FY 2020	2020 Target
<b>Employee Engagement</b>	% of Positively Engaged Employees	67	72	76	76
<b>Participation Rate</b>	% of Total Employees	92	92	95	100

### Employee Turnover Rate

	FY 2017	FY 2018	FY 2019	FY 2020
<b>Total Employee Turnover</b>	11.9%	12.3%	13.9%	16.7%*
<b>Voluntary Turnover</b>	8.0%	9.1%	9.0%	7.2%

\*The overall turnover number in 2020 was significantly higher as a result of the reductions in force that occurred with the Merger of Gardner Denver and Ingersoll Rand Industrial. As noted above, our voluntary turnover rate improved notably within the same year.

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# Social and Community Activities

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

## Ingersoll Rand Global Citizenship Strategy

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

1. **Support Our Purpose and Values**  
Our global citizenship strategy must first and foremost support our Purpose and Values and integrate them into the fabric of our company.
2. **Enhance Our Reputation**  
A key outcome of our global citizenship strategy is that it should help support and promote us as the provider, employer and investment of choice.
3. **Diversity & Inclusion**  
Working toward the right solutions requires an integrated view of global citizenship, and diversity and inclusion; social responsibility requires diverse and inclusive perspectives.
4. **Respond to Local Community Needs**  
Our global citizenship strategy must be responsive to identified needs in our communities that are appropriate for our involvement to "Think Global, Act Local."
5. **Engage Employee Preference**  
The interests and preferences of our employees are taken into account when determining the programs we support.
6. **Achieve Impact**  
Our emphasis will be on making resource investments that lead to measurable, observable changes in people, communities and the environment.
7. **Leverage Resources**  
Our efforts will maximize our impact by leveraging corporate and local initiatives; all of our activities will build on each other to ensure we outperform our objectives.

## Alignment with United Nations Sustainable Development Goals

In 2020, any group or local effort of Ingersoll Rand's global citizenship strategy aligns with one or more specific UN Sustainable Development Goals (SDG) as shown below:



## Global Citizenship Priorities and Performance Management

### Priority #1

Provide life-changing solutions through clean, safe drinking water and disinfection systems to schools in Vietnam and India.

### U.N. Sustainable Development Goal Alignment





**Alignment with Ingersoll Rand Business Drivers**

By 2030, global demand for fresh water will exceed supply by 40 percent. As an industrial leader in mission-critical flow technologies, Ingersoll Rand understands the demand and opportunity of water being central to economic and social development. Through our purpose - Lean On Us to Help You Make Life Better - we have the ability and responsibility to focus on water supply, sanitation and water resources management. One way is to help deliver clean water supply, sanitation and hygiene to schools and their communities in Vietnam and India.



Typically, salty, hard, ground water is a school's only water source and there are often long-time problems of waterborne illnesses among the children. Through our partnership with Planet Water, Ingersoll Rand installs AquaTower drinking water and hand-washing stations, and AquaSan surface disinfection systems with sanitization capabilities. In addition, we provide hygiene education programs to teach proper hand-washing and hygiene habits, and how to prevent the spread of germs.

“ I was worried about the contamination of our groundwater. This project is the solution to our school’s long-time problem of waterborne illnesses among the children. It will also help control the spread of COVID-19 virus. Our deepest gratitude to Ingersoll Rand for supporting our school. ”

Mrs. Chitra, Teacher



**Business Benefits**

- Meets community demand for Ingersoll Rand's innovative water-conserving, purifying, transferring pumps and systems.
- Enhances employee engagement with volunteer opportunities to install AquaTowers at schools and interact with students/teachers.
- Directly contributes toward Operate Sustainably, one of the company's five strategic imperatives.
- Improves relationship between local communities and Ingersoll Rand through project activities.

**Social/Environmental Benefits**

- Supplied -1,000 students with safe drinking water and sanitation services, preventing needless sickness and death. Healthier children become healthier adults who contribute more to the economy.
- Hygiene education programs create a change in behavior and knowledge around water-health and hygiene - this is one of the most important measures to prevent infection.
- Optimizing use of water through better planning helps improve welfare and increase economic growth.

# Social and Community Activities continued

## Priority #2

Improve education for students, particularly girls, at schools in sub-Saharan Africa through the building of water wells and sanitation systems.

### U.N. Sustainable Development Goal Alignment



### Alignment with Ingersoll Rand Business Drivers

Improving the health and education of girls is considered one of the top two best solutions to address global climate change, according to Project Drawdown. In sub-Saharan Africa, students in villages often miss school because they have to walk multiple kilometers to get clean water or because they have water-related illnesses from drinking unclean water. Ingersoll Rand has collaborated with Drop in the Bucket for five years to furnish air compressors to assist with borehole drilling for water wells and sanitation systems to be used by schools and neighboring villages. In many cases, more than 2,000 people are using the well each day to access fresh water. Not having to walk daily for water results in more than 1,000 students receiving more consistent education.



### Business Benefits

- Meets community demand for Ingersoll Rand's CompAir® portable compressors.
- Directly contributes toward Operate Sustainably, one of the company's five strategic imperatives.
- Improves relationships between local communities and Ingersoll Rand through project activities.

### Social/Environmental Benefits

- More than 2,000 people are using the water well daily throughout two villages, with most of the population being female.
- The water well eliminates walking travel, resulting in more than 1,000 students (581 girls and 474 boys) and 18 teachers now giving and receiving more consistent education.
- Critical societal benefits of girls receiving more consistent education are:
  - fewer and healthier children;
  - active management of their reproductive health;
  - higher wages;
  - reduction in mortality rates;
  - less likely to marry as children or against their will;
  - lower incidence of HIV/AIDS and malaria;
  - and more productive agricultural plots.

**Priority #3**

Addressing critical healthcare and community needs during COVID-19 global pandemic disaster relief.

**U.N. Sustainable Development Goal Alignment**



**Alignment with Ingersoll Rand Business Drivers**

Designated an essential manufacturing business to help stop the spread and impacts of COVID-19, Ingersoll Rand aided mission-critical industries in their fight against COVID-19 throughout 2020. Our teams aligned with hospitals, oxygen manufacturers and other critical supply chain partners to overcome logistical challenges and help save lives. Our Italy team raced to supply air compressors to a London hospital overrun with COVID-19 cases and our India team readied an order in under a day for air compressor units to be used for medical oxygen generators at hospitals in urgent need.



Going through this global event together demonstrated our employees' commitment to our common purpose: Lean On Us to Help You Make Life Better.



**Business Benefits**

- Meets the demand for products needed in frontline healthcare industries, particularly to help with shortage of oxygen and need for ventilators.
- Our solutions, driven by our employees' passion and ingenuity, have life-changing impact.

**Social/Environmental Benefits**

- Our partnership and support of front-line providers across the globe helped to aid and recognize the extraordinary and fundamental work that healthcare employees perform every day for all of us.

# Social and Community Activities continued

## Ingersoll Rand and Engineers Without Borders Make Life Better through Strategic Partnership to Build Resilient Communities around the World



In 2020, Ingersoll Rand decided to seek out a strategic partnership that further diversifies the company's corporate citizenship program and makes full use of the different types of capital at our disposal – financial, volunteerism, etc. As a result, Ingersoll Rand is now a Principal Partner of Engineers Without Borders (EWB) to globally focus on sustainable community development and infrastructure. EWB is a nonprofit humanitarian organization building a better world through engineering projects that help lift communities out of poverty, and through a \$250,000 financial contribution and global employee volunteerism efforts, Ingersoll Rand will help build projects that improve water, sanitation, disaster response, structures, agriculture, and civil works for underserved communities around the world.

Ingersoll Rand's world-class team of problem solvers are ready to put their know-how, passion, and ownership mindset to work for EWB on critical infrastructure projects like sanitation and water systems, solar energy panels and structurally sound bridges and buildings. As part of our broader ESG goals, this strategic and impactful collaboration with EWB truly embodies our purpose to 'Lean On Us to Help You Make Life Better,' and we know our volunteerism, contributions and mission-critical products will create lasting change for people in more than 45 countries.

Ingersoll Rand employees are able to join Ingersoll Rand's corporate chapter of EWB to volunteer and contribute to projects that will design and implement sustainable and technologically appropriate solutions for communities around the world. Their help has direct life-changing impacts on the health, transportation, education, energy, safety and dignity of individuals and families.

- With Ingersoll Rand's employee-driven program, employees can volunteer through EWB's Volunteer Village regardless of their technical background. There are opportunities to plan, design, test and implement solutions as well as learning opportunities, assembling critical supply kits and in-person project implementation.
- Ingersoll Rand businesses and teams are able to select an EWB project to champion. These projects will provide hands-on experience for Ingersoll Rand employees while delivering much-needed solutions to recipients in a developing community.
- Ingersoll Rand will develop technical solutions for EWB partner communities using its engineering and technical expertise, innovative processes and critical voice-of-customer insights.

Our partnership with EWB is advancing our environmental, social and governance (ESG) efforts and supporting Ingersoll Rand's strategic imperative to **Operate Sustainably**.

### EWB and Ingersoll Rand U.N. Sustainable Development Goal Alignment

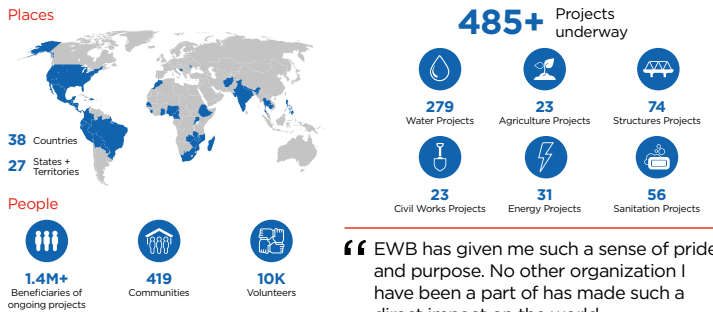


### Global challenges



Poor infrastructure has grave consequences, with more than 840,000 people dying each year from water-related diseases and countless others disconnected from essential resources.

### 2020: EWB's Impact Around the World



“ EWB has given me such a sense of pride and purpose. No other organization I have been a part of has made such a direct impact on the world. ”

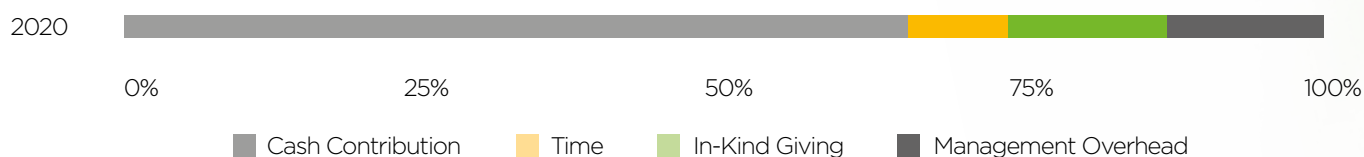
*EWB Volunteer*

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

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

For the last fiscal year, 2020, below is an estimate of the total monetary value of Ingersoll Rand's corporate citizenship/philanthropic contributions for each of the stated categories.

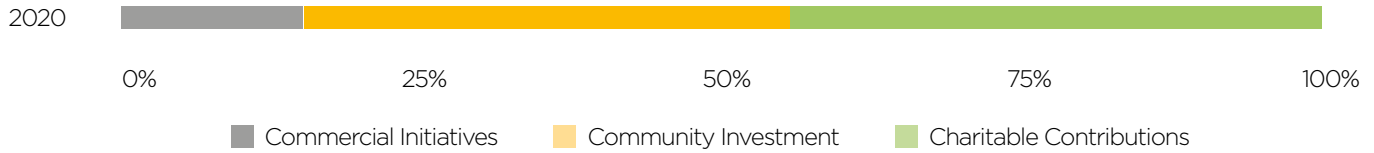
#### Proportion by Type of Contribution



Category	2020	
	Amount (USD)	Percentage
<b>Cash Contribution</b>	<b>\$805,000</b>	<b>67</b>
<b>Time</b> Cost to the company of time employees spend on community program during working hours	<b>\$60,000</b>	<b>6</b>
<b>In-kind Giving</b> Product or services donation, projects/partnerships or similar	<b>\$170,000</b>	<b>14</b>
<b>Management Overheads</b>	<b>\$160,000</b>	<b>13</b>
<b>Total</b>	<b>\$1,195,000</b>	<b>100</b>

# Social and Community Activities continued

## Proportion by Category



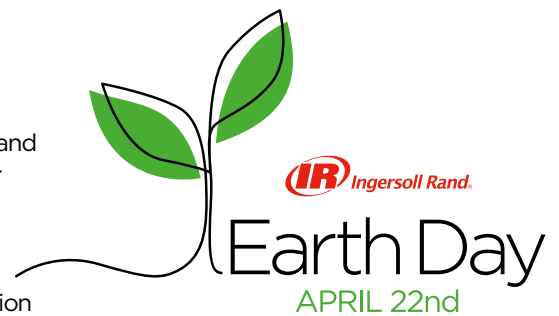
Category	2020 Percentage
<b>Commercial Initiatives</b> (pursue competitive advantage in combination with business strategy)	13
<b>Community Investment</b> (long-term cooperation with external organization)	42
<b>Charitable Contributions</b> (one-time donation)	45

### Earth Day 2021: Employees Acting Locally and Thinking Globally






More than 1,000 employees volunteered 800+ hours across the globe to Help Make Life Better for Mother Earth. Each year Earth Day begs us to take a pause and focus on our planet. This annual, global event on April 22, inspires people all over the world - 1 billion to be exact - to get involved in protecting the environment.

As a global business, Ingersoll Rand has the power to affect change around the world and being mindful about our influence is important. Which is why, in addition to our larger Environmental Goals, we believe in participating in daily actions that will help make life better for generations to come.

We believe demonstrating respect and care for our Earth goes hand-in-hand with building a successful business. Through these environmental actions, our teams across the globe showed that Ingersoll Rand can positively impact the planet. And, although the sun has set on April 22, we know there is much to be done and it is our job - as a company and as individuals - to keep that momentum going.



#### Earth Day 2021 Accomplishments:

-  1,031 employees
-  740.5 hours
-  3,270 trees planted
-  1,346.6 kWh saved
-  16 motion sensors installed

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## Governance Model

Since our last Sustainability Report, Ingersoll Rand has implemented meaningful governance changes that demonstrate our commitment to, and alignment with, governance best practices. These changes demonstrate how we bring the same intentionality and thoughtfulness to our Governance efforts as we bring to the Environmental and Social aspects of our ESG journey.

Over the past year, our Board of Directors and its Nominating and Corporate Governance Committee undertook a thorough evaluation of our corporate governance taking into consideration the views held by the investment community as to best practices. Based on this review, our Board recommended a number of changes to our corporate charter and presented these changes to our stockholders for approval. At our most recent Ingersoll Rand Inc. annual meeting, 99% of the votes cast by our stockholders were in favor of the recommended changes including amendments to our certificate of incorporation that:

- de-classified our Board of Directors and provide for the annual election of all of our directors
- eliminated the requirement for a supermajority vote of our stockholders to amend our certificate of incorporation; and
- eliminated the requirement for a supermajority vote of our stockholders to amend our Bylaws.

In addition, our Board, as part of its best governance practices review, made an amendment to our Bylaws that changed the vote required to elect directors from a plurality of votes cast to a majority of votes cast (except in the case of contested elections in which case a plurality of votes cast is still required).

### **Governance Structure**

Our Board of Directors—the highest governance body—serves as the ultimate decision-making body on material economic, environmental and social topics impacting the company. It includes an Audit Committee, a Compensation Committee and a Nominating & Corporate Governance Committee.

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

The company's chief financial officer has executive-level responsibility for economic topics. The company's general counsel/ chief compliance officer has executive-level responsibility for environmental, social and governance topics. Both of these positions directly report to the chief executive officer and have reporting responsibility to the Board who oversee Ingersoll Rand's sustainability approach. (GRI 102-20)

### **Composition of the Highest Governance Body and Its Committees**

- Executive or Non-Executive: Board of Directors consists of nine non-executives and one executive.
- Independence: Board of Directors has nine independent directors and one non-independent director (the CEO).
- Tenure: Board of Directors members have four years average tenure.
- Gender: Board of Directors is 20% female; 80% male.
- Membership of Under-Represented Social Groups: 50% of Board of Directors is diverse in gender or ethnicity.
- Stakeholder Representation: Board of Directors includes stakeholder representation.
- Meeting Attendance: Board members attended, on average, 95% of all Board meetings and the Committee meeting on which they are members. We have a minimum required attendance for such meetings of 75%.
- Performance Reviews: Our Board and each of its committees performs an annual performance review, as required by Section G of 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.

# Governance

## Model continued

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

Our Board of Directors and its Audit Committee reviews material economic, environmental and social topics and their impacts, risks and opportunities, as well as ensures that all material topics of the company are covered in reporting. Risk management related to these topics is accomplished through oversight and regular reporting by the Audit Committee, the chairman and members who have experience in overseeing risk management strategy. Our head of internal audit is responsible for monitoring and auditing the company's operational risk management performance. The head of internal audit reports to the CFO who also serves as the chief risk officer. The chief risk officer reports directly to the chief executive officer. The chief executive officer and the chief risk officer, when managing risk, report to the Audit Committee.

The Audit Committee represents the Board in a risk oversight role by periodically reviewing our business practices and our compliance with legal and regulatory requirements and reviewing and assessing overall company risk through a formalized enterprise risk management (ERM) program led by the management team. For further information on the oversight with respect to overall company impact, risk management and opportunities provided by the Audit Committee, Compensation Committee, and Nominating and Corporate Governance Committee, reference p. 17 of the [Ingersoll Rand 2021 Proxy Statement](#).

In addition to our Board of Directors, the chief executive officer, general counsel/chief compliance officer and chief financial officer formally review and approve the organization's public reporting and ensure that all material topics are covered. For further information on the Board of Directors' and management's commitment to sustainability, reference p. 18 of the [Ingersoll Rand 2021 Proxy Statement](#).

Chair of the Highest Governance Body: Chairperson is non-executive and independent.

Collective Knowledge of Highest Governance Body: Ingersoll Rand conducts a minimum of four quarterly Board meetings per year to enhance the Board's collective knowledge and provide updates on pertinent business, environmental, social and governance topics.

### **Information Security**

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

The Ingersoll Rand IT Acceptable Use and Security Policy, approved by senior leaders, details the information security requirements for all employees, contractors and partners.

As a company, we face various cybersecurity threats, including unauthorized access to sensitive information, corruption or disablement of our data or systems, and fraud. To reduce the likelihood of negative consequences from an attempted cybersecurity attack, all employees are required to take annual security awareness training. Updated periodically, training includes current security challenges and aligns with the company's risk management objectives.

Although Ingersoll Rand has experienced occasional attempted breaches of our cybersecurity (phishing, business email compromise, etc.), we continue to modify or enhance our protective measures and investigate and remediate any vulnerabilities detected. To date, none of this activity has had a material effect on our business, operations or reputation, and does not meet the criteria to be deemed a reportable incident per SEC reporting requirements.

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## Regulations and Public Policy

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

Ingersoll Rand did not make any contributions to political campaigns or organizations or lobbying groups whose role is to influence political campaigns or public policy and legislation. Ingersoll Rand contributed to trade associations and tax-exempt entities whose primary purpose is not lobbying though they may have engaged in incidental, ad hoc lobbying activities. In this context, a "contribution" is defined as the aggregate amount given during the fiscal period to an individual candidate, organization, ballot measure, or "issue area" or "topic" requiring lobbying efforts.

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

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
Lobbying, interest representation or similar	\$0	\$0	\$0	\$0
Local, regional or national political campaigns/organizations/candidates	\$0	\$0	\$0	\$0
Trade associations or tax-exempt groups (e.g., think tanks)	\$733,054	\$815,286	\$933,523	\$868,108
Other (e.g., spending related to ballot measures or referendums)	\$0	\$0	\$0	\$0
<b>Total contributions and other spending</b>	<b>\$733,054</b>	<b>\$815,286</b>	<b>\$933,523</b>	<b>\$868,108</b>
Data coverage (as % of revenue)	100%	100%	100%	100%

Data for reporting years 2017-2019 have been updated to reflect the Merger.

## Regulations and Public Policy continued

### **Main Memberships of Associations**

Ingersoll Rand is proud to be a partner to, or member of, the following organizations, including external economic, environmental and or other initiatives to which the organization subscribes, or which it endorses. We also align with several charters that support and advance our material focus. The following list is representative though not fully comprehensive.

Americas Commercial Transportation  
Association of Climate Change Officers  
Association of Physical Plant Administrators  
Australian Hydrogen Council  
Brazilian Association of the Machine and Equipment Industry  
British Compressed Gas Association  
CEO Action for Diversity and Inclusion (external social charter)  
Compressed Air & Gas Institute  
Confederation of Indian Industry  
CSA Group Testing & Certification  
Energy Workforce & Technology Council  
European Power Tools Association  
German Mechanical and Plant Engineering Association  
Hydrogen Europe  
MAPI  
NAFA Fleet Management Association  
National Society of Black Engineers  
Northern Offshore Federation  
Outdoor Power Equipment Industry  
Scottish Hydrogen Fuel Cell Association  
U.S. Department of Energy's Better Plants Initiative (external charter)  
U.S. Kids Golf Foundation  
Women in Manufacturing  
World Golf Association

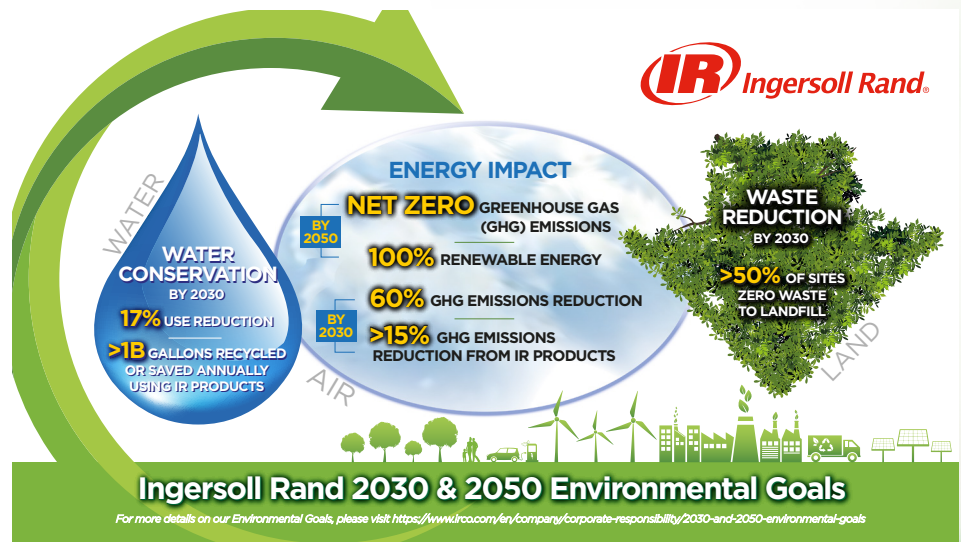
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## Environmental, Health and Safety

As an industry leader of mission-critical products and services, we have the power—and responsibility—to use our entrepreneurial spirit and ownership mindset to positively impact our planet today, tomorrow and for generations to come. As a result, Ingersoll Rand launched its 2030 and 2050 Environmental Goals in March 2021. These goals, and our commitment to achieve them, are part of Ingersoll Rand's overall Environmental, Social and Governance (ESG) efforts to Make Life Better for the good of our employees, customers, communities and planet.

Our Environmental Goals are aggressive, inspiring and achievable. They aim to positively impact our planet's air, water and land, and will be accomplished using Ingersoll Rand Execution Excellence (IRX) along with continued product enhancements and innovation. Ingersoll Rand is dedicated to supplying open and transparent communication regarding our publicly available environmental data and coverage.

As Ingersoll Rand continues to reduce our environmental impacts, we are cognizant of supporting our customers and partners in doing the same. Our products and energy use are material to us as a company and to our stakeholders. Our 2030 and 2050 environmental goals have been set to improve air, land and water impacted by our operations and our products. These goals address our impacts, but even more important – the areas where we can make a difference.



- Air: Lowering Emissions and Investing in Renewable Energy
  - o Realize net-zero greenhouse gas (GHG) emissions by 2050
  - o 100% renewable energy by 2050; Transition our operations to 100% renewable energy through multiple channels
  - o Reduce GHG emissions by 60% in our operations (Scope 1 and Scope 2) by 2030
  - o Reduce customer GHG impacts >15% from IR products (Scope 3) by 2030
- Water: Reducing and Conserving Water Usage and Providing Clean Water to Communities
  - o 17% water use reduction in operations by 2030
  - o By 2030, eliminate, reduce or recycle >1 billion gallons of water annually in our customers' processes and applications through the use of our products
- Land: Producing Less Waste and Reducing Amount Sent to Landfill
  - o Achieve zero waste to landfill at >50% of current sites by 2030

As noted, we are using the discipline of IRX to provide focused accountability and build company-wide and local strategies, initiatives and projects to drive execution toward meeting these goals. We will also leverage our environmental health and safety tools and processes to ensure these goals are obtained. And because we believe in transparency, progress towards these goals will be included in our reporting going forward.

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

Ingersoll Rand has implemented a company-wide EHS management system based on standard work, guidelines and processes, including the following six core components:

## Environmental, Health and Safety continued

1. A global EHS Council comprised of individuals from each region and business unit of the company. The Council meets weekly and oversees the EHS direction of the company.
2. The development and implementation of thirty-five elements of standard work that form the foundational framework of the EHS management system. Each Ingersoll Rand site around the globe operationalizes this framework of standard work and various functional owners at each site perform the task responsibilities documented on the standard work.
3. A performance management program where each site annually conducts a self-assessment of the framework and approximately every three years an external audit on the standards takes place. Audits identify best practices that are shared across all of the sites globally on a monthly basis.
4. EHS training on country regulations and Ingersoll Rand standard work that each site receives and tracks.
5. A company database where environmental and safety metrics are tracked and measured monthly using a scorecard by site and business unit.
6. A tracking system of capital investment and operating expenses for proposed and actual environmental improvement/sustainability projects. Sites use an internal tool to capture and track environmental project details such as resources, cost and waste, water and energy savings.

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

Ingersoll Rand had no material environmental violations in 2020.

### Operational Eco-Efficiency

Ingersoll Rand is conscious of the impact of our operations in our communities as well as in the world. Our EHS management system manages our environmental programs comprehensively, documenting key metrics. We measure our impacts year-over-year to understand our global footprint and to track performance against our 2030 and 2050 Environmental Goals.

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

Direct GHG (Scope 1)						
	Unit	FY 2017	FY 2018	FY 2019	FY 2020	2020 Target
<b>Total direct GHG emissions (Scope 1)</b>	metric tonnes CO <sub>2</sub> equivalents	43,815	45,264	41,185	43,202	Baseline Year
<b>Data coverage (as % of denominator)</b>	Percentage of: Revenue	68	68	68	100	

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

Direct Greenhouse Gas Emissions (Scope 2)						
	Unit	FY 2017	FY 2018	FY 2019	FY 2020	2020 Target
<b>Indirect greenhouse gas emissions from energy purchased and consumed (Scope 2)</b>	metric tonnes CO <sub>2</sub> equivalents	64,880	62,298	59,813	74,685	Baseline Year
<b>Data coverage (as % of denominator)</b>	Percentage of: Revenue	68	68	68	100	

<sup>1</sup>68% represents data coverage by revenue for 2017-2019; full data not available for periods prior to the Merger.

Energy Consumption<sup>1</sup>

Total Energy Consumption						
	Unit	FY 2017	FY 2018	FY 2019	FY 2020	2020 Target
Non-renewable fuels (nuclear fuels, coal, oil, natural gas, etc.) purchased and consumed	MWh	109,627	136,755	114,604	147,633	Baseline Year
Non-renewable electricity purchased	MWh	112,341	132,560	113,691	167,440	Baseline Year
Steam/heating/cooling and other energy (non-renewable) purchased	MWh	0	0	0	0	
Total renewable energy (wind, solar, biomass, hydroelectric, geothermal, etc.) purchased or generated	MWh	0	0	0	1,412	
Total non-renewable energy (electricity and heating & cooling) sold	MWh	0	0	0	0	
Total non-renewable energy consumption	MWh	231,968	269,315	228,295	315,073	Baseline Year
Total costs of energy consumption (estimated)	USD - US Dollar	17,550,028	18,564,661	20,341,404	32,592,456	
Data coverage (as % of denominator)	Percentage of Revenue	68	68	68	100	

Total Net Fresh Water Consumption<sup>1</sup>

Water						
	Unit	FY 2017	FY 2018	FY 2019	FY 2020	2020 Target
Water Use	Mm <sup>3</sup>		0.208	0.208	0.546	Baseline Year
Data coverage (as % of denominator)	Percentage of Revenue		68	68	100	

Hazardous Waste<sup>1</sup>

Hazardous Waste						
	Unit	FY 2017	FY 2018	FY 2019	FY 2020	2020 Target
Hazardous Waste	metric tonnes		574	548	1,075	Baseline Year
Data coverage (as % of denominator)	Percentage of Revenue		68	68	100	

<sup>1</sup>68% represents data coverage by revenue for 2017-2019; full data not available for periods prior to the Merger.

# Environmental, Health and Safety continued

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

Non-Hazardous Waste						
	Unit	FY 2017	FY 2018	FY 2019	FY 2020	2020 Target
Non-Hazardous	metric tonnes		1,431	1,611	5,690	Baseline Year
Non-Hazardous Waste Recycled	metric tonnes		8,680	9,039	10,237	Baseline Year
Data coverage (as % of denominator)	Percentage of Revenue		68	68	100	

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

Direct VOC						
	Unit	FY 2017	FY 2018	FY 2019	FY 2020	2020 Target
Direct VOC Emissions	metric tonnes	44	38	39	41	Baseline Year
Data coverage (as % of denominator)	Percentage of Revenue	68	68	68	100	

## Occupational Health and Safety

We have a firm commitment to and culture of minimizing risk and actively caring for the safety of employees. More than talk, we hold ourselves accountable to uphold this safety culture and do so by measuring the maturity of the EHS culture at each site. Surveys pulse employees on their understanding of EHS and teams deliver specific campaigns and training/education based upon the maturity and needs of the site. The training and education shows up in daily production meetings where we include safety messages and metrics. And the proper implementation of our EHS management system ensures standard work is followed and monitored through ongoing audits.

**At 88%, our company's "Commitment to safety"  
is our highest-rated engagement score**

In addition to each site around the world, we have elevated companywide safety awareness with our Safety Moments that begin every meeting and during the traditionally high incident months of June - August, Ingersoll Rand hosts a 100 Days of Safety campaign to focus employees' attention on topics applicable at work and home.

Thanks to the efforts of our safety-conscious employees worldwide, Ingersoll Rand's safety culture enables the company to achieve exceptional safety performance as shown in the data below. In particular, in 2020 Ingersoll Rand has world-class safety performance in Total Recordable Incident Rates. This performance is a testament to our value of **Thinking and Acting Like Owners**. Employees have a bias to action - they take the initiative to stop work, perform risk assessments, implement systemic corrective actions after an incident, report near misses and minor accidents, and follow the standard work.

<sup>1</sup>68% represents data coverage by revenue for 2017-2019; full data not available for periods prior to the Merger.

**Work-Related Fatalities – Employees**

<b>Work-Related Fatalities - Employees</b>					
	<b>Unit</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Employees</b>	n/million hours worked	0	0	0	0
<b>Data coverage</b>	Percentage of Employees	100	100	100	100

**Work-Related Fatalities – Contractors**

<b>Work-Related Fatalities - Contractors</b>					
	<b>Unit</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Contractors</b>	n/million hours worked	0	0	0	0
<b>Data coverage</b>	Percentage of Contractors	100	100	100	100

**Days Away / Restricted or Transfer (DART) – Employees**

<b>Days Away / Restricted or Transfer (DART) – Employees</b>					
	<b>Unit</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Employees</b>	n/million hours worked	0.71	0.86	0.73	0.34
<b>Data coverage</b>	Percentage of Employees	100	100	100	100

**Days Away / Restricted or Transfer (DART) – Contractors**

<b>Days Away / Restricted or Transfer (DART) – Contractors</b>					
	<b>Unit</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Contractors</b>	n/million hours worked	0.00	0.99	0.38	0.77
<b>Data coverage</b>	Percentage of Contractors	100	100	100	100

**Days Away / Restricted or Transfer Rate (DART) – Employees & Contractors**

<b>Days Away / Restricted or Transfer Rate (DART) – Employees &amp; Contractors</b>					
	<b>Unit</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Employees &amp; Contractors</b>	n/million hours worked	0.65	0.86	0.70	0.36
<b>Data coverage</b>	Percentage of Employees & Contractors	100	100	100	100

Environmental,  
Health and Safety continued

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

<b>Total Recordable Incident Rate (TRIR) – Employees</b>					
	<b>Unit</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Employees</b>	n/million hours worked	1.35	1.59	1.20	0.50
<b>Data coverage</b>	Percentage of Employees	100	100	100	100

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

<b>Total Recordable Incident Rate (TRIR) – Contractors</b>					
	<b>Unit</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Contractors</b>	n/million hours worked	0.00	1.36	0.50	1.10
<b>Data coverage</b>	Percentage of Contractors	100	100	100	100

**Total Recordable Incident Rate (TRIR) – Employees & Contractors**

<b>Total Recordable Incident Rate (TRIR) – Employees &amp; Contractors</b>					
	<b>Unit</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>Employees &amp; Contractors</b>	n/million hours worked	1.24	1.57	1.15	0.53
<b>Data coverage</b>	Percentage of Employees & Contractors	100	100	100	100



**Ingersoll Rand COVID-19 Pandemic Response**

On March 1, 2020, when we completed the transformative transaction between Gardner Denver and the Ingersoll Rand Industrial Segment to form the new Ingersoll Rand, there was no predicting we would immediately face the COVID-19 pandemic. While our resilience was tested, our talented global workforce powered by an ownership mindset demonstrated our ability to deliver for our customers despite the challenges.

Barely days old, our Purpose – **Lean On Us to Help You Make Life Better** – and our Values were put to the test by the COVID-19 pandemic. With the health and safety of our employees as our top priority, we immediately formed a local and regional task force response team comprising business, HR and EHS leaders to share best practices and learnings; facilitate quick assessment and decision making for global operations. Following three global COVID-19 Response Operating Principles, these task force teams quickly implemented actions to reduce the spread of the virus, including:

- ✓ Prohibiting non-essential travel
- ✓ Conducting daily “fitness-for-duty” assessments for all on-site employees, including temperature and symptoms checks and providing personal protective equipment
- ✓ Implementing contact tracing and increased health and safety protocols at all our facilities, including enhanced hygiene education and deep-cleaning protocols at all of our facilities
- ✓ Restricting visitor access
- ✓ Mandating an on-site social distancing processes, including mandatory work from home policy for those who could work remotely and limited on-site visits to essential personnel only
- ✓ Increasing the availability of sanitization products. We launched an organization-wide communication approach to engage employees and empowered local leaders to make quick decisions that were backed up by our global health and safety team to ensure consistent execution of best practices.

**Protecting Ourselves, Each Other, Our Customers and Partners**

**Our COVID-19 Operating Principles**

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

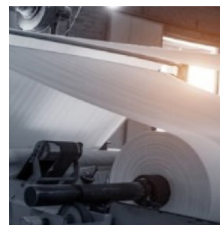
Protecting our employees and remaining globally operational were two critical focus areas for the company during the COVID-19 pandemic. Ingersoll Rand’s businesses manufacture and service mission-critical products that support essential sectors on the front lines of minimizing the spread and fighting the impact of COVID-19, including the healthcare and public health, food and agriculture, transportation and logistics, critical manufacturing, energy and defense industrial sectors. Throughout the pandemic, 98% of company sites remained operational or transitioned to a remote work model. The business continuity execution during the pandemic was grounded in our Purpose, and our employees, customers and partners knew they could lean on us.

**Frontline Customers, Employees and Communities Lean on Us In Time of Need**



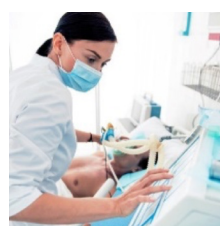
**Medical Ventilators, Respirators and Oxygen Concentrators**

- Blower and compressor technology are integral components needed for treating patients
- Vacuum technology used in vital medical equipment for new China hospital



**Tissue Mill Ensures Uptime**

- Production ramp up for current demand required customer to lean on us for critical vacuum technology



**Expanded Intensive Care Unit (ICU)**

- Liquid ring vacuum pumps keep hospital facilities running in an expanded ICU infrastructure project at a New York City hospital

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## Our Customers

One of our guiding Ingersoll Rand values – “We are committed to making our customers successful” – drives us to develop customer relationships for life through an intense customer focus and the delivery of high quality, sustainable, mission-critical products and services. The Ingersoll Rand portfolio of products designed to lower environmental impact continues to grow as we introduce innovative solutions to the marketplace.

Our sustainability expertise extends beyond our commitment to sustainable operations and products. Our employees’ passion for making the world a better place to live is the driving force in developing innovative solutions and improving operational efficiencies for our valued customers as well as ourselves. We are committed to reducing energy use by creating tangible, sustainable solutions that alleviate customer concerns by lowering their operational costs while decreasing their environmental footprint. We pride ourselves on innovation and appreciate the difference we can make in terms of driving a positive impact on our customers’ sustainability goals as well as our own.

Connectivity, predictability and data insights are essential for customers and we appreciate the role Internet of Things plays in our customers’ sustainability and operational efficiency success. Ingersoll Rand has made IoT investments core to our growth strategy by rolling out IoT capabilities across our product portfolio. We have partnered with Google Cloud to consolidate platforms to make data more accessible to customers to help them improve energy efficiency, plan maintenance and leverage predictive analysis.

As the world continues to shift to connected systems, we are committed to continually improving our online services to customers, from enhancing our partner portal solutions, to maintaining an up-to-date, modern web presence. We strive to make it easier for customers to reach out to us by being present on multiple platforms, investing in solutions to route customer requests quickly and efficiently for prompt follow-up and leveraging a leading marketing automation platform to keep customers up to date with timely and relevant content. Across our digital efforts, we leverage industry-leading tools, formal processes and standard work to support our commitment to data privacy and security. We are also committed to including distributors in our digital efforts to improve customer experience as well; our current mix of distributor incentives include special price discounting, performance-based rebates, funding for distributor digital growth and certain specialized incentive programs, with digital footprint growth targeted for further expansion in the future.

Behind it all, what makes Ingersoll Rand special is how our entire global workforce delivers our sustainability-improving products, services and solutions to customers: through the discipline, rigor and accountability of our Ingersoll Rand Execution Excellent (IRX) process. IRX is our execution engine, providing employees with simple processes to drive a high-performance culture, while instilling our values and executing our strategic areas of focus in self-directed work teams.



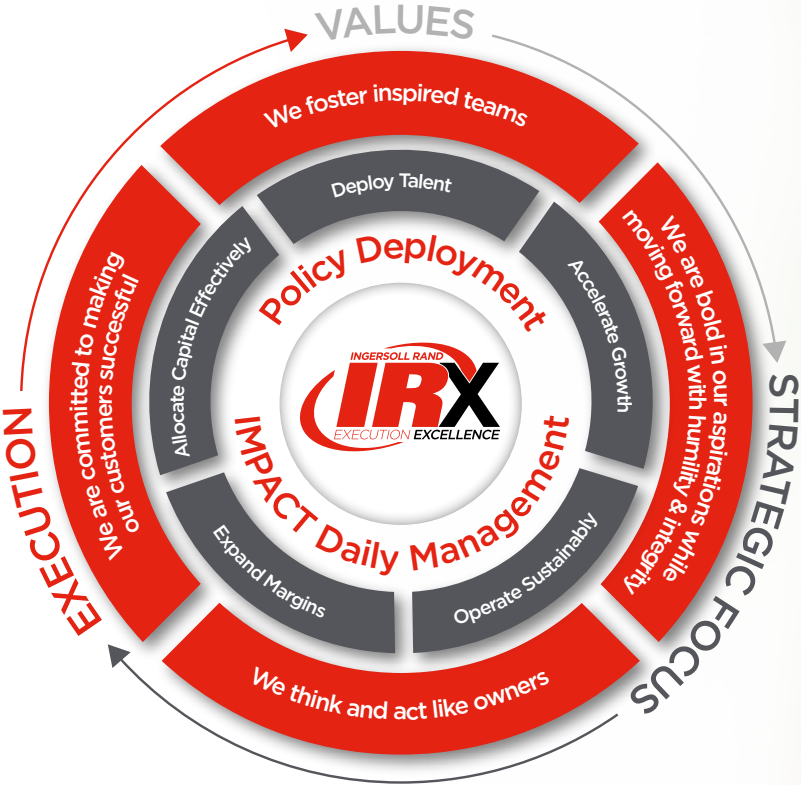
**Accelerated IoT investments: Google Cloud Platform agreement offers digital technologies to enhance value for our customers, operations and supply chain.**

In early 2021, we announced a five-year collaboration with Google Cloud that will help accelerate how Ingersoll Rand manages its connected devices across its portfolio of more than 40+ brands. The cloud-based architecture will increase the customer’s ability to improve energy efficiency, improve the frequency of predictive maintenance and support further product enhancements based on customer needs.

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

A valuable driver of our IRX and IDM processes is customer feedback and Ingersoll Rand is continually expanding its ability to collect and leverage it. All businesses have customer feedback processes in place and, while supporting a scalable system, we understand that our businesses have unique requirements and support local efforts to collect customer feedback. To reach even more customers at more touchpoints, we are investing in an automated, scalable, standard survey system that leverages best practices and standard work. The system uses industry standard Net Promoter Score (NPS) methodology and provides a consistent measurement of customer satisfaction across the organization.

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



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# Supply Chain Partners

## Description of Ingersoll Rand's Supply Chain

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

Our Top 5 Supply Chain Strategy priorities are:

1. Consolidation of supplier base focused on generating cost synergies while maintaining /improving quality and lead-time and enhancing our commitment to in-region/for-region sourcing
2. Establish standardized systems, reporting and metrics to create an ongoing, comprehensive view of the supply chain
3. Prioritization, standardization, and implementation of existing best practices across the combined entity
4. Achieve net working capital (NWC) improvements through terms negotiations and inventory reduction
5. Enroll 50% (by spend) of Tier I suppliers into the newly established supplier management process

## Significant Changes to Ingersoll Rand and Supply Chain Partners

In 2020, Ingersoll Rand launched a preferred supplier program defining criteria and benefits for critical strategic suppliers and suppliers that are currently being implemented at the appropriate levels.

Our preferred supplier program focuses on building strategic partnerships that ensure quality and delivery while decreasing costs. The program prioritizes suppliers who have clear sustainability plans for their business and requires collaboration to achieve Ingersoll Rand's sustainability targets. In addition, the preferred supplier program takes into account suppliers' status as minority or veteran owned, and/or suppliers' clear plans and targets to achieve diversity in their businesses.

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

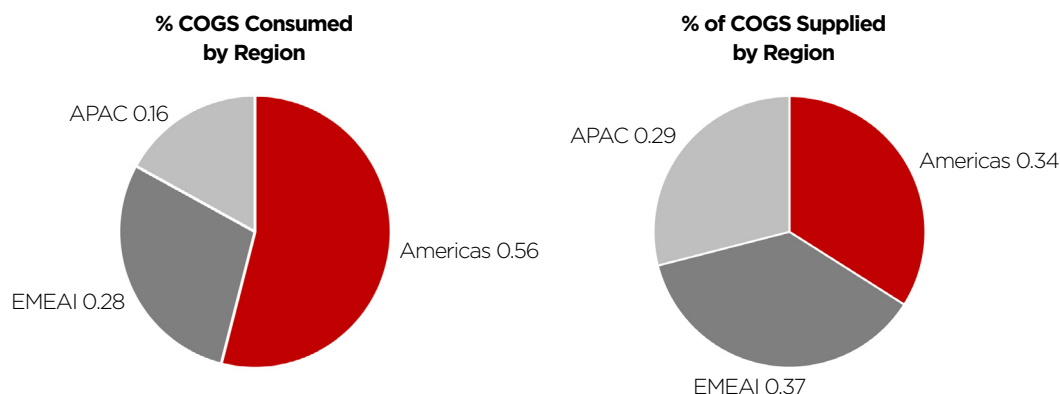
## Transparency and Reporting

Ingersoll Rand publicly reports on our supply chain management approach, including the following elements:

### Supply Chain Spend

The monetary value of purchases from all suppliers in 2020 was greater than US \$2 billion, annually.

### Cost of Goods Sold (COGS)



% COGS Consumed	
Americas	56%
EMEAI	28%
APAC	16%
% COGS Supplied	
Americas	34%
EMEAI	37%
APAC	29%

**Supply chain awareness (identification of critical suppliers)**

Type of Supplier	Absolute Number of Suppliers	Share of Total Procurement (%)
Critical Tier 1 Suppliers	352	60
Total Tier 1 Suppliers	23,527	100

**Supply Chain Risk Assessment and Corrective Actions**

To manage the sustainability risk of the suppliers that Ingersoll Rand uses worldwide, the supply base is assessed annually based on percent of spend with the company. Suppliers are also assessed based on operational criticality and business contingencies. From this assessment, critical vs. non-critical suppliers are identified. In addition, suppliers with high sustainability risk (whether critical or non-critical) are also identified to ensure proper monitoring and corrective actions are taken. Ingersoll Rand uses in-person On-Site Assessments (OSA) as well as supplier self-assessments in order to assess the sustainability risk of our supplier base.

High-risk suppliers are closely monitored by Ingersoll Rand's quality assurance and supply chain management teams. Specific quality or on-time performance issues are addressed by Ingersoll Rand's Supplier Corrective Action Request (SCAR) System. The SCAR process is an 8D-based problem investigation and solving method which requires root cause investigation and corrective actions from the supplier. High-risk suppliers with more chronic quality, delivery or sustainability issues are monitored by our Procurement Program Managers (PPM). The PPMs meet weekly to review key high-risk suppliers based on an established report out calendar. In addition to these weekly working sessions, the PPMs also present a monthly executive summary of the suppliers with the highest business impact concerns to the plant and operational leadership team.

**Supply Chain Reporting Quantitative KPIs and Targets**

Supply Chain Critical KPIs					
KPI	KPI Description	KPI Target	Historical Results*		
			2018	2019	2020
<b>KPI 1</b>	60% of our direct spend will be with the preferred supplier program	Target: 60% of direct spend Target Year: 2020 fiscal year	NA	43%	50%
<b>KPI 2</b>	100% of new suppliers will agree to Business Partner Code of Conduct	Target: 100% of new suppliers Target Year: 2020 fiscal year	100%	100%	100%
<b>KPI 3</b>	Designate percent of direct material spend assessed on a quarterly basis for risk	Target: 90% Target Year: 2020 fiscal year	NA	100%	100%

\* 2018 and 2019 is only for the legacy Ingersoll Rand Industrial segment, which represents approximately 60 percent of pro forma revenues. For KPI 1 and KPI 3, information for 2018 is not available, as we are unable to obtain this data from the prior owner of the Ingersoll Rand Industrial segment.

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# Materiality

## Our Materiality Assessment Process

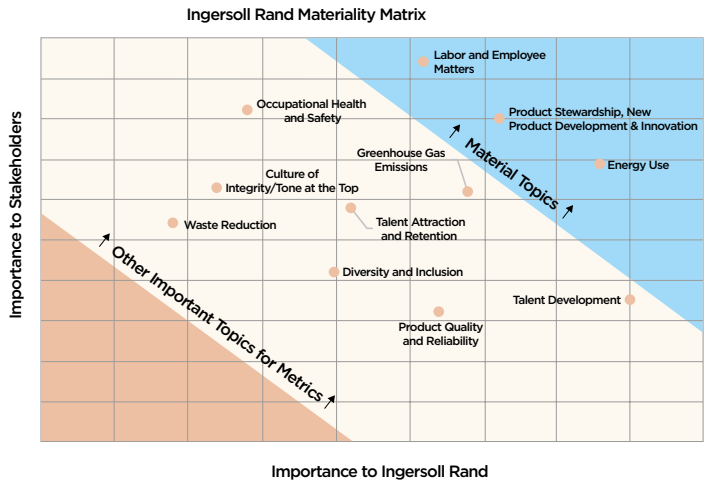
In early 2020, Ingersoll Rand executed a formal materiality assessment process that included numerous stakeholders. The assessment process followed the GRI Standards framework with the goal of pinpointing topics most impactful to Ingersoll Rand. GRI's materiality principles were applied. Details can be found in the 2019 Sustainability Report.

## Stakeholder Groups

Ingersoll Rand's sustainability strategy creates value for our stakeholders, which include employees and their families, customers, suppliers, shareholders and our communities.

## Importance to Ingersoll Rand (Topic Identification)

The materiality assessment process identified three material topics upon which Ingersoll Rand continues to focus: Labor and Employee Matters; Product Stewardship, New Product Development & Innovation; and Energy Use. These sustainability issues are deemed the most material based on their relative importance to stakeholders and to the Ingersoll Rand business. These material topics are reviewed as needed to confirm they continue to align with our strategic imperatives.



### 1. Labor and Employee Matters

Our employees are the bedrock of Ingersoll Rand; their safety and engagement are paramount to our success. We commit to core values that foster a culture that celebrates diversity, equity and inclusion, and promote an ownership mindset. Our passion to foster inspired teams drove us to provide all employees with equity grants totaling \$250 million since 2017. This is just one example of how Ingersoll Rand has invested in employee morale, motivation and engagement. When our employees think and act like owners, they know they are welcome, safe and needed; they perform better, work more efficiently and are loyal to Ingersoll Rand. This translates to increased company innovation and growth, which makes others—people and businesses—take notice, allowing Ingersoll Rand to recruit top-tier employees while also gaining social credibility.

### 2. Product Stewardship, New Product Development and Innovation

Ingersoll Rand grows our business by providing customers with the sustainable products they need and desire. Our company excels through the creation of innovative customer solutions, new products and services, and associated technologies.

Ingersoll Rand has long been respected for the reliability of our products. We are focused on energy efficiency research and invest in technology that allows us to develop products that are long lasting, reliable, sustainable and relevant. This not only meets the need of our customers and the environment, but it lowers the operating costs and negative impacts on the environment for both Ingersoll Rand and its customers.

### 3. Energy Use

Energy use is a direct contributor to climate change. Energy efficient products have a lower use impact. They save on costs by lowering energy use in operations and add to revenue by attracting customers seeking sustainable solutions that decrease their environmental impact.

Reducing the energy use of our products and in our operations positively affects our environment and increases our value proposition to our customers in search of similar solutions. Our sustainability commitment and industry solutions advance Ingersoll Rand's journey to achieving our 2030-2050 Environmental Goals. Reduction of operational energy and shifting remaining energy to renewable energy sources further reduces our impact.

### Environmental and Social Targets in Support of our Three Material Topics

Through continuous focus on our material topics, we keep our strategy aligned with stakeholder expectations and the needs of our communities – while positively affecting the world. Ingersoll Rand is tracking aggressive environmental, social and governance key performance indicators (KPIs).

Ref.	KPI Description	KPI Target	2020 Baseline
<b>Labor and Employee Matters</b>			
KPI 1	Increase diversity of talent ( <a href="#">see Our Employees</a> )	Increase under-represented talent in the U.S. workforce to 30% by 2025	25%
KPI 2		Increase global employment of women from 22% to at least 25% at Ingersoll Rand by 2025	22%
KPI 3	Support Ingersoll Rand employees in navigating career paths ( <a href="#">see Our Employees</a> )	Increase “growth” on employee engagement survey by 10 points by 2025	72%
KPI 4	Foster a sense of belonging at Ingersoll Rand ( <a href="#">see Our Employees</a> )	Increase “belonging” on employee engagement survey by 15 points by 2025	74%
KPI 5	Give employees' time and knowledge to support priority-related causes and education ( <a href="#">see Social and Community Activities</a> )	Employee volunteering during paid working hours	# of employees participating
<b>Product Stewardship, New Product Development and Innovation</b>			
KPI 6	Reduce customer GHG impacts through use of Ingersoll Rand products ( <a href="#">see Environmental, Health and Safety</a> )	Reduce customer GHG impacts >15% from use of Ingersoll Rand products (Scope 3) by 2030	Baseline under measurement
KPI 7	Conserve water through the use of Ingersoll Rand products ( <a href="#">see Environmental, Health and Safety</a> )	By 2030, eliminate, reduce or recycle >1 billion gallons of water annually in our customers' processes and applications through the use of our products	Baseline under measurement
KPI 8	Provide sustainable community development and infrastructure aid to meet basic human needs: water, sanitation, disaster response, structure, agriculture and civil works ( <a href="#">see Social and Community Activities</a> )	Make life better for ≥200,000 people	Begin in 2021 # of people positively impacted
<b>Energy Use</b>			
KPI 9	Reduce water use in Ingersoll Rand operations ( <a href="#">see Environmental, Health and Safety</a> )	By 2030, >17% water reduction in Ingersoll Rand operations	144,322,675 Gallons
KPI 10	Lower emissions and shift to renewable energy in Ingersoll Rand Operations ( <a href="#">see Environmental, Health and Safety</a> )	60% reduction of Scope 1 and 2 greenhouse gas (GHG) emissions in our operations by 2030	117,887 MT CO <sub>2</sub> e
KPI 11		100% renewable energy by 2050	1,412 MWh

# GRI

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<b>403-1</b>	Occupational, Health and Safety Management System	<a href="#">Environmental, Health &amp; Safety</a>	27

<b>Additional References</b>			
Topic	Sustainability Report Section	Additional References	Report Page No.
<b>Emerging Risks and Opportunities</b>	Emerging Risks	<a href="#">10-K in 2020 Annual Report</a>	12-24
<b>Board of Directors and Committees</b>	Governance Model	<a href="#">Ingersoll Rand 2020 Proxy Statement</a>	13-23

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# SASB Index

Our 2020 ESG Report marks Ingersoll Rand's first time reporting to the SASB framework. Our reporting process follows the standards for the Industrial Machinery & Goods industries.

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

Topic	Accounting Metric	Code	Category	Unit of Measure	Reporting Figure	Location/ page #
Energy Management	Total energy consumed	RT-IG-130a.1	Quantitative	Gigajoules (GJ)	607,866	28
	Percentage Grid Electricity	RT-IG-130a.1	Quantitative	Percentage (%)	99.2	28
	Percentage Renewable	RT-IG-130a.1	Quantitative	Percentage (%)	0.08	28
Employee Health & Safety	Total recordable incident rate (TRIR)	RT-IG-320a.1	Quantitative	Rate	0.53	31
	Fatality rate	RT-IG-320a.1	Quantitative	Rate	0	43
	Near miss frequency rate	RT-IG-320a.1	Quantitative	Rate	0.24	43
Fuel Economy & Emissions in Use-phase	Sales-weighted fuel efficiency for non-road equipment	RT-IG-410a.2	Quantitative	Gallons per hour	NA	NA
Materials Sourcing	Description of the management of risks associated with the use of critical materials	RT-IG-440a.1	Discussion and Analysis	NA	NA	<a href="#">2020 Annual Report</a> 16
Remanufacturing Design & Services	Revenue from remanufactured products and remanufacturing services	RT-IG-440b.1	Quantitative	Reporting currency	109,480,746	43

**Table 2. Activity Metrics**

Activity Metric	Code	Category	Unit of Measure	Reporting Figure	Location in Report
Number of units produced by product category	RT-IG-000.A	Quantitative	Number	Proprietary	NA
Number of employees	RT-IG-000.B	Quantitative	Number	15,726	11

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**Disclaimer**

This report covers calendar year 2020 unless otherwise noted and contains forward-looking statements (within the meaning of the Private Securities Litigation Reform Act of 1995) that are subject to risks and uncertainties. Forward-looking statements are based on Ingersoll Rand's current expectations and projections about future trends, events and uncertainties. These forward-looking statements generally are identified by the words "believe," "project," "expect," "anticipate," "estimate," "forecast," "outlook," "target," "endeavor," "seek," "predict," "intend," "strategy," "plan," "may," "could," "should," "will," "would," "will be," "on track to" "will continue," "will likely result," or the negative thereof or variations thereon or similar terminology generally intended to identify forward-looking statements, although not all forward-looking statements contain such terms.

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