



# 2025

Sustainability Report



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# A message from our Chairman and CEO

The world and our industry have changed significantly since the release of our last Sustainability Report a year ago. Yet, as I reflect on my visits with teams across the globe, I am certain that our commitment and consistency toward our long-term sustainability goals remain steadfast.

## DEAR STAKEHOLDERS,

The 2025 Sustainability Report marks the fifth anniversary of the merger that brought together Gardner Denver Holdings, Inc. and the Industrial segment of Ingersoll Rand plc (the “Merger”). That milestone set us on the path we continue to advance today. Since then, we have strengthened our approach to sustainability across the enterprise, recognizing that meaningful progress is integrated throughout our company, spanning functions and facilities and encompassing environmental, safety, and social impact.

As we navigate the current and future landscape of our industry, we look to reinforce our core values in our sustainability work across every aspect of our company through a collective lens: “Making Life Better by Leading Sustainably.”

## HOW WE WORK: LEADING SUSTAINABLY

Our core values guide us in our decision-making, and we are proud that they are a bedrock in creating our own approach to “how we work:” sustainably, safely, and innovatively.

**Sustainably:** In the past five years, Ingersoll Rand has transformed from being unrated to a top-ranked sustainability leader in our field. From our business practices to the products we manufacture, we recognize that sustainability and efficiency often coincide, offering profound benefits for our employees and customers alike, including improved performance and safer systems. Our end-to-end approach scrutinizes every aspect of our operations, including energy, water, resources, and waste.

<sup>1</sup> Average Total Recordable Incident Rate (TRIR) for all Industrial Machinery Manufacturing companies in 2024 (most recent data available) was 2.3 according to the U.S. Bureau of Labor Statistics.

<sup>2</sup> Employee Engagement Survey from third-party provider Glint, who administers the survey and provides comparable employee engagement survey figures.

We are proud of our continued recognition, including:

- ▶ The Dow Jones World and North America Indices for Best-in-Class performance for the fourth consecutive year.
- ▶ Carbon Disclosure Project (CDP) ‘A List’ status for climate leadership.
- ▶ Ranked #1 in North America and in the top 5% globally within the Machinery and Electrical Equipment industry on the 2025 S&P Global Corporate Sustainability Assessment.

**Safely:** Safety is paramount and a natural extension of the ownership mindset among our leadership and employees. We have made great strides in our safety initiatives, priorities, and actions, with our safety performance currently exceeding world-class standards. In 2025, our focus was on machine safety, and we are proud to report that our Total Recordable Incident Rate (TRIR) is now 78% better than the industrial machinery manufacturing average.<sup>1</sup>

**Innovatively:** Energy efficiency and high performance often go hand in hand. To continue offering our customers the best of both worlds, our research and development teams design with sustainability and efficiency in mind from the start. Furthermore, the latest technology features play a key role, which is why we are accelerating investments in “smart” and digital technologies, including AI-driven predictive analytics through Ecoplant and other solutions. Our GreenX teams are instrumental in driving reductions in energy, water, and waste across our operations.

We firmly believe that for both our own operations and those of our customers, the sustainable choice often offers far more operational benefits, reinforcing the idea that energy-efficient, high-performance product features deliver both environmental and operational advantages.

## HOW WE GROW: SUSTAINABLE GROWTH THROUGH INNOVATION

We believe sustainability and growth are mutually reinforcing. Expanding into high-growth, sustainable markets can deliver value and positive impact while allowing us to uphold our values and lead through sustainable innovation. The ways we grow include:

**Organically:** All growth starts with a solid base and ensuring that our customers’ needs are met. We continue to see the demand for more sustainable products and features, making our drive for innovation all the more valuable.

**Strategically:** We want to extend our reach to provide broader, easier access to our high-quality products across more markets. We have completed more than 75 acquisitions since 2020, while ensuring each integration aligned with both our sustainability priorities and customer needs.

## WHO WE ARE: PEOPLE-FIRST CULTURE WITH AN OWNERSHIP MINDSET

Ingersoll Rand would not be the company it is today without our skilled and dedicated team members. In five years, we have grown from 16,000 employees in 2020 to more than 21,700 across more than 50 countries. Our culture is a key differentiator as we aim to work:

**Openly:** Our culture remains focused on creating a workplace where people can thrive. We continue to earn the Great Place To Work Certification in the United States and several Latin American countries. Our core value is simple: “We think and act like owners.” This encourages proactive problem-solving, long-term thinking, and a sense of responsibility across the organization.

We have open communication throughout our organization and use our annual engagement survey as a valuable tool to drive decisions. Our engagement scores<sup>2</sup> reflect several takeaways that we are particularly proud of, including:

- ▶ An employee engagement score of 81, which is 13% above the industry average, placing the company in the top 10% of manufacturing organizations.
- ▶ Our eSat score is two points above the top 10% of the manufacturing average.
- ▶ All survey areas exceeded industry averages, with 12 of the 14 areas exceeding the industry top 10% benchmark.

**Responsibly:** Another of our values focuses on working with integrity: “We are committed to making our customers successful.” As part of that ideal, we want to ensure we are providing products and services that are not only innovative but also clear, straightforward, and responsible.

**Boldly:** Boldness comes in many forms. At Ingersoll Rand, we have big aspirations, but we also know that pursuing them in the right way requires true boldness.

I am filled with gratitude for how far we have come thanks to the hard work of our teams across the world. We have created a solid foundation for the future, and this report is proof of our many successes. Join us in enabling sustainable growth for generations to come.

Vicente Reynal  
Chairman and Chief Executive Officer



2025 HIGHLIGHTS AND RECOGNITION

Lead Sustainably

SAFETY TOTAL RECORDABLE INCIDENT RATE (TRIR)

78%

better than the industrial machinery manufacturing average<sup>1</sup>

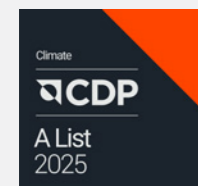
MSCI ESG SCORE

AA



maintained AA rating since 2022

CDP



Named to the "A List" in the environmental stewardship category



Recognized as the supplier engagement leader of 2025

S&P GLOBAL ESG SCORE<sup>2</sup>

82

#1 in North America



Member of Dow Jones Best-in-Class Indices for the fourth consecutive year. As of February 11, 2026, #1 in North America Machinery and Electrical Equipment industry

SUSTAINABILITY RATINGS

EcoVadis Increased scores and earned bronze status in 2025



ISS Stoxx Received a "Prime" status for Corporate ESG Performance in 2025.<sup>3</sup>



Sustainalytics ESG top rated<sup>4</sup> Maintained Low Risk ratings in 2025

Negligible	Low	Medium	High	Severe
0-10	10-20	20-30	30-40	40+

GREEN RENEWABLE ENERGY LOCATIONS

68

21 manufacturing sites are powered by on-site solar panels, and 47 locations have renewable energy contracts in place as of December 2025

EXCEEDED WATER GOAL

41%

absolute water use reduction since 2020 surpassing our 17% reduction goal

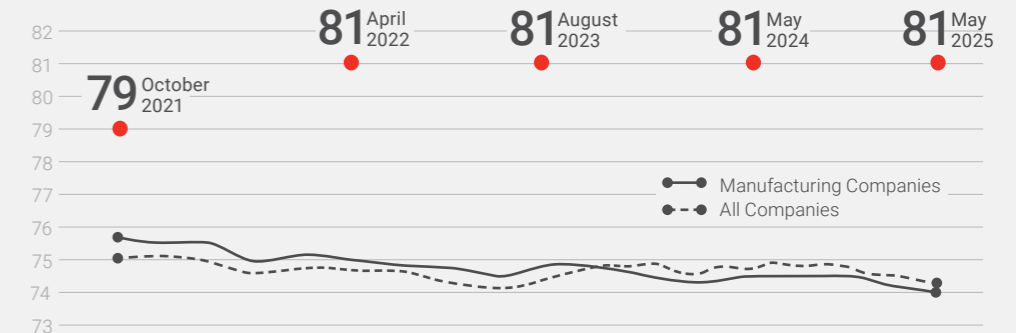
2030 WASTE GOAL ACHIEVED<sup>5</sup>

84%

of in-scope sites achieved zero waste to landfill surpassing our 50% 2030 goal

Deploy Talent

HAPPINESS AT WORK<sup>6</sup>



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

EMPLOYEE OWNERSHIP<sup>7</sup>

~\$1B

the approximate value of Ownership Works, Merger, and IPO grants

SAFETY SCORE<sup>8</sup>

89%

highest score on employee engagement survey

EMPLOYEE DEVELOPMENT

200,481

hours spent on training employees in 2025

<sup>1</sup> Average Total Recordable Incident Rate (TRIR) for all Industrial Machinery Manufacturing companies in 2024 (most recent data available) was 2.3 according to the U.S. Bureau of Labor Statistics. At the end of 2025, Ingersoll Rand's TRIR was 0.51.

<sup>2</sup> Achieved 82 score on the 2025 S&P Global Corporate Sustainability Assessment, securing the leadership position within the Machinery and Electrical Equipment industry. Included in the Dow Jones Best-in-Class Indices for the fourth consecutive year. Receipt of an S&P Global ESG Score does not represent a sponsorship, endorsement or recommendation on the part of S&P Global to buy, sell or hold any security, and a decision to invest in any subject company should not be made based on the receipt of any such note. S&P, S&P Global, and the S&P Global logo are trademarks of S&P Global Inc. or its subsidiaries, registered in many jurisdictions worldwide.

<sup>3</sup> As of December 2025, Ingersoll Rand received an ESG Risk Rating of 19.4 from Morningstar Sustainalytics, ranking it third in the Industrial Machinery industry group. This risk rating is based on information and data developed by Sustainalytics and is proprietary to Sustainalytics and/or its third-party suppliers and is provided for informational purposes only. The risk rating does not constitute an endorsement of any product or project, nor investment advice, and the information upon which it is based is not warranted to be complete, timely, accurate or suitable for a particular purpose. The use of the risk rating is subject to conditions available at <https://www.sustainalytics.com/legal-disclaimers>. In no event shall this risk rating be construed as investment advice or expert opinion as defined by any applicable legislation or otherwise.

<sup>4</sup> Rating based on the Corporate ESG Performance methodology: <https://www.iss-stoxx.com/research-advisory/methodology/#our-corporate-rating-methodology>

<sup>5</sup> 50% of in-scope sites as of the goal setting date.

<sup>6</sup> Employee engagement survey from third-party provider Glint, who administers the survey and provides comparable employee engagement survey figures.

<sup>7</sup> Represents the value of all Ownership Works grants, Merger grants, and IPO grants at their respective grant dates through December 31, 2025, calculated as the increase in value of all Ownership Works grants, Merger grants, and IPO grants from their respective grant date through December 31, 2025. Assumes all employees have held the grants as of December 31, 2025.

<sup>8</sup> Company-wide employee engagement score for safety of 89% for years 2022-2025. Top 10th percentile among manufacturing companies.

2025 HIGHLIGHTS AND RECOGNITION (CONTINUED)

## Accelerate Growth

TOTAL ORDER GROWTH

**+9%**

year-over-year

TOTAL REVENUE GROWTH

**+6%**

year-over-year

INTRODUCED NEW PRODUCTS

**364**

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

MARKETING QUALIFIED LEADS (MQL) GROWTH

**11.6%**

year-over-year

ACTIVE PATENTS

**82%**

of active patents have sustainability benefits<sup>1</sup>

## Expand Margins

EXPANDED ADJUSTED EBITDA MARGINS<sup>2</sup>

**590bps**

since the Merger in 2020

IMPACT DAILY MANAGEMENT (IDM)

**400+**

supporting Ingersoll Rand Execution Excellence (IRX)<sup>TM</sup> process



## Allocate Capital Effectively

INVESTED

**~\$525M**

in 16 acquisitions to generate \$275M in annualized inorganic revenue in 2026<sup>3</sup>

RETURNED TO SHAREHOLDERS

**\$1B**

through \$1,018M in share repurchases and \$32M in dividends

INVESTMENT GRADE CREDIT RATING

**BBB, BBB, Baa2**

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

INCLUDED IN THE FORTUNE 500 LIST<sup>4</sup>



BEST CORPORATE CITIZENS

Ranked #1 in the capital goods industry and #2 overall



GREAT PLACE TO WORK

Received certification for Brazil, Chile, Colombia, Mexico, and USA in 2025



TIME

Named to the World's Best Companies with sustainable growth 2025



MERCER

Named to the Best Employer Companies in China 2025



STATISTA

Named as Italy's Best Employer 2026



<sup>1</sup> Ingersoll Rand defines sustainability benefits as an incorporation of sustainable attributes that deliver quantifiable environmental and safety benefits, supporting our customers' sustainability objectives.

<sup>2</sup> Non-GAAP metric. For definitions and reconciliations of non-GAAP metrics to respective GAAP measures, see Annex A at the end of our 2025 Annual Report.

<sup>3</sup> Estimated 2025 revenue for the 16 acquisitions acquired in 2025, assuming a January 6, 2025 close date.

<sup>4</sup> @2026 Fortune Media IP Limited. All rights reserved. Used under license.

# Making Life Better by Leading Sustainably

**Lead Sustainably is one of Ingersoll Rand's five strategic imperatives and a cornerstone of how we create long-term value. Recognized by multiple external rating agencies as a sustainability leader, we believe sustainability strengthens shareholder returns, positions Ingersoll Rand as a preferred partner for customers, inspires purpose and engagement among our employees, and delivers meaningful environmental and societal benefits.**

Our Lead Sustainably strategy is built on two mutually reinforcing pillars:



Together, they guide how we innovate, invest, and execute, ensuring sustainability is embedded both in what we offer and how we operate.

## GROW SUSTAINABLY

### Developing intrinsically sustainable products and services

Customer demand for sustainable solutions continues to accelerate, particularly for products that deliver superior energy efficiency and life cycle performance. At Ingersoll Rand, sustainability is designed into our products and services from the outset. Our innovation approach prioritizes energy efficiency, circularity, and customer safety, enabling our offerings to exceed industry benchmarks and deliver measurable value.

Every new product concept is evaluated using our proprietary Design for Sustainability (DfS) framework, which integrates sustainability criteria into product development decisions. This disciplined approach seeks to ensure our innovations improve energy efficiency, incorporate circular economy principles, and exceed safety expectations. In 2025, we expanded our sustainable product portfolio with the launch of 364 products, comprising 257 that improve efficiency, 285 that promote circularity, and/or 263 that enhance safety for our customers.

### Expanding in high-growth sustainable markets

We continue to focus our growth on high-potential sustainable end markets, including clean energy, food, life sciences, and water. Our vertical market strategy and Demand Generation capabilities enable us to target segments that offer durable, long-term growth opportunities, even amid changing economic conditions.

We also strengthen our position through strategic acquisitions within these ecosystems, expanding our capabilities and market reach. Demand Generation campaigns, including email marketing, social media, and targeted advertising, play a key role in connecting our sustainable solutions with customers. In 2025, we launched 421 Demand Generation campaigns supporting products and services with sustainable features or product applications in sustainable markets.

## OPERATE SUSTAINABLY

Operating sustainably is fundamental to our purpose of Making Life Better. We are committed to protecting the health and safety of our employees, serving our customers responsibly, engaging stakeholders, and minimizing our environmental footprint through continuous operational improvement. We are actively reducing carbon emissions and conserving natural resources by investing in renewable energy and energy-efficient operations. Today, 68 Ingersoll Rand sites globally are powered by renewable energy through on-site solar installations or the procurement of renewable electricity.

Our operations teams embrace circular economy principles, focusing on waste reduction and the efficient use of materials throughout the product life cycle. In 2025, our recycling initiatives achieved a 81% diversion rate, and procurement teams implemented packaging reduction strategies, including returnable totes and carts, supplier packaging return programs, reduced packaging volumes, and increased use of recyclable materials. As a result, 98 sites achieved zero waste to landfill, fulfilling our 2030 non-hazardous waste goal of more than 50% of in-scope sites achieving zero waste to landfill through waste reduction, recycling, and landfill diversion.

### Protecting our people

Protecting the health and safety of our workforce is fundamental to sustainable operations. In 2025, Ingersoll Rand achieved a world-class Total Recordable Incident Rate (TRIR) of 0.51, outperforming the industry average by 78%. Our Lost Time Injury Rate (LTIR) of 0.09 exceeded the industry benchmark by 91%, reflecting the strength of our prevention-focused safety programs. These results reflect our strong safety culture, supported by active employee engagement in identifying and resolving more than 21,300 safety concerns in 2025. Employee engagement results further underscore our strong safety culture, with a 89% favorable view by employees of the company's commitment to safety.

### Partnering across the value chain

Achieving our sustainability ambitions requires strong collaboration across our value chain. Our suppliers play a critical role in the production, delivery, and life cycle support of our mission-critical products. To strengthen supply chain resilience and advance environmental responsibility, we have established a comprehensive supplier engagement strategy focused on shared accountability, transparency, and continuous improvement. More than 1,700 suppliers now participate in our third-party Sustainability Assessment Program, demonstrating alignment with our environmental and social expectations. In addition, our preferred supplier program recognizes and incentivizes strong sustainability performance, reinforcing shared accountability and continuous improvement.

Together, Grow Sustainably and Operate Sustainably define how Ingersoll Rand is Making Life Better by leading with purpose, driving innovation, operational excellence, and long-term value creation while advancing a more sustainable future.

**Mary Betsch**  
Vice President, Sustainability and Environmental, Health, and Safety (EHS)



# Grow Sustainably

## INTRINSICALLY SUSTAINABLE PRODUCTS AND SERVICES

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## HIGH-GROWTH SUSTAINABLE MARKETS

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**2020**

Gardner Denver and Ingersoll Rand completed the merger, creating a premier industrial company with iconic brands and market leading positions.

**2021**

Created a board-level Sustainability Committee that provides active oversight and strong support for our long-term sustainability ambitions.

**2022**

Aligned portfolio to three global megatrends

1. Digitization
2. Sustainability
3. Quality of life

**2023**

Launched our customer goal to help our customers reduce or avoid 1 billion metric tons CO<sub>2</sub>e in their Scope 2 emissions through the use of our products and services; Introduced our DfS framework with DfS champions in each Business Unit (BU).

**2024**

Expanded presence in the Life Sciences sustainable market through acquisition of ILC Dover, expanding Ingersoll Rand's addressable market by more than \$10 billion.

**2025**

Introduced 364 new products with sustainable attributes including efficiency, circularity, and safety.

PRODUCTS

# Sustainable products

**Our Design for Sustainability (DfS) process integrates sustainability considerations into new product development, ensuring our products deliver measurable customer benefits.**

## DESIGN FOR SUSTAINABILITY

Through market-leading solutions and services, Ingersoll Rand helps Make Life Better by advancing efficiency, circularity, and safety for customers across industries worldwide. Sustainability Sales Training is specifically designed for our product managers, sales leaders, and demand generation professionals to teach the value of our lead sustainably strategy, DfS process, and customer goals. Many of our products incorporate sustainable attributes that deliver quantifiable environmental and safety benefits, supporting our customers' sustainability objectives. In 2025, we launched more than 360 innovative products and services with sustainable attributes.



Sustainability is a core design imperative for new and redesigned products and services, embedded directly into our product management and engineering processes. By integrating DfS tools and practices across our organization, we support our goal of enabling customers to reduce or avoid 1 billion metric tons of CO<sub>2</sub> equivalent (CO<sub>2</sub>e) emissions through the use of our products and services by 2040.

We partner closely with customers to design solutions that improve production uptime, reduce operating expenses, and extend product life. Our broad portfolio of flow creation and industrial solutions, spanning air, gas, and fluid handling applications, distinguishes Ingersoll Rand as a provider of choice for high-performance, sustainable technologies.

Sustainability is an element of our design process for new product development approach and focuses on both human well-being and environmental responsibility, key factors in determining a product's overall sustainability profile. Our design philosophy is holistic, encompassing material selection, manufacturing efficiency, use-phase performance, and end-of-life recyclability.

As we develop new products, our engineers apply proprietary DfS tools to evaluate energy efficiency, digital enablement, material safety, product longevity, maintenance requirements, use of sustainable materials, recyclability, process efficiency, safety enhancements, and supply chain emissions. Dedicated DfS champions within each BU lead and reinforce these efforts.

Our innovation is powered by more than 1,900 mechanical, electrical, and software engineers and designers, supported by a robust intellectual property portfolio of 2,043 active patents, approximately 82% of which provide sustainability benefits. Together, these capabilities enable us to consistently deliver innovative solutions that create long-term value for our customers and the environment.

Product DfS Team

## Next Gen E-Mobility Compressor for the trucking industry

Sustainability was embedded in this product from the very first concept. A cross-functional team, working closely with Product Management, reviewed and refined ideas through the lens of customer needs, cost efficiency, and design complexity. From this collaborative process, the strongest concepts emerged, 30 ideas advanced, with more than half delivering clear improvements in DfS.

Material efficiency became a central focus. By using lighter materials and reducing overall material content, the design lowers supply chain impacts while also helping customers improve vehicle mileage. The team optimized consumable filtration and avoided less sustainable processes, reducing environmental intensity without compromising performance.

Operational efficiency was further enhanced through a reduction in oil volume, and best-in-class environmental and emissions performance. At the same time, the product was engineered for ease of assembly, applying design-for-manufacturing principles to streamline production and reduce waste.

Sustainability considerations extended beyond the product itself. Reusable or returnable packaging is incorporated to minimize packaging waste and support circular material flows. Together, these design choices reflect a holistic approach, one that balances performance, manufacturability, and environmental responsibility, demonstrating how sustainability can be integrated into product innovation at every stage.



Next Gen E-Mobility Compressor

PRODUCTS

# Product efficiency

Ingersoll Rand delivers innovative, energy-efficient solutions that help customers reduce their environmental impact. Our portfolio includes the development of energy saving equipment and refrigerants with lower global warming potential (GWP). In parallel, our services, supported by advanced digital tools, are designed to optimize system performance and drive meaningful energy conservation.

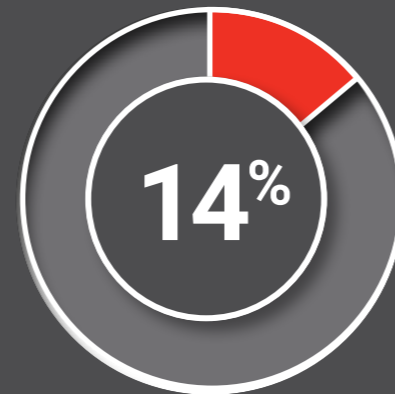
## REDUCING ENERGY CONSUMPTION

Our products are engineered to deliver equal or improved flow and performance while consuming less electricity. Across air, gas, and liquid flow systems, we provide a broad range of innovative solutions that reduce energy use, lower operating costs, and enhance overall efficiency for our customers.

By 2040, we aim to enable customers to reduce or avoid 1 billion metric tons of Scope 2 emissions through the use of our products and services. By the end of 2025, we have reduced or avoided approximately 141 million metric tons of CO<sub>2</sub>e on behalf of our customers, representing 14% progress toward our long-term goal.

### Customer goal progress by 2040

(Baseline year 2020)



Reduce or avoid 1B MT CO<sub>2</sub> emissions through the use of our products

Absolute progress since 2020: Reduction of 141 M MT CO<sub>2</sub>e, representing 14% of our 2040 goal



### CUSTOMER GOAL<sup>1</sup>

Target year: 2040  
Metric tons CO<sub>2</sub> reduction

Details regarding the methodology used to calculate this goal can be found on our [website](#) or our [2024 Sustainability Report \(p.10\)](#).

## The best things come in small packages | a more sustainable generation of compressors

The new CompAir L45-55 compressor represents a significant step forward in sustainable engineering. Designed to use fewer materials and fewer parts, it reduces waste across the production and service life cycle. By integrating the oil filter, thermostatic valve, and check valve directly into the airend, the design eliminates additional piping, lowers leakage risk, and simplifies maintenance.

The compressor's footprint is up to 40% smaller than the previous version, reducing space requirements while delivering higher performance. This new generation of air compressors provides up to 10% higher output with 12% lower energy consumption, with premium efficiency available in both fixed-speed and variable-speed models. With the innovative two-stage technology, energy consumption is reduced across multiple loads and speeds. Furthermore, with integrated or turnkey heat-recovery options, the compressor can deliver up to 75% additional energy savings.

The L45-55 demonstrates how thoughtful design can reduce environmental impact while improving operational efficiency, proving that smaller systems can drive larger sustainability gains.

CompAir L45-55 compressor



<sup>1</sup> Greenfield growth using more efficient technology is treated as avoidance of CO<sub>2</sub>e compared to a less efficient alternative utilized in the base year. Although efforts have been made to ensure accuracy, it is possible that some of these data, assumptions, and extrapolations are inaccurate. For example, there are known deficiencies related to product unit level attribution and aggregation that could account for noteworthy fluctuations in reported values. We expect to make regular adjustments to our Scope 3 emissions data, procedures, assumptions, and models as we collaborate with external advisors to enhance our methodology and transition from broad measurement approaches (such as spend or average) to more detailed methods. These procedural enhancements and external feedback have the potential to lead to noteworthy fluctuations in the Scope 3 emissions data reported for previously reported periods and Customer Goal data.

PRODUCTS

# Product circularity

**Ingersoll Rand integrates the principles of circularity across our product and service offerings by optimizing resource use, reducing waste, and aligning with the core tenets of the circular economy. We believe long-term economic growth and environmental stewardship are mutually reinforcing, and we are committed to advancing solutions that support both. We emphasize responsible resource management by minimizing waste, extending equipment life, and enabling the reuse, refurbishment, and recycling of components wherever possible.**

This commitment is reflected in products and services intentionally designed to be refurbished, remanufactured, or recycled. Circularity is embedded in our new product development processes through the incorporation of recycled content, the selection of more sustainable materials for products and packaging, and designs that facilitate efficient disassembly and material recovery at the end of life. Through these efforts, Ingersoll Rand supports a more circular value chain while delivering durable, high-performance solutions for our customers.

## END OF LIFE CYCLE RESPONSIBILITY

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

Product circularity	2021	2022	2023	2024	2025
Products sold that can be reused or recycled (%)	72%	75%	72%	63%	73%
Products and materials that were actually reused or recycled by Ingersoll Rand (%)	1.2%	1.1%	1.2%	1.2%	1.4%

## SUSTAINABLE RAW MATERIALS

Ingersoll Rand incorporates the sustainable use of raw materials in the [EHS Policy](#), endorsed by the Board of Directors, which includes collaborating with external stakeholders, increasing the use of recycled raw materials, and minimizing the negative impacts of raw materials. We train our internal stakeholders on their roles related to the selection of sustainable raw materials. The chart below depicts the amount used and the share of materials that are recycled for various commodities.

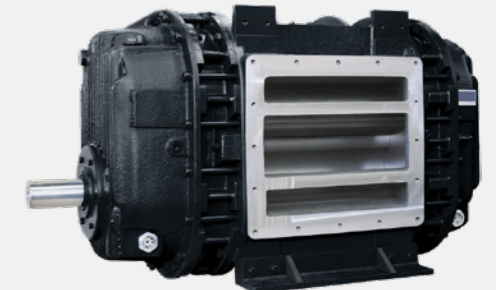
In 2025, our products contained the following raw materials during either processing, refinement, or assembly.

Material type	Total material (MT)	Recycled material content (%)
Aluminum	11,619	51%
Copper	3,624	4%
Steel	182,630	35%
Polymers and Composites	3,876	<1%

## Hibon i2V optimized gear reduction project

Through our Innovation to Value (i2V) process, the synchronizing gears of the Hibon SIA 8702 blower were redesigned to reduce material use and strengthen circularity. By eliminating steel from the gear and selecting recycled, locally sourced metals, the team achieved a 37% weight reduction compared to the prior version, reducing each gear set from 48 kg to 30 kg. This improvement lowers the product's environmental footprint while also enhancing performance, including a noise reduction of up to 3 dB. Across annual production, the lighter design removes 12.6 tons of steel and avoids 34.7 metric tons of CO<sub>2</sub>e. Emission savings are driven by reduced steel use (50%), supply chain efficiencies (36%), and customer fuel savings due to reduced operating loads (14%).

This project demonstrates how smart engineering and circular material choices can deliver meaningful sustainability gains.



PRODUCTS

# Product safety

**We design our products and services with a strong focus on protecting the health, safety, and well-being of individuals involved in the installation, operation, maintenance, and use of our equipment. Our products incorporate ergonomic features and safety enhancements that meet, and in many cases exceed, applicable standards and recognized best practices.**

Product safety is rigorously integrated into our new product development (NPD) process. This includes comprehensive assessments of technical readiness, systematic identification and mitigation of product safety risks, and thorough reviews of relevant regulations and standards. Together, these practices help ensure our products are safe, reliable, and intuitive to use.

To enhance product quality, Ingersoll Rand uses a variety of emerging technologies including artificial intelligence and machine learning to identify defects and perform root cause analysis. Our products and services include real-time monitoring of assets and the EcoPlant product in particular, dynamically controls products for the most energy efficient use.

Ingersoll Rand's Global [EHS Policy](#) outlines our formal commitment to product safety through compliance with applicable regulations, extensive product testing, and quality assurance. Each BU assumes responsibility for managing product safety, overseen by the BU's vice president/general manager who reports directly to the Chairman and Chief Executive Officer (CEO). Our BUs review emerging regulatory and industry standard changes on an ongoing basis. Any significant impact is socialized to the broader business leadership team for awareness and necessary action.

The BUs conduct product safety risk assessments to protect employees and customers from recognized hazards that are likely to cause physical harm. If a product safety incident occurs, it is escalated to the unit's vice president/general manager, an investigation occurs, and if necessary, a product hold and/or recall

is initiated. Product recall/safety bulletins are distributed to affected parties, as applicable, when any safety-related issue occurs. All incidents are investigated, and swift mitigation actions are implemented.

Our annual objective is zero product safety incidents. In 2025, we achieved this goal by recording zero product safety claims and initiating no product safety recalls. This outcome reflects our disciplined approach to product design, quality management, and risk prevention.

To mitigate the risk of product defects and prevent recalls, we employ a comprehensive set of quality assurance measures across the entire value chain. These programs are supported by documented policies, management systems, and operational controls. The company maintains robust processes to prevent and address defective products prior to delivery to customers, with the objective of minimizing quality issues. These processes are supported by the integration of emerging and advanced technologies that enhance product design, manufacturing precision, monitoring, and quality assurance. The company also establishes and tracks quantitative performance targets to drive continuous improvement in product quality outcomes.

The quality management system is governed through regular internal audits to promote effectiveness, compliance, and continuous improvement. In addition, the system undergoes independent external verification by accredited third-party auditors in accordance with internationally recognized standards, such as ISO 9001, to provide assurance of its rigor and alignment with best practices. As of 2025, 70 Ingersoll Rand manufacturing sites, representing approximately 82%

of our global footprint, are ISO 9001 certified. Internal quality leaders conduct routine audits to monitor product and service safety performance. Identified issues and corrective actions are systematically tracked and managed through the company's corrective action management system, supporting continuous improvement and consistent product safety outcomes across our operations.

Ongoing training is provided to internal stakeholders to ensure employees understand their roles and responsibilities within the quality management system and are equipped to uphold product quality standards. The company also maintains clear mechanisms for external stakeholders, including customers and partners, to submit complaints or raise concerns regarding defective products, ensuring timely investigation and resolution. Supplier quality is managed through defined requirements that require adherence to the company's product and service quality standards, helping to ensure consistency and reliability across the supply chain. Transparency is further supported through the disclosure of product quality incidents, including issues identified and the corrective actions taken to address root causes and prevent recurrence.

We maintain clear and accessible channels for customers to report product quality concerns. This feedback mechanism supports early issue identification and reinforces a transparent, proactive approach to customer satisfaction and continuous improvement.

Together, these programs demonstrate the company's commitment to delivering high-quality products, managing risks proactively, and continuously improving quality performance.

## Reducing noise to protect operators and communities

Safety and sustainability are closely linked, especially when it comes to noise exposure. APSCO's AIRDRIVE™ system was engineered not only to improve performance and efficiency, but also to significantly reduce noise levels for drivers, technicians, and surrounding communities. By replacing traditional shaft-driven blowers with an integrated hydraulic truck blower, the AIRDRIVE™ design eliminates multiple noise-generating components while reducing vibration and mechanical complexity.

The result is a quieter operating environment that supports operator comfort, lowers the risk of long-term hearing impacts, and improves overall jobsite safety, particularly in urban and residential settings where noise pollution is a growing concern. This reduction in noise, combined with lighter weight and simplified mounting, demonstrates how thoughtful product design can simultaneously enhance safety, environmental performance, and the customer experience.

The AIRDRIVE™ also improves overall operational efficiency, reducing greenhouse gas emissions (GHG).



**ZERO** PRODUCT SAFETY CLAIMS AND RECALLS FOR 2020-2025

PRODUCTS | PRODUCT SAFETY CONTINUED

**COMMITMENT TO HAZARDOUS SUBSTANCE REDUCTION AND ELIMINATION**

Reducing and, where feasible, eliminating hazardous substances from our products and operations is a core element of Ingersoll Rand’s sustainability commitment, as outlined in our [EHS Policy](#). We actively work to minimize potential risks to people and the environment while maintaining product performance and reliability.

In support of this commitment, we collaborate closely with customers and proactively monitor evolving regulatory requirements. Ingersoll Rand collaborates with industry associations to identify substitutes for hazardous substances and has dedicated R&D resources to substitute or phase out the hazardous substances. This approach enables us to develop and deliver products and services that help meet or exceed our customers’ EHS objectives, including the phased reduction or elimination of hazardous substances. Through continuous engagement and innovation, we strive to advance safer, more sustainable solutions across our portfolio.

Reducing the global warming potential (GWP) of refrigerants in refrigerated dryers is a key focus of our sustainability strategy. For North America, the percentage of revenue associated with refrigerated dryers and chillers is 1.4%. Ingersoll Rand is working to reduce GHG emissions in our products, which contribute to climate change.

With respect to refrigerants, Ingersoll Rand started phasing out the use of R404A in 1,800 SCFM and larger refrigerated dryers starting in late 2020, which reduced the GWP of refrigerated dryers by more than 50%. Our current priority has been focused on transitioning our entire product portfolio to use even lower GWP, next-generation refrigerants.

Starting in Q2 of 2025, we started releasing newer designs utilizing lower GWP refrigerants and more efficient system designs, which reduced the amount of refrigerant required over legacy R404A designs. This new product release effort continues throughout 2026, whereby our latest designs will utilize new refrigerants that we expect will reduce the GWP by 78% for our large-frame cycling dryers, 88% for our 1,000 – 1,600 SCFM series refrigerated dryers, and by 92% for our 800 SCFM and larger phase-change energy-savings models, as compared to previous models.

**INTEGRATING SAFETY INTO PRODUCT DEVELOPMENT**

As part of our product development process, Ingersoll Rand assigns a cross-functional team, including Engineering, Manufacturing, Safety, and Technical Service, to conduct comprehensive safety reviews. These reviews are grounded in recognized industry safety standards and sound engineering principles, including careful evaluation and selection of materials that may pose potential risks to human health or the environment.

Our engineering approach emphasizes designing products to meet applicable, industry-recognized safety standards and incorporates Design Failure Mode and Effects Analysis (DFMEA) to identify and mitigate risks early in development. Multiple cross-functional design reviews are conducted to validate assumptions and design decisions, followed by structured performance and safety testing executed in accordance with defined test standards. Where required, products undergo certification through accredited third-party testing laboratories to confirm compliance and performance.

Safety considerations also extend to emerging technologies and materials. For example, during the introduction of new A2L refrigerants, a detailed cross-functional review was conducted in collaboration with Service and EHS teams. This review assessed the future use of these refrigerants, evaluated refrigerant-management tools needed in the field, and identified the safety training programs required to support field service personnel. Together, these practices help ensure that safety is embedded throughout the product life cycle—from design and validation to deployment and service.

Ingersoll Rand has standard work policies in place ensuring that the following banned substances are not used, sold, or stored at the site, unless it is critical or essential to operations and no technically feasible safer alternative is available: asbestos, chlorinated solvents including methylene chloride (MC); perchloro-ethylene (PCE); 1,1,1-trichloroethane (1,1,1-TCA); trichloroethylene (TCE); vinyl chloride (VC); cyanide and cyanide-containing compounds; lead; and polychlorinated biphenyls (PCBs).

**LIFE CYCLE ASSESSMENT (LCA)**

As part of our commitment to advancing toward a more resource-efficient economy, we have utilized the simplified LCA approach on the use-phase of 100% of our manufactured products and conducted full LCAs on multiple products in our Dosatron products. These assessments serve as a measurement tool to track progress toward our 2034 Scope 3 GHG reduction goal for products, targeting a 64% intensity reduction from the use of sold products measured against the base year 2020. Impacts covered by LCAs include, but are not limited to, abiotic depletion, land use, water depletion, ecotoxicity, global warming, ozone depletion, and impacts on humans, such as human toxicity. The simplified LCA-verified data is covered by the [Assurance Statement](#) delivered by our third-party independent global assurance provider.

**ENVIRONMENTAL LABELS AND DECLARATIONS**

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

Revenues from eco-labeled products (USD)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Products certified with Type 1 eco-labels (ISO 14024)	1.37M	1.11M	1.5M	2.7M	5.3M
Products certified with single/multi-attribute eco-labels	0	0	0	0.08M	0.84M
Other sustainable products or services according to the EU Taxonomy	63M	72.1M	86.9M	91.5M	117.6M
<b>Total revenues from sustainable products or services<sup>1</sup></b>	<b>64.4M</b>	<b>73.2M</b>	<b>88.5M</b>	<b>94.2M</b>	<b>123.7M</b>
% of sustainable revenues	2.19%	2.24%	2.33%	2.57%	3.28%

<sup>1</sup> The total revenue is from products or services labeled with sustainable benefits.

MARKETS

# Sustainable markets

A central pillar of our Grow Sustainably strategy is expanding our presence in high-growth end markets that are aligned with long-term sustainability trends. These markets are shaped by powerful global drivers, including decarbonization, water conservation, food preservation, and rising standards of living, and offer opportunities to create enduring value for our customers, shareholders, and society.

## GROWING SUSTAINABLY IN HIGH-GROWTH END MARKETS

We define high-growth, sustainable end markets as those expected to grow faster than global gross domestic product (GDP) driven by these sustainability megatrends. Key examples include clean energy, food, life sciences, and water, where demand for efficient, reliable, and environmentally responsible solutions continues to accelerate.

Since 2020, Ingersoll Rand has undergone a significant portfolio transformation, strategically shifting away from more cyclical sectors such as automotive and oil and gas, and increasing our focus on higher-growth, sustainability-oriented markets. This evolution has been driven through a combination of organic growth and targeted acquisitions. We continue to thoughtfully expand our portfolio by adding mission-critical, synergistic flow creation products and technologies that support customer performance and sustainability objectives.

Our acquisition strategy is deliberately focused on companies with strong positions in high-growth, sustainable end markets. Our proven ability to identify, integrate, and scale businesses operating within these dynamic market ecosystems strengthens our long-term growth profile and enhances our capacity to respond to evolving customer and market needs. The table to the right highlights select acquisitions completed in 2025 that further advance our end-market priorities and sustainability strategy.

### Select 2025 acquisitions aligned with sustainability mega-trends

Company	Description	Acquisition date	Impact
EBS EXCELSIOR BLOWER SYSTEMS	Designer, manufacturer and servicer of positive-displacement blower and vacuum-pump packages and sound enclosures	February 2025	Enables multi-brand/multi-channel coverage for blower packages for both industrial and municipal applications
G&D CHILLERS	Manufacturer of chillers predominantly serving the U.S. market	April 2025	Enables Ingersoll Rand manufacturing, engineering and Engineered to Order (ETO)/application capabilities for chillers in the North America market
Dave Barry Plastics An Ingersoll Rand Business	Long-experienced and skilled manufacturer of customized plastic products for healthcare companies and life sciences.	August 2025	Strengthens our life sciences portfolio and cleanroom manufacturing capabilities for the pharmaceutical, medical device, and biopharmaceutical sectors
SHERIDAN MOLD & ENGINEERING SILICONE INJECTION MOLDS	Specialist in liquid silicone rubber tooling, a highly specialized niche requiring extremely tight tolerances and advanced expertise	October 2025	Brings precision engineering and cutting-edge machinery and extensive experience required to master non-traditional mold designs
TRANSVAC	Leading global supplier of ejector solutions and sustainable process technologies used to move, mix, and compress fluids and gases	November 2025	Enhances Ingersoll Rand's sustainability offering through energy-efficient ejector technology that enables flare gas recovery and emissions reduction, utilizes waste or existing energy sources with minimal operating cost, and expands capabilities in low-carbon applications including carbon capture, hydrogen, and desalination

## MARKETS

# Clean energy industry

**Ingersoll Rand is at the forefront of delivering technologies that enable the transition to cleaner, more efficient energy systems. Our broad portfolio of products and services supports key decarbonization priorities across multiple clean energy value chains.**

## ADVANCING CLEAN ENERGY SOLUTIONS

We enable biogas and renewable natural gas initiatives through systems and equipment designed for efficient waste management and energy recovery. In the hydrogen sector, we supply compressors that support a range of hydrogen production pathways, contributing to the development of scalable, low-carbon energy solutions.

Our clean energy capabilities extend to renewable power generation. In wind energy applications, we provide specialized power tools and pumps used in wind turbine manufacturing and maintenance. In the solar sector, our vacuum pumps and precision tools play a critical role in the production of photovoltaic panels. We also support emerging technologies aimed at reducing industrial emissions, including advanced solutions for carbon capture and storage.

In transportation and mobility, our compressors and ergonomic assembly line solutions help improve efficiency and reduce emissions across electric vehicle (EV) and advanced transportation manufacturing. Our expansion into the green steel industry further demonstrates our commitment to supporting low-carbon industrial processes. In addition, we serve the nuclear energy sector with blower systems used in steam pressurization, contributing to reliable, low-emission power generation.

Together, these solutions underscore Ingersoll Rand's commitment to innovation and its growing role in enabling the clean energy transition across diverse industries and applications.

## Expanding clean energy production

EBI Énergie is upgrading its landfill gas facility to increase renewable natural gas (RNG) production while reducing energy use and GHG emissions. This improvement allows the facility to capture more methane from landfill gas and convert it into clean, usable energy, directly supporting emissions reduction targets, and the transition to a lower carbon energy system. EBI Énergie collaborated with Ingersoll Rand to design and install an engineered to order 5R3MSGPB-3G Centrifugal Process Gas Compressor to address the project requirements.

By adding a new processing step, methane that was previously reused within the system is now recovered and sent directly into production. This change increases the supply of low carbon RNG available to customers and helps displace fossil-based natural gas. At the same time, capturing methane, one of the most potent greenhouse gases, significantly reduces the facility's overall emissions.

The streamlined process reduces unnecessary energy demand by simplifying system operations, which improves efficiency and lowers indirect emissions associated with electricity use. Operational reliability is also enhanced, supporting consistent, long-term delivery of renewable energy while safely releasing cleaner carbon dioxide (CO<sub>2</sub>) emissions. This upgrade reinforces EBI Énergie's commitment to delivering cleaner, more efficient, and more resilient renewable energy solutions that create lasting environmental value.



MARKETS

# Food industry

**Ingersoll Rand plays an integral role across the food and beverage value chain, from harvesting and processing to packaging, transportation, and final delivery. Across each stage, we focus on improving efficiency, advancing sustainability, and enabling innovation in support of safe, resilient, and reliable food systems.**

## SUPPORTING SUSTAINABLE FOOD AND BEVERAGE SYSTEMS

In livestock management, our solutions include nutritional dosing pumps, health-monitoring controls, and biogas harvesting technologies that support animal well-being, operational efficiency, and renewable energy generation. Within food and beverage processing, we provide oil-free air compressors, food-grade lubricants, and a range of pumps designed to ensure safe, hygienic, and efficient transfer of products.

Our technologies also support critical packaging applications. Compressors and handling systems enable the manufacture of polyethylene terephthalate (PET) and glass bottles, as well as the operation of diverse packaging machinery, helping ensure products are prepared for market safely and efficiently. To extend shelf life and reduce food waste, we offer nitrogen-injection systems for food preservation and vacuum pumps for reliable sealing.

In transportation and delivery, our micro pumps support precise dispensing of beverages and frozen products such as ice cream, while our blowers facilitate the unloading of bulk materials. Together, these solutions demonstrate Ingersoll Rand's role in strengthening food and beverage supply chains and supporting sustainable food systems capable of meeting the needs of future generations.

### Strategic partnership supporting scalable and sustainable beverage production

A leading beverage manufacturer relies on efficient, oil-free compressed air to support rapid growth, protect product quality, and advance sustainability goals. Ingersoll Rand supports this strategy through a diversified portfolio of centrifugal compression technologies and long-term life cycle services. Over the past two years, 15 TA2000 centrifugal compressors have been deployed alongside Belliss & Morcom, PETStar, Rotary, and Ecoplant systems, delivering high flow efficiency, continuous-duty performance, and reliable uptime across bottling and packaging operations. Supported by the CARE program, this integrated approach enables predictive maintenance, asset reliability, and predictable life cycle costs, helping reduce energy intensity, optimize operations, and support responsible, scalable growth across the customer's beverage manufacturing footprint.



# Life sciences industry

**Ingersoll Rand is dedicated to enhancing individual well-being by supplying the life sciences sector with innovative products and services that support critical healthcare and research needs. Our technologies play a vital role across the full life sciences value chain, from drug development and manufacturing to patient care in medical facilities at home, as well as diagnostic and laboratory research.**

## SUPPORTING LIFE SCIENCES INNOVATION

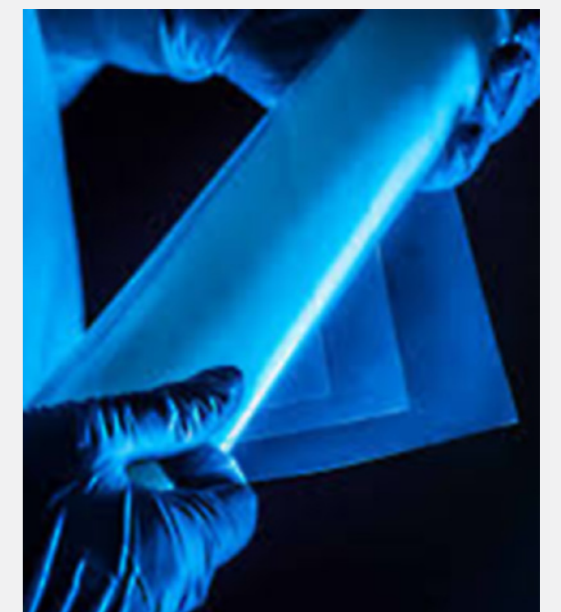
We deliver specialized pumps and compressors designed for the pharmaceutical industry, including oil-free compressors for production environments and hygienic pumps for transferring a wide range of products. Our medical device portfolio includes oxygen pumps for respiratory therapies and compact compressors used across diverse healthcare applications. In laboratory settings, we support research and analytical processes with small vacuum pumps and compressors tailored to the specific requirements of life science research.

In addition, our portfolio includes industry-leading single-use solutions for powder management and liquid handling that support the biopharma and pharmaceutical markets by enhancing process efficiency, contamination control, and product safety. We also have specialized design and manufacturing capabilities for silicone and thermoplastic components used in medical devices, supporting reliable performance and responsible material use across healthcare applications.

### Supporting safer, more efficient pharmaceutical manufacturing

ArmorFlex® films support pharmaceutical powder handling by providing a robust, flexible containment solution designed for demanding manufacturing environments. By helping protect product integrity and operators during critical transfer and processing steps, ArmorFlex® contributes to safer and more reliable operations across the pharmaceutical value chain.

From a sustainability perspective, the films are engineered for durability and performance, reducing the risk of material failure, product loss, and unplanned downtime. Fewer interruptions and less wasted material help manufacturers improve resource efficiency while maintaining high quality and safety standards. Their reliable performance helps customers minimize rework and scrap, contributing to lower overall material consumption and operational waste. ArmorFlex® films demonstrate how advanced materials can support safer workplaces, protect valuable resources, and contribute to more sustainable pharmaceutical manufacturing.



MARKETS

# Water industry

**Ingersoll Rand is committed to advancing global access to safe, reliable drinking water while supporting effective wastewater treatment across diverse applications. Our water solutions serve customers ranging from residential and commercial users to municipal and industrial operations, enabling water purification, infrastructure resilience, and desalination.**

Our broad portfolio includes pumps for water disinfection and precise chemical dosing, specialized systems for reverse osmosis and sludge transfer, and blowers and mixers that support efficient aeration in wastewater treatment. We also provide robust pumping solutions for industrial effluent management, helping customers improve water quality, enhance operational efficiency, and meet evolving environmental standards.



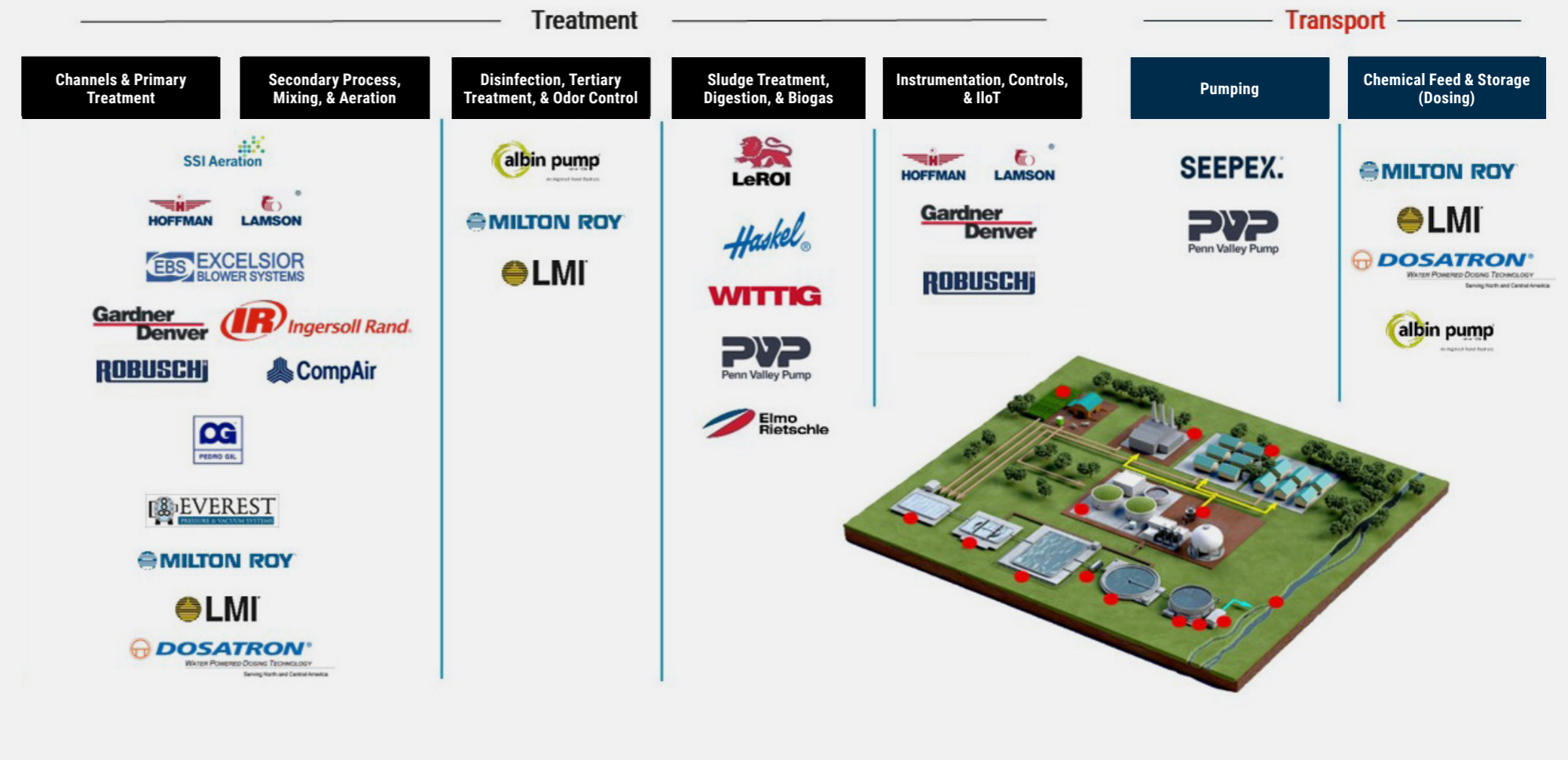
## Supporting the wastewater industry through integrated solutions

Across the wastewater value chain, Ingersoll Rand supports municipalities and industrial operators with a broad portfolio of products designed to improve reliability, efficiency, and environmental performance. From influent handling to treatment and discharge, multiple Ingersoll Rand brands and technologies work together to address the complex demands of modern wastewater operations.

Pumping, air and gas handling, and flow control solutions play a critical role in wastewater treatment, where uninterrupted performance is essential. Ingersoll Rand products are engineered to operate in harsh, corrosive environments, helping facilities maintain consistent operations while reducing the risk of leaks, failures, and unplanned downtime. This reliability supports regulatory compliance and protects surrounding ecosystems.

Energy efficiency is another key challenge for wastewater operators, as treatment processes are often energy-intensive. Ingersoll Rand technologies help customers optimize energy use across aeration, pumping, and material handling processes.

Ingersoll Rand also supports long-term sustainability goals through durable designs and serviceable equipment that extend product life and reduce material waste. By offering multiple products that can be applied across different stages of wastewater treatment, we enable our customers to take a more integrated approach to system performance and environmental stewardship. Through our diversified portfolio and focus on operational efficiency, Ingersoll Rand helps the wastewater industry deliver essential services more reliably and efficiently while supporting responsible water management and a sustainable infrastructure.



CUSTOMERS

# Our customers

**At Ingersoll Rand, sustainable leadership means striving to put customer satisfaction and long-term success at the center of everything we do. Through the IRX framework and our holistic Demand Generation approach, we seek to enhance every stage of the customer journey, improving responsiveness, strengthening collaboration, enabling sustainability progress, and delivering consistently high-value outcomes. This integrated focus reinforces trust, deepens partnerships, and drives shared growth, ensuring we continually evolve to meet our customers' changing needs and support their success well into the future.**

## IMPROVING THE CUSTOMER EXPERIENCE

Our Demand Generation approach enables continuous engagement with customers across every stage of their journey, strengthening our capabilities throughout the life cycle. By combining customer feedback with our weekly Impact Daily Management (IDM) cycles, we rapidly implement targeted improvements that enhance how we operate and elevate the overall customer experience. Supported by IRX and guided by standardized, long-term practices, this integrated process drives customer satisfaction, supports sustainability progress, and ensures consistent, high-quality outcomes.

Ingersoll Rand maintains a company-wide customer relationship management program designed to support effective engagement, service quality, and continuous improvement across its predominantly B2B customer base. Customers can request support and provide feedback through multiple publicly available channels, including online contact and service-request forms, direct email engagement, and dedicated customer service phone lines, with in-person support available through authorized distributors and service partners where applicable. Customer feedback and product or service concerns received through these channels are systematically reviewed and used to inform product enhancements, service improvements, and reliability initiatives.

## CUSTOMER SATISFACTION MEASUREMENT

Since 2021, our IRX initiative has strengthened the experience by expanding our automated Net Promoter Score (NPS)-based survey system across more business units and touchpoints. By collecting feedback after key interactions, such as quote requests, purchases, service, and support, we gain consistent, actionable insights into customer satisfaction. Low scores trigger immediate

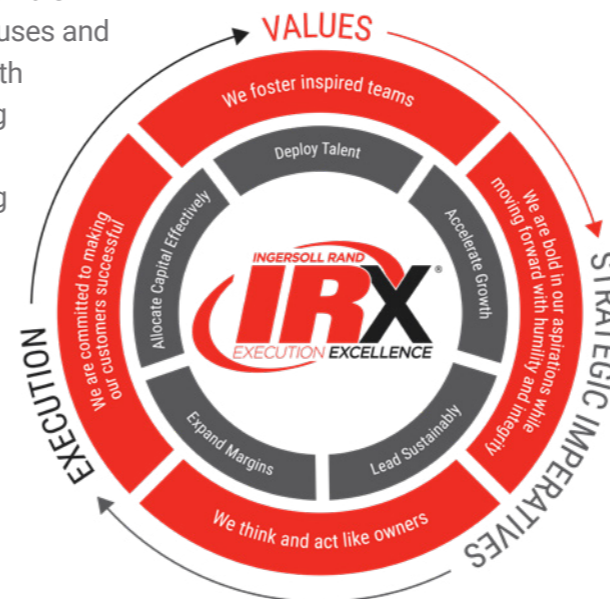
**In 2025, we saw customer satisfaction climbing, with our NPS increasing by over 10 points since 2021, reaching 29 points overall**

Metric	Unit	2021	2022	2023	2024	2025	2025 target
Satisfaction measurement	Net promoter score	18	18	20	26	29	27
Data coverage	% of revenue	44	54	54	54	58	55

## Online Customers:

	2021	2022	2023	2024	2025	2025 Target
% of total customers using company's online services solutions/sales platform	22	33	55	57	62	58

follow-up by our teams. Management estimates the percentage of revenue generated through online sales, and monthly analysis supports continuous improvement and faster response times to better meet customer needs. These efforts are supported by structured processes embedded within Ingersoll Rand's ISO 9001-certified Quality Management Systems across manufacturing and service locations. Complaints submitted through established customer-support channels are formally logged, with customers receiving confirmation that their concern has been received and clear communication regarding expected resolution timelines. Each complaint is investigated to determine root causes and appropriate corrective actions, with outcomes integrated into ongoing quality and service-improvement efforts. These complaint-handling practices are independently assessed through third-party ISO 9001 certification audits conducted by accredited external bodies, supporting consistency, transparency, and accountability in how customer issues are addressed.



## Enhancing customer engagement through real-time digital interaction

**Problem:** Customers increasingly expect real-time, conversational engagement, yet legacy reliance on static web forms and fragmented contact channels led to delays, disconnected experiences, and limited internal visibility.

**Solution:** We deployed a unified Customer Interaction platform with live chat and WhatsApp messaging, combining automation, intelligent routing, and seamless escalation to connect customers with the right expertise in real time.

**Outcome:** The platform delivers faster, more intuitive customer experiences while enabling stronger cross-functional collaboration, reduced friction, and more meaningful human connections at scale.



Ingersoll Rand employees – Hypercare team in Poland

# Operate Sustainably

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**2020**

Operational sustainability linked to Execution Excellence (IRX), confirming sustainability was embedded into day-to-day operating discipline.

**2021**

Announced 2030 and 2050 long-term net zero and environmental targets.

**2022**

Renamed our strategic imperative to Lead Sustainably including both the external growth opportunities (Grow Sustainably) and the internal improvements (Operate Sustainably).

**2023**

Achieved 2030 water target of 17% reduction, 7 years early. Included in World and North America S&P Best in Class Indices, and "A" listed on CDP.

**2024**

Achieved Science Based Targets initiative (SBTi) validation for near-term targets (2030) aligned to 1.5°C and long-term net-zero targets (2050).

**2025**

Achieved 2030 non-hazardous waste target of >50% of in-scope sites sending zero waste to landfill.<sup>1</sup>

<sup>1</sup>50% of in-scope sites as of the goal setting date.

ENVIRONMENTAL

# Environmental targets

**By prioritizing manufacturing efficiency, expanding renewable energy adoption, and embedding environmental stewardship across our operations, we continue to optimize water and energy use while reducing waste generation and GHG emissions. These actions support our commitment to Operate Sustainably and to minimize the environmental impacts of our global footprint, while strengthening operational resilience and long-term value creation.**

## PERFORMANCE AND PROGRESS

Using 2020 as our baseline, Ingersoll Rand delivered strong progress in 2025 reaching several milestone achievements. In 2025, we achieved our 2030 non-hazardous waste goal ahead of schedule, reaching zero waste to landfill for all in-scope sites. This important milestone reflects sustained site-level engagement, process optimization, and waste diversion investments. We also continued to reduce water used in water-stressed sites, and, for our operational emissions, maintained momentum toward our science-based climate targets. These achievements strengthen our ability to translate ambition into execution through disciplined operational focus.

Beyond headline targets, we continue to drive efficiency through innovative sustainability projects across our global facilities. Teams are advancing initiatives that deliver both environmental benefits and tangible cost savings, reinforcing sustainability as a lever for productivity, capital efficiency, and long-term operational excellence. By scaling proven solutions and sharing best practices globally, we are accelerating progress while investing in efficiency improvements that support future growth.

## CLIMATE STRATEGY AND GOVERNANCE ALIGNMENT

Our climate strategy is underpinned by robust governance and alignment with leading global frameworks. Ingersoll Rand’s science-based near-term and net-zero targets reinforce the scientific rigor of our decarbonization pathway. We are aligned to a 1.5°C consistent SBTi validated target of a 42% absolute reduction in Scopes 1 and 2 emissions by 2030. This alignment ensures consistency, credibility, and comparability with peers while supporting transparent progress tracking.

We continue to enhance climate-related risk management and disclosure in alignment with evolving global standards, including the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), now integrated into the International Sustainability Standards Board (ISSB) framework. Through this alignment, validated targets, and continued engagement of teams worldwide, we are reinforcing sustainability as a core business capability that supports environmental impact reduction, cost efficiency, and long-term investment in resilient operations.

### Performance against our 2030 operational goals<sup>1,2</sup> (Baseline year 2020)

#### GHG EMISSIONS

**Reduce absolute annual GHG emissions 42% (Scopes 1 and 2)**

**ABSOLUTE PROGRESS SINCE 2020:**  
Reduction of 34,656 metric tons (28%), representing 67% of our 2030 goal



#### WATER

**Reduce absolute annual water use by 17%**

**ABSOLUTE PROGRESS SINCE 2020:**  
Goal achieved 7 years early



#### WATER-STRESSED<sup>3</sup>

**Reduce absolute water use by 30% in water-stressed sites**

**ABSOLUTE PROGRESS SINCE 2020:**  
Reduction of 6.3M gallons (16%), representing 53% of our 2030 goal



#### WASTE<sup>4</sup>

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

**ABSOLUTE PROGRESS SINCE 2020:**  
98 in-scope locations, representing >100% of our 2030 goal



### 2050 operational goals<sup>1,2</sup> (Baseline year 2020)

#### NET-ZERO (SCOPES 1 AND 2)<sup>5</sup>

**ABSOLUTE PROGRESS SINCE 2020:**  
28% of our 2050 goal



#### 100% RENEWABLE ENERGY

**ABSOLUTE PROGRESS SINCE 2020:**  
15% of our 2050 goal



<sup>1</sup> Refer to the last page of this report for information on restatements of information and changes in reporting.  
<sup>2</sup> Whole values and percent variances represent the change between 2025 and the recalculated 2020 baseline year.  
<sup>3</sup> Based on current year WRI high and extremely high water risk data.  
<sup>4</sup> 50% of in-scope sites as of the goal setting date.  
<sup>5</sup> The Net-zero goal is a commitment to reduce absolute scope 1 and 2 GHG emissions 90% by 2050 from a 2020 base year, which is part of Ingersoll Rand’s SBTi validated targets.

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

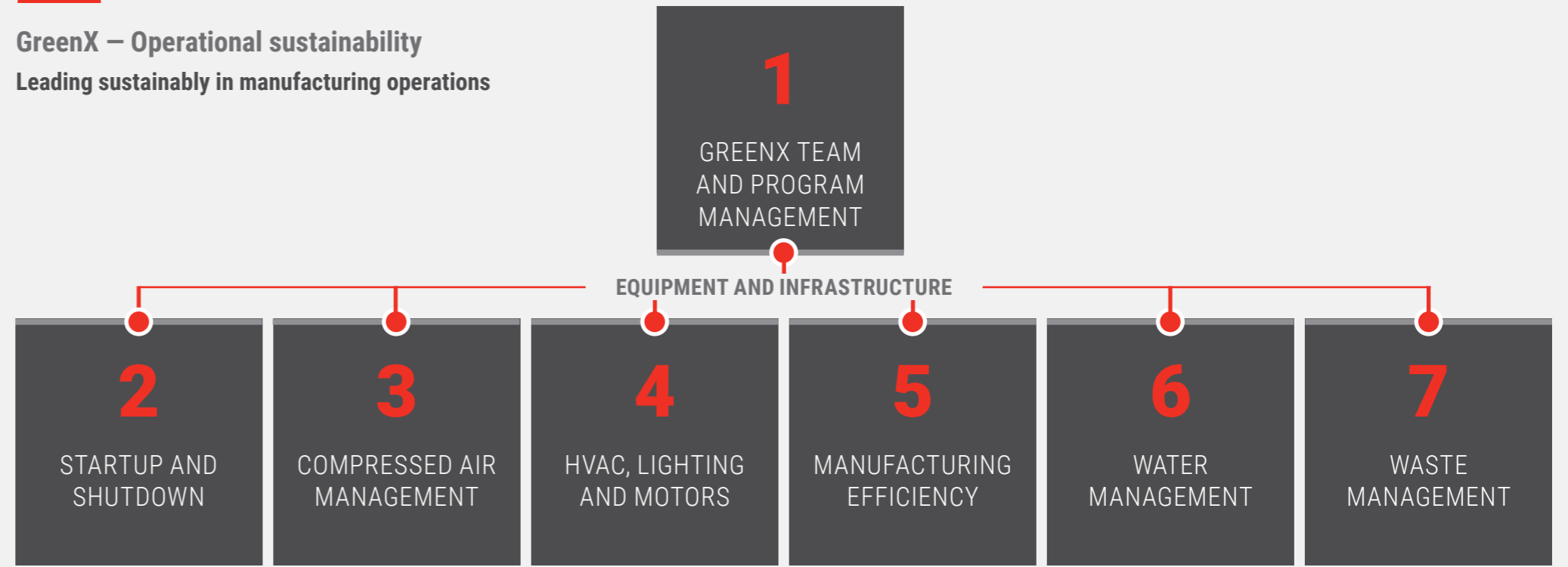
ENVIRONMENTAL

# Environmental programs

The Green Excellence (GreenX) program is Ingersoll Rand’s operational sustainability platform, enabling site-level teams to reduce environmental impact, improve efficiency, and deliver cost savings through structured, cross-functional action. The program is anchored by dedicated GreenX teams and site-level program management that provide the governance, equipment, and infrastructure needed to execute projects.

GreenX focuses on seven core pillars: startup and shutdown management to minimize unnecessary energy use; compressed air management to reduce leaks and optimize system performance; HVAC, lighting, and motor efficiency through upgrades and smart controls; manufacturing efficiency through process optimization and lean management practices; water management and reuse to reduce consumption and increase recycling; and waste management focused on reduction, reuse, and diversion from landfill. Together, these pillars provide a scalable framework for identifying high-impact sustainability opportunities while strengthening operational discipline and long-term efficiency across our global footprint.

## GreenX – Operational sustainability Leading sustainably in manufacturing operations



## GreenX program driving scalable impact and measurable results

In 2025, across 10 GreenX submissions, teams delivered strong, measurable outcomes that demonstrate the collective power of employee-driven innovation. In total, these projects generated \$432,526 in annual cost savings, reduced 1,359 metric tons of CO<sub>2</sub>e per year, and saved approximately 476,000 gallons of water annually. These results reflect the program’s ability to translate local improvement ideas into enterprise-level environmental and financial impact, reinforcing GreenX as a key driver of continuous improvement and sustainability performance.

The 2025 GreenX winners showcase how operational excellence and smart engineering deliver meaningful sustainability results. In Shandong, China, the winning team applied lean manufacturing principles to machining optimization, cutting energy use, increasing productivity, and delivering substantial GHG reductions. Together, the projects highlight scalable, low-capital solutions that link efficiency, cost savings, and climate impact. The Sunderland, UK team reduced natural gas and improved system reliability through demand-based heating and optimized boiler controls, proving that governance and control logic can unlock real savings without major capital investment.



Shandong, China GreenX team



Sunderland, United Kingdom GreenX team

**100+**

sustainability projects submitted and executed by GreenX teams in 2025

**57**

GreenX teams implemented since 2022

**2,449MT CO<sub>2</sub>e**

of GHG reduced vs. prior year



ENVIRONMENTAL

# Energy

**We are committed to smart conservation and sustainable innovation to address both the immediate and long-term impacts of climate change by improving energy efficiency and integrating alternative green energy sources across manufacturing and service operations. Energy management excellence is embedded across four of the seven pillars of our GreenX program, supported by a standardized, data-driven approach that begins with measuring and mapping energy use, prioritizing our highest energy consumers, and applying proven best practices. Through collaborative energy management programs, including energy treasure hunts, employee training, and the integration of renewable energy, we implement actions to reduce consumption, and continuously evaluate progress to deliver measurable and sustained energy-efficiency improvements.**

## SCALING RENEWABLE ENERGY TO REDUCE OPERATIONAL EMISSIONS

A core component of Ingersoll Rand’s sustainability strategy is the transition to sustainable energy across its global operations through a three-pronged approach that combines energy efficiency, electrification, and the use of renewable energy sources. The company is expanding on-site renewable generation by installing solar photovoltaic systems at its facilities, significantly reducing operational carbon emissions tied to electricity use and fossil fuel consumption. As of 2025, 21 manufacturing facilities across China, Germany, India, Italy, South Korea, and Spain are utilizing on-site solar power, while an additional 47 sites purchase retail renewable electricity, bringing the total number of renewable-energy-powered facilities to 68. BU leaders actively assess opportunities for additional renewable procurement or on-site generation, with all proposals undergoing a rigorous internal review to ensure alignment with corporate requirements and the GHG Protocol.

## Energy-efficient motor upgrade: a story of smarter power and lower emissions

Across our operations, process equipment plays a vital role in keeping production running reliably. Over time, however, many of these assets had come to rely on outdated IE1-category motors at our Naroda, India plant, some of which had been rewound multiple times due to wear. Each rewinding cycle reduced motor efficiency by an estimated 1–2%, leading to mounting energy losses and rising operating costs. What began as routine maintenance had become a hidden source of energy waste and unnecessary GHG emissions.

Recognizing the opportunity for meaningful improvement, our Naroda, India site launched a focused modernization initiative aimed at transforming the energy footprint of critical equipment. The objective was clear: replace low-efficiency motors with high-performance IE4 energy-efficient models and right-size motor ratings to match actual process loads.

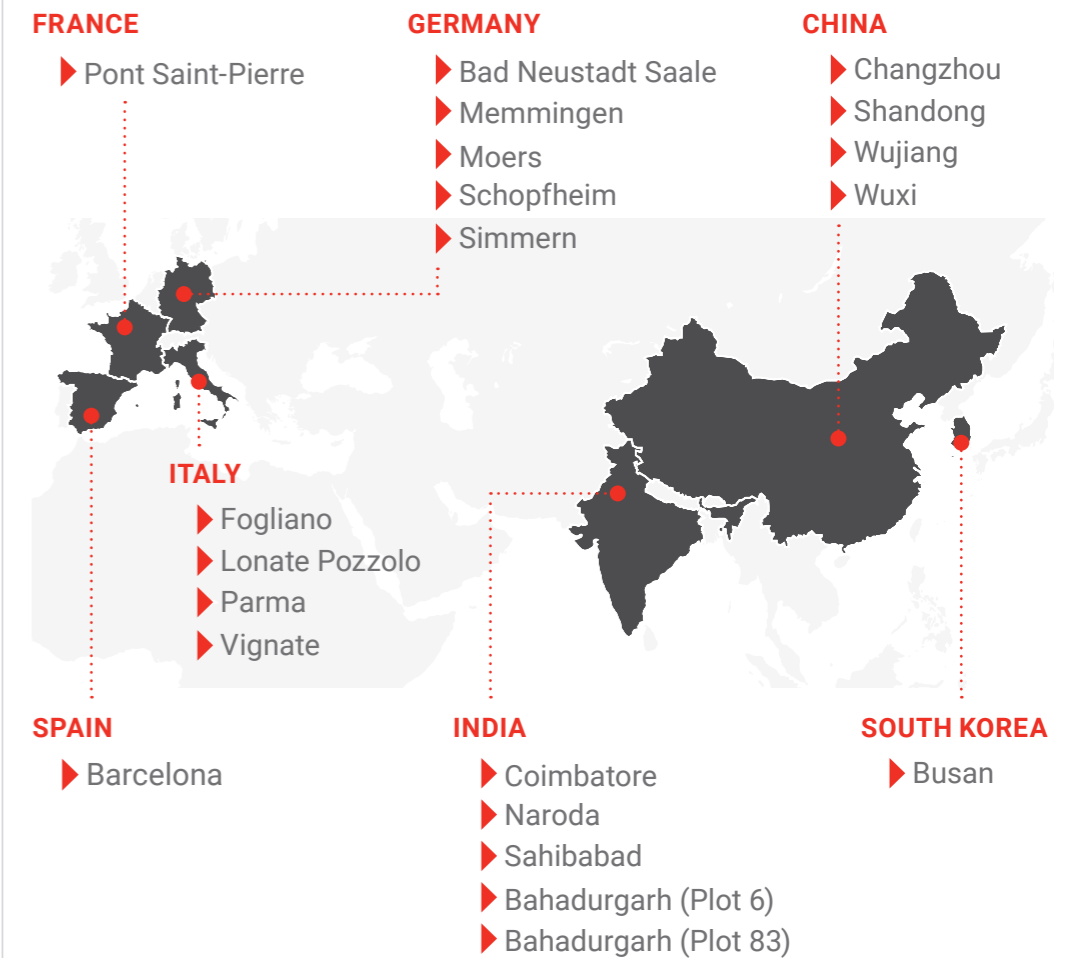
Over the course of the year, the team systematically replaced 30 motors, prioritizing those with the highest energy consumption. The upgrade was executed in phases to minimize operational disruption and to ensure that each new motor delivered maximum efficiency and optimized load performance. Beyond simply swapping equipment, the project also led to a broader evaluation of motor sizing, helping reduce the overall connected load across the system. The results demonstrate the power of targeted energy interventions. By transitioning to IE4 motors, the site now saves 174,000 kWh of electricity annually, reducing the GHG emissions attributable to these motors by 126 tons of CO<sub>2</sub>e.



Example of a new motor in our Naroda, India facility

## GLOBAL SOLAR LOCATIONS

In 2025 alone, on-site solar installations generated nearly 12.8 million kWh of electricity, avoided 6,500 metric tons of CO<sub>2</sub>e emissions, and returned more than 3 million kWh of excess clean energy to local grids, representing a critical milestone on the roadmap to Ingersoll Rand’s 2030 and 2050 environmental goals.



**31%**

of total electricity comes from renewable energy generated or purchased by Ingersoll Rand

**68**

21 manufacturing sites<sup>1</sup> are powered by on-site solar panels, and 47 locations<sup>1</sup> have renewable energy contracts in place

Ingersoll Rand supports the following United Nations Sustainable Development Goals:

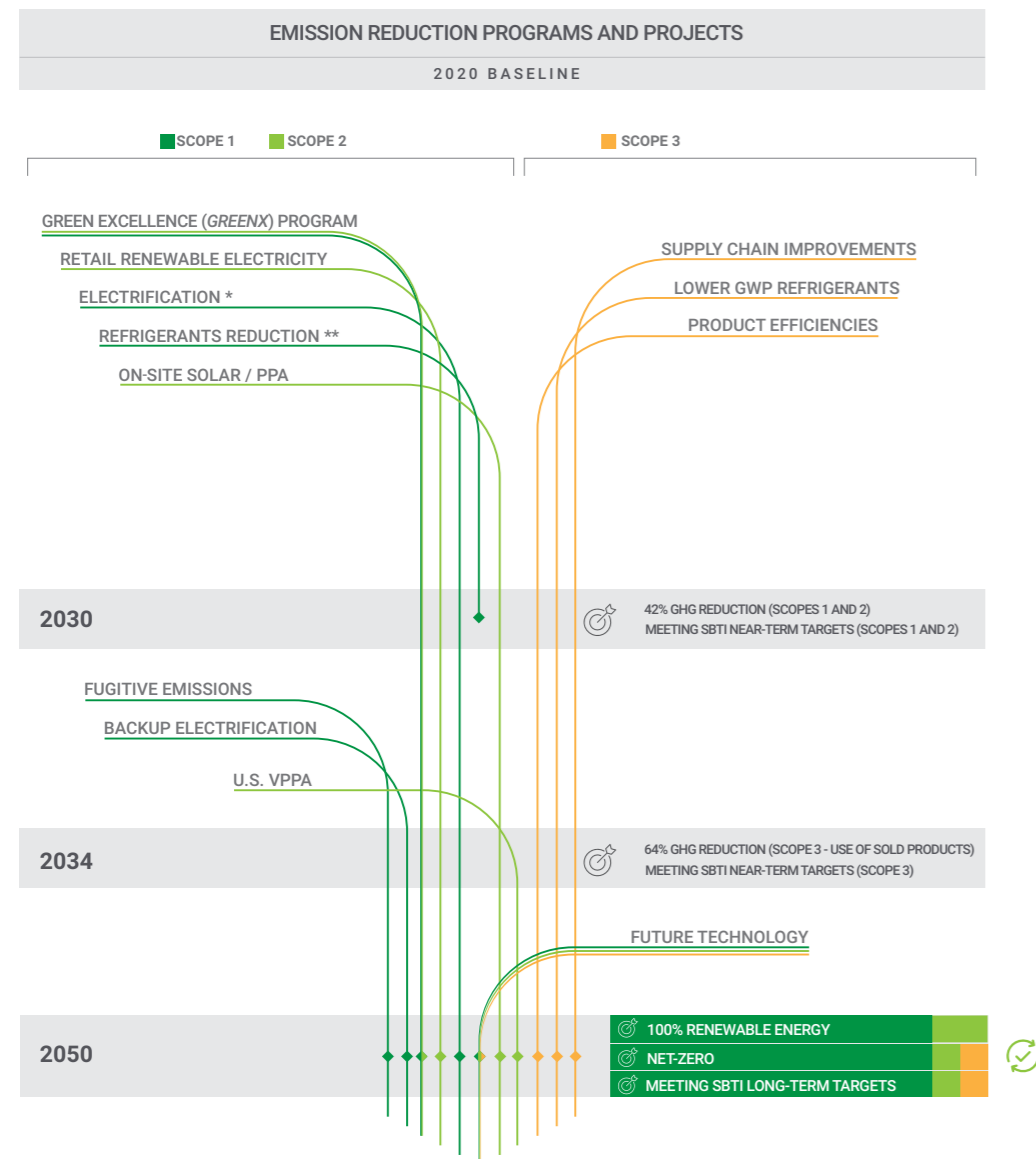


<sup>1</sup> Ingersoll Rand’s data has achieved limited assurance by a third party, ERM CVS. See our [2025 Assurance Statements](#) for a complete list of data points assured.

ENVIRONMENTAL | ENERGY CONTINUED

**INNOVATION TO REDUCE ENERGY CONSUMPTION**

Through the GreenX program, teams are empowered to identify and implement innovative solutions that lower energy use, reduce GHG emissions, and drive cost savings. Working closely with site manufacturing engineering teams, we adapt proven, commercially available technologies to Ingersoll Rand's unique operational processes, improving efficiency while advancing our sustainability objectives. Since the program's launch, GreenX teams have identified more than 1,600 energy, water, and waste reduction opportunities across our sites, delivering enhanced operational performance and reduced utility costs.



\* CONVERSION TO HYBRID & ELECTRIC FLEET, PROPANE FORKLIFT ELECTRIFICATION, PROPANE HEATING ELECTRIFICATION, PROCESS NATURAL GAS  
 \*\* REFRIGERANTS ELIMINATED FOR TESTING PURPOSES.

**Direct GHG emissions (Scope 1)<sup>1,2,4</sup>**

Direct GHG (Scope 1)	Unit	2020	2021	2022	2023	2024	2025	2025 Target
Total direct GHG emissions (Scope 1)	Metric tons CO <sub>2</sub> e	43,927	43,017	39,883	40,530	38,271	38,878 <sup>1</sup>	35,190 (-8.05%)
Stationary direct GHG emissions	Metric tons CO <sub>2</sub> e	15,231	17,227	16,210	15,197	15,069	16,123	NA
Mobile direct GHG emissions	Metric tons CO <sub>2</sub> e	18,425	19,044	19,667	19,934	20,501	20,727	NA
Fugitive direct GHG emissions	Metric tons CO <sub>2</sub> e	10,272	6,747	4,005	5,398	2,700	2,028	NA
Data coverage	Percentage of revenue	100%	100%	100%	100%	100%	100%	NA

**Indirect GHG emissions (Scope 2)**

Indirect GHG (Scope 2)	Unit	2020	2021	2022	2023	2024	2025	2025 Target
Location-based	Metric tons CO <sub>2</sub> e	76,137	83,049	76,912	67,761	66,035	61,002 <sup>1</sup>	63,394 (-4%)
Data coverage	Percentage of revenue	100%	100%	100%	100%	100%	100%	NA
Market-based	Metric tons CO <sub>2</sub> e	82,771	77,260	68,540	60,034	56,221	53,165 <sup>1</sup>	51,696 (-8.05%)
Data coverage	Percentage of revenue	100%	100%	100%	100%	100%	100%	NA

Total energy consumption	Unit	2020	2021	2022	2023	2024	2025	2025 Target
Total non-renewable energy consumption <sup>3</sup>	MWh	342,207	337,542	317,720	301,226	290,759	287,669	279,129 (-4%)
Total renewable energy consumption	MWh	1,455	22,842	32,257	31,101	40,742	48,876	42,086 (+3.3%)
Data coverage	Percentage of revenue	100%	100%	100%	100%	100%	100%	NA

<sup>1</sup> Ingersoll Rand's data has achieved limited assurance by a third party, ERM CVS. See our 2025 Assurance Statements for a complete list of data points assured.  
<sup>2</sup> Stationary and mobile Scope 1 emissions began being tracked in 2025. Prior year attribution to stationary or mobile Scope 1 categories was based on best estimates.  
<sup>3</sup> Ingersoll Rand solar panels returned 3.2 million kWh of solar electricity to the grid in 2025. For accuracy, this energy was subtracted from the total energy covered by the Assurance Statement delivered by our third-party independent global assurance provider.  
<sup>4</sup> 2025 targets are based on reduction needed to meet 2030 goals and are calculated vs. 2024 final values. This also applies to the waste, water, and VOC tables below.

ENVIRONMENTAL | ENERGY CONTINUED

Indirect GHG emissions (Scope 3)<sup>1</sup>

Total metric tons CO <sub>2</sub> e	2020	2021	2022	2023	2024	2025	2025 Target
	206,619,901	214,055,370	230,552,768	218,665,787	203,527,384	223,308,718	197,421,562 (-3%)
Category	Metric tons CO <sub>2</sub> e	Metric tons CO <sub>2</sub> e	Metric tons CO <sub>2</sub> e	Metric tons CO <sub>2</sub> e	Metric tons CO <sub>2</sub> e	Metric tons CO <sub>2</sub> e	Calculation method
1. Purchased goods and services	575,624	716,531	824,740	856,317	749,358	693,200	Spend (monetary) based method
2. Capital goods	23,099	25,655	28,697	34,660	26,460	34,474	Spend (monetary) based method
3. Fuel-and-energy-related-activities (not included in Scopes 1 or 2)	23,066	23,206	22,866	20,963	19,939	19,391	Average-data method
4. Upstream transportation and distribution	93,491	65,719	90,249	57,471	69,074	139,328	Spend (monetary) based method
5. Waste generated in operations	3,487	5,112	5,369	5,645	4,622	4,098	Average-data method
6. Business travel	2,475	7,069	10,786	15,318	14,989	13,778 <sup>2</sup>	Fuel-based method
7. Employee commuting	25,499	24,073	25,904	28,360	29,147	31,702 <sup>2</sup>	Average-data method
8. Upstream leased assets	0	0	0	0	0	0	N/A
9. Downstream transportation and distribution	12,359	8,688	11,931	7,598	9,132	18,419	Spend (monetary) based method
10. Processing of sold products	11	15	16	18	16	16	Spend (monetary) based method
11. Use of sold products <sup>1</sup>	205,790,273	213,101,640	229,449,621	217,546,751	202,512,292	222,257,970 <sup>2</sup>	ISO LCA 14040
12. End of life treatment of sold products	33,439	39,236	45,110	53,357	48,934	50,555	Average-data method
13. Downstream leased assets	2,524	3,446	4,184	6,752	7,196	7,154	Spend (monetary) based method
14. Franchises	0	0	0	0	0	0	N/A
15. Investments	34,983	34,981	39,162	34,965	36,225	36,225	Spend (monetary) based method

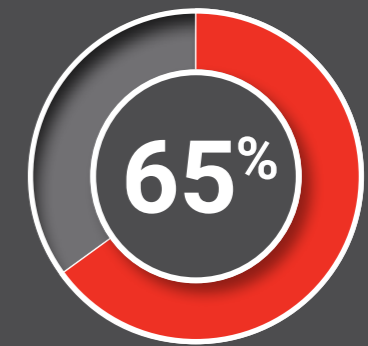
<sup>1</sup> In 2022, Ingersoll Rand adjusted the calculation methodology for Category 11 (Use of Sold Products) to derive a more accurate calculation of its products' use emissions. Additionally, in 2025 updated IEA scenario-based electricity-emission-factor values (World Energy Outlook Dataset) based on Stated Policies (STEPS) were applied to all years within the Category 11 model. This adjustment is what accounts for the overall increase in the use of sold products emission increases in all years calculated. In 2025, a base-year (2020) recalculation was performed for Category 11. This recalculation comprised the inclusion of products from businesses acquired in 2024 and a base year scaling methodology adjustment, to correct for data accuracy. Excluded from this recalculation are products from businesses acquired in 2025. All base-year calculations were performed in accordance with the GHG Technical Guidance for Calculating Scope 3 Emissions, 2013, World Resources Institute. All subsequent years after the base year were calculated in conformance with this method. Ingersoll Rand's Scope 3 emissions data were prepared in accordance with the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard and are based on the best available information we were able to obtain from our systems and include a number of assumptions and extrapolations. Our use of sold products (Category 11) model is calculated using SimaPro and covers the GHG emissions from 80%+ of our total complete units revenue. The GHG emissions from the remaining portion of our complete units revenue were extrapolated from the model and as such our total calculated completes revenue may not match actual total completes revenue. Although efforts have been made to ensure accuracy, it is possible that some of these data, assumptions, and extrapolations are inaccurate. For example, there are known deficiencies related to product-unit-level attribution and aggregation that could account for noteworthy fluctuations in reported values. We expect to make regular adjustments to our Scope 3 emissions data, procedures, assumptions, and models as we collaborate with external advisors to enhance our methodology and transition from broad measurement approaches (such as spend or average) to more detailed methods. These procedural enhancements and external feedback have the potential to lead to noteworthy fluctuations in the Scope 3 emissions data reported for previously reported periods.

<sup>2</sup> Ingersoll Rand's data has achieved limited assurance by a third party, ERM CVS. See our 2025 Assurance Statements for a complete list of data points assured.

Scope 3 progress to goal

**Near-term SBTi goal:**

Reduce Scope 3 GHG emissions from the use of sold products (Category 11) 64% per USD value added by 2034.

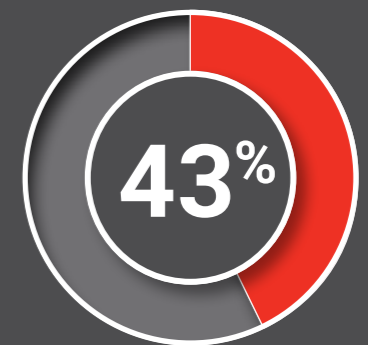


**Absolute progress since 2020:**

Reduction of 0.09 metric tons CO<sub>2</sub>e per USD value added (29%), representing 65% of our 2034 goal.

**Long-term SBTi goal:**

Reduce Scope 3 GHG emissions from the use of sold products (Category 11) 97% per USD value added by 2050.



**Absolute progress since 2020:**

Reduction of 0.09 metric tons CO<sub>2</sub>e per USD value added, representing 43% of our 2050 goal.

ENVIRONMENTAL

# Water

**Water stewardship is a key focus of our sustainability initiatives, empowering teams to monitor, manage, and reduce water consumption. Through specialized training and resources, teams identify major water users, implement best practices, and address inefficiencies. Risk-based reduction targets guide progress. Team leaders drive collaboration and ensure sustainable water management practices.**

## WATER STEWARDSHIP

Water management is a core pillar of the GreenX program across all operational sites, embedding disciplined water management through data-driven decisions, training, and continuous improvement. Teams routinely monitor water usage against monthly Key Performance Indicators (KPIs) using a dedicated water management workbook, while trained GreenX water champions identify high-consuming processes, investigate reduction opportunities, and act as subject matter experts (SMEs) within their facilities. Where deeper insight is needed, sub-metering is installed to pinpoint usage patterns, and abnormal water flows (particularly during non-production hours), are closely monitored to detect and quickly repair leaks should they occur. Sites are also tasked with converting open-loop systems into closed-loop designs to enable water reuse, alongside implementing best practices for sanitary water use such as low-flow fixtures and presence-sensing controls. In some of the water-stressed regions, our teams have further strengthened stewardship efforts by deploying closed loop systems or rainwater harvesting systems that capture and store seasonal rainfall for facility use, reducing dependence on municipal supplies and supporting local water resilience.

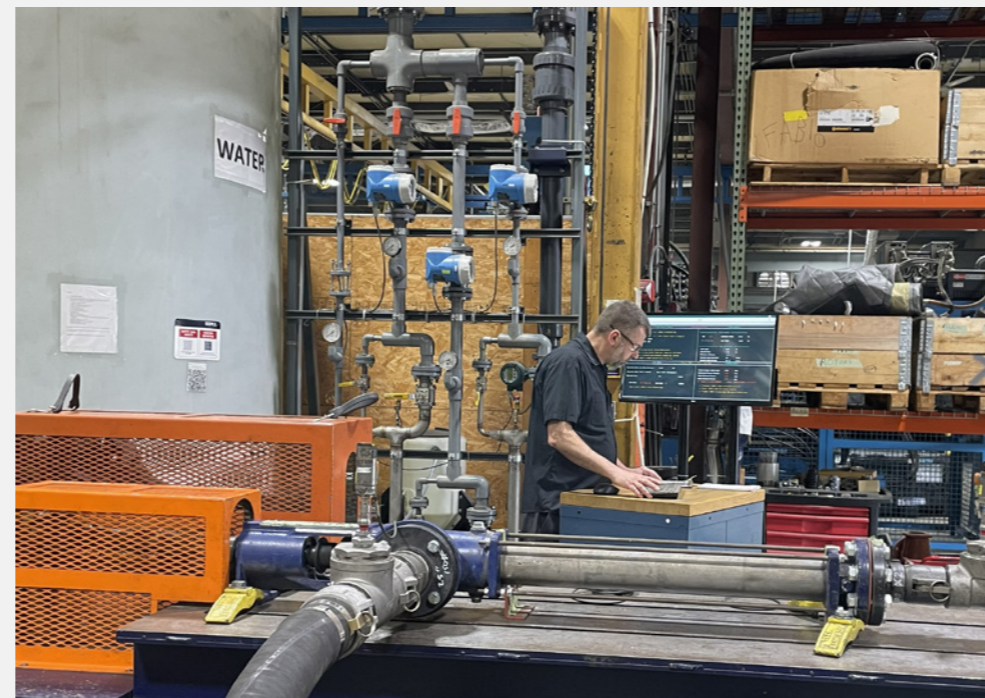
## Water stewardship: closed loop cooling for SEEPEX pump testing

To improve testing capacity in our R&D test stand, the Enon SEEPEX team transformed the way we manage temperature during pump testing. Previously, long-term tests for large pumps could not be done in Enon, Ohio because water in the test loop would exceed the required temperature range, and the only way to control water temperature was to discharge hot water to the sewer and replace with fresh, cool water, resulting in unnecessary water consumption.

The team installed an evaporative cooling system that routes hot water through a closed loop cooling tower, cooling the returning water, and ensuring the water reservoir stays within the required temperature range throughout testing. This system eliminates the need to dump overheated water and prevents any interruption to testing. The upgrade was first used in 2023 running two concurrent

Hydro Prokav pump 1,000 hour tests multiple times, which saved 3.45 million gallons of water and \$37K in utility costs.

In subsequent years, the team recognized that production test stands with smaller reservoirs were discharging hot water to the sewer and replacing with cool water to maintain water temperature. The team determined they could move timed tests from production test stands to the R&D test stand to prevent this. R&D can support production pump testing for all pump sizes, increasing the long-term water-saving potential across the plant. This saves an additional 2,000 gallons of water annually in Enon and creates a scalable model that can be extended to other SEEPEX and Hydro Prokav testing sites.



Enon, Ohio site: R&D test bench



Enon, Ohio site: Cooling tower for R&D test bench

Ingersoll Rand supports the following United Nations Sustainable Development Goals:

ENVIRONMENTAL | WATER CONTINUED

**WATER TARGETS**

Our water reduction targets are established using a site-specific, risk-based approach using the World Resources Institute water-risk database, with high-risk sites assigned a 2.5% annual reduction target, medium-risk sites a 2% target, and low-risk sites a zero-reduction target. Introduced in 2024, these targets build on the program’s strong performance, having already achieved a 17% absolute water reduction seven years ahead of the 2030 goal. To sustain progress, BU EHS leaders work closely with GreenX teams to prioritize water-reduction initiatives and direct capital investment where it delivers the greatest impact.

In water-stressed regions, this effort supports a broader goal of achieving a 30% reduction in water use by 2030 through key enablers such as closed-loop systems, low-flow fixtures, and rainwater harvesting. Targeted actions are already underway, including enhanced water metering in Changzhou, China; process optimizations in Guilin, China, and Burbank, California; efficient spray hoses to reduce canteen water use in Chennai, India; reuse of testing water in Chonburi, Thailand; and the installation of low-flow, hands-free fixtures in Ocala, Florida. In these regions, water reduction is both a performance objective and a commitment to aligning operational growth with the long-term water security of local communities.

**Absolute water consumption**

Metric	Unit	2020	2021	2022	2023	2024	2025	2025 Target
A. Water withdrawal (excluding saltwater)	Million cubic meters	0.592	0.658	0.562	0.429	0.375	0.352	0.367 (-2.1%)
B. Water discharge (excluding saltwater)	Million cubic meters	0	0	0	0	0	0	NA
Total net fresh water consumption (A-B)	Million cubic meters	0.592	0.658	0.562	0.429	0.375	0.352 <sup>1</sup>	0.367 (-2.1%)
Data coverage	% of revenue	100%	100%	100%	100%	100%	100%	NA

**High water risk location water consumption<sup>2</sup>**

Metric	Unit	2020	2021	2022	2023	2024	2025	2025 Target
A. Water withdrawal (excluding saltwater)	Million cubic meters	0.152	0.170	0.174	0.152	0.137	0.129	0.134 (-2.1%)
B. Water discharge (excluding saltwater)	Million cubic meters	0	0	0	0	0	0	NA
Total net fresh water consumption (A-B)	Million cubic meters	0.152	0.170	0.174	0.152	0.137	0.129 <sup>1</sup>	0.134 (-2.1%)
Data coverage	% of revenue	100%	100%	100%	100%	100%	100%	NA

<sup>1</sup> Ingersoll Rand’s data has achieved limited assurance by a third party, ERM CVS. See our [2025 Assurance Statements](#) for a complete list of data points assured.

<sup>2</sup> Based on current-year WRI high and extremely high water-risk data.

ENVIRONMENTAL

# Waste

**We empower our teams to actively measure, manage, and reduce waste by prioritizing reuse and recycling, supported by structured tools, clear processes, and continuous learning under the GreenX program. Manufacturing sites conduct organized evaluations of hazardous and non-hazardous waste to identify waste streams, volumes, sources, and inefficiencies, using a dedicated waste management workbook to establish priorities and apply best practices reviewed in GreenX workshops.**

## WASTE MANAGEMENT PROGRAMS

Progress and performance are tracked through weekly Impact Daily Management (IDM) BU reviews, where non-hazardous waste metrics are assessed against established goals and successful initiatives are shared during Global EHS Learning Sessions to enable global scaling across the organization. Through these disciplined efforts, combined with pilot projects focused on sustainable packaging and innovative waste solutions, we have surpassed a key milestone: more than 50% of in-scope sites have reached zero-waste-to-landfill status, meeting our program target and reinforcing a strong culture of accountability and continuous improvement in waste management.

### Operational innovations strengthening waste reduction and resource efficiency

Across our operations, teams advanced waste reduction and circularity through practical, scalable solutions. Packaging initiatives focused on eliminating plastics and reducing material intensity, including redesigns that replace plastic components with cardboard, reusable cartons as inputs for new packaging, and convert foam inserts to cardboard alternatives that deliver both environmental and cost benefits. Operational practices include segregation and reuse by implementing clearly defined waste streams, daily food-waste collection, and alignment with the Reduce-Reuse-Recycle framework to improve waste reduction outcomes and reporting readiness. Sites also reduced consumables by replacing single-use items with durable, reusable alternatives, while manufacturing improvements such as briquetting machining swarf and processing oil-soaked grinding residues enabled recycling and avoided hazardous-waste generation. Complementary process upgrades in industrial cleaning and wastewater management introduced water-reuse and filtration systems, further reducing hazardous waste and reinforcing a life cycle approach to waste prevention.

### Waste disposal

Metric	Unit	2020	2021	2022	2023	2024	2025	2025 Target
Total waste recycled/reused <sup>1</sup>	Metric tons	3,724 <sup>1</sup>	22,796	26,803	22,938	21,728	20,153 <sup>2</sup>	–
Total waste disposed	Metric tons	12,638	13,707	10,895	6,823	5,366	4,752 <sup>2</sup>	5,205 (-3.0%)
Waste landfilled	Metric tons	3,555	3,123	2,678	4,209	2,894	2,528	NA
Waste incinerated with energy recovery	Metric tons	0	0	0	1,908	1,857	1,779	NA
Waste incinerated without energy recovery	Metric tons	0	0	0	706	615	445	NA
Waste otherwise disposed	Metric tons	0	0	0	0	0	0	NA
Waste with unknown disposal method	Metric tons	9,082	10,584	8,217	0	0	0	NA
Data coverage	% of revenue	100%	100%	100%	100%	100%	100%	NA

### Hazardous waste

Metric	Unit	2020	2021	2022	2023	2024	2025	2025 Target
Total hazardous waste recycled/reused	Metric tons	1,088	1,507	1,224	1,382	1,292	971 <sup>2</sup>	NA
Total hazardous waste disposed	Metric tons	122	88	568	864	730	634 <sup>2</sup>	723 (-1%)
Hazardous waste landfilled	Metric tons	71	35	35	79	53	40	NA
Hazardous waste incinerated with energy recovery	Metric tons	11	11	236	457	336	282	NA
Hazardous waste incinerated without energy recovery	Metric tons	40	43	297	329	342	312	NA
Hazardous waste otherwise disposed	Metric tons	0	0	0	0	0	0	NA
Hazardous waste with unknown disposal method	Metric tons	0	0	0	0	0	0	NA
Data coverage	% of revenue	100%	100%	100%	100%	100%	100%	NA

Direct VOC emissions	Unit	2020	2021	2022	2023	2024	2025	2025 Target
Direct VOC emissions	Metric tons	107	90	107	202	103	102 <sup>2</sup>	104 (-1%)
Data coverage	Percentage of revenue	100%	100%	100%	100%	100%	100%	NA

<sup>1</sup> Ingersoll Rand started tracking metals recycled in 2021.

<sup>2</sup> Ingersoll Rand's data has achieved limited assurance by a third party, ERM CVS. See our [2025 Assurance Statements](#) for a complete list of data points assured.

ENVIRONMENTAL | ENERGY CONTINUED

# Environmental commitments

**At Ingersoll Rand, we recognize the importance of preserving biodiversity and minimizing our impact on the environment. Since the launch of a dedicated biodiversity program, supported by systematic monitoring and evaluation and focused on new construction projects, we have integrated conservation practices and enhanced ecological preservation.**

## STRATEGIC APPROACH

We assess and manage nature-related risks and opportunities through a robust risk management framework. This approach includes evaluating ecological dependencies, impacts, risks, and opportunities at our manufacturing sites. A comprehensive assessment of 88 sites across nine distinct biomes helped us prioritize areas for biodiversity protection. These priority biomes include:

- ▶ Temperate broadleaf and mixed forests (18 Ingersoll Rand sites)
- ▶ Temperate grasslands, savannas, and shrublands (4 Ingersoll Rand sites)
- ▶ Tropical and subtropical moist broadleaf forests (1 Ingersoll Rand site)
- ▶ Tropical and subtropical dry broadleaf forests (3 Ingersoll Rand sites)

Approximately 31% of our sites are located within recognized biodiversity hotspots, including priority biomes. For new construction in these areas, we employ a biodiversity mitigation hierarchy, described in more detail in our previous sustainability reports.<sup>1</sup>



**1. Avoid**



**2. Minimize**



**3. Restore**



**4. Offset**

<sup>1</sup> 2023 Sustainability Report; 2024 Sustainability Report

## INGERSOLL RAND'S BIODIVERSITY COMMITMENT

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



## INGERSOLL RAND'S NO DEFORESTATION COMMITMENT

We hold a deep reverence for the essential role that forests play in sustaining life on our planet. As such, we are dedicated to protecting and preserving these natural resources. We understand that forests are not only integral to the natural ecosystem but also absorb and store GHGs. We are committed to mitigating climate risks, improving climate-change resiliency, safeguarding biodiversity and providing livelihoods and economic opportunities for forest-based communities. Our goal is to understand the potential consequences of deforestation throughout our value chain. As we discover our impact and seek to evaluate ambitious and attainable no deforestation goals that are aligned to our strategic imperatives, we will consider globally recognized standards and frameworks. Once understood, we will consider action plans to monitor, verify, and contribute towards a deforestation-free value chain as we seek long-term sustainability of our business and shared planet.



Building on this commitment, we seek to implement a no deforestation approach across our own operations and our supply chain. Where deforestation impacts are identified, we seek to responsibly compensate for deforestation through future reforestation and restoration efforts that support long-term ecosystem health and community livelihoods. We seek to apply this commitment to all relevant suppliers and partners and integrate this commitment into our governance, risk management, and supplier expectations. Our Board of Directors Sustainability Committee endorses this commitment, reinforcing accountability at the highest level and ensuring ongoing oversight as we work toward a deforestation-free value chain.

ENVIRONMENTAL | ENVIRONMENTAL COMMITMENTS CONTINUED

**BIODIVERSITY RISK ASSESSMENT AND GOVERNANCE**

Ingersoll Rand is committed to transparent and effective management of biodiversity risks through a location-specific assessment approach that reflects the unique ecological context of our operations. Biodiversity considerations are integrated into our enterprise-wide risk-management processes and aligned with our Enterprise Risk Management (ERM) framework. Oversight is provided by the Board of Directors' Sustainability Committee, which reviews biodiversity risks identified using the Taskforce on Nature-related Financial Disclosures (TNFD) framework. Our ERM process incorporates biodiversity dependencies and impacts in alignment with Committee of Sponsoring Organizations (COSO) and TNFD principles, addressing risks such as reliance on natural capital, habitat modification, and pollution. This approach extends beyond our direct operations to consider upstream and adjacent value-chain impacts, supporting a comprehensive strategy to manage biodiversity risks and protect ecosystems responsibly.

The expanded 2026 biodiversity and nature assessment significantly strengthens Ingersoll Rand's ability to demonstrate high-level, value chain awareness and conduct TNFD-aligned analyses to better support our value-chain. The assessment integrates impacts, dependencies, risks, and opportunities across both direct operations and upstream supply-chain activities, using recognized methodologies and tools, including ENCORE, WWF Biodiversity Risk Filter, and Science Based Targets Network (STBN) High-Impact Commodity guidance. The scope of the assessment was broadened in 2025 to include expanded operational activities and more than 70 upstream industry activities, covering Tier 1 suppliers through raw material extraction. This expanded approach enabled the identification of material biodiversity risks concentrated upstream, particularly in sectors such as mining, metals, chemicals, forestry, and water-intensive processes. In addition, Ingersoll Rand conducted location-specific screening of over 300 global sites, identifying priority locations based on physical risks including water stress, ecosystem sensitivity, and natural hazards.

**Climate strategy**

Ingersoll Rand's goal is to reduce Scopes 1 and 2 emissions by 42% by 2030,<sup>1</sup> improving recycling processes, and minimizing waste and pollution, through initiatives that positively impact biodiversity. We believe that our annual goals for air quality, water conservation, and waste reduction further support ecological preservation.

In 2025, Ingersoll Rand refreshed its comprehensive climate scenario analysis in alignment with the International Sustainability Standards Board (ISSB) framework, formerly the Task Force on Climate-related Financial Disclosures (TCFD). The analysis covered 100% of owned and operated facilities, including sites under construction, and incorporated both physical and transition risks across our operations and key supply chain nodes. Key objectives included evaluating climate-related physical risks at priority seaport locations, identifying assets exposed to acute and chronic climate hazards, quantifying potential impacts from property damage and business interruption, assessing transition risks such as carbon pricing, and informing climate adaptation, resilience planning, and enhanced climate-related disclosures.

The scenario selection process captured a broad range of plausible future conditions to assess both physical and transition risks. Physical risk exposure was evaluated across eight climate-related hazards for over 300 owned and operated facilities and selected supply chain locations. For 15 priority locations, impacts related to property damage and business

interruption were quantified, strengthening our understanding of risk exposure and supporting targeted mitigation and resilience strategies. We assess our environmental footprint by analyzing quantifiable impact drivers, such as resource consumption and byproducts of production. These metrics help us prioritize areas for improvement by linking ecosystems, habitats, and species data. Key impacts include habitat modification, species population changes, and pollution. These insights form the foundation of our future biodiversity initiatives.



Ingersoll Rand supports the following United Nations Sustainable Development Goals:



<sup>1</sup> Compared to 2020 baseline

ENVIRONMENTAL

# Environmental health and safety compliance

**Our EHS Management System comprises a structured set of policies and procedures tailored to Ingersoll Rand's operations and risk profile. Together, these elements support effective management of employee health and safety, environmental stewardship, and regulatory compliance worldwide.**

## GOVERNANCE AND ACCOUNTABILITY

Through this comprehensive [EHS Management System](#), Ingersoll Rand empowers EHS leaders across the globe with the resources, accountability, and governance necessary to protect employees, contractors, and visitors. The system ensures a consistent and disciplined approach to upholding EHS standards, supporting continuous improvement, and advancing our commitment to safe, responsible, and sustainable operations worldwide.

## ENVIRONMENTAL, HEALTH, AND SAFETY STANDARD WORK

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

### Key components of the system include:

#### EHS Steering Committee

▶ Comprised of EHS BU Leaders and the Vice President of Sustainability and EHS, the Steering Committee establishes the 3-year EHS strategy and oversees priority initiatives and performance through weekly reviews.

#### Global EHS Learning Sessions

▶ Monthly learning sessions provide a platform for sharing best practices and operational insights across sites, enabling the replication of effective solutions and leveraging learnings across BUs.

#### EHS Roundtables

▶ Roundtables bring together the global EHS community to explore specific elements of standard work in depth, facilitating the exchange of ideas, lessons learned, and best practices.

#### Global EHS Council

▶ The Global EHS Council includes representatives from every region and BU and meets weekly to execute the EHS strategy. The council operates through the IRX IDM process, with a focus on strengthening culture, advancing the EHS framework, and recognizing and communicating achievements.

#### EHS Training

▶ Training programs align with local, national, and regional regulatory requirements, as well as company standards. Completion of classroom and hands-on training is documented in local and/or global learning management systems.

#### Environmental Bootcamp

▶ The Environmental Bootcamp provides focused discussions on regulatory obligations and best practices for the responsible management of water, waste, and air emissions across operations.

#### EHS Standard Work

▶ Our EHS Management System is built on standardized work to ensure global consistency. All Ingersoll Rand facilities are required to adhere to these standards, with designated local functional owners responsible for implementation and operational execution.

#### EHS Metrics and Reporting

▶ EHS performance data is captured in a global database and reported monthly to the CEO, Executive Leadership Team, and site management. BU Vice Presidents provide quarterly updates to the CEO and Executive Leadership Team on progress against EHS objectives.

#### Injury Reviews

▶ All recordable injuries are subject to a global review involving select members of the Executive Leadership Team. Root causes and corrective actions are identified and shared broadly to drive learnings and prevent recurrence.

#### EHS Audits and Certifications

▶ Facilities complete annual self-assessments and are typically audited by Ingersoll Rand EHS professionals on a three-year cycle. Many sites also maintain external certifications, including ISO 14001, ISO 45001, ISO 50001 and other specialized certifications.

#### EHS Investments

▶ A centralized database tracks EHS-related financial and operational investments, including resources, costs, and environmental performance metrics such as waste, water, and GHG savings. Safety-related capital projects are monitored through another dedicated system.

#### Sustainability Ambassador Program

▶ This program offers employees developmental opportunities to collaborate with the Corporate Sustainability and EHS team on impactful initiatives. Participation enhances Sustainability and EHS capabilities and is integrated into individual development plans.

ENVIRONMENTAL | ENVIRONMENTAL HEALTH AND SAFETY COMPLIANCE CONTINUED

**EHS management system: certification/audit/verification**

Certification/audit/verification	Coverage (%) <sup>1</sup>	Examples of certification documents
EMS is verified through international standards (e.g., ISO 14001, ISO 45001, EMS certification)	37%	31 ISO-certified sites
Third-party certification/audit/verification by specialized companies	18%	15 sites have had limited EHS compliance review.
Internal certification/audit/verification by company's own specialists from headquarters	45%	Corporate EHS internal audits performed by EHS professionals throughout the company. Managed by our corporate VP of Sustainability and EHS. 37 total EHS audits.
Total	100%	

<sup>1</sup> Table coverage percentage is based on a total of 83 manufacturing sites.

**Return on environmental investments<sup>1</sup>**

Currency	2020	2021	2022	2023	2024	2025
Capital investments	\$1,222,595	\$6,573,256	\$6,123,955	\$2,319,818	\$6,148,326	\$3,236,108
Operating expenses	\$18,500	\$368,520	\$669,781	\$614,801	\$1,381,844	\$676,502
Total expenses (= capital investment + operating expenses)	\$1,241,095	\$6,941,776	\$6,793,736	\$2,934,619	\$7,530,170	\$3,912,610
Savings, cost avoidance, income, tax incentives, etc.	\$526,941	\$1,392,512	\$1,668,554	\$918,871	\$1,669,114	\$1,615,699
Savings-to-expenses ratio	0.35	0.20	0.25	0.31	0.22	0.41
Percentage of operations covered	100%	100%	100%	100%	100%	100%

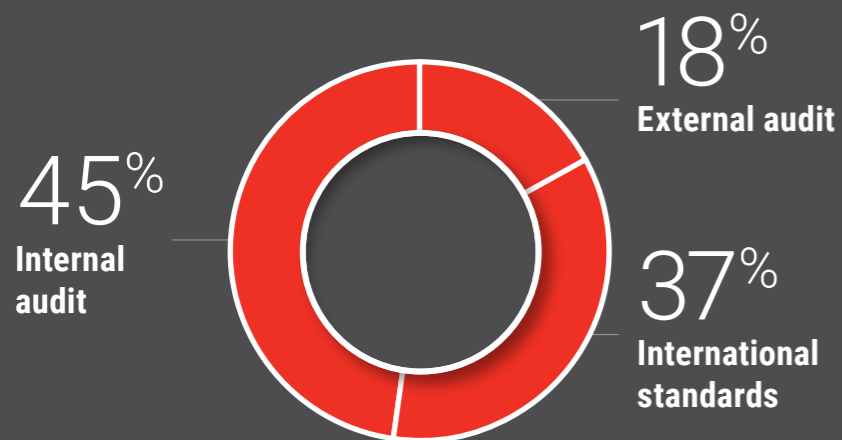
<sup>1</sup> Projects beginning in previous years generally continue reporting into subsequent years as they are multi-month. These values are estimates only and may not reflect the actual investment or savings. Additionally, these values may not include all environmental projects, as the database is continuously updated.

**Environmental violations**

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

Types of fines	2021	2022	2023	2024	2025
Number of violations of legal obligations/regulations	0	0	0	0	0
Amount of fines/penalties related to the above	\$0	\$0	\$0	\$0	\$0
Environmental liability accrued at year end	\$0	\$0	\$0	\$0	\$0

EHS audit certification coverage



**ZERO** **FY 2021, 2022, 2023, 2024, 2025<sup>2</sup>**  
 NUMBER OF WORK-RELATED FATALITIES  
 AMONG ALL EMPLOYEES AND CONTRACTORS

<sup>2</sup> Ingersoll Rand's data has been assured by a third party, ERM CVS. See our 2025 Assurance Statements for a complete list of data points assured.

SOCIAL

# Health and safety

**Strengthening our safety culture has been a key focus for Ingersoll Rand over the past several years. We advance this culture through targeted initiatives that emphasize early risk identification, Behavior-Based Safety (BBS) observations, and visible leadership engagement. Employees are encouraged not only to raise safety concerns but also to take ownership of resolving risks within their teams. This proactive, problem-solving and ownership mindset reinforces accountability and empowers employees to play an active role in creating safer workplaces.**

**21,300** SAFETY CONCERNS IDENTIFIED AND RESOLVED

In 2025, employees across our operations collectively identified and resolved more than 21,300 safety concerns covering manufacturing sites and field service activities—demonstrating the strength of our engagement-driven safety culture.

## BUILDING A LASTING CULTURE OF SAFETY

Our commitment to safety extends beyond our workforce to include contractors. Contractors are expected to uphold the same high standards, supported by robust safety training requirements and ongoing evaluation of safety performance. All contractors are selected based on defined safety criteria and are required to complete on-site orientation, formally acknowledge safety requirements, participate in daily safety meetings, and undergo daily audits while performing contracted work.

Ingersoll Rand’s [EHS Policy](#) further reinforces this culture by empowering employees to take immediate action when unsafe conditions arise, including the use of stop-work authority. Management fully supports these decisions, reinforcing trust and accountability at all levels of the organization. We also invest in safety through resources such as personal protective equipment (PPE), comprehensive training programs, reporting systems, and recognition initiatives that reinforce safe behaviors.

Together, these efforts underpin a strong and enduring safety culture—one that prioritizes prevention, empowers our people, and reflects our unwavering commitment to protecting those who work with and for Ingersoll Rand.

## GOALS AND PERFORMANCE MANAGEMENT

Each year, Ingersoll Rand establishes a balanced set of leading and lagging EHS goals that are communicated across BUs and cascaded to individual sites. Performance against these goals is monitored through a monthly scorecard, ensuring transparency and accountability at all levels of the organization. Our BU Vice Presidents report EHS performance quarterly to the CEO and Executive Leadership Team, while the Board of Directors’ Sustainability Committee reviews progress against goals and related action plans three times annually.

### 2025 SAFETY GOALS AND FOCUS AREAS

**0.6**  
Total Recordable Incident Rate (TRIR)

**90%**  
Implementation of EHS standard work

**1** for every **2**  
employees reported safety concerns for Behavior-Based Safety (BBS) observations.

**0.06**  
Lost Time Injury Rate (LTIR)

**90%**  
Compliance with EHS requirements

The EHS Steering Committee conducts quarterly analyses of safety performance data to identify trends, assess effectiveness, and prioritize initiatives for inclusion in our quarterly IDM planning process. In 2025, these efforts focused on addressing our most common injury types, cuts and lacerations, as well as strains and sprains.

Key initiatives included expanding our ergonomics program to 37 participating sites; advancing a machine safety emphasis program; strengthening EHS integration for newly acquired businesses; conducting EHS audits; expanding electronic EHS training; launching a Sales and Services EHS handbook; and delivering a company-wide Safety Day campaign focused on slip, trip, and fall prevention.

Progress against these initiatives is tracked weekly through our EHS IDM process, enabling timely course correction and continuous improvement.

## SAFETY CULTURE

At Ingersoll Rand, continuous improvement is central to our approach to workplace safety. Providing a safe and secure working environment is a fundamental responsibility we owe to every employee. Our teams are actively engaged in identifying potential hazards and taking proactive actions to eliminate or mitigate risk. This shared commitment is rooted in a simple but powerful goal: ensuring that every employee returns home safely to their families at the end of each day.

### Process Flow Technologies North America site wins back-to-back Ergo Cup

Employees at the Sedalia, Missouri Process Flow Technologies site were recognized as winners of the 2025 Ingersoll Rand Ergo Cup for the second consecutive year. The annual award honors the most impactful ergonomic improvement across the company, based on risk reduction, innovation, and cost-effectiveness. The Sedalia team addressed excessive force required to set end clearance on a 4.5-inch blower by replacing a cumbersome 4-foot wrench with a custom fixture that enables use of an existing torque multiplier. Designed collaboratively by assembly and engineering teams and built in-house for just \$10, the solution reduced the ergonomic risk score from 44 to 3, significantly improving safety and operator ergonomics.

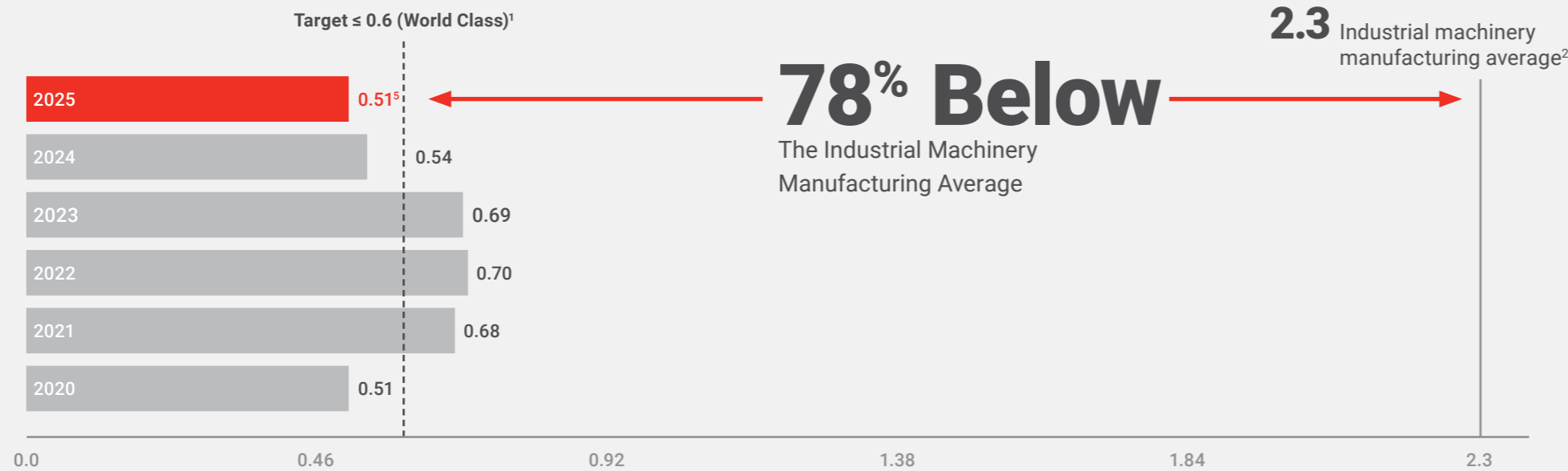


Sedalia's Ergo Team and winner of the 2025 Ergo Cup

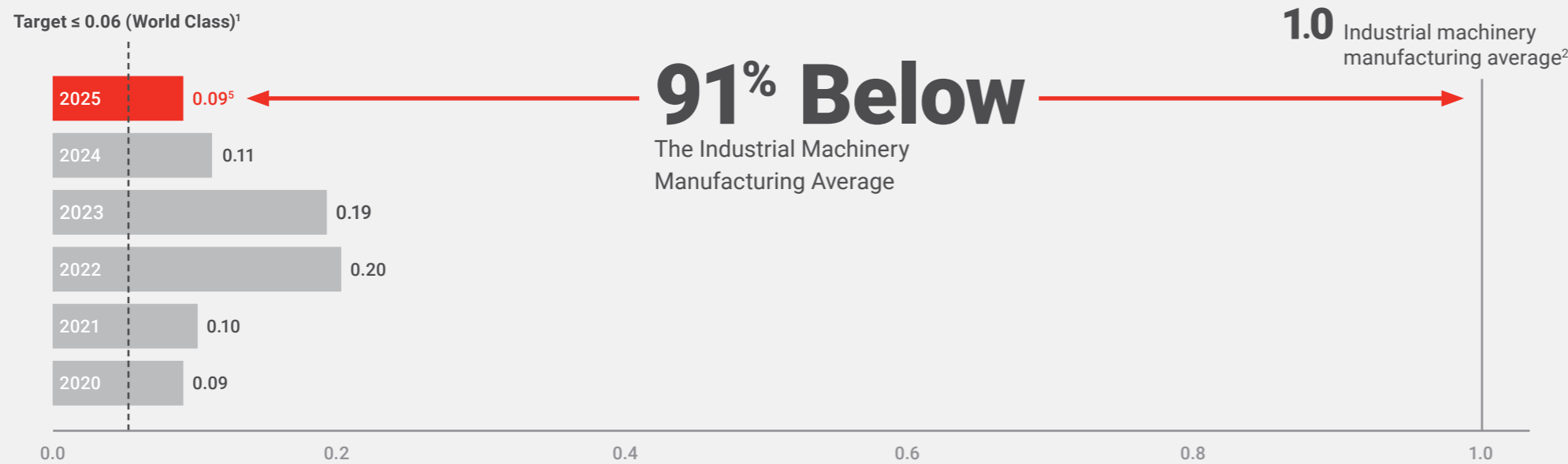
SOCIAL | HEALTH AND SAFETY CONTINUED

**SAFETY GOAL PROGRESS**

**Total Recordable Incident Rate** (Employees + Contractors)



**Lost Time Injury Report** (Employees<sup>3</sup> + Contractors<sup>4</sup>)



**THE CRITICAL ROLE OF RISK ASSESSMENTS IN JOB SAFETY**

Risk assessments are a foundational element of Ingersoll Rand’s approach to workplace safety and are required for all job tasks prior to the start of work. At a minimum, each assessment documents the job steps, identified hazards, potential consequences, risk ratings, and required PPE.

At the site-level, risk assessments are reviewed, and activities are prioritized based on relative risk to determine focus areas for action. Controls are then applied using a structured hierarchy that emphasizes the most effective risk reduction measures first:

- 1. Elimination:** Physically removing the hazard
- 2. Substitution:** Replacing the hazard with a safer alternative
- 3. Engineering controls:** Isolating people from the hazard
- 4. Administrative controls:** Changing the way work is performed
- 5. Personal protective equipment (PPE):** Protecting the worker with appropriate PPE

For identified risks, corrective actions are defined with clear responsibilities, target completion dates, and budget requirements. These actions are monitored and tracked through a centralized database to ensure timely closure and continuous improvement.

Risk assessments are reviewed and updated at least annually, and whenever changes to operational processes, procedures, equipment, or control measures could introduce new or increased health and safety risks. A comprehensive risk assessment is also mandatory for all new chemicals prior to introduction into the workplace, including identification of required PPE and handling controls.

In addition to manufacturing environments—where risk assessments are required for all tasks before operations begin—on-site risk assessments are conducted at customer locations for service activities. This ensures hazards are identified and managed consistently, regardless of work location, and reinforces our commitment to protecting employees, contractors, and customers across all operations.

<sup>1</sup> World Class is defined as the top quartile of manufacturing companies with >1,000 employees per U.S. Bureau of Labor Statistics (2020).  
<sup>2</sup> Per the U.S. Bureau of Labor Statistics (BLS) 2024 Incidence Rates of Nonfatal Occupational Injuries and Illnesses by Industry and Case Types dataset.  
<sup>3</sup> Employee Lost Time Injury Rate 2020 (0.09) - 2021 (0.11) - 2022 (0.21) - 2023 (0.19) - 2024 - (0.12) - 2025 (0.09)  
<sup>4</sup> Contractor Lost Time Injury Rate 2020 (0.13) - 2021 (0.00) - 2022 (0.07) - 2023 (0.13) - 2024 - (0.00) - 2025 (0.10)  
<sup>5</sup> Ingersoll Rand’s data has been assured by a third party, ERM CVS. See our 2025 Assurance Statements for a complete list of data points assured.

SOCIAL | HEALTH AND SAFETY CONTINUED

**MANAGING NON ROUTINE WORK AND CHANGE**

When an activity is new or deviates from established standard work, operations do not begin until a risk assessment has been completed and communicated to all personnel involved. For non-routine activities, Ingersoll Rand applies a “Job Hazard Analysis (JHA) on the Fly” process as part of our management of change standard work. This collaborative process requires employees to jointly identify job steps, assess hazards, define control measures, determine appropriate PPE, and formally align on the safe execution of the task.

Employees are empowered, and expected, to stop work at any time if conditions change or new risks emerge. Work only resumes once hazards have been reassessed and appropriately controlled, reinforcing our commitment to proactive risk management and shared accountability for safety.

**EHS TRAINING AND SAFETY AWARENESS**

EHS training is a critical enabler of employee protection, regulatory compliance, and a strong safety culture. Our global EHS community delivers both regulatory and company-specific training designed to protect employees and promote consistent execution of standard work across all regions.

Training is delivered through a combination of classroom-based instruction, online learning, and hands-on practical sessions, typically supported by knowledge assessments to confirm understanding. These programs ensure employees are equipped to recognize hazards, follow procedures, and perform their roles safely.

Through our EHS IDM process, we continue to expand our digital training capabilities, developing new online modules on a quarterly basis. This approach is particularly important for field service employees who may have limited access to traditional, in-person training.

In 2025, our employees completed more than 105,000 hours of EHS training, reflecting our sustained investment in capability building and risk prevention. In addition, a “Safety Moment” is shared at the beginning of every meeting, whether in person, virtual, or on the factory floor, keeping safety top of mind not only at work but also at home and in the communities where we live and operate.

**Advancing machine safety excellence**

Protecting employee health and safety is a core priority at Ingersoll Rand. Recognizing that machine risk assessments, inspections, effective machine guarding and clear procedures significantly reduce machinery-related risks, we launched a comprehensive, multi-year machine safety initiative spanning 2023 through 2025 and beyond to strengthen safety across our global operations.

The initiative established standardized safety requirements for 24 specific equipment types, supported by general machine safety standards applicable to all machinery. We conducted risk assessments on approximately 6,630 machines worldwide, documenting risk levels, guarding status, and remediation needs in a centralized system to enable enterprise-wide tracking and accountability.

EHS leaders received targeted training on risk assessments, safe operating procedures, Lockout/Tagout, inspections, and PPE requirements. Implementation was supported through partnerships with regional suppliers, monthly progress reviews with executive leadership, and global EHS knowledge-sharing sessions. Operators verify guarding at the start of each shift, and all new acquisitions must meet Ingersoll Rand’s machine safety standards within 100 days. Ongoing audits now assess compliance and drive continuous improvement as we embed machine safety excellence into standard work across the enterprise.



Machine guarding in Gliwice, Poland

**Safety Day 2025 – Preventing Slips, Trips, and Falls**

Our 2025 Global Safety Day began with a powerful show of leadership, as site leaders across the organization addressed employees on the critical importance of safety and shared their personal commitment to protecting employee health and well-being. This visible leadership set the tone for a day centered on risk identification, injury prevention, and employee participation.

This year’s Safety Day focused on reducing slips, trips, and falls, one of our most common workplace safety risks. Employees worldwide took part in targeted training sessions, including interactive hazard recognition exercises designed to strengthen awareness and prevention skills. Following the training, employees returned to their work areas to identify opportunities to improve safety conditions related to slips, trips, and falls.

Through this collaborative effort, our global workforce identified nearly 4,300 potential risks, with 1,670 addressed within the first 30 days. Engagement and accountability were further strengthened as nearly 11,000 employees signed the Safety Pledge, reaffirming their everyday commitment to maintaining safe work environments and preventing slips, trips, and falls.

The energy and ownership demonstrated during Global Safety Day reflect our strong culture of employee involvement and shared accountability. By empowering employees to actively participate in safety improvement, we continue to advance our purpose of Making Life Better through safe and healthy workplaces around the world.



Ingersoll Rand employees at the Busan, Korea site celebrating Safety Day 2025

SOCIAL | HEALTH AND SAFETY CONTINUED

### Building safety and sustainability into growth

As Ingersoll Rand continues to expand its global manufacturing footprint, sustainability, safety, and environmental stewardship remain central to how we grow. In 2025, the company opened two new manufacturing facilities, one in Campinas, Brazil, and another in Sanand, India, each designed from the ground up to reflect our EHS commitments and long-term sustainability strategy.

Before construction began, Ingersoll Rand developed and implemented standard work to ensure EHS requirements and industry best practices were fully embedded into new building design and construction. All new facility projects are required to utilize the New Building Construction Checklist, ensuring sustainability, safety, and environmental performance are addressed early in the design phase, where impact is greatest.

For both the Campinas and Sanand projects, Ingersoll Rand established ambitious, measurable EHS goals to guide construction and facility launch. These goals shaped major design and construction decisions and provided a consistent framework across geographies.

Both facilities integrated proven technologies and nature-based solutions to reduce environmental impact while creating safe and efficient workplaces. From renewable electricity and high efficiency HVAC systems to ergonomic design and machine guarding, sustainability and safety were addressed holistically.

In Brazil, the Campinas facility emphasizes energy efficiency, renewable power, and urban environmental enhancement. In India, the Sanand facility focuses on biodiversity preservation and circular waste management, demonstrating how local ecosystems and community contexts were incorporated into design decisions.



**The Campinas and Sanand facilities serve as blueprints for future construction projects across Ingersoll Rand. By embedding safety and sustainability requirements early, the company reduced risk, improved environmental outcomes, and delivered high-performance facilities aligned with long-term climate and resource-reduction goals.**

Category	Campinas, Brazil	Sanand, India
Safety	<ul style="list-style-type: none"> <li>• Test stand conformance to standard work</li> <li>• Machines equipped with machine guarding</li> </ul>	<ul style="list-style-type: none"> <li>• Test cells equipped with underground utilities, acoustic control, and remote operation</li> <li>• Dry painting</li> <li>• Dock station automation</li> <li>• Replaced acetylene gas with propane in the brazing process</li> <li>• Emergency headcount system</li> <li>• Vehicle movement flow to eliminate human-vehicle interface</li> </ul>
Ergonomics	<ul style="list-style-type: none"> <li>• Ergonomic improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Trolleys and workstations to minimize ergonomic risk</li> </ul>
Renewable Energy	<ul style="list-style-type: none"> <li>• 100% renewable electricity</li> </ul>	<ul style="list-style-type: none"> <li>• 100% renewable electricity</li> </ul>
Energy Efficiency	<ul style="list-style-type: none"> <li>• VFD compressors</li> <li>• Energy-efficient HVAC</li> </ul>	<ul style="list-style-type: none"> <li>• Energy-efficient HVAC</li> <li>• Electric kitchen</li> </ul>
Lighting	<ul style="list-style-type: none"> <li>• LED lighting with daylighting</li> </ul>	<ul style="list-style-type: none"> <li>• LED lighting with daylighting</li> </ul>
Green Building Certification	<ul style="list-style-type: none"> <li>• LEED Silver certified</li> </ul>	<ul style="list-style-type: none"> <li>• IGBC Green Building Certification</li> </ul>
Water Management	<ul style="list-style-type: none"> <li>• Rainwater harvesting</li> </ul>	<ul style="list-style-type: none"> <li>• Rainwater harvesting</li> <li>• Drip irrigation</li> <li>• Zero-liquid wastewater discharge</li> </ul>
Waste Management	<ul style="list-style-type: none"> <li>• Zero waste to landfill</li> </ul>	<ul style="list-style-type: none"> <li>• Zero waste to landfill</li> <li>• Composting</li> </ul>
Biodiversity	<ul style="list-style-type: none"> <li>• Planted 4,000 trees</li> </ul>	<ul style="list-style-type: none"> <li>• No loss of biodiversity</li> <li>• Forest planting, fish pond, and bird sanctuary</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>• EV charging ports</li> </ul>	<ul style="list-style-type: none"> <li>• —</li> </ul>

SOCIAL

# Human rights and labor practices

**At Ingersoll Rand, Making Life Better begins with how we treat people. We are committed to respecting human rights and upholding ethical labor standards across our operations and value chain. Guided by our values, we prioritize the dignity, equality, health, and safety of our workforce and extend these expectations to our suppliers and business partners. Through strong policies, ongoing education, and clear accountability, we work to embed respect for human rights into how we operate every day.**

## HUMAN RIGHTS POLICY AND COMMITMENT

As a global company impacting communities around the world, Ingersoll Rand recognizes its responsibility to safeguard and promote human rights. This commitment is formalized in our comprehensive Human Rights Policy, which reflects our belief that every individual connected to our business deserves to be treated with respect, fairness, and dignity.

We are committed to upholding internationally recognized human rights and maintaining a zero-tolerance approach to human trafficking, forced labor, child labor, and discrimination of any kind. Our approach supports inclusive and equitable workplaces while protecting fundamental rights within our sphere of influence. These principles guide how we engage our employees, conduct our operations, and design and deliver our products and services.

Our expectations extend beyond our own operations. We require suppliers to adhere to ethical standards aligned with our Human Rights Policy and expect our partners to share this commitment. By working collaboratively with our value chain, we aim to foster responsible business practices that support safe, fair, and respectful working conditions.

As a signatory to the United Nations Global Compact (UNGC), Ingersoll Rand aligns its policies and practices with the UNGC’s principles on human rights and labor, reinforcing our commitment to responsible conduct, continuous improvement, and long-term value creation driven by integrity and trust.



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

## HUMAN RIGHTS MITIGATION AND REMEDIATION

Guided by our purpose—**Making Life Better**—and our values, Ingersoll Rand is committed to preventing, mitigating, and remediating human rights risks across our global operations and value chain. We proactively monitor evolving human and labor rights regulations and continuously strengthen our practices to promote ethical conduct, safe working conditions, and respect for human dignity.

### Human rights risk mitigation framework

Ingersoll Rand has implemented formal human rights mitigation plans across 100% of our manufacturing and operational sites globally, supported by corporate-level governance and oversight. These mitigation plans are embedded within our broader compliance, ethics, and operational risk management processes.

Key mitigation measures include:

- ▶ A globally applicable [Human Rights Policy](#), communicated to all employees and relevant business partners
- ▶ Human rights due diligence processes integrated into supplier onboarding and periodic supplier risk assessments
- ▶ Site-level risk identification and prevention controls, including labor standards monitoring and health and safety management systems
- ▶ Regular human rights impact reviews, informed by geographies, workforce composition, and industry-specific risk factors
- ▶ Employee training programs addressing human rights awareness, ethical labor practices, anti-discrimination, and modern slavery risks
- ▶ Accessible grievance mechanisms, including confidential reporting channels, available to employees and third parties

## Remediation approach and actions

Ingersoll Rand maintains a defined remediation framework to ensure timely, fair, and effective responses should human rights concerns arise. Our remediation approach is based on severity, stakeholder impact, and root cause analysis and may include one or more of the following actions:

- ▶ Immediate corrective actions at the site-level, including changes to processes, working conditions, or supervisory practices
- ▶ Employee-focused remedies, such as wage corrections, restitution of overtime pay, schedule adjustments, or reinstatement of benefits where applicable
- ▶ Disciplinary or corrective measures for policy violations, up to and including termination
- ▶ Supplier remediation requirements, including corrective action plans, monitoring, or disengagement if compliance standards are not met
- ▶ Engagement with affected stakeholders, including employees or community representatives, to ensure concerns are resolved appropriately
- ▶ Escalation to senior management and compliance functions for oversight and accountability

All reported grievances are tracked, investigated, and documented in accordance with our internal protocols to ensure transparency and continuous improvement.

**ZERO**  
HUMAN RIGHTS INCIDENTS

**NO COMPANY SITES WERE IDENTIFIED AS HAVING HUMAN RIGHTS RISKS DURING 2025, AND ACCORDINGLY, NO REMEDIATION ACTIONS WERE REQUIRED OR IMPLEMENTED.**

While no material adverse human rights impacts were identified, mitigation plans referenced in this report are designed to proactively address risks before they occur.

SOCIAL | HUMAN RIGHTS AND LABOR PRACTICES CONTINUED

**WORKFORCE AND SUPPLY CHAIN LABOR PRACTICES**

Our labor practices reflect our commitment to fairness, equity, and respect for people. Across our global operations, we:

- ▶ Require compliance with applicable wage and hour laws, including working time limits
- ▶ Support equal pay for equal work, regardless of gender or other protected characteristics
- ▶ Provide paid annual leave and legally required benefits
- ▶ Prohibit forced labor, child labor, and discriminatory practices

These standards apply to employees, contractors, and suppliers through our policies, contractual expectations, and ongoing monitoring efforts.

**GOVERNANCE AND CONTINUOUS IMPROVEMENT**

As a signatory to the UNGC, Ingersoll Rand aligns its mitigation and remediation practices with internationally recognized human rights and labor principles. We regularly review the effectiveness of our mitigation plans and update them as needed to reflect regulatory changes, emerging risks, and stakeholder expectations, ensuring our approach remains robust, credible, and aligned with our purpose. This commitment supports responsible business practices across our value chain, including safe, fair, and respectful working conditions.

**COMMITMENT TO PAY EQUITY AND TRANSPARENCY<sup>1</sup>**

We are committed to pay equity and transparency, ensuring employees are rewarded fairly based on external benchmarks, internal equity, job scope and performance. Our Total Rewards programs offer competitive, performance-based pay and strong benefits across all career stages.

We conduct regular pay equity analyses, review outcomes with senior leadership and build manager capability to support fair, unbiased pay decisions. We meet applicable disclosure requirements globally and are preparing for emerging regulations, including the EU Pay Transparency Directive.

**2025 employee breakdown by age of our global employee population**

Total population	<30 years old	30-50 years old	>50 years old
21,794	12.55%	59.16%	28.29%

**2025 employee breakdown by region**

Employees	NAMER	APAC	LATAM	EMEIA	Total 2025
Permanent	6,396	4,215	1,453	9,403	21,465
Temporary	16	19	29	263	329
<b>Total</b>	<b>6,412</b>	<b>4,234</b>	<b>1,482</b>	<b>9,666</b>	<b>21,794</b>

**2025 employee turnover**

Employee retention	2021	2022	2023	2024	2025
Total employee turnover rate	13.4%	15.9%	16.9%	13.8%	13.6%
Voluntary employee turnover rate	9.4%	11.1%	9.8%	7.8%	7.6%
Data coverage (as % of full-time employees globally)	100%	100%	100%	100%	100%

**2025 employee breakdown by gender of our global employee population<sup>2</sup>**

Employees	Male	Female	Undisclosed	Total
Permanent	16,317	5,150	–	21,467
Temporary	249	78	–	327
<b>Total employees</b>	<b>16,566</b>	<b>5,228</b>	<b>–</b>	<b>21,794</b>

**2025 diversity breakdown of our employee population in the U.S.**

Breakdown	Share in total U.S. workforce (as % of the total workforce)	Share in all People Leader positions <sup>1</sup> (as % of total management workforce)
Asian	4.29%	4.86%
Black or African American	6.82%	2.98%
Hispanic or Latino	10.77%	5.46%
White	69.59%	74.30%
Indigenous or native	0.69%	0.10%
Other	6.49% not specified 1.34% two or more races	11.32% not specified 0.98% two or more races

**EMPLOYEE SUPPORT PROGRAMS**



Our labor practices commitment is grounded in fairness, dignity, and respect for all workers. We ensure a living wage, manage overtime responsibly, and uphold clear limits on working hours to support worker well-being. We are committed to equal pay for equal work, regardless of gender, and provide paid annual leave as a fundamental benefit. These expectations extend beyond our direct workforce to include contractors and business partners, reinforcing consistent, ethical labor standards across our entire value chain.

Ingersoll Rand is proud to care for its employees and attract quality talent with an array of competitive benefits, including:

- ▶ Flexible work hours
- ▶ Part-time work options
- ▶ Breast-feeding/lactation facilities where available
- ▶ Paid parental leave for primary caregivers and non-primary caregivers over the minimum legal requirement
- ▶ Paid family or care leave beyond parental leave

<sup>1</sup> Ingersoll Rand's gender pay indicators data has been assured by a third party, ERM CVS. See our [2025 Assurance Statements](#) for a complete list of data points assured.

<sup>2</sup> Collective bargaining agreements cover 40% of employees.

SOCIAL

# Training and development

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

## TALENT DEVELOPMENT

Talent development is fundamental to our long-term growth and resilience. By aligning learning and development to our business strategy, leveraging technology, and providing company-wide access to high-quality learning opportunities, we strengthen employee engagement, capability, and performance. We emphasize individual development plans with clear, measurable, and timebound actions that support continuous improvement, enable career progression, and build a strong internal pipeline to support future leadership and succession needs.

### Training and development inputs

Per full-time employee	2025
Average hours of training and development	10
Total hours spent on learning	200,481

The main objectives of our Talent Development strategy are:

1

## BE THE EMPLOYER OF CHOICE

by offering meaningful work, attractive benefits, and clear paths for career growth and advancement.

2

## PROVIDE OUR EMPLOYEES

with individualized development opportunities.

3

## BUILD A BETTER EMPLOYEE EXPERIENCE

by fostering inspired teams through a strong sense of belonging.

## QUANTITATIVE IMPACT OF BUSINESS RESULTS

The benefits of a strong Performance Management Development Process and Leadership Development Programs align with our goals of improving retention, talent development, succession planning, and engagement.



### Retention:

Employees who see opportunities to grow and develop within an organization are more likely to stay. We expect to reduce attrition for the training cohorts and similarly situated employees as a result of these programs.



### Talent development:

Internal mobility can be a powerful tool for talent development. When employees move to different roles within an organization, they can gain new skills and experiences that can help them become more well-rounded and valuable to the company.



### Succession planning:

Tracking internal mobility can also be essential for succession planning. By identifying employees who have the potential to move up within the organization, we can better prepare them for roles with increased responsibility.



### Engagement:

Employee engagement survey results have indicated the importance of providing development opportunities. Focusing on strong development plans demonstrates our commitment to providing development opportunities for our employees.

### Career Advancement Promotion Rates

**33%**

Leading Like an Owner (LLaO)

**42%**

Leadership Empowerment and Development (LEAD) program promotion rate

**45%**

Of band 5+ hires were from internal promotions

SOCIAL | TRAINING AND DEVELOPMENT CONTINUED

**EMPLOYEE DEVELOPMENT PROGRAMS**

We are deeply committed to developing the skills and capabilities of our workforce and fostering inspired, high-performing teams through a well-established Performance Management and Development Process. This approach promotes a culture of continuous learning by providing employees with individualized development plans focused on the skills required for success in their current roles while building capabilities for future opportunities. In addition, we offer a range of structured development programs to support ongoing growth, internal mobility, and long-term talent sustainability.

The **Finance IR Next** program is a structured early-career development initiative designed to build a strong and sustainable pipeline of finance talent for critical roles across the organization. The program emphasizes the conversion of high-performing interns into full-time employees through rotational, hands-on development experiences that strengthen technical skills and business capability. By supporting internal mobility and succession planning, IR Next helps ensure continuity of key finance capabilities and long-term organizational resilience.

**Foundational Leadership** lays the groundwork for aspiring people leaders and new managers to build effective teams.

**Know and Grow** is designed to help employees understand their career paths and potential growth within the company.

**Leadership Empowerment and Development (LEAD)**

The LEAD program is designed to empower emerging leaders across the organization by cultivating essential leadership skills, enhancing confidence, and fostering a strong sense of executive presence. The program aims to create a diverse and inclusive leadership pipeline that reflects the values of growth, collaboration, and equitable opportunities. Through four thoughtfully curated LinkedIn Learning modules, Contributing Confidently, Values, Setting Boundaries and Stress Management, and Executive Presence, employees explore meaningful topics that shape effective leadership. Employees are also paired with a mentor for consistent, structured guidance throughout the program, helping them apply what they have learned and grow in their leadership journey.



*Ingersoll Rand's Vignate, Italy site hosting Women in Manufacturing conference*

**Lead Like an Owner (LLaO)**

Our Lead Like an Owner program focuses on setting the leadership standard for Ingersoll Rand. This program is taught by our senior leaders and connects our value of thinking and acting like owners to enhance our leadership bench strength. It builds a strong leadership community globally while increasing the engagement of our top leaders. Thirty leaders responsible for business segments and functions worldwide align with our values, strategic imperatives, and execution tools that help Make Life Better for our customers and employees.

**Belonging and engagement**

Through its Belonging and Engagement monthly events, Ingersoll Rand delivers cultural education by spotlighting global heritage months, awareness days, and shared experiences on a rotating annual calendar. These moments create meaningful opportunities for employees to learn from one another, build cultural awareness, and strengthen a sense of belonging worldwide.

**Other learnings**

Additionally, we offer access to a wealth of knowledge through LinkedIn Learning, ensuring our workforce stays abreast of industry trends and skills. Each of these programs contributes to a dynamic environment where every team member can thrive and contribute meaningfully to our collective success.

**CAREER FRAMEWORK AND EMPLOYEE DEVELOPMENT**

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

**EARLY TALENT DEVELOPMENT**

We are committed to developing early talent through targeted internship and full-time hiring programs in engineering, finance, and IT, partnering with top-tier universities to attract and invest in the next generation of leaders.

SOCIAL | TRAINING AND DEVELOPMENT CONTINUED

**PERFORMANCE MANAGEMENT PROCESS AND APPRAISAL TYPES**

Our employee performance management process includes individualized conversations and team-based feedback, to help employees meet their organizational and developmental goals. Key components of the process include:

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

**Employee LinkedIn learning and development in 2025:**

**19,602**

viewed hours of LinkedIn Learning content

**18,052**

LinkedIn learning course completions

**383,864**

LinkedIn learning videos watched

**200,481**

total hours spent on employee training (LinkedIn and instructor led programming)

To support our digital transition, **employees invested 2,500+** hours in AI-focused learning through LinkedIn Learning, building practical skills to apply artificial intelligence responsibly and effectively in their day-to-day work.

**HUMAN CAPITAL RETURN ON INVESTMENT<sup>2</sup>**

Human Capital ROI	2022	2023	2024	2025
Total revenue	\$5,916,300,000	\$6,876,055,124	\$7,235,000,000	\$7,651,000,000
Total operating expenses	\$4,562,100,000	\$5,182,807,079	\$5,322,400,000	\$5,670,000,000
Total employee-related expenses (salary + benefits)	\$1,286,300,000	\$1,478,798,924	\$1,579,500,000	\$1,745,000,000
Total employees	17,105	18,340 <sup>2</sup>	21,077 <sup>2</sup>	21,794 <sup>2</sup>

Through **25,000+ hours of targeted training**, we strengthened manager capability in performance management, enhancing feedback and reinforcing core leadership capabilities.

<sup>1</sup> For 2021, the amounts exclude our two formerly-owned businesses, Specialty Vehicle Technologies and Solutions, that were sold during the year.  
<sup>2</sup> Human Capital ROI is \$2.14 for 2025.

SOCIAL

# Employee experience

**Ownership Works reflects our commitment to inclusion, engagement, and expanding economic opportunity. By broadening access to equity ownership, we help enable employees, regardless of role, location, or background, to participate in building financial well-being and shared prosperity.**

## Ownership fosters belonging and engagement

Offering equity ownership to employees around the world who may not otherwise have access to stock ownership reinforces our belief that Making Life Better includes supporting financial participation and long-term growth. More importantly, ownership at Ingersoll Rand is about mindset as much as equity. We actively encourage employees to think, act, and lead like owners, taking accountability, collaborating across teams, and making decisions that strengthen our business for the long term.

This ownership mindset helps cultivate a culture that is engaged, agile, and performance-driven. Equity ownership strengthens connection and belonging, driving higher levels of engagement, productivity, and teamwork. When employees feel invested, both personally and professionally, they are more empowered to contribute meaningfully and deliver exceptional results.

A strong sense of belonging is foundational to maximizing engagement. When employees feel connected, included, and aligned with our purpose and values, they thrive, benefiting not only themselves, but also our customers, partners, communities, and the future of Ingersoll Rand.

+28,000

**EMPLOYEES RECEIVED EQUITY GRANTS SINCE MAY 12, 2017**

The Ownership Works program provides equity grants to all Ingersoll Rand employees, whether they join as new hires or via acquisition, after one year of service.<sup>1</sup> This initiative has empowered our employees, creating economic opportunities for them and their families.

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

## BELONGING

### Making a difference in our communities

At Ingersoll Rand, we believe that Making Life Better starts with creating an environment where every employee feels valued, respected, and connected. A strong sense of belonging fuels innovation, collaboration, and performance, enabling our people to do their best work and contribute meaningfully to our shared success.

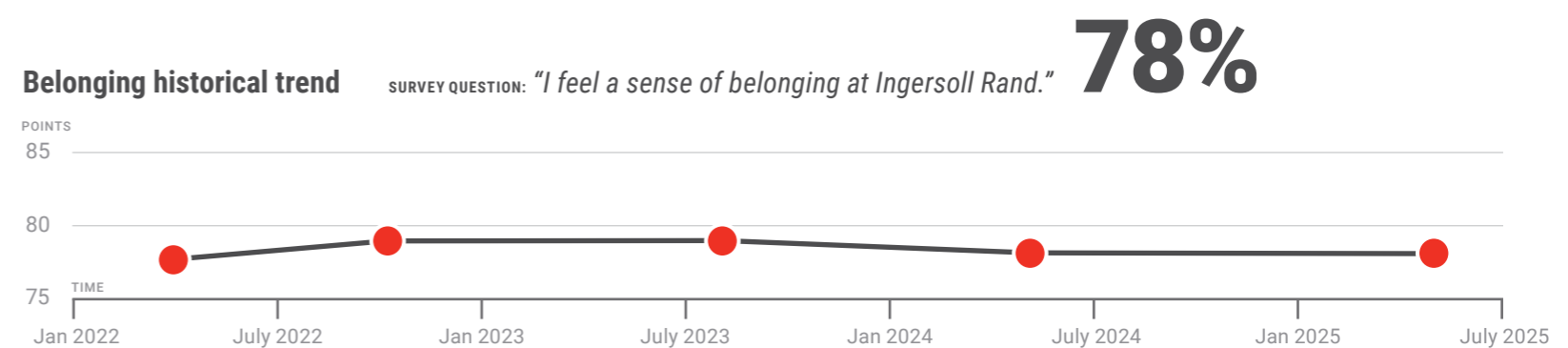
To support this commitment, we have established global and regional engagement councils that serve as foundational elements of our inclusive culture. These councils play a critical role in strengthening connection across our organization by amplifying employee voices, fostering dialogue, and ensuring that individuals, regardless of role, location, or background, feel an authentic sense of belonging within Ingersoll Rand.

### Our belonging and engagement journey

Since their introduction, our employee empowerment circles and regional engagement councils across EMEA, North America, Asia Pacific, and Latin America have strengthened alignment across our global workforce and reinforced our commitment to inclusion. These groups help bring our values to life by creating safe spaces for learning, collaboration, and shared experiences.

Through community involvement initiatives, mentorship and leadership opportunities, and the exchange of educational resources and personal stories, employees gain deeper understanding of the diverse cultures, identities, and perspectives that make Ingersoll Rand stronger. This exchange not only enhances the employee experience but also builds a more inclusive, engaged, and resilient organization.

By fostering belonging and engagement, we continue to cultivate a culture where people feel empowered to contribute, grow, and thrive—supporting our aspiration to be an employer of choice and reinforcing our purpose of **Making Life Better** for our employees, customers, and communities alike.



SOCIAL | EMPLOYEE EXPERIENCE CONTINUED

**ENGAGEMENT**

Employee engagement is foundational to Ingersoll Rand’s culture and purpose of Making Life Better. We are committed to creating a workplace where employees feel supported, empowered, and equipped to perform at their best, with a focus on listening to feedback, taking action, and sustaining high performance.

Our efforts have been recognized through Great Place to Work® certification in the United States, Brazil, Mexico, Chile, and Colombia, reflecting a strong, inclusive culture where employees feel valued and connected.



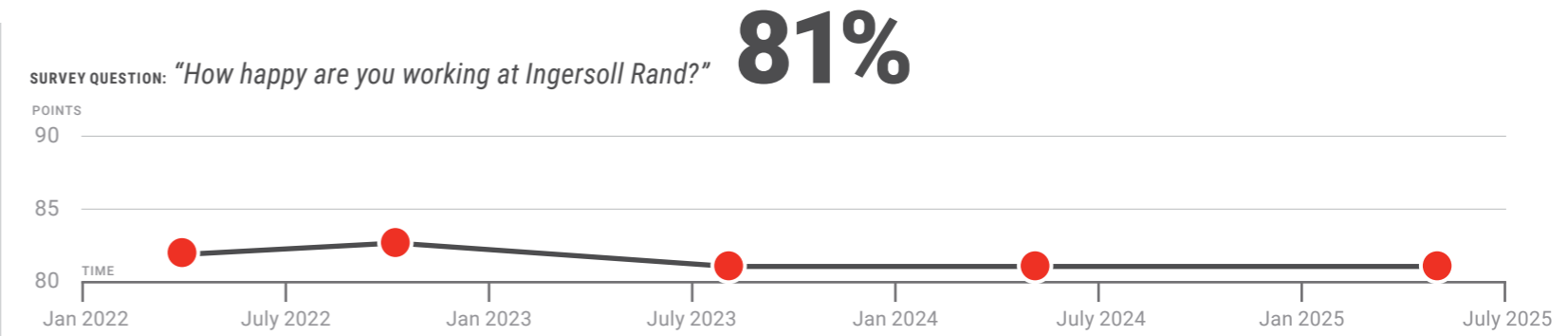
A third party administers our annual, confidential global engagement survey, with results informing action planning at the enterprise, business, and site-level. Engagement is measured through two core questions on employee satisfaction and advocacy. In 2025, engagement remained strong at 81, exceeding the Manufacturing Top 10% benchmark by two points, with 12 survey items also outperforming benchmarks. Our greatest strengths, Resources and Empowerment, exceeded benchmarks by five points, indicating employees feel well supported and enabled. We achieve high participation through strong communication, local sponsorship, and engagement champions, ensuring broad representation across regions and functions. Over the past four years, survey results have shown meaningful improvement, reinforcing accountability, strengthening performance, and supporting a culture where employees share ownership in collective success.

**Five-year trend for employee engagement survey**

Employee engagement	2021	2022	2023	2024	2025
Employee engagement index (Index score of positively engaged employees)	78	81	81	81	81
Participation rate (% of total employees)	91	88	89	88	88

**Total number of employees in management roles**

	Male	Female	Total	Percentage female
Total employees	16,566	5,228	21,794	24%
Total number of employees in management roles	1,928	508	2,436	21%



**Hiring**

Ingersoll Rand is committed to attracting high-quality talent while investing in the growth, development, and retention of our existing workforce. Through structured career mobility and development programs, we support internal advancement and build long-term organizational capability. We monitor key hiring and workforce metrics, including external hires, internal fill rates, and workforce composition by age, gender, race/ethnicity, and management level, to promote transparency and inform continuous improvement in our talent strategy. The table below presents annual hiring data as of December 31.

**Five-year trend for hiring breakdown**

Hiring breakdown	2021	2022	2023	2024	2025
Total number of new employee hires	2,100	2,199	2,464	2,226	2,397
Percentage of open positions filled by internal candidates	18.0%	25.4%	23.5%	25.0%	23.0%

SOCIAL

# Community impact

**Our comprehensive approach to corporate citizenship is aligned with the United Nations Sustainable Development Goals (SDGs) and fully integrated with our business strategy. By aligning social impact with how we innovate, operate, and engage our employees, we focus our philanthropic efforts where they can create meaningful and lasting value. This integrated model enables us to leverage our technologies, operational expertise, and global workforce to positively impact the communities we serve.**

## MAKING LIFE BETTER

We recognize the responsibility that comes with corporate giving and are committed to conducting our philanthropic activities with the highest standards of integrity and accountability. All charitable contributions are governed by our publicly available Anti-Bribery and Corruption Policy, which is enforced globally. This policy helps ensure transparency, prevents misuse, and reinforces our commitment to ethical conduct and responsible corporate citizenship, reflecting the trust placed in us by stakeholders worldwide.

## Corporate citizenship and volunteerism

In 2025, Ingersoll Rand contributed more than USD 1.9 million through corporate citizenship and philanthropic initiatives. Throughout the year, employees across our global footprint actively supported education, health, and wellness programs in their local communities. These efforts included environmental protection, natural disaster response, water and sanitation improvements, and community enrichment initiatives that draw on Ingersoll Rand’s innovation, infrastructure, and employee expertise. Together, these actions demonstrate our commitment to creating sustainable, positive outcomes where we live and work.

### Parma: Robuschi

In support of our purpose to Make Life Better, Ingersoll Rand proudly opened the doors of our Parma facility to the local community through the Imprese Aperte Parma initiative, reinforcing our commitment to transparency, education, and engagement. By welcoming community members into our Robuschi operations, an iconic name in Parma’s engineering heritage and part of the Ingersoll Rand family, we created meaningful opportunities for dialogue, learning, and connection. This experience reflected our values of thinking like owners, acting responsibly, and building strong communities, while also energizing our employees who played an active role in sharing our story and expertise. Engaging with citizens, students, and employment partners strengthens trust, inspires future talent, and deepens our local roots, ensuring our people and communities grow together.



Ingersoll Rand hosting an educational program at the Parma, Italy location



Plant tour at the Ingersoll Rand’s Parma, Italy location

Ingersoll Rand supports the following United Nations Sustainable Development Goals:



SOCIAL | COMMUNITY IMPACT CONTINUED

**GLOBAL CITIZENSHIP STRATEGY**

Ingersoll Rand’s global citizenship strategy is grounded in our purpose, *Making Life Better*, and guided by our values. Together, they shape how we invest in communities, engage our employees, and create meaningful, lasting impact through ethical, inclusive, and responsible actions. The following principles define our approach:

**1. Support Our Purpose and Values**

Our global citizenship strategy is designed to advance our purpose of *Making Life Better* by translating our values into action. Through responsible stewardship, integrity, innovation, and collaboration, we integrate social responsibility into how we operate globally and how our employees show up for the communities we serve.

**2. Enhance Our Reputation**

By acting with accountability and consistency, our citizenship efforts reinforce Ingersoll Rand’s reputation as a trusted provider, an employer of choice, and a responsible long-term investment. Our actions reflect our commitment to ethical conduct, transparency, and positive societal impact.

**3. Promote Belonging and Engagement**

Creating sustainable solutions requires diverse perspectives and inclusive participation. Our global citizenship approach supports a culture of belonging that encourages employee engagement, respects differences, and reflects our belief that inclusive communities—both inside and outside our company—lead to stronger outcomes.

**4. Respond to Local Community Needs**

Aligned with our Think Global, Act Local philosophy, we focus on community initiatives that address clearly identified local needs and are appropriate for our involvement. By partnering with trusted organizations and listening to community stakeholders, we deliver solutions that are relevant, respectful, and impactful.

**5. Engage Employee Preferences**

Our employees are central to delivering on our purpose. We consider employee interests, passions, and expertise when selecting and shaping the programs we support, fostering a sense of ownership and strengthening engagement through meaningful participation.

**6. Achieve Measurable Impact**

We prioritize investments that drive tangible, measurable, and lasting outcomes for people, communities, and the environment. Our focus is on quality of impact, not just activity, ensuring our resources contribute to meaningful change aligned with our sustainability objectives.

**7. Leverage Resources for Greater Good**

We maximize impact by leveraging corporate capabilities, local initiatives, partnerships, and employee involvement. By aligning efforts across the organization, we amplify results, strengthen accountability, and continuously raise the bar on performance and outcomes.

**Smile on Wheels initiative in India**

As part of Ingersoll Rand’s commitment to making healthcare accessible to all, we continue our multiyear partnership with the Smile Foundation to support the *Smile on Wheels* initiative in Naroda, India. This mobile medical van delivers essential healthcare services to underserved communities where access to medical facilities is limited, bringing care directly to those who need it most.

Over the past year, the *Smile on Wheels* van visited seven locations each week and provided medical support to more than 13,200 individuals through preventive health screenings, doctor consultations, and basic treatment services. In addition, a recent eye checkup camp conducted through the initiative benefited more than 700 community members, significantly improving their quality of life. This program reflects Ingersoll Rand’s global commitment to *Making Life Better* by fostering inclusive, resilient communities through innovation, partnership, and sustained action.



*Ingersoll Rand's employees at the deployment of the Smile on Wheels initiative in Naroda, India*

**Earth Day 2025**

In recognition of Earth Day 2025, employees across our global locations came together to demonstrate meaningful, measurable action for the environment. A total of 107 locations participated, engaging 5,154 employee volunteers who contributed more than 5,400 volunteer hours. These collective efforts resulted in the planting of 6,334 trees, the diversion of nearly 14,900 pounds of waste through cleanup and recycling activities, and energy savings of 556 kWh. Earth Day 2025 highlighted the power of employee-driven action, translating everyday engagement into measurable environmental impact for our locations and communities.



*Ingersoll Rand employees celebrating Earth Day at the Bangalore site in India*

**Earth Day results**

<b>107</b>	<b>6,334</b>	<b>556</b>	<b>4,292</b>	<b>10,581</b>	<b>5,154</b>	<b>5,441</b>
Number of locations	Number of Trees Planted	kWh saved	Waste collected (lbs.)	Recycled (lbs.)	Number of employee volunteers	Total number of volunteer hours

GOVERNANCE

# Materiality

Ingersoll Rand completed a refresh of its Double Materiality Assessment (DMA) in early 2025.<sup>1</sup> The assessment evaluated both internal business impacts and external impacts on society and the environment. The refresh of double materiality was conducted based on the Company's interpretation of applicable standards, supported by an internally developed scoring methodology. Sustainability topics were strategically prioritized using a materiality matrix, and the results of the assessment were integrated into the Company's ERM process. The full DMA process was verified by a third-party assurance provider and formally approved by the Sustainability Committee of the Board of Directors.

**Impact materiality (inside-out analysis):** examines the influence of the company's operations on the environment, society, and stakeholders.



**Financial materiality (outside-in analysis):** evaluates the effect of sustainability-related topics on the company's financial performance, including risks and opportunities from climate-related and regulatory changes.

As part of the DMA, Ingersoll Rand considered an impact materiality (inside-out analysis), which examines the effects of the Company's operations on the environment, society, and stakeholders, and financial materiality (outside-in analysis), which evaluates how sustainability-related topics influence financial performance, including risks and opportunities arising from climate-related and regulatory changes. Frameworks and standards referenced during the process included the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), the Sustainable Development Goals (SDGs), and the International Sustainability Standards Board (ISSB), formerly known as the Task Force on Climate-related Financial Disclosures (TCFD). In 2025, the company also expanded the number of topics reviewed in line with the Corporate Sustainability Reporting Directive (CSRD) Double Materiality Guidelines<sup>2</sup> issued by the European Financial Reporting Advisory Group (EFRAG).

## The DMA process consisted of the following steps:

1. Identifying and reviewing more than 100 sustainability topics relevant to the industry and applicable regulatory frameworks.
2. Engaging internal and external stakeholders, including ERM risk owners and Subject Matter Experts (SMEs), while considering industry-specific sustainability risks and emerging trends.
3. Collecting data on identified topics and promoting stakeholder engagement through educational initiatives, surveys, interviews, and focus groups.
4. Prioritizing topics based on their environmental and social impacts and their financial implications for the Company, including an assessment of associated risks and opportunities.
5. Validating results through consultation with a broad range of stakeholders and securing board-level endorsement to ensure alignment with strategic objectives.
6. Establishing an annual monitoring and review framework to regularly update the assessment in response to evolving risks, opportunities, and stakeholder expectations.

## KEY MATERIAL TOPICS<sup>3</sup>

The DMA yielded a final list of 13 material topics that were assessed as "significant" or above.



These material topics were categorized as follows:

### MATERIAL CATEGORY #1 Labor and employee matters:

- 1 Occupational health, and safety
- 2 Corruption and bribery
- 11 Employee benefits, health, and wellness
- 12 Labor and human rights
- 13 Employee training and development



### MATERIAL CATEGORY #2 Product stewardship:

- 3 Understanding and meeting customer sustainability needs
- 6 Product quality and safety
- 7 New product development and innovation
- 8 Product energy efficiency



### MATERIAL CATEGORY #3 Climate stewardship:

- 4 GHG emissions
- 5 Company energy use
- 9 Water management
- 10 Waste management



<sup>1</sup> Ingersoll Rand's data has achieved limited assurance by a third party, ERM CVS.. See our 2025 Assurance Statements for a complete list of data points assured. DMA is reviewed or reassessed at least annually.

<sup>2</sup> Based on the final implementation guidance published by EFRAG in May 2024.

<sup>3</sup> Ingersoll Rand's materiality assessment was designed and carried out to fulfill the specific purposes described herein. The word "material" as used in this report should not be equated with or taken as a representation of the materiality of such factors under U.S. federal securities laws, the laws enacted pursuant to the Corporate Sustainability Reporting Directive or any other similar legal or regulatory regime globally.

GOVERNANCE | MATERIALITY ASSESSMENT CONTINUED

**Material issues and metrics for enterprise and stakeholder value creation**

Material risk/opportunity	Material issue 1 Labor and employee matters	Material issue 2 Climate stewardship	Material issue 3 Product stewardship/new product development and innovation
Business impact	Risk	Cost	Revenue
<p><b>Why issue is material to Ingersoll Rand</b></p>	<p>Our success is directly linked to the safety, wellness, and dedication of our employees across the organization. Ingersoll Rand identifies Labor and Employee Matters as a top-tier material topic through its annual double materiality assessment, underscoring the importance of employee health, safety, well-being, training, and engagement to long-term value creation and resilience. This commitment is reflected in our publicly reported results, including a Total Recordable Incident Rate 78% better than the industry average and an employee engagement index of 81, placing Ingersoll Rand among top-performing manufacturing peers. For Ingersoll Rand, prioritizing workforce well-being is foundational to attracting, developing, and retaining skilled talent while sustaining operational excellence and business performance.</p>	<p>Climate stewardship is a material priority for Ingersoll Rand, reflecting both its impact on business performance and long-term value creation. Through its double materiality assessment, the company identifies Climate Stewardship as a key focus area, recognizing that improving energy efficiency and reducing the use of natural resources lower operating costs and enhance competitiveness. These efficiency gains support growth while strengthening resilience across global operations. At the same time, Ingersoll Rand acknowledges that climate change presents physical and transition risks that could result in financial harm if not proactively managed. Embedding climate considerations into strategy, risk management, and operations helps safeguard long-term viability while positioning the company to succeed in a lower-carbon economy.</p>	<p>Sustainable products and services are central to Ingersoll Rand’s growth strategy and long-term value creation. Growing sustainably means attracting customers seeking solutions that reduce energy use and associated GHG emissions, lower water consumption, minimize waste, extend equipment life, and improve operational efficiency. Through intrinsically sustainable products and services, Ingersoll Rand delivers efficiency, circularity, digital optimization through IIoT, and enhanced safety to help customers keep their employees safe, healthy, and productive. Supporting customers in high-growth sustainable markets is a key driver of expansion, and Ingersoll Rand is uniquely positioned to deliver scalable, sustainable solutions across diverse end markets while strengthening competitiveness and business growth.</p>
<p><b>Primary business strategy to address issue</b></p>	<p>Safety is a core value at Ingersoll Rand and a fundamental element of our business strategy. By prioritizing employee health, safety, and well-being, we create an environment where our people can thrive and contribute to sustainable performance. Comprehensive safety programs and operational controls build trust, strengthen engagement, and support efficiency across the organization. Equally important is employee engagement, which underpins our ability to attract, develop, and retain top talent. We foster a culture grounded in inclusion, respect, and belonging, reinforced through confidential annual employee surveys that capture meaningful feedback. These insights guide targeted actions, ensuring employees feel valued, heard, and aligned with our strategic objectives.</p>	<p>Climate stewardship is embedded across Ingersoll Rand through the IRX execution process, integrating sustainability into daily operations and decision-making across all business units. Cross-functional teams drive continuous year-over-year reductions in energy consumption and GHG emissions by applying proven efficiency practices in compressed air management, HVAC and lighting optimization, and manufacturing improvements. In parallel, Ingersoll Rand uses a structured approach to assess and manage physical and transition climate risks. While most sites face low climate-related risk, targeted mitigation and adaptation plans are in place for higher-risk locations, such as flood-prone areas. Annual data reviews support proactive planning, helping to minimize financial risk and strengthen long-term resilience.</p>	<p>Sustainable products and services are core to Ingersoll Rand’s growth strategy and long-term value creation. Our approach is two-fold: delivering products and services with inherent sustainability benefits, such as efficiency, circularity, and safety, and serving high-growth sustainable end markets including renewable energy, water and wastewater, food and beverage, and life sciences. The DfS process is central to this strategy, embedding sustainability and innovation into product development to help customers achieve their environmental and operational goals. Continued investment in research and development strengthens our portfolio and enables scalable, market-relevant solutions that support customer success while driving sustainable business growth.</p>

GOVERNANCE | MATERIALITY ASSESSMENT CONTINUED

**Material issues and metrics for enterprise and stakeholder value creation**

Material risk/opportunity	Material issue 1 Labor and employee matters	Material issue 2 Climate stewardship	Material issue 3 Product stewardship/new product development and innovation
<b>Business impact</b>	<b>Risk</b>	<b>Cost</b>	<b>Revenue</b>
<b>Long-term targets and metric to measure progress on issue</b>	<p><b>Targets:</b></p> <p>Ingersoll Rand’s safety targets are measured against world-class<sup>1</sup> safety rates on an annual basis:</p> <ul style="list-style-type: none"> <li>• Achieve world-class<sup>1</sup> Total Recordable Incident Rate (TRIR) of 0.6</li> <li>• Achieve world-class<sup>1</sup> Lost Time Incident Rate (LTIR) of 0.06</li> </ul> <p>Our 2025 target for employee engagement, including questions regarding employee growth and development, equal opportunity, and sense of belonging, was to achieve a score of 81.</p>	<p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Reduce GHG emissions 42% by 2030 (against 2020 baseline)</li> <li>• Achieve net-zero GHG emissions by 2050 (against 2020 baseline)</li> <li>• Achieve 100% renewable energy in all operations by 2050</li> <li>• Achieve 17% absolute reduction in water use by 2030 (against 2020 baseline)</li> <li>• Achieve 30% absolute water use reduction in water-stressed sites by 2030 (against 2020 baseline)<sup>2</sup></li> </ul> <p>Ingersoll Rand has targeted a 6% energy reduction year-over-year within its operations to reach the stated mid- and long-term climate goals.</p>	<p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• By 2034 (against 2020 baseline), our goal is to achieve 64% intensity reduction for Scope 3 Category 11</li> <li>• By 2040, our goal is for Ingersoll Rand’s customers to reduce or avoid 1 billion metric tons of CO<sub>2</sub>e in their Scope 2 GHG emissions through the use of our products and services (against 2020 baseline)<sup>3</sup></li> </ul> <p>Our goals for product stewardship include 2034 and 2040 targets.</p>

**Impacts of material issues on external stakeholders**

Material issue	Impact 1 Climate stewardship	Impact 2 Product stewardship/new product development and innovation
<b>Cause of impact (value chain)</b>	Operations with coverage >50% of business activity	Product/services with coverage >50% of business activity
<b>External stakeholder/ impact area evaluated</b>	• Environment • Society • External employees	• Environment • Society • External employees • End-users
<b>Topic relevance to external stakeholders, environment and social matters</b>	<p><b>Type of impact:</b> positive and negative</p> <p><b>External impact assessed:</b> Climate stewardship and Ingersoll Rand’s physical and transition risks are material to our external stakeholders because our operations contribute to the global challenge of climate change. In addition, in order for us to create economic value for our stakeholders, we need to be able to operate more efficiently than our competitors. Reducing our use of energy is one way to do that. The impacts assessed include our company energy use, environmental compliance, and GHG emissions of 100% of our operations. Our company’s energy efficiency efforts and reductions in GHG emissions improve air quality, lower costs, and support investment in renewable energy, all of which positively impact our stakeholders’ return on investment.</p> <p><b>Output metric:</b> Ingersoll Rand calculated a quantitative output metric linked to this material issue in total CO<sub>2</sub>e emitted annually.</p> <p><b>Impact:</b> Based on the current estimated social cost of \$51 per metric ton CO<sub>2</sub>e emitted, the total calculated cost for Ingersoll Rand’s 2025 combined Scope 1 and Scope 2 GHG emissions of 92,043 CO<sub>2</sub>e amounts to USD 4,694,197.</p>	<p><b>Type of impact:</b> positive and negative</p> <p><b>External impact assessed:</b> Sustainable products and services are material to our external stakeholders because our customers request efficient, circular, and safe products. Additionally, our products help our customers lower their Scopes 1 and 2 GHG emissions and have a direct long-term positive impact on the environment.</p> <p>The impacts assessed were product energy efficiency, new product development and innovation, product quality, customer health and safety, and understanding and meeting customer needs.</p> <p><b>Output metric:</b> Ingersoll Rand calculated a quantitative output metric that is verified by SBTi.</p> <p><b>Impact:</b> Ingersoll Rand’s near-term emissions commitment is to reduce Scope 3 (Category 11–use of sold products) emissions 64% per unit value added (i.e., CO<sub>2</sub>e [MT]/gross profit [USD]) by 2034 from a 2020 base year.</p>

<sup>1</sup> World Class defined as the top quartile of manufacturing companies with >1,000 employees per the U.S. Bureau of Labor Statistics (2020).

<sup>2</sup> Based on the current year World Resources Institute (WRI) high and extremely high water risk data.

<sup>3</sup> Details regarding the methodology used to calculate this goal can be found [here](#). Greenfield growth using more efficient technology is treated as avoidance of CO<sub>2</sub>e compared to a less efficient alternative utilized in the base year. Although efforts have been made to ensure accuracy, it is possible that some of these data, assumptions, and extrapolations are inaccurate. For example, there are known deficiencies related to product unit level attribution and aggregation that could account for noteworthy fluctuations in reported values. We expect to make regular adjustments to our Scope 3 emissions data, procedures, assumptions, and models as we collaborate with external advisors to enhance our methodology and transition from broad measurement approaches (such as spend or average) to more detailed methods. These procedural enhancements and external feedback have the potential to lead to noteworthy fluctuations in the Scope 3 emissions data reported for previously reported periods.

GOVERNANCE

# Business ethics

**Ingersoll Rand's culture is grounded in integrity, honesty, and transparency. Our global Code of Conduct is the guiding standard for ethical behavior in every market and function, encouraging all employees regardless of role or location, to act responsibly, respect human rights, and uphold the law in every business interaction. We embed this expectation through clear policies, rigorous training, and leadership accountability so that ethical decision-making is the norm, not the exception.**

## ENSURING ETHICAL BEHAVIOR

The Code serves as a practical decision compass, providing unambiguous expectations and step-by-step guidance when employees encounter legal, ethical, or compliance dilemmas. We require every team member to review, understand, and apply the Code in day-to-day work and in complex, high-judgment scenarios. This is reinforced through an enterprise-wide, continuously improved online Code training program that combines modular content, knowledge checks, and case-based scenarios.

Our standards extend across the value chain. All suppliers must comply with the [Supplier Code of Conduct](#), which addresses ethics, anti-corruption, labor and human rights, health and safety, environment, and responsible sourcing. We expect suppliers to cascade equivalent standards to their own sub-suppliers and to cooperate with risk-based screening, due-diligence, and corrective action processes where required.

## COMPLIANCE SYSTEMS AND PROCEDURES

Ethical performance is integrated into our talent and reward systems. "Acting with integrity, especially when it is challenging" is a core competency assessed in performance reviews and linked to remuneration outcomes. Shortfalls in ethical conduct are reflected in appraisal decisions and may result in disciplinary action up to and including termination.

To provide objective assurance that our program operates effectively, Deloitte & Touche LLP, an independent auditor, conducts an annual audit of our consolidated financial statements and the effectiveness of internal controls over financial reporting. Entity-level procedures encompass annual certification of Code of Conduct compliance, verification and oversight of the [Global Ethics Hotline](#) including upward reporting to the Board's Audit Committee, enforcement of the Code through documented case management and quarterly compliance certifications from company leaders via the Management Representation process. Together, these controls demonstrate that our governance is not only designed appropriately but also functioning as intended.

## GOVERNANCE AND POLICY ENDORSEMENT

Ingersoll Rand's Anti-Bribery and Corruption (ABC) policy framework is subject to governance-level oversight by the Board of Directors, which retains ultimate responsibility for the effectiveness of the Company's ethics, compliance, and internal control framework, including anti-corruption risk management. The Board exercises this responsibility through regular reporting, review, and challenge of ethics and investigation matters, including bribery and corruption risks and incidents.

Under delegated authority from the Board, executive management provides formal approval of the ABC policy and is accountable for its day-to-day implementation and enforcement. This governance structure ensures clear ownership, effective oversight, and ongoing accountability for program performance.



## 2025 Code of Conduct coverage

% Relative to total number of:

### POPULATION

**100%** OF EMPLOYEES, SUPPLIERS, SUBSIDIARIES AND JOINT VENTURES<sup>1</sup>

### WRITTEN/DIGITAL ACKNOWLEDGMENT

**100%** OF EMPLOYEES, SUPPLIERS, SUBSIDIARIES AND JOINT VENTURES<sup>1</sup>

### TRAINING<sup>2</sup>

**100%** OF EMPLOYEES, SUPPLIERS, SUBSIDIARIES AND JOINT VENTURES<sup>1</sup>

<sup>1</sup> Where ownership is >=10%  
<sup>2</sup> Includes all employees targeted with Discrimination & Harassment training.

GOVERNANCE | BUSINESS ETHICS CONTINUED

**ANTI-BRIBERY AND CORRUPTION**

Ingersoll Rand maintains an uncompromising stance against bribery and corruption worldwide. We require strict adherence to all applicable anti-corruption laws, including the U.S. Foreign Corrupt Practices Act (FCPA) and the U.K. Bribery Act, as well as relevant local legislation in the jurisdictions where we operate. Our program includes:

- ▶ Clearly articulated Anti-Bribery and Corruption policies and procedures (e.g., third-party due diligence, gifts and hospitality, charitable and political activity, books and records, facilitation payments prohibition)
- ▶ Risk-based training for employees in exposure-prone roles, complemented by targeted refreshers and manager toolkits
- ▶ Pre-approval, registration, and monitoring workflows for higher-risk interactions and intermediaries
- ▶ Periodic audits and continuous monitoring to detect anomalies, strengthen controls, and ensure accurate, complete record-keeping
- ▶ Escalation, investigation, and consequence management aligned with our Code

**CODE OF CONDUCT INTEGRATION AND REPORTING**

We promote a speak-up culture where transparency and good-faith reporting are expected and protected. Employees, contractors, suppliers, and other stakeholders can raise concerns, seek guidance, or report suspected violations of our Code and policies through multiple channels, including line management, Compliance, and an independent Global Ethics Hotline.

We take our responsibility to address situations that contradict our [Purpose and Values](#) seriously. Reporting information is prominently displayed at all sites, available in local languages, and includes country-specific access numbers to remove barriers to disclosure. We treat every report seriously. Allegations are triaged, investigated by qualified personnel, and closed with documented outcomes, including corrective and disciplinary actions if a breach has occurred. Learnings from cases feed back into policy updates, controls enhancement, and targeted training to prevent recurrence.

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

A Code of Conduct only creates impact when it is embedded in operations. Our Compliance and Internal Audit teams jointly maintain a risk-based control framework that integrates ethical requirements into core processes, commercial interactions, third-party onboarding, gifts and hospitality, conflicts of interest, data protection, and accurate record-keeping. We proactively assess exposure to bribery and corruption, monitor policy adherence, and remediate gaps with time-bound actions and executive oversight. This approach ensures the Code functions as a living management system, supported by policies, training, monitoring, and consequence management, so that it informs real-time decisions and drives consistent behavior across all business units and geographies.

**WHISTLEBLOWING PRACTICES**

Our Code of Conduct defines a comprehensive whistleblowing mechanism designed for confidentiality, impartiality, and protection from retaliation. The hotline is operated by an independent third party and allows anonymous reporting where legally permissible. All submissions are handled under strict confidentiality protocols, with access restricted to designated investigators. We enforce a zero-tolerance policy for retaliation against anyone who raises concerns in good faith, participates in an investigation, or supports a colleague in doing so. Training covers when and how to use the reporting channels, what to expect during an investigation, and the safeguards that ensure procedural fairness and accountability throughout the process.

Type of reports	# of reports	# of breaches	Serious cases <sup>1</sup>	Fines imposed
Corruption or bribery	11	3	0	\$0
Discrimination or harassment	0	0	0	\$0
Customer Privacy Data	0	0	0	\$0
Conflicts of interest	13	1	0	\$0
Money laundering or insider trading	0	0	0	\$0
"Other" governance and ethics <sup>2</sup>	38	3	0	\$0
<b>Total</b>	<b>62</b>	<b>7</b>	<b>0</b>	<b>\$0</b>
Human resources	93			

<sup>1</sup> "Serious cases" equates to those having a material impact on the management of the organization.

<sup>2</sup> "Governance and Ethics" includes all non-Human Resources reports related to Code of Conduct matters that are not otherwise specified in the table.

Ingersoll Rand received 62 "Governance and Ethics" reports globally in 2025, with 11.3% of those cases substantiated and resulting in employee discipline. Disciplinary measures vary and could include termination of the individual's employment. All 62 reports were presented to the global ethics hotline "case management team" consisting of the senior vice president, general counsel; vice president, internal audit; and director, global compliance. Of those reports, 100% were also disclosed to the Ingersoll Rand Board of Director's Audit Committee.

GOVERNANCE

# Policy influence

**In 2025, Ingersoll Rand did not make contributions to political candidates, political parties, or political campaigns. During the year, Ingersoll Rand began engaging in limited federal lobbying activities to support policies aligned with our purpose of Making Life Better for employees, customers, and the communities we serve.**

Ingersoll Rand engaged with a registered lobbying firm, to advocate on the Company’s behalf on two specific issues in 2025. The first focused on U.S. manufacturing competitiveness and industrial energy efficiency, reflecting our commitment to advancing efficient, innovative, and sustainable manufacturing practices. The second addressed trade and tariffs related to aluminum and steel, which are critical inputs for our products and supply chain resilience. These activities were conducted at the federal level and were designed to promote a stable, competitive, and responsible industrial environment.

## POLITICAL CONTRIBUTIONS

Consistent with our values, Ingersoll Rand may also contribute from time to time to trade associations and tax-exempt organizations that support our purpose of Making Life Better. While lobbying is not their primary activity, some of these organizations may engage in incidental or occasional lobbying related to policy issues relevant to their missions. In this context, a “contribution” refers to financial support provided during a specific fiscal period to an organization, cause, or issue area that may involve advocacy or policy engagement.

The table accompanying this disclosure summarizes Ingersoll Rand’s annual financial contributions and expenditures related to trade associations and other tax exempt organizations. Ingersoll Rand does not maintain a Political Action Committee (PAC), and therefore no PAC contributions are reported.

Political contributions	2022	2023	2024	2025
Lobbying, interest representation or similar	\$0	\$0	\$0	\$260,000
Trade associations or tax-exempt groups	\$1,089,088	\$636,240	\$643,850	\$823,734
Total contributions	\$1,089,088	\$636,240	\$643,850	\$1,083,734
Data coverage (as % of revenue)	100%	100%	100%	100%

## ASSOCIATION MEMBERSHIPS

Ingersoll Rand actively collaborates with various industry, economic, and environmental associations, as well as engages in partnerships, endorsements, and memberships with initiatives that are relevant to our business and hold significance for our employees and communities. Additionally, we align ourselves with several organizations that promote and advance our core areas of focus. While the list provided below is representative of these associations and organizations, it may not encompass the entirety of our engagements:

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

Ingersoll Rand supports the following United Nations Sustainable Development Goals:

GOVERNANCE

# Sustainable procurement

We deeply value our supplier partnerships and recognize the essential role they play not only in creating our mission-critical products but also in advancing our sustainability goals. To support a resilient and responsible supply chain, we have developed a procurement strategy that strengthens supplier relationships and promotes sustainable and ethical practices across our supplier network.

## SUPPLY CHAIN MANAGEMENT STRATEGY

Our supply-chain management strategy balances in-region/for-region sourcing with best-cost country sourcing to enhance security, reduce disruptions, and maintain cost efficiency. This dual approach strengthens resilience, minimizes environmental impact, and enhances our competitiveness in the market.

### Key supply chain strategies

To build a more secure, efficient, and sustainable supply chain, we focus on the following strategic priorities:

<p><b>1.</b></p> <p><b>Consolidating our supplier base and strengthening key partnerships</b></p> <hr style="border: 0.5px solid white;"/> <p>to generate cost synergies, drive sustainability, and create new business opportunities for preferred suppliers.</p>	<p><b>2.</b></p> <p><b>Assessing 100% of supplier spend</b></p> <hr style="border: 0.5px solid white;"/> <p>to identify at-risk suppliers and mitigate vulnerabilities on a part-by-part basis, including single or sole sourcing and limited in-region supply.</p>	<p><b>3.</b></p> <p><b>Standardizing metrics, systems, and reporting</b></p> <hr style="border: 0.5px solid white;"/> <p>to enhance real-time monitoring, improve visibility, and drive continuous improvement across our global supply chain.</p>	<p><b>4.</b></p> <p><b>Prioritizing and implementing best practices</b></p> <hr style="border: 0.5px solid white;"/> <p>to strengthen efficiency and performance across our global supply chain.</p>	<p><b>5.</b></p> <p><b>Improving net working capital through inventory reduction</b></p> <hr style="border: 0.5px solid white;"/> <p>by relocating components closer to production sites to optimize delivery frequency while reducing transit distances and emissions.</p>
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## SUPPLIER ESG PROGRAM

At Ingersoll Rand, we have established a robust Supplier ESG Program built on well-defined internal strategies that ensure consistent and effective implementation across our organization. This program is supported by a structured Supply Chain Due Diligence Framework that enables proactive risk management, strengthens supplier performance, and advances our commitment to Lead Sustainably by fostering responsible sourcing practices.

### Strategies for supplier ESG program success



**Governance and Oversight:** The Supplier ESG Program is guided by formal oversight from our Board of Directors' Sustainability Committee, which ensures strong governance and alignment with our ESG commitments.



**Purchasing Protocol Reviews:** Our purchasing practices are routinely reviewed to ensure they remain fully aligned with our Supplier Code of Conduct and ESG requirements.



**Supplier Code of Conduct:** All Ingersoll Rand suppliers are required to meet the ESG standards outlined in our Supplier Code of Conduct, and adherence to these standards is mandatory for doing business with us.



**Preferred Supplier Program:** Factoring ESG risk into our preferred supplier selection process allows us to prioritize strong sustainability performers for new business and contract awards.



**Targeted Trainings for Buyers:** We offer focused training for our procurement teams on our Supplier ESG Program to reinforce how their day-to-day actions can directly support the achievement of our ESG goals.

### Supplier energy efficiency

In 2025, we conducted energy audits at 15 supplier sites and facilitated 26 sustainability brainstorming sessions, while focusing on optimization of existing systems. One of the audits revealed that a supplier's modern compressor setup was improperly sequenced, causing unnecessary energy use. By adjusting compressor setpoints, without adding new equipment, the site can now meet over 99% of demand with two compressors during normal operations.

This single change delivers 19.4% energy savings (462,993 kWh/year), reduces annual energy costs by \$60,000, and extends equipment life. Across 2025 assessments, proposed compressed air improvements are projected to deliver over 5 million kg of CO<sub>2</sub> reduction per year within our supply base.

**99%**

Demand coverage

**ZERO** NEW EQUIPMENT

Smarter sequencing delivered significant energy and cost reductions.

GOVERNANCE | SUSTAINABLE PROCUREMENT CONTINUED

**SUPPLY CHAIN DUE DILIGENCE FRAMEWORK**

Our supply-chain due-diligence process enables us to systematically identify, assess, and address ESG risks across our value chain. We have partnered with IntegrityNext to support the execution of this process. Through the IntegrityNext platform, we conduct structured supplier ESG-risk screening and assessments, while also supporting supplier development and capacity building across our value chain.

The core elements of our supply-chain due diligence process are outlined below.



**SUPPLIER PRIORITIZATION AND RISK SCREENING**

Our supply-chain due-diligence process begins with assessing the business relevance of all our unique Tier 1 suppliers, which totaled 22,253 in fiscal year 2025. We define business relevance based on total annual procurement spend and prioritize suppliers that collectively represent the top 80% of spend for further screening. These top-spend suppliers are considered to be of highest business relevance and are classified as critical.

All critical suppliers are then screened for ESG risks using country-, sector-, and commodity-specific indicators to assess each supplier’s potential risk exposure. This initial screening is complemented by continuous critical news monitoring conducted through the IntegrityNext platform, which reviews global media and other publicly available sources to identify supplier-related events that may indicate increased ESG risk. This ongoing monitoring strengthens our ability to identify potential concerns early and maintain an up-to-date understanding of supplier risk beyond the initial screening process.<sup>1</sup>

**SUPPLIER ASSESSMENT**

Critical suppliers determined to have a higher exposure to ESG risks through our screening process are classified as significant suppliers and prioritized for targeted assessment. In fiscal year 2025, we identified 715 unique significant suppliers. These suppliers are required to complete assessments designed to further evaluate identified risks and determine appropriate mitigation measures. The assessment process may include desk assessments, on-site evaluations, and, where necessary, the development and implementation of corrective action plans.

- Critical Suppliers**
  - ▶ Suppliers in the top 80% of annual procurement spend
  - ▶ Prioritized for ESG-risk screening based on business relevance
- Significant Suppliers**
  - ▶ Critical suppliers identified through initial screening as having high exposure to ESG risks
  - ▶ Prioritized for supplier assessments
- Suppliers with substantial actual/potential negative impacts**
  - ▶ Significant suppliers whose assessment results indicate high ESG risks
  - ▶ Prioritized for corrective action plan implementation

**Supplier Desk Assessments**

All significant suppliers are required to complete desk assessments through the IntegrityNext platform to more thoroughly assess their ESG practices. In fiscal year 2025, 100% of our 715 unique significant suppliers were assessed via desk assessments. These assessments ensure verified data collection across key ESG topics and are conducted in alignment with standards and methodologies from recognized industry and multi-stakeholder initiatives, including the International Labor Organization’s Fundamental Principles, the European Sustainability Reporting Standards, and the Responsible Minerals Initiative. Based on their assessment responses, suppliers are classified as having low, medium, or high ESG risks. Suppliers categorized as high risk are considered to present substantial actual or potential negative impacts and are prioritized for corrective action plan implementation.

To ensure data accuracy and credibility, assessment responses are subject to review by IntegrityNext’s validation experts. This review includes assessing response completeness, identifying inconsistencies, and verifying the authenticity and validity of uploaded certificates and supporting documentation. Findings identified through the validation process inform risk mitigation decisions, including the creation of corrective action plans.

**On-site Assessments**

Suppliers identified as high-risk may undergo additional review through formal on-site assessments, aligned with ISO 9001 quality management standards. We manage supply chain risks using standardized processes outlined in our Global Supplier Quality Manual, including Supplier Corrective Action Request (SCAR) agreements and formal corrective action plans. The SCAR process follows the 8D methodology, requiring suppliers to conduct root-cause analyses and implement corrective measures. When necessary, our Supply Chain and Quality teams perform On-Site Assessments (OSAs) to directly evaluate risks and implement corrective actions. These teams review high-risk suppliers in weekly meetings and provide monthly updates to leadership on the most critical issues to support informed, strategic decision-making.

<sup>1</sup> No significant unique suppliers associated with substantial actual or potential negative impacts were subject to termination.

GOVERNANCE | SUSTAINABLE PROCUREMENT CONTINUED

**CORRECTIVE ACTION PLANNING AND IMPLEMENTATION**

Where assessment results indicate substantial actual or potential negative impacts, suppliers are required to develop and implement corrective action plans. The validation process provides structured visibility into incomplete, inconsistent, or higher-risk responses and supports the identification of appropriate mitigation measures. Suppliers receive targeted outreach outlining required updates and recommended next steps, and revised submissions are revalidated to confirm progress and resolution.

In collaboration with IntegrityNext, we provide guidance and support on the implementation of corrective actions. Suppliers requiring corrective action plans receive continuous, around-the-clock assistance through multiple digital support channels, ensuring uninterrupted access to the resources needed to drive improvement.

**SUPPLIER DEVELOPMENT**

Supplier development is a core element of our Supply Chain Due Diligence Framework, focused on equipping suppliers with the knowledge and support needed to strengthen their sustainability practices and performance over time. In fiscal year 2025, 100% of our 715 unique significant suppliers were supported in development measures.

**Supplier ESG program training and resources**

We have developed training materials to provide suppliers with clear guidance on our Supplier ESG Program, including program requirements, due diligence expectations, and information about our assessment and development processes. These materials are publicly available on our [Working With Us](#) page.

Given our partnership with IntegrityNext to support the implementation of our supply-chain due-diligence process, suppliers are also encouraged to access the IntegrityNext Academy for structured learning modules aligned with our Supplier ESG Program, as well as the IntegrityNext Resource Center for broader best-practice guidance and educational content across key sustainability and regulatory topics.

**Supplier capacity building**

Beyond formal corrective action management, we collaborate directly with suppliers to improve their ESG performance on specific topics such as energy efficiency and emissions reduction. Through on-site energy audits and brainstorming sessions, we work with suppliers to identify inefficiencies in their compressed air systems and implement operational improvements that deliver measurable reductions in energy consumption and carbon emissions. In 2025, we also introduced suppliers to Ecoplant, our compressed air management technology, offering them a resource to independently monitor and optimize their own compressed air systems for greater energy efficiency. These collaborations with suppliers help build lasting foundations for more sustainable operations across our supply base.

**CONFLICT MINERALS**

Ingersoll Rand’s global compliance and sustainability teams manage our conflict minerals due diligence process, while our procurement group continuously evaluates supplier performance, relationships, and any non-compliance with our Conflict Minerals Policy. As part of this process, we collect and review supplier conflict minerals disclosures and work with suppliers to implement corrective actions and, when needed, evaluate alternative sourcing options.<sup>1</sup> Conflict minerals requirements are embedded in our supplier agreements through our Supplier Code of Conduct, and compliance with these requirements is a condition of doing business with Ingersoll Rand.

Any concerns related to conflict minerals sourcing may be reported through Ingersoll Rand’s Global Ethics & Compliance Hotline.

Further information on our commitments and supplier expectations related to conflict minerals is available in our [Conflict Minerals Policy](#) and [Supplier Code of Conduct](#).

**RAW MATERIALS GOVERNANCE, TRACEABILITY, AND DUE DILIGENCE**

Ingersoll Rand is strengthening its approach to responsible raw materials sourcing by conducting structured assessments to identify and prioritize materials with the highest environmental, social, and regulatory risk, including conflict minerals and select commodities covered by emerging regulations such as the EU Deforestation Regulation (EUDR), Corporate Sustainability Due Diligence Directive (CSDDD), EU Battery Regulation, and Extended Producer Responsibility (EPR) frameworks. The company is advancing traceability efforts to improve visibility into the origin of these materials, supporting responsible sourcing and due diligence across the value chain. In parallel, Ingersoll Rand is committed to reducing the environmental and social impacts associated with raw material production by promoting responsible practices among suppliers. While not yet subject to formal targets, the company is actively evaluating opportunities to establish and report progress toward third-party verified sustainable sourcing goals over time. To support these efforts, Ingersoll Rand provides targeted training to internal stakeholders across functions, building awareness of responsible sourcing requirements, conflict minerals compliance, supply-chain due-diligence expectations, and broader EHS and sustainability considerations.

**Supplier corrective action KPIs in 2025**

**69**

Unique significant suppliers with substantial actual/potential negative impacts were identified

**100%**

Of suppliers with substantial actual/potential negative impacts have an agreed corrective action or improvement plan in place

<sup>1</sup> Percentage of total revenues from products containing minerals from conflict-affected and high-risk areas: FY 2022: 2%; FY 2023: 4%; FY 2024: 2.6%; FY 2025: 2%. Percentage of total revenues from products containing minerals from conflict-affected and high-risk areas coming from suppliers that have been verified conflict-free: FY 2022: 98%; FY 2023: 96%; FY 2024: 97.4%; FY 2025: 96%. Values represent best-available estimates based on Conflict Minerals Reporting Template (CMRT) data from direct material suppliers; supplier declarations are provided at the company level and actual product-level exposure may be lower

GOVERNANCE

# Corporate Governance and Risk Management

**At Ingersoll Rand, we bring together sustainability, governance, and risk management through one of our core values, We think and act like owners. Our operations are guided by a comprehensive framework of ethical, social, and environmental principles and policies, supported by a structured ERM approach. This includes oversight by the Board of Directors and its committees, along with an executive-level ERM committee that identifies, assesses, and manages risks using the COSO framework. Together, these processes enable us to proactively address risks and opportunities, strengthen decision-making, and promote transparency and accountability to our stakeholders.**

## OUR GOVERNANCE STRUCTURE

As the highest governance body, the Board of Directors is responsible for key decisions on material economic, environmental, and social matters. The Board ensures appropriate oversight and expertise across these areas through its Audit Committee, Compensation Committee, Sustainability Committee, and Nominating and Corporate Governance Committee.

## AN ACTIVELY INVOLVED BOARD OF DIRECTORS

The Board oversees material economic, environmental, and social topics, including related impacts, risks, and opportunities. It ensures that these matters are appropriately addressed and aligned with the Company’s long-term strategy, including oversight of our Lead Sustainability approach and ERM program. This oversight is carried out through Board committees and regular reporting from management.

## INTEGRATED GOVERNANCE AND RISK OVERSIGHT

In 2025, the Board’s Sustainability Committee continued to oversee the Company’s sustainability strategy, including climate, environmental, employee health and safety, corporate social responsibility, and other related topics. The Committee reviews EHS policies and performance and provides recommendations to the Board and management to maintain high standards and compliance with applicable laws and regulations. This includes oversight of processes to manage environmental and safety risks, as well as physical and transition risks related to climate change.

In addition to the Sustainability Committee, the Audit Committee and the Nominating and Corporate Governance Committee support the Board in overseeing economic, environmental, and governance matters.

The Audit Committee represents the Board in overseeing accounting, reporting, and financial practices, including the integrity of financial statements, the effectiveness of internal controls, and compliance with legal and regulatory requirements. The Committee also supports the Board in overseeing the governance and effectiveness of the Company’s ERM program.

An executive-level ERM committee, comprised of the CEO, CFO, and other senior leaders, leads the Company’s risk management activities. Using the COSO ERM framework, this process enables the identification of emerging trends and risks and supports their evaluation based on potential impact, likelihood, and velocity.

The ERM committee works with business leaders and risk owners to define and implement mitigation actions aligned with the Company’s risk tolerance. Risks and mitigation plans are reviewed regularly and updated as needed to reflect changing conditions.

Our Internal Audit organization incorporates prioritized risks into its annual audit planning and performs periodic assessments of the overall ERM process. In addition, Deloitte & Touche LLP reviews the ERM program as part of its annual audit of the Company’s consolidated financial statements and internal controls over financial reporting. This includes review of the annual risk assessment process, quarterly ERM committee activities, and reporting to the Audit Committee of the Board.

The Nominating and Corporate Governance Committee oversees and evaluates programs and risks related to Board organization, composition, structure, and governance practices.

The involvement of our Board in sustainability and risk oversight through multiple committees reflects a consistent and disciplined approach to governance across environmental, social, and economic priorities.

## Board of Directors composition as of December 31, 2025

- ▶ **Independence/non-executive:** Nine independent, non-executive directors and one non-independent director (the CEO).
- ▶ **Lead director:** The position of independent Lead Director is held by Mr. William P. Donnelly.
- ▶ **Tenure:** Average of five years.
- ▶ **Gender:** 30% women; 70% men.
- ▶ **Membership of underrepresented social groups:** 60% of members are diverse in gender or ethnicity.
- ▶ **Meetings:** A minimum of four Board meetings per year are held to enhance the Board’s collective knowledge and provide updates on pertinent business topics. In 2025, our Board held four meetings.
- ▶ **Meeting attendance:** Board members are required to attend a minimum of 75% of Board and committee meetings. In prior year, each of our current members that were nominated for re-election in 2025 attended more than 75% of the aggregate Board meetings and respective committee meetings (held during the period for which he or she was a director).
- ▶ **Corporate governance guidelines:** Our Board publicly commits to a series of best-in-class corporate governance practices, which can be found in the Governance section of our website.
- ▶ **Performance reviews:** Our Board and each of its committees perform an annual performance review, as required by our Corporate Governance Guidelines. This review is administered via a survey conducted by an outside firm (Boardspan, Inc.) that provides the results to the Board, and its committees, who implement improvements identified in the survey that are designed to increase the effectiveness of the Board and its committees.

GOVERNANCE | CORPORATE GOVERNANCE AND RISK MANAGEMENT CONTINUED

**EXECUTIVE-LEVEL RESPONSIBILITY**

Our Chief Financial Officer (CFO) has executive-level responsibility for economic topics and the overall ERM program and serves as the Company’s Chief Risk Officer. The head of Internal Audit, responsible for monitoring and evaluating operational risk management performance, reports functionally to the Audit Committee and administratively to the CFO.

In addition, the SVP, General Counsel and Chief Compliance Officer has executive-level responsibility for sustainability, governance, and compliance matters. Both the CFO and General Counsel report to the CEO and maintain reporting responsibility to the Board of Directors, which oversees the Company’s sustainability approach through its committees as described above.

The CEO, CFO, and SVP, General Counsel/Chief Compliance Officer formally review and approve the Company’s public disclosures to ensure that all material topics are accurately and comprehensively addressed.

For further information on the Board’s and management’s commitment to sustainability governance, reference the [Ingersoll Rand 2025 Proxy Statement](#).

**INTEGRATION WITH STRATEGY AND SUSTAINABILITY**

Risk management is embedded into the execution of our sustainability strategy, enabling us to proactively address emerging challenges and capture opportunities. Through our ERM process, we identify and manage risks across key areas, including:

- ▶ Climate and environmental impacts
- ▶ Employee engagement and talent retention
- ▶ Product innovation and technology development
- ▶ Occupational health and safety

These risks are linked to strategic opportunities such as improving operational efficiency, enhancing product innovation, strengthening workforce engagement, and increasing resilience to climate-related impacts. This integrated approach allows us to protect value while supporting sustainable growth.

**Significant and emerging risk challenges and opportunities identified<sup>1</sup>**

Risk	Background	Mitigation	Opportunities
Sustainability integration	Potential inability to integrate sustainability into the business as quickly as necessary for stakeholder expectations.	Increased transparent public reporting and identified sustainability maturity plan. ESG gap closure using IRX. Goals set to provide targets across products, services and operations. Controls and processes to ensure accurate information is reported publicly.	Innovate products and services to help customers achieve their environmental goals by reducing their energy consumption, water use, and waste generation. Integrate broadly to recruit/retain talent, set bold targets, and maintain and enhance market share. Cost savings from energy, water, and waste improvements in our own operations.
Employee matters and culture	Risk of employee engagement, employee retention of top talent, bench strength to provide continuity and succession of critical roles and key leadership positions.	Processes and systems to ensure development of key talent and succession planning; obtaining feedback from employees regarding engagement and implementing change where required; employee stock ownership program to make all employees owners of the company.	Highly engaged employees with long tenure that drive growth.
Products and services	Inability to develop new products and technologies can impair our competitive position, which could affect sales and market share.	Invest in resources that allow us to remain on top of technological research and innovation. Effectively utilize voice of the customer to research and release efficient products that help meet customer demands. A robust i2V program is part of our operational framework to re-design products in a cost-efficient manner using voice of the customer data.	The ability to increase market share and the ability to reduce Scope 3 emissions.
Climate	Identification of our climate strategy to address our impacts as well as to identify solutions supporting 2°C or lower scenarios.	Created Scope 1, Scope 2, and Scope 3 GHG emissions reduction targets for operations by 2030 and 2034 respectively. Scope 3 customer goal set for product use phase. Assessed physical risks including water-stress using WRI’s Aqueduct Water Risk Atlas Tool during scenario planning. Created a water reduction target for our operations. Set a new water goal (30% water use reduction by 2030) for water-stressed sites.	Lower operational costs, increase resiliency. Product changes create new customer solutions resulting in increased product revenue, improved downstream impacts, and improved customer sustainability.
Occupational health and safety	Hazards and ill health affect employees’ ability to thrive and work.	Company-wide health and safety management system. Layered audit program to ensure capabilities of the system. Continued use of near miss reporting and Behavior-Based Safety with regular leadership involvement and program review.	Reinforce our safety culture and strengthen trust among the team. Expecting all employees to speak up and manage risk minimizes accidents.

<sup>1</sup> See our Form 10-K included in our 2025 Annual Report for the year ended December 31, 2025, for additional material risk factors, as such factors may be updated from time to time in our periodic filings with the Securities and Exchange Commission.

**Significant and emerging risk challenges and opportunities identified<sup>1</sup>** continued

Emerging risk	Background	Mitigation	Opportunities
Use of Artificial intelligence (AI)	<p>The company has begun to incorporate AI into our business activities and our product and service offerings. As with many innovations, AI presents risks and challenges that could adversely impact our business. The development, adoption, and use of AI technologies are still in their early stages and can be ineffective or inadequate. AI development or deployment practices could result in unintended consequences. The legal and regulatory landscape surrounding AI technologies is rapidly evolving and uncertain, including in the areas of intellectual property, cybersecurity and privacy and data protection. Compliance with new or changing laws, regulations or industry standards relating to AI may impose significant costs and may limit our ability to develop, deploy or use AI technologies.</p>	<p>Establishment of an AI council to provide governance regarding the responsible and ethical use of AI. Measures have been taken to protect the company intellectual property, and confidential and sensitive company information from public AI tools including blocking or limiting public access and employee education. We continue to monitor and stay abreast of international regulations and guidelines.</p>	<p>Operational efficiencies from increased productivity and potential cost reduction; improved insights that lead to better decision-making; innovation that results in new products and services or market opportunities.</p>
Acquisition Integration	<p>The company has completed multiple acquisitions in recent years and expects to continue pursuing acquisitions of businesses, technologies, and assets as part of its growth strategy. While acquisitions enable strategic expansion, they also introduce complex and interconnected risks related to valuation accuracy, integration execution, regulatory compliance, operational continuity, and diligence quality. Acquired businesses may operate under different systems, cultures, governance practices, and regulatory environments, which can create challenges in aligning financial controls, ESG expectations, and operational standards. Inadequate integration or incomplete diligence may result in unforeseen costs, compliance gaps, cybersecurity or data integrity risks, and disruption to employees, customers, and suppliers.</p>	<p>The company mitigates acquisition related risks through a disciplined and repeatable integration framework anchored in its IRX execution engine. A standardized acquisition playbook is applied to each transaction, covering pre acquisition due diligence, integration planning, and post close execution. Due diligence extends beyond financial and legal review to include operational readiness, regulatory exposure, ESG and compliance requirements, systems compatibility, and cultural alignment. Dedicated cross functional integration teams are established for each acquisition, drawing expertise from business leadership and key corporate functions such as finance, legal, IT, HR, supply chain, risk, and ESG. These teams execute defined milestones, integration timelines, and accountability structures to ensure consistent governance and oversight. Progress is monitored through structured integration reviews, enabling early identification of risks, timely escalation, and corrective actions to protect enterprise value and ensure continuity of operations.</p>	<p>When effectively executed, acquisitions create significant opportunities for long term value creation and competitive advantage. Integration enables product and technology synergies, accelerating innovation, expanding solution offerings, and enhancing differentiation for customers. Acquisitions also support market and geographic expansion, allowing the company to enter new regions, customer segments, and end markets more efficiently than organic growth alone. Operational integration creates opportunities for economies of scale, including optimized sourcing, consolidated manufacturing or logistics, improved asset utilization, and shared enterprise systems. In addition, integrating customer facing capabilities and service models can strengthen customer relationships, improve responsiveness, and enhance life cycle value. Through disciplined integration and governance, acquisitions can also become a catalyst for elevating ESG standards, operational excellence, and cultural alignment across the enterprise.</p>

<sup>1</sup> See our Form 10-K included in our 2025 Annual Report for the year ended December 31, 2025, for additional material risk factors, as such factors may be updated from time to time in our periodic filings with the Securities and Exchange Commission.

GOVERNANCE

# Cybersecurity and artificial intelligence

**Cybersecurity plays a critical role at Ingersoll Rand by safeguarding network integrity, intellectual property, customer information, and ensuring uninterrupted operations across all locations. It provides essential protection against disruptions and data breaches, thereby upholding organizational trust and maintaining competitiveness in today's digital environment.**

## CYBERSECURITY PROGRAM OVERSIGHT AND CONTROLS

Our cybersecurity program is administered by the Chief Information Security Officer (CISO), who ensures the confidentiality, integrity, and availability of our information technology (IT) assets. The CISO, alongside the Chief Information Officer (CIO), monitors risks and controls, with their assessment determining the direction and extent of our cybersecurity investments. With 25 years of experience in cybersecurity across multiple industries including government, manufacturing, and finance, the CISO reports directly to the CIO and regularly updates the Audit Committee on the effectiveness of the company's cybersecurity controls aligned with the National Institute of Standards and Technology Cybersecurity Framework (NIST CSF).

Controls have been implemented in accordance with both the NIST CSF and the Sarbanes-Oxley Act of 2002. Our IT organization, led by the CIO, manages cybersecurity risk. The Audit Committee oversees enterprise risk management, including cybersecurity, receiving regular updates throughout the year and at least two comprehensive cybersecurity reports to the Board of Directors annually. Directors with expertise in cybersecurity and technology provide essential oversight for the company's digital and cybersecurity strategies.

## CYBERSECURITY POLICY

The cybersecurity policies define the principles, roles, and control requirements that govern the protection of the Company's information assets and technology environment. They establish expectations for managing cybersecurity risk, safeguarding data, controlling access to systems, securing technology configurations, monitoring and remediating vulnerabilities, responding to cybersecurity incidents, and managing third-party security risk. The policies also reinforce compliance with applicable laws, regulations, and internal standards, and provide a consistent framework for accountability and oversight to support secure, reliable, and resilient business operations.

## REDUCING RISKS OF CYBERATTACKS

To reduce cybersecurity risks, all employees, contractors, and partners must follow the Ingersoll Rand IT Acceptable Use and Security Policy. Employees complete monthly security training based on recent phishing data to support risk management. The Audit Committee oversees risk strategies and technology policies.

We consult external experts for independent cybersecurity assessments and use established processes to manage risks from third-party technologies and systems. Additionally, we leverage best-of-breed technologies to ensure robust protection of our IT environment, continuously upgrading our defenses to address emerging threats. Our approach emphasizes the integration of industry-leading solutions to safeguard network integrity, data privacy, and operational continuity, while also supporting our environmental sustainability goals by adopting secure, efficient, and responsible digital practices.

## ARTIFICIAL INTELLIGENCE GOVERNANCE

Ingersoll Rand's approach to artificial intelligence is guided by enterprise policies and governance frameworks that promote responsible, secure, and ethical use of AI across the organization. These policies emphasize respect for data privacy and confidentiality, reinforced by robust data governance and cybersecurity controls to protect both internal systems and stakeholder information. The company seeks to avoid unintended bias in AI-enabled tools through oversight, testing, and human review, while maintaining humans "in the loop" for critical or high-impact decisions to ensure appropriate judgment and intervention. Transparency and explainability are embedded into AI use, with clear accountability assigned to business owners and functional leaders responsible for outcomes generated by AI models or tools. Ingersoll Rand defines clear boundaries for what AI applications can and

cannot do, and explicitly prohibits the use or deployment of AI systems that involve manipulative behavior, exploitation of vulnerabilities, social scoring, or unauthorized biometric or surveillance use, consistent with emerging global regulatory expectations such as the EU AI Act. Environmental considerations are increasingly factored into digital and AI decisions through responsible procurement and deployment practices. The responsible AI policy is endorsed and overseen by executive management, ensuring alignment with corporate values, risk management, and sustainability priorities.

## ARTIFICIAL INTELLIGENCE PROGRAMS

Ingersoll Rand's responsible artificial intelligence program incorporates multiple governance, risk management, and capability-building elements to ensure AI is deployed ethically, securely, and in alignment with sustainability objectives. Access to sensitive AI capabilities is restricted through established IT security and data governance controls, and AI-enabled tools are deployed within defined use cases and approval frameworks. The company applies oversight mechanisms to monitor performance, detect model drift, and periodically assess deployed AI solutions for fairness, bias, and reliability, supported by internal controls and human-in-the-loop reviews. Ingersoll Rand also promotes transparency by providing appropriate context when AI-driven insights inform business decisions. The organization evaluates opportunities to reduce the environmental footprint of digital and AI solutions through responsible infrastructure choices and collaboration with technology partners. Where AI informs decisions that may affect users or stakeholders, governance processes enable review, escalation, and correction. The impact of AI-enabled initiatives on operational efficiency, emissions reduction, and other sustainability outcomes is increasingly tracked and incorporated into performance discussions. Employee training is a core pillar of the program, delivered through global town halls, a dedicated AI community, and a network of AI champions across business units to reinforce ethical use, data security, and responsible innovation practices.

**25** YEARS OF EXPERIENCE IN CYBERSECURITY ACROSS MULTIPLE INDUSTRIES INCLUDING GOVERNMENT, MANUFACTURING, AND FINANCE

**ZERO** EMPLOYEE AND SUPPLIER DATA BREACHES FOR 2025

# Reporting

## STANDARDS AND FRAMEWORKS

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**STANDARDS AND FRAMEWORKS**

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GRI standard	Disclosure number	Disclosure name	Location reference	Page number
<b>GRI 2: General disclosures 2021</b>	2-1	Organizational details	10-K	p. 3–10
	2-2	Entities included in the organization’s sustainability reporting	10-K	p. 4
	2-3	Reporting period, frequency and contact point	Reporting	p. 65
	2-4	Restatements of information	Reporting	p. 65
	2-5	External assurance	Reporting	p. 65
	2-6	Activities, value chain and other business relationships	10-K	p. 12–14
	2-7	Employees	Social	p. 40
	2-8	Workers who are not employees	10-K	p. 18–19
	2-9	Governance structure and composition	Proxy Governance	p. 18–24 p. 53
	2-10	Nomination and selection of the highest governance body	Proxy	p. 26–27
	2-11	Chair of the highest governance body	Proxy	p. 24
	2-12	Role of the highest governance body in overseeing the management of impacts	Proxy	p. 22–24
	2-13	Delegation of responsibility for managing impacts	Proxy	p. 20–24
	2-14	Role of the highest governance body in sustainability reporting	Proxy	p. 27
	2-15	Conflicts of interest	Governance	p. 47
	2-16	Communication of critical concerns	Governance	p. 65
	2-17	Collective knowledge of the highest governance body	Proxy	p. 12–17
	2-18	Evaluation of the performance of the highest governance body	Proxy	p. 19
	2-19	Remuneration policies	Proxy	p. 39

GRI standard	Disclosure number	Disclosure name	Location reference	Page number
<b>GRI 2: General disclosures 2021</b>	2-21	Annual total compensation ratio	Proxy	p. 3–40
	2-22	Statement on sustainable development strategy	Introduction	p. 3
	2-23	Policy commitments	Introduction	p. 3
	2-24	Embedding policy commitments	Introduction	p. 3
	2-25	Processes to remediate negative impacts	Governance	p. 54–56
	2-26	Mechanisms for seeking advice and raising concerns	Governance	p. 63
	2-27	Compliance with laws and regulations	10-K	p. 1–14
	2-28	Membership associations	Governance	p. 49
	2-29	Approach to stakeholder engagement	Governance	p. 44
	2-30	Collective bargaining agreements	Social	p. 36
<b>GRI 3: Material topics 2021</b>	3-1	Process to determine material topics	Governance	p. 44
	3-2	List of material topics	Governance	p. 44
	3-3	Management of material topics	Governance	p. 44–46
<b>GRI 201: Economic performance 2016</b>	201-2	Financial implications and other risks and opportunities due to climate change	Reporting	p. 61–64
	201-3	Defined benefit plan obligations and other retirement plans	10-K	p. 62
<b>GRI 205: Anti-corruption 2016</b>	205-1	Operations assessed for risks related to corruption	Governance	p. 47–48
	205-2	Communication and training about anti-corruption policies and procedures	Governance	p. 47–48
	205-3	Confirmed incidents of corruption and actions taken	Governance	p. 47–48
<b>GRI 207: Tax 2019</b>	207-1	Approach to tax	10-K	p. 73
	207-2	Tax governance, control, and risk management	Proxy	p. 23
	207-3	Stakeholder engagement and management of concerns related to tax	10-K	p. 72–74
	207-4	Country-by-country reporting	10-K	p. 73

**STANDARDS AND FRAMEWORKS: 2025 SUSTAINABILITY REPORT GRI INDEX CONTINUED**

GRI standard	Disclosure number	Disclosure name	Location reference	Page number
<b>GRI 301: Materials 2016</b>	301-2	Recycled input materials used	Grow Sustainably	<a href="#">p. 10</a>
	301-3	Reclaimed products and their packaging materials	Grow Sustainably	<a href="#">p. 10</a>
<b>GRI 302: Energy 2016</b>	302-1	Energy consumption within the organization	Environmental	<a href="#">p. 21</a>
	302-2	Energy consumption outside of the organization	Environmental	<a href="#">p. 21</a>
	302-3	Energy intensity	Environmental	<a href="#">p. 19</a>
	302-4	Reduction of energy consumption	Environmental	<a href="#">p. 21</a>
	302-5	Reductions in energy requirements of products and services	Grow Sustainably	<a href="#">p. 9</a>
<b>GRI 303: Water and Effluents 2018</b>	303-1	Interactions with water as a shared resource	Environmental	<a href="#">p. 24–25</a>
	303-5	Water consumption	Environmental	<a href="#">p. 24–25</a>
<b>GRI 304: Biodiversity 2016</b>	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Environmental	<a href="#">p. 27</a>
	304-2	Significant impacts of activities, products and services on biodiversity	Environmental	<a href="#">p. 27</a>
	304-3	Habitats protected or restored	Environmental	<a href="#">p. 27</a>
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Environmental <a href="#">2023 Sustainability Report</a>	<a href="#">p. 27</a> <a href="#">p. 47</a>
<b>GRI 305: Emissions 2016</b>	305-1	Direct (Scope 1) GHG emissions	Environmental	<a href="#">p. 22</a>
	305-2	Energy indirect (Scope 2) GHG emissions	Environmental	<a href="#">p. 22</a>
	305-3	Other indirect (Scope 3) GHG emissions	Environmental	<a href="#">p. 23</a>
	305-4	GHG emissions intensity	Environmental	<a href="#">p. 19</a>
	305-5	Reduction of GHG emissions	Environmental	<a href="#">p. 19</a>

GRI standard	Disclosure number	Disclosure name	Location reference	Page number
<b>GRI 306: Waste 2020</b>	306-2	Management of significant waste-related impacts	Environmental	<a href="#">p. 26</a>
	306-3	Waste generated	Environmental	<a href="#">p. 26</a>
	306-4	Waste diverted from disposal	Environmental	<a href="#">p. 26</a>
	306-5	Waste directed to disposal	Environmental	<a href="#">p. 26</a>
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1	New suppliers that were screened using environmental criteria	Governance	<a href="#">p. 50–52</a>
	308-2	Negative environmental impacts in the supply chain and actions taken	Governance	<a href="#">p. 50–52</a>
<b>GRI 401: Employment 2016</b>	401-1	New employee hires and employee turnover	Social	<a href="#">p. 36, 41</a>
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">10-K</a>	<a href="#">p. 9</a>
	401-3	Parental leave	Social	<a href="#">p. 36</a>
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1	Occupational health and safety management system	Environmental Social	<a href="#">p. 29</a> <a href="#">p. 31</a>
	403-2	Hazard identification, risk assessment, and incident investigation	Environmental Social	<a href="#">p. 29</a> <a href="#">p. 31</a>
	403-3	Occupational health services	Environmental Social	<a href="#">p. 29</a> <a href="#">p. 31</a>
	403-5	Worker training on occupational health and safety	Environmental Social	<a href="#">p. 29</a> <a href="#">p. 31</a>
	403-6	Promotion of worker health	Environmental Social	<a href="#">p. 29</a> <a href="#">p. 31</a>
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Environmental Social	<a href="#">p. 29</a> <a href="#">p. 31</a>
	403-8	Workers covered by an occupational health and safety management system	Environmental Social	<a href="#">p. 29</a> <a href="#">p. 31</a>
	403-9	Work-related injuries	Environmental Social	<a href="#">p. 29</a> <a href="#">p. 31</a>
	403-10	Work-related ill health	Environmental Social	<a href="#">p. 29</a> <a href="#">p. 31</a>

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GRI standard	Disclosure number	Disclosure name	Location reference	Page number
<b>GRI 404: Training and Education 2016</b>	404-1	Average hours of training per year per employee	Social	<a href="#">p. 37</a>
	404-2	Programs for upgrading employee skills and transition assistance programs	Social	<a href="#">p. 37-39</a>
	404-3	Percentage of employees receiving regular performance and career development reviews	Social	<a href="#">p. 39</a>
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1	Diversity of governance bodies and employees	<a href="#">Proxy</a>	p. 9-10
	405-2	Ratio of basic salary and remuneration of women to men	Social	<a href="#">p. 36</a>
<b>GRI 406: Non-discrimination 2016</b>	406-1	Incidents of discrimination and corrective actions taken	Governance	<a href="#">p. 47-48</a>
<b>GRI 413: Local Communities 2016</b>	413-1	Operations with local community engagement, impact assessments, and development programs	Social	<a href="#">p. 40-43</a>
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1	New suppliers that were screened using social criteria	Governance	<a href="#">p. 50-52</a>
<b>GRI 415: Public Policy 2016</b>	415-1	Political contributions	Governance	<a href="#">p. 49</a>
<b>GRI 418: Customer Privacy 2016</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance	<a href="#">p. 56</a>

**SUSTAINABLE ACCOUNTING STANDARDS BOARD (SASB)**

Topic	Accounting metric	Code	Category	Units of measure	Reporting figure	Location reference and page number
<b>Energy Management</b>	Total energy consumed	RT-IG-130a.1	Quantitative	MWh	336,545	Environmental <a href="#">p. 22</a>
	Percentage grid electricity	RT-IG-130a.1	Quantitative	%	34%	Reporting <a href="#">p. 60</a>
	Percentage renewable	RT-IG-130a.1	Quantitative	%	15%	Reporting <a href="#">p. 60</a>
<b>Employee Health &amp; Safety</b>	Total recordable incident rate (TRIR)	RT-IG-130a.1	Quantitative	Rate	0.51	Social <a href="#">p. 32</a>
	Fatality rate	RT-IG-130a.1	Quantitative	Rate	0	Environmental <a href="#">p. 30</a>
	Near miss frequency rate	RT-IG-130a.1	Quantitative	Rate	8.9	Reporting <a href="#">p. 60</a>
<b>Fuel Economy &amp; Emissions in Use-phase</b>	Sales-weighted fuel efficiency for non-road equipment	RT-IG-410a.2	Quantitative	Gallons per hour	NA	NA
<b>Materials Sourcing</b>	Description of the management of risks associated with the use of critical materials	RT-IG-440a.1	Discussion and Analysis	NA	NA	<a href="#">10-K p. 8, 10, 22</a>
<b>Remanufacturing Design &amp; Services</b>	Revenue from remanufactured products and remanufacturing services	RT-IG-440b.1	Quantitative	Reporting currency	117.6M	Product circularity <a href="#">p. 12</a>

## INTERNATIONAL SUSTAINABILITY STANDARDS BOARD (ISSB)

### Governance

Disclose the organization's climate-related risks and opportunities

Guiding principles	Ingersoll Rand disclosures
<b>Board's supervision over climate-related risks and opportunities</b>	Ingersoll Rand's disclosure of impacts of climate change includes the risks and opportunities presented by rising temperatures, climate-related policy, and emerging technologies in our changing world. The Board of Directors has oversight of climate-related risks and opportunities through its Sustainability Committee, which meets at least three times a year. The climate-related risks and opportunities identified through the application of the Task Force on Climate-related Financial Disclosures, (as incorporated into the International Sustainability Standards Board (ISSB) framework are reviewed by the Sustainability Committee as well as the countermeasures designed to address such risks.
<b>Management's role in assessing and managing climate-related risks and opportunities</b>	<p>Ingersoll Rand utilizes a continuous ERM process based on the COSO Enterprise Risk framework that enables it to pursue its strategic mission while identifying, controlling, and mitigating risks based on the COSO Enterprise Risk framework. The TCFD framework has been incorporated into the overall ERM process and is used by Ingersoll Rand to assess and manage climate-specific risks and opportunities. The Chief Risk Officer leads the ERM process, supported by a cross-functional Executive Committee that includes Ingersoll Rand's Chairman and CEO, Corporate Controller, Chief Information Officer, SVP HR, SVP General Counsel, SVP Strategy and Business Development, and VP Internal Audit.</p> <p>Input is also received annually by the Board of Directors to evaluate alignment of risk priorities between the Board of Directors and Management. The process includes risk identification through an annual review and update of Ingersoll Rand's risk register, risk analysis, and risk evaluation by a number of leaders throughout the business and functions to assess the prioritization of risk in the risk register based on the current countermeasures in place for the risk. The process also includes a third-party-led assessment of climate-related risks and opportunities utilizing the ISSB framework. Risk mitigation is developed by the subject matter experts/risk owners for those risks (including climate-related risks) that need additional countermeasures to bring the risk to an acceptable level. Monitoring by the Chief Risk Officer and the ERM Committee occurs on a quarterly basis. During these quarterly meetings, updates are provided on the status of new countermeasures identified by the committee or risk owners and to monitor the KPIs of the company's top risks as identified through the risk evaluation.</p> <p>In support of our strategic imperatives including our "Lead Sustainably" strategy, our CEO, Executive Officers, and Managers had a 2025 objective for achieving the BU goals or company goals for an average of an 8% GHG emission reduction in their Performance Management Plans. An employee's achievement of the objectives in their Performance Management Plan is taken into account in determining their compensation.</p>

### Strategy

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

Guiding principles	Ingersoll Rand disclosures
<b>Short-, medium-, and long-term climate-related risks and opportunities identified</b>	<p>Climate-related risks were evaluated over the short, medium, and long term.</p> <p><b>The climate-related risks in priority order of high to low include:</b></p> <ul style="list-style-type: none"> <li>• Component shortages</li> <li>• Fuel price fluctuations</li> <li>• U.S. Securities and Exchange Commission (SEC) reporting regulations</li> <li>• Environmental regulations</li> <li>• Severe weather</li> <li>• Heat stress, sea-level rise</li> <li>• Water scarcity</li> <li>• Ingersoll Rand's reputation</li> </ul> <p><b>The climate-related opportunities in priority order from high to low include:</b></p> <ul style="list-style-type: none"> <li>• Energy-efficient equipment</li> <li>• Sustainable end markets</li> <li>• Oil-free products and consumables</li> <li>• Clean energy-related products</li> <li>• Remanufacturing</li> <li>• Operational energy-efficiency</li> <li>• Increased renewable energy use</li> <li>• Operational water use and operational waste</li> </ul>
<b>Climate-related risks and opportunities having significant impact on the organization's businesses, strategy and financial planning</b>	Annually, the functions and businesses complete a multi-year strategy and financial plan called Making Life Better (MLB). Sustainability risks and opportunities are specifically addressed by each BU as part of this process including the climate-related impacts on the BUs' financials. The plan is reviewed and approved by the Executive Leadership Team and CEO. The plan is pulsed monthly in the Management Business Review, and adjustments made to ensure Ingersoll Rand is positioned to realize its short- and long-term climate goals.
<b>Potential impacts from different climate-related scenarios on the organization's business, strategy and financial planning</b>	We have evaluated Ingersoll Rand's physical risks related to sea-level rise, flood, water-stress, wildfire, heatwaves, and cold waves. Overall, risks from sea-level rise, flooding, wildlife, heatwaves and cold waves are relatively low across our profile. Several manufacturing and service sites across our company are in the high-risk category for water stress. Our strategic planning enables us to proactively address water-stress. Our resilient strategy allows time to address water-stress risks and develop site-specific and regional mitigation strategies in response, which could include shifting production to non-stressed areas, water reclamation, rainwater harvesting, and process efficiency improvements through our site GreenX teams.

**Risk management**

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

Guiding principles	Ingersoll Rand disclosures
<p><b>Organization's processes for identifying and assessing climate-related risks</b></p>	<p>Ingersoll Rand identifies climate-related risks as part of its ERM process. This assessment focused on physical and transitional risks. A physical risk assessment was performed on Ingersoll Rand's properties to identify their risk to riverine flooding, surface water flooding, coastal inundation, forest fire, freeze thaw, extreme wind, and extreme heat.</p> <p>Data was utilized from S&amp;P Global and WRI to obtain climate risk scores for each property.</p> <p>Ingersoll Rand has completed an assessment of material physical climate risks using the Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathway (RCP) to understand our climate trajectory. We used the following pathways to capture these future trends:</p> <ul style="list-style-type: none"> <li>• RCP 2.6</li> <li>• RCP 8.5</li> </ul> <p>Time horizons were decided upon given the expected useful life of our assets and lease agreements for our properties. We have conducted scenario analysis to understand climate-related impacts in the short-term (0-5 years), medium-term (5-10 years), and long-term (10-25 years). These time horizons align with our goals of reducing absolute GHG emissions in our operations by 42% by 2030 and achieving net-zero by 2050.</p> <p>In 2025, all 300 sites were re-evaluated including recent acquisitions for physical risk, and 18 were identified as priority locations across different risk categories. The top three categories were riverine flooding, coastal inundation and extreme heat.</p> <p>In the 2025 reassessment, our newly acquired sites registered lower overall risk than the majority of those quantified in the prior year. When compared to the results of last year's assessment, the newly acquired/opened sites only make up ~1% of total risk quantified across the two assessments.</p> <p><b>Top sites with physical risk of riverine flooding:</b> Mitigation for each includes flood proofing, flood warning systems, flood preparedness, improved drainage, building or inflatable flood barriers (e.g. water gates around windows), and shifting production to low risk areas.</p> <ul style="list-style-type: none"> <li>• MFG – Coimbatore – India</li> <li>• MFG – Lonate Pozzolo – Italy</li> <li>• MFG – Yokohama – Japan</li> <li>• MFG – Schopfheim – Germany</li> <li>• MFG – Shanghai – China (Xuanzhong Rd – Seepex)</li> <li>• MFG – Kirchhain – Germany</li> <li>• MFG – Sahibabad – India</li> <li>• MFG – Wujiang – China</li> <li>• MFG – Shanghai (Wenjing Rd) – China</li> <li>• MFG – Shanghai – China (Jaimei Road – Hanye)</li> <li>• MFG – Deerfield Beach, FL – USA</li> <li>• RD – Bangalore – India</li> </ul> <p><b>Top sites with physical risk of coastal inundation:</b> Mitigation for each includes relocation planning to low-risk areas, flood proofing, flood warning systems, flood preparedness, improved drainage, and building or inflatable flood barriers (e.g., water gates around windows).</p> <ul style="list-style-type: none"> <li>• MFG – Miami Gardens, FL – USA</li> <li>• MFG – Deerfield Beach, FL – USA</li> <li>• MFG – Wujiang – China</li> <li>• MFG – Shanghai (Wenjing Road) – China</li> <li>• MFG – Shanghai (Jamiei Road-Hanye) – China</li> <li>• RD – Shanghai – China</li> </ul> <p><b>Top sites with physical risk of surface water flooding:</b> Mitigation actions include drainage improvements, retention ponds, flood warnings, flood preparedness planning, and temporary or permanent relocation of impacted facilities.</p> <ul style="list-style-type: none"> <li>• MFG – Miami Gardens, FL – USA</li> <li>• MFG – Deerfield Beach, FL – USA</li> <li>• MFG – Shanghai – (Wenjing Road) – China</li> <li>• MFG – SRV – Hamburg – Germany</li> </ul> <p><b>Top sites with physical risk from extreme heat:</b> Mitigation actions include heat relief for workers, air conditioned building environment, employee shower facilities, adjustment of production hours to cooler parts of the day, and relocation of production to areas with lower heat averages.</p> <ul style="list-style-type: none"> <li>• MFG – Chennai – India</li> <li>• RD – Bangalore – India</li> </ul> <p>A transitional risk assessment was performed, and interviews were conducted to identify climate-related risks and opportunities relevant to the business as the world transitions to a lower-carbon economy. Our assessment is based on potential scenarios for legislation, technological development, or market conditions and is based on short-, medium- and long-term time horizons considering the expected lifetime of the assets or activities. These risks and opportunities were evaluated for likelihood, impact, and velocity, and the final compilation of risks and opportunities was assessed through the ERM strategic process.</p> <p>Ingersoll Rand uses qualitative and quantitative climate-related transition scenario analysis. We used risk ratings derived from the U.S. Federal Emergency Management Agency (FEMA) standards, which are used for pricing insurance policies in the U.S. This analysis looks at two extremes in Network of Greening the Financial System (NGFS) climate scenarios: Current policies and net-zero 2050. Climate Hazard Data was sourced from the 2025 XDI Gross Domestic Climate Risk Dataset, which calculates the physical climate risk to the built environment in 2,600+ territories around the world. The scope of the assessment includes all our own sites globally considering our short, medium, and long-term climate-related risks and opportunities. The qualitative scenario analysis assessed the sensitivity of each risk and opportunity relative to each of the two scenarios and the associated level of impact.</p> <p>The majority of our risks have a larger potential impact in the Stated Policies Scenarios (STEPS) from the International Energy Agency due to them being more closely related to physical impacts (e.g., component shortages that may be exacerbated by supply chain disruptions).</p> <p>The majority of opportunities have a larger potential impact in the net-zero emissions by 2050 Scenario (NZE) due to Ingersoll Rand's ability to supply products that aid in the transition to a lower-carbon economy (e.g., energy-efficient equipment and clean energy-related products).</p> <p>Transitioning to a lower-carbon, energy-efficient economy involves both risk and opportunity for Ingersoll Rand. To that end, we will continue to monitor and mitigate risks that have an associated physical impact that can impact operations and disrupt Ingersoll Rand's supply chain. R&amp;D investments in more energy-efficient, low-carbon technologies are planned to capitalize on potential opportunities.</p>

**Risk management**

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

Guiding principles	Ingersoll Rand disclosures
<p><b>Organization's processes for managing climate-related risks</b></p>	<p>Ingersoll Rand's plan anticipates the adverse effects of climate change and takes appropriate action to prevent or minimize the damage they can cause or take advantage of opportunities that may arise. Our ability to monitor, manage, mitigate/enhance, and adapt to climate-related risks was evaluated using the following definitions:</p> <p><b>Monitor:</b> Observe our operations and activities for potential impacts.  <b>Manage:</b> Address day-to-day impacts associated with risks.  <b>Mitigate/enhance:</b> Attempt to address the root cause of the impacts.  <b>Adapt:</b> Address the long-term impacts associated with risks.</p> <p>A summary of Ingersoll Rand's assessment of risks and opportunities is below:</p> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Component shortages: monitor and adapt</li> <li>• Fuel price fluctuations: monitor, manage and adapt</li> <li>• SEC reporting regulations: monitor and adapt</li> <li>• Environmental regulations: monitor and adapt</li> <li>• Coastal inundation: monitor and adapt</li> <li>• Surface water flooding: manage and adapt</li> <li>• Riverine flooding: monitor and adapt</li> <li>• Extreme wind: monitor and adapt</li> <li>• Forest fire: monitor and adapt</li> <li>• Soil subsidence: monitor and adapt</li> <li>• Freeze thaw: monitor and adapt</li> <li>• Extreme heat: monitor, manage and adapt</li> <li>• Ingersoll Rand's reputation: monitor, mitigate, and adapt</li> </ul> <p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Energy-efficient equipment: monitor, enhance and adapt</li> <li>• Sustainable end markets: monitor, enhance and adapt</li> <li>• Oil-free products and consumables: monitor, enhance and adapt</li> <li>• Clean energy-related products: monitor, enhance and adapt</li> <li>• Remanufacturing: monitor, enhance and adapt</li> <li>• Operational energy efficiency: manage and adapt</li> <li>• Increased renewable energy use: monitor, enhance and adapt</li> <li>• Operational water use and operational waste: manage and adapt</li> </ul> <p>Transitioning to a lower-carbon, energy efficient economy involves both risk and opportunity for Ingersoll Rand. To that end, we will continue to monitor and mitigate risks that have an associated physical impact that could affect operations and disrupt Ingersoll Rand's supply chain. R&amp;D investments in more energy-efficient, low-carbon technologies are planned to capitalize on potential opportunities.</p> <p>Ingersoll Rand's risk assessment and plan to adapt to physical climate risks cover all Ingersoll Rand sites as of May 2025 and 74% of total revenue. Annually, we monitor the risks and opportunities, and based on the data from such monitoring, we determine if adaptation measures need to be adopted, and if so, we will begin to implement those measures for completion in less than five years.</p>

**Risk management**

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

Guiding principles	Ingersoll Rand disclosures
<p><b>How to integrate the processes of climate-related risk identification, assessment and management into the overall risk management</b></p>	<p>Ingersoll Rand utilizes a continuous ERM process that enables Ingersoll Rand to pursue its strategic mission while identifying, controlling and mitigating risks that are based on the COSO Enterprise Risk framework. The ISSB framework has been incorporated into the overall ERM process and is used by Ingersoll Rand to assess and manage climate-specific risks and opportunities. The Chief Risk Officer leads the ERM process, supported by a cross-functional Executive Committee that includes Ingersoll Rand's Chairman and CEO, Corporate Controller, Chief Information Officer, SVP HR, SVP General Counsel, SVP Strategy and Business Development, and VP Internal Audit.</p> <p>Input is also received annually by the Board of Directors to evaluate alignment of risk priorities between the Board of Directors and Management. The process includes risk identification through an annual review and update of the Ingersoll Rand Risk Register, Risk Analysis, and Risk Evaluation by a number of leaders throughout the business and functions to assess the prioritization of risk in the risk register based on the current countermeasures in place for the risk. The process also includes a third-party-led assessment of climate-related risks and opportunities utilizing the ISSB framework. Risk mitigation is developed by the subject matter experts/risk owners for those risks (including climate-related risks) that need additional countermeasures to bring the risk to an acceptable level. Monitoring by the Chief Risk Officer and the ERM Committee occurs on a quarterly basis. During these quarterly meetings, updates are provided on the status of new countermeasures identified by the committee or risk owners and to monitor the KPIs of the company's top risks as identified through the risk evaluation.</p>

**Metrics and targets**

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

Guiding principles	Ingersoll Rand disclosures
<p><b>Indicators used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process</b></p>	<p>The climate metrics used by Ingersoll Rand include the following: renewable electricity (purchased, generated and returned), non-renewable electricity, natural gas, propane, diesel, gasoline/petrol and refrigerants. The data is reviewed, and actions are developed to meet the publicly stated 2030 and 2050 goals, as well as annual targets, to mitigate identified risks, including regulatory changes and drive revenue and growth through product improvements and growth into sustainable end markets. The results of the review are communicated broadly throughout the organization at regular intervals to all employees. Additionally, the metrics are reported to the Chief Risk Officer and the Executive Committee for review and response in alignment with the climate-specific risks and opportunities.</p> <p>The data is reviewed and actions are developed by the company through its annual MLB strategic plan and ERM process to stay on track to meet or exceed the publicly stated 2030 and 2050 goals. We have an Operationalizing Sustainability IDM that covers all BUs globally with accountability for specific impact plans to achieve the annual targets. In addition, our operationalizing sustainability strategy includes roadmaps to achieving the metrics primarily through implementation of site-specific GreenX teams and specific tools to improve energy and water efficiency. With respect to climate-related opportunities, our greatest opportunity is our energy-efficient product portfolio that has the opportunity to dramatically help our customers reduce their Scopes 1 and 2 GHG emissions. The most notable element of Ingersoll Rand’s strategy for addressing climate change is its product efficiencies. Product improvements create new customer solutions resulting in improved downstream impacts, improved customer sustainability, and increased revenue. We know that most of our customers consider energy efficiency when making decisions, and governments around the world are now regulating energy conservation standards for compressors. We embrace this trend and aim to remain at the forefront of these requirements with the goal of 100% of our new product innovation designed with consideration for sustainability improvements. This is how Ingersoll Rand manages its contribution to the 2 degrees or lower scenario.</p> <p>Operationally, Ingersoll Rand is ensuring the resiliency of its organizational strategy with on-site solar installations, purchasing renewable energy, introducing Virtual Power Purchase Agreements and pursuing other site-specific energy efficiency projects. Ingersoll Rand has business continuity plans in place to successfully execute on the organizational strategy as various climate scenarios take place. These business continuity plans ensure Ingersoll Rand will be able to supply energy efficient products to help achieve global climate goals.</p> <p>Energy efficiency is integral to our new product development process. Each new product includes an evaluation of total GHG emissions measured using a life cycle assessment process. The opportunities created by this new product innovation are reflected in the annual MLB strategic financial plan developed by each of Ingersoll Rand’s BUs.</p>

**Metrics and targets**

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

Guiding principles	Ingersoll Rand disclosures
<p><b>Scope 1, Scope 2, and Scope 3 GHG emissions, and the related risks</b></p>	<p>Scope 1 and Scope 2 climate-related potential risks include: (1) Coastal inundation caused by longer term sea level rise and associated land loss is a progressive hazard with an associated site damage or replacement cost. Coastal inundation driven by storm surge can also cause the abrupt disruptions of site operations. (2) Surface water flooding can cause abrupt site disruption, halting production, as well as causing site damage. (3) Riverine flooding can cause abrupt site disruption, halting production, as well as causing site damage. (4) Extreme wind events can cause abrupt site disruption halting production, as well as causing site damage. (5) A forest fire can cause site disruption, halting production, as well as cause site damage. (6) Soil subsidence is a progressive hazard, so is not likely to cause site disruption, but has an associated site damage. Low groundwater levels in the area cause the ground beneath sites to contract and shift. (7) Freeze thaws are a progressive hazard, so are not likely to cause abrupt site disruption, but have an associated site damage as sites can freeze, expand and crack. (8) Extreme heat is a failure-only hazard, so is not likely to cause site damage. However, it is likely to halt the site’s operation.</p> <p>Scope 3 climate-related risks include: (1) Regulations around equipment efficiency could present risks if our products don’t meet these standards; and (2) Potential regulations of a carbon tax and other regulations around emissions have the potential to disrupt our business due to the global supply chain and emissions associated with sourcing components overseas (mostly from China and India). The potential financial impact of carbon pricing ranges was examined across Current Policies and net-zero 2050 scenarios and is mostly concentrated in the U.S. and Europe (90% of total carbon pricing risk). (3) Potential exposure to physical risks associated with climate change to our supply chain through priority seaport locations. (4) Potential exposure of our owned and operated assets to various climate-change-related physical hazards such as coastal inundation, riverine flooding and surface water flooding. (5) Supply chain locations in China and Taiwan exhibit the greatest exposure to such physical risks. The supply chain risk exposure was examined across the two scenarios and is mainly concentrated in three owned and operated facilities: Wujiang, Shanghai (Wenjing Road), and Schopfheim. All three locations combined represent 89% of total physical risk, with Wujiang making up the majority of risks.</p> <p>Ingersoll Rand has conducted GHG inventories of direct emissions (Scope 1) and indirect emissions (Scope 2) and verified the amount based on the ANSI ISO 14046-3 GHG inventory standards. With reference to GHG Protocol Scope 3, Ingersoll Rand conducts GHG inventories of all categories within Scope 3, and obtains the ISO 14064-3 GHG verification report for employee commute and business travel only. For product use, the product use is evaluated against the ISO 14000 series of standards and the GHG Protocol. The results are identified in the <a href="#">Assurance Statements</a>.</p>
<p><b>Targets used by the organization to manage climate-related risks and opportunities and performance against targets.</b></p>	<p>Ingersoll Rand’s targets of Scopes 1 and 2 GHG reduction of 42% by 2030 and net-zero by 2050 targets have been publicly stated. Additionally, by 2050, Ingersoll Rand aims to be using 100% renewable energy. The company has overall roadmaps to reach 2030 and 2050 goals and the business units are executing annually towards the goals. Weekly, the business units report on their progress to Corporate in the Operationalizing Sustainability IDM and a quarterly business review with the CEO and CFO. Our progress toward the climate goals is an early indicator of the resiliency of our strategy. We are executing towards the goals in all our business units and have achieved an absolute reduction of 27.3% in Scopes 1 and 2 GHG emissions in 2025, which is 67% progress towards our 42% Scopes 1 and 2 GHG reduction goal. Additionally, we have achieved an intensity reduction of 0.09 metric tons CO<sub>2</sub>e per USD value added for our Scope 3 use of sold products (Category 11). This is a 42% reduction, representing 43% progress towards our 97% Scope 3 use of sold products reduction goal.</p>

**ASSURANCE STATEMENTS**

Ingersoll Rand’s 2025 Assurance Statements (as well as past years’ Assurance Statements) are publicly available at [2025 Assurance Statements](#).

**POLICIES**

[Anti-Bribery and Corruption Policy](#)

[Conflict Minerals Policy](#)

[Environmental, Health & Safety Policy](#)

[Human Rights Policy](#)

[Code of Conduct](#)

[Supplier Code of Conduct](#)

[Political Involvement Policy](#)

**SUSTAINABILITY REPORT DATA**

**Reporting period**

All ESG data for Ingersoll Rand reflects calendar year 2025, unless otherwise noted.

**Reporting cycle**

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

**Reporting in accordance with Global Reporting Initiative (GRI) Standards and is aligned with SASB**

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

**Restatements of information and changes in reporting**

There are restatements for data points previously presented for 2020-2024. As a result of M&A activities since 2020 (surpassed a 5% impact on any environmental metric) and a drive for consistent improvement, in 2025, Ingersoll Rand incorporated data from 2024 acquisition companies and significantly decreased (~50%) the number of SVC and ADMIN locations that were previously utilizing estimates for Scopes 1 and 2 metrics. These locations collected one year’s worth of actual readings for these metrics in our database which were then used for prior years. Subsequently, in 2025, a base year (2020) recalculation was conducted for all environmental metrics in accordance with the GHG Protocol Corporate Accounting and Reporting Standard Revised Edition, January 2005, World Resources Institute. This recalculation comprises the inclusion of locations acquired in 2024, the adjustment of data errors and the addition of actual values for the

SVC and ADMIN locations that were previously utilizing estimates. All subsequent years after the base year were calculated in conformance with this method. This 2025 report reflects 100% data coverage for Ingersoll Rand. Unless otherwise noted, all data for all periods is presented on a pro forma basis to take into account the Merger of Gardner Denver and the Ingersoll Rand Industrial segment on end of day on 2/29. Excluded from the 2025 base year recalculation are the locations acquired in 2025 that lack 12 months of data in our Environmental Management System pursuant to our Standard Work (00-08 Gensuite Data Management and Reporting) as allowed for under the GHG Protocol Corporate Accounting and Reporting Standard Revised Edition, January 2005, World Resources Institute.

**Process for defining the report and topic boundaries**

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

1. Organizational boundaries use the financial control approach for environmental data and the operational control approach for safety data.
2. Operational boundaries in respect to direct and indirect emissions are determined by the use of the GHG Protocol Corporate Accounting and Reporting Standard.

**External assurance**

Environmental and safety data has achieved limited assurance by a third party, ERM CVS. This represents 100 percent of the company’s global operations and products manufactured for 2025. For further details and results, access the [2025 Assurance Statements](#).

**Report Contact**

Mary Betsch, VP, Sustainability and EHS; leadsustainably@irco.com.

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

**DISCLAIMER**

This report addresses a multitude of topics to meet the requests and interests of the company’s wide range of stakeholders. Due to the varied interests of these groups, this report contains voluntary disclosures and includes certain information that the company believes is not material to the company as such term is defined under applicable securities laws. Accordingly, the inclusion of information in this report should not be construed as a characterization regarding its materiality or significance for any other purpose, including for purposes of applicable securities laws or any other laws of the U.S. or any other jurisdiction, or as that concept is used in the context of financial statements and financial reporting.

This report covers the calendar year 2025 unless otherwise noted and contains “forward-looking statements” that are subject to risks and uncertainties. Forward-looking statements are based on Ingersoll Rand’s current expectations and projections about future trends, events and uncertainties. These forward-looking statements generally are identified by the words “believe,” “project,” “expect,” “anticipate,” “estimate,” “forecast,” “outlook,” “target,” “endeavor,” “seek,” “predict,” “intend,” “strategy,” “plan,” “may,” “could,” “should,” “will,” “would,” “will be,” “on track to,” “will continue,” “will likely result,” or the negative thereof or variations thereon or similar terminology generally intended to identify forward-looking statements, although not all forward-looking statements contain such terms. All statements other than historical facts are forward-looking statements.

These forward-looking statements are based on Ingersoll Rand’s current expectations and are subject to risks and uncertainties, which may cause actual results to differ materially from these current expectations. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those indicated or anticipated by such forward-looking statements. The inclusion of such statements should not be regarded as

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

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

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

All goals and targets included herein are aspirational in nature and are not guarantees or promises that such goals or targets will be met. Further, our targets, including GHG emissions targets, are subject to change in the event of significant or structural changes in Ingersoll Rand (including acquisitions, divestiture, mergers, insourcing or outsourcing), key performance indicator methodology changes, or changes in data reported due to improved calculation methodologies or better data accessibility.

Terms such as “impact,” “green,” “transition,” “energy transition,” “net zero,” “decarbonization,” “sustainable,” and “sustainability” can be subjective in nature, and there is no representation or guarantee that these terms, as used by Ingersoll Rand, or judgment exercised by Ingersoll Rand or its affiliates, will reflect the beliefs or values, policies, principles, frameworks or preferred practices of any particular investor or other third-party or reflect market trends.

The analysis involved in determining whether and how certain initiatives may contribute to the SDGs is inherently subjective and dependent on a number of factors. There can be no assurance that reasonable parties will agree on a decision as to whether certain services, projects or investments contribute to a particular SDG. Accordingly, investors should not place undue reliance on Ingersoll Rand’s application of the SDGs, as such application is subject to change at any time and in Ingersoll Rand’s sole discretion.

Statistics and metrics relating to sustainability matters, including GHG emissions metrics, are estimates and may be based on estimates, estimated information, and assumptions (which may prove to be inaccurate) or developing standards (including our internal standards and policies).

There can be no assurance that our policies and procedures as described in this report will continue; such policies and procedures could change, even materially. We are permitted to determine in our discretion that it is not feasible or practical to implement or complete certain of our initiatives, policies, and procedures based on cost, timing, or other considerations. References to case studies in this report are intended to be illustrative and are not intended to be used as an indication of the current or future performance. Further, the receipt of any awards by Ingersoll Rand is no assurance that Ingersoll Rand’s business objectives, including its sustainability-related objectives, have been achieved or successful.

The inclusion of information in this report should not be construed as characterization regarding the materiality or financial impact of that information. In this report, we are not using such terms as “material” or “materiality” as they are used under the securities or other laws of the U.S. or any other jurisdiction, or as they are used in the context of financial statements and financial reporting. Materiality, for purposes of this report should not, therefore, be read as equating to any use of the word in other Ingersoll Rand reporting or statements.