



Spheres of Influence | Global Impact

ESG Report **2021**



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In 2021, Inogen Alliance celebrated our 20th anniversary, marking two decades of success in the delivery of global Environmental, Health & Safety and Sustainability (EHS&S) solutions. Our founding members had a vision for a network of trusted EHS&S experts and strategic partners that spanned the globe without geographic limitations. With a few key relationships, a long-lasting foundation for a global Alliance of partners, Associates and friends was built. This foundation is diverse, resilient and can provide outstanding global support for some of today's most pressing challenges. Our single point of contact and partner philosophy builds global teams that support some of the world's leading brands and organizations.

During the past twenty years, our Alliance has grown as the global discourse around Environmental, Social, and Governance (ESG) aspects and standards has expanded. Within our current context, strong ESG performance has become a business imperative, critical to risk management and an indicator of organizational health and resilience. Consistent ESG progress may demonstrate an organization's commitment to corporate citizenship in climate change mitigation and respect for human rights, or an ambition to stay ahead of emerging ESG-related regulatory requirements. Company stakeholders play a crucial role in recent ESG momentum by holding companies accountable for ESG impacts, performance, and responsibility. Recent growth in ESG may also be attributed to the values and priorities of Gen Z, and the broader market shift in preferences towards sustainable practices and product offerings. Within the investor community, decision-makers have focused increasing scrutiny on ESG factors in evaluation of mergers, acquisitions, and opportunities and risk for investment.

In light of dynamic and burgeoning ESG pressures, demonstrated ESG performance and commitments are no longer best practices, but a license-to-operate, vital to overall business performance and success.

Sustainability and ESG-related services have long been core offerings within our consulting toolbox. The diversity of the Alliance gives us a great advantage, as each of our 78 Associates (making up 5,000 consultants!) brings unique skills and technical capabilities to present day issues. We evaluate climate change-related hazards, calculate carbon footprints, assess potential ESG issues for materiality, evaluate watersheds for potential vulnerabilities, and position our clients to set ambitious targets and inspire sustainable change and progress within their teams and communities.

As we provide ESG support to our client partners, we also drive ESG influence internally across our Associate teams. Our multi-Associate ESG Committee, led by Board member Alex Ferguson, has spearheaded the Inogen Alliance ESG roadmap. We aspire to integrate increasing rigor into our ESG program moving forward, to ensure that our actions as a team align with our Alliance values.

We are proud to present our inaugural ESG report as we celebrate two decades of collaboration and client-service across the globe.

I am pleased to share our journey in 2021 in the following report.

A handwritten signature in black ink, appearing to read 'Angelique Dickson'.

Angelique Dickson
President of Inogen Alliance

ABOUT INOGEN ALLIANCE



We are a global Alliance of 78 Environmental, Health & Safety, and Sustainability (EHS&S) consultancies spanning 70 countries.

With a partnership spanning two decades, our Alliance of consultancies has unparalleled global coverage as an EHS&S solution-provider. We partner with our clients to resolve liabilities from the past, address current and emerging regulatory requirements, drive best-in-class EHS&S programs, and deploy innovative leading practices and ambitious targets.

Inogen Alliance works with multinational clients to build understanding around environmental risks, deliver Health & Safety solutions for needs ranging from ergonomics to pandemic planning and incident prevention. Our ESG solutions support clients to better understand their impacts and set goals to drive sustainable progress at both the local and global level.

Our vision is to build a safer, cleaner, more sustainable world by providing superior Environmental, Health & Safety, and Sustainability consulting expertise to global organizations. The diversity in our team is paramount to our success. Our Associates across the globe contribute local/region-specific regulatory context, cultural nuance, and language support

to the broader Alliance as we collaboratively support multinational clients.

Across our broad service lines, our trusted global clients span nearly every industry with experience in retail, oil and gas, technology, transportation, real estate, agriculture, energy, manufacturing, financial, chemical, food & beverage and more.

Our combined coverage and revenue through the Alliance places us in the top 12 global EHS&S consultancies according to the 2022 Environment Analyst report.



CELEBRATING
20 YEARS
INOGEN
ALLIANCE

As we celebrate 20 years as a global Environment, Health & Safety and Sustainability Alliance, this video looks back at the history of our beginnings, expansion, and evolution.

<https://youtu.be/Af8cJB5fybA>

ABOUT INOGEN ALLIANCE

In 2021 we proudly welcomed our newest member, Denxpert, to the Alliance.

Denxpert EHS&S Software Ltd., based in Budapest, Hungary, brings innovative EHS&S software development expertise to our Inogen Alliance Associates and clients. They provide easy-to-implement digital solutions in EHS compliance, waste, air, water, chemical, safety and sustainability. To date, Denxpert supports approximately 3000 clients, including 5 of the 10 largest companies in Hungary. The company grew out of one of the leading consulting firms in the Central and Eastern European region and began an independent life in 2021, however, their professional roots go back as far as 2006.

Denxpert helps corporations align their business vision with ESG requirements through intuitive ESG management software that makes compliance, data collection, and reporting effortless.

“In the crossfire of managerial expectations and overwhelmed Sustainability and EHS professionals, it can be a very hard task for clients to find and manage the relevant data as well as to create reports from non-transparent excel sheets and other, unorganized sources. Denxpert’s solution creates order from this chaos by reducing and simplifying the work of all participants while producing flawless reports.”

RÓBERT SZÜCS-WINKLER
CEO
Denxpert



ESG and Inogen Alliance in 2021

The Inogen Alliance operational structure is distinct when compared to peer organizations. We are unified as an Alliance of independent companies rather than joined as a single entity. This structure has provided our teams with the autonomy and local dexterity to consistently deliver results to our clients. The scope of our current [ESG Policy](#) focuses on impacts driven by our collaborative engagements as an Alliance, primarily through the Alliance operations and meetings. Those impacts are what will be reflected within this ESG report.

Our report reflects our *Impact on People and the Planet* as a ripple effect – with three key waves of influence:



Our model of independent international entities committed to long-standing partnership empowers our team to deliver agile and innovative solutions on a global scale. We recognized 2021 as an opportunity for growth, as many of our Associates returned to core functions of EHS audits that needed to be refreshed after delays driven by the pandemic during 2020. With an intensified focus on our core services, we look forward to growing our ESG influence and strategies across our global networks in line with our vision and purpose.

MATERIALITY

In 2021, our global ESG Subcommittee conducted an industry-wide review to better understand material topics before development and publication of the Inogen Alliance [ESG Policy](#).

The review aimed to capture relevant ESG topics and broader emerging issues that we as an Alliance can focus on to understand and manage our impacts we have on the world through our business activities. This was achieved through an industry benchmarking exercise and further review of material impacts and their relevance to our Associates.

In our review, we recognized how our unique operating model as an Alliance of independent entities impacts our materiality when compared to global peers. Within our global Alliance, our Associates operate under a variety of organizational structures, are subject to country-specific regulatory requirements and challenges, and are at varying stages of their own ESG journeys.

We focused material items on Inogen Alliance as its own entity in 2021. The commitment areas outlined in our [ESG Policy](#) concentrate on the improvement of our processes and target where we can make the biggest impacts internally. Our priority is to work collaboratively on our direct impacts as an Alliance and plan for later extension of our core ESG commitments to our independent Associate teams.

Achievements under each of these commitment areas are included in the following sections.

Specific Commitment Areas for ESG

Inogen Alliance's ESG policy is focused on the following focus areas:



ENVIRONMENT & CLIMATE CHANGE



DIVERSITY, EQUITY & INCLUSION



BUSINESS ETHICS & GOVERNANCE



HEALTH & SAFETY



ASSOCIATES EXCELLENCE



REPORTING & ACCOUNTABILITY

Environment and Sustainability

The Inogen Alliance is committed to reducing the environmental impacts of our operations and working both with our Associate and client teams to minimize their environmental footprints. We make the most substantial impact through not only careful attention to our own operations, but by extending our influence to our Associates and global multinational clients.

Within the current context of the climate crisis, the public and investors have expectations that a company is not only compliant with environmental regulations, but that they are putting forth efforts to minimize their impacts through ambitious environmental targets and long-term plans.

Through our global environmental expertise, we help companies assess and understand their environmental impacts and develop strategies to implement locally for global progress. Inogen Alliance delivers solutions for routine activities such as compliance audits, air, water, and waste permits/authorization support, and environmental data collection and reporting.

Concurrently, we guide our clients to best-in-class environmental management practices to mitigate environmental impacts and risks. Our solutions span the energy-water-waste nexus. We deliver carbon inventories and support in the development of carbon transition plans as our clients aspire to reach their Net Zero goals. Our teams collaborate with clients on facilities optimization projects to build energy and water efficiency within operations. We conduct detailed watershed analysis and mapping studies that later embolden our clients to reduce their impacts beyond their facility walls within the community at large. We also strive to contribute to the circular economy by advising our clients on efficient resource management and assessing their readiness for Zero Waste to Landfill certification.

Our network of consultants not only have the technical expertise to help companies work towards their sustainability goals, but we also have the experience to shape corporate-level strategy.

We provide expertise and solutions to both trailblazing global market-disruptors and to organizations in the earlier stages of the ESG journey as they plan and begin to set their sustainability programs in motion. Our experts motivate change encompassing environmental risks across functions, from construction projects, the acquisition of new facilities, operations, and the decommissioning of assets.

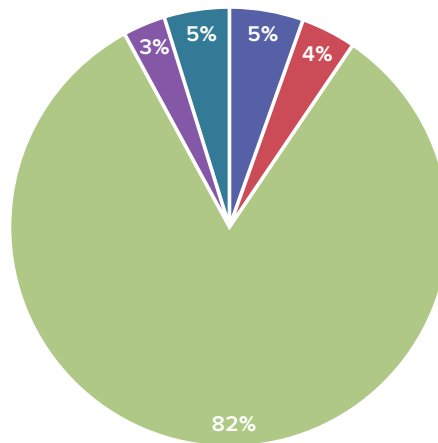
COMMITMENTS:

- ▶ **2021 ESG Report complete**
- ▶ **Sustainable Travel Guidance for the Alliance**
- ▶ **Measured carbon footprint of all Alliance activities + carbon offsets**
- ▶ **Events hosted at venues that can demonstrate conservation policies and practices related to water**

Inogen Alliance 2021 Carbon Footprint

The results of our Inogen Alliance 2021 carbon footprinting analysis are below. Within the scope of our activities as a global Alliance, we found our most substantial emissions to be driven by Alliance leadership travel to our bi-annual meetings, captured within our scope 3 footprint. This measure includes only official roles within the Inogen Alliance organizational structure and does not include all Associate travel.

SCOPES	2021	%
	tCO ₂ e	
Scope 1	0.1	4%
Scope 2	0.13	5%
Scope 3	2.21	90%
TOTAL	2.44	

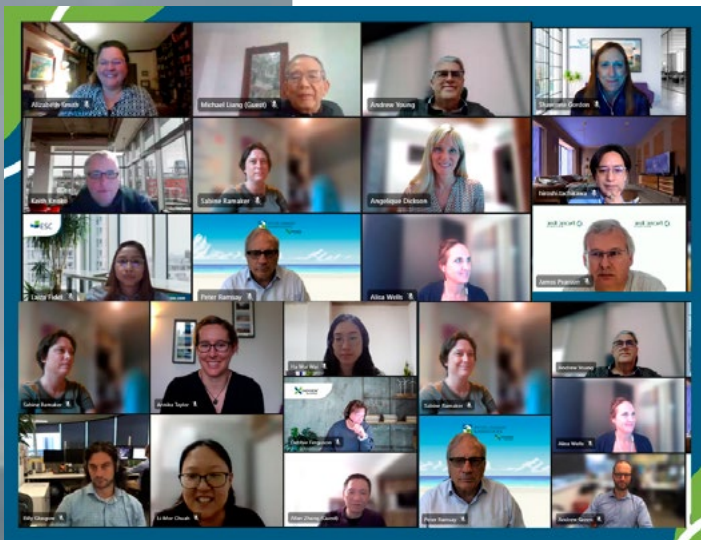


2021 tCO₂e split:

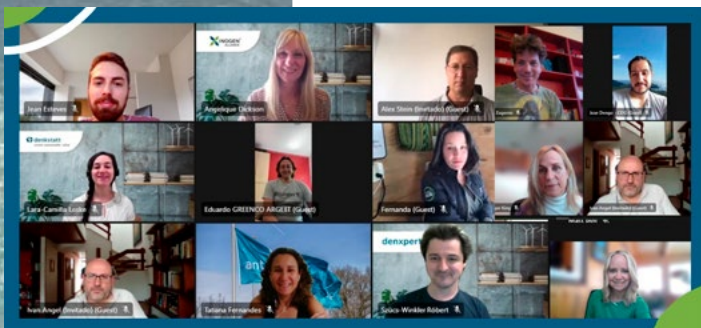
- Electricity
- Gas
- Flights
- Mileage
- Hotel stays



For our 2021 Inogen Alliance carbon footprint we offset with purchasing 3 verified emissions reductions (VERs) from the Gold Standard registry, offsetting the emissions value of our footprint into the atmosphere with projects in Costa Rica, Rajasthan India, and Kenya.



APAC Meeting



LATAM Meeting

Travel

Our bi-annual global Associate meetings are a forum for strategic discussion and alignment. The Alliance meeting locations rotate across regions to ensure accessibility to all our partners. We have found that in-person connection has reinforced trust and understanding across international teams. Our collaborative efforts are driven by the mission to support our clients in reducing their environmental impacts at scale.

In 2021, our spring bi-annual Inogen Alliance meeting was hosted remotely due to safety precautions related to the COVID-19 pandemic. While we appreciate our routine in-person engagements, we were pleased to avoid carbon emissions that would have resulted from Associate travel if we had gathered in person. Beyond our full global Associate team meetings, our smaller, regional-specific meetings have also changed to a virtual format. This decision was initially driven by safety considerations related to the COVID pandemic, but we have now extended this practice to avoid carbon emissions associated with unnecessary travel. Our shift to hybrid and virtual meetings has also broadly expanded team engagement in our meetings. More Associates have been able to join virtual meetings without the limitations related to travel.



Associate Meeting

Travel – continued

To proactively mitigate impacts from business imperative travel, despite our overall reduction in travel, our team developed internal Sustainable Travel Guidance. This guidance includes a decision-tree which prompts team members to start by determining whether travel is necessary or if remote work could be a viable alternative. If travel is critical to business needs, Associates are provided resources that link them to certified-green hotels and options for offsetting the carbon footprint from their travel. Our Sustainable Travel Guidance also provides recommendations for our meeting planning committee related to greener meeting venues, sourcing from diverse vendors, and event logistics.

In the second half of 2021, we made the decision to host a hybrid meeting for our second bi-annual event. In planning the in-person portion, the team was vigilant in selecting a location and travel accommodations that would avoid excessive impacts from executive travel. London was selected as the host city, due in part to the accessibility of London Heathrow as a hub airport, which could minimize flight connections for stakeholders traveling from various regions. Given the small core team of executives that was prioritized to join the fall event, the group made a collective decision to rent shared rental space. This reduced impacts from cleaning services, allowed the team to prepare food without relying on restaurants or unnecessary transportation, provided a workable meeting space and eliminated the need for meeting room reservations or other related services. As our core team piloted our Sustainable Travel Guidance document for the event in London, our ambition to minimize our carbon impacts was at times challenged by difficult trade-offs related to safety and other competing priorities. We recognize this guidance as a living document, which will require future improvements as our team continues to evaluate and prioritize travel decisions. It is our point of interest that these decisions align with our commitments to the planet as well as our stakeholders.



*Global team members
between meetings in
London, fall 2021*

“Perspective is the best word to describe our experience with Inogen Alliance. Contrary to what we normally hear, true perspective is not something that a person gains, but something that we actually share, and the Alliance is a wonderful vehicle for this type of exchange.

Over the years, Inogen Alliance has helped us better understand a variety of global challenges that our clients face from a much broader perspective. Based on our unique local context, our approach to water management in Brazil differs from the way water management is addressed in Belgium or China. In our collaboration with the Alliance, we value the dialogue with our global Associates and the opportunity to share our experiences and regional expertise. Our cooperation and partnership expands our collective knowledge and capabilities, and elevates the quality and precision that we deliver to our clients.

This does not come without effort. We meet bi-annually in locations around the world to further build upon our trusting partnerships and grow stronger both as individual Associates and as an Alliance.”

HILTON LUCIO
CEO, Antea Brazil
Inogen Alliance
Board Member



Associate Influence

Our Associates have, throughout the years, recognized the added value we deliver through partnership and alignment across teams as we execute on client needs. In 2021, we identified new opportunities to strengthen these relationships through additional internal collaboration around environmental and sustainability expertise. Through our ten internal service and industry-focused working groups, we share learnings, expertise, and hosted a webinar on remediation. Within our bi-annual meetings and regional meetings we embedded topics and presentations on innovation and project learnings across the globe within environmental and sustainability services. Our global working groups collaborate and share expertise across the Associate network. These insights inform strategic decision-making, provide insight to market trends and business development opportunities, and inform technical practitioners of available resources and tools to refine and expand their service offerings.



Propharm
Japan team



HPC
Germany
team



Chola Risk
India team

Supporting Our Clients

We influence our clients to strive towards leading ESG, Sustainability and Environmental practices with the below examples.

Water Stewardship – A global beverage company needed to develop a worldwide program – Source Vulnerability Assessment (SVA) – to assess the production water supply reliability for all its plants across 20 countries and 100 facilities. This program included the assessment of private water supply (wells), municipal water supply, water transportation and storage, water treatment, waste storage and handling, wastewater, and corporate social responsibility (CSR) in the local environment. The main aim of the program was to evaluate risks and sustainability of water supply, water quality, availability of water, environmental protection, compliance with company rules, and environmental legal compliance.

Our work provided the basis for the client to implement a Water Management Plan (WMP) throughout their global sites, which helped them identify and reduce risks to water used in manufacturing operations with clear tasks and timelines.

Carbon Tax Regulatory Trending – One of the world's leading pharmaceutical companies requested a study on national and regional carbon taxes and emissions trading schemes. The company has many production bases around the world, and due to differences in local regulations and measures to prevent and/or mitigate climate change, it was difficult to develop a comprehensive strategy for the group as a whole. We surveyed the current status of carbon tax and emissions trading systems at each production site, and also examined trends in what policies are likely to be adopted in each region in the future. The study covered the following 15 countries and regions: Brazil, Canada, China, Czech Republic, Egypt, France, Germany, India, Indonesia, Pakistan, South Korea, Spain, Taiwan, USA, and Vietnam. Based on the results of this study, the client will be able to optimize and rationalize its production methods by considering the differences in climate change measures applied to each production site location.

Zero Waste to Landfill – We identified the best possible solutions for landfill avoidance and opportunities for best practices in sustainable waste management for a global beauty industry client who sought support in making progress towards their corporate Zero Waste to Landfill goals in their distribution centers. The distribution centers within the client value chain were located across the globe, with varying waste vendor capabilities and infrastructural challenges.

The Zero Waste to Landfill assessments we performed at the facilities evaluated the waste management practices in distribution centers across eight countries. Inogen Alliance assessors used their local knowledge to provide insights into waste management challenges and opportunities which helped better inform client decisions associated with waste management. Assessment reports included regulatory considerations and opportunities to redirect certain waste streams to better align with the waste hierarchy. They also provided suggestions for waste vendor management to ensure a complete picture of all waste streams from on-site waste pick-up to the final destination of the waste for processing.

Zero Waste to Landfill assessments in the distribution centers were valuable both for the corporate team understanding of local performance, as well as for local team education and capacity building. Local teams received training to help them accurately report on waste data which is later used by the corporate team for annual environmental reporting. The work successfully helped the client distribution centers to improve waste management practices and reporting in a way that directly linked to their strategic sustainability goals.

PEOPLE



*Inogen Alliance
Leadership Team*

EHS Passport

Antea® Group's EHS Passport solution provides local contextual guidance to clients that plan to open and operate a low-risk facility in a new country of operation. Developed collaboratively with input from across the Inogen Alliance network, EHS passport provides country information related to official and widely recognized languages, federal holidays, country demographics, and contextual nuances that may affect facility operations when operating in an unfamiliar country. The EHS Passport guidance also includes details related to relevant local etiquette and business conduct, and may include topics related to gender in the workplace, parental leave policies, and military requirements.

The objective of the EHS Passport solution is to support clients from the initial planning stages of opening a facility within a new country, and provide relevant guidance to support the first full year of operation. To prepare our clients for success, our teams research and clearly outline the appropriate documentation, permits, and regulatory requirements to lay the groundwork for successful global expansion.

*As consultants, **our people** are our most*

valuable assets. The well-being of our teams is vital to the longevity of the Alliance as a whole. Our Inogen Alliance team is aligned in our commitment to a safe and healthy workplace, driven by the contributions of diverse talent. We view the global perspectives of our team members as a strength to our Alliance team, and strive for an inclusive culture both within our Associate teams as well as in our Alliance as a whole. Our commitments to Diversity, Equity & Inclusion (DEI) and Health & Safety are detailed in our Inogen Alliance ESG Policy.

We aim to extend our impact by encouraging these values within our client collaborations as well. We leverage team insights on local cultural nuances to develop Health & Safety strategies attuned to local needs.

COMMITMENTS:

- ▶ **Training on DEI to Associates**
- ▶ **Extra Health & Safety Measures at Events**
- ▶ **Risk assessment for Events**
- ▶ **Promoting Health & Safety Best Practices across Associates**



PEOPLE

“Travelling with the diverse family of global EHS consultancies that Inogen Alliance represents for the last 20 years almost from its start has been a great experience and challenge. This truly global variety of expertise, backgrounds, and cultural influences gets us to constantly view the world from different angles and test our ideas developed locally for global relevance.”

EHS consulting has changed its face during this period and became much more complex and comprehensive. We constantly learn from each other not only with respect to professional development of tools and methods in new fields of expertise to meet the ESG challenges of our clients, but also personally as individuals broadening our perception and refining our actions. This exchange is advancing our business, benefits our clients, and helps us and them to grow and improve. Looking forward to more of it in the future.”

HOLGER HILLEN

Head of Dept./
Environmental
Consulting

HPC Germany



Health & Safety at Events

Health & Safety is a critical priority within our internal operations and planning. We carry out H&S risk assessments as a part of our event planning process. We then leverage the findings from our analysis to evaluate options related to the geographical location for our event, as well as our meeting venue, recommended accommodations, transportation, and logistics. Within the first half of 2021, our H&S risk assessment was a key deciding factor in our plan for a small hybrid meeting in London, rather than planning a full-scale all Associate meeting. Moving forward, we will continue to prioritize the health and safety of our teams in our decisions and seek ways to further integrate leading best-in-class practices within our Alliance operations.

Associate Influence

Cross-cultural understanding is imperative to our success. Within our organizations, Associate teams have diversity, equity, and inclusion initiatives that prioritize local contextual considerations. Cross-cultural exchanges that happen daily between Associates working together on global accounts continue to build our positive impact on Associate employee cultural understanding and learning.

To encourage reflection around diverse cultural perspectives, we prioritized time during our bi-annual fall meeting for a presentation and interactive discussion of cross-cultural communication. Our intent was to bring self-awareness to our teams around culturally specific tendencies that they may be accustomed to and provide context around differing global communication and management approaches and potential areas for miscommunication/misunderstanding. Our Associate team responded enthusiastically to the event, and we look forward to expanding our engagement around cross-cultural communication through future initiatives. We believe that cross-cultural understanding builds trust among our team members and is vital to our success as a global team.

Global Associates
gathering in Spain



Supporting Our Clients

We influence our clients to strive towards leading Health & Safety practices. The below examples illustrate our impact in guiding our clients to favorable H&S outcomes.

EHS Legal Registers – In 2021, a global multinational client approached our team seeking support with bespoke EHS regulatory registers for office locations spread across 20 countries. Their existing legal registers were dated, generic, and not developed with specific consideration of the activities routinely carried out by their team. Specific details related to client activities are imperative in the development of an effective legal register. Compliance obligations differ by jurisdiction and operational type, and requirements must be communicated clearly and precisely to facility teams in order to minimize potential risks of non-compliance.

Our Inogen Alliance teams addressed the legal register needs of our global Tech client through the development of EHS registers customized to their unique operations. Our solution clarified applicable legal provisions, conditions that trigger applicability, and provided interpretive guidance to support understanding of appropriate compliance obligations. The registers were subsequently uploaded into Denxper global EHS software tool to which they subscribe.

All registers were created by our in-country Inogen Alliance compliance experts. The registers were developed with client-specific compliance obligations as a focal point, eliminating excess detail associated with non-applicable legislative details. Our streamlined approach helped the client to more efficiently understand regulatory requirements and focus on global compliance rather than spending excess time on legal research and interpretation.

Health & Safety Support During the COVID-19 Pandemic

– During the COVID-19 pandemic, our team conducted Environmental, Health & Safety gap assessments for a global entertainment company at their corporate office locations across 12 countries in Europe, Middle East, and Africa (EMEA).

The original intent was to provide limited support to client team members in closing out findings from the gap analysis within the region. However, the client had limited EHS resources to carry out the necessary follow-up and implement corrective action. Consequently, the scope of our work evolved into ongoing compliance and implementation support with local, regional, and global initiatives.

Challenges related to the COVID-19 pandemic forced a significant shift in focus as we helped the business adjust to a new way of working. The client's organizational culture relied heavily on in-person engagement. Consequently, a return to working in an office setting was a priority for company stakeholders at a time when regulatory agencies cautioned or discouraged gathering in-person. Our teams helped this client to understand and navigate related safety and compliance challenges to maintain a safe workplace with minimal interruptions to business operations.

We worked with the client to develop office-specific workplace guidance, establish a contract tracing program, implement risk assessments and emergency planning procedures. To support the wellness of teams that shifted to hybrid and remote work during the pandemic, we developed an ergonomics program and supported team implementation. Through these efforts, we helped the client to establish a solid foundation for safe working practices during a time of rapid change and adaptation driven by COVID-19.

GOVERNANCE

We have a robust operating structure internally in place to ensure ethical operations and reporting, described in further detail following. Every Associate company has signed a contract with Inogen Alliance which includes a Policy Statement regarding courtesies, gratuities, anti-bribery, corrupt practices, and information security. It is crucial for the operations of Inogen Alliance to have these policies in place for all of our independent Associates, as it impacts the service delivery and consistency to our clients on a global scale. We have a due diligence process for vetting and approving legitimate, values-aligned, and trustworthy companies into our network which often takes up to one year, prior to formal integration of new Alliance teams. This process includes an assessment including ethical standards, compliance, data privacy and protection, quality of project execution and services, and risk management.

COMMITMENTS:

- ▶ **Pledge of business ethics and corruption policies with Associate contracts**
- ▶ **Vendor best practices**
- ▶ **ESG requirements for vendors and contractors in progress**
- ▶ **Reporting and review of ESG Policy**



President Angelique Dickson with the Inogen Alliance Board of Directors

GOVERNANCE

Operating Structure

Inogen Alliance is a Delaware Incorporated company, founded in 2001 in the United States. It is led by a **Board of 11 Directors** that are also the shareholders in the Alliance: four Directors for the Asia Pacific Region, four from Europe, Middle East, and Africa, one from South America, and two from North America. Seven out of the 11 are the Managing Directors of their companies, and the remaining four are senior leaders within their organizations. Women represent 18% of the Board. The Board is governed by a Charter, Anti-Bribery and Ethics, and ESG Policy. Within the Board, the **Finance Committee** and **Governance Committee** ensure ethical and consistent operations.

Operations for Inogen Alliance are led by the **President**, selected by the Board of Directors for up to two three-year terms. The current President, Angelique Dickson, has been in the role for two years as of 2021. She is supported by a **Global Leadership Team** comprised of representatives from Associates and a **Global Marketing Team** led by the Inogen Alliance Marketing Director. The operational structure of the Alliance is founded on **Working Groups**, focused on both services and industries providing a base of experts globally.

ESG Leadership

To encourage alignment and continue to build true global perspective around emerging ESG needs, the Alliance established several committees intended for experts to share insights and encourage innovation. Our **Sustainability Steering Committee** was established in 2020 and is composed of a core group of leaders that meet regularly to discuss Inogen Alliance ESG ambitions, strategic direction and emerging trends and service needs for clients. Their mandate has been to set the expectations and rigor for the ESG Policy, advise the Alliance on policy adherence, and to develop a framework to influence Associates on their carbon neutral journey. Our **ESG Subcommittee** was formed to develop the ESG Policy, identify our own current state in the ESG journey and develop a roadmap for Inogen Alliance ESG progress. As our ESG Subcommittee focuses internally on the policy and implementation within Inogen Alliance, we have also identified regional Stewards that focus externally on what is happening with ESG globally. The Inogen Alliance **Sustainability Stewards Team** is composed of Sustainability and ESG experts and practitioners from various regions where we operate. The Stewards provide unique perspectives on service offerings and solutions in demand across the global footprint of our operations, and lead the effort to share ESG knowledge across the Alliance, so that we can better serve our clients.

BOARD OF DIRECTORS /
BOARD COMMITTEES

PRESIDENT

LEADERSHIP TEAM

WORKING GROUPS

INOGEN ALLIANCE ESG – LOOKING FORWARD



denkstatt Austria

The future of our initiatives is broadly focused on three areas:

- 1 Refinement, monitoring, and evaluation of Inogen Alliance's internal ESG initiatives**
- 2 Influencing and supporting ESG leadership within our Associate teams**
- 3 Driving thought leadership in the ESG space**

Our future initiatives represent a significant increase in the scope of our ESG Subcommittee and demonstrates our continued commitment to becoming a global market leader in ESG consulting.

1 Further refinement, monitoring and evaluation of Inogen Alliance internal ESG initiatives –

Our Inogen Alliance ESG Subcommittee will continue to refine our ESG Policy and move forward with projects that focus on the most critical Environmental, Social, and Governance risks. The Alliance ESG Policy will continue to be revisited to ensure the Alliance is resilient to the changing business environment.

We will audit and report the Alliance ESG-related activities to both internal and external audiences in line with international best practices. Continuous improvements will be made to the monitoring and evaluation of data for management of KPIs.

2 Influencing and supporting ESG leadership within our Associate teams –

As ESG solutions providers, demonstrated ESG leadership within our Inogen Alliance Associate teams is imperative to our success. To maintain the competitive position of the Alliance, our ESG Subcommittee will consult with Alliance Associates on ESG commitments, and will work with the Board ESG Committee to implement appropriate ESG-related due diligence requirements for incoming Associates.

As part of our 2022-2023 objectives, we will undertake a robust materiality assessment of our Associate network through a wider stakeholder engagement plan. This will align with Global Reporting Initiative (GRI) guidance on dual materiality and will assess Inogen Alliance and the global Associate impacts within their country-specific contexts.

This assessment will form a basis of understanding what targets Inogen Alliance can set for Associates, what role Inogen Alliance has in influencing Associates to improve key ESG topics, and how Inogen Alliance can monitor progress towards these goals. We look forward to challenging our Associates to improve and lead by example.

3 Identifying opportunities for global ESG thought leadership –

The global scope of our network and expertise drives ESG thought leadership that is uniquely meaningful to specific local contexts and across continents. The Alliance will use this advantage to motivate progress within our teams and inspire positive change within the broader global ESG context.

“As a truly global network

of Environmental, Health & Safety and Sustainability professionals, the Inogen Alliance has a unique reach and opportunity to be a positive influence. Our team of environmental consultants advocate for the highest standards and commitments to ESG.

With Associates on every continent working in nearly every sector, our specialist professionals engage with their local markets, and communicate the global challenges that we all face. Through the collaborative relationships within the Alliance, these Associates also communicate back to their colleagues to share best practices and innovations. For this reason, Inogen Alliance holds itself to the highest standards, including that of integrity. And asking the key questions; where are we performing well, and where can we perform better?

The Alliance is committed to being a positive influence for ESG. We are in no doubt about the enormity of the challenges we face, but it is an extremely exciting time to be an EHS&S professional. I am very pleased to see the progress that the Alliance is making and reporting here and to see the opportunities we have to progress our ESG journey in the coming years.”

**ALEX
FERGUSON**

Inogen Alliance
ESG Committee
& Inogen Alliance
Board Member

Group Managing Director,
Lucion Group /
Delta-Simons



ESC
Singapore



AGEA Chile



Greenco
Argentina



HPC
International



Terrapex
Canada

IN CLOSING

OUR ASSOCIATES:

2U1K Turkey
AGEA Chile
Anew Global Consulting
China
Antea Group Belgium
Antea Group Benin
Antea Group Brazil
Antea Group France
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DGE Estonia
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and HPC
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India team



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Questions or assistance please contact:

KATE ASLESON, DIRECTOR

Kate.asleson@inogenalliance.com

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