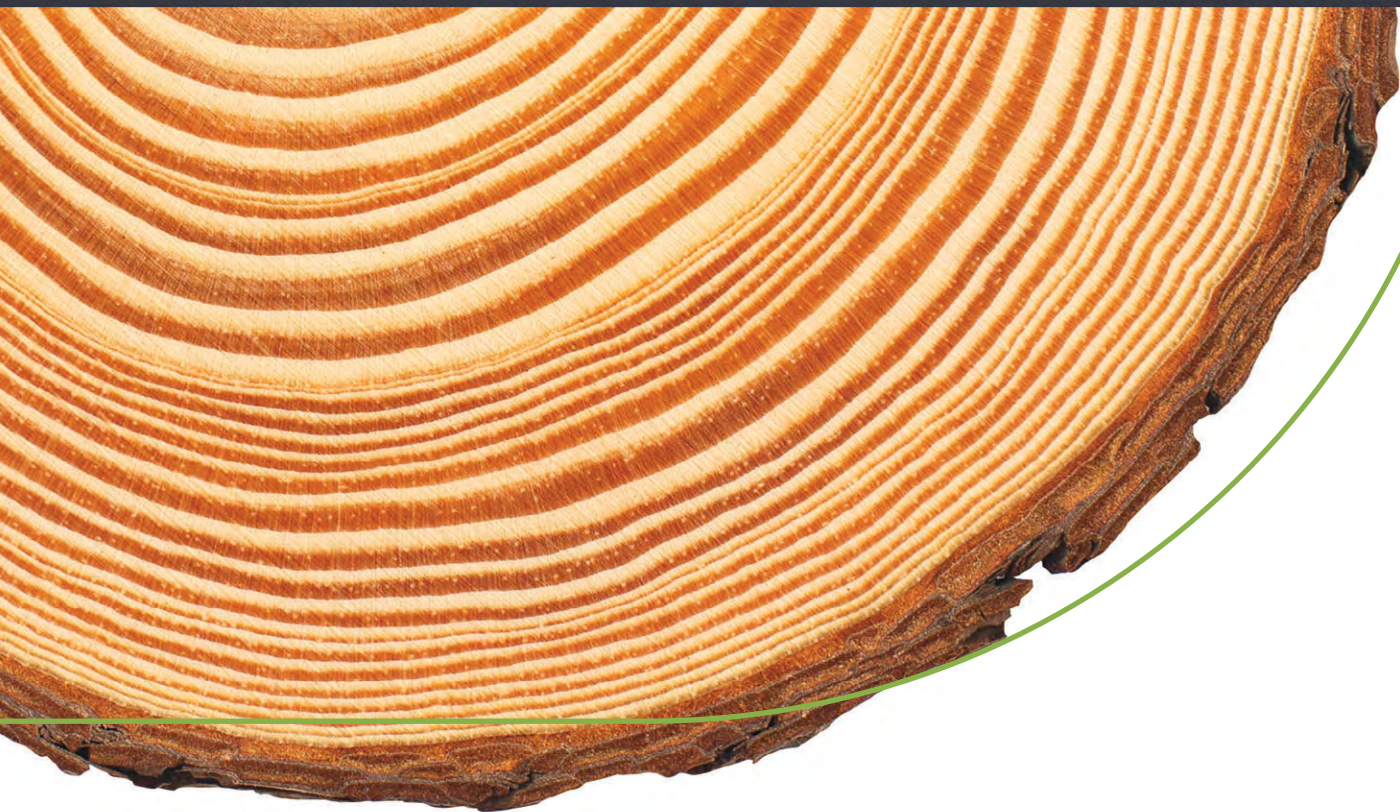




Making your **Global Commitments** a **Local Reality**



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FROM THE PRESIDENT

I am pleased to share the second annual Inogen Alliance Environmental, Social, and Governance (ESG) Report. Our 76 companies and 6,000 consultants work with many of the leading multinational organizations around the world. The Alliance has supported 90% of the top 10 technology companies globally, and at least 30% of Fortune 100 companies, helping them to meet their Environmental, Health and Safety, and Sustainability (EHS&S) goals. Our ability to influence the success of these organizations in meeting their ESG goals will continue to drive our efforts in the future.

Now more than ever, as we are faced with the complex challenges of climate change and the imperative of reaching net zero, we recognize that the collective knowledge across our global teams brings innovation, energy, and commitment to the environment, health and safety and sustainability challenges we face.

Within the 2022 calendar year, we launched several deliberate initiatives to leverage the unique insights and expertise from across our global teams. Inogen Alliance Working Groups have been a core priority and area of expansion. Our Working Groups were organized as a means for global Associate teams to connect on a routine basis for dialogue and alignment on key strategic solutions to support client needs and challenges.

As the European Union (EU), United States of America (USA), and nations around the world passed legislation to curb climate change and facilitate the energy transition,

the Inogen Alliance Energy Transition Working Group pulled together our expert teams from across the globe to strategize on how to best support energy sector clients and make a meaningful impact within our regions. Similarly, as the United Nations Biodiversity Conference (COP15) convened in Montreal, our Sustainability Working Group hosted roundtable discussions with biodiversity and ecology experts from our Associate teams in France, Sweden, and Bulgaria.

In 2022, we were pleased to expand our thought-leadership to a short documentary focusing on climate change and environmental impacts, released by **Global Thought Leaders**. This short film was distributed through global channels including *CBS News*, *The Independent*, and *Gulf News*, further communicating our story and ambitions to mitigate climate change through our global consulting expertise.

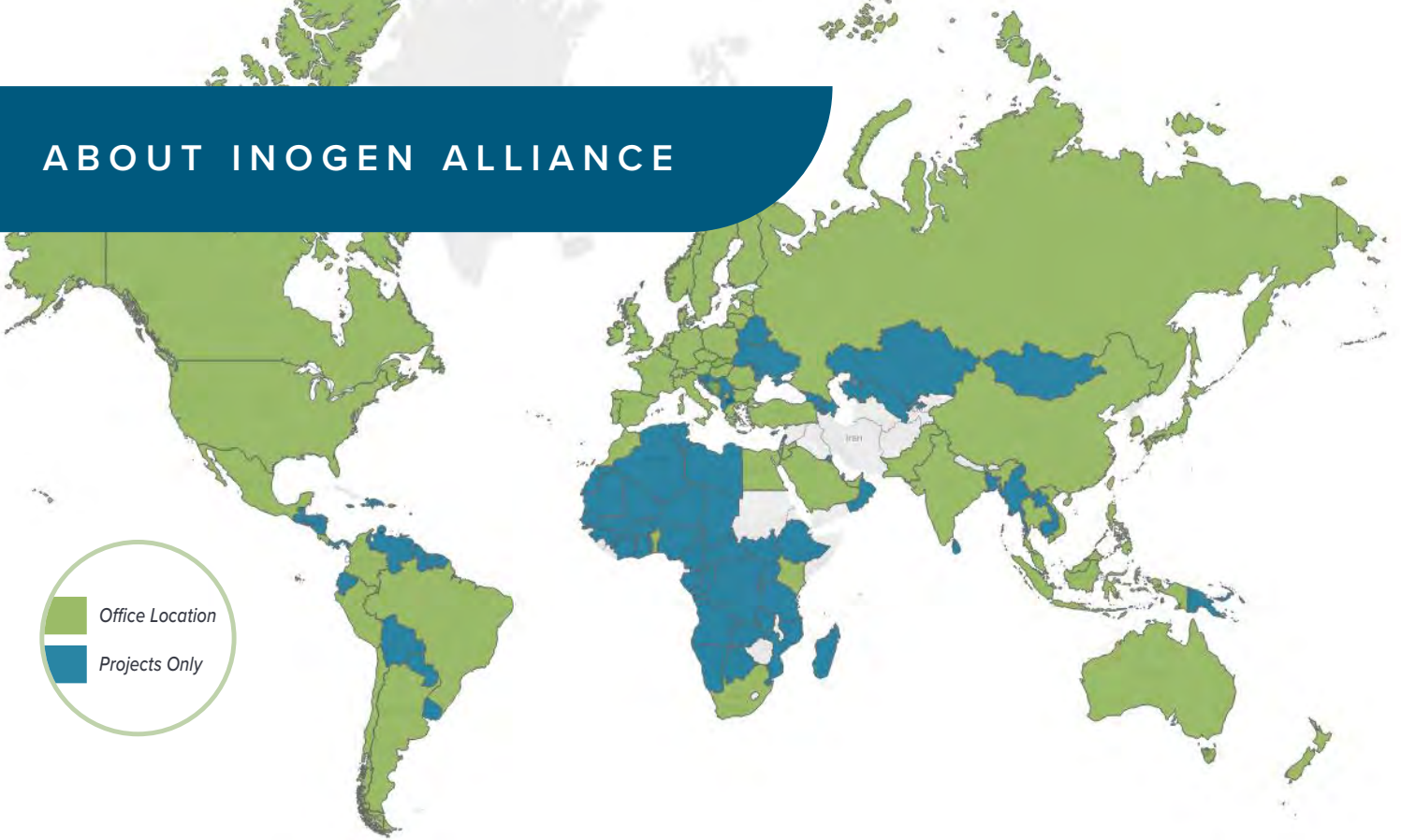
The Environment Analyst recognized Inogen Alliance among the top 30 global environmental consultancies in 2022. It is an honor to be recognized for our global reach, which contributes to the exceptional quality of services that we deliver. I'm grateful for the exemplary work of our global teams and the insights of our experts who made this achievement possible. I look forward to future Inogen Alliance successes and collaborative efforts to make local commitments a global reality for our clients and the communities in which they operate.



ANGELIQUE DICKSON
President
Inogen Alliance



ABOUT INOGEN ALLIANCE



The Inogen Alliance mission is to provide superior environmental, health, safety, and sustainability consulting expertise to global organizations.

During the past two decades, the Inogen Alliance has delivered EHS&S solutions and best practices to our global clients, demonstrating an enduring leadership at scale. Our team of 76 EHS&S consultancies, operating in over 150 countries, helps businesses stay ahead of the curve, building a more sustainable future through critical guidance and advisory services.

The Alliance offers robust EHS&S expertise and a deep understanding of the unique local business environment, cultural nuances, and regulatory landscape of each country. By working collaboratively, our Associates develop long-term, trusting relationships with our clients to support imperative EHS&S needs across their businesses. We help to resolve liabilities from the past, address current and emerging regulatory requirements, drive best-in-class EHS&S programs, and support the deployment of innovative leading practices and ambitious targets.

Our global clients represent a broad range of industries. Through ongoing partnerships over time, **our Associate teams have developed specialized industry experience in the following sectors:**

- | | |
|--|---|
|  Retail |  Mining |
|  Oil and Gas |  Manufacturing |
|  Technology |  Financial |
|  Transportation |  Chemical |
|  Real Estate |  Food & Beverage |
|  Agriculture |  Government & Public sectors |
|  Energy | |

This list is not exhaustive, and we continue to expand our client portfolio and carry our expertise forward to new sectors and business models. The depth of knowledge and diversity in our team is paramount to our success.

ABOUT INOGEN ALLIANCE

“Joining the Inogen Alliance is very exciting and enables us to access opportunities globally to work with clients on some of their biggest challenges. As well as strongly aligning with our strategic priorities and values, this partnership provides amazing professional development and project opportunities for our people. We look forward to supporting Inogen Alliance clients in New Zealand, Asia Pacific and further afield.”

RICHARD HANCY
Executive Leader –
Global
Tonkin + Taylor



In 2022, we expanded our geographic coverage through the addition of five new Alliance members to our global network.



Kenya

TONKIN + TAYLOR

With more than 60 years' experience in delivering solutions across the APAC region, Tonkin + Taylor (T+T) is widely known as New Zealand's leading environmental and engineering consultancy. T+T's core business offerings span civil, environmental, geotechnical, and water resources engineering, and they have consistently received national-level recognition and awards for their contributions to New Zealand clientele and communities within these areas of expertise.

T+T has a strong track record of collaboration with their clients and partners to deliver exceptional outcomes. They firmly believe that everyone matters and actively embrace different worldviews, including indigenous communities, through enduring relationships that deliver greater impacts.

CHARLES & BARKER LTD

Based in Nairobi, Kenya, Charles & Barker Ltd is renowned for their delivery of environmental, natural resources management, and social engineering expertise within East Africa. With a steadfast commitment to global excellence, they provide cutting-edge solutions that meet local and international best practices.

Their vision is to be a leader in their fields of practice, set the standard for excellence and remain innovative in every aspect of work. Their relentless pursuit of knowledge and collaboration with distinguished experts helps them to stay at the forefront of emerging trends and technological innovation. Charles & Barker advises corporate clients at the local and international level, delivering solutions and expertise in areas such as Environmental Resource Management, Environmental Impact Assessment, Strategic Environmental Assessment, Hazardous Materials Management, and Soil and Groundwater Investigation.

ABOUT INOGEN ALLIANCE

“Everything we do in Ayrton Group is underpinned not just by our unrivalled experience and expertise but also by our desire to add real value to our clients’ businesses. We are risk management people; we are safety people; we are people who take what we do very seriously. Our business model and philosophy are simple: regardless of what service we provide, we strive to provide our clients with the best professionals available at a competitive price.”

KIERAN LINEHAN
Managing Director
Ayrton Group



“Anew is honored to become part of the Inogen Alliance family. We are excited to work with such a diverse group of global consulting firms and to contribute our talents and expertise.”

LIDA TAN
President
Anew
Global
Consulting



AYRTON GROUP

Founded in 1993, Ayrton Group currently employs over 150 staff and associates to deliver leading safety, training, and staffing solutions to companies in Ireland. Their team of skilled professionals provide a comprehensive suite of resources to responsible businesses that embrace the need to make safety, health and welfare a top priority, ensuring not just legislative compliance and reductions in accidents/ill health but real, measurable improvements in productivity, quality and revenue growth.

ANEW GLOBAL CONSULTING LTD

Anew Global Consulting is a professional EHS and sustainability consulting firm located in China. Their team provides global and regional clients with services in EHS management, renewable energy/energy conservation, supply chain EHS and sustainability programs, chemical management and safer chemical alternative assessments, engineering-procurement-construction of pollution control facilities; environmental impact assessments; as well as environmental site assessment and remediation support. They are passionate about helping clients address environmental, health, safety, and sustainability challenges with fit-for-purpose solutions and proprietary technologies. Anew also offers proactive measures and forward-thinking strategies to help clients mitigate or eliminate future EHS&S risks.

IA PARTNERS

IA Partners provides comprehensive EHS and Sustainability Consulting services to South Korean and multinational companies located in South Korea. They offer customized industry-specific compliance insights, strategy, and best management practices with in-depth knowledge of local compliance practices and enforcement. IA Partners provide services for clients’ complete business cycles from feasibility studies, standardized EHS and ESG due diligence for new investment, operational compliance strategy, comprehensive permitting, management risks and opportunities review, and climate change transition support to divestiture.



IA Partners

ESG and Inogen Alliance in 2022

ESG is at the core of the Inogen Alliance business model and closely linked to our expertise, values, and the services that we deliver. We take pride in our efforts to prioritize ESG impacts within our own operations and Associate operations, while at the same time extending ESG guidance to our multinational and local clients. 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, as such we measure our performance in three distinct areas outlined below.

WE MEASURE OUR ESG PERFORMANCE THROUGH OUR IMPACT ON:

- *Inogen Alliance operations*
(primarily meetings and travel)
- *The activities of our independent Associates*
representing nearly 80 firms with more than 200 global offices
- *Our influence on our client partners*
to advance their company EHS&S practices

While ESG has more recently become a more critical focus for companies and society as a whole, it has been at the core of our business since our inception in 2001 with ties into every aspect of EHS&S.

During the past decade, reporting in alignment with recognized ESG reporting frameworks has become a business imperative. Furthermore, emerging legislation has taken shape, shifting certain sustainability priorities from best practices to compliance obligations. As the Corporate Sustainability Reporting Directive (CSRD) took shape and received approval by the EU Council in 2022, our teams worked diligently to ensure that our clients had the most up-to-date information to prepare for reporting compliance. Our consultant teams take tremendous pride in staying ahead of emerging requirements to equip our clients with the appropriate tools and resources to ensure conformance with legal obligations, alignment with stakeholder expectations, and progression towards their sustainability targets.

POLICY COMMITMENTS

In 2022, we reviewed the material topics embedded in our ESG Policy to ensure their continued relevance to our Associates. Those topics were identified from the materiality assessment conducted the previous year by our global ESG Subcommittee.

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 aim 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.

Our contributions to these commitment areas for 2022 can be found in the sections listed at right.

Specific Commitment Areas for ESG

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



ENVIRONMENT & CLIMATE CHANGE



DIVERSITY, EQUITY & INCLUSION



BUSINESS ETHICS & GOVERNANCE



HEALTH & SAFETY



ASSOCIATES EXCELLENCE



REPORTING & ACCOUNTABILITY



PLANET



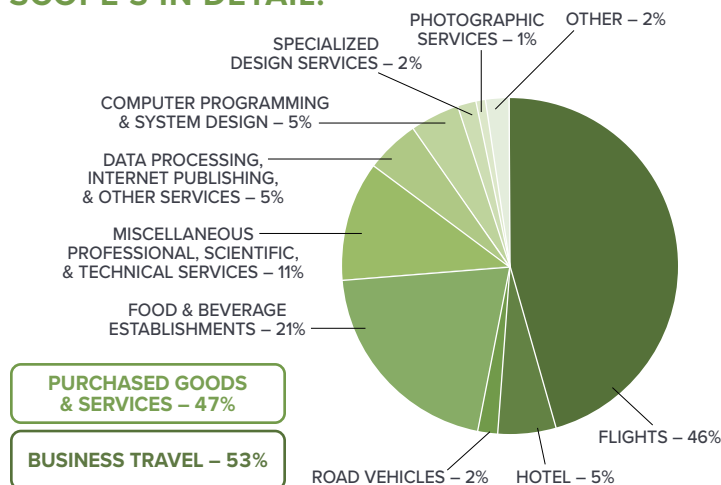
Across the Alliance, we are dedicated to minimizing adverse environmental impacts and inspiring environmental stewardship through influence on our Associate teams and clients. We partner with them to develop strategies that align with global best-in-class environmental management practices and set ambitious targets to reduce environmental impacts and associated risks. Our international teams deliver solutions at the local level in alignment with global strategic priorities. Our understanding of client-specific business operations and local contextual factors delivers unique strategic value to our multinational clients.

While we see our most significant impacts in the solutions and outcomes we deliver to our clients, we also take pride in our internal efforts to improve our environmental stewardship. In 2022, our teams made progress in measuring company-specific impacts, setting targets, and taking action within our local communities through social initiatives.

CO2 Footprint

In 2022, the Inogen Alliance aligned our carbon inventory to the GHG Protocol and improved the precision of our calculation. We previously stated our Scope 1 and 2 emissions to account for 0.23 tCO₂e. Through further examination of our process and methodology, we have determined in 2022 that the Inogen Alliance does not generate Scope 1 or 2 emissions because Inogen does not have a physical office. Appropriate allocation of Inogen Alliance emissions is more accurately attributed to Scope 3 and driven by purchased goods and services and business travel. Our 2022 Scope 3 screening exercise estimates a Scope 3 footprint of **30.54 tons of CO₂ equivalent**. Moving forward, our priority as an alliance is to continue to improve our calculation methodology and take deliberate actions to reduce emissions associated with Inogen Alliance activities.

SCOPE 3 IN DETAIL:



INOGEN ALLIANCE CARBON FOOTPRINT		
SCOPE	U.o.M.	SCOPE
SCOPE 1		N.a.
SCOPE 2		N.a.
SCOPE 3		30.54
CO ₂ Intensity (per dollar spent)	t. CO ₂ e	0.000081



Travel

Our semi-annual global Associate conferences serve as a platform for strategic conversations and alignment. In 2022, our teams reconvened for in-person meetings after a temporary pause and shift to virtual meetings during the COVID-19 pandemic. Through face-to-face interactions, we have bolstered trust and understanding among international teams and created further opportunities for cooperation. We change the country location of each Inogen Alliance meeting to provide all Associates the opportunity to host their global colleagues, share knowledge and local best practices. We plan with intention to ensure that our meetings are inclusive and intermittently more accessible to our dispersed global teams. Our 2022 meetings were held in Spain and the United States.

We prioritize venues with best-in-class sustainability practices. In Blanes, Spain we held our meeting at a local sustainable fishery wharf, the Grenyal. We deliberately selected this vendor based on their commitments to sustainable fishing practices, direct farm-to-table sourcing, and initiatives to reduce food waste through community donation programs.

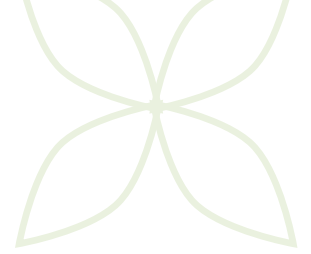
In San Francisco we hosted our meetings at the Argonaut hotel. We selected this venue based on their best practices in energy and water efficiency, clean chemical use, and avoidance of landfilled waste.

Core leadership team travel accounts for a substantial portion of Inogen Alliance GHG emissions. To reduce the carbon footprint, we aim to minimize the number of connecting flights to the extent possible and when flights are required, we prioritize economy class. When possible, we prioritize trains and ground transportation over air travel. Our Associate companies include team travel to Inogen Alliance meetings in their respective company reporting.

The Inogen Alliance has developed internal guidance to encourage responsible travel decisions and mitigate the associated climate impacts. This guidance includes a travel decision tree which recommends virtual meetings in cases that travel is not a business imperative. When travel is essential, our travel guidance directs Associates to eco-certified hotels. Our meeting planning committee leverages our travel guidance to guide decision-making processes associated with the selection of responsible venues and local vendors.

Collective Impact

Our Associates consistently show the value of partnering across global teams to meet client needs. In 2022, we recognized an opportunity to expand team engagement and cooperation through focused internal working groups. *The aim of Inogen Alliance Working Groups is to build understanding of market trends, business development priorities, and to encourage practitioner collaboration and thought leadership.*



Inogen Alliance Working Groups

Energy Transition Working Group

This group re-launched during Q4 of 2022 with a renewed purpose and direction focused on sharing technical case studies, developing qualification packages, building understanding around how Associates are developing strategy around the energy transition market, and collaborating with clients. *“Our group of over 50 professionals representing 20 different companies are committed to establishing Inogen Alliance as a global leader in the energy transition marketplace.”*

– BILL MACDONALD

Energy Working Group Leader *Antea Group USA*

Sustainability Working Group

Sustainability consulting services have been a higher priority in recent years due to regulatory and other contextual pressures. To ensure that we are meeting client needs, Inogen Alliance identified key topics within our service portfolios which matched both our clients’ needs and the strong basis of our collective experiences. In 2022, we introduced a common way of “thinking sustainability” into our worldwide Alliance as a crucial step to become a serious player in the market of sustainability and decarbonization services. However, we are aware that this is just the beginning of a long journey towards a different kind of economy and society as a whole. *“We are ready to take over our important role as guides for our clients through the newly developing jungle of stakeholder requirements and legal constraints. We perceive these years as an extremely challenging and productive era for the necessary changes.”* – CHRISTIAN PLAS

Sustainability Working Group Leader *denkstatt, Austria*

Water Working Group

Currently represented by a total of 25 Associates, the Water Working Group has been fundamental to truly understand the capabilities of Inogen Alliance in the water sector. *“The execution of monthly drumbeat calls focused on sharing project case studies, collaboration opportunities, and specific tools to deploy at the international level is leading to a growth of the Water*

Working Group, as is the coverage of projects that we are carrying out together.” – BEATRICE BIZZARO
Water Working Group Leader *HPC Italy*

Remediation Working Group

The Remediation Working Group had a strong 2022 with around 25 members co-ordinating joint project opportunities, sharing knowledge, and inputting new ideas to position our services externally. The working group members participated in monthly meetings which each included a case-study or methodology presentation by an Associate, along with internal updates. *“A webinar on PFAS was held in December. We welcomed new regions (Australia, Singapore, and the US) to the Working Group as it continues to grow.”* – HEIKKI KALLE

Remediation Working Group Leader *DGE, Estonia*

Global Marketing Working Group

Our Global Marketing Team representing 20 countries helps position Inogen Alliance as a global leader in EHS&S consulting services. This group meets regularly and provides key local insights to our global strategies leading to growth in digital relevance and presence, creates engaging content, shares knowledge in local marketing strategies and tools, and more. *“The purpose of this team is to increase brand awareness to lend credibility to all members of Inogen Alliance, resulting in enhanced global reputation.”* – KATE ASLESON

Marketing Director *Inogen Alliance*

Our Working Group initiatives brought about the launch of our internal Sustainability Expert Practitioner Roundtable series. Our Roundtable events bring together sustainability subject-matter experts from around the globe for targeted panel discussions related to our expertise and service offerings.

Bi-monthly 2022 roundtable topics included Carbon Footprinting, Corporate Reporting and Disclosure, Biodiversity, Zero Waste to Landfill, and Water Stewardship. Each session featured leading experts from multiple global teams who discussed core priorities, service-offerings, client needs, challenges, related emerging legislation, and anticipated future developments within their field.

Thought Leadership

In 2022, a short documentary, [*The Road to a Sustainable Future*](#) with TBD Media Group, showcased the EHS&S leadership and expertise of the Inogen Alliance in our delivery of climate-related solutions to multinational clients. The [*Global Thought Leader Series*](#) was published on [*CBS News*](#), [*The Independent*](#), and [*Gulf News*](#). This campaign celebrated excellence in innovation and our Associate company contributions to dynamic and resilient business practices. TBD Media Group documentaries explore forward-thinking strategies and feature international executives, entrepreneurs, and leading figures spearheading the many changes needed in our way of producing, buying and disposing of products and services. Focal points of the documentary series align with core mission of the Inogen Alliance: to make the world a safer, cleaner, and more sustainable place.



Participation in the Global Thought Leaders documentary series brought together many Associate companies to co-sponsor, share our unique local perspectives and project examples together at a global scale.

In addition to the short documentary, Inogen Alliance published 20 external articles on the website focusing on sustainability or ESG related topics to share knowledge and thought leadership as a leading industry provider of EHS&S services worldwide.

PLANET



The denkstatt team

Associate Impact

The Inogen Alliance is committed to reducing our adverse environmental impacts and to making a positive impact within our respective local communities. In 2022, our Associates actively engaged in pro-bono work, volunteering efforts, and other initiatives aligned with our common goals. This section includes select examples of local initiatives driven by our global teams.

Antea Group Netherlands has decreased their overall travel footprint by more than 40% compared to their 2019 baseline, supporting scope 3 reduction in their overall company GHG footprint. The Netherlands team is committed to a fully electric and sustainable fleet of company-owned vehicles for local field work and business purposes. In 2022, electric vehicles comprised 47% of their business fleet and hydrotreated vegetable oil (HVO) diesel was piloted for use in their remaining internal combustion engine company vans.

denkstatt Romania is committed to sustainable options for company-owned vehicles. Their teams use one electric car, and a second car compliant with the requirements of the Euro 6 light-duty emission type-approval. In 2022, denkstatt Romania made a pledge under the European Climate Pact movement, contributing to the goals of the European Green Deal to support Romanian universities with climate and sustainability strategies.

DGE Group prioritized green procurement in 2022. When purchasing new products, eco-labels and/or other environmental criteria were considered and used to inform product selection. The DGE team uses only FSC-certified paper and paper products for their business operations. They source recycled office furniture, reused workwear, and repurposed used kitchen towels and cloths for cleaning pumps.

HPC France also revised their purchasing process favoring second-hand equipment for office equipment and mobile phones. In one location they have an in-house composter for food waste and a small vegetable garden. Starting in 2022, HPC Italy supplies its offices in Milan using 100% certified clean electricity generated from renewables, saving **145,9750 tons of CO2 emissions**.

MediTerra Spain renovated their offices in 2022 using 100% green energy. A new climate control system was installed which is 40% more efficient than the previous system.

Peter J Ramsay & Associates Australia conserves energy throughout their business through a preference for renewable sources of energy, re-use or recycling of materials, and ensuring environmental criteria are applied to the procurement of goods and services in their day-to-day activities.



Supporting Our Clients

Our experts across the Alliance drive transformative change across functions, encompassing everything from construction projects and facility acquisitions to ongoing operations and asset decommissioning. Our solutions span the energy-water-waste nexus. We deliver GHG Inventories and lifecycle assessments with precision, in alignment with international standards and best practices. We encourage our clients to report with transparency, and provide guidance and expertise to support their alignment with recognized standards and frameworks such as the Global Reporting Initiative (GRI), CDP, and The Task Force on Climate-Related Financial Disclosures (TCFD). We encourage and guide our clients to act as environmental stewards and support client ambitions to set credible Science-based Targets. We take a holistic approach to water stewardship, encouraging our clients to both manage their facility impacts as well as assessing broader watershed impacts in alignment with the Alliance for Water Stewardship (AWS). Our teams support client waste minimization efforts through hazardous waste compliance support, waste stream mapping, and gap analysis of client facility performance towards Zero Waste to Landfill ambitions. We also support clients in remediation of soil and groundwater and cleaning up sites to be more sustainable for future use.

The Inogen Alliance core mission is to empower our clients in shaping a sustainable future. We excel in delivering tailored solutions. Together, with our clients and partners, Inogen Alliance works towards systemic change that benefits business growth, sustainability, and resilience.

The case studies on the following page highlight a few select examples of Inogen Alliance collaborative efforts to support our clients.



Antea Group
France in
Guadeloupe

CASE STUDY:

**Trichloroethylene (TCE)
Remediation in Qingdao, China**

ANTEA GROUP *(France)*

ANEW GLOBAL CONSULTING *(China)*

In 2022, Anew Global and Antea Group France led a project to remediate TCE contamination in groundwater for a large French multinational client. They used Multi-phase Extraction (MEP) and In-Situ Chemical Reduction (ISCR) techniques to complete the work at the project site in Qingdao, China.

While the remediation work was in progress, heavy rainfall during the injection of the reducing agent caused a significant 4m rise in groundwater level. The team effectively addressed this issue by implementing appropriate measures to mitigate potential negative impacts.

Strict COVID-19 lockdown measures in China also posed challenges to the project team. Working methods were adapted and local knowledge applied to ensure the safe and successful delivery of the project.

The project was successfully delivered through the cooperation between Antea Group France and Anew Global Consulting through Inogen Alliance. As a local consultant, the Anew Global Consulting team was familiar with the local environment and regulations, and was able to be on-site during strict Covid-19 lockdown restrictions.

This project shows the unique capacity of Inogen Alliance to conduct projects abroad using a collaborative global approach and delivering local results.

CASE STUDY:

**EU Energy Efficiency Directive
(EED) Audits for a
Global Technology Retailer**

DELTA-SIMONS *(United Kingdom)*

HPC *(Germany, Italy)*

DENKSTATT *(Austria)*

In 2022, four Associates collaborated to support energy audits for a client's European facilities, as part of their obligations under the EU Energy Efficiency Directive (EED).

Inogen Alliance provided the client with initial scoping assessments of each EU legal entity to determine national-level compliance obligations.

Then, Associate teams carried out further assessments of client operations, assets, and energy billing arrangements to understand the extent and nature of the energy audits required. After determining the optimal cost-effective sample of energy audits for the client's needs, on-site energy audits were carried out at the appropriate client sites. In addition, the team performed desktop transport audits of vehicle fleet and employee mileage. Site-specific reports were presented in the local language where facilities were located, and an executive summary in English was delivered to client senior management in the United States.

While the project focused on supporting client legal compliance with the EU Energy Efficiency Directive, client operations also saw benefits from energy and cost savings. Energy savings from the reported recommendations resulted in cost savings of \$500,000 per year. When extrapolated across the client's entire global portfolio, the savings could exceed \$6M annually.

PEOPLE



Girona group

Our people bring skill, ingenuity, and integrity to our business and are vital to our success as professional services firms. We take deliberate efforts to invest in our people, recognize their contributions, and promote a culture of inclusion and engagement. Our commitments to Diversity, Equity & Inclusion (DEI) and Health & Safety can be found in the Inogen Alliance [ESG Policy](#).

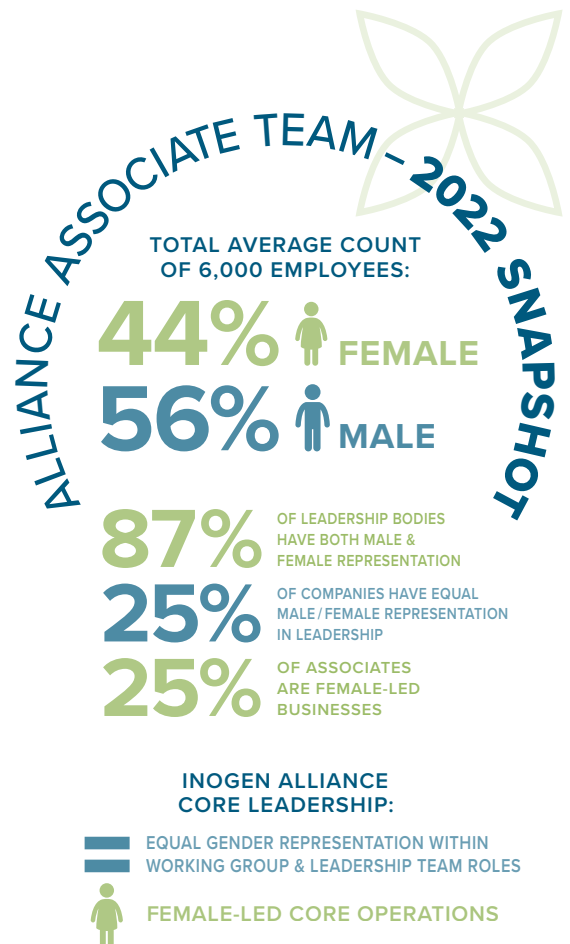
Collective Impact

“The Health & Safety Working Group has provided a platform for practitioners to share local concerns, collaborate on work, and improve services to clients by cross-sharing strategies and best practices. The group also creates opportunities to virtually connect with members across the globe.” – KYLLE BARRIEAU H&S WG

As a global Alliance, our collective impact on talent management and social topics cascades across our autonomous Associate teams. We look beyond Inogen Alliance core operations to our global Associates to measure and understand our current performance in diversity, training, and health and safety issues. We have begun collecting more robust social data from our associates on an annual cadence to support greater Alliance alignment on social best practices and targets, and look forward to reporting quantitative progress in our future ESG reports.

Training is a key part of investing in employees, driving stronger engagement, and reinforcing best practices among our Associates and their talent. In 2022, 75% of Associate companies provided training for their employees.

We stand by the successes delivered by the Inogen Alliance, and we are committed to investments in diversity, professional development, and on-the-job safety to improve the workplace environment and working experiences for team members across our network.



Associate Impact

Our commitment to ensuring safe, healthy and equitable environments, and to making a positive impact extends to our respective local communities. In 2022, Inogen Associates actively engaged in pro-bono work, volunteering efforts, and other initiatives aligned with these values.

This section includes select examples of employee and community-engagement initiatives driven by our global teams –

Ayrton encouraged employee support to vulnerable groups by allocating employee volunteer hours to benefit Ukrainian refugees. To support their valued internal team members, Ayrton commits to a flexible workplace for families. During the summer, employee schedules are organized into a 4-day work week. This modified schedule helps employees manage competing priorities when schools are closed, which may result in additional childcare needs.

Antea Group Netherlands donated 290 laptops to schools and refugees, providing access to education and resources.

ESD China Ltd. established the ESD Student Assistance Fund for the College of Urban and Environmental Sciences at Peking University to make higher education more accessible to students from low-income households.

HPC supports Viva Con Agua in Uganda to preserve natural water catchments, and build clean water wells, toilets, and washrooms for schools and local hospitals. Through the same organization, they also contribute to clean water supply in Tanzania with rainwater collection systems and training courses at schools. In addition, HPC Italy donated refurbished phones and computers to a local NGO in Togo for use in a newly established high school computer lab. This initiative provided 920 students with access to IT devices to support their learning and education.



Global Associates meeting

Thought Leadership

Inogen Alliance published insights related to diversity and cultural nuances in global teams with an article based on our internal training of [The Importance of Understanding Cultural Awareness and Diversity in Global Business](#). We encourage our clients and global businesses to see the unique value in the diversity of our global teams. We refine our communication and management practices to accommodate differing strengths and preferences so that all global voices are heard and valued.

Supporting Our Clients

Together with our clients and partners, Inogen Alliance works towards systemic change in supporting healthy, safe, and equitable work environments.

The case studies on the following page highlight select examples of Inogen Alliance collaborative efforts to support our clients.

CASE STUDY:

EHS Support for a global company

ANTEA GROUP (USA)

DELTA-SIMONS (United Kingdom)

ESC (Singapore)

A long-term Inogen Alliance client grew exponentially over the past decade but was operating with a disproportionately small core team of EHS staff, responsible for all global EHS programs. Given the growth of their organization, the client core EHS team struggled to manage the competing priorities of overall strategic development and day-to-day operational needs. They needed to make a business case for additional EHS headcount and emphasize the vital importance of EHS to leadership. To do so, they requested Inogen Alliance support with temporary staff to alleviate capacity pressures within their team. Inogen Alliance also supported with the development of a roadmap for client internal EHS initiatives and programs.

Antea Group, Delta Simons (UK), and ESC Singapore collaborated to source EHS professionals to support client operations in the Americas, APAC, and EMEA. We provided several key staff resources for the client to interview, evaluate, and then select the best fit based on the needed expertise and cultural fit.

The Inogen Alliance staff integrated quickly to develop a roadmap to outline the strategy for foundational EHS programs and employee-facing initiatives. Over 15 measurable key performance indicators were identified to track and demonstrate progress. After six months, the team reported substantial progress.

The client was impressed with the success and extended the contract a further 12 months. The client's EHS team received recognition and validation from upper management, further cementing the critical role of EHS within the organization.

CASE STUDY:

Environmental, Health and Safety (EHS) and Aspect and Impact (A/I) Assessments for a Global Luxury Retailer

ANTEA GROUP (USA)

SPENCER OLDHAM (South Africa)

PACIFIC RISK (Thailand)

CLEANTECH (Vietnam)

DELTA-SIMONS (United Kingdom)

The Inogen Alliance conducted Environmental, Health and Safety (EHS) and Aspects and Impact (A/I) Assessments for their client's facilities within the jewelry supply, diamond supply, and distribution/logistics segments. These assessments were the first steps toward developing ISO 14001 and ISO 45001 management system frameworks at their facilities.

Prior to the assessment, the Inogen Alliance and the client conducted a project kickoff to discuss the assessment schedule, develop a risk ranking and scoring framework, and agree on the overall approach for the A/I deliverable template and feedback system. Fifteen client facilities across seven countries were identified for assessment to better understand global aspects and impacts.

This project took 16 months and included pre-visit calls for each assessment, pre-visit questionnaires corresponding to each facility, facility assessments and the subsequent reporting and reviews. Upon completion of the project, we delivered a facility A/I assessment and summary report for each site. This project provided the client with the foundation to implement a management system with ISO framework.

GOVERNANCE



*Inogen Alliance
Board of Directors*

Governance

Under the pillars of Business Ethics & Governance and Reporting & Accountability, we maintain a solid internal framework to guide ethical operations and transparent reporting. Every Associate has a signed contract with Inogen Alliance which encompasses a Policy Statement regarding courtesies, gratuities, anti-bribery, combating corrupt activities, and ensuring information security. Instituting these policies for all our independent Associates is paramount for Inogen Alliance, given their direct influence on consistent service delivery to our global clients. To onboard genuine, value-centric, and credible companies into our network, we've implemented a rigorous due diligence protocol. This process, often extending to nearly a year, precedes the official induction of new Alliance members and evaluates elements such as ethical adherence, regulatory compliance, data safeguarding, excellence in project delivery, services, and risk oversight.

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.

*“Being a member of the Board of Directors of the Inogen Alliance has been invaluable for my career in that it has provided me with a diverse and international perspective that I would not have obtained elsewhere. In addition to the embedded cultural diversity, Inogen Alliance has a strong component of female leadership throughout the organization which has been empowering to witness and participate in.” – JENNIFER O’GRADY
President, Terrapex Canada*

GOVERNANCE



Operating Structure – CONTINUED

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 three years as of 2022. 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, Kate Asleson**. The operational structure of the Alliance is supported by working groups, focused on both services and industries providing a base of experts globally.

Internal ESG Structure – The Alliance has established three internal committees to support innovation, knowledge-exchange, and the advancement of Alliance programs.

Our **Sustainability Steering Committee** was established in 2020 and continued to gain momentum in 2022. Comprised of a core group of ESG leaders, the Sustainability Steering Committee drives the future direction of ESG within the Alliance. The Steering Committee looks to emerging needs and priorities for our clients and identifies opportunities to expand our solutions.

The **ESG Subcommittee** leads Inogen Alliance internal ESG programs, including the development and routine review of the ESG Policy, ESG Reporting, Materiality, and GHG Inventory.

Inogen Alliance Sustainability Stewards are a group of ESG expert practitioners that convene to share their leading insights and support knowledge sharing and internal capacity building.

Learn more about [*Inogen Alliance Leadership*](#) on our website.

**BOARD OF DIRECTORS /
BOARD COMMITTEES**

PRESIDENT

LEADERSHIP TEAM

WORKING GROUPS

Inogen Alliance ESG Plans and Ambitions

As ESG and sustainability have become a core imperative, our Inogen Alliance teams are making deliberate efforts to establish and evolve proactive ESG programs that align with our collective values and ambitions. These efforts are primarily channeled into three dimensions:

- **Inogen Alliance Core ESG Program**
- **Inogen Alliance Associate ESG Excellence**
- **Inogen Alliance ESG Influence and Thought-Leadership**

Inogen Alliance Core ESG Program

In 2023, we will conduct a double-materiality assessment to examine our impacts and establish a list of material topics to guide our future ESG commitments, strategy, and reporting. We see this as a critical milestone in the development of our long-term ESG strategy, and in the refinement of our internal programs and performance measurement.

Inogen Alliance ESG Excellence

There is variability in the ESG programs and priorities across our global network. In our service offerings, we strive to deliver excellence and leading EHS&S practices for our clients. We also work towards alignment on internal programmatic ESG priorities material to our teams and to our stakeholders.

ESG alignment of 76 independent entities of different sizes, governance, and unique regional and local contexts is no small feat. Our Associate teams have varying levels of maturity on their sustainability journey, and we are proactively working towards increased engagement and capacity building. In 2023, we will begin to collect ESG-related data from our Associates which will be further expanded after the completion of our comprehensive Inogen Alliance materiality assessment. Our aim is to identify the most effective and practical approach to alignment around ESG material topics for all global teams in a way that will demonstrate leadership to our stakeholders and reduce harmful ESG impacts from broader Inogen Alliance operations.

Inogen Alliance ESG Thought Leadership

Moving forward, we plan to introduce additional engagements to expand dialogue around ESG within the Inogen Alliance. Our intent is to leverage the transformative competencies of our leading global experts, build our collective skills, and demonstrate our global leadership as an Alliance through knowledge-exchange. This leadership manifests through our delivery of webinars, involvement in targeted collaborative engagements, conferences, and thought leadership articles and promotions. We are passionate about driving positive change and eager to use our global collective dexterity to inspire action.

IN CLOSING

As the Chair of the Board of Directors for the Inogen Alliance, it is with immense pride and optimism that I reflect on the journey we've undertaken in this second ESG report. Our theme, *"Making Global Commitments a Local Reality,"* resonates deeply with our mission to drive meaningful change worldwide.

In the ever-evolving landscape of EHS&S consulting, we recognize that our greatest impact lies in bringing together our diverse teams for greater collective impact. The power of our global collaboration has been central to our achievements. We've transformed ideas into actions, making strides towards a more sustainable, equitable, and healthier world. By weaving together the expertise of our diverse Associates, we create a brighter world for our clients and for our Inogen Alliance Associates.

While we have achieved significant milestones since the inception of our ESG policy in 2021, I recognize there are many areas where we can continue our ESG journey and strengthen the Alliance. The challenges the world faces today are vast, and we have a unique and distinctive role in tackling those challenges with focus and purpose. I am confident that the Inogen Alliance President, Leadership Team, and Board of Directors will guide our Alliance with wisdom and foresight as we continue in the next steps of our ESG journey.

Sincerely,



PEYLINA CHU
Chair of the Board of Directors
Inogen Alliance



San Francisco
group photo

IN CLOSING

OUR ASSOCIATES:

- 2U1K Turkey
- AGEA Chile
- Anew Global Consulting
China
- Antea Group Belgium
- Antea Group Benin
- Antea Group Brazil
- Antea Group France
- Antea Group Netherlands
- Antea Group USA
- Ayrton Group Ireland
- Baden Consulting
Switzerland
- Branan Environment Russia
- Brown and Green
Philippines
- CAO Consultores Colombia
- CDG Environmental
Advisors Costa Rica
- Charles & Barker Ltd
Kenya
- Chola MS Risk India
- CleanTech Vietnam
- DBV Consulting Portugal
- Delta-Simons Ireland
- Delta-Simons UK
- Denkstatt Austria
- Denkstatt Bulgaria
- Denkstatt Hungary
- Denkstatt Romania

(CONTINUED...)



Global Associates Spain Meeting



ESC
Singapore



Anew
China



Ingogen Alliance
Water Working Group



Antea Group
USA

IN CLOSING

OUR ASSOCIATES:

- Denkstatt Slovakia
 - Denxpert Hungary
 - DGE Group Denmark
 - DGE Group Estonia
 - DGE Group Finland
 - DGE Group Latvia
 - DGE Group Lithuania
 - DGE Group Norway
 - DGE Group Sweden
 - EAS Peru
 - ELPS South Korea
 - Environmental Sustainable Development (ESD) Israel
 - Envirosolutions & Consulting (ESC) Indonesia
 - Envirosolutions & Consulting (ESC) Malaysia
 - Envirosolutions & Consulting (ESC) Singapore
 - ESD Group China
 - GeoScience Associates Pakistan
 - GEOtest Bosnia & Herzegovina
 - GEOtest Czech Republic
 - GEOtest Mongolia
 - GEOtest Slovakia
 - GreenCo Argentina
 - HPC Austria
 - HPC France
 - HPC Germany
- (CONTINUED...)



HPC
Germany



Leadership
team



Delta-Simons
UK



HPC France,
Germany
& Italy



ELPS
South Korea

IN CLOSING

OUR ASSOCIATES:

- HPC Italy
- HPC Kosovo
- HPC Poland
- HPC Spain
- HPC International / France
- IA Partners South Korea
- Integral Consult Egypt
- MediTerra Spain
- Miguel Rubio & Associates
Puerto Rico
- Pacific Risk Advisors
Hong Kong
- Pacific Risk Advisors Thailand
- Paseco Greece
- Performance Qualite Morocco
- Peter J. Ramsay & Associates
Australia
- Propharm Japan
- Redlog Saudi Arabia
- Redlog UAE
- Roc One USA
- RSJ Technical USA
- SETTEC Egypt
- Spencer Oldham
South Africa
- Tero Hub Mexico
- TerraOryx Jordan
- Terrapex Canada
- TESC Taiwan
- Tonkin + Taylor
New Zealand
- Tryskele
Canada



Integral Consult
Egypt



Terrapex
Canada



Working Group
leaders

Antea Group
Belgium



Questions or assistance please contact:

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