



**FROM
Local Actions
TO
Global Change**

ESG Report 2023



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About This Report – The Inogen Alliance annual ESG report covers the period from January 1, 2023, to December 31, 2023, and has been approved by the Alliance Board of Directors. The Inogen Alliance consists of the head entity Inogen Environmental Alliance Inc., the Board of Directors, the Leadership Team and the network of business Associate firms from around the globe.

This report covers the associated operational impacts of Inogen Environmental Alliance Inc. Details related to Associate engagements and collaboration across the Inogen Alliance network are also included. Details and impacts related to Associates’ own operations fall within the scope of the individual Associates and are reported in the respective reports of each individual Associate entity.

The report has been prepared with inspiration from the GRI Standards (2021).



HIGHLIGHTS OF THE YEAR

\$2.45B
GROUP
TURNOVER
IN 2023

**LEADING
E&S
COMPANY
IN
EASTERN
EUROPE/
RUSSIA***

*BASED ON
ENVIRONMENTAL
ANALYST
MARKET ASSESSMENT
2022/2023

10
DIFFERENT
NATIONALITIES
IN BOARD OF
DIRECTORS

UPDATED MATERIALITY
ASSESSMENT

10 DIFFERENT NATIONALITIES
IN BOARD OF DIRECTORS

THOUGHT
LEADERSHIP
CAMPAIGNS
WITH
BBC
STORYWORKS
AND
THE ECONOMIST

+6000
PROFESSIONAL & PASSIONATE
CONSULTANTS
COLLABORATING IN THE ALLIANCE

64% WOMEN
IN THE LEADERSHIP TEAM

10
GLOBAL
WORKING
GROUPS

7 DIFFERENT NATIONALITIES
IN LEADERSHIP GROUP

30 **ALLIANCE FOR
WATER STEWARDSHIP**
ACCREDITED ASSOCIATE FIRMS –
(THE HIGHEST NUMBER OF AWS CERTIFIED
SPECIALISTS OF ANY CONSULTANCY)

OUR MISSION AND VALUES

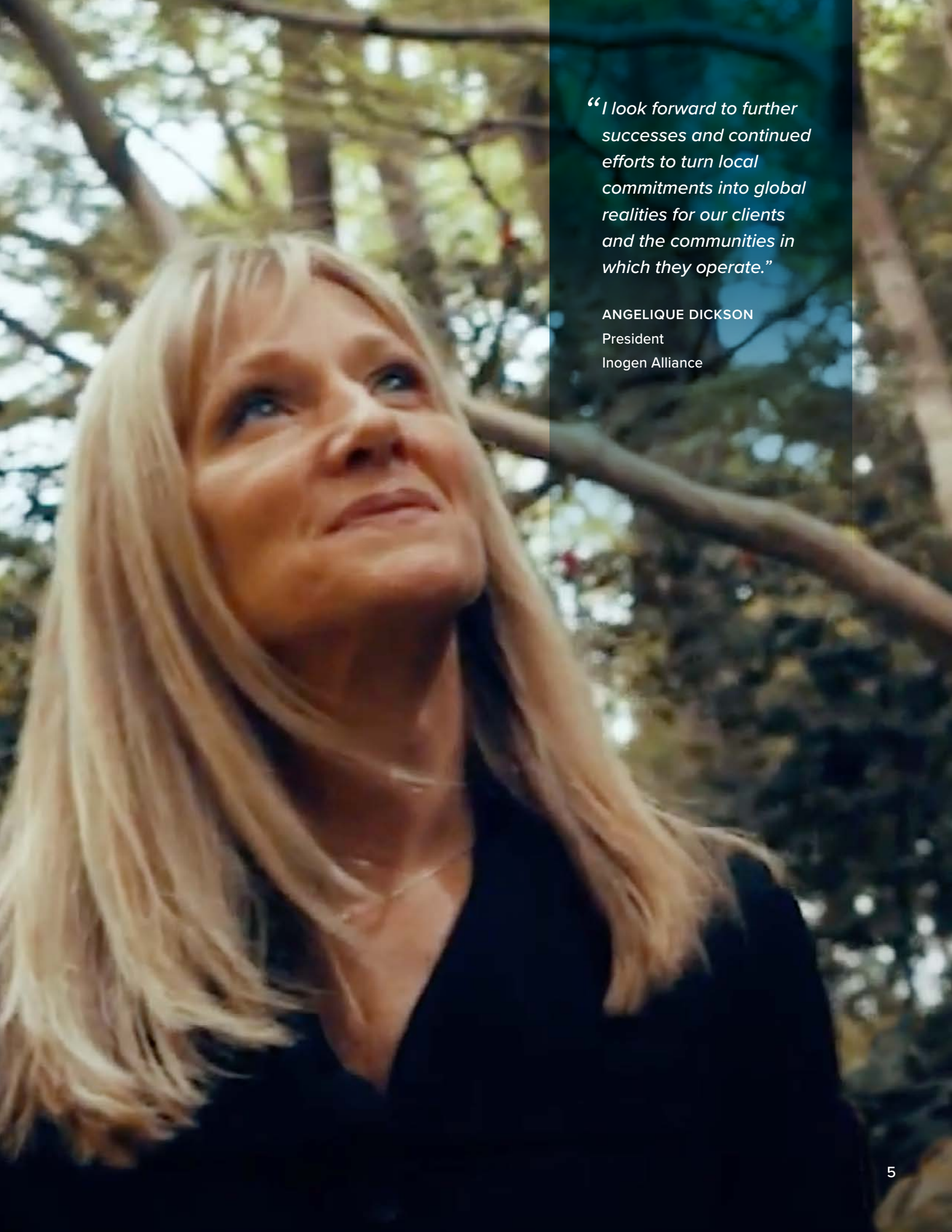
Our Mission is to provide superior environmental, health, safety, and sustainability consulting expertise to global organizations.

We are a tight-knit group of business Associates who trust each other, choose to do business together, and are bound by a common commitment to provide high-quality EHS consulting services around the world.

A strong team is critical to success within any organization, and at our core, we are a group of highly committed and competent consultants who believe in our mission to provide superior environmental, health, safety, and sustainability consulting expertise to global organizations through our partnership.

Our core values (trust, respect, collaboration, and integrity) are the foundation of what makes the Inogen Alliance work.





“I look forward to further successes and continued efforts to turn local commitments into global realities for our clients and the communities in which they operate.”

ANGELIQUE DICKSON
President
Inogen Alliance

FROM THE PRESIDENT

I am pleased to share the third annual Inogen Alliance Environmental, Social, and Governance (ESG) Report. I'm proud of the inroads our teams have made during the 2023 calendar year and look forward with optimism to our deepening partnerships that continue to drive progress for our best-in-class multinational clients and the broader global EHS&S community.

Our teams take immense pride in our partnership as an interconnected global Alliance. In November 2023, Associates from four of our global teams: Integral, Tonkin + Taylor, Antea Group Brazil, and Sustainera joined the United Nations Climate Change Conference (COP28) and represented the Inogen Alliance global team in Dubai. During this engagement, our team hosted an event titled "Practices to Strengthen Financing for Climate Transition through Public and Private Interventions," and delivered thoughtful insights from differing geographical perspectives on climate change mitigation to COP attendees.

Beyond our contributions at COP28, our team joined BBC's "The Climate and Us" series, which focused on the health impacts of climate change. The series highlighted both the direct and indirect effects that natural disasters such as floods and cyclones have on communities and health systems. As a part of this engagement, our global teams shared case studies and insights from their localized efforts to build climate resilience within their communities.

The Inogen Alliance was also featured as a global EHS&S leader in the Vision 2045 campaign with The Economist. During this engagement, we were proud to share how we guide multinational companies, particularly in the APAC region, through collaborative approaches that emphasize sustainability as a shared responsibility and opportunity for innovation.

The Alliance consistently ranks among the top 30 environmental consultancies by the Environment Analyst, reflecting the exceptional quality of our services

I'm deeply grateful for the dedication and expertise of our global teams, whose collaborative efforts have made this recognition possible. As we move ahead, I look forward to further successes and continued efforts to turn local commitments into global realities for our clients and the communities in which they operate.



ANGELIQUE DICKSON
President
Inogen Alliance

ABOUT INOGEN ALLIANCE

Our Associates

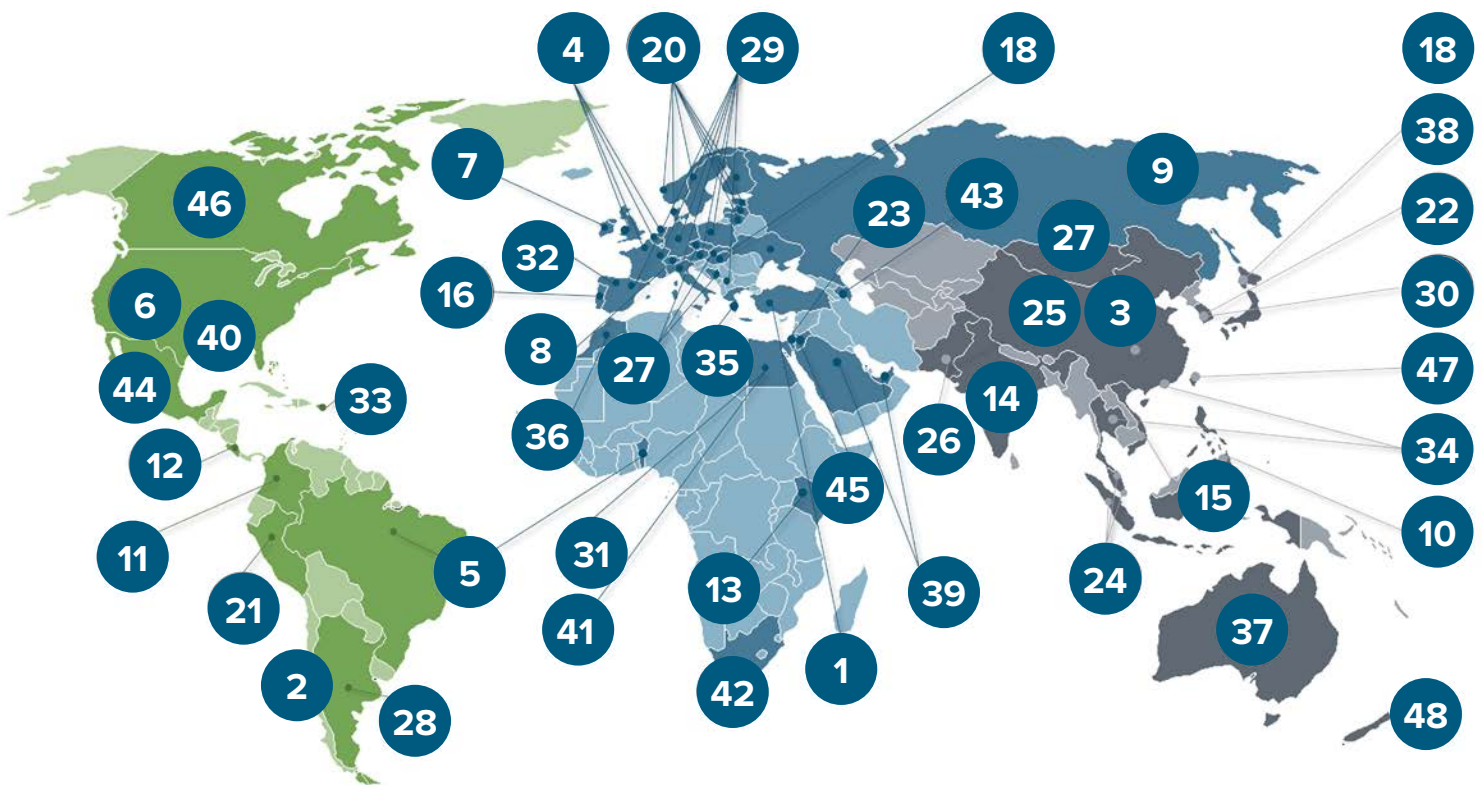
Our Associates deliver EHS&S solutions and support leading practices for our clients in more than 150 countries. Through a single Associate point of contact, our clients can benefit from the full geographical coverage of our global network, a unique differentiator for global teams looking to align and drive consistency across regional or local operations.

70+
ASSOCIATE FIRMS

60+
COUNTRIES

200+
OFFICES

6000+
CONSULTANTS



- 1 2U1K Turkey
- 2 AGEA Chile
- 3 Anew Global Consulting China
- 4 Antea Group (Belgium, France, Netherlands)
- 5 Antea Group Brazil
- 6 Antea Group USA
- 7 Ayrton Group Ireland
- 8 Baden Consulting Switzerland
- 9 Branan Environment Russia
- 10 Brown And Green Philippines
- 11 CAO Consultores Colombia
- 12 CDG Environmental Advisors Costa Rica
- 13 Charles & Barker Kenya
- 14 Chola MS Risk India
- 15 Cleantech Vietnam
- 16 DBV Consulting Portugal
- 17 Delta Simons United Kingdom

- 18 Denxpert Hungary
- 19 Denkstatt (Austria, Bulgaria, Hungary, Romania and Slovakia)
- 20 DGE Group (Denmark, Estonia, Finland, Latvia, Lithuania, Norway, Sweden)
- 21 EAS Peru
- 22 ELPS South Korea
- 23 ESD Israel
- 24 ESC (Indonesia, Malaysia, Singapore)
- 25 ESD China
- 26 GeoScience Associates Pakistan
- 27 Geotest Czech Republic
- 28 Greenco Argentina
- 29 HPC (Austria, France, Germany, Italy, Kosovo, Poland, Spain, France)
- 30 IA Partners South Korea
- 31 Integral Consult Egypt
- 32 Mediterra Spain

- 33 Miguel Rubio & Associates Puerto Rico
- 34 Pacific Risk Hong Kong and Thailand
- 35 Paseco Greece
- 36 Performance Qualite Morocco
- 37 Peter J Ramsay & Associates Australia
- 38 Propharm Japan
- 39 Redlog Saudi Arabia and UAE
- 40 ROC One USA
- 41 SETTEC Egypt
- 42 Spencer Oldham South Africa
- 43 Sustainera Solutions, Azerbaijan
- 44 Tero Hub Mexico
- 45 Terraoryx Jordan
- 46 Terrapex Canada
- 47 TESC Taiwan
- 48 Tonkin + Taylor New Zealand

ABOUT INOGEN ALLIANCE

CAPABILITIES

For the past two decades, the Inogen Alliance has been at the forefront of delivering Environmental, Health, Safety, and Sustainability (EHS&S) solutions to our global clients.

Our dynamic and evolving global regulatory context drives growth in our business as we continue to develop an increasingly broad range of sustainability and EHS solutions to drive client compliance and best practices. We undertake a full review of Alliance-wide service offerings annually and take pride in our ability to meet clients' needs across the globe.

Some of our main client sectors include retail, oil and gas, technology, transportation, mining, manufacturing, financial, chemical, real estate, agriculture, energy, food and beverage, and government and public sectors.

SERVICES

Environment

- Air Emissions
- Contaminated Site Remediation
- Energy Transition
- Environmental Engineering Consulting
- Hazardous Materials & Dangerous Goods Management
- Sustainable Waste Management Solutions
- Waste Management
- Water / Wastewater Engineering



Health & Safety

- Construction Safety Support & Solutions
- EHS Due Diligence – International Mergers & Acquisitions
- EHS Management Systems (ISO 14001, 45001, 45003)
- EHS Staffing & Talent Resourcing
- Emergency Response Programs & Training
- Ergonomics
- Industrial Hygiene Programs
- Inspection & Auditing
- Incident Prevention Management
- Regulatory Compliance & Registers
- Pandemic Planning For Business Continuity



Sustainability

- Biodiversity Protection & Habitat Restoration
- Climate Change & Decarbonization
- EHS Data Trending & Analysis
- ESG – Responsible Investments
- Facility Optimization
- Global Program Development & Strategic Consulting
- Global Sustainability Reporting
- Sustainability Strategy & Management Consulting
- Sustainable Product Analysis
- Waste Reduction And Recycling
- Water Stewardship / Conservation



ABOUT INOGEN ALLIANCE



Internal Global Working Groups

Inogen Alliance Working Groups were initially established in 2018 with the intent of understanding market trends, fostering collaboration with practitioners globally, enhancing technical expertise, supporting business development, and showcasing thought leadership and expertise. The number of working groups has expanded over recent years to focus on growing market trends and industry collaboration. These groups provide our Associate teams the opportunity for cultural exchanges and peer networking, as well as contribute to enhancing our services globally with a local lens.

Working Group Leaders



Our History (2001 through 2013)

Associates Joined:
Antea Group
Brazil

FIRST
ASSOCIATE
FROM
LATIN
AMERICA

2001

THE ALLIANCE
WAS FOUNDED
BY
ANTEA GROUP,
HPC AND
DELTA SIMONS.

Associates Joined:
Antea Group USA
(formerly Delta
Associates)
Delta Simons
HPC (Austria, France,
Germany, Hungary,
Italy, Kosovo,
Poland, Spain)

2002

Associates Joined:
ESD China

FIRST
ASSOCIATE
FROM
ASIA PACIFIC

2003

GLOBAL NET/
SECOND TIER
ASSOCIATE
MEMBERS
ADDED

2004

2005

ACCESS TO
EXPERTS IN
50 COUNTRIES

Associates Joined:
Antea Group Netherlands

2006

2008

NEW
STRATEGIC PLAN
FOCUSING ON
MULTINATIONAL
CLIENT
STRATEGIES

Associates Joined:
DGE Group (Denmark,
Estonia, Finland, Latvia,
Lithuania, Norway,
Sweden)
ELPS South Korea
Peter J Ramsay &
Associates Australia
Redlog Saudi Arabia
and UAE

Associates Joined:
Antea Group France

2009

Associates Joined:
Antea Group Belgium, Denkstatt, ESC Indonesia,
ESC Malaysia, ESC Singapore

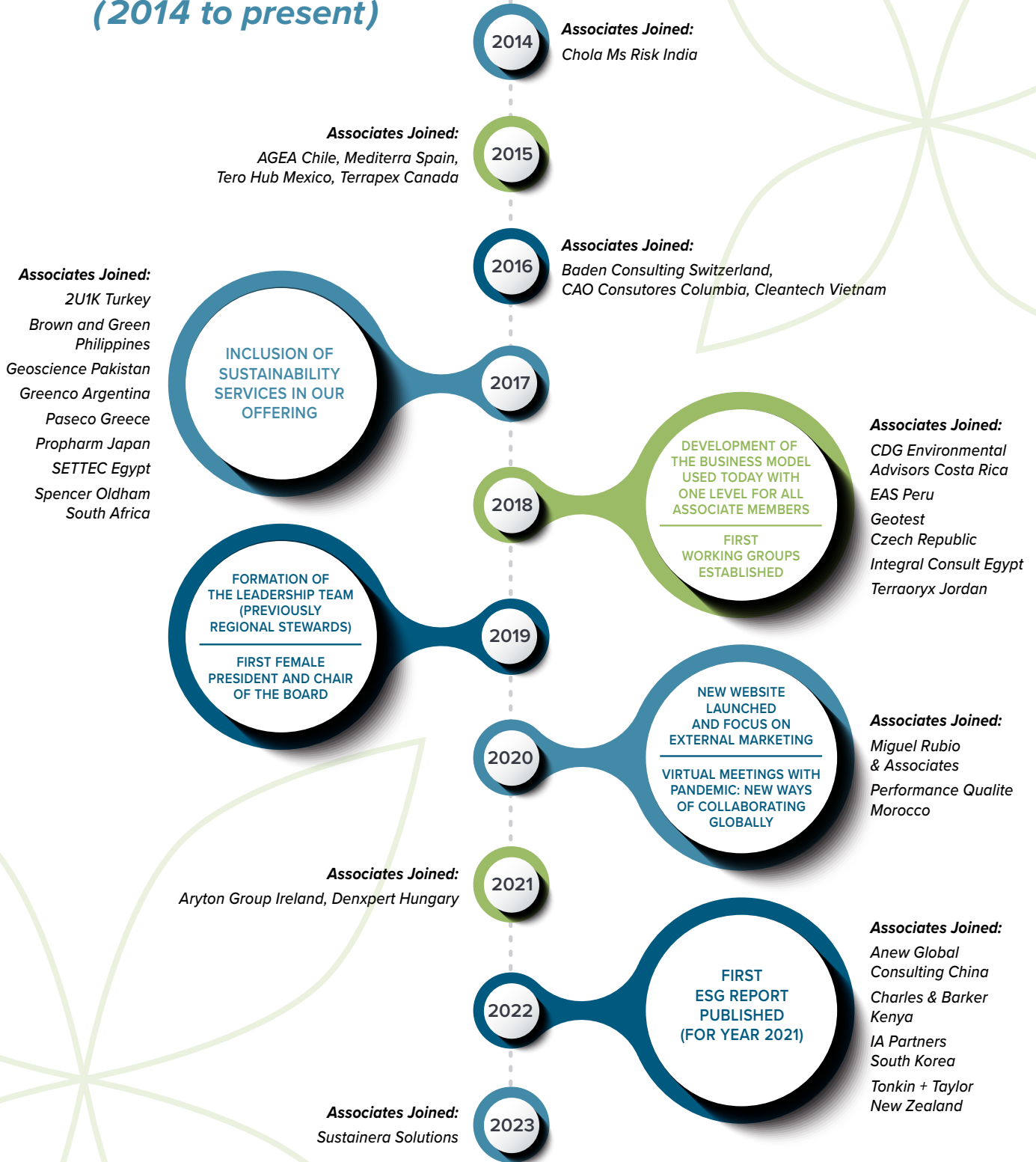
2010

Associates Joined:
DBV Consulting Portugal, ESD Israel,
Pacific Risk Hong Kong and Thailand, TESC Taiwan

2013

Our History

(2014 to present)



ABOUT INOGEN ALLIANCE

“Sustainera Solutions, a local company focusing on sustainability, environmental stewardship, and climate change, is dedicated to making a positive impact. Partnering with the Inogen Alliance enhances our global reach and collaborative efforts, amplifying our collective ability to drive meaningful change and deliver added value to our stakeholders worldwide.”

ILKIN HAJI
Founder
and
Executive
Director
Sustainera
Solutions



NEW ASSOCIATES – *Sustainera Solutions*

Inogen Alliance welcomed a new Associate in Azerbaijan, **Sustainera Solutions** to the Alliance. Sustainera operates in Azerbaijan, Georgia, and Central Asia, and drives sustainable transformation across a wide range of sectors, and further broadens the sustainability offerings of the Alliance.

Sustainera Solutions is at the forefront of driving sustainable transformation across a wide array of sectors. They offer a rich tapestry of services including Sustainability and Climate Consultancy, Environmental Services, Safety and Risk Engineering, and Sustainable Businesses and Institutions. They serve a diverse clientele ranging from international organizations, financial institutions, and UN agencies to government entities and the private sector, specializing in converting the multifaceted challenges they face into sustainable, impactful solutions.

Their portfolio encompasses a wide range of projects, from company-level initiatives to policy development. They have successfully implemented projects that enhance sustainability practices, mitigate climate impact, ensure safety and risk resilience, drive strategic transformation, and foster geographic and environmental intelligence.

As a proud member of esteemed networks such as Inogen Alliance, the United Nations Global Compact, AmCham Azerbaijan, the German-Azerbaijani Chamber of Commerce, GRI, UN Women's Empowerment Principles, and the Azerbaijan-France Chamber of Commerce, they are deeply committed to advancing sustainability.



Sustainability Strategy

ESG is at the core of the Inogen Alliance business model and closely linked to Alliance expertise, values, and delivered services. We provide solutions to our clients through assessments, strategic consultation, and other solution formats that support, build resilience, and facilitate change. Together with our clients, we bear in mind our shared responsibility for our impacts and strive to deliver solutions that will mitigate adverse impacts and promote sustainable development. Our approach to ESG focuses on the material impacts of our activities, supporting our clients through collaboration and education. Across all aspects of the Alliance, we strive to add value and positively impact the communities where our Associates live and work. We prioritize incorporating environmental, social, and governance topics into our overall business strategy, with strong support from our leadership.

ESG PROGRAMS

The Alliance strives to prioritize ESG impacts within and throughout Associate operations, while at the same time extending ESG guidance to local and multinational clients. Within the Alliance operational model, Associates function under a variety of organisational structures and are subject to varying regional regulatory requirements and challenges. Given the diversity of the Associates within our team, we also have varying stages at which our Associates have progressed in their own respective ESG journeys.

As ESG and sustainability have become core priorities, our Inogen Alliance team is actively working to establish and enhance proactive ESG programs that reflect our shared values and ambitions.

These efforts are primarily focused on three key dimensions:

<i>Inogen Alliance Core ESG Program</i>	<i>Inogen Alliance Associate ESG Program</i>	<i>Inogen Alliance ESG Influence & Thought Leadership</i>
<p>In 2023, we conducted a single Materiality Assessment to examine our impacts and establish a list of material topics to guide our future ESG commitments, strategy, and reporting. This was a critical milestone in the development of our long-term ESG strategy and in the refinement of our internal programs and performance measurement. The core ESG program is constantly evolving to stay up to date. An update to our ESG Policy will be a critical priority as we move forward in establishing a program and policies aligned to our materiality results.</p>	<p>Beyond ESG impacts and the management of our core program, Associate ESG Excellence refers to our commitment as an Alliance to reducing the impacts of our own operations and acting as environmental stewards. We also have ambitions to identify ESG areas of alignment that we can work on together as a full alliance. Our Associate teams have varying levels of maturity on their sustainability journey, and we are proactively working towards increased engagement and capacity building.</p>	<p>We leverage the competencies of our leading global experts, build our collective skills, and demonstrate our global leadership as an Alliance through knowledge exchange. We channel these leadership insights through our webinars, collaborative engagements, conferences, online content and promotions. We are passionate about driving positive change and eager to use our global collective dexterity to inspire action. During the year 2023, our ESG experts showcased innovative regional case studies and leading practice insights at our biannual meetings and several webinars and articles. These activities strengthen the Alliance and build collective skills.</p>

POLICY COMMITMENTS

Our ESG Policy is based on the material topics for Inogen Alliance operations and the Associates. The commitment areas outlined in our ESG Policy focus on enhancing our processes and targeting areas where we can achieve the greatest internal impact. Our contributions to these commitment areas for 2023 can be found in the **PLANET, PEOPLE, and GOVERNANCE** sections that follow.

Our ESG Policy was created by the Inogen Alliance ESG Subcommittee. We strive to influence and inspire Associates to follow similar principles in their own businesses.

*Inogen Alliance's **ESG Policy** is focused on the following **SPECIFIC COMMITMENT AREAS**:*



ENVIRONMENT & CLIMATE CHANGE



BUSINESS ETHICS & GOVERNANCE



ASSOCIATES EXCELLENCE



DIVERSITY, EQUITY & INCLUSION



HEALTH & SAFETY



REPORTING & ACCOUNTABILITY

MATERIALITY ASSESSMENT

In 2023, we conducted a full Materiality Assessment to identify ESG topics most critical to our stakeholders and business strategy. The assessment was carried out by Inogen Associates Tonkin + Taylor (New Zealand) and ESC (Malaysia). Prior to our 2023 assessment, Inogen Alliance ESG priorities were defined by an industry-wide review completed by the global Environment, Social, and Governance (ESG) Subcommittee of the Alliance in 2021. The purpose of the initial ESG review in 2021 was to gain a deeper understanding of material topics before developing and publishing the Inogen Alliance ESG Policy.

<i>Purpose and Scope</i>	<i>Process and Stakeholder Consultation</i>	<i>Impacts</i>
<p>The purpose of the 2023 Materiality Assessment was to identify material topics based on the most significant positive and negative potential or actual sustainability impacts of the Associates' activities.</p> <p>Our Materiality Assessment focused on the impacts the Alliance had on the environment and the community, providing guidance on which topics the Alliance should prioritize. The assessment encompassed all Associates of the Alliance and was carried out in alignment with the GRI 3: Material Topics 2021 Standard.</p>	<p>A robust stakeholder engagement process was undertaken to ensure that insights and feedback were collected from the majority of the broader Inogen Alliance Associate network. Our engagement process entailed a detailed survey, including actual and potential ESG impact areas. The survey was distributed broadly, resulting in an 82% response rate, which influenced our overall materiality results. The result of the survey was then presented to the ESG Steering Committee for discussion and feedback.</p>	<p>The Alliance considers its impacts in terms of the following aspects:</p> <ol style="list-style-type: none"> 1. Inogen Alliance operations 2. The activities of the Alliance's independent Associates 3. The Alliance's influence on its clients and partners <p><i>The resulting material topics according to the assessment are presented on the next page.</i></p> <p style="text-align: right;">➔</p>

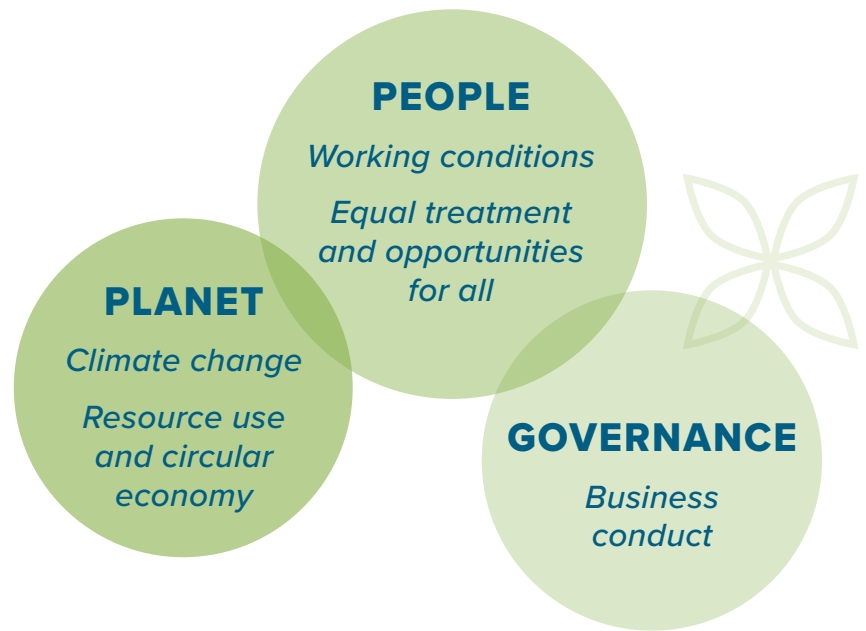


“Together, we contribute to maintaining the essential ecosystem services provided by biodiversity, such as crop pollination, climate regulation, water purification, and protection against natural disasters. Delivering our biodiversity services globally through the Inogen Alliance allows us to coordinate conservation efforts and scale them up internationally, building ecosystem resilience and ensuring a more sustainable future for our planet and its inhabitants.”

**STEPHANIE
LE BONNIEC**
HPC
International,
France

Material Topics

The key material topics according to the Materiality Assessment are presented below. These topics are the most material for the Associates in the Alliance and what we use to draw inspiration from for our ESG Policy. Inogen Alliance work, actions, and resources related to the identified material sustainability topics are described in the following chapters – **PLANET**, **PEOPLE**, and **GOVERNANCE**.



Sustainability Governance

The Alliance has established these internal committees to support innovation, knowledge exchange, and the advancement of Alliance programs:

SUSTAINABILITY STEERING COMMITTEE

Established in 2020 and gaining significant momentum by 2022, our Sustainability Steering Committee consists of a core group of key ESG leaders. This committee is instrumental in shaping the Alliance’s future ESG strategies. By focusing on the emerging needs and priorities of our clients, the Steering Committee identifies new opportunities to enhance our solutions.

ESG SUBCOMMITTEE

The ESG Subcommittee oversees Inogen Alliance internal ESG initiatives, which include the formulation and periodic review of the ESG Policy, ESG Reporting, Materiality, and GHG Inventory.

An aerial photograph of a densely populated urban area, likely in Brazil, showing a mix of modern high-rise buildings and older, multi-story structures. In the background, there are large, green mountains under a cloudy sky. A dark teal banner is at the top, containing the word 'PLANET' in white capital letters.

PLANET

“This is a very serious situation here in Brazil. We have places that don’t have enough water to supply the population that lives there. We have to work together to take care of a resource that does not belong to anybody. Clean water and safe sanitation is not owned by anyone, and it is for everyone – no matter what.”

JANAÍNA DA SILVA

Antea Group
Brazil

Our Impact and What We Do

The Inogen Alliance is dedicated to reducing adverse environmental impacts from our own operations while actively partnering with Associates and clients to help mitigate their environmental footprints. The most significant positive impact of our network is our ***global consulting work***. In the context of the current climate crisis, both the public and investors expect companies to go beyond regulatory compliance and pursue ambitious environmental goals with clear, long-term strategies. Leveraging our global environmental expertise, we support businesses in assessing and addressing their environmental impacts, offering localized solutions that contribute to global progress. Inogen Alliance provides a ***range of environmental services***, from routine ***compliance audits and permits*** for air, water, and waste management to comprehensive ***environmental data collection and reporting***. We guide clients in adopting top-tier environmental management practices that mitigate risks and reduce impacts. Our solutions span the energy-water-waste nexus. We provide ***greenhouse gas inventories*** and support the ***development of transition plans*** to help clients achieve their science-based targets. In addition, we collaborate with clients on ***energy transition initiatives, climate risk assessments, and biodiversity screenings*** to encourage clients to expand their environmental efforts and reduce their impacts beyond their sites to benefit the broader community. To promote the circular economy, we advise our clients on ***efficient resource management*** and assess their readiness for ***Zero Waste to Landfill certification***. Our network of consultants possesses both the technical expertise to help companies work towards their sustainability goals and the experience to shape corporate-level strategy. We assist companies at all stages of their sustainability journey, from industry leaders to those just beginning their ESG initiatives. ***Our expertise drives transformative change by addressing environmental risks across various functions, from construction projects and new facility acquisitions to operations and asset decommissioning.***

Climate Change

Climate change is among the most existential risks we have faced. The operation of the Alliance has a relatively marginal direct impact on climate change by emission of greenhouse gases. The emissions come from our own business operations and business-related travel. Beyond our own operations, Inogen Alliance teams drive emissions reductions for our clients through our work supporting GHG Inventories, and GHG reduction strategies and Energy Transition efforts.

OUR FOOTPRINT

In 2022, the Inogen Alliance carried out a carbon inventory to evaluate the footprint of Alliance operations. Given that the Alliance does not have a physical office, our core operations do not generate Scope 1 and 2 emissions. Our Scope 3 emissions are driven by purchased goods and services, as well as business travel, which generate 31 tonnes of CO₂-equivalents. There were no substantial changes to operations during the 2023 calendar year. Consequently, we did not recalculate our footprint, and assume the 2022 calculation to also be representative of our 2023 footprint.

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

TRAVELS AND EVENTS

Our global Associate biannual conferences are important platforms for knowledge-sharing, relationship building, and strategic collaboration. Face-to-face interactions are essential to building trust and understanding among our global teams. To reduce the footprint of our conferences, we prioritize venues with strong sustainability programs and practices.

Our Travel Guidance supports Associates in making travel decisions that will reduce adverse environmental impacts. Since its inception in 2022, more than 20 Associate teams have committed to aligning internal travel decisions within their respective companies to the recommendations provided in the Inogen Alliance Travel Guidance. Our two Associate meetings this year took place in Tokyo, Japan, and Foz do Iguaçu, Brazil, at hotels that were chosen for their ESG Policy and environmental practices.

For example, in Brazil the Bourbon Hotels and Resorts utilize motion sensors in common use corridors and bathrooms and in hotel rooms, which makes light bulbs turn on only when necessary, thus reducing excessive

consumption of electricity. They utilize intelligent washing of towels and bed linen, where the guest notifies the housekeeping staff when they want linens/ towels to be washed, thus reducing water consumption. They utilize a food inventory management system that includes training courses on how to handle and dispose of leftovers, therefore avoiding waste. The Bourbon Cataratas Do Iguaçu Thermas Eco Resort – the first Eco Responsible hotel in Foz do Iguaçu – has an organic vegetable garden and orchard, and everything that is produced on the site is used in their restaurants. In Japan, we chose a hotel with a strong sustainability program which calculates carbon and water footprints for each room.

Our Travel Guidance also influences materials used at conferences and Alliance meetings. For example, our banners are printed regionally to avoid waste from shipping and are reused along with our tablecloth for our meetings. We use water dispensers and cups instead of bottled water.

Select Working Group Highlights

Sustainability Working Group

Sustainability consulting services have been in higher demand 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. Last year 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.

An important activity from the working group is expert roundtable discussions by internal sustainability practitioners. The roundtable events bring together sustainability subject-matter experts from around the globe for targeted panel discussions related to our expertise and service offerings. During 2023, we orchestrated roundtables concerning Biodiversity and Emission Reduction Targets. 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.

Water Working Group

Currently represented by a total of 25 Associates, the Water Working Group has been fundamental to truly understanding the capabilities of Inogen Alliance in the water sector. The group has monthly meetings focusing on sharing project case studies, collaboration opportunities, and specific tools to deploy at the international level. The group attended and sponsored the 2023 Alliance for Water Stewardship (AWS) Forum to discuss water stewardship. For the first time, Inogen Alliance was one of the official sponsors of the event that year.

The Alliance hosts over **30 AWS Professional Credentialed Specialists** from 16 different countries. Better water stewardship is a pressing issue, and we are proud that **the Alliance has the highest number of AWS certified specialist of any consultancy.**

Energy Transition Working Group

Our Energy Transition Working Group is dedicated to fostering collaboration and knowledge sharing in the energy transition market. They focus on sharing technical case studies, developing qualification packages, building a comprehensive understanding of how Associates are crafting strategies for the energy transition, and collaborating closely with clients to drive success. The Working Group has 26 Associates representing 45 countries, and is committed to establishing Inogen Alliance as a global leader in the energy transition marketplace.

Remediation Working Group

The Inogen Alliance Remediation Working Group is focused on the transfer of knowledge across the Alliance related to the shared experience and innovations for soil, groundwater, and vapor remediation around the world. Clients benefit from this shared knowledge as it translates to better, more efficient remediation technologies and techniques to reduce our client legacy liability.

The Remediation Working Group has 25 members coordinating 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. During the year, one of the focus areas has been circularity in building materials.

Global Marketing Working Group

The Global Marketing Team includes contributors representing 20 countries. It positions Inogen Alliance as a global leader in EHS&S consulting services. This group meets monthly and works with our expert teams and other working groups to develop engaging content and build meaningful resources for our clients, such as webinars, podcasts, and blog posts. This group also builds knowledge sharing across our Associate companies and brings in diverse local perspectives to our marketing strategies, ensuring that we have authentic and engaging communication that translates globally.

“What gets me out of bed is the fact that I feel we’re making a difference. We’re empowering communities to do something.”

RICHARD REINEN-HAMILL

Tonkin + Taylor,
New Zealand



Outreach and Empowerment

In 2023, we were pleased to expand our Thought leadership by contributing to [BBC’s series *The Climate and Us*](#), focusing on the health impacts of climate change. Natural events such as floods and cyclones are getting more frequent with climate change, and they impact communities and the health of people directly, but also through indirect effects on food and water supply, housing, employment, and more. The interactive article includes examples of work being done by Inogen Alliance Associates to improve the resilience of local communities.

We were also part of a [campaign with *The Economist and Vision 2045*](#) highlighting the importance of collaboration and key trends and insights from the Asia-Pacific markets with our Associates there. We filmed this short documentary during our meeting in Tokyo, and by combining these multiple events where we were already gathered together, we lessened our environmental impact.



CASE STUDY:

TONKIN + TAYLOR *(New Zealand)*

In 2016, Waka Kotahi NZ Transport Agency proposed the Mt Messenger Bypass, requiring 20 hectares of Ngāti Tama iwi (Māori tribe) land, returned in 2003 as part of a Treaty of Waitangi settlement. This marked the first time an iwi considered returning settlement land to the Crown.

The agreement included land exchanges, cultural impact mitigation and an environmental restoration program. Te Rūnanga o Ngāti Tama Chair Paul Silich said, “This is a huge win for the environment, for Taranaki and for our iwi.” With a new six-kilometer section of highway, two bridges and a 235m tunnel – the project enhances road safety, provides access to healthcare and education, and fosters economic growth.

This genuine approach to collaboration is reflected in the honor of the iwi gifting the name Te Ara o Te Ata, as a sign of partnership. “Te Ara is a pathway. Te Ata is our Taniwha (guardian) of the coastal lands of Ngāti Tama. It is Te Ata who looks over us as we change the landscape of the rohe (territory).” - Rae-Hinerau Wetere of Ngāti Tama and Pou Tiaki (cultural lead) of the project.

Ngāti Tama is a full partner within the Mt Messenger Alliance, and integral to the project’s decision-making. Involving iwi at all levels, from governance to delivery, is another first for a major NZ road venture, setting a benchmark for collaborative infrastructure.



CASE STUDY:

ANTEA GROUP *(USA)*

A global personal care products company enlisted Antea Group to develop a sustainable sourcing risk assessment model to support their ESG commitments. The project involved data collection, risk model development, and research on sustainability risk drivers. Antea Group used extensive global data sources and enlisted a PhD chemist to support the collection and analysis of chemical property information to accurately assess risks. The model helped the client identify priority ingredients and associated environmental and social risks, which informed their sustainable sourcing program and cross-functional strategic discussions.

CASE STUDY:

ANTEA GROUP *(USA)*

A luxury jeweler sought to create a resource conservation playbook for one of their manufacturing facilities. The goal was to identify opportunities for energy, water, and waste conservation and establish practices for responsible resource management. Antea Group collaborated with the client to draft the playbook, conducting a thorough review of the facility’s data and providing iterative feedback.

The final playbook addressed employee awareness, resource management team development, and strategies for continuous improvement in resource conservation. Although initially designed for one facility, the playbook’s strategies were applicable to the client’s other facilities in Southeast Asia. Antea Group also provided ongoing support for the playbook’s implementation.

CASE STUDY:

DENSKATT *(Austria)* TERRAORYX *(Jordan)*

A multi-national tobacco company has committed itself to a sustainable future and addressing the environmental impact of its IQOS consumables, which include electronic waste.

Partnering with TerraOryx and Denkstatt, the client has launched the Circular Economy Program in Jordan and Lebanon.

The program involves collaborating with local waste recycling and transportation companies, supported by market research, legal analysis, and partner selection. This initiative helps collect and recycle consumables, reduce waste, prevent littering, and solidify the client’s leadership in environmental responsibility.

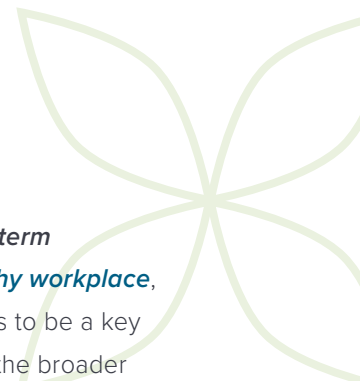
PEOPLE

“Inogen Alliance’s global network provides Terrapex employees with exposure to diverse industries and complex, multinational projects. Our EHS team appreciates gaining knowledge and perspectives from different regulatory frameworks to advance their personal and professional growth.”

JEREMY WILSON
Manager EHS Services
Terrapex

Terrapex,
Canada





Our Impact and What We Do

As consultants, our people are our greatest asset, and their well-being is essential to the long-term success of the Alliance. The Alliance is united in our **dedication to maintaining a safe and healthy workplace**, supported by the diverse talents of our team. We consider the global perspectives of our members to be a key strength, and we work to **create an inclusive culture** both within our Associate teams and across the broader Alliance. Our **commitments to Diversity, Equity and Inclusion (DEI) and Health and Safety** are detailed in our Inogen Alliance ESG Policy. We also aim to **amplify our impact by promoting these values** in our collaborations with clients. **By leveraging local cultural insights from our teams, we develop Health and Safety strategies that are tailored to specific local needs.**

DIVERSITY ACROSS THE ALLIANCE

Diversity, Equity and Inclusion are a crucial part of our commitment to Associates. To be the preferred choice for our clients, the market, and society, we need to offer innovative and trustworthy perspectives. We can achieve this thanks to our greatest and most important asset – our connected consultants with global reach. The core operations in the Alliance are female-led, and we make sure to have both female and male representation in our activities. Diversity among our Associate firms and their employed consultants is a strength, and we are a company built on the varied abilities, competencies, and backgrounds of our people. Therefore, we have a responsibility to make a positive impact on society and ensure that we set an example for workplaces where one can feel safe being exactly who they are.

The Alliance has a positive impact on diversity, equity, and inclusion. The Associate firms are diverse by nature; we include firms of all sizes and geography. The criteria for joining is based on ethical adherence and excellence in performance, not number of employees or location. The Alliance also brings opportunity for success and development by connecting larger and smaller firms which enables knowledge and resource sharing.

Our local Associate hosting team for each biannual meeting delivers cultural training on their country to the Alliance, educating on local cultural nuances, resources, and geography. Cultural training promotes enhanced communication and inclusivity by encouraging employees to appreciate diversity.

MeeHee Suk
IA Partners, South Korea



PEOPLE



Associate Meeting
Foz do Iguaçu, Brazil

HEALTH AND SAFETY

Internal Health and Safety Efforts

Health and Safety is always a priority for our Associates and teams when planning events. In 2022, we had a focus on pandemic planning and strategies to reduce any spread of virus. In **April of 2023, our meeting in Tokyo** aligned with the re-opening of Japan to tourists for the first time since the pandemic.

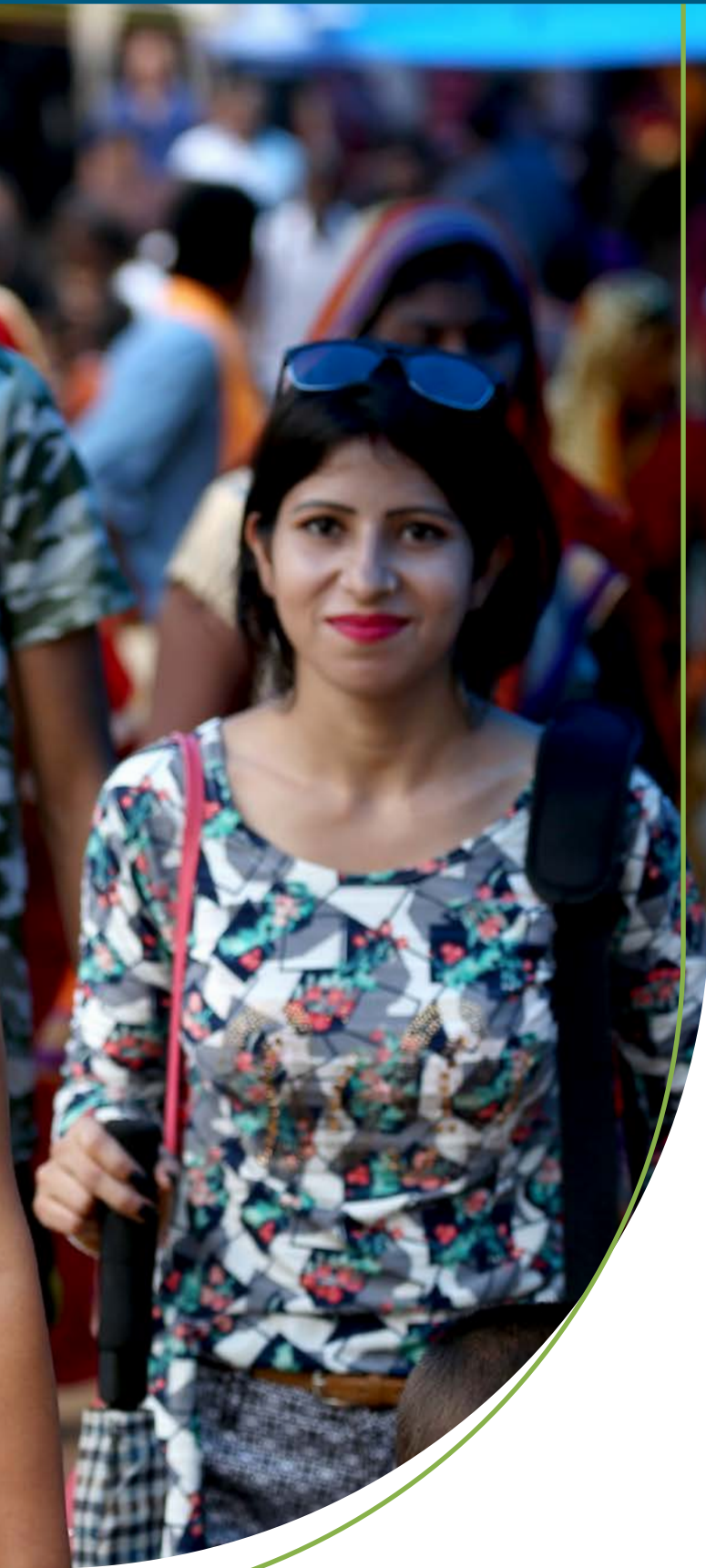
For **the second meeting of 2023, in November**, the location focused more on physical safety. Our Associate, **Antea Brasil, was the local host** and put safety at the top of the list. Instead of hosting in Sao Paulo where their offices are located, they opted to move the meeting to **Foz do Iguaçu** for the environmental significance but mainly for safety reasons. The physical safety of having a large group in one of the largest cities where there is known crime was assessed and with that risk it was moved, putting safety ahead of having to take one more short flight in the country.

Health and Safety Working Group

Our working group for Health and Safety enhances the global relationships within the Alliance which is important for our global projects. The group helps Inogen Alliance respond to market trends and is a source of information amongst Associates.



Associate Meeting
Tokyo



CASE STUDY:

HPC ITALIA

Social Environmental Economic Context Analysis (SEECA) and Creating Shared Value (CSV) actions

To assess the socio, environmental, and economic context of its renewable energy plants' areas and define appropriate actions for the implementation of projects aimed at Creating Shared Value (CSV), a client engaged HPC Italia for assistance. HPC Italia performed studies on social, institutional, economic, and cultural aspects, and identified and mapped local stakeholders. They conducted stakeholder engagement activities through meetings to define CSV action plans. The client received comprehensive context analyses and actionable CSV plans, which incorporated local stakeholders' insights, enhancing positive interaction between the client and the community.

CASE STUDY:

IA PARTNERS (South Korea)

CHOLA MS RISK (India)

Enhancing Risk Management for a Hydrogen Fuel Cell Data Center

IA technology client sought to conduct a Quantitative Risk Assessment (QRA) and Building Risk Assessment (BRA) for their hydrogen fuel cell data center near a ski lodge and visitor center. The goal was to analyse potential risks and ensure compliance with local regulations and NFPA 2 guidelines. IA Partners Co., Ltd. and Cholamandalam MS Risk Services collaborated with the client, using software simulations and mathematical models to understand the risk profile and identify control measures to ensure safety. The client gained a comprehensive understanding of the risk profile, compliance with local regulations, and additional risk control measures to ensure safety. This assessment facilitated enhanced risk management and regulatory assurance for the client.



“Being on the Inogen Alliance board gives me the chance to work closely with a remarkable group of experts from diverse fields, each bringing valuable insights to our shared mission. Collaborating with professionals who understand both global trends and local dynamics enhances our ability to create impactful solutions in a practical way. At ESC, we’re proud to contribute our expertise in energy transition, water, EHS, and sustainability, and I look forward to continuing our work with the board to strengthen global capabilities across Inogen Alliance.”

ANDREW YOUNG

Group CEO

EnviroSolutions & Consulting

GOVERNANCE



*Inogen Alliance
Leadership Team*

“Being a part of the Leadership Team has given me a unique opportunity to work with leaders across the globe and understand their perspective on emerging business markets and growth areas. As part of the LT, I get to interact very closely with the members of the board sharing strategic insights and co-creating the Alliance’s long-term vision and strategy.

The Leadership Team also serves as a valuable platform for me to share my in-depth understanding of the Indian and Asian markets, contributing to the development of strategic initiatives that resonate with these regions. This experience also helps me to learn from industry leaders and gain firsthand exposure to challenges and opportunities presented by the emerging markets.”

RAMESH RAMALINGAM
CEO
Chola MS Risk,
India

Operational Governance of the Alliance

Our unique business model includes a single point of contact who directs work consistently and seamlessly for global program implementation and local project completion. Additionally, defined practice standards ensure consistency in our deliverables.

A contract with an Inogen Alliance Associate delivers access to all our resources, provides comprehensive liability insurance coverage and guarantees standardized and cost-effective services anywhere in the world. Our Associates are independently sustainable businesses and resilient during economic disruptions.

GOVERNANCE MODEL

BOARD OF DIRECTORS / BOARD COMMITTEES

PRESIDENT

LEADERSHIP TEAM

WORKING GROUPS

BOARD OF DIRECTORS

The Alliance is led by a Board of Directors that are also the shareholders in the Alliance. There are currently 11 directors – four Directors from the Asia Pacific Region, four from Europe, Middle East, and Africa, one from South America, and two from North America. Out of the Directors, 64% are the Managing Directors of their companies, and the remaining are senior leaders within their organizations. The members are the majority shareholders and owners of the company.

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.

LEADERSHIP TEAM

The current president, Angelique Dickson began her tenure in 2019. The Inogen Alliance president is the Alliance operational leader, and the link between the board and the Leadership Team. The global Leadership Team is comprised of representatives from Associate companies that work together to define the Inogen Alliance strategy and further strengthen Associate partnership. The Leadership Team functions as a link between the Working Groups and the president. In 2023, this group met often virtually and during the biannual Associates meetings to focus on further operational support and consistencies across our Working Groups and to support growth initiatives.

ASSOCIATE CONTRACTS

Under the pillars of Business Ethics and Governance and Reporting and Accountability, we maintain an internal framework to guide ethical operations and transparent reporting. Every Associate has a signed contract with Inogen Alliance which governs the work we perform. new Associates are introduced into our network only after a due diligence process to ensure that new Associate practices align to Alliance standards. More information related to this process is available in the subsequent section on Business Conduct.

In 2023, we updated our associate contracts with additional language reaffirming our commitments to human rights, free and fair employment, and the avoidance of discrimination and harassment. These additional clauses in our contract are important to ensure associate alignment with our values and principles.

Our Impact and What We Do

Business Conduct

A strong corporate culture characterized by sound values can promote responsible business practices and ethical conduct. Conversely, deficiencies in business ethics and corporate culture risk having a negative impact. The Inogen Alliance aims to maintain a culture of transparency and high business ethics within the whole of the Alliance.

To guide ethical operations and transparent reporting, the Alliance uses different means of governance.

Updated Associate Contracts

Every associate member company has signed a contract with the Inogen Alliance, which includes a Policy Statement regarding Courtesies, Gratuities, Bribery, Corrupt Practices, and Information Security.

New Associates are thoroughly evaluated. We also host several large Associate and Client meetings each year focusing on continued learning, innovative technologies, and worldwide best practices. As a result, the Associates know each other well and have strong personal relationships with established trust and rapport.

Only firms providing high-quality standards and exceptional client services are invited to join the Alliance. We recognize that successful business relationships are based on trust, and that the Alliance can only thrive if all independent member firms are carefully selected and uphold the same professional standards.

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. In year 2023, the Associate contracts were updated to keep them relevant in an ever-changing world.

Risk Management, Compliance and Quality

We have within the Alliance created an ESG Pre-Screening Assessment tool to help clients comply with the new regulations like the CSRD in Europe and the US SEC Ruling. The tool gives a visual representation and quick insights to their ESG performance maturity, which helps with compliance. When handling client information, we adhere to a Privacy Policy and Data Protection Policy.

*Inogen Alliance
Board of Directors*



IN CLOSING

As the Chair of the Board of Directors for Inogen Alliance, I am proud of the efforts and achievements of the past year, as reflected in our third annual ESG report. We continue to evolve our ESG programs, and with the completion of our materiality assessment this year, we have sharpened our focus for the future.

The unique structure of our Alliance provides unique opportunities for innovation and growth. Because our Alliance is composed of 70+ individual companies, small and large, spanning more than 60 countries, we are positioned to guide our Associates in best business practices for governance, share technical expertise to expand individual Associates' capabilities along with expanding our global service offerings, and provide opportunities for all Associate employees to learn and grow on an international scale. Our efforts will strengthen and create more resilient individual Associate businesses, leading to a stronger, more resilient Alliance.

Today's world exemplifies VUCA – volatile, uncertain, complex, ambiguous – with many geopolitical pressures. In this challenging environment, the Alliance is a shining example of how people and organizations can collaborate globally to drive meaningful change at the local and global level.

As my term as Board Chair concludes at the end of 2025, I reflect proudly on our ESG accomplishments over the past three years. I am confident that the Inogen Alliance President, Leadership Team, and the new Board Chair and Board of Directors will continue to lead with wisdom, collaboration, and camaraderie in the journey ahead.

Sincerely,



PEYLINA CHU
Chair

Inogen Alliance Board of Directors



IN CLOSING

MEMBERS OF THE BOAD OF DIRECTORS



PEYLINA CHU
Chair of the Board
Antea Group



PETER RAMSAY
Finance
Peter J Ramsay
& Associates



SUBBA RAO NV
ESG
Chola MS Risk



GONG YU YANG
ESG
ESD Group



NICOLAS PYKE
Governance
Antea Group



HILTON LUCIO
ESG
Antea Group



RENE SLOOF
Finance
Antea Group



ANDREW YOUNG
Governance
ESC



CHRISTOPHER OLK
Finance
HPC



JENNIFER O'GRADY
Governance
Terrapex

MEMBERS OF THE LEADERSHIP TEAM



ANGELIQUE
DICKSON
Antea Group



KATE ASLESON
Antea Group



ALIZABETH SMITH
Antea Group



RAMESH
RAMALINGAM
Chola MS Risk



LIDA TAN
Anew Global
Consulting



DEBBIE
FERGUSON
Antea Group



BEATRICE BIZZARO
HPC



JEAN ESTEVES
Antea Group



CASEY GIBERSON
Tonkin + Taylor



KEITH KNOKE
Antea Group



CHARLOTTE BUFFONI
Delta Simons

IN CLOSING

OUR ASSOCIATES:

- 2U1K Turkey
 - AGEA Chile
 - Anew Global Consulting
China
 - Antea Group Belgium
 - 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
 - Denkstatt Slovakia
- (CONTINUED...)



CleanTech
Vietnam



Ayrton Group
Ireland



DGE Sweden



ESC
Singapore,
Malaysia, and
Indonesia



Chola MS Risk
India

IN CLOSING

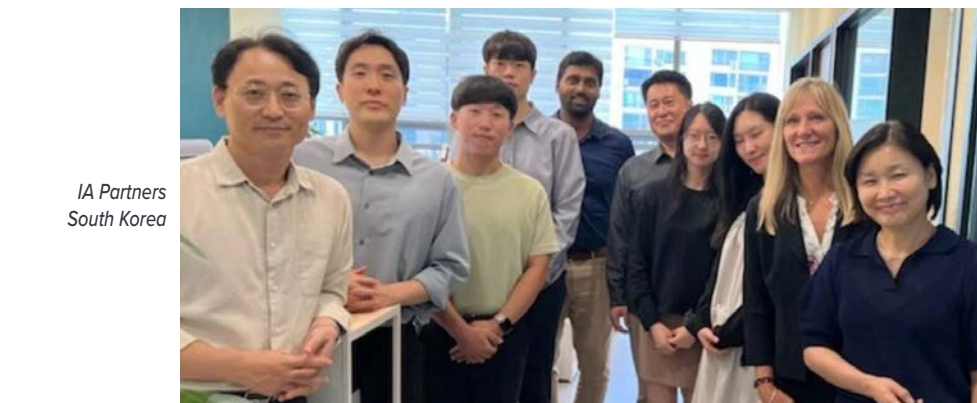
OUR ASSOCIATES:

- 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
- HPC Italy
- HPC Kosovo
- (CONTINUED...)



GreenCo Argentina,
Antea Brasil, and
CAO Consultores
Colombia

HPC Germany



IA Partners
South Korea



MediTerra
Spain

IN CLOSING

OUR ASSOCIATES:

- 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
- Sustainera Solutions
Georgia, Central Asia
- Tero Hub Mexico
- TerraOryx Jordan
- Terrapex Canada
- TESC Taiwan
- Tonkin + Taylor
New Zealand
- Tryskele
Canada



Propharm
Japan



Tonkin + Taylor
New Zealand



Terrapex
Canada



Peter J. Ramsay
& Associates
Australia



Antea Group
USA



Questions or assistance please contact:

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