Ingersoll Rand Overview

- A $14 billion diversified industrial company
- Publicly-held; NYSE:IR
- More than 52,000 employees worldwide in 54 countries
- Operations in every major geographic region
- Strategic brands are #1 or #2 in their markets
- Products and services for commercial, industrial and residential markets
Sustainability at Ingersoll Rand

VIDEO
Our Path to Premier Performance

Outcomes of Premier Performance

- Engaged Employees
- Delighted Customers
- Confident Shareholders

Growth through Innovation, Emerging Markets and Services

Operational Excellence

Premier Performance

Progressive, Diverse and Inclusive Culture
Making Sustainability Central to Our Culture

EDUCATION
- Developing skill sets that build sustainability leaders to embrace and steward culture change
- Embed sustainability into existing IRU curricula and enterprise programs
- Develop new offerings for specific functional areas
- Bring new perspectives, processes and practices inside
- Deliver unique knowledge to key stakeholder groups via tools and opportunities for learning

ENGAGEMENT
- “I own my impact”
- Driving personal commitment at work and at home
- Replicate best practices
- Maximize Green Teams
- Recognize individuals and teams
- One STEP Forward Behavior Based Program
- Build Volunteer Network of Sustainability Champions

OUTCOMES
- “There is a better way”
- Making sustainability relevant to stakeholder outcomes
- Case studies
- White papers
- Showcase demonstration projects
- Knowledge sharing
- Marketing messages
- Recognition

Leaders
Employees
Customers
Communities
Engaging Employees
Multi-Faceted Approach

“The single most important thing that can keep workers deeply, happily engaged on the job is moving forward on work they care about – even if the progress is an incremental small win.” from The Progress Principle by Teresa Amabile
Global Green Teams Initiative

**Goals**

**Green Teams**
- Contribute to enterprise goals for EH&S performance, operational excellence, and employee engagement

**Goals**
- Enable Progress
- Measure Progress
- Celebrate Success
Measured Progress
Engagement

Higher Overall Green Team Engagement Comparisons

- Overall Green Team
- Overall No Green Team

Salary Grade
Age
Service Tenure
Measured Progress

Reach

US/Canada - 60
Lat America - 10
Asia/Pacific - 9
EMEIA - 19

Admin Office: 11
Manufacturing: 41
Sales/Service: 35
Warehouse/Dist: 3
R&D/Lab: 8

Green Teams
# Measured Progress

## Impact

<table>
<thead>
<tr>
<th>Metric</th>
<th>Q2 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td># Employees participating in GT activities</td>
<td>3,695</td>
</tr>
<tr>
<td>Total projected annual $ savings</td>
<td>$803,734.92</td>
</tr>
<tr>
<td>Reduced waste to landfill (lbs)</td>
<td>1,236,848 lbs</td>
</tr>
<tr>
<td>Reduced total energy (B BTUs)</td>
<td>24 B BTUs</td>
</tr>
<tr>
<td>Reduced equivalent CO2 emissions (Metric Tons)</td>
<td>4,387 MT</td>
</tr>
<tr>
<td>Electricity (kWh)</td>
<td>2,492,865 kWh</td>
</tr>
<tr>
<td>Natural Gas (MCF)</td>
<td>10,588 MCF</td>
</tr>
<tr>
<td>Propane (Gal)</td>
<td>19,709 Gal</td>
</tr>
<tr>
<td>Gasoline (Gal)</td>
<td>330 Gal</td>
</tr>
<tr>
<td>Diesel (Gal)</td>
<td>17,861 Gal</td>
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</tbody>
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Charting the Future of Green Teams

By Deborah Fleischer
Published October 28, 2011
Tags: Employees, Green Team, More...

I’m starting to think green teams are going the way of green marketing -- they are over.

Over in the sense that stand alone, grassroots, voluntary, bottoms-up efforts have matured into employee engagement efforts that are connected to bigger enterprise goals, initiated and supported by senior executives and business relevant. Side-by-side with engaging stakeholders and suppliers in sustainability, more and more companies are engaging employees.

In recent weeks, I’ve seen a number of new employee engagement trends I see emerging from leading companies working to integrate their sustainability strategies deeper into day-to-day business practices. Some of the firms that have been showcasing these best practices are Bloomberg, eBay, EMC, Genentech and Ingersoll Rand.
Engaging Employees
Multi-Faceted Approach

- Functional Training
- Green Teams
- Awareness Activities
- One STEP Forward
One STEP Forward
One STEP Forward

Sustainable: Contributes to a better world
Transformative: Supports you in living your values
Encourages Others: Inspires your colleagues, friends, and family
Personal: Connects to something that is meaningful to you
Engaging Employees
Multi-Faceted Approach

- Functional Training
- Green Teams
- Awareness Activities
- One STEP Forward
Awareness Activities

- Resource Library
- Sustainability Success Stories (SSS)
- Lunch & Learns
- Sustainability tips calendar
- Sustainability quiz
- Survey of volunteer team members versus non-members
- All employee engagement survey- sustainability focused questions
Earth Day 2012
“Ingorsoll Rand Mobilizes the Earth”

Event Ideas

1. Start a Green Team & Hold Kickoff Events
   Sites without Green Teams, we are encouraging you to get on board with our global initiative and start during Earth Week. The toolkit below includes a document to help you “Start a Green Team”. Also watch the video below to hear about the great things our current Green Teams are doing.
   Sites with Green Teams, we still encourage you to plan a Green Team event. Ideas for energy, waste, and community related events can be found in the Green Team Toolkit below.
   - Starting a Green Team Guide
   - Green Team Video
   - Green Team Toolkit

2. Get Employees Moving! - Plan a 5K
   To physically mobilize employees, plan or organize for employees to attend an existing 5K, Bike race, or Fun run! For U.S. employees, this event could overlap with Health Progress.
   - 5K/Run Toolkit

3. Encourage Green Transportation
   Plan an event to educate employees on greener transportation options. Ideas include: working remote, carpooling, public transport, biking to work, electric vehicles, etc. Learn more in the toolkit below.
   - Transportation Toolkit

Register Your Event
All Ingersoll Rand locations should complete this short form by March 20 to let us know what activities you’re planning to organize at your site.

See what other Ingersoll Rand locations are doing
Upload your photos and event summaries here

Additional Leader Tools

Ingersoll Rand
Engaging Employees
Multi-Faceted Approach

Functional Training
Green Teams
Awareness Activities
One STEP Forward
## Competency Development

### Developing skill sets that build sustainability leaders

<table>
<thead>
<tr>
<th>Technical</th>
<th>Leaders</th>
<th>General Population</th>
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</thead>
<tbody>
<tr>
<td><strong>Expert</strong></td>
<td>Entrepreneurial Sustainability [ELT and Senior Leaders]</td>
<td>Behavioral Based Sustainability Workshop [Facilities Personnel]</td>
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<tr>
<td><strong>Capable</strong></td>
<td>Leading Sustainability [Managers]</td>
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<tr>
<td>Sustainability as Part of the Solution Sale [Sales]</td>
<td>Behavioral Based Sustainability Workshop [Product Management &amp; Champions]</td>
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<td>Sustainability as a Competitive Edge [Marketing]</td>
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<tr>
<td>Supply Chain Sustainability [Supply Chain]</td>
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<tr>
<td>Sustainability Product Development [Product Management]</td>
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<tr>
<td>Design for Sustainability [Design Engineering]</td>
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<tr>
<td><strong>Aware</strong></td>
<td>The IR Sustainability Story [Management]</td>
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<tr>
<td>Facilities Sustainability [Facilities Management]</td>
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<tr>
<td>The Sustainability Message [Communication]</td>
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</table>
Conclusion

✓ Embed sustainability across all parts of the organization
✓ Don’t look for the “silver bullet program”
✓ Use sustainability as a catalyst for employee engagement
✓ Align on metrics important to the business
✓ Use the energy of the ambassadors/early adopters to propel programs for continued success
Thank you!

Gretchen Digby, CSM
Director, Global Education Initiatives

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