



2025 Sustainability Report



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A Message From Our CEO

As a mission-driven company at the intersection of technology and healthcare, Inovalon is focused on improving the outcomes and economics of care. Across our Payer, Provider, Pharmacy, and Real-World Data & Insights businesses, we help customers use data to navigate complexity, improve performance, and deliver better clinical and financial results. Each business brings distinct strengths, but together, we are able to drive meaningful change at scale.

Our customers rely on us not only for our technology and data, but for how we operate. Trust, security, and responsible data stewardship are foundational to everything we do.

As we grow, we are equally focused on how we build and run the company. We continue to strengthen our governance, invest in our people, and create a workplace that supports performance, development, and engagement. From advancing our associate development model to earning Great Place to Work Certification™ and evolving our workplaces, we are committed to building an organization that operates responsibly and sustainably.

At its core, our work is about people – our customers, our associates, and the communities we serve. I'm proud of the team driving this forward and the impact we continue to make across healthcare.

Adam J. Kansler
Chief Executive Officer



2025 at a Glance

1

People and culture remain a strategic priority. Inovalon continues to invest heavily in associate engagement, inclusion, professional development, recognition, leadership training, and benefits, reinforcing the belief that employee success drives business success.

2

Workplace culture is a demonstrated strength. The company earned recertification as a **Great Place to Work®** for 2025–2026, with particularly strong scores around fairness, safety, inclusion, and employee experience. Employee feedback has directly influenced enhancements such as additional PTO, expanded development opportunities, and strong retirement benefits.

3

Data security and privacy are foundational to the business. As a healthcare technology company, Inovalon emphasizes enterprise-wide Privacy and Security Programs, HIPAA compliance, HITRUST certification, SOC audits, and rigorous governance practices to maintain trust with customers and partners.

4

Inclusion is embedded throughout the organization. The company has built a structured inclusion strategy supported by eight Employee Resource Groups (ERGs), nearly 700 participating associates, executive sponsorship, recruiting initiatives, and integration into performance and leadership frameworks.

5

Environmental sustainability efforts are becoming more formalized and measurable. In 2025, Inovalon implemented a dedicated carbon accounting platform to track Scope 1, 2, and 3 emissions, completed climate-related financial disclosure reporting aligned with TCFD recommendations, and maintained participation in CDP and EcoVadis sustainability assessments.

6

Community impact continues to expand beyond financial donations. Through its Charitable Giving Committee, ERGs, and new Volunteer Time Off benefit, Inovalon increased hands-on volunteerism, supported numerous nonprofit organizations, donated supplies and resources to underserved communities, and aligned charitable efforts with broader social drivers of health such as education, housing, employment, and food security.

Associate Engagement and Support

Our people are our greatest asset; innovation and operational excellence are deeply rooted in our human capital. Inovalon's success depends in large part on our ability to recruit, develop, and retain a qualified, productive, and engaged workforce.

We foster a workplace where everyone is treated with respect through our focus on inclusion and engagement. This is how we drive greater business results by recognizing that our long-term success requires diversity of thought, experience, and capability.

Inovalon's success as a leading innovator in the healthcare industry is enabled by our culture of inclusion and engagement, which rests on these pillars:

1

Build a culture of inclusion

At Inovalon, inclusion is a strategic imperative embedded into our business practices to encourage innovation and achieve greater business results. We leverage the unique abilities and perspectives of our diverse talent to create an inclusive workplace where all employees feel they can belong, contribute, and thrive.



2

Define accountabilities and measure success

Inclusion is a strategic imperative to encourage innovation and achieve greater business results. We leverage the unique abilities and perspectives of our diverse talent to create an inclusive workplace where all employees feel they can belong, contribute, and thrive.



3

Foster opportunities to learn and grow

We offer opportunities for all employees to expand their knowledge and leverage the skills learned to engage in an inclusive manner to innovate and drive greater business results.



In alignment with these pillars, Inovalon continued to invest in programs and resources in 2025 that supported associate connection, development, recognition, and community impact. These investments included employee resource groups (ERGs), enterprise engagement moments, recognition initiatives, charitable giving efforts, and opportunities for associates to build relationships across teams, locations, and experiences.

In addition, the People Team partnered with Inovalon's Charitable Giving Committee to support community organizations connected to our ERGs and the communities they represent. This collaboration created meaningful opportunities for associates to give back in ways that aligned with the interests of our ERGs while reinforcing the connection between inclusion, engagement, and community impact.

Inovalon also continued to reinforce inclusive behaviors through its Success Factors framework, which includes Build an Inclusive Work Environment as a core Success Factor. Through relevant competencies, associates are encouraged to help build a workplace where employees feel respected, supported, and able to contribute meaningfully.

Great Place To Work®

We are proud to share that in 2023, Inovalon became Certified™ by Great Place To Work® for the May 2023-May 2024 year, and was recertified for the April 2025-April 2026 year.

The prestigious award is based entirely on what current associates say about their experience working at Inovalon. A majority of our associates said the company is a great place to work, and our results outperformed the average U.S. company.

Great Place To Work® is the global authority on workplace culture, employee experience, and the leadership behaviors proven to deliver market-leading revenue, employee retention, and increased innovation.



Great Place To Work® Certification is a highly coveted achievement that requires consistent and intentional dedication to the overall employee experience,” says Sarah Lewis-Kulin, the Vice President of Global Recognition at Great Place To Work. She emphasizes that Certification is the sole official recognition earned by the real-time feedback of employees regarding their company culture. “By successfully earning this recognition, it is evident that Inovalon stands out as one of the top companies to work for, providing a great workplace environment for its employees.”



Based on direct employee feedback via our internal employee engagement survey, Inovalon has made multiple enhancements to the employee experience by:



Adding non-medical benefits, including additional PTO days and paid corporate holidays



Offering a strong 401(k) matching policy



Expanding our professional development programs at every level, including monetary funding for professional certifications and tuition reimbursement

Through these important enhancements, three out of five of our top associate statements on the Great Place To Work® survey were related to inclusion and engagement:

92% | India 91%

of our associates said they are treated fairly regardless of their sexual orientation

97% | India 94%

said they feel it is a physically safe place to work

90% | India 82%

said they are treated fairly regardless of their race

85% | India 81%

said they are treated fairly regardless of their age

85% | India 89%

said they are treated fairly regardless of their gender

Talent Acquisition and Representation

In 2025, Inovalon's People Team continued to strengthen recruiting and hiring practices aimed at attracting and retaining a qualified and competitive applicant pool. This is accomplished through expanded outreach and participation in career fairs and professional networks to increase visibility of Inovalon's career opportunities among a broad range of qualified candidates and through a recruiting process grounded in fairness, consistency, and merit. Examples of these efforts included engagement with a range of colleges, universities, and external organizations aligned to Inovalon's hiring priorities, such as Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions (HSIs), and other higher education institutions.

Inovalon's People Team also continued to promote transparency and consistency in hiring practices by including salary ranges in our job descriptions and using gender-neutral language across all postings. Inovalon focused on strengthening the candidate experience even after hiring, reinforcing an employer brand that reflects the company's commitment to inclusion, engagement, and opportunity for all. Through these efforts, Inovalon aims to support equitable access to employment opportunities while continuing to hire based on qualifications, skills, experience, and business need to drive innovation and nurture customer relationships.



Our Employee Resource Groups

Inovalon's Employee Resource Groups (ERGs) create spaces for connection, leadership, cultural awareness, and shared learning across the organization. In 2025, Inovalon's eight ERGs continued to serve as platforms for engagement and growth through educational events, heritage and awareness programming, leadership opportunities, and peer connection. Nearly 700 associates participated in ERGs, supported by more than 45 volunteer leaders across eight groups. Led by associate volunteers and supported by executive sponsors, these groups helped foster community, professional development, cultural awareness, and enterprise-wide engagement through programming and shared experiences across the organization.

Inovalon's ERGs include:

- ⊕ Inovalon Black Associates Network
- ⊕ Unidad
- ⊕ LGBTQ+ Employee Network
- ⊕ Inovalon Asian Alliance
- ⊕ Veterans Excelling Together with Supporters (V.E.T.S.)
- ⊕ Inovalon Women in Technology
- ⊕ Inovalon ONE Women's Network
- ⊕ Working Parents Network



Inclusion and Engagement Resources

Inovalon's approach to inclusion and engagement is embedded in how we support associates, strengthen connection, and deliver a consistent employee experience across the organization. Our efforts focus on creating meaningful opportunities for associates to engage with one another, with leadership, and with the broader Inovalon community.

Through enterprise programs, ERGs, and recognition initiatives, associates are able to build connections, share perspectives, and contribute to a culture grounded in respect, collaboration, and belonging. These efforts are supported by clear governance, accessible resources, and cross-functional partnership, helping ensure consistency and scalability across locations and teams.

The People Team also partners closely with the Charitable Giving Committee each year to support community organizations connected to our ERGs and the communities they represent. This partnership helps create meaningful opportunities for associates to give back in ways that reflect the experiences, interests, and members of our ERGs, while further strengthening connection between inclusion, engagement, and community impact.

We continue to evolve our approach by strengthening employee networks, enhancing recognition programs, and expanding opportunities for professional development, volunteerism, and connection. These efforts contribute to a workplace where associates feel supported, engaged, and empowered to do their best work – reinforcing a culture that supports innovation, performance, and long-term sustainability.



Rewards and Recognition

Inovalon's commitment to associates is guided by a support system that inspires, empowers, and enables our team in the achievement of a shared mission.

In our efforts to empower associates, we have created programs and initiatives that are reevaluated annually to ensure we are addressing the needs voiced by our people and meeting or exceeding the market average. We maintain a competitive compensation and benefits package which includes incentive compensation tied to both company and individual performance, parental leave, tuition reimbursement, professional development reimbursement, retirement benefits, and healthcare coverage.

Annually, Inovalon associates who demonstrate an unrelenting pursuit of excellence and steadfast commitment to Inovalon's mission and values are recognized and celebrated through the Circle of Excellence (COE) Program. These include annual Sales, Service, and President's Choice awards. COE award recipients are celebrated each spring with a long weekend retreat.



Rewards & Recognition Hub

The Inovalon Rewards & Recognition Hub is a centralized rewards and recognition program that fosters a culture of appreciation by making recognition visible, accessible, and meaningful across Inovalon. Through a live social feed, associates can publicly celebrate one another’s contributions, creating transparency and strengthening connections across teams. The platform streamlines award nominations into a single, user-friendly experience and integrates Inovalon’s core values and Success Factor competencies into every recognition moment, ensuring alignment with organizational priorities.

People leaders can grant point-based awards redeemable for gift cards or items through an integrated storefront, while all associates can share non-monetary appreciation through digital badges that recognize everyday contributions. Additional features, including real-time leaderboards and service anniversary celebrations, further enhance engagement by highlighting achievements and milestones, helping to build a workplace culture rooted in gratitude and shared success.

Inovalon Success Factors

Inovalon’s competency model, the Inovalon Success Factors, provides actionable insights into the behaviors, skills, and knowledge needed for us to live our values, realize our vision, and deliver our mission to improve healthcare outcomes and economics. These Success Factors are reiterated through the annual review process, as well as monthly, when nominees are recognized through the Success Factor Superstars awards on our monthly all-company call and again in our all-company internal newsletter.

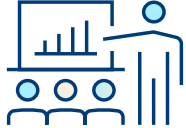
Success Factor categories include:

1



Deliver Results

2



Insist on High Standards

3



Build an Inclusive Environment

4



Be a Force Multiplier

Leadership Training

The Management & Leadership Academy offers learning opportunities focused on building management capabilities across Inovalon. It includes a variety of learning journeys that support managers in their growth and development across the full employee lifecycle. Programs are intentionally designed to offer opportunities for connection and support among managers across the enterprise to share best practices, address concerns, and innovate.

Highlights within the programs include professional coaching, peer groups, leadership assessments, engaging virtual sessions, and self-paced learning. Each program is designed to fit the needs of the associate, no matter where they are in their management trajectory.

Benefits Programs

Inovalon associates have access to a wide range of programs to promote their and their family's overall wellbeing. We offer a variety of options for health insurance coverage that far outstretch the market average. Further, we offer generous paid time-off packages based on tenure and family leave, and are continuously evaluating and enhancing our total rewards offerings based on employee feedback and industry standards.

Additionally, we offer advanced educational and tuition reimbursement focused on skill and career growth. We also offer 401(k) plans with immediate vesting and matching up to 5% of compensation annually, as well as commuter benefits.



Ethical Behavior

Inovalon is committed to high ethical standards, a commitment that has been an integral part of our history and culture since the company’s founding. Our principles and our expectations are that Inovalon associates act ethically and always remain above reproach.

Our Code of Conduct and Ethics (“the Code”) and other policies outline the way we treat our associates, community, customers, partners, and the patients they serve, and address topics such as:

- ⊕ Performing ethically and with integrity
- ⊕ Anti-retaliation policies
- ⊕ Equal employment opportunity
- ⊕ Fair competition
- ⊕ Compliance and reporting avenues
- ⊕ Workplace behavior and anti-harassment
- ⊕ Confidentiality
- ⊕ Commitment to diversity
- ⊕ Conflicts of interest
- ⊕ Workplace safety

Inovalon and all its associates conduct business following not only the letter of the Code, but the spirit of the Code by committing to the core values outlined by **I.N.S.P.I.R.E.D.**



Innovation

We believe that our future growth depends on the rapid development and ongoing enhancement of our people, technology, products, and cloud services.

Nimbleness

We challenge ourselves to be thoughtful, creative, and responsive to market dynamics by executing with speed and purpose to turn challenges into opportunities.

Service

We are driven to exceed expectations through an unwavering focus on doing what is right for our associates, our community, our customers and partners, and the patients they serve.

Passion

We are passionate about our mission to dramatically improve the outcomes and economics of healthcare, and we promote a culture where associates are empowered to drive the realization of our mission.

Integrity

We demonstrate honesty and fairness in our conduct and business practices by keeping our word, delivering on our promises, and acknowledging our mistakes.

Respect

Our associates always treat each other, our vendors, and our customers with respect and dignity and recognize that our success depends on our ability to work together as ONE Inovalon.

Excellence

We strive to raise the standard for excellence in everything we do through transparent and open communication, relentless reflection, honest critique, and continuous improvement.

Diversity

We build a diverse workplace where all associates can be heard, contribute, and thrive by fostering inclusive thought leadership, defining accountabilities for all employees, embedding inclusion and engagement into our business practices, and measuring our success.

Each associate, regardless of position or location, is expected to read the Code thoroughly upon hire and annually thereafter, to adhere to both the intent and the spirit of what it says, and to use it as a guide to make the right decisions and initiate the correct actions – for our associates, our community, our customers and partners, and the patients they serve.

Data Stewardship and Security

Trust is the key foundation to building longstanding and mutually beneficial relationships. Every day, Inovalon earns the trust of our associates, community, customers, and partners by ensuring that their data is secure, that there is transparency in how it is used, and that it is processed, managed, and maintained in compliance with applicable agreements, regulations, and laws.

Data privacy and security, and the protection of other confidential and sensitive information, are business imperatives and core responsibilities of every associate. Pursuant to our commitment to uphold the highest levels of data security and privacy, Inovalon's Privacy and Security Programs integrate data protection at the enterprise, program, and system level, carefully aligning activities to the mission and vision of the company.

Inovalon operates an enterprise Privacy Program that governs all aspects of privacy operations across business units. Continuous assessment and improvement cycles are built into the Privacy Program to ensure systems and processes are always designed with privacy in mind, and that staff awareness of privacy requirements aligns with business objectives. The Privacy Program plays a key role in supporting Inovalon's privacy compliance activities and the responsible management of protected health information and other sensitive data.

Inovalon's comprehensive Security Program enforces policies and procedures related to the security of information systems and data transmitted or maintained within company systems. Among other things, the Security Team identifies security risks, determines strategies to effectively manage internal and external risks identified, and implements appropriate controls.

This team also develops, deploys, and enforces stringent administrative, technical, physical, privacy, and user safeguard policies across Inovalon's environment to ensure HIPAA compliance and adherence to other applicable compliance laws and regulations in all instances where data is accessed, transmitted, processed, or maintained.



In addition to our Privacy and Security Program structures, we have made significant investments in this effort to ensure all data is secured through a well-orchestrated model of people, processes, and state-of-the-art technologies. We ensure that data transmission within the applications we own and manage is encrypted. Our data security and privacy are routinely measured and verified through customer and external auditor verifications, reviews by external industry-leading data security firms, and reviews by internal ongoing evaluations of privacy and security practices to promote continuous improvement.

Inovalon is HITRUST® and Payment Card Industry Data Security Standard certified and is a trusted partner to the Centers for Medicare & Medicaid Services under their Qualified Entity Program. We issue annual and periodic Service Organization Audit SOC 1 and SOC 2 Type 2 reports.



Environmental Sustainability

Our approach to climate risk begins with acknowledging that sustainability is connected to operational efficiency, business continuity, and the long-term value we deliver. By leveraging data-driven insights, cloud technology, and partnerships with environmentally responsible vendors, we are continuously improving our efficiency and striving to minimize our environmental impact.

Inovalon empowers its customers across healthcare to gain greater efficiency and speed by leveraging cloud-based, data-driven insights. Our data capabilities enable the healthcare system to reduce waste – achieving more meaningful patient impact through fewer, more targeted, and better-informed clinical encounters, greater medication adherence, and lower rates of unnecessary repeat testing. These all deliver a positive benefit by reducing inefficiency, unnecessary use, and waste, minimizing any associated environmental impact by the healthcare ecosystem.

Our board of directors and executive leadership team continuously focus on leveraging the most up-to-date internal and external strategies to make our operations more efficient and more environmentally sustainable.



Technology Cloud Vendors Committed to Sustainability

By selecting vendors like Amazon Web Services, Google, Microsoft, and Snowflake for our external data storage needs, we are able to complement our own capabilities while benefiting our customers and the environment as we continuously seek to minimize our environmental impact. We partner with organizations like Google, whose owned and operated data centers are approximately 1.8 times as energy efficient as a typical enterprise data center.¹ And as organizations move to increased use of AI, AI holds immense promise to drive climate action – and has the potential to help mitigate 5–10% of global greenhouse gas (GHG) emissions by 2030.²

More information on some of the cloud vendors that help power Inovalon's infrastructure and reflect our sustainability practices can be found through the following links:

[AWS](#)[Google](#)[Microsoft](#)[Snowflake](#)

Expanding Sustainable Initiatives

Our influence on environmental performance extends from executive-level initiatives to day-to-day operational decisions. In 2008, when we selected our Inovalon corporate headquarters in Bowie, Maryland, we chose a facility that was awarded LEED certification at the gold level by the U.S. Green Building Council and received an Energy Star label for its operating efficiency. This decision and others reflect our continued focus on efficiency and sustainability in our physical footprint.

As Inovalon grows and expands, we will continue to seek out offices and facilities that meet our high standards of environmental sustainability.

We have also introduced several environmental initiatives throughout our operations.



Emissions Measurement & Reporting

In 2025, we invested in a dedicated carbon accounting platform to formalize our emissions measurement capabilities. The platform enables calculations of Scope 1, 2, and 3 emissions across our operations and supports year-over-year progress tracking. Consistent with the profile of a cloud-based business, Scope 1 and 2 represent a small fraction of our total footprint. The majority of our emissions occur in Scope 3, primarily through purchased goods and services, reflecting a business model that relies more heavily on partners, vendors, and cloud infrastructure than owned physical assets.

We continually submit emissions data to two of the most widely recognized sustainability platforms:

1

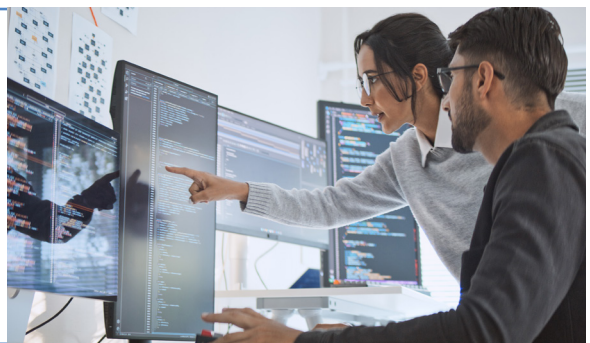
Carbon Disclosure Project (CDP):

Submitted annually against a standardized global framework, supported by our dedicated carbon accounting platform for consistent carbon tracking.



2

EcoVadis: Rating actively maintained across EcoVadis's four assessment pillars: Environment, Labor & Human Rights, Ethics, and Sustainable Procurement, reflecting our ongoing participation in third-party sustainability assessment.



Climate-Related Financial Disclosure

In 2025, we completed an internal climate-related financial disclosure report aligned with the Task Force on Climate-related Financial Disclosures (TCFD) Recommendations. The report addresses how we are integrating climate considerations across four pillars: governance, strategy, risk management, and metrics. This exercise represents a milestone in our continued journey toward embedding climate resiliency across our enterprise and the healthcare sectors we serve.

Operational Footprint Reduction

We partnered with Fill it Forward to reduce single-use cups across our U.S. and India offices, engaging associates through real-time tracking to reduce day-to-day operational waste at scale. In 2025, we received Fill it Forward's Changemaker Award for Employee Engagement, awarded to organizations that inspire measurable action through wellness and sustainability programming.

Inovalon's Fill it Forward Data

Inovalon Wins Changemakers of 2025 Award

Sustainable Office Supplies

In 2025, 74% of the unique products we sourced for our work cafes were eco-friendly, reflecting our commitment to offering a more sustainable product assortment. This measure is based on distinct products rather than quantities purchased. We remain dedicated to identifying and transitioning to more sustainable alternatives wherever possible.



Community Involvement

Corporate responsibility is at the heart of Inovalon's business. We go beyond delivering innovative solutions that enable healthcare organizations to use data to improve healthcare outcomes and economics. Supporting worthy community programs with our time, resources, and efforts is a priority for Inovalon and an intrinsic part of the company's history.

This includes local and national charitable organizations that enrich the lives of people, groups, and communities in which we live and with whom we work. This effort is led by our Charitable Giving Committee (CGC) which includes both monetary and hands-on volunteer opportunities, in partnership with our ERGs, leadership programming, internship program, and overall associate engagement. Additionally, Inovalon's matching programs seek to provide aid, relief, and support to those impacted by major current issues around the globe. In these programs, the CGC matches donations made by our associates to organizations providing aid and support to those in need.

In 2025, the CGC's efforts expanded to encourage and facilitate hands-on volunteer opportunities to align with our hybrid work approach, providing opportunities for associates, and our customers and partners, to give back to organizations in the office or at events. Both physically and financially, we supported organizations whose causes align with the mission and vision of our organization, such as those that address social drivers of health like education, employment, housing, food, and other insecurities that affect a person's quality of life.



Community Partnership Examples

In partnership with Bread for the City, an organization which provides essential services such as food, clothing, and healthcare to underserved populations, the Inovalon Black Associates Network led a volunteer initiative to assemble and distribute over 100 toiletry kits.

In partnership with the Light House Shelter in Annapolis, MD, which provides shelter and services to prevent homelessness and empower people as they transition toward employment, housing, and self-sufficiency, Inovalon packed and distributed over 100 tents and backpacks filled with essentials like blankets, socks, and hygiene products at our largest annual event alongside our customers.

Inovalon's Unidad ERG maintained its ongoing partnership with Wheaton High School and Thomas Edison Technical School, inspiring students of color to explore technology careers.

Additional CGC support to organizations selected and vetted by ERGs include initiatives with:

- ⊕ TOUCH (The Black Breast Cancer Alliance) (Inovalon Black Associates Network)
- ⊕ Dress for Success (ONE Women's Network)
- ⊕ Blessings in a Backpack (Working Parents Network)
- ⊕ Girls Who Code (Women in Technology Network)
- ⊕ The Society of St. Vincent de Paul North Texas (Unidad)
- ⊕ Wreaths Across America (Veterans Excelling Together with Supporters – V.E.T.S.)
- ⊕ The Trevor Project (LGBTQ+ Alliance)

These organizations provide critical services such as financial relief, mental health support, professional development, and youth advocacy.

Through various in-person activations, we were able to assemble and donate backpacks full of supplies to local schools, stuffed animals to local hospitals, and lunch bags with snacks to Boys & Girls Club. Inovalon was also able to make a sizable donation to four distinct charities through its Inovalon Impact Awards Program, allowing the recipients of the awards to select a charity of their choice (Combat Hunger, Girls on the Run local and national chapters, American Diabetes Association, and Boys & Girls Club local and national chapters).

Inovalon is committed to expanding our community engagement. In Q4 2025, Inovalon added a Volunteer Time Off benefit of eight hours per year for employees to take time away from work to dedicate to the nonprofit is used earlier in the doc of their choice. This, coupled with in-office opportunities, expands our impact on the communities we live and work in.



Our Ongoing Commitment to Sustainability

This report marks another important step forward as Inovalon continues to make measurable strides in our sustainability initiatives – and we will continue to foster an inclusive, engaging workplace that follows eco-conscious business practices.

We firmly believe it is our responsibility to do right by our associates, customers, partners, and the patients and communities they serve, and we uphold this commitment daily in all that we do. Whether in hiring new associates, incorporating feedback gathered from across the company, or delivering more powerful solutions to our customers so they can deliver more efficient and cost-effective healthcare, Inovalon is constantly progressing toward a higher level of sustainability within our organization and in our broader world.



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¹ “Google 2024 Environmental Report,” Google, July 2, 2024, <https://www.gstatic.com/gumdrop/sustainability/google-2024-environmental-report.pdf#page=32>

² “Reduce Carbon and Costs with the Power of AI,” Charlotte Degot, Sylvain Duranton, Michel Frédeau, Rich Hutchinson, Boston Consulting Group, January 26, 2021, <https://www.bcg.com/publications/2021/aito-reduce-carbon-emission>