

The logo consists of the lowercase letters 'io.' in a white, sans-serif font. The 'i' is a simple vertical line with a dot above it. The 'o' is a solid circle. A period follows the 'o'.

io.

TOWARDS A THRIVING FUTURE

Our Framework for
Responsible and Ethical
Business Evolution

A MESSAGE FROM OUR FOUNDER

Inside Out is more than a company: we are a movement of new wayfinders working to reimagine how business interacts with the planet and its people.

We've set a bold new standard where profit aligns with purpose, and innovation drives restoration.

Through collaboration, science and creativity, we build solutions that honor our responsibility to the generations we will never meet.

This is the beginning of an ever-evolving journey to turn challenges into opportunities and leave a legacy of positive impact.

This is a new way forward.

Suzy Amis Cameron
Founder and CEO



GUIDING INSIGHT

At Inside Out, we understand that what we put in and on our bodies has profound impact on our own health and the health and well-being of the planet.

That is why we work and play where people and planet meet – to find opportunities that reimagine essential consumption from the inside out.

CORE BELIEF

We understand that business as usual is no longer sustainable. At Inside Out, we challenge the status quo to redefine how companies create value.

We align profit with purpose, designing innovative solutions that restore nature, strengthen society, and empower humans to ensure a thriving future for both people and the planet.

NORTH STAR

We transform business into a force for good by commercializing revolutionary solutions to the world's most pressing challenges.

Working on behalf of generations we will never meet, we have reinvented ROI to better balance return on investment, impact and integrity.

Think of it as big business for the environment.

OUR COMMITMENTS

WE WORK ON BEHALF OF GENERATIONS WE WILL NEVER MEET

Every decision is rooted in our responsibility to create sustainable business models and essential products that enrich the lives of those who will inherit the Earth.

WE DESIGN FOR CIRCULARITY

Our brands are designed for resilience and circularity, integrating material purity, non-toxic inputs, regenerative sourcing and closed-loop design and engineering.

WE EMBRACE AN EVOLVING 'BETTER'

We recognize that the better future we imagine will not be achieved in a single moment but through a relentless pursuit of learning, adaptation and innovation.

WE TRANSFORM WASTE INTO VALUE

Our operations are rooted in waste-to-value innovations, transforming by-products into valuable resources to foster a more regenerative and circular future.

WE EMPOWER COMMUNITIES THROUGH EDUCATION

We share trusted data, actionable insights and compelling stories to empower consumers to make essential and intentional choices for themselves and their families.

WE CELEBRATE INDIGENOUS KNOWLEDGE

By integrating indigenous wisdom into our practices, we create systems that honor nature's rhythms and ensure reciprocity in our interactions with the planet.

WE ARE GROUNDED IN SOUND SCIENCE

Guided by rigorous research and groundbreaking innovation, we harness science to drive ethical and impactful solutions for people and the planet.

WE UNITE CLIMATE AND SOCIAL JUSTICE

The systems driving environmental degradation and social inequity are intertwined; our solutions heal both by addressing root causes and ensuring shared prosperity for all.

WE PILOT BREAKTHROUGH SOLUTIONS

We operate as a platform for Living Labs, where emerging technologies are tested and scaled to transform industries and unlock profitable solutions to pressing problems.

WE COMMIT TO CLIMATE LEADERSHIP

We set bold climate targets and actively reduce emissions across operations and value chains to move towards a carbon-negative impact and inspire others to do the same.

WE LEAD WITH RADICAL TRANSPARENCY

We ensure traceability of inputs, processes and impacts to ensure accountability and shared responsibility across our network of suppliers, stakeholders and investments.

WE HONOR THE EARTH'S ESSENTIAL SYSTEMS

We protect the interconnected systems of water, land, air, energy and materials to ensure their sustainable use and potential for regeneration of both people and the planet.

REINVENTING ROI FROM THE INSIDE OUT

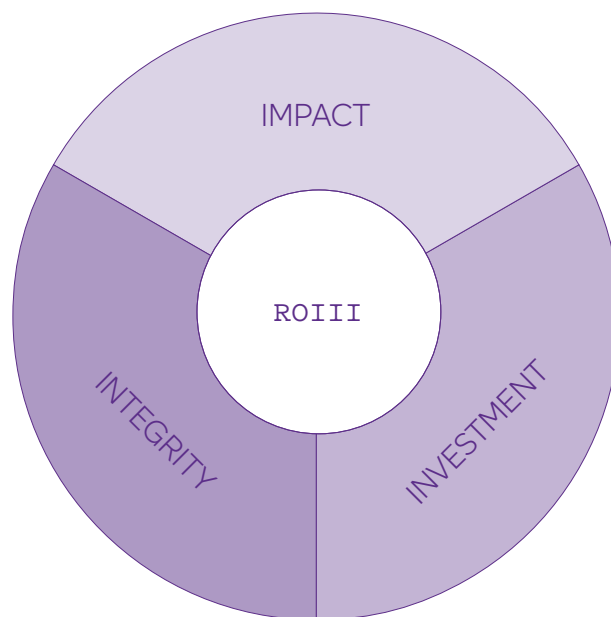
For too long, the language of business success has been dominated by a narrow view of return, defined only by financial yield. But the world has changed.

Profit alone is no longer proof of value. In an era shaped by ecological limits, social accountability and rising expectations from consumers, regulators and investors, the true measure of business performance must evolve.

At Inside Out, we believe value is not simply extracted. It is created, shared and sustained across ecosystems of people, planet and capital. This belief calls for a new standard of evaluation. We call it ROIII: Return on Impact, Integrity and Investment.

ROIII is not an alternative to profitability: it is how we ensure that profit aligns with purpose, and how purpose is made real through action. This is the lens through which we measure success.

It is the foundation beneath every focus area and actions that follows.



REINVENTING ROI FROM THE INSIDE OUT

IMPACT | WHAT POSITIVE CONTRIBUTIONS HAVE WE MADE?

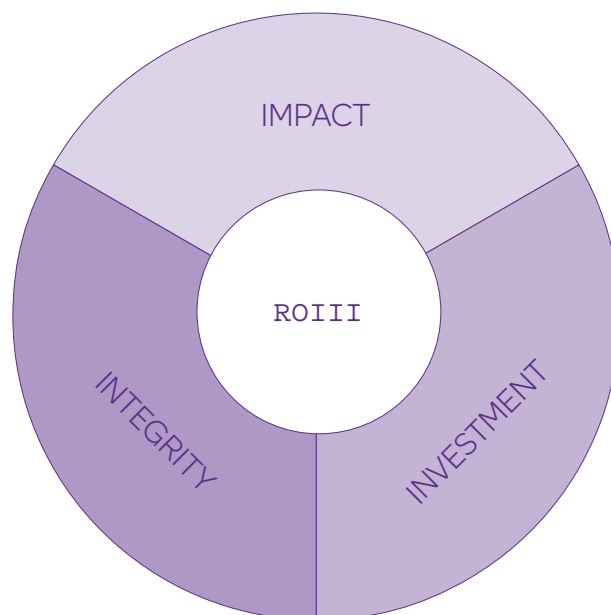
Impact measures our contribution to the health of humans, society and nature. It asks whether we have meaningfully advanced well-being, regeneration and shared prosperity. Impact is not an afterthought: it is a core outcome, defined by tangible results across environmental restoration, human dignity, and cultural enrichment.

INTEGRITY | HOW HAVE WE SHOWN UP IN THE WORLD?

Integrity holds us to the standards of fairness, transparency and responsibility. It ensures that the means are as ethical as the ends. This is about governance, respect for human rights, and commitment to truth. It is not only what we say, but also how we operate, source, build and engage.

INVESTMENT | HOW HAVE WE BEEN STEWARDS FOR LASTING VALUE?

Investment acknowledges the financial dimension of our work because scale, innovation and resilience require capital. Here, investment is measured not just by short-term returns but also by its role in funding solutions that endure and regenerate. It is about backing the future, not exploiting the present.



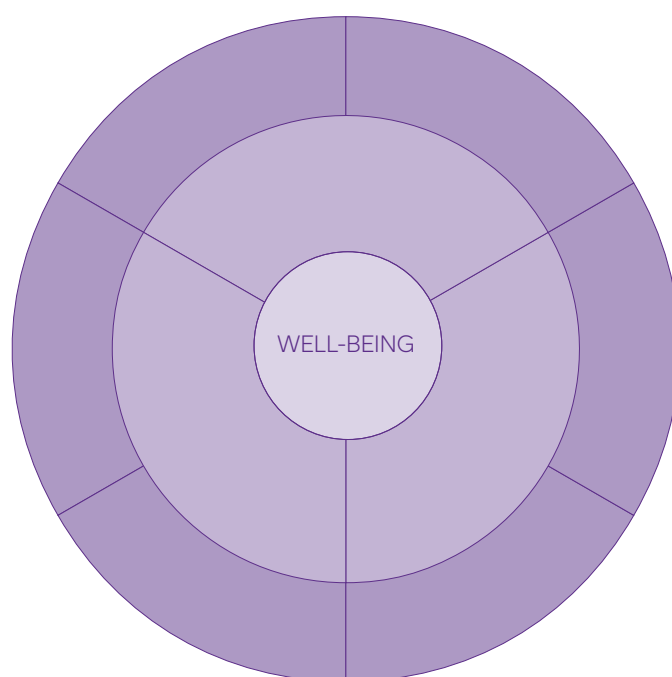
A FRAMEWORK FOR RESPONSIBLE AND ETHICAL BUSINESS EVOLUTION

TOWARDS A THRIVING FUTURE

WELL-BEING, FROM THE INSIDE OUT

Inside Out's Towards a Thriving Future framework operates at the intersection of planetary and human health to advance the well-being of all stakeholders through responsible and regenerative business practices.

By pursuing an ever-evolving 'better', this methodology moves us continually closer towards responsible and ethical brand building and businesses.



A STRATEGIC APPROACH TO WELL-BEING, AT SCALE

Inside Out's purpose and promise are embedded within a unifying strategy built on three core elements:

PILLARS

which define where to focus by identifying the critical areas where meaningful and lasting impact is required.

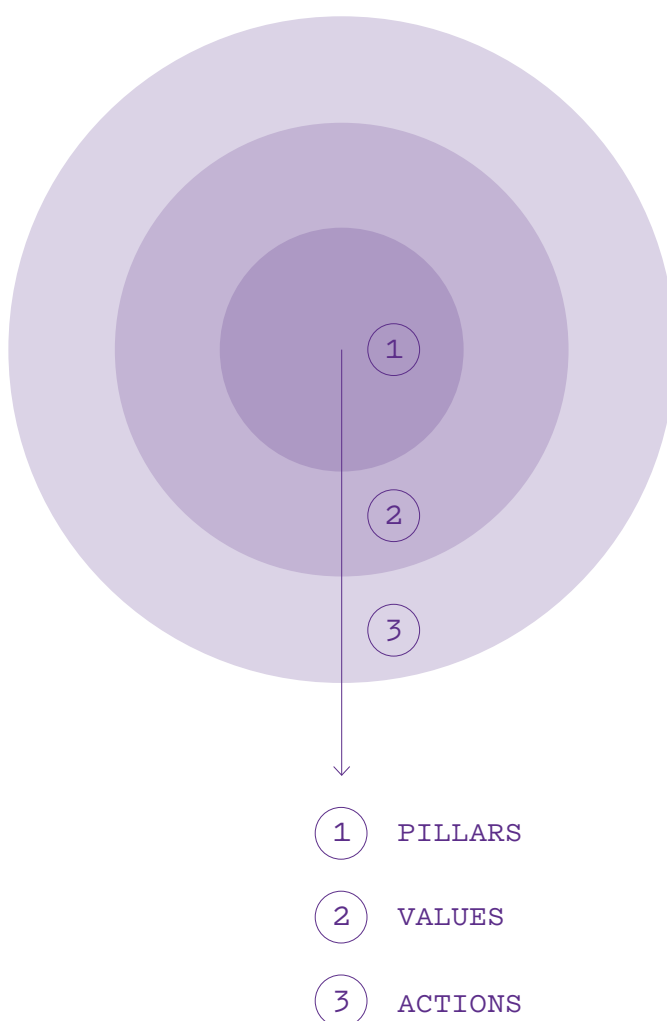
VALUES

which guide how we operate through shared principles that shape decisions, align culture, and uphold integrity across the organization.

ACTIONS

which ensure accountability and measurable progress by turning commitments into clear priorities, disciplined execution, and proven results.

Together, they provide the structure to translate vision into practice.



PILLARS THAT SHAPE OUR IMPACT

Lasting impact requires clarity on where care and action are most needed. Our pillars of Nature, Society and Humans represent the essential systems of life where business must take responsibility and where meaningful change can be made.

NATURE SUSTAINS ALL LIFE

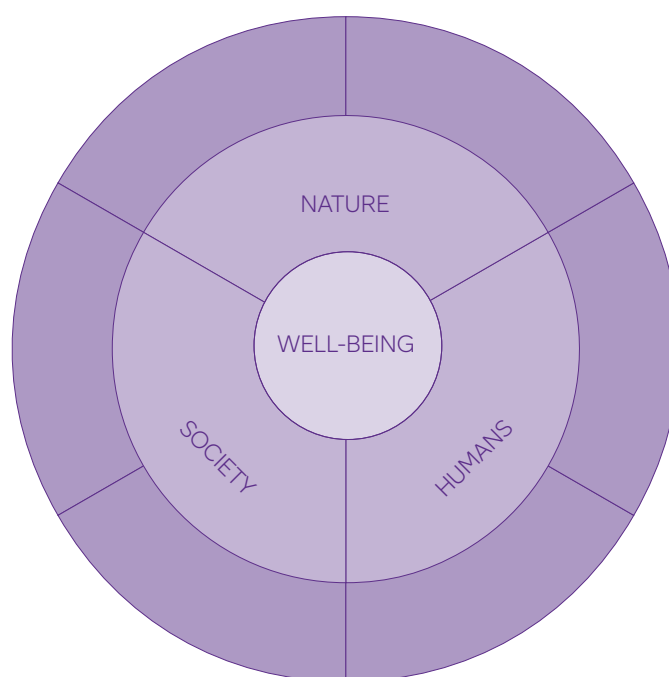
The health of ecosystems, biodiversity and planetary systems is foundational to every other form of well-being. Without regeneration of the natural world, no solution endures.

SOCIETY SHAPES HOW WE LIVE TOGETHER

Social systems such as economies, supply chains and cultures determine how resources, power and opportunity are shared. Business holds influence here and with it, responsibility.

HUMANS CARRY THE HEALTH, SAFETY AND DIGNITY OF THE WORK

Every product, process and decision touches real lives. Centering human well-being ensures that progress is not made at the expense of people.



VALUES THAT GUIDE OUR WORK

Progress without principle is not enough. Lasting change requires a clear set of values that ground our decisions, shape our culture and hold us to the standards we aspire to meet. These values reflect what we stand for and define how we show up in service of people, the planet and future generations.



NATURE

REGENERATION

We believe healing the natural world is essential to any lasting solution.

PLANETARY RESPONSIBILITY

We believe business must respect the limits of the planet and operate within them.



SOCIETY

ETHICS AND INTEGRITY

We believe fairness, transparency and respect for people form the foundation of good business.

CULTURE AND RESPONSIBILITY

We believe the stories we tell and the products we make shape the world – and we carry that responsibility with care.



HUMANS

PROTECTION OF PEOPLE

We believe the well-being of people must never be compromised in the pursuit of profit.

INNOVATION FOR GOOD

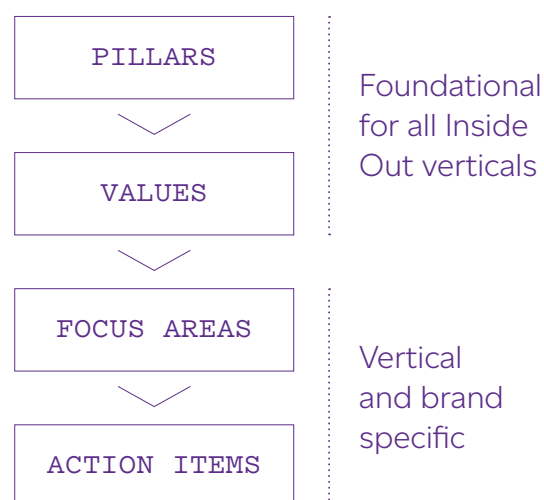
We believe science and creativity should serve life, advancing solutions that benefit people and the planet.

FOCUS THAT ACHIEVES OUTCOMES

Focus areas and actions translate vision into measurable outcomes.

They define what matters most, align priorities with values and ensure that every commitment is backed by clear goals, shared responsibility and accountable execution.

These focus areas drive the Towards a Thriving Future strategy across all six Inside Out verticals, guiding consistent action and impact at every level of the business.



PILLARS	VALUES	FOCUS AREAS
NATURE	We act for nature's regeneration. We design for planet action.	Prioritize regenerative sourcing and land use in all supply chains. Eliminate toxic inputs and design for material circularity. Invest in biodiversity restoration and ecosystem services. Integrate carbon-negative or carbon-neutral design principles. Reduce energy and water intensity in product development. Use life-cycle assessments to inform all R&D and innovation.
SOCIETY	We lead with ethics and integrity. We promote a culture of responsibility.	Establish traceable, transparent supply chains. Enforce fair labor standards and responsible procurement practices. Conduct regular ethical audits with third-party accountability. Offer education and training on sustainability to all employees. Incentivize responsible behavior across teams and partners. Use storytelling and media to build a culture of shared stewardship.
HUMANS	We protect the health of people. We innovate for good.	Eliminate harmful chemicals and ensure product safety. Promote health-positive products and services. Commit to clean air, water and soil where we operate. Pilot breakthrough solutions with measurable impact. Partner with scientists and entrepreneurs to co-create scalable innovations. Invest in R&D that supports well-being and community resilience.

FROM METHODOLOGY TO MOVEMENT

TOWARDS A THRIVING FUTURE

ACTIONS THAT CREATE OUR FUTURE

Belief alone does not drive change. It takes clear priorities, defined responsibilities and measurable steps to turn purpose into progress. Our actions translate vision into work on the ground and hold us accountable to results, not simply intentions.

NATURE

We work to create better habits and habitats by embedding circularity, responsibility and a holistic vision into how we design, source and build.

WE ACT FOR NATURE'S REGENERATION

By embedding intrinsic and emotional durability into our designs, we reduce waste, lessen production impact, and help restore the ecosystems we touch.

WE DESIGN FOR PLANET ACTION

By sourcing and transforming responsible materials through healthy, resilient value chains, we work to ease pressure on planetary boundaries.

SOCIETY

We nurture ecosystems where businesses and communities are empowered and elevated through our actions, supporting self- and collective growth in an ever-evolving process of change.

WE LEAD WITH ETHICS AND INTEGRITY

By building vertical teams across our value chains, we ensure visibility, fair wages, and safe, dignified working conditions at every step of production.

WE PROMOTE A CULTURE OF RESPONSIBILITY

By fostering open, inclusive and informed dialogue, we promote culture and awareness through our products and services.

HUMANS

We obsessively care about the health and safety of our workers, our consumers, and of every human directly and indirectly touched by the activities of our brands and businesses.

WE PROTECT THE HEALTH OF PEOPLE

By applying the highest standards and audits, we safeguard the well-being of everyone involved in the creation and use of what we make.

WE INNOVATE FOR GOOD

By advancing science, research and technology, we support the well-being and livelihoods of all who help bring our work to life.

NATURE

WE ACT FOR NATURE'S REGENERATION

At Inside Out, our six verticals rely on ecosystems for materials, resources and energy. As these ecosystems decline, traditional extraction is unsustainable. Regeneration is critical for both business longevity and ecosystem health.







Regenerative practices – design, sourcing, and circular systems – are no longer optional. They are market demands driven by regulatory pressure, shifting consumer values, and investor focus on nature-positive actions. This need for regeneration is not just ethical: it is essential for business resilience.

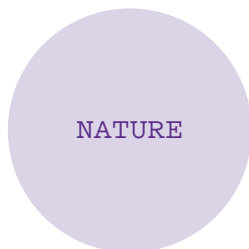
Risk Mitigation: As ecosystems degrade, supply chains face greater disruption. Without regeneration, companies will experience resource scarcity and volatility.

Investor Confidence: Investors are prioritizing nature-positive strategies. Companies that actively regenerate ecosystems are increasingly favored over those focused only on sustainability.

Market Relevance: Consumers demand products that restore the environment. Regeneration positions Inside Out as a leader in sustainability.

Long-term Viability: Regeneration goes beyond harm reduction – it actively enhances the systems we depend on, ensuring Inside Out's relevance in a world that values ecological and social health.

ORGANIZATIONAL FRAMEWORK	RELEVANCE	ALIGNMENT
 UN Sustainable Development Goals (SDG)	SDG 12 (Responsible Consumption and Production) SDG 15 (Life on Land), SDG 13 (Climate Action)	Aligned directly through circularity, durability, biodiversity recovery and climate resilience
 Corporate Sustainability Reporting Directive (CSRD)	Circular Economy Action Plan, mandatory disclosures on resource use, durability, waste and environmental impact	Requires companies to report on resource strategies and circular design performance
 Taskforce on Nature-related Financial Disclosures (TNFD)	Nature-related risk and dependency assessment; biodiversity integration into financial decision-making	Positions ecosystem health as core to risk management and investment readiness
 UN Principles for Responsible Investment (PRI)	Spring initiative focused on nature, biodiversity and systemic risk engagement across investor networks	Identifies nature-positive action as critical for long-term value creation and fiduciary duty
 Ellen MacArthur Foundation	Circular economy principles design out waste, keep products and materials in use, regenerate natural systems	Thought leadership directly tied to design for regeneration and circularity
 Science-based Targets for Nature (SBTN)	Methodology development for nature-positive corporate targets and action plans	Offers pathways to quantify and track biodiversity and regeneration commitments



WE DESIGN FOR PLANET ACTION

At Inside Out, product design is about more than meeting consumer needs – it is about shaping the future of our planet. Every product, from food to fashion to wellness, relies on ecosystems that are under increasing strain.

Regenerative design responds directly to the planetary crisis: declining biodiversity, polluted waterways, and deteriorating soils. We are moving beyond “eco-friendly” or “sustainable” to create products that actively regenerate the planet’s systems, helping to heal the ecosystems we depend on.







This is not just a response to external pressures – it is also about ensuring Inside Out’s products lead the market in addressing today’s environmental challenges.

Risk Mitigation: As ecosystems decline, raw material availability and costs rise. Companies not prioritizing regenerative design will face supply chain disruptions, higher costs, and greater resource volatility.

Investor Confidence: Investors are shifting towards nature-positive companies. Regenerative strategies attract capital for long-term growth and sustainability.

Market Relevance: Consumers want products that contribute to ecological restoration, not just reduce harm. Regenerative design keeps Inside Out ahead of the curve and relevant in the marketplace.

Long-term Viability: Regenerative design replenishes resources rather than depleting them, ensuring Inside Out’s long-term viability and leadership.

ORGANIZATIONAL FRAMEWORK	RELEVANCE	ALIGNMENT
 UN SDG 12: Responsible Consumption and Production	Promotes circularity and the responsible use of resources in product design	Direct alignment with sustainable product lifestyle and regenerative practices
 UN SDG 15: Life on Land	Supports biodiversity by designing products that regenerate ecosystems	Aligns with ecosystem restoration goals, enhancing biodiversity
 EU Green Deal/Circular Economy Action Plan	Requires companies to design for longevity, resource efficiency and circularity	Mandates circular design and material efficiency, reinforcing regenerative business models
 Corporate Sustainability Reporting Directive (CSRD)	Demands disclosures on resource use and environmental impact in product design	Aligned with circularity disclosures, focusing on regenerative strategies
 UN Principles for Responsible Investment (PRI)	Supports investment in companies with nature-positive, regenerative strategies	Direct alignment with PRI's focus on biodiversity and regenerative investing
 Science-based Targets for Nature (SBTN)	Provides a framework for setting and achieving nature-positive targets	Aligns with SBTN's guidelines for companies to create regenerative targets and strategies

SOCIETY

WE LEAD WITH ETHICS AND INTEGRITY

At Inside Out, we operate across industries, supply chains, and regions. This complexity brings exposure – legal, financial, reputational. Without clear ethical standards, that exposure becomes risk.

Regulators, investors and consumers are raising the bar on transparency, labor rights, and responsible sourcing. The cost of failure is rising.

Leading with ethics and integrity from first principles is essential for securing our license to operate, protecting the enterprise and sustaining long-term value. It defines the conditions under which all decisions across the portfolio must be made.

Risk Mitigation: Poor labor practices, **opaque** sourcing and weak governance expose companies to legal action, reputational damage, and supply chain instability. Integrity reduces these risks and protects long-term value.

Investor Confidence: Governance is central to Environmental, Social and Governance (ESG) performance. Investors are prioritizing companies with clear accountability structures, fair labor practices, and transparent decision-making.

Market Relevance: Consumers and partners expect businesses to reflect their values. Ethical leadership strengthens brand trust and attracts loyal customers, collaborators and employees.

Long-Term Viability: Integrity fosters lasting relationships – with workers, suppliers, communities, and investors. It builds the credibility that sustains business through market cycles and cultural shifts.

ORGANIZATIONAL FRAMEWORK	RELEVANCE	ALIGNMENT
 UN Guiding Principles on Business and Human Rights (UNGPs)	Defines corporate responsibility to respect human rights across supply chains	Core global standard for human rights due diligence
 Corporate Sustainability Reporting Directive (CSRD) (EU)	Mandates disclosures on governance, labor practices, supply chain ethics and human rights risks	Regulatory driver of transparency and accountability
 OECD Guidelines for Multinational Enterprises	Sets global expectations for ethical business conduct, including anti-corruption, labor rights, and responsible sourcing	Widely recognized baseline for investor and stakeholder confidence

SOCIETY

WE PROMOTE A CULTURE OF RESPONSIBILITY

Inside Out's commitments – to ethics, regeneration, wellness and equity – depend on people, not just policies. Responsibility is what turns intentions into actions.

Systems and standards set expectations. But without clear ownership and leadership accountability, even the best frameworks fail. Responsibility is not compliance – it is how commitments are practiced every day, at every level.

Investors, regulators and consumers are asking not what companies promise, but how they deliver. Who is accountable? How are decisions made? Where does ownership sit?

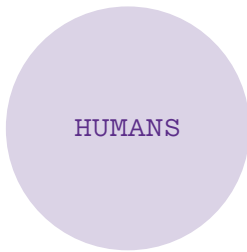
A culture of responsibility ensures that these answers are clear. It makes accountability a shared expectation across leadership, teams and partners.

Risk Mitigation: Without clear ownership of outcomes commitments stall, issues escalate and reputational harm grows. A culture of responsibility keeps accountability close to decision-making.

Long-term Viability: ESG evaluation now looks at how responsibility is practiced, not just governed. Investors favor companies where leadership and culture reinforce stated commitments.

Market Relevance: Stakeholders increasingly expect responsibility to be visible in leadership behavior, partner selection, and employee engagement – not just in policies.

ORGANIZATIONAL FRAMEWORK	RELEVANCE	ALIGNMENT
 UN SDG 8: Decent Work and Economic Growth	Supports fair treatment, leadership accountability and worker engagement	Aligns with workforce dignity and leadership responsibility
 OECD Guidelines for Multinational Enterprises	Calls for responsible business conduct with an emphasis on internal accountability and decision-making	Global baseline for embedding responsibility throughout organizations
 Global Reporting Initiative (GRI) 2: General Disclosures	Requires reporting on leadership structure, accountability and stakeholder engagement	Reinforces investor confidence through transparent leadership accountability



WE PROTECT THE HEALTH OF PEOPLE

At Inside Out, the strength of our work depends on the health of the people who make it possible – from farmers and factory teams to creatives, partners and consumers. Protecting health is not an added benefit: it is a fundamental business responsibility.

Around the world, unsafe working conditions, toxic exposures, and health inequities remain widespread across supply chains. The cost of neglect is high: workforce instability, operational disruption, regulatory penalties, and loss of consumer trust. Health risks are business risks.




Today’s investors, regulators, and consumers expect businesses to protect and promote the health of their workers, suppliers and end-users. They are asking not only how products perform but also whether they cause harm along the way.

At Inside Out, protecting health is a non-negotiable. It is how we meet our commitments to people, ensure the quality of our work, and uphold the integrity of our brands.

Risk Mitigation: Health and safety failures lead to operational disruption, legal exposure, and reputational damage.

Long-term Viability: Social performance is a core pillar of ESG. Investors prioritize companies that actively protect human health across their operations and value chains.

Market Relevance: Consumers and partners expect products and supply chains that do no harm. Demonstrating health protection builds trust across markets.

ORGANIZATIONAL FRAMEWORK	RELEVANCE	ALIGNMENT
 UN SDG 3: Good Health and Well-being	Calls for reducing health risks, promoting safety, and improving conditions for workers and communities	Aligns directly with workforce and community health priorities
 OECD Guidelines for Multinational Enterprises	Requires companies to prevent health hazards and protect worker safety throughout the value chain	Recognized global baseline for business responsibility
 Global Reporting Initiative (GRI) 403: Occupational Health and Safety	Requires disclosure of health and safety practices, incidents and performance	Supports accountability and investor transparency

HUMANS

WE INNOVATE FOR GOOD

At Inside Out, innovation is not about more – it is about better. We partner with leading institutions, including Massachusetts Institute of Technology (MIT), to advance science, technology and design towards regenerative and socially impactful solutions.

The world's biggest challenges – climate disruption, resource scarcity, health inequity – will not be solved by scaling old ideas. Innovation must be directed towards impact.

Investors, regulators and consumers are asking where innovation leads. Growth alone is not enough. The question is whether it delivers lasting value for people and the planet.

For Inside Out, innovation for good is not a program – it is the standard by which we define progress.

Risk Mitigation: Innovation that ignores social and environmental consequences exposes companies to long-term risk and missed opportunity.

Market Relevance: Consumers and partners are drawn to brands that solve meaningful problems. Purposeful innovation strengthens market position and cultural relevance.

Long-term Viability: Capital is shifting towards companies that demonstrate clear innovation pipelines tied to climate-related solutions, health, and equity. Impact-aligned R&D attracts investment and partnership opportunities.

ORGANIZATIONAL FRAMEWORK	RELEVANCE	ALIGNMENT
 UN SDG 9: Industry, Innovation and Infrastructure	Calls for inclusive and sustainable innovation to drive resilient systems	Direct alignment with innovation that supports regenerative and social goals
 EU Green Deal Innovation Agenda	Prioritizes research and innovation that accelerate ecological transition	Reinforces the need for innovation ties to measurable climate and social outcomes
 UN Principles for Responsible Investment (PRI)	Investors increasingly prioritize R&D pipelines connected to solutions for climate, health and equity	Supports long-term investor confidence through impact-aligned innovation

