

Impact Report



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The sun rises over the Samson Solar Energy Center in Texas, set to be one of the largest solar farms in the United States.

Admiring fields of solar modules and solar panels is satisfying to a renewable energy developer, because just like our wind turbines, natural gas, and energy storage facilities, they're more than just technology. Sustainable energy projects live at the intersection of community interest, environmental stewardship, and innovative business practices — an elegant solution to many of the most difficult environmental challenges we face today.

Just like our other renewable projects around the world, the Samson Energy Center powers the heart of its community. Supporting teachers, healthcare providers, and local businesses makes us especially proud to be in this industry. With that sense of purpose in mind, we'd like to celebrate the many steps forward Invenergy and the renewable industry was able to take in 2021.

In 2021, sixteen of our projects totaling almost 3 gigawatts achieved commercial operation. Each created jobs, strengthened communities, and reduced harmful emissions. We executed 3 gigawatts of new offtake contracts and developed partnerships that will deliver sustainable energy across industries. We practiced industry-leading environmental oversight, piloted programs that will make our operations even more efficient, and we continued to build our remarkable team of experts and unconventional thinkers that will lead the charge as we transition to a clean energy future.

We also continued to explore the role sustainable energy can play in addressing environmental and social justice. One of the most important things we did in 2021 was lay the groundwork for programs and policies that emphasize this aspect of the industry. An account of these efforts and more can be found in the following report.

The clean energy industry continues to be one of the fastest growing in the world, and our colleagues work alongside customers, communities, and local, state and federal representatives to expand our impact across a portfolio that spans four continents.

Twenty years in, we know how to use the lessons and successes of 2021 to Build a Sustainable World.

Read on to celebrate our progress as we embrace the challenges of tomorrow.

Twenty years in, we know how to use the lessons and successes of 2021 to continue building a better future.

Read on to celebrate our progress as **we embrace the challenges of tomorrow.**



Mary King

Executive Vice President,
People and Culture

Mary K. King

Evolving for Tomorrow

The past few years have required all of us to think, adapt and plan in new and innovative ways. Through every challenge, we've remained committed to our vision of building a sustainable world and expanding our capabilities to deliver on that ambition.

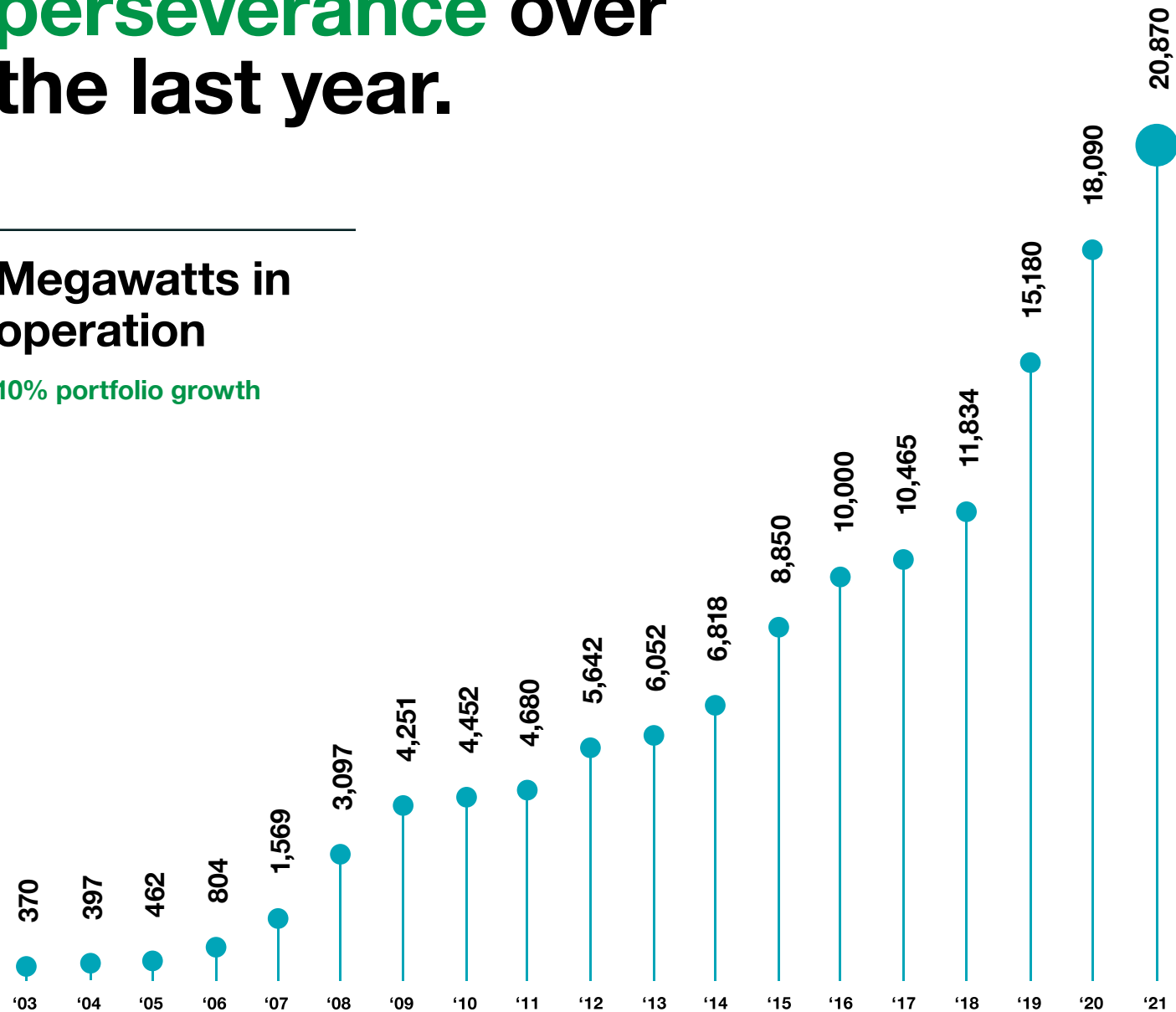
The past year was a way for us to reaffirm our commitments with existing customers and deliver sustainable energy to new customers around the globe. All of Invenergy's teams played a crucial role in the continued growth of sustainable energy, and we are proud to highlight some of the developmental, legislative and organizational achievements we had as a company in 2021.



As we reach our 20th anniversary, we reflect on the **lessons and achievements** that have contributed to our **growth and perseverance** over the last year.

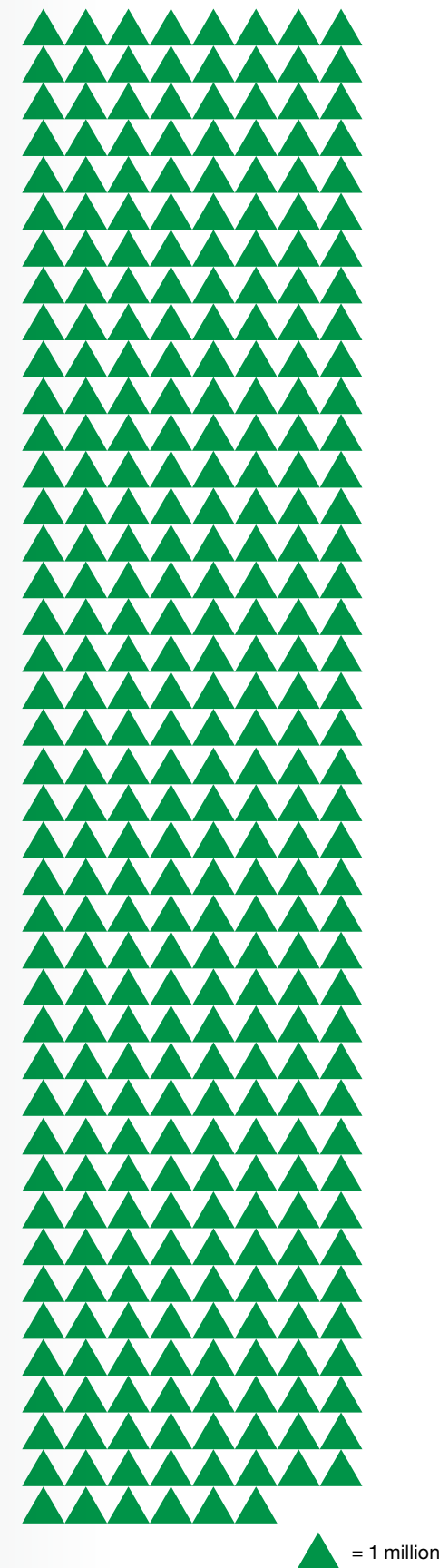
Megawatts in operation

10% portfolio growth



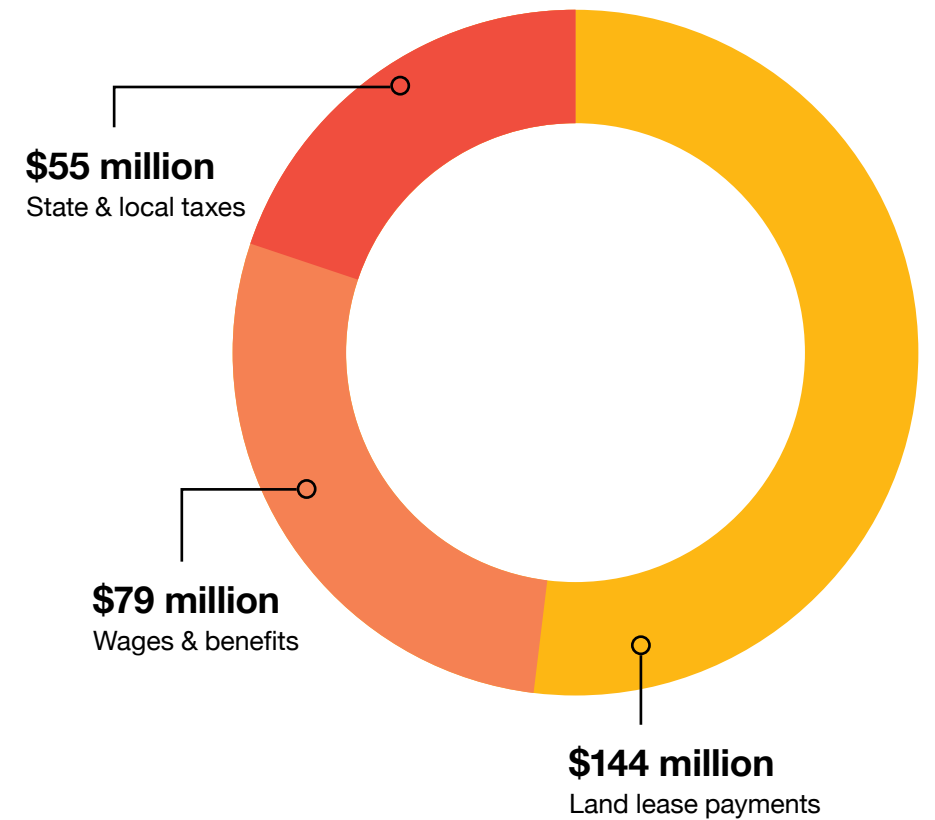
326 million

Annual equivalent trees planted*



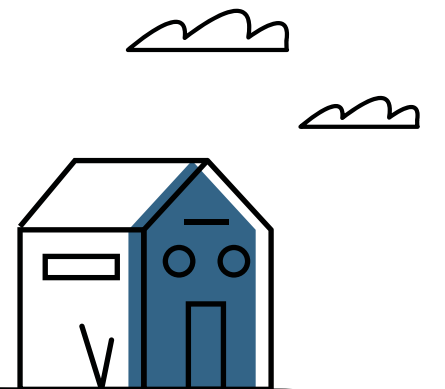
\$278 million

Total economic investment in home communities



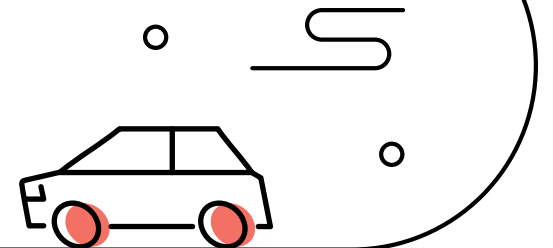
8.9 million

Homes powered by sustainable energy



9.8 million

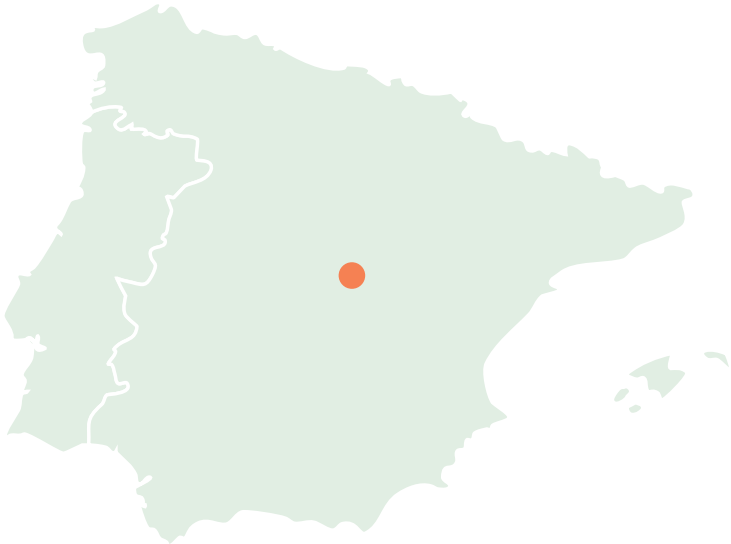
Cars off the road annually*



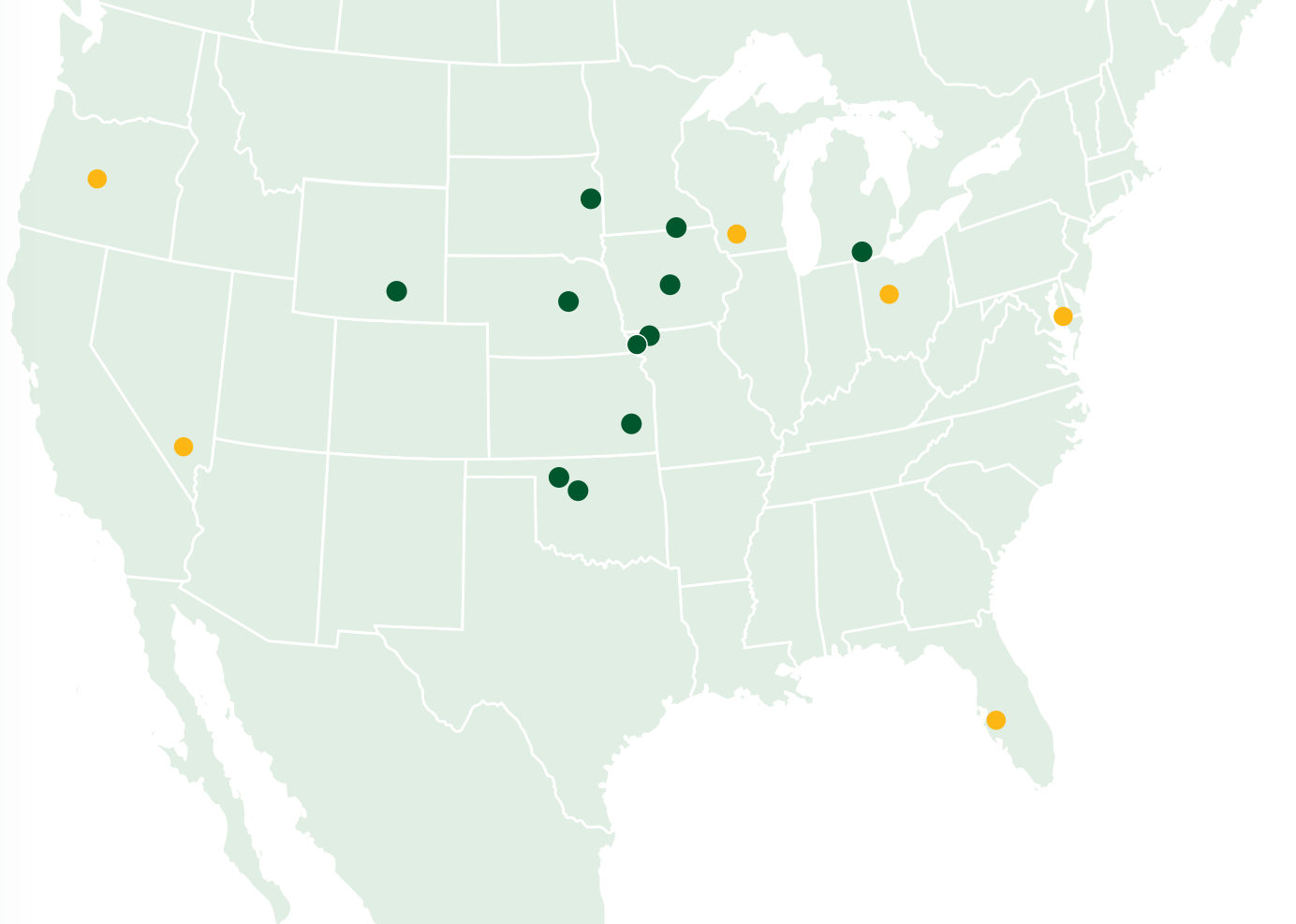
*CO₂ equivalent

Our portfolio expanded to new regions across the globe.

Spain



North America



2,780.5 MW

Megawatts added

16

Projects added

2,409.5 MW

Services projects added

1

New office

12,542

Construction jobs supported

- **TB Flats Wind Energy Center, WY 503.2 MW**
- **Deuel Wind Energy Center, SD 301.1 MW**
- **Maverick Wind Energy Center, OK 288 MW**
- **Southern Hills Wind Energy Center, IA 250 MW**
- **Freeborn Wind Energy Center, MN 200 MW**
- **Outlaw II Wind Energy Center, MO 202.4 MW**
- **Sundance Wind Energy Center, OK 199.4 MW**
- **Crescent Wind Energy Center, MI 166 MW**
- **Hardin I Solar Energy Center, OH 150 MW**
- **Badger Hollow I Solar Energy Center, WI 150 MW**
- **MGM Mega Solar Array, NV 100 MW**
- **Outlaw I Wind Energy Center, MO 96.2 MW**
- **Duette Solar Energy Center, FL 74.5 MW**
- **Millican Solar Energy Center, OR 60 MW**
- **Todd Solar Energy Center, MD 20 MW**
- **Jayhawk Wind Energy Center, KS 19.7 MW**
- **Madrid New office**

- Wind
- Solar
- Corporate office

Invenergy Services

Invenergy Services is the **skilled technical wing** of our company, a one-stop shop when it comes to operating and **managing our power plants** and those we operate on behalf of customers.



Maverick Energy Center
(288 MW, Wind, OK)

Our award-winning Operations and Maintenance team is driven by an owner's mindset that treats every project as if it were our own. We've established a reputation in the industry for providing the same level of care to customers of all sizes.

Beyond the hands-on work of plant operations, our teams are deeply experienced in handling regulatory and market compliance, landowner engagement, environmental permits and studies and financial responsibilities such as tax audits and reporting. Our success is built on knowledge that comes from two decades of experience and innovation,

and we take pride in turning our expertise into our customers' advantage.

The Invenergy Services Blade Campaign

The Invenergy Services Blade Campaign combines efforts from engineers, site staff, asset managers and procurement specialists. To estimate the scope of necessary repairs each year, engineers combine known issues detected by the Invenergy Services routine blade inspection program with site-specific statistical projections based on lightning activity and blade type. This information, together with years of



Outlaw I Wind Energy Center
(96.2 MW, Wind, MO)

operating expertise, guides costs and time estimates associated with repairs at each site.

With an expanding fleet, the Invenergy Services Blade Campaign keeps turbines running and minimizes long-term costs and potential revenue losses through proactive blade maintenance and repair. The campaign is not just for projects Invenergy owns; Invenergy Services' expertise is also employed on all projects operated and maintained for other companies.

Compliance

The Compliance team helps ensure Invenergy, our employees, partners and third parties all **comply with applicable laws, regulations, standards and best business practices.**

Over the past 12 months, the team has added personnel in Chicago and Madrid and launched some notable initiatives in 2021, including:

Environmental, Social and Governance (ESG)

The Compliance team worked with Invenergy Public Affairs and other key departments to understand and implement an enhanced structure around ESG issues. This effort was driven, in part, by increased interest from Invenergy's stakeholders in ESG matters, which seek to establish standards of accountability in key areas like supply chain transparency, diversity, anti-corruption, environmental stewardship and more.

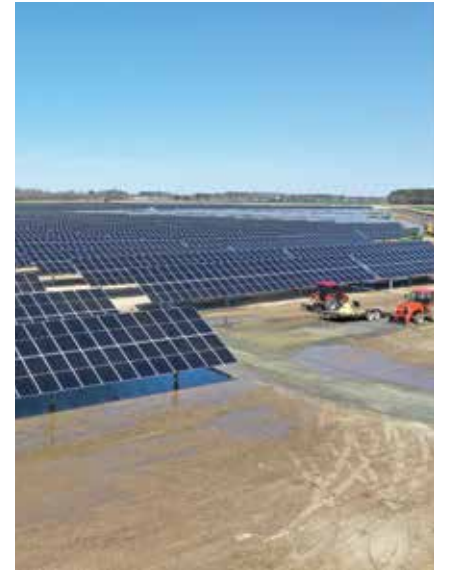
Third-Party Management

Compliance joined forces with the Procurement, Risk Management and Operations teams to better understand the onboarding process for Invenergy's

third-party partnerships and agreements, with the aim to mitigate risks related to the company's vendors and business partners.

Policy Management

Compliance wrapped up the year by revising Invenergy's Code of Conduct and developing a Vendor Code of Conduct. The team worked with various stakeholders and leaders throughout the company to generate a document that reflects the standards to which we hold our vendors. And to better manage, approve and track donations and minimize related risks, Compliance worked with Invenergy's Social Impact team to develop and implement a Donations & Contributions Policy.



Todd Solar Energy Center
(20 MW, Solar, MD)

Safety

Maintaining power projects is a tremendous responsibility, which is why we train our technicians to be **world-class operators**. Invenergy technicians undergo hours of training every year, keeping their skills sharp and allowing them to do their jobs **expertly and safely**.



AWS Warm-Up Program and Tele-triage

The Bureau of Labor Statistics cites soft tissue injuries like strains and sprains as the leading types of job-related injuries. Thanks to our workplace safety efforts, Invenergy Services saw a 40% reduction in these types of injuries from 2020.

As of March 2021, we've partnered with ATI Workplace Solutions (AWS) to train our entire fleet on a stretching and warm-up program that improves motion and mobility, including individual movement assessments for each technician to identify high-risk muscle groups. We also implemented an early recognition, reporting and intervention telehealth service that employees can utilize to remedy aches and pains they may experience on the job or at home.

Safety Leadership Training

To support and promote the future leaders of Invenergy Services, our site managers participated in Safety Leadership Training coursework. The

team came together for a series of lectures and lab sessions to learn leadership practices developed by world-class safety performance managers.

Tech New Hire Trainings

Our operating sites host tech new hire trainings that all our techs must undergo when they come to Invenergy. Among other topics, the training covers hazard recognition, PPE and proper equipment use, working as a team and following safety protocols. During one new hire training session at our Miami I Wind Farm (288 MW, Wind, TX), the incoming technicians put their coursework into practice by writing and performing a Lock-Out-Tag-Out (LOTO) procedure for a motor control lab. The following day, the teams conducted a full converter LOTO procedure at a turbine at the Sundance Wind Farm (199.4 MW, Wind, Oklahoma), demonstrating a mastery of their tasks and an ability to identify aspects of existing procedures that needed correction.

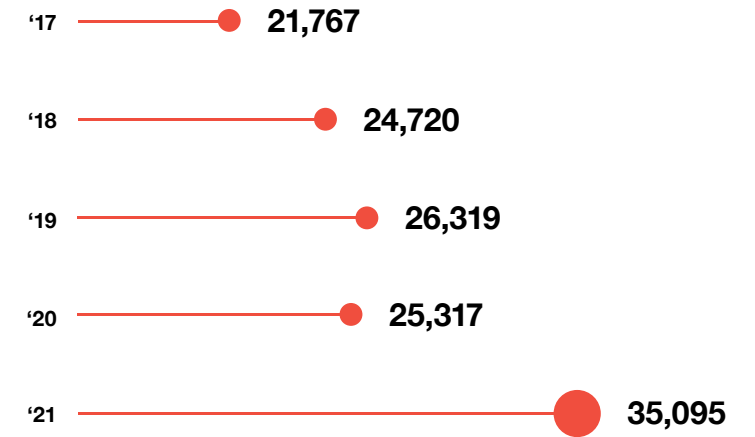
From a safety perspective, why does Invenergy Services stand out to you from other O&M providers or contractors?

“ I immediately think of training, and not only the training that we provide our technicians, around compliance-based and best practices but the training we provide our managers.”

Len Tully, Vice President, Environmental Health and Safety

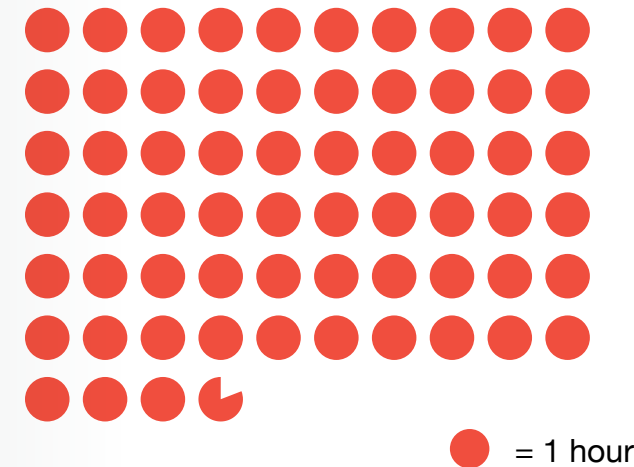


Total fleetwide training hours



63.8 hours

Safety training per services employee



Transmission

We have already developed more than **4,000 miles** of high-voltage transmission and distribution lines, and we have **expanded our capabilities** in this area by forming a new business division: **Invenergy Transmission.**

This division is dedicated to the advancement of standalone transmission projects and these long-distance, high-voltage transmission lines are the critical infrastructure necessary to accelerating the clean energy future. The business is led by Executive Vice President and Head of Transmission Shashank Sane, focuses on the multi-faceted execution of these complex projects, analyzing the market for new development

opportunities and working with customers to commercialize projects.

This past year we achieved significant transmission development milestones. Our projects responded to the need for new transmission infrastructure to deliver low-cost clean energy, increase grid reliability, power economic opportunity, and strengthen energy independence and security. These projects include

the Clean Path NY project, advancing development of the Grain Belt Express project, starting construction of the Cardal transmission project in Uruguay and introducing the New Mexico North Path project to local stakeholders.



Legislative & Regulatory Efforts

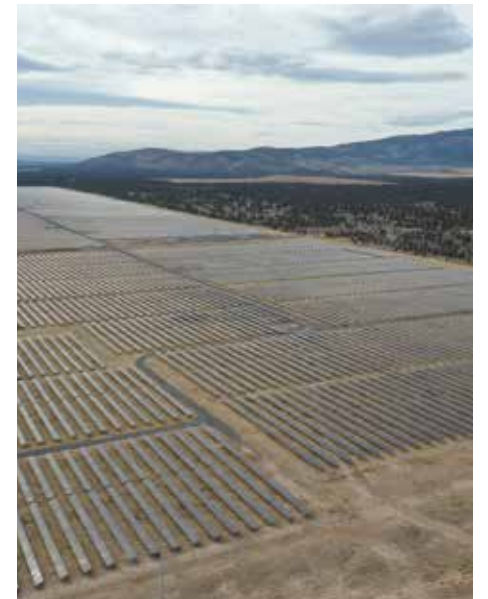
Our Government Affairs and Regulatory Affairs teams spearhead our work with legislators and regulators around the country to encourage the **rapid deployment of clean energy** in the **most reliable and cost-efficient manner.**

In 2021, Invenergy helped develop and influence clean energy legislation and regulatory policy at state, regional and federal levels.

Our Federal Affairs team worked to advance and shape the Infrastructure Investment and Jobs Act, which provides significant updates to energy infrastructure and facilitates offshore wind development. Our State Government affairs team works directly with state public officials, from the representatives and senators of districts hosting our projects to the offices of governors, state commissioners and local chambers.

The Government Affairs and Regulatory Affairs teams' work in 2021 resulted in updating and strengthening the

Renewable Portfolio Standards or Clean Energy Shares policies in Delaware, Oregon, Illinois, and North Carolina and contributed to Nebraska becoming the 20th U.S. state to commit to 100% clean electricity by 2050. Many states also passed legislation governing battery storage facilities, recognizing the technology as an important reliability factor within our nation's current energy transition. Finally, a two-year, company-wide effort organized by the Regulatory Affairs team culminated in the passage of legislation to break down regulatory barriers impacting the Grain Belt Express project, freeing development to move forward with siting approvals in Illinois.



Millican Solar Energy Center
(60 MW, Solar, OR)



Ribbon cutting event for Hardin I Solar Energy Center (150 MW, Solar, OH) with our industry partners.

Our Regulatory Affairs team engaged in interconnection reform proceedings across the country and at the Federal Energy Regulatory Commission (FERC) to protect Invenery's existing pipeline of development projects while transitioning to a more orderly, reasonable and rapid interconnection process. In addition, Regulatory Affairs worked as a team to review and respond to more than 250 comments in FERC's Advance Notice of Proposed Rulemaking: Building for the Future Through Electric Regional Transmission Planning and Cost Allocation and Generator Interconnection, pushing for FERC and

transmission owners to implement the forward-thinking policies necessary to usher in a carbon-free future. Following Winter Storm Uri in Texas, the Regulatory Affairs team was active in rulemaking, regulatory proceedings and stakeholder processes to ensure that the severe weather was not used as an excuse to slow down deployment of reliable and cost-effective clean energy. The Regulatory team also assisted Development in obtaining the necessary regulatory approvals from state public utility commissions in Arizona and Nevada to move forward with clean energy deployment across the country.



Industry partners touring Beech Ridge Energy Center (101 MW, Wind, WV).



Opening our Spain Office

In June, Invenery opened an office in Madrid, Spain, to support Invenery's presence in Europe and to identify potential development sites across the European, Middle Eastern, and African regions. Invenery regularly works with service providers, financing parties, and engineering and construction firms with headquarters or branches in Europe, and this new location allows us to work more efficiently with these parties.

Invenery has long had a presence in Europe, but this marks the first time the company has an established hub in the region staffed by Invenery employees.

"We did a lot of research to figure out where we should be located in Europe, says Senior Vice President, Global Risk, Andrea Hoffman. "Being able to leverage a lot of the relationships we've developed across the globe with service providers located in Madrid positions us well to grow in Europe."

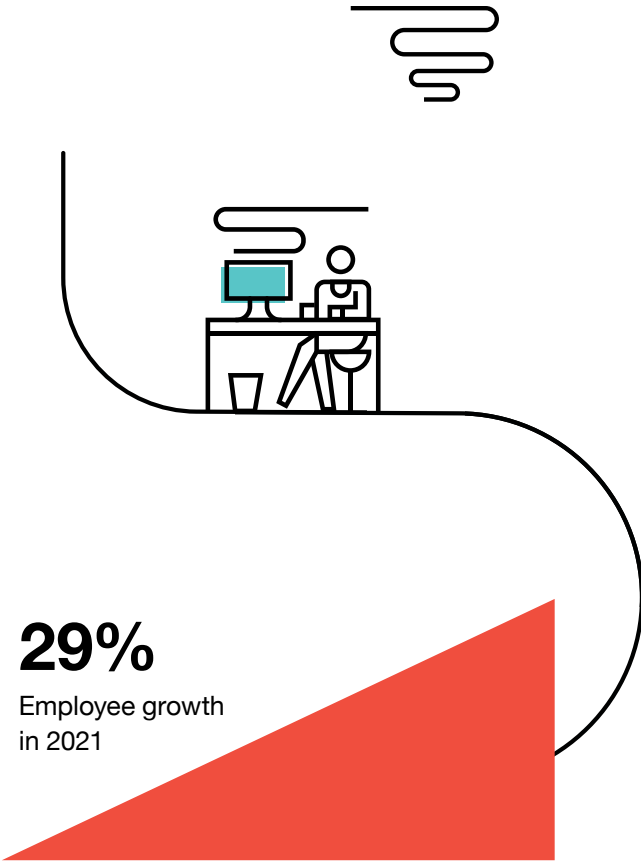
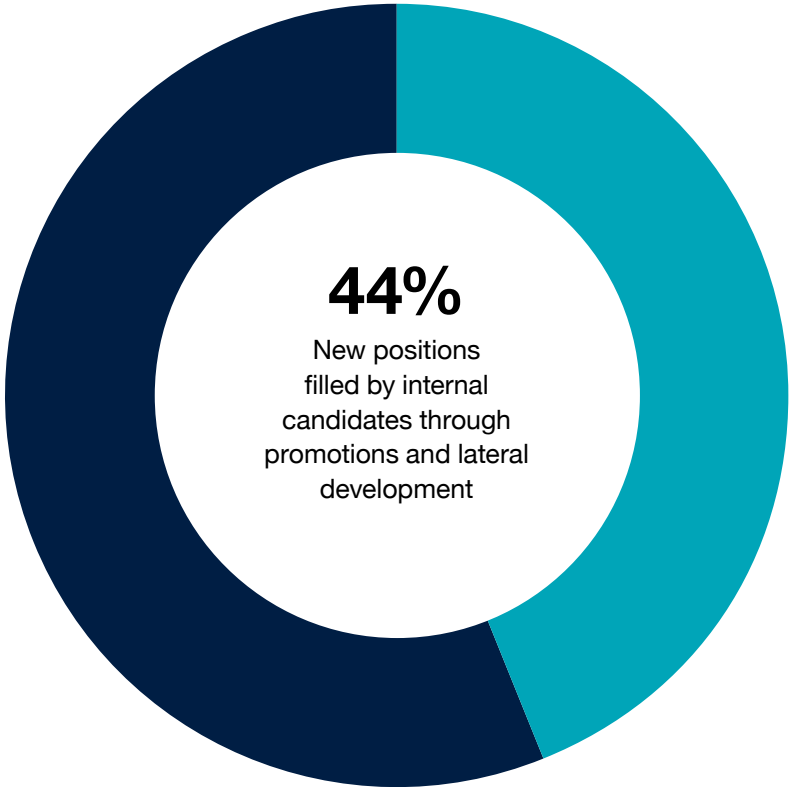
People Powering Growth

Teamwork makes the dream work, as they say, and it is thanks to the immense talent of our smart, dedicated workforce that allows us to build and operate our world-class power projects. We added more than 300 new employees to the team in 2021, and today, Invenergy boasts more than 1,500 employees globally.

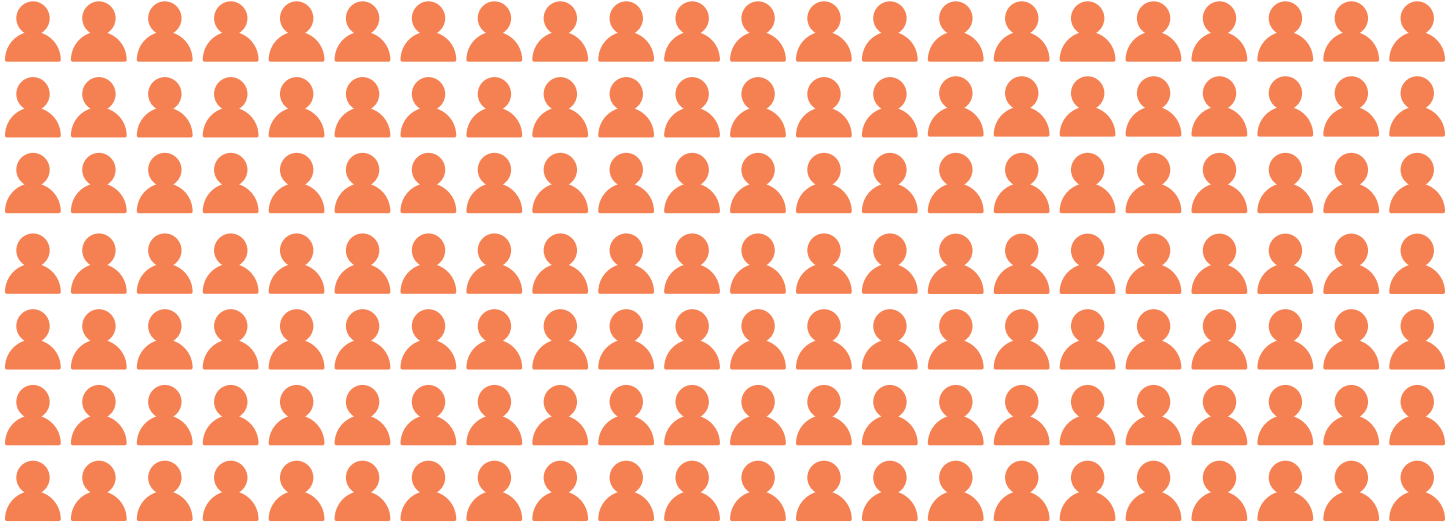
To keep this momentum going, we endeavor to provide a work environment that encourages employee engagement and professional development. In this chapter are some of the highlights from 2021 that show how we've supported our growing team, including numerous company initiatives that have helped our people grow in their careers, stay inspired and continue to do good in the world.



Our colleagues power Invenergy's success, and our innovation is driven by their diversity of ideas and perspectives.



1,545
Employees across the globe

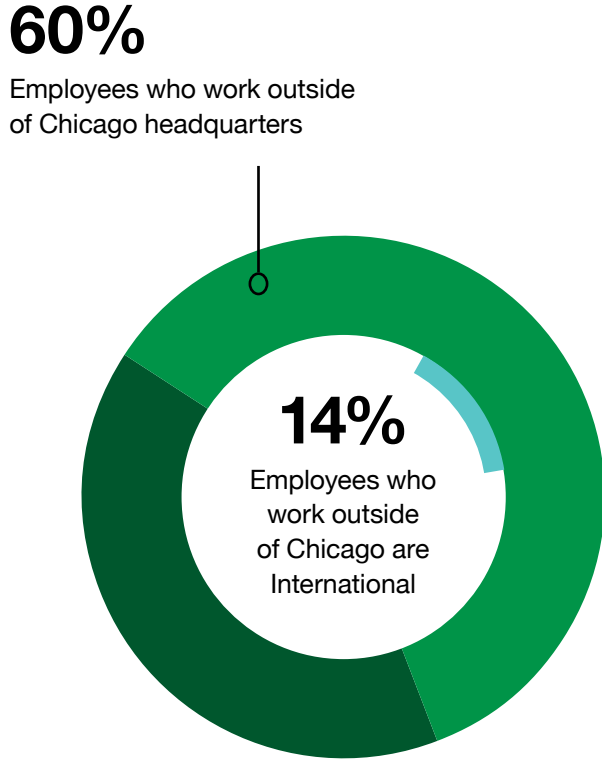


= 10 employees

25% U.S. employees who are women
27% U.S. hires were women
25% U.S. employees who are women in management positions

18% U.S. employees who are POC
23% U.S. hires were POC
14% U.S. employees who are POC in management positions

9% U.S. employees who are military veterans
8% U.S. hires were military veterans
10% U.S. employees who are military veterans in management positions



Diversity, Equality & Inclusion

We believe that our colleagues power Invenergy's success and that our innovative solutions come from employees who feel comfortable bringing their authentic selves to work.

Throughout 2021 our Diversity, Equity and Inclusion (DEI) Committee met monthly to discuss strategies to become a more diverse and inclusive company by taking the steps laid out in our DEI Roadmap below. After analyzing our processes, policies and data to best understand our gaps and areas for improvement, we identified additional initiatives to pursue to become a more diverse and equitable organization in 2022. Our DEI Committee also supported our five Invenergy Affinity Groups and their activities throughout the year by providing a budget for each group and resources to support their events, educational campaigns, and partnerships.



Paradigm Training

In collaboration with the Talent Development team, the Invenergy Diversity, Equity & Inclusion (DEI) Committee introduced the DEI training series through the Paradigm REACH platform for all employees in the U.S. and Canada. This training established the foundation for what diversity, equity, and inclusion means and why it matters at Invenergy.

More than 1,300 Invenergy employees across all US and Canadian Invenergy office locations and operating sites completed these trainings. This was a significant step toward realizing our DEI vision of fostering an environment where diverse perspectives are sought, everyone feels included, and we all can grow to our full potential. Going forward, every new Invenergy employee in the U.S. and Canada will be required to complete these trainings as part of their onboarding experience.

Our DEI Roadmap



Phase 1: We Invested

We consulted with Culture Amp and Paradigm to provide recommendations on helping us become a more diverse, equitable and inclusive organization.



CultureAmp Surveys

We implemented and leveraged Culture Amp, a new employee feedback platform, to provide a confidential outlet for employees to share feedback on various aspects of the company and their jobs. Surveys conducted in 2021 covered topics such as engagement and inclusion, employee benefits, health and safety, and our Affinity Groups. The survey results allow Invenergy to make changes that help employees and our company perform better.

Phase 2: We Listened

- We launched the Culture Amp Engagement survey and received 913 responses from Invenergy employees.
- We held listening sessions with all Invenergy Affinity Group leaders to learn how to amplify their activities.

Phase 3: We Analyzed

- Paradigm reviewed Invenergy's processes and policies to uncover potential barriers to diversity, equity and inclusion and identified opportunities to strengthen the organizations' people strategy to produce more equitable outcomes.
- Paradigm also analyzed Invenergy's employee data to uncover demographic differences in the way people move into and through the organization.

Phase 4: We Prioritized

The DEI Committee analyzed the Culture Amp survey results and the Paradigm findings to put together its proposed recommendations. Those recommendations were then presented to Invenergy's Executive Committee who unanimously approved all ideas presented.

Invenergy Affinity Groups

The sustainable energy industry is full of energetic individuals passionate about building a cleaner and more sustainable future for all. Invenergy’s innovative spirit has made us a leader in the energy space. Part of being a leader means advancing the industry to be a more inclusive and welcoming place for all our colleagues.

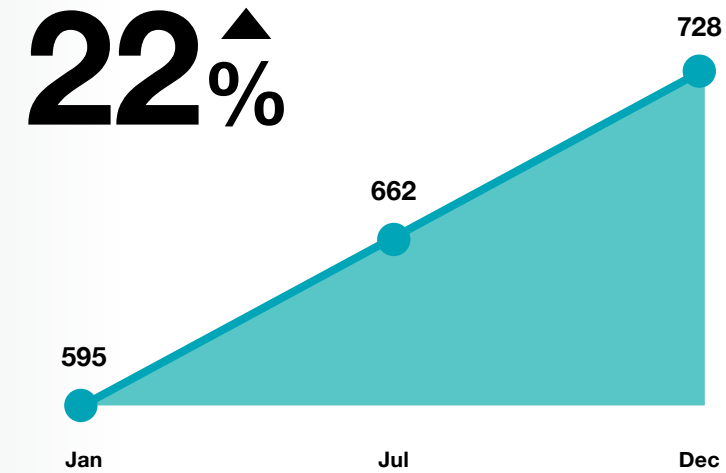


45
Departments

25
Operating sites

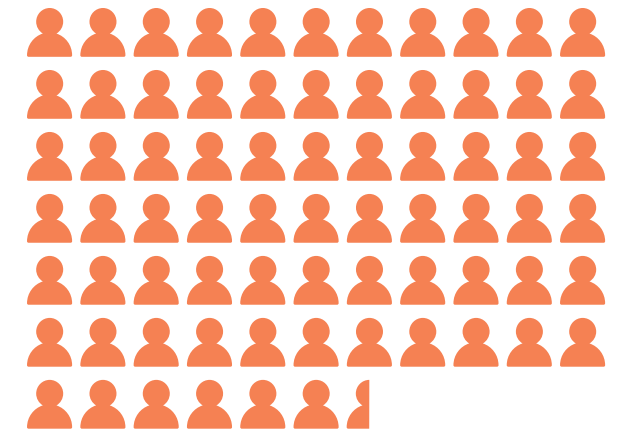


Affinity Group Membership Growth



728

Total Affinity Group Membership



= 10 members

Percent of all new hires that joined an Affinity Group

19%

Donations made through Affinity Group activities

\$17,000



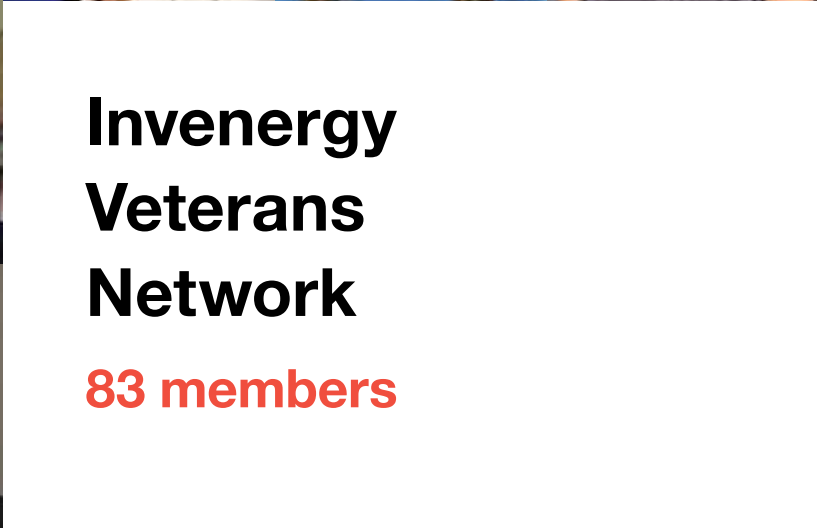
Invenergy+

99 members



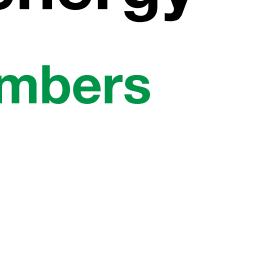
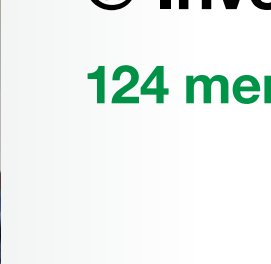
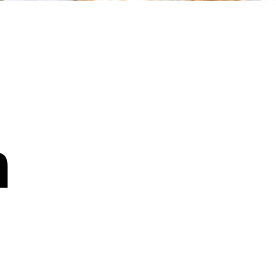
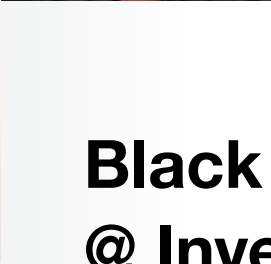
**Invenergy
Veterans
Network**

83 members



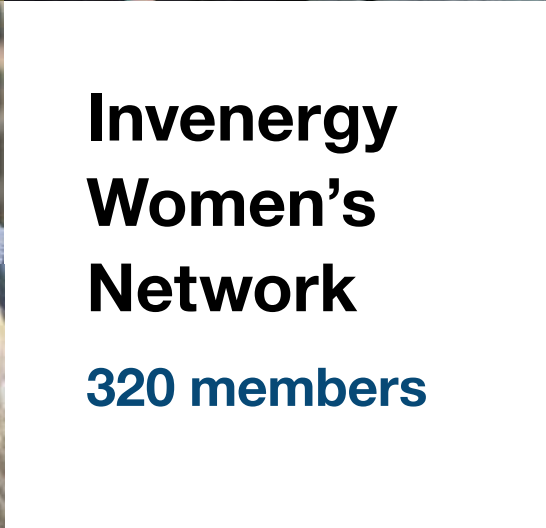
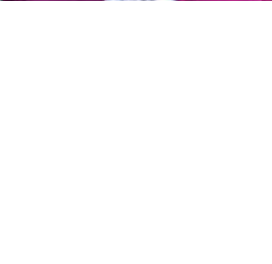
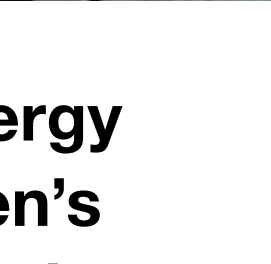
**Black & Brown
@ Invenergy**

124 members



**Invenergy
Sustainability
Network**

102 members



**Invenergy
Women's
Network**

320 members

Invenergy Affinity Groups



Black & Brown
@Invenergy

Advocating for People of African Ancestry

Black & Brown @ Invenergy (BBI) focuses on increasing awareness, presence, opportunity, participation and advocacy for people of African ancestry in sustainable energy careers.

BBI leadership presenting a donation to Project Syncere.



To me, Black History Month means an opportunity to learn from the wrongs of the past and a call to act in whatever way we can to change the course of the future.”

Santiago Bermudez, Project Manager, Renewable Project Management and co-lead for BBI’s Youth Outreach Subcommittee

Black History Month

Each day of Black History Month, Black and Brown @ Invenergy shared content focused on education in Black history, culture, innovation, and ways to make an impact and create social change in our internal company newsletter: *The Interconnect*.

A few interesting features included a list of local Black, Indigenous, or People of Color (BIPOC) owned businesses, shops and restaurants in Chicago, spotlights on notable BIPOC figures in history, and spotlights on cooking cultures of the African Diaspora.

From Colorblind to Color Conscious, advancing anti-racism at Invenergy

In February, BBI sponsored a Lunch and Learn with Cindu Thomas-George,

the Founder and Principal Trainer of Shakti Diversity and Equity Training. Thomas-George facilitated an interactive workshop that encouraged our employees to move beyond the colorblind approach to race relationships and embrace a color-conscious approach that promotes racial inclusion and equity.

Third Thursday e-Talk – Environmental Justice with BBI

This special e-Talk focused on demographic data to highlight populations most impacted by environmental hazards. The group also discussed current legislation and African American Leaders who are joining the fight to create a fair energy future.

Black Mental Wellness Lunch & Learn during Minority Mental Health Awareness Month (July)

To raise awareness and celebrate Minority Mental Health Awareness Month in July, BBI hosted a Lunch & Learn with Black Mental Wellness, a corporation founded by clinical psychologists who recognize the need for culturally competent professionals to address mental health issues unique to the experiences of Black and underrepresented people.



BBI leadership tabling at an Affinity Group Open House.

Self-Leadership Lunch & Learn with Kenston Henderson Sr.

In December, BBI hosted an additional Lunch & Learn with Kenston Henderson Sr. aka “The Bias Disrupter” and “The Winning Conversations Enthusiast” who shared concepts of self-leadership and how to cultivate a winning mindset with our Invenergy colleagues. Attendees found the event to be extremely useful in helping them determine the next steps in their careers and learning how to set goals to become changemakers.

Project Syncere

BBI and Invenergy Impact donated to Project Syncere, a nonprofit organization in Chicago whose mission is to prepare the minds of underrepresented students and create pathways for them to pursue careers in STEM.

Collaboration with the Invenergy Women’s Network (IWN) & Invenergy Sustainability Network (ISN)

Our Affinity Groups work closely with one another on events that have common themes between the missions of each group. Read on to learn how BBI, IWN and ISN enhanced each other’s goals through collaborating together.

Invenergy Affinity Groups



Invenergy + allows current and prospective Invenergy employees who identify as LGBTQ+, or those who support LGBTQ+ people, to connect on shared experiences and values.

Out In Energy Sponsorship

In 2021 Invenergy+ became a sponsor of Out in Energy, a professional network for LGBTQ+ individuals in the sustainable energy industry. Hosted by The Atlantic Council, the goal of this group is to elevate the voices of LGBTQ+ energy and climate leaders, support the career development of younger LGBTQ+ professionals, and connect LGBTQ+ job seekers with businesses and government agencies that interest them professionally.

Gender and Pronoun 101 Session

Following a successful Pride Month, Invenergy + hosted Kelsey Pacha, a trans man and expert on LGBTQ+ issues. He

presented his course, Gender & Pronouns 101, a program focused on gender expression, identity and why using someone's correct pronouns is vitally important to show inclusion and respect.

Cold Brew Coffee Fundraiser

In December, Invenergy + and the Invenergy Sustainability Network teamed up to sell cold brew coffee and bags of whole-bean, sustainably sourced coffee in our Chicago and Denver offices. The event was a huge success and \$1,310 was raised and donated to the Brave Space Alliance, the first Black- and trans-led LGBTQ+ center on the South Side of Chicago.

Fireside Chat with Tarak Shah, Chief of Staff for the Department of Energy (DOE)

Invenergy employees had the opportunity to speak Tarak Shah, the first openly LGBTQ person to serve as the DOE Chief of Staff. Shah manages over 14,000 employees and has spent the last decade of his life working on his lifelong passion of combating climate change, and Invenergy employees were excited to have an intimate chat with him about his time at DOE so far and what it means to be a leader for the LGBTQ+ community.



Members of Invenergy+ and ISN hosting their cold brew coffee fundraiser at our Chicago and Denver offices.



Celebrating Pride Month

Q&A with Mark Takano and Rep. David Cicilline:

Invenergy + kicked off Pride Month with an exciting, live Q&A with House Veterans' Affairs Committee Chairman and Equality PAC co-chair Mark Takano and Equality Caucus Chairman Rep. David Cicilline. They outlined a set of 12 priorities covering a range of issues affecting the LGBTQ+ community developed by the Equality Caucus in Congress.



History of Pride Lunch & Learn with Chicago Drag Queen:

Invenergy + hosted a Lunch & Learn to talk about the history of the celebration of Pride and featured guest speaker and local Chicago Drag Performer, Ty Huey. Huey explained a brief history of drag performing and its historical importance for gender expression, as well as their own experience as a performer.

Pride T-Shirt Fundraiser: Invenergy + hosted a t-shirt fundraiser throughout June for Casa Frida, a safe space for the LGBTQ+ community in Mexico City that provides residents psychological

counseling as well as access to health care, housing, and stable work. More than 200 Invenergy Pride T-shirts and tank tops were sold, raising over \$2,400! Invenergy Impact committed to nearly doubling the amount raised, making the total contribution \$4,500.

Virtual Pride Parade: Invenergy + members had the chance to showcase how they celebrate to their peers by showcasing their pride decorations, hosting tutorials on special Pride drinks and food and even showing their pets decked out in Pride gear.



Invenergy Affinity Groups



The Invenergy Sustainability Network is a platform to engage and educate employees and their extended networks on concepts of sustainability and how we, building on our culture of innovation, can reduce our impacts and encourage environmental responsibility.

Learn more about ISN's activities in 2021 in Chapter 4 of this report.

Invenergy Affinity Groups



The Invenergy Veterans Network (IVN) is an employee Affinity Group dedicated to enhancing the professional experience of Veterans within the company.

622

Cumulative years of military service by Invenergy employees



“

Veterans Day gives me a chance to sit back and reflect on all the people that I've met along the way in all my years of service. It's just a great feeling to be part of something bigger than yourself, and veterans live that.”

Patrick Dalton, SCADA Engineering Manager, Operations Engineering and Navy Veteran

Veterans Advanced Energy Week

Invenergy is the founding sponsor of the Veterans Advanced Energy Project and has sponsored the annual summit for five years. Hosted by the Atlantic Council Global Energy Center, the summit is “a leading forum dedicated to veterans, reservists and military spouses working to strengthen U.S. national security through careers in the advanced energy sector.” This year the summit was virtual and featured our Invenergy colleagues as speakers.

Dan Misch, Director, Renewables Asset Management and Founder & Co-Director of the Veterans Advanced Energy Project and a Navy Veteran, spoke during the

welcoming remarks, Mollie Sanders, Senior Manager, Recruiting, was part of the panel *Breaking Into Clean Energy: What Makes For Successful External Hires*, and Alyson De Soto, Asset Manager, Renewables Asset Management and Navy Veteran, was part of the *Career Connect Panel and Networking Discussion*.

Atlantic Council Veterans Advanced Energy Fellowship

Warren Saakey, Manager, Renewable Development, was selected to participate in the Atlantic Council's Veterans Advanced Energy Fellowship in 2021. This fellowship is a yearlong leadership and policy development program for

high-potential, high-performing military veterans and military spouses in the advanced energy industry. As a result of the fellowship, Warren joined the Advisory Board of the American Solar Grazing Association.

American Corporate Partners (ACP) Mentorship Program

Our Senior Vice President, Third-Party Services, John Majewski, and Director, Operations Support Systems, Frank Santiago, participated in ACP's Mentorship Program. This yearlong program pairs mentors from Fortune 500 companies with Veterans looking to build on their career experience.

Celebrating National Veterans Military Families Month

In honor of Veterans Day and National Veteran and Military Families Month in November 2021, the Invenergy Veterans Network hosted its annual breakfast burrito fundraising event at our Chicago headquarters. At the event, IVN launched a t-shirt fundraiser featuring a custom Veterans month design. All proceeds from the fundraisers benefited No One Left Behind, a nationwide nonprofit dedicated to the resettlement of wartime interpreters from Iraq and Afghanistan. This year, our team at Upstream Energy Center also held its own burrito fundraiser to benefit the cause.



Invenergy Affinity Groups



The Invenergy Women's Network (IWN) promotes the development and advancement of women at Invenergy to create a more inclusive workplace. The group facilitates industry outreach, recruiting, workshops and professional development to enhance leadership skills and to attract and retain talented women.

2021 IWN Award Winners

For the seventh year running, employees nominated their colleagues for the IWN awards. These awards recognize nominees that are strong leaders and for the support they provide to advance roles for women at Invenergy and in the energy industry. Three IWN Awards are given each year. Our 2021 Award winners are below.

Rising Star



Alex Johnson
Associate, Renewables
Asset Management

Runner-up:
Sailee Phase, Manager
Interconnections and Grid Analysis

IWN Champion



Marguerite Wells
Director, Renewable
Development

Runner-up:
Tia Martinson, Manager
Communications

IWN Woman of the Year



Nicole Luckey
Senior Vice President,
Regulatory Affairs

Runner-up:
Erin Lieberman, Senior Vice President
Environmental Compliance and Strategy

Celebrating Women's History Month

To celebrate Women's History Month in March, the Invenergy Women's Network published trivia in our internal newsletter, The Interconnect, each Friday of the month that highlighted notable women and facts across various fields, such as women in science and politics. Throughout the month, all employees were encouraged to give a shout-out in The Interconnect to the notable women at Invenergy to show their appreciation.

emPOWER Mentorship Program

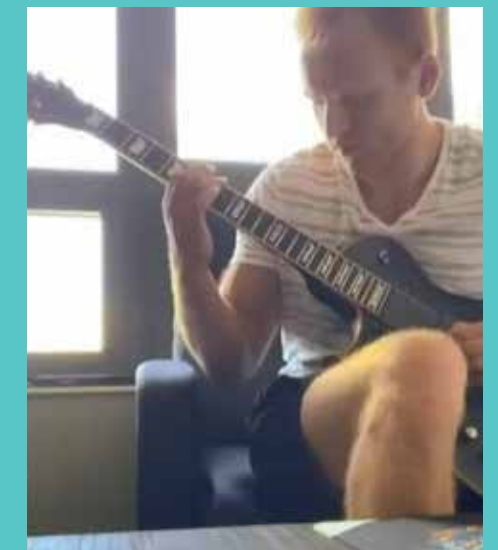
emPOWER is Invenergy's yearlong internal mentorship program managed within IWN. Mentors and mentees met monthly to collaborate on achieving career and personal goals, network within the company and build leadership skills. In 2021, 223 employees participated in the emPOWER, which was an 86% increase from participation in 2020. All our offices had the opportunity to participate in the mentorship program in a virtual or hybrid format or in-person at our Chicago headquarters.

Trivia Fundraiser

In May, the IWN Scholarship Committee, in collaboration with Trivia for a Cause, hosted a virtual trivia night to raise funds to support The Society of Women Engineers (SWE) Scholarship Program. There was fierce competition between the trivia teams, and more than \$1,300 was raised for the cause.

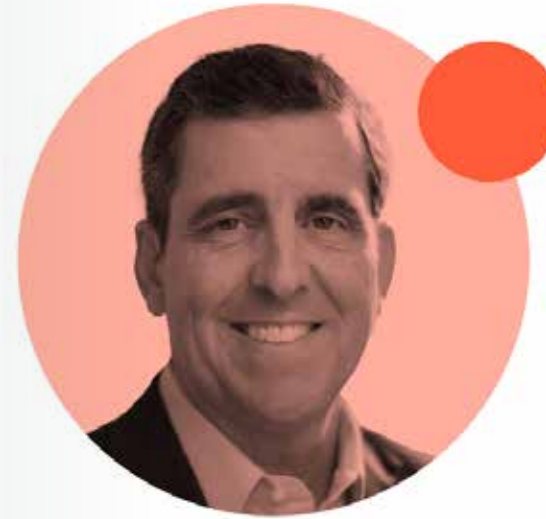
IWN Talent Show

In November, the IWN Scholarship Committee hosted Invenergy's second annual talent show to raise funds for The Chocolate Chips Association. Its mission is to instill a passion for science, technology, engineering, entrepreneurship, art and math (S.T. E².A.M.) in girls, with a goal of increasing interests in related careers among underrepresented communities. The talent show showcased more than 20 Invenergy employees and their unique talents and raised more than \$6,000 through talent show viewing tickets, a donation from Black & Brown @ Invenergy and a fundraising match from the Invenergy Impact program.



Employee Industry Leadership & Recognition

Invenergy is positioned as a **policy leader in our industry**, building coalitions and driving policy outcomes that benefit and protect the future growth of the clean energy industry. We have a reputation for **leading the charge when it comes to innovation and professionalism**, and year after year our colleagues are recognized by the industry and other organizations for the work they do.



Industry Leadership

Jim Murphy President

Jim served as American Clean Power's Transition Board Chair when the American Wind Energy Association was relaunched as ACP in January 2021. ACP is a multi-technology trade association that champions policies that will transform the U.S. power grid to a low-cost, reliable and renewable power system. Murphy was also named the #1 wind energy executive in the 2021 Word About Wind list.



Meghan Schultz Executive Vice President, Finance & Capital Markets

Meghan was recognized for being one of the top 10 on the Women's Power List 2021 by A Word About Wind, an organization that spotlights the global wind sector's 100 most influential female dealmakers, powerbrokers and influencers.



John Majewski Senior Vice President, Third-Party Services

Brad Purtell Vice President, Third-Party Services

John and Brad were recognized as 2021 Notable Veteran Executives by Crain's Chicago Business. The award acknowledges 30 Chicago veterans with an executive position who have served their country and are now making an impact in their workplace and daily life supporting fellow veterans.



Michiyo Uehara Senior Office Manager

Michiyo continued in her role as a Global Ambassador for the Women in Wind Global Leadership Program, which strives to represent the voice of women working in the wind energy industry on a global scale. Global Ambassadors are drawn from industry associations around the world and serve as focal points for national communications, strategy and initiatives on gender diversity in wind energy, as well as contact points on this agenda for the public sector, private sector, and media.

Celebrating Our Colleagues' Dedication

In 2021, eighteen of our employees reached their 10-year anniversaries and six celebrated 15 years with the company. These individuals have seen our company grow and evolve through a significant portion of our history and learned a great deal along the way.

What advice would you give to someone starting out at Invenergy?



Kevin Schroeder

Senior Vice President, Renewable Operations (15 years)

“Don’t be afraid to ask questions. We have an amazing employee base that is more than willing to share their knowledge and experience. I also encourage people to continue to learn day in and day out and to continually look for ways to improve. By doing that you’ll put yourself in a good situation to realize new opportunities within the company.”

What is your favorite memory since joining Invenergy?



Mary Beth Bennett

Administrative Assistant, Judith Gap Energy Center (10 years)

“My favorite memory in my 10-and-a-half years with Invenergy has to be the West Region Admin Summit we held in 2016 at Wolverine Creek. There were nine of us in attendance, and the camaraderie that was formed during that time was something I’ve always valued and cherished. I knew that Invenergy hired motivated, solid people, and this meeting of admins cemented that perception for me. The exchange of information, ideas and thoughts that took place that week was massive, and much of it remains with me today.”

What has been your proudest moment at Invenergy?



Carlos Rodriguez

Senior Vice President, Interconnections & Grid Analysis (15 years)

“I’ve had many proud moments at Invenergy. From a project perspective, seeing our first Texas wind projects come online in the 2007-2008 time frame was great, because I was part of all the power system studies, analyses, and interconnection agreements that allowed the projects to connect to the grid. From there, we’ve built an incredible number of projects, and it feels great to have contributed to making that happen. But what I really value the most is having been able to work with such a talented group of individuals throughout the company all these years and to continue to learn so much from them.”

What is the most valuable thing you’ve learned while at Invenergy?



Rachel Olivares

Coordinator, Facilities (15 years)

“I’ve learned that Invenergy is just not a place of employment to me, and all the people that I’ve come to know here are like family. It’s been incredible to see the company change and grow over the years while still maintaining its core culture and values.”

15-Year Anniversaries Celebrated in 2021

Michael Bessell Vice President, Project Management / **Rachel Olivares** Coordinator, Facilities / **Damon Patterson** O & M Technician, Spindle Hill Energy Center / **Carlos Rodriguez** Senior Vice President, Interconnections & Grid Analysis / **Kevin Schroeder** Senior Vice President, Renewable Operations / **Jeffrey Veazie** Vice President, Transmission Development

10-Year Anniversaries Celebrated in 2021

Paul Aplington Director, Control Center Operations / **Brian Bortman** Senior Vice President, Corporate Finance / **Gerritt Bott** Lead Wind Technician 3 Level 2, Gratiot Energy / **Shelley Cameron** Administrative Assistant, St. Clair Energy Center / **Perry Carlson** Manager, Commercial Analytics / **Christopher Carter** Vice President, Renewable Project Management / **Mark Delaney** Vice President, Renewable Procurement / **Rich Downen** Vice President, Thermal Operations / **Matthew Gasparovich** Vice President, Renewables Asset Management / **Corydon Haeffner** Manager, Document Control and EHSQ Systems / **Lee Hatveldt** Wind Technician 2 Level 1, Judith Gap Energy Center / **Eric Kline** Director, Renewable O & M / **Jim Klus** Director, Operations Engineering – Services / **Darryl Knight** O & M Planner, St. Clair Energy Center / **Joshua Kowitz** Field Services Technician 3 Level 1, Gratiot Energy Center / **Michael Mager** Lead Wind Technician 3 Level 2, Judith Gap Energy Center / **Nathan Martyn** Manager, Field Services / **Steven Mayer** Lead Field Services Technician 3 Level 2, Gratiot Energy Center / **Noah McElhiney** Manager, Control Center Operations / **Clyde Mustain** O & M Manager, Spring Canyon Energy Center / **Christa Nelson** Administrative Assistant, Spring Canyon Energy Center / **Benjamin Slavin** O & M Technician, Nelson Energy Center

Learning, Development & Employee Well-being

People want to work for Invenergy because of what we accomplish, and in turn, we want to continue **fostering a workplace** that lives up to that reputation. Each year we develop initiatives that **value our employees, their work and their health**, and we expand opportunities available to our employees.



Members of our Services team performing a Rescue at Heights training.

Invenergy Tech Progression

The Invenergy Services Technician Progression Plan (Tech Progression) is a program that develops Invenergy Service Technicians' skills and tracks their progress and growth. Technicians use Tech Progression as a guide for the specific tasks and trainings that will allow them to gain more responsibility and advance within the organization. The program typically takes more than five years to complete, with technicians receiving more than 800 hours of training. After the course, Invenergy will continue to develop training practices and protocols that keep our people at the top of the industry.

This creates a constant feedback loop between the technicians and safety teams to ensure that we are always working in the safest manner possible each day. This plan results in a transparent culture of excellence that promotes continual learning, creates growth opportunities and leads to better operating assets.



Power Up

Invenergy's Power Up program is Invenergy's management training program available to new managers conducted over a series of workshops and seminars designed to share the fundamentals of management and help our leaders better understand how they and their teams can capitalize on Invenergy's forward-thinking culture. The 2021 Power Up sessions brought the cohorts together for three modules of weekly classes over six months. Throughout the series, employees grew their skills in time management, performance management, coaching, influencing, leading, and more. Fifteen employees participated in the cohort that launched virtually in fall 2020 and 16 employees took part in the Spring 2021 session.



Innovators Institute

The Innovators Institute is an opportunity for Invenergy employees to learn about the core functions of our business. The Innovators Institute kicked off 2021 with a virtual presentation featuring Vice President of Third-Party Services, Brad Purtell. He discussed the Operations & Maintenance services market and how Invenergy's Services Business Development team is helping position the company for growth even amidst market consolidation. This session was followed by eight more throughout 2021, highlighting innovative approaches and best practices from teams that haven't been featured before such as Financial Operations, Regulatory Affairs, and Environmental Compliance & Strategy. The program shifted to a hybrid format in 2021 and grew to nearly 300 attendees per session.

Town Halls

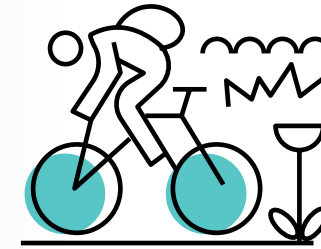
Town halls are an important communication tool that keeps everyone engaged and connected to company news, directives and successes. These meetings were especially important during the work-from-home period of the COVID-19 pandemic.

The Town halls were also a place to have some fun last year. More than 500 Invenergy employees attended Invenergy's Virtual Town Hall and Winter Carnival on February 11, 2021. The Winter Carnival featured multiple events — including charades, bingo, an ugly sweater contest and mixology and cooking demonstrations — staggered during the two-hour program.



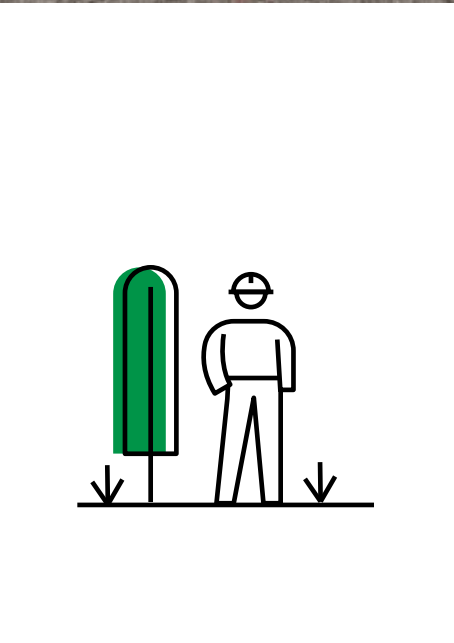
“
My favorite part of the job has got to be the team that I’m on, just being around the people that I work with I find very enjoyable.”

Ryan Gardner,
Blade Repair Program Lead



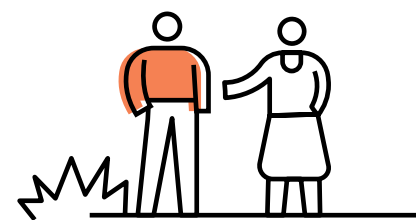
Wellness Week

In March, the Invenergy Power Team hosted the company’s annual Wellness Week. The focus of the 2021 program was centered on providing tools and resources that allowed employees to protect and improve their well-being from impacts of the COVID-19 pandemic. Throughout the week, the team highlighted helpful wellness-oriented articles, videos and resources for employees and hosted a special keynote program by nonprofit organization Erasing the Distance on how to engage in dialogue surrounding issues of mental health and ways we can remove the stigma around these conversations. Additional tools and resources were made available through the company’s Wellness Library.



Bike To Work Challenge

September 20th marked the start of Invenergy’s Bike Week, an annual event inspired by our colleagues in our Denver office. We invited all Invenergy colleagues to participate in our week long cycling challenge from September 20th through September 24th. The top five cyclists alone biked more than 821 miles, which is more than the distance between Chicago and New York City.



Empowering Communities

The benefits of our projects extend beyond affordable power. Just as we take care to monitor the environmental impacts of our projects, so too are our projects designed to benefit the communities that host them.

At each of the more than 180 projects developed by Invenergy since the company was founded, we designate funding to support local organizations and nonprofits that are meaningful to the area, such as emergency management services and volunteer fire departments, local 4H and FFA chapters, and food pantries. Our projects benefit local communities through property taxes, landowner payments and wages and benefits over the course of their lifetimes. The lease payments also allow landowners to keep their land in their hands for decades to come and prevent unwanted development.



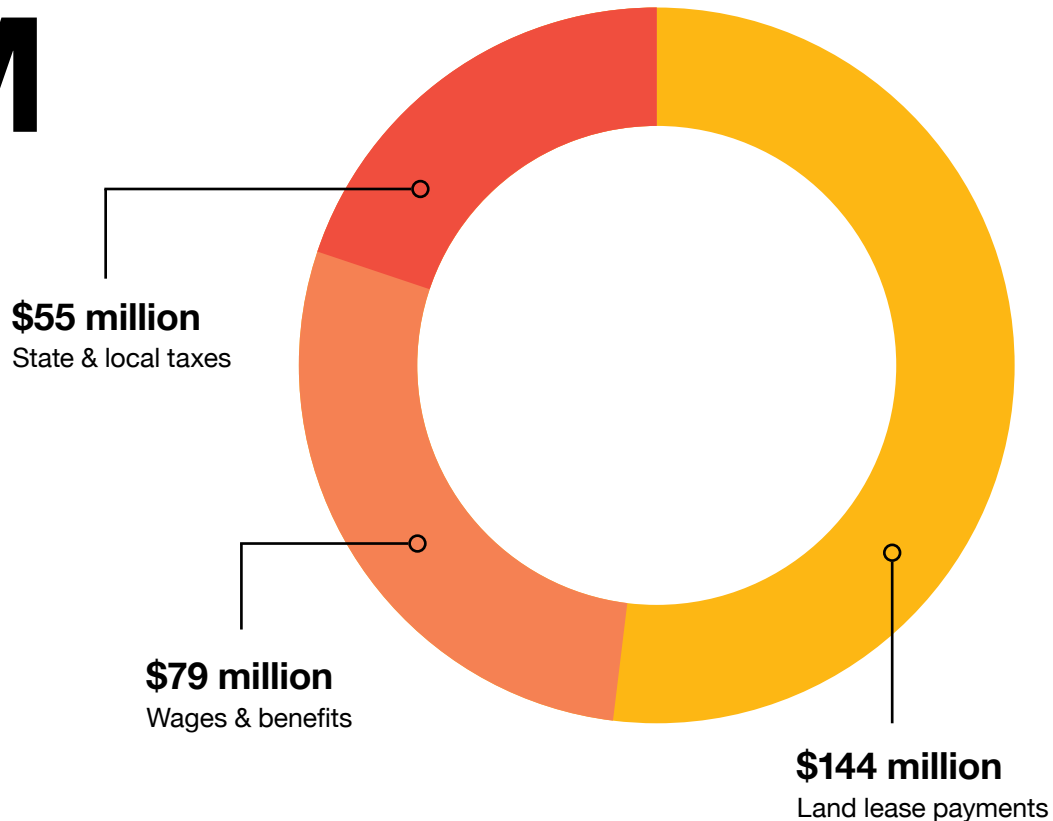
Photo courtesy of the Museum of Science and Industry, Chicago

Through local partnerships, we have **amplified our impact** in the communities where we **live, work and operate.**

Total economic investment in home communities

\$278M






8% increase from 2020



Total cause-based investments

\$1.7M

15% increase from 2020

 Community	\$953,000	 Health & EMS	\$280,000
 Education	\$304,000	 Veterans	\$59,000
 Environment	\$112,000		

Invenergy Partnerships

Invenergy's partnerships reflect the **core principles of our business and the role we want to play in a changing world.**

Through our relationships with a variety of **local and national organizations**, we're able to collaborate on networking events, professional development opportunities, and Volunteer Time Off (VTO) events for our employees.



Chicago Scholars Foundation

The Chicago Scholars Foundation selects, trains, and mentors academically ambitious students from under-resourced communities to complete college and become the next generation of leaders. In 2021 we sponsored the Vibrant Green Futures Event, and we have created scholarships for two students pursuing a career in renewable energy at a four-year university beginning in the 2022-23 school year.



Women in Renewable Industries and Sustainable Energy (WRISE)

WRISE was founded in 2005 and works to accelerate the transition to a sustainable and equitable energy future by igniting the power of community. This year Invenergy was a Leader Partner, which provided all Invenergy employees with access to a free WRISE membership, among other benefits.



GRID Alternatives

Working in the U.S. and around the world, GRID Alternatives' mission is to build community-powered solutions to advance economic and environmental justice through renewable energy, especially in communities most impacted by underemployment, pollution and climate change. Invenergy is supporting GRID's Installation Basic Training Program, a competency-based certificate program designed to develop the skills most relevant to entry-level solar installation jobs and related construction fields.



Team Rubicon

Team Rubicon is a veteran-led humanitarian organization that serves global communities before, during, and after disasters and crises. Invenergy has a history of supporting Team Rubicon through the Invenergy Veterans Network and supported the organization's general activities in 2021.



National Future Farmers of America (FFA)

The National FFA Organization, previously Future Farmers of America, makes a positive difference in the lives of students by developing their potential for premier leadership, personal growth and career success through agricultural education. Invenergy has supported FFA since 2018, and our operating wind, solar and natural gas sites support their local FFA chapters each year.



Trust for Public Land (TPL)

TPL is a national nonprofit that works to connect everyone to the benefits and joys of the outdoors. Invenergy is supporting a project in Chicago's North Lawndale neighborhood that is part of TPL's Equitable Communities Fund.



Chicago Museum of Science and Industry

The Museum of Science and Industry is one of the largest science museums in the world, with more than 400,000 square feet of exhibit space and world-class programming. This partnership provides our employees free access to the museum, and the team also had the opportunity to volunteer as part of MSI's Career Showcases.



KidWind

KidWind hosts challenges across the U.S. for students to compete with their peers to create their own wind and solar energy projects. The organization also provides educational training to local teachers on how to incorporate renewable energy curriculum into their classrooms. Invenergy is supporting a number of local KidWind Challenges and trainings near our development and operating projects.



Evergreen Climate Innovations

Evergreen Climate Innovations, formerly Clean Energy Trust, supports startups bringing impactful climate innovations to market by making catalytic seed investments and providing hands-on mentorship, programming, and support. Invenergy and Evergreen continued their long-standing relationship in 2021.



Chicago Urban League

Since 1916, the Chicago Urban League has helped people find jobs, secure affordable housing, enhance their educational experiences and grow their businesses. In 2021 Invenergy sponsored one scholar from the Chicago Urban League's 2021-22 IMPACT Leadership Development Program, an annual cohort designed to develop and support emerging African American leaders.

Disaster Relief Support

Extreme weather events impacted communities across the United States in 2021, including those where Invenergy is developing and operating projects. Having spent so much time alongside people in these communities, we were **eager to help when disaster struck.**



Invenergy employees helping out in Louisiana (left) and Illinois (below) after natural disasters hit the areas.



Food Relief in Texas after Winter Storm Uri

In February 2021, winter storm Uri affected much of the southern United States by causing energy blackouts. It severely affected communities across Texas by leaving them without heat, water or food for days. We coordinated with American Clean Power and all of our operating site personnel to support the clean energy industry's relief efforts by contributing \$50,000 to Feeding Texas, the largest hunger-relief organization in the state, to provide 500,000 meals to Texans.

Helping After Hurricane Ida

Members of Invenergy's Renewable Development and Pre-Construction teams for the Gulf South region traveled to New Orleans in August 2021 to volunteer in the wake of Hurricane Ida, the second-most intense hurricane in Louisiana's recorded history. Manager Laurel Downen, Vice President Julia Kimmerly, Senior Analyst Erik Maag, Manager Henry Petrash, Senior Analyst Patrick Breslin and Senior Analyst Matt Boscow volunteered their time with Rebuilding Together New Orleans by ripping out moldy drywall and removing damaged siding to prepare area homes for repair and rebuilding.

Downen also spent a day at Our Daily Bread, a food bank in Tangipahoa Parish north of New Orleans. She, alongside community members, served more than 1,200 hot meals and distributed boxes of food to families affected by the storm.

Prior to the team's trip to Louisiana, Downen coordinated the distribution of 1,000 LuminAid solar-powered lanterns/ phone charger combinations donated by Invenergy, as the area was still without power, and sponsored a dinner for area line workers.



We really wanted to help in the community where our project is located. We were glad to be able to send Louisiana some love."

Laurel Downen,
Manager, Renewable
Development





Working with Team Rubicon

Invenery provided \$15,000 to Team Rubicon, a nonprofit disaster response organization that mobilizes veterans and civilian volunteers to help people prepare for, respond to and recover from disasters and humanitarian crises in the United States and abroad. Team Rubicon promptly dispatched groups of local “Grey Shirt” volunteers throughout Kentucky following the storms. Invenery has a long history of working with Team Rubicon, and we had some of our own employees become “Grey Shirts” in 2021 to assist with clean-up efforts following flash flooding in Gibson City, Illinois, that required the evacuation of hundreds of people from their homes.

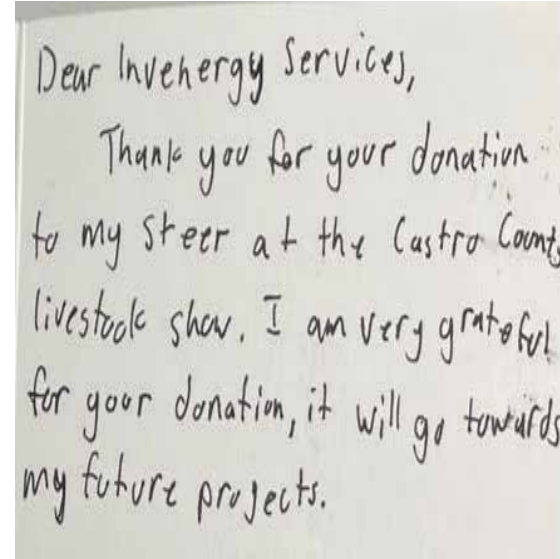
Working alongside other volunteers, Vice President, Third Party Services Brad Purtell and Director, Operations Support Systems, Frank Santiago, both Navy veterans, removed old, soiled drywall, flooring and framing to prepare the homes for repair and rebuilding.

In December 2021, 50 tornadoes ripped through eight states, resulting in 88 deaths and leaving scores of people without power. Invenery’s Impact Program provided a donation of \$25,000 to the Team Western Kentucky Tornado Relief Fund to help residents recover from the storms and get back on their feet.

“**The military is not just about fighting wars in foreign countries. It’s about protecting the American way of life, both abroad and domestically, which includes helping fellow Americans recover in their darkest hours.**”

Brad Purtell, Vice President, Third Party Services

Community Engagement at Our Projects



The Lone Star State



Supporting Big Spring Fire Department

Gunsight Energy Center (120 MW, Wind, TX) gave its annual donation to the Big Spring Fire Department. Emergency Medical Services and local fire and police departments are essential to the safety of our projects and the communities that surround them. Our technicians also conduct regular drills with local fire departments and emergency responders to prepare emergencies at our project sites.

Camp Springs Energy Center Sponsors Ranchin' Around Days

Camp Springs Energy Center (120 MW, Wind, TX) sponsored the annual Ranchin' Around Days organized by the Scurry County Rodeo Association. This weekend-long event brings together local cowboys in the surrounding area to compete in various competitions. Some of the events included stockholders roping, ranch bronc riding, double mugging and one-header team roping. Several of Camp Springs I & II landowners had teams enter the event, and Jackie Roberson, Administrative Assistant at Camp Springs, had family enter the event this year.

Celebrating Veterans at Stanton Energy Center

Our Stanton Energy Center (120 MW, Wind, TX) celebrated local veterans at the Stanton Senior Center by hosting a lunch. Stanton also provided gift bags for each of the seniors that included thank-you notes written by local second-graders from Grady Independent School District.

Turkey Track Contributes to Sweetwater High School

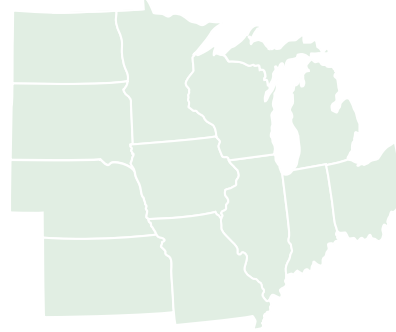
Like all our sites that participate in the Invenergy Impact program, Turkey Track Energy Center (170 MW, Wind, TX) supported their local schools through a donation to Sweetwater High School. This donation funded general programming at the facility.

Bethel Energy Supports Local FFA

FFA students in Castro County shared their thanks to our Bethel Wind Energy Center (276 MW, Wind, TX), that donated funds to the students to buy feed and livestock for their participation in the Castro County Livestock Show. Bethel also sponsored scholarships for some of the students.



The Heartland of America



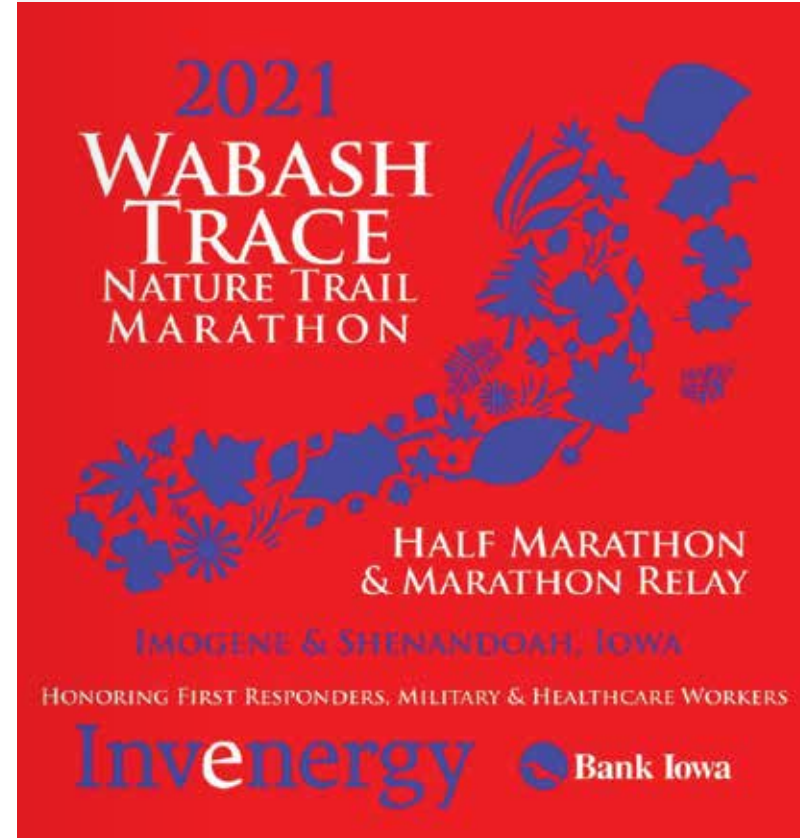
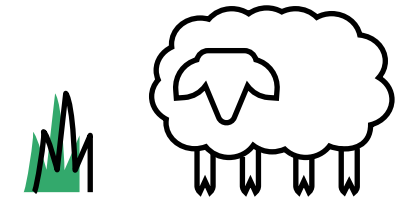
The Buckeye State

The Midwest is a growing hotspot for renewable energy. Our Hardin I Solar Energy Center (150 MW, Solar, OH) in northwestern Ohio became operational in October, and at the time was the largest solar development in the state. Two additional Hardin projects are under development, with Hardin Solar II to include an on-site 60-megawatt lithium-ion battery system. It is one of the first large-scale solar projects in Ohio to include battery storage. Already the Hardin projects are giving back to their communities, including financial contributions to the food bank at the Beatitudes Community Center in Ada, sponsorship of the Lake of Lights holiday

festivities in Kenton and the annual Harvest and Herb Festival hosted by the Ada Chamber of Commerce, as well as the sponsorship of various other events.

Invenergy also worked with The Ohio State University's Batelle Center as a sponsor of spring semester programming focused on developing solutions to correct misinformation in renewable energy. Our role has been to guide the students' research and provide topical information around renewable energy. To conclude the course, Ohio State students will prepare a guide and strategy to tackle misinformation seen in open houses, public meetings and when interacting with local officials.

Invenergy donates to local EMS near Hardin I Solar Energy Center (150 MW, Solar, OH).





Supporting Food Security in Sauk Valley

The Nelson Energy Center (584 MW, Thermal, IL) team donated funds to the Sauk Valley Food Bank. The pandemic has continued to affect the community's ability to purchase food. Pictured left to right, Randy Arnold, Maintenance Specialist at Nelson Energy Center, Lisa Young, Administrative Assistant at Nelson Energy Center, and Sauk Valley Food Bank Director, Andrea Hensgen, at the Sauk Valley Food Bank.

Sponsoring the Wabash Trace Nature Trail Marathon

Shenandoah Hills Energy Center (246 MW, Wind, IA) sponsored the 2021 Wabash Trace Nature Trail Marathon held on September 11th in Shenandoah, Iowa. The race honors first responders and health care workers.



Darien County, Wisconsin Cornfest

Local fairs are a staple in any community, and our Darien Solar Energy Center (250 MW, Solar, WI) was happy to sponsor the Darien Cornfest in 2021. Some activities at the fest included carnival rides, softball, volleyball, horseshoe tournaments and a tractor pull.



New Scholarship Opportunity Blows into Deuel County

When developing a project, Invenergy often works with area residents and educators to determine the best way we can serve community needs and interests. In Deuel County, South Dakota, home to the 300-megawatt Deuel Harvest Wind Farm, this took the form of the annual Invenergy/Deuel School Scholarship. The first scholarships, totaling \$30,000, were awarded in May 2021 to area high school students interested in furthering their education.

The scholarship augments the estimated \$200 million that will be invested in the community over the project's lifespan, \$85 million of which will be paid directly to landowners. The project employed 400 workers at the peak of its construction and created 15 full-time operations and management jobs in the county.



The scholarship will 'allow kids to graduate without a tremendous amount of debt hanging over their heads. We hope this kind of educational opportunity will make a huge difference for kids from this area.'

Jim Dailey,
Deuel County landowner and member of the committee that organizes and distributes the scholarship

Grain Belt Express Transmission Line

Grain Belt Express is an 800-mile-high voltage direct current (HVDC) line routed in Kansas, Missouri, Illinois and Indiana. Project representatives from our Grain Belt Express transmission team attended 20 county fairs across Kansas and Missouri and participated in livestock auctions throughout both states. The Grain Belt Express team purchased and donated back livestock raised by 4-H and FFA students at these county fairs. Randolph County, Missouri 4-H student, Jasmine, won an award for her rabbits purchased and donated back by Grain Belt Express.



Mexico City

A 39-megawatt solar farm and 20-megawatt storage combined project, the La Toba Energy Center in Baja Sur California, Mexico, is the first storage project in Mexico and an example of the benefits sustainable energy projects can provide to local grids.

The staff at La Toba consulted with area residents and community leaders to determine the best venue for donations, and they determined that area schools would greatly benefit from the help Invenergy wanted to provide.

In 2021, La Toba funded English and computer literacy programs in three area high schools (including providing laptops and other technologies) and helped launch a music program through a donation of musical instruments. Other donations included infrastructure for internet access and office furniture and computer programs.

Poland

Poland is home to Invenergy's first international project, Tymien Wind Park (48 MW, Wind, PL), which commenced operations in 2006. Our Darłowo projects subsequently launched an initiative called "Żyj z Energią" ("Live with Energy") in 2015, which organizes volunteer projects, supports community centers and hosts numerous events each year that promote environmental well-being within the local community.

Some projects in 2021 included planting gardens at grade schools in Darłowo, a two-day science festival for grade-school students in Dąbki and Kopnica where turbine maintenance technicians demonstrated to students the equipment they use, and a plastic cap recycling initiative that teaches children the importance of using fewer plastics and other family events.

Students near our Poland projects used their artistic skills to show renewable energy in action. Staff also planted gardens outside of the schools in spring.





Our EDP project in El Salvador finished construction of Casa Comunal IVU, a new community center and sports complex in Colonia IVU.

Energía del Pacífico

Located on the Pacific Coast of El Salvador at the Port of Acajutla, the Energía del Pacífico (EDP) project provides the country with clean reliable power fueled by natural gas via a specially built floating storage and regasification unit (FSRU) moored offshore. Upon its completion in 2022, the EDP project will meet 30% of El Salvador's energy demand with and will reduce the country's reliance on imported diesel and heavy fuel oil-fired generation.

The project's developers have consistently been working with residents and community groups to determine how else the project can positively impact the surrounding communities.

One of the biggest community-oriented projects of 2021 was the construction of

Casa Comunal IVU, a new community center and sports complex in Colonia IVU, complete with basketball courts, play areas for kids, outdoor gardens, meeting areas and event spaces. Plans are also underway in 2022 to remodel seven area schools, which will benefit more than 2,400 students.

To further benefit the local economy, EDP team members also helped to develop and build an online platform called "Pa'Servirle" ("To Serve You") that helps local businesses sell their goods and services online. More than 100 businesses have registered on the platform so far. In December 2021, EDP developers sponsored children's holiday festivities in 13 area towns and provided gift baskets of toys and snacks.

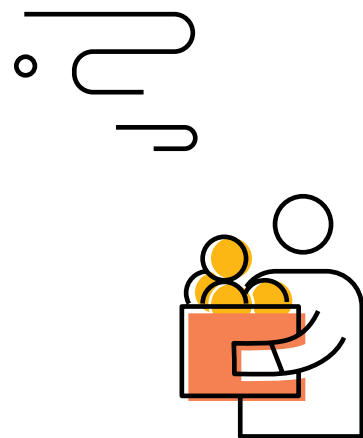
Japan

In 2021, our Japan team donated more than two metric tons of rice to Musubie, a nonprofit organization based in Japan for Kodomo Shokudo. Kodomo Shokudo are cafeterias that provide healthy, free or low-cost meals to children in need. Visiting children also learn about nutrition, table manners and many offer tutoring as well. During the pandemic, the number of Kodomo Shokudo has increased by 33% across the country.



Our Volunteerism

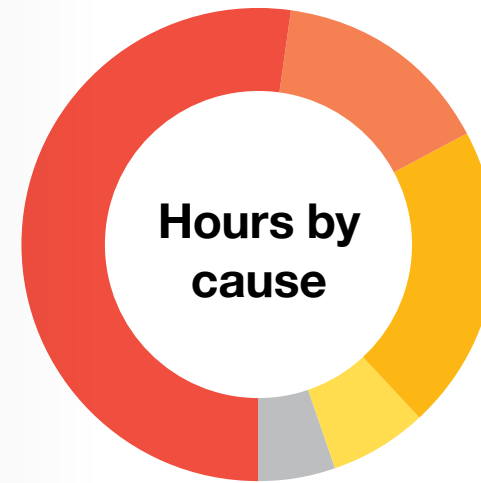
Invenergy is proud to develop projects that ensure the lights stay on and **essential services continue** to operate, but we are eager to help in other ways as well. Each year, our employees use their **Volunteer Time Off (VTO)** hours to help with a variety of causes, organizations and cleanup efforts. We built relationships with new organizations in 2021 to support flooding- and tornado-relief efforts while continuing to work with long-standing partners.



Volunteer Time Off



652 hours



- **Community Organizations** 360 hours
- **Educational Institutions** 92 hours
- **Environmental Stewardship Projects** 128 hours
- **Health & Emergency Medical Services** 40 hours
- **Veterans Causes** 32 hours



VTO Participation Increase from 2020

12%[▲]

More than 100 U.S.-based Invenergy employees used a total of 652 VTO hours in 2021, a 12% increase from the year before. Those hours were spent helping with a variety of needs, including:

New York Flood Aid

In late August, Steuben County, New York, was placed under a state of emergency when several inches of rain fell within hours, causing a flash flood that damaged an estimated 550 homes and businesses in cities throughout the county. Invenergy's Marsh Hill Energy Center (16.2 MW, Wind, NY) and Canisteo Energy Center (291 MW, Wind, NY) are both located in Steuben County, and the New York Development team was quick to pitch in to help the community.

Marguerite Wells, Director, Renewable Development; Kate Millar, Senior Manager, Renewable Development; and Katy Warner, Administrative Assistant, Renewable Development, used their VTO to help with cleanup and demolition for a local family in Woodhull.

"My heart broke as we entered the house we were assigned to work in. The homeowner was at a loss for words and was very bewildered at all that had to be done. We got to work quickly, got very dirty, worked hard and by the end, I was feeling it in muscles I didn't even know I had," Warner said. "I am so grateful to be able to volunteer my time to help restore the Woodhull community and represent Invenergy while doing it!"



I am so grateful to be able to volunteer my time to help restore the Woodhull community and represent Invenergy while doing it!"

Katy Warner, Administrative Assistant, Renewable Development



Top, Members of our New York team cleaning up home damaged by flash flooding. Bottom, the Invenergy Chicago team volunteering at the Museum of Science and Industry's Science Works career fest.



MSI Science Works

On Saturday, October 9, Invenergy employees from the Chicago office participated in Science Works, an annual career fest at the Chicago Museum of Science & Industry (MSI) that gives children the opportunity to speak with individuals in STEM fields.

Volunteers from Invenergy connected with families and kids, sharing what it's like to work for a sustainable energy company. They showcased interactive displays at their table, including a solar charger, scale wind turbine, climbing harness and drone videos of our projects. This year's event was hosted in conjunction with Hispanic Heritage Month, so outreach focused on community organizations serving Latinx populations.

"Volunteering on behalf of Invenergy at MSI's Science Works was a great experience," said Bailey Hall, Staff Engineer, Renewable Procurement. "It's exciting to think that one or more of our conversations might have inspired a child to pursue a career in STEM!"

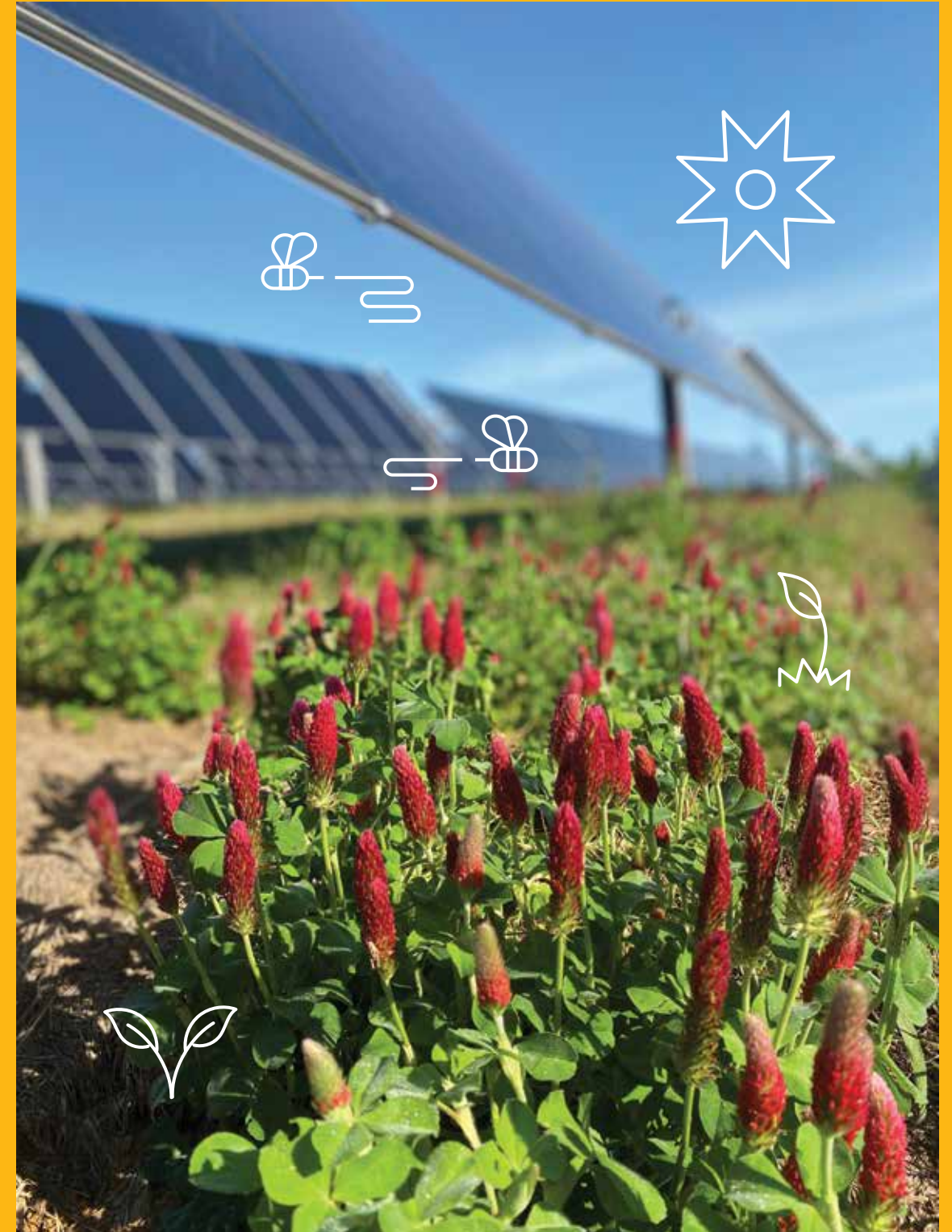
Kansas Renewable Team Volunteers at ReStore

In December 2021, the Kansas Renewable Development Team volunteered at the Habitat for Humanity ReStore in Denver. Habitat ReStores are independently owned reuse stores operated by local Habitat for Humanity organizations. ReStores accept donations and sell a constantly changing inventory of diverse, high-quality merchandise to the public at a fraction of the retail price, while diverting reusable household items and building materials from area landfills. The funds raised at Habitat Restores contribute to future Habitat for Humanity projects.

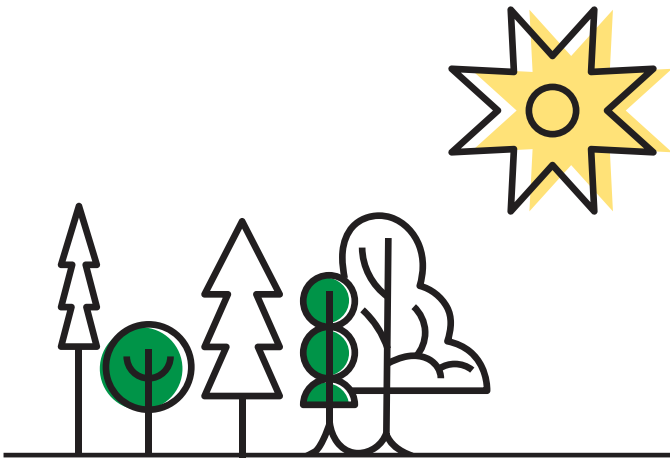
Advancing Environmental Responsibility

“Once, when we were up on the tower, we heard something strange and thought maybe there was an issue with the gearbox,” said Noah Zirbel, Senior Manager, Field Services at Wolverine Creek Energy Center (64.5 MW, Wind, ID). “But then we looked down and saw two huge creatures come out into the open. Two bull moose were fighting; we could hear them from the top of the tower.”

Experiences like these underscore why the harmonious co-existence of our projects with their surrounding environment is so important. The development of any project starts with a thorough analysis of the environmental sensitivities of each site under consideration, with every project designed to responsibly accommodate those resources if development moves forward.

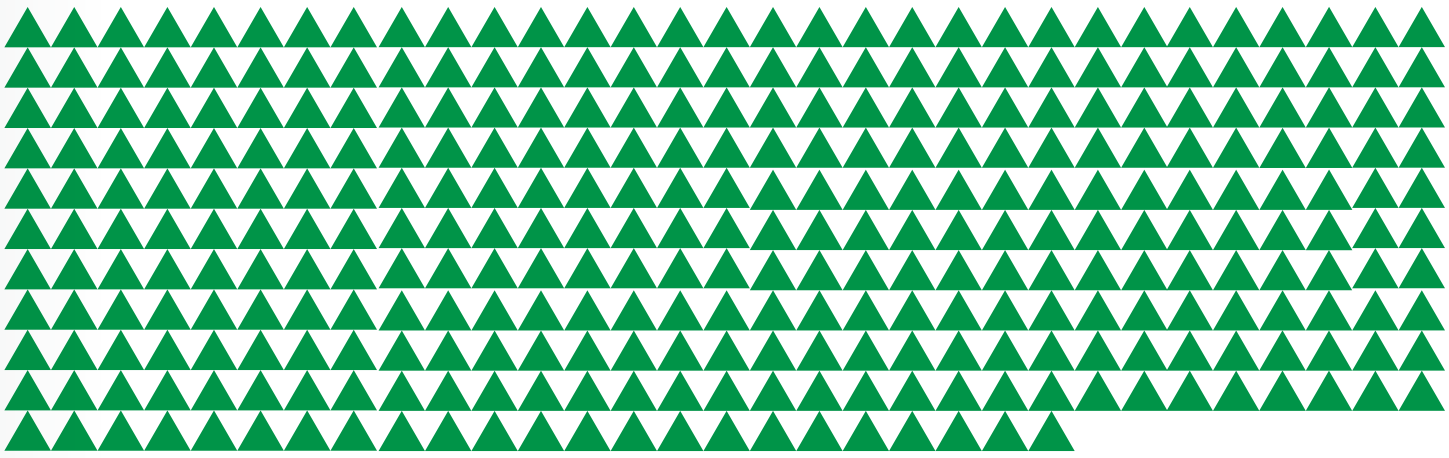


As innovators **building a sustainable world**, the harmonious co-existence of our projects with their surrounding environment is **critically important**.

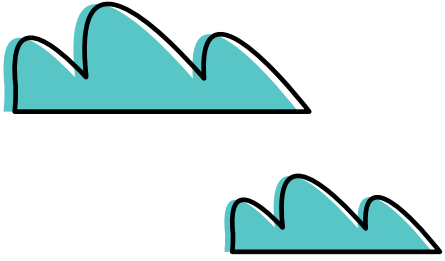


326 million

Annual equivalent trees planted*
*CO₂ equivalent



▲ = 1 million



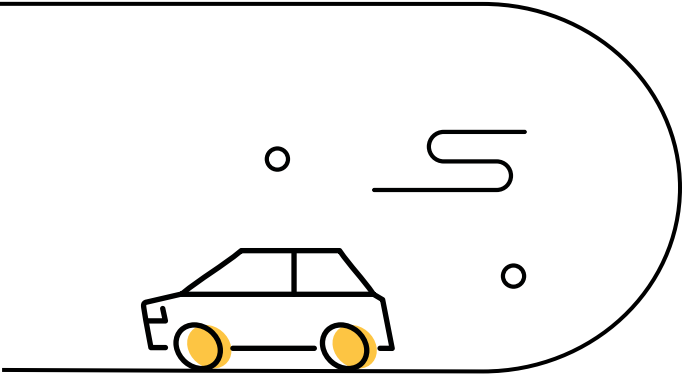
Tons of CO₂ offset

49.7M

Cars off the road annually*

9.8M

*CO₂ equivalent



Environmental Compliance & Strategy

Our Environmental Compliance and Strategy (ECS) team is comprised of subject matter experts in natural resource management, federal lands, policy and permitting, and vegetation, and the group leads planning around those matters for Invenergy.

The team's reach extends across our land-based renewables portfolio, our transmission development efforts, and our offshore wind initiatives.

Vegetation Management Program

Invenergy stayed ahead of the curve on its environmental initiatives in 2021, and conscientious land management was essential to that success. As such, one area of focus for the ECS team in 2021 was establishing a vegetation management program and welcoming Manager, Vegetation Management James Hartsig, who focuses exclusively on the development and implementation of vegetation management plans for our solar projects.

Hartsig is a Certified Professional Soil Scientist and restoration specialist with more than a decade of experience on large-scale construction projects, including pipelines, municipality open spaces, highways and renewable energy facilities. As part of the vegetation management process, he assesses the soil and existing vegetation

at each project to determine the most appropriate seed mixes and establishment schedules, and he identifies opportunities to improve the soil and land where our projects are built.

Working with the Department of Energy to Study Bird Interactions

Our Grand Ridge Solar Energy Center (20 MW, Solar, IL) and the ECS team partnered with the U.S. Department of Energy's Argonne National Laboratory to research bird interactions with solar facilities. Argonne is developing a technology that will automate detection of bird-solar interactions using high-definition cameras and artificial intelligence. The goal of the study is to get a more accurate understanding of how birds use solar PV infrastructure, which will provide further insight into how to better integrate solar projects into the environment around them. In 2021, Grand Ridge Solar contributed more than 1,600 hours of video, and the Argonne team has generated over 15,000 tracks from the videos to inform bird-detection and monitoring models.



It is both exciting and rewarding to facilitate a program with such a direct conservation benefit to threatened bat species."

**John Wojcikiewicz,
Manager, Environmental
Compliance and Strategy**

American Wind Wildlife Institute

Invenergy continued its memberships to the American Wind Wildlife Institute and Wind Wildlife Research Fund in 2021. An important initiative that came out of these partnerships included contributing to a consultant-led study to quantify the relationship between weather patterns and bat activity. The results of the study support the long-term objective of using data gathered during early wind project development to accurately predict the times when bats have a higher collision risk with operating turbines. Operational restrictions — a measure known as curtailment — can then be implemented to protect bats during these precise conditions carrying more risk, essentially maximizing both energy production and bat conservation.

Wildlife and Ecological Planning at James Madison University

James Madison University (JMU) is one of a growing number of universities that offers educational opportunities in renewables and wind energy specifically. Members of the Environmental, Compliance and Strategy team provided guidance to JMU students about wildlife and ecological planning as an integral part of renewable project development. The students applied this insight to the project they developed for the 2021 Collegiate Wind Competition (CWC), an annual event sponsored by the U.S. Department of Energy that took place in Indianapolis, Indiana.

"Projects take years to develop, but these classes and this competition gives them a chance to encounter real-world issues in a way you can't get in a textbook," said Director, Environmental Compliance and Strategy Brad Romano. "It's a unique opportunity with incredible value for students interested in working in the renewable industry."

Bat Preservation Initiatives

The Number Three Wind Farm (106 MW, Wind, NY) in upstate New York worked with the New York State Department of Environmental Conservation (NYSDEC) on a mitigation project to address a risk to the state and federally protected northern long-eared bat. Raccoons were accessing a hibernaculum, or large cave where bats hibernate, preying upon bats as they entered and left. Numerous bats were killed in this way every year, and NYSDEC approached Invenergy to assist with addressing this threat to the bat species as an opportunity to offset any impacts that could occur through operating the wind energy facility. The project team worked with a wildlife consultant to coordinate the trapping and removal of the raccoons at the cave entrance, which eliminated the problem of predation for not only northern long-eared bats, but also for the other bat species using the cave. Invenergy will continue the trapping and removal program over the next few years to ensure additional raccoons do not enter the cave.



Pilot Programs & Blade Recycling

Pilot Programs

The objective of a pilot program is to trial a new part, process or software that could provide a benefit or value to our managed assets, such as higher production, greater reliability, improved safety or lower costs. These projects are led by operations engineers but also involve collaboration across site leaders and personnel, environmental health and safety, asset managers, procurement and other engineering teams.

Notable 2021 pilot programs included:

- An evaluation of the effectiveness of Edge Lightning Detection, a program that utilizes edge computing to detect lightning strikes on wind turbine blades. Additionally, four wind sites tested the use of a Lightning Protection System assistive tape, which is designed to improve lightning attachment to the receptor to properly route lightning strikes to the ground without damaging the blade.
- Drone-based inspections across ten wind sites. We utilized drones to trial the use of automated flight path software as well as AI models to identify and categorize blade damage.



Lightening Protection System assistive tape adhered to one of our turbines.

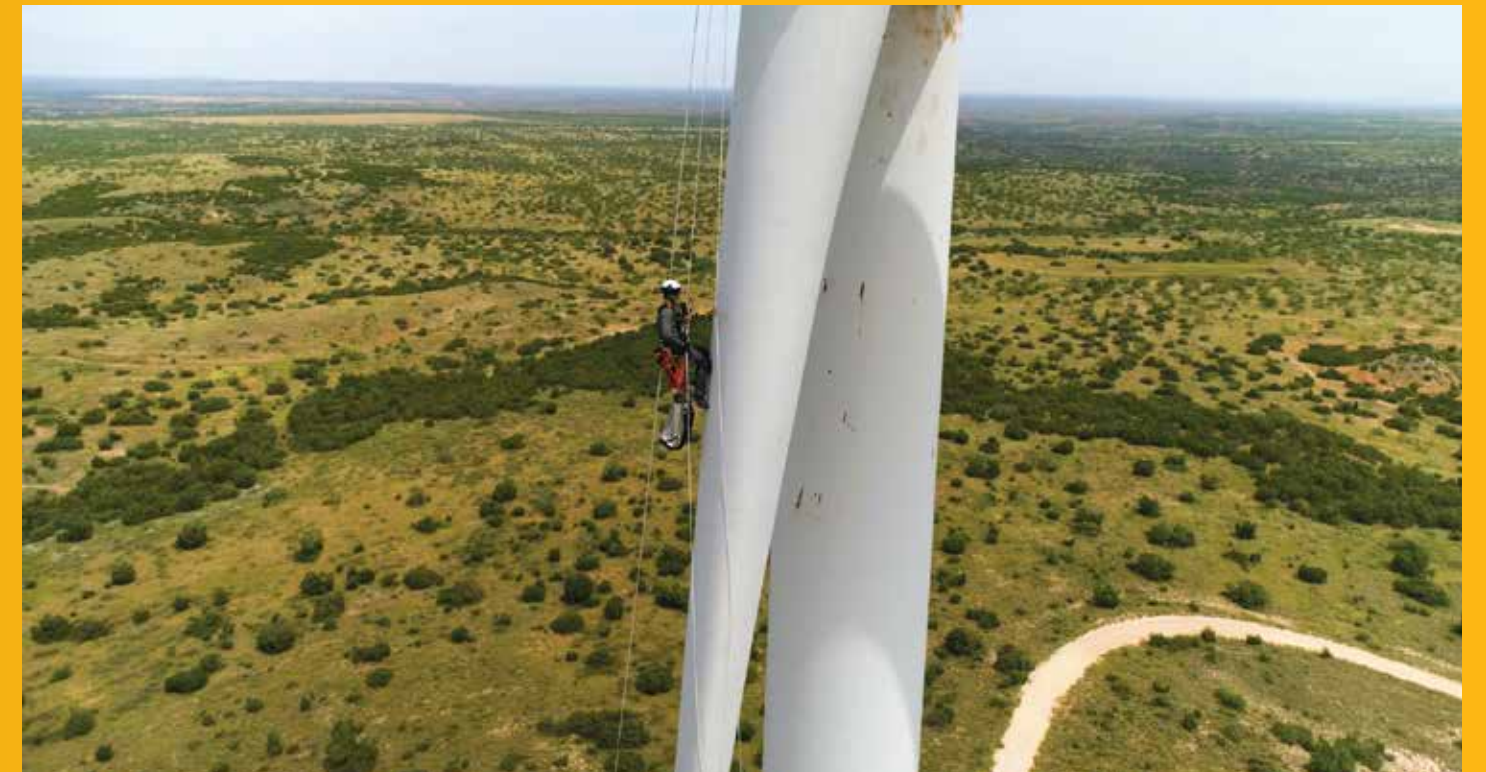
Blade Recycling

Invenergy's approach to decommissioned blades is to exhaust every possible use case for them before disposing of them. If a blade is repairable, Invenergy will repair and store the blade for later use. If a blade is beyond repair but portions are undamaged, Invenergy will use those portions to train blade repair technicians. On occasion, we will use decommissioned blades for display, like at our Grand Ridge Energy Center and Judith Gap Energy Center, where blades are kept for tours and learning opportunities.

In 2021, Invenergy recycled six wind turbine blades with Carbon Rivers, a Tennessee corporation that utilizes a unique thermal process to recover the fiberglass from decommissioned wind turbine blades. As part of the process, the composite is heated without oxygen to prevent degradation of the fiberglass. The hydrocarbons from the cracked composite both provide Net Positive Energy and a variety of high-value sustainable energy by-products like syngas, petrol, bitumen and more. The recycled glass fiber is clean and mechanically intact for next-generation blade manufacturing.



Below, a member of our Blade Services Repair team working on a turbine blade.



Supporting Sustainable Causes

Environmental sustainability is important to many of our employees, and as **Innovators Building a Sustainable World**, we make it a priority to **support our natural environment**.

Planting Trees at Denver's Little Cheesman Park

Our Denver team used their Volunteer Time Off to plant trees in Little Cheesman Park through Denver Parks and Recreation. In total, the team planted 10 trees all around the park.



Learning about Agrivoltaics

In June, 18 colleagues from our Denver, Chicago and Portland offices toured Jack's Solar Farm in Boulder County, Colorado, a 1.2-megawatt, 5-acre learning facility dedicated to the study and promotion of agrivoltaics, the mix of agriculture and solar farming that aims to make efficient use of land dedicated to solar production while promoting the well-being of the surrounding environment.



The Colorado Agrivoltaics Learning Center led the tour. The organization partners with Jack's Solar Farm to "connect students and community members to clean energy, local food and responsible land use management through agrivoltaics."



“**The work we completed allowed us to enjoy the natural beauty of the park, with the added satisfaction of knowing many other people will get that chance as well.**”

Zach Lea, Associate,
Renewable Development

Portland Office Cleans Up the Trails

The Invenery Portland Team volunteered with Portland Parks and Recreation to help maintain some of the trail systems in Marquam Nature Park. They spent the morning removing fallen leaves from the trails and surrounding areas. Once the leaves fall, they can get wet and slippery and causing danger to people on the trails. They also plug drainage systems which can cause damage to the trails if left unchecked, given the amount of precipitation that Portland receives.

Keeping Their Communities Clean

For the fifth year in a row, our Judith Gap Energy Center (135 MW, Wind, MT) team cleaned up its local community through the Adopt A Highway program. The team usually hosts a cleanup twice throughout the year, and in 2021 they collected about 24 bags of litter. Our Wolverine Creek Energy Center (64.5 MW, Wind, ID) and MGM Mega Solar Array (100 MW, Solar, NV) also held cleanups this year.



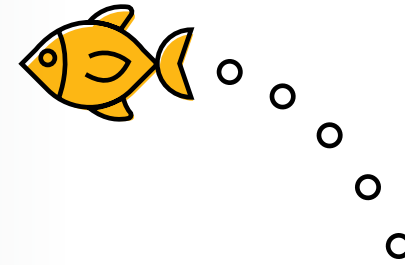
More Than a Garden

Our Buckeye Energy Center (200 MW, Wind, KS) in Ellis County, Kansas donated gardening supplies to three local high schools for their gardens and greenhouses. These gardens are maintained by student volunteers and staff and provide a valuable way to learn about agriculture and composting. Across the three schools, Buckeye donated a dual compost tumbler, a solar water pump, and various gardening supplies such as an expandable hose, rake, two-cycle mini cultivator, wheelbarrow, trowels and pruning shears.

“With today’s society being one that values convenience, it’s promising to have our community’s youth take a passionate interest in not only the environment but also the needs of the community,” says Buckeye Administrative Assistant Lesa Lang-Parson.

Restoring the Reefs

Developers with the Energía del Pacífico (EDP) project in Acajutla, El Salvador, met with local fisherman and representatives of fishing cooperatives to identify sites around the EDP project to install artificial reefs. Maintaining a diversity of species and the complex habitat that supports them is critical to the health of the local ecosystem, and it sustains the livelihood of the fisherman who make their living in these waters. EDP developers constructed and installed more than 100 artificial reefs in 2021, and fisherman were also provided with new motorboats to continue their livelihoods.





The Invenergy Sustainability Network's (ISN) mission is to be a platform that engages and educates employees and their extended networks on concepts of sustainability and how we, building on our culture of innovation, can reduce our impacts and promote and encourage environmental responsibility.

Think Sustainable Thursday

Over the past year, ISN published the feature Think Sustainably Thursday in The Interconnect each week, where employees can find information about a wide range of environmental topics like environmental justice, the connection between climate change and natural disasters, how to use worms in your at-home composting and much more.

Chicago Parks Foundation VTO

ISN organized a Volunteer Time Off day with the Chicago Parks Foundation (CPF), a nonprofit organization dedicated to supporting the Chicago Parks District by funding and organizing community outreach programs, restoration projects and fundraising events. On October 20th, ISN traveled to Garfield Park and collected trash at the park with a CPF representative.



“**ISN members share a passion for the natural environment, at work and outside of work. Volunteering for the parks gave us an opportunity to connect with that passion in a tangible way that can often get lost in the shuffle of daily life.**”

Eli Kotelov, Senior Analyst, Renewables Asset Management and ISN Events Committee Chair



“Walking the Walk of Sustainability” Lunch and Learn

Site representatives and ISN volunteers teamed up to talk about the various sustainability features at our operating sites. From using recycled materials, to on-site composting and pollinator gardens, and building gardens at local schools, our sites have created programs benefiting their own local communities and ecologies.

Composting at 1 South Wacker

Did you know that it takes a head of lettuce up to 25 years to break down in a landfill? Even a banana peel can take up to two years to decompose unless it is in the right environment. To reduce our environmental impact, the Invenergy Sustainability Network helped facilitate an educational campaign around an industrial-grade food composting service implemented at our Chicago office. The process was designed to be as easy as possible, with bins in cafeterias alongside regular garbage and recycling receptacles. The process was modeled on Invenergy's Denver office, which has been composting for the past two years.

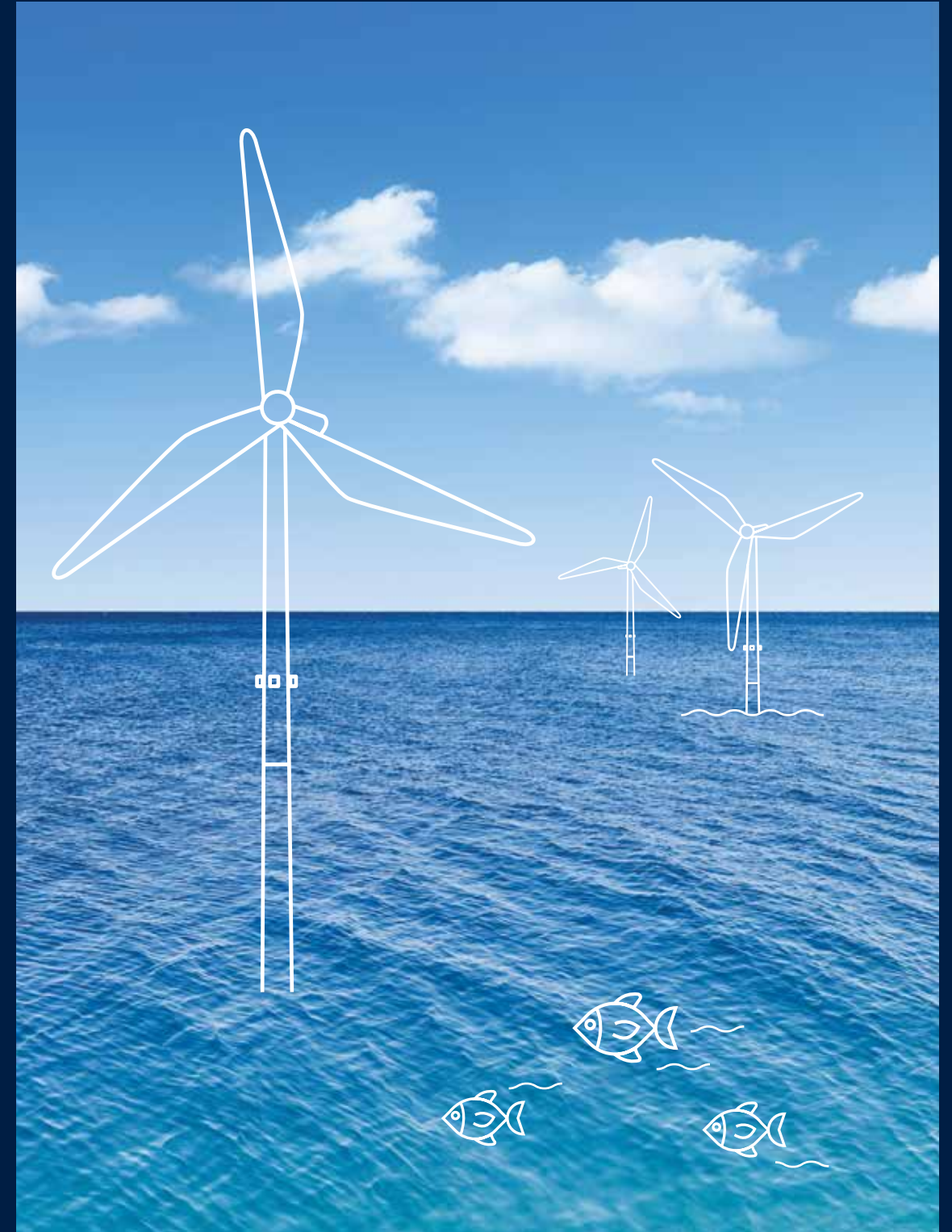
Earth Month Celebrations

- **Think Sustainable Thursday Trivia:** Each Thursday in April, ISN released Earth Month-themed trivia in The Interconnect to test their colleague's knowledge about the planet. At the end of the month, the top six players with the most correct answers won sustainable prizes such as reusable bento boxes and zero waste starter kits.
- **Earth Day Lunch & Learn with author Tim Dougherty:** On April 22, ISN hosted a lunch and learn with Tim Dougherty, author of Overview Timelapse, a compelling photographic survey of the state of change on Earth today. Dougherty walked attendees through the images of the changed topography in his book and discussed the ways in which climate change has impacted landscapes across the globe.
- **ISN & BBI Movie Night:** ISN & BBI participated in the One Earth Film Festival viewing of *Mossville: When Great Trees Fall*. The film centers around the fight against environmental injustices inflicted upon a once-thriving community in Louisiana founded by formerly enslaved and free people of color.



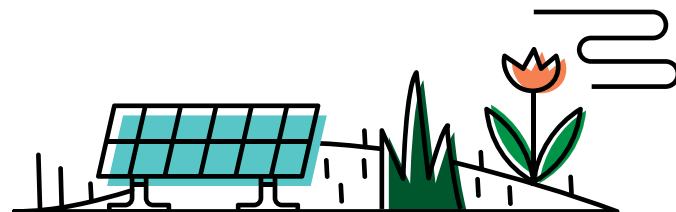
Looking Ahead

Sustainability continues to play a larger part in all areas of our lives, from the cars we drive, to how we power our homes, to creating new and exciting business opportunities. Since 2001, Invenergy has been proud to stay ahead of the curve in the renewables industry, and we know our accomplishments in 2021 have set us up to continue leading the industry in 2022 and beyond.



About This Report

The Invenery Impact: 2021 Impact Report includes stories and metrics from calendar year 2021, unless otherwise noted.



Evolving for Tomorrow

Installed capacity, power generation, training and employment figures are from internal accounting, environmental health and safety records, contractor reports and employment records. Invenery's project portfolio is defined as all projects under contract, in construction or operating, unless otherwise noted.

Net carbon dioxide emissions offsets are calculated using Invenery power generation estimates based on site-specific capacity factors as well as external data from the U.S. Energy Information Agency, including:

- Invenery owned and operated wind, solar and natural gas lifetime power generation totals by project (MWh)
- Invenery owned and operated wind, solar and natural gas lifetime CO₂ emissions by project (U.S. tons)
- Invenery data includes all Invenery-developed and operated assets, including projects the company still owns and operates as well as projects where the company has sold some or all of its equity share. In cases where Invenery was no longer the project operator as of the beginning of 2020, calculations are based on national generation and emissions averages.
- Average U.S. production-weighted emissions intensity (lb/MWh) by power generation source (baseline year aligned with commercial operations per project)

Environmental footprint reductions are collected from internal accounting records and department generated reports. Homes powered values are

calculated based on equivalent U.S. homes annually powered.

The following Invenery press releases include more information related to company announcements in order of mention within the report:

[Invenery Completes Construction Financing for First Phase of America's Largest Solar Project](#)

[Invenery Completes Construction Financing for Second Phase of America's Largest Solar Project](#)

[Clean Path New York Project Selected for Renewable Energy Award to Build Transmission and Clean Generation – Ensuring New York State's Inclusive, Economically Vibrant Clean Energy Future](#)

[Clean Path NY Announces Contract Agreement with NYSERDA and Submission to Public Service Commission](#)

[Invenery Completes Financing for Third Project in Uruguay](#)

[Celebrating the 2020 Invenery Women's Network Award Winners](#)

People Powering Growth

Hiring, military service and workforce diversity metrics are from internal human resources records. Factors for statistics are:

- Military service is self-reported by U.S.-based employees only.
- Workforce diversity statistics are based on self-reported demographics by U.S. based employees only.

Empowering Communities

Total home community investments, including wages & benefits, state &

local tax payments, and payments to landowners, are from internal accounting records and department generated reports. Wages & benefits reflect only energy center employees directly employed by Invenery and excludes construction contractors and corporate office employees. Cause-based giving is an aggregate of donations and contributions.

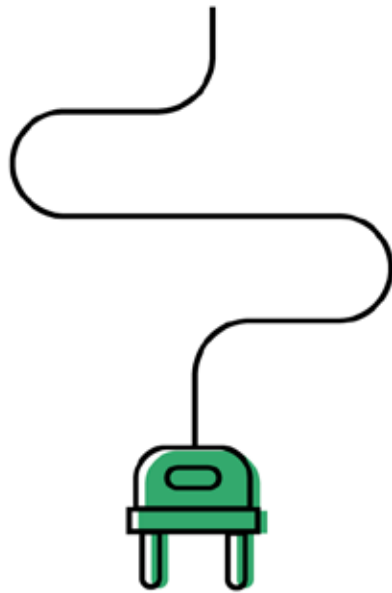
Advancing Environmental Responsibility

Conservation efforts and cause-based investments are collected from internal accounting records and department generated reports.

For additional background, please contact inveneryimpact@invenery.com

Special thanks to our design partner, Breakout Studio, for bringing Invenery Impact to life through this report and website. Breakout Studio is a Chicago-based full-service branding agency for companies on a mission.

Thanks also to our printing partner, Active, who helped us minimize the environmental impact of printing this report by using 100 percent post-consumer recycled paper with ecosolvent inks.



Invenenergy

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