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**2020 was a year  
unlike any other.  
It tested us and  
forced us to  
grow, adapt and  
overcome in ways  
we could not have  
anticipated.**

The threat of COVID-19 seemed distant until everything about our daily lives suddenly and immediately shifted, including the way we work.

While the situation was unfamiliar and unknowable, we knew we would have to adapt our business to the restrictions imposed by the pandemic. No part of our business—or any other business—was unaffected. Invenergy teams had to change the way they work to keep our operations running smoothly at our sites and execute on our project pipeline from their homes.

Delivering sustainable, reliable energy while guarding employee health and safety remained our promise across our operating, development, and corporate functions. This year as much as ever, our team proved that we can navigate any challenge if we are innovative, persistent, and resilient. These foundational elements of who we are were tested like never before, and we are proud of our team's results.

Despite the challenges of 2020, Invenergy still managed to begin construction on both the largest wind farm and the largest solar farm currently under construction in the U.S., the 999-megawatt Traverse Wind Energy Center in Oklahoma and the 1,310-megawatt Samson Solar Energy Center in Texas. Invenergy contracted more megawatts in one month in 2020, than we did in the first seven years as a company combined. We also reached a number of firsts, including completing construction on our first project in Mexico and starting construction on Energía del Pacífico, our first liquified natural gas (LNG)-to-power project and our first project in El Salvador.

The past year reaffirmed our confidence in our ability to execute no matter the challenge and brought into sharper focus the importance of our commitment to our people, partners, communities and environment.

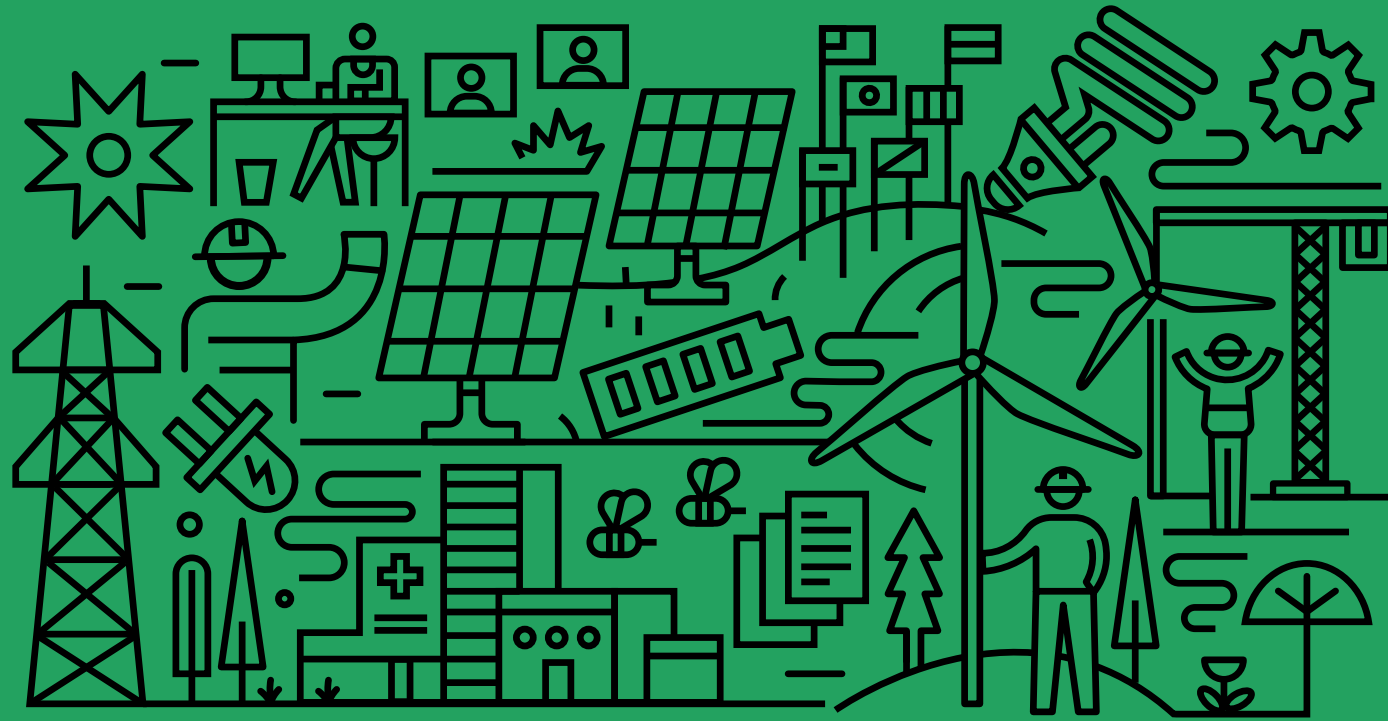
When our traditional community engagement programs and sponsorships were no longer possible due to the pandemic, we refocused our efforts to ensure we still had a significant and positive impact on many fronts. We continued to act as good stewards of our environment, adjusted our training and employee engagement programs to virtual formats, and established a Diversity, Equity & Inclusion Committee as an integral part of the company's culture.

This report is a snapshot of the impact Invenergy made over the past year, a record of the challenges we faced and how we were able to meet them with the innovation and determination we are known for. We are very proud to share this look back with you while continuing to move forward as we build a better world.



**James Rafferty**

*SVP & Chief Administrative Officer*



# Our Company

Who We Are &  
How We Build

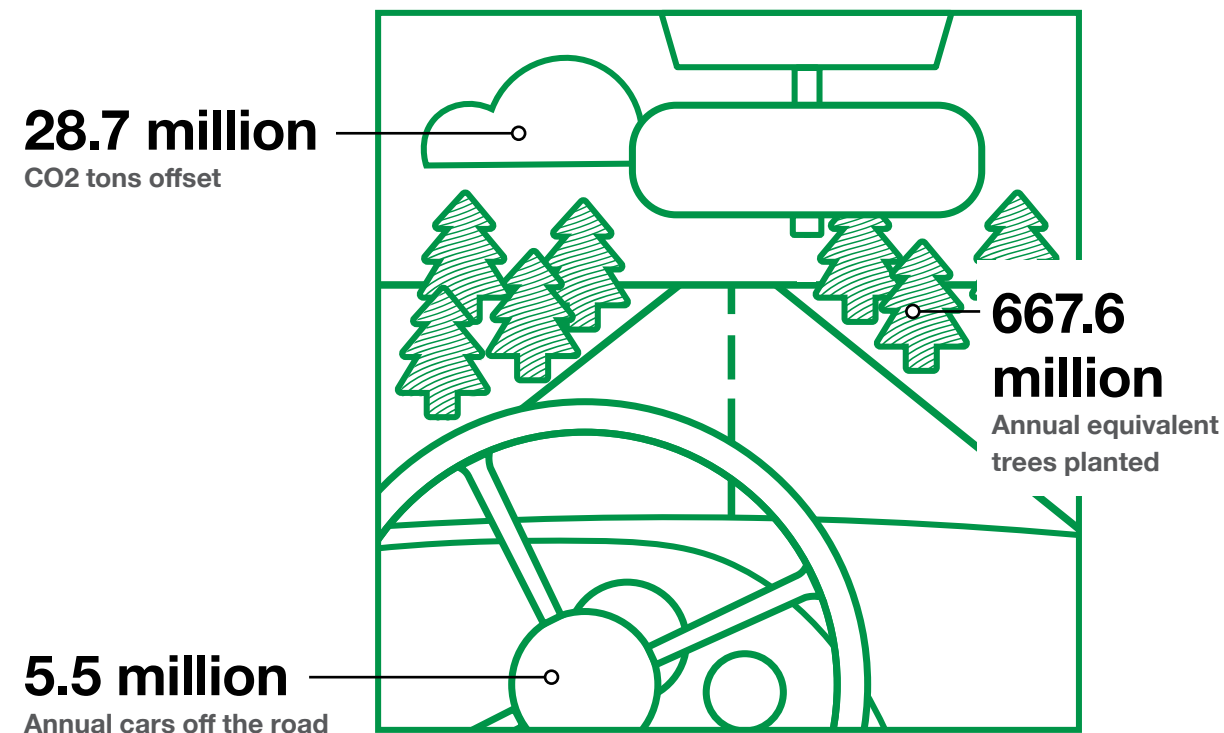
**We are Innovators Building a Sustainable World. This motto expresses who we are and our vision for the future. Over the past 20 years we have built a team of ambitious people working together for a better world through clean energy.**

Any project we work on has its share of challenges, predictable and unpredictable alike, and our colleagues are adept at adapting to the constant changes to bring projects to their successful execution. Our impressive track record with customers across the globe over the past twenty years proves our versatility and expertise, and we are proud to be a founding leader in our industry. As you will see throughout this report, we relied on our

ability to meet large and unforeseen challenges head on to bring us safely and successfully through the issues caused by the COVID-19 pandemic.

This report speaks to the many accomplishments of Invenergy in 2020. Below, you will get a glimpse of who we are as a company, how we build and how these two elements—combined with our commitment to our people and communities—are the recipe for our success.

This report is an articulation of our values and culture and represents the best of our company and how we treat our teams, colleagues and the communities we live, develop and operate in.



**19.2** ▲  
**%** Portfolio Growth

Invenery is driven to achieve this vision through our entrepreneurial culture, commitment to becoming a more diverse, equitable and inclusive company and the fervent belief that innovation is essential for progress and can happen within small, day-to-day pursuits as well as the larger, big-picture ideas that will continue to shape the future.

Our teams are driven and excited to be leading the energy transition and we build the future, in part, by remaining true to our core values and committed to safety and a strong culture of compliance.

**2,909**  
**MW**

Representing 15 completed projects

**5.7**  
**million**

Homes powered

**8,510**

Construction jobs supported

**\$258**  
**million**

Total economic investment in home communities

# Who We Are & How We Build

## Safety

As part of Invenergy’s continued Safety for Life Program, Invenergy continued to improve on its safety metrics. Overall, we reduced the number of serious injuries across the fleet, which allowed us to remain committed to the philosophy that everyone should leave the way they came in. In addition to the constant focus on improving our metrics and intertwining safety into all aspects of our day-to-day operations, we also implemented new processes fleetwide to help us achieve our goal. Continue reading for more details.

### Business Process Improvements

To support this vision in 2020, we also implemented some business process improvements targeted at enhancing our safety management system, Intalex. We targeted six focus areas of our Safety Observation process to determine what enhancements could be made to our system. We surveyed our teams to collect data about the site observation process to better understand how to best utilize the Mobile Application and explore how to provide relevant feedback on observation data. After review of the analysis, our internal teams assembled three committees of technicians, managers and directors to promote engagement, feedback and solutions.

### Safety Meetings

An important aspect of promoting a culture of safety is up-to-date communication and dissemination of safety-related information across all of our operating sites. Through our Safety Meetings and Drills system, we trend the types of discussions occurring and work to understand if our teams are receiving relevant material and feedback. Throughout the year, we held over 348 Safety Committee Meetings, 1,008 ‘Ad Hoc’ Safety discussions and focused on three themes: Hazard Recognition and Control, Health and Wellness & Industry Incident Review.

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# 61.75 hours

Safety training per services employee

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# 25,317 hours

Total fleetwide training



Our Gunsight Energy Center (120 MW, Wind, TX) team learning during a safety educators training in February 2020.

## Corporate Compliance

2020 was a year unlike any other for Invenergy’s Compliance team. The team provided resources to support the company in navigating the COVID-19 pandemic, tracking and managing pandemic data across Invenergy’s key markets and advising company executives on response plans. Although the pandemic sidelined a few of the Compliance team’s 2020 plans, the company built upon its strong foundation coming out of 2019 to launch or complete several priority initiatives and expand their relationships with stakeholders across the company.

### Some key achievements in 2020 include:

- Added compliance professionals in Chicago and San Salvador to bolster the department’s domestic and international coverage and enhance program development;
- Kicked off the Invenergy Compliance Committee with department stakeholders that intersect with key compliance areas;
- Bolstered the company’s data privacy compliance toolbox to include new global policies and notices and updates to the Invenergy website, and kicked off a Data Mapping and Classification initiative in partnership with Invenergy’s IT department;
- Held Invenergy’s inaugural Compliance Week, headlined by a Foreign Corrupt Practice Act (FCPA) and anti-corruption training in which Invenergy’s President & COO, General Counsel and Chief Compliance Officer addressed attendees on the importance of anti-corruption compliance;
- Held ongoing and regular anti-corruption, FCPA and anti-money laundering trainings for our international teams, including for contractors and subcontractors; and
- Updated the company’s Hotline infrastructure, enabling greater ease of access for international employees.



Above, the team at Energía del Pacífico (EDP) (378 MW, Thermal, ELSL) practicing COVID-19 safety measures while on the project site.



Right, construction of our Energía del Pacífico project.

# Our 2020 Project Accomplishments

Remaining true to who we are and how we build allows us to continue to be a leader in our industry. And, in 2020 this was even more important. In order for us to be successful, we needed to stay rooted in our culture, values and commitments to our team, people and communities. We are therefore proud to highlight a few of those accomplishments below and dedicate the rest of the 2020 Impact Report to demonstrate our COVID-19 response, commitment to our People, Communities and the Environment.

## Domestic Project Highlights

**Southern Oak Energy Center (160 MW, Solar, GA):** We celebrated the commissioning of our 100th clean energy project in the first quarter of 2020, the 160-megawatt Southern Oak Solar Energy Center.

Project construction began in 2018 and employed over 400 workers at peak construction. Southern Oak will generate more than \$12 million in local economic development through agreements for tax payments and lease payments to participating landowners in its first 10 years of operation alone, as well as wages and benefits for its local employees.



**Samson Solar Energy Center (1,310 MW, Solar, TX):** At the end of 2020, we broke ground on the largest solar farm in the United States, the 1,310-megawatt Samson Solar Energy Center, based in northeastern Texas. The project is slated for completion in 2023 and will help leading consumer brands, AT&T, Honda, Google and McDonald's, meet their clean energy goals in addition to providing enough electricity to power 300,000 American homes.

Samson Solar also represents an unprecedented economic development opportunity, creating jobs and delivering economic benefits to the home communities of Red River, Lamar, and Franklin Counties, which together have a population of 73,000 people. An estimated \$450 million will be directly invested in the local economy over the life of the project.



Top: The installation of bifacial solar panels at our Southern Oak Energy Center (180MW, Solar, GA). Above: Aerial view of Southern Oak Energy Center after completion.

## International Project Highlights

We completed four international projects in 2020 and made substantial progress on others, broadening our operating experience by employing new kinds of technology and deepening our relationships in Latin America and Japan.

**Queens Energy Center (7MW, Solar, JP):** Queens Solar is our second operating project in Japan and a milestone for our team and the company. We entered the Japan market in 2013 along with many other international developers but are one of the few to experience success, and this is largely due to the dedication, diligence and steadfastness of our Japan team.



Our Blooming Grove Energy Center (261 MW, Wind, IL), operational in December 2020.

**Altamira Energy Center (18.2 MW, Thermal, MX):** On June 1, 2020, Invenergy had two big reasons to celebrate: Trigen Altamira 1 became Invenergy's first energy facility to enter commercial operation in Mexico and Invenergy's first "trigeneration project", that produces three types of energy—electricity, steam, and chilled water—in the same facility.

The facility, located in the city of Altamira in the state of Tamaulipas on the Gulf Coast, features an innovative and efficient way of generating the three energy streams from a single energy source: natural gas. Waste heat from the two natural gas-fired reciprocating engines that provide electricity for the complex engines is recycled to generate chilled water and minimize gas usage for steam generation. The process increases the facility's energy efficiency and reduces operational costs. There were over 325 workers on-site during the peak of construction, with an average of 150 jobs on-site overall.



Our Energía del Pacífico (EDP) (378 MW, Thermal, ELSL) team constructing part of the subterranean line for the project.

**Energía del Pacífico (378 MW, Thermal, ELSL):** Located on the Pacific Coast of El Salvador at the Port of Acajutla, Energía del Pacífico (EDP) is one of Invenergy's most technologically complex and innovative projects. The liquefied natural gas-to-power project is transformative for El Salvador and, at \$1 billion, represents the largest private-sector investment in the country's history. Project construction began in 2020, and upon completion in 2022, EDP will provide enough electricity to meet 33% of El Salvador's power demand. This will dramatically reduce the country's reliance on heavy fuel oil for power generation, resulting in significant environmental benefits. Keeping pace with company values, EDP also invests in the surrounding community and has completed a number of infrastructure improvements, from neighborhood electrification to improving local schools and roads, since the project began development in 2014.

# 2020 Completed Projects

In 2020, our team completed 15 projects and had over 2,900 megawatts of new energy centers go online, growing our operating portfolio by over 19 percent and bringing our total operating power to over 18,089 megawatts and early 30GW in our total portfolio of owned, operated and developed projects since 2020.

Our construction activities supported 8,510 jobs, and the number of full-time Invenenergy employees grew by 9 percent.

Mercom Capital Group released a report naming Invenenergy as one the world's top 10 large-scale solar developers.

## 2,909

Megawatts Added

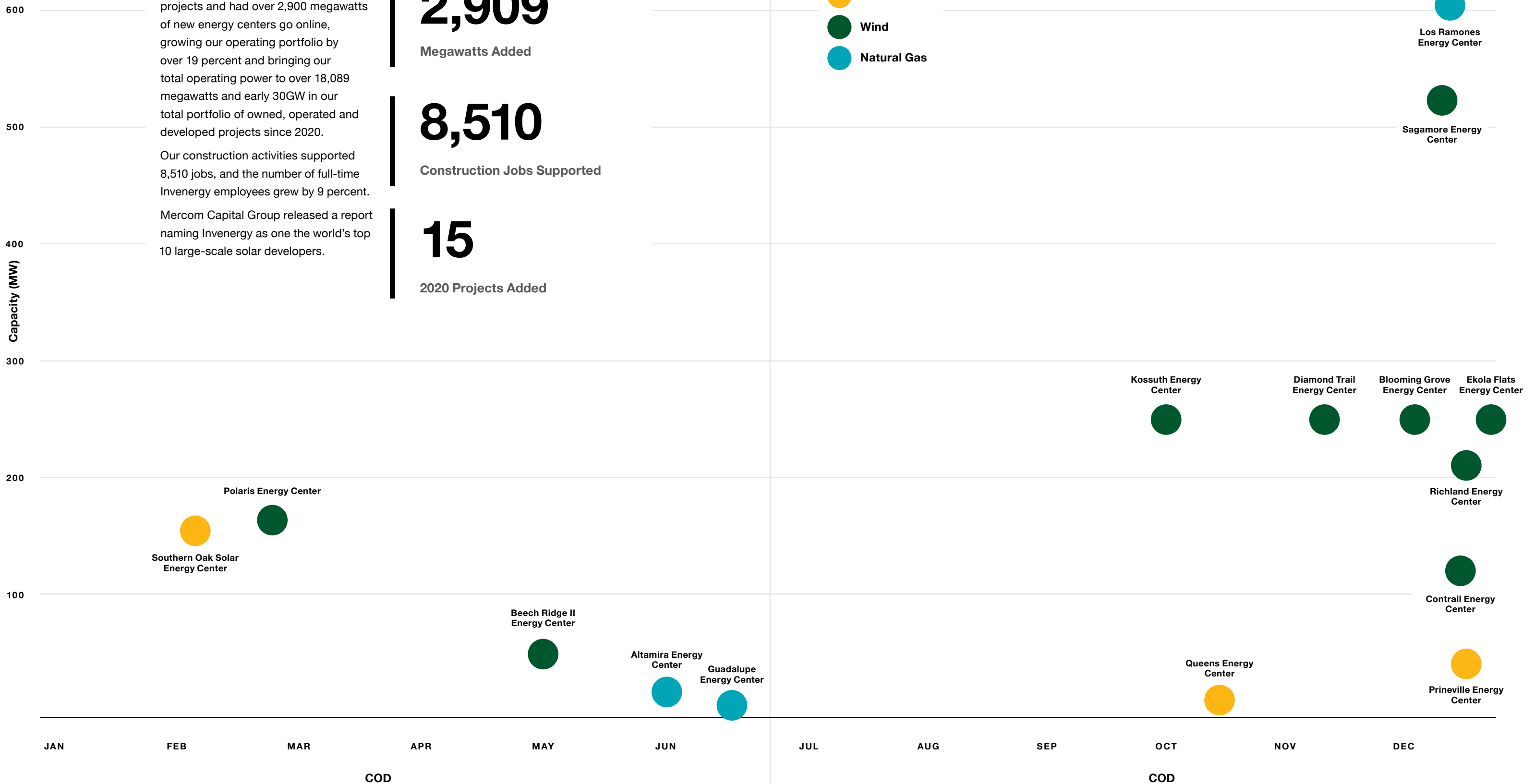
## 8,510

Construction Jobs Supported

## 15

2020 Projects Added

- Solar
- Wind
- Natural Gas



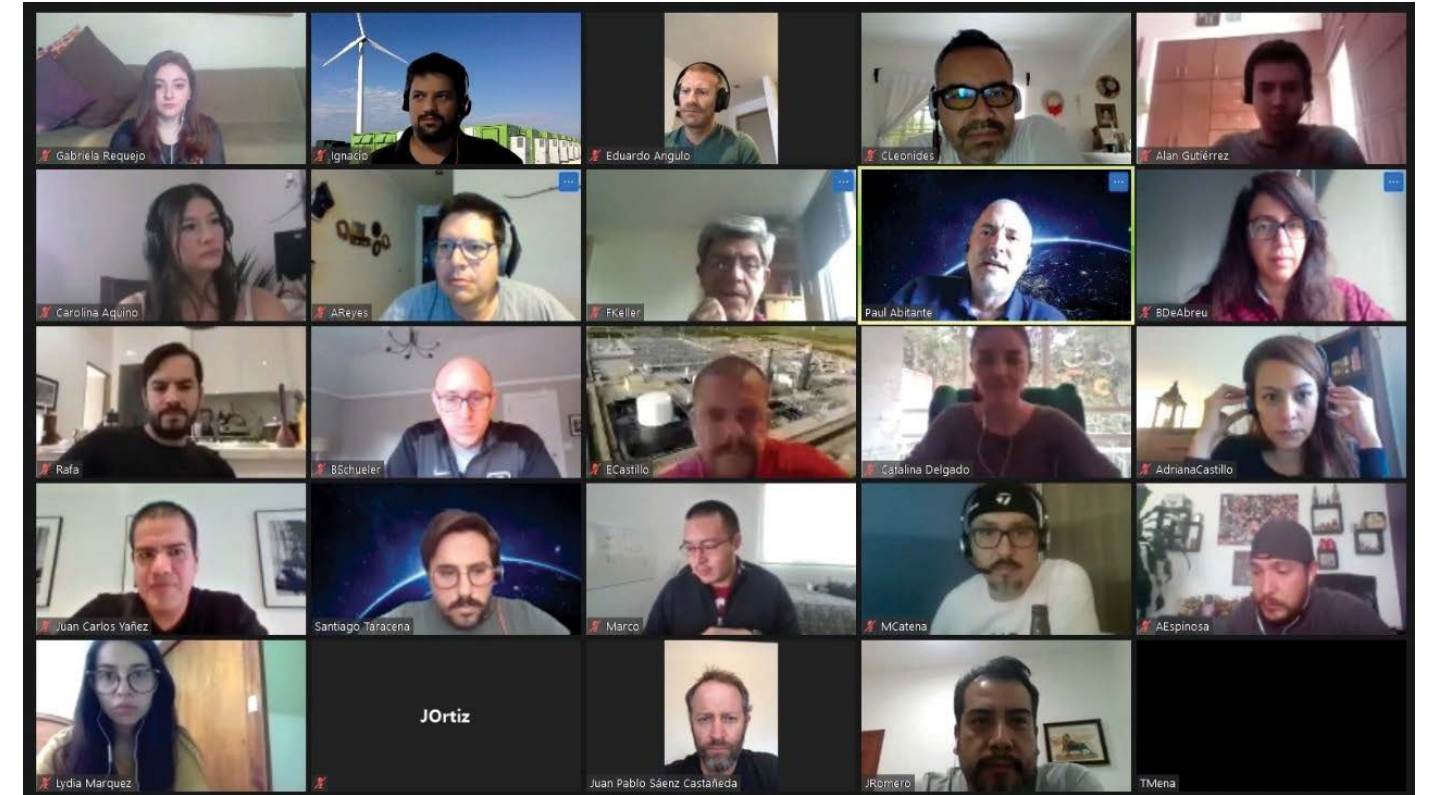




**Anticipating the magnitude of a possible global pandemic, Invenergy's leadership put together a team to create and oversee execution of the company's COVID-19 response strategy early in the COVID-19 timeline.**

The goal was always to keep our employees safe and our business operational, and we relied on expert opinion and scientific advice to keep our response current.

*From new furry coworkers to mask making, our Invenergy team adapted to the COVID-19 pandemic in more ways than one.*



# Continuity of Business & Operations

## Invenergy Control Center

It is difficult to overstate the importance of the Invenergy Control Center (ICC). Located in downtown Chicago, the ICC monitors the operations of all Invenergy projects and those it operates for third-parties in North America. The ICC is staffed 24/7, and their work is highly specialized, heavily regulated and cannot be done from home. Recognizing how devastating any disruption to the ICC would be to our operations and those of our customers, the ICC's operators acted quickly to move day shift operations to Invenergy's Back-up Control Center (BCC) in the Chicago suburbs. The ICC in Chicago was used for the night shift, providing flexibility to keep our plants running without any impact to energy generation.

Rigorous cleaning protocols, streamlined logistics and contingency plans for a positive case of COVID-19 in the ICC were put in place. Control room operators also had to adjust to each site's augmented schedules, since project site teams were likewise operating on different schedules and with reduced personnel. The COVID-19 adjustments did create a newfound camaraderie in the operator community, as the team often talked with their peers in the control centers of other power suppliers to share best anti-COVID-19 practices.



*Employees working in the Invenergy Control Center (ICC) located in our Chicago headquarters.*

**“Honestly, I thought we would have more challenges, but it’s been impressive to see how dynamic the team can be, and how they utilized new skillsets to make the transition work. It makes dealing with [emergency] situations so much easier when you’ve got this flexibility and expertise on the team. Although it was hard, there was never a doubt in my mind that we were going to be able to make this work.”**

**Andrew Nigro**

*Director, Operations Engineering & ICC*

## Operating Sites

Invenergy Services site managers and technicians formed a COVID-19 protocol task force that developed procedures to assist sites, both operating and under construction, in their efforts to comply with the established Center for Disease Control and Prevention (CDC) guidelines.

In addition to standard social distancing and site sanitization practices, Invenergy projects around the world implemented staggered work schedules, offered at-home training opportunities, established capacity limits at buildings and purchased trailers that provided additional office space for maximum social distancing. In order to minimize exposure and to facilitate contact tracing in the event of a positive case, a hard-hat sticker program was implemented at Invenergy sites in which employees only worked with other people with the same color sticker on their hard hats. Appropriate corrective actions were immediately put in place as positive cases were identified, and the easy tracking allowed work to continue while minimizing further employee contact.

**“These protocols have been part of [Services’] normal grind at this point, and that’s got to be wearing and taxing on them, but they kept the sites running, availability always there, and there were no issues with continuity – there was always a sense of urgency and importance when it came to staying on the job.”**

**Kevin Schroeder**

*Vice President, Renewable Operations and Development*



Prineville Solar Energy Center (40 MW, Solar, OR).

## Engineering and Project Management

While no construction project is without some challenges, Invenergy Project Managers had to quickly navigate supply and worker shortages and disruptions as COVID-19 impacted supply chains and travel around the world. And all of this in a year when we

had more projects under construction at one time than ever before in the company’s history.

Each project site followed rigorous social-distancing guidelines that limited the amount of people allowed

on-site at one time. Some Invenergy teams increased the use of drone photography and videos to monitor construction progress and increased communications and daily meetings with construction teams.

## Other Essential Invenergy Teams

The work of keeping Invenergy’s operating plants producing energy is essential, as is completing new projects that will supply power to even more homes and businesses.

It is important to recognize that much of that work would not be possible without the core support of our many teams, including our Land, Accounts Payable, Financial Operations, Human Resources, IT and Legal groups. Invenergy employees from each of these teams continued to report to our office locations to perform essential duties, which allowed us to stay connected and continue to operate, develop and execute.

### Information Technology

IT immediately went into action to deploy infrastructure and solutions that kept all employees connected while working from home. They also implemented Microsoft Teams enterprise-wide and worked through change management challenges to get full adoption.

### Human Resources

At the heart of keeping our teams safe and effective, the Human Resources team worked quickly to adopt new policies, expand benefits and ensure health and wellness of our employees around the world.

### Land Development

The Land Development team, which handles documents that require real signatures and notarization, quickly had to come up with a plan that would allow them to continue to do their jobs while being proactive about social distancing.

Kim Gibbons, Senior Manager, Land Development, built a staggered in-office schedule for her team while developing a new process for keeping documents moving through the office and back to developers in the field. The rapid digitization of files helped the team process nearly 5,000 landowner documents by the end of 2020, and the new processes put in place saw a record 172 documents executed in a single day.

# Staying Connected

The COVID-19 pandemic and the resulting shift to remote work and modified schedules created many challenges for our employees individually, as teams, and for the company. Invenergy is a close team, and we draw our strength from one another and from working together. Employee health and safety is also paramount, and we know that all precautions taken, including those that kept us apart, were necessary to mitigate the spread of the virus. As such, we employed our trademark innovation and creativity to provide programming and platforms that helped our employees stay connected to the company and to one another.

## Virtual Town Halls

Invenergy Town Halls have historically provided employees at our Chicago headquarters the opportunity to hear directly from company leaders, get updates on the state of the industry and stay current on the significant progress Invenergy has been making throughout the preceding quarter.

Although the pandemic put in-person Town Halls on hold, we were able to transition our quarterly company updates to an online format and take advantage of the opportunities that came with hosting them virtually. Invenergy employees from around the world were able to attend the town halls at the same time and share live shout-outs to their colleagues for their work and help in response to the pandemic during the program.

## Distributed Generation and The Interconnect

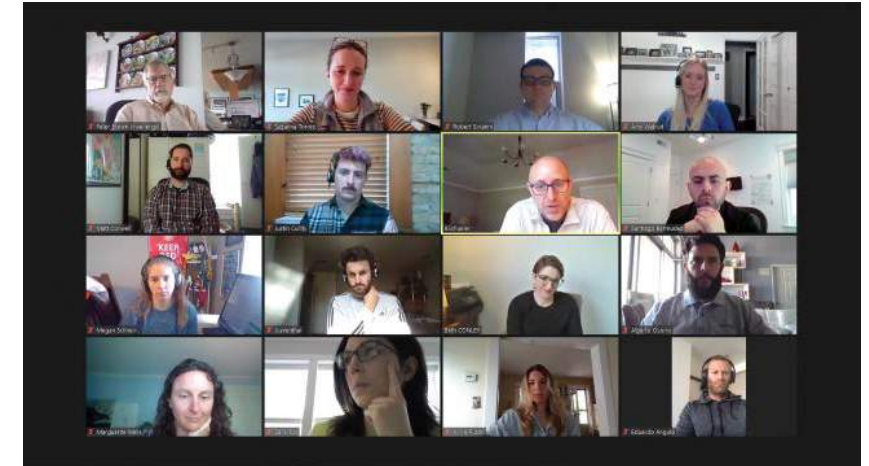
Understanding it would be important for employees to stay connected to each other and the need to have up-to-date information a new newsletter, *Distributed Generation*, was launched on the first day Invenergy employees were asked to work from home. This daily curated publication featured greeting videos from Invenergy colleagues and pandemic, company and industry news. As it became clear that we would be working from home longer than we anticipated, *Distributed Generation* was retired and *The Interconnect*, a name taken from Invenergy's long-running monthly newsletter, relaunched as a company news website. The Interconexión was launched mid-summer with content curated for our more than 150 Spanish-speaking colleagues in Mexico and Latin America.

## Winter Carnival

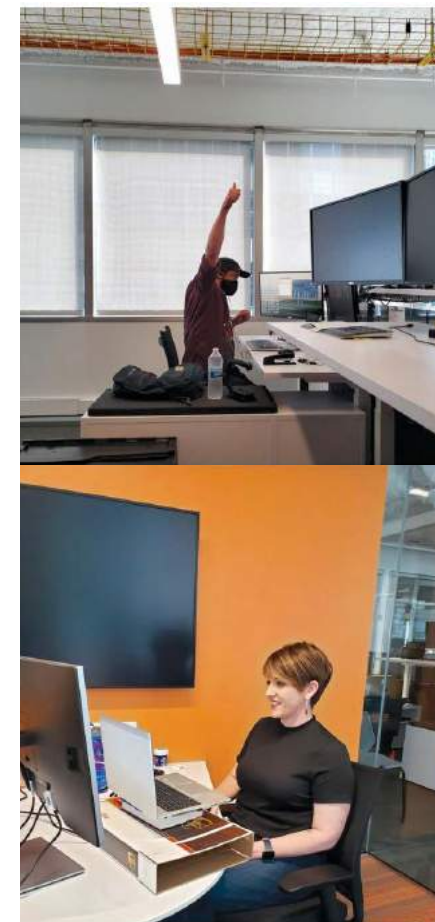
Unable to hold our traditional holiday party to celebrate the successes of 2020, we hosted an online Winter Carnival following the Virtual Town Hall that closed out the year. More than 500 Invenergy employees attended the event that featured a variety of events staggered during a two-hour program. The "main stage" allowed employees to share their personal passions, such as a love for plant propagation or steak searing, while breakout rooms featured charades, bingo and a scavenger hunt. There was even a virtual pub crawl for employees to gather in virtual rooms named after the local favorite haunts of colleagues at our Chicago, Denver, Mexico City and Ithaca offices.

## Coffee with Leaders

At the start of the pandemic we adjusted many employee-facing programs to ensure we remained connected to each other. We pivoted our Executive Lunch Series to Coffee with Leaders on Teams. Small groups of employees from across the company had virtual coffee meetings where they engaged directly with senior company leaders to get company updates and share their pandemic experiences.



A group of employees across our Ithaca, Chicago, Denver and Mexico City offices join a Coffee with Leaders session with Bryan Schueler, Executive Vice President and Chief Development Officer.



John Adams, Director, Internal Communications (above) and Beth Conley, Vice President, Communications behind the scenes during one of our Virtual Town Halls.

**“Being a remote worker isn’t always easy, sometimes you can feel like you aren’t part of the team. The [Coffee with Leaders session] gave me a sense of being a part of the greater Invenergy family.”**

### Vicki Ayres Portman

Senior Manager, Government Affairs

Vicki has been working from her home office in Oklahoma since she joined the company.

# Community COVID-19 Relief

COVID-19 impacted the communities where we live and operate, and we wanted to deliver on our commitment to the people of our home communities. We shifted the community investment strategy of our Invenergy Impact Program to focus on the immediate needs in our communities brought on by the pandemic, such as food insecurity and emergency and medical services. We were able to donate to food banks, provide much-needed personal protective equipment (PPE) and help out in other ways we were needed.



Photo courtesy of Feeding America

## Corporate Highlights Food Insecurity

An unintended consequence of social distancing and limited workplace engagement was the effect it had on the ability of people to earn a living, which in turn increased the amount of people in the U.S. facing food insecurity. Throughout 2020, Invenergy made donations to organizations specifically addressing this need.



### Greater Chicago Food Depository

Invenergy provided for 45,000 meals for Chicagoans in need through a donation to the Greater Chicago Food Depository, furthering our commitment to the organization that began in 2019.

### Feeding America

Invenergy Services' leadership made a substantial donation to Feeding America on behalf of all of our operating sites around the United States. This donation provided for over 500,000 meals through organizations within their vast network.



### Hunger Free Colorado

We supported Hunger Free Colorado by helping to provide meals to more than 250 families and providing families assistance in applying for Supplemental Nutrition Assistance Program (SNAP) benefits, which were expanded during the time of crisis.

## Corporate Highlights Medical

Access to medical supplies and Personal Protection Equipment (PPE) was constant last year. Recognizing this need, in addition to the actions taken by our operating sites, Invenergy took action to lead and fund the initiatives below.



### Direct Relief

Recognizing the need for medical supplies during the ongoing pandemic, in lieu of a gift to our customers at the end of the year, Invenergy made a donation to Direct Relief, an organization that works in the U.S. and internationally to equip doctors and nurses with life-saving medical resources to care for the world's most vulnerable people.

### Mexico's National Institute for Respiratory Disease

An unintended consequence of social distancing and limited workplace engagement was the effect it had on the ability of people to earn a living, which in turn increased the amount of people in the U.S. facing food insecurity. Throughout 2020, Invenergy made donations to organizations specifically addressing this need.

Sewing Masks  for a Safe Chicago

### Sewing Masks for a Safe Chicago

Few will forget the scarcity that came along with the initial wave of COVID-19. Items critical to mitigating the spread of the virus, such as PPE, were suddenly in short supply. Tanya Polsky, wife of Invenergy Founder and CEO Michael Polsky, began "Sewing Masks for a Safe Chicago", a charitable effort that provided work for 55 tailors and seamstresses and produced 100,000 high-quality cotton face masks to organizations such as the University of Illinois at Chicago (UIC) Homeless Project, Muslim Action Network, and city agencies such as the Chicago Police and Fire Departments and the Department of Family and Support Services. Masks were also donated via the Invenergy Veterans Network to the Hines Fisher House and Eddie Beard Vet House, as well as distributed to many Invenergy Services technicians across our fleet.



Photo courtesy of Hunger Free Colorado.



Chicago Nurses wearing their masks donated by Sewing Masks for a Safer Chicago.

## Operating Highlights

We aim for our project sites to be positive forces in the communities where we live and operate. Our site managers and staff provide yearly donations and volunteer hours to local organizations, and throughout 2020, similar to our corporate donations, our sites calibrated some of their donations to help with the specific needs wrought by the COVID-19 pandemic.

### COVID-19 Relief

**Energía del Pacífico (EDP) (378 MW, Thermal, ELSL)** provided KN95 masks, hand sanitizer, plastic face shields and sanitation educational materials to areas in Acajutla and the surrounding municipalities that have been hit especially hard during the pandemic. Additionally, EDP was able to help secure COVID-19 antibody tests for the Salvadoran government to administer.

Energía del Pacífico (EDP) and the International Finance Corporation (IFC) have partnered to create Pa'Servirle, a web application that aims to support local companies and alleviate customers negatively affected by disruptions due to the COVID-19 pandemic in the Municipality of Acajutla, EDP's area of operations. The initiative is meant to simplify the process for local businesses and potential buyers to connect for the selling and purchasing of goods and services.



*Our EDP team delivering water and other essential supplies to communities in El Salvador.*

**Lackawanna Energy Center (1,480 MW, Thermal, PA)** technicians made the helpful discovery of a pallet's worth of Tyvek bodysuits that had been kept in storage following the completion of construction. The team contacted the hospital in nearby Scranton, which was happy to take a donation of 450 of the Tyvek suits, which were in short supply in the early days of the pandemic. The remaining 450 suits were distributed to hospitals in New York City over the next few days, including locations in White Plains and the Bronx.

Many of our Texas projects helped their local school districts by providing donations to purchase sanitizer, wipes and masks for the schools. One site worked with a local middle school and high school at the onset of COVID-19 to donate sanitizer and masks to help the school's 1,600 students.

### Food Insecurity

Over the course of last year, one plant in Texas was particularly active and continued its relationship with the West Texas Food Bank by making a donation to support actions helping those significantly affected by the pandemic. The West Texas Food Bank also partnered closely with Boys and Girls Clubs, Meals on Wheels and other organizations to distribute food and help local families with other needs during this difficult time. Invenergy's donation supplied around 20,000 meals, which were dispersed across the 19 counties, spanning 34,000 miles, served by the food bank.



*Through the pandemic, our EDP (378 MW, Thermal, ELSL) team took supplies to communities in El Salvador when resources were scarcer.*

### Community Relief

The effects of COVID-19 can be difficult and circular. If someone is unable to go to work due to quarantining, the loss of revenue may force them to fall behind on rent or car payments, which can in turn cause them difficulties in returning to work and addressing other family needs. Seeing these effects firsthand in the community, Buckeye Energy Center (200.48 MW, Wind, KS) donated to First Call for Help, a local organization that assists families facing homelessness that also began a program to help families with COVID-19 specific needs. Buckeye Energy Center's donation helped a local couple make overdue rent payments and provided them with a weekly food box allowing them to focus on taking care of family.



*Dr. Paz training our EDP team on COVID-19 safety practices while on the project site.*

**“[First Call for Help] are very solid people dedicated to serving and helping those in need. I can't impress upon you enough my gratitude that the company does this for our communities and on the national level.”**

**Lesa Lang-Parson**

*Buckeye Energy Center Administrative Assistant*





Invenergy has long been recognized as a leader in the clean energy field, and behind this success are our employees.

Our people come to Invenergy from diverse backgrounds within the energy industry but also from unrelated fields, putting their talent and knowledge to work in tackling new challenges. We know our colleagues are smart, but it is not just us who think so. Professional, civic and other organizations consistently recognize

our colleagues for the work they do, and we are proud to highlight some of the recognition Invenergy employees received in 2020. We would like to offer a heartfelt congratulations to these industry leaders and look forward to the impressive career trajectories of all our employees.

**1,200** Employees across the world



**9%**

Global employee growth in 2020



**41.9%**

US Corporate new hires were women in 2020

**18.6%**

Global new hires were women in 2020



**251**

Global employee growth in 2020



**23.3%**

US Corporate new hires were people of color in 2020

# Industry Leadership Recognition



## Will Borders

Senior Vice President & Chief Compliance Officer

## Jessica Kraig

Deputy General Counsel, Legal

Invenergy employees brought home another significant award in 2020. Borders and Kraig were presented the 2019 Deal of the Year Award in Project Finance (Energy) from the *Latin Lawyer* editorial board for their work in putting together a \$657 million deal to fund the construction of a gas-fired power plant for the Energía del Pacífico (EDP) project in El Salvador.



## Andy Leon

Renewable Electrical Engineering

Leon was presented the IEEE PES Outstanding Engineer of the Year Award from the Chicago chapter of the IEEE. Leon was given the award in recognition of his years of valuable contributions to the electric power industry and dedicated service to the IEEE community.



## Meghan Schultz

Senior Vice President, Capital Finance and Markets

In September 2020, *Power Finance Risk* magazine announced that Schultz was 2019's Sponsor Finance Official of the year for her work at Invenergy, including the EDP liquefied natural gas project in El Salvador. Schultz was given the award for her "problem solving ability, strong work ethic, and effective management style," which "empower[ed] colleagues to take the lead on individual transactions in a way that allows Invenergy to pursue multiple deals at once."



## Dr. Casey Fontana

Senior Project Engineer, Renewable Engineering

In 2020, Dr. Fontana served as the Session Chair for the Offshore Wind Resource Assessment at the 2020 American Wind Energy Association (AWEA) Wind Resource & Project Energy Assessment Virtual Summit. She has now been selected to be Program Chair of the AWEA Wind Resource Assessment Conference for 2021 and 2022. In the past, this position has been held by Directors, Vice Presidents and Heads of Section.



## Tyrone Thomas

Vice President and Deputy General Counsel, Legal

Thomas was named one of the Association of Corporate Counsel (ACC) 2020 Top 10 30-Somethings in recognition of his creative problem solving on transactional and operational matters, and inclusive people leadership that balances benefits to the company (such as task execution, cross-departmental training and company brand evangelism) with benefits to the employee (such as continuing professional education, career development support and maintaining a collegial work environment).



## Michiyo Uehera

Office Manager, Invenergy Japan

Uehera was selected as one of nine 2020 Global Ambassadors for the Global Wind Energy Council's Women in Wind Global Leadership Program. The program strives to elevate the voices of women working in the wind energy industry around the world. Uehera serves as the Global Ambassador and Country Contact for Japan.

# Employee Recognition

Each year we celebrate the tenures of our indispensable longtime colleagues while launching the careers of our new employees. Below, we spotlight some new and familiar faces alike who are helping us disrupt the conventional, explore new technologies, and help Invenergy innovate in everything we do.



## Utopia Hill

Vice President, Renewable Project Management

Tenure: 15 years

The advice I would give someone starting out at Invenergy is... "Don't be afraid to ask questions. Everyone I have worked with has always been willing to share information and knowledge to make us a stronger team and company. Also, when you learn something new or have great ideas share with others as well. That is how we continue our culture of innovation."



## Paul Gillham

Fleet Director, Renewable O&M

Tenure: 15 years

"I have many fond memories while working at Invenergy and there's not necessarily a single memory that stands out as my favorite. I will say that one thing that stands out as one of my favorite things about working for Invenergy is seeing the direct impact it has on the communities that we partner with. It's extremely satisfying to see the career opportunities we provide to individuals who want to live, work and raise their families in the rural areas where we operate and see them develop, grow and find opportunity with Invenergy in areas that otherwise would have little to offer for long-term careers."



## Gerritt Bott

Lead Wind Technician 3, Gratiot Energy Center (110.4 MW, Wind, MI)

Tenure: 9+ years

"My proudest moments at Invenergy have been training new technicians and watching them grow. These opportunities have been rewarding, as I have helped train technicians at Gratiot, and I have traveled to multiple sites during their startup. There are multiple employees within the company that I have had a hand in teaching in their early days. A lot of these people are doing great things, and some are now lead technicians and even one is a manager. It is great being able to go to new places, meet new faces and teach the new technicians the expectations of our company."

**"It's extremely satisfying to see the career opportunities we provide to individuals who want to live, work and raise their families in the rural areas where we operate and see them develop [and grow]..."**

## Paul Gillham

Fleet Director, Renewable O&M

# Learning & Development

The COVID-19 pandemic fundamentally changed the way we work and communicate. However, these changes allowed us to expand learning and employee development offerings to our colleagues around the world.

We know that giving our employees chances to learn, expand their roles, and find new avenues to innovate will facilitate a meaningful workplace relationship, foster innovation and encourage a broader understanding of what we do at Invenergy and the industry at large. In short, empowering ourselves and our colleagues is critical to our mission, and we were happy to roll out more opportunities in 2020 that expand our colleagues' already impressive repertoires.



## Power Up

Invenergy's Power Up program is a manager training series designed to help our new people managers master the art and science of leading their teams. There were two Power Up cohorts in 2020, reaching 35 new managers, ushering in the next generations of leadership as the company continues to grow.

While the COVID-19 pandemic pushed us to take this training entirely online, it simultaneously inspired a fresh update to the program itself. Power Up now exclusively features Invenergy-curated workshops, panels and podcasts. The program maintained its interactive components via virtual breakout room activities, white board collaborations and group discussions.

In 2020, we also introduced formal cohort mentors to the program to help participants connect with and learn from their more experienced coworkers. In 2020, Matt Conwell, Director, Operations Engineering, and Rhonda Jones, Director, Reliability Compliance, were the program's first mentors and were enthusiastic about the chance to provide their guidance, knowing the challenges that come with a management role.

"Power Up gives managers perspective as they navigate the landscape at Invenergy and helps them adjust with less growing pains," Rhonda said. "What does Invenergy value in management? What are the expectations? We want to give them the tools and connections to flourish."

Attendees and new managers Meredith Jeffrey, Senior Manager, Renewable Development, and Pritesh Patel, Manager, Power Scheduling, were part of the fall 2020 cohort and had to contend with coming into management roles in the middle of the COVID-19 pandemic. According to Meredith, having the space to discuss and reflect on different aspects of leadership helped them evolve their own approach to the job as well as build up a network of fellow managers to whom they could go for questions and advice.

"I'm grateful to be part of the program," Pritesh said. "Being able to learn from your colleagues is one of the biggest advantages of this workplace."



## Innovators Institute

The Invenergy Innovators Institute is a monthly series of presentations by different teams on the ins and outs of their roles at the company, designed to expand cross-functional understanding of our business. This year, topics ranged from the rapidly evolving U.S. solar market and federal policy to the critical role transmission projects have in our industry.

We were able to keep the Innovators Institute going during the pandemic by hosting these monthly talks virtually, allowing more employees than ever to join these sessions. Each talk had an average of two hundred attendees, better equipping us to understand the structure of Invenergy and how each team's work fits into the big picture of what we do.



Above, Julia Kimmerly, Director, Renewable Development, presenting during our January 2020 Innovators Institute: How Do You Develop Renewable and Thermal Power Plants? Right, Nick Matchen, Senior Manager, Renewable Development giving an eTalk in January 2020.

## Knowledge is Power Seminar Day

The inaugural Knowledge is Power (KIP) Day, held as part of Wellness Week, gave employees an opportunity to celebrate the joy of learning something new while growing professionally. Invenergy employees gave 15-minute presentations intended to add new tools to our professional toolbelts, ranging from Excel lifehacks to improving decision making when determining risk to communication tips and tricks for people who have difficulty writing.

## eTalks

Employee founded and led, Invenergy eTalks are informal monthly talks where colleagues from across the company do a deep dive into new trends and innovations throughout the industry. Beyond helping raise awareness around the work our colleagues do, these talks help create a sense of connectivity and community. While these originated in the Chicago office, we moved them to a virtual platform and had employees from Denver and Mexico City host eTalks in 2020.

# 48%

Of new positions were filled internally through promotion and development



# Employee Health & Well-being

When it comes to the health of our colleagues, we believe it is important to support the entire employee. Throughout 2020, Invenergy sponsored a variety of programs, from fundraisers, team challenges and education to a free health management app that supported our holistic approach to employee wellbeing.

## Wellness Week

Invenergy's Power Team, a group of employees who create a rewarding work environment that supports the well-being of Invenergy employees, held a virtual Wellness Week. Each day of the week highlighted a different pillar of health—physical, financial, social, career/purpose, and community—and the event also offered events, tools and resources aimed at enhancing employee well-being and connections with colleagues.

## Bike to Work Challenge

Invenergy employees took part in the Active Transport Alliance's Bike to Work Challenge, a two-week biking competition where organizations competed to see who could earn the most points by riding their bike to work. The benefits were numerous—reducing carbon footprints while staying active or launching a new healthy habit—and the bragging rights personally satisfying. The Invenergy team biked more than 2,000 miles over the course of the competition.

## Benefits Expansion

In 2020, Invenergy made some impactful changes to the company's benefits package. From plan design changes to new vendor solutions, Invenergy worked at improving the overall value of each of the benefits offered. One new benefit worth mentioning is a new Condition Management program called Livongo. Livongo helps members manage diabetes, prediabetes, and hypertension and assists in reaching other health goals. Members are provided with blood glucose meters, blood pressure cuffs, and/or connected scale to help make the management of these conditions easier. Members can also find support for weight, stress, and much more, with Livongo's expert coaches. This new health benefit is being offered at no cost to Invenergy employees and covered dependents enrolled in a Blue Cross Blue Shield (BCBS) medical plan.



Jerry Levy, VP Administration, taking part in the Bike to Work Challenge.

# Diversity, Inclusion & Belonging

The importance of Invenergy's diversity, equity and inclusion (DEI) initiatives was underscored by the tumultuous events of 2020, which shone a spotlight on injustices that have historically gone unaddressed. Invenergy is looking inward and analyzing how we can improve our company and our community for the benefit of every employee.

## Energy Industry Leadership

Invenergy joined other leaders in the renewable energy industry to share our commitment to working for racial justice and equality. Invenergy leadership participated in a virtual Diversity and Inclusion (D&I) Roundtable with nearly 30 organizations to discuss the successes and obstacles in our individual and collective D&I efforts. We hope this is the first of many opportunities for us to join with these companies as we work together to make a difference in our organizations, communities and industry.

## Diversity, Equity & Inclusion (DEI) Committee

Invenergy created a committee focused on building a more diverse and inclusive workforce. The DEI Committee is made up of leaders across the organization and is charged with leading Invenergy's strategy, practices and initiatives on diversity, equity and inclusion to ensure adoption and accountability at all levels of the Company. We are looking forward to building on our DEI initiatives in 2021, including building partnerships with both Culture Amp and Paradigm to help drive strategic initiatives to help us meaningfully and sustainably achieve our goal.

## 2020 DEI Metrics Snapshot—Invenergy US Employees

24%

Women

16%

People of color

10%

Veterans

23%

Women in management roles

14%

People of color in management

9%

Veterans in management roles

24%

New hires in 2020 were women

20%

New hires in 2020 were people of color

10%

New hires in 2020 were Veterans



New group  
**Invenergy+**



**Affinity Groups**

Invenergy Affinity Groups provide opportunities for employees with shared interests and common bonds to connect on meaningful levels beyond the traditional employment relationship. They help us foster a diverse, inclusive workplace where all can find a sense of belonging. Our Affinity Groups create opportunities for productive engagements inside and outside Invenergy alike and contribute to our culture of empowerment.

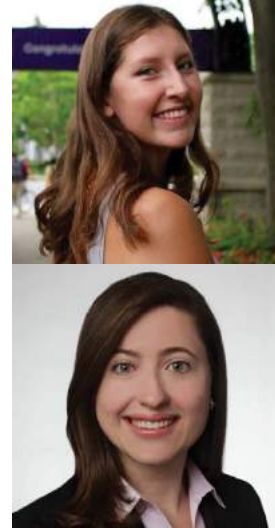
**Invenergy  
Veterans  
Network**



**Black &  
Brown @  
Invenergy**



**Invenergy  
Women's  
Network**



New group  
**Invenergy  
Sustainability  
Network**



“Pride really means living in the light, bringing your whole self with you no matter where you are...I’m so happy Invenergy gives us a place to celebrate ourselves and gives us a space to bring our whole selves to work every single day.”

**Andrew Wills**

Senior Manager, Federal Affairs



Andrew Wills, Co Founder of Invenergy+, showing his pride outside the US Capital Building.



**Invenergy+**

Invenergy+, a community of colleagues who identify as LGBTQ+ individuals or allies launched with an unforgettable video at the Spring 2020 Town Hall and is open to all Invenergy employees, giving members the chance to connect on shared values and experiences, and support others in the LGBTQ+ community.

**The Case for Equality**

Invenergy+ hosted Dr. Anthony M. Kreis, one of the world’s leading scholars on employee and individual LGBTQ+ rights, for a virtual brown-bag luncheon and call on the landmark Supreme Court decision on employment rights of gay and trans individuals, Bostock v. Clayton County, Georgia.

**Pride**

In celebration of Pride Month in June, Invenergy+ members shared what Pride means to them in a video that was shared with the company.

**61**

Members of Invenergy+



Utopia Hill, Vice President, Renewable Project Management, presenting on Caribbean culture as part of Culture Fridays, hosted by Black & Brown @ Invenergy to celebrate Black History Month.



**Invenergy Sustainability Network**

The Invenergy Sustainability Network (ISN) 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 promote and encourage environmental responsibility. ISN’s efforts are highlighted further in Chapter 5.

**55**

Members of Invenergy Sustainability Network



**Black & Brown @ Invenergy**

The mission of Black & Brown @ Invenergy (BBI) is to increase awareness, presence, opportunity, participation and advocacy for people of African ancestry in sustainable energy careers. BBI helped facilitate internal conversations on race and inclusion in the energy industry and beyond through programs held during the year.

**Culture Fridays**

Culture Fridays were a pre-pandemic opportunity for employees to learn about different regions of the world and the African diaspora and to hear their colleagues’ connections to each region. The events were held each Friday in February in honor of Black History Month and focused on West Africa, the Caribbean and the U.S., with music, food and short presentations.

**Breaking Down Barriers**

BBI hosted a panel moderated by Linda Quarshie, Director, Insurance and BBI Committee Chair, that created a relaxed and nonjudgmental environment for BBI members to ask questions and share their experiences with racism and/or race-related issues in the workplace. The panel featured Tyrone Thomas, Vice President and Deputy General Counsel, Legal, and Joy Roman, Assistant General Counsel, Legal.

**99**

Members of Black & Brown @ Invenergy



**Invenergy Women's Network**

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, recruitment, workshops, and professional development to enhance leadership skills and attract and retain talented women.

**312**

**Members of Invenergy Women's Network**

**Women of Renewable Industries and Sustainable Energy (WRISE) Sponsorship**

Invenergy is a proud corporate partner of WRISE and supporter of its mission to build a more inclusive energy industry and to change our energy future through the actions of women. All Invenergy employees receive the benefit of a WRISE Individual Professional Membership, access to the WRISE Mentoring Program, corporate diversity resources and access to local chapter members-only events. More than 100 employees participate in 8 WRISE chapters.

**Noon Networks**

IWN held Noon Networks, during which Invenergy colleagues meet each month to network with and discuss noteworthy articles and studies relating to women's issues in the workplace. In 2020, they held a collaborative event with BBI, "How to Talk about Race." The event was the first in a series of collaborative discussions focused on race, and more than 65 employees attended. The group watched videos on how to talk about race and then had a candid discussion about their takeaways from the videos and personal experiences.



*Karen Lessick, Associate General Counsel, Legal, creating an improvised standing desk from home.*

**2020 IWN Award Winners**

Each year, IWN members nominate colleagues for awards that recognize their leadership and the work they do to advance roles for women in the company and the broader energy industry. All IWN nominees demonstrate leadership, technical expertise, innovation and persistence in the face of adversity, a snapshot of the truly remarkable people and talents at Invenergy. Three IWN Awards are given each year.



**Rising Star Award  
Jacqueline Bruns**

*Manager, Finance and Capital Markets*

The Rising Star Award honors a woman relatively new to the renewable energy industry who is already making significant professional contributions.



**2020 IWN Champion  
Corydon Haeffner**

*Operations Support Administrator*

The Champion Award honors an Invenergy colleague who has shown a commitment to developing, mentoring or recruiting women within Invenergy and the industry.



**2020 IWN Woman of the Year  
Linda Quarshie**

*Director of Insurance*

The Woman of the Year Award honors a woman who has demonstrated leadership, inspired peers and made significant contributions to Invenergy, and by extension, the sustainable energy industry.

**“At Invenergy, we hold our Veterans in high regard, not only in the contributions they have made in protecting our freedom, but also because of the skills and experience they bring to our organization. Invenergy recognizes and harnesses the talents and drive of Veterans along with honoring their sense of purpose which propels the vision of a greater, more sustainable earth.”**

### Frank Santiago

Senior Manager Operations Support



### Invenergy Veterans Network

The Invenergy Veterans Network (IVN) supports our employees who have served in the armed forces by increasing engagement and retention while also encouraging career development and growth. Approximately 10 percent of Invenergy employees, from our Chicago headquarters to our technicians and plant managers around the country, are military veterans, who are uniquely positioned to excel at the company and in the industry thanks to the skills acquired during their service.

IVN does community outreach and assists in recruiting top talent from a military background.

### Atlantic Council Veterans Advanced Energy Week

Invenergy was a gold level sponsor of the Veterans Advanced Energy Week, which brings together veterans, active duty, military spouses and reservists to learn about energy security, engage with energy professionals and access new career and educational opportunities. In 2020, the event was an interactive virtual learning and networking experience and brought together over 250 veterans, military spouses and their supporters for a week of expert panels, movie screenings and networking events.

### Veterans Day

Each Veterans Day, we highlight Invenergy veterans and how their experience in the armed forces helped prepare them for their work at Invenergy. In 2020, we put together a video and features on social media spotlighting some of our veterans and their backgrounds. We were also proud to feature the work the Invenergy Veterans Network does in the community, such as hosting a mask fundraiser that benefited Team Rubicon, a nonprofit disaster relief organization that uses the skills and experiences of veterans in emergency situations.



# 68

Members of Invenergy Veterans Network

*Matt Buck, Wind Technician at our Bishop Hill III Energy Center (132 MW, Wind, IL), posing with his military portrait while in his new “uniform”.*





# Supporting Our Communities

**Building a More Sustainable World means more to us than just our clean energy projects; it is also about supporting the people and communities where we live, develop and operate through economic investment, community engagement and giving back.**

We take pride in our mission to build a sustainable world and we carry that mission beyond the boundaries of our projects. We seek to leave a lasting impact on the communities that host our projects and the communities where our employees live and work.

In this chapter, we showcase our work with the organizations with whom we have longstanding relationships and new groups with whom we are excited to develop new partnerships. Even as

COVID-19 changed every aspect of how we live and do business, we didn't let it change our fundamental approach to community engagement. We stayed true to our values and reaffirmed our commitment to mentorship and volunteer opportunities and contributions that support educational causes, veterans' organizations and emergency services. We put our resources to work for the greater good in our local and global community.

**In 2020, Invenergy invested more than \$258 million through land lease payments, state and local taxes, and wages and benefits in our home communities, a 19 percent increase from the year before.**

Additionally, we gave more than \$1.48 million to support essential community services, community enrichment programs and emergency services in the communities where we operate.

---

**\$258 million**

Total economic investment in home communities

---

**\$63.1 million**

Wages & benefits

---

**\$51.6 million**

State & local taxes

---

**\$143.6 million**

Land lease payments

Breakdown of total economic investment in home communities



Beech Ridge II Energy Center (56.2 MW, Wind, WV)

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**Total cause-based investment**

\$1.48 million

---

 **Community** \$701k

---

 **Health & EMS** \$460k

---

 **Education** \$176k

---

 **Environment** \$114k

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 **Veterans** \$43k

# Corporate Engagement

## National FFA

Our sponsorship of the National Future Farmers of America is rooted in our commitment to the development of rural communities. Two hundred fifty FFA members across the United States have received blue jackets, the official dress of the FFA program and an integral part of the experience for members, over the course of our initial two-year sponsorship of the organization.

Our sponsorship also supports career and leadership development events and developing the FFA national alumni network.

## Chicago Urban League

As issues of race, equity, and disenfranchisement came to the forefront of national attention, Invenergy sought to support an organization dedicated to empowering disenfranchised communities. A new partnership with the Chicago Urban League allowed Invenergy employees to help the organization fulfill their mission of achieving equity for Black families and communities through social and economic empowerment and promoting strong sustainable communities.

## Movember & Chicago Women’s Health Center







Mustaches are back in style every November as the Invenergy Upper Lips participate in the annual Movember fundraising campaign that raises awareness and money for men’s health issues. Invenergy Impact, our internal program that manages community engagement and partnerships across the company, matched funds raised during Movember and made an equal contribution to the Chicago Women’s Health Center, proving mustaches are in style for everyone in November.

## Greater Chicago Food Depository

Invenergy employees spent their Volunteer Time Off (VTO) at the Greater Chicago Food Depository, a food bank and distribution network in December. Employees sorted produce, inspected and boxed shipments of bread, and repacked bulk dry goods, such as pasta, rice and beans, into smaller quantities for distribution to food pantries, soup kitchens and shelters in Cook County.



Photo courtesy of the Greater Chicago Food Depository.

		
<p><b>580</b> Total Volunteer Time Off hours</p>		
		<p><b>8.37%</b> Percentage of employees who took VTO (U.S. population)</p>

Photos courtesy of Feeding America.

# Site Engagement

## El Salvador

The Energía del Pacífico (EDP) project is one of the most innovative projects in company history. Located in the coastal city of Acajutla, El Salvador, the liquefied natural gas-to-power (LNG-to-power) project will provide enough electricity to meet 33% of the country's power demand and dramatically reduce its reliance on heavy fuel oil for power generation. But, keeping pace with company values, the EDP also invests in the communities surrounding the project, and has completed a number of infrastructure improvements since it began development in 2014.

EDP provided KN95 masks, hand sanitizer, plastic face shields and sanitation educational materials to areas in Acajutla and the surrounding municipalities that have been hit especially hard during the pandemic. Additionally, EDP was able to help secure COVID-19 antibody tests for the Salvadoran government to administer.

In addition to our COVID-19 relief efforts, we responded to the need for food, first aid materials and other necessities, such as diapers, after deadly storms and hurricanes struck the region. EDP also supported a United Nations campaign aimed at raising awareness of and stopping gender-based violence.



*Our EDP team distributing water, food packages and other necessities to various communities in El Salvador.*

“We have many projects trying to tackle many issues,” said Director, Thermal Engineering, Alberto Osorio Liebana. “We’ll continue looking into high impact projects in the future and continue to try to think outside the box for ways to help the local community.”

## Poland

Invenergy's first international project was built in 2006 in Poland. In 2015, Invenergy's Polish Darłowo wind operating projects launched an initiative called “Żyj z Energią” (“Live with Energy”), which organizes volunteer projects, manages community centers, and hosts activities that promote social wellbeing, the environment, safety, and education in the Darłowo municipality. Although the pandemic changed the nature of the activities – Żyj z energią previously held science fairs and other group events – the group was still able to host some fun and educational projects in 2020.

### Global Wind Day 2020

In June, children from the local community took part in a creative kite-building competition to celebrate Global Wind Day. The kites were made of earth-friendly and recycled materials and the 24 entries were so good that it was hard to pick a winner.

### “Live With Energy” Mascot

Żyj z energią held a competition to design a “Live with Energy” mascot, which was open to all the Rural Community Centers in Darłowo and helped teach about wind energy in a fun and hands-on way.

### School Donations

Żyj z energią made donations to local schools and sponsored the purchase of cameras, headphones and books needed for home schooling. The group also supported a local women's association through the purchase of sewing machines, which were used to make face masks for the local community.



*Kite making and creating the “Żyj z energią” mascot are just some of the creative projects supported by our communities in Darłowo.*



*Pictured left, families in Musubie, Japan picking up donated vegetables such as onions, potatoes and carrots. Pictured above, Leigh Ann Jernigan, Principal of Goldthwaite Elementary School, with Invernergy's Ben Blaine, Director, Renewable O&M, with donated PPE items from the team at Goldthwaite Energy Center.*

## Japan

Invernergy has been active in Japan since 2013. Currently, the portfolio includes a total of 270 MW of wind (220 MW) and solar (50 MW) projects contracted, under construction or in operation, with more pipeline in development, including offshore wind and battery storage. We purchased approximately 42,000 pounds (20,000 kg) of vegetables that couldn't be sold in stores due to slight aesthetic faults that provided 30,000 meals to children in families in need through our continued support of Musubie and Second Harvest Japan.

## New York

Invernergy's Orangeville Energy Center (94 MW, Wind) project donated funds to repair and maintain facilities at the Wyoming County 4-H Camp. The camp provides children from the surrounding counties with the classic summer camp experience while teaching the values and skills of 4-H. Orangeville's donation will go toward the repair and upkeep of the camp's facilities.

## Texas

When Invernergy employees at the Goldthwaite Energy Center (148.6 MW, Wind) learned that the Goldthwaite Elementary School's vendor was out of vital supplies, they were happy to help out. The team worked with their vendor to secure and purchase soap and sanitizing wipes to ensure the nearly 300 students and staff were able to attend school safely.

"If we know there's a need, we try to take care of it," said Goldthwaite Administrative Assistant Rebecca Babik.

## Washington

The team at Grays Harbor Energy Center (620 MW, Thermal) made sure they could see the project they'd been working on with Habitat for Humanity Grays Harbor for two years through to the end. Following proper COVID-19 protocol, the team painted and hung sheet rock and siding, the finishing touches to make the home ready for the local family that moved into the house in October.

"Our people are so multitasked in construction, they were able to add a lot to the project," said Grays Harbor Plant Administrator Tracy Robinson. "It was a good feeling being able to help out a young family in need."

**"It was a good feeling being able to help out a young family in need."**

**Tracy Robinson**

*Plant Administrator, Grays Harbor*



*Pictured left, our Grays Harbor team admiring the finished Habitat for Humanity home they have been working on for two years. Pictured right, the Habitat for Humanity recipient family and their extended family ready to check out their new home.*



# Affinity Group Engagement

Be it giving of their time, talents or treasure, Invenergy affinity groups carry their meaningful impacts inside the company outside of Invenergy by working for the betterment of the broader community.

## Invenergy+



### Shirt Sales for Brave Space Alliance

Invenergy+ raised money for the Brave Space Alliance (BSA), the first Black-led, trans-led LGBTQ+ Center located on the South Side of Chicago by designing and selling Invenergy+ Pride t-shirts and tank tops. More than 200 Invenergy colleagues purchased and proudly donned their shirts during Pride Month.



Invenergy+ members (and honorary members) sporting their Pride t-shirts and tank tops. The funds from these shirts were donated to the Brave Space Alliance, a Black and trans led LGBTQ+ organization in Chicago.



## Black and Brown @ Invenergy

### Virtual Power Plant Tour for STEM Students

Black and Brown @ Invenergy (BBI) hosted around 60 students from three Chicago STEM-focused organizations for minority youth—Project Syncere, Chocolate Chips Association and Chicago Lights—to a virtual site tour of our Grand Ridge Energy Center (MWs and Techs). Participants heard from presenters staged at each of the different technologies at the site who shared their personal background, information about the technology and the STEM interests they had growing up.

### Affinity Groups Team Up to Present the Invenergy Summer Series

BBI and the Invenergy Women's Network (IWN) teamed up to present the Invenergy Summer Series, a web-based career-building series for their Invenergy colleagues' high school and early-college aged students to make up for cancelled summer internships. The eight-week program was comprised of a different speaker every week, including accomplished Black and women leaders from an array of educational disciplines and groups within the company, as well as panel discussions and a special session on career-building skills, including how to develop a resume and interviewing tips.



## Invenergy Women's Network

### Talent Show for the Society of Women Engineers (SWE) Scholarship

Each year, IWN raises money to provide a scholarship through SWE to a collegiate woman pursuing a degree in engineering, engineering technology or computer science. Despite the need to be remote, IWN had a record-breaking year in part due to Invenergy's Got Talent, the first ever company-wide talent show. More than 200 Invenergy employees were treated to some amazing singing, swordplay, even worm wrangling and more in the 23 acts featured by their colleagues.

Pictured right, various participants during Invenergy's Got Talent, a scholarship fundraiser put on by IWN, performing songs on the piano, guitar and the guzheng as well as bike racing.





## Invenergy Veterans Network

While the uniform may have changed from camouflage to khakis (and perhaps this past year to sweatpants!), members of the Invenergy Veterans Network (IVN) continued to help communities build a better, more sustainable world through a series of fundraisers and volunteer efforts throughout 2020.

### Mask Sales for Team Rubicon

The Invenergy Veterans Network (IVN) was able to combine two relief efforts into one fundraiser. Funds raised from the sale of IVN branded face masks went to support the work of Team Rubicon. In addition to keeping their colleagues protected from COVID-19, IVN's donation to the nonprofit supported disaster relief through the organization that has responded to more than 400 disasters around the globe.

### Volunteering at Hines Fisher House

IVN members volunteered their time cleaning, performing maintenance and doing yardwork at the Edward Hines, Jr. VA Hospital's Fisher House located outside of Chicago, furthering the partnership between the two organizations that began with IVN's founding.

*Members of the Invenergy Veterans Network safely volunteering at the Hines Fisher House by beautifying the campus for residents.*



**“It means a lot to our Fisher House families that the community partners continue to care about them and their needs especially during these heightened times of stress.”**

**Holly Wright**

*Hines Fisher House*



# Leading in Environmental Responsibility

**Through development best practices, innovations in our operating fleet and challenging our teams to improve our own footprint, Invenergy is continuing to demonstrate its commitment to being a good steward of our environment.**

We are proud to be in the business of providing clean energy and to have added 2,909 MW to our portfolio in 2020. We know that Invenergy wind, solar and advanced energy storage projects not only provide cleaner energy but also cleaner air and water as well.

Part of our company philosophy is to ensure our projects are developed and operated responsibly and sustainably. Even as our development

work had to shift focus during COVID-19, we never lost sight of the environmental considerations of our projects. Our Environmental Strategy and Compliance team, amidst the nationwide travel restrictions and shelter in place orders, worked with our partners to ensure that we were able to maintain our best practices in the industry and high safety and compliance standards.



**Overall, Invenergy’s continued growth and the increasing corporate and consumer demand for sustainable energy demonstrate that responsible business practices can be commercially successful and can guide how we develop and use power in the future.**

**5.5 million**

Annual cars off the road

**667.6 million**

Annual equivalent trees planted

**28.7 million**

Tons of CO2 offset by Invenergy-developed projects

## Improved Operational Efficiencies

We know that projects that run more efficiently produce more megawatts of clean energy, resulting in better outcomes for our customers and our planet. This year we took steps to increase efficiencies at projects across all four of our core technologies.

**Southern Oak Energy Center (160 MW, Solar, GA)** is the second project in Invenergy’s portfolio to deploy bifacial solar panels. The cutting-edge technology increases efficiency by capturing direct and ambient sunlight on each panel and producing more energy within the same project footprint.

**Altamira Energy Center (18.2 MW, Thermal, MX)**  
Invenergy celebrated two firsts with the Altamira project this year: Trigen Altamira 1 became Invenergy’s first energy facility to enter commercial operation in Mexico and Invenergy’s first trigeneration project, producing three energy products at the same facility—electricity, steam and chilled water.

**Wind turbine blade and gearbox pilots**  
We piloted a blade technology aimed at boosting production in lower wind speeds by capturing more wind to apply more torque to the turbine rotor, thereby increasing power output at two Invenergy sites. The initial results are promising, with a 1.5-2 percent increase in annual output on each turbine, and we look forward to continued studies and improvements.

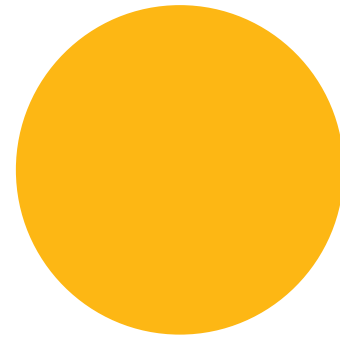
**Performance Analytics**  
We also equipped every turbine at the Santa Rita East (300 MW, Wind, TX) facility with devices that provide readouts of any metallic that may be present in a turbine’s gearbox. This vigilance will provide more real time data on turbine health, allowing us to provide condition-based repairs and inspections as they are required.



Aerial view of Southern Oak Energy Center (180MW, Solar, GA).

# Environmental Responsibility

To ensure Invernergy projects are developed and operated responsibly, our teams have expanded our focus on stewardship and innovation across our fleet and within our industry to support our vision that we are truly Innovators Building a Sustainable World.



# Wildlife and the Environment



## American Wind Wildlife Institute (AWWI) and Wind Wildlife Research Fund (WWRF)

In 2020, Invernergy, a founding member of the Wind Wildlife Research Fund, supported research on the relationship among landscape-level factors and risk to bats from wind energy operations, as well as continued funding for a first-of-its kind long-term study of effects of wind energy on prairie grouse species.

Invernergy also continued its support of the American Wind Wildlife Institute, which facilitates collaboration between industry and the environmental community to advance responsible wind development and operations.

## Avian interactions with solar technology

In early 2020, Invernergy, via our Grand Ridge Energy Center (20 MW, IL), partnered with Argonne National Laboratory to pilot an automated camera-based monitoring system for collecting near-real-time data on avian interactions with solar energy facility infrastructure. Invernergy supports the research because understanding of interactions between birds and solar infrastructure is important for continued deployment of utility-scale solar facilities.

## Vegetation management

Proper vegetation management is an understated but important aspect of project management. Invernergy teams collaborate to ensure sites can establish permanent, regionally appropriate vegetative cover efficiently and effectively within the project to minimize future erosion, establishment of undesirable species, and maintenance costs. Additionally, the non-invasive grasses planted at solar sites can help increase soil health and recharge groundwater. We are advancing efforts at a number of sites, in states like Wisconsin and Ohio, to maximize opportunities for conservation and community benefits through creative plans for vegetation management and will continue and expand those efforts in the year to come.

## Sheep grazing

Invernergy expanded our sheep grazing practice in 2020, adding a U.S. pilot site to the more than 1,000 sheep that already help manage vegetation at the La Jacinta Solar Project (65MW, Solar, UY). Sheep grazing is an innovative, carbon neutral way to help reduce the environmental impacts of our projects by using livestock to help maintain vegetation rather than using heavy machinery.

# Our Footprint

## OSW 20th Floor Receives Leadership in Energy and Environmental Design (LEED) Silver

Invenergy expanded our headquarters to include the 20th floor of the One South Wacker building in downtown Chicago and we are proud to announce the floor was certified LEED Silver as a result of our lighting reduction, water efficiency, indoor air quality, transportation, recycling program, and more.

## Ongoing Turbine Blade Recycling

The industry does not require companies to find end-of-life uses for blades, but as long-term operators, we genuinely want a solution to this issue. Invenergy typically replaces 2 to 3 wind turbine blades per year. Invenergy's approach is to exhaust every use case for blades before turning to disposal. If a blade is repairable, Invenergy will repair and store the blade to use later. If a blade is unrepairable but portions are undamaged, Invenergy will use those portions to train technicians on blade repairs.



## Invenergy Sustainability Network

The Invenergy Sustainability Network (ISN) was launched as an official Invenergy Affinity Group in 2020 and 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 promote and encourage environmental responsibility.

Some of their initiatives this year include launching Think Sustainability Thursdays, a weekly communications feature on sustainability that Invenergy employees use to live more sustainably at the office and at home. They also helped the company celebrate the 50th anniversary of Earth Day with a series of employee videos that covered topics from mindful consumer practices, to how to reduce waste, and tours of home and community gardens.



Some of our Denver team celebrated Earth Week by cleaning up a community garden and planting vegetables to harvest in the summer.

# Supporting Sustainable Causes



## Clean Energy Trust

Invernergy continued its long-time support of the Clean Energy Trust, a Chicago-based nonprofit that supports early-stage startups in the mid-continent region of the United States, working on solutions for clean energy, decarbonization, and environmental sustainability. Clean Energy Trust helps high-potential entrepreneurs scale and succeed by providing capital and hands-on mentorship and programming.



## Environmental Law & Policy Center

Invernergy contributed to the Environmental Law & Policy Center (ELPC), continuing our support of the organization. ELPC is the Midwest's leading public interest environmental legal advocacy and eco-business innovation organization. The ELPC develops and leads successful strategic advocacy campaigns to improve environmental quality and protect our natural resources. These campaigns include diverse stakeholders and reflect the belief that environmental progress and economic development can be achieved together.



Members of our Forward Energy Center (99 MW, Wind, WI) cleaning up litter in their community.



## Arbor Day Volunteering

Harlowton, MT, a city near the Judith Gap Energy Center (135 MW, Wind, MT) is registered as a Tree City by the Arbor Day Foundation, and Invernergy charitable contributions help keep that status active, while employees volunteer their time and labor to help plant trees.



Our Judith Gap team planting trees for the annual Arbor Day celebration.



**Annual Adopt-a-Highway Clean Up**

Employees and workers at Invenergy operating and construction sites work to keep trash picked up all the time. Additionally, Invenergy teams at Forward Energy Center (99 MW, Wind, WI) in Brownsville, WI, and Judith Gap Energy Center in Harlowton, MT, have participated in local Adopt-a-Highway programs for 4 years and collected 35 bags of trash in 2020.



*Our sites have been participating in Adopt-a-Highway programs for many years, and in in 2020, they collected 35 bags of trash.*

**Green Thumbs and Spicy Salsa**

Invenergy’s Miami Wind Farm (288 MW, Wind, TX) has taken the idea of recycling and reusing to tasty new levels. Technicians at the site in northeast Texas have been able to finish off their workdays with fresh salsa made from tomatoes and peppers grown on-site! Poblanos, jalapeños, and habaneros are grown in 250-gallon totes fertilized with grass clippings and other compost collected from the site, and red wiggler worms were even gifted by a contractor, helping to produce as many as 100 peppers per day.



**Even through the pandemic, over 8% of our workforce volunteered their time to help out in our communities.**

# About This Report

The Invenery Impact: 2020 Impact Report includes stories and metrics from calendar year 2020, unless otherwise noted.



## Our Company: Who We Are & How We Build

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 include 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 Announces Commercial Operations at Its 100th Sustainable Energy Project](#)

[Wilkinson Solar Energy Center Begins Commercial Operations](#)

[Invenery Powers Daily Life with Largest Solar Project in the U.S.](#)

[Grain Belt Express to Increase Local Access to Low-Cost, Homegrown Clean Energy, Adding Up to \\$7B in Energy Savings for Kansas and Missouri Consumers](#)

## Covid 19 Response

All photos featured in this report without masks or social distancing were taken prior to the U.S. issuing an emergency declaration around COVID-19 on March 13th, 2020.

## Building a Strong Team

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.

## Supporting Our 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 Volunteer Time Off values, donations and conservation investments.

## Leading in 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](mailto: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 eco-solvent inks. Every 100 copies of this report have the following environmental savings over traditional paper and inks:

- 0.34 tons of fresh wood, equivalent to two trees
- 160 gallons of water, enough to operate one residential washing machine for one month
- 860,000 BTUs, enough to operate one residential refrigerator for one year
- 883 pounds of CO2, equivalent to removing one car from the road for one month

**Invenergy**

[invenergy.com](https://www.invenergy.com)