

Invenergy Impact

2019 Impact Report

Invenergy



In This Report

From using sheep to maintain vegetation at our solar sites, to building playgrounds and houses in our communities, to launching new internal rotational programs—we are committed to Environmental Responsibility, Community Investment and our People. The 2019 Impact Report highlights these commitments and how we continue to expand our positive impact in the world around us.

Cover photo: An icy winter morning at our Wake Wind Energy Center (257 MW, Wind, TX)

Thank you to Gwen Bates, Administrative Assistant at Wake, for capturing this photo.

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Our culture and values are essential to who we are and how we operate — especially as we grow.

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From migration research studies to industrial equipment recycling to interoffice composting programs, we promote a culture of environmental awareness.

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Being honest, treating people fairly, and being good stewards are values central to who we are as a company.

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Looking Back on 2019 and Ahead to the Future

2019 was a monumental year of growth and progress for Invenergy — a year marked by significant milestones and achievements. Our team completed 10 projects, adding over 3,344 megawatts (MW) to Invenergy’s total capacity developed of more than 24 gigawatts across 158 projects around the world. Included in these 10 projects is our first operating project in Japan, Koumi Kogen Energy Center (8 MW, Solar, JP), and Michigan’s largest wind farm to date, Pine River Energy Center (161.3 MW, Wind, MI).

While delivering these new projects on time and on budget, we kept a keen eye on future, impactful growth. We expanded our footprint in Latin America through partnerships with Empresas Publicas de Medellin (EPM) and closing financing for our revolutionary liquefied natural gas (LNG) to power project, Energía del Pacífico (EDP) in El Salvador.

I am especially proud of our EDP project. It will contribute millions of dollars in economic and social benefits to Acajutla, the Salvadoran host community, and the surrounding region over the life of the project. As part of its social commitment, EDP has already provided electricity — for the first time — to local farms and families and upgraded the school in addition to improving road, sewer and water infrastructure — which has had an enormous impact in the region.

We could not have achieved any of these milestones without the people and teams that continue to push



Executive leadership at the opening of our Colombia office in Medellin

Invenergy forward. At the end of 2019, we celebrated our 1,100th hire and were in the process of adding a new floor to our Chicago headquarters and expanding our offices in Mexico City, Mexico and Tokyo, Japan. We also opened a new office in Medellin, Colombia. We launched a new Compliance function and created a Culture, Innovation and Impact team to ensure that we grow responsibly, retaining those core cultural elements of who we are — our Invenergy DNA.

Invenergy had the most wind projects in late stage development or under construction of any developer in the United States at the close of the year. Adding that to our international expansion, breaking ground on our largest solar project to date, and cutting the ribbon on our biggest project ever, it is an understatement to say



Invenergy team volunteering at Openlands in Chicago



Pine River Energy Center (161.3 MW, Wind, MI)



Koumi Kogen Energy Center (8 MW, Solar, JP)

that 2019 was a record breaking year for the company and we were building toward a more exciting 2020.

However, the effects of the COVID-19 pandemic around the world created a new reality and have presented significant challenges for our industry. Invenergy is once again leveraging our innovative and entrepreneurial spirit to triage, pivot, adapt and overcome. We still have mountains to climb, but I am confident in the strength of our team, and we remain well-positioned to not only meet, but help define, what comes next.

This crisis has also highlighted how interconnected and fragile our world is. Discussions on sustainability and climate change have been ongoing, but this crisis brings a renewed sense of urgency to this challenge. Invenergy has shaped the clean energy industry in the U.S. and around the world and we are embracing this renewed urgency as our team of innovators continues to build a sustainable world.

This crisis has also reminded us of our humanity and our common purpose. That is what the 2019 Impact Report is about. It reflects Invenergy’s commitment to our team and the communities where we live, build and operate around the world. Who we are and how we build is more important than ever as we adjust to this new normal. I am proud to share this report and grateful for the Invenergy team that made it possible.

Michael Polsky
Founder & Chief Executive Officer

Growth Highlights

- 10 projects completed**
- 3,344 megawatts**
- 1 new office**
- 1,100th hire**



Santa Rita East Energy Center (300 MW, Wind, TX)

Our Impact in 2019



4.8 million
homes powered



\$1.2 million
in cause-based investments



\$216 million
total economic investment
in home communities



552 million
additional trees
planted equivalent



29%
overall portfolio growth



297
new hires in 2019



4.6 million
additional cars off the
road equivalent



16%
employee growth rate



33 million
tons of additional carbon
dioxide offset



64.3 hours
of safety training per
Services employee



01

Who We Are & How We Build

Invenergy has always been different from other companies.

We are founder-led and privately held amidst mainly public companies; we are one of the biggest independent power producers in the world but have held onto our startup spirit. At the core of our company are elements that have always differentiated us and given us our competitive edge — at Invenergy these are our vision, culture and values. They are essential to who we are and how we operate, especially as we grow.

Additionally, critical to both our culture and our growth is the sustained focus on safety and compliance throughout the company. We believe we must always act safely and responsibly in everything we do. Through the next three chapters of this report — Environmental Responsibility, Community Investment and People — you will see how these aspects of our company are woven into what we do and how we do it. They drive us to do good by our employees and the communities where we live and operate.

To bolster these foundational elements within the company, in 2019 we launched the Culture, Innovation and Impact team, built a new Corporate Compliance function and continued to focus on our Safety program.



Our Grand Ridge IV Storage Energy Center (1.5 MW, Storage, IL)



Shawn Miller, Wind Technician at Miami Energy Center (288.6 MW, Wind, TX), on the farm with his grandson

Vision, Culture and Values

We are Innovators Building a Sustainable World. This motto defines our vision for the future and articulates who we are. Over the past 19 years we have built a team of ambitious people pursuing big dreams to make the world a better place.

Vision Statement

Innovators building a sustainable world.

Innovadores construyendo un mundo sustentable.

持続可能な世界作りを目指す革新者

Innowatorzy budujący zrównoważony świat.

Guided by our values, we remain focused on our vision.

We pride ourselves on disrupting the conventional, taking risks and pursuing the unknown. We push ourselves to be relentless, to build with pride, be creative and learn from failure. We expect our teams to be honest, to treat people and their communities well, to value hard work and ideas over ego and to always build strong relationships internally and externally. Above all else, we are a company with heart that strives to do the right thing always, and we are working to create a sense of purpose, inclusion and belonging for all employees. This is our distinct culture.

To ensure we embody our values and foster our culture, in 2019, we created the Culture, Innovation and Impact team. This team works closely with Human Resources, Communications and senior leadership to articulate our culture through different employee engagement programs, learning and development opportunities and community investments. This team also led the inaugural Invenergy Innovators Challenge, highlighted in this chapter, a program that is a testament to the

living, breathing nature of these values within our culture. Alongside the highlight on the Innovators Challenge is a spotlight on our Site Pilot Program which was successfully continued in 2019. It shows the space we deliberately encourage and make for a uniquely innovative mindset throughout the company.

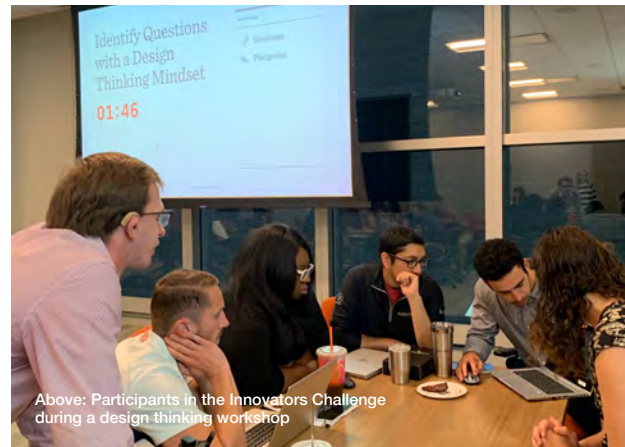
“Honoring our founding values, those qualities that make us exceptional, and fostering our culture is important as we grow.”

— **Michael Polsky**, Founder and CEO on announcing the new Culture, Innovation and Impact team.

Innovators Challenge

In 2019, we held the inaugural Innovators Challenge, a competition that gave employees the opportunity to dive deep into some of the most pressing issues facing the company and present their solutions directly to Invenergy's leadership.

The Innovators Challenge was helmed by Invenergy's Culture, Innovation & Impact team, which solicited input and ideas from across the company about what Invenergy can do to improve our processes and workflow. The team ultimately received 120 submissions from 88 employees. Thirty-one employees comprised three teams chosen to address challenges in equipment recycling, land management, and organizational awareness. They attended a day-long design thinking workshop geared toward unconventional problem-solving, as well as access to company resources and mentors to develop and present solutions to the problem their team was assigned. The Challenge culminated in an afternoon at which each cross-functional team pitched their solutions to a leadership committee who judged the ideas based on creativity, feasibility, and impact.



Above: Participants in the Innovators Challenge during a design thinking workshop



Michael Polsky giving an introduction during the Innovators Challenge final pitch presentations

“The Innovators Challenge allowed anyone to pitch their ideas or solutions. It’s not just focused on what senior management thinks is the best idea. Anybody in the company can say, ‘I’ve identified a problem, I think this is a great solution.’ If you don’t have enough collective voices and everyone’s not working together, you get stuck and you don’t grow.”

— **Utopia Hill**, Vice President of Renewable Project Management, member of the organizational awareness team

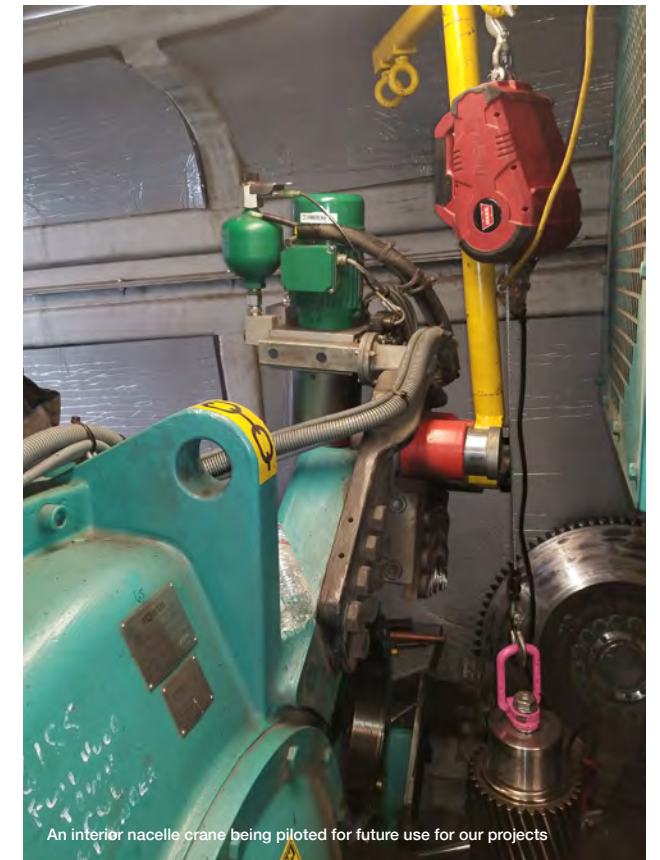
Site Pilot Program

Invenergy has long hosted its Site Pilot Program, a platform that encourages technicians at our 46 operating plants to submit ideas that can help them on the job and keep Invenergy's operations innovative. The technicians in the field are our frontline experts — their ideas and problem solving must rise to the top to help keep us as leaders in our field.

Since its launch in 2012, more than 145 of these ideas have been proposed and 72 have been implemented, with an additional 53 ideas currently under consideration. The breadth of duties handled by the technicians is reflected in the scope of ideas that are proposed. The technician-generated ideas have led to increased sustainability, greater reliability, improved safety, and lower costs across our operating fleet. Many of the ideas have solved recurring challenges, and the solutions have become a routine part of our technicians' workdays.

One standout Pilot Program item that entered the development stage in 2019 was the addition of an acoustic sensor to the wind turbine nacelle. Data from the new sensor will be processed by the Performance Analytics team using AI machine learning techniques and used to detect damaged components and other anomalous behavior of the wind turbine.

Other Pilot Program ideas developed over the past year include using ultracapacitors to replace batteries and a blade recycling initiative (see Environmental Responsibility chapter), and using modular concrete turbine foundations, which require less concrete and are less labor-intensive to install, reducing materials and emissions.



An interior nacelle crane being piloted for future use for our projects



One of our technicians moving gear with a conveyor belt, instead of lifting manually at Gratiot County I Energy Center (110.4 MW, Wind, MI)

Safety

Invenergy's safety culture permeates all levels of the organization. Our Safety for Life program, run by our Environmental Health and Safety (EHS) team, promotes transparency, which generates useful observations and recommendations from the field as well as robust near-miss and incident reporting. The breadth of our operational experience at our renewable and thermal projects allows us to learn and continuously improve on our core safety culture programs. This continuous improvement centers on two complementary approaches:

Top-Down Reviews

Invenergy's Safety Team and Operations Management conduct on-going reviews of safety performance, root causes of events, and the impact of our leading indicator programs.

Bottom-Up Inputs

Invenergy's most valuable resources for safety suggestions and observations are our technicians and managers in the field. In 2019, employees cited over 4,300 safety observations and reported nearly 100 near misses or "good catches" all in an effort to avoid an injury from occurring. This data reporting is key to address gaps.

Improvements made this way have the dual benefit of achieving quick adoption and demonstrating Invenergy's commitment to a robust safety culture.

We take the key findings from these top-down reviews and bottom-up inputs to build out a training program that reinforces proven procedures and best practices. A few examples include Safety Educators Training, EMR Training, and Safety Equipment Familiarization Exercises.



Part of our Buckeye Energy Center (200 MW, Wind, KS) team running a safety drill

Safety for Life

Ten rules to follow:

1. **Suspended Loads: Avoid positioning yourself underneath suspended objects, the exclusion zone or wherever work tasks are in progress.**
2. **PPE: Always wear your PPE when performing Critical Tasks.**
3. **LOTO: Lock Out, Tag Out must be in place before any work takes place.**
4. **Confined Spaces: All confined space entries must have an entry permit.**
5. **Driving: If driving, just drive. All other distractions must be handled by the passenger or upon arrival.**
6. **Work at Heights Protection: Always use harness, lanyards, lad safe 100% tie off; 100% of the time.**
7. **Secured Objects: Always tether objects and inspect all lift equipment.**
8. **Pre-Job Briefing: Follow the pre-job briefing at all times to ensure jobs are done safely and completely.**
9. **Equipment Safety Check: Inspect your power tools and shop equipment before use.**
10. **Incident Notification: All incidents require immediate reporting / notification upon occurrence.**

Invenergy Services Training Hours

	2019
Average Training Per Services Employee	64.3 hours
Total Fleetwide Training	26,319 hours



Our Camp Springs I Energy Center (130.5 MW, Wind, TX) team during a Safety Educators Training

Corporate Compliance

Invenergy's Corporate Compliance initiatives are a core aspect of our company values. In 2019, Invenergy launched the Corporate Compliance team to guide growth and the launch of several new compliance initiatives to prevent, detect and mitigate non-compliance with laws, regulations, and company policies and procedures. The team is charged with partnering with key business function leaders in Human Resources, Legal, Information Technology, Reliability Operations, Finance and Government Affairs to oversee enterprise-wide compliance efforts and proactively manage risks. Some 2019 Corporate Compliance program enhancements included the following:

- Added a Corporate Compliance Analyst and committed to further expand the team in the U.S. and internationally.
- Updated Invenergy's Code of Conduct and included translations in Japanese and Spanish to support our international employees, including market specific policies.
- Evaluated Invenergy's Data Privacy practices to ensure regulatory obligations are met as we expand into markets around the world.
- Developed an Anti-Corruption and Anti-Money Laundering framework for our international development projects.
- Finalized a 2020 strategic plan including enhancements to initiatives in 3rd party due diligence, data privacy, hotline expansion, global compliance tracking and political action committee and lobbying management.

The Corporate Compliance team seeks to become a trusted partner both internally across business functions and externally with Invenergy's lenders, continually enhancing the Corporate Compliance program.

02

Environmental Responsibility



Our core mission at Invenery is the development and operation of sustainable energy solutions, and a responsibility to the world around us factors highly into everything we do.

Environmental responsibility has been an important part of what we do since we were founded in 2001 and continues to be a guiding principle in the present day.

Our projects are inherently a part of the environment around them. We strive to minimize our impacts to wildlife and natural resources, and our efforts start from the very beginning of the life cycle of a project. Our Environmental Compliance and Strategy (ECS) team leads these efforts and follows every aspect of a project's life to ensure impacts to sensitive environmental resources are minimized or avoided, with continued compliance with our commitments once a project is operational.

These considerations are complemented by Invenery's company-wide initiatives to promote sustainability. From migration research studies to industrial equipment recycling to interoffice composting programs, we promote a culture of environmental awareness that reflects the high standards to which we hold ourselves.

Our efforts will only continue to grow as our company and the industry evolve. We're proud of the efforts we've taken so far, and we will remain conscientious of the world around us as we help to power the future.

Wildlife and the Environment

Environmental Awareness Throughout the Project Life Cycle

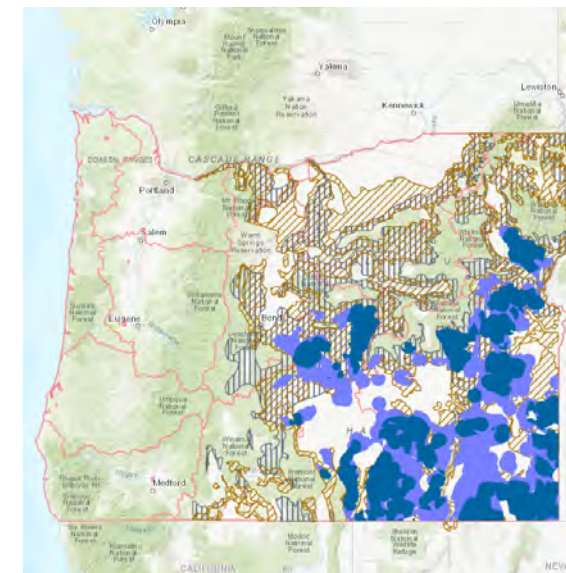
Our projects are located in a variety of ecosystems, from the agricultural fields of western New York to the endless stretch of the Texas heartland. The ECS team is engaged in project development from its earliest stages of land prospecting, often informing the areas where our projects are sited. Once a project location is selected, the team assesses the potential for sensitive species and habitat, as well as natural and protected resources.

The ECS, Engineering, and Development teams use geospatial data that has been collected and incorporated into internal mapping programs in coordination with state and federal environmental agencies. From very early on in project development, these tools help to identify the project's environmental resources, such as conservation areas, migratory pathways, native prairies, and habitat for protected species. The ECS and Development teams also coordinate with state and federal wildlife agencies and external environmental consultants to inform which environmental surveys are conducted in the project area to provide site-specific data, such as bird use, bat

presence, tortoise, and burrowing owl surveys. Invenery teams then coordinate to interpret the data and site the project infrastructure to minimize or avoid its effects on these resources.

As the project nears construction, these teams begin coordination with the project manager who will manage the project while it is getting built. The ECS team ensures that impacts to sensitive areas are minimized through construction, and that the project commitments are upheld. It also coordinates with the site manager, project manager, and contractors to make sure the project stays in compliance with environmental law, the project's permits, and the commitments that were made throughout project development.

When the project enters its operational phase, the ECS team supports the Asset Management team in upholding the project's environmental commitments and overseeing any ongoing monitoring and reporting. In addition to building clean energy projects, these teams also devote time to participating in industry initiatives and committees, stakeholder engagement, and sponsoring conservation research, the results of which continue to inform our approach to conservation moving forward. A few of those studies are described further.



Creating a Database of Environmental Characteristics

The ECS and GIS teams, with input from state and federal environmental agencies, worked together to curate an easy-to-use shared mapping tool in ArcGIS Portal, that allows project teams to assess the environmental resources within the vicinity of the project site, such as species ranges and historic wildlife records. Invenery teams review this data together during preliminary project siting and in early stage development to inform the project location and to discuss how this data is incorporated into the site design so that impacts to environmentally sensitive resources are avoided or minimized.

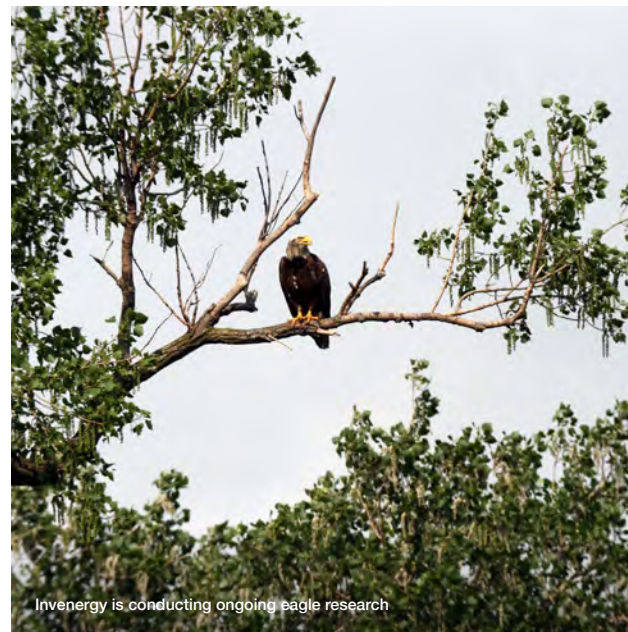


Wind Wildlife Research Fund

Invenergy is a founding member of the Wind Wildlife Research Fund (WWRF), which started in 2019. The WWRF is hosted by the American Wind Wildlife Institute (AWWI) and “is an industry-led initiative that provides funding to advance the research necessary for solutions to wind-wildlife impacts in 2020 and beyond.” Invenergy is an active member of the Advisory Council, which guides the funds and makes decisions; and both process and technical working groups that drill down on specific strategy and research issues. Some of 2019’s projects included enhancing understanding of bat activities and fatality risk, refining smart curtailment practices for bats, refining eagle fatality estimates and informed curtailment, and evaluating habitat-based impacts for grouse.

Eagle Telemetry Research

In partnership with the U.S. Fish and Wildlife Service (USFWS), and the New York State Department of Environmental Conservation (NYSDEC), Invenergy continued to sponsor eagle telemetry research in 2019. Invenergy is funding the telemetry data collection of four bald eagles in Illinois, and one bald eagle in New York. The USFWS is adding the information to a larger dataset to study the movements and habitat use of bald eagles.



Invenergy is conducting ongoing eagle research



Bat Deterrent Research

Invenergy is in its seventh year of a continued partnership with GE Renewables to advance their bat deterrent system, which aims to reduce the operational impacts of wind turbines on bats. The Invenergy-GE team published a manuscript in 2019 detailing research conducted at our California Ridge Energy Center (217.1 MW, Wind, IL) between 2014 and 2016, which documented the effectiveness of an acoustic deterrent in reducing bat mortalities. The group continued planning for a 2021 research project at the Orangeville Energy Center (94 MW, Wind, NY), a roughly \$2 million program supported by \$1 million from a U.S. Department of Energy (DOE) grant.

Battling White-Nose Syndrome

Invenergy was early to recognize the importance of research on wind energy and bat habitats, starting with a study in 2005. Our commitment to bats continued in 2019, when Invenergy assisted with research into a nontoxic chemical compound designed to treat White-Nose Syndrome, a deadly affliction caused by a fungus that has killed millions of bats in North America.

An Invenergy employee was dispatched to western Pennsylvania with representatives from universities and institutions from around the U.S. to treat the walls and ceilings of the cave with the fungus-fighting compound. If successful, the method could be applied to other locations where bats hibernate and hopefully rejuvenate devastated populations. A greater knowledge of bat ecology, supported through Invenergy’s engagement with groups like the WWRF and the DOE will also help Invenergy develop sites with minimal impact on local species and habitats.

Reducing Invenergy’s Environmental Footprint

Invenergy has adopted a multifaceted approach to reduce material usage where possible and build energy facilities that are more environmentally sound in construction and operation. We believe it is critical to use more sustainable materials as Invenergy — and the clean energy industry as a whole — continue to grow.

Blade Recycling

In 2017, Invenergy began researching end-uses for wind turbine blades. We reuse blades as often as possible, keep our blades in good condition and perform frequent blade repairs which reduces the number of replacements needed and, therefore, reduces the number of blades we need to dispose. Blade replacements are extremely rare when they are required (on average, 0.3 percent of blades in our fleet per year) and finding a blade disposal solution can be a huge challenge.

Blades are made of layers of composite materials which chemically cure and are not readily separable, meaning they must be ground or otherwise physically broken down. Their size necessitates resource-intensive transportation and can take up valuable real estate in landfills. Instead of disposing of our failed blades in landfills, Invenergy has begun working with a waste management company to repurpose retired turbine blades into fiberglass pellets which can then be used as construction materials.

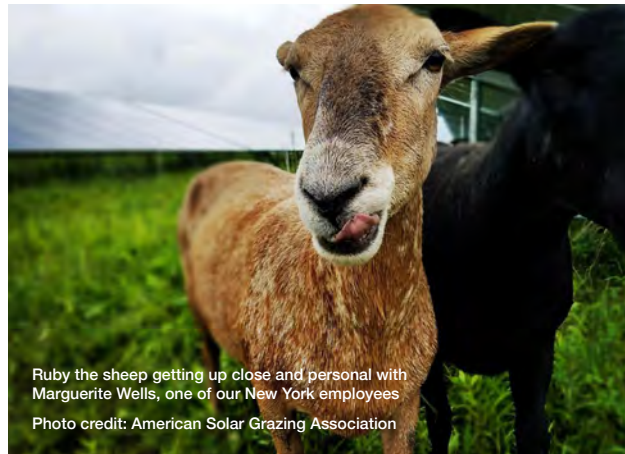
Finding end-of-life uses for blades is not a requirement in the industry, but as long-term operators, we genuinely wanted a solution to this issue. Invenergy believes in responsibly managing our downstream supply chain, going above and beyond by diverting the waste created in the communities where we operate. This process has been used on blades from our Prairie Breeze Expansion Energy Center (109.3 MW, Wind, NE) and Wolverine Creek Energy Center (64.5 MW, Wind, ID) sites, helping to kickstart a company-wide practice that will divert millions of pounds of solid waste from going to a landfill.



Above: Turbine blades from our Prairie Breeze Expansion Energy Center (109.3 MW, Wind, NE) to be recycled into fiberglass pellets



La Jacinta Energy Center (65 MW, Solar, Uruguay) which uses sheep grazing practices to sustainably maintain vegetation



Ruby the sheep getting up close and personal with Marguerite Wells, one of our New York employees
Photo credit: American Solar Grazing Association

Grazing Sheep at Solar Sites

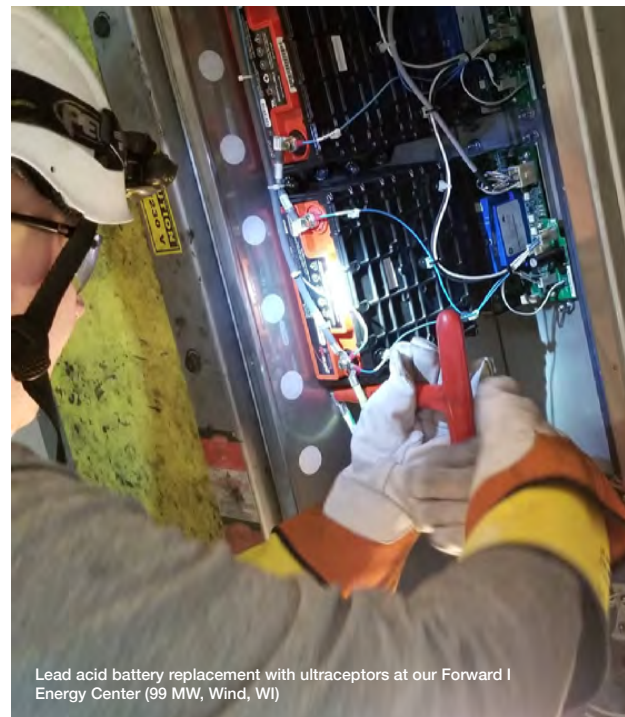
The co-location of agriculture and solar arrays is frequently discussed throughout the permitting process. Invenenergy ensures that our solar projects are complementary to agriculture operations when they are located in farming communities. We work with residents and farmers alike who are interested in learning about ways that solar projects can regenerate soils, diversify and strengthen farm operations, and benefit the environment. For example, the presence of sheep helps to increase the arability and nutrient density of the soil and reduces the need for a heavy use of agricultural chemicals—which can help regenerate pollinator species like bees.

Invenenergy uses sheep to maintain the vegetation of our La Jacinta Energy Center (65 MW, Solar, Uruguay). During peak grazing season, there are over 1,000 sheep on site. Building on this practice, grazing is a key component in the development plan at our Horseshoe Energy Center (180 MW, Solar, NY).

Replacing Lead Acid Batteries with Ultracapacitors

In 2019, Invenenergy began phasing out lead acid batteries in our wind turbines and replacing them with ultracapacitors. The ultracapacitors are highly efficient energy storage devices that discharge energy electrostatically instead of chemically, unlike traditional batteries. A combined total of 197 turbines across three of Invenenergy's wind sites were used for the battery replacement pilot program. So far, the batteries from 155 axes have been replaced with ultracapacitors (out of a total of 591), which will displace an estimated 20 to 30 tons of lead over the sites' lifetime.

The used lead batteries are disposed of through a lead battery recycling service. Switching to ultracapacitors is not only cost-effective and more environmentally sound but also promotes site safety, as the longer lasting ultracapacitors mean less tower climbs for Invenenergy's turbine technicians.



Lead acid battery replacement with ultraceptors at our Forward I Energy Center (99 MW, Wind, WI)

Investing in a More Sustainable World

One of Invenenergy's guiding principles is to build with purpose and operate with pride, and we endeavor to follow our own advice when developing large-scale power projects. We want to endow smaller-scale actions with the same thoughtfulness. Invenenergy not only sponsors sustainability focused organizations who are making large impacts in their communities but encourages our employees and offices to also get involved.

The **Clean Energy Trust** brings innovation in clean technology to market by finding, funding and growing high-impact startups across the Midwest. Invenenergy has invested in a variety of Clean Energy Trust initiatives, including Co_Invest Cleantech, the Midwest's premier showcase for sustainable technology startups and investors. The group also provides mentorship, coaching, access to a national network, and hands-on support to help entrepreneurs scale and succeed.

The **Environmental Law and Policy Center (ELPC)**, a leading environmental advocacy organization staffed by experienced public interest attorneys, environmental business specialists, public policy advocates and communications specialists, orchestrates strategic campaigns to protect natural resources and the quality of the environment.

Based in and focused on the greater Chicagoland region, **Openlands** preserves open space and helps connect residents to the natural resources around them. In 2019, Invenenergy and its employees invested volunteer hours and financial support into Openlands' conservation programs. Invenenergy's Chicago-based employees replanted native plants from one flower garden to another at Maria Saucedo Scholastic Academy, a magnet school in Chicago's Little Village neighborhood. This was done so students could collect data on the impacts of climate change on native plants.

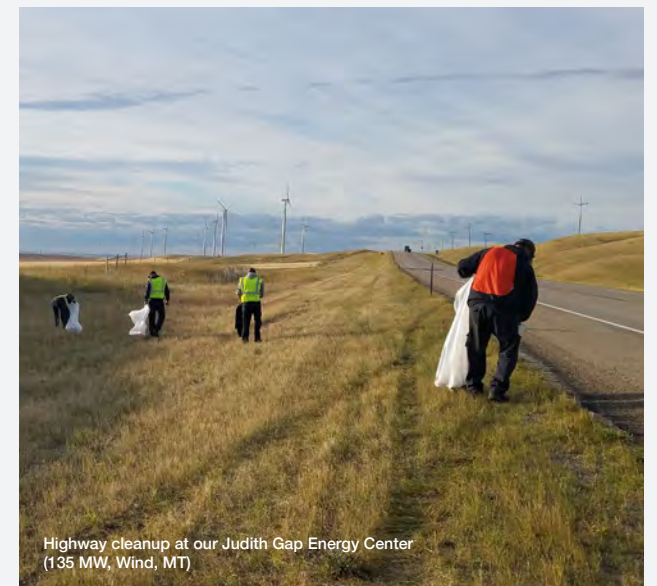
Invenenergy also aims to put sustainability into practice wherever we are working. Employees from sites such as our Judith Gap Energy Center (135 MW, Wind, MT), Gunsight Energy Center (120 MW, Wind, TX) and Lackawanna Energy Center (1,485 MW, Thermal, PA) participated in highway cleanups and tree plantings during the warmer months while Invenenergy's corporate offices have implemented a few environmentally-minded programs of their own.



\$209,000
to support
environmental causes



Hao Wu planting native vegetation during a volunteer day at Openlands in Chicago



Highway cleanup at our Judith Gap Energy Center (135 MW, Wind, MT)

Environmental Responsibility



Our Gunsight Energy Center (120 MW, Wind, TX) team picking up litter for the "Keep Big Spring Beautiful" cleanup

In Japan, as in many other nations, vegetables with blemishes but that are otherwise fine are deemed too unattractive to be sold and are thrown away. In order to cut down on food waste, Invenergy's Japan office works with local farmers to purchase these vegetables and donate them to non-profit organizations including **Musubie** and **Second Harvest Japan**. These organizations in turn distribute the produce to other organizations across Japan that provide free meals to children and families.

Invenergy's Denver and Mexico City offices began composting in 2019 through partnerships with local composting services. The offices collect coffee grounds, food scraps, paper towels, and compostable food containers. The Denver office, for example, diverts on average 70 pounds of food waste from the landfill per week, which is then turned back into soil. That makes for a diversion of roughly 3,500 pounds of food waste per year.

こども食堂

お野菜のご寄付ありがとうございます

新鮮なお野菜のご寄付をありがとうございます。
こども食堂には、元気いっぱいの子供たちや家族連れがたくさん遊びにきてくれました
今回は、長いもとゴボウ入りのカレーでしたが、とてもおいしかった様で、おかわりをする子どもが多く見られました。これからもおいしいお野菜が届くのを楽しみにしています。
令和元年 6月29日(土) NPO法人 チャイルドケアセンター



Thank you letter from Musubie for our Japan office's contribution to their vegetable donation program



Van Fussell, Founder and CEO of Compost Colorado, lending two hands with composting in our Denver office



Members of the Chicago team planting native vegetation during a volunteer day with Openlands



Our Lackawanna Energy Center (1,480 MW, Thermal, PA) team after a successful highway cleanup

03

Community Investment



Just as Invenergy is invested in the wellbeing of the environment in which we develop and operate, we are also invested in the communities where we live and work.

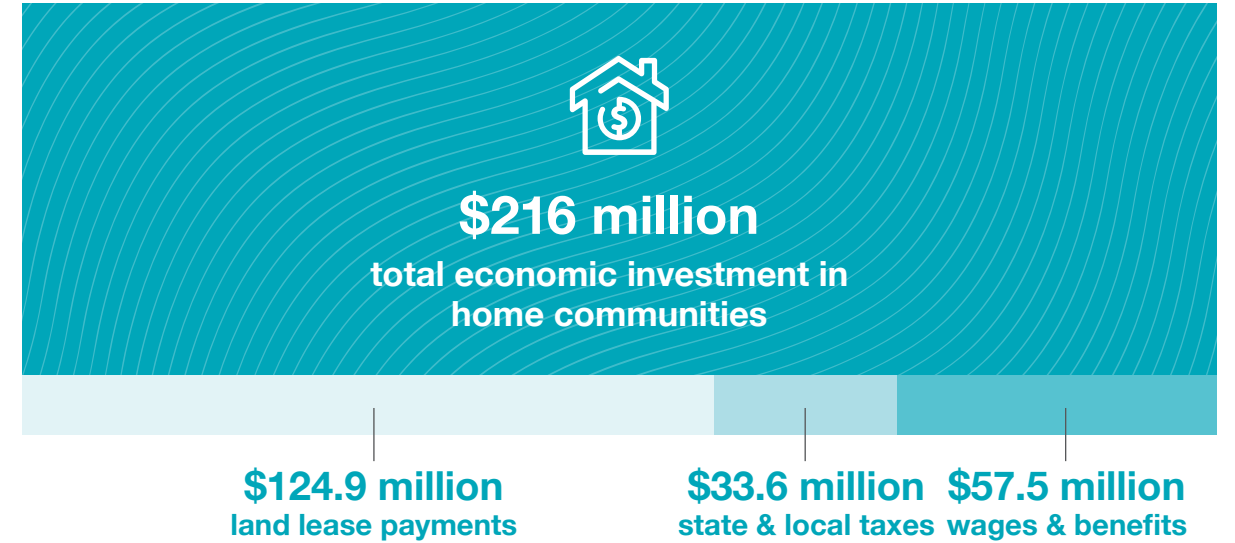
Since we have offices in Chicago, Denver, Ithaca, Portland, Mexico, Colombia, El Salvador and Japan and operate around the world, our definition of community is expansive. But no matter where we are, we aim to embrace the character of each community and play a part in its growth.

We view our work as something much bigger than the power we produce. Our responsibility to the communities that host us is an expression of who we are and an articulation of the positive impact we strive to make in the world. Being honest, treating people fairly, and being good stewards are values central to who we are as a company, as is our emphasis on community involvement through economic investment, program sponsorships and volunteering. We have a sincere interest in seeing our home communities succeed, and this has allowed us to build trust and lasting relationships wherever we operate.

The past year Invenergy invested more than \$216 million through land lease payments, state and local taxes, and wages and benefits in our home communities and more than \$1 million in donations to a variety of local organizations and initiatives. We approach community stewardship in a way that meets the needs of the people who participate in and live near our projects, sponsoring a variety of community, education, and veterans' organizations.

Facilitating Invenergy's community involvement is a widely used volunteer time off program. Providing employees with Volunteer Time Off (VTO) opportunities and organizing volunteer events not only sends out many helping hands but helps our employees grow as a team.

Where We Invest

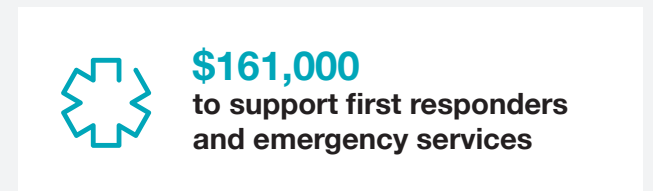


Where We Donate



Community Engagement

Our employees did great work throughout the communities where we live and operate in 2019, and community involvement will always be a critical part of Invenergy's culture. In 2019, we gave more than \$728,000 to support essential community services, community enrichment programs and emergency services in the communities where we operate. In this section you'll find details about some of these exciting projects and the impact we've had over the past year.



Community Investment

Cradles to Crayons

Employees at Invernergy's Chicago headquarters collected items to support Cradles to Crayons, an organization that provides children living in homeless or low-income situations with essential items needed to thrive. Cradles to Crayons has served more than 1.7 million children in Chicago, Boston and Philadelphia since 2002, and Invernergy employees were happy to contribute two large bins of new and like-new coats, shoes, school supplies, books and toys for the 2019 holiday season.



Our Chicago team sorting donated items to give to Cradles to Crayons as part of our holiday drive

Greater Chicago Food Depository

Employees at Invernergy's Chicago office, spent an afternoon volunteering at the Greater Chicago Food Depository, a community effort that brings food and hope to our Cook County neighbors. It serves as the hub for a network of more than 700 food pantries, soup kitchens, shelters, and other programs. The team repacked more than 26,000 pounds of cabbage — equivalent to 21,771 meals. It was the first time a volunteer group has packed the Depository's entire stock of cabbage!



Chicago employees repacking more than 26,000 pounds of cabbage at the Greater Chicago Food Depository



Our team volunteering at the Greater Chicago Food Depository



Members from the Chicago team volunteering at Rebuilding Exchange

Rebuilding Exchange

Employees at Invernergy's Chicago office, volunteered at Rebuilding Exchange (RX), a non-profit social enterprise that repurposes building materials and provides job training for people with barriers to employment. Invernergy employees reorganized the RX warehouse to facilitate new reclaimed material sales for the business and helped create a showroom for reclaimed lumber products.



Center on Halsted

In recognition of Pride Month and in support of our LGBTQ+ employees and allies, we designed and sold t-shirts, tank tops, buttons, and raffle tickets for Center on Halsted, a nonprofit dedicated to securing the health and well-being of Chicagoland's LGBTQ+ community. We raised more than \$1,500 and with a match from the company, we donated \$3,000.





Our Grays Harbor Energy Center (620 MW, Thermal, WA) team volunteering with Habitat for Humanity to build an entire home from the ground up



Habitat for Humanity of Grays Harbor

We strive to be a good neighbor by putting our skills to work for the communities that host our offices and projects. One example of the many ways we did this in 2019 comes from our Grays Harbor Energy Center (620 MW, Thermal, WA), whose technicians volunteered with Habitat for Humanity of Grays Harbor to help rebuild a home for a family of seven.

“We wanted to find some way to reach out to local people in need, and this is the best way we knew how to do it,” Grays Harbor Plant Administrator Tracy Robinson said.

The home was facing some severe structural issues and the family applied to Habitat for Humanity for assistance. Up to a dozen Grays Harbor technicians at a time worked on the house, which had been stripped down to its subflooring and studs. Among other projects, they did demolition, siding, sheetrock, and interior painting, impressing the nonprofit with how productive they were during each day.

The experience was also a good team-building exercise for the Grays Harbor team, especially

when a little competition is involved. Though it was a cold, wet day the first time they worked on the house, two teams of technicians challenged each other to see who could put up the most siding. Good-natured teasing ensued throughout the task, Robinson said, with each team insisting they did the most at the end of the day. But everyone was a winner in that situation, of course, as the competition was for the good of the family who would be living there.

In fact, their work led to the team receiving the Golden Hammer Award, which is given to the group that has spent the most hours on the project.

The Grays Harbor technicians finished up the final tasks on the project and were happy to see the family move into their new home.

“All in all, it was a rewarding experience,” Christopher Sherin, Plant Manager at Grays Harbor, said. “It’s an enjoyable way to contribute and give back to the community.”

Cambridge Elementary School Playground

Team members from Invenenergy’s Bishop Hill I Energy Center (211.4 MW, Wind, IL), received a call from the principal of a nearby elementary school who was looking for some help putting together new playground equipment. The wind technicians were happy to help and knew just what to do, as they’d installed basketball hoops and playground equipment at the school in 2017 and 2018. The Invenenergy team members who helped with construction said it was a joy to see the kids enjoying the new equipment.



Students from Cambridge Elementary School enjoy a newly built playground, constructed by our Bishop Hill I Energy Center (211.4 MW, Wind, IL) team

“We felt that, if they could put up wind turbines, surely they would know how to put in basketball hoops.”

— Shelly Capps, Principal at Cambridge Elementary School

Veterans

In 2019, \$75,000 of our cause-based investment was given toward veteran causes. Invenergy is committed to advancing the careers of veterans of the U.S. armed forces, who make up more than 10 percent of Invenergy's workforce and a significant portion of the clean energy industry as a whole. Invenergy works to encourage these opportunities for veterans at our offices and sites across the country as they transition out of the military. Additionally, Invenergy employees volunteer with veterans' organizations and raise money for a variety of veteran services, with individual sites undertaking their own sponsorships of veteran-oriented opportunities.



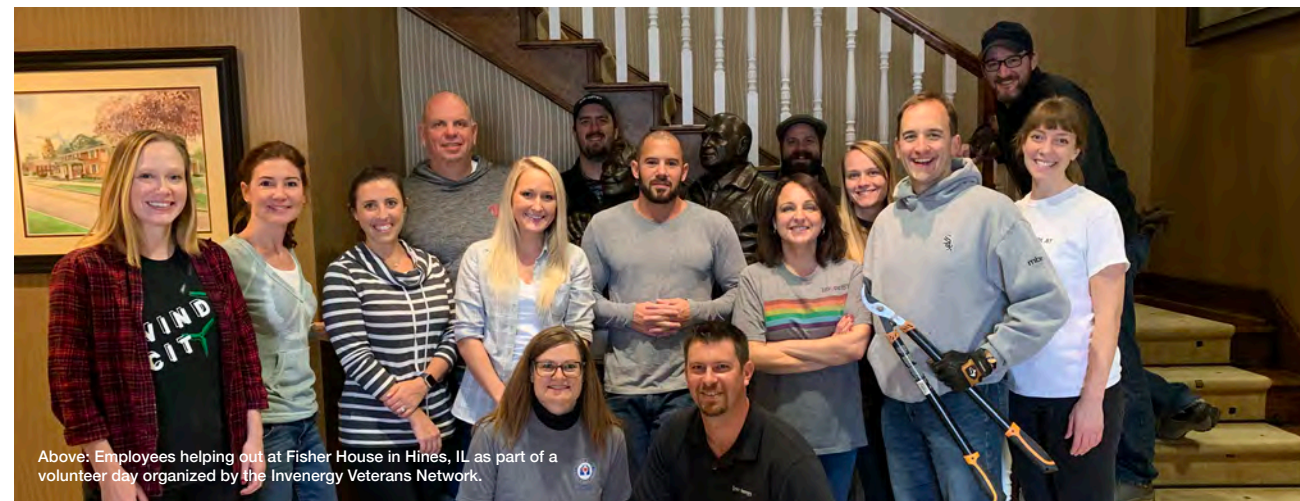
Many of our sites hold a celebration each year to honor veterans in their communities, like our Stanton Wind Energy Center (120 MW, Wind, TX) pictured



\$75,000
to support veteran services

Fisher House

Invenergy employees at the Chicago office spent a day volunteering with the Fisher House Foundation in Hines, IL. Fisher House is a "home away from home" where veterans and family members can stay free of charge while a loved one receives medical care at major military and Veterans Affairs medical centers. Invenergy team members made a delicious taco lunch and helped with the general upkeep of the grounds through cleaning, yardwork and painting.



Above: Employees helping out at Fisher House in Hines, IL as part of a volunteer day organized by the Invenergy Veterans Network.



Part of our Goldthwaite Energy Center (148.6 MW, Wind, TX) team sporting their Invenergy Veterans Day shirts, which were part of a larger fundraising effort for Hiring Our Heroes

Airstreams Renewables

Invenergy has a partnership with Airstreams Renewables, a vocational education organization that trains active duty service members on military bases. Invenergy invites each Airstreams class to visit the Goldthwaite Energy Center (148.6 MW, Wind, TX) in Mills County, Texas for some hands-on experience about work on a wind farm. The last class to visit in 2019 included more than two dozen students and instructors, who got to see turbines and what it takes to maintain them firsthand.

“The personality the military gives them [veterans], the hard work ethic, and the mechanical aspects of their duty will transfer very well to a career in the energy field.”

— Ben Blaine, Operations and Maintenance Manager, Goldthwaite Energy Center

Burrito Breakfast for Hiring our Heroes

The Invenergy Veterans Network (IVN), an employee Affinity Group dedicated to enhancing the professional experience of veterans within the company, cooked and served breakfast burritos at the Chicago office and sold t-shirts as a fundraiser for Hiring Our Heroes, a program of the U.S. Chamber of Commerce Foundation that connects veterans, transitioning service members and military spouses with employment opportunities. A signature opportunity provided by the program is an 11-week Corporate Fellowship in which veterans interview at companies in a variety of industries and select one as the host of the fellowship.


Hiring our Heroes is funded wholly by contributions made by Invenergy and other organizations. IVN raised more than \$3,000 by selling burritos, raffle tickets and nearly 400 t-shirts, with the funds matched by Invenergy Impact for a total of \$6,000. Invenergy welcomed our first Corporate Fellow at the start of 2020.



Members of the Invenergy Veterans Network (IVN) in Chicago cooking breakfast burritos for our fundraising effort for Hiring Our Heroes

Education

In 2019, Invenergy donated \$202,000 toward education-based causes. The next generation of sustainable energy talent are experiencing the joys and rigors of grade school now. We want to encourage education and growth in students of all ages and abilities by sponsoring a variety of innovative programs that prepare them for the opportunities that lie ahead.



\$202,000
to support schools, education programs and technology



Invenergy team members sharing what it's like to work in sustainable energy at the Museum of Science and Industry Science Works Career Celebration

Museum of Science and Industry Science Works

In October, seven Invenergy employees participated in Science Works, a museum-wide career celebration where youth and families can learn about interesting jobs straight from STEM professionals at the Museum of Science and Industry in Chicago. Invenergy hosted a career station engaging with youth and families through interactive activities and demonstrations.

National Future Farmers of America (FFA) Sponsorship

This past year marked the first of Invenergy's three-year historic sponsorship of the National FFA Organization. FFA prepares its more than 700,000 middle- and high-school aged members for leadership in careers in science, business and agricultural technology.

The organization provides hands-on experiences that give members the tools to achieve real-world success through STEM educational programming, career and leadership development events, advocacy, and more. The skills fostered by FFA benefit members in all aspects of their lives but also have a natural overlap with the operations of a wind or solar farm.

Invenergy's sponsorship supports three of the organization's central programs: the Blue Jacket Program, a staple source of member pride, to which Invenergy donates 125 signature jackets annually; career and leadership development events; and a build out of the FFA national alumni network. The FFA is especially important to Invenergy, as there are FFA chapters in more than half the zip codes where we develop projects and our team includes FFA alumni. Our sponsorship of the National FFA reinforces our commitment to the development of rural communities and helps both Invenergy and the organization share their values with a wider audience.



Our Buckeye Energy Center (200 MW, Wind, KS) contributes to their local FFA chapter



Invenergy received thank you letters from FFA students across the U.S. for being a national FFA partner

Penguin Project

Over 2018 and 2019, Invenergy's Nelson Energy Center (584 MW, Thermal, IL) gave \$3,000 to help launch and sponsor the Penguin Project of the Sauk Valley (PPSV). PPSV is a theater group started in Peoria, IL in 2004 that provides individuals with special needs the opportunity to participate in the performing arts. Invenergy's contributions helped the group stage three performances of "Annie Jr.," which drew over 300 people.



“The children’s performances were spectacular, and they thrived on the attention that they would only have received through this project. It was a colossal success.”

— Matt Drennan, Plant Manager, Nelson Energy Center



Above: Students from the Penguin Project of the Sauk Valley perform "Annie" the musical



The Invenergy Women's Network (IWN) hosted the Ladies of Virtue at our Chicago headquarters

Ladies of Virtue

The Invenergy Women's Network welcomed local high school girls from Ladies of Virtue (LOV) for a day of mentorship and job shadowing at Invenergy's Chicago headquarters in February. LOV provides mentorship and leadership development for young girls living in underserved communities through career readiness, character development and civic engagement programs. Volunteers spent thirty minutes of one-on-one time with an LOV student during which they were able to discuss their role at Invenergy, their career and educational background, as well as share advice for applying to colleges, internships and jobs.



Our Wilkinson Energy Center (74 MW, Solar, NC) sponsored Bitty & Beau's Coffee Cart

Bitty & Beau's Coffee Cart

The Wilkinson Energy Center (74 MW, Solar, NC), developed by Invenergy, had the opportunity to help brew everyone's favorite morning drink— coffee — through our sponsorship of the Bitty & Beau's Coffee Cart at the local high school.

Bitty & Beau's Coffee Cart brings people with intellectual and developmental disabilities into the working world, teaching them real world skills and giving them a way to contribute and be employed. The mother of a local high school student with Down syndrome approached Invenergy about helping to bring a coffee cart to her school. Invenergy picked up the entire cost of sponsoring the cart, which allows operators to keep 100 percent of the profits from their coffee sales. The cart will stay with the school district and continue to promote the value, acceptance and inclusion of people with disabilities for the coming years.

04

People



The people that work at Invenergy are much more than just employees. We are a close-knit group empowered by a mission to change the world around us. We are powered by our unique culture, high-standards and strong teams.

Together, we are the engineers, developers, attorneys, technicians, administrators, human resource specialists, and talented professionals across many fields who not only make our business possible but keep the literal and figurative turbines of the sustainable energy industry turning.

We are committed to our employees' personal and professional growth, and this past year saw the implementation of programs that encourage the wellbeing of the whole employee by promoting learning and development opportunities, fostering health and wellness, creating a more family-friendly workplace and taking steps toward becoming a more diverse and inclusive company.

All told, we are working to create a well-rounded and ambitious workforce and aim to build a place where our employees are proud to work, feel they have the opportunity to contribute to successful projects, and take pride in the trajectory of their own careers.

Growth

297
new hires in 2019

16%
employee growth in 2019

2
expanded offices in
Japan and Mexico

1
new office in Colombia

57%
of employees work outside
of Chicago headquarters

13%
of employees are
global

45%
of new positions filled by
internal candidates through
promotions or lateral transfer

10%
of U.S.-based employees
are veterans

Learning and Development

Our people and teams are the biggest keys to our success — they are truly our competitive advantage and what distinguishes us from others in the industry. At our core, we believe that by empowering our people, we are paving the way for our success.

To help us with this, we have multiple learning and development opportunities aimed at supporting, growing and empowering our people so they can better pursue innovation, disrupt the conventional and build the future — values we believe are critical to who we are and how we operate. These opportunities were presented across teams, geographies and languages.

In 2019, we grew our employee training programs designed to empower, teach and challenge people at every level and at different stages of their careers. We have in-house teams who execute on our bold plans, and we endeavor to share the experiences of these teams across the company through a variety of seminars, talks, and lunches held throughout the year. The industry never stops evolving and we want our employees to evolve and grow with it.

Rotational Program

In 2019 Invenergy launched two pilot rotational programs in our Accounting and Electrical Engineering groups. The programs were designed to provide recent college graduates an opportunity to develop a cross-functional understanding of Invenergy's business, to create a pipeline of talent for the organization, and establish more agile teams.

Accounting Rotational Program

Two accountants were selected to complete a 24-month rotation through our Corporate Accounting, Project Accounting, Treasury and Asset Management teams.

Electrical Engineering Rotational Program

Three electrical engineers were selected to complete a 13-month rotation through our Renewable Project Engineering, Operations Engineering, Storage and Transmission teams.

“Having experience in different functions, from project construction to operations, is valuable because I have a kick start to wherever I want to take my career in the future.”

— **Ryan Weiper**, Engineering Rotational Program Participant



Above: Employees participating in our rotational program at our Grand Ridge I Energy Center (99 MW Wind, IL)



Above: Teammates at our Chicago headquarters during various Power Up Management Training Sessions



Power Up

In the fall of 2019, we welcomed 23 new managers to our fourth Power Up training cohort. This internal program consists of 50 hours of coursework to help employees master the foundations of people management.

Our blended model of virtual trainings, live workshops, and panels of Invenergy leaders provide a multifaceted development experience. We've also expanded our offerings to include virtual manager training — via webinars and a company podcast — for our 60 Services managers and directors. In all, we are proud to say that 100 percent of our people managers have been offered training to help them develop themselves and their teams.

Company-wide Learning Opportunities

We are a company that takes projects from ideas to energization to long-term maintenance. It is critical that we foster a climate that encourages learning and self-development to make sure our people are as innovative and successful as possible.



Maggie Pakula presenting during one of our Innovators Institute talks at our Chicago headquarters

Innovators Institute

The Invenenergy Innovators Institute is a monthly series of presentations given by members of different teams at Invenenergy in which they outline the ins and outs of their team's role at the company. Topics range from the general (how commodity trading works) to the more granular (how the posts holding solar arrays are driven into the ground). The Innovators Institute creates a climate encouraging learning and self-development, with employees from across the company invited to attend.

It aims to help employees better understand our work and the role they play in our overall success, and learn from and better connect with other teams. Each session is archived on Invenenergy's intranet, giving us a breadth of knowledge, experience and lessons to share with our colleagues. For those who are newer to the company or earlier in their careers, this foundational knowledge is essential for future growth and development as well as performance within a complex company.

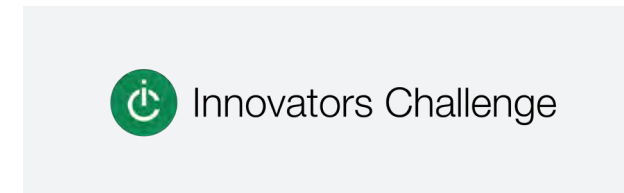
Employee Speaking Series

Employees are also able to develop themselves and teach each other through a variety of different speaking opportunities. Throughout the year we hosted cross-functional panels with Invenenergy colleagues who demonstrate excellence in their work to explain their success and provide best practices and advice. In contrast to the Innovators Institute, these lectures are more about how we can work better versus the work that we do.

In March, we had a group of long-tenured employees do a panel discussion on how to build cross-functional skills, identify growth opportunities and ultimately build a strong career within Invenenergy. Each had successfully done this for themselves and was able to describe their experiences and lessons learned and answer questions.

Innovators Challenge

As mentioned in Chapter 1, in 2019, we launched the inaugural Innovators Challenge through which we solicited new ideas from across the company, chose the top ideas, formed teams and gave the teams design-thinking training to then go solve those ideas.



eTalks

Employee founded and led, the eTalks are an informal monthly lecture series where colleagues from across the company do a deep-dive into a unique or impactful aspect of their job. 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, they recently spread to our Denver and Mexico City offices as well.

Executive Lunches

Employees are invited to attend casual and cross-functional lunches with members of Invenenergy's executive committee. These lunches ensure access to senior leadership and foster open dialogue, discussion, interest in and engagement with important items in the company and our future growth. They are great opportunities for people to learn from each other and build camaraderie between teams.



An eTalk at our Mexico City office

Employee Health and Wellbeing

We recognize that people spend a significant part of their days at work. The environment you work in can have significant effects on your happiness, health and wellbeing. This past year we implemented new programs to help make Invenergy a positive space for employees. These programs are intended to encourage awareness around health and creating a more family-friendly environment — all of which is aimed at fostering personal growth alongside professional development.

Benefits Expansion

In 2019, we made significant progress in improving our benefits for our growing workforce. In the U.S., we enhanced our benefits, improved optionality and made family-plans more affordable. We also added some new benefits like pet insurance and identity theft protections. The most impactful change we made in the U.S. was benchmarking to ensure family medical plans were more affordable and accessible.

We are particularly proud of our Paid Leave for Birth Mothers and Parental Time Off Expansion.

We implemented family-friendly changes to Invenergy's parental leave policies to better meet the needs of our U.S. workforce. As of March 2019, birth mothers are eligible for up to 12 full weeks of paid leave (with eight of those weeks paid at 100 percent normal salary), with additional flexibility for new parents.

As we expand significantly into new countries, we continue to improve our health offerings to better support this global workforce, including an overhaul of benefits for our Mexico employees that went into effect in 2019.

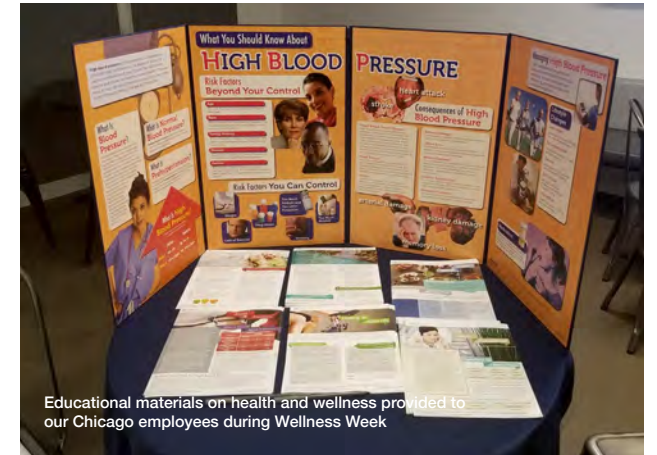
As of March 2019, birth mothers are eligible for up to 12 full weeks of paid leave with eight of those weeks paid at 100 percent normal salary.



One of our newer team members getting creative during Bring Your Child to Work Day

Wellness

In the past few years, we have focused more on Health and Wellness and promoting the health of the entire employee. This holistic approach to health includes a variety of initiatives from fundraisers around health awareness, team challenges and family-friendly activities. In addition to some of these activities, which are highlighted further in this chapter, each year the Power Team also develops a Wellness Week program. This program provides activities and opportunities for employees to learn new strategies for healthy living. Last year, employees were invited to attend seminars on yoga, healthy meal prep, and biometric screenings and get massages and sample healthy foods.



Educational materials on health and wellness provided to our Chicago employees during Wellness Week

Kazoo

As discussed in Chapter 1, being safe and conscientious while working at a job site is one of Invenergy's most important practices, which is why Invenergy launched a new program recognizing and rewarding employees who demonstrate excellence in safety. Through Kazoo, employees are provided "Giving Points" each quarter to bestow upon their colleagues. All recognition sent through Kazoo is visible to everyone on Invenergy's activity feed. Accumulated points can be redeemed for gift cards and Invenergy swag.



JP Morgan Chase Corporate Challenge

Invenergy employees ran alongside 30,000 other runners for the annual J.P. Morgan Corporate Challenge in May. The race is a world-wide series of 3.5-mile (5.6-km) running events open to groups of full-time employees from organizations within the business and public sectors. Participants don't run as individuals but rather on behalf of a company team. Interested in getting its employees up and running, Invenergy covered the full entrance fee for the company's first 40 registrants and half of the entrance fee for the next 40. More than 45 of our colleagues participated in the 2019 event.



Fruit infused water provided during Wellness Wednesday at our Chicago headquarters

Wellness Wednesdays

Each Wednesday, fresh fruit is delivered to Invenergy's Chicago headquarters. The selection is handpicked and customized for each us by a local partner, KitcheNet, with fruit that arrived at the local market that day. From classics like oranges and apples to more far-flung selections like gooseberries, our employees greatly appreciate pairing the fruit with a post-lunch coffee. Invenergy's work with KitcheNet also helps fund deliveries to areas in Chicago without ready access to fresh produce and healthy foods.



November – Invenergy Upper Lips

Throughout the month of November, Invenergy participated in the annual Movember Campaign to raise awareness and money for men’s health issues such as prostate cancer, testicular cancer and suicide prevention.

Invenergy’s team, The Upper Lips, grew some impressive mustaches for the occasion and hosted the Movember ‘Stache-ion Show, to celebrate the culmination of the Invenergy Upper Lips fundraising and men’s health awareness efforts. Fellow employees – with and without facial hair alike – admired and evaluated the mustaches of our campaigners and awarded prizes to the especially good ‘staches. Invenergy’s Movember team ultimately raised over \$10,000 to fund men’s health projects and research around the world.



Above and Right: Invenergy team members showcasing their impressive stashes for Movember



Above: Children experiencing a day at our Chicago headquarters during Bring Your Child to Work Day

Bring Your Child to Work Day

We hosted our third Bring Your Child to Work Day, a chance for our employees to bring their children in for a taste of a day at the office. Being able to bring your whole self to work, including your children, is an important part of wellness. More than 80 kids joined us to run science experiments, redesign our company logo, and try on a wind technician’s climbing gear. They also watched drone footage of Invenergy’s wind farms and completed a scavenger hunt around the office to learn more about their family members’ jobs.

Diversity, Inclusion & Belonging

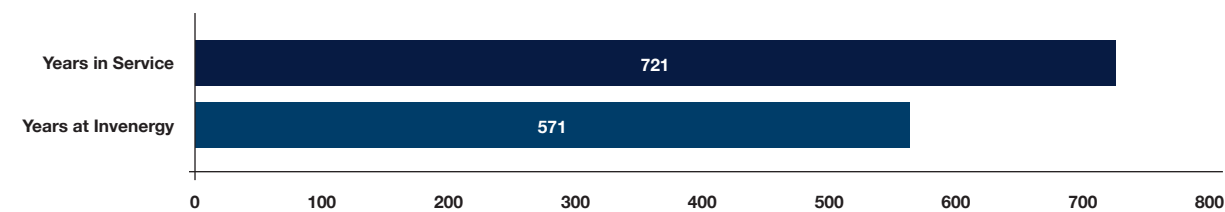
We believe that a variety of perspectives makes us more competitive, innovative and ultimately more successful. In 2019, we hired 297 full-time employees globally, bringing our total workforce above 1,100 people across the world. At the end of the year, our team looked like:

U.S.-Based Workforce Diversity at Invenergy

Corporate Employees		
	Gender	Race
All Employees	37% women	19% people of color
Management	30% women	16% people of color
New Hires in 2019	43% women	18% people of color



Cumulative Experience of Veterans at Invenergy



Recognizing the need to make further progress in order to become an industry leader in diversity and inclusion, we took steps to improve our strategy. In 2019 we made progress within our internship program and recruiting efforts to help us reach a more diverse pool of talent and we supported the expansion of our Affinity Groups to help us create an environment that fosters a sense of belonging for all. These activities are initial steps in making us a more diverse and inclusive company and we plan to build on this strategy in the coming years.

Internship Program

Invenergy's internship program helps us build out our future pipeline of employees and gives current employees a chance to manage and teach the next generation in the industry. This program helps develop our leaders and exposes college-aged students to our field. The interns spend 10 to 12 weeks at the company working closely with their managers and teammates on projects their teams are driving forward, thereby having a hand in accomplishing the larger goals of the company.

Each class of interns spends time getting to know each other and the company, with day trips to some of Invenergy's sites to see our technology up close. Interns also get weekly exposure to senior leadership in a lunch-and-learn setting, and other Invenergy employees at internal networking events, including the chance to network with interns-turned-full-time employees. Our interns end the program well-rounded, knowledgeable, and well-connected to kickstart their careers in the energy space and their managers are given a fun opportunity to develop themselves and their skills while helping our industry attract top talent.

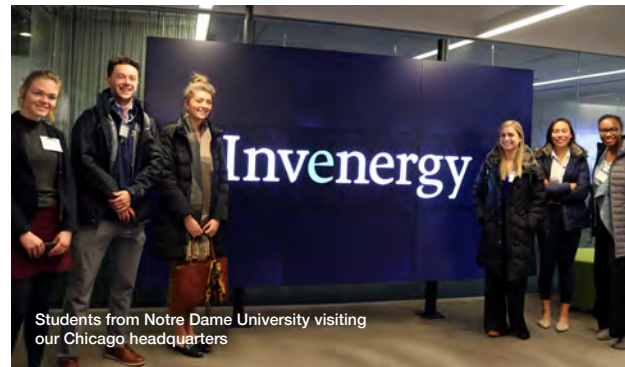


“It’s incredible to reflect on the amount of growth I’ve experienced as a result of this summer internship, and I feel very prepared to move forward into the renewable energy industry.”

— **Kevin Budrick**, Internship Program participant from Miami University

Expanding our Reach

We held a variety of events throughout 2019, aimed at engaging with diverse groups and bringing in talented and ambitious people eager to start their careers. A few highlights include:



Students from Notre Dame University visiting our Chicago headquarters



Employees sharing their experience at Invenergy during ThinkChicago: Chicago Ideas Week 2019

Washington University — St. Louis: Office Visit

Invenergy employees and WashU Alumnus (Sean Fallon, Senior Staff Engineer, Renewable Engineering and Laurel Stiff, Associate, Renewable Development) presented on their careers and what it is like to work at Invenergy.

University of Notre Dame: Office Visit

Invenergy employees and Notre Dame Alumnus (Connor Kobeski, Senior Manager, Renewable Engineering; Sarah de Groot, Director, Thermal Asset Management; Regina McCormick, Associate, Settlements; John Aquilino, Manager, Environmental Compliance and Strategy) presented on their careers and what it is like to work at Invenergy.

University of Wisconsin — Madison: Office Visit

Twenty students and faculty listened to a panel discussion about what the company does, and how our employment opportunities might link with their training/education. Speakers also discussed how their work fits

with the energy landscape — like how federal policies affect their business, or what they see as the next 10-year trends. Usually, there is a mix of “here’s what a job here looks like” and “here’s the cool work we do” and “these are the big issues that affect our company.”

ThinkChicago: Chicago Ideas Week

Invenergy was a proud sponsor of ThinkChicago: Chicago Ideas Week 2019, an initiative led by World Business Chicago’s ChicagoNEXT to expose students from Chicago and across the country to Chicago’s tech and innovation ecosystem. We had the chance to speak with college students about careers in sustainable energy, to lead tours of the Invenergy Chicago office, including our state-of-the-art control center, and to share some employee perspectives about how Invenergy colleagues have progressed in their careers.

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 to 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 this culture of empowerment.



Tyrone Thomas presenting during a Black & Brown @ Invenergy (BBI) informational session

Black & Brown @ Invenergy

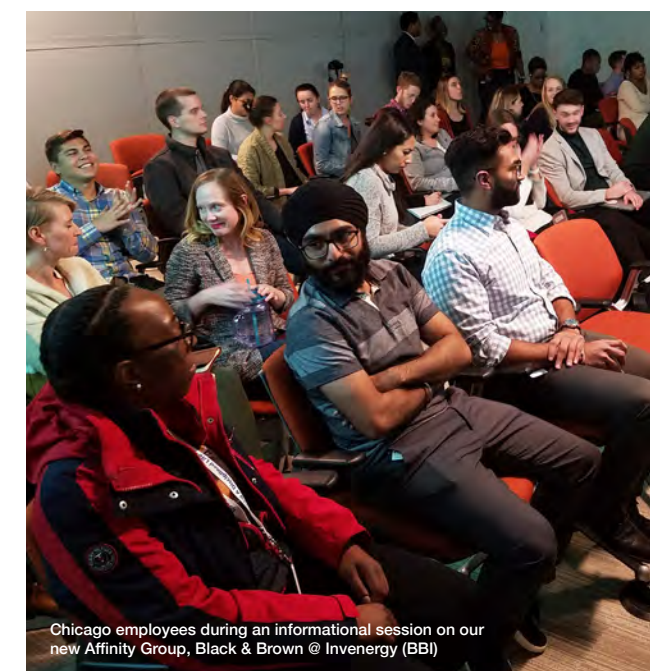
This past year saw the launch of Black & Brown @ Invenergy (BBI), an Affinity Group focused on increasing awareness, presence, opportunity, participation, and advocacy for people of African ancestry in sustainable energy careers.

The group is structured around three committees: **Internal Outreach and Professional Development** works to increase retention, recruiting, leadership development and networking within the company; **External Outreach** works with organizations both in and outside of the energy industry to support awareness and participation in sustainable energy careers; and **Youth Development** works with organizations that encourage future generations to consider careers in STEM and sustainable energy.



“When I started at Invenergy, it was difficult to identify black and brown individuals like myself. I would go into meetings and not see any black people and it did not feel good at all. Today it is quite different, which is great. My goal is to help foster a greater sense of belonging and bring awareness to who we are as black and brown people and encourage conversations that people might find difficult to have.”

— **Linda Quarshie**, Director of Insurance on the Insurance and Risk Management team



Chicago employees during an informational session on our new Affinity Group, Black & Brown @ Invenergy (BBI)

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, recruiting, workshops, and professional development in order to enhance leadership skills and to attract and retain talented women.

They achieve this through a variety of different programs managed by their four committees. A few examples are the IWN Noon Networks, where Invenergy colleagues meet each month to network with and discuss noteworthy articles and studies relating to women's issues in the workplace, and the emPOWER mentoring program, which grew to over 120 employees last year.

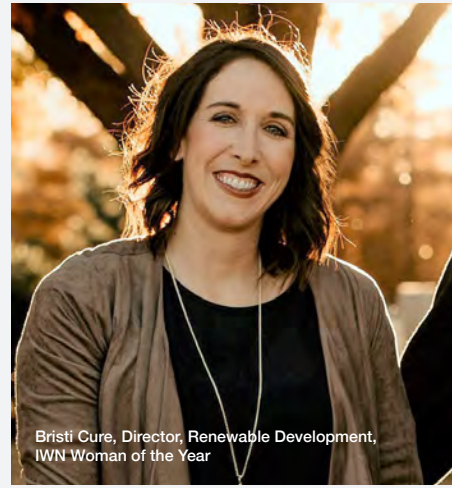
Finally, the Invenergy Women's Network honors peer-nominated employees through the IWN Awards, which recognize many talented colleagues at Invenergy for their leadership, contributions and work to advance roles for women in the company and the industry as a whole. Awards are given to three individuals in the categories: Rising Star, Woman of the Year and Champion.



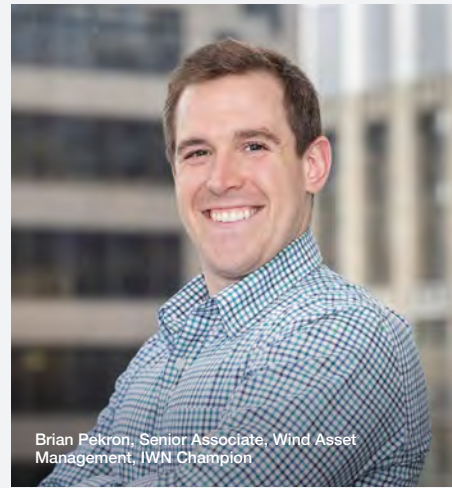
Scholarship Fundraiser

Each year, IWN also organizes a fundraiser to support the development of the next generation of clean energy leaders by supporting the Society of Women Engineers scholarship program. The 2019/2020 Society of Women Engineers scholarship recipient was Madeleine Handwork of New Albany, OH, a junior at Northwestern University studying Mechanical Engineering.

2019 IWN Award Winners



Bristi Cure, Director, Renewable Development, IWN Woman of the Year



Brian Pekron, Senior Associate, Wind Asset Management, IWN Champion



Andrea Giampoli, Director, Environmental Compliance and Strategy, IWN Rising Star



Invenergy veterans capturing the moment on Veterans Day with our Founder & CEO, Michael Polsky

Invenergy Veterans Network

At Invenergy, we're proud to employ those that serve and have served in the armed forces. Three years ago, Invenergy launched the Invenergy Veterans Network (IVN), which supports those existing employees by increasing engagement and retention while also encouraging career development and growth. IVN supports the communities around our power plants and corporate offices through community outreach and assists in recruiting the top talent that comes from a military background. They achieve this through a variety of internal and external programs and events.



Veterans Advanced Energy Summit

Invenergy was a sponsoring partner and founding member of the Atlantic Council Veterans Advanced Energy Summit, which brought over 165 veterans, active duty personnel, reservists, military spouses, and energy professionals to downtown Chicago in August.

The Summit addressed key energy sector developments, enabled participants to engage with business, military, and political leaders, and provided jobseekers and interested individuals with new opportunities in the clean energy field. The impressive lineup of nearly 20 speakers included elected officials from both sides of the aisle along with decorated admirals and generals and successful veteran energy entrepreneurs.

A key focus of the event was the role veterans and active duty service members play in the clean energy transition.



Ted Romaine presenting at the Veterans Advanced Energy Summit in Chicago



The Invenergy team at the Veterans Advanced Energy Summit in Chicago

“One of the best ways to leave the military is to transition to an industry that is accomplishing some of the same goals. The energy industry can help protect our national security in more ways than one, and the Veterans Advanced Energy Summit is an avenue to bring those two worlds together.”

— **Brad Purtell**, U.S. Navy Veteran, Director, Services Business Development and Co-Chair of Invenergy Veterans Network

Bunker Brews

Invenergy hosted the August Bunker Brews event, a monthly meetup where veterans, military spouses, and civilians come together to network with subject matter experts, investors, thought leaders, and more in an environment focused on growth and development ahead of the Summit. The event is coordinated by the



Above and right: Veterans at the Bunker Brews happy hour, hosted at our Chicago headquarters

Bunker Labs community, a veteran entrepreneurship organization. Attendees can learn about the clean energy industry, how it impacts their businesses, and how leaders in the field have earned their success.



Finally, in recognition of our efforts to employ former members of the armed forces, Invenergy is extremely proud to have been awarded the **2019 Honoring Investments in Recruiting and Employing (HIRE) Vets Gold Medallion Award**, a certification from the U.S. Department of Labor that recognizes champions of veterans' employment. Recipients are evaluated on veteran hiring, retention and professional development.



“Receiving this award is an honor. Veterans put their lives on the line to protect the freedoms we enjoy every day, and Invenergy is proud to employ these men and women who bring dedication, strong work ethic, and leadership skills to help build a sustainable world.”

— **Alex George**, Senior Vice President of Operations and Asset Management

About This Report

The *Invenergy Impact: 2019 Impact Report* includes stories and metrics from calendar year 2019, unless otherwise noted.

CEO Letter and 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. Invenergy'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 Invenergy power generation estimates based on site-specific capacity factors as well as external data from the U.S. Energy Information Agency, including:

- Invenergy owned and operated wind, solar and natural gas lifetime power generation totals by project (MWh)
- Invenergy owned and operated wind, solar and natural gas lifetime CO 2 emissions by project (U.S. tons)
- Invenergy data include all Invenergy-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 Invenergy was no longer the project operator as of the beginning of 2019, 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 Invenergy press releases include more information related to company announcements in order of mention within the report:

- [DTE Energy and Invenergy Announce Commercial Operations of Michigan's Largest Wind Project](#)
- [Invenergy and SB Energy Announce Launch of Commercial Operation of Koumi Kogen Solar Farm](#)
- [Invenergy Announces Start of Commercial Operations of Santa Rita East Wind Farm](#)
- [Invenergy Expands into New Energy Market Through Partnership with Empresas Publicas de Medellin \(EPM\) to Advance Renewable Energy Development in Colombia](#)

Environmental Responsibility

The following blog post includes more information related to company announcements:

- [Invenergy-supported Research Gives Hope to Bats Battling White-Nose Disease](#)

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

Community Investment

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 Invenergy and excludes construction contractors and corporate office employees. Cause-based giving is an aggregate of volunteer time off values, donations and conservation investments.

The following press releases include more information related to company announcements:

- [Invenergy announces first-of-its-kind 'four-star' sponsorship of the National FFA](#)

People

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.

The following press releases include more information related to company announcements:

- [Invenergy Services Honored with 2019 HIRE Vets Gold Medallion for Commitment to Hiring Veterans](#)

For additional background, please contact Beata Fiszer, Senior Analyst, Culture, Innovation & Impact at bfiszer@invenergy.com.

To learn more about Invenergy Impact,
visit invenergy.com/impact

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

