

Impact Report 2023

# Sustained Impact

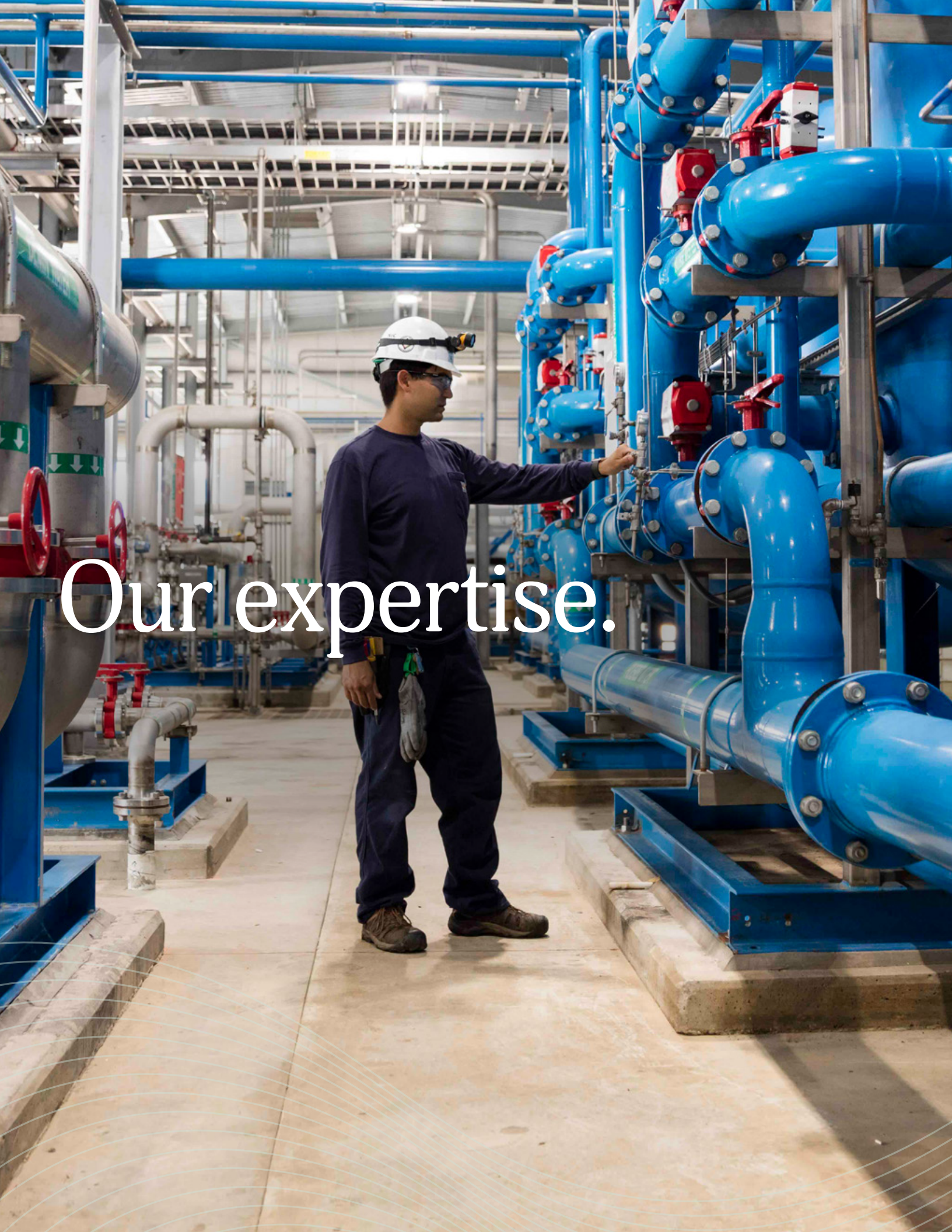
Invenergy



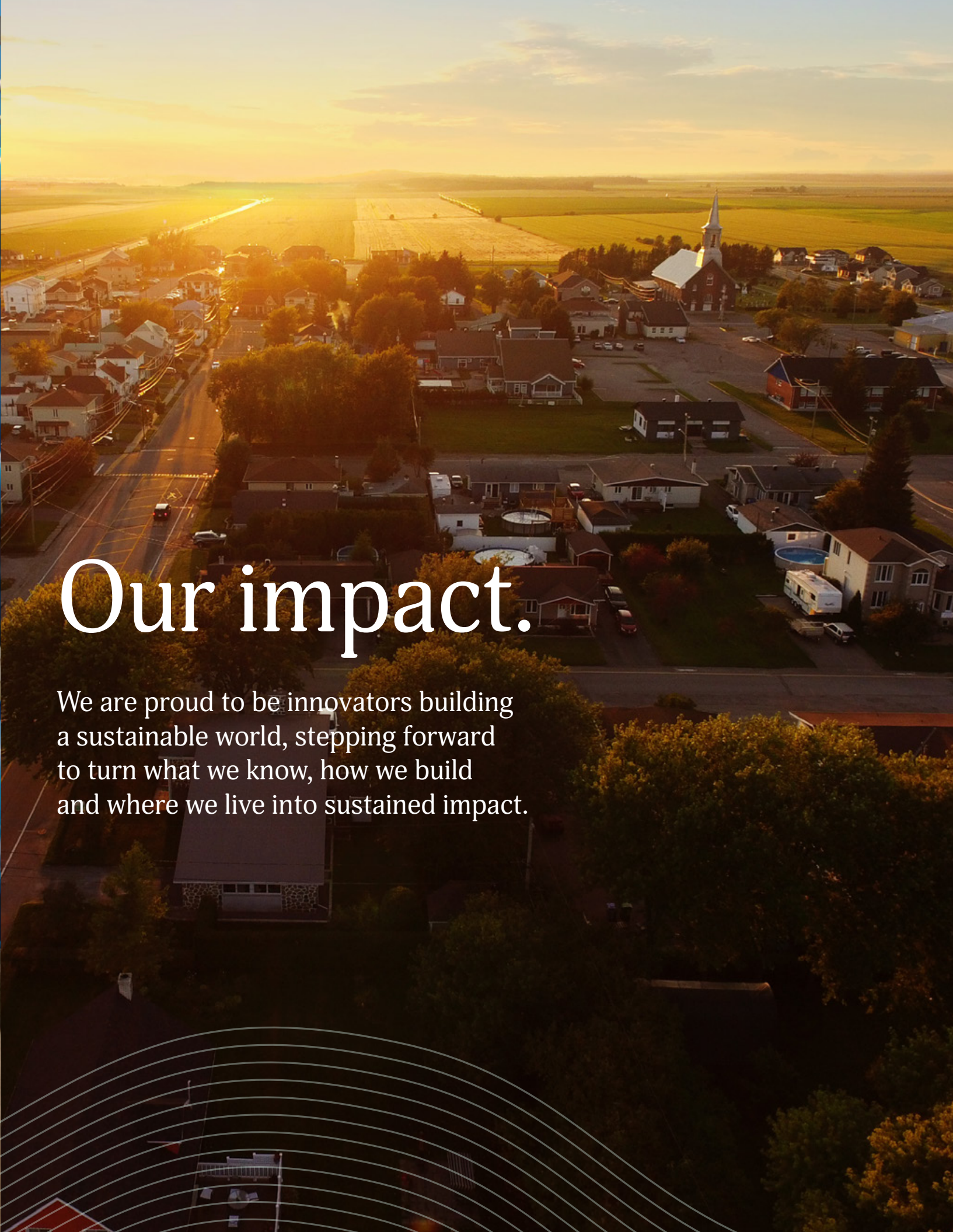
Our solutions.



Our people.



Our expertise.



Our impact.

We are proud to be innovators building a sustainable world, stepping forward to turn what we know, how we build and where we live into sustained impact.



**Michael Polsky**, Founder and Chief Executive Officer

## The work we do is about more than energy. It's about the real, lasting impact we can have on generations of people and their communities.

In the decade ahead, the pace of innovation has us on track to build as much new clean energy capacity in the next 10 years as we did in the past 23.

But we need to go much faster — and we can.

We have the know-how to scale up the supply of clean energy and to achieve our collective Net-Zero ambition. And with more public and political will, we can have dramatic impact. The momentum created by the U.S. Inflation Reduction Act is encouraging. As the policies and funding fall into place, they are unlocking incentives for more businesses and state and city governments to expand the uptake of renewable energy and to modernize the grid that delivers it. Consequently, we are able to hire more skilled workers and employees to build the workforce of tomorrow to make this energy transition a reality and help bring manufacturing back to the United States to meet the growing demand for clean electricity. This is the kind of public-private-community partnership we need.

I am proud that Invenergy is at the forefront of accelerating cleaner, more reliable, affordable energy. When we started in 2001, we believed then — as we do now — that it is simply good business to make the grid ready for the clean energy future.

As such, we've continued to expand our ability to take on more complex projects and to see them through successfully. We're

working across an exciting range of technologies and in diverse geographies, allowing us to bring the very best to customers in how we design, develop and operate projects.

Exceptional engineering is one part of it. But it's also about how we do the work. We blend diverse skills, disciplines and perspectives — from financing and community engagement to environmental science and analytics — all in real time, for the betterment of the places we work and live.

However, the greatest obstacle to our momentum is bureaucracy and the divisions that slow the progress we need. We need an enabling policy environment, regulatory certainty and swift action to reach our shared goal of expanding the benefits of clean energy to communities. When we combine a reliable, resilient grid with access to the most cost-effective source of power and the technologies to optimize delivery, we have the building blocks that support a strong domestic industrial base and the ability to decarbonize the electricity sector.

Now, the technological transformations underway make these goals achievable. Our continued investment in innovation also makes them operationally, financially and environmentally viable.

This is the virtuous cycle we aim for — as we invest in technologies that allow leaders to implement sustainable solutions, they can reinvest in their citizens and support the entrepreneurship that helps grow opportunities, build skills and increase economic potential.

We look forward to working together to make progress.

**Michael Polsky**  
Founder and Chief Executive Officer



**Jim Murphy**, President and Corporate Business Leader

## Every day, Invenergy's rigorous focus on execution keeps us at the leading edge of transforming the energy sector.

We are in the era of scaling action on clean energy — and that is extremely exciting.

Across the world, we are seeing how technology solutions come together with the right policies and financing in place, and with community involvement to accelerate options for reliable, cost-effective clean energy resources. And to do so, we need to be bold in shifting a system that we've relied on for centuries.

Public support and our ability to innovate are foundational. But to make this ambition a reality, we have to be relentlessly focused on the details. Every day, Invenergy's rigorous focus on execution puts us ahead.

In 2023, we topped more than 200 projects in our portfolio in eight countries — with 16 projects coming online last year. Our developments span solar farms in the Southwest United States and Japan to wind projects off the Pacific and East Coasts and a range of technologies.

We know that the potential for change comes from new discoveries and breakthroughs, but it's the incremental changes over time that make the impact real.

We're learning at an incredible pace alongside our customers and partners, and we're continually putting this expertise back into how we design, build and operate our projects.

In our 2023 Impact Report, we're highlighting these key areas of focus:

- Within our company, we continue to make progress toward our goal of Net Zero by 2050 by applying a range of strategies to tackle Scope 1, 2 and 3 emissions.
- In 2023 alone, our total economic investment in home communities around the world totals \$573 million. And through the development of 28 new projects this year, we supported more than 4,300 construction jobs.
- With the launch of this report, we are announcing a set of workforce development commitments, collaborating with local communities and industry partners to train new and experienced energy workers.
- We also launched our new venture, Illuminate, to bring manufacturing back to the U.S. Our investment helped create one of the largest and most technologically advanced solar panel production facilities in the country, bringing 1,000 good-paying local jobs across various career paths that support the manufacturing sector.
- We work closely with our project partners, tribal communities, landowners, the scientific community and our community partners to ensure we're making careful decisions about the landscapes where we work.
- And as we continue to expand our global operations, we're guided by the blueprint of the UN Sustainable Development Goals.

As you look at our progress this year and where we are focused on doing more, I hope that one thing is clear — the complex needs at the heart of every energy project and endeavor are the challenge that excites our team every day. It starts with a deep passion for our mission and an approach that values the environment, people, communities and demonstrates our ethical approach to business around the world. I'm proud to share the progress that Invenergy has made this year as we continue our mission of being innovators building a sustainable world.

**Jim Murphy**  
President and Corporate Business Leader

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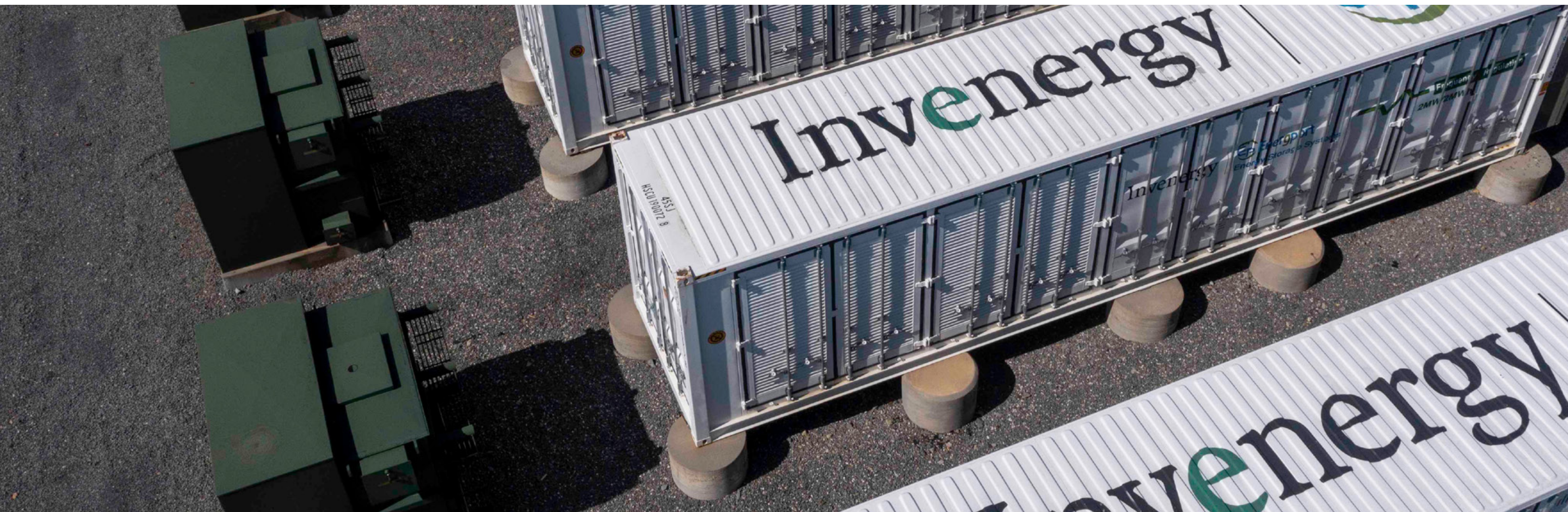
# 04 Community

- 90 Investments
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# 01 Milestones

At Invenergy, we are accelerating cleaner, more reliable, affordable energy. For more than 20 years, we've built amazing things. And with every success, we've reinvested in defining what's next for our industry.

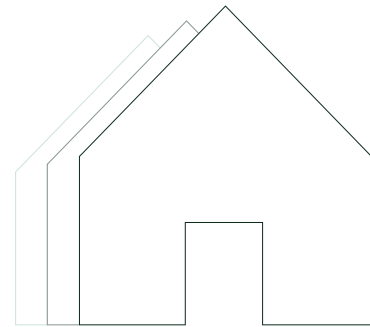
In 2023, we became the only American-led developer in active development on a multi-coast portfolio of offshore wind projects in the U.S. In addition, development of our transmission projects around the world advanced much closer to bringing clean, reliable energy to the communities that need it. Now more than ever, we're poised to build on this momentum for the future.



# Impact by the numbers.

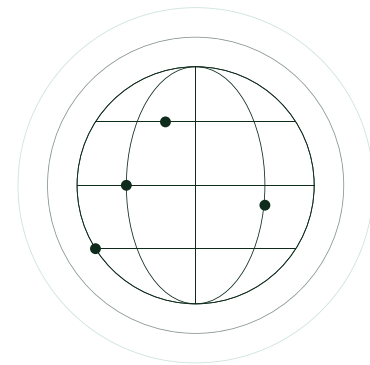
# 1,494

We added 1,494 megawatts to our portfolio, bringing our total to 31 gigawatts — enough to power 9 million homes.



# 16

Our operating portfolio expanded by 16 projects, bringing our total to more than 160 projects in 8 countries.



# 66M

Our projects avoided 66 million tons CO<sub>2</sub> emissions, equivalent to 13 million gasoline-powered cars off the road.



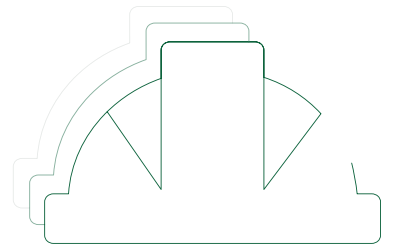
# \$573M

Our total economic investment in home communities around the world totals \$573 million.



# 4.3K

Through the development of 28 new projects in 2023, we supported more than 4,300 construction jobs.



# 3

Our global footprint expanded with the opening of three new offices, expanding our presence in Spain, Québec and New York.



# 2.5K

Our team has grown to over 2,500 employees across the globe, a 20% increase from the prior year.



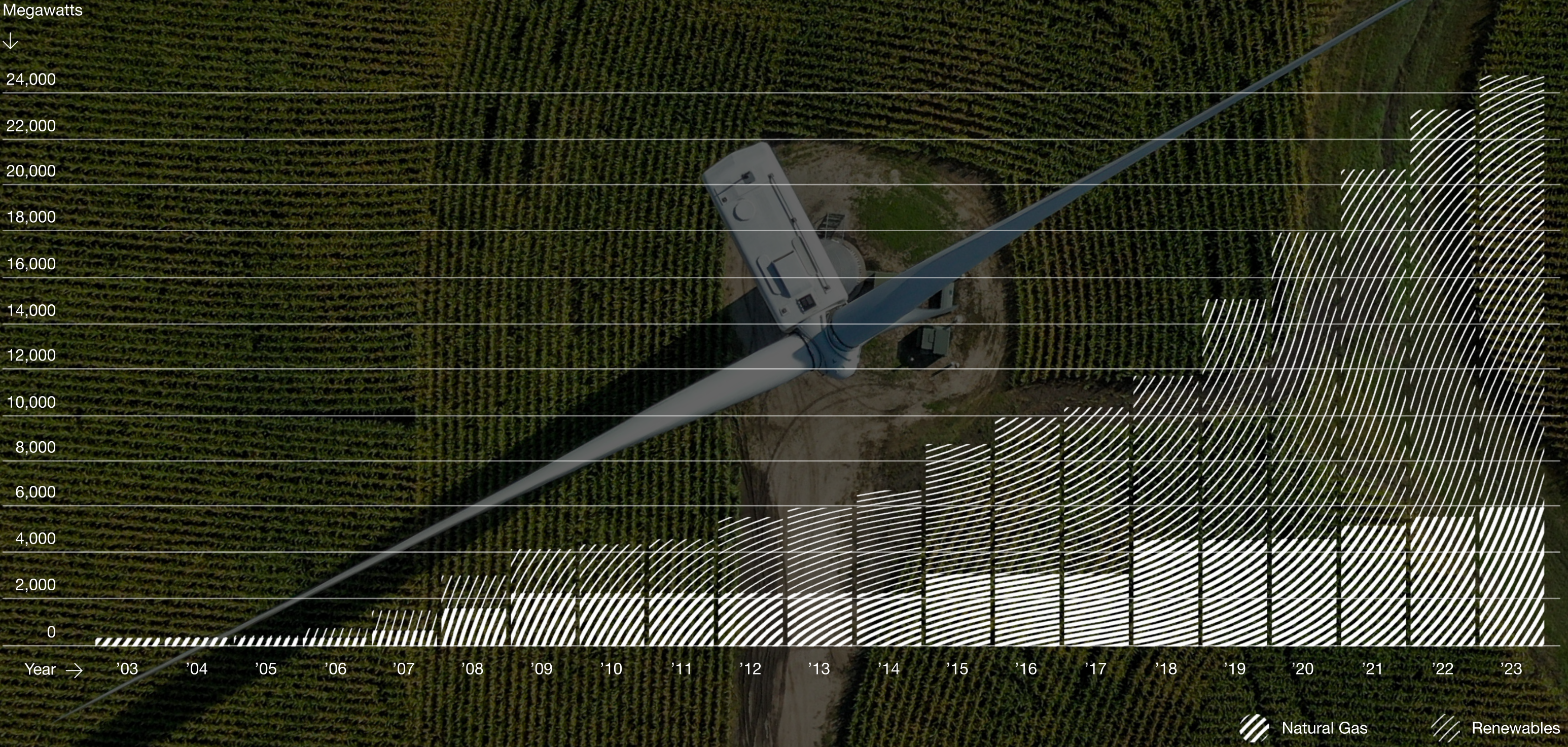
# Meeting the energy needs of millions of people.

# 24,984

Total megawatts in operation

# 1,494

Megawatts added





# Expanding our reach. Amplifying our impact.

# 16

New projects

# 1,494

Megawatts added

● **NEW PROJECTS**

Badger Hollow II, Wisconsin  
Calhoun, Michigan  
Cotton Center, Arizona  
Desert Star, Arizona  
Foothills I, Arizona  
Foothills II, Arizona  
Gila Bend I, Arizona  
Gila Bend II, Arizona

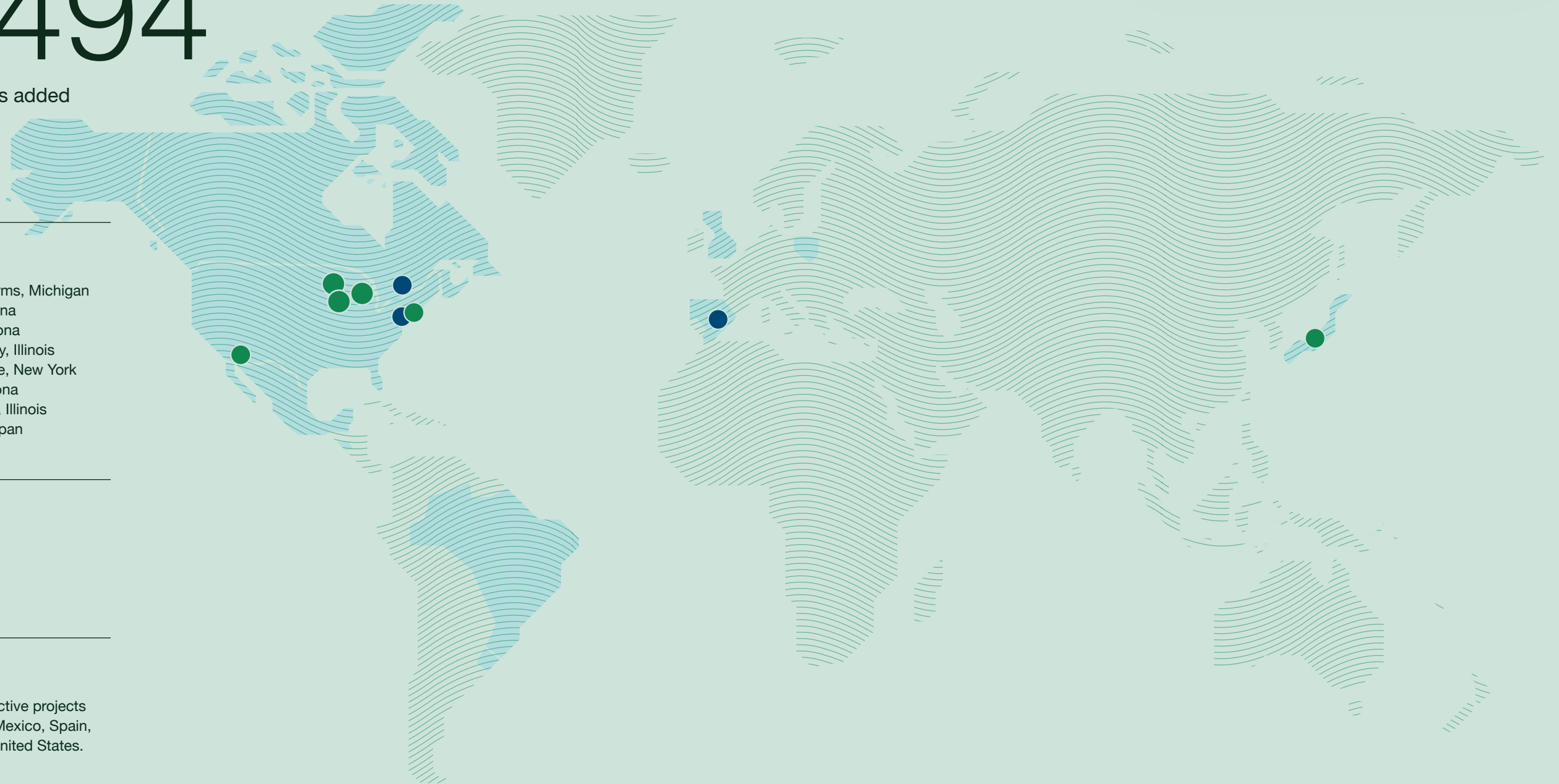
Heartland Farms, Michigan  
Hyder I, Arizona  
Hyder II, Arizona  
Nelson Energy, Illinois  
Number Three, New York  
Paloma, Arizona  
Sapphire Sky, Illinois  
Yuzukami, Japan

● **NEW OFFICES**

Manhattan, New York  
Montreal, QC Canada  
Madrid, Spain

● **OPERATIONAL PROJECTS**

We currently have 165+ sites operational, with active projects throughout Canada, Brazil, El Salvador, Japan, Mexico, Spain, Poland, Uruguay, the United Kingdom and the United States.



## 2023 represented a year of significant growth in our renewable and thermal portfolios.

Sixteen new clean energy projects achieved commercial operations in 2023, representing hundreds of megawatts of clean, reliable energy powering communities that need it. Many more projects advanced to new stages of development.

We continued to keep our focus on the future of the clean energy industry, making important strides in developing our offshore wind and clean hydrogen portfolios.

## Gila Bend Energy Storage I & II

“Gila Bend Energy Storage is part of our AZ Sun portfolio of nine energy storage projects delivered to Arizona Public Service. The execution of this portfolio highlighted Invenery’s ability to integrate new technology into our construction process and brought teams from across the organization to work together on Invenery’s largest storage project to date.”

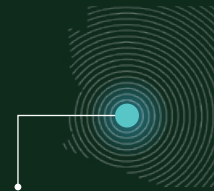
**DEREK PRICE, VICE PRESIDENT, RENEWABLE ENGINEERING**

32

Megawatts added



Storage



Maricopa County, AZ



## Nelson Energy Expansion

“The Nelson Expansion has bolstered our Nelson Energy Center’s capacity to 980 megawatts in total by adding a flexible resource that can support grid reliability. We are proud to see the project’s growth unfold and its positive impact on our ability to power the region.”

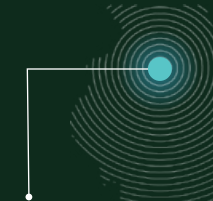
**ROBERT ROONEY, NELSON PLANT MANAGER**

380

Megawatts added



Natural Gas



Lee County, IL



## Heartland Farms Wind Project

“Heartland Farms brought us to just over 1 gigawatt installed in Michigan. With over 250 families participating across six different permitting jurisdictions, this project was a testament to the relationships built over the past decade and the strength of teamwork.”

**ERIN KRICHER, VICE PRESIDENT, PROJECT COMMUNITY AFFAIRS AND STAKEHOLDER RELATIONS**

200

Megawatts added



Wind



Gratiot County, MI



## Yuzukami Kita Solar Project

“Yuzukami Kita is our largest solar project developed in Japan to date, with 35 megawatts now online. This green-field initiative not only repurposes land formerly used as a golf course but also significantly benefits the environment, offsetting 20,000 tons of CO<sub>2</sub> annually. By bringing this project online, we’re contributing to sustainability efforts while meeting the energy demands of Japan.”

**MASA OYA, SENIOR VICE PRESIDENT AND JAPAN BUSINESS HEAD**

35

Megawatts added



Solar



Otawara, Tochigi



NEW OFFICES

# Manhattan

We expanded our Empire State footprint with our newest New York office, located in the historic Starrett-Lehigh Building in Manhattan. The new office serves as a hub for the company's robust pipeline of projects in the state.



# Montréal

We expanded our footprint in Canada and Québec with the opening of a new office in Montréal. Located in the historic district of Old Montréal, Invenergy's new office will serve as a regional hub for work in Québec.



# Madrid

After opening a regional Invenergy Services office in A Coruña, in coastal Spain, we opened a corporate office in Madrid this year to further expand our presence in the country.



# Invenergy goal alignment

The United Nations Sustainable Development Goals (SDGs) are part of their 2030 Agenda for Peace, which provides an ambitious, shared global blueprint for peace and prosperity for people and the planet. The agenda was adopted in 2015 and includes 17 SDGs, including affordable and clean energy, decent work and economic growth, industry, innovation and infrastructure, and climate action.







We've aligned our work with the SDG framework to advance this critical global effort undertaken by a range of stakeholders. The UN SDGs emphasize the interconnected environmental, social and economic aspects of sustainable development by prioritizing sustainability. We are committed to contributing to these global goals across our global business and employee efforts.

Invenergy has committed to the goals listed to the right which further the UN Sustainable Development Goals. In addition to our commitment to reach Net Zero emissions by 2025, this year we're proud announce a new goal advancing workforce development in the clean energy industry.

## SDG Goals

## SDG Targets

## Invenergy Alignment

 <p><b>7</b> AFFORDABLE AND CLEAN ENERGY</p>	<p>Ensure access to affordable, reliable, sustainable and modern energy for all</p>	<p>7.1/ Ensure universal access to affordable, reliable and modern energy service 7.2/ Increase substantially the share of renewable energy in the global energy mix</p>	<p>Develop, construct and operate clean energy projects across the globe Invenergy's venture, Reactivate, provides solar power to underserved communities</p>
 <p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p>	<p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<p>8.2/ Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value-added and labor-intensive sectors</p>	<p>Job creation from more than 200 clean energy projects and regional and corporate offices Economic investment in the communities where we work, live and operate Innovation in safety Investments in workforce development</p>
 <p><b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>	<p>9.1/ Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all 9.4/ By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>	<p>Create transmission infrastructure across the U.S. that will allow greater access to clean energy Promote continual learning across our business, within and outside our sector to ensure the learnings from our design, development and operations are shared and contribute to overall advancement</p>
 <p><b>13</b> CLIMATE ACTION</p>	<p>Take urgent action to combat climate change and its impacts</p>	<p>13.1/ Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries 13.2/ Integrate climate change measures into national policies, strategies and planning 13.3/ Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p>	<p>Commitment to Net Zero by 2050 Invenergy clean energy projects avoid CO<sub>2</sub> emissions and thus help mitigate climate change Invenergy clean energy generation, storage and transmission projects help diversify energy production during natural disasters Invenergy partners with organizations and non-profits to provide education about clean energy and the benefits to communities and society overall Invenergy's commitment to participate in First Movers Coalition with a procurement target on green steel</p>
 <p><b>15</b> LIFE ON LAND</p>	<p>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p>	<p>15.1/ Ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements</p>	<p>Ensure species preservation and protection where we have projects Enhance biodiversity through land management work Future impacts with continued soil carbon sequestration work</p>
 <p><b>17</b> PARTNERSHIPS FOR THE GOALS</p>	<p>Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development</p>	<p>17.17/ Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships</p>	<p>Invenergy partners with NGOs, government entities and coalitions dedicated to creating a clean energy future</p>

## Net Zero by 2050

In 2023, Invenergy committed to meet a Net Zero emissions goal across its entire operations and that of our suppliers by 2050. Just one year since launching this goal, we are proud to report we are tracking to meet our Net Zero by 2050 target. As a clean energy company, sustainability is at the heart of our contribution to society. More about our progress towards Net Zero can be read on page 38.

<p><b>SCOPE 01</b> Advanced toward fleet electrification</p>	<p><b>SCOPE 02</b> Increased percentage of our sites powered by renewable energy.</p>	<p><b>SCOPE 03</b> Developed new partnerships furthering the goal</p>
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### Renewable Energy

<p>● ● Reduce emissions by 50%.</p>	<p>● ● Achieve Net Zero emissions in our scope 1 &amp; 2 emissions.</p>	<p>● ● ● Achieve Net Zero emissions across our entire portfolio.</p>
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●  
Achieve a 70% emissions drop through supplier engagement and reduction.



### Clean Power

<p>● Achieve a 70% emissions drop through supplier engagement and reduction.</p>	<p>● ● Reduce emissions by 40%.</p>	<p>● ● ● Achieve Net Zero emissions across our entire portfolio.</p>
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## Workforce development

Invenergy has developed a three-part goal to build a workforce of the future and increase access for more communities to the clean energy economy. We will (1) expand our training infrastructure by the end of 2025, (2) maximize local hiring by ensuring a majority of Invenergy-owned and operated projects hire locally, and (3) promote an equitable and just transition by facilitating training for 2,500 traditionally underserved workers by 2030. More on our workforce development goal can be read on page 58.

Expand our training infrastructure

Maximize local hiring

Promote an equitable and just transition

# Invenergy Services

Invenergy Services is the operations division of our company, dedicated to managing power generation assets for clients around the world with an owner's mindset. Reaching 21,000 megawatts under management in less than 20 years, Invenergy Services drives performance through proactive maintenance and management services, robust data analysis and the expertise and input of its specialists.

## Invenergy Services unveils logistics center in Spain

In September, Invenergy Services opened a logistics center in As Pontes, Spain. The center is triple the size of our previous space and serves as a central warehouse and office for our technical staff. We completed our first six turbine dismantlings for customers in Spain at this new site, and the center will continue to help further our ability to meet growing customer need for services like decommissioning and turbine dismantling moving forward.

## Invenergy Services begins first large contracts in Brazil

In 2023, its first year of operating in Brazil, Invenergy Services executed its first major contracts in Brazil, including work on a 470-megawatt wind farm and another portfolio of projects totaling nearly 600 megawatts.



33

Services projects added to portfolio

4.2 GW

Added to portfolio

21 GW

Surpassed under management

# Working to get energy where it needs to go.

Infrastructure superhighways are critical to unleashing the full potential of the clean energy future, acting as the connective tissue for getting power to communities who use it. We are building the electric transmission infrastructure to meet critical energy needs across America — from communities and customers to grid operators and governments.

## Expanding domestic transmission manufacturing

In April 2023, Invenergy's transmission business announced a \$22.5 million, long-term supply agreement with Prysmian Group North America to expand domestic manufacturing capacity of advanced transmission conductor technology. The agreement expands Prysmian's existing manufacturing facility in central Pennsylvania and will create at least 27 new jobs in Lycoming County, Pennsylvania, and retain 407 jobs statewide, including 250 jobs at the project site. The agreement supports Invenergy's Grain Belt Express and New Mexico North Path transmission projects.

## Additional transmission progress

We entered a public-private partnership with the New Mexico Renewable Energy Transmission Authority (RETA) to advance the **North Path** transmission project. The proposed 400-mile line will move up to 4 gigawatts of renewable energy produced in New Mexico, powering the equivalent of 2 million homes, to the state's Four Corners region. We also acquired the **Jersey Link** transmission project, previously known as Atlantic Power Transmission, from Blackstone Infrastructure Partners. This jointly supported project will allow for the integration of up to 3,600 megawatts of new offshore wind into New Jersey's grid. In Oklahoma, we pursued the **Cimarron Link** transmission line, which will support energy price competitiveness and stability for Oklahoma families and businesses by increasing energy supply with a new pathway to market for low-cost sources.



## 4,100+

Miles of transmission and collection lines developed

## 12,000+

Landowner relationships across Invenergy generation and transmission projects

## \$40B

New interconnection, wind and solar investments enabled by Invenergy transmission projects in development

## Grain Belt Express, an energy solution for America's Heartland

Increasing energy bills are a top concern of community, business, and economic development leaders across the U.S. Invenergy's transmission infrastructure is investing billions to deliver reliable and affordable power to Midwestern homes and businesses, through the Grain Belt Express project, which also showcases how improving the electric grid benefits communities.

## 22,300 direct jobs

Created during construction of the line and enabled generation

## \$11.3B

In energy cost-savings for route-state consumers in Kansas, Missouri and Illinois — and billions in additional energy cost and reliability savings for consumers across the Central and Eastern U.S.

## \$20B

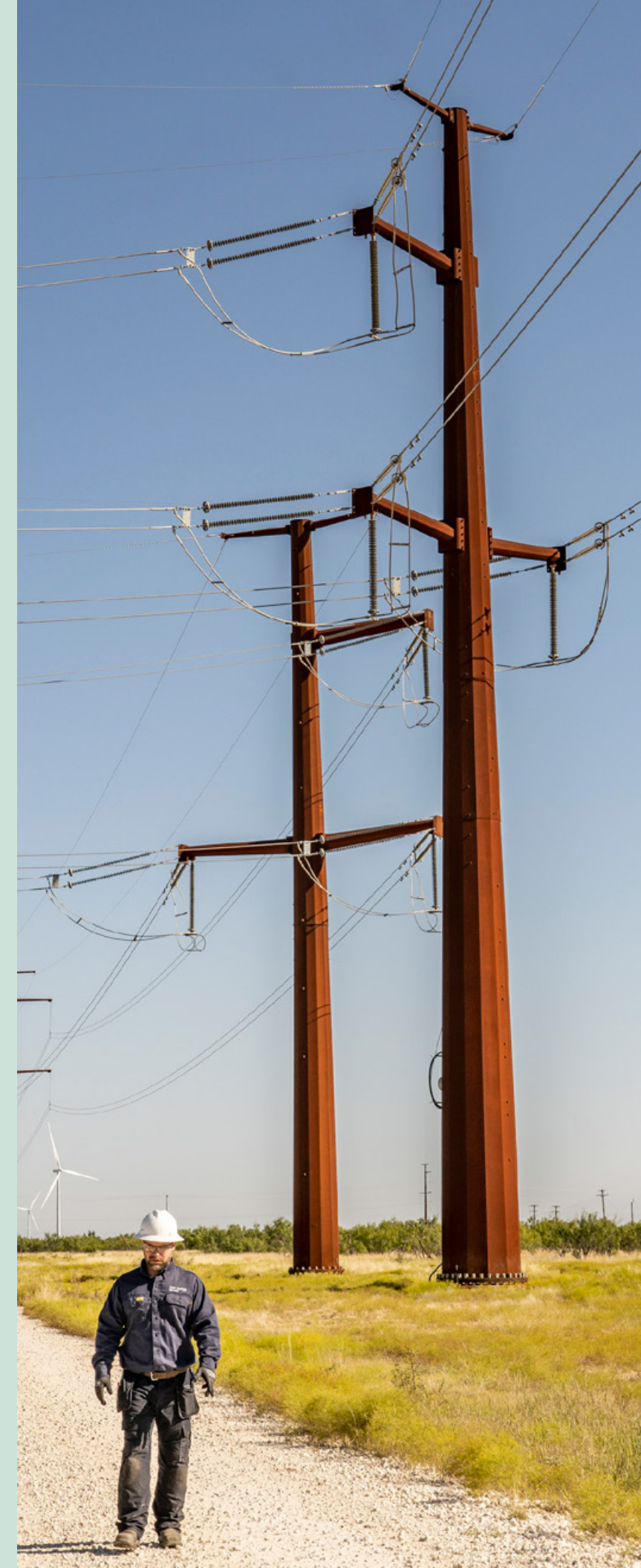
Investment in new energy infrastructure

## 5,000 MW

At 5,000 megawatts, Grain Belt Express is the highest-capacity line in development in the United States, connecting regions that serve 40% of American households

Connecting four states (Kansas, Missouri, Illinois and Indiana) across 800 miles, Grain Belt Express will carry affordable, reliable power across the Midwest, delivering renewable clean electricity to our homes and businesses.

The project will help diversify the energy mix with renewable energy and create more reliability for consumers in the markets where the Grain Belt delivers power. Grain Belt's HVDC technology will also power to be precisely controlled, helping to supply critical power during severe weather and other emergency conditions. Grain Belt Express' benefits will go directly to the communities it serves.



# Making the most of the coasts.

Drawing on over two decades of expertise in the development of land-based wind energy solutions, we are harnessing this wealth of experience to propel our efforts offshore. We are uniquely positioned as the only American-led company currently developing offshore wind projects off both U.S. coasts.

## 2 offshore wind leases

Off the New Jersey and California coasts

## 4 GW

Of offshore wind projects in development, enough to power 1.5 million American homes

### Leading Light Wind

Leading Light Wind, located over 40 miles off the coast of New Jersey, marks the largest competitively awarded offshore wind project in the U.S. Once fully operational in 2032, the project will:

- Supply 2,400 megawatts, enough to power more than 1 million New Jersey homes
- Create 7,500 in-state jobs and \$3.7 billion in economic development benefits for New Jersey, with nearly \$300 million invested in small-, minority-, women-, and veteran-owned business enterprises and overburdened communities across the state
- Implement a \$150 million community benefits program, including a \$94 million Energy Equity Credit that will reduce energy burden for over 200,000 low-income New Jersey households
- Reduce carbon emissions by 4.1 million tons annually

Leading Light Wind's comprehensive community benefits program focuses on expanding energy equity and empowering communities, strengthening workforce development and supporting environmental research and local fishing industries for responsible development. The project is prioritizing union construction and creating pathways to lifelong career opportunities in offshore wind by partnering with educational and workforce institutions that have a track record of success across New Jersey. In 2023, the Leading Light Wind team:

- Participated in over 420 meetings and events to introduce the project and gather community feedback
- Provided thought leadership through over 15 discussion panels
- Engaged hundreds of youth in the region through over 10 STEM-related classroom visits, field trips and guest lectures
- Conducted over 20 dockside visits to facilitate coexistence and collaboration with the fisheries community
- Launched the *Leading Light Wind Scholars Program*, which sponsored local students to learn and network at industry conferences and provided them with real-life insights into developing an offshore wind project

### Even Keel Wind

We continued stakeholder engagement and collaboration with the local community near Even Keel Wind, our development project located off the Central Coast of California. This project is vital to California's goal to reach 25 gigawatts of offshore wind by 2045 and will be a significant contributor to the federal government's clean energy goals.



# Helping hydrogen go mainstream.

Invenergy is using our proven track record and renewable energy portfolio to develop utility-scale clean hydrogen and hydrogen-derivatives projects. Working with world-class development partners, our hydrogen team is tackling the hardest-to-decarbonize sectors of the global economy such as aviation, maritime, heavy trucking and steel.

### Sauk Valley Hydrogen Center

In early 2023, Invenergy began constructing its first clean hydrogen project, Sauk Valley Hydrogen Center, in Nelson Township, Illinois. This pilot-scale project expands our portfolio in the state to five clean energy technologies. The plant will generate clean hydrogen using dedicated solar and renewable grid power. Once operational, Sauk Valley will produce up to 40 tons of carbon-free clean hydrogen annually, with a targeted focus on fuel cell heavy trucking and fuel cell transit bus customers.

### Midwest Hydrogen Hub

Invenergy is a core member of the Midwest Alliance for Clean Hydrogen (MachH2) Hub. In late 2023, the U.S. Department of Energy selected MachH2 as one of seven winning hydrogen hubs for development and construction over the coming decade. Invenergy's project, developed in partnership with Air Liquide and targeting a 2028 commercial operations date, will supply hydrogen especially for fuel cell trucking throughout the Chicago metro area's major national trucking corridors.

### Hydrogen as a chemical feedstock

Clean hydrogen is a major chemical input, or feedstock, for manufacturing several hydrogen derivatives. Derivatives are molecules such as green ammonia, green methanol, renewable diesel fuel, and sustainable aviation fuel whose global demand is projected to increase in the coming years. Today, coal and natural gas are used to produce nearly all global hydrogen chemical feedstock. In 2023, Invenergy began building development partnerships with derivative manufacturers to supply clean hydrogen at their facilities instead.

# Environmental, social, governance

In 2023, Invenergy formed an Environmental, Social and Governance (ESG) committee, comprising representatives from Invenergy's business units. The committee provides guidance and multidisciplinary expertise on the implementation of emissions reduction strategies, workforce development, and other impactful topics. The ESG committee also provides periodic updates to and receives guidance from Invenergy's senior leadership on performance and strategies. Net Zero and ESG goals broadly have been integrated into overarching company goals, which in turn, result in corporate and employee incentives being aligned with ESG success.

Invenergy's ESG committee met quarterly throughout the year to track and discuss the company's progress toward its goal of Net Zero emissions by 2050 and helped to inform the development of key internal ESG-related goals and the workforce goal announced in 2024. This group also addressed questions from customers and investors, and monitored regulatory expectations to ensure Invenergy met all appropriate reporting guidelines and expectations. The committee's quarterly meetings have strengthened strategy, monitoring and integrated approaches across the business, including connection to senior leadership decision-making.

## OUR SUBCOMMITTEES

### Goals and Performance

Responsible for annual goal setting, gap analysis, knowledge sharing and strategy implementation to drive ESG success.

### Reporting and Disclosure

Ensures reliable, accurate and comprehensive data and information from across Invenergy for a strong ESG foundation.

### Public Engagement

Crafts a proactive, future-oriented narrative that promotes Invenergy brand awareness, engagement and ESG thought leadership.

# Business risk management

Invenergy has achieved significant milestones over the years to meet business needs and build a structured compliance program. In 2023, our mission remained focused on ensuring Invenergy's integrity in what we do — developing, owning and operating clean energy projects — is sustained and permeates throughout the business. We have continued supporting this mission by mitigating risk through the promotion of an organizational culture of compliance and integrity; commitment to compliance with laws, regulations and business procedures; and continuous enhancements to internal controls — all while effectively supporting the company's commercial goals.

Invenergy's compliance committee has direct access to executive management, meets quarterly and comprises teams across the business, including legal, compliance, information technology, finance, operations, public affairs, development, human resources, risk and insurance, among others who join ad-hoc. The committee's primary responsibility is to oversee and monitor the implementation and effectiveness of Invenergy's compliance activities.





## Our commitment to integrity

Invenergy's Code of Conduct underlies our corporate culture, outlining our standards and the expectations we have of ourselves. Invenergy expects employees to comply with both the letter and the spirit of our Code of Conduct and the law.

Invenergy employees are required to complete training and acknowledge the Code of Conduct both as new hires and annually. Invenergy's Code of Conduct training covers key compliance topics for all employees of Invenergy globally, including company values, reporting and non-retaliation, and interactive scenarios to measure employee understanding. In 2023, all new hires completed their training on time.

Another key policy to highlight is Invenergy's Anti-Corruption and Anti-Bribery Policy. As development and operations expand overseas, it is critical that our employees have a clear understanding that they are governed by the Foreign Corrupt Practices Act (FCPA), amongst other local anti-corruption laws. All Invenergy employees and key vendors who engage with foreign entities and markets are required to participate in FCPA training.

To protect our reputation of integrity, Invenergy leadership encourages employees to speak up about any action that violates any Invenergy policy, applicable law or regulation.

Additionally, U.S.-based employees were required to complete workplace harassment prevention training and bystander intervention trainings. Employees have an obligation to make an immediate report through various communication channels including their manager, the compliance department, the legal department, the human resources department or via the third-party hotline, Ethics Point.

Ethics Point is available 24 hours, 7 days a week by phone and online via Invenergy's intranet, as well as externally through various Internet pages. All complaints are treated confidentially to the extent permissible by law, and employees are regularly reminded that no employee will suffer adverse employment consequences as a result of making a good-faith complaint or taking part in the investigation of a complaint.

Lastly, for the second year in a row, Invenergy formally recognized outstanding contributions towards building a sustainable culture of integrity through our employee recognition program. Throughout the year, Invenergy employees were asked to nominate their colleagues for Invenergy's Integrity Compass Award. Nominees were reviewed by executive management and winners were presented awards in person this spring with company-wide announcements.

## Enterprise risk management

As part of ongoing expansion of its global risk management organization, Invenergy developed and adopted an enterprise risk management framework, which guides company-wide enterprise and operational risk assessment, prioritization and mitigation activities.

Initial efforts in 2023 under this new framework focused on enterprise-wide risk assessment tools and resource development. In 2024, we look forward to building upon this work to implement policies, procedures, reporting and governance via a newly formed risk management committee. Invenergy's risk management committee will meet quarterly to review and discuss enterprise-level risk assessments and risk registers, confirm appropriate risk acceptance level, determine prioritization of existing and emerging risks and allocation of resources for developing enterprise risk mitigation strategies across Invenergy's business units and supporting functions.

## Cybersecurity

Cybersecurity is a key component of Invenergy's business strategy, as it ensures the protection of its assets, data and operations from cyberthreats and incidents. Invenergy's cybersecurity program is based on the NIST framework, which provides a set of standards and guidelines for identifying, protecting, detecting, responding and recovering from cyber risks. The program is also aligned with the best practices and standards of the industry, such as the NERC CIP and ISO 27001. The program covers governance, risk management, asset management, identity and access management, threat detection and response, security awareness and training, and compliance and audit domains.

The main goals of Invenergy's cybersecurity program are to enhance the security posture and resilience of its energy systems and networks, reduce the likelihood and impact of cyberattacks and breaches, comply with regulatory and contractual obligations and expectations, and support the innovation and growth of its renewable energy solutions.

In the past year, we formalized the cybersecurity program with the addition of the vice president of information and cybersecurity, reporting to the senior vice president, technology solutions group. We also deployed advanced security tools and technologies such as managed detection and response, cloud security, and network segmentation. Regular vulnerability assessments and penetration tests were conducted to identify and remediate security gaps, and we completed the certification process for North American Electric Reliability Corporation Critical Infrastructure Protection (NERC CIP) and International Organization for Standardization (ISO) 27001 standards. Furthermore, our incident response program was revised to include incident response vendors on retainer. This change will help provide rapid and effective response and recovery in a cyber incident.

## Human rights

At Invenergy, we respect human rights in our operations and extended value chain and conduct business ethically and sustainably. We work to elevate human potential through our projects, partnerships and operations, something that cannot be accomplished without a fundamental respect for human rights throughout Invenergy's operations. We expect the same from our suppliers, and focus on working with long-term, strategic suppliers who demonstrate a commitment to engaging their workers, providing safe working conditions and advancing environmental responsibility. This includes working to combat risks of forced labor, like insisting that our vendors uphold these principles as well.

As part of our commitment to respect human rights, we regularly review and analyze our supply chain practices to ensure compliance with global laws, including recently enacted laws like Canada's Fighting Against Forced Labour and Child Labour in Supply Chains Act, which requires companies to report on the measures taken to prevent and reduce the risk of forced labor and child labor in their operations and value chain.



## INDUSTRY PARTNERSHIPS

Invenergy forges strong partnerships with industry peers and trade associations to further amplify our impact. We appreciate the collaboration and hard work of our partners, and we look forward to building on our successes from 2023 into the future.

### First Movers Coalition, Steel

Invenergy is a founding member of the First Movers Coalition (FMC). In 2023, we participated in a two-day Procure Innovation Summit hosted by FMC that brought together procurement leadership to discuss innovative pathways toward supply chain decarbonization. We've also joined an energy sub-working group within the Green Steel sector of FMC, supporting initiatives to drive steel decarbonization in the energy sector.

### Sustainable Steel Buyers Platform

Invenergy is a founding member of Rocky Mountain Institute's (RMI) Sustainable Steel Buyers Platform. We're supporting the development of a request for proposal (RFP) that aggregates the members' demand for near-zero emissions steel to enable a steelmaker to make the large capital investment needed to transition or build a new near-zero emissions facility.

### Corporate Alliance for Advancing Net Zero (CAAN)

Invenergy is a member of the Corporate Alliance for Advancing Net Zero (CAAN), a cross-sector business alliance dedicated to helping countries meet decarbonization and climate change goals through innovation and technology. In 2023, the coalition hosted an interactive, multimedia exhibit at the United Nations Framework Convention on Climate Change (UNFCCC) Conference of the Parties (COP28) in Dubai, UAE, within the U.S. government's pavilion. The exhibition, entitled "U.S. Innovation: Pathways Toward Net Zero," showcased how each coalition company is deploying breakthrough technologies in the U.S. and abroad to promote sustainability in energy, transportation, infrastructure, agriculture and other key sectors.

### Chicagoland Climate Investment Alliance

Invenergy is an inaugural member of the Chicagoland Climate Investment Alliance, a group of public, private and civic sector representatives working to support the commercialization of climate technologies and strengthen Chicagoland's innovation ecosystem to address climate challenges. Invenergy helped launch the coalition in 2023, alongside fellow founding partners: the State of Illinois, World Business Chicago, City of Chicago, Evergreen Climate Innovations, Commonwealth Edison, Nicor Gas, P33, People's Gas and Jones Lang LaSalle (JLL).

# 02 Environment

Invenergy's environmental commitment starts with how we approach each of our clean energy projects and the continual development of the technologies that underpin them. There is rapid innovation and transformation in our industry, and we are committed to continual learning, partnership and adaptation.



# CO<sub>2</sub> avoided. Progress made.



# Progress toward Net Zero.

As a clean energy company, sustainability is at the heart of our contribution to society. Our Net Zero by 2050 strategy couples our carbon emissions reductions efforts across our renewable and thermal power portfolio and draws from the innovations we're applying to our work with customers each day. One year since launching this goal, we are proud to report we are tracking to meet our Net Zero by 2050 target.

We are continually assessing the impact of our projects on the natural environment and communities. At the same time, we work with our partners to continually improve and regenerate our environment, piloting ways that the expansion of clean energy is part of a holistic approach to sustainability.

From our leadership in building a market for “green steel” to our efforts to promote the recyclability of materials, we are focused on how a circular economy drives business. This goes beyond our operations and toward helping our industry advance the practices that ensure we are using our natural resources effectively.



Last year, Invenergy announced our ambition to achieve Net Zero greenhouse gas emissions by 2050 across our portfolio of renewable and thermal power assets. Following our materiality assessment, our efforts focused on the areas that are most significant to reducing our emissions. We're proud of the progress we've made toward this goal, including:

- Increasing the percentage of our site operations powered by renewable energy to reduce emissions from purchased electricity.
- Developing a design of a net-zero prototype building to understand strategies for increasing energy efficiency and reducing emissions of our site operations and management buildings.
- Developing a fleet electrification strategy, piloting electric vehicles and installing EV charging stations at our sites. We are assessing emissions reduction potential, vehicle functionality and safety as we implement the strategy. We are also evaluating electrification options for other fuel-powered equipment on our sites.
- Piloting a new technology at one of our sites which, when used during a fuel system maintenance outage, resulted in capturing methane rather than releasing it into the atmosphere. This helped us avoid methane emissions, create a safer environment for personnel due to elimination of extended blowdown operations, and incur minimal gas loss.
- Exploring carbon capture and sequestration opportunities to address thermal emissions.
- Continuing to build out partnerships with suppliers who also have decarbonization goals. We have dedicated internal resources who have developed a plan to engage with suppliers on our net-zero target and collect more granular data on the greenhouse gas footprint of our suppliers, including major equipment suppliers as well as contractors who may procure equipment on Invenergy's behalf.
- Maintaining work on our First Movers Coalition pledge that at least 10% of our annual steel procurement volumes by 2030 will be met with near-zero emissions materials. To make progress toward this goal, we joined Rocky Mountain Institute's Sustainable Steel Buyers Platform, which aggregates the demand of North American companies for low-emissions steel to enable joint purchasing and collective impact.

We will remain focused on this work in 2024 while also helping to decarbonize the economy through our core businesses. For instance, we plan to increase the percent of our purchased energy that comes from renewable energy and evaluate energy conservation measures that can be added to our new building standards. We will also continue to develop our strategy to transition our fleet vehicles to electric and increase EV charging infrastructure at our sites. Finally, we will continue to engage with our suppliers and partners to reduce our supply chain emissions and enhance our onboarding processes in line with our near-term engagement and green steel targets.

SCOPE 01

## Owned Assets

To reduce Scope 1 emissions, we're developing a fleet electrification strategy and have begun leasing electric vehicles and installing EV charging stations at our sites.

At one of our thermal sites, we used a new technology during a fuel system maintenance outage which avoided methane emissions, resulted in a safer personnel environment due to elimination of extended blowdown operations, and led to minimal gas loss.

We're also exploring carbon capture & sequestration opportunities to address thermal emissions and commissioned a third-party carbon capture feasibility study to better understand the scope and cost of a gas plant retrofit.



SCOPE 02

## Purchased Energy

To address Scope 2 emissions, we increased the percentage of our site operations powered by renewable energy, reducing emissions from purchased electricity. In 2023, our La Toba Energy Center retired clean energy certificates from its generation to match energy purchased at the site.

We plan to increase the percent of our purchased energy that comes from renewable energy each year.

We're also evaluating energy conservation measures that can be added to our new building standards to further reduce emissions.



SCOPE 03

## Indirect Emissions

We're engaging with our suppliers and partners to reduce our Scope 3, upstream supply chain emissions.

As an inaugural member of the First Movers Coalition (FMC), Invenergy has pledged that at least 10% of our annual steel procurement volumes by 2030 will be met with near-zero emissions materials.

To make progress toward this goal, we joined Rocky Mountain Institute's (RMI) Sustainable Steel Buyers Platform, which aggregates the demand of North American companies for low-emissions steel to enable joint purchasing and collective impact.



# Our pledge to get there by 2050.

## Renewable Energy



**2030**

- Reduce emissions by 50%.
- Achieve a 70% emissions drop through supplier engagement and reduction.

**2040**

- Achieve Net Zero emissions in our scope 1 & 2 emissions.

**2050**

- Achieve Net Zero emissions across our entire portfolio.

Achieve Net Zero

## Clean Power

**2030**

- Achieve a 70% emissions drop through supplier engagement and reduction.

**2040**

- Reduce emissions by 40%.

**2050**

- Achieve Net Zero emissions across our entire portfolio.



ENVIRONMENTAL COMPLIANCE & STRATEGY

# Finding opportunities to expand our impact.

A cornerstone of our development process is understanding the impacts of infrastructure on the landscape and how to minimize those impacts while advancing the deployment of clean energy. We do this at every stage of our work from development planning, engagement and design, through construction and ongoing operations of our renewable energy generation and transmission projects. In 2023, our environmental compliance and strategy (ECS) team expanded the scope of their work to include consultation and management of our growing offshore wind portfolio to ensure the environmentally responsible development of Invenergy's offshore projects.

The ECS team is embedded in each of these stages of work, and this multidisciplinary team of experts and practitioners consults with federal and state agencies, local communities and resource experts to ensure projects incorporate real-time data to minimize environmental impact.

The ECS team works across a range of technologies and geographies, which helps to both inform leading practices in our business and allows us to be a resource for others. The ECS team's wide breadth of knowledge and commitment to innovation are ensuring Invenergy leads our industry in developing environmentally responsible projects that are integral to building a sustainable world.

## Vegetation management

Invenergy is one of the first clean energy developers to build out its own dedicated vegetation management team. This group includes soil scientists who create comprehensive vegetation and soil management plans that are customized for each site.

Invenergy's vegetation management team conducts soil sampling at every solar site to inform their strategies for regionally appropriate seed mix composition, soil amendment inputs and topsoil salvage techniques. Establishing suitable vegetation at solar sites supports the local ecosystem by improving soil health, providing wildlife habitats, sequestering carbon, minimizing surface erosion, improving water quality and decreasing the proliferation of noxious and invasive weeds.

## Wildlife initiatives

Invenergy is involved with numerous studies and research initiatives focused on the intersection of clean energy development and operation and species conservation. In 2023, we worked with many partners to advance industry knowledge and best practices in this field.

Michigan State University and Environmental Consulting & Technology, Inc. are leading a Renewable Energy Wildlife Institute-funded study to investigate how existing solar facilities and their associated vegetation management activities affect bird communities' diversity and occupancy. Invenergy is supporting this study to bring more awareness to this topic, which is important for both private and regulatory stakeholders. The study's findings will help inform Invenergy's and the clean energy industry's future development and vegetation management planning at solar facilities.

In addition, Invenergy provided a host site for a Department of Energy-funded (DOE) research study led by Argonne National Laboratory, which is evaluating interactions between birds and solar development using AI technology. The project aims to develop a technology capable of automatically detecting avian-solar interactions using high-definition cameras in tandem with advanced computer software. Preliminary results from 2023 showed that of the 10,000 birds detected within the processed video recordings, approximately 75% of the birds flew above PV sites, and no bird collisions occurred with solar panels. DOE presented preliminary findings at the 2023 Renewable Energy Wildlife Institute conference and are continuing to conduct another round of study in 2024 to explore trends in other regions of the country.

Invenergy is also participating in the steering committee of the "Paint it Black Blade" study, led by PacifiCorp, which is replicating and expanding upon a small-scale pilot study conducted in Norway which reported a 72% decline in turbine-blade-related bird mortality resulting from painting one turbine blade black. PacifiCorp is leading the expanded study and partnering with Invenergy and other clean energy developers and federal and state agencies to implement the study at an operating wind facility in Glenrock, Wyoming. The researcher team will further explore how painting wind turbine blades in contrasting colors may create greater turbine visibility and reduce collisions with birds and other flying species.

Separately, the Department of Energy awarded funding to the National Renewable Energy Laboratory (NREL) to better



understand factors that affect hoary bats' attraction to wind turbines, and to explore effective collision-mitigation measures. Invenergy is on the study's advisory board to provide feedback on project design, decision points, and to ensure the results translate to real-world applications. Other partners on the project include representatives from USDA Forest Service, USGS, California Department of Fish and Wildlife, University of Colorado - Colorado Springs, University of Northern British Columbia, University of Latvia, Sequoia Park Zoo, DeTect-Inc., Technostrobe and Avangrid.

Invenergy is also participating in the California Energy Commission Technical Advisory Committee, providing oversight on a pilot program to develop, test and validate an integrated radar and thermal-imaging bird and bat monitoring technology for the offshore wind environment. The project seeks to improve current seabird and bat monitoring approaches by combining radar and thermal sensors with AI computing tools into a system capable of real-time continuous detection and monitoring at both site-wide and turbine-level spatial scales. If successful in developing an integrated system, a second phase of study will focus on integrating this information and test models of bird and bat activity to see if practitioners are able to reliably predict movement and activity patterns across these spatial scales.



# Learning. Testing. Building. Advancing.

We work side-by-side with our partners to ensure our projects run efficiently at every step, and then we find ways to reduce and recycle the components involved when they reach the end of their life.



## Blade recycling and disposal

In 2023, Invenergy continued to work with innovative vendors in wind turbine blade recycling. Using techniques like solvolysis, pyrolysis, extrusion, injection molding and other emerging technologies, we created sustainably recycled blades for the wind farms we own and operate. We also repurpose damaged blades for use in training our field service blade repair team. We're committed to continue exploring best practices for wind turbine blade recycling in the industry in 2024 and beyond.



## Blade repurposing with Canvas

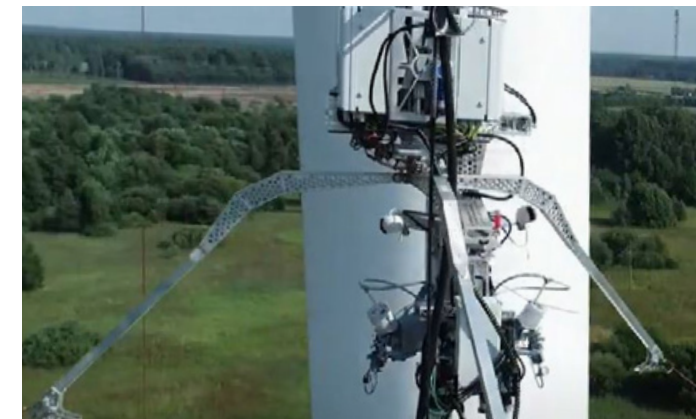
Invenergy's commitment to making a positive environmental impact includes extending the life of the materials we work with and finding new uses for them. We partner with companies like Canvas to repurpose the material from wind turbine blades into helpful items.

Canvas is a manufacturer that upcycles wind turbine blades into products such as outdoor furniture designed for communities, parks and schools. As part of Invenergy's upcycling efforts, our donation of \$40,000 to LaSalle County, Illinois, turned decommissioned wind turbine blades into new park benches for Catlin Park, Shabonna Park and at the county's local senior center. LaSalle County is also home to local Invenergy teams and our multi-generation wind, solar and storage site Grand Ridge Energy Center.



## Extending the lifetime of our blades

Demonstrating the innovative and operational expertise of Invenergy's field services blade repair team, we continued to maximize the efficiency of our blade repair capabilities and efficiencies with our annual fleetwide blade repair campaign. This initiative, which in 2023 encompassed 27 sites, involves our asset management, site, procurement and blade engineering teams. This large scope not only improves reliability of our assets by utilizing the most efficient weather windows for repair, but also allows more work to be completed to keep the assets reliable for the long term.



## Pilot programs

Invenergy's pilot programs serve as a continual source of ideation, collaboration and discovery. Some of our projects have helped maximize the efficiency and output of our energy centers while others have helped us avoid and minimize the environmental impacts of new clean energy projects. In each case, we are actively solving challenges at the heart of Invenergy's commitment to being a leading clean energy developer and continually looking for ways to improve our projects.

## Pilot programs in-depth

### Using robots for lightning protection system validation

All blades in the Invenergy fleet have a lightning protection system (LPS) to help protect turbines from lightning strikes and the significant damage these can cause. The LPS consists of metal receptors embedded within the structure of the blade and an internal metal cable to connect these receptors to the turbine to create a path that safely conducts lightning strikes to the ground. To validate that this electrical connection is strong and the LPS is functional, Invenergy measures the electrical resistance between LPS receptors and the base of the turbine. In 2023, Invenergy was able to pilot both the Voliro drone and Aeronex robot to take these measurements without the need of technicians working from heights. Voliro drones start with an electrical wire connected to the base of the turbine. The drone attaches to the other end of this wire to fly up and connect it with an LPS receptor to measure the electrical connection. Aeronex robots are operated by a pulley system to hoist the electrical wire to LPS receptors. Both offer a great opportunity to take LPS measurements more safely and quickly than a manual process.

### Improving fleet vehicle tracking

Invenergy's project sites are often remote, and turbines on site can be spaced far apart from one another. This can make it difficult to have a clear overview of the location and condition of high-value vehicles and tool kits stationed at each site. To address this issue, Invenergy launched a pilot project using Samsara, a vehicle and asset tracking system that provides a real-time location for vehicles, trailers and other assets. It also connects to the OBDII port of the vehicle to relay data on fuel usage, vehicle diagnostics and safe driving practices. The information provided by these devices is used to optimize the efficiency and safety of our drivers and assets and analyze our current vehicle fleet to determine the best candidates for a transition to electric vehicles. In 2024, we will continue to implement this system across our field services fleet.

### Innovative solutions for ice and erosion protection

Invenergy's wind turbine fleet is constantly exposed to environmental conditions, which can cause problems related to icing or leading edge (LE) erosion. These issues can reduce the maximum power output and overall availability of wind turbines. In some cases, like ice shedding or ice throw, they also pose safety risks. Invenergy is working to combat these issues by applying leading edge protection (LEP) and ice-resistant coatings. In 2023, Invenergy partnered with Aeronex to pilot their LE repair and coating solutions on the blades of three turbines at Beech Ridge Energy Center in West Virginia. Aeronex has developed a robotic application system that can independently repair blade erosion, apply fillers, and coat blades via remote technician control. The LEP on the blades prevents erosion impact damage caused by rain and debris, and the Ice-Phobic coating technology uses specialized nanomaterials to prevent the phase change of water to ice on coated surfaces, effectively preventing ice accumulation. Our data science and blade engineering teams are currently monitoring production data to evaluate the effectiveness of this technology.



CONSERVATION PARTNERS

# Partnering with organizations dedicated to conservation.

Our nonprofit partners help us go further in our ambition to build a sustainable world, and a key aspect of this is their know-how and perspective on environmental conservation. We're proud to showcase the work we are doing with two Invenergy Impact partners who help us connect community and conservation.

## Pheasants Forever

This year we were proud to welcome Pheasants Forever as a new Invenergy Impact Partner, supporting wildlife habitat conservation efforts. The organization specializes in sustainability and conservation initiatives for pheasants, quail and other wildlife through habitat improvements, public access, education and advocacy. Programs range in scope from national to local chapters engaging their communities in events and projects. Pheasants Forever accomplished a record-setting 2.5 million acres of wildlife habitat conservation delivery in 2023.

We sponsored Pheasants Forever's three-year sorghum grower biodiversity credit pilot in Kansas, in partnership with United Sorghum Checkoff Program (USCP) and Ecosystem Services Market Consortium (ESMC). This initiative provides financial support for farmers to voluntarily establish new edge-of-field perennial cover seedings to create a highly diverse habitat. We also supported Pheasants Forever's Pollinator Habitat Outreach Program, where chapters provide tools, training and financial support for schools or community organizations to establish pollinator habitat. These projects support populations of bees, butterflies, small mammals and other pollinators so they can continue to help crops and flowering plants grow. With experts from Pheasants Forever, we identified a suitable pollinator habitat site at our Grand Ridge Energy Center facility in LaSalle County, Illinois, and will begin seeding the site in April 2024. We look forward to sharing more as the habitat takes shape over the next few years.

## Trust for Public Land

In 2023, we continued our second year of partnership with Trust for Public Land (TPL), whose mission is to create parks and protect land where they're needed most, so that everyone can connect to the benefits and joys of the outdoors. Since 1972, TPL has protected more than 4 million acres of public land, created more than 5,364 outdoor spaces like parks, trails and schoolyards, raised \$93 billion in public funding for parks and public lands, and connected more than 9.4 million people to the outdoors.

We continued supporting the revitalization of the West Side Association for Community Action (WACA) basketball court in Chicago's North Lawndale neighborhood, developed through TPL's Equitable Communities Fund. This project is part of an initiative called Under the Grid, to transform a one-mile stretch of land beneath a train line into an art-filled green walkway. The project completed its first phase of work on the south parcel of the WACA court, and the project was awarded a "Together We Heal" grant from the Chicago Department of Cultural Affairs and Special Events to provide programming on the WACA Court throughout 2023 and 2024. In June, our Chicago team met with TPL representatives and Haman Cross, Founder of Freedom House Studios and a local artist, to use their volunteer time off painting artwork for the space.

"Trust for Public Land is grateful for Invenergy's support, which allowed us to bring in professional designers to build on the community's vision for a park where everyone feels welcome and represented," said Caroline O'Boyle, Associate Vice President, Illinois State Director, Trust for Public Land.

# Making an impact together.

Volunteering for environmental causes allows employees to directly contribute to conservation efforts and address pressing environmental issues. Whether it involves planting trees, cleaning up local parks and waterways or participating in environmental education programs, employee volunteerism can make a tangible difference in protecting natural resources and biodiversity.



## Celebrating the full meaning of Arbor Day

The significance of Arbor Day lies in its role in raising awareness about the environmental benefits of trees, which includes their ability to generate oxygen and absorb carbon dioxide, prevent soil erosion and support biodiversity.

To celebrate Arbor Day, our team at Judith Gap Energy Center (135 MW, Wind) planted a variety of trees near the project in Harlowton, Montana. Working alongside the City of Harlowton's maintenance crew, the group planted elm, ash and boxelder trees as well as Ponderosa pine, Montana's state tree.



## Trail maintenance at White Ranch Park

When you visit a park or go hiking, a clearly defined trail safely directs you from point A to point B. Trails also preserve the natural environment by keeping human disturbances confined to designated areas. The main threat to maintaining safe trails is erosion, and especially in Colorado, unexpected rain and snowmelt can carry soil away to expose roots and rocks, and potentially transform the path of the trail itself. This makes the mission of Jefferson County Colorado Open Space (JCOS) to "preserve the scenic vistas and open lands within Jefferson County, Colorado" essential as they maintain over 265 miles of trails in the area.

Members of the Invenergy Denver team worked with our Impact Partner, the Trust for Public Land, and JCOS to organize a volunteer day maintaining trails at White Ranch Park, located in Golden, Colorado. This trail is a hot spot for mountain biking, and the trails were in need of some repairs after unprecedented rain over the summer. The team was hard at work with shovels, pickaxes and rakes to dig and shape the ground, resulting in a new multiuse trail and plantings of native vegetation to prevent further erosion.

"I love White Ranch Park. I hike those same trails many times on the weekends, so it was special to be involved in a project where I already choose to spend my free time outside of work," said Stephanie Williams, Analyst II, Technology Delivery.



## Chicago's Ohio Street Beach cleanup

There are more than two dozen public beaches along the Chicago lakefront, and for a city with over 2.5 million people, litter and trash are bound to end up along the shoreline. Chicago Beach Clean Up (CBCU), a local nonprofit dedicated to working with corporate partners to keep Chicago beaches clean, helped organize a volunteer day late this summer.

Over 45 Invenergy Chicago employees used their volunteer time off with CBCU to clean up Ohio Street Beach, located a few miles from our headquarters. The team collected over 85 pounds of trash and recyclable material that otherwise would have ended up in Lake Michigan.

To see more ways Invenergy employees volunteer their time, visit [page 100](#).

AFFINITY GROUPS

# Invenergy Sustainability Network

The Invenergy Sustainability Network (ISN) is our employee-led environmental impact platform, created for colleagues to learn about sustainability innovation and engage their extended networks about ways they can increase their environmental responsibility and reduce negative impacts.



In 2023, ISN donated \$2,000 to ISN member-researched-and-nominated nonprofit environmental organizations. These included the Friends of the Chicago River, the New England Aquarium Right Whale Catalog, Climate Action Evanston and Fundación Zoológica de El Salvador (FUNZEL). In each case, these are local partners whose activities are helping to amplify positive environmental practices well beyond our industry.

In addition to raising money, the ISN also took part in a number of activities designed to extend the organization's reach, including:

## Educational sessions

A series of educational sessions, attended by over 100 Invenergy employees, on responsible investing. These events featured experts from Calvert Investments, one of the largest responsible investment companies in the United States. ISN members also successfully advocated to get an environmental fund added to Invenergy's 401k investment options.

## Collaborating together

A collaboration with another Invenergy Affinity Group — the New Energy Workers (NEW) Network — to boost awareness of professional development opportunities for early and mid-career professionals in the clean energy industry. The groups held an educational event on the Aspen Future Climate Leaders program and the Clean Energy Leadership Institute (CELI) featuring alumni who are now Invenergy employees.

## Climate change & public health

Partnering with Invenergy's Black and Brown @ Invenergy (BBI) Affinity Group to host an event focused on climate change and public health. During the event, Dr. Bernice Fokum, MD, MPP, an emergency medicine physician at the University of Chicago, and Dr. Noboru Nakamura, professor of atmospheric and environmental fluid dynamics at the University of Chicago, discussed the implications of climate change on public health and existing health inequity.

## Earth Month celebrations

Throughout Earth Month, ISN focused on raising awareness about sustainability topics and taking action through hosting and co-sponsoring numerous events. They hosted a second annual plant propagation event that drew more than 50 Invenergy employees — with over two dozen in the room — getting hands-on with potting and sharing cuttings with each other. They also co-hosted a volunteer time-off event with the New Energy Workers (NEW) Network, where a dozen team members visited the Garfield Park Conservatory in Chicago and assisted Garfield staff with general maintenance and plant care.

To learn more about our Affinity Groups, visit page 78.



# 03 People & Safety

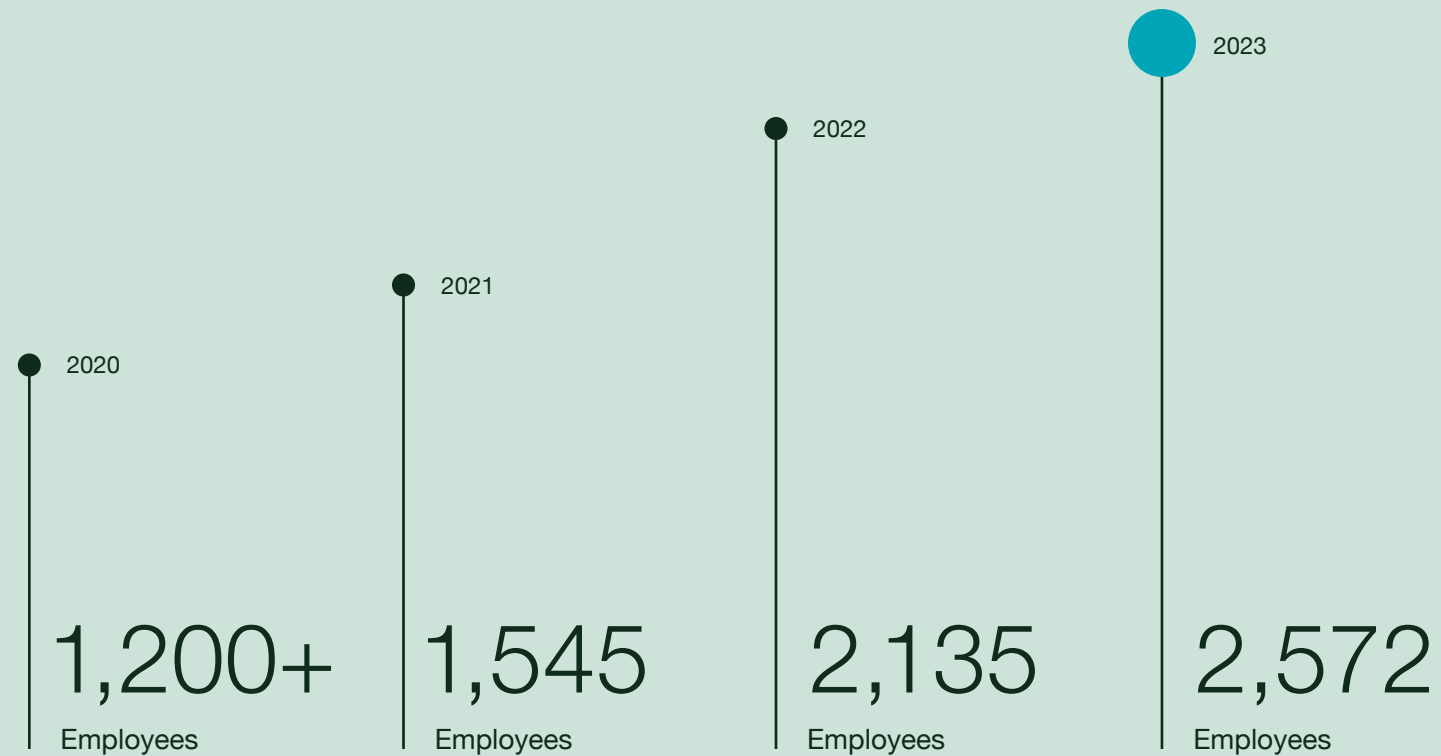
Supporting the workforce of today and the future we're building together.

As the energy transition accelerates and demand for our services and products continues to expand, we are growing our world-class team around the world. We take great pride in working in new communities, hiring locally and training the next generation of professionals who are making the new energy superhighways a reality.

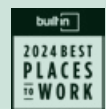


# 20% employee growth across the globe.

As the energy transition accelerates and demand for our services and products continues to expand, we are growing our world-class team around the world. We take great pride in working in new communities, hiring locally and training the next generation of professionals who are making the new energy superhighways a reality.



**63%** Of new positions filled by internal candidates or lateral development



Named to the Chicago Built In Best Large Places to Work list, the Colorado Best Large Places to Work list & the Colorado Best Places to Work lists





WORKFORCE DEVELOPMENT

# Empowering energy's future leaders.

Invenergy is striving to build the energy workforce of the future — collaborating with local communities and industry partners to train new and experienced energy workers and to provide pathways to competitive careers. To this end, Invenergy has developed a three-part goal focused on the elements required to build the energy workforce of the future. One that can power Invenergy's business growth and increase access for more communities to the clean energy economy.

## Expand our training infrastructure

+200%

By the end of 2025, Invenergy Services will increase its total training capacity by 200% when compared to a 2023 baseline.

Increase in our total training capacity by 2025

Over the years, Invenergy has not only increased its project portfolio, but it has also worked to increase the breadth and sophistication of training for new and experienced wind, solar and storage technicians. Recognizing people as the most critical element enabling business success, Invenergy will provide a safe, supportive and engaging environment for technicians to complete hands-on training with equipment and labs. As Invenergy grows its training capacity, it will be able to flexibly adjust class size to meet the growing demand for skilled technicians serving Invenergy Services clients. Our ambitious training capacity goal reflects our optimism for the growth of the industry and our confidence to train well-rounded and job-ready technicians that provide best-in-class service.

## Maximize local hiring

51%

Invenergy will ensure that a majority (>51%) of staff at Invenergy-owned and operated projects are from the surrounding local community, so that project communities are reaping direct economic benefits.

Of staff at Invenergy-owned and operated projects will be from the surrounding local community

Invenergy has always worked to hire locally to the extent possible, so that project communities tangibly benefit from projects. However, we want to go further by systematically ensuring that a clear majority of employees at Invenergy project sites are from the surrounding community. We are defining this standard internally based on metrics tracked within our Workday platform. Invenergy believes that this goal not only reflects our existing philosophical commitment to local hiring, but also spurs us to be more rigorous and precise in our outreach, hiring and tracking efforts.

## Promote an equitable & just transition

2,500

By 2030, Invenergy and its affiliates will facilitate training for 2,500 traditionally underserved workers. These efforts will ensure individuals in disadvantaged communities have the support that they need to enroll in clean energy job training, complete training and enter a career with family sustaining wages.

Traditionally underserved workers trained by 2030

Invenergy is committed to increasing access to renewable energy jobs in underserved communities, including those that have low-to-moderate income designations and those that are energy transition communities. Energy transition communities refer to those that are historically dependent on fossil fuels and disproportionately burdened by both climate change impacts and legacy pollution. To improve the affordability, reliability and sustainability of the energy system, the industry must draw talent from the entire population to create novel and innovative solutions. Furthermore, all people deserve to benefit from and participate in this period of unprecedented clean energy investment and deployment. This goal reflects the resolve of Invenergy to play a significant role in promoting economic equity and a just transition.



## Reactivate

Reactivate is a mission-driven Invenergy company that develops, owns and operates impactful renewable energy solutions to improve lives and revitalize underserved communities across the country.



In partnership with Lafayette Square, Reactivate's primary focus areas are community solar, small utility-scale solar, energy storage and EV charging projects. Reactivate envisions a future where everyone benefits from the transition to renewable energy by delivering impactful renewable energy solutions that strengthen local economies, build innovative partnerships and provide equitable job opportunities.

### Building Equity in Solar Training®

In 2023, Reactivate celebrated the launch of its Building Equity in Solar Training® program, also known as B.E.S.T., which stands out by integrating standardized skills training, certifications, equity commitments and support services to revolutionize the renewable energy sector. In June 2023, 100% of participants graduated from the program. Reactivate also received the "Leadership in Education" award under the U.S. Environmental Protection Agency's 2023 Green Power Leadership Awards, which recognizes effective and unique programs and organizations focusing on green power education.

### Fund 1 solar projects

Building on momentum from 2023, Reactivate's Fund 1 portfolio of solar projects will provide approximately 5,000 households with electricity cost savings. About 90% of these households qualify as low-to-moderate income (LMI). LMI customers in Illinois and New York will receive a minimum 20% reduction on their retail electricity costs, and total customer savings from the projects in this investment are projected to exceed \$17 million dollars over the projects' lifespans.

### Celebrating the 100th community solar site in northern Illinois

In December 2023, Illinois Gov. J.B. Pritzker joined Reactivate and Commonwealth Edison (ComEd) in Chicago Heights to announce the 100th community solar site in northern Illinois, which serves low-to-moderate income ComEd customers. The project, Verduin, is one of the first community solar sites located in a Cook County environmental justice community. ComEd customers who subscribe to the community solar site are able to realize the benefits of clean solar energy without installing solar panels of their own. Participants subscribed to a solar energy farm owned by an independent developer to earn credits on their monthly bills for their portion of the energy produced by the project.



## Illuminate USA

Invenergy has invested in American solar module manufacturing through Illuminate USA, which is dedicated to producing high-quality solar panels and creating family-sustaining jobs in the U.S. clean energy economy.



In March 2023, Illuminate announced its commitment to Ohio through a new investment to construct and operate one of the largest solar photovoltaic (PV) manufacturing facilities in the country. The facility is located in Pataskala, Ohio, near the state capital of Columbus.

Illuminate USA's new manufacturing facility will assemble solar panels ready for installation. The facility will produce bifacial solar panels for the domestic residential and utility-scale markets using some of the most advanced and efficient panel assembly technology in the world.

Illuminate is a significant long-term, quality job-generating manufacturing facility bringing an American workforce and leadership to solar panel manufacturing. At full capacity, it will bring at least 1,000 new competitive-wage, family-sustaining manufacturing jobs to the Greater Columbus area. The buildout of the existing facility supported 250 union jobs at peak construction.

Illuminate USA is partnering with local economic development organizations JobsOhio and One Columbus to develop training and skills development programs and to support recruiting efforts.

### Employee spotlight: Justin Barnhart

Justin Barnhart graduated from Reynoldsburg High School. Now, he lives five minutes from the Illuminate USA facility. While most of his fellow Cleveland State engineering graduates moved for jobs in other states, Barnhart applied for a job with Illuminate. He's excited to work with the most advanced manufacturing technology in the state and help Ohio become a leader in solar panel manufacturing, all while being close to his home and community.





## Talent development

We place a high importance on continuous improvement at Invenergy as a way to help every colleague reach their professional aspirations and in support of our company’s rapid growth. That’s why we continue to strengthen and expand continual training, career and personal development programs for the diverse range of skill sets and job functions across our company. The training is a combination of formal education, on-the-job learning, peer- and mentor-led engagements alongside every individual’s personal development objectives.

In 2023, we expanded our existing training programs and piloted new initiatives that provided tailored development experiences to more groups in leadership across the organization. Together, these approaches and programs help our employees grow in their careers, find satisfaction in learning new skills and help Invenergy continue to innovate in our field.

### Power Up Management Training Program

We revamped Invenergy’s signature management training program to increase the capacity, offer the training internationally and provide more flexibility in the topics managers can choose to focus on during their time in the program. Some different learning topics included an Introduction to Management at Invenergy, Time Management, Performance Management at Invenergy and Coaching, Leadership Styles, Difficult Interactions. The year-long program is offered in virtual, hybrid and in-person formats, and provided over 1,900 hours of training opportunities for participants.

### Green Leaders Management Training Program

In 2023, we piloted the Green Leaders Management Training Program, which is the Invenergy Services expansion of our PowerUp Management Training Program. The program was co-led by our Talent Development and Invenergy Services leadership and consisted of eight weeks of workshops, discussion sessions, and e-learning courses focused on different elements of management at Invenergy. Some of the courses included topics like hiring at Invenergy, developing as a leader and managing with a vision. The first official cohort launched in October 2023, and participants included

operations managers, maintenance managers, and field services managers who were newer to their management positions. There were 24 graduates in the Fall 2023 Cohort, and we intend to expand the program to our international management team in 2024.

### Generators Program Pilot

Colleagues early in their careers at Invenergy are supported in tailored ways as they begin to grow their careers and learn about the clean energy sector. So, in addition to expanding our existing career development programs, this year we launched a new program called Generators. This is a professional development program specifically designed for individuals who are newer in their careers at Invenergy. The focus is on team problem-solving skills, effective networking, presentation skills, creating pitch decks and emotional intelligence. The training includes an interactive component — a real challenge designed by Invenergy leadership — which culminates in a capstone of the project and team presentations.

### Knowledge Is Power speaker series

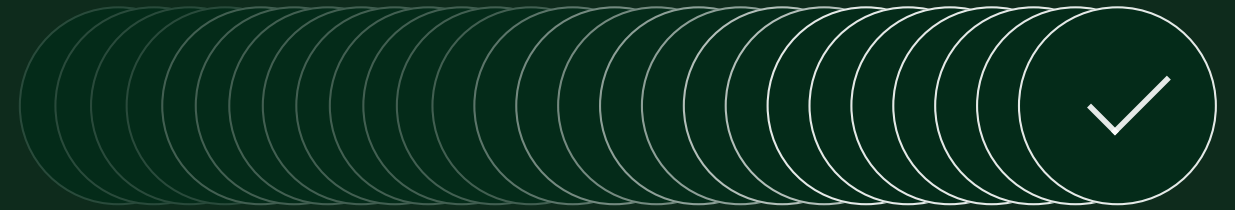
Invenergy launched Knowledge Is Power (KIP) in 2020 as a one-day event where colleagues led 15-minute presentations on various topics that relate to the work we do at Invenergy but also intersect with things they’re passionate about outside of work.

In 2023, we brought KIP back and turned it into a monthly, hybrid series that ran from July through October. Presenters covered topics including composting, 3D printing, energy history and energy markets, and one Invenergy presenter even shared her experience as a whale biologist and how that helps her work now as an offshore wind developer. More than 100 attendees joined each session.





EMPLOYEE SAFETY TRAINING



65 Hrs

Safety training hours per Invenergy Services employee

43,355 Hrs

Total fleetwide training hours

SAFETY

# Our dedication to safety.

With a steadfast commitment to continuous improvement and dedication to learning, our safety culture places the well-being of our personnel, contractors and visitors at the energy facilities we oversee front and center. We take a holistic approach to safety, ensuring that our managers are equipped with the necessary tools and training to effectively manage safety protocols, and we actively engage and involve our employees in our approach to safety.

OUR SAFETY PRINCIPLES

Our strong health and safety culture is rooted in a set of beliefs demonstrated by all employees.

- We care for each other's safety.
- We hold each other accountable to make safe decisions when completing assigned tasks.
- We rigorously train every person to maintain a safety mindset.
- We maintain a heightened awareness of the personal safety of every Invenergy employee and on-site contractors working on our behalf.
- We encourage employees to stop work in the event of unsafe conditions or potential hazards.

Invenergy incorporates safety in all elements of our business and we rely on the three main safety programs to make each day on the job as safe as possible for our teams.



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## Safety leadership training

Effective safety leadership starts at the top. We understand that managers play a pivotal role in driving a culture of safety within their teams. That's why we provide our managers with specialized training on safety management techniques, leadership skills and effective communication strategies. By equipping them with the tools and knowledge they need to lead by example, we empower our managers to cultivate a culture of safety that permeates every level of our organization.

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## Safety best practices

Our dedication to safety extends far beyond static protocols. We believe in the power of continuous improvement and lifelong learning. Through ongoing training, education and skill development, we ensure that our teams stay abreast of the latest safety practices, regulations and technological advancements. By embracing innovation and fostering a culture of curiosity, we empower our personnel to proactively identify and address potential risks before they escalate.

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## New hire technician training

Our technicians are the backbone of our operations, and their safety is paramount. We believe in empowering our technicians to take ownership of their safety and the safety of their colleagues. Through hands-on training, interactive workshops and ongoing communication, we ensure that our technicians are fully engaged and involved in our safety approach. By fostering a sense of ownership and accountability, we empower our technicians to actively participate in identifying hazards, implementing safety measures and promoting a culture of safety within their teams.

## A hub of learning, opening Invenergy's new training center

This year, we opened an official Training Center in Bloomington, Illinois, designed to provide comprehensive training classes and programs for groups of new and experienced renewables technicians. The 6,000 square foot facility includes two troubleshooting labs and instruction rooms.

The training classes offered at the center cover a wide range of renewable energy technologies, including solar, wind, and energy storage systems. These classes are tailored to address the evolving needs of the industry and provide technicians with a comprehensive skill set that aligns with industry standards and best practices.

“One of the most significant advantages of having this training center lies in its ability to bring technicians together from different sites. Unlike previous practices, where training was site-specific, the training center allows for cross-site interactions. Relationships, knowledge sharing and collaboration amongst peers across different sites is crucial, especially given the rapid pace of growth that Invenergy is experiencing.” Ryan Irving, Vice President, Renewable Field Services.

Although the space in Bloomington lacks a traditional shop area, the facility encourages a focus on classroom-based and collaborative learning experiences. In 2023, we performed over 100 training sessions and trained over 862 technicians at the center.

## Advancing safety practices through third-party validation

In 2023, Invenergy embarked on a journey to elevate our safety standards by seeking third-party validation. As part of this initiative, we partnered with DEKRA, a renowned global leader in safety consulting and certification, to conduct a comprehensive safety culture survey. A foundation of this endeavor was active engagement from our team members. We're proud to report a 95% participation rate from employees across our various sites. In addition to the safety culture survey, DEKRA experts visited our sites to conduct on-the-ground evaluations of our safety practices.

The insights gathered from the DEKRA safety culture survey and site evaluations resulted in a safety score of 4.1/5, which is considered a “very good” safety culture. Engaging with DEKRA and the safety culture survey provided us with a deeper understanding of our strengths and areas for improvement, empowering us to take proactive steps towards further enhancing our safety practices. One of the actions we're taking as a direct result of this survey is working with a third-party to create a hazard recognition and mitigation training that will launch in 2024.

## 4<sup>th</sup> annual Safety Commitment Day

For the fourth consecutive year, our renewable and thermal operations and maintenance teams gathered virtually to recommit to safety as a principle of Invenergy's operating philosophy. While this event was first geared towards our operations side of the organization, the safety program has grown immensely over the years and we were happy to expand participation to our corporate departments and our construction, development and engineering teams. We also shared the recording of safety commitment day with all our international offices, providing subtitles in Spanish, Japanese, Portuguese, Polish and French. Attendees reviewed safety trends, discussed safety goals for 2024, and heard directly from our leaders on the safety culture of Invenergy.





DIVERSITY

# Many perspectives, one goal.

At Invenergy, we believe that tackling the complex challenges of the clean energy transition requires a team that reflects the diversity of the world we serve. Valuing a range of backgrounds, skill sets, perspectives and experiences — and working to ensure they contribute to all aspects of our business — bring richness to our organization and empowers us to approach problems with creativity and depth.

OUR MAKEUP

Military veterans in U.S. workforce



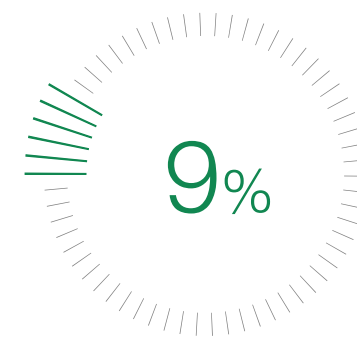
Women in U.S. workforce



Racial diversity in U.S. workforce



Military veterans U.S. hires



Women U.S. hires



Racially diverse U.S. hires



Management roles held by military veterans



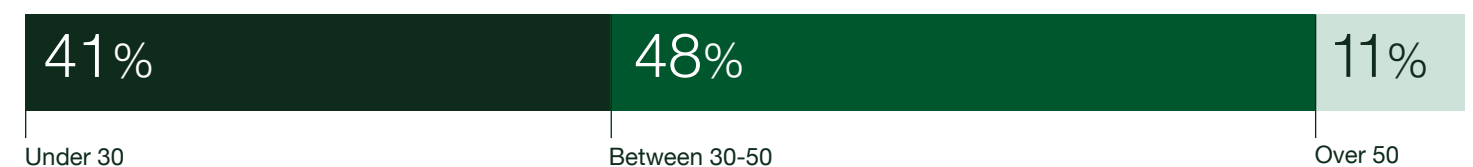
Management roles held by women



Management roles held by racially diverse employees



Age diversity in U.S. workforce



\*All statistics are from the 2023 calendar year unless otherwise noted.



#### OUR DEI ROADMAP

Our colleagues power Invenergy's success and our innovative solutions are generated by creating connections among diverse ideas and perspectives shared by employees.

Fostering an environment where diverse perspectives are sought, everyone feels included and has the opportunity to grow to their full potential is all of our responsibility. It takes efforts big and small to make this happen every day — and it starts with the basic value of treating each other with respect. We are as committed to becoming a more diverse, equitable and inclusive company as we are to building a sustainable world.

In 2023, we made important progress on the DEI roadmap we established in 2021. The roadmap focuses on five main areas:

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### Improve DEI data collection

In 2023: We expanded the DEI metrics that we tracked to include a greater focus on leadership fills, candidate progression and employee engagement.

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### Increase diversity in our candidate pool

In 2023: We built high-impact diversity recruiting partnerships with a goal of providing qualified talent from underrepresented groups with exposure and access to careers at Invenergy. We also improved inclusive hiring practices and implemented Inclusive Interview Panels for leadership roles.

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### Create clear promotion standards

In 2023: We launched an initiative to better define organizational leveling guidelines for manager and above. This project defines the scope and responsibilities of each level across the organization. In 2024, we will continue work on this initiative and will focus on leveling guidelines for professional level roles.

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### Provide new training programs for employees

In 2023: We announced our partnership with Open Sesame, a leading diversity, equity and inclusion training partner. Through this collaboration we gain access to DEI training courses on a range of topics, from more than 80 reputable DEI publishers. This extensive catalog ensures that our organization has an array of resources to create meaningful change and that colleagues and teams have the opportunity for expert, tailored content. This is especially important to us given the different requests and needs that come from our global organization. We are proud to offer DEI training to all employees in their native languages, which includes English, Canadian French, Latin American and European Spanish, Portuguese and Japanese, ensuring they have access to the best DEI education available. The course had a 92% completion rate.

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### Leverage senior leadership to champion DEI

In 2023: We hosted executive leadership lunches with Affinity Groups to improve connectivity between senior leaders and Affinity Group members.

In our ongoing effort to emphasize the importance of diversity, equity and inclusion at Invenergy and in the clean energy industry, we established new partnerships with three organizations focused on diversity and inclusion in the business world: National Black MBA Association, National Society of Black Engineers and the Society of Hispanic Professional Engineers. We also continued our impactful partnerships supporting women and veterans in the energy space with Women in Renewable Industries and Sustainable Energy (WRISE) and Airstreams Renewables. We collaborated on events and networking opportunities to connect Invenergy employees to those seeking a future in clean energy.

### National Black MBA Association

The National Black MBA Association’s goals are to establish and maintain an effective information and communications network, provide continuing business education, support the efforts of those planning to pursue advanced business degrees, fund scholarships for those intending to pursue business-related degrees and encourage scholarly research in areas of business that affect the Black community.

This year, the Black and Brown @ Invenergy Affinity Group co-hosted an event focused on skill-building for networking, members of BBI and Invenergy’s recruiting team attended the association’s business leadership institute, and Invenergy senior leaders participated in one of the association’s gold key events.

### National Society of Black Engineers

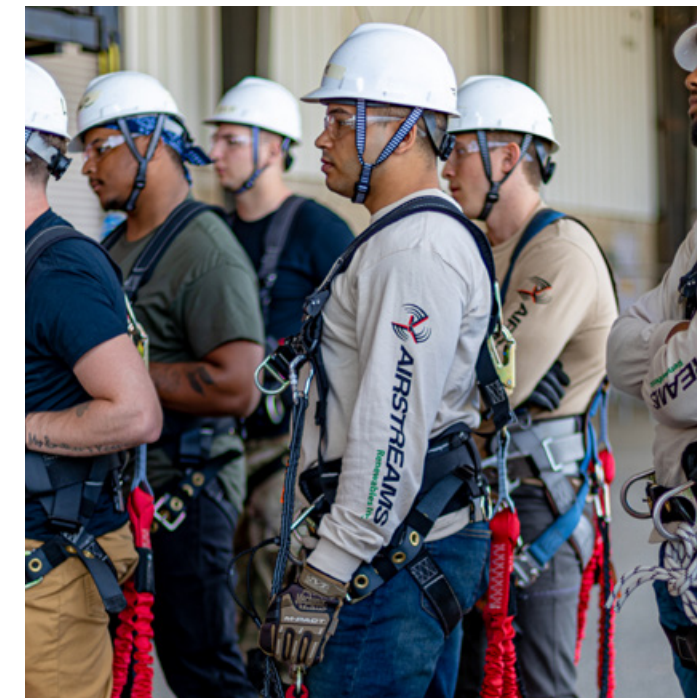
Founded in 1975, the National Society of Black Engineers’ (NSBE) mission is “to increase the number of culturally responsible Black Engineers who excel academically, succeed professionally and positively impact the community.”

Invenergy participated in Engineers Week with NSBE. Folks from our recruiting and DEI teams volunteered at a full-day event where schoolchildren participated in STEM workshops to expose them to the different disciplines of engineering. We also held a joint recruiting event with NSBE and the Society of Hispanic Professional Engineers with some Invenergy engineers in attendance.

### Society of Hispanic Professional Engineers

The Society of Hispanic Professional Engineers is a network of mentors, role models and leaders in STEM brought together to inspire, motivate and empower the Greater Chicagoland Hispanic community to achieve its full potential.

This year, Invenergy sponsored the Society of Hispanic Professional Engineers’ Chicago scholarship gala, where we awarded funds to three engineering students. We also cohosted a “Charting Your Financial Future” event, where a guest speaker came to discuss building generational wealth for first-generation college graduates in attendance. Lastly, we cohosted an event at the University of Illinois-Chicago on how to optimize your experience as an intern.



### Women of Renewable Industries and Sustainable Energy (WRISE)

We began our relationship with Women of Renewable Industries and Sustainable Energy (WRISE) in 2007 and have expanded our support of their activities over the years. Today, WRISE has a growing grassroots network of more than 15,000 participants and their national programming includes a leadership forum, peer mentoring and webinar series.

In March 2023, we sponsored WRISE’s annual fundraiser, WRISE and Wine, where members of the Invenergy Women’s Network (IWN) attended. In the fall of 2023, we participated in two events. In September, we sponsored the RE+ Clean Energy Job Fair, hosted by WRISE and one of our other Impact Partners, GRID Alternatives. Attendees included clean energy professionals, students at job training organizations, community colleges and universities, and residents looking to advance their clean energy careers. One month later, we hosted a WRISE Panelist Discussion on alternative fuels at our Chicago office featuring Invenergy’s Ritu Bromley, director of strategy.

### Airstreams Renewables

At Invenergy, we’re proud to support veterans as they transition back to civilian life. For our current employees, we have the Invenergy Veterans Network, which gives military veterans working for Invenergy the opportunity to connect with each other and their peers. Another part of this commitment extends to training veterans for jobs in the clean energy industry, which is why we’ve partnered with Airstreams Renewables.

As part of the Department of Defense SkillBridge program, Airstreams connects service members with industry partners for real-world job training where they gain valuable civilian work experience in the renewable energy sector during their last 180 days of military service and helps program graduates secure careers in clean energy, telecommunications and other industrial sectors. Once individuals have completed the Airstreams training program, they have an opportunity to join Invenergy and other renewable energy companies as technicians.

“Airstreams partnership with Invenergy has successfully and directly helped active-duty service members and veterans find employment in the renewable energy sectors,” says Dave Schulgen, founder and CEO of Airstreams Renewables. “Over 60 service members were helped in 2023, which is directly related to our partnership. It is a privilege and honor to work with a forward-thinking company which values the sacrifices made by our military personnel as they transition out of the military and into well-paying, meaningful employment. We look forward to a continuing partnership with Invenergy as we continue Training Tomorrow’s Workforce.”

# Building an inclusive Invenergy.

For everyone to be at their best, we need to feel empowered to bring our authentic selves to work. At Invenergy, we believe that the responsibility lies with each of us to ensure everyone can grow to their full potential.





# Invested in what matters to our people.

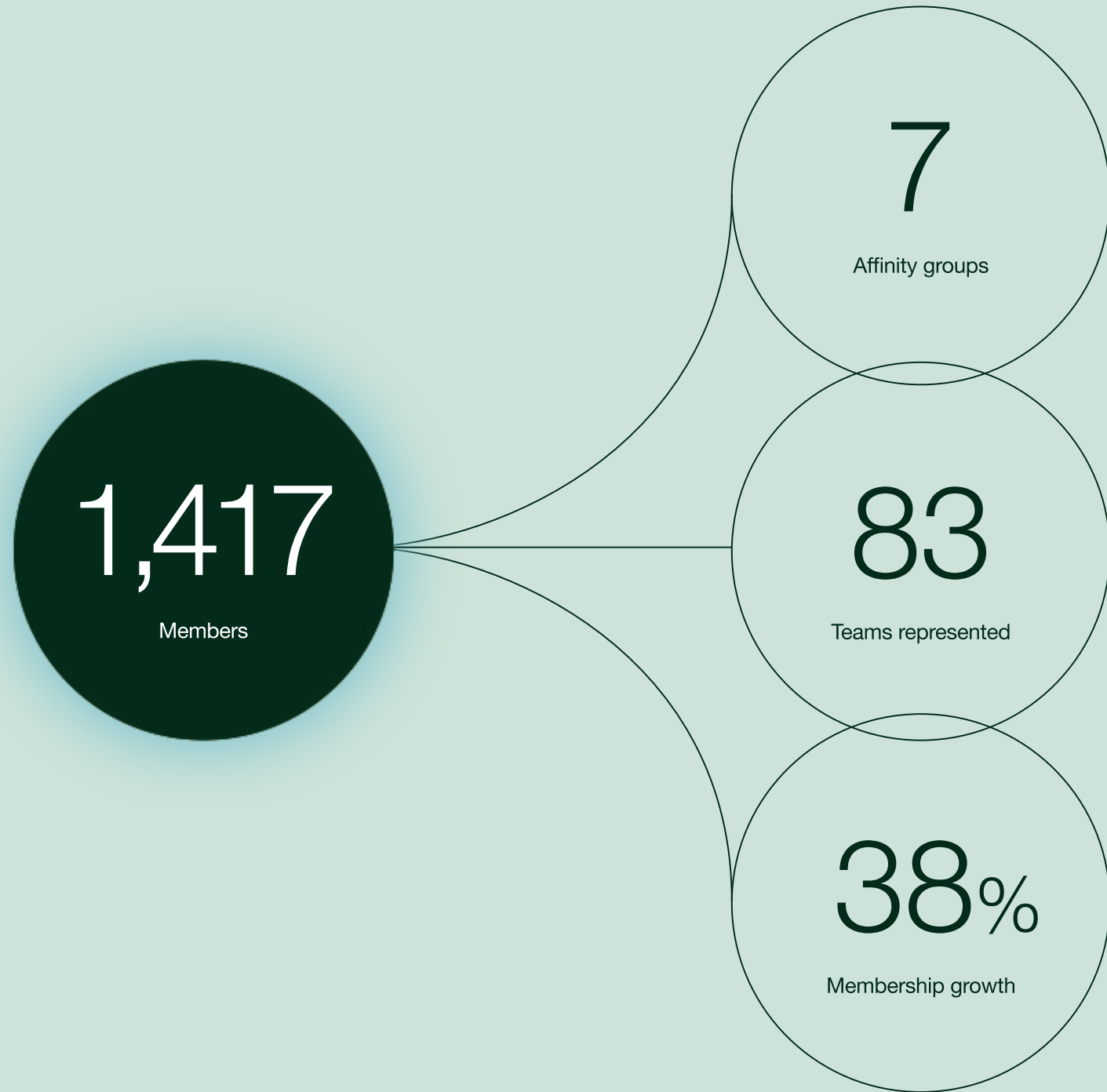
Through Invenergy Affinity Groups, we work to connect employees with shared interests and common bonds, stepping up to provide them with more opportunities to make the impact they want to see in the world.

We're proud of all the ways Affinity Groups promoted cultures of inclusion through their 2023 programming, creating spaces where people can gather, recognizing the array of personal perspectives and job skill sets that we're lucky enough to have in our company.

As a leader in the energy space, we have a responsibility to advance the industry, working to make it a more inclusive and welcoming place for all our colleagues. It's a big reason why the sustainable energy industry continues to nurture and grow a talented roster of energetic individuals who are passionate about building a cleaner and more sustainable future for all.



Membership overview



Affinity Group growth



New hires joining Affinity Groups



Employees that are a part of one or more Affinity Group



58

Corporate departments represented

25

Projects represented

\$21,000+

Donations made through Affinity Group Fundraisers

AFFINITY GROUPS

## Black & Brown at Invenergy

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



AFFINITY GROUPS

## Invenergy +

Invenergy+ creates a space for current and prospective Invenergy employees who identify as LGBTQ+ and LGBTQ+ allies, to connect on shared experiences and values. Invenergy+ is open to employees and prospective employees who identify as LGBTQ+ and anyone at Invenergy who wishes to connect on shared experiences and issues.



### Supporting Chicago Urban League

Invenergy was a proud sponsor of the Chicago Urban League's Equity in Clean Energy & Water Summit. At the event, several members of the BBI leadership team joined other Invenergy representatives, engaging in a daylong series of discussions and a keynote luncheon that explored the roles of corporations, government and community in creating solutions that advance sustainability, environmental justice and diversity in the clean energy economy.

### Black History Month

BBI held a number of events to celebrate Black History Month, including "The Art of Strategic Networking" with members of the Black MBA Association of Chicago. Panelists shared anecdotes about the power of networking and connection and led attendees through different exercises meant to strengthen networking skills and build community. Invenergy employees also gathered at our Chicago headquarters during BBI's food and fellowship event to mingle and eat food sourced from local Black-owned businesses, including Majani, a vegan soul food restaurant, and Outside of the Box. The event served as a fundraiser for the nonprofit organization, Project Syncere, which aims to prepare the minds of underrepresented students and create pathways for them to pursue careers in STEM. BBI also hosted our first Juneteenth celebration, featuring an educational presentation on the significance of the day and a performance from the Generation Dance Company. The event was also used to fundraise for the Crossroads Fund, which supports community organizations working on issues of racial, social and economic justice in the Chicago area.

### Volunteerism

BBI organized several volunteer events throughout the year as well. BBI coordinated with InnerCity Weightlifting (ICW) to host an upbeat workout for Invenergy employees based in Chicago. ICW's mission is to amplify the voice and agency of people who have been most impacted by systemic racism and mass incarceration. Invenergy participants fundraised to support ICW's case management services and resources towards a career in personal training to people who have interacted with the criminal justice system. BBI also organized a volunteer time-off event with Urban Initiatives, an organization that aims to create safe spaces for youth, teens and adults to develop social-emotional skills in fun team environments. Invenergy employees jumped in to help coach an Urban Initiatives Elementary Soccer Program game.

### Spreading the rainbow across energy

The group hosted events, fundraising opportunities and spotlighted members in our internal newsletter, The Interconnect, to celebrate Pride Month and the LGBTQ+ community. A representative from Howard Brown Health, a Chicago organization that provides affirming healthcare and mobilization for social justice, visited our headquarters to teach Invenergy employees about LGBTQ+ health and health disparities. A representative from the Atlantic Council shared information about Out in Energy, a network for LGBTQ+ professionals working across the U.S. energy and climate sectors, and how the group has partnered with Invenergy+ to spread the rainbow across the energy sector. In 2023, Invenergy+ also expanded their internal governance to include a policy group, which focuses on nationwide, state and local policies and provides internal feedback on the experience of LGBTQ+ employees.

### Celebrating Pride

To culminate the celebrations of Pride Month, Invenergy+ hosted a vibrant virtual pride parade. Employees submitted their photos and videos, which were showcased to show how they celebrate Pride. The group closed out the virtual parade with a happy hour and performance by a prominent Chicago performer and drag race winner. Invenergy+ members also took to the streets to march in the Chicago Pride Parade, and to run the Denver PRIDE 5K in support of The Center on Colfax, a nonprofit that provides critically important programs and services to Colorado's LGBTQ+ community.

### Educational lunch & learns

In addition to these celebrations, in September, Invenergy+ and BBI partnered to host the Senseless Censorship Lunch & Learn about Banned Books, celebrating the freedom to read and spotlighting current and historical attempts to censor books in libraries and schools. A representative from the Freedom to Read Foundation presented on the landscape of banned and challenged books, the work done by the Office for Intellectual Freedom (OIF) and the Freedom to Read Foundation (FTRF) — both bodies of the American Library Association (ALA) — and how people can join authors, librarians and educators in advocating against intellectual censorship.

AFFINITY GROUPS

# NEW Network

The NEW Network offers employees who are newer to their careers or the energy industry the chance to meet people on different teams, creating opportunities to learn about different departments and functions within Invenergy.



## Career mobility

In 2023, the group hosted a panel on career mobility, where Invenergy employees gathered to hear a discussion highlighting the experiences of three individuals on our strategy, communications and financial planning and analysis teams who have held several roles throughout their time at Invenergy. Discussion topics included advice for new hires and those wanting to make a career pivot.

## Collaboration with Reactivate

In addition, the NEW Network sponsored a United Way Young Leaders Speaker Series event with Reactivate, an Invenergy company that develops, owns and operates renewable energy projects to improve the lives of people in low-to-moderate income and energy transition communities across the country. Reactivate CEO, Utopia Hill, talked about her career and Reactivate's mission of creating positive social and environmental impact by collaborating with local partners to deliver renewable energy benefits to underserved communities.

## VTO with GPC

NEW and the Invenergy Sustainability Network (ISN) teamed up to use their volunteer time off to help the Garfield Park Conservatory (GPC) prepare for the winter season, moving azalea bushes inside the facility to protect them from chillier weather. In the summertime, the group hosted social intramural sports teams, where members of NEW gathered every Wednesday Night at Skinners Park in Chicago to play in a kickball league. Soon after it began, some of the interns from the 2023 class joined the league as a way to meet new people and connect outside of work. NEW also launched a podcast club to bring employees with common interests together, which even inspired the group to work on producing their own podcast in 2024.

AFFINITY GROUPS

# Invenergy Veterans Network

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



The Invenergy Veterans Network (IVN) is dedicated to enhancing the professional experience of military veterans within the company. Those who have served in the Armed Forces bring a particular set of skills and capabilities to Invenergy, from technical and leadership experience to the ability to work in uncharted terrains. We are proud to have 8% of employees who come from a military background to support the camaraderie and particular interests and professional development needs of this community.

## Awards, honors & partnerships

In 2023, Invenergy proudly received prestigious accolades, including the U.S. Department of Labor HireVETS Gold Award and the Illinois Employer Support of the Guard and Reserve (ESGR) Pro Patria Award. IVN members Jake Jablonski and Megan Glancey were honored with the Veterans Advanced Energy Fellowship and joined our recruiting team at the Service Academy Career Conference in Dallas, Texas. Additionally, our partnership with Airstreams Renewables, Inc. (ARI) resulted in a remarkable increase in veteran hires of over 250%. We joined the Center for Workforce Development and utilized their Troops2Energy Jobs platform and sponsored the U.S. Department of Energy Cyberforce Program.

Invenergy continued to shine a spotlight on veterans' experiences, hosting events with distinguished guests like U.S. Department of Labor Assistant Secretary for VETS, Honorable James Rodriguez. Our commitment to honoring veterans extended to sharing inspiring military-to-energy transition stories and fostering camaraderie through events like Affinity Group lunches and Veterans Month gatherings with CEO Michael Polsky.

## Veterans Month

Across our offices in Chicago, Denver and Spain, IVN fostered community spirit with events like Breakfast Burritos and Taco Tuesdays, raising over \$4,000 for Code Platoon, a nonprofit that provides technical training and career placement for veterans, active duty service members and military spouses. IVN also continued a longtime tradition of volunteering at the VA Hines Fisher House in Chicago to celebrate Veterans Month in November.

Through these initiatives and collaborations, Invenergy remains steadfast in our dedication to supporting veterans and building a more inclusive and supportive workplace culture.

AFFINITY GROUPS

# 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.



In 2023, Invenergy Women's Network (IWN) hosted several events throughout the year that promoted opportunities and education for women in the workplace.

## Mentorship: emPOWER

One significant program was emPOWER, IWN's yearlong mentorship program that promotes professional connections. In total, emPOWER events welcomed more than 377 participants, 49% of whom were female across 13 Invenergy offices and seven different sites. The group welcomed a mentorship speaker for IWN emPOWER Presents: Owning Your Seat at The Table and held an alternative fuels panel discussion and networking event as well as a mentorship breakfast around The Power of Partnership (Male and Female Allies).

## Women's History Month

During Women's History Month Programming in March, tailored programming including "Shout Outs!", encouraging everyone to recognize the significant contributions of their female colleagues; an IWN-hosted a booth at the Women Connect Conference; the 2023 WRISE & Wine Annual Tasting & Fundraiser; and the NEW Network x IWN Panel on Career Mobility.

## Collaboration

To celebrate Black History month in February, BBI and IWN teamed up to hold a self-advocacy workshop, hosted by Moon Negotiation, a negotiation training and career coaching organization. The tailored, interactive workshop focused on negotiation techniques, as well as approaches to understanding and navigating the biases that often impact women and people of color in the workforce. Beyond Women's History Month Programming, IWN generated funds for several organizations. The "Headshots for Headstarts" fundraiser is an annual event where employees donate to the Society of Women Engineers scholarship fund in exchange for a professional headshot. In 2023, this event raised over \$6,000 to help support women seeking a career in engineering. The group also hosted a bake sale fundraiser to support communities affected by devastating wildfires in Maui, raising over \$5,000 for the Maui Strong Fund.

AFFINITY GROUPS

# Unidos

The mission of the Unidos Network is to create an opportunity for employees to gain leadership experience, support local communities, and celebrate the rich cultures and heritage of Latin/Hispanic countries. This Affinity Group will promote cultural awareness and opportunities to grow at Invenergy.



## Launching Unidos

Invenergy launched Unidos in September 2023, during Hispanic Heritage month. A LatinX/Hispanic Affinity Group born to create opportunities for employees to gain leadership experience, it celebrates the rich cultures and heritage of Latin/Hispanic countries while supporting the local communities found around our various offices. Multiple chapters were opened simultaneously in offices across Chicago, Mexico City, San Salvador and Madrid.

## Education & service

Unidos events hold fast to two central pillars: education and service. On Día de los Muertos, an educational presentation and cultural celebration came complete with traditional foods and activities customary to the holiday. Invenergy's 2023 Virtual Cookbook for Hispanic Heritage Month was also produced and distributed with recipes, such as authentic Colombian arepas, atole and posole.

## Supporting local relief efforts

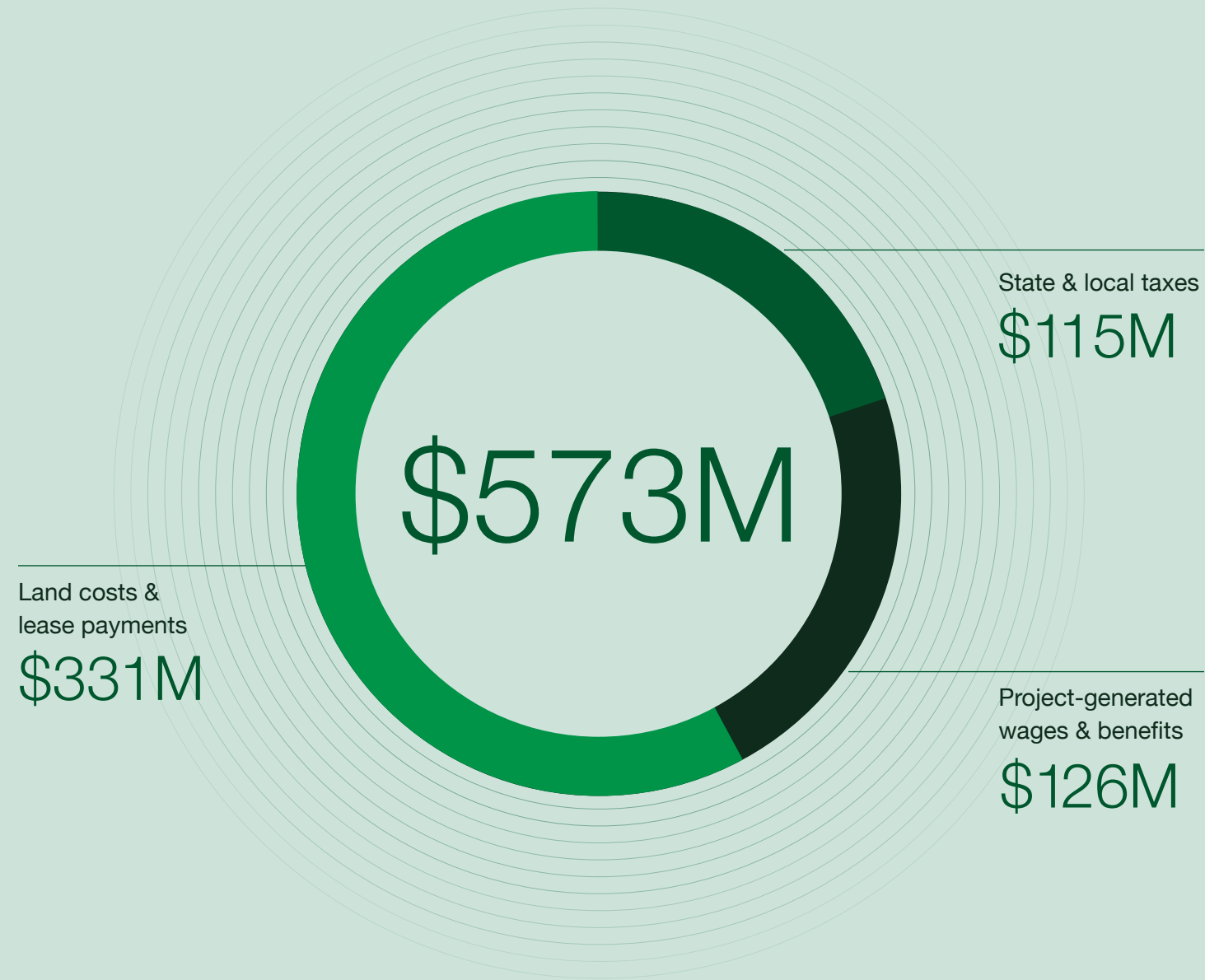
Unidos, in a collective effort with other Affinity Groups, also promoted migrant-centered relief efforts, initiated and supported by Invenergy. At a breakfast and learn event with the City of Chicago, Affinity Group members learned about new migrant arrival care and integration efforts. A donation drive was held for the Chicago migrant communities and a hygiene kit assembly day was organized after work, putting together supplies for a nonprofit identified by the City of Chicago Office of Philanthropy.

# 04 Community

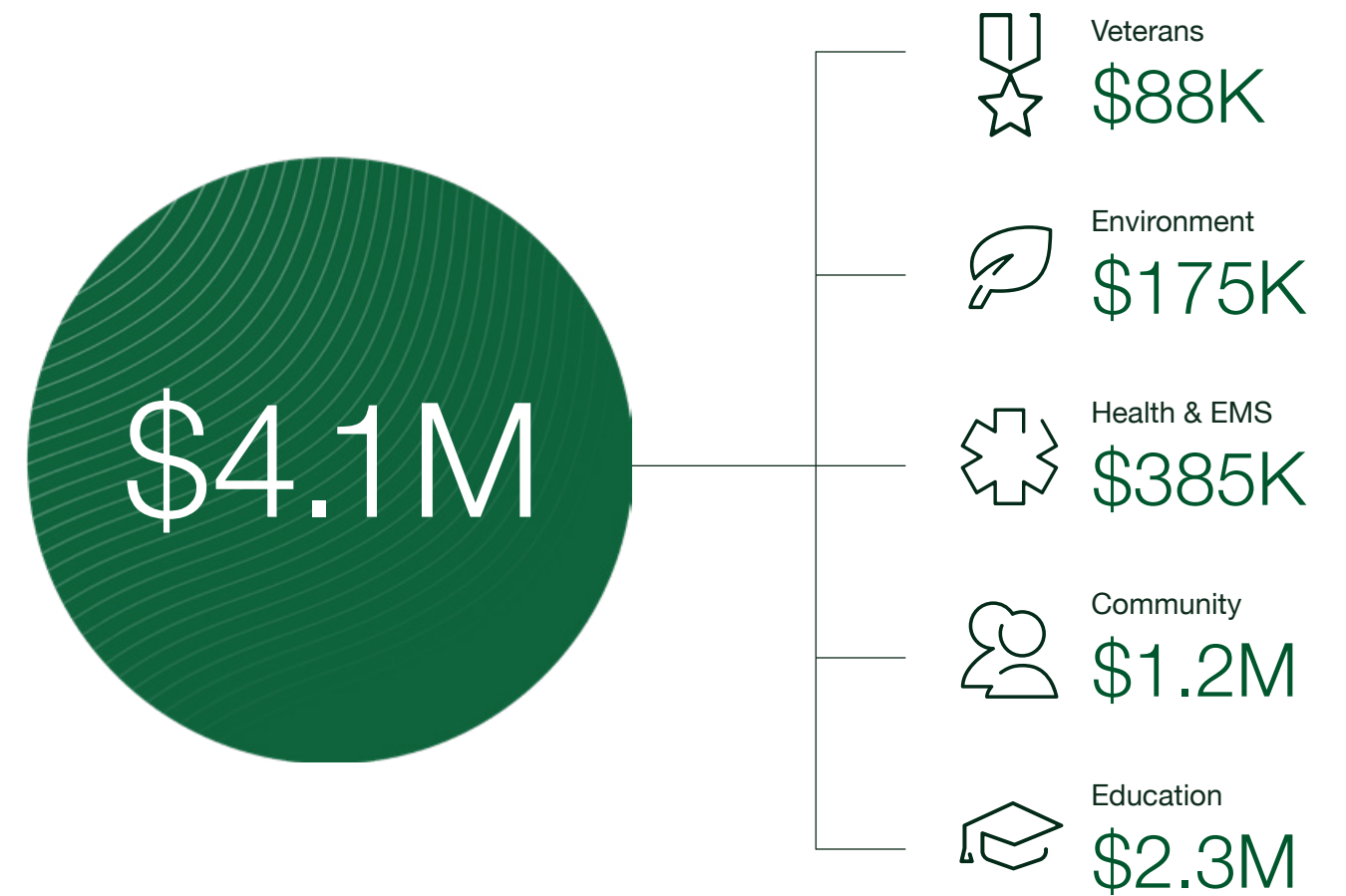
The energy centers we develop and operate provide direct benefits to our home communities through economic growth opportunities and support for local organizations that are vital to a community's health and safety. Through four Invenergy Impact pillars: community, environment, education and innovation, we strive to make a positive impact and support the communities and environments where we develop, live, work and operate.



# Economic investment in home communities



# Total cause-based investments



# Building better communities together.

We're committed to making long-term investments in the communities where we develop, build or operate clean energy projects. That means hiring locally and listening to landowners, business leaders and community members to ensure our projects benefit local economies and accomplish our collective goals.







## Disaster relief

Natural disasters have been increasing in frequency and severity as climate change continues to impact our communities. Invenergy's clean energy projects help mitigate climate change; however, our commitment to the communities where we work, live and operate doesn't stop after project development.

We're committed to supporting communities affected by natural disasters through direct relief efforts and financial contributions. In 2023, our teams were able to come together to help communities rebound from tornadoes, wildfires and winter storms. We will always be there for our neighbors in need with both immediate support for crisis response and in the following days to help rebuild lives, jobs and communities.

In 2023, we helped support emergency response and recovery efforts across the nation:

- Supported the local volunteer fire departments of the towns of Deport, Pattonville and Taylortown and the efforts of the United Way in the wake of the devastating winter storms in Northern Texas, Lamar County.

- Rebuilt with communities in Sullivan County, Indiana, after devastating tornadoes and supporting the work of the Wabash Valley Community Foundation. This area is home to our Grain Belt Express Transmission line.
- Provided funds to the Matador Relief Fund, initiated by the Community Foundation of West Texas, to assist the communities affected by tornadoes in the area, close to the work of Invenergy's McAdoo Wind Energy Center team.
- Supported the communities of Logan County, Oklahoma, when wildfires destroyed over 30,000 acres, nearly 60 homes and 150 shops & out-buildings. Our Wagon Wheel and Cimarron Link development teams provided financial and volunteer support as communities started the slow process of rebuilding.
- Invenergy comes together across our organization when disaster strikes. In Maui, Hawai'i, as wildfires devastated the island, razing homes and businesses, our local teams supported the Hawai'i Community Foundation, Maui Strong Fund, the Maui Food Bank and American Red Cross. At headquarters and in local offices, Invenergy employees mobilized to provide support and fundraising.



## Supporting local events

Getting involved in community events is key to building strong, vibrant and resilient neighborhoods where everyone feels connected and supported. From the moment we step into a community to develop a project, right through to its full operation, we make it a point to connect with landowners, local organizations and our Invenergy teams in the area to figure out how we can support the causes that mean the most to them.

- Our development project, Royal Road Solar (90 MW), sponsored the annual Mamou Cajun Festival in Mamou, Louisiana, a small town located immediately adjacent to the project. This music festival has taken place since the '70s and celebrates Cajun music, heritage and history. We're proud to support an event that is meaningful to the community and honors Louisiana culture. Our donation supported general activities during the festival as well as Cajun music lessons and French lessons for children from the area.
- At a series of events for participating landowners and neighbors near our Darien Solar Project (200 MW, WI), community members came together for fellowship, dialogue and a bird house building activity that encouraged each family to bring home a small reminder of conservation



efforts to add to their own homes. Lindsey Weimer, a participating Darien Landowner who attended with her daughters said, "Our family is dedicated to preserving land for future generations, promoting sustainable farming and educating our children about land and wildlife conservation. By building the bird houses with Darien Solar, we not only had a great time, but we also are doing a small part to help our community and the environment."

- Invenergy celebrated the history and culture of the American West by supporting Oklahoma's Guymon Pioneer Days Rodeo, one of the largest and most renowned rodeos in the region. This annual event showcases a wide range of events, like saddle bronc riding, barrel racing and team roping. The rodeo is more than competitions; it's also a celebration of the region's heritage and cowboy culture. Over 15,000 attendees came to immerse themselves in the rich history through various cultural exhibits, music, food, and arts and crafts vendors.

Vicki Ayres Portman, Invenergy's Director of Government Affairs for the West Region, grew up in Guymon and attended the event for years and has said, "I'm proud to work for a company who understands the importance of being an integral part of the community."

## Grain Belt Express community grant program

With the development of Grain Belt Express, we're not just building to deliver cleaner, more affordable, reliable energy for Midwestern communities, we're building with communities: creating jobs, collaborating with landowners and supporting local institutions and nonprofit organizations along the route. Supporting local community activities is important to keeping these places special and vibrant. Grain Belt Express offers one-time grants of up to \$500 to qualifying organizations along the route each quarter. To date, Grain Belt Express has supported over 200 organizations in route-area communities across Kansas, Missouri, Illinois and Indiana. To the right are some of the organizations that received \$500 grants from Grain Belt Express' program in 2023.

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Great Bend Chamber of Commerce and the Great Bend Public Library

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Farmington 4-H

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Monroe City Senior Nutrition

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Brown Grand Theatre

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Community Foundation for Cloud County

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Frank Carlson Highway Sign Project

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Concordia July 3rd Fireworks Display

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Sunset Home in Concordia

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Monroe City Chamber of Commerce

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## Engaging with Tribal Nations

Invenergy respects Tribal Nations' cultural identities and their commitment to their heritage through the wisdom of their elders, the promise of their youth and being stewards of their cultures. Where Invenergy works directly with Tribes, our goal is to develop and maintain Tribal relationships and consultation with an appreciative understanding of Tribal cultures, histories and interests in our project areas; uphold Tribal sovereignty; empower communities; and recognize the vital importance of Indigenous knowledge in environmental stewardship and leadership. We believe the success of our projects is contingent upon meaningful Tribal collaboration.



## Driving a clean energy future for El Salvador.

Energía del Pacífico (EDP) is one of Invernergy's most ambitious projects and a showcase for the transformational impact the company brings to El Salvador, marking its first full year of operation in 2023. Invernergy is the majority shareholder of EDP and has led the development of the project in partnership with El Salvador-based partners Grupo Calleja, VC Energy de Centroamerica and Quantum Energy.

EDP supplies approximately 34% of the energy demand of El Salvador and contributes to the diversification of the country's energy mix through new clean energy generation and reduced reliance on heavy fuel oil, diesel and imported electricity.

Located in the municipality of Acajutla, Sonsonate, El Salvador, EDP's construction began in 2020, just as the COVID-19 pandemic began. This project is a first-of-its-kind engineering feat for the country. The 380-megawatt complex is an LNG-to-power facility which includes a combined cycle power plant, a floating storage and regasification unit (FSRU), marine infrastructure (including an underwater pipeline) and two double circuit 230KV transmission lines (one 27-mile long) and associated substations. It includes several technological breakthroughs which have helped to advance the clean energy sector globally.

Beyond technological innovation, EDP is an example of Invernergy's ability to accelerate cleaner, more reliable, affordable energy through innovation across departments because of its close integration and access to expertise across multiple technologies. The project overcame significant challenges of constructing during the COVID-19 pandemic, including supply chain disruptions, travel restrictions and global financial volatility. Working with a range of stakeholders — from policy and community leaders to environmental and scientific experts — the team was able to move from design to reality swiftly and commercial operations began May 1, 2022.

One year into operations, the transformative infrastructure project brought over \$1.1 billion USD in private direct investment for El Salvador. It is a contributor to El Salvador's emissions reductions goals, helping to reduce carbon emissions by 600,000 tons annually. The project has helped to create 2,000 jobs during its construction phase and now employs 245 people during its operational phase. Based on Castalia's Development Impact Study, over a 20-year lifetime, EDP is expected to generate more than \$USD 5.3 billion in net economic benefits to El Salvador.



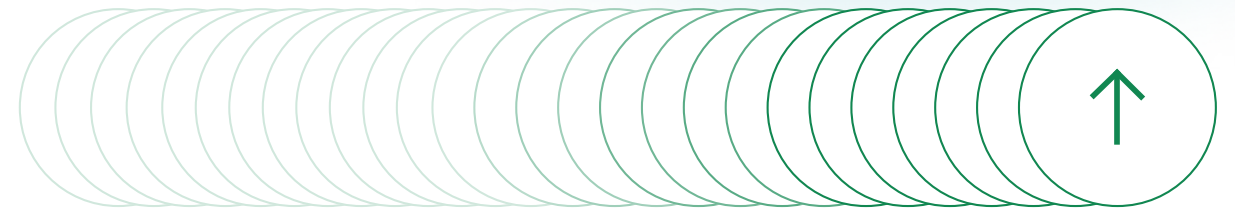


VOLUNTEERISM

# Showing up to serve our communities.

Whether helping out at animal shelters, pitching in at local food banks or serving as an extra set of hands for disaster relief crews, we're proud of the positive impact our employees make in the world. To support these efforts, our volunteer time-off program offers teams the chance to dedicate one workday a year to assisting nonprofit organizations and giving back in ways that are personally meaningful.

VOLUNTEER TOTALS



## 2,192 Hrs

Volunteered by Invenery employees in 2023

## +36%

From last year's total



Community organizations served

# 1,517



Environmental stewardship projects

# 282



Educational institutions served

# 262



Veterans causes served

# 75



Health & EMS causes served

# 56



### Fighting food insecurity

Several employees across the country volunteered their time packing up donations and organizing them for distribution with food banks and food depositories. Some of the organizations included Nourishing Hope and the Chicago Food Depository in Illinois, the Food Bank of the Rockies in Colorado and the Remson Food Bank in Iowa.



### Cradles to Crayons

Members of the Invenergy Chicago team used their volunteer time off with Cradles to Crayons, whose mission is to provide children from birth through age 12, living in homeless or low-income situations, with the essential items they need to thrive — at home, at school and at play. The team sorted through donations and quality-checked items, which contributed to helping more than 580 Chicagoland kids facing clothing insecurity due to low-income situations or homelessness. The team also held a fundraiser for Cradles to Crayons and raised over \$650 for the organization.



### Habitat for Humanity

Our team at Grays Harbor Energy Center (650 MW, Thermal, WA) continued their yearly tradition of volunteering with Habitat for Humanity, but with a twist: they built a tiny home. The pilot program was established by the local chapter of Habitat for Humanity to help make home ownership possible for people within a certain income threshold, and the average tiny house also uses only 7% of the energy compared to an average traditional household, encouraging more sustainable energy use.



### Adopt-A-Highway

The team at our Forward Energy Center (99 MW, Wind, WI) reaffirmed their dedication to community stewardship by participating in the Adopt-A-Highway program. Embracing their responsibility to contribute to the well-being of the local area beyond their renewable energy operations, the Forward Energy Center team volunteers annually to remove litter and debris from their designated section of the road.



### Our Streets PDX

In October, members of the Invenergy Portland team used their volunteer time off to celebrate Halloween while beautifying the neighborhood. The team worked with two local nonprofits, SOLVE Oregon and Our Streets PDX to clean up litter in Southeast Portland, and costumes were encouraged!

**Why is it important that Invenergy provides VTO?**

“I think it provides employees an opportunity to directly help out our community. We are doing a lot of good with our work, but it gets hard to think about the good we’re doing sometimes, since a lot of our jobs revolve around doing things on a computer. VTO gives us a hand-on opportunity to do some more good,” said Jordan Connelly, Senior Analyst, Transmission Development.



2023 IMPACT PARTNERS

# Collaborating for a cleaner energy future.

Invenery's Impact Partner program is centered on building intentional relationships that reflect our mission to build a sustainable world. In 2023, we yet again made significant progress in pursuit of that mission alongside our 11 Invenery Impact Partners. These partners bring expertise and common passion for the work we are grateful to do together.



# Planting the seeds of STEM.

From a young age, kids start thinking about what they might want to do when they grow up. Some of the old favorites come to mind — like an astronaut or firefighter — but we'd like to add “a job in clean energy” to the list. Our national partners do just that, by providing opportunities for elementary and high school students to have real-life exposure to exciting careers in STEM.



## KidWind

KidWind helps K-12 teachers and students explore the science and technology implications of a world powered by clean energy. Teacher training is at the core of the KidWind mission. In-person and virtual workshops combined with high-quality materials are designed to provide educators with the knowledge, skills and resources needed to effectively teach renewable energy concepts in their classrooms. These workshops are interactive and hands-on, offering participants opportunities to engage in activities and experiments that they can later incorporate into their teaching practices. Invenergy sponsored three teacher training workshops in 2023 and supported two teachers attending KidWind's flagship educator training program, REcharge Academy. Topics at this year's REcharge Academy included the future of our power grid, careers in sustainable energy, energy policy and tours of renewable energy installations.

Once teachers have the resources to bring renewable energy knowledge to their classrooms, students can compete in regional KidWind Challenges to get a chance to make it to KidWind Worlds, where students design, build and test their own wind turbines and solar-powered designs in various categories, such as turbine performance, design innovation and teamwork.

Invenergy was a title sponsor of the 2023 Worlds KidWind Challenge in Boulder, Colorado, where the Invenergy Denver team volunteered to help during the event. The challenge fostered creativity, problem-solving skills and teamwork among students while deepening their understanding of wind and solar energy. We also supported a regional KidWind Challenge in Baja, Mexico, where the Invenergy Mexico team cheered on over 140 students competing to make it to KidWind Worlds.



## FFA

The National FFA Organization (formerly known as Future Farmers of America) makes a positive difference in the lives of students by developing their potential for premier leadership, personal growth and career success through agricultural education. We've had a national partnership with FFA since 2018, and each year our operating sites across the U.S. support activities at local chapters.

To build a sustainable world, students need to gain the leadership experience and technical knowledge necessary to succeed in the clean energy industry. FFA is critical to helping students develop those skills. Their work encourages students to grow their skills for future careers in agriculture, biology, veterinary medicine, chemistry, engineering, entrepreneurship and more.

In 2023, we sponsored 12 FFA Supervised Agricultural Experience (SAE) Grants that allow students to pursue an enterprise or project related to agriculture and natural resources industries, and to gain exposure to agricultural-related career pathways. One student from South Dakota used their SAE Grant for specialty animal honeybee production with the guidance of their local FFA chapter. In addition to our national partnership, our project sites also make regular financial contributions to local FFA chapters, supporting students in their own communities. We also hosted FFA Student Officers at our Chicago headquarters to learn about their experience in the program, and to share our expertise in the renewable industry. Representatives from our vegetation management and government affairs teams gave the students an overview of the renewable energy policy landscape and the steps we take to ensure responsible development.



## National 4-H Council

In 2023, we were excited to welcome National 4-H Council as a new partner to the Invenergy Impact program. Furthering our goals to make an impact in environmental education and conservation, this prestigious organization gives Invenergy an even greater opportunity to get involved in local communities where we live, work and operate.

For more than 100 years, 4-H has welcomed young people of all beliefs and backgrounds, giving kids a voice to express who they are and how they're making a difference in their communities while encouraging them to learn by doing.

In 2023, we helped support the distribution of over 300 “Power Protectors” 4-H STEM Challenge kits, which include three activities that teach kids how to address real-world issues and explore a future career in the energy sector. The kits focused on energy education for all ages, and even included an Invenergy-branded flashlight to support one of the activities.

# Empowering the next generation of talent.

The next generation of talent is poised to transform all aspects of our clean energy future. We're investing in their skills and innovation today, with the support of trusted, national partners.



## GRID Alternatives

Invenergy was proud to help fund GRID Alternatives' mission of building community-powered solutions to advance economic and environmental justice through renewable energy. Through this partnership, we also supported GRID's Women in Solar Work, building a diverse, equitable and inclusive solar industry by providing pathways to technical careers for women through our Installation Basics Training Programs. With support from Invenergy, GRID Alternatives North Valley hosted a five-week all-women's Installations Basics Training cohort with 11 trainees in Sacramento.

We also helped cover the costs of the roof and electrical improvements needed to complete the installation of a solar array for a local resident in California, Armandia Rodriguez.

"I am so happy to be getting solar panels! I would recommend this program so that other people can save on their electric bill, too," Armandia Rodriguez, California resident and GRID Alternatives client.

In Colorado, Invenergy employees participated in two workdays with GRID. During one workday, the team helped install a solar system for a family in Lakewood, Colorado. Impacts from this project include a total of \$17,738 in lifetime savings for the family, equivalent to planting 2,900 trees and offsetting 124.68 tons of carbon.

Partnerships like ours with GRID Alternatives are crucial for advancing GRID's mission of promoting economic and environmental justice through renewable energy. Our collaboration leverages resources, expertise and networks to expand the reach of GRID's programs, empowering under-resourced communities and individuals with access to solar training and installations. Through collaboration, these partnerships amplify the impact of GRID's initiatives, fostering a more inclusive and sustainable solar industry while addressing broader social and environmental challenges.



## University of Chicago YICES & YIP programs

The Polsky Foundation, founded by Michael Polsky, Invenergy's founder and CEO, views education as imperative to its mission. Supporting education is one of the main pillars of how we make an impact at Invenergy, and we have a holistic approach to supporting students with an interest in the environment and energy space.

The Polsky Foundation has a long history of supporting youth programs that foster the development of science, technology and entrepreneurship skills. With this common mission in mind, Invenergy and the Polsky Foundation invested over \$1.75 million to the University of Chicago to develop two unique summer programs for high school students focused on innovation and climate and energy topics, created in partnership with the Massachusetts Institute of Technology (MIT).

Over the next five years, students with a passion for sustainability and the energy industry will be selected to engage in one of two programs. The Young Innovators Program (YIP), partners with MIT to inspire and prepare high school students to pursue careers in innovation and entrepreneurship through experiential learning, mentorship and connection with a peer support network.

The Young Innovators Climate and Energy Summer program (YICES) enables high school students to focus on tackling climate and energy topics and learn from Invenergy experts in the industry. "It is vital that young people today develop the ability to think innovatively as entrepreneurs. In my nearly 40 years as a serial entrepreneur, a commitment to relentless innovation has always been a guiding principle for my companies as we continue to lead the clean energy transition," said Polsky. "The Young Innovators Program is a fantastic learning ground that equips students with the skills necessary to meet tomorrow's most consequential challenges."



## Chicago Scholars

Chicago Scholars provides first-generation students and students from under-resourced communities with mentorship and coaching to complete college, forge a fulfilling career path and become the next generation of leaders.

Invenergy understands that to maintain our leadership in the clean energy industry, we need the best workforce on our team. We've seen just how important educational opportunities and a passion for the industry are for current and prospective employees to succeed. These factors, in addition to prioritizing a workforce that brings a variety of backgrounds, skills and ideas to work each day, are important to our continued success. And they're what makes our partnership with Chicago Scholars so important.

Chicago Scholars helps students in three phases of their academic development: college access, college success and college to careers. Throughout the program, students learn how to navigate the college admissions process, self-advocacy and networking skills, career development training and more. Invenergy pitched in on these efforts by hosting the New Scholar Selection Day at our Chicago headquarters. We were also proud to see the second annual Invenergy Scholarship awarded to two deserving students attending a four-year college or university who want to pursue a career in renewable energy.





Here's to another year of

innovation, ingenuity, investment  
and sustained impact.

# About this report

The 2023 Invenergy Impact Report includes stories and metrics from calendar year 2023, unless otherwise noted.

## 01 Milestones

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 avoided are calculated using Invenergy power generation, when available, or estimates based on site-specific capacity factors as well as external data from the U.S. Energy Information Agency and U.S. Environmental Protection 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<sub>2</sub> emissions by project (U.S. tons)
- Subregional Emissions & Generation Resource Integrated Database (eGRID)

Invenergy data includes 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 2023, calculations are based on publicly available generation and site-specific capacity factors or 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:

- [Invenergy Expands Empire State Footprint With New York City Office](#)
- [Invenergy Opens New Montreal Office, Expanding Footprint in Canada and Quebec](#)
- [Invenergy Services Surpasses Major Milestone in Managed Portfolio](#)
- [Invenergy Transmission and Prysmian Announce Long-Term Supply Agreement and Manufacturing Facility Expansion, Bolstering America's Electricity Transmission Supply Chain](#)
- [Invenergy Transmission, New Mexico Renewable Energy Transmission Authority Announce Development Partnership to Bring Clean Energy to Four Corners Region](#)
- [American-led Invenergy Launches Jersey Link Offshore Transmission Project](#)
- [Invenergy's Grain Belt Express Transmission Line Secures Last of its State Approvals](#)
- [Net Zero Coalition Expands Membership to 10 Companies, Unveils American Innovation Showcase at U.S. Center at COP28](#)
- [Gov. Pritzker Joins ComEd and Reactivate in Chicago Heights to Announce the 100th Community Solar Site In Northern Illinois — One of the First in a Cook County Environmental Justice Community](#)

## 02 Environment

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

The annual GHG inventory is calculated based on an Inventory Management Plan (IMP) that was created by a third-party consultant in accordance with the Greenhouse Gas Protocol. Invenergy included relevant GHGs based on the Kyoto Protocol (CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, & SF<sub>6</sub>). The IMP is owned by Invenergy and reviewed annually during and after completion of the yearly GHG inventory. We expect calculations to improve over time as we have access to higher quality activity data. We will also revisit the baseline annually and make adjustments as needed due to methodology changes based on a significance threshold of 5%.

## 03 People & Safety

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.

# Sustained Impact

We are creating the energy superhighways of the future, working across a continuum of clean energy technologies to modernize power grids, strengthen energy systems and keep communities vibrant and strong for generations to come.

## 04 Community

Total home community investments, including project-generated wages & benefits, state & local tax payments, and land & lease payments, 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 donations and contributions.

We are proud to work with local nonprofits and organizations making a difference. Organizations and their web links referenced in this chapter are listed in order of appearance below.

- Deport, Texas Volunteer Fire Department, Pattonville, Texas Volunteer Fire Department, Taylortown, Texas Volunteer Fire Department, United Way, Wabash Valley Community Foundation, Matador Relief Fund, Hawai'i Community Foundation, Maui Strong Fund, the Maui Food Bank, American Red Cross, Great Bend Chamber of Commerce and the Great Bend Public Library, Farmington 4-H, Monroe City Senior Nutrition, Brown Grand Theatre, Community Foundation for Cloud County, Frank Carlson Highway Sign Project, Concordia July 3rd Fireworks Display, Sunset Home in Concordia, Monroe City Chamber of Commerce, Nourishing Hope, Chicago Food Depository, Food Bank of the Rockies, Remson Food Bank, Habitat for Humanity, SOLVE Oregon, Our Streets PDX, Cradles to Crayons, Adopt-A-Highway, National 4-H Council, FFA, Chicago Scholars, Museum of Science and Industry, Chicago, Chicago Urban League, University of Chicago, Pheasants Forever, GRID Alternatives, Trust for Public Land, KidWind, Women in Renewable Industries and Sustainable Energy.

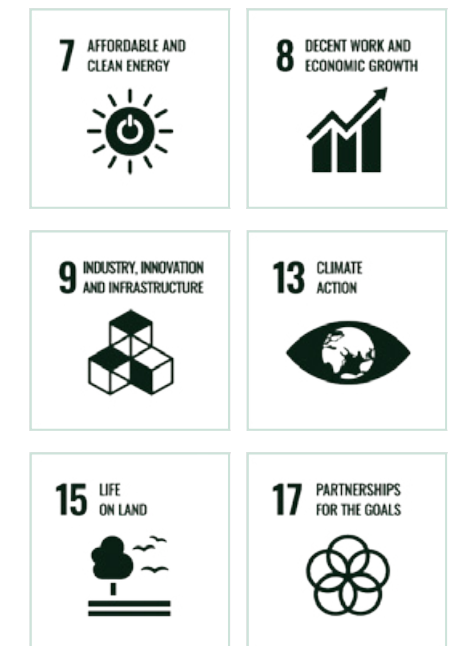
The 2023 Impact Report summary serves as an easy reference guide to remind us of our achievements and aligned to the goals ahead.

## 2023 Milestones

For more than two decades, we've put the different aspects of power-generation together in ways that have moved the clean energy sector forward. In 2023, we chose to make advances in particular areas of innovation that would make the value to our customers more tangible – and sustainable – so we can keep building the world we want to see.



As we continue to expand our global reach, we are aligning our work with several of the United Nation's Sustainable Development Goals (SDGs). The UN SDGs emphasize the interconnected environmental, social and economic aspects of sustainable development by putting sustainability at the forefront.



# Environment

Our commitments to environmental stewardship extend beyond just how we build. At every stage of our work, from design and development to day-to-day operations, we take an active role in engineering each project to function alongside local ecosystems.

## NET ZERO UPDATES

**SCOPE 01**  
Advanced toward fleet electrification

**SCOPE 02**  
Increased percentage of our sites powered by renewable energy

**SCOPE 03**  
Developed new partnerships furthering the goal

## Renewable Energy

- ● Reduce emissions by 50%.
- Achieve a 70% emissions drop through supplier engagement and reduction.

2030

- ● ● Achieve Net Zero emissions in our scope 1 & 2 emissions.

2040

- ● ● ● Achieve Net Zero emissions across our entire portfolio.

2050

Achieve Net Zero

## Clean Power

- Achieve a 70% emissions drop through supplier engagement and reduction.

- ● Reduce emissions by 40%.

- ● ● ● Achieve Net Zero emissions across our entire portfolio.

# People & Safety

The company we are today is a result of strong partnerships we build with the communities that host our projects, combined with our commitment to empowering our teams. Through hard work, problem solving and trust, we are building a more sustainable world, enabling progress every day.

## SAFETY

Employee safety training



65 hrs

Safety training hours per Invenergy Services employee

43,355 hrs

Total fleetwide training hours

## WORKFORCE DEVELOPMENT GOALS

We're building the energy workforce of the future, committing to a three-part goal:



Expand our training infrastructure



Maximize local hiring



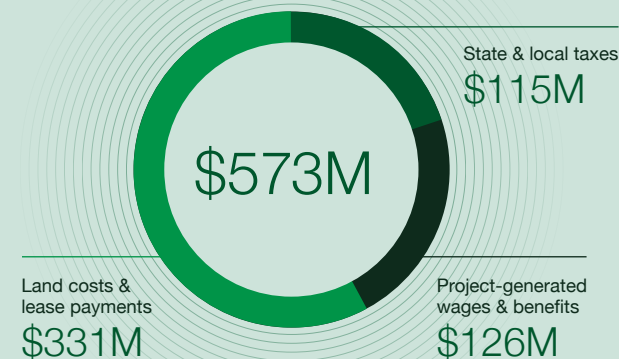
Promote an equitable and just transition

# Community

As we expand our presence around the world, we continue to be guided by our responsibility to the communities we'll call home. In every location, we stay focused on our role as an active, invested partner there to make an impact that will be felt for decades to come.

## INVESTMENTS

Economic investment in home communities



Total cause-based investments

\$4.1M

- Community
- Education
- Environmental
- Health & EMS
- Veterans

There's more impact to explore. Discover more about our commitment to environmental stewardship, our people, and our communities by downloading the full 2023 Invenergy Impact Report.



Scan QR to view the full report or visit [invenergyimpact2023.com](https://invenergyimpact2023.com)

For additional background, please contact [invenergyimpact@invenergy.com](mailto:invenergyimpact@invenergy.com)

[invenergyimpact2023.com](http://invenergyimpact2023.com)



Invenergy