



2024 ESG REPORT

ENVIRONMENT. SOCIAL. GOVERNANCE.



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Welcome to our 2024 ESG Report. After two years, we're making great progress!

In our inaugural 2023 report, we stepped back and realized that we have been pursuing ESG goals from our beginning. They are built into our business processes and how we treat our team members, serve our clients and engage with our communities.

We have a tradition of focusing on the best interests of our stakeholders. And we're always looking for opportunities to improve in all areas of our business. Taken together, our ESG activities reflect how we live our company purpose: *Do Good. Have Fun. Build Success.*

In 2023, guided by our core values of responsibility, empathy and determination, we focused our efforts to take intentional action where it mattered most.



Responsibility

Our markets are experiencing unprecedented change. Rapidly advancing technology, decarbonization efforts, the clean energy transition and climate change are posing tremendous challenges for our clients and our planet.

As a leading engineering and consulting firm helping to build our country's infrastructure, we have a responsibility to evolve our business and expertise to take on these challenges. We're expanding the services we offer our clients and taking a closer look at our own operations.

In 2023, we invested our resources to help the chemical processing market innovate, improve their processes and seek cleaner, more sustainable solutions for clean-energy fuels. We bolstered our environmental construction support services to help utilities and developers implement complex permits, streamline processes and ensure compliance with environmental regulations. And, through our new advisory services business, we now support clients with a range of services to help them take on the challenges of the changing energy landscape (read more about these developments starting on page 10).

Empathy

We look out for and act in the best interest of our clients and our team members. Our annual Voice of POWER survey gives us an opportunity to hear from our teams to ensure we're providing every individual the environment they need to grow, develop and reach their full potential.

In 2023, these steps included expanding our leadership development opportunities, continuing our commitment to flexible, hybrid work options and providing the tools to create

meeting equity for team members working in-person and remotely.

We created a process for forming Employee Resource Groups (ERGs) and welcomed three new ERGs representing LGBTQIA+, Veteran and Latino team members. We continue to make progress on our CEO DEI Action Pledge to create environments for open DEI conversations, support DEI education, engage leadership in DEI strategies and develop a DEI feedback loop with our teams (read more about those efforts on page 27).

Determination

Our clients and internal teams care about decarbonization and sustainability, so we prioritize opportunities to get involved in these issues at a broader industry level. We champion national policies that reward innovation, technology development and rapid carbon reduction through external groups and affiliations.

We promote these values internally as well, starting with understanding our operational footprint and ways to reduce its climate impact. For us that means looking not only at our fleet, but office space and business travel, too.

We continue to expand our perspective and the scope of our impact as our understanding grows. For POWER, ESG is about continued improvement and a strong "learn stuff" culture—themes you'll see repeated in this report.

The work is never over, and we're excited to continue making positive impacts—today and into the future!

Jim Haynes
CEO

I'm pleased to share POWER's second ESG Report with you. Our first report reflected on our history of environmental, social and governance work, starting from our founding in 1976. This report looks to the future of our ESG work.

Since the publication of our inaugural 2023 ESG Report, our team researched the needs of our stakeholders. We surveyed and interviewed our teams, responded to our clients' ESG questionnaires and noted changing regulatory, cultural and industry trends. The information we collected was used to create a Materiality Assessment, a tool to determine the ESG areas best suited for POWER's focus and intention. Our evaluation resulted in three focus areas.

Corporate Sustainability

Through our Materiality Assessment, we learned that maturing our Corporate Sustainability Program was a priority to our stakeholders—our employees and our clients. So, we're doing our part to understand our company's environmental footprint and working to reduce it.

Our lean operations mean that our carbon emissions start at a low baseline. The immediate areas we've identified where we can reduce our overhead emissions are our corporate fleet, office space and business travel. However, playing a role in major infrastructure projects is a significant carbon impact not lost on us. As you'll read in our report, our services are evolving to support clients through their decarbonization efforts.

Diversity, Equity and Inclusion

Formalizing our company's commitment to diversity, equity and inclusion (DEI) was another top-ranked priority in our Materiality Assessment. Like sustainability, DEI is core to our stakeholders' values. Our goal is to align DEI efforts across the organization and define what DEI means to POWER. To that end, POWER's DEI Program is now the DEI&B Program. B stands for Belonging. For us, belonging is the successful outcome of diversity, equity and inclusion efforts.

International Risk Management

Finally, our Materiality Assessment identified international risk management as POWER's third ESG focus area. This is primarily a communication effort—ensuring that risks are understood, prevented, and mitigated from boots-on-the-ground team members all the way to our executive team. As our company grows and our international work expands, standardizing these practices is key.

It's important to note that these three areas are not POWER's only ESG areas of interest—they are just the three areas we prioritize right now. Staying nimble and responsive to our stakeholders' needs means continuing our materiality work as an evergreen practice.

Happy Reading!



Amy Busek
Corporate ESG Manager



POWER AT A GLANCE

FOUNDED IN 1976 IN IDAHO

4,000+ TEAM MEMBERS

45+ OFFICES ACROSS U.S. & CANADA

PROJECTS IN 100+ COUNTRIES



GET TO KNOW US

POWER is a nationally ranked engineering and environmental consulting firm specializing in integrated solutions for clients in the power delivery, power generation, food and beverage, government, renewables and storage, campus energy, chemical, and oil and gas industries. As our industries change, we diversify our services to strengthen our core competencies in complex, multidiscipline work. We want to be sure we're ready to take on our clients' and our planet's most challenging projects.

MEETING INDUSTRY DEMANDS

Today, we're seeing unprecedented growth in the decarbonization movement, historic clean energy and climate legislation, and rapidly evolving energy transition plans and requirements. Our clients face extraordinary

challenges, including destructive climate events, increased demands for electricity, clean energy and clean-energy fuels, and a focus on protecting our planet's ecosystems. In the last year we've expanded and formalized the following services to help them meet these challenges.



Though the POWER team has delivered successful chemical projects for more than two decades, establishing a formal business unit shows the depth of our commitment to our chemical clients and the exciting work we're doing in this area.

—DEREK HENDERSON, FACILITIES DIVISION MANAGER

January 2023: Established a Chemical Business Unit to support emerging and established hydrogen, biofuel and general chemical markets.

April 2023: Formalized a Technology Division with Chief Technology, Digital, Information and Innovation Officers to support our clients' digital transformation and our own.

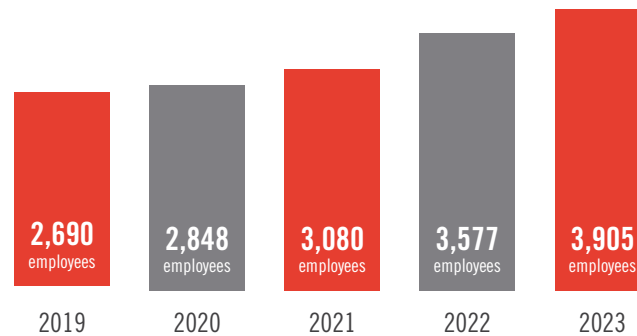
August 2023: Established Environmental Construction Support Services Department to help major construction projects run smoother for utilities and developers in the energy industry.

September 2023: Acquired Earth Environmental and Civil to expand environmental services into the Mid-Atlantic and Midwest regions.

November 2023: Launched the Advisory Services Business Unit to provide strategic action planning for the energy industry, including for grid modernization and decarbonization efforts.

EXPANDING OUR TEAM OF EXPERTS

We know our success is a team effort and every individual plays a role. As we respond to the evolving needs of our clients and industries, we welcome new and diverse expertise. To support our growing team—shown below—we commit to continuously improving how we support our employees. We do this by offering attractive benefits, providing a flexible work environment with the latest technologies to support remote and in-person work styles, providing opportunities to build a meaningful career, and creating a fun and safe workplace.



When innovation is encouraged and celebrated, it sends a clear message that learning and growth are integral to a company's success. A learning mindset makes teams more adaptable to change and capable of navigating the complexities of new business landscapes.

—JASON PFAFF, CHIEF INNOVATION OFFICER

MAKING THE GRADE

Top 500 Design Firms: **#27**

Top 20 in Power: **#4**

Top 25 in T&D: **#2**

Top 10 in Food & Beverage: **#4**

Top 200 Environmental Firms: **#148**

Top 100 Construction Management/PM Firms: **#76**

Top 20 Chemical Plants: **#17**

These rankings are from the Engineering News Record (ENR) 2023 reports.

ESG AT POWER

Our program's success is measured by the number of people we reach and impact. "Create experts" is a longtime POWER culture code, and it's also the philosophy behind our ESG Program. Helping our teams understand ESG and how it's reflected in their work helps us integrate ESG in all we do. Building this network of ESG experts and lending our support to it is how we live our company purpose to ***Do Good. Have Fun. Build Success.***

THREE YEARS OF ESG

We started our ESG Program at the end of 2021 with the hire of our first ESG Manager. We formed a large committee made up of internal subject matter experts in December of that year and developed our ESG Committee Charter:

Our mission is to balance POWER's commitment to strong client relationships with employee empowerment, community impact and industry relevance. We do this by collaborating with our stakeholders to eventually set, track, and evaluate measurable goals and objectives and by communicating our progress both internally and externally.

Our ESG Program is bolstered by a commitment to Do Good by our people and our planet.

Our ESG Committee is currently made up of three subcommittees, based on member interest and background. Two co-chairs head up each subcommittee:

- » **Environmental Subcommittee:** Corporate Communications Coordinator Sarah Morrell and Air Quality Department Manager Thomas Sullivan

- » **Social Subcommittee:** Corporate Communications Manager Kate Wutz and Transmission Line Business Unit Regional Manager Kat Bridwell
- » **Governance Subcommittee:** Corporate Compliance Department Manager Gadrie Edmunds and Corporate Risk Management Department Manager Lynnette Roberts

We published our first ESG Report in 2023. It was a look back at all of the environmental, social and governance activities since our founding in 1976. We took stock of the past to provide a baseline and foundation for the future.

In 2023, we completed and published our first Materiality Assessment. This is a process that determines the top ESG areas that are material, or relevant, to POWER's stakeholders—our clients and employees. Through this process, we end up with a ranked list of where to focus our ESG efforts and results in recommendations to our Management Committee (read the ESG Manager Letter on page 3 for more detail).



Facilities team members John Abraham, Hope Willson, Chris Hammer and Ariel Varland (left to right) collaborate during the ESG workshop portion of their Facilities Business Planning meeting.

STREAMLINED APPROACH

POWER’s Management Committee comprises our division leaders and is responsible for overseeing the day-to-day operations of the company. Our CEO Jim Haynes is the corporate sponsor for ESG. Regular updates and conversations with the Management Committee and our CEO ensure our ESG activities are integrated with our corporate strategy.

Following our first Materiality Assessment, we partnered with members of the Management Committee to identify leadership sponsors for each of the three pillars:

- Environmental:** Doug Jones, Power Delivery Division Manager and Vice President
- Social:** Kayce McEwan, Chief Human Resources Officer
- Governance:** Andy Ratzkin, Corporate General Counsel



The governance structure for our ESG Committee ensures each of our pillars is represented in top leadership meetings. Having these pillar-specific advisors is crucial to ESG’s integration into POWER’s business practices and culture.

CONNECTION TO PEOPLE AND PLANET

Sustainable Development Goals

In the 2023 ESG Report, we correlated our activities to the United Nation’s Sustainable Development Goals (SDGs)—focus areas that promote the prosperity of our planet and people worldwide. The globally oriented, easy-to-understand **17 principles** will continue to be embedded throughout our report where applicable. They help us simplify ESG concepts and align them with our company culture.

SASB

This year, we are also reporting to the Sustainability Accounting Standards Board, or SASB. The international ESG framework includes 77 individual standards separated by industry. We selected two of these standards to report to: Commercial and Professional Services, and Engineering and Construction Services. We believe this reporting keeps us aligned with factors that are both material to POWER and our industry. As we develop goals and expand our work, we will revise and adapt our reporting to include additional frameworks.





ENVIRONMENT



ENVIRONMENT

HOW WE WORK

The energy landscape is constantly changing. That's truer now than ever, as we confront the challenges of climate change, population growth and increasing electricity demands.

We see these challenges in our projects, which span the globe. Our experts work to meet energy demands while stewarding the environments that hold our critical infrastructure.

As we phase out aging infrastructure, transition energy assets away from fossil fuels, and find innovative solutions to new challenges, we are also helping our clients, teams and communities take steps toward a cleaner tomorrow.

UNIFYING EXPERIENCE

From our modest, rural Idaho origins in the 1970s, POWER's success is attributed in part to our commitment not to grow for growth's sake. Intentionality and care are embedded in our business model. Our engineers, scientists, consultants and industry experts approach projects as stewards of the natural environment.

Accelerating Efforts

The global energy transition is shifting reliance on fossil-based fuels to renewable energy. Our teams recognize that these efforts alone are insufficient to combat climate change. With legislation driving increased decarbonization, we are accelerating our efforts toward innovative solutions for our clients.

One such innovative solution is the design of a CO₂ capture system to remove 90% of the carbon generated from a coal-fired generating plant. As an extension of the Mitsubishi Heavy Industries America engineering team, POWER worked to design, configure and commission the distributed control system for the Petra Nova Carbon Capture project. It's the world's largest, first-of-its-kind post-combustion CO₂ capture system.

Impactful Service Offerings

Decarbonization opportunities align closely with our capabilities and offerings. We partner with our clients and customize our services to their specific needs. We—like many of our clients—understand the importance of staying ahead with specialized offerings that address the challenges of decarbonization.



The Petra Nova Carbon Project



The projects I've worked on at POWER have been challenging, diverse and meaningful. The future in front of us is filled with even greater opportunities to provide positive impact to our society and give back to the only planet we have. I also know our teams and culture at POWER have never backed down from a challenge.

—DWIGHT COLE, GENERATION SENIOR PROJECT MANAGER

Today, these offerings include carbon capture facility design, biomass-to-hydrogen initiatives, ammonia combustion studies, energy center developments (battery energy storage systems, firming power and renewables like solar and wind) and more. Our project experience informs our future efforts and highlights our expertise in navigating never-before-seen challenges within the energy sector.

Driving Momentum for a Better Future

At the end of 2023, our CEO Jim Haynes was asked to chair the newly formed American Council of Engineering Companies' (ACEC) Energy Committee. It's an important opportunity for A/E firms to advocate for national policies that support reliable, affordable and clean energy infrastructure. Working with talented peers to lead our industry into a greener, cleaner future informs our work and fuels our passion for innovation.

Our service offerings are taking on new decarbonization challenges for a more sustainable energy landscape. This

means listening to our stakeholders and evolving our service offerings. In the last two years, we stood up new business units to respond to this changing landscape: Renewables, Innovation, and Chemical.

Our Facilities and Chemicals teams integrate sustainability into every industrial-sized building project we undertake.

Decarbonization, Inside and Out

Championing decarbonization initiatives with our clients and promoting the use of lower carbon intensity materials are just some ways we work to reduce the environmental footprint of our projects. We're looking at our internal operations, too. The implementation of POWER's fleet sustainability program underscores our commitment to sustainability.

As the world addresses the impacts of climate change, innovative decarbonization solutions are hopeful indicators for the future of energy production and consumption.

INNOVATING ENERGY SOLUTIONS

Substation Engineer George Becker won POWER's Innovation Tournament in 2023 with a solution for reliable renewable energy: using small modular reactors (SMRs) in every town and an electrolyser in every substation across the U.S.

George's idea for a clean, safe power source was inspired by the grid failure in Texas from weather-sensitive generation sources—SMRs aren't weather dependent, they're easy to dispatch and have an energy output close to 95%.

Electrolysers can separate hydrogen out from water using electricity, and they can easily be powered by the electric distribution system at substations during off-peak hours, utilizing excess grid capacity from the SMRs.

He's working with the Innovation Team to roadmap the technology, market, role and ultimately, commercialization of SMRs. George is building a team of internal SMR subject matter experts who can help plan for and implement SMRs with clients and partners.





Saving energy and reducing waste aren't just feel-good efforts, they're practical. We've saved clients hundreds of thousands of dollars each year by identifying energy- and resource-saving projects.

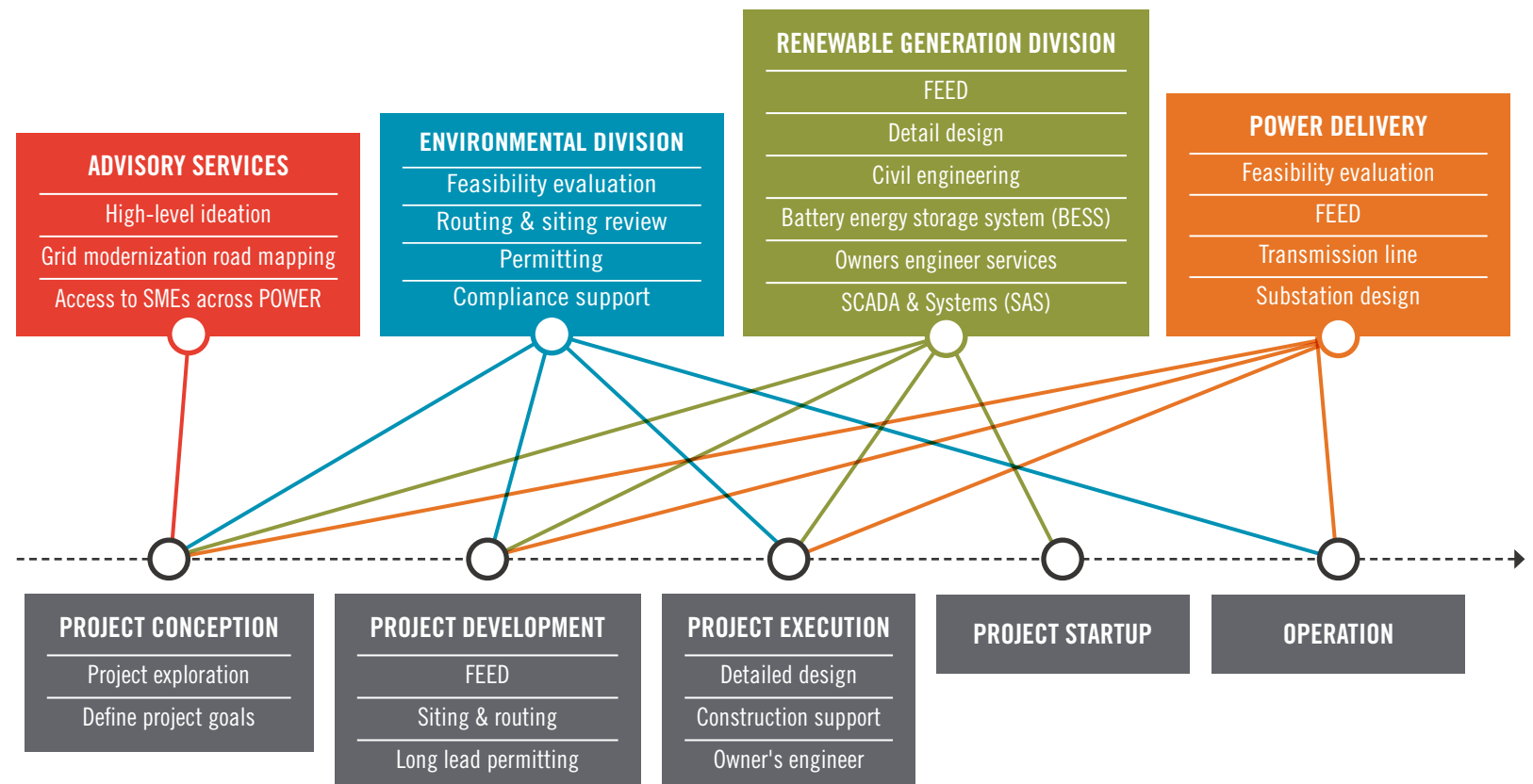
Each time we visit a manufacturing plant, we're looking for "green" opportunities: is their cooling system working efficiently, are they maximizing how they use steam and hot water? But we're also looking to the future. One of our current projects produces emission-free electricity and simultaneously removes carbon dioxide from the atmosphere. We're helping clients make the most of what they have while at the same time innovating forward. How cool is that?

—ANNE RUNNALLS, FACILITIES CHEMICAL DEPARTMENT MANAGER

HOW OUR TEAMS MEET THE NEEDS OF A CHANGING UTILITY MARKET

An Evolving Team

We're proud to be among the leading Power Delivery detailed designers in the U.S. We constantly evolve our suite of services to address all stages of a renewables project, from start to finish. Offering integrated planning, consulting and technical services helps our clients bring renewable projects online more efficiently and effectively. In a typical renewables project, our Advisory Services, Environmental, and Renewables teams are critical components for success across the project lifecycle.





When compared to the impact of our project work, our operational carbon footprint wasn't initially a priority. We are constantly evolving our services to offer more sustainable design and renewable services to our clients—it is important that our own house is in order.

Even though our operational impact—office usage, corporate fleet and travel—may seem small, it is our responsibility to understand and work to mitigate it. POWER's corporate sustainability commitment rallies us all around a common cause: lessening our footprint must be part of the way we do business to be credible as we help our clients transition to greener alternatives.

—DOUG JONES, P.E., POWER DELIVERY ENGINEERING DIVISION MANAGER





Advisory Services

Our Advisory Services team leverages our industry, client and POWER team experience to create innovative ideas, successful strategies and actionable plans. This includes high-level guidance for efforts in grid modernization and decarbonization.

Environmental

Our Environmental teams' support is crucial early in a project's conceptual stages. These team members provide value to the overall success of the project by quickly identifying and mitigating regulatory hurdles.



The majority of the Environmental Division's work is taking positive steps toward sustainability. Most of us went to school and studied what we did because of our love for natural resources, air, water, plants and animals.

We, as stewards in this industry, have the potential to help development occur in a more responsible manner, minimizing impacts to resources that our projects touch as much as possible and feasible.

—LISA BARKO MEAUX, ENVIRONMENTAL PROJECT MANAGER

Renewables

With a team experienced in the design and execution of integrated renewable generation projects, the Renewables Business Unit provides technical expertise at all stages of a project through startup.

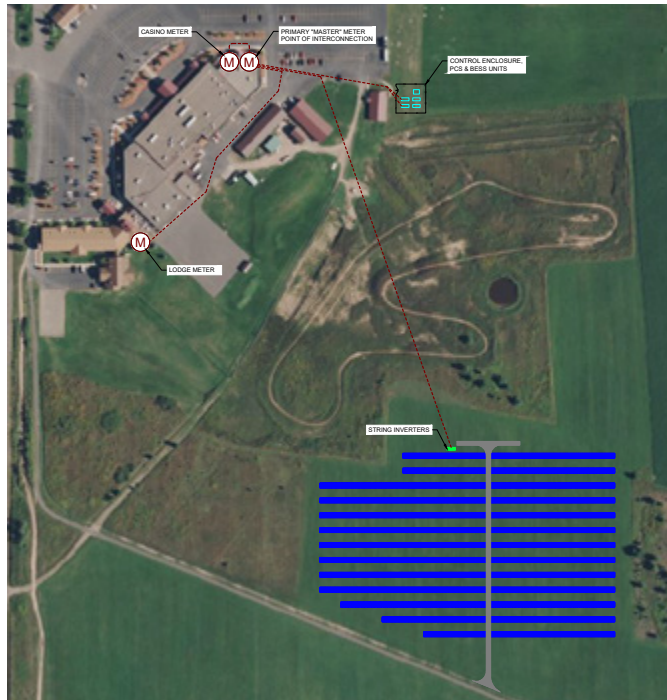
AN EQUITABLE CLEAN ENERGY TRANSITION

Pro-bono work with EWB helps underserved communities

Our experience with tribal energy sovereignty projects includes complex microgrid, solar and energy generation projects. A newer corporate partnership with Engineers Without Borders-USA (EWB-USA) presented us with an opportunity to do preliminary design work for tribal entities in their quest to apply for federal grants. U.S. tribal

communities are often far away from essential services and are electrically isolated. These factors can result in unreliable power with frequent outages. As we do our part to facilitate the clean energy transition, POWER Renewables Engineer Vanessa Van Scyoc Hernandez works to ensure the transition is a just and equitable one.

"I got into tribal energy work because it simultaneously uses the power of renewables to create positive change in underserved communities and promotes environmental and sustainability initiatives with clean energy," Vanessa said. "Grant-specific work is an important part of that equitable clean energy transition since it really focuses on getting renewable systems to the entities that need it."



An aerial view outlines the placement of a solar plus battery energy storage system that the Lac Courte Oreilles Band of Lake Superior Chippewa Tribe hope to build.

Vanessa and nine other POWER engineers are volunteering their time to design a preliminary layout for a 1-2MW Ground Mount solar project for the Lac Courte Oreilles Band of Lake Superior Chippewa Tribe. POWER provides in-kind contributions like company equipment and software to support the team. Volunteers can also use their paid service time to work on this project.

“POWER’s role in this is to help get that infrastructure and work in place—and for our teams to easily give of their talents and services in a meaningful way,” said EWB-USA Corporate Sponsor Nathan Bingham.

SUPPORTING CLIENTS

Across industries, our clients are actively looking to the future. They want their projects to reduce negative environmental impacts. They want to communicate with the public in more meaningful and informative ways, and they want to maximize positive change.

Addressing the changing global energy landscape means being a strong engineering partner that meets our clients’ needs with intention, flexibility and innovative ideas. Here are three examples:

Empowering Northeast Communities: Unveiling Renewable Ravenswood

In New York City, Rise Light & Power is transforming the Ravenswood Generating Station into a new clean energy hub. Ravenswood is the city’s largest fossil-fuel-fired generator, providing over 20% of local generation capacity.

Rise Light & Power, a owner, operator and developer of renewable energy, envisioned an investment of more than \$160 million to modernize Ravenswood’s facilities and infrastructure by connecting the generating station to clean energy sources. It will be a major step forward in reducing greenhouse gas emissions.

Renewable Ravenswood is the nation’s first renewable repowering of a major fossil-fueled plant with clean power from offshore wind. Rise Light & Power is committed to engaging and educating the public on how the power plant will transition to clean energy.

To support this, Rise Light & Power first connected with our Visualization team in 2022 to create a stylized project map of New York and New Jersey that was visually appealing and used simple linework to tell the story of the

areas where renewable power was being transported. The map has since become a core communication tool.

Not too long after, Rise Light & Power was working with another consultant to hold neighborhood meetings with local officials, but they needed a more predominant platform to reach a larger audience. Our Visualization team came together to design a 360-degree virtual meeting room. The virtual experience included holographic cross-sections of submarine cables, tabletop models of New York City, and how energy is routed via the riverbed into Renewable Ravenswood to help the public gain a greater understanding of the project and its broader environmental impact.

With public outreach as a core element of the project, Rise Light & Power continues to partner with us for content materials. We’ve successfully supported the creation of impactful content such as videos, renderings, fact sheets, posters, flyers, augmented reality models and webpages to enhance communications and outreach efforts for advancing their mission toward a sustainable future.





Clean Energy Connections

Minnesota Power supplies electric service to 150,000 customers across a 26,000-square-mile service territory in northeastern Minnesota. Dedicated to its commitment to climate, customers and communities, and a vision of delivering reliable, affordable, carbon-free energy to customers, Minnesota Power sought to diversify its energy sources.

Just north of Minnesota Power's service area, Canada has an abundance of available hydropower. The utility recognized the benefits that making this connection would have for its customers and the environment.

Delivering this energy required constructing the Great Northern Transmission Line (GNTL)—a 225-mile, 500 kV line—that connects Minnesota Power to Manitoba Hydro across the U.S.-Canadian border. The multi-year execution of GNTL required careful consideration—80% of it spans some of the most extensive peat bogs in the lower 48 U.S. states.

Minimizing ecological disturbance was a major element. Minnesota Power partnered with our team of experts for a diversity of services—from owner's engineering to program services—including developing a design and construction methodology that facilitated winter-only work to protect the bogs and sensitive wetlands. In certain areas, guyed-delta, lattice towers were flown in by helicopter, and expert-guided decisions about foundation and anchor types further avoided excavation into the bogs.

POWER's construction management team doubled down on safety and quality assurance in the winter environment and working conditions. Prioritizing peat bog protections meant the construction of ice roads over the peat bogs during below-freezing temperatures, which helped minimize extensive matting systems.

Northern Minnesota now benefits from the GNTL's delivery of up to 883 MW of “always on” renewable hydropower. By bringing in Canadian hydropower, Minnesota Power strengthens system reliability and meets increased demand for electricity—providing its customers and the upper Midwest access to reasonably-priced, predominantly emission-free energy.

Boosting Reliability and Community: Guernsey Power Station

The Appalachian Basin region of the U.S. produces upwards of 10 GW of coal-fired, base load generation per year. As a primary fuel source, coal has served as a reliable source of energy around the world for generations.

Today, the global climate impacts from the continued use of these fossil fuels on our planet and communities are irrefutable. So, aging generation plants in the Appalachian Basin are retiring and giving way to cleaner energy sources. To this end, project owner Caithness Energy and EPC contractor Gemma Power Systems began work on one of the largest natural gas-fired plants to be constructed at the time in the U.S.

With a strategic location in southern Guernsey County, Ohio, the Guernsey Power Station is a three-unit single shaft combined cycle power plant capable of generating 1,875 MW. It uses three state-of-the-art high efficiency General Electric 7HA.02 combustion turbines.



As we transition to a greener economy, we continue to seek ways to lower carbon emissions and maintain a stable and reliable power grid. The Guernsey Power Station is a great example of how we can achieve this stable reliable power while significantly reducing our carbon footprint.

—CHRIS LESNIAK, POWER GENERATION PROJECT MANAGER

The size of Guernsey, coupled with its placement over an abandoned coal mine, required focused engineering details, design and mitigation strategies. A history of successful partnerships with both Caithness and Gemma on similarly classed plants and equipment led to POWER's support as the engineer of record on Guernsey, with the responsibility of designing the 1,875 MW power plant.

Guernsey Power Station now maximizes power output while producing 40% less CO₂ than equivalent coal-fired plants and reducing water usage by 95% using efficient technologies and systems. It has also had a significant positive impact on the surrounding communities. During construction, the project created over 1,000 jobs. Plant operations will require 29 highly skilled, permanent full-time positions.

With the new design and larger, more efficient turbines, the plant generates up to 50% more electricity, providing reliability to an area of the U.S. with shifting energy resources and major power demands.



The Guernsey Power Station

ENVIRONMENT

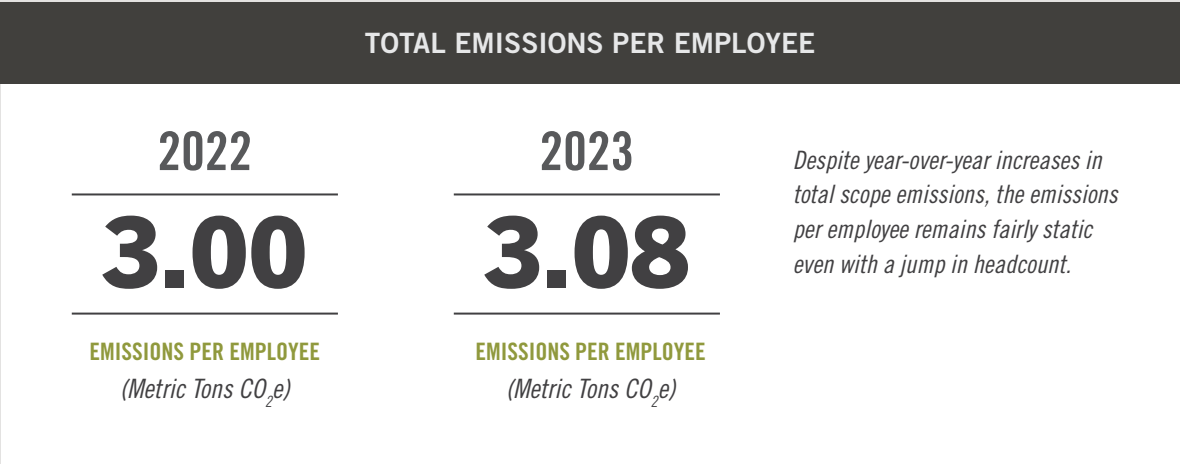
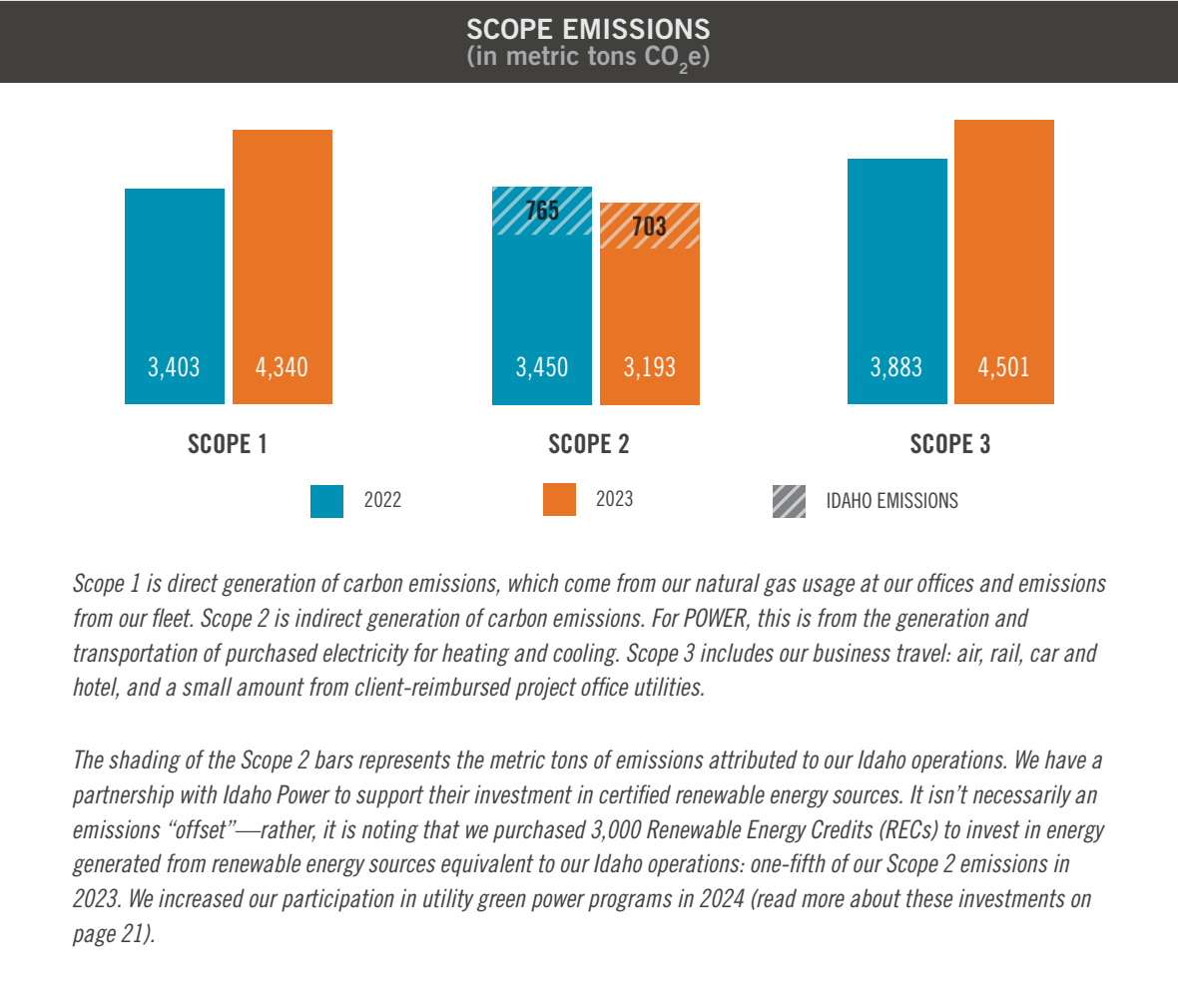
OPERATIONS

As a consulting and services firm, our carbon footprint is smaller than most. But as we dig into our operations, we find opportunity for improvements.

Our environmental impact comes from office space, our vehicle fleet and business travel. Our carbon footprint reinforces how important it is to connect to our people and clients in person.

However, incremental changes to lessen these impacts are necessary and good. Corporate sustainability isn't replacing our priorities, only adding to them.

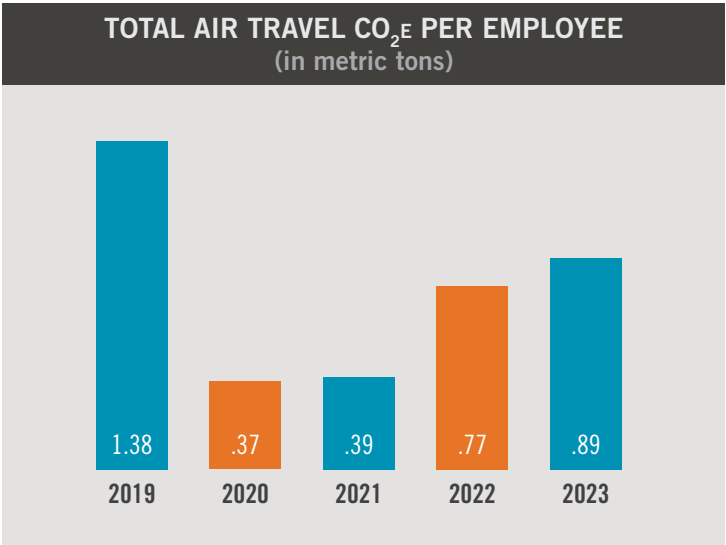




UNDERSTANDING OUR FOOTPRINT

Year over year, we've seen a large increase in both our headcount and fleet size. We've also improved our emissions reporting infrastructure for both accuracy and content—helping us track more of our impact.

As a consulting firm, air travel is an integral part of how we do business. The pandemic taught us that reducing our travel doesn't have to reduce our interactions with each other and our clients. This education is represented in our flight emissions data between 2019 and 2023. Despite a 30% increase in headcount between 2019 and 2023, our total carbon emissions per employee remains well under the 2019 figure. As we mature our corporate sustainability efforts, our goal is to act on these lessons learned and leverage them to keep our footprint low without compromising human connection.



POWER FLEET: ROAD TO SUSTAINABILITY

To keep up with growing project needs, our fleet size has more than tripled in the last four years. Through our Road to Sustainability Plan, we're prioritizing the purchase of more efficient vehicles for our daily operations to reduce our CO₂ impact significantly.

Between 2019 and 2023, we decreased our CO₂ per vehicle by 40%. Now and into the future, we are committed to purchasing new vehicles that are at least 30% more efficient than the vehicles we are replacing.

POWER's goal is to convert our truck fleet from heavy-duty (HD) to light-duty (LD), as projects allow. Since 2022, we've increased fuel efficiency in our fleet by 57% through this conversion.

Once all trucks reach 100,000 miles, POWER will replace them with hybrid trucks where possible, based on location and project.

POWER is exploring adding EV pickup trucks into our fleet as they become available. We're committed to evaluating new and more efficient options as they enter the market.

EVERY ACTION COUNTS

The way we work changed in March 2020 when the COVID-19 pandemic created a global shutdown. Our quick pivot to remote work prioritized and protected our teams who continued to deliver essential client services. Since then, we've opted for a policy that allows team members and their managers to select a work style that fits them best: in-office, virtual or remote.

POWER has embraced this flexible work environment with POWER FLEX. As of 2024, approximately 4 in 10 POWER employees work remotely. Our POWER FLEX policy continues to be reviewed and refined to reflect the changing needs of our clients and teams.

In the transition from in person to POWER FLEX, we've realized more sustainable, planet-friendly practices. We see them in our office utility bills, our travel footprint, our overhead purchases and more. Many of the reductions caused by the pandemic are now incorporated into our long-term business practices. One practice includes improving our video conferencing technology to encourage more virtual meetings.

One person at a time

These efficiencies can be hard to quantify. But one IT professional's data collection hobby gives insight into the savings that come from POWER FLEX.

In 2019, POWER Advisory Systems Engineer Russel Riley's work commute from home to our Boise, ID office averaged 40 minutes each way, five days a week. He got around 28 miles per gallon and purchased 419 gallons of gasoline for his car that year. These numbers fell dramatically in 2020 with remote work in March. As restrictions lifted, Russel continued working remotely.

In 2023, he purchased 219 gallons of gasoline—an almost 50% reduction from his 2019 total, a savings he attributes to no longer commuting daily to work. Based on the Environmental Protection Agency gas conversion rate, Russel estimates he prevented 2.2 U.S. tons of CO₂ from being released. As a bonus, based on recent AAA data for gas prices in the Boise area, he estimates he saved \$782 on fuel.

Russel is one of 4,000 POWER employees across North America, most of whom drive less by working remotely or splitting their time between home and office. Knowing that we are doing good for the planet is just one of many benefits we derive from POWER FLEX.

ARBOR DAY FOUNDATION PARTNERSHIP

POWER Fleet sponsors Arbor Day Foundation (ADF) reforestation projects and conservation efforts in areas where we have current projects to mitigate our fleet's carbon footprint. Since 2022, we've sponsored a minimum of 5,000 trees each year through ADF.

EACH YEAR, THESE TREES WILL:

Sequester

1,015

ESTIMATED U.S. TONS OF CO₂E.

Prevent

16,500

ESTIMATED GALLONS OF RUNOFF

Prevent and remove

4

ESTIMATED U.S. TONS OF AIR POLLUTION



SAVING TIME, MONEY & THE PLANET

ON A GIVEN DAY...



An average passenger vehicle emits around

400

GRAMS OF CO₂ PER MILE



The U.S. National Average Commute time one way is

26.4

MINUTES

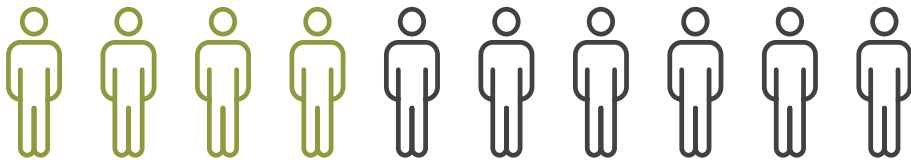


The U.S. National Average Daily Commute length is

42

MILES

AT POWER...



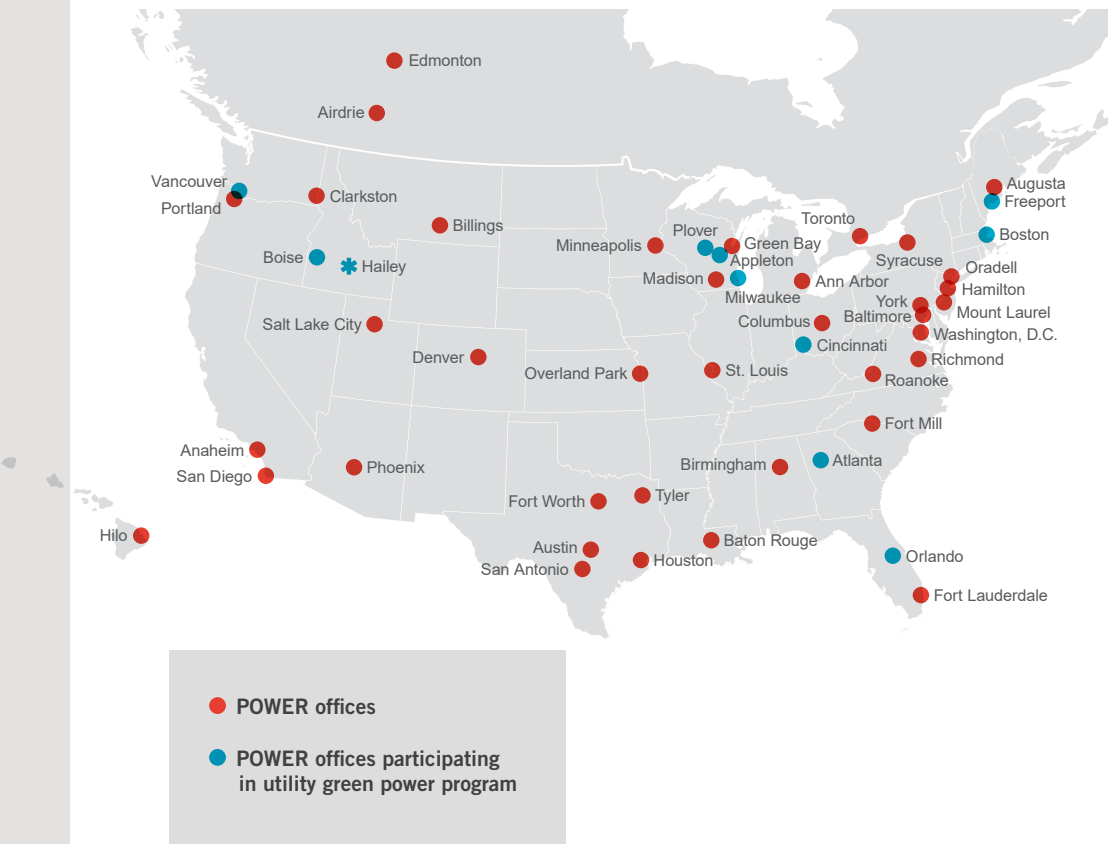
At least 4 in 10 POWER employees work remotely

With over 4,000 employees, that's more than 40% of our workforce reducing vehicle emissions by approximately 26.9 metric tons of CO₂ and saving roughly 1,408 hours on commuting daily.

RENEWABLE ENERGY CREDITS

We evaluated our office footprint to look for immediate steps we could take to reduce our impact. One way we're doing this is by participating in utility green power programs wherever possible.

In addition to purchasing RECs from Idaho Power for our operations in Boise and Hailey, we are now participating in green power programs in Appleton, Milwaukee, Plover, Freeport, Boston, Cincinnati, Vancouver, Atlanta and Orlando.





SOCIAL



SOCIAL

OUR PEOPLE

Keeping our teams happy and healthy means everything to us.

That's why we are always reviewing and evolving our employee benefits to keep pace with industry and employee standards. It's also why we've created extended learning opportunities for new and future leaders—including interns. Creating resources and structure for new Employee Resource Groups allows us to build communities and elevate diverse voices.

We don't just teach our employees—we listen to them and learn from them. Our annual employee engagement survey creates an ongoing feedback loop with our teams—this tool helps us identify strengths and opportunities for growth. Lessons learned add to our culture of continual improvement and empathy for one another.

LISTENING TO OUR TEAMS

The foundation of our success is our people. To ensure POWER is a great place to work for everyone, we conduct the annual Voice of POWER engagement survey. It gives our team members the chance to communicate, challenge us and tell the truth about their work experience. We learn what we are doing right and where we can improve. Our goal is to become an even better company, one where every team member can build their version of career success.

After the survey, we review the results with senior leaders. Our HR Team also conducts one-on-ones with managers who seek to improve how they support their teams. Our divisions take action based on the responses of their teams and their unique opportunities to make a positive difference.

In 2024, we had a 71% response rate with an overall engagement score of 81. This number represents the average score of employee responses to two questions: "How happy are you working at POWER?" and "I would recommend POWER as a great place to work."

We evaluate the effectiveness of our ESG efforts through Voice of POWER, too. The 2024 results showed a five-point, year-over-year increase in employee response to the following statement: "I understand what ESG means at POWER." We attribute this in part to giving small-group presentations customized for each team request—from small departments to entire business units. In 2023, we gave 12 presentations and facilitated one workshop. Helping our teams understand ESG at POWER was our first goal we could evaluate with our engagement survey.

We continue to evaluate other ESG factors from our engagement survey to inform future goals.

FOCUS ON LEADERSHIP

We also believe great engagement starts with trusted leaders who take meaningful action, make sound business decisions, communicate often and fully support their teams in an open, honest and respectful way.

Our HR Team continues to develop a robust manager coaching, bootcamp and leadership development program—to support our teams and to support leadership career paths.

In 2023, we created a roadmap to define the stages of leadership development at POWER and identify the gaps we need to fill in training and development.



Our big focus areas are leadership, investing in our teams and communication.

We review our division's survey responses while trying to put ourselves in their shoes: How do our teams see leadership and how are our efforts perceived? I started doing something new—every morning, I call three to five team members at random. I ask them how they are doing, what's on their mind, any concerns they might have. I'm doing it so I can be accessible and reachable to the team.

—DEREK HENDERSON, FACILITIES DIVISION MANAGER

For example, we piloted a new Leadership Vista Program, where aspiring managers explore the people side of leadership through a variety of tools and resources designed to learn, practice and apply behaviors. The flexible program offers

online modules, interactive workshops, open forums with POWER leaders and more.

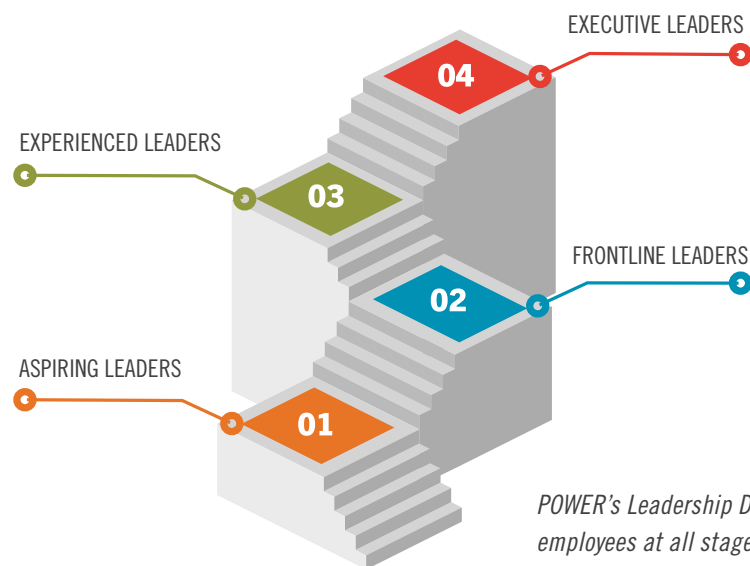
“LEARN STUFF” IS LIFELONG

At POWER, challenging client and internal project work offers endless opportunities to develop professionally. But to be the employer of choice for the world's most talented professionals, we realize the importance of continued educational growth as well.

For eligible employees who want to return to the classroom, the Tuition Reimbursement Program helps support pursuits in associate, bachelor's and master's degree programs that are relevant to POWER.

In 2023, the Tuition Reimbursement Program provided \$128,454 of support to 32 eligible team members. Of these 32 people, 22 continued to the next educational year or graduated successfully!

POWER LEADERSHIP DEVELOPMENT ROADMAP



POWER's Leadership Development Roadmap has four tiers to encompass employees at all stages of their leadership journey.

TAKING CARE TO TAKE CARE

Our benefits professionals listen to feedback year-round from our teammates and our industry peers, too. Listening helps us make decisions about our next year's coverage. Our goal is to improve our benefits and take good care of our people. Here's what we offer:

- » Medical Coverage
- » Telehealth Program (MD Live)
- » Dental Coverage
- » Vision Plan
- » Prescription Drug Coverage
- » Employee Assistance Program
- » Term Life & AD&D
- » Short & Long Term Disability
- » Paid Parental Leave
- » Paid Military Leave
- » Paid Vacation and Sick Time
- » Ten Paid Holidays
- » One Floating Holiday
- » Paid Community Hours
- » 401(k) Match
- » Voluntary Short-Term Disability Buy Up
- » Voluntary Supplemental Life
- » Voluntary Flexible Spending Accounts
- » Voluntary Health Savings Accounts
- » Voluntary AFLAC Products (payroll deduction)
- » Professional Development
- » Tuition Reimbursement Program
- » Dependent Scholarship Program
- » Fruit Mondays
- » Beverage Fridays
- » **NEW:** Gym Benefit with Active & Fit Direct
- » **NEW:** Health Tracker App Wondr
- » **NEW:** New Parent Care through Bright Beginnings

THE BENEFIT OF LEARNING

In 2023, POWER invested in our Learn Stuff cultural behavior and supported our POWER teams and their families with Tuition Reimbursement and Dependent Scholarships:

- » Delivered over 76,111 hours of training, virtually and online
- » Awarded nearly 2,773 continuing education units (CEUs)
- » 2,712 LinkedIn Learning classes were completed
- » \$128,454 in tuition reimbursement
- » 50 scholarships to employee dependents

Since 2008, POWER has also offered the Employee Dependent Scholarship Program, assisting eligible employee dependent children with the pursuit of higher education. In 2023, the program awarded a total of 50 scholarships between the United States and Canada totaling \$100,000.

Building our Future

POWER also has a long history of welcoming interns and then hiring them into full-time positions. In 2022, we formalized our practices into our new Early Talent Program. Its focus is not only about doing good work, but also about building success and having fun—fundamental tenets of POWER's purpose.

In the summer of 2023, we had our first Early Talent cohort. We welcomed a record number of interns representing a wide range of backgrounds, skills and interests. In our offices countrywide, they

got hands-on experience doing real work spanning all of POWER—from engineering and human resources to environmental, finance and marketing.

The new program had a calendar of professional development classes, including interviewing tips, business etiquette, time management and more. POWER hosted lunch and learns with the leaders of our company, including our CEO, CHRO and Board Chair, who shared their career journeys and answered our interns most pressing questions.

There were “Friday Fun” meetings where interns had a chance to get to know each other. A few crowd favorites included trivia games, networking opportunities and brain teasers. We had overwhelmingly positive feedback from our 154 interns—with more than 50 hired into full-time positions.



The culture really exceeded my expectations. I've had other great jobs in the past, but POWER has been really inviting. I feel like everyone cares about the person that I am. My co-workers have done a phenomenal job of approaching me with work feedback to help me improve. Also, there's no divide between departments, and communication has been great. Everyone is in it together, and they know it.

—SLADE SILLS, 2023 POWER DISTRIBUTION INTERN

INSPIRING THE TALENT OF TOMORROW

We are passionate about sharing our love of STEM and empowering future generations of problem solvers—just one way we believe we can make the world a better place. When the University of Wisconsin-Madison's College of Engineering reached out to ask if we'd host 50 high school juniors and seniors attending their Engineering Summer Program (ESP), we replied with a resounding, "Yes!"

UW-Madison's ESP is a three-week residential program designed to provide high-achieving, historically underserved students with experiences that fuel their passions and futures in engineering.

During the all-day event, students got hands-on experience participating in engineering activities, including an Innovation Station where their creativity knew no bounds. We also put together a Q&A session where students asked our multidisciplinary panel both engineering and career-related questions. All together, they got a brief glimpse into a day in the life of an engineer and had a lot of fun, which is what we're all about!

POWER hosted 50 high school juniors and seniors attending UW-Madison's Engineering Summer Program in 2023.



DEI&B—BELONGING IS OUR BUSINESS

At POWER, we know what makes us different is what makes us strong.

We are in the business of solving our clients' toughest challenges, and new perspectives help us create the innovative solutions our clients expect. We encourage everyone to bring their diversity—the experiences and perspectives that make us who we are—to work.

Celebrating our differences is a cornerstone of our Diversity, Equity, Inclusion and Belonging (DEI&B) work at POWER, and it's one of our culture codes.

It's why our CEO Jim Haynes signed the CEO Action Pledge in 2022. Along with more than 2,000 other companies, his signature represents our intent to take action for a more diverse, inclusive and equitable workforce.

The **CEO Action Pledge** represents a company's commitment to:

- » Create environments for open conversations about DEI
- » Implement unconscious bias education & training
- » Share best practices
- » Work with their boards to develop DEI strategies

Amplifying Our Impact

In late 2023, we integrated our DEI and ESG committee efforts to eliminate redundancies, streamline efforts and amplify impact.

As part of this change, we added the word “Belonging” to make it the Diversity, Equity, Inclusion and Belonging (DEI&B) Program. At POWER, a sense of belonging is the ultimate goal of diversity, equity and inclusion work and is something we can measure through employee engagement surveys. Belonging, to us, means our teams feel comfortable and safe at work.



I have experienced and seen firsthand the complexities of being LGBTQIA+ in the workplace. An unsupportive work environment can be detrimental to both our professional development and overall wellbeing, so it is heartening that we are getting a chance to gather and support one another. We're excited to see a real sense of community develop and help guide POWER's growth as a better and stronger workplace for everyone.

—TANNER HAYNES, CULTURAL RESOURCES SPECIALIST & CHAIR OF RANGE ERG

DEI&B ACCOMPLISHMENTS

We have been working toward these goals with our DEI Committee. Our work includes:

- » Allocating paid time off (PTO) for community and volunteer work, and a floating holiday for personal observations
- » Building and facilitating a virtual employee community for DEI&B resources and discussions
- » Recognition of DEI&B observances
- » Supporting Employee Resource Groups (ERGs)



ENSURING PAY EQUITY

POWER performs a compensation analysis annually to ensure pay equity throughout the company. We do a statistical analysis using a variety of data points. For example, we look at merit increases, years of experience, education, professional licensures, and time in position.

The idea is to take a holistic analysis of factors that contribute to an employee's compensation journey. Our goal is to ensure that similarly situated employees are being compensated equitably.

Elevating Voices

In 2023, our POWER Women's Network, POWER's first ERG, developed a process to encourage new ERGs. We're now proud to support a growing roster of ERGs, including:



Range

The purpose of Range is to promote the awareness, inclusion and equitable treatment of LGBTQIA+ employees through education and community building. Range believes that POWER can be a welcoming and inclusive environment for the LGBTQIA+ community where employees of all walks of life—representing the full range of human experience—have a voice to create a stronger POWER.



Veterans

The POWER of Veterans primarily serves as a network of support for veterans at POWER and currently serving members of the Armed Forces through resource awareness and mentorship. They work with hiring managers and POWER team members to explain and translate skill sets gained from military experience that can benefit POWER. They provide opportunities for mentorship to veteran employees, which is key to growing our future leaders.



Women's Network

The POWER Women's Network was established in 2015. It supports and advances the interests of female and female-identifying team members at POWER. They aim to foster career equality, professional development and mentoring opportunities, and to provide members with a collaborative, open environment to share information, resources, ideas and experiences for improving work-life balance. The group promotes Science, Technology, Engineering and Math (STEM) education with a focus on young women.



PODER

PODER fosters network within the POWER community to educate and promote the cultural diversity and professional development of its members. It creates a supportive environment for the Latino/a/Hispanic community and contributes to POWER's mission. Their vision is to foster respect and awareness of the community and culture by contributing to the success of POWER, our teams, our clients and the communities where we work.



STRONGER THROUGH PARTNERSHIPS

POWER's *Build Success* purpose extends to our Supplier Diversity Program. We're not just committed to more diverse spend, we're also committed to building strong relationships that build on ours and our partners' expertise.

Our relationship with RDQ, a woman-owned engineering firm based out of Colorado, demonstrates the potential of these relationships. RDQ specializes in overhead structural and line design with a strong commitment to reliability, safety and quality, and we've partnered with them on several projects for San Diego Gas & Electric (SDG&E).

RDQ's support on rebuilds, fire hardening, fiber additions and corrective maintenance projects was pivotal for POWER completing SDG&E deliverables on time and under budget. We also worked with RDQ on our Drone Investigation Assessment and Repair (DIAR) program, which provided engineering and design services to support electric system hardening initiatives which are critical in SDG&E's service territory.

After the successful work on SDG&E, POWER expanded the working relationship with RDQ to include working on projects with other high-profile clients including Xcel Energy and PacifiCorp. We look forward to future successes with RDQ as a partner.

The RDQ team from left to right: Jim Russell, VP of Engineering; Michelle DeQuoy, CEO; Bryce DeQuoy, VP of Risk; Nate Oester, Engineering Manager.

"As a small company, it's comforting to have a big brother in the industry like POWER Engineers to look up to for coaching and guidance," said RDQ CEO Michelle DeQuoy. "This partnership supports RDQ's core values, offering us a wealth of expertise that has been instrumental in our growth. The collaboration not only enriches our knowledge

base but also fuels our optimism and eagerness to embrace future innovations in the interconnected realm of distributed power generation and delivery. Partnering with POWER on projects across North America has been a testament to their commitment toward supporting small businesses and driving our industry forward."



SOCIAL

WORKING TOGETHER

We can work together even when we’re apart.

Our POWER FLEX model of working means our investments in training and technology make collaboration feel as close to in-person as possible. Moving to a flexible working model made sense—we were able to transition our teams quickly to remote work following the COVID-19 Pandemic in March 2020, after all. We trust our teams to find the working arrangement that works best for them.

Flexible working styles mean we can hire the best talent, anywhere, irrespective of their proximity to a POWER office. Our Innovation Team supports and harnesses this talent, for the betterment of our employees, clients and communities.

A FLEXIBLE FUTURE

The world’s most talented professionals have their choice of employers. They’re going to choose the one that helps them achieve their personal and professional goals. We believe an innovative and flexible approach to working can be a deciding factor.

In 2021, POWER asked all team members what they wanted in a future workplace. Their responses helped us develop a flexible return-to-office plan. In 2022 and 2023, survey feedback confirmed that hybrid work options were critical to POWER being an employer of choice. So, we formalized our model of working, called POWER FLEX.

Beyond the Office




POWER FLEX is based on the principle that if we are meeting the needs of our clients and our teams, we can

be flexible in where we work. Employees work closely with their managers to choose from three different work styles that define the frequency they expect to work in the office:

- » **Office**—50% or more in office, 2.5–5 days a week
- » **Virtual**—25–50% in office, 1–2.5 days a week
- » **Remote**—Rarely in the office

A range of work styles provides more flexibility to our team members while maintaining our commitments to the business and our clients. At POWER, employees can be productive in a variety of work styles.

POWER FLEX is good for our teams, and doing it incredibly well is a challenge we’re ready to tackle.

	 OFFICE	 VIRTUAL	 REMOTE
Time in Office	50% or more or 2.5–5 days/week	25–50% or 1–2.5 days/week	Rarely
Workspace Assigned	Dedicated	Shared	Shared

INNOVATING THE POWER WORKPLACE

In 2019, our lease for our Boise office was ending. We occupied just over 100,000 square feet. At first, we thought we'd need a location with double the space, which didn't exist in Boise at the time.

Once COVID showed us we could work together successfully in a hybrid environment, we were able to make a lateral move on space, keeping our footprint the same. Designing a new office built for virtual collaboration and flexibility has also given us the opportunity to be innovative.

Now, in the new Boise office, team members can choose to work in the environment that's best for their purpose. It features dozens of spaces to focus, connect, collaborate and reenergize. We've included gaming space, wellness rooms and kitchens on every floor, with seating that ranges from traditional cubicle desks to couches and small café tables and booths.

Based on survey feedback, our workstations are now more open and collaborative. Meeting spaces include a variety of configurations for different kinds of work. From phone rooms and huddle spaces to design rooms, we accommodate spontaneous meet-ups to long-term project work.

Our goal is to create meeting equity, where the experience for remote participants is as close as possible to in-person.

A model for everywhere

With over 100 meeting rooms and a 3,500 square-foot training center, the new Boise office is the perfect space for collaboration and a destination for all of POWER.

We're inviting everyone to explore, experiment and experience which concepts and amenities work best. As we learn what

works best for our teams, we will integrate the design ideas across our offices.

We've already completed upgrades in large conference rooms at 18 other POWER offices. And, we've added three large conference rooms in three offices and added two hybrid training centers.

INSPIRING THE INNOVATOR MINDSET

We also recognize that the future of our work means evolving how we collaborate and solve problems. Our Innovation Team works to provide the tools, training and inspiration we need. Their goal is to empower us to introduce, develop and implement new ideas that benefit society, our clients and our POWER team.

We continue developing ideas using principles of design thinking, agile mindset and psychological safety. In 2023, our teams submitted more than 93 project ideas on our innovation platform POWER Plant, with 22 having been adopted and more than \$320,000 invested.



MEETINGS OF THE FUTURE

In 2021, we asked our employees for their work preferences in a Workplace of the Future survey. Overwhelmingly, our teams said they preferred flexible options.

So, we designed and opened our new three-room Training Center West in Boise to meet these needs. The training center is equipped with leading-edge technology and helps ensure our team members, no matter where they sit, have equitable access to training experiences that support their development.

The classroom looks a little like a TV studio. Instructors interact both with students on screen and in the room. The software, WeConnect, is designed to support learning and drives the student experience.

WeConnect allows the student to select which perspective they'd like to view at any given time. Breakout sessions where instructors can check in easily are also an important part of the technology. The ability

to customize training offers a more immersive experience for the student and instructor.

Our focus on training technology means our teams can learn in person—or virtually—without compromise.

Our Innovation Team used Strategyzer tools like the Business Model Canvas tool and Value Proposition Design to help our teams stand up new business opportunities.

Today, our teams are learning to solve more than technical challenges—they're helping to innovate our business, too.

A challenge for good

Our vision for innovation includes implementing changes that make a positive impact on the world. In 2023, we had an exciting opportunity to Do Good through a partnership with Ecologists Without Borders (EcoWB), a nonprofit organization that provides pro-bono ecological services through its volunteer network of more than 500 scientists, engineers and professionals.

EcoWB and their local partner Empower the Community (ETCO) are engaged in a project to clean up the Nairobi Reservoir in Kenya to improve the quality of life for a local community of more than 250,000. To explore ideas that could help with the clean-up, we held an “Idea Challenge.”

Facilitated by our Innovation Team, the Idea Challenge led to a plan for the first phase to transform the Nairobi Reservoir: engaging the local community and establishing business viability and value in the clean-up effort.

The team is currently in the project development stage working closely with EcoWB and ETCO to support local clean-up and education efforts through donations. The POWER team is planning a site visit to meet local stakeholders and government partners, as well as collect data.

A partnership with Ecologists Without Borders promotes environmental clean up and business vitality in the Kibera community. Cleaning up the Nairobi Reservoir, pictured, will improve quality of life for more than 250,000 people.





Finding an innovative solution to this problem is an exciting opportunity to use our skills to contribute to the Kibera community.

—GINO GIUMARRO, BUSINESS UNIT DIRECTOR & FOUNDATION DIRECTOR

SOCIAL

GIVING BACK

At POWER, many of us are here today because someone believed in us and nurtured our love for our craft.

POWER's goal is to provide that same support and belief to the next generation in how we give back through our POWER Foundation. Our Inclusion Initiative funds science, engineering, technology and math programs for underserved students.

Employees give back on an individual basis too, spending their paid community hours in service to their communities.

A CELEBRATION OF GIVING

Since our beginning, POWER has had a tradition of giving back. In 2013, we wanted to establish something that was good for our employees and that allowed us to give back—not just in our Idaho communities, but across all of POWER's U.S. locations.

So, we started the POWER Foundation to support science, technology, engineering, arts and math (STEAM) education in the communities where we live and work, supporting local organizations.

2023 marked the 10th anniversary of our POWER Foundation and its commitment to fueling a passion for STEAM in future generations. In the last decade, we've funded more than \$1.25M in grants that help to make the pursuit of STEAM accessible to all.

STEM for all

In 2023, in collaboration with our DEI&B Committee, the Foundation established a \$750,000 Inclusion Initiative to promote diversity in STEM fields.

Through this initiative, POWER hopes to provide an important sense of belonging, shape values of equity and inclusion and promote the belief that there's room for everyone in STEM.

To date, the initiative has funded more than \$15,000 grants, including eight in 2023, totaling \$120,000:

- » **CoolTechGirls (CTG) (Columbus, OH):** Created a CTG-in-a-box program to bring hands-on activity kits to schools.
- » **Virginia Junior Academy of Science (VJAS) (Richmond, VA):** Funded cost for low-income students to attend a VJAS conference to present their research papers.



- » **Kershaw Elementary, a PK-5 Title I school (Fort Mill, SC):**
Purchased VR headsets, OSMO learning stations, iPads and other items to complete classrooms sets.
- » **National Society of Black Engineers PDX (Portland, OR):**
Funded their Black Economic Collective STEM Weekend Series (see page 36).
- » **Washtenaw Community College STEM Scholars (Ann Arbor, MI):**
Hosting workshops that support skill building for pre-engineering, biology, chemistry and computer science students.
- » **Orchard Elementary School (Billings, MT):** Expanding their STEAM lab with more robots and iPads and starting a Coding Club for 4th and 5th graders.
- » **HawkWatch (Salt Lake City, UT):** Funding their Closing the Nature Gap programming that brings free outreach programs to underserved in the city.

- » **Boise School District (Boise, ID):** Outfitting four STEAM classrooms for Title I and low-income elementary schools.

PHILANTHROPY AND MORE

POWER provides philanthropic support outside of our Foundation across our communities, too. This includes both donations of time and money.

In 2023, POWER Engineers donated more than \$184,800 to a wide range of needs. We

also provide our team members paid time off each year, called Community Hours, to get involved with their communities, on their own, with family or with their teams. In 2023, our teams donated 15,554 hours—a 40% increase over 2022!

Research pledge for clean energy

In 2023, POWER Engineers and the POWER Foundation pledged \$125,000 to help the University of Idaho turn nutrient streams—manure, for the layperson—into clean energy. POWER Engineers is donating \$100,000, and the remaining \$25,000 will be funded by the POWER Foundation.

Idaho's Center for Agriculture, Food and Environment (CAFÉ) is in the process of building a 2,000-head research dairy and demonstration farm to explore sustainable agriculture in semi-arid environments. The research dairy will eventually include anaerobic digester ponds, which break down manure into biogas—a renewable fuel source—and digestate, which can be used in agricultural products such as soil amendments.

Both types of products are valuable for dairy producers who can use waste for new revenue streams.

POWER Facilities Chemical Business Unit Director Jim Hays, who served on the center's advisory board, said he was excited about the possibilities of renewable biogas as a fuel source.

“With a dairy digester, you can eventually get to pipeline-grade renewable natural gas,” he said. “We’re looking forward to working with the University of Idaho and learning how we can bring these innovations to our clients in the dairy industry.”

The University of Idaho's research dairy is currently under construction and is expected to begin milking cows in early 2025.



NATIONAL SOCIETY OF BLACK ENGINEERS PDX—WEEKEND SERIES

The mission of the National Society of Black Engineers (NSBE) Portland Professionals is to increase the number of culturally responsible engineers who excel academically, succeed professionally and have a positive impact on the community.

Funding from POWER's Inclusion Initiative has enabled the NSBE Portland Professionals to collaborate with the Black Economic Collective, to produce the Youth and Clean Energy Education Weekend Series. The series includes classroom sessions on clean energy, field trips to experience STEM career pathways, interactive labs demonstrating clean energy generation and use, and a field trip to an Infrastructure Fair where NSBE Portland Professionals participate.

“We are so excited to receive a grant from the POWER Foundation,” said J’reyesha Brannon, president of NSBE Portland Professionals. “With this funding, we will be able to support other nonprofits and bring STEM programming to students and inspire a future workforce of engineers.”

Students build a Little Free Library to hold STEM books at an event organized by the National Society of Black Engineers Portland Professionals.





GOVERNANCE



GOVERNANCE

BOARD & MANAGEMENT STRUCTURE

All successful companies need strong governance, risk and compliance programs, but what does that mean? Is it Board oversight of company decisions? Is it policies and procedures that guide daily work for our team members? Or is it software and other resources that help track and mitigate risk?

At POWER, we believe governance is all this and more.

Most critically, our governance efforts support our unique culture. Strong governance supports the foundation of integrity and ethical values that allow us to *Do Good, Have Fun, and Build Success*—for ourselves, our clients and our communities.

OVERSIGHT AND ACCOUNTABILITY

Our Board of Directors provides oversight and guidance to POWER. This includes our Management Committee (MC), which comprises our division leaders and is responsible for the day-to-day operation of the company. Our Board is made up of industry experts—six members internal to POWER and three external. Collectively, they bring decades of experience, and they work closely with our Board committees and management to guide our growth and success.

Each of the Board's seven subcommittees serves a specific purpose:

- » Audit Committee hires outside consultants to perform the yearly audit of our accounting and finance practices. It also hires an outside consultant to review our taxes.
- » Compensation Policy Committee focuses on developing, managing and reviewing the goals and objectives of the President and CEO, as well as compensation for senior executives.
- » Governance Committee has oversight of all Board committee charters and execution plans. It also

interviews and recommends, to the Board, committee and candidates as new members are needed.

- » Risk Management Committee oversees management's approach to risk assessment and management, policies, execution and transparency.
- » Stock/Capital Committee recommends, the annual adjustment to POWER's share value utilizing data from qualified independent financial valuation advisors. It also recommends annual allocation of POWER's earnings (retained, bonus, dividend, 401(k), Foundation) to the Board.
- » Leadership Development & Succession Planning Committee leads the process for succession, identifying potential candidates for replacement of the President, CEO and Board positions as well as other key leadership roles.
- » Transition Committee is focused on monitoring the transition of POWER's stock and the smooth transfer of capital from enduring owners and POWER to exiting owners.

The Board's guidance spans the breadth of POWER's work. Members are consulted and their experience is highly valued by our management team.

As a grassroots organization, POWER recognizes the breadth of experience and value our internal subject matter experts bring to our governance processes. Our Board subcommittees are made up of our colleagues who've demonstrated deep expertise, leadership, and commitment to our team. Board committee candidates are recommended to the MC, then vetted and approved to be forwarded to the Board to be added to the "stand-by list."

From there, Committee Chairs can fill available committee seats from the stand-by list. When the pool of candidates on the stand-by list do not have specific skills or experience required for the position, the Chair may select another candidate from within the company. In each case, Board approval is required for the person to serve on the committee. POWER team members interested in serving on a Board committee can reach out to the Chair of our Governance Committee to learn more.

2024 BOARD OF DIRECTORS



SHAYNE WRIGHT, P.E.



JIM HAYNES, P.E.



HOLGER PELLER, P.E.



GERRY MURRAY, P.E.



TIM OSTERMEIER, P.E.



PHYLLIS CURRIE



KEITH HORN



MURLI TOLANEY, P.E.



DON EVANS, P.E.

SHAYNE WRIGHT, P.E.
POWER DELIVERY DIVISION MANAGER & BOARD CHAIR

Shayne Wright joined POWER in 2004. He has helped manage large clients as well as our valued small accounts. He currently serves as Division Manager for Power Delivery’s Field Services teams and is a champion for POWER’s Safety and Human Performance Improvement initiatives.

GERRY MURRAY, P.E.
EXECUTIVE VICE PRESIDENT, GENERATION

Gerry Murray joined POWER in 2010 and has helped grow and diversify the company’s power plant engineering capabilities. He has over 30 years of power plant engineering experience, both overseas and in the U.S.

KEITH HORN
CHIEF TECHNOLOGY OFFICER

Keith Horn joined POWER in 2010 after stints at Novartis, Syngenta and Marriott. Keith is POWER’s Chief Technology Officer, spearheading the company’s new Technology Division and working toward our goal of Digital Transformation both for POWER and our clients.

JIM HAYNES, P.E.
CEO

Jim Haynes joined POWER in 2003. As Facilities Division Manager, he was instrumental in building one of the largest food and beverage engineering service providers in the U.S. In 2015, Jim took on the role of CAO. He was appointed CEO in 2021.

TIM OSTERMEIER, P.E.
EXECUTIVE VICE PRESIDENT, POWER DELIVERY

Tim Ostermeier joined POWER in 1989 and has served in various roles including COO, Division Manager, Risk Manager and Project Manager. He was a key team member in developing and implementing Power Delivery’s national expansion strategy.

MURLI TOLANEY, P.E.
OUTSIDE BOARD MEMBER

Murli Tolaney joined POWER as an outside board member in 2010. Murli’s storied career includes Chairman and CEO of MHW Global from 1992 to 2001 and full time Chairman from 2001 to 2008. He has served in several business and board advisory positions.

HOLGER PELLER, P.E.
PRESIDENT & CHIEF OPERATING OFFICER

Holger Peller joined POWER in 1992 as a substations engineer. Holger worked his way up the ranks in Power Delivery (with a small detour toward Operations), eventually heading the Power Delivery Division before being named POWER’s COO in 2021. Holger was named president in June 2024.

PHYLLIS CURRIE
OUTSIDE BOARD MEMBER

Phyllis Currie joined POWER as an outside board member in 2022. Her career achievements include GM of the Pasadena Water and Power Department, board leadership roles on several California state utility organizations and over 30 years with the City of Los Angeles. She is currently on the board of MISO, Midcontinent Independent System Operator.

DON EVANS, P.E.
OUTSIDE BOARD MEMBER

Don Evans joined POWER as an outside board member in 2010. He has served as a senior-level executive in the engineering and construction industry, which includes a long and successful career at CH2M Hill. Don also brings significant board leadership to POWER.

GOVERNANCE

RISK MANAGEMENT, IT, COMPLIANCE & SAFETY

Risk management, safety, compliance and information technology are governance pillars that give us the flexibility and freedom to excel at our work.

Governance practices and policies in action build resilience for POWER. Our team of professionals works hard to develop understanding across the company since it truly takes all of us working together to protect and fortify POWER.

RISK MANAGEMENT

Our risk management approach is inspired by our vision to be the best in the industry in managing POWER and client risks. We achieve this goal by continuously improving our processes, tools and training of our professionals.

Being the best in the industry from a risk management standpoint means:

- » Ensuring our teams have the tools they need and the required training.
- » Acting with integrity and ethically.
- » Thinking of the needs of all our stakeholders when making decisions.

To keep pace with the evolving industry, as well as our own growing company, we changed the way we evaluate and analyze project risks starting in 2023. We created a regularly cadenced project risk reporting process between the new Project Risk Management Committee (formerly the Non-Traditional Services Committee) and the Board-Level Risk Management Committee.

Changing the committee's name made the purpose of the committee more transparent—a cultural value at POWER. Providing streamlined information to the Board and project teams on the risk criteria we were reviewing added additional transparency to the process. Revamped reporting and dissemination of information allowed a better flow of reporting and increased the visibility and understanding of our risk position.



MANAGING INTERNATIONAL RISK

With a focus on technology and global expansion, POWER intends to formalize some of our key partnerships, both in the production space and in the strategy space. Partnerships are a means for POWER to expand into new international markets and participate in innovative projects in the U.S. and abroad. POWER's International Management Committee is an executive leadership team that helps guide and focus the implementation of this partnership and expansion strategy.

"POWER's Project Risk Management Committee provides a critical oversight function to ensure POWER continues to grow sustainably and remains aligned with our core values and compliant with corporate policies."

—Matt Kavanagh,
Vice President of International
Business Development



INFORMATION SECURITY

At POWER, we prioritize robust information security and governance practices to ensure the confidentiality, integrity and availability of sensitive data belonging to our clients, employees and the entire company.

Cyber attacks are increasing in volume and strength globally every day. Our multi-layered approach to cyber security considers people, process and technology, helping us provide the most secure environment we can.

OUR IT APPROACH



PEOPLE-CENTRIC APPROACH

Information Security Governance Department: Oversees the development and execution of our security policies and practices by identifying the tools, processes and training we need to safeguard information.

Information Security Services Department: Handles the implementation of our security measures and works diligently to ensure the confidentiality, integrity and availability of sensitive data.

Employee Engagement: Our rigorous cyber training program regularly conducts cyber campaigns to ensure that all colleagues know that each of us has a role in securing our data.



ROBUST PROCESSES

ISO 27001 Compliance: POWER proudly holds ISO 27001 certification, demonstrating our commitment to international standards for information security. Our information security controls are designed to manage risk appropriately, and regular audits ensure vigilance and consistent execution.

Additional Processes: We have processes to lock our devices, maintain client confidentiality and train employees on what is (and is not) intellectual property.



ADVANCED TECHNOLOGY INTEGRATION

Information Security Management Systems (ISMS): Adherence to policies and practices is enhanced by having the right tools in place. Our ISMS adhere to regulatory requirements and industry standards. We proactively address potential risk exposures related to sensitive data before issues arise.

Infrastructure Hardening and Monitoring: Platform-wide monitoring and regular assessments help us identify vulnerabilities and address them promptly to keep infrastructure strong.

COMPLIANCE AND ETHICS

At POWER, an integral part of our purpose to *Do Good* is consistently performing in a fair, legal and respectful way in our business practices and with each other. “Act from Integrity” is one of our 12 cultural values, and our Compliance and Ethics Program helps our team members solve ethical questions and live our values.

Tailored education

We work closely with our Training Department to ensure all employees receive anti-harassment and ethics training on an annual basis. Over 97% of our team members completed assigned training last year—that’s more than 3,800 people spread over 70 locations in the U.S. and Canada!

Training is assigned to new employees during their onboarding process, to be completed within sixty days from their start date.

We customize training assignments and content based on job roles. We’ve updated education material for our Ethics and Code of Conduct and Information Security courses for 2024 to ensure we’re staying current on ever-changing risks in today’s world.

Supervisors at POWER receive more in-depth training on workplace harassment, and those who work on international projects receive more detailed content on the requirements of the U.S. Foreign Corrupt Practices Act and UK Anti-Bribery regulations, in addition to general ethics trainings.

Policies and procedures

Sometimes the correct answer to a problem might not be obvious at first glance. We have developed guidance in

the form of policies, standards and procedures to help us conduct our operations in a lawful and well-controlled manner, consistent with sound corporate governance.

These documents are an important part of our internal system of controls and help us adhere to our values. Policies define the value, while guidelines and procedures provide more detail in how to achieve it.

In 2024, we completely revamped our Code of Conduct. Our new code provides a more accessible road map for ethical decision making. It creates a shared understanding of our values and standards that govern our business and helps our team members respond in ways that reflect those values. Our code lays a solid foundation for how we engage with all our stakeholders—our clients, contractors, regulators and each other.

Speaking up

Even with training and policy documents to guide us, complex situations can still challenge us to do the right thing. We can always get to a better decision with input and support. Feeling more confident in our decision-making can also help us find the courage to make ethical decisions. We encourage employees to speak to their manager or an HR Generalist when they need more guidance, or, when necessary, send a confidential email to Legal Compliance at integrity@powereng.com.

POWER’s Ethics Helpline is operated by an independent third party and allows employees or third parties to seek additional guidance or report suspected violations either by phone or in writing. Reporters may provide their name or remain anonymous. Reports or inquiries will be investigated in a timely manner and addressed appropriately.

Our Ethics Helpline is always available at: 1-855-446-5249 or www.powereng.ethicspoint.com

SAFETY IS PERSONAL

Safety is important to POWER, by virtue of how we care about each other. We strive to make it an intentional part of every conversation, internally and with clients. Our commitment is bolstered by safety metrics and practices that protect our teams.



Safety by the numbers

- » Risk Control Audit: Every three years, our insurance provider assesses POWER for risk. The goal is to achieve over 80% in this assessment. In 2018 and 2021, we scored a 96% and 98%, respectively.
- » Clients want to see a low Experience Modification Ranking, or EMR, which reflects our workers' compensation premiums. A score of 1 or below means we are at or below the workers' compensation stipend provided by our insurance. Our 2024 EMR score was 0.52.
- » The Recordable Incident Rate, or RIR, is a metric used to compare company safety performance against a national industry average. For our industry of Engineering Services, that national average is .6. Our 2023 RIR was 0.18—a fifth of the national average.

Despite significant headcount increases over the past five years, POWER's injury rate remains low. According to Corporate Safety Administrator Amanda Lundgren, static numbers are a good indication that our processes are working—and occasionally going above and beyond. A Certificate of Recognition, or COR, is awarded to Canadian employers with exceptional safety management systems. The Alberta Safety Council awarded POWER a COR for our Alberta office following the findings of their audit. We received our first full certification in 2019 and continue to maintain it.

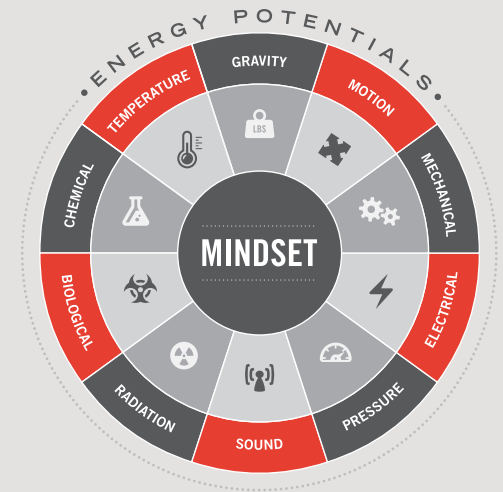
Communication is key

Better communication leads to safer practices. Field Safety Manager Betty Justus improved POWER's incident reporting practice by migrating the form to SmartSheet, enabling field technicians to fill out their reports regardless of internet access. We saw a significant increase in Good Catch/Near Miss reporting after Betty joined the team and led the Smartsheet migration. Report submittals doubled from 25 to 51 in our POWER Testing and Energization team between 2021 and 2022—and reports companywide nearly doubled between 2021 and 2023, from 112 to 207.

Betty used to work in the field and brings that experience and understanding to her role as a field safety manager.

"I know what they go through, so I work to build understanding and aid them to be successful out in the field—without them, we don't have a company," she said.

LEARN STUFF AND PASS IT ON



We joined the Construction Safety Research Alliance (CSRA) to participate in industry research and benefit from it. Using the field observation of alliance partners, including POWER, CSRA researchers shared effective and ineffective safety practices. We adapted CSRA's Energy Wheel to serve as an easy guide to common mistakes in the field. Our version is called the RAM Wheel: RAM stands for Risk Assessment and Management.

There are 10 pie segments, each representing a risk area where we've determined we have a greater-than-normal chance of making a mistake.

"Our teams use it like a checklist," said John Kumm, former vice president of field services. "Each one represents a risk area where we've shown we have a greater-than-normal chance of making a mistake. Our teams use it like a checklist. As they're preparing to do their work, they check the RAM Wheel to see if they've missed anything."



SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

TABLE 1

ENGINEERING AND CONSTRUCTION SERVICES

Accounting Metric	Code	2024 Response
Number of incidents of non-compliance with environmental permits, standards, and regulations	IF-EN-160a.1	To our knowledge, POWER Engineers, Inc. has not been the cause of any incidents of non-compliance with environmental permits.
Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	IF-EN-160a.2	<p>POWER Environmental professionals work to identify, communicate and mitigate environmental risks on our projects. Our close integration of project and environmental teams allows a project to be designed to avoid or minimize risks before they become issues.</p> <p>POWER anticipates the momentum in environmental permitting to involve the public and better assess the potential impacts to environmental justice communities. Our scientists and project managers evaluate social justice tools and consider the implications on the surrounding community to provide our clients with a deeper understanding of how each project will fit within the context of the proposed location.</p>
Amount of defect- and safety-related rework costs	IF-EN-250a.1	POWER Engineers, Inc. does not separate costs for defect- or safety-related rework outside of our standard claims process. These costs may be reflected in project write-offs, etc., but they are not tagged specifically, and we're not able to aggregate them (as of 2024).
Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	IF-EN-250a.2	Legal proceedings, lawsuits or claims pending are a normal part of the engineering consulting industry and POWER makes provisions for these normal course events. There are currently no legal proceedings, lawsuits or claims that are expected to have a material impact on the financial position of the company. POWER seeks to deal with client concerns and claims promptly and fairly as defined by our contracts. POWER maintains a high professional liability insurance limit to meet contractual requirements and range of project types. Our claims history has resulted in relatively low insurance premiums when compared with firms of similar size and character.

Accounting Metric	Code	2024 Response
(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	IF-EN-320a.1	<p>For our direct employees (full-time, part-time and temporary), corporate safety reported a 0.18 rate of recordable work-related injuries in the United States; and a 0.0 rate of recordable work-related injuries in Canada. Corporate safety reported a 0.0 rate of fatalities as a result of work-related injury in the United States; and a 0.0 rate of fatalities as a result of work-related injury in Canada.</p> <p>We communicate and coordinate safety and health information and supervise the work done by contract employees (commission and leased employees, independent contractors and subcontractors). However, contract employees are responsible for their employees' safety, and POWER is not responsible for their safety or fatality reporting.</p>
Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	IF-EN-410a.1	<p>To our knowledge, none of the projects POWER worked on in 2023 were either (1) certified to a third-party sustainability standard or (2) are seeking certification.</p> <p>POWER's team uses the guiding principles compliance assessment program, offered by the Green Building Initiative. This is a third-party assessment and rating program designed specifically for federal agencies to assess compliance with the Federal Guiding Principles. This process is used to ensure sustainable design without all the extra effort required to achieve LEED status for a building. Several projects in 2023 were completed in compliance with these standards.</p>
Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	IF-EN-410a.2	<p>POWER was a charter member of the Institute for Sustainable Infrastructure (ISI), an advocacy organization pioneering a rating system for sustainable infrastructure for non-building projects.</p> <p>The ISI Envision system measures sustainability in infrastructure projects through the measurement of five categories: Quality of Life (QL), Leadership (LD), Natural World (NW), Resource Allocation (RA) and Climate and Risk (CR) that contribute to overall credits for the positive social, economic and environmental impacts in a community. Typical projects considered for certification include watershed management, wastewater management, underground pipelines, power plants, substations and transmission lines. POWER has Envision Sustainability Professional (ENV SP) credentialed engineers on staff.</p> <p>ISI's approach evaluates and analyzes the potential for major system-wide efficiency improvements. They consider not only the outcomes of an energy project—the resulting output value—but also the wider upstream energy impacts of the whole supply and development process. POWER's holistic design approach inherently considers efficiency approaches based on the clients' requirements, short and long-term development goals, and POWER's own commitment to designing a sustainable future.</p> <p>This approach creates a significant opportunity for POWER to support our clients as they address their own efficiency goals.</p>
Amount of backlog for (1) hydrocarbon-related project and (2) renewable energy projects	IF-EN-410b.1	<p>While we've always collected data on projects, we did not initially have a reliable way to differentiate hydrocarbon and renewable projects. In 2023, we solicited reporting for calendar year 2022 projects across our Production units. The resulting data and feedback gave us the insight we needed to embed SASB reporting into POWER's project information center. Over the next year, we developed solid definitions and training protocols for collecting data on these two categories based on revenue percentages. This process was implemented in Q4 2023, to begin Jan. 1, 2024. Our first baseline year of data will be 2024.</p>

Accounting Metric	Code	2024 Response
Amount of backlog cancellations associated with hydrocarbon-related projects	IF-EN-410b.2	To the best of our knowledge, POWER has had no significant backlog cancellations associated with hydrocarbon-related projects.
Amount of backlog for non-energy projects associated with climate change mitigation	IF-EN-410b.3	POWER has not performed any significant climate change mitigation work that isn't associated with the energy chain.
(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	IF-EN-510a.1	In 2023, POWER had 11 active projects located in 5 countries listed in the 20 lowest rankings in TPI's Corruption Perception Index: Guatemala, Haiti, Kenya, Mexico and Mozambique. POWER recognized \$704,933 in revenue in these countries in 2023. The total backlog represented in these countries in 2023 was \$583,473.
Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices	IF-EN-510a.2	POWER has had no monetary losses as a result of legal proceedings associated with charges of bribery or corruption and no monetary losses as a result of anti-competitive practices.
Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in the project bidding processes	IF-EN-510a.3	POWER is committed to the highest ethical standards and to compliance with all applicable laws and regulations. POWER assigns compliance and ethics training to all new hires as part of our onboarding process, with subsequent trainings being reassigned to all employees on an annual basis. Training is adjusted as needed to address risks based on project roles or job position, and our training modules incorporate our Code of Conduct and Whistleblower Policies (email integrity@powereng.com to request a copy of our Code). Adherence to good ethical practices is monitored through our annual audit and monthly budget reconciliation requirements. POWER also maintains an anonymous compliance and ethics hotline hosted by a third-party provider, which employees may contact online or via phone at any time. Both our trainings and written policies highlight the hotline resource and encourage employee questions and reporting of ethics concerns.
Number of active projects	IF-EN-000.A	POWER had 4,866 active projects associated with client work in 2023.
Number of commissioned projects	IF-EN-000.B	None—POWER does not provide pure construction services, so we do not have any commissioned projects per SASB's definition.
Total backlog	IF-EN-000.C	Our total backlog for 2023 was \$836,123,625.

TABLE 2

PROFESSIONAL & COMMERCIAL SERVICES

Accounting Metric	Code	2024 Response
Description of approach to identifying and addressing data security risks	SV-PS-230a.1	<p>POWER's Information Security Management System (ISMS) Program is in accordance with the requirements of ISO/IEC 27001—Information technology—Security techniques—Information security management systems—Requirements. POWER's risk assessment criteria follow the control-based risk assessment methodology. The determination of an acceptable risk threshold is performed through an informal and formal survey of organization executives and stakeholders. The risk threshold will be used as a remediation threshold during risk management. Any risk that exceeds this level will and should be subject to mitigation activity and have a defined risk treatment plan.</p> <p>Risk reduction involves prioritizing, evaluating and implementing the appropriate risk-reducing controls recommended from the risk assessment process. POWER implements security measures that reduce the risks to its information systems containing confidential information to reasonable and appropriate levels. The selection and implementation of such security measures are based on a formal, documented risk management process.</p>
Description of policies and practices relating to collection, usage and retention of customer information	SV-PS-230a.2	<p>POWER uses an Information Security Document and Record Control Standard to ensure compliance with federal and state laws and regulations, to ensure document or record ownership responsibilities, prevent mistaken modifications, and to facilitate POWER's operations by promoting consistency and adherence to security control. This Standard defines the control of documented information followed by POWER for the following activities, as applicable: distribution, access, retrieval, and use; storage and preservation, including the preservation of legibility; control of changes (e.g., version control); and retention and disposition.</p> <p>In accordance with ISO 27001, it is the policy of POWER to ensure proper identification and description of documented information supportive of its information security program. Identification and description shall include title, date, and author (document owner). It may also include other attributes such as reference number, language, software version, graphics, and media type.</p> <p>All documents and records (documented information) related to the ISMS, including those maintained on electronic data processing storage media, shall be covered by this Standard. Users of this Standard are workers of POWER who create and maintain information security documentation.</p> <p>POWER will follow the retention periods specified in POWER's Document and Record Management Standard and the POWER Record Retention Policy & Schedule. All documents and records shall be kept for at least the minimum period as stated in applicable State or Federal laws or regulations. Destruction of financial and personnel-related documents and records or any other document that contains confidential information (e.g., PII, PHI) will be destroyed or disposed of per the guidelines in the POWER Information & Data Classification and Handling Standard and the POWER Record Retention Policy & Schedules as well as the legal obligations of client contracts.</p>

Accounting Metric	Code	2024 Response
(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	SV-PS-230a.3	(1) POWER had zero data breaches in 2023. As a result, (2) zero percent of customers' CBI and PII were affected and (3) zero customers were affected.
Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	SV-PS-330a.1	The gender representation for (1) executive management is 12% female and 88% male and for (2) all other employees is 30% female and 70% male. The racial/ethnic group representation for (1) executive management is 6% Hispanic or Latino and 94% White and for (2) all other employees is 4.4% Asian, .3% Native Hawaiian, .4% Native American, 2.9% Black or African American, 9.3% Hispanic or Latino, 74.3% White, 1.8% two or more races, and 6.7% undisclosed.
(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	(1) The voluntary turnover rate for 2023 was 7.4%. (2) The involuntary turnover rate for employees was 2.1%.
Employee engagement as a percentage	SV-PS-330a.3	Based on an internally conducted survey using Glint, POWER's overall engagement in 2023 was shown as an indexed score of 82 and a percentage of 86%. Glint measures engagement as the average score of two questions: (1) How happy are you working at POWER? And (2) I would recommend POWER as a great place to work. Glint's research shows that the scores for these two questions have a high correlation to the results of answers to roughly 10 additional questions. The percentage is calculated by the number of employees who selected a favorable score (agree or strongly agree) divided by the number of respondents. This survey was sent to all part-time and full-time employees who had been with POWER for more than 90 days.
Description of approach to ensuring professional integrity	SV-PS-510a.1	See answer to IF-EN-510a.3 above.
Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	POWER had no losses as a result of legal proceedings associated with fraud, corruption and bribery. Legal proceedings associated with the performance of professional services are a normal part of the engineering consulting industry and POWER makes provisions for these normal course events. There are currently no legal proceedings, lawsuits or claims that are expected to have a material impact on the financial position of the company. POWER seeks to deal with client concerns and claims promptly and fairly as defined by our contracts. POWER maintains a high professional liability insurance limit to meet contractual requirements and range of project types. Our claims history has resulted in relatively low insurance premiums when compared with firms of similar size and character
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	SV-PS-000.A	In 2023, POWER had (1) 3,663 full-time employees, 64 part-time employees, (2) 184 temporary employees, and (3) 88 contracted employees.
Employee hours worked, percent billable	SV-PS-000.B	IIIn 2023, the total number of production employee hours worked was 7,214,939 total hours worked at 65% billability.

2024 CARBON EMISSION REPORT

At POWER, we prioritize transparency and data accuracy in our communications with stakeholders. Regular reporting helps us do this. Tracking our company’s emissions will help us make data-driven decisions to evaluate sustainability. Below is a detailed breakdown of our Scope 1, 2, and 3 emissions. This year, both Domestic (U.S.) and Canadian operations are represented in all three scope emissions. This is an improvement upon prior reporting, which focused on Domestic (U.S.) reporting.

BREAKDOWN

Emission Type	Emission Source	2022 Emissions (Metric Tons CO ₂ e)	2023 Emissions (Metric Tons CO ₂ e)
Scope 1	Office Natural Gas Use	50.92 ¹	173.36
	Fleet ²	3,352.33 ³	4,166.55
Scope 2	Office Electricity Use	3,450.00	3,177.69
	Residential Electricity Usage	Not reported	14.90
Scope 3 ⁴	Business Travel—Air	2,796.05	3,464.32
	Business Travel—Rail	0.03	0.0245
	Business Travel—Car	679.17	700.73
	Business Travel—Hotel	408.02	330.18
	Available Project-Expensed Property Bills	Not reported	6.24

TOTALS

Emission Type	2022 Emissions (Metric Tons CO ₂ e)	2023 Emissions (Metric Tons CO ₂ e)
Scope 1	3,403.25	4,339.91
Scope 2	3,450.00	3,192.60
Scope 3 ⁴	3,883.27	4,501.49
Total	10,736.52	12,034.00

¹ 2022 Office Natural Gas Use updated in 2024 reporting to represent just emissions from Natural Gas use. 2023 report erroneously included fleet emissions under Natural Gas emissions. ² Fleet figures represents gasoline and diesel used in company owned vehicles where a company fuel card was used. ³ 2022 Fleet emissions were changed to reflect the correct units. ⁴ RY2022 air data may have included some 2023 data and excluded some 2022 data. RY2023 data for all business travel is excluding 3 weeks of December data as POWER switched travel providers.



Thanks to the hardworking team that made this year's report come together:

Kat Bridwell, Amy Busek, Sally Carroll, Mendi Edgar, Gadrie Edmunds, Holly Goulding, Will Harrison, Akiko Kanazawa, Sarah Morrell, Mark Murdock, Lynnette Roberts, Claire Rutkowski, Chris Settle, Thomas Sullivan, Mary Watts and Kate Wutz