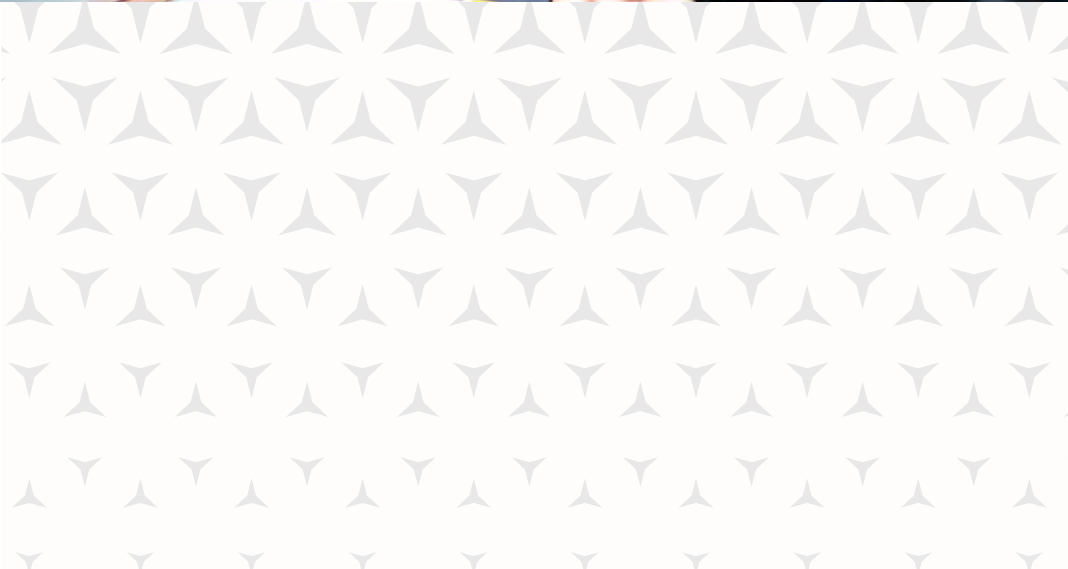


POWER ENGINEERS

2023

ENVIRONMENTAL,
SOCIAL AND
GOVERNANCE
REPORT



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A LETTER FROM OUR PRESIDENT AND CEO



Demonstrating our commitment to Do Good, Have Fun, and Build Success is our way of doing ESG.

Welcome to our 2023 ESG Report—POWER's first!

Like many companies, we are just at the beginning of our formalized environmental, social and governance performance and reporting journey. However, we've been pursuing aspects of these goals throughout our 47-year history.

That's what makes this inaugural report so exciting. It is designed to tell our ESG stories from yesterday and today. It articulates the current state of our activities, initiatives, programs and other efforts in the areas of environmental, social and governance across our great firm.

DO GOOD

If you are new to POWER, we recently updated our Purpose Statement, what we call our three-legged stool, originally created in the 1980s. Our statement reads: Do Good. Have Fun. Build Success. They're six simple words that describe our purpose, our reason for being. With the change, we believe we're better representing our overall impact as a responsible firm. Our annual ESG Report will help us measure how well we're doing—it will help to ensure we're walking the walk, not just talking the talk. Since we are an engineering and environmental

consulting services firm, Do Good most certainly refers to the project work we deliver for our clients. But Do Good means more than that. It's important that we also do good for our POWER team, for one another and for the communities where we live and work.

This report is packed with Do Good stories over the years.

HAVE FUN

From the beginning, our idea of Have Fun was to see a challenging project through to completion while working in a mutually supportive environment. Doing what we love, achieving great results with our team and helping our clients be successful—when done right, is a heck of a lot of fun. But we also create fun, casual workplaces where we can meet and connect with each other. We develop supportive, team-focused leaders. And we provide flexible workstyles that give our team opportunities for a richer work-life experience.

BUILD SUCCESS

And then there's Build Success: a change from our original 1980s statement, which was solely financially focused. Of course, being consistently profitable is an important goal for any business. But we must always recognize the broader impact of Build

Success. It includes focusing on our long-term sustainability, building great careers for each other, mentoring others and contributing to the success of our communities.

Building success is about ALL the rewards—not just the financial—that come from doing good and having fun. Keeping track of these successes and measuring their impacts is where our ESG reporting comes in. Companies last longer and perform better when they focus on sustainable operations, real equity and inclusion in the workplace and solid corporate governance. You'll see in this report that POWER is built to stand the test of time—from our focus on the environment and our care for our team members, to our robust corporate governance.

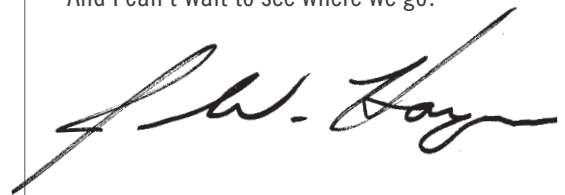
Demonstrating our commitment to Do Good, Have Fun, and Build Success is our way of doing ESG.

IMPROVING OURSELVES

Finally, as I mentioned above, this 2023 report articulates our starting point, our baseline. The process will repeat regularly, building on past baselines, adding goals that reflect progress towards our purpose. At POWER, one of our shared passions is to take on the toughest

challenges and better ourselves in the process. We are self-improvement enthusiasts.

When you work in multidisciplinary teams to create integrated solutions to complex challenges, you are always comparing possibilities and new ideas, searching for a better way. I predict that it will be the same with our ESG program. Over time, and with the help of data-driven decision making and collaboration across the company, we are going to find ways to improve. It's just our nature. I would like to congratulate the POWER team that did the digging, researched our history and told our first ESG story in all its facets. And I can't wait to see where we go!



Jim Haynes
President and CEO

A MESSAGE FROM OUR ESG MANAGER



We orient our activities on what's most impactful to our long-term success: How do we ensure that our employees, clients and communities prosper for years to come?

In building our ESG Program this inaugural year, we've come to find that we are different—and that is our strength.

We're an employee-owned consulting company, so we aren't subject to outside investors or public disclosure requirements which often drive ESG investment principles and corporate practices.

At POWER, our investors are our employees. This distinction means we can focus on the foundation of our success—our team members, clients and communities.

We learned how ESG is a natural next step for a company like ours. A company whose philosophies and processes have put our team first. We orient our activities on what's most impactful to our long-term success: How do we ensure that our employees, clients and communities prosper for years to come? This is why the Social section of this report is much longer than the Environment and Governance sections.

We also want the connection between our purpose and our everyday work to be clear. We want to increase the sense of camaraderie across our teams, from our operations to our project work. And, we want to recognize and celebrate the hard work of individual team members living POWER's purpose.

Our report does that. From the efforts of our governance team to the care of our Benefits

Department, the sense of "Do Good. Have Fun. Build Success." permeates.

While ESG principles are not new for us, the acronym is. We are answering our clients' requests as they ramp up their ESG efforts in response to investor demand and expected legislation. More personally, we find ESG values like transparency and self improvement match our culture.

Now and into the future, our ESG work means prioritizing transparency and data accuracy in our communications with the people who are impacted by our business. Regular reporting helps us do that.

I'd like to extend thanks to POWER's ESG Committee, our hardworking Committee Co-Chairs, the Corporate Marketing and Communications Department, Human Resources, Legal, Finance, the Air Quality Team, the Sustainability Committee, DEI Committee, Board, CEO and Management Committee.

Without the guidance and support of these groups, this report would not be possible.

Thank you,

A handwritten signature in black ink that reads "Amy Busek". The signature is fluid and cursive, written in a professional but personal style.

Amy Busek
Corporate ESG Manager

GET TO KNOW US

AT A GLANCE

Founded in 1976

3,300+ Team members

45+ Offices across the U.S. and Canada

Projects in 100+ countries

THE INSPIRATION THAT STARTED IT ALL

Our founders started POWER because they believed people could and should live in a place where they could do more than just work. They could build meaningful careers while still pursuing hobbies and raising their families in the places they loved.

In 1976, this was unusually people-focused, and it's been a foundation for our culture and practices ever since.

It's a focus that naturally extends to clients as well. We kept it personal.

And while our competition had 100-year-old legacies, mahogany boardrooms and suit-and-tie sensibilities, we had none of those things. We just had each other—we were a “startup” in Hailey, Idaho, making our way in the engineering business.

So, we listened to our clients.

They wanted to deal with decision-makers, so we gave our people plenty of autonomy. They wanted knowledgeable teams and innovative solutions. So, we created a culture of learning that provides career growth opportunities and fuels a shared passion for solving complex challenges. It wasn't too long before we gained a reputation for being responsive, flexible and knowledgeable.

We also listened to our team members along the way.

We learned what they needed and what it takes to keep them happy while assuring we could make POWER a great place to work. We found meaningful work, and our clients found they could turn to the same trusted experts again and again.

POWER team members in front of our first Hailey, Idaho office in 1977.



HERE'S HOW WE STACK UP

#21 Top 100 Pure Design Firms

#3 in Power
(Generation + Power Delivery)

#152 Environmental Firm

10+ Years on ENR's Top 10
Food & Beverage List

These rankings are from the Engineering News Record (ENR) 2022 reports.

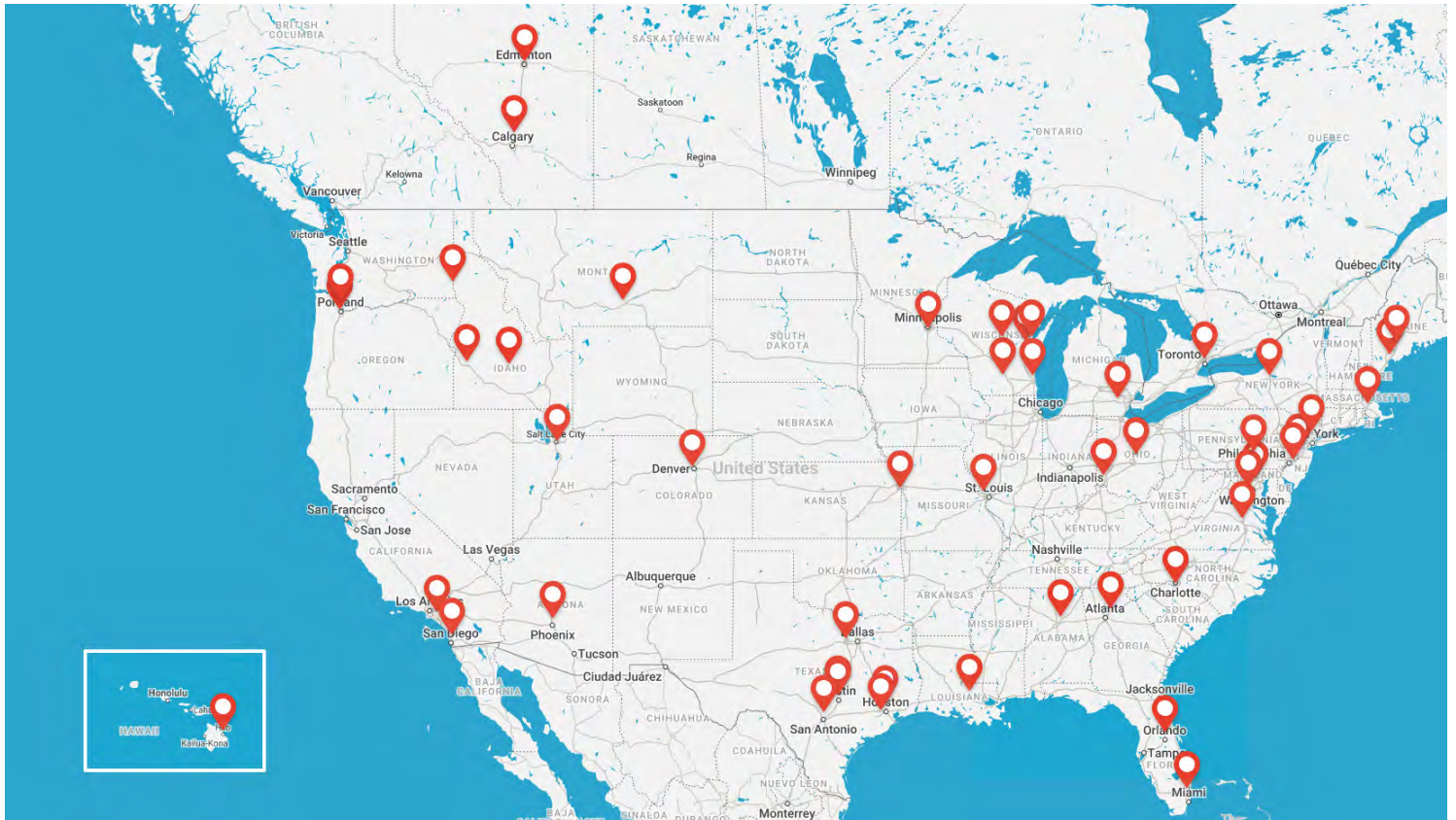
PEOPLE BUILD SUCCESS

Our experts bring their determination, innovative thinking and work-as-a-team know-how to every project. We believe it's our build-success-together work ethic that's helped our firm become a nationally ranked market leader.

GET LOCAL EVERYWHERE

We've established a large footprint of offices across the U.S. and Canada. Since the COVID-19 pandemic, we got even better at flexible work options—we work seamlessly in and out of the office. Our ability to operate from anywhere means we're ready to go whenever and wherever our clients and teams need us.

POWER has 45+ offices across North America.



ESG AT POWER

A TIMELY BEGINNING

In 2022, our CEO, Jim Haynes, introduced POWER's updated purpose, which refocused the reasons why we come together as a team. That same year, we formalized our ESG program, which asks us to show, and celebrate, how we live our new purpose.

ESG helps us share these "purpose stories" with our current and future team members, our clients and our communities. Now, more than ever before, we believe our purpose unites our teams across all we do!

DO GOOD.

HAVE FUN.

BUILD SUCCESS.

BUILDING OUR PROGRAM

Formalizing our program began with the hire of our first ESG Manager. In December 2021, we formed a 25-person committee made up of internal subject matter experts who helped to develop our ESG Committee Charter.

Our charter's mission and vision communicate and drive our program's top goal—to ensure POWER's long-term success through environmental, social and governance practices that add transparency and measurable value to our businesses processes.

THE PEOPLE

Our ESG Committee is an advisory group that partners with existing internal departments, teams and subject matter experts. Over the years, we will research and define our ESG priorities, use data to measure our performance, and work with leadership to make recommendations for improvement.

The committee is organized into four subcommittees based on member skillsets, interests and roles. They work in what we call our four ESG pillars: Environment, Social, Governance, and Client and Industry.

Because our clients are a key stakeholder, we added the fourth Client and Industry subcommittee to ensure we are tracking and responding to external ESG priorities. This group gathers information about client and industry ESG trends so we can be sure they're reflected in our business practices, too.

WHERE WE FOCUS

In our inaugural year, our committee started with taking stock of existing efforts in our ESG pillar areas through interviews, surveys and data collection. Goal setting will take place in the future once the needs of our stakeholders are understood and evaluated. Our research focused on collecting information related to our four pillars:

ENVIRONMENTAL

- » Office sustainability efforts
- » Operational efficiency
- » Sustainable and environmentally conscious project consulting services
- » Participating in renewable power projects



SOCIAL

- » Inclusive access to training and skill development
- » Access to healthcare and wellbeing programs
- » Employment and retention policies
- » Diverse employee representation and participation
- » Evaluating total compensation
- » Transparent communication
- » Supporting innovative thought and new ideas
- » Supporting community and social vitality



GOVERNANCE

- » Transparency in processes
- » Generally Accepted Accounting Principles are followed
- » Employee and client data protection
- » Mitigation of reputational, regulatory, legal and business continuity risks
- » Regulation-driven training and safety protocols
- » Key policies and procedures are documented
- » Consistent enforcement of policies and procedures for all employees



CLIENT AND INDUSTRY

- » ESG priorities of clients and competitors
- » Innovation of better products and services
- » Regulation pertaining to ESG issues
- » Client ESG expectations
- » ESG impact on industry ratings and rankings



A “GREATER GOOD” CONNECTION

In this report, we are correlating 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 are a good fit for our new program. They help us simplify ESG concepts and align them with our company culture. We’ve listed SDG icons at the start of each new chapter in this report that correspond to the activities described.

As our program matures and our ongoing data collection process is developed, we will incorporate new and additional ESG frameworks into our report.



ESG CHARTER VISION & MISSION

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.

HOW WE WORK



Our first projects were in the heart of the Sawtooth Mountains in Central Idaho, near one of the largest designated wilderness areas in the continental United States.

Today, with offices in every region of the country, we've worked in some fascinating natural spaces, from the Nevada desert to Florida wetlands and New Jersey forests—even constructing temporary lines across Niagara Falls and the Grand Canyon.

Our work has shown us firsthand just how fragile these ecosystems are and instilled in us a dedication to treading lightly on the land. We know that we can't build success without being responsible stewards of the land on which we live and work.



SUSTAINABILITY

As engineers, we understand sustainability. And as environmental consultants, we regularly help clients permit their projects while preserving and protecting natural resources.

This understanding is reflected in our Sustainability Committee's vision:

POWER Engineers understands that our operations and the projects we undertake have an impact on the earth, its resources and society. We believe it is important to do our very best to help meet the world's present needs without compromising the ability of future generations to do the same.

DESIGNING FOR END USE

Bringing sustainable design ideas to our clients is a cornerstone of our business. For us, sustainable design is more about the “how” than the “what.”

Much of our work is infrastructure design for construction. It is during a project's planning and design phase that decisions are made that can affect “the earth, its resources and society.”

That's what we mean by the “how” of a project: how it's designed and constructed. The “what” refers to a project's intended end use, whether it's a renewable hydrogen project, a substation, a wind farm, etc. The end use is also very important for society, but it is during planning and design that we can make a big difference.

LEARN STUFF

In true POWER fashion, we make it a point to learn stuff and share what we've learned, taking leadership positions on the American Council of Engineering Companies' Water, Energy and Environmental Subcommittee, and even testifying before Congress on energy policy. We joined the advisory board for the Harvard Zofnass Program and became a charter member of the Institute for Sustainable Infrastructure (ISI) and chaired its Envision™ Energy Committee.

We write white papers, articles, technical reports and contributed to a textbook on planning sustainable cities. We've participated in The International Council of Large Electric Systems (CIGRE) working groups and speak on sustainable design at conferences and summits. We've even contributed to industry-focused ESG efforts, including a 2022 Construction Industry Institute (CII) working group report.

“The report provides helpful questions firms can ask to guide their ESG journey—I learned that asking the right questions and making ESG concepts authentic to your company values is key.”
-Buck Fife, Lines Regional Manager

As part of a small ESG working group commissioned by the CII, POWER's Buck Fife and Kat Bridwell lent their transmission line design expertise to the report. The working group was made up of subject matter experts from around the world, representing the construction, engineering and natural gas industries. The team's expertise was gathered into a report that explains the implications of ESG criteria on capital projects.

SUSTAINEval TOOL

In 2016, we launched a web-based application called POWER SustainEval. It was the first industry application of the Envision Sustainability Rating System for transmission line projects and enables anyone involved in a project to evaluate a transmission line's environmental, social and economic impacts.

By entering between one and approximately 50 different design parameters, an engineer, designer, or owner can get feedback on the line's sustainability. It's also a learning aid—each parameter is explained via a dialogue box, allowing the user to learn the Envision rationale and the POWER rationale for including each factor and potentially how to mitigate it. We can leverage this tool to support our clients' understanding of how design decisions impact their project's sustainability and help them earn a project Envision certification.

A MORE SUSTAINABLE WORLD

Former CEO Jack Hand once said that we should evaluate every project we take on through the lens of whether or not it helps the world become more sustainable.

Some of our projects do that in big ways, like connecting renewable energy to the grid, or turning landfill waste into clean hydrogen. Even on projects without a clear sustainability angle, we work to bring environmental permitting services and engineering together, providing a smooth experience for our clients while ensuring compliance with environmental regulations.

POWER AND THE PEREGRINE FUND

Whether it's installing bird diverters on wires, putting perching deterrents on poles, or scheduling construction around bald eagle nesting season, our experts are always trying to figure out how to protect birds from transmission structures and vice versa.

We share that goal with The Peregrine Fund, a Boise-based nonprofit that's dedicated to protecting and conserving various species of birds of prey. The organization was founded in 1970 to bring the Peregrine Falcon back from the brink of extinction. Since then, they've turned their sights to other species.

But the organization was growing so fast that its major facility, the World Center for Birds of Prey, couldn't keep up. Between 2015 and 2019, the center saw its number of visitors almost double.

For then-Chief Administrative Officer and POWER Foundation President Jim Haynes, helping the center was a no-brainer.

"Much of the engineering we do around the country involves power lines, which are a threat to raptors," he said. "Some of our work is built on protecting the birds from power lines. Quite a few of our biologists are raptor experts, so this project is just a great fit."

Jim and the Foundation board came up with a creative proposal: the POWER Foundation would commit to a five-year, \$100,000 pledge to create a new state-of-the-art classroom that would more than double the center's space, and provide room for further growth.

To stretch that \$100,000 further, our Facilities Division provided pro-bono structural, electrical and mechanical services. Then-Department Manager Derek Henderson saw the project to design a high-tech classroom as an opportunity for some of his team members to experience new challenges.

The World Center for Birds of Prey held the classroom's grand opening in December 2020. Our team watched as five California condors—which had been captured, tested for toxic levels of lead in their blood and released—took flight off the Vermillion Cliffs at the Grand Canyon.

"This is a space that is going to make our education program so much more effective in connecting with people in the field, connecting with students in the classroom, connecting with students at home," said World Center for Birds of Prey Director Tate Mason. "It's a real game changer."



The POWER team celebrates our partnership with World Center for Birds of Prey, along with the Center's Executive Director Tate Mason and Oliver the owl.

The Western Spirit Wind project spanned four wind farms across three New Mexico counties.

SUPPORTING CLIENTS

More and more, our clients in every industry, from agribusiness to transmission developers, are looking for ways to minimize negative environmental impacts and maximize public good with their projects.

Being a strong engineering partner means meeting these client needs head-on, constantly evolving and improving our approach to sustainable design. Here are two examples:

MILESTONE WIND FARM CONSTRUCTION PROJECT

On New Mexico's blustery eastern plains, construction crews built, in a little over one year, the largest wind farm complex ever constructed on land at one time—Pattern Energy Group LP's Western Spirit Wind.

The suite of four wind farms spans nearly 120,000 acres across three New Mexico counties. The projects total more than 1,050 MW of wind energy, equal to enough annual electricity production to support more than 900,000 people. Pattern started commercial operation in late 2021.

Western Spirit Wind's location is strategic to the clean energy transition. That's because New Mexico is one of the fastest-growing states for wind energy construction, driven in part by California electricity demand. New Mexico wind tends to increase at sunset hours when California's solar facilities stop operating, which influenced regional wind projects from Pattern Energy and others.

Successfully building the Western Spirit Wind project in a single phase required collaboration of construction and design personnel across the U.S.

For the transmission line and switchyard, Pattern engaged POWER for preliminary design, estimating and permitting support, as well as owner's engineering services. We designed the Supervisory Control and Data Acquisition (SCADA) for all four wind farms to seamlessly connect SCADA network communication between the wind farms and Western Spirit's switching station.

Coordinating commissioning of the four separate wind farms, two interconnections, new switching station and new reactive compensation station, with the goal of full-capacity energization by the end of 2021, represented a significant technical challenge that the team overcame. This effort involved collaboration among the wind farms' engineering, procurement and construction (EPC) companies, the EPC power line and station constructors, the series compensation constructor, utility contacts and Pattern's leads.



Close cooperation and planning among the owners, contractors, utilities and construction manager led to a successful project execution during a pandemic. Western Spirit's wind power is now helping to supply green energy from a mix of resources to meet customer demand.

CONVERTING WASTE INTO HYDROGEN

Renewable fuel company Raven SR (Raven) has a mission to divert municipal solid waste and convert it into renewable hydrogen or sustainable aviation fuel. Their patented non-combustion Steam CO₂/Reforming technology will produce more renewable hydrogen per ton of waste than similar applications.

Using Raven's technology, converting 5 tons of organic waste per day produces 1,600 MT of hydrogen, which is enough to travel 97+ million miles in a passenger car or 12+ million miles in a Class 8 truck. This avoids 4,750+ MT of CO₂e from the landfill, while diverting 23,000 MT of organic waste. The process has very low emissions and does not emit toxic pollutants or particulates because it is non-combustion. POWER is partnering with constructor Stellar J to complete the final design for Raven's first commercial hydrogen production facility in Richmond, California at the West Contra Costa Landfill. The hydrogen fuel produced will be sold to off-takers and sold at local Richmond fueling stations for passenger and heavy-duty vehicles. Raven's vision is to launch similar facilities throughout the United States and globally.

In the race to curb climate change and to innovate sustainable energy options, POWER's contribution helped Raven bring its vision to fruition. In close partnership with Raven and Stellar J, our team's front-end planning and detailed design services helped Raven with its ambitious goal of commercializing this innovative, sustainable technology.

“This program has the potential to change the way the world sees renewable fuel sources and cost-effective fuel production,” said Jim Hays, P.E., business unit director for POWER’s Chemicals team. “We’re excited to work with Raven SR on finalizing their designs and helping them realize their vision. The process of producing hydrogen and designing this type of complex, fast-tracked facility is right in our wheelhouse.”

This rendering of the Raven facility in Richmond, CA illustrates key parts of the solids-to-fuels process.



35+ YEARS OF RENEWABLES

Through the years, we have had the opportunity to work on some very cool renewables technologies. Our curiosity, inventiveness and willingness to try anything to help our clients meet their renewable energy goals—and dreams—has given us a unique resume.

1980s

We get our start with geothermal power plants that take us around the world.

1990s

We upgrade control systems for hydroelectric plants and start providing transmission line studies for wind farms (and we still do, too!).

2000s

We help countless PV and wind projects connect to the grid. And, while we’re at it, we’re getting experience in Battery Energy Storage Systems (BESS), too.

2010s

We design the world’s largest post-combustion carbon capture plant and waste-to-energy plants.

2020s

We’ve entered the renewable hydrogen market and landfill-to-renewable-natural-gas projects.

Each of these technologies—geothermal, hydro, wind, solar thermal, solar PV, carbon capture, waste-to-energy, landfill-to-RNG, BESS and hydrogen—require multidiscipline teams of experts across POWER.

Almost all of these technologies share one common challenge: they must be connected to the grid.



POWER performed the detailed design for the Kizildere Geothermal Power Plant in Turkey.

OPERATIONS



As engineering and environmental consultants, we're limited in terms of our carbon footprint. But that doesn't mean we don't have one.

Our commitment to meeting clients in person results in a lot of travel, a major source of most of our emissions. Tracking our travel emissions and client relationship metrics will help us make data-driven decisions to evaluate our sustainability goals.

And our strategy to decentralize our design teams means we have over 45 offices spread across North America—most of them leased. Leased offices can present challenges when considering efficiency upgrades and getting good data to evaluate our carbon footprint.

Our field support services entail management of a fleet, so we look for ways to minimize that impact, too.



UNDERSTANDING OUR FOOTPRINT

COVID-19 drove us to rapidly reevaluate our concerns about business travel and leased office space.

To keep our teams and clients safe, we fine tuned our virtual meeting capabilities, allowing us to quickly adapt to all-remote collaboration when lockdowns began in 2020.

And Work From Home taught us that we could offer our employees a more flexible, hybrid work arrangement which can also reduce our overall office footprint moving forward—not to mention the emissions cut by thousands of employees no longer driving to work every day.

AIR TRAVEL IMPACT

In 2019, the POWER team logged 27.4 million miles flown, producing more than 4,300 tons of carbon emissions. By 2020, we were down to 6.9 million miles, or about 1,000 tons.

Those numbers are slowly creeping back up as the world reopens—we traveled 8.4 million miles in 2021, which is the equivalent of roughly 1,400 tons of carbon.

But we've learned we can maintain personal, productive client relationships even when we're not in the same room. We're now more thoughtful about simply hopping on a plane to visit a client site, which saves everyone time and money while mitigating emissions.

Fleet Program Manager Forrest Neumann takes the Boise Chevy Bolt for a spin.



CARS & TRUCKS

Fleet management has always been a frontier for reducing our emissions. More than a decade ago, we purchased two Ford Fusions as our commuter cars for travel between our Idaho offices. In 2019, we purchased two Chevy Bolts, one in Boise and one at our Overland Park office, to reduce the emissions we produce on local errands and client visits. But that's not enough, especially as our fleet is growing. We've now created a Fleet Decarbonization plan that we're seeking to implement, starting with testing the suitability of hybrid trucks for our field work.

“While technology might not be quite ready to go 100% electric for POWER, we’re partnering with The Arbor Day Foundation to plant trees and purchase carbon credits to help offset the emissions from vehicles we can’t yet replace.”

—Forrest Neumann, Fleet Program Manager

As of late 2022, POWER sponsored the planting of 5,000 trees in the Nez-Perce National Forest for reforestation due to fire damage.

ENERGY USE

We're also taking further steps to streamline our operations and to measure the impact we're having on our environment as a company. As our individual office leases come up for renewal, we are taking the opportunity to evaluate and measure our building use and procurement standards.

It's a first step towards being able to track our whole carbon picture and reduce our footprint.

Our office-focused data centers are a major energy consumer—we know that better than almost anyone, having helped utilities such as Seattle City Light strengthen their power infrastructure to serve data centers for high-tech companies.

Instead of fewer, larger datacenters, we're planning to transition to smaller, regional data centers (RDCs) starting in 2023. RDCs will create economies of scale, reduce our overall footprint and potentially allow us to use renewable power to provide energy for those centers.

POWER IN THE NEWS

Oncor Electric Delivery and POWER Engineers talk fleet electrification's impact on T&D and substations in a September 2022 Public Utilities Fortnightly piece. Read the story [here](#).

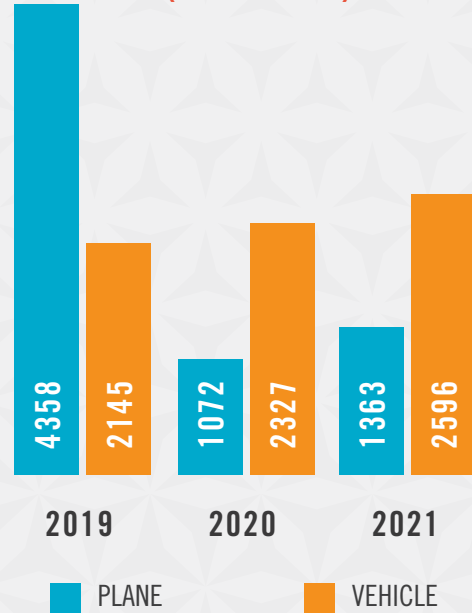
Nathan Bingham, POWER's director of strategy and technology, charges the Boise Chevy Volt.



BY THE NUMBERS

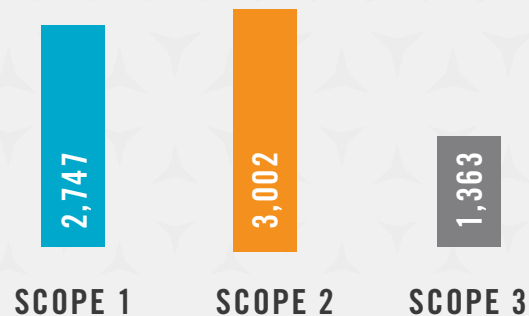
Our carbon footprint calculations began just a few years ago in response to client information requests. The pandemic caused a big drop in flight travel for POWER employees, although we noted a small uptick in vehicle emissions in 2020 and 2021 due to increased onsite project work.

ANNUAL CARBON EMISSIONS FROM TRAVEL (METRIC TONS)



2021 EMISSIONS (IN TONS CO₂E)

Scope 1 is direct generation of carbon. Think of the day-to-day natural gas burning in furnaces to heat our buildings, PLUS the gasoline we use in our corporate vehicles. Scope 2 is indirect generation of carbon. Think of purchased electricity for heating and cooling—it's emitting carbon at the power plant. Scope 3 emissions include all sources not within Scopes 1 and 2. For POWER in 2021, this is business airline travel. Emissions reporting represents POWER's U.S. operations only.



EVERY ACTION COUNTS

We're fans of the saying: Think Globally, Act Locally. With that in mind, we're always thinking of ways each of us can act more sustainably in our local work environments.

REDUCE, REUSE, RECYCLE

For more than a decade, our offices have operated under our Sustainability Guidelines, which outlines best practices for recycling, energy efficiency, and waste reduction. A few examples include:

- » Every team member gets a reusable mug, greatly reducing the need for single-use paper cups in our break rooms.
- » We employ motion sensors and timers on lights in conference rooms and bathrooms.
- » We intentionally purchase Pilot's B2P pens, which are made of recycled water bottles.
- » Our online supply ordering system for team members who work from home includes sustainable items such as rechargeable batteries.

SOLAR PROJECTS

We take what we learn on projects and integrate green technologies where we can. For example, our Hailey office was able to compare different panel manufacturers and reduce reliance on the grid by installing a 10 kW solar PV system on the roof of one building. Since the PV system was installed in 2012, we have generated 176.5 MW in solar energy for the Hailey office. Our Cincinnati office did a similar solar project as well.

HELPING OUT

In 2021, Idaho Power asked its customers to turn up their thermostats by 4 degrees to help relieve pressure on the grid. Taking advantage of our casual dress code, we pulled out our shorts and flip-flops, and turned up the thermostat in our largest office while encouraging our remote employees to do the same at home.

Our Hailey, ID office participates in Bike-To-Work Day. Several team members choose to bike, rather than drive, to work as a daily practice.





RENEWABLE ENERGY CERTIFICATES

We partnered with Idaho Power to transition our entire Idaho footprint to renewable energy using Renewable Energy Certificates or RECs.

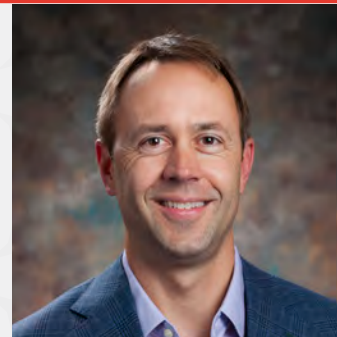
Each megawatt-hour of energy generated by a renewable source in Idaho (such as wind, solar or efficiency upgrades to hydro) creates an REC. Each REC has a unique serial number to ensure that each megawatt-hour of renewable energy it represents can only be counted once.

We purchase enough RECs to cover our annual energy use for both Idaho offices. And, we pay a premium for the difference in cost between renewable power and Idaho Power's standard energy mix. Working with client partner Idaho Power, we estimate 2,300 tons of carbon are offset annually.

By buying RECs, we're purchasing solely hydropower. Hydropower isn't always considered "clean" because large hydropower facilities can produce emissions. However, the renewable power we're purchasing comes from efficiency upgrades to existing large hydropower plants that increase the plants' total output.

This extra energy is 100% renewable and carbon-free because it requires no additional water or land beyond the existing hydro facility.

"Making this investment in local renewable power is an important part of meeting our sustainability goals. We're seeing more and more large clients asking us to take steps to reduce our emissions and make greener choices, and this is a small step toward that goal."



—Holger Peller, Chief Operations Officer

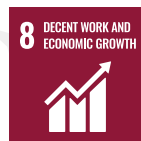
OUR PEOPLE



At POWER, the most important thing we do is build relationships.

We believe in keeping it personal. We get to know our clients and our colleagues personally, because that's how we take care of each other best. We've learned that the stronger our relationships are, the more successful our projects will be.

While our success is truly a team effort, every individual plays a role in fueling it. So, we want the best for our people by offering attractive benefits, creating a fun and safe workplace, providing the support and freedom to build a meaningful career, and engaging in the communities where we live and work.



POWER BENEFITS

To achieve our vision to be THE employer of choice for our industry, we work to put together a benefits package that brings exceptional value to our people.

We know health and wellbeing are personal to each of us. So, it's important our benefits plan has a high degree of flexibility. That's why we offer medical plans with high- and low-deductible options to fit employee needs.

Flexibility is at the core of our benefits plan—we are self-insured. This means we're the "owner" of our plan. We have more strength at the bargaining table with our insurance carrier, and more say in coverage, costs and planning.

COMPETITIVE CARE AND COSTS

We compete with much larger firms on coverage and costs. Our coverage is broad and includes non-traditional services such as massage therapy, behavioral health, acupuncture and naturopathic care, and health and wellness discounts.

Our Employee Assistance Program—a benefit for all employees and their households—covers behavioral health as well as financial and legal services.

We offer on-demand self-care through the Sanvello App. It's free and confidential and provides mood tracking guided meditations, and one of the largest confidential peer support networks in the field.

BETTER EVERY YEAR

Our benefits professionals listen to feedback year round from our teammates and our industry peers. This helps us make decisions about our next year's coverage. Our goal is to continuously improve the benefits we offer and keep our people well taken care of.

LET'S NOT FORGET CAMARADERIE!

Another built-in benefit of POWER has been a part of our purpose from the beginning: To Have Fun. For over 40 years, we've had a tradition to stop work early on Fridays and share a cold beverage with our colleagues.

Finding time to connect on a personal level strengthens our relationships and contributes to our wellbeing at work. It also helps us learn about one another and opportunities across our company.

We also throw two parties a year in every office: our Burnout in the winter and Outage in the summer. It's a way for the company to say thank you for the hard work and determination we put into building our success. They're all uniquely local and they're fun, too!



Our annual Power Delivery Fall Training Event provides valuable skill-building and networking opportunities.

THE PATH TO A MEANINGFUL CAREER

We want POWER to be a place where our team members build a meaningful career—not just a job. We accomplish this by creating a place where we encourage people to constantly learn, find and create opportunity and communicate their ideas and goals.

Whether creating experts and future leaders or fueling our teams' curiosity to learn more, we believe learning is key to finding the innovative solutions our clients expect from us and having a great career. In 2013, we established our POWER University to support this belief, and through it we continue to build our learning potential. We offer everything from lunch and learns and technical courses to manager training and a Micro MBA program.

CREATING EXPERTS

We owe our achievements to our people and their deep technical and interpersonal skills. So, we're passionate about supporting their skill development. We provide PE licensing support, in-house continuing education credits (CEUs) and PM/PE and project management training.

Our production and professional staff also collaborate with our POWER University team to build tailor-made courses not offered anywhere else. These include experiences like our Substation Physical Design School, Protective Relay School, POWER Testing and Energization Print Reading and Wire Verification Lab, and Risk Management Symposium.

WHAT WE OFFER

We encourage our team members to pursue new training opportunities—empowering them to design their educational experiences with company support and resources.

LEARNING TOGETHER

Learning is also great way to build a network of experts. We have plenty of large-group training through our in-house conferences and events. These include our Support Staff Conference, Power Delivery Fall Training Event and our Power Delivery Design Conference. They're opportunities to network with our team members and get exposure to a wide range of topics, from marketing and business development to technical and management skills.

NO LIMITS

Our POWER University team has developed hundreds of training courses and learning experiences for everyone. No matter your role or career path plans, everyone is empowered to learn and improve. Whether it's our Engineering for Non-Engineers courses or perusing our LinkedIn Learning options, opportunities to grow abound.

Keeping the out-of-pocket costs low and the quality of care high are important to us. Here's what we offer today to our full- and part-time employees:

- » *Medical Coverage*
- » *Fertility Benefits*
- » *Gender Affirming Care*
- » *Supplemental Surgery Program*
- » *Telehealth Program (MD Live and Local Provider)*
- » *Dental Coverage*
- » *Vision Plan*
- » *Prescription Drug Coverage*
- » *Employee Assistance Program*
- » *Term Life & AD&D*
- » *Short & Long Term Disability*
- » *Voluntary Short-Term Disability Buy Up*
- » *Voluntary Supplemental Life*
- » *Voluntary Flexible Spending Accounts*
- » *Voluntary Health Savings Accounts with Quarterly HSA Employer Contribution (only for High Deductible Health Plan)*
- » *Voluntary AFLAC Products (Payroll Deduction)*
- » *Paid Maternity & Parental Leave*
- » *Parenting Resources and Training*
- » *Paid Military Leave*
- » *Paid Vacation and Sick Time*
- » *Nine Paid Holidays*
- » *Floating Holiday*
- » *Community Involvement Hours*
- » *401(k) with Company Match and Profit Sharing*
- » *Bonus Plan*

THE BENEFIT OF LEARNING

We invest in our Learn Staff cultural behavior and support our teams and their families with Tuition Reimbursement and Dependent Scholarships. In 2021, we:

- » *delivered over 57,000 hours of training, virtually and online*
- » *awarded nearly 1,200 continuing education units (CEUs)*
- » *invested \$350,000 in three years on LinkedIn Learning*
- » *partnered with University of Arizona Global Campus for tuition savings*
- » *provided \$180,000 in tuition reimbursement*
- » *awarded 44 scholarships to employee dependents*

THE VOICE OF POWER

We also believe that when our employees are engaged at work, they're motivated to achieve both POWER's goals and their own personal and career goals, too.

We strengthen employee engagement by asking questions, listening to answers and taking action. In 2021, we kicked off our Voice of POWER survey program and invested \$222,000 in Glint, a platform for employee engagement measurement.

Through employee engagement surveys, we encourage our team members to communicate about their experience working here. Their feedback ensures we're responsive to our teams and offering a path to success for all of us.

WORKPLACE OF THE FUTURE

Listening to our team members and taking action is reflected in our post-COVID-19 hybrid workforce efforts—it's our team members' feedback that helps us shape the future.

In April 2021, we asked employees for their preferences in a Workplace of the Future survey. Their responses helped us develop a flexible return-to-office plan where they choose one of four working styles.

While most of our team members aren't coming into the office every day, we want to make sure their time in the office is collaborative and well spent.

"Our goal is to pull off hybrid incredibly well," said COO Holger Peller. "We can be together when we need to be together, and at home when we don't. We trust our team to gauge that for themselves—it's a dynamic approach that works for everyone."

Using feedback from the Glint survey, we are designing a new collaborative and flexible office for our Boise, Idaho, location. Similar design ideas are already under way for other POWER offices.



POWER's Sara Schroeder safely works on an energized line wearing a conductive suit and bonded to the conductor.

SAFETY

Our focus on the wellbeing of our team members extends to taking care of them in the office and on projects, too. Our roots have always been in design and consulting—activities largely performed from the relatively safe environment of an office.

But, we've developed services over the years that have taken us into higher-risk settings.

Today, these activities include site inspections, environmental surveys, construction monitoring, field support, testing and commissioning. What we have learned is that creating and sustaining a much more comprehensive safety culture has been transformative to every aspect of our company, including design and consulting.

From our Corporate Safety Manual and office Emergency Action Plans to our Corporate Safety Messages, we are committed to a proactive safety culture that empowers our team members at all levels to participate in our health and safety program.

The new Boise, Idaho, office design will feature new furniture, more conference rooms, casual meeting spaces, and new communications tech that brings together our teams and clients wherever they may be.

HUMAN PERFORMANCE IMPROVEMENT

Six years ago, Corporate Safety and POWER Field Services partnered to bring the Human Performance Improvement program to POWER.

Ever since, our Field Services teams, including POWER Constructors and POWER Testing and Energization, have incorporated Human Performance Improvement (HPI) techniques and training into our already strong safety culture.

Simply put, HPI develops practices to anticipate human errors that result in mistakes so that injuries can be reduced. We wrote the “[HPI Pocket Guide](#)” to accelerate adoption of the program across our company in all phases of work. And we created an HPI course to explore human nature and its role in preventing mistakes to help our teams get even better at safety.

WALKING THE TALK: OUR COVID RESPONSE

In March 2020, COVID-19 was declared a global pandemic. POWER, like the rest of the world, found safety and business continuity were at risk.

To respond to the crisis, we relied on our governance, culture and commitment to the best interest of our teams, clients and communities. Within nine days, we moved over 2,800 employees to work productively from their homes.

Throughout 2020 and 2021, courage, empathy and determination kept our teams and families safe, our projects moving forward and our clients successful.

CEO pledge

Our line of work qualified us as an essential business supporting critical infrastructure, according to the Department of Homeland Security. This meant our offices could be accessed for critical business needs. And our CEO made a bold pledge: everyone would receive a paycheck, and no one would lose their job as a result of the pandemic.

Leadership turned to our strong governance roots—the collaboration between our Board and Management Committee (MC) was on full display. The MC quadrupled its meeting frequency from monthly to weekly. Special Board meetings and briefings provided the support, advice and oversight to ensure our safety and business continuity. Our CEO addressed the firm with weekly videos, making decisions more transparent and providing timely information. Our COVID Response team created best practices, based on the most reputable government and NGO courses, for hygiene and safety for the office, field and traveling.

Our production, operations and Innovation teams collaborated to develop remote site inspection capability. IT helped our production teams deploy a Virtual CAD solution for collaborating on extremely large design files remotely. And we developed ways to virtually hire and onboard—we had no hiring freezes!

Employee-first focus

Ensuring our jobs and a paycheck alleviated financial insecurity and meant uninterrupted health benefits for our teams. But the uncertainty of the pandemic combined with at-home distractions and responsibilities took its toll. What was needed was an empathetic and flexible approach.

We balanced state, local, federal and client mandates and requirements with individual needs. We accommodated team members who worked best in an office setting and made Work-From-Home allowances so everyone had the office equipment and supplies they needed. This has amounted to nearly \$925,000 in two years.

Our people were encouraged to take advantage of Employee Assistance Programs (EAPs). And they were given special accounting numbers for IT and COVID-related work interruptions to reduce stress of missed productivity. COVID-19 testing and co-pays were waived, and we incentivized vaccines with a bonus.

Success!

After the two-year journey, having come through what were arguably the most challenging times we'd ever seen, the POWER team had achieved unprecedented accomplishments.

We could operate our company from home. We could still create mutual success for our clients. We even pulled off one of the biggest business development proposals in our history despite the pandemic challenges.

Financially, we were strong. Our backlog was at new highs. And in 2021, we allocated one of our biggest bonus pools ever.

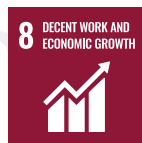
OUR TEAMS &
NETWORKS



Everything at POWER begins and ends with teams.

That's because we work on large, multidiscipline projects where wide-ranging skills and expertise are critical to our success. We have to be great at what we do individually, and we have to be great at working in teams.

On our projects, with our clients or in our day-to-day work, we work hard to win together. So, taking care of our teams and our team members is a priority. We do this by celebrating and networking together and creating learning opportunities for us to get even better at teaming.



NETWORKED CONNECTIONS

Because teams are formed for projects, they're often temporary—they have a start and finish, specific goals and deliverables. So, we recognize the importance of strengthening personal connections through internal networking, too. In addition to our formal project teams, we support grassroots employee networks who find paths to success through common goals and shared experiences outside of projects.

The POWER Women's Network (PWN) started in 2015. Through its quarterly events, intranet forum and community hub, the network provides a collaborative, open environment to support and advance the careers of women at POWER and in the industry.

STRONGER TEAMS THROUGH DEI

Fostering diversity, equity and inclusion (DEI) builds even stronger teams and helps us develop the innovative solutions our clients expect from us.

Building a diverse, engaged workforce is the right thing to do for the success of our teams and for our business. In 2020, we started a Diversity, Equity and Inclusion (DEI) Committee to intentionally foster a culture that embraces DEI and holds inclusion and belonging at its core.

Since it started, the DEI Committee has outlined a plan for engaging with Historically Black Colleges and Universities (HBCUs); partnered with an external firm, people3, to guide and strengthen our DEI strategy; added community hours and a floating holiday to employee PTO; and sponsored two female POWER interns from the University of Idaho to attend the Society of Women Engineers Conference in London.

The Committee, together with people3 and our leadership, are working on continued progress in three focus areas: DEI education and awareness, internal initiatives and policies and, last but not least, outreach.

“Our DEI commitment means that our work as a company is ongoing. We know we can always learn and do more for our team members and our communities.”

—Sumi Sankaran-Deal, HR Regional Manager and DEI Committee Chair



Innovation Manager Angela Thomas gets people excited to innovate at POWER's 2022 Support Staff Conference.

INNOVATOR MINDSET

Part of our vision for our team members is to be widely known as innovators who implement solutions that benefit society, our clients and our POWER team. We believe everyone has innovator potential.

Our Innovation Team works across the company to develop new technologies and approaches for solving our clients' toughest challenges. POWER's Innovation Fund helps support our project team members when they're ready to develop their ideas into implemented solutions.

They also work to engage and educate our team members. We believe our teams work better together when everyone learns how to think and act like an innovator. So, our Innovation Team engages this potential companywide. They host training, innovation tournaments and partner with our project teams and clients to identify, develop and deploy promising new solutions.

This year, we launched an Innovation Roadshow to foster an innovator mindset companywide. It includes introductions to design thinking, agile mindset and psychological safety—teaching ways to intentionally create comfortable environments to share and explore new ideas.

AWARD-WINNING PROJECT TEAMS

To acknowledge what we accomplish together, we created the POWER Team Award, which recognizes groups who work on projects that demonstrate design excellence, interdisciplinary teamwork, problem solving and POWER values.

Not only do our teams get to celebrate together through this recognition, but each team member receives a spot bonus, too!

PARTNERING FOR SUCCESS: OUR SUPPLIER DIVERSITY PROGRAM

The success of our project teams also depends on strong partnerships with our subcontractors. Many of these relationships are developed through our Supplier Diversity Program.

We centralized our program in 2016. And in four years, our companywide spend tripled from \$11M to \$33M. More importantly, we've built relationships and strong project teams that result in our shared success.

Partner spotlight—Agbara Engineering

At six years old, Jamil Newell knew what he wanted to be when he grew up. But when he told a U.S. Air Force recruiter that he wanted to be a fighter pilot, the recruiter told him to set his sights on becoming a mechanic.

Decades later as a civil engineer, Newell asked a smart Black female colleague why she was leaving her corporate job. She said she felt like she “just didn’t fit in” at the company.

These experiences, paired with his entrepreneurial propensity and desire to live near extended family in south Florida, led Newell to start a two-person engineering design firm in 2017. “I wanted to provide a place where people could work in their own style,” he said, “and for people who looked like me.”

Six years later, Newell’s firm Agbara (Yoruba for “power”) is on track to end 2022 with 40 employees. The firm was named one of the fastest growing Black-owned companies by South Florida Business Journal.

His relationship with POWER is partly responsible for his success, he said. A past POWER employee, Newell asked his former boss and mentor Randy Grass to support his new venture. Grass (then Power Delivery division manager) responded by initiating a Mentor-Protégé program to invite businesses like Newell’s to subcontract on projects and learn the ropes of running a firm.

“POWER has been instrumental to our longevity,” Newell said. Our project supply helped lessen Newell’s business development pressure early so that he could “hire the right people and develop the right processes” as he built the business.

Moving forward, Agbara is committed to creating opportunities for women and minorities, but not just to realize the benefits of a diverse workforce. Instead, Newell wants to grow his firm with people whose potential has yet to be realized.

The “100 Fresh Faces” program at Agbara seeks people who hadn’t thought an engineering career was possible. By recruiting at community colleges, providing internships and receiving referrals from employees, Agbara is paying forward the mentorship that Jamil is receiving from POWER.

“There’s a lot of talent that is often overlooked,” Newell said. “As someone who often times felt ‘different’ as a new engineer, I wanted to make sure that as I build a top engineering firm, I am creating a work environment where my team feels culturally and psychologically safe. I believe that’s one of our competitive advantages and why people love working here.”



CEO and President of Agbara Engineering, Jamil Newell (upper left) with members of his team. Agbara is a minority business enterprise (MBE) engineering firm and POWER partner located in West Palm Beach, Florida.

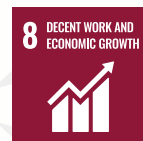
GIVING BACK



Since our doors opened in 1976, POWER has built relationships in the communities where we live and work.

Giving back is a practice that has steadily grown with the success of our business. You can see it today with our POWER Foundation, other philanthropic giving, volunteering and more.

We see our giving as one of the surest ways to have fun and help others, so we make sure all of our team members get to participate in how we Do Good.



THE FOUNDATION OF OUR GIVING

Our charitable giving philosophy is rooted in the communities where we live and work and focused on organizations our POWER team members champion.

In 2013, we formalized this belief and created the POWER Foundation to promote our love of science, technology, engineering, arts and math (STEAM). Through our foundation we're able to sustainably support organizations we're passionate about, with an emphasis on STEAM education and other community-focused causes.

In 2021, through our foundation and philanthropic giving, we donated more than \$220,000 to support organizations in communities across our office locations. This included funding for classroom technology, local science fairs, math tutoring for students from low-income families and even (model) rocket fuel.

2022 INCLUSION INITIATIVE

In 2022, the POWER Foundation and the DEI Committee launched a five-year, \$750,000 pledge to support underrepresented students studying science, technology, engineering and math.

The Inclusion Initiative awards grants of up to \$15,000 to organizations that focus on increasing diversity in these fields of study by giving students access to the resources and support they need to pursue their passion for science, technology, engineering and math. Ten POWER offices are selected annually to determine which local organizations will receive the grants.

PANDEMIC SUPPORT FOR SCHOOLS

During COVID-19, the POWER Foundation kicked off an initiative to keep kids and teachers connected through distance learning. We knew needs would be unique to locations and organizations, so we looked to our teams for help. We prioritized schools with Title 1 funding, student populations eligible for free and reduced lunch, and a POWER connection.

Here's what we did by the numbers:

- » \$150,620 donated
- » 43 schools and organizations
- » 26 states
- » 123,967 students assisted
 - 2,200 headsets
 - 70 Chromebooks
 - 127 tablet devices
 - 109 webcams, document cams or GoPros
 - 83 yoga mats for remote physical education classes
- » 100% of schools assisted received Title 1 funds



POWER teams volunteer at the Advocates in Hailey, Idaho. They stained fences, moved heavy items and tagged items for sale at the Advocates Attic. And they learned more about the Advocates' impact on their community!

PHILANTHROPY

In addition to the giving from our POWER Foundation, POWER also provides philanthropic support to the communities where we live and work.

For example, POWER donated \$500,000 to foodbanks in the U.S. and Canada in 2021 and 2022 to help alleviate pandemic-related food insecurity. More than 50 offices participated to make donations to 44 foodbanks and 8 shelters in 29 states and 2 Canadian provinces.

DONATING OUR EXPERTISE

Our teams also make a difference by working on projects that supply food and energy in North America and across the globe. We wanted to expand this impact, so POWER officially partnered with Engineers Without Borders (EWB) USA in 2022 so we could do even more.

POWER's partnership includes a financial commitment, a role on the EWB Advisory Board and resources to help our employees join one of 200 local chapters in North America. Our EWB partnership helps us contribute our professional skills and time to building essential infrastructure for communities in need.

MAKING IT PERSONAL

In addition to our big-picture giving, POWER's community hours give our team members the opportunity to focus action on the causes they care about most. It's paid time off each year to volunteer alone, with family or with their teams.

In 2021, our team volunteered 7,776 hours. Through mid-November of 2022, we volunteered 4,960 hours.

HIGH SCHOOL STEAM TOURNAMENT

To spark interest in energy careers and deepen relationships with students and educators in their service area, Duke Energy Midwest teamed with POWER to host a STEAM tournament at Fishers High School in Hamilton County, Indiana, in late 2021, following a successful inaugural tournament in 2020.

The challenge posed to three teams of six students: Design a short transmission line to connect a central Indiana solar farm to the grid.

On each team, two students each represented science and technology; engineering and math; and art disciplines. Even though the event was billed as an engineering challenge, students needed to draw upon a variety of skill sets.

“It’s not just engineering. It’s art; it’s math; it’s science. We need diverse teams for a successful project.”

—Shawn Jackson, POWER Visual Technologies Project Manager and Event Leader

Assisted by new technology such as drones, 3D printers, projectors and virtual reality tools donated to the public school by Duke Energy and POWER, the students spent two days in a hands-on workshop scoping the project.

Jackson and others from POWER and Duke shared skills with the 11th and 12th graders on how to site lines, estimate costs, run open houses and more.

When it came time to present their prospective projects to a panel of executives from Duke and POWER, each student had their time in the spotlight. Teams ran through their solutions for the line route, the structures they’d use, sag calculations, cost estimates and how they would garner community support for a new transmission line.

They also demonstrated their command of new technology by using virtual reality, 3D renderings and drone footage of the proposed site. The winning team presented their transmission line structure proposals through sculpture. Each proposed design was mounted on a square block in the center of the stage during the presentation—similar to an open house to inform the community about the project.

“I thought it was brilliant, using sculpture to humanize the design like that,” said Jason Pfaff, POWER’s director of technology and innovation, one of the judges for the event. “I’ve never seen anything like that before. It gave me ideas of how we can incorporate art and engineering at POWER.”

POWER Chief Operating Officer Holger Peller (and member of the judging panel) said the ingenuity of the students was outstanding, as well as their collaboration and enthusiasm. “They showed they were hard-working, creative and team oriented—all traits that will serve them well in the energy industry.”

The success of the event gave POWER organizers the example they needed to propose similar tournaments to other utility partners. Plans are moving forward with Idaho Power and Duke Energy Cincinnati.



Shawn Jackson, a POWER visual technologies project manager, works with a tournament team from Fishers High School.

BOARD AND
MANAGEMENT
STRUCTURE



When it comes to protecting the best interests of our shareholders, employees, communities, and the company, POWER's governance practices are akin to those typically found at much larger firms.

Shortly after 50+ employees banded together to buy out POWER from its founders in 1998, our then-Board Chair recognized the need to implement governance processes that would stand us in good stead as we grew.

The new framework may have seemed excessive for our size at the time, but it brought proven value—we have grown over five-fold since those early efforts.

We continue our decades-long commitment to oversight, consistency and transparency to ensure good financial stewardship, successful delivery of client projects and our ability to attract top talent.



OVERSIGHT AND ACCOUNTABILITY

Our Board of Directors provides oversight and guidance to POWER. This includes our Management Committee (MC), which is composed of our division leaders and is responsible for the day-to-day operation of the company. 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.
- » **Governance Committee** has oversight of all board subcommittee charters and execution plans. It also interviews and recommends Board 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, to the board, the annual adjustment to POWER's share value utilizing data from qualified financial valuation advisors. It also recommends annual allocation of POWER's earnings (retained, bonus, dividend, 401(k), Foundation) to the Board.
- » **Succession Committee** identifies potential candidates for replacement of the President and CEO positions and leads a process for successfully accomplishing this succession.
- » **Transition Committee** is focused on monitoring the transition of POWER's stock and the smooth transfer of capital from current to exiting owners.

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

In 2022, we modified our bylaws to allow for three outside board members, adding former MISO chair Phyllis Currie. Recognizing the benefits of diversity to strengthen our culture and business, our board intentionally recruited candidates with diverse experience and backgrounds to fill the spot.

"Phyllis brings such a wealth of experience as a board member of industry organizations and nonprofits, as well as practical utility management," said Board Chair Ron Carrington. "We look forward to Phyllis bringing fresh ideas to the table, ultimately providing better and stronger governance for POWER."

CEO TRANSITION

Our good governance practices were put to the test in 2021 with the unplanned resignation of our then-CEO. The transition to a new CEO happened quickly thanks to our practice of identifying a Designated Executive Vice President (EVP).

The Designated EVP is a director the Board nominates to fulfill the role of CEO if the current CEO is unable to undertake their duties. After completing the due diligence required by our bylaws, our interim CEO was confirmed and officially appointed, and the company moved forward seamlessly because of the strong governance program we have in place.

"What's unusual about POWER is that processes around governance, board committees, and our management committee rely on volunteerism. We have leaders who are also engineers and scientists on the committees that are part of the governance structure. We don't want to lose that grassroots involvement in our governance—it's precious and fosters buy-in and transparency."



—Gerry Murray, Generation Division Manager and POWER Board Member

2022 BOARD OF DIRECTORS



RON CARRINGTON



PHYLLIS CURRIE



DON EVANS



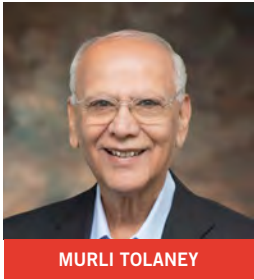
JIM HAYNES



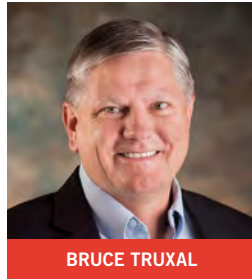
GERRY MURRAY



TIM OSTERMEIER



MURLI TOLANEY



BRUCE TRUXAL



SHAYNE WRIGHT

RON CARRINGTON, P.E.
BOARD CHAIR AND EXECUTIVE VICE PRESIDENT

Ron Carrington originally joined POWER in 1990. He has managed some of our largest clients and their contracts, and has added greatly to the resumé of the Power Delivery division and its reputation within the industry. In 2017, Ron received the Gene Wilhoite Innovations in Transmission Line Engineering Award from ASCE. Ron holds a B.S. in Civil Engineering from the University of Colorado at Boulder.

PHYLLIS CURRIE
OUTSIDE BOARD MEMBER

Phyllis Currie joined POWER as an outside board member in 2022. Her career achievements include 14 years as General Manager 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, or Midcontinent Independent System Operator. Phyllis has a B.A. in political science and an M.B.A. from UCLA.

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. Don has a B.S. and M.S. in Civil Engineering and an MBA, all from Stanford University.

JIM HAYNES, P.E.
PRESIDENT AND CEO

Jim Haynes joined POWER in 2003. As POWER's 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 Chief Administrative Officer. He was appointed CEO in 2021. Jim holds a B.S. in Chemical Engineering from Illinois Institute of Technology and graduated from the Management Institute at the University of Minnesota. He is also a Northwestern University Kellogg Executive Scholar.

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. Gerry has a B.E. in Mechanical Engineering from University College Dublin, a master's degree in Energy Conservation and the Environment from Cranfield University, and has completed the Stanford School of Business Executive Program.

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 Division's national expansion strategy. His industry experience includes design, project management, construction management and EPC roles in the power delivery market. Tim holds a B.S. in Electrical Engineering (Power option) from South Dakota State University.

MURLI TOLANEY, P.E.
OUTSIDE BOARD MEMBER

Murli Tolaney joined POWER as an outside board member in 2010. Murli's storied career includes many leadership roles—including 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. Murli has an AMP from Harvard University and both an M.S. in Environmental Engineering and a B.S. in Civil Engineering from the University of Kansas.

BRUCE TRUXAL
GENERATION BUSINESS UNIT DIRECTOR

Bruce Truxal joined POWER in 1990. Throughout his tenure, Bruce has served in the Facilities, Generation and Field Services divisions managing design projects and construction execution. He was previously on our Board from 2008 through 2010 as well as a member of the Non-Traditional Services (NTS) Committee. Bruce is currently on the Audit Committee. He has a B.S. in Civil Engineering from the University of Wyoming.

SHAYNE WRIGHT, P.E.
POWER DELIVERY DIVISION MANAGER

Shayne Wright joined POWER in 2004. He has helped manage interesting projects and 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. Shayne has a B.S. in Electrical Engineering from Texas A&M University and a M.B.A. from the University of Houston.

RISK
MANAGEMENT
AND
COMPLIANCE



POWER's Risk Management and Compliance programs grew hand-in-hand, starting in the basement of our flagship Hailey, Idaho office decades ago. Efforts are informed by regulatory requirements and guided by our Board of Directors and Management Committee. Processes and policies are designed to be collaborative and flexible, supporting our company culture.

Upholding integrity is an employee-wide responsibility—after all, we are all responsible for the long-term success and vitality of our business.



RISK MANAGEMENT

Strong risk management practices are a required element of our culture of flexibility and our ability to Build Success.

We approach building and maintaining our risk management focus through project risk review processes, identification of “higher-risk” projects, Board Committee oversight, specific risk management training and using appropriate tools and technology.

CONTRACT SIGNING AUTHORITY

Our Board of Directors carefully considers the team members who should have the authority to sign contracts on POWER’s behalf, and how they should be trained.

Individuals are added based on their experience and position. They are also given an authority ceiling. Once added as a contract signer, they must meet continuing education requirements to ensure they are up to date on industry trends and risks.

Large contracts are signed by more than one signer to ensure there are sufficient checks and balances, and that our risks are adequately covered. Lastly, very large projects require a review and approval of the full Board of Directors, who designate individuals with authority to sign the agreement. This contract governance is the beginning of our risk management focus for our project and contract exposures.

GO/NO GO PROCESS

Risk management focus continues at the Go/No Go process in a project, where the team looks at the project prospect against a specified list of project risk types.

If the project meets any of these pre-determined criteria, it becomes part of the Non-Traditional Services (NTS) Risk Review process and requires additional review and approval from the NTS Committee.

The NTS Committee comprises senior leaders from all of our divisions. Their charter is to provide input at the beginning of the project to aid the PM in identifying and mitigating risks on the project. Additionally, the Board Risk Committee receives quarterly updates on each NTS project.

This review process and Board oversight ensures our risk profile is well managed, and that project managers taking on riskier projects have resources available to help them complete the project successfully.

RISK MANAGEMENT TRAINING

The development of a risk management mindset in our Project Manager community, and in all facets of POWER, requires training.

We provide at least one online risk-focused training every other month and an in-person and online Risk Management Seminar (RMS). These trainings give us methods and tools for managing risk. Regular attendance at the RMS is a requirement for Project Managers to gain and maintain Contract Signing Authority (CSA).

The RMS has been held in some form for the last 45 years. It started as a way to make sure Project Managers understood contract risk, and contracts remain a point of focus. The RMS has grown from a dozen people in a conference room at our Hailey location to over 200 attendees in Boise in 2022.

During Work From Home, our team worked with each division to hold six seminars that catered to the projects and concerns of each division. This has evolved into several Risk Management Moments highlighting different focus areas available to all employees through POWER University.

CRISIS MANAGEMENT

The health and safety of our employees, whether they are in the office or working from home, is a priority. During 2021, POWER implemented and began using Prepara, a mass notification tool, to be able to communicate with employees during times of crisis. Combined with regular safety advisories and alerts from Corporate Safety, POWER crisis and safety practices cover every and all employees in the organization.

This tool was used during Hurricane Ida to ensure that our employees in the Gulf were aware of the incoming storms and to provide off-network communication in the event additional support was needed.

CONTINUOUS IMPROVEMENT

Our risk management approach is a combination of having the right people, processes and technology in place. We continually reassess our approach, and adjust as needed, to make sure risk management and governance align.



POWER project team members survey a transmission tower in a Utah national forest.

GROWING A PROGRAM

Manager of Risk Management Lynnette Roberts and Compliance Manager Gadrie Edmunds grew their careers and focus areas alongside POWER, facilitating governance practices to accommodate a rapidly growing company.

Starting in 2000 and 2002, respectively, Lynnette and Gadrie worked with License Administrator Tonya Goitiandia in the basement of our flagship office in Hailey, Idaho. They jokingly calling themselves the “three-headed CIL”—a reference to contracts, insurance and licenses.

They cross trained by necessity and eventually—symbolically—moved out of the basement and elevated risk management and our compliance culture.

As we began doing international work and diversifying our service offering, their company knowledge and desire to learn more led them into new fields of study: insurance and risk management for Lynnette, and corporate compliance for Gadrie. They co-chair the Governance Subcommittee of POWER’s ESG Committee. Our company’s strong governance processes predate the term “ESG”—but building the language and methodology into our existing governance efforts is a natural evolution.

“Legal requirements are the floor, ethical behavior is where you live your values,” Gadrie said. “Compliance documents like our Business Conduct Policy and Anti-Retaliation Policy are reinforced by partnerships with Training and Human Resources. ESG, compliance and risk management are all in the same bucket here. We are seen as true business partners where people come to us with questions before there’s a problem.”

“ESG and Enterprise Risk Management (ERM) are holding hands and walking down the path together,” Lynnette said. “They inform the other. ESG provides a lot of data around risks. Risk management can take that data and apply it in a way that helps protect and support POWER.”

CORPORATE RISK MANAGER

In June of 2022, Naveed Afroze assumed the position of Corporate Risk Manager for POWER. His responsibilities include:

- » Reviewing and helping project teams on NTS (Non-Traditional Services) opportunities during proposal and negotiation stages
- » Reviewing project metrics, especially those associated with our higher-risk projects
- » Providing guidance on measuring key risk indicators
- » Improving POWER’s mitigation responses
- » Reporting risk-related metrics to the Management Committee and Board of Directors

Naveed’s deep technical skills, extensive project execution background and commitment to continuously improving our risk approach brings another dimension to our risk management practice.

“I will bring my technical skills and experience to help continuously improve POWER’s risk management practice. I see risk management as a journey where we’re constantly evolving to meet the next challenge, never a destination to be reached.”



—Naveed Afroze, Corporate Risk Manager

COMPLIANCE AND ETHICS

At POWER, integrity drives everything we do.

Our success is built on a foundation of ethical decision making and a commitment by each of us to behave with the long-term value of the company in mind.

That is our commitment to doing business with integrity. Our Code of Conduct sets the standards by which each of us commits to behave, regardless of our position, location or level.

Even more than our projects or our financial performance, the day-to-day behavior of each one of us defines who we are as a company and how the world will see us. As we grow in an ever-changing global marketplace, one thing remains constant—our commitment to doing the right things for the right reasons.

Our team has multiple resources available to ensure we're doing the right thing and provide guidance when questions arise.

- » We work closely with our HR Training Department to ensure all employees receive anti-harassment and ethics training on a regular basis.
- » Training is assigned to new employees during their onboarding process, to be completed within a three-month period from their start day.
- » Courses are reassigned on an annual or biannual basis and are updated regularly to address changing regulations and workplace norms.
- » We customize training assignments and content based on job roles.
- » Supervisors receive more in-depth training on workplace harassment, and those who work on international projects receive courses on the requirements of the U.S. Foreign Corrupt Practices Act in addition to general ethics trainings.

Employees must attest to having read and understood key compliance and ethics policies at the completion of each training course.

Our Business Conduct Policy / Code of Conduct, anti-retaliation Whistleblower Policy and the guidelines in our Employee Manual form the cornerstone for our ethical business practices.

Sometimes it can be confusing or challenging 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 do the right thing. We encourage employees to speak to their manager or an HR Generalist when they need more guidance, or send a confidential email to Legal Compliance at integrity@powereng.com

POWER's Ethics Helpline is also available 24 hours a day, 7 days a week, 365 days a year.

Operated by an independent third party, the helpline 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 can be accessed at:
1-855-446-5249 or www.powereng.ethicspoint.com*



Our annual Energy Marketing Summit is one way we emphasize the importance of doing business with integrity.

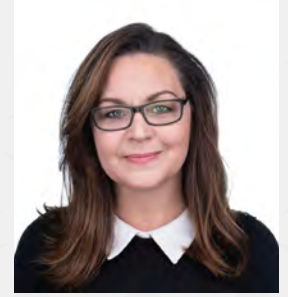
INFORMATION SECURITY

POWER is committed to protecting the confidentiality, integrity and availability of sensitive data, whether it belongs to our clients, our employees or our company. Our Information Security Management Systems follow regulatory requirements and industry standards to ensure our preparedness and address risk exposures. Part of this effort included creation of a new department dedicated to information security governance, and the hiring of Sharee English. Our full cybersecurity program is overseen by our Chief Information Officer, Keith Horn.

In addition to hardening our infrastructure with measures like platform-wide monitoring, we emphasize a culture of security with regular companywide training programs and policy updates. We proactively identify threats and weaknesses through regular audits and testing to obtain external certification of our program. We'll continue following industry-leading practices to raise cybersecurity awareness and improve our security practices.

As a seasoned leader in power delivery systems, our approach is based on sound system engineering, proactive design and planning for the protection of cyber assets—not reacting to the latest data breach or discovered vulnerability.

Sharee English is building our first Information Security Governance Department, but the task of keeping our company secure is the responsibility of every employee.



“No one person can mitigate all the risk at POWER,” English said. “As individuals, we already do things every day to mitigate risks. We lock our cars or we buy car insurance, or both. The only difference at POWER is we are all agreeing to the same guidelines. We agree to lock our devices, to reset our passwords and to maintain client confidentiality.”

“Implementing modern governance principles and practices is one of best ways to allow flexibility and security simultaneously,” English said. “Planning and automation can tackle the governance requirements while providing the flexibility that supports our culture.”

“Humans are the number one cybersecurity risk and also the number one cybersecurity defense. Our goal is to provide the policies, procedures and education our employees need to lock arms and create a human firewall.”

—Sharee English, Information Security Governance Department Manager



POWER's Regional Data Center lab in Boise is a clone of our production data center. Here, we test code, configurations and scenarios prior to rolling them into production environments.



This report is a celebration of our purpose to “Do Good. Have Fun. Build Success.” We want our business practices to promote the long-term success of our employees, clients and communities for years to come. And, our Environmental, Social and Governance Program helps us build a firm that stands the test of time. This 2023 ESG Report is a snapshot of the current state of our efforts and is a baseline for measuring our progress into the future.

