



# Impact with Intention

## 2023 Impact and ESG Progress Report



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December 1, 2023

I'm pleased to introduce SOLV Energy's first Impact and ESG Progress Report. This marks an important milestone for SOLV Energy, accelerating our environmental, social, and governance (ESG) journey and laying the foundation for future efforts. As a leading EPC, O&M, and services provider in the renewable energy industry, I believe SOLV Energy's ability to assess our impacts and manage ESG considerations is both important for the market and critical to our growth strategy.

When I think of ESG, I think of the conversations I have with clients, community leaders, employees, and partners about SOLV Energy and the future of the solar industry. We talk about building a strong workforce, keeping our people safe, delivering local jobs, investing in communities, and accelerating the transition to a clean energy economy. This road to growth does not come without its challenges, but we believe we are well positioned to push our industry in the right direction.

These discussions go beyond talk of just dollars and megawatts. They cover all aspects of the solar business – raising concerns, identifying barriers, finding new ways to collaborate, and highlighting successes. That is what ESG means for SOLV Energy – going deeper with our partners and understanding the risks and opportunities that don't always show up on a spreadsheet. It's about building relationships, understanding how we influence each other, and steering a clear-eyed course towards shared success. It's what we like to call 'Good Energy'.

We are very fortunate to have strong culture already in place from which to build. Our senior leadership team has served together for many years. Our core values – Teamwork, Safety, Quality, and Innovation – align perfectly with the tenets of ESG management practices. We've made significant investments in people, training, teambuilding, and programs that support improved analysis, reporting, and decision making.

I am proud of the progress described in this report and the accomplishments that we can already claim, yet I know that much more lies ahead. My thanks to all SOLV Energy employees for continually raising the bar, and to the clients, partners, and communities that we work with every day. These relationships are the root of our success, and I look forward to many more conversations, collaborations, and celebrations with you in the years to come.

Sincerely,



George Hershman  
Chief Executive Officer  
SOLV Energy

# OUR ESG APPROACH

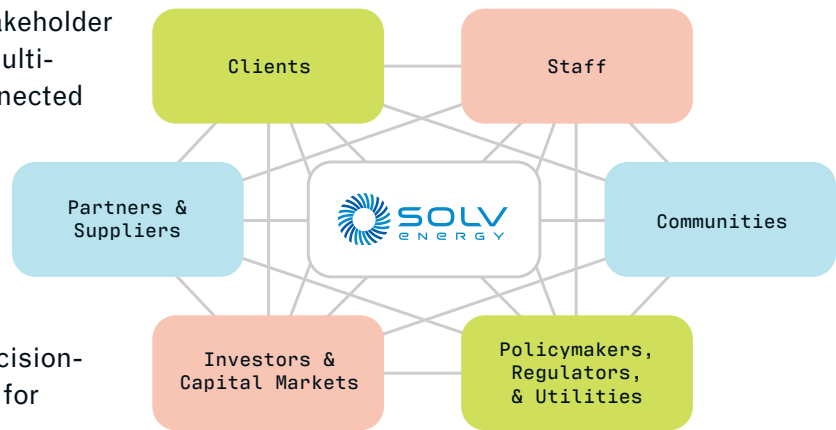
SOLV Energy is fortunate to have an established culture and experienced leadership team in place to guide our direction and set strategic priorities. These resources have allowed us to rapidly grow and support the transition to a clean energy economy, while being thoughtful and good corporate citizens at the same time.

Considering environmental, social, and governance (ESG) factors is not new to us, nor is the attention we pay to assess and understand our impacts to our stakeholders. In early 2023, our leadership team recognized the need for a more formal and documented approach. Acting on this, SOLV Energy established dedicated Impact & ESG leadership – including full-time ESG staff and a multi-disciplinary Impact & ESG Committee. We conducted a formal materiality assessment and began initial data gathering and the establishment of key performance indicators (KPIs). This report summarizes these efforts and progress to date, and highlights plans for 2024 and beyond.



## Stakeholder Relationships

At SOLV Energy, we recognize and appreciate that our success is dependent on our stakeholder relationships. These relationships are multi-faceted and dynamic – a web of interconnected business, personal, and organizational connections that drive our work forward. Our work within these relationships has impacts – both on us and on our stakeholders. We recognize it is our duty to understand, shape, and manage these impacts, driving smart decision-making and fostering positive outcomes for people and the planet.



## Policy and Practice

Formalizing our perspective, the SOLV Energy Leadership team adopted our official [Impact & ESG Policy](#) in September 2023, available on our website. This Policy provides a foundation for future initiatives, a guide to our employees, and a signal to stakeholders on our approach and intent regarding ESG.

## The Nature of our Impacts

Working on utility scale solar, high-voltage substations, battery energy storage systems, and related facilities, SOLV Energy has a large, visible footprint. Our jobsites and geographic reach are large – literally and figuratively. As one of the largest EPC, O&M and service providers in the United States, SOLV Energy takes seriously our role as a leader and pioneer in being thoughtful and deliberate about how our work impacts our stakeholders.



We aspire for our work to generate 'Good Energy' – delivering a stakeholder experience with the following characteristics:

<b>CLEAN</b>	Positive for the planet and environmentally responsible.
<b>SAFE</b>	Protective of the people who work, visit, and live in and around our offices and job sites.
<b>LOCAL</b>	Actively engaged as neighbors and contributors to the community.
<b>INCLUSIVE</b>	Welcoming and rewarding to our staff, partners, and individuals from all backgrounds and perspectives.
<b>TRUSTED</b>	Reliable and risk-averse, leading to strengthened relationships and repeat business.
<b>SMART</b>	Business acumen, technologically adept, efficient, and innovative.

Combined with the results of our 2023 materiality assessment – described below – this framework informs SOLV Energy's ESG programs, reporting, and management efforts. It acts as a lens through which we can assess, prioritize, quantify, and monitor ESG considerations across our stakeholder relationships.

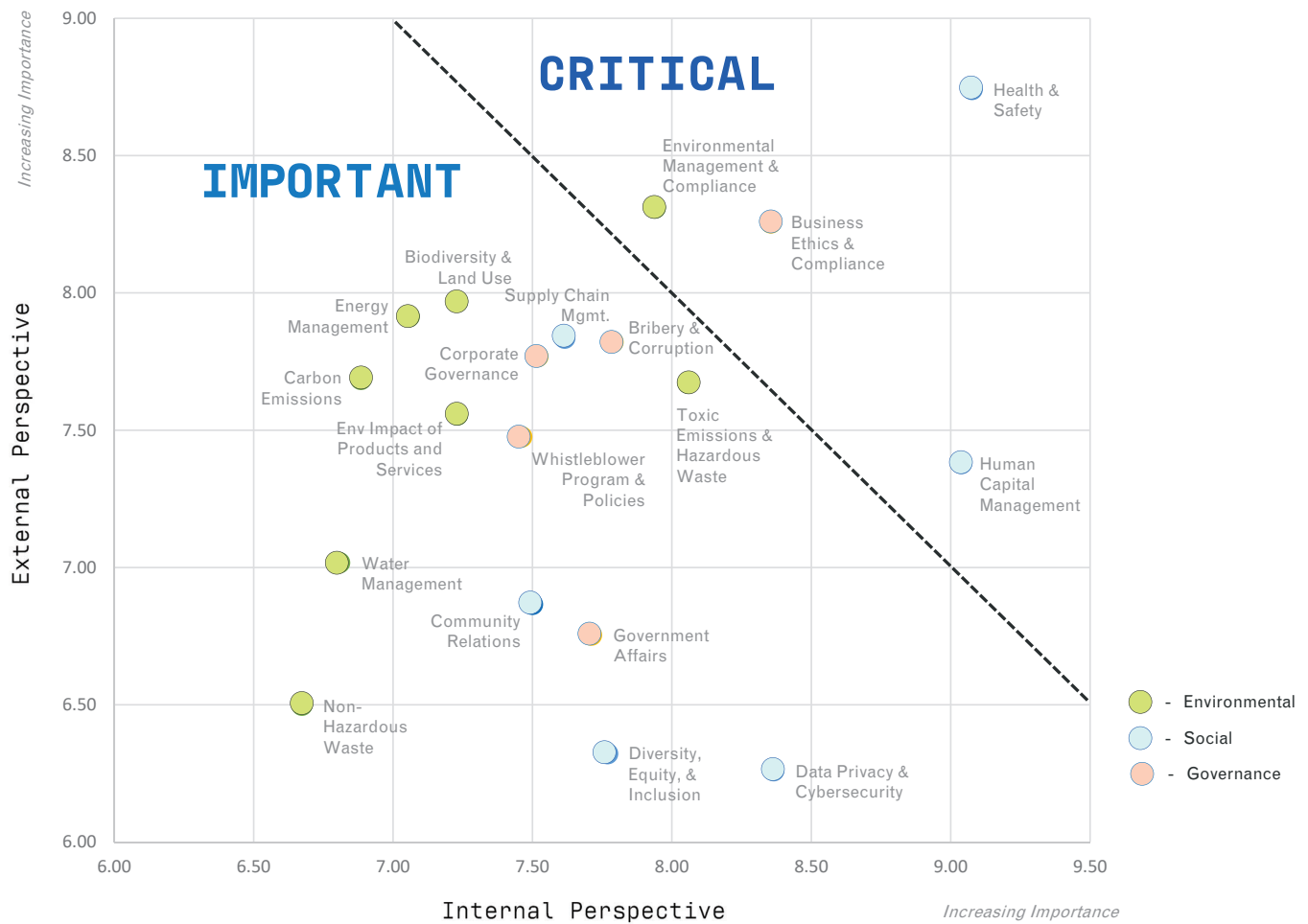
# Assessing Materiality

In early 2023, SOLV Energy initiated a formal materiality assessment to help identify and prioritize the ESG considerations that most impact our business and stakeholders. Working with outside consultants, our Impact & ESG Committee, and our leadership team, we conducted research, outreach, and analysis over a 6-month period.

We looked at industry standards and assessed market expectations, beginning with an examination of ESG benchmarks such as SASB, MSCI, Sustainalytics, ISS and more. We compared ourselves to industry peers and market leaders, particularly in the Construction & Engineering and Renewables/Solar sectors. Then, we developed a list of ESG topics that aligned with our business and conducted interviews with internal leaders and external stakeholders for validation and refinement.

To quantify the importance of each topic and its impact on our business, we conducted a series of surveys. Collecting input from SOLV Energy employees and external stakeholders – including capital providers, clients, and supply chain partners – we mapped the resulting ESG priorities on a materiality matrix grid, shown below:

## Materiality Matrix



From this, we identified four critical areas – Health & Safety, Business Ethics & Compliance, Environmental Management & Compliance, and Human Capital Management. Yet interestingly, ALL the other factors considered in the survey were deemed “Important”, ranking above a 6 on a 0-10 scale. This indicates that we must continually consider each of these factors throughout our work.

The results of the materiality assessment provide a foundation for future ESG programs, the development of key performance indicators (KPIs), disclosure and reporting, and further engagement and discussions with our stakeholders.





**In the next sections of this report, we will provide updates on recent activities across our ‘Good Energy’ characteristics, detailing results, accomplishments, and anticipated next steps.**



# CLEAN

## Managing Our Environmental Impact

Our core business is renewable energy – and accelerating the transition to a clean energy economy. To date, we have installed over 10 GW<sup>1</sup> of solar capacity in the United States. By our estimates, we have built over 10% of ALL utility-scale solar capacity across the country. Through our operations and maintenance group, we helped clients produce over 12 terawatt-hours of energy in 2023 alone, enough to power over 1 million homes.<sup>2</sup> Yet our environmental responsibility covers not only WHAT we do, but HOW we do it.

“...our environmental responsibility should cover not only WHAT we do, but HOW we do it...”

Two dedicated teams focus on managing our environmental impacts. Our Environmental Compliance team works with our engineering and project staff to assess and mitigate regulatory issues around stormwater, environmental permitting, spill prevention, hazardous materials management, and the protection of environmentally sensitive areas. Our Sustainability Solutions team seeks to monitor and improve our environmental impact as part of business operations and to support our client’s environmental objectives – specifically focusing on waste generation and minimization, operational greenhouse gas emissions (GHG), and land use and biodiversity practices.

### Ensuring environmental compliance

The size and scope of utility-scale solar projects demand careful consideration and deliberate planning. Design, construction, and operations must adhere to regulations and address potential impacts to biodiversity, surface water drainage, soil quality, air quality, and local communities. At SOLV Energy, our Environmental Compliance team is a group of 11 experienced and certified experts who lead efforts to address regulatory requirements and whose mission is to “leave the environment in equal or better condition than we found it.” Administering our National Stormwater Compliance Program (NSCP), the team ensures that each SOLV Energy project meets Local, State, and Federal environmental and stormwater regulations from pre-construction through post-construction.

Key aspects of the NSCP include internal environmental compliance audits and a robust training program for SOLV Energy field teams, third-party inspectors, and subcontractors. The team assists with site-specific Stormwater Pollution Prevention Plans (SWPPP) and Spill Prevention, Control, and Countermeasure (SPCC) Plans, and reviews and ensures each are implemented and updated throughout construction. Senior Site Compliance Coordinators (SSCCs) and Site Compliance Coordinators (SCCs) provide Best Management Practices (BMP) evaluations and corrective action recommendations when necessary, and our teams act as a central communication hub between SOLV Energy, clients, and regulatory representatives.

<sup>1</sup> 10 GWac, includes work done as a division of Swinerton Builders.

<sup>2</sup> NOTE: All data and metrics reported herein are from January 1, 2023 through September 30, 2023 unless otherwise stated.



In 2023, our team supported 31 projects and completed 1,037 inspections, 97% of which were within our target of 100% weekly coverage. When regulatory issues were identified (such as notices of non-compliance and/or correction), our Environmental Compliance team was able to work with project teams and clients to mitigate each instance, ensuring that no regulatory fines were incurred. These processes have helped establish benchmarks for future targets and tracking to monitor and improve performance over time.

### **Piloting innovative biodiversity and land use solutions, including agrivoltaics**

Our project teams seek to minimize land disturbance during construction and support additional land use opportunities that our clients seek to implement during operations. We believe that solar and agriculture uses can often complement each other, and while ‘agrivoltaics’ is a relatively new concept in the industry, SOLV Energy has already gained considerable experience to support its implementation. Sometimes referred to as ‘agrisolar’, ‘dual-use solar’, or ‘low impact solar’, agrivoltaic projects allow for simultaneous agriculture and solar energy production, enabling landowners to diversify their income.



SOLV Energy recently completed a 259MW project in Texas that highlights many aspects of our experience with agrivoltaics. Today, this site hosts around 2,000 sheep to help manage vegetation, which has lowered overhead costs, maintained vegetation heights, reduced the risk of fire, improved soil conditions and risk of erosion, and has allowed our technicians to focus on plant performance and equipment maintenance rather than vegetation management.

Several other projects that SOLV Energy manages feature grazing, including projects in Indiana, Minnesota, Utah, and Texas. In addition to grazing, we are researching and exploring additional biodiversity and land use optimization strategies. Examples include introducing pollinator-friendly species as part of vegetation management, promoting agriculture production such as hay and alfalfa, and initiatives that target holistic re-vegetation strategies that better support land restoration.

### **Establishing practices for better waste management**

Construction projects generate significant amounts of waste materials – wood pallets, packaging, damaged equipment, and more. Utility-scale solar facilities are no different, and developing better policies and practices to handle waste materials and reduce their environmental impact resonates strongly with our stakeholders. In 2023, SOLV Energy learned and adapted from several recent project experiences and initiated our Module Recycling Program. The purpose of this program is to promote recovery of valuable materials from non-functioning solar modules and the prevention of their disposal in landfills. SOLV Energy has built partnerships with industry leading recycling vendors to ensure ease of recycling efforts of project teams, and through the past 18 months has already diverted over 350k modules from landfills, which equates to over 13,000,000 lbs!

## Module Recycling: Teamwork at Taygete, Prospero

In Coyanosa, Texas, the SOLV Energy team collaborated on the Taygete 1 project to ensure that modules damaged in a hailstorm were taken to a recycling facility instead of a landfill. Our EPC group was working at Sandy Branch nearby and had the staff and equipment available to help implement the recycling effort, working closely with our Project Engineers and Services groups. The teams were able to recycle approximately 30,000 modules, diverting roughly 1,500,000 lbs. from the landfill.

In spring of 2022, the Prospero project located in Andrews, TX had an unprecedented hail event. Due to the intensity of the storm the project incurred massive damage, with over 400k modules (roughly 10% of the total installed capacity) beyond repair. Our teams knew that unique solutions were required if they were going to be able to divert this waste from the landfill. To overcome this challenging situation, our Technical Services and Construction Management teams partnered with Okon Metals, a local scrap metal recycler, to repurpose the damaged modules and incorporate into new products like road base material. Adept teamwork and creative problem solving led to a win-win for SOLV Energy and our Clients.



## Getting a handle on operational emissions

In early 2023 SOLV Energy began gathering high-level data on our 2022 operational greenhouse gas emissions (GHG). The analysis focused on energy consumption at our 6 office and warehouse sites, vehicle fuel usage, and the procurement of renewable energy. As our first initial assessment of GHG emissions, the exercise identified certain data gaps and material contributors to our overall GHG footprint. Recognizing the need to quantify our Scope 1, 2, and 3 emissions more accurately (particularly in response to and in preparation for implementation of the recently passed California SB 253 – Climate Corporate Data Accountability Act), we anticipate conducting a formal and more robust GHG inventory in the first quarter of 2024 and then annually thereafter.

In the meantime, our Sustainable Solutions team has begun preliminary investigation into likely areas of concern from a GHG emissions perspective. We anticipate that a significant portion of our GHG emissions derive from vehicle and generator fuel consumption, employee travel, and select supply-chain relationships, and are proactively researching potential mitigation strategies for consideration in 2024 and beyond.

# SAFE

## Making Safety Performance Systemic and Consistent

As noted through our materiality assessment, safety remains the most critical aspect of the overall success of SOLV Energy and our client projects. We are proud of the strength and reputation of our safety program - Work Safe/Work Smart - and in 2023 continued to invest in our capabilities.



### Setting expectations and optimizing resources

Every employee at SOLV Energy is responsible for safety, from administration staff to site superintendents. Safety training is provided to all staff throughout the year, and practices and procedures are defined in our Injury & Illness Prevention Program (IIPP – Corporate Safety Manual), Fleet Safety Program, Lightning Safety Policy, and Site-Specific Electrical plans.

SOLV Energy deploys a full-time staff of 8 safety professionals which include Certified Safety Professional (CSP), Safety Management System (SMS), Construction Health and Safety Technician (CHST), Certified Utility Safety Professional (CUSP), and Certified Electrical Safety Compliance (CESCP) credentials. This team oversees the implementation of SOLV's Safety Plan, visiting every jobsite at critical phases of construction, at the request of project owners or regulatory officials, or at least once each quarter. This staff, including our Vice President of Health and Safety, spend 80% of their time in the field interacting with the site management team and crews. Approximately 60-65 site safety managers are also identified, trained, and deployed across the country, ensuring coverage for each jobsite. All forepersons, superintendents, assistant superintendents, and Professional Engineers (PE's) are required to take CPR/First Aid training and the OSHA 30-Hour Construction Training Course.

A highlight of SOLV Energy's safety system is our "Near-Miss" Program. Using the company's proprietary project management app, Sunscreen, workers on jobsites can report safety concerns in real-time on a tablet or mobile device.

We typically see 200 Near Misses a month – this is proactive safety. Each of these observations is an injury or incident prevented. This company-wide platform increases transparency, encourages active participation, and strengthens team accountability on safety management. These Near Misses are shared weekly with all site safety managers in daily all-hand meetings and training in real-time.



### Recognizing performance and identifying areas for improvement

We collect, monitor, and report on numerous safety metrics throughout the year, with monthly reports delivered to managers across the company including the leadership team. A summary of performance data for 2023 (through September) is detailed at the table below:

	LTIR	TRIR	Near Miss Rate	Fatalities
SOLV Energy	0.05	2.09	36.5	1
Industry Benchmark/Target	1.10	2.80	21.8 <sup>3</sup>	0

In May 2023, SOLV Energy received Golden Gate recognition from Cal/OSHA, one of four partner programs from Cal/OSHA recognizing effective workplace safety and health programs among California employers. Our Oberon I and II, Victory Pass and Arica project sites were specifically recognized through this program. Subsequently, these sites were further recognized as workplace safety and health leaders through the California Voluntary Protection Program (Cal/VPP) for non-fixed construction sites. Cal/VPP is Cal/OSHA's top-level safety and leadership program recognizing employers who have voluntarily managed outstanding safety and health programs. Of 16 total participants in the state, SOLV Energy's three jobsites are the only solar electric power generation projects to earn recognition. SOLV Energy is the only Solar EPC Contractor in the nation with this status.

"SOLV Energy's three jobsites are the only solar electric power generation projects to earn the recognition..."

Tragically, in August 2023, SOLV Energy suffered one jobsite fatality. Our safety staff are working with appropriate authorities to investigate the incident.

<sup>3</sup> 2022 average. Target is to exceed prior year.

# LOCAL

## Supporting the Communities Where We Work

Our people, our projects, and our external relationships bring opportunities to the communities we serve, and we recognize the need to foster inclusive relationships to align with both our mission and the unique needs of the community. Through our offices, our jobsite teams, and remote employees we strive to be engaged and involved, to generate Good Energy, and contribute to the vitality and prosperity of our communities.

### Connecting our people, our clients, and local communities

Relationships rely on connectivity, participation, and presence. Our people live, work, and engrain themselves within local communities and we seek opportunities to establish deeper connections. Our Community Relations team - partnering with employees, clients, and trusted non-profit partners – develops numerous outreach and engagement initiatives across our business footprint. In 2023 to date, we have conducted over 35 community-based campaigns, consisting of volunteer efforts, donations, disaster relief, and in-kind contributions. Examples include (but are not limited to) the following:

- + San Diego Blood Bank Blood Drive, San Diego, CA
- + Beach Cleanup and Surfrider Foundation Donation, San Diego, CA
- + CASA of Imperial Valley backpack pack-out event & Solar Patch Program, El Centro, CA
- + Biocom - Girls Who Lead Summer Camp, San Diego, CA
- + Girl Scouts of San Diego – Cool Women Event & STEM education Events, San Diego, CA
- + Feeding San Diego, San Diego, CA
- + Silver Gate Elementary School, San Diego, CA
- + Neighbor Impact (Feeding America affiliate), Bend, OR
- + Ronald McDonald House Charities of Oregon, Bend, OR
- + Upper Deschutes River Cleanup, Bend, OR
- + SMART Bend Back-2-School Book Drive, Bend, OR
- + InterFaith Food Shuttle (Feeding America affiliate), Raleigh, NC
- + Great Raleigh Cleanup, Raleigh, NC
- + West Hills College Coalinga, Coalinga, CA
- + Eagle Mountain School, Eagle Mountain, CA
- + Prairie Trails Club, Starke County, IN
- + Knox Marching Band, Knox, IN
- + Bass Lake Fire Department, Knox, IN
- + Starke Tank 2023, Starke County, IN
- + Walls Social Services & Food Pantry, Walls, MS
- + Sacred Heart Southern Missions, Walls, MS
- + Downtown Food Pantry, Paris, TX
- + Lamar County Junior Livestock Show, Paris, TX
- + Kings Pantry, Hanford, CA
- + Maui United Way, Wailuku, HI
- + Maui Food Bank, Wailuku, HI
- + Stratford Elementary School, Stratford, CA

To double each initiative's impact, our employee giving and engagement program, "The Ripple Effect", gives employees the opportunity to document volunteer hours and donate funds to organizations they are passionate about, often with company matching funds. In 2023, The Ripple Effect logged over \$9,300 in employee donations and over 1,225 hours of volunteering.

## Investing in education

Solar power is a relatively new concept for many communities, who may not fully realize the opportunities and benefits of this growing industry. Working to educate future generations, SOLV Energy has developed multiple programs to help broaden awareness and catalyze enthusiasm. We are a national sponsor of the Girl Scouts of America and have developed programs to teach younger generations about climate change, and promote science, technology, engineering, art, and mathematics (STEAM) educational resources.

Through our partnership with the Girl Scouts, the community relations team has created a 5-part "Climate Controller" Patch Series to teach younger generations about climate change and actions they can take to reduce its effects. In 2023 we released the fourth patch of the series focused on Oceans, which joins previously released units on Food Rescue, Solar, and Trees. In parallel, we supported Girl Scouts of America on a national level with our sponsorship of their annual Climate Challenge program. With nearly 43,000 impressions and 18,000 girls participating, the Climate Challenge engages girls ages K-12 in climate science-focused, STEAM activities. In July, SOLV Energy employees participated as career mentors at the Girl Scouts Phenom Convention, encouraging girls to pursue opportunities in the renewables industry.

In addition, SOLV Energy was the Platinum sponsor at the 2023 San Diego Festival of Science & Engineering hosted at Petco Park. Hosting over 15,000 attendees who built do-it-yourself (DIY) solar cars, charged their phones using Goal Zero charging stations, learned about our Skip the Grid project, and packed 1,00 PowerUp! Empowered Education bags – including much needed school supplies – for donation to K-5 students in Chinle, AZ on the Navajo Reservation.



Our K-12 PowerUp! Education initiatives seek to nurture relationships, create opportunities, and support today's students that will become tomorrow's solar energy pioneers. We provide volunteers, resources, and hands-on experiences for students to learn about utility-scale solar projects and understand the benefits of solar energy. Highlights for 2023 include participating in over 20 education and career development events, distributing over 17,000 DIY solar car kits, donating 2,100 PowerUp! Education backpacks and championing a \$165,000 school renovation and transformation project at Stratford Elementary School in collaboration with Heart of America, our local jobsite team, and client partner.

## Building, growing, and diversifying talent

As highlighted through our materiality assessment, Human Capital Management is a critical factor for the success of SOLV Energy. Recognizing this, both our Human Resources and Community Relations teams develop programs and resources to encourage individuals to pursue careers in the solar industry. SOLV Energy is a proud sponsor of the Women in Solar Program conducted by Solar Energy International (SEI), which empowers women globally to take their careers to the next level through solar energy training, networking, mentorships, and job connections.

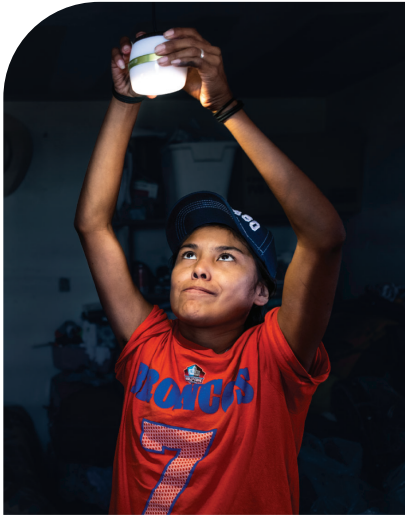
In 2023, SOLV Energy, along with core non-profit partner SEI, launched a new scholarship program and opportunity for students pursuing continued education in the areas of renewable energy, sustainability, and environmental sciences. The PowerUp! Renewable Energy Scholarship awarded \$1,500 to six U.S. high school seniors. This scholarship provides an equitable pathway for a more diverse talent pool to pursue careers in the renewable energy sector, and what we believe will lead to more innovation and creative minds in our industry.

SOLV Energy has invested in a 3-year partnership with Inspire Academy of Chambers County, Alabama. The “STEAM” program is designed to ensure development and delivery of STEAM enrichment activities and project-based learning opportunities throughout the Chambers County School system. During each school year, STEAM Teams will provide materials and support for numerous activities, including the management of a Mobile STEAM education unit and resource center, after school STEAM tutoring and enrichment clubs, competitions, summer camps, and professional development and training days for STEAM teachers.



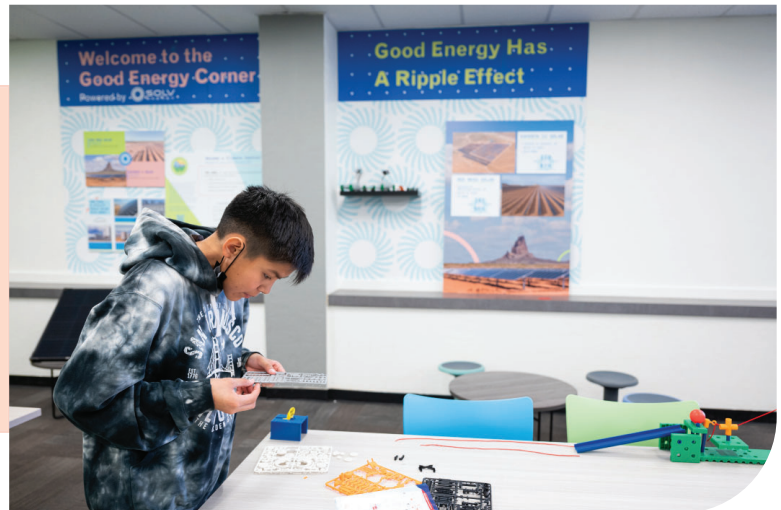
## Accelerating the adoption of solar energy by the overlooked and underserved

We believe that the benefits and positive impacts of clean, renewable energy should be accessible to all. Many communities across the country live with limited access to basic infrastructure and economic development opportunities, and SOLV Energy is uniquely positioned to assist. In 2019 we partnered with the Navajo Tribal Utility Authority (NTUA) to bring clean power to resident homes across the reservation, spanning over 27,000 square miles throughout Arizona, Utah, and New Mexico. This multi-year partnership has continued and grown over the years, including additional collaborations with core non-profit partner Heart of America, the Real Salt Lake (RSL) Foundation, Mylo Fowler, and other key partners.



Our commitment to the Navajo Nation has transformed to our annual 'Skip the Grid' initiative. Skip the Grid is a collaborative project between SOLV Energy and our partners at Heart of America and Cal Poly Technical State University in San Luis Obispo. This project brings all three partners to the Navajo Nation to electrify homes with solar power and provide important lighting, refrigeration, and other domestic services. To date, over 85 homes have been illuminated and powered.

Additional efforts include providing PowerUp! Education backpacks over 7 phases to Navajo students and families, and funding renovations to the Red Mesa School District's Parent Resource Center and a new STEAM lab at Red Mesa High School.





# INCLUSIVE

## Building a Team Where Everyone Has a Voice and a Place

Our business, our performance, and our success rely on the talent of our people. In 2023, we made significant investments in building our capabilities and our culture, based on a core belief in listening to and meeting the needs of our diverse, experienced, and unique team members.

### Engaging our staff

In May, SOLV Energy partnered with the research firm, Gallup, to deploy our first employee engagement and satisfaction survey. The goal was to establish a baseline and identify strengths and gaps in our workplace culture. The Gallup format evaluates 12 elements of engagement that correlate with high-performing and rewarding workplaces. These elements – when combined – can also provide a single measure of overall employee engagement, defined as the level of enthusiasm and commitment a team member feels toward their work and the goals of the company.

70% of all administrative and craft employees participated in the survey. Each engagement element is scored on a scale of 1-5, with 5 being the most satisfied. Taking the average of the 12 engagement elements, SOLV Energy scored 4.17 out of 5 as an organization. This ranks us in the 56th percentile compared to other organizations in the Gallup database. 58% of employees that responded to the survey are engaged. Overall, employees expressed workplace satisfaction, a strong connection to our mission, psychological safety, and that someone at work cares about them. Our ability to retain staff also bears this out, with a voluntary retention rate of 89% for administrative staff through the year.



Equally, we have identified space to grow and improve as an organization, setting clear organizational goals and objectives and creating a culture of coaching and feedback. Our management team and key leaders have already begun incorporating the results of the survey into employee discussions and are developing action plans to address gaps. We view this inaugural survey as a key milestone for SOLV Energy, establishing a baseline of engagement levels and identifying areas for future improvement. Our department heads are utilizing this data to set goals around employee engagement as part of our 2024 business and strategy planning, and we anticipate conducting the employee engagement survey annually as an ongoing management tool.

### Embracing diversity

Our work relies on the strength of our teams and our ability to unlock potential of our people. Everyone at SOLV Energy comes to work with unique backgrounds, expertise, skills, experiences, and perspectives – and our success as a company depends on appreciating and cultivating these qualities in support of our people and our clients. In 2023, we made great strides in building a foundation for diversity, equity, and inclusion as core principles of our culture.

Early 2023 saw the launch of “Resolve”, an employee-led, company-sponsored Diversity, Equity, and Inclusion (DEI) Council. Focused on three objectives: 1) advocating for diversity, equity, and inclusion; 2) bridging across demographic differences of employees, vendors, and contractors; and 3) creating a culture of inclusion at all SOLV Energy workplaces and worksites, the Council is comprised of 15 employees from across the company who actively support the daily work of building a more diverse, equitable, and inclusive organization.

### Taking DEI to the jobsite: The Resolve and DEI In Action Roadshow

To engage our team members and build awareness of our DEI programs and resources, SOLV Energy invested in an 18-city DEI awareness and community service campaign, or ‘Roadshow’. Built around two segments, each session began with an interactive workshop with senior leaders, members of Resolve, and an expert DEI facilitator, leading team discussions and discovery around DEI topics. The second segment was oriented around community service and cultural awareness, partnering with a local non-profit organization that served people from marginalized or underrepresented communities such as women, LatinX, Black, Asian, LGBTQ+, veterans, and people with disabilities.

Occurring over 8 weeks, we proudly partnered with numerous non-profit organizations, including:

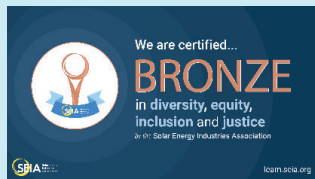
- + San Diego Habitat for Humanity Women’s Build
- + South Bend Civic Center
- + Special Olympics – 2023 Pomona Valley Area Games
- + PrideFest Milwaukee
- + Central Valley Honor Flight
- + MLK Juneteenth 4K Walk & Festival
- + Happy Girls Run – Saving Grace
- + Orgullo LatinX Pride
- + Honor Flight Columbus
- + Memphis Botanic Garden
- + Japan Outreach Initiative

Through the Roadshow, SOLV Energy trained almost 500 employees, donated \$30,000 and invested in nearly 600 service hours in support of our DEI efforts.



Led by the Resolve team, SOLV Energy conducted numerous training, awareness, and outreach efforts to engage employees and stakeholders. Activities included:

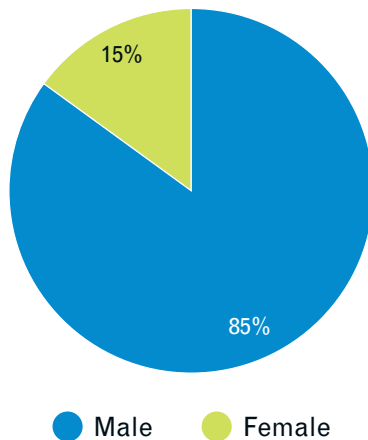
- + Provided DEI training for the Leadership Team, Leadership Accelerator participants and Resolve members.
- + Highlighted the work of the Resolve Council through a 'POWER HOUR' recorded presentation available to all employees.
- + Actively promoted DEI initiatives across SOLV Energy social media platforms, generating over 8,000 media impressions.
- + Launched internal Cultural Corner blog series, highlighting diverse perspectives on career and life featuring 23 members of our SOLV Energy team.
- + Participated in panels, presentations, and events featuring SOLV Energy employees for Women's History Month, Hispanic Heritage Month, Veteran's Day and the San Diego Pride Parade.
- + Engaged employees through 18-city Resolve and DEI In Action Roadshow, raising DEI awareness and engaging in diverse community service campaigns.



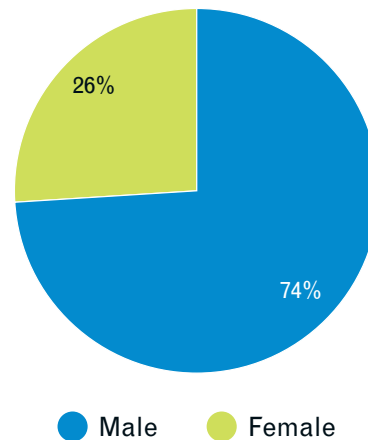
In recognition of our efforts to address critical diversity, equity, inclusion and justice issues, SOLV Energy was awarded [Bronze DEIJ Certification](#) through SEIA (the Solar Energy Industries Association). The Resolve Council and senior managers are actively working on additional DEI strategic solutions, targeting Silver level certification (or higher) in 2024.

## SOLV ENERGY – DIVERSITY SNAPSHOT

**Gender - All Staff**



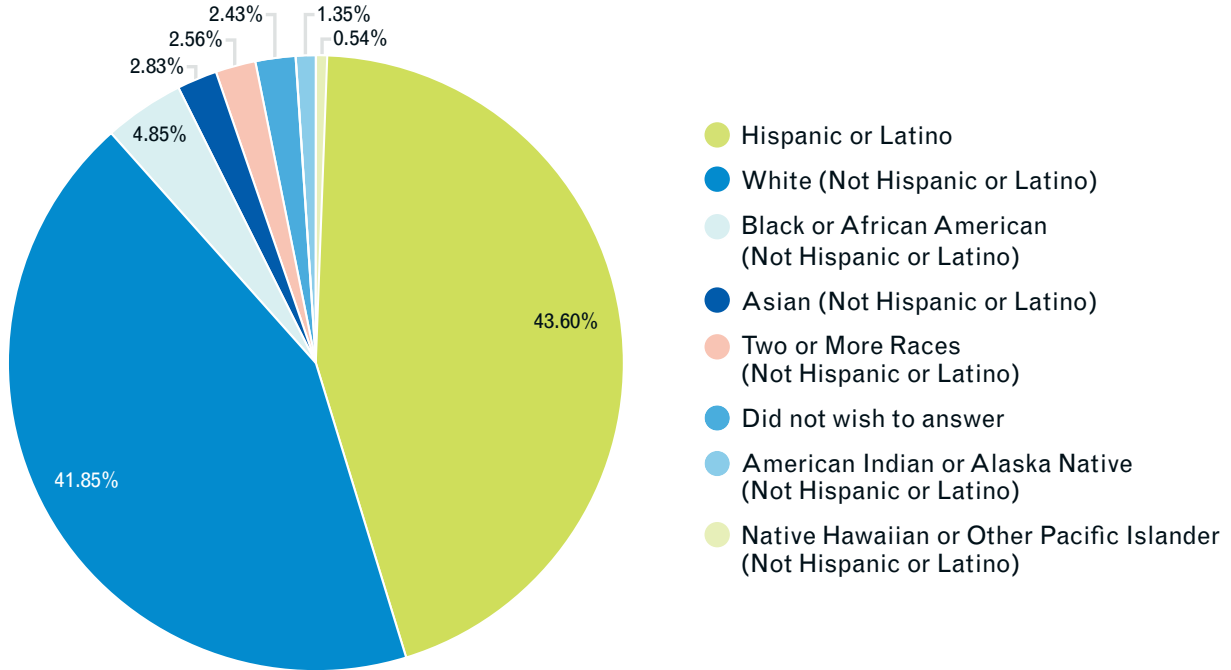
**Gender - Leadership\***



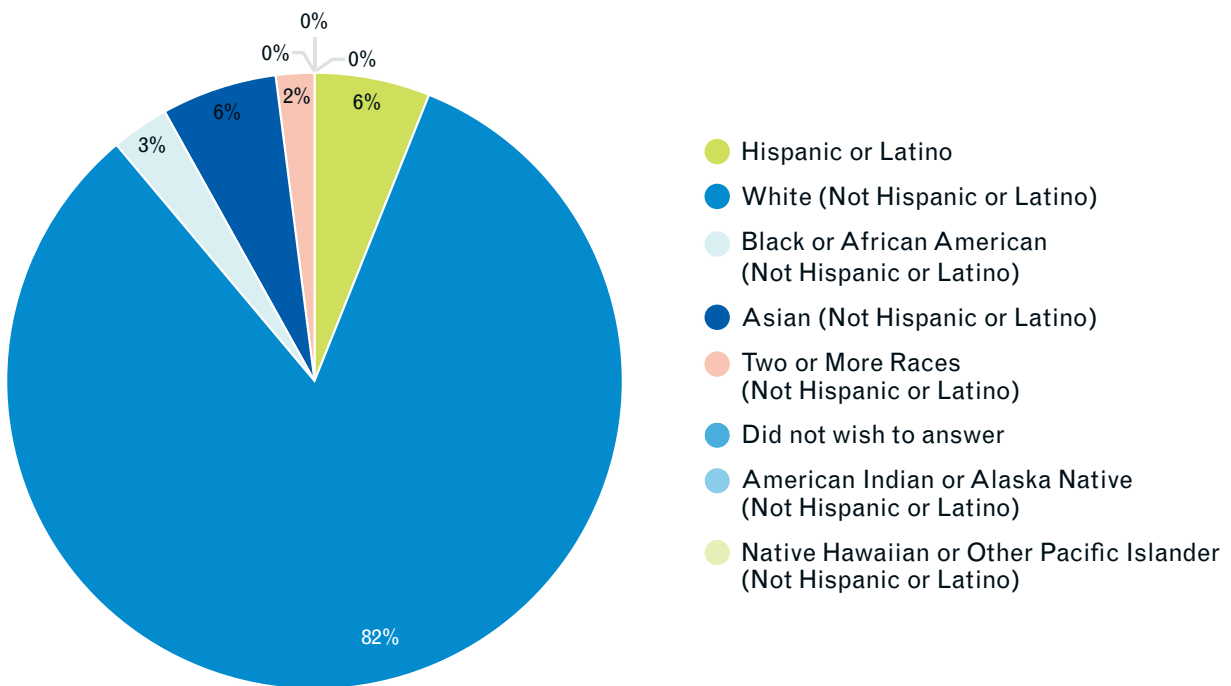
\*Director level and above.

# SOLV ENERGY – DIVERSITY SNAPSHOT

## Race/Ethnicity - All Staff



## Race/Ethnicity - Leadership\*



\*Director level and above.

# TRUSTED

## Creating a Company That You Can Count On

As noted, relationships are the building blocks of our success. We know that trust forms the foundation for any rewarding relationship, and we must work every day to build and reinforce that trust.

### Fostering an ethical and responsible culture

Consistent with our core values, culture, and the expectations of our stakeholders, SOLV Energy places a premium on conducting ourselves with the highest ethical standards and governance protocols. Our Board, leadership team, the Impact & ESG Committee, our DEI Council, and other internal teams provide guidance, policies, and resources to our staff and key partners. Our Code of Conduct – which applies to our staff as well as contracted suppliers and partners – establishes standards for fair, safe, and healthy workplaces. Ranging from ethical considerations such as fraud, bribery, conflicts of interest, to human rights, discrimination, safety, and the environment – the Code of Conduct provides the foundation for how we conduct ourselves in our daily work.

Supplemented by our National Employee Handbook and reinforced through training, mentoring, and leading by example, these policies and tools provide a consistent governance architecture and ethical framework. Additionally, SOLV Energy’s employees and partners have free, unlimited access to its third-party anonymous and confidential incident reporting system, MySafeWorkplace. This service is available 24 hours a day, 7 days a week via toll-free number, 800-461-9330, or the internet at [MySafeWorkplace.com](https://www.mysafeworkplace.com). With these resources in place, we are well positioned to build trust and earn the right to collaborate with our clients and stakeholders again, and again.

### Enhancing staff expertise and capacity through training



As leaders and experts in the solar economy, we are relied on for our knowledge, skills, and technical abilities. Our Talent Development team ensures that our people are at the forefront of their fields, crafting programs to learn new skills, build on existing ones, and identify new opportunities for innovation. Examples include “Manager Bootcamp” - our leadership development program - which will graduate over 60 individuals in 2023; our mentorship program, launched in May and now with over 160 participants; and our newly launched Base Camp initiative.

## Base Camp – Taking Team Performance to the Next Level

To further build team cohesion and clarify business strategies, SOLV ENERGY launched its “Base Camp” initiative in early 2023. Designed as a catalyst to move teams to the next level, Base Camp sessions are often held offsite over a 2-day period, fostering connection, creativity, and alignment among team members. Made up of equal parts team building and strategy, Base Camp progresses attendees through several deliberate business planning stages: acclimate, celebrate the journey, re-tool, chart the course, and align on the plan. Having conducted 5 sessions to date in 2023, the Base Camp initiative is off to a strong start, with 157 participants and overall satisfaction rating (Net Promoter Score) of 94% among attendees.



Mandatory trainings on high-impact topics (Safety, Cybersecurity, HR) typically take between 8-10 hours per year, at minimum, and employees have virtually unlimited access to voluntary training through LinkedIn Learning and other resources. Further support for employee growth and career progression includes guided individual development planning, a self-led career blueprint tool, and performance check-in cycles, ensuring all staff have clarity and alignment on leveling up their careers bringing necessary expertise to our clients and stakeholders.

## Evaluating and engaging with our suppliers

SOLV Energy works with thousands of vendors, suppliers, subcontractors, and manufacturers to bring projects to life. Clients rely on the insight, research, due diligence, and experience of our procurement team, and each transaction and expenditure influences the ultimate success of each project. Our team regularly assesses the best and most dependable sources for materials and technologies and works to build resilient supply chains that can withstand and overcome temporary bottlenecks.

In 2024, we anticipate engaging with our major material suppliers on ESG considerations, assessing and understanding what policies and protocols are in place to manage issues such as environmental compliance, human rights, anti-slavery practices, ethics, bribery, diversity, safety, and more. Through this dialogue, we seek to enhance trust throughout our value stream and further insulate our clients from risks where appropriate.

## Protecting proprietary data and operational security

Our information technology (IT) teams proudly develop and deploy tools, resources, and technologies to advance our work and create efficiencies. But today's technologies can bring risks, and we take seriously the need to maintain secure systems, protect personal and client data, and ensure operational communications are not disrupted. Throughout 2023, we implemented numerous strategies to improve our cybersecurity posture, including the following:

- + Following the Zero Trust Architecture principles in the design and implementation of our cybersecurity solutions.
- + Completed deployment of a Privilege Access Management system/program that reduced our exposure by limiting employee permissions to 'need only' access.
- + Created a dedicated cyber security team within the Corporate IT department.
- + Implemented Microsoft Privileged Identity Management for all administrative roles, providing administrative rights "just in time" and not on a permanent basis.
- + Continued strengthening multi-factor authentication (MFA) protocols across the enterprise.
- + Implemented internal governance practices to monitor and audit the user account lifecycle, and a software approval process for any software installed or used on SOLV laptops.

Our IT team monitors and tracks security performance across multiple industry standards. Performance for 2023 to date are summarized below:

Cybersecurity Performance	SOLV Energy Score/Status	Target	Peer Benchmark
Microsoft Secure Score	67.5%	80%	41%
Microsoft Secure Score (Identity)	87.7%	80%	42%
Microsoft Defender for Cloud Security Posture	68.2%	80%	NA
Microsoft Cloud Security Benchmark	66.7%	80%	NA
NIST SP 800 171 R2 Compliance	70 controls implemented	105 controls	NA

## Earning our clients' business, again and again

Through each of these initiatives and our daily work, SOLV Energy seeks to continually earn and reinforce the trust at the root of our relationships. We believe our efforts are bearing fruit. SOLV Energy is proud to support over 75 clients in the industry. On average, we have over 4 contracts or engagements per client across our EPC and O&M business lines. Clients voting with their dollars and coming to us for repeat business – often for even larger engagements and increasing responsibilities – is the best indicator of trust that we can imagine.

# SMART

## Advancing the Industry Through Policy and Innovation

Solar energy represents a rapidly changing market, challenging norms and pushing the boundaries of technology, construction practices, and the regulatory landscape. As industry leaders and solution providers, SOLV Energy recognizes and welcomes the opportunity to guide and shape the solar industry in thoughtful, creative, and responsible ways.

### Cultivating smart policy for clean energy

SOLV Energy actively engages with governmental bodies and regulatory agencies, focusing on critical issues within the renewable energy sector. As our CEO George Hershman completes his fourth and final year as Board Chair of the Solar Energy Industries Association (SEIA), SOLV Energy's government affairs team continues to advocate for the solar industry at the federal, state, and local levels.

In 2023, a key focus for our government affairs team has been the implementation of the Inflation Reduction Act (IRA), particularly addressing issues related to labor and the establishment of unique prevailing wage and apprenticeship structures to qualify for enhanced solar tax credits. Additionally, SOLV Energy has been at the forefront of advocating for balanced domestic content requirements. Our team collaborated with industry peers and held meetings with diverse stakeholders across the federal government, including the National Security Council, National Economic Council, Department of Energy, Department of Labor, and Department of Treasury.



Earlier this year, our company faced a significant challenge when members of Congress introduced a Congressional Review Act (CRA) to repeal the president's tariff moratorium on imports of solar cells and modules from Southeast Asia. In response, our advocacy efforts intensified, holding over 100 meetings with congressional offices. The outcome was a testament to our team's dedication, as the bill was ultimately defeated in the Senate.

During the August congressional recess, our Government Affairs team extended invitations to policymakers for site visits, fostering important relationships with members such as Rep. David Valadao (R-CA-22), Rep. Chavez-DeRemer (R-OR-5), and Rep. Raul Ruiz (D-CA-25). These visits provided an opportunity to showcase SOLV Energy's field teams, safety practices, and innovation.

In California, we have collaborated closely with lawmakers to propose a pioneering approach to solar recycling. By encouraging the introduction of a two-year bill, the industry's champions in Sacramento laid out a framework for integrating solar recycling language into existing decommissioning plans, avoiding an unnecessary financial burden on developers and manufacturers. In Indiana, our Government Affairs team has developed expertise on various issues important to our developer partners, including agrivoltaics, solar recycling, land use, and labor. Our company recently testified before the Indiana Land Use Task Force, highlighting our dedication to responsible renewable energy practices in the state.



In Texas, SOLV Energy's government affairs team stepped up to the plate by skillfully working to help defeat Senate Bill 624, which posed a significant threat to the company's awarded and pursued projects. The legislation proposed complex permitting requirements, substantial setbacks from property lines and habitable structures, and an environmental impact tax on renewable energy projects. SOLV Energy's successful opposition ensured the continued vitality of Texas renewables for all market participants and for SOLV alone this region represents approximately \$2.5 billion of potential company revenue.

2023 was certainly a busy year, with our Government Affairs team conducting over 250 meetings with Members of Congress, state legislators, regulators, rule makers, agency staff, and other government officials. We will continue to engage with stakeholders across the country, and through collaboration with leaders across the industry, remain committed to driving positive change while ensuring the continued growth and success of the solar industry.



## Driving performance through technology and innovation

Our clients, partners, and community members depend on us to deliver services and solutions that raise performance levels across all aspects of solar projects. Whether focused on improving safety, reducing costs, or enhancing operational efficiencies, we continually strive to innovate and bring new, practical tools to our work.

In 2023, SOLV Energy continued to invest in our information technology infrastructure and capabilities around advanced data analytics. Our proprietary Sunscreen and Vitals information ‘dashboards’ offer clients and staff real-time status on construction progress and operational performance. We recently developed an in-house EPC Project Directory, pulling together information across multiple systems and record sources – enabling our staff to quickly locate time-sensitive information on our active projects. Additionally, we have just initiated a data normalization and optimization program, seeking to streamline and better connect our data warehouses and information systems, improving functionality and removing duplication.

The Operational Technology Solutions (OTS) team has long supported our clients through the development and deployment of complete, end-to-end SCADA and plant network infrastructure. Our talented team has installed SCADA systems in over 10 GW across 190 utility-scale solar facilities – including more than 2 GW of battery energy storage. Utilizing our own expertise and partnering with leading technologies under an open architecture platform, the OTS team provides a holistic project perspective that gives greater transparency to our clients and avoids inscrutable “black boxes”. Recognizing an emerging market need, SOLV Energy has recently committed to further investments in our OTS group, seeking to build a flexible and adept commercial business that can support all manner of client requests and rapidly evolving technological scenarios.



Our state-of-the-art Operations and Control Center (OCC) – which also deploys solutions developed through our OTS team - provides monitoring, controls, diagnostics, and dispatch for utility-scale renewable energy facilities across the U.S. In 2023, we managed 8.71 GW and 2 million live tags through the OCC. Tested, reliable, and a fully compliant NERC Medium-Impact facility, the OCC gives our clients the confidence to optimize plant performance and maximize energy generation.

# MOVING FORWARD

The Good Energy premise links our culture, values, work, ESG, and impacts - reinforcing SOLV Energy's mission: To make a positive difference wherever we go through projects that generate good energy for people and the planet. Good energy is the output of our work, the spirit in which we work, and the nature of our relationships. It reflects our commitment to environmental, social, and governance (ESG) best practices, and drives the positive impacts we generate for people and the planet.

As we reflect on a busy 2023, we can take much satisfaction from the accomplishments and work described here. Whether advancing our DEI initiatives, strengthening our safety culture, seeking new innovations or more... we recognize that our ESG journey is still in the early stages.



The 1,484 employees of SOLV Energy navigate a multitude of relationships every day, making the task before our company leaders quite clear. We commit to continuing this work - laying the foundation for the incorporation of ESG factors into daily decisions, tracking and sharing results with our stakeholders, and giving our people the tools and resources necessary to understand, shape, and manage the impacts of our business.

In 2024, we intend to focus on the following ESG initiatives:

- + Conduct a formal GHG inventory.
- + Finalize an ESG data management plan that details KPIs, benchmarks, goals, and tracking protocols.
- + Release a full Impact & ESG Report, aligned with SASB.
- + Further clarify, expand, or enhance ESG policies.
- + Expand communication and sharing of our ESG accomplishments throughout the year across our website, social media, and individual conversations.
- + Identify and close gaps in training, certification, and compliance with existing policies.
- + Research solutions and conduct sustainability pilots and program expansions.
- + Engage our suppliers on ESG considerations.
- + Identify and implement policies and programs that further strengthen our ESG performance.

SOLV Energy's ESG strategy will further define and quantify our Good Energy impact and seek to activate and accelerate its output through our relationships and in our communities.

We welcome feedback and dialog around our work so far and look forward to providing future updates on our progress.



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