



2022 ESG Report



Clean Energy. Clear Choice.

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Letter From the CEO

2022 was a year of growth for Pivot Energy, including our Environmental, Social, and Governance (ESG) efforts. In 2021, we invested heavily in establishing a robust ESG framework, shifting from past terminologies and adopting new capabilities across our business. After a full year of actively working with ESG, we are proud to share our practices that have led to better, more sustainable, and more holistic ways of doing business.

Growth in 2022 was perhaps most visible in our people. We more than doubled our team, and

I'm proud to say that all of those new people brought incredible energy and creativity to Pivot's unique culture and commitment to ESG initiatives. Amidst this change and growth, our annual engagement survey found that 99% of employees are proud to work at Pivot, and 100% of the team participated in an ESG initiative in 2022. That included over 70 different volunteer events, nearly \$50,000 in employee charitable contributions (matched up to \$500 per employee by Pivot), and 37 employees serving on an ESG committee.

Additionally, we saw tremendous growth in our investment in our communities, particularly in helping combat the difficult choices borne by those facing energy poverty in a time of rapid inflation. We signed new contracts to develop over 40 MW of low-income dedicated community solar projects in Colorado and Illinois and broke ground on the first tranche of those projects this fall. Beyond project progress, we've made significant financial commitments to support community-based organizations supporting those in need, organizations that we care deeply about as a company and as individuals, such as Energy Outreach Colorado and Clara Brown Commons in Denver.

One of the benefits of a robust ESG framework is that it provides clear, actionable steps for continual improvement. We dramatically scaled up focus on our own environmental impact in 2022, working with our investors and partners at ECP to start more sophisticated tracking of Pivot's Scope 1, 2, and 3 emissions and identify ways to further reduce the impact of our work. We even began offering an electric vehicle

benefit to employees, encouraging all of us to reduce our personal carbon footprints and reliance on fossil fuels.

True 'growth' in ESG practices often isn't about doing more; it's about reducing impact, gaining efficiency, and slowing down to allow time for all stakeholders to bring their true selves to the table. This report shares stories that illustrate our continual improvement and highlight our achievements. We look forward to continuing our commitment to ESG in 2023, and invite you to celebrate the growth of 2022 with us.

— Tom Hunt, CEO



Certified B Corporation

Pivot Energy became a Certified B Corporation (B Corp) in 2013, transforming how we evaluate our impact. The B Corp Impact Assessment gives measurement and verification to our goals and serves as a valuable tool to compare ourselves against other B Corps to see where we can improve. Our B Corp status ensures we maintain a balanced approach to our ESG goals and informs areas of focus to increase the positive impact on our employees, community, and the environment.

In 2022, Pivot renewed our B Corp Certification. A key part of this was legally converting to a Benefit Corporation, which was completed in May of 2022. As a Registered Benefit Corporation in Delaware, Pivot is deepening our commitment to creating a positive public benefit, and is responsible for evaluating the impact of business decisions on all stakeholders. This legal status ensures that we will be held accountable today and in the future, while proving that businesses can pursue growth and public benefit at the same time. With the legal components in place, we submitted our updated Impact Assessment to maintain our certification status as a B Corp, and have worked diligently to substantially increase our positive impact since our last assessment.

PUBLIC BENEFIT STATEMENT

To accelerate the shift to clean energy in communities throughout the nation, by developing, financing, and servicing equitable clean energy projects.



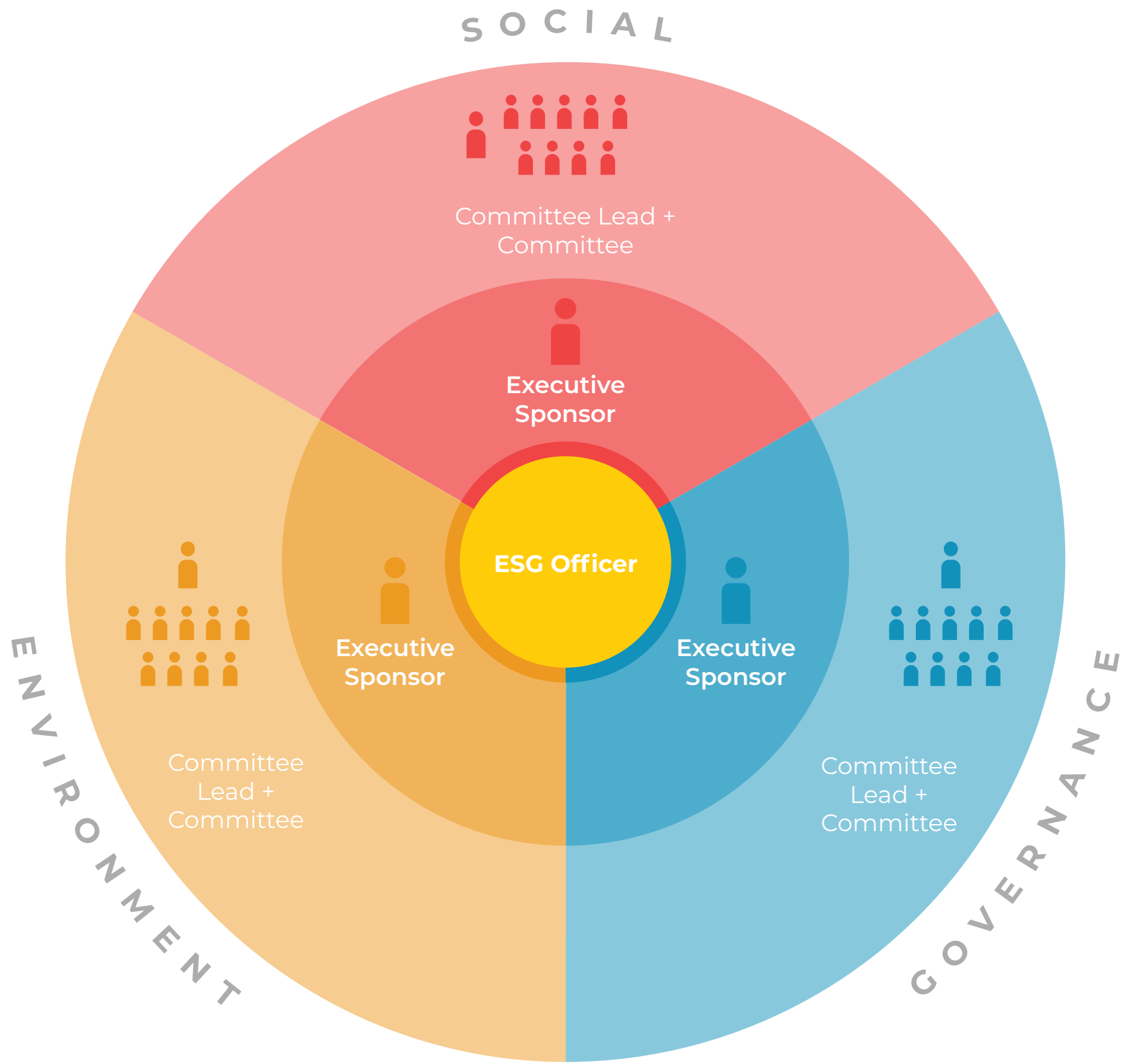
Our Approach to ESG

Pivot's ESG strategy is focused on committing to actions and plans that position Pivot as a leader in socially impactful and environmentally responsible solar development. We use an ESG framework to evaluate our internal operations, looking for ways to lessen our environmental footprint and build an inclusive culture that drives impact through volunteerism and service. We believe that ESG principles should be embedded into everything we do at Pivot and that we will succeed because of our highly engaged and committed staff.

In 2022, we added an ESG metric to our company-wide bonus plan to hit 100% staff participation in ESG-related activities (such as volunteering, nonprofit donations, or participating on our ESG committees) and are excited that we met this ambitious target.

In 2023, we are embarking on our first company-wide ESG impact objective, with key results that touch all aspects of the business. We are excited to continue to level up our impact, year after year.





ESG Structure at Pivot

On an operational level, our approach to ESG is collaborative and employee-driven. 2022 was our second year operating three ESG Committees (Environmental, Social, and Governance). The committees have elected chairs that rotate annually, are overseen by an executive leadership sponsor, and include representation from all teams within Pivot. Additionally, the committees manage a budget and prioritize company-wide strategic ESG initiatives. To hold us accountable, the Governance Committee reports on our ESG metrics to Pivot’s board quarterly.



ENVIRONMENTAL EQUIVALENCIES

CARBON ACCOUNTING

CASE STUDY

INTERNAL ENGAGEMENT ON
ENVIRONMENTAL ISSUES

PIVOT'S O&M PRACTICES

- + SUSTAINABLE SOLAR DEVELOPMENT
FROM START TO FINISH
- + SPOTLIGHT ON AGRIVOLTAICS

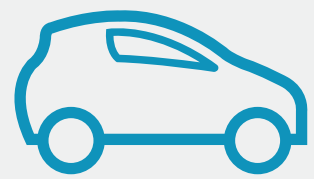
Environment



Environmental Equivalencies

Since Pivot's founding in 2009, we have committed to being a leader in the battle against climate change, doing our part to make distributed generation a major part of the solution.

In 2022, we continued to fulfill our promise. The projects we installed this year will annually offset the equivalent of:



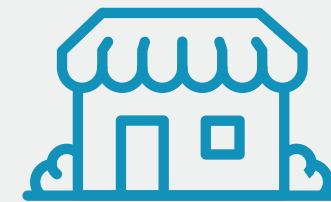
4,587

Gas-Powered Cars
Taken off the Road



21,239
MT

CO₂ Offset With
Solar Power



2,544

Homes'
Energy Use



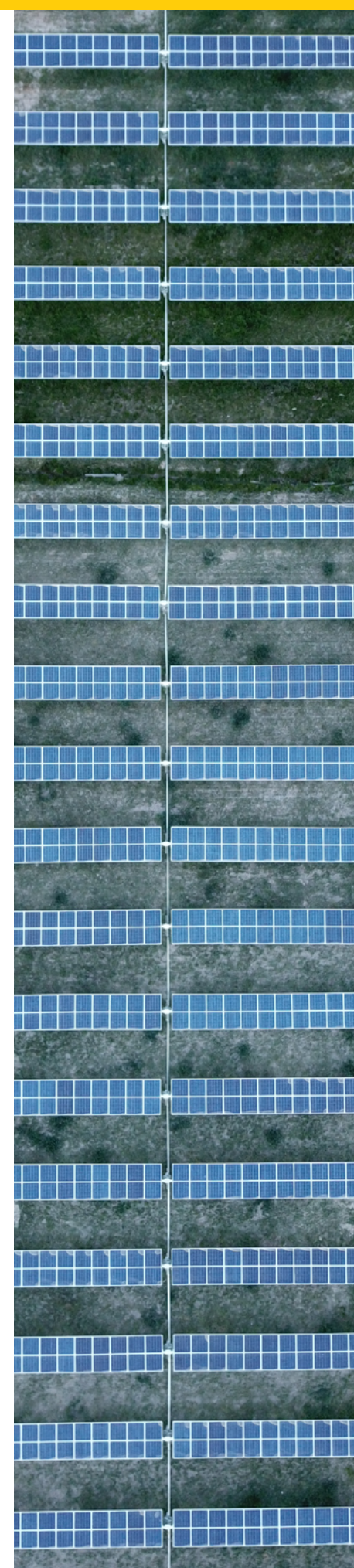
23,211,724
LBS

Coal not Burned



30,040,634
kWh

Est. Clean Energy
Produced





Carbon Accounting

This year, Pivot’s Environment Committee set a goal to level up the company’s carbon accounting and reporting. To do so, the committee identified the opportunity to start tracking Pivot’s scope 1, 2, and 3 emissions. Tracking and reporting emissions helps us increase efficiency, lower unnecessary energy costs, and increase knowledge of energy consumption trends. After fully understanding our footprint, we can begin to set targets and goals to reduce our emissions via investments in carbon neutral technologies, carbon reduction projects, or other carbon reduction strategies.

In order to track and report on our emissions, Pivot selected Persefoni as our software partner. Persefoni is one of the industry leaders in carbon accounting and has developed a robust software platform for companies of all sizes to track, analyze, and report on scope 1, 2, and 3 emissions. They provide us consulting support with their in-house carbon accounting experts and integrate with CDP, a climate disclosure database, so that we can compare our footprint to similar companies. They also integrate with Patch, a carbon credit marketplace, to help us offset our carbon footprint, which we have taken advantage of alongside our quarterly retreats.

As of the end of 2022, we have calculated Pivot’s scope 1, 2, and 3 emissions from 2021-2022 and are using 2021 as the baseline to measure our

improvement. Following the acquisition of SGC Power, we are working to collect and measure the newly formed Pivot East team’s emissions. Once the company’s total footprint is measured, we will create a comprehensive carbon reduction plan. We are looking forward to implementing process changes, upgrades, or vendor changes to meet our targets and reduce our footprint.

OFFSETTING OUR EMISSIONS

In 2022, we offset our scope 1 and 2 emissions with a combination of carbon offsets and renewable energy credits. Specifically, we purchased 81.67 tCO₂ from the [North Maine Woods Improved Forest Management](#) carbon offset program and 178.28 Megawatt-hours of Renewable Energy Certificates (RECs) from [TerraPass’s West Texas wind farm](#) project.

Scope	1	65.87 tCO ₂ e
	2	77.42 tCO ₂ e
	3	120,536 tCO ₂ e

We partnered with Patch to offset the carbon footprint of our summer retreat. The offsets support the Fulton County Mud Road Landfill Gas Capture project, which captures methane gas from a landfill in New York using underground gas wells, converting it into usable energy.





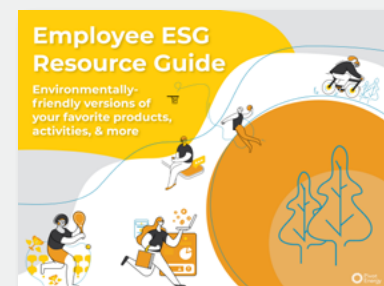
Internal Engagement on Environmental Issues

OVERVIEW

This year, Pivot's Environment (E) Committee organized several educational events to engage employees in a variety of environmental issues. These efforts included the following initiatives:

ESG RESOURCE GUIDE

The ESG Resource Guide serves as an entirely offline resource that provides employees with a growing list of eco-friendly alternatives to common household products, office supplies, activities, and more. The document also compiles location-specific resources like local electric vehicle (EV) incentives and composting services across the country.



SUSTAINABLE EMPLOYEE BENEFITS

The E Committee spearheaded several new and exciting benefits for employees this year. First, the committee introduced the company's first electric vehicle (EV) financial incentive – offering a stipend of up to \$200 a month for employees with electric vehicles. Beyond encouraging the electrification of cars, all eligible Pivot employees can reimburse a home energy audit to identify ways to increase the energy efficiency of their homes. Finally, at the Denver headquarters, we began offering free e-recycling for hard-to-recycle items.



LUNCH AND LEARNS

To encourage an environmentally-friendly lifestyle, the team hosted Lunch N' Learns on various topics, including basic bike maintenance, the impact of food waste, and an overview of Pivot's scope 1, 2, and 3 emissions.



QUARTERLY VIRTUAL COOKING CLASS

Pivot employees enjoyed a new quarterly tradition of virtual vegetarian cooking classes, during which a professional chef educated our at-home chefs on the benefits, joys, and tastes of cooking without meat.





Pivot's O&M Practices

Sustainable Solar Development from Start to Finish

Pivot is committed to sustainable solar development throughout the entire lifecycle of our onsite and offsite projects. With the passage of the Inflation Reduction Act (IRA), solar installations will likely continue to increase across the country. Alongside growth, it is more important than ever as an industry to collectively facilitate the resale, donation, and recycling of solar equipment.

At Pivot, we approach end-of-life by considering redeployment, resale, and recycling of panels in that order. Redeployment of modules is a key component of our overall recycling strategy. In cases where some percentage of modules on a damaged site are reusable, we partner with organizations like Equitable Solar Solutions (ESS), which works with local nonprofits to install the gently used equipment on other sites. Thus far, we've encountered three instances that resulted in module donations; one in Colorado and two in Florida.

During construction, we work closely with all of our installation subcontractors to formalize recycling best practices. This includes everything from pallet wood to conductors to modules that may have been damaged during transport or construction. We rely on SolarRecycle's database of recyclers to pre-plan for shipping damaged modules to the closest facility and preemptively include that cost in our financial modeling to ensure we're responsibly disposing of all waste during construction.

In the event that a module is damaged during its operational lifetime, we evaluate how to best relocate that panel to a central location. Once full, we ship pallets topped with damaged modules to the nearest recycling facility, which we've found to be the most cost-effective way of handling module recycling over time.

Photo courtesy of Rich Strömberg at Equitable Solar Solutions™



Pivot's O&M Practices

Spotlight on Agrivoltaics

Solar development and agricultural production, commonly known as agrivoltaics, are an excellent pairing for dual land use, creating economic opportunity while helping the environment. This year, Pivot finalized sheep agreements on ten sites, with twenty more to come soon. Sheep grazing replaces mechanical mowing, eliminating any pollution associated with keeping native grasses at an appropriate height. The initial ten sites represent roughly 200 acres to be maintained by about 1,200 sheep annually. Pivot's overall vegetation management strategy is to default to sheep grazing on sites unless specific conditions exist that disqualify the site from grazing (like soil quality or location/partner availability). Our upcoming Crestone portfolio is planned to incorporate grazing on 30 sites, ~600 acres total, with ~3,600 sheep dispatched each grazing season.

Additionally, to aid in creating lasting relationships between shepherds and solar developers, we referred five local shepherds to join United Agrivoltaics' grazing cooperative. Each referral supports the growth of the cooperative while solidifying connections with the communities where our arrays are located. There is no cost for the local shepherds to join the organization; benefits include training, support with signage and logistics, and sharing of best practices among the network of graziers. The relationship also lowers the barrier for entry into solar grazing as a revenue stream for smaller farm operations by centralizing the cost for required insurance coverages.

Photo courtesy of Tom Brown at Brown Livestock, LLC



VOLUNTEERISM AT PIVOT

COMMUNITY PARTNERSHIP &
INVESTMENT SPOTLIGHTS

+ PUEBLO HISPANIC
EDUCATION FOUNDATION

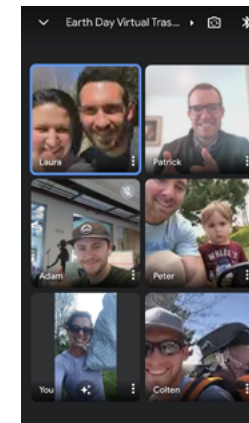
+ ENERGY OUTREACH COLORADO

+ CLARA BROWN COMMONS

PIVOT'S INCOME-QUALIFIED PORTFOLIO

EMPLOYEE DONATION MATCH PROGRAM

Social



Volunteerism at Pivot

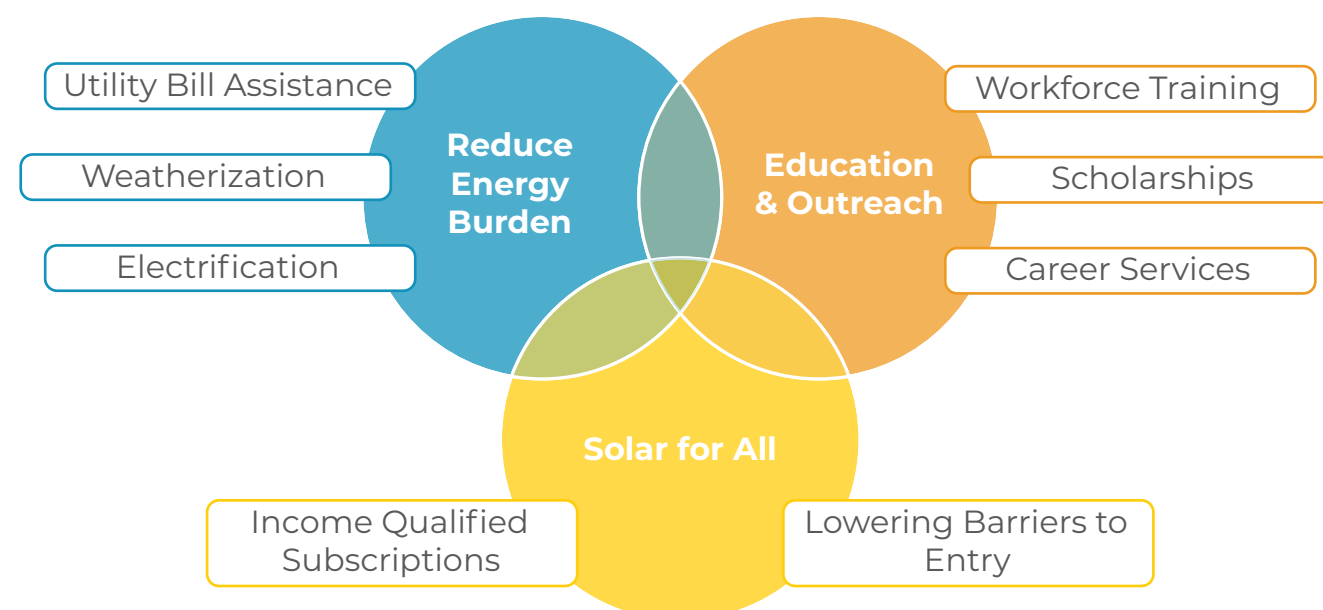
Pivot offers a host of employee benefits as part of our standard package, supporting employees and their families and encouraging engagement in our local communities. To that end, we provide 20 hours of paid time off for volunteering each year and organize multiple team volunteer events throughout the year. In 2022, we encouraged engagement in a variety of ways, from integrating a volunteer event alongside every company retreat to holding a local park cleanup in partnership with Protect Our Rivers to celebrate Earth Day. We also partnered with Volunteers for Outdoor Colorado and our friends at Tonic for a day of service at Staunton State Park. Through our combined efforts, we treated 1.57 acres of invasive musk thistle and mullein, improving the overall forest health by giving native and non-invasive species an opportunity to grow. In 2022, Pivot employees volunteered a total of 881 hours, far surpassing our goal of 300 hours. With the continued dedication of Pivot's Volunteer Sub-Committee, we hope to nurture and grow the spirit of volunteerism at Pivot over the years to come.



Community Partnerships & Investment

COMMUNITY INVESTMENT PILLARS

Our focus areas are what we and our partners invest our time and resources towards. We are proud to support a broad network of regional and local partners who work to reduce energy costs, introduce students and prospective workers to the renewable energy industry, and make clean energy a reality for everyone.



PIVOT'S KEY GIVING PRINCIPLES

At Pivot, we strive to develop projects that create a lasting positive impact for our clients and the community. To date, we have committed over \$1M in community investment funds, including roughly \$300k in 2022. We use the following key principles to guide how we invest in the communities we operate in.

WE REINVEST AS AN EXTENSION OF OUR MISSION: TO ACCELERATE THE SHIFT TO CLEAN ENERGY

We recognize that strategic partnerships can help more quickly accelerate the shift to clean energy in communities across the nation.

WE LISTEN TO LOCAL ORGANIZATIONS THAT KNOW THEIR COMMUNITY'S NEEDS BEST

We listen to and support local organizations that best know the needs of their community. We provide tangible support to drive impact where it's most needed, so they can better focus their energy towards their mission.

WE DRIVE SOCIAL GOOD FOR DISADVANTAGED GROUPS

We acknowledge that there are overlapping and reinforcing barriers to opportunity, so we support initiatives that drive the highest impact.

WE TAKE A LONG TERM VIEW:

+ WE ACKNOWLEDGE OUR SHORTCOMINGS AND WORK TO MITIGATE NEGATIVE EXTERNALITIES

We are here to make the world a better place, but can't reduce the nuances of our work into a "right or wrong" binary. Therefore we acknowledge that if our work creates negative externalities, we will work to mitigate them.

+ WE TRACK, LEARN, AND ITERATE TO ENSURE OUR PARTNERSHIPS SERVE THEIR INTENDED PURPOSE

We pause and reflect on whether our giving served its intended purpose, by tracking, reporting, and learning from our efforts.



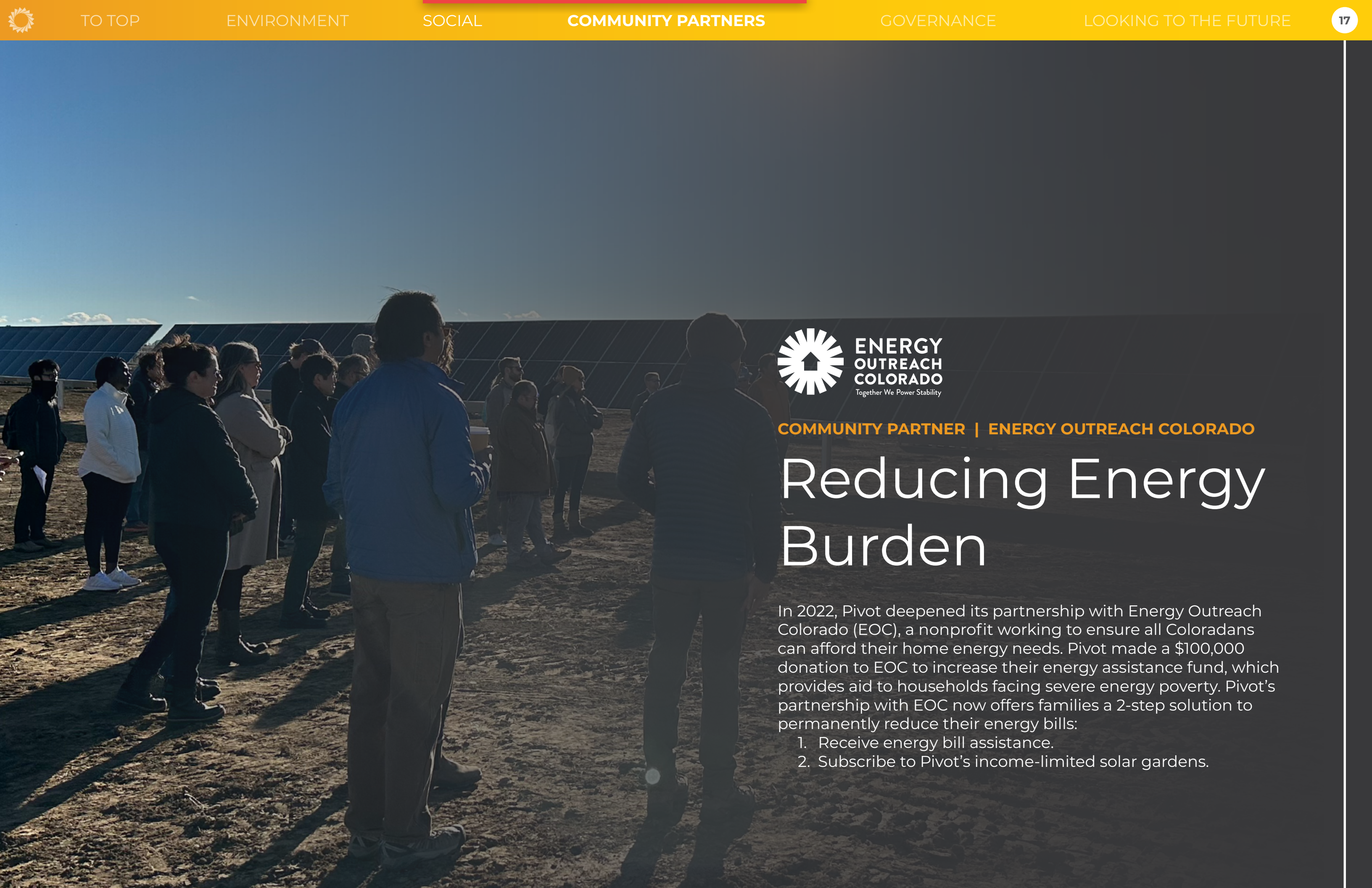
Photo courtesy of Pueblo Hispanic Education Foundation

COMMUNITY PARTNER | PUEBLO HISPANIC EDUCATION FOUNDATION

Workforce Development in Action



In 2022, Pivot continued its support for the [Pueblo Hispanic Education Foundation](#) (PHEF), an NGO that provides financial assistance through scholarships to students in Pueblo, CO who want to attend college and earn an Associate or Bachelor's Degree in their field of choice. Pivot's donation of \$50,000 will support another cohort of students through the [Renewable Energy Scholarship Fund](#). Pivot [helped to launch this fund](#) with PHEF in 2020 to increase access to higher education and facilitate careers in renewable energy for historically underrepresented groups. Over 50 students have received scholarships thanks to Pivot's donations.



COMMUNITY PARTNER | ENERGY OUTREACH COLORADO

Reducing Energy Burden

In 2022, Pivot deepened its partnership with Energy Outreach Colorado (EOC), a nonprofit working to ensure all Coloradans can afford their home energy needs. Pivot made a \$100,000 donation to EOC to increase their energy assistance fund, which provides aid to households facing severe energy poverty. Pivot's partnership with EOC now offers families a 2-step solution to permanently reduce their energy bills:

1. Receive energy bill assistance.
2. Subscribe to Pivot's income-limited solar gardens.

**COMMUNITY PARTNER | CLARA BROWN COMMONS**

Equitable Access to Clean Energy

This year Pivot made a \$100,000 donation to Mile High Ministries, a Denver-based NGO that is building Clara Brown Commons (CBC), an affordable housing development that will welcome residents into a safe, supportive housing community. Pivot's donation will support a 50 kW solar installation on the complex, which encompasses a whole city block—61 apartments, 17 townhomes, and shared gathering spaces. Pivot also plans to provide a 196 kW community solar subscription to the building, helping reduce energy costs for the residents.



Rendering of Clara Brown Commons courtesy of Mile High Ministries



Pivot Awarded RFP to Develop 41 MW Income-Qualified Community Solar Portfolio

Pivot Energy was selected to develop a 41 MW community solar portfolio in Colorado that will exclusively serve income-qualified households beneath an established income threshold. This portfolio will represent one of the largest income-qualified portfolios in the United States, and will impact thousands of households by increasing access to affordable, clean energy.

By offering affordable community solar subscriptions to income-qualified households, Pivot will be able to service groups that have historically been left out of the clean energy transition and who face many of the most adverse climate impacts. This community solar portfolio demonstrates how solar development can be leveraged to generate positive impacts beyond emissions reductions and environmental benefits.

PROJECT SPOTLIGHT: PIVOT SOLAR 21

In partnership with Energy Outreach Colorado (EOC), we will be offering donated bill credits to households subscribed to this garden. Those households will see a reduced energy bill each month from Xcel Energy. We estimate that the average subscriber will save roughly \$600/yr. Energy-burdened customers' savings from their solar subscription will be embedded into their existing bill to make the process as effortless as possible.



The EOC and Pivot teams celebrating the groundbreaking of Pivot Solar 21 in November, 2022

PIVOT SOLAR 21 BY THE NUMBERS 1 YEAR ENVIRONMENTAL EQUIVALENCIES

1,000
Subscribers



5,928 kW
Capacity



11,844 MWH
Annual Production



8,394 MT
CO₂ Avoided



9.2 MILLION
Lbs. of Coal Avoided

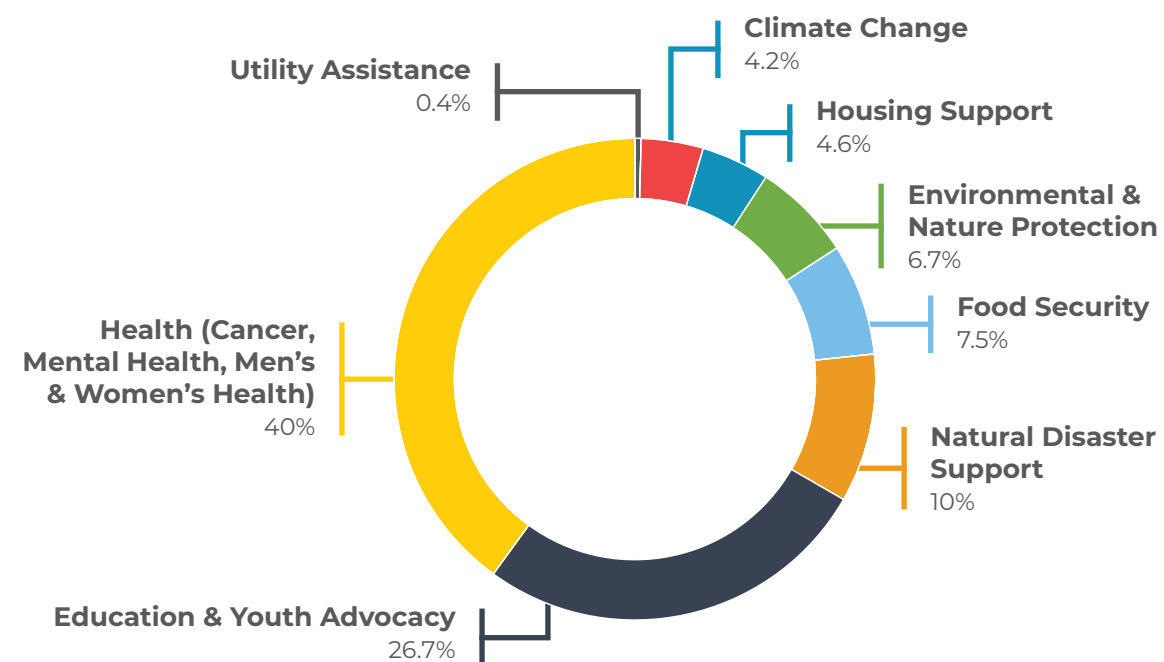




Employee Donation Match Program

Another way Pivot encourages employees to engage in their communities is through our donation match program. All employees can take advantage of donation matching from the company of up to \$500/year for donations to qualified 501(c)(3) organizations. Over 69% of employees submitted donations for our company match in 2022, donating a total of over \$78,000 to over 150 charities across the country.

Organization Types Receiving Pivot Employee Donations



One of the Social Committee's objectives in 2022 was to create opportunities and facilitate employee engagement in social impact activities through financial donations from employees, aiming to increase participation and encourage maximization of Pivot's donation matching benefit. To reach our goals, the committee organized several donation efforts, including:

PIZZA OVEN DRIVE

In an effort to reach our goal of 75% participation in employee giving, the social committee held a raffle over the month of October. Entries were determined on a sliding scale; the greater amount donated, the greater the number of entries the employee received in the raffle. Over the course of the month, Pivot increased employee donations by 40% and raised over \$14,000.



MOVEMBER

Each November, Pivot participates in Movember. Movember is a movement and international nonprofit committed to raising awareness about men's mental health, prostate cancer, & more. The movement's goal is to create an open forum to provide support to men in need. Since forming our first team in 2020, we have increased our fundraising goal from \$1,000 to \$10,000 from Pivot employees & allies. We're proud to share that we far surpassed our 2022 goal by raising over \$12,000.



TRANSPARENT TRACKING

Every month, the marketing team sends out the internal company newsletter that includes a donation tracker, holding the team accountable and keeping our goals top of mind.

The Pivoteer



2022 Pivot Energy ESG Report

EMPLOYEE SATISFACTION & ENGAGEMENT

+ EMPLOYEE TESTIMONIALS

JEDI STATEMENT

JEDI EFFORTS AT PIVOT

POLICY WORK

ACCOUNTABILITY & TRANSPARENCY

CODE OF CONDUCT & POLICIES

Governance



Employee Satisfaction & Engagement

At Pivot, we place value on more than our solar projects. There is a clear focus on our people and culture – from respecting our team's personal lives and families to creating a space for people to bring their authentic selves to work and practicing our value of kindness. To that end, our team is the key ingredient in Pivot's success. Using our ESG framework and the B Impact Assessment to guide us, we work to create a thriving workplace where all individuals are respected. This work is evident in the results of our annual engagement survey. Through a year of rapid growth and challenges, the company maintained an engagement score of 91%, remaining high above the renewable and energy industry average engagement score of 78%. While the survey also revealed areas for improvement, we are especially proud that 99% of Pivot employees reported that they are proud to work for Pivot Energy.





2022 BEST PLACES TO WORK SURVEY

Employee Testimonials

Truthfully I believe in the mission of this organization to proliferate solar energy and contribute to mitigating climate change, but it's the demonstrated values that make me proud to work for Pivot Energy. Perhaps it's the B Corp approach to our bottom line that makes us special, but I mostly think it is the unique group of individuals who make this company amazing. You can feel the genuine camaraderie amongst teams, and throughout the organization, it's a true family.



Pivot Energy does a great job of encouraging a healthy work-life balance. Where I always heard that messaging at other workplaces with great culture, I never felt like I could truly step away for a vacation. Here at Pivot, our executive team leads by example. I believe we all are empowered to find the right balance for ourselves, while still being held to high standards for work output and quality. It's a great environment and holds true to its strong and positive culture while shedding some of the more toxic traits that can sometimes come with the same messaging.



I have never loved a company more than I love Pivot Energy. All organizations are imperfect, but Pivot really strives to improve year-over-year and enhance its treatment of its people. The company checks all of my boxes – challenging and engaging work, thoughtful and intelligent colleagues, mission-driven, and community-oriented. I wish everyone could experience a positive work environment like Pivot's.

I knew a few of the employees prior to working at Pivot, and it has been an outstanding place to work. I've had negative work experiences in the past, so I was a little afraid to jump into something new again, but it is one of the most genuine places at which I've worked. Everyone is kind, understanding, inclusive, and deeply cares for the mission and vision of our organization. I can confidently say everyone at the company is committed to what we're doing and the positive changes we're making in the energy industry.



Statement of Commitment to Justice, Equity, Diversity, & Inclusion (JEDI)

Pivot Energy commits to understanding and embedding the principles of Justice, Equity, Diversity, and Inclusion (JEDI) into our internal and business operations. We approach this work with determination and with humility. We commit to being honest with our staff and partners, seeking feedback, owning our mistakes, and being accountable, in an effort to continuously make progress. We define these terms as such:

JUSTICE

Investing substantial resources into a clean energy transition that serves those who have historically been excluded and under resourced, placing significant attention on bringing the benefits to households and families with the largest energy burdens.

DIVERSITY

Prioritizing representative diversity, and empowering diversity of thought.

EQUITY

Correcting systemic prejudices that prevent equal opportunity for career development, influence, and fair compensation.

INCLUSION

Cultivating a workplace culture of mutual respect, where all employees find belonging.

GOALS AND COMMITMENTS

Pivot's JEDI vision is to be recognized for:

- Driving social impact and energy equity through our business operations and policy work, as measured by megawatt (MW) capacity of income-qualified solar subscriptions and corporate projects that include social impact components, among other metrics to be determined.
- Building an industry-leading culture of inclusivity, where diversity is celebrated and employee engagement is high, measured by an annual engagement survey and cultural assessment.
- Attracting and retaining a diverse workforce through results-driven, equity-focused hiring, learning and development, and talent management programs, as measured by the demographic data of our internal staff and of our vendors.
- Partnering with organizations that are equally focused on increasing diversity and equity in the solar industry, and driving social impact, as measured by the quantity of community partners, and total amount of community investment deployed annually.

Transparent Reporting & Accountability Metrics

We measure our efforts to build an inclusive and engaged culture through an annual cultural assessment and demographic data capture. We will commit to sharing a summary of this data annually in our ESG report as an accountability and transparency measure.

Read Pivot Energy's JEDI Statement in full [here](#).



JEDI Efforts at Pivot

In 2019, Pivot's founder, Rick Hunter, signed the CEO Commitment to Action. Since then, Pivot has continued to grapple with the challenges of systemic racism and other prejudices that have contributed to the ongoing effort to create a more representative and equitable workplace.

Our efforts have compounded yearly to build an authentic, collective commitment to Justice, Equity, Diversity, and Inclusion (JEDI).

In 2022

Measurable steps and accomplishments included:

- Pivot's department leads and executive leadership participated in a hiring bias training led by the Sleeper Group.
- Hiring a VP of Policy and Impact tasked with the growth and operationalization of our ESG strategy and community engagement/re-investment efforts.
- Pivot's People and Culture team conducted an inclusivity/cultural assessment to identify areas of inequity and how to better support female employees, employees of color, and more.
- Developing and finalizing a formal commitment to JEDI, which transparently outlines where we are and where we plan to go as a company.
- Launching Employee Resource Groups to the company, starting with two foundational groups: Ladies at Pivot and Pivot Pride.
- Successfully obtaining the bronze level DEIJ certification from the Solar Energy Industries Association (SEIA), an industry-leading program that guides companies to higher levels of understanding and action for justice, equity, diversity, and inclusion.

In 2023

Pivot is committed to developing a JEDI curriculum for the company, transparently reporting on our workforce's diversity, and continuously elevating our impact on the communities in which we operate.





Policy Work

Pivot drives policy action at the state and federal levels to increase equitable access to solar energy and reduce climate emissions from our electricity grid. Policy work is a critical tool for meeting Pivot's ESG goals, and we are proud of the contributions we have made in both the legislative and regulatory arenas to drive the growth of clean energy in the U.S. over the next decade. We are active in trade associations and advocacy coalitions in over 20 states and D.C.

STATE-LEVEL POLICY HIGHLIGHTS

It was a dynamic year for clean energy policy across the country, and Pivot's policy team was engaged in more than a dozen states. On the legislative front, California saw success with the passage of Assembly Bill 2316 in September. This bill supports creating a new community renewable energy program that provides energy bill savings for lower-income Californians. It also supports pairing community solar projects with energy storage to help strengthen the state's power grid.

In New Mexico and Illinois, there was a flurry of regulatory activity following the passage of legislation in 2021. After much work at the

Public Regulation Commission, New Mexico's new Community Solar Program is now open. The first project awards are expected to be announced in the first half of 2023. Pivot is proud of its policy advocacy in the state and looks forward to developing projects that substantially benefit New Mexico energy consumers and communities. In Illinois, the passage of the Climate and Equitable Jobs Act last year reinvigorated the state's clean energy programs, and Pivot has been active in ensuring a thoughtful implementation of the sweeping legislation.

Lastly, New York, a longtime leader in local renewable energy, further upped its game by approving a new goal of 10 gigawatts (GW) of distributed solar by 2030. Pivot will continue to support New York's bold vision through policy engagement and project deployment in the coming year.

FEDERAL POLICY HIGHLIGHTS

The federal government made history this year by signing the Inflation Reduction Act into law on August 16, 2022. The law includes \$369 billion in funding for climate and clean energy

provisions, making it the largest investment in clean energy deployment in our nation's history. By 2030, the increased expansion of clean energy is projected to create 1.5 million additional jobs and cut U.S. greenhouse gas emissions (GHGs) by up to 41% below 2005 levels. We are particularly excited about the energy equity provisions in the bill that will increase access to of clean energy and its benefits to income-limited communities. Pivot's policy team sprang into action over the fall, working with the community solar trade association to advocate for strong and equitable implementation plans for the Environmental Justice Investment Tax Credit Program and the \$7 billion zero-emission GHG fund focused on distributed technology deployment in disadvantaged communities.

In addition, Pivot is an active member of the Coalition for Community Solar Access (CCSA) and the Solar Energy Industry Association (SEIA), with staff members involved in committees overseeing a variety of topics, including community solar, energy storage, public relations, operations and maintenance, and more.



Accountability & Transparency

Pivot Energy is owned by Energy Capital Partners (ECP), a leading infrastructure investor based in New Jersey. As part of the acquisition by ECP, Pivot has a board of directors made up of ECP and Pivot officers that meet every quarter. Quarterly board meetings provide a regular opportunity to align our internal team and the board on Pivot's current and future strategies and our performance against agreed-upon goals and metrics. Additionally, Pivot's ESG Officer regularly reports on our ESG initiatives to the board to keep the company accountable for our goals.

To that end, transparency is paramount to Pivot's values-based culture and is embedded top-down. Drawing on the company value of honesty, the CEO holds a monthly all-company meeting to share updates from the leadership team, the CFO provides a quarterly financial update to the team, and the CLO/ESG Officer ensures the proper policies are in place to maintain a safe and inclusive working environment. Additionally, Pivot uses Objectives and Key Results (OKRs) to set company-wide goals for the year. Department heads collaborate to populate the company-level objectives with additional feedback from the whole team. At the end of the year, we reflect on our progress as a company and plan for the upcoming year.



Code of Conduct & Policies

Pivot has a code of conduct that all employees must adhere to ensure effective and responsible governance. In addition to the code of conduct, we have several policies in place to protect our employees and provide a safe working environment. Our policies include documents on civic engagement, COVID safety, sick leave, parental leave, responsible alcohol use, anti-discrimination, and more. With these policies, Pivot is committed to providing a safe place where employees feel valued, respected, and appreciated.



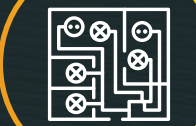
Looking to the Future

Pivot is accelerating an equitable shift to clean energy in communities throughout the nation by developing, financing, and servicing renewable energy projects. Our goal is to be a leader in socially impactful and environmentally responsible solar development, ensuring our projects deliver meaningful benefits to the communities we operate in.

In 2023, we will focus our ESG efforts on the following:

- Building out systems and practices to increase Pivot's ability to develop projects with strong land stewardship principles.
- Developing projects with high climate emissionality and environmentally responsible design features.
- Increasing access to community solar for income-qualified customers through our community solar gardens and policy efforts
- Creating workforce pathways for under-represented groups within the solar industry.
- Including community investments alongside our projects that support local energy equity and workforce development programs.

Internally, we will focus on developing and maintaining an inclusive culture rooted in kindness that supports a workforce of different generations, genders, races, sexual orientations, and cultures to work collaboratively for greater impact. Specific activities we will take on include: publishing our Justice, Equity, Diversity, and Inclusion (JEDI) company statement and rolling out a corresponding JEDI curriculum with skills-building opportunities. We will also apply for a Silver DEIJ Certification from the Solar Energy Industries Association.





2023 ESG Goals

Looking forward, we included a company-wide ESG objective in the 2023 OKRs, with defined key results that will make progress on the following goals. We are energized by the work ahead and proud to be a driving force in the transition to a decarbonized and equitable grid.

1

REDUCING CLIMATE CHANGE EMISSIONS

All of our projects are helping combat climate change. But some megawatt-hours of renewable energy are more effective than others in avoiding emissions, depending on their location and production timing. By assessing the avoided emissions of different renewable energy projects, Pivot can identify and select projects that are particularly effective at reducing emissions.

2

INCREASING ENVIRONMENTALLY RESPONSIBLE DEVELOPMENT PRACTICES

Environmental externalities of project development can be limited by committing to avoiding development sites that are important for wildlife and agriculture. By using agrivoltaic practices on our sites to sequester additional carbon and restore degraded land and deploying water conservation practices, Pivot can showcase environmentally responsible development practices.

3

INCREASING EQUITABLE SOLAR ACCESS

Income-limited communities have historically not been the recipients of the direct benefits of clean energy. That is changing, and by focusing on developing community solar projects with high levels of income-limited household participation Pivot can greatly shift the previously unequal deployment of clean energy benefits in the U.S.

4

REDUCING ENERGY BURDEN & ENERGY POVERTY

Community solar has the potential to reduce energy bills for millions of income-limited families. By focusing on developing projects that offer substantive energy bill savings to income-limited participants, Pivot can make a real dent in reducing energy burden.

5

DEVELOPING A DIVERSE AND INCLUSIVE WORKFORCE

Creating a culture of inclusion and belonging requires resourcing education and skills-building across the organization. JEDI work is foundational for supporting a workforce of different generations, genders, races, sexual orientations, and cultures working collaboratively together for greater impact.

6

PRIORITIZING COMMUNITY ENGAGEMENT & INVESTMENT

Intentional and proactive engagement practices coupled with community-informed investments offer an opportunity to build trust and ensure that our projects offer a multitude of additional benefits to local communities.



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Pivot Energy 2022 ESG Report

Clean Energy. Clear Choice.