

# 2025

## ESG Report

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# Letter From the CEO

Pivot Energy has a clear mission: to accelerate the transition to clean energy while strengthening the communities where we operate. That mission drives the business – and our focus has expanded from simply reaching milestones to building the rigorous systems that ensure we remain a reliable partner for decades to come.

As an Independent Power Producer (IPP), Pivot’s responsibility doesn’t end when a project reaches commercial operation; we operate the project and remain in the community for decades. In 2025, Pivot Energy reached extraordinary milestones in the breadth and diversity of our portfolio, spanning more communities and serving more customers than ever before. While this scaling is a testament to our growth, the true story of this past year is found in our operational maturation. As Pivot navigates a more complex energy landscape, we are institutionalizing the expertise required to manage these assets safely and efficiently throughout their entire lifecycle. At the heart of this evolution is a continued dedication to ESG and its thoughtful integration into Pivot’s operations and risk mitigation efforts.

While demand for renewables is at an all-time high, Pivot faces significant headwinds: volatile supply chains,

achieving operational efficiencies, and a challenging federal policy environment. However, Pivot remains resilient and grounded amid interconnection delays and regulatory shifts, ensuring our portfolio remains reliable and deeply integrated into the communities we serve.

A key priority this year was turning Pivot’s ESG Roadmap from a principles-based framework into a functional toolkit for long-term execution. The team focused on delivering and maintaining projects that perform both operationally and financially while meeting the rising expectations of our partners.

Climate change presents undeniable challenges, but Pivot remains focused on advancing equitable, forward-thinking solutions. By staying disciplined and staying close to the work, we help to shape a cleaner, more beneficial energy future – one project, one partnership, and one community at a time.

– Tom Hunt, CEO



# Pivot's Approach to ESG

At Pivot, ESG is not treated as a separate initiative. It is embedded into how the company makes decisions, structures projects, manages risk, and supports its employees and communities every day.

A core part of Pivot's ESG approach is its culture. The company believes strong governance and long-term operational success depend on creating an environment where employees feel respected, supported, included, and empowered to contribute meaningfully. In a highly collaborative and stakeholder-driven industry, Pivot believes culture is a critical operational strength. Strong communication, accountability, and cross-functional collaboration directly influence project execution, safety, community relationships, and long-term business resilience.

Pivot also recognizes that employees are central to delivering responsible and sustainable growth. When people feel connected to the company's mission and supported in their professional development and wellbeing, the organization becomes stronger and more resilient.

Throughout 2025, Pivot continued strengthening the operational foundations supporting its ESG strategy. This included improving environmental reporting and carbon accounting processes, advancing supply chain oversight and responsible sourcing initiatives, further integrating land stewardship and dual-use strategies into project development, and enhancing safety governance and operational coordination across teams.

At the same time, the renewable energy industry continues to evolve rapidly, bringing increasing complexity across regulatory, labor, supply chain, and operational environments. Pivot remains focused on navigating these challenges thoughtfully while maintaining a culture grounded in collaboration, accountability, inclusion, and continuous improvement.

The initiatives highlighted throughout this report reflect the collective efforts of employees across the organization to translate Pivot's values into meaningful action across operations, communities, and project development. Ultimately, Pivot's ESG approach is rooted in the belief that responsible business practices, strong communities, and engaged employees are all interconnected.



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**Jackie Murphy**  
Chief Legal & ESG Officer



# Environment



Overview

Environmental Impact

Net Zero: A Strategy Rooted in Accuracy

Employee Action on Environmental Issues

Pivot as a Leading Land Steward

Project Case Study – Pivot Solar 33



OVERVIEW

# Environmental Initiatives at Pivot Energy

Pivot's environmental strategy continues to mature from broad ambition into operational precision. The company remains focused on turning intent into measurable impact through rigorous carbon accounting and innovative land management practices. As an independent power producer (IPP), Pivot is connected to its projects for decades, reinforcing our responsibility to address the critical intersections between renewable energy development, environmental stewardship, and long-term sustainability.





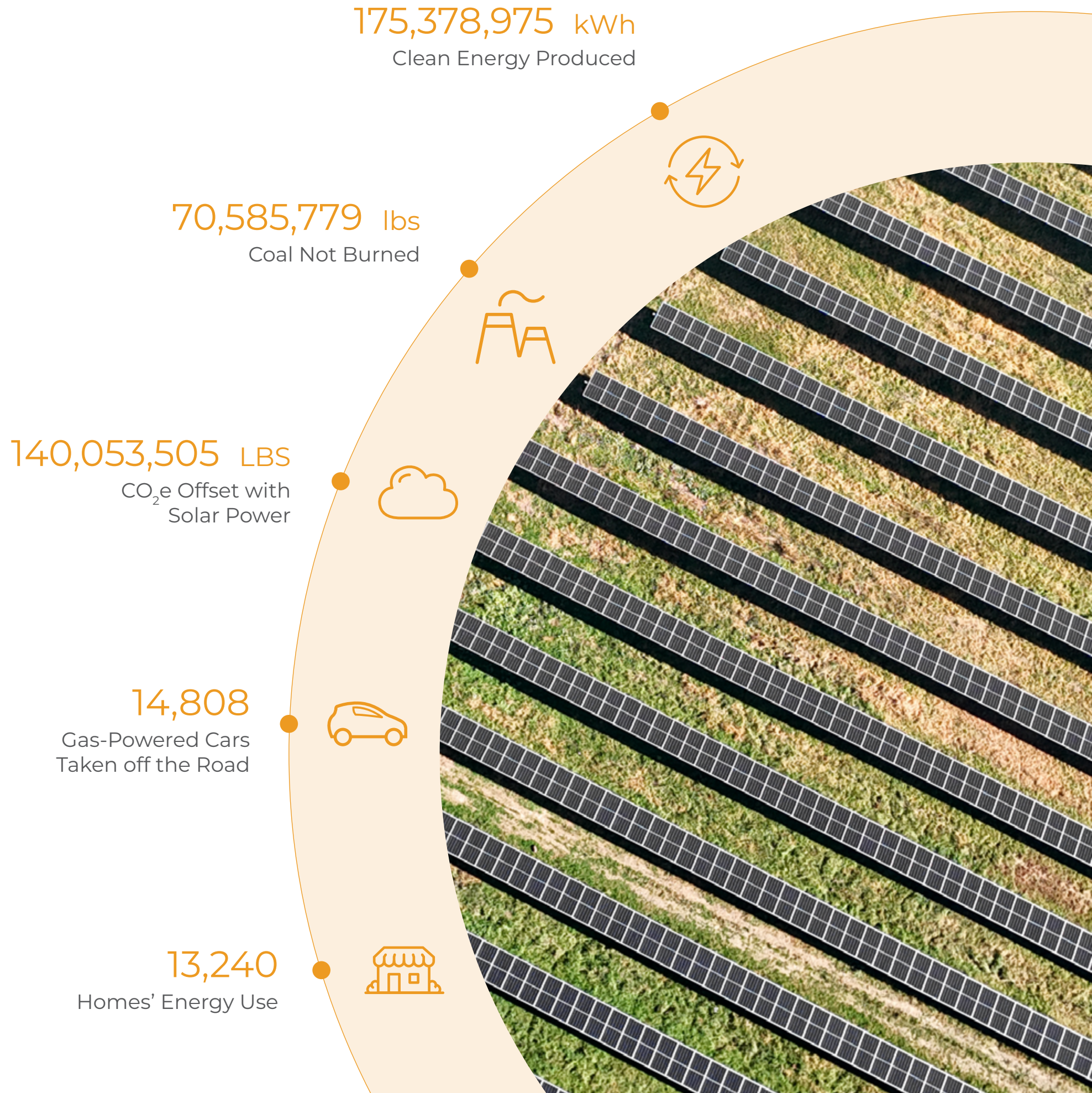
# Environmental Impact

For Pivot, environmental impact is measured not only by the renewable energy it adds to the grid, but also by the long-term role its projects play in supporting a cleaner, more resilient energy future. As an independent power producer (IPP), the company remains connected to our projects for decades, reinforcing our commitment to responsible development, environmental stewardship, and measurable climate impact.

This impact reflects Pivot’s continued commitment to advancing distributed renewable energy while creating lasting environmental benefits for the communities we serve.

**In 2025, Pivot’s operational solar projects across the US offset the equivalent of:**

*Equivalencies estimated using the EPA’s GHG Calculator.*





## THE PATH TO NET ZERO

# Advancing a GHG Strategy Rooted in Accuracy

As a long-term owner and operator of distributed generation assets, Pivot has long viewed carbon accounting as more than a reporting exercise – it is a strategic tool for measuring impact, improving operations, and strengthening accountability. In 2025, Pivot continued to build upon its existing sustainability framework by enhancing the precision, transparency, and operational rigor of its emissions accounting practices.

Following the formation of a dedicated Net Zero Committee, Pivot partnered with sustainability specialists to further refine its emissions methodologies and strengthen the foundation for future reduction strategies. This work reflects Pivot’s broader commitment to continuous improvement and industry leadership in responsible renewable energy development.

## STRENGTHENING DATA INTEGRITY AND METHODOLOGY

A central focus of Pivot’s 2025 environmental strategy was enhancing the accuracy and consistency of its emissions inventory. Through a comprehensive review of its 2024 data, Pivot identified opportunities to further improve Scope 3 categorization methodologies and refine the emission factors used in its calculations.

As part of this process, Pivot improved the accuracy of fuel- and energy-related emissions data by more than 70% and determined that actual Scope 3 emissions were approximately 53.9% lower than originally estimated. These refinements provided a more precise and credible baseline to support future emissions reduction planning.

Pivot also continued evolving its carbon accounting approach by transitioning away from primarily spend-based methodologies toward more operationally grounded product- and fuel-based data. This shift better aligns emissions reporting with actual business activities and reduction opportunities, reinforcing the integrity of Pivot’s long-term climate strategy.

## BUILDING TOWARD LONG-TERM IMPACT

In 2025, Pivot completed key phases of its emissions data enhancement and baseline recalibration efforts. Looking ahead, the company plans to continue building on this foundation by developing a comprehensive Net Zero roadmap that includes near- and long-term reduction strategies and expanded supplier engagement initiatives.

By continuously improving the quality and integrity of its environmental data, Pivot is strengthening its ability to set credible climate goals, drive measurable impact, and support a more sustainable energy future.

### 2025 Emissions by Scope

SCOPE

**1**0.00 tCO<sub>2</sub>e\*

Direct emissions from business operations

SCOPE

**2**33.60 tCO<sub>2</sub>e

Purchased electricity

SCOPE

**3**122.78 ktCO<sub>2</sub>e

- Capital goods
- Purchase of goods and services
- Upstream leased assets
- Upstream transportation and distribution
- Business travel
- End-of-life treatment of sold products
- Fuel- and energy-related activities
- Employee commuting

*\*Scope 1 emissions are 0tCO<sub>2</sub> because Pivot transitioned to offices that do not utilize natural gas for heating, and the company does not own an operational vehicle fleet.*



# Employee Action on Environmental Issues

At Pivot, sustainability extends beyond our projects and operations – it is embedded in our culture and reflected in how Pivoteers engage with their communities and environment. Throughout 2025, employees across the organization participated in initiatives that promote environmental stewardship, strengthen community engagement, and reinforce everyday sustainable practices.

## EARTH WEEK 2025

Pivot employees hosted a nationwide series of Earth Week initiatives focused on advocacy, volunteerism, and environmental action. Activities included a commute-alternative challenge, environmental policy awareness campaigns, and community-based restoration efforts.

### National Clean-Up Initiative

Teams across the Denver, Chicago, St. Louis, Minneapolis, and Maryland offices, along with remote employees throughout the country, organized local trash pickups. The trash find competition resulted in some fun submissions.

### Hands-On Restoration in partnership with Protect Our Rivers

A dedicated cohort of Pivoteers completed a cleanup of Denver’s Cherry Creek. Pivot also donated \$1,750 to support Protect Our River’s ongoing water conservation efforts.

### Groundworks Tree Planting

Pivoteers partnered with Groundworks Denver for a tree-planting day in Welby, Colorado, contributing directly to expanding the local urban canopy, which supports local environmental ecosystems and reduces energy dependence and consumption.

### Agrivoltaics at the Office

Pivoteers learned eco-friendly crafts to help local pollinators thrive. This included making seed bombs and birdseed ornaments at the Denver and Maryland offices.

## WORKPLACE SUSTAINABILITY

Pivot continued advancing workplace sustainability initiatives designed to reduce waste, encourage reuse, and promote environmentally conscious habits both in and outside the office.

### Ridwell Recycling Program

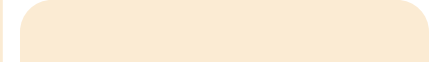
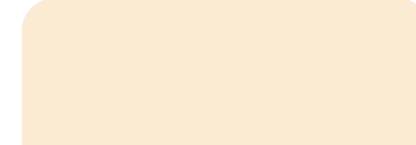
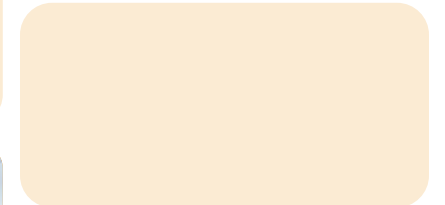
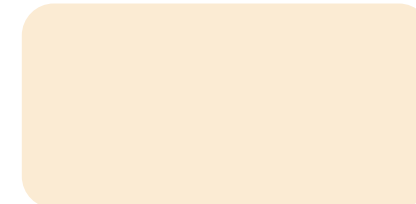
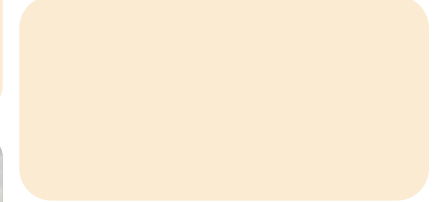
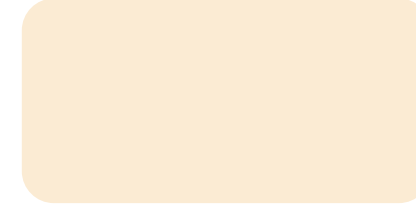
At the Denver HQ, Pivoteers recycled specialty items not accepted at other recycling centers through Ridwell. This reduced employee household and corporate waste going into landfills, along with their carbon footprint.

### Repurposing & Reuse Initiatives

Rather than sending old clothing to landfills and worsening resource use by purchasing new clothes, Pivoteers participated in clothing swaps for branded gear, maternity wear, and other items. The parent closet supported new families with what they might need, including diapers, blankets, and more.

### Sustainable In-Office Lunch Program

Pivot continued providing single-serve lunches in recyclable containers, reducing catering waste. Available in a wide variety of inclusive dietary options, they helped inspire better at-home habits, including rinsing containers, recycling, and composting.



# Pivot Energy as a Leading Land Steward

Responsible land stewardship is a core component of Pivot’s long-term development philosophy. Renewable energy development should not require a choice between powering communities and preserving agricultural character. Instead, Pivot approaches project development with the belief that clean energy generation, environmental stewardship, and working lands can successfully coexist.

Through dual-use agriculture, or agrivoltaics, Pivot designs projects that support both renewable energy generation and ongoing agricultural activity. This approach emphasizes thoughtful, minimally disruptive design strategies that allow land to serve multiple purposes simultaneously – supporting biodiversity, strengthening local economies, conserving water, and improving long-term soil health.

As a long-term owner and operator of distributed generation assets, Pivot recognizes that effective land stewardship requires collaboration, innovation, and continuous learning. The company works closely with landowners, farmers, grazing partners, researchers, and industry organizations to advance practical agrivoltaic solutions that benefit both communities and ecosystems.





# Pivot's Dual-Use Pillars in Action



## LIVESTOCK GRAZING

In June 2025, Pivot sponsored a solar grazing certification course in Kankakee, Illinois hosted by the American Solar Grazing Association (ASGA) and the American Lamb Board (ALB). More than 30 solar graziers from across the Midwest participated in the professional development program. Pivot's Operations & Maintenance team contributed classroom instruction and facilitated hands-on site learning activities at Kankakee Solar 3, helping expand industry knowledge around sustainable grazing practices on solar sites.



## HABITAT ENHANCEMENT

To celebrate National Honeybee Day, Pivot hosted a community site visit at Pivot Solar 21 in Aurora, Colorado, home to 20 active bee colonies. More than one million bees support pollination and biodiversity both on and around the solar array, demonstrating how thoughtfully managed solar projects can benefit local ecosystems. The project's environmental impact was also highlighted in Denver7's local media coverage.



## CROP PRODUCTION

Pivot planted its first crops directly at a company-owned project site in 2025. At Pivot Solar 33, a hay cover crop mix was planted to support livestock feed production while simultaneously improving soil fertility and nitrogen balance. The project demonstrated how agrivoltaic practices can produce agricultural outputs alongside renewable energy generation, even in arid climates.

**PIVOT SOLAR 33**

# Dual-Use Case Study

*Pivot Solar 33, a 6 MWdc project located in Weld County, Colorado, demonstrates how renewable energy development, water conservation, and agricultural productivity can successfully coexist through collaborative land management.*

**OVERVIEW**

The project originated from a challenge familiar to many Colorado landowners: maintaining agricultural water rights under the state’s “use it or lose it” framework while adapting land for renewable energy development. At the same time, local stakeholders and county officials emphasized the importance of preserving active agricultural production on productive farmland.


In response, Pivot developed a first-of-its-kind integrated solar, irrigation, and agricultural model designed to balance these competing priorities. Traditional pivot sprinklers were replaced with a subsurface drip irrigation system that preserved the landowner’s water rights while accommodating solar infrastructure. Pivot also collaborated closely with vegetation management and grazing partners to integrate active crop management and livestock grazing into the project’s long-term operations.

**RESULT**

The result is a multi-functional site where renewable energy generation, irrigation, crop production, and livestock grazing operate together within a single land-use strategy. In 2025, approximately 600 ewes and lambs grazed on the irrigated 30-acre site throughout the spring. Additional irrigation improvements planned for 2026 are expected to further increase operational efficiency and agricultural productivity.

Pivot Solar 33 serves as a scalable example of how agrivoltaics can help address the growing tension between renewable energy development and traditional agricultural land use. By aligning the interests of landowners, agricultural operators, and energy developers, the project demonstrates that dual-use development is not merely an environmental concept, but a practical, and economically viable model for long-term land stewardship.



An aerial photograph showing a large-scale solar farm. The solar panels are arranged in long, parallel rows, creating a grid-like pattern. Between the rows, a herd of sheep is grazing on the grass. The ground appears to be a mix of green grass and brown soil, possibly due to the sheep's activity. The overall scene illustrates a dual-use agricultural project where solar energy production and livestock farming coexist.

*From employee-led sustainability initiatives to innovative dual-use agriculture projects, Pivot's environmental efforts in 2025 reflected a broader commitment to responsible renewable energy development. Operational improvements, community engagement, and long-term land stewardship all contribute to building a more resilient future for the communities, landowners, and ecosystems connected to Pivot's projects.*

***Meaningful environmental progress is driven not by any single initiative, but through continuous collaboration, innovation, and accountability across every level of the organization.***



# Social

Overview

Employee Volunteer Highlights

Employee Donation Match Program

Community Partnerships & Impact

2025 Community Partnership Spotlights

Pro Bono Legal Program

Pivot Energy Internship Program

Employee Resource Groups at Pivot Energy





OVERVIEW

# Social Impact

In 2025, Pivot focused on deepening its direct community investments, recognizing that its projects exist within a broader ecosystem of neighbors and local communities. To support this, employees and their friends and family dedicated 1,273 hours across 21 Pivot planned and other events this year. These efforts focused on building resilient communities through high-impact partnerships and hands-on service initiatives focused on strengthening community resilience, expanding access to resources, and supporting long-term local impact.

### Strategic Partnerships & Community Engagement

Beyond philanthropy, Pivot views community engagement as a strategic imperative. These active collaborations break down systemic barriers to renewable energy, ensuring that its projects are welcomed and supported by the neighbors they serve.

### Closing the Loop Through Community Feedback

Pivot's 2025 community engagement strategy centered on "Closing the Loop." By utilizing the communication lanes established in previous years, it actively solicited feedback from local stakeholders and reshaped project design and community benefit agreements. This transparent approach ensures that Pivot remains a trusted neighbor and a preferred partner for communities and investors alike.



## 2025 IMPACT HIGHLIGHTS



# 100%

Of employees participated in ESG.

# 37

Employees supported EOC conSERVE's effort of energy efficiency kits for income-qualified Colorado families. 21% of the company.

# 10

Nonprofit organizations collaborated with Pivot to provide hands-on support in our communities.





# 2025 Employee Volunteer Highlights

Pivot’s commitment to community engagement isn’t a top-down directive; it’s powered by the company’s greatest asset: its people. By fostering an ecosystem of employee-led volunteering and giving, Pivot does more than support its communities; it builds organizational resilience. These initiatives serve as a primary driver of employee engagement, leadership development, and talent retention.



## ENVIRONMENTAL STEWARDSHIP & RESTORATION

### Protect Our Rivers:

To celebrate Earth Week, a team of Pivoteers completed a cleanup of Denver’s Cherry Creek River.

### Groundwork Denver

Pivot partnered for a tree-planting event in Welby, CO, contributing to the expansion of the local urban forest and improving air quality and shade in the community.

### Volunteers for Outdoor Colorado (VOC)

Pivot team members joined VOC for a dedicated tree-planting project, working to restore local habitats and improve the health of shared outdoor spaces in Colorado.





# 2025 Employee Volunteer Highlights

## FOOD SECURITY & ESSENTIAL SUPPORT

### We Don't Waste

Pivot maintained a year-long partnership with this organization, participating in Mobile Food Markets to distribute fresh food to those in need. Pivot also served as a lead sponsor for its annual "Fill a Plate" dinner.

### Project Worthmore

At its Aurora facility, Pivoteers volunteered to support language-learning initiatives for refugees and new migrants. This partnership enabled Pivot to connect Project Worthmore's programming with renewable energy education, providing newcomers with insights into how solar and energy storage can help ensure a safe and reliable grid for generations to come.

### Energy Outreach Colorado (EOC)

During the fall retreat, the team assembled 150 "Conserve Kits" to help local families reduce energy costs. Pivot was also proud to participate in the annual EOC Golf Tournament to raise funds for energy assistance.

## HEALTH & WELLNESS

### Brent's Place

Pivot deepened its impact during the holiday season by sponsoring 33 families hosted by Brent's Place and providing Christmas gifts to help bring joy and normalcy to families navigating life-threatening illnesses.

**Colorado Breast Cancer Awareness Foundation:** The team hit the links for the "T-Off for Tatas" golf tournament in August, raising critical funds for breast cancer survivors and patients.



## 2025 Employee Volunteer Highlights

### EDUCATION & WORKFORCE DEVELOPMENT

#### Community College of Aurora (CCA)

To support the next generation of renewable energy leaders, Pivot engaged with students at CCA's STEM Career Fair, providing mentorship and insights into the solar industry.



### Looking Ahead

Pivot remains committed to expanding its community impact through meaningful partnerships, employee engagement, and long-term investment in the communities connected to its projects and operations. Through both large-scale initiatives and everyday acts of service, the company continues working to build stronger, healthier, and more resilient communities for future generations.





# Employee Donation Match Program

As part of its commitment to improving the communities in which it works, Pivot supports its employees' charitable giving. Each year, it matches every dollar that employees donate to a nonprofit organization, up to a maximum of \$500 per employee annually, to qualified 501(c)(3) organizations.

The program is designed to strengthen community impact while empowering employees to support causes that are personally meaningful to them. In doing so, Pivot seeks to both elevate awareness of organizations making a difference across local communities and foster a culture of engagement, generosity, and positive action throughout the company.

## 2025 Impact

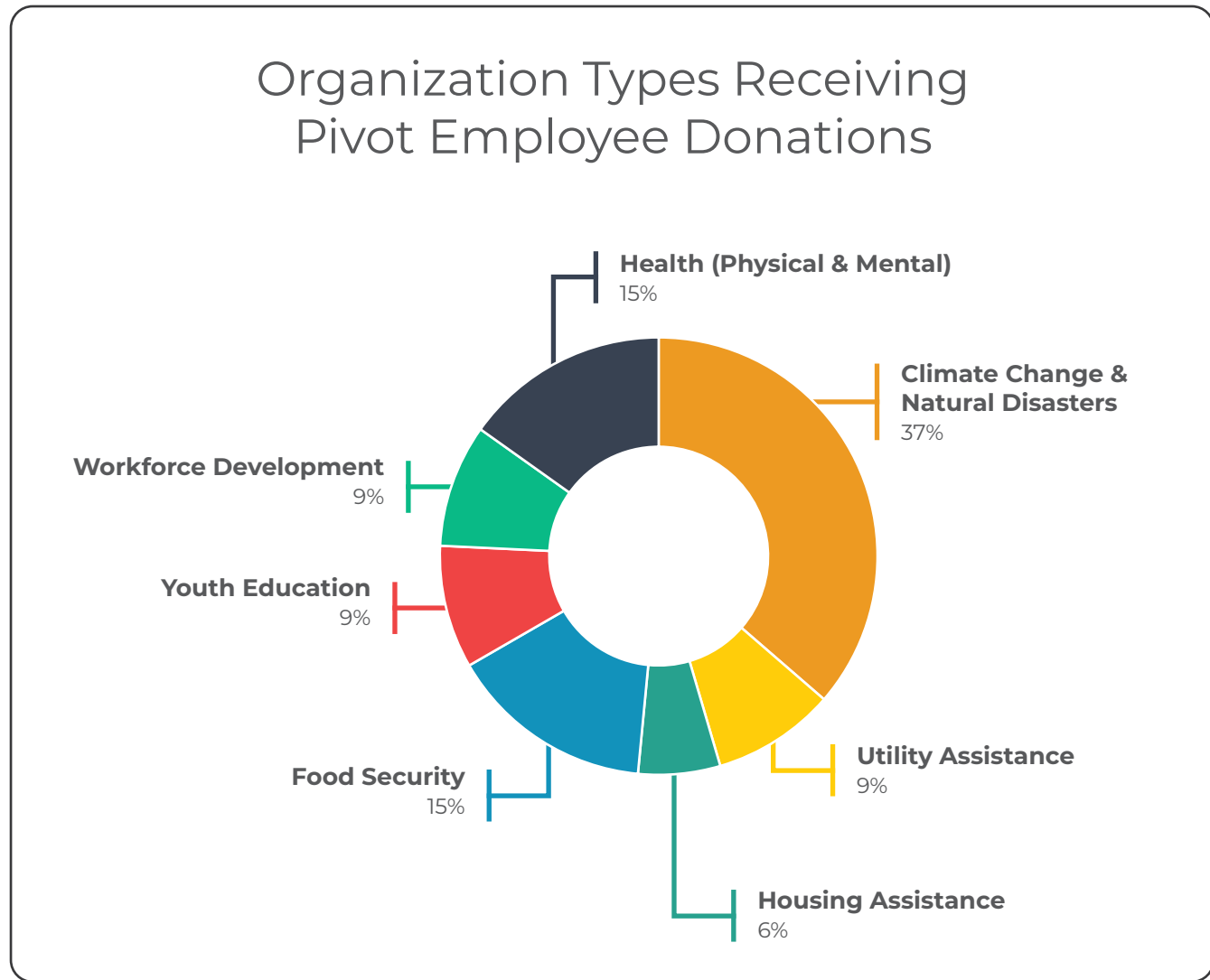
The majority of Pivot's 2025 support went to organizations that focused on housing assistance, education, women's health, and energy outreach.

Building on the strong participation and generosity demonstrated in prior years, Pivot increased its donation goal by \$15,000 for 2025. Thanks to employees, Pivot exceeded that goal by nearly \$24,000, positively impacting organizations that mean the most to its team. Pivoteers donated to causes including:



**2025 DONATION HIGHLIGHTS**

<h1>\$93,699</h1>	<h1>51%</h1>	<h1>151</h1>
Amount donated by Pivot employees (including company match)	Of Pivot employees donated to a nonprofit in 2025	Different organizations supported nationwide





# Community Partnerships & Impact

Pivot delivers purpose-driven solar projects that create local impact. In 2025, Pivot donated \$864,217 to 25 community organizations across four states that provide energy bill support for low-income families, help community members pursue careers in the renewable energy industry, and support land stewardship and rural economic development. Pivot has now invested more than \$2.18 million in community initiatives through its community donation program.

In 2025, Pivot donated:

## **\$136,875 to nine Colorado Organizations**

City of Brush! Little League, Dare to Dream, Energy Outreach Colorado, Weld County Fair, Solar Energy International, Bright Futures, COSSA Institute, Colorado State University Foundation, and Renewable Energy Farmers of America.

## **\$39,842 to three Hawaii Organizations**

Kapolei Community Development Corporation, Kānehili Community Association, and 'Āina Momona.

## **\$72,000 to five Illinois Organizations**

HIRE360, Illinois Central College, Natural Land Institute, Spartan Promise Council, and Springfield Urban League.

## **\$615,500 to eight Maryland Organizations**

Operation Earnie's Plate, Police District V Citizen Advisory Council, Bold Beautiful Brilliant Youth Girls Empowerment Group, The Denney House Inc., Fuel Fund of Maryland, Melwood Horticultural Training Center Inc., Power52, and Sustain Our Future Foundation.





## Pivot's Social Impact Pillars

Pivot supports a broad network of regional and local partners who work to reduce energy burden, introduce students and prospective workers to the renewable energy industry, and ensure that rural agricultural communities benefit from the solar energy projects they host. Pivot focuses its community donation program on three social impact areas, which allow enough flexibility to bolster many types of community initiatives:

### **REDUCE ENERGY BURDEN FOR LOW-INCOME HOUSEHOLDS**

These local, community-based organizations support families who are struggling to pay their energy bills. Pivot partners with them to donate to their energy bill assistance programs and offer their clients community solar subscriptions as a more permanent way to lower bills.

### **CREATE WORKFORCE PATHWAYS INTO THE SOLAR INDUSTRY FOR LOCAL RESIDENTS**

These local workforce development organizations and educational institutions fill gaps in funding for solar career pathways. Pivot specifically looks to partner with organizations building a more inclusive and diverse solar industry, including those helping workers transition from the fossil fuel to the renewable energy industry, as well as everyone interested in exploring a future in renewables.

### **STRENGTHEN RURAL ECONOMIES & SUPPORT LAND STEWARDSHIP**

These local agricultural organizations ensure that Pivot's solar farms add to the economic health of rural communities. Pivot connects with organizations and educational institutions in rural communities that are advancing renewable energy development and helps local residents understand how the renewable energy boom will benefit them.



# 2025 Community Partnership Spotlights

Being a community partner with Pivot means moving beyond passive support toward active, collaborative problem-solving. Pivot works closely with local leaders to identify specific community needs – whether its in workforce development, energy security, or land stewardship – and provides the intentional in-kind or monetary resources to address them. These 2025 spotlights highlight the tangible outcomes of this “boots on the ground” approach.





COMMUNITY PARTNER SPOTLIGHT

# Microsoft & Sustain Our Future Foundation

Pivot achieved a new milestone in purpose-driven solar through a landmark multi-year partnership with Sustain Our Future Foundation (SOFF), a national nonprofit. The donations will fund sustainable infrastructure and healthy environments to help advance economic inclusion and equity in communities where Pivot operates. This includes initiatives focused on home weatherization, flood mitigation, and workforce development.

“Our approach ensures that communities lead in shaping how benefit funding strengthens their own climate resilience. This model of intentional investment allows us to uplift 100 communities across 20 states, turning renewable energy targets into a more resilient and healthy future for all.”

– Yinka N. Bode-George, Founder & CEO of SOFF

This collaboration is supported by a five-year framework agreement with Microsoft to develop up to **500 megawatts (MW)** of community-scale solar projects across the U.S. through 2029. This initiative marked Microsoft’s first major distributed generation framework, supporting the company’s goal of **reducing its scope 3 emissions by more than half by 2030.**



**MICROSOFT & SOFF COMMUNITY PARTNER SPOTLIGHT**

# Investing in Garrett County, Maryland

Pivot's first of many donations to SOFF over the 5-year partnership kicked off in 2025, with \$400k in donations to non-profits in Garrett County, MD. SOFF conducted a comprehensive needs assessment for this community and landed on donations to the following five keystone organizations:

**PARTNER ORGANIZATION**

**COMMUNITY IMPACT**

**Garrett County Community Action Committee**

Reducing household energy burdens through home electrification and weatherization upgrades for working families.

**Garrett Soil Conservation District**

Implementing localized flood-mitigation projects and land-stewardship resources to protect homes and farms.

**Garrett College Wind Turbine Technician Program**

Providing scholarships for local students to pursue family-sustaining careers in the renewable energy sector.

**Clean Compost LLC**

Diverting organic waste from landfills to lower greenhouse gas emissions through community composting services.

**All Earth Eco-Tours**

Promoting community wellbeing and economic development by cultivating a deeper connection to local natural landscapes.





# Power52

Power52 Foundation breaks cycles of poverty and incarceration and provides opportunities for careers in renewable energy. Pivot collaborated with Power52 to launch a workforce training initiative for 10 individuals in Prince George’s County, Maryland. This partnership was supported by a five-year framework agreement with Microsoft.

Over the spring and summer, participants completed an intensive curriculum that included a technical course and a “Bootcamp” focused on large-scale rooftop installations, during which they mastered solar installation, wiring, and safety protocols.



## COHORT 26 IMPACT



**10**

Participants

**100%**

Graduation rate

**350**

Total hours of specialized training



# Fuel Fund of Maryland

The Fuel Fund of Maryland aims to be a lifeline for BGE residential customers struggling with a home utility hardship. Pivot assisted by providing navigation through an array of financial and community resources that empower, engage, and safely connect a household in times of crisis.

Pivot was honored as the Fuel Fund of Maryland's inaugural "Community Partner of the Year" award. Pivot donated \$28,000 to the Fuel Fund of Maryland in 2025, sourced from project-level donations, to support low-income families with energy bill assistance.

"Pivot Energy's generous financial support played a vital role in helping some of Maryland's most vulnerable households avoid service interruption and stay safely connected to their energy. These funds were used across three of the Fuel Fund of Maryland's core programs that directly serve BGE customers facing no power or imminent turn-off notices: Silver Lights, Power of One, and our Traditional Assistance Program."

– Debbie Brown, Executive Director of The Fuel Fund of Maryland





# Springfield Urban League Inc.

Established in 1926, the Springfield Urban League Inc. (SUL) is a nonprofit human service corporation that assists individuals (over 25,000 annually) and communities in reaching their fullest potential through job training, computer literacy, economic development, health, and youth initiatives.

Pivot supported SUL's mission with a community donation to bolster Illinois workforce development, made possible by Pivot Energy IL 60 LLC, a solar project in Sangamon County, Illinois. Pivot's investment helped equip 22 residents and 62 students in Springfield and Sangamon County with technical skills and credentials through the Urban Tech & Construction Jobs Program, primarily focusing on FAA drone exam preparation and related career coaching.

“Because of Pivot Energy’s investment, young adults are walking into interviews with FAA drone licenses in hand and walking out with job offers and paid contracts. This partnership turned a training room into a launchpad for real income and real careers in the clean-energy economy.”

– Dr. Marcus E. Johnson, President & CEO,  
Springfield Urban League





# Weld County Internship Program

Pivot built a new internship with Bright Futures, a workforce development organization in Weld County, CO. Pivot has partnered with Bright Futures for several years, donating \$225,000 to date to directly support Weld County students with college tuition and career training certificates.

In 2025, Pivot hosted two local Weld College students for a summer internship that exposed them to project development, engineering, and energy storage. It allowed them to pursue a PV certification program with education partner Solar Energy International.

“Pivot Energy is an invaluable partner of the Bright Futures program, working alongside us to strengthen Weld County’s energy-sector workforce. Beyond financial support, Pivot engaged students through industry panel discussions that highlighted the wide range of career opportunities within the energy sector and even provided select students with paid internship opportunities. Bright Futures is dedicated to strengthening the long-term vitality of Weld County, and Pivot Energy continues to be a trusted and impactful partner in achieving this mission.”

– Jeff Carlson, CEO of The Weld Legacy Foundation





# Slow Food Denver

In 2025, Pivot Energy continued its commitment to regional land stewardship and community health by sponsoring Slow Food Denver’s Annual Farm Dinner at Chatfield Farms. This landmark event serves as the primary fundraiser for Slow Food Denver, a nonprofit dedicated to creating a “good, clean, and fair” food system for all.

Pivot’s commitment to community extends to supporting the causes our partners value. This sponsorship, held in partnership with one of its lenders, Fundamental Renewables, supported critical community programming. By gathering alongside partners and community members at a working regenerative farm, Pivot reinforces the connection between renewable energy development and the preservation of the land and communities it serves.





# Pro Bono Legal Program

As part of its broader social impact commitments, Pivot continued offering pro-bono legal services to farmers, landowners, and others interested in entering the agrivoltaics industry and becoming involved in solar projects.

This initiative eliminated barriers to entry and alleviated cost burdens for those who want to support solar projects outside of Pivot, particularly those offering services such as crop harvesting, grazing, or other vegetation management. This helped address critical legal needs for those who need it most while reinforcing Pivot’s responsibility to contribute positively to society.

Participants in the program can include any partners working with solar developers or asset owners other than Pivot.

Pivot’s Pro Bono Legal Program provided practical legal assistance in meaningful areas, including helping individuals navigate issues related to agrivoltaics, such as crop harvesting, grazing, and other vegetation management. These efforts strengthened community organizations that played a vital role in supporting underserved populations.

## 2025 HIGHLIGHT

Since launching last year, Pivot has served four individuals in navigating complex legal situations around land use and solar.

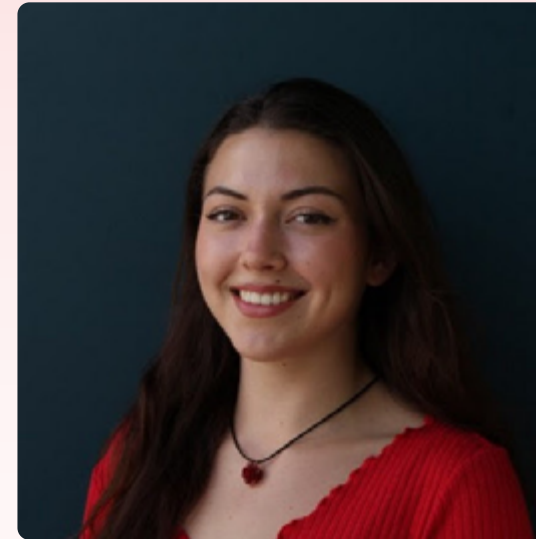
A woman from Tennessee moved away from her property for medical reasons, but did not want to sell it. She envisioned using her land sustainably and sought help from Pivot’s Pro Bono Legal Program. She aimed for projects like agrivoltaics, an EV charging station, or solar energy. Although Pivot doesn’t operate in Tennessee now, the team referred her to Silicon Ranch, a leading solar developer in the TVA area, known for sheep grazing on its sites.



# Pivot Energy Internship Program

Pivot designed the Inclusive Pathways Internship Program to expand access to careers in renewable energy by creating meaningful opportunities for individuals interested in exploring the solar and energy storage industries. The program provides hands-on experience, real-world project exposure, and practical training designed to help participants develop the technical, operational, and professional skills required to support solar project development.

The initiative reflects Pivot’s broader ESG commitments to workforce development, early-career mentorship, and expanding access to opportunities within the clean energy economy. By creating pathways for individuals from underrepresented communities to enter the renewable energy sector, Pivot continues working to support a more inclusive, skilled, and resilient workforce for the future.



“As an emerging professional in the solar industry, Pivot was integral to my development through exposure, connection, and support. My background in renewable energy grew from the foundational knowledge I gained in my environmental studies and sustainable urban development graduate programs, into becoming a well-rounded representative of both the company and the solar industry. Working with project developers and observing how they pivot when

addressing challenges in development strengthened my critical thinking skills in project development, renewable energy policy, and community engagement and impact. Pivot helped launch my career as a young solar energy professional and reinforced my desire to be part of meaningful progress.

What I enjoyed most about the internship was the professional development I gained from working across teams and connecting with other employees through coffee chats, both virtual and in person. The Chicago team was incredibly welcoming and served as a sounding board for the many questions I had. Learning about people’s journeys into the solar industry was both informative and inspiring, and it made me feel truly included. I also enjoyed immersing myself in the lunch and learns, trivia events, and, of course, the Slack channels.

I’m incredibly grateful for the opportunity and am excited to continue building on this experience as I grow within the solar industry.”

– Carina Allen, Pivot Energy Intern



# Pivot's Employee Resource Groups

A strong workplace culture is foundational to delivering meaningful and lasting impact. In 2025, Pivot's employee-led Employee Resource Groups (ERGs) continued strengthening connection, engagement, and opportunities for employees to grow both personally and professionally.

During the year, Pivot welcomed seven new ERG leaders as part of its ongoing commitment to leadership development and organizational continuity. By the end of the year, the ERG program evolved beyond traditional event programming and began operating more strategically within Pivot's broader talent development ecosystem. This transition included leveraging Culture Amp development tools, conducting a 2026 employee feedback survey to identify areas for improvement, and strengthening succession planning efforts across ERG leadership.



## THRIVE COLLECTIVE

Fosters networking, professional development, mentoring, and leadership opportunities for People of Color at Pivot.

Group membership grew by 78% in 2025, and the group also supported two internship placements in partnership with the with the Project Development team.

## WOMEN AT PIVOT

Builds an inclusive community to offer support and advocacy to women in the workplace through education and networking opportunities.

## PRIDE

Cultivates a dedicated space of connection between LGBTQ+ employees and supports Pivot Energy's efforts of building an inclusive culture through recruitment, education, and policy implementation.

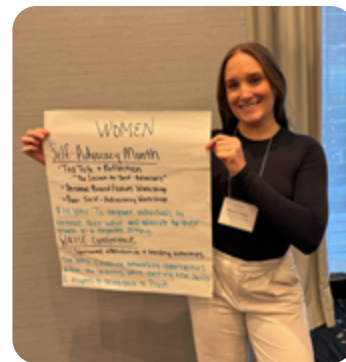
## ALLY

Takes intentional action to become collaborators who counteract injustice and facilitate equity in the workplace.



# ERGs in Action

There was significantly increased engagement in ERGs throughout Pivot, from participating in Slack channels to traveling for conferences. In 2025, ERG initiatives included:



## Communication & Leadership Development

Pivot continued manager training initiatives focused on direct and indirect communication styles and inclusive leadership practices. Eight leaders also participated in a four-month individualized coaching program designed to strengthen practical leadership and team management skills.

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

A record 18 female Pivoteers attended the WRISE Leadership Forum in Atlanta, participating in public speaking workshops, networking opportunities, and leadership development sessions focused on change management within the renewable energy industry.

## Women’s ERG & Ally ERG Book Club

A quarterly book discussion highlighted books relevant to the challenges women face in the workplace, including “Radical Candor” and “Invisible Women: Exposing Data Bias in a World Designed for Men.”

## Expanded Holiday Recognition

Pivot observed Juneteenth and Indigenous Peoples’ Day as company holidays for the first time in 2025, reflecting the company’s continued commitment to recognition and inclusion.

## Self-Advocacy Month

Led by the Women’s ERG, Self-Advocacy Month included professional development workshops, personal branding sessions, and reflection events attended by more than 100 employees.



*Pivot's commitment to strengthening communities begins within its own organization by fostering a culture where employees feel supported, engaged, and empowered to make an impact. Through volunteerism, employee resource groups, workforce development initiatives, and community partnerships, Pivot continued investing in programs that strengthen both local communities and the future of the renewable energy industry.*



# Governance

Overview

Pivot Culture

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Supply Chain Methodology

Safety at Pivot Energy





## OVERVIEW

# Governance at Pivot Energy

Strong governance is foundational to Pivot's long-term success as an owner and operator of distributed energy assets. As the company continues to grow, its governance framework supports disciplined decision-making, operational accountability, regulatory compliance, ethical oversight, and responsible risk management across all aspects of the business.

Pivot calibrated its governance approach to support long-term value creation while reinforcing transparency, integrity, and accountability to employees, landowners, partners, investors, and the communities connected to its projects. These structures help ensure that clear processes, measurable oversight, and continuous operational improvement effectively support the company's sustainability commitments.

Continuous feedback and organizational learning remain central to Pivot's governance philosophy. By actively incorporating employee and stakeholder input into leadership practices, policies, and operational strategies, Pivot continues to strengthen its culture, improve internal accountability, and support responsible growth as a mission-driven organization.





# Pivot Culture

Pivot's culture remains foundational to the company's operational excellence and long-term success. By aligning individual passion with corporate mission, Pivot fosters an environment where 96% of employees report being proud to work for the company. This high level of engagement is the result of a deliberate strategy to integrate professional development, community advocacy, and personal growth into the daily employee experience across all levels of the organization.

At Pivot, our people come first. Through our culture, professional development offerings, and volunteer opportunities, Pivoteers are able to give back to their communities and harness their individual passions into their work, in and out of the office.

Pivot's culture is at the heart of everything we do as a company and shapes the way we build relationships both internally and externally. I've seen firsthand how our culture influences organizations that partner with us, attracts talented people who want to work here, and strengthens our reputation across the industry.

As a client-facing employee, I'm proud to represent that culture through clear communication, strong collaboration, building trust, and fostering long-term relationships. Working for a mission-driven company whose values align with its stakeholders' best interests truly defines a dream job, and Pivot demonstrates those values every day.

– Matt Brenn, Director of Community Solar Subscriptions

Many companies try to invest in their employees and give back. What makes Pivot special is the alignment between its mission to bring clean electrons onto the grid and its desire to impact its local communities. Pivot's commitment to practices like agrivoltaics and causes such as affordable electric bills complements its energy development goals – what's good for our community is also good for business.

This synergy elicits a real, earnest passion to give back, unlike anywhere else I have worked. It attracts bright, caring, and motivated people. I'm proud to work somewhere that's constructing actual infrastructure and improving the lives of people in my backyard.

– Bobby Persons, Product Manager



# Employee Satisfaction & Engagement

Every year, Pivot surveys the team to better understand the impact of initiatives and how it can continue to strengthen employee satisfaction, engagement, and retention.

A major focus in 2025 was on enhancing career development and creating greater transparency around growth opportunities within the company. Throughout the year, Pivot:

Improved the evaluation, revision, and improvement of communications for promotion consideration.

Expanded employee development pathways and career growth resources.

Developed more than 30 in-house training programs through its learning management system.

Partnered with external learning marketplaces to broaden professional development opportunities.

Enhanced onboarding programs through a combination of internal training resources and in-person relationship building.





## EMPLOYEE SATISFACTION &amp; ENGAGEMENT

# Transparency in Career Advancement



Building on employee feedback from the 2024 engagement survey, Pivot continued strengthening transparency around career progression, promotion considerations, and performance evaluations.

The People team established a more formalized framework for promotion and merit increase requests, supported by company-wide training and communication initiatives. Advancement discussions emphasized consistent evaluation criteria centered on organizational need, demonstrated capability, and sustained performance. Promotion announcements were also communicated more transparently to help employees better understand advancement pathways across the organization.

Pivot remains focused on continuing to improve communication, collaboration, and access to development resources as the organization grows.

These efforts contributed to measurable improvements in employee understanding of career advancement processes, including:

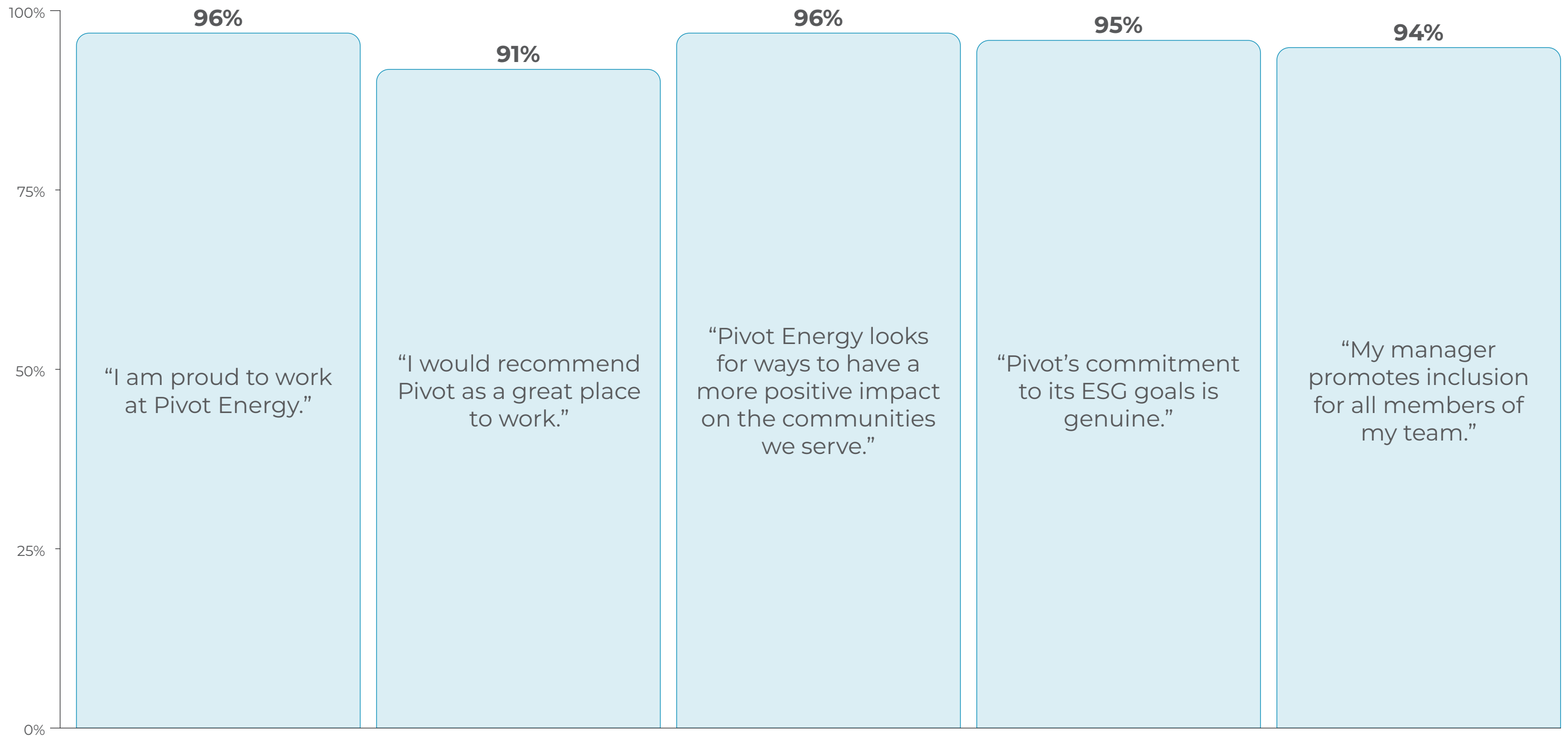
**+15 point increase** in employees who reported understanding the promotion process at Pivot

**+12-point increase** in employees who reported understanding how performance evaluations are conducted



EMPLOYEE SATISFACTION & ENGAGEMENT

# Employee Engagement Survey Highlights





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

Pivot is committed to advancing the principles of Diversity, Equity, Inclusion, and Justice (DEIJ) throughout its workplace, operations, and business practices. This work is approached with both intentionality and humility, recognizing that meaningful progress requires continuous learning, honest reflection, and accountability.

Pivot seeks to foster an environment where employees and partners feel respected, supported, and empowered to contribute authentically. The company remains committed to listening to feedback, learning from challenges, and continuously evolving its practices to strengthen inclusion, opportunity, and belonging across the organization.

## 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.

## EQUITY

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

## DIVERSITY

Prioritizing representative diversity, and empowering diversity of thought.

## INCLUSION

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

## GOALS AND COMMITMENTS

Pivot's DEIJ vision is to be recognized for:

- Driving social impact and energy equity through our business operations and policy work, as measured by 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 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.

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



# Pivot's Awards & Pressworthy Milestones

In 2025, Pivot Energy didn't just expand its footprint – it redefined what a renewable energy partnership looks like. From breaking ground on landmark virtual net metering projects with some of Colorado's leading universities – to pioneering ecovoltaic research that protects its dryland ecosystems – the company is proving that the energy transition can be as innovative in its approach as it is impactful in its reach. This year's milestones reflect Pivot's commitment and our partners' agreement that it's moving beyond simple generation toward a future where solar energy, higher education, and ecological stewardship work in perfect harmony.

AUG 13, 2025, 08:53 ET

**Pivot Energy and CU Boulder Break Ground on 5 MW Solar Project Supporting Campus Decarbonization Goals**



AUG 20, 2025, 10:12 ET

**CSU's Climate Research Gets Major Boost with \$60,000 Grant from Pivot Energy**



JUL 09, 2025, 11:40 ET

**New Community Solar Power Plant Powers Up in Baltimore-Washington Region**



## SEIA DEIJ GOLD RECERTIFICATION

In December 2025, Pivot renewed its Gold-level certification for the Solar Energy Industry Association's (SEIA's) DEIJ Certification program. This was possible through progress reports based on previous SEIA feedback for Pivot's DEIJ programs. This included submissions highlighting Pivot's 2025 advancements in DEIJ training programs, supply chain practices, and community engagement.

SEIA's DEIJ program is a first-of-its-kind opportunity for energy companies to foster workplaces that are welcoming to everyone and help them succeed based on their talents and contributions.

### Gold Certification

*Diversity, Equity, Inclusion & Justice*



This certificate is presented to

Pivot Energy

December 19, 2025

Date

**Abigail Ross Hopper**  
President & CEO  
Solar Energy Industries Association



# Policy Work

For Pivot, DEI and policy are linked: achieving an equitable transition of renewable energy access requires regulatory support. To drive nationwide adoption of accessible renewable energy, Pivot advocates for innovative U.S. energy policies that save consumers money by deploying community-scale solar and storage projects. Throughout 2025, in partnership with trade associations, non-profits policymakers,, and other industry stakeholders, the Pivot team actively shaped renewable energy regulations across the U.S. to enable the deployment of cost-effective, grid-serving distributed resources.

## STATE-LEVEL POLICY HIGHLIGHTS

In 2025, the policy team engaged in many states, including:

### Colorado

After securing passage of the landmark Senate Bill 207 in May 2024, Pivot engaged with the Public Utilities Commission to ensure effective implementation of the bill’s Inclusive Community Solar and Dispatchable Distributed Generation programs. A resulting settlement

agreement helped establish frameworks intended to deliver meaningful energy savings for income-qualified customers while supporting deployment of distributed energy resources in high-value grid locations.

### Illinois

In October 2025, the Illinois legislature passed the Clean and Reliable Grid Affordability (CRGA) Act, then signed into law by the Governor. CRGA, a bill Pivot supported, focuses on strategically deploying solar energy resources to help protect taxpayers from ballooning costs and create better tools for reliable power throughout the state.

### Maryland

Maryland passed two landmark pieces of legislation supporting distributed energy resource policies: the Renewable Energy Certainty Act, which advances renewables siting, and the Next Generation Energy Act, which accelerates distributed storage development. Pivot played an active role, submitting formal testimony, engaging directly with legislators,

and helping shape the final legislative language. Beyond the statehouse, Pivot continued its regulatory engagement by supporting the rollout of Maryland’s permanent community solar program.

## FEDERAL POLICY HIGHLIGHTS

As Congress considered significant changes to federal solar policy in 2025, Pivot focused on educating federal policymakers on the community benefits of distributed solar. The team hosted Congressional site tours at operating projects in Colorado and Illinois, engaged directly with members of Congress in Washington, D.C., and participated actively in trade association advocacy efforts. While the final federal policy outcomes did not align fully with the company’s priorities, Pivot remains committed to supporting policies that advance energy independence, grid resilience, affordability, and long-term environmental sustainability.



# Supply Chain Methodology

As the renewable energy industry continues to evolve, Pivot recognizes the importance of maintaining clear, responsible, and ethical expectations throughout its supply chain. The company remains committed to supporting fair labor practices, safe working conditions, responsible contracting, and transparency across its procurement and business relationships.

In 2025, Pivot continued advancing supplier governance efforts by reviewing, developing, and implementing policies on supplier conduct, safety expectations, responsible sourcing, and human rights considerations. These efforts strengthen consistency, improve risk management, reinforce stakeholder confidence, and support greater supply chain transparency.

## SUPPLIER RISK RUBRIC

To further support these efforts, Pivot’s Human Rights Committee began developing a Supplier Risk Rubric designed to strengthen oversight and evaluation of supply chain partners. This framework will help assess alignment with Pivot’s expectations related to human rights, environmental responsibility, safety, and ethical business practices.

The Supplier Risk Rubric will apply across a broad range of business relationships, including material suppliers, service providers, corporate partners, and development partners. Evaluation categories include:

**Economic & financial risk**

**Technical & operational**

**Social & environmental**

**Safety & emergency preparedness**

The Supplier Risk Rubric serves as an ongoing governance tool that supports responsible procurement practices, strengthens accountability, and helps identify opportunities for continuous improvement across the supply chain.



# Safety at Pivot Energy

Safety is a foundational component of Pivot’s governance framework and operational philosophy. Pivot recognizes that responsible project development extends beyond procurement and compliance to include the physical safety of employees, contractors, project partners, and the communities connected to its operations.

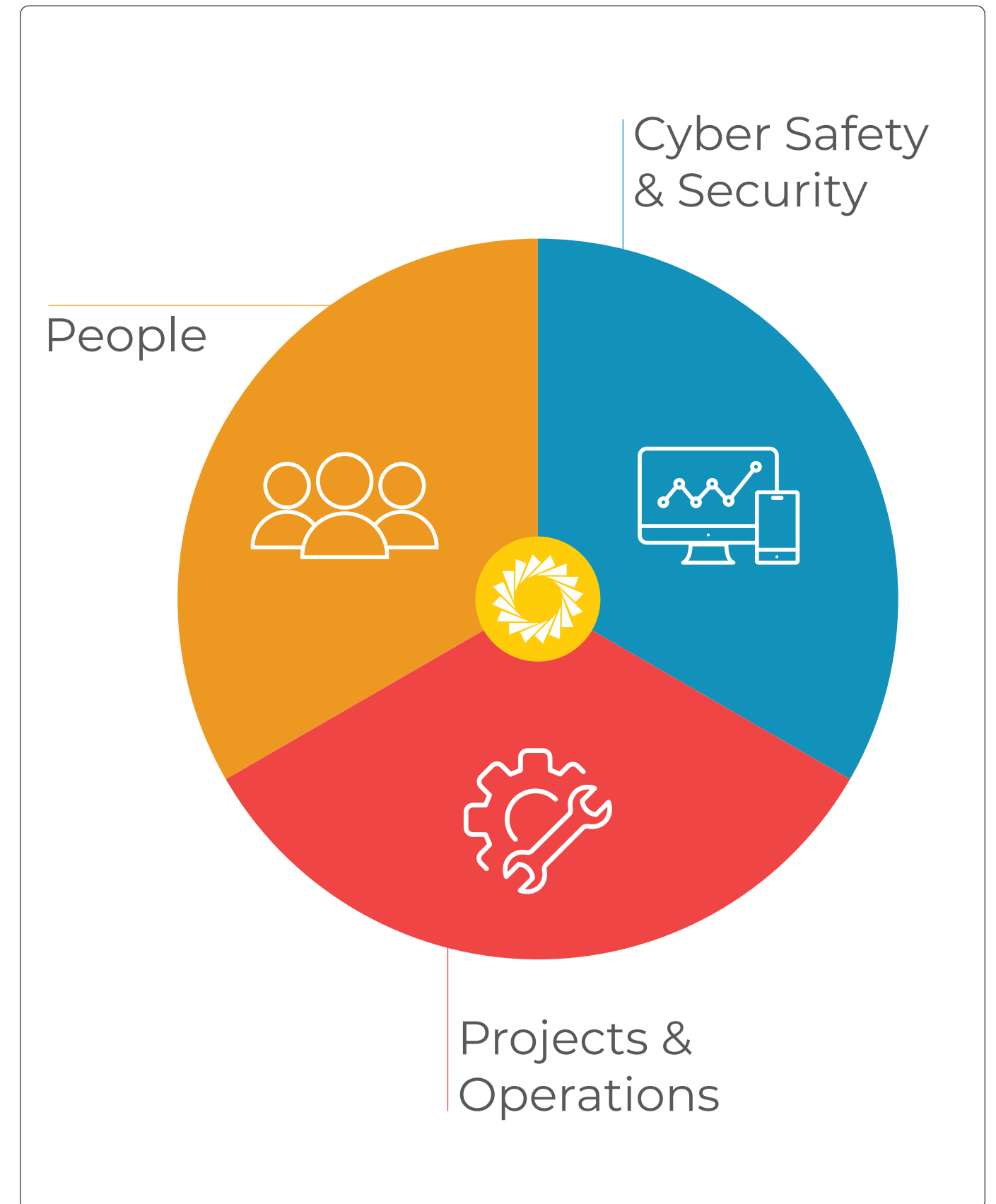
Maintaining a strong safety culture requires clear accountability, continuous training, and proactive risk management across all phases of the project lifecycle. Pivot remains committed to strengthening safety practices through operational oversight, cross-functional collaboration, and ongoing program development as the company continues to scale its operations and technologies.

## SAFETY PROGRAM MATURATION & GOVERNANCE

Pivot continued refining its safety program in 2025 by further integrating established safety practices across departments, project stages, and operational workflows. Building upon the comprehensive safety roadmap launched in 2024, the company focused on enhancing consistency, clarifying accountability, and scaling safety protocols to support its growing operational footprint and evolving technologies.

Throughout the year, employees completed more than 500 hours of specialized safety training to reinforce awareness, preparedness, operational consistency, and cross-functional coordination. Safety initiatives continued focusing on three core areas: people, projects, operations, and cyber safety and cybersecurity.

As Pivot expanded into Battery Energy Storage Systems (BESS), it also strengthened its safety governance and operational readiness for energy storage technologies. Efforts during 2025 included enhancing internal expertise, refining oversight structures, and integrating specialized BESS safety considerations into broader operational planning, emergency preparedness, and safety protocols.





SAFETY AT PIVOT ENERGY

# 2025 Safety Highlights

In 2025, Pivot further enhanced its Care, Custody, and Control (CCC) framework by honing roles, responsibilities, communication pathways, and escalation protocols across the project lifecycle. These continued improvements strengthened accountability, supported more consistent incident reporting and response procedures, and reinforced a company-wide “safety-first” approach to operational decision-making and site management.

The ongoing evolution of the CCC framework also improved cross-functional coordination, emergency preparedness, and clarity around operational ownership throughout project development and operations.





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***In 2025, Pivot continued to strengthen its approach to governance, translating employee and stakeholder feedback into meaningful operational progress. A renewable future isn't created in a silo, and as energy policy shifts, advocacy becomes even more important.***

*Pivot is proud of how its policy team shaped renewable energy regulations around the country this year, working directly with legislators and ensuring that bills were properly implemented to save consumers money while expanding access to renewable energy.*

*These efforts will only continue to increase going forward. Pivot takes its responsibility to its communities, from supporting them through federal policies to individual workplace safety, seriously and strives to set a high standard not for itself but for every company in its ecosystem.*

*From workplace safety and ethical supply chain oversight to policy engagement and organizational culture, Pivot continues working to embed governance principles throughout all aspects of the business. The company remains committed to maintaining high standards of integrity, transparency, and accountability across its operations and partnerships.*



# Looking to the Future

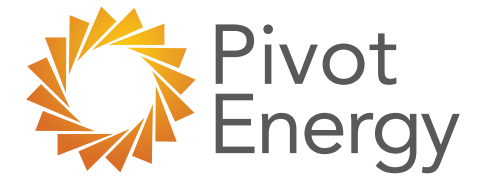
Pivot Energy was founded on the belief that renewable energy and community strength are inseparable. While ESG has always been in Pivot’s DNA, 2025 was the year it matured that mission into rigorous operational change. By integrating ESG into its legal and risk functions, Pivot moved beyond aspiration toward the operational discipline required of a long-term IPP.

Pivot is proud of its progress, but it remains steadfast about the “business reality” of the energy transition. Pivot’s focus for 2026 is finishing the foundational work currently in progress, including: the net zero roadmap, completing the 2024-2026 ESG roadmap, establishing how ESG will evolve in the coming years, and the safety program’s evolution.

Sustainability at Pivot isn’t a separate initiative. It is the baseline for how the company manages risk and delivers results. Pivot will remain grounded in the reality of the work, ensuring its mission is always backed by operational truth.

– Regine Parks  
Sr. Director of ESG, Safety, and Corporate Compliance





# 2025 ESG Report

## Contact Us

Pivot Energy

1601 Wewatta St, Suite 700  
Denver, CO 80202

info@pivotenergy.net  
pivotenergy.net  
888.734.3033

