

# 2024 ESG Report





Letter From the CEO	
Our Approach to ESG	04
ESG Structure at Pivot	05

## Environment

Yearly Environmental Equivalencies	07
Carbon Accounting: Pivot's GHG Inventory	08
Carbon Accounting: Path to Net Zero	09
Employee Action on Environmental Issues	13
O&M – Partnering With Local Farmers	14
Land Stewardship Highlight	16

## Social

Overview & Highlights	18
Employee Donation Match Program	20
Community Partnerships	21
3 Touchpoints Approach to Community Engagement	23
Community Partnership Spotlights	24
Pro Bono for Solar Power	26
ERGs & EIGs at Pivot	31

## Governance

Accountability & Transparency	34
Policy Work	35
Supply Chain Methodology	36
Pivot Culture	38
Employee Satisfaction & Engagement	41
Statement of Commitment to DEIJ	45
SEIA DEIJ Gold Certification	46

Looking to a Bright Future	47
----------------------------	----

# Contents





# Letter From the CEO

In 2024, Pivot Energy reached an extraordinary milestone: 3.5 gigawatts (GW) of affordable renewable energy either completed or in development. This achievement is a direct reflection of our team’s unwavering commitment to Environmental, Social, and Governance (ESG) principles, which serve as the foundation of Pivot’s growth. By proactively assessing material risks, fostering a culture that supports its employees and communities, and staying true to its mission of expanding equitable access to renewable energy, Pivot continues to drive meaningful impact while building a more sustainable future.

Pivot’s mission is its guiding light. I believe that companies with a clear purpose are best positioned to innovate and create lasting change. Last year, Pivot’s shared mission – embraced by employees and leadership – led to transformative partnerships with Fortune 500 companies like Microsoft and Walmart. These collaborations are helping us expand community solar access to nearly 10,000 households, local businesses, and other organizations across the U.S. by 2045. Through these impact-driven initiatives, Pivot is reinforcing its commitment to maximizing the environmental and social benefits of the renewable energy transition at the local level.

Bringing solar projects to life – efficiently, responsibly, and safely – relies on collaboration across industries and individuals, from landowners and construction teams to materials suppliers and policymakers.

As an industry leader, Pivot is committed to setting clear and effective standards for our employees, partners, and supply chain. All of Pivot’s workforce, including myself, hold ourselves accountable to the highest labor standards, striving to prevent unfair labor practices and unsafe conditions. Through initiatives like our Responsible Contractor Policy, strengthened safety programs, and enhanced reporting mechanisms, we ensure that the clean energy transition is built on a strong foundation of integrity and accountability.

While climate change presents undeniable challenges, Pivot remains focused on advancing equitable, forward-thinking solutions. By leveraging its custom ESG roadmap and deepening its impact-driven initiatives, Pivot is helping to shape a cleaner, more just energy future – one project, one partnership, and one community at a time.

– Tom Hunt, CEO





# Our ESG Roadmap Approach & Implementation

At Pivot, ESG is not merely a framework – it is ingrained in Pivot’s operational ethos, guiding how it innovates, scales, and creates lasting value. Pivot’s approach to ESG is both deliberate and adaptive, positioning it to not only meet industry standards but also to set them. Reflecting on 2024, I recognize a year marked by tangible progress, enhanced accountability, and continuous materialization of our ESG commitments. Our leadership’s strategy has been instrumental in navigating complex challenges while remaining unwavering in our mission to drive sustainable growth.

Pivot’s ESG Roadmap has been instrumental in assessing and mitigating material risks, strengthening responsible business practices, and fostering deeper engagement with its employees, partners, and communities. This approach transcends compliance or meeting external benchmarks – it focuses on creating a meaningful impact that aligns with Pivot’s core principles. In 2024, Pivot advanced several strategic initiatives, including exploring a path to setting a Net Zero goal, expanding its Employee Resource Groups, overhauling its safety plan, launching its inaugural internship program, and other efforts explored in greater detail within this report. These initiatives bolster Pivot’s commitment to integrating responsible practices into every aspect of its operations.

Despite evolving supply chain dynamics in response to the persistent impacts of climate change, Pivot remains resolute in pursuing solutions that drive enduring, positive impact. By leveraging sophisticated data insights, fostering cross-industry collaboration, and maintaining a steadfast commitment to transparency, Pivot continues to redefine what is possible in the renewable energy landscape.

As Pivot looks ahead, it will build on the strong foundation it has established, continuously refining its ESG strategy to address emerging risks and capitalize on new opportunities. Together, our employees remain committed to advancing a cleaner, more inclusive future while staying firmly grounded in the values that make Pivot unique. The path forward is clear. Pivot must continue to combat climate change, drive responsible growth, and foster a workplace where employees are empowered and developed, all while remaining attuned to the evolving challenges and opportunities in the solar sector.



Pivot’s approach to ESG is both deliberate and adaptive, positioning it to not only meet industry standards but also set them...Pivot remains resolute in pursuing solutions that drive enduring, positive impact.



**Jackie Murphy**  
Chief Legal & ESG Officer





# ESG Structure at Pivot

In the process of implementing the roadmap, Pivot took a hard look at resourcing needs to support the overall objectives. The leadership team decided a full-time employee was necessary to helm our ESG strategy and support the implementation of the roadmap, improve environmental, health, and safety protocols, and ultimately, be responsible for ensuring Pivot business is meeting the highest standards of regulatory and stakeholder compliance.

In 2024, Pivot’s ESG structure was updated to add an ESG employee who reports to the ESG officer and serves as a conduit between executives, investors, financiers, employees, and others in furtherance of the roadmap and Pivot’s intentionality as an industry leader. Regine Parks was hired as our Senior Director of ESG, Safety, and Corporate Compliance to fulfill this need.







# Environment

Environmental Equivalencies

Carbon Accounting

- +Pivot's GHG Inventory

- +Path to Net Zero

Employee Action on Environmental Issues

O&M – Partnering with Local Farmers

Land Stewardship Highlight





# Environmental Equivalencies

Since Pivot’s founding in 2009, it has been committed to leading the fight against climate change and making distributed generation a major part of the energy solution.

In 2024, Pivot continued to fulfill its promise. The projects installed in 2024 will annually offset the equivalent of:



13,298

Gas-Powered Cars Taken  
off the Road



57,010  
MT

CO<sub>2</sub> Offset with Solar  
Power



7,656

Homes’ Energy Use



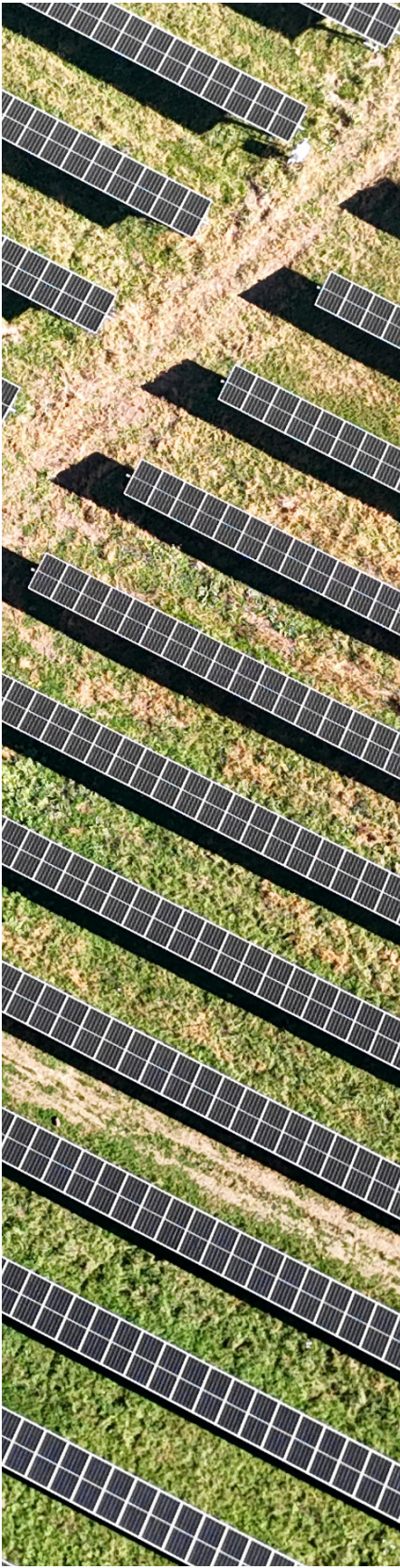
63,327,133  
LBS

Coal not Burned



84,854,596  
kWh

Estimated Clean  
Energy Produced



Equivalencies estimated using the [EPA’s GHG Calculator](#).






CARBON ACCOUNTING

Pivot's GHG Inventory

With climate change posing an increasing threat, businesses must take decisive action to slash their carbon emissions and remain accountable for their role in a more sustainable future.

In 2024, Pivot continued to prepare a comprehensive inventory of greenhouse gas (GHG) emissions and tracked its footprint across scope 1, scope 2, and scope 3 categories. Accounting for direct and indirect emissions helped identify opportunities for reduction and mitigation. Pivot formalized and increased data quality for all scopes in 2024 and will expand its accuracy and efforts in 2025.



Scope	1	23.14 tCO <sub>2</sub> e	
	2	46.77 tCO <sub>2</sub> e	
	3	107.996 ktCO <sub>2</sub> e	

OFFSETTING OUR EMISSIONS

To shrink its footprint, Pivot offset its emissions. However, evaluating Pivot's GHG data for 2024 against its 2021 baseline and year-over-year changes, Pivot recognizes that there will need to be continued internal and external efforts to address emissions from its operations. Going forward, Pivot will continue to refine its data collection, explore reduction strategies, and drive meaningful progress toward a lower-carbon future.

Green-e® Energy Certified Renewable Energy Certificates

A Renewable Energy Certificate (REC) represents the environmental benefits of 1 megawatt hour of renewable energy that can be paired with electricity. To mitigate scope 2 emissions, Pivot procured RECs to match the company's total electricity consumption. This supports clean energy projects. Pivot purchased 93,041 kWhs of RECs from Terrapass that are Green-e® Energy Certified.

Green-e® Certified RECs

One carbon offset represents one metric ton of carbon dioxide-equivalent emissions reductions. Pivot purchased carbon offsets and funded projects that reduce or remove greenhouse gas emissions. In 2024, Pivot purchased 524 MTs Green-e ® Climate Certified Terrapass Offsets, which supported Forestry, Industrial Process Emissions & Landfill Gas Capture projects, helping mitigate the impact of its own emissions.





## CARBON ACCOUNTING

# The Path to Net Zero

In late 2022, Pivot formed a Decarbonization Task Group to ramp up its decarbonization efforts. A key goal of the group's work was to improve the precision of Pivot's carbon accounting and expand the breadth of the greenhouse gases Pivot tracks. Part of the task group's efforts was researching various vendors, solutions, and customers to support Pivot's decarbonization goals.

After countless vendor demos, industry seminars, and pilot programs, Pivot identified Salesforce Net Zero Cloud (NZC) as its preferred solution. Using NZC, Pivot enhanced its existing work through Persefoni, allowing for more streamlined, comprehensive, and accurate data collection, documentation, and reporting of Pivot's footprint across – crucially – all three scopes. Additionally, Net Zero Cloud enables easy use for overall ESG compliance tracking and reporting, and it will be the primary repository for Pivot's carbon journey. Switching to Net Zero Cloud as of Spring 2024 pushed Pivot into a new and improved phase of its decarbonization efforts.







## CARBON ACCOUNTING

# The Net Zero Committee



In 2024, Pivot's leadership team formed the internal Net Zero Committee to develop a strategy to refine its GHG calculation methodology, improve tracking accuracy, identify further opportunities for reduction, and propose what it would take for the company to set a Net Zero target. Considering scope 3 is 99% of Pivot's emissions and its mission, the committee concluded that Pivot must transition its scope 3 emissions calculations from a spend-based to an activity-based model. Otherwise, the only way to account for reduced emissions activities would be for the company to spend less, stunting its growth.

There is no one-size-fits-all plan when charting a path to net zero. In 2024, setting a target for scope 1, 2, and 3 emissions included evaluating Pivot's:

- Energy usage
- Data structures and availability
- Behavioral habits of employees (i.e., commuting, travel, usage of resources)
- Supply chain infrastructure
- Resource availability to support technological transition, collect necessary data, and institute change



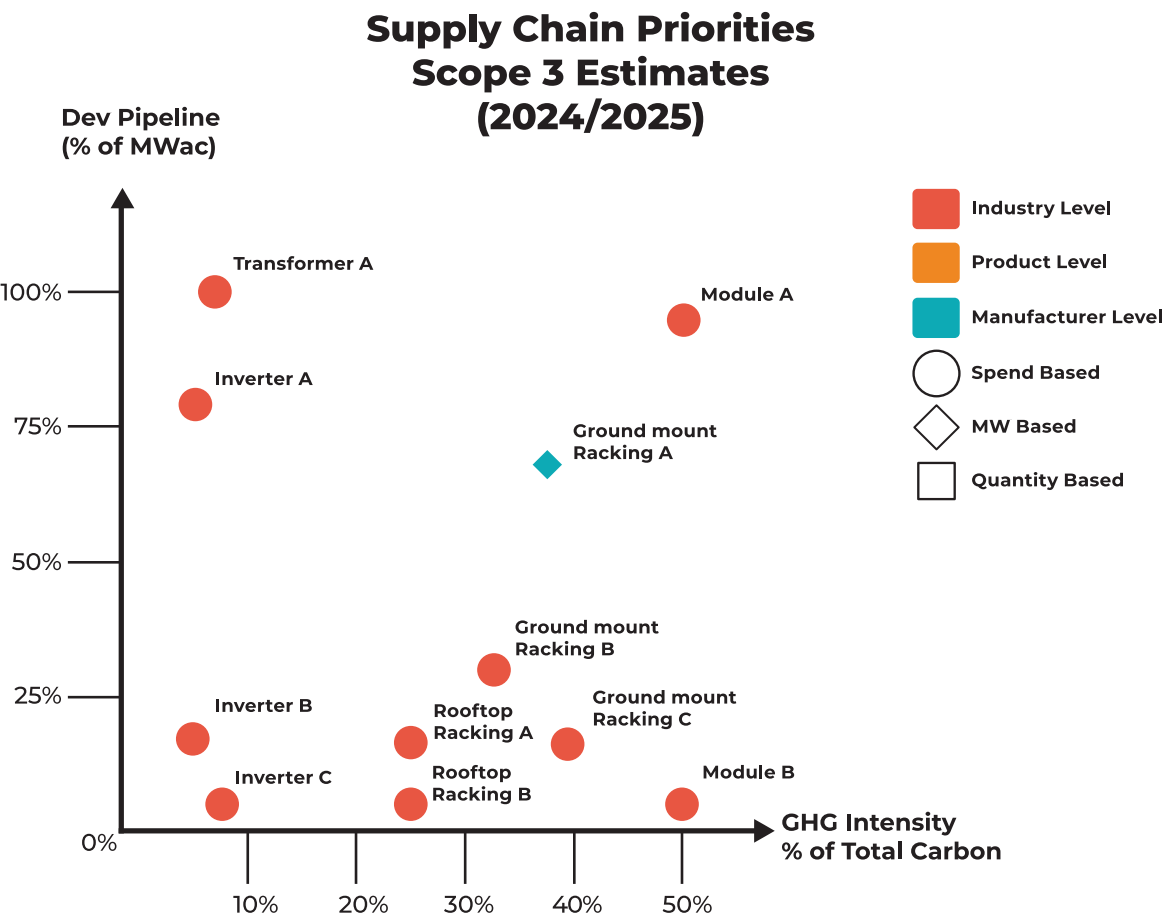
CARBON ACCOUNTING

# Overview of Pivot's Scope 3 Emissions

In 2024, Pivot's annual carbon emissions were calculated using a combination of industry-level, spend-based, and market-level carbon coefficients, as applicable.

While this provided essential insights into Pivot's carbon emissions, Pivot could not compare specific partners in our supply chain or project types without more discrete carbon data. Pivot aims to integrate as many product-specific carbon coefficients as possible into its emissions calculations. This will require extensive cooperation from suppliers, as Pivot's partners will need to calculate their scope 1, 2, and 3 emissions.

The products that ranked highly in both categories (upper right) will be prioritized in Pivot's supply chain collaboration. In 2025 and beyond, the Task Group will use fewer of our resources to procure specific carbon data for those that make up a low percentage of Pivot's pipeline and have a lower carbon intensity.





CARBON ACCOUNTING

Strategy to Net Zero  
Phase Timeline

With the formation of the Net Zero Committee, 2024 laid the groundwork for Pivot to explore what it would take to set a Net Zero target. The following timeline captures Pivot’s immediate steps and approach to understanding its emissions. As Pivot continues its strategy, additional phases will be added.



2024

Research, analysis, and initial due diligence.



2025

1. Retain third-party reviewer/verification services for GHG emissions calculations
2. Develop a plan to refine granularity in scope 3 data
3. Develop a supplier engagement program
4. Utilize 2021 as the baseline year for emissions
5. Conduct GHG reporting with absolute target data for scope 1 and 2 data, and intensity targets for scope 3



2026

Implement a supplier reporting program to include GHGs (and other data metrics on inclusive contracting, safety, human rights protections, etc.)





# Employee Action on Environmental Issues

In 2024, Pivot's E, S, and G Committees organized opportunities for employees to take part in a variety of environmental initiatives:

## ENVIRONMENTAL VOLUNTEERING

Unsurprisingly, Earth Week is significant at Pivot. In 2024, we had multiple events, including:

### Nationwide Trash Pick-Up

Employees were encouraged to take time out of their day to glove up and remove trash from their neighborhood and surrounding natural areas.

### Volunteer Event: Protect Our Rivers Clean-Up

Pivot joined Protect Our Rivers at a local Denver park to clean up trash. The organization helps to protect and preserve natural river ecosystems across the country through active conservation and education.

### Virtual Cooking Class

To engage remote and in-person employees, Pivot hosted a virtual cooking class with Chef Drew Keane, who showed attendees how to cook a spring vegetable orzo with feta and artichokes. The class began by discussing the importance of vegetarian cooking for personal and environmental health and why we should try to source ingredients locally.

For Volunteers for Outdoor Colorado (VOC) Corporate Day, our Denver team members gathered to help improve Colorado's great outdoors:

### Rocky Mountain Wildlife Habitat Preservation

To help protect and restore local wildlife habitats, employees collected seeds from native plants to be replanted during the right season. This limits invasive species growth and encourages native species growth.



## SUSTAINABILITY AT WORK

### Ridwell

At Denver HQ, Pivot continued to use Ridwell, which collects and recycles items not accepted in traditional recycling bins. Employees can maximize their impact when it comes to limiting what goes into landfills and reaching zero waste.

### Repurposing Wardrobes

The fashion industry is responsible for 10% of global carbon emissions. Pivot's enhanced employee waste reduction efforts and wardrobes through clothing swaps – for branded gear and otherwise – as well as a parent closet to support those with new families. This gives clothes more life, rather than sending them to clog landfills.

### Sustainable In-Office Lunches

Catered meals generate significant food waste. To reduce this, Pivot implemented single-serving meals, which provide the dual benefit of offering more inclusive, expansive dietary options. All meals are served in recyclable containers to help build more sustainable at-home habits, including rinsing reusable containers, recycling, and composting.





# Partnering with Local Farmers

Beginning in 2023, Pivot’s Operations & Maintenance (O&M) team implemented a new approach to solar sites, cultivating close relationships with local farmers in order to act as true stewards of the land. In 2024, O&M continued this practice to benefit landowners, farmers, and the environment, and plans to continue this work in 2025

### Meet the Farmers

In 2024, Pivot partnered with Brooke and Chauncey Watson of Watson Farms in DeKalb, Illinois (IL). Watson Farms and its herd of “lambscapers” traveled to multiple sites in Kankakee, IL, for the grazing season. This was a part of the first tranche of active solar grazing. Animal herds like these can help manage vegetation, reduce the need for herbicides, and boost soil health.



“...[The Pivot Energy team is] committed to being an innovator in agrivoltaics. **They value farmer input and invest in partnerships.** They actually want our opinions, listen to what we have to say, and lean into our expertise on soil health, pollinator seeding, and solar grazing. At a time when many energy companies are trying to squeeze farmers and view solar grazing as a way to save a buck on mowing, **they are advocating for solar grazing and partnering with farmers because it is a better way to take care of the land and transform new spaces into arenas for regenerative agriculture...** No matter the size in acres or the number of megawatts, [Pivot] views each site as an opportunity to not only harvest the sun but to **lead the industry in agrivoltaics and conservation.** We are proud to call the team at Pivot Energy our partners and our friends.”

– Brooke & Chauncey



Brooke & Chauncey W., Watson Farms, Grazing Partner Illinois

### BY THE NUMBERS

98%

Of Pivot Arrays Use Solar Grazing

3

Formalized Dual Use Configurations

7

Pivot Attendees at the Solar Farm Summit

2

Batches of Co-Branded Solar Honey

4

Solar + Cropping Sites

10+

Site Tours





## UNITED AGRIVOLTAICS HEARTLAND ALLIANCE

# Restoring Critical Ecosystems

**Bird Release**

Pivot aims to prioritize its role as land stewards and support local ecosystems and partners whenever possible.

Bobwhite quail, a native species of ground-nesting birds in New York, face threats from habitat loss, climate change, and predators. Solar sites can provide a safe home for them, and their presence nourishes the environment in return.

Pivot partnered with United Agrivoltaics Heartland Alliance to sponsor the release of Bobwhite quail on solar sites across New York. On solar sites, they received shelter and protection from hawks and other bird predators. The shade produced by the panels encouraged a richer variety of plants, attracting insects, while the surrounding fencing mitigated risks from ground predators. These sites allowed the birds to mature safely before flying out and becoming established in the surrounding wilderness.







GROWING CROPS ON SOLAR SITES

# Where Soil Meets Sun

Dual-use agriculture benefits both farmers and landowners while fostering healthier ecosystems. Pivot’s Land Stewardship Subcommittee established the Crop + PV (Photovoltaics) Action Plan to outline Pivot’s processes for growing crops on its solar sites. Focusing on complex configurations in Colorado, Illinois, and New York, the action plan integrated lessons learned and future tasks.

In 2025, Pivot’s focus remains on continuing the Crop + PV Action Plan and improving data collection efforts.

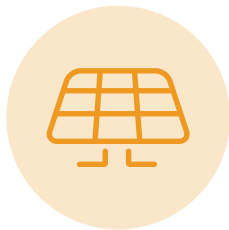
Onsite irrigation



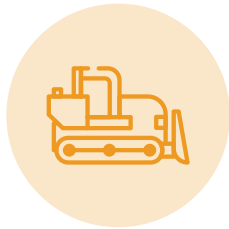
Seed mixes for pollinators and harvesting



Racking configuration (higher panels, wider rows, no torque tubes) to enable access by farm equipment



Farm equipment configuration to access PV and vegetation (recommendations on equipment sizes & use types)



Established vegetation maintenance contracts to allow the farmer to upgrade equipment to fulfill contract requirements & include this in project modeling



Facilitated contractual discussions between landowners and land managers (farmers) for water rights in Colorado







# Social

Overview & Highlights

Employee Donation Match Program

Community Partnership Spotlight

3 Touchpoints Approach

Pro Bono for Solar Power

ERGs & EIGs at Pivot







OVERVIEW

# Social Impact

Pivot Energy strives to institute the soundest corporate social responsibility protocols. We recognize that our choices as a company impact our stakeholders of all levels, be it employees, local communities, or investors. We prioritize creating multiple lanes of communication for stakeholders to share feedback and for people across Pivot to feel empowered to make change.

From an internal lens, we encourage employees to bring their full selves to work and to regularly provide feedback both directly and anonymously to hold our leadership team accountable, improve benefits (e.g. compensation, healthcare, paternal leave, access to discounted legal services and more), and ensure that Pivot remains committed to fostering an environment of inclusivity.

These practices result in improved communication across our teams, which promotes fostering trust, greater employee satisfaction and retention, and facilitating collaboration and innovation. This is how Pivot remains nimble to implement cutting-edge developments and remains a leader in our fast-paced industry.

We believe in the power of service to strengthen the communities we operate in. Pivot’s Volunteer Time Off policy provided every employee 20 hours of paid time off annually to support causes they cared about. In 2024, Pivot’s teams made a meaningful impact, contributing over **1,100 volunteer hours** across multiple communities nationwide.

Giving back is woven into Pivot’s company culture. Each quarterly company retreat features a dedicated volunteer event, and throughout the year, employees participate in service opportunities across various office locations. In 2024, efforts focused on **three key pillars of impact: food insecurity, migrant support, and environmental protection**. Employees’ families were also invited to join in, fostering a sense of community beyond the workplace. The Earth Week trash cleanups saw family participation across every office.



2024 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.







# Organizations & Initiatives Pivot Supported

Pivot employees engaged in a variety of impactful initiatives, including:

**Project Worthmore**  
Supporting migrant communities through essential resources.

**Protect Our Rivers**  
Environmental conservation through watershed cleanups during Earth Week.

**Power52 Golf Charity Event & Sleigh Bells Toy Drive**  
Supporting workforce development in the renewable energy industry.

**We Don't Waste**  
Helping reduce food waste and address food insecurity.

**Jack's Solar Garden Volunteer Event**  
Promoting sustainable agriculture through agrivoltaics.

**VOC Corporate Day – Rocky Mountain Arsenal Wildlife Refuge**  
Protecting local wildlife habitats through seed collection and invasive plant removal.

**Brent's Place Christmas Shopping & Donation**  
Providing essential supplies for families in medical crisis.

**CASA Toy Drive Shopping**  
Bringing holiday joy to children in need.

Pivot is proud of the collective and ongoing efforts of our team to make a difference. Looking ahead to 2025, Pivot remains committed to extending its impact and finding new ways to serve its communities.

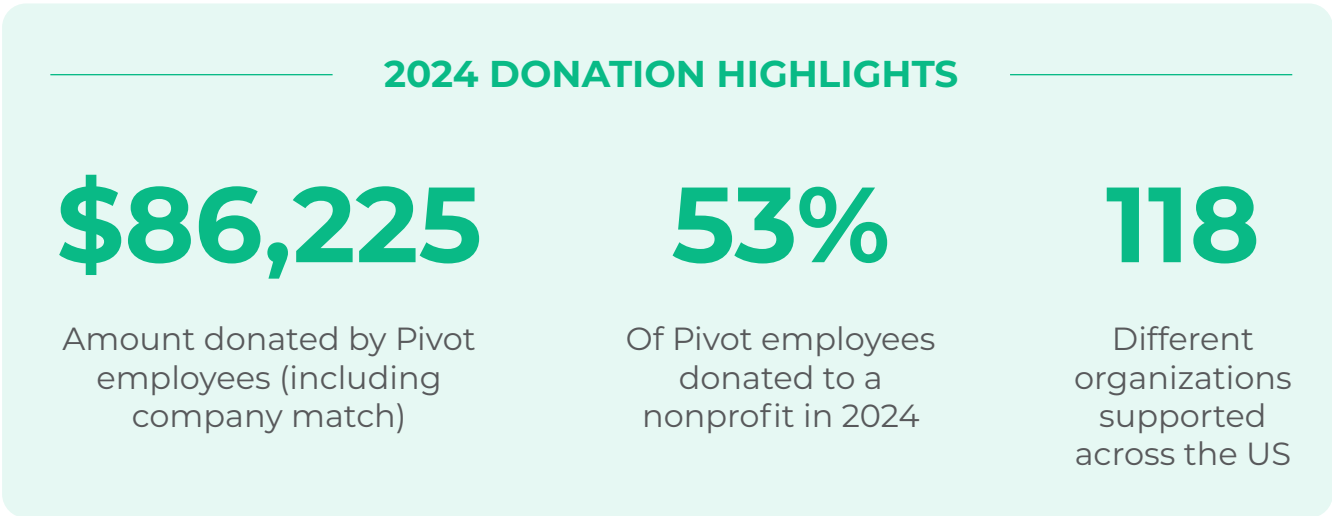




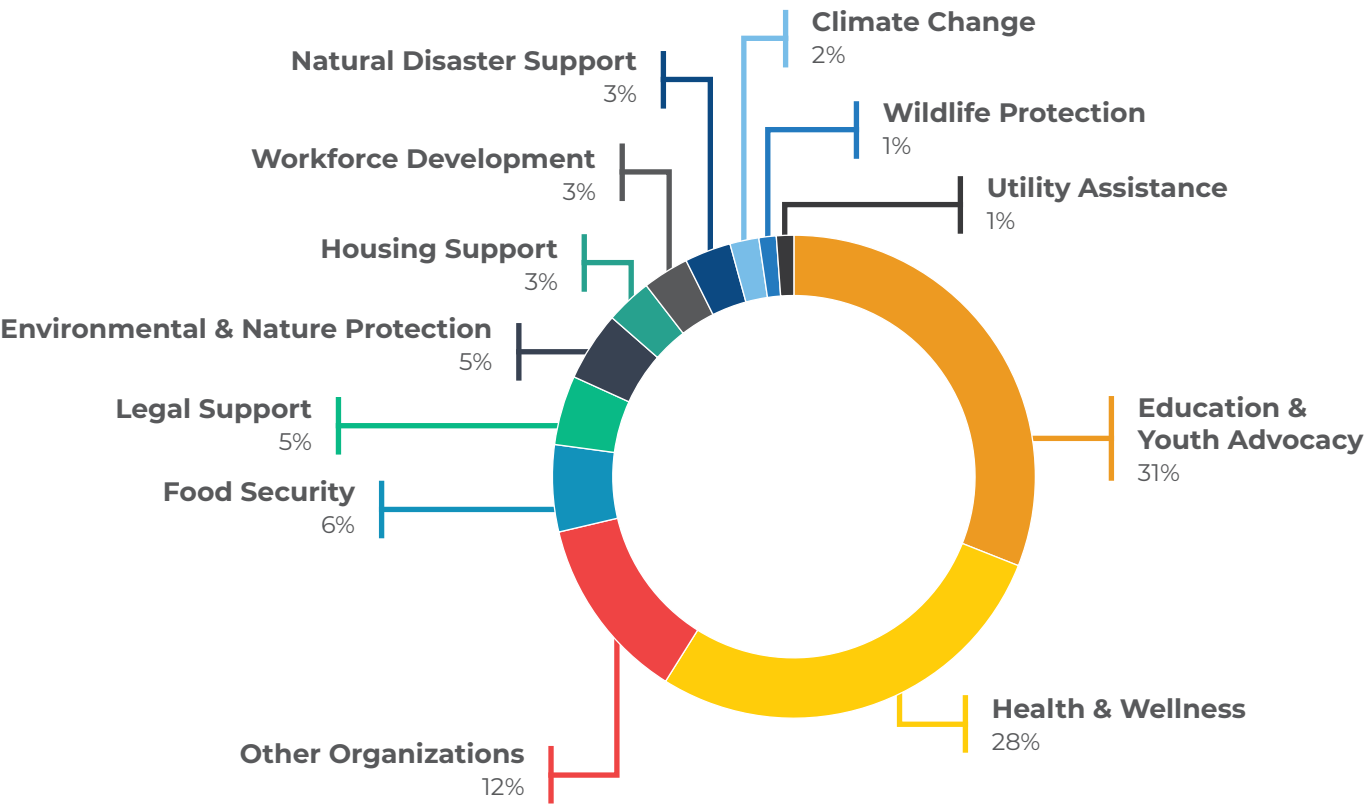
# Employee Donation Match Program

To demonstrate its commitment to social responsibility, Pivot sponsors a donation-matching program to support employee charitable giving. For every dollar an employee donates to a qualified 501(c)(3) organization, Pivot matches the contribution, up to a maximum of \$500 per employee annually. Pivot’s goals for this program are twofold: to raise awareness of the impactful work being done across the entire US and to encourage Pivot employees to support causes they care about, fostering a culture of giving within the company while strengthening broader communities.

In 2024, Pivot employees donated **\$86,225** (including the company match), surpassing the 2024 goal of \$55,000 by **\$31,225**. An impressive 53% of Pivot Employees contributed to this success by supporting 118 different organizations nationwide, including:



Organization Types Receiving Pivot Employee Donations







# Community Partnerships & Impact

**Pivot strives to develop projects that create a lasting, positive impact in its communities.** In 2024, Pivot donated \$399,300 to 18 community organizations across three states. These provided energy bill support for low-income families, helped residents pursue careers in the renewable energy industry, and supported land stewardship and rural economic development. As of the end of 2024, Pivot had invested \$1.32 million in community initiatives through its community donation program to date.

In 2024, Pivot donated:

## **\$195,000 to Colorado Organizations**

Morgan County Family Center, Energy Outreach Colorado, Weld 4-H Foundation (Endowment), Weld County, CO, Weld County Fair, Solar Energy International, and Bright Futures.

## **\$134,450 to Illinois Organizations**

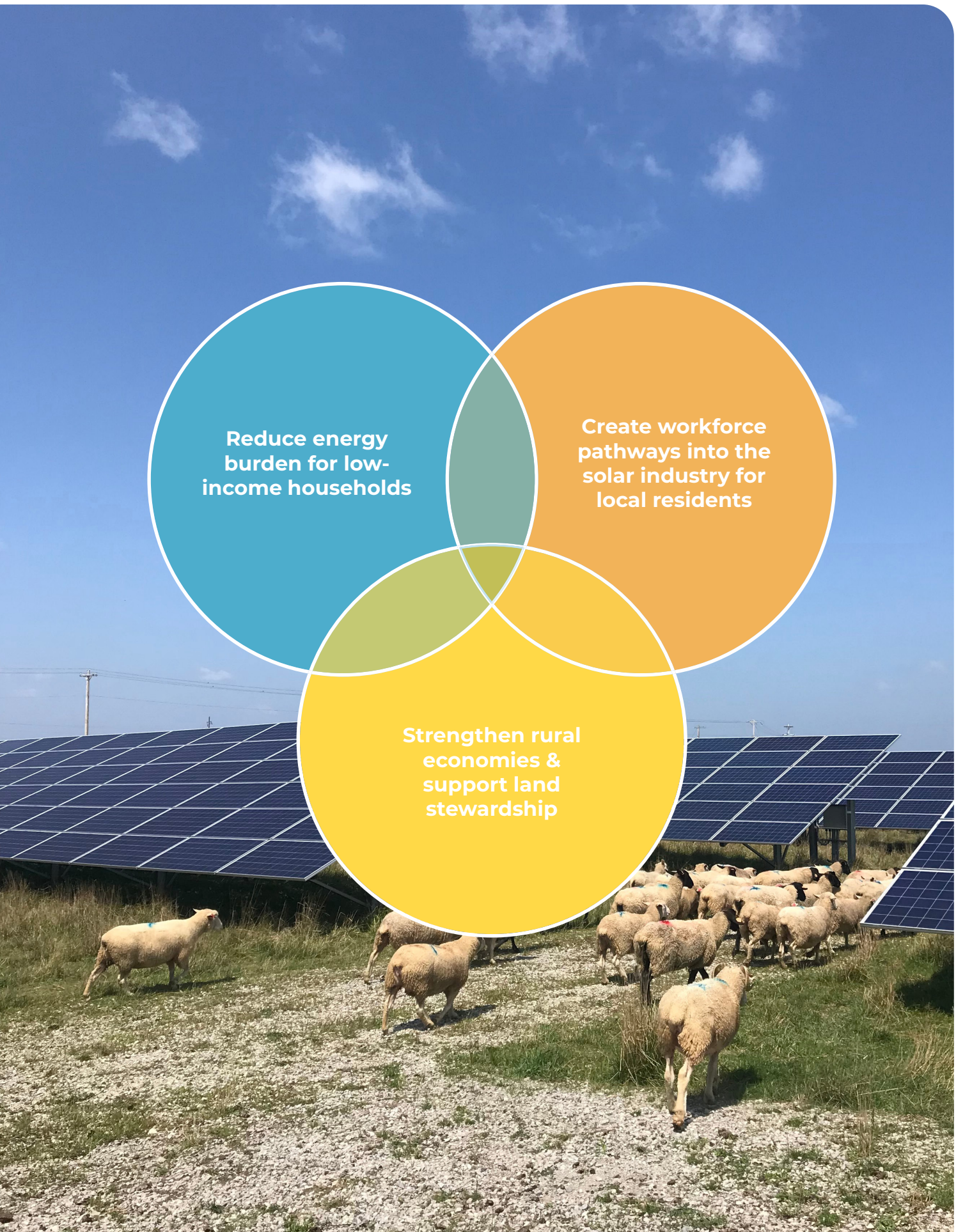
Embarras River Basin Agency, HIRE360, and Illinois Central College.

## **\$69,850 to Maryland Organizations**

Garrett County Community Action Committee, Habitat for Humanity Garrett County, House of Hope, Fuel Fund of Maryland, Community Action Council of Howard County, Melwood Horticultural Training Center, Inc., Promise Landing Farm, and Power52.







# Pivot's Social Impact Pillars

Year over year, Pivot proudly supports a broad network of regional and local partners who work to reduce energy burdens, introduce students and prospective workers to the renewable energy industry, and ensure that rural agricultural communities benefit from the clean energy projects they host. Our social impact pillars are:

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

These local community-based organizations support families struggling to pay their energy bills. Partnering with them includes donating to their energy bill assistance programs and offering community solar subscriptions to their clients 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 help build a more inclusive and diverse solar industry. This includes filling gaps in funding for supporting pathways in solar careers. Pivot funds organizations and initiatives that support workers transitioning from the fossil fuel industry into the renewable energy industry and benefit underrepresented groups in the solar industry, namely minorities and women.

**STRENGTHEN RURAL ECONOMIES & SUPPORT LAND STEWARDSHIP**

These local agricultural organizations ensure that our solar farms contribute to the economic health of rural communities. Pivot partners with organizations and educational institutions in rural communities that support the development of renewable energy and advocate for how renewable energy will benefit rural communities.





3 TOUCHPOINTS

# Pivot’s Community Engagement Commitment

Pivot takes community engagement seriously, engaging with community stakeholders early and thoroughly. Communities need access to timely, quality information to make educated opinions about proposed projects in their local area, prioritizing transparency, accountability, and setting achievable goals.

In 2024, Pivot developed a plan to increase the consistency and robustness of its community engagement practices. This Community Engagement Commitment requires at least three community outreach touchpoints per project to ensure all voices and needs are heard.







## Happy Hour for the Common Good

The Happy Hour for the Common Good (December 2024) was a holiday event that involved coordinating gift donations and personal care items to be provided to local non-profit organizations, hosted at each of Pivot's offices in Denver, Chicago, St. Louis, and Elkridge.

Donations benefited organizations including Brent's Place, Power 52 Foundation, Resurrection Lutheran Church – a local organization dedicated to supporting migrant communities in Northern Chicago, and Saint John's UCC – hosting a toy and personal care giveaway in North St. Louis. Pivot provided an additional ~\$3,300 worth of toy donations to the Denver branch of the National [Court Appointed Special Advocates \(CASA\)](#), which advocates for children who have experienced abuse and helps them find safe environments in which to thrive.

### COMMUNITY PARTNER SPOTLIGHT



## Brent's Place

Brent's Place is a nonprofit that provides long-term, fully-furnished homes for families of pediatric and adult patients undergoing treatment for life-threatening illnesses in the Denver Metro area. Through the 2024 Happy Hour for the Common Good, Pivot donated nearly \$8,000 in donations to Brent's Place. \$5,000 was direct in-kind donations, supporting 50 residents for 20 nights. \$2,097 was donated through gift-giving, benefiting eight families as they navigated the unthinkable.





# Tee Off for Tatas

Pivot sponsored the Colorado Breast Cancer Awareness Foundation's "Tee Off for Tatas" golf tournament with a \$5,000 donation that provided financial support to women undergoing cancer treatment. Nine Pivoteers enjoyed a day at Hiwan Golf Club in Evergreen, CO, playing a round of golf, connecting with the CBCAF team, and hearing the stories of the courageous women who battled breast cancer. Pivot is committed to supporting organizations like CBCAF that empower women to focus on healing and living life to the fullest.







# Pro Bono for Solar Power

Pivot launched a 2024 program offering pro bono legal services to farmers, landowners, and others interested in entering the agrivoltaics industry and getting involved in solar projects. This initiative aims to eliminate barriers to entry and alleviate cost burdens for those who want to support solar projects, particularly those offering services such as crop harvesting, grazing, or other vegetation management.

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





# Hear From Our Partners

**Bright Futures | Colorado**

“Pivot Energy is a dependable year-over-year supporter of the Bright Futures program! Through Pivot’s generous donations, we have been able to assist many students as they achieve their goals of a college education or career training certification. Pivot Energy has also helped Bright Future’s students receive real industry exposure in the energy sector and workforce development opportunities. We greatly value Pivot as an industry partner in making a stronger workforce for Weld County.”

– Jeff Carlson, Chief Executive Officer for Bright Futures







# Hear From Our Partners

## HIRE360 | Illinois

“Pivot’s support will help us advance workforce pathways into the solar industry, focusing on transitioning workers from fossil fuel trades and empowering underrepresented groups like minorities and women.”

– Jay Rowell, Executive Director of HIRE360







# Hear From Our Partners

**Garrett County Community Action Committee | MD**

“We are thrilled that Pivot Energy has made a generous contribution to support our pre-apprenticeship programs to provide energy assistance to our clients in need throughout Garrett County, Maryland. This assistance will not only provide immediate relief but also contribute to the overall well-being and stability of our community.”

– Chris Mullett, President and CEO of Garrett County Community Action Committee







# Pivot Energy Internship Program

The Inclusive Pathways Internship, initiated in 2024, fosters an inclusive culture where new and traditionally underrepresented talent can succeed within Pivot and in the larger solar industry. This initiative aligns with Pivot’s broader ESG commitments and objectives, including workforce development and creating pathways for underrepresented groups to access clean energy jobs.

**PROGRAM OBJECTIVES**

- To provide hands-on experience, real-world project training, and essential skills for managing the many moving pieces involved in developing solar projects.
- To foster an inclusive culture where new and traditionally underrepresented talent can thrive within the solar industry and beyond. The internship also supports the preparation of community outreach and origination campaigns.
- To provide professional development opportunities to enhance career readiness.
- To support Pivot’s organizational, ESG, and ERG goals by creating pathways to access careers in clean energy.



**KEY OUTCOMES & IMPACT**

In 2024, two interns were recruited and accepted their offers to work in the Chicago office, supporting an expansion of Pivot’s workforce development opportunities in the local community. Along with allowing these individuals to learn more about solar projects, the internship program provided key insights that refined Pivot’s approach to talent acquisition and development. It promoted internal collaboration between ERGs, the People Team, and Project Development departments.

**LOOKING AHEAD**

Going forward, Pivot will expand the internship program across different offices, offering rising solar industry talent the opportunity to gain hands-on experience. Based on 2024 learnings, the People Team will continue developing the intern request process to ensure broader accessibility and alignment with business needs.





# ERGs & EIGs at Pivot

A company is only as good as its people and culture. Pivot’s employee-led committees support its team members and strengthen its culture. In 2024, the Employee Resource Groups (ERGs) created spaces and opportunities for underrepresented groups and built inclusivity for everyone at Pivot through awareness and allyship. Pivot’s people come from many different walks of life. To support the wellbeing of all team members, Pivot developed multiple community hubs to support a culture of belonging.

## THRIVE COLLECTIVE (ERG)

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

**In action:**

- Developed the Inclusive Pathways Internship.
- Increased access to solar industry careers, striving for a diverse candidate pool and emphasis on hiring candidates who advance the culture of inclusion.

## PRIDE (ERG)

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.

**In action:**

- Organized a Denver Pride celebration.
- Hosted an employee-led panel during Pride month to create more visibility for the realities and complexities of LGBTQ culture.
- Partnered with Youthseen to distribute Thanksgiving meal kits for families in need.

## WOMEN AT PIVOT (ERG)

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

**In action:**

- Organized women’s health and professional workshops.
- Partnered with WRISE to celebrate International Women’s Day and host a networking event at the Pivot Denver Office.
- Developed a parental leave buddies program with the People Team to support new parents adjusting back to work, and created a parent closet in the Denver office for recycling kids/maternity clothing.

## ALLY (ERG)

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

**In action:**

- Expanded the company’s observed holidays to celebrate, acknowledge, and be in solidarity with more widespread cultural backgrounds.
- Organized a tour of the Colorado Women’s History Museum.

## WELLNESS (EIG)

Fosters wellbeing practices and habits for Pivot employees, both in and out of the office.

**In action:**

- Organized a wellness room at quarterly company retreats.
- Conducted a formal review of wellness benefits in 2024 to ensure Pivot offered what employees needed most. Based on these results, in 2025, Pivot employees will have access to the following new and enhanced benefits:
  - A caregiver leave benefit, providing employees five days to care for family and loved ones.
  - A partnership with Carrot, a comprehensive fertility benefits provider that offers support across all stages of life, including fertility planning, menopause and perimenopause support, nutrition counseling, and gender-affirming care.





# Governance

Overview

Accountability & Transparency

Policy Work

Supply Chain Methodology

Safety at Pivot Energy

Pivot Culture

Employee Satisfaction & Engagement

Statement of Commitment to DEIJ

SEIA DEIJ Gold Certification







## OVERVIEW

# Governance at Pivot Energy

Strong governance is the foundation of Pivot's ESG strategy. In 2024, we deepened our commitment to transparency, accountability, and resilience by formalizing internal oversight structures and clarifying roles across departments. Our Board of Directors, alongside senior leadership, plays an active role in overseeing ESG performance and risk management, reinforcing our commitment to long-term, responsible growth.

To strengthen ESG integration, we enhanced internal policies, improved the consistency of ESG metric tracking, and expanded Standard Operating Procedures (SOPs) to embed ESG into day-to-day decision-making. ESG performance remains a key component of executive compensation, ensuring alignment from the top.

Looking ahead, Pivot will continue refining governance systems, formalizing ESG oversight, and maintaining transparency in our reporting practices.







# Accountability & Transparency

At Pivot, accountability and transparency are foundational to operations and growth. Pivot has established Objectives and Key Results (OKRs) around ESG, allowing teams to capture goals, track progress, and continually learn. OKRs are shared with the entire company and reported at quarterly company retreats. Cumulative ESG OKR progress is also shared at monthly company meetings to ensure company-wide alignment and identify opportunities for improvement. Successfully accomplishing these OKRs serves as a key metric in executive and employee compensation.

To support employee engagement and accountability, Pivot provided seven trainings for employees on ESG topics in 2024. Topics included: informed consumerism, sustainable in-office lunches, and carbon offset markets. Committees exist at the E, S, and G focus levels, inclusive of volunteer leads and employees who dedicate their time to drive initiatives forward.

This transparency is expressed in Pivot's overall structure and relationships with key stakeholders. Pivot is owned by ECP, a leading infrastructure investor based in New Jersey, which shares a commitment to ESG practices. Pivot provides reports annually on progress toward meeting ECP's Core Requirements, along with quarterly performance updates.

To ensure clear delegation of ESG responsibilities, Pivot's Chief Legal Officer and ESG Officer promoted a new Senior Director of ESG, Safety, and Corporate Compliance in 2024. The intent of this role is to have a dedicated employee who works with the collective Pivot team to maximize our ESG initiatives and achieve our goals. Pivot continued to follow a multi-year ESG roadmap with quarterly updates that allow teams to track progress, a process that started in 2023.

By ensuring visibility into ESG efforts at all levels of the company, Pivot can reflect on and evaluate initiatives, plan for future years, and build greater trust with our team, stakeholders, and community partners.





# Policy Work

At Pivot, achieving ESG goals requires advocating for innovative renewable energy policies that save consumers money while advancing equity and environmental stewardship. Through direct engagement and partnerships with non-profits, industry peers, and trade associations in 2024, Pivot actively shaped policy across the country to hasten the adoption of clean energy and ensure its benefits are widely accessible.

**STATE-LEVEL POLICY HIGHLIGHTS**

In 2024, Pivot was key in passing a landmark clean energy bill in Colorado – Senate Bill 24-207 – that featured two critical components.

1) The law revitalized the state’s community

solar program by enhancing its design and establishing nation-leading requirements for income-qualified participation and guaranteed bill savings.

2) It created a new “dispatchable distributed generation” program to enable strategic deployment of distributed solar-plus-storage projects to meet grid needs cost-effectively. A coalition of more than twenty organizations backed SB 24-207, with the Public Utilities Commission and Colorado Energy Office testifying in support of the bill at the state capitol. This law will expand direct access to clean energy for many struggling Colorado households while keeping utility rates lower for all customers.

**FEDERAL POLICY HIGHLIGHTS**

Throughout 2024, Pivot focused on implementing the federal Inflation Reduction Act (IRA) as final rules for several critical provisions were promulgated. Pivot also secured five Low-Income Communities Bonus Credit Program awards, furthering its goal of delivering equitable clean energy access to lower-income households across the U.S.

Pivot will continue to champion policies that reduce energy costs, expand equitable access to renewable energy, and promote responsible land stewardship as we transition to a renewable energy future.



# Supply Chain Methodology

As an industry leader, Pivot recognizes the importance of establishing reasonable, clear, and effective expectations with its supply chain. It is committed to eliminating forced labor, unsafe working conditions, inequitable pay/benefits, and other ethical violations.

To advance these efforts, Pivot updated its supplier policies related to safety, code of conduct, forced labor, and responsible contracting in 2024. This enhanced stakeholder confidence, clarity, consistency, risk mitigation, and transparency.



## SILFAB SOLAR PARTNERSHIP

As part of its commitment to working with innovative and trusted companies, Pivot announced a partnership with Silfab Solar Inc., the solar industry’s market leader for high-performance photovoltaic (PV) modules. Silfab will supply Pivot with 350 MW of its most advanced commercial PV modules with a high concentration of domestic content. They will be used over a two-year period, beginning in Q2 of 2025. Silfab’s PV modules are American-made in South Carolina and Washington, and Pivot will develop community solar projects with the modules throughout the U.S. This partnership will enhance transparency in our supply chain and reduce GHGs generated across our operations by reducing international transportation emissions.







# Safety at Pivot Energy

Core to Pivot’s operations, the comprehensive safety program covers three critical areas: (1) People Safety, (2) Projects and Operations, (3) Cyber Safety and Cybersecurity. Together, these components ensure a secure environment for Pivot employees, projects, and digital infrastructure.

In 2024, the Safety Program continued to uphold a high safety standard across all operations, including in offices, project sites, and any location where work activities are carried out for Pivot. This ensured that all team members or stakeholders worked in safe or sanitary conditions. By maintaining an effective accident prevention and safety training program, Pivot fostered a culture where safety is a shared responsibility at every level.

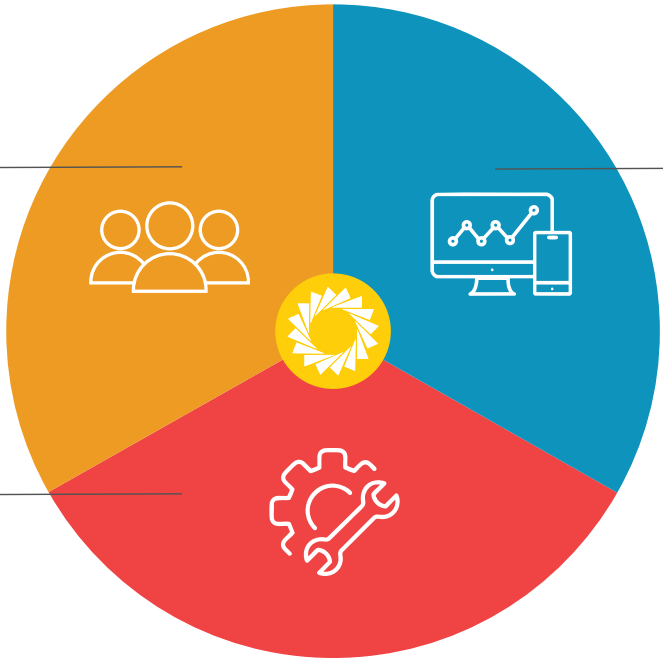
## 2024 SAFETY HIGHLIGHTS

- Formally appointed a safety officer to enhance safety policies and procedures.
- Created a Safety Committee (composed of executives from key departments across the company) to advise on mitigation actions in the event of a safety incident.
- Developed a comprehensive safety plan to codify the roles and responsibilities of team members and partners. This mitigated incidents and provided actionable steps during ongoing incidents.
- Enhanced incident reporting methods.
- Launched the AreYouSafe? application to communicate alerts to all employees during emergencies. This allowed employees to confirm if they’re safe or in need of assistance from the Pivot team.

People

Cyber Safety & Cybersecurity

Projects & Operations







# Pivot Culture

Pivot’s people-centric culture values enjoyment and meaningful connections. In 2024, Pivot took great care to recognize individuals and groups for their contributions toward fighting for a brighter tomorrow. Employees also had numerous opportunities to step beyond their specialties to engage with different team members, learn new skills, and embrace new challenges.



I joined the ESG committees in 2024 because I wanted to both utilize the skills I currently leverage in my daily workflows in new ways as well as gain leadership experience. Building stronger relationships, learning new areas of our business, and supporting company-wide bonus metrics, I led the Land Equity Subcommittee to track the percentage of Pivot’s leases in underserved areas. I also helped the DEIJ Subcommittee attain the Solar Energy Industry Association (SEIA)’s Gold Certification. One of my favorite aspects was collaborating with Pivoteers I don’t usually work with!

– Casey Caduff, Pivoteer







# Pivot Culture

## RECOGNIZING PIVOTEERS

Individuals were recognized each month as Sun Gods and Goddesses for exemplifying Pivot’s core values. In addition, the lively ‘kudos’ Slack channel provided a space for employees to celebrate achievements, whether big or small, that might otherwise go unnoticed. The gong, a Pivot staple, was used for “gong-worthy” moments – the major wins and milestones that deserved a bold, resonant celebration.

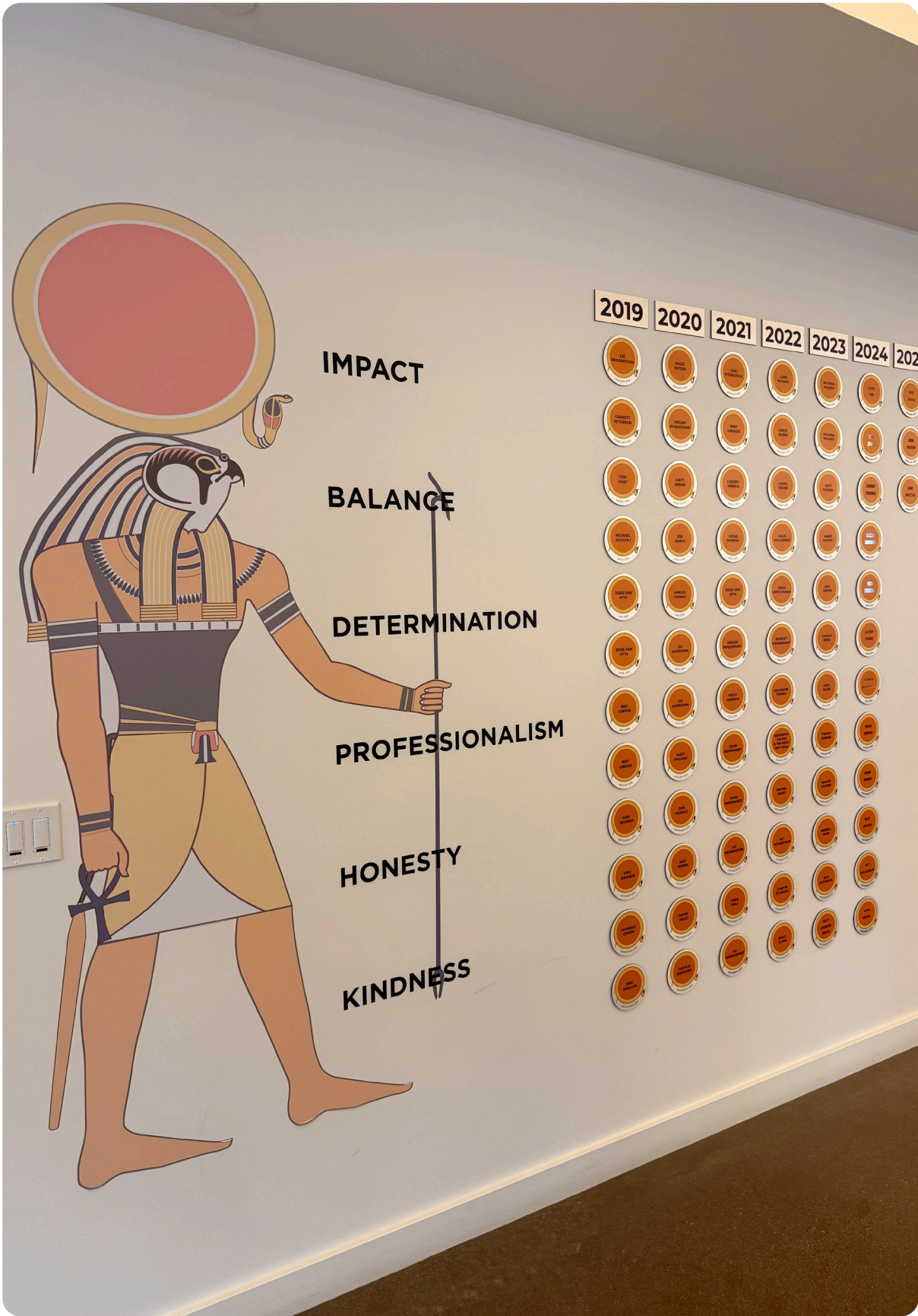
## ONGOING PROFESSIONAL DEVELOPMENT

Pivot collaborated with 14 teams across the company to move all live onboarding to iSpring. This provided 24/7 access to training courses that explain Pivot’s business and the solar industry, eliminating the need for live trainings and giving significant time back to team leads. Greater and more easily accessible training tools facilitated professional development at each employee’s own pace.

## LEARNING AND COLLABORATION OPPORTUNITIES

In 2024, Pivot offered numerous opportunities for employees to learn, collaborate, and demonstrate professionalism, all in line with the overall mission. Whether in person or remote, employees were encouraged to participate and learn while supporting Pivot’s mission. ESG committees led initiatives that foster cross-departmental collaboration, including sustainability efforts such as reducing Pivot’s carbon footprint, increasing renewable energy adoption, and improving office-wide waste reduction practices.

Each week, a Pivot team member hosted a Lunch and Learn (LNL) presentation. Topics included Black History Month and Earth Day. Pivot prioritized community engagement through volunteer opportunities, diversity and inclusion efforts, and partnerships with local organizations. Governance initiatives ensured ethical business practices, corporate transparency, and employee-led discussions on company policies.







# Clara Brown Commons

Pivot was honored to partner with Mile High Ministries to make a meaningful contribution to the Colorado community. Clara Brown Commons (CBC) provides affordable housing and a supportive environment for Denver, Colorado (CO), residents, connecting them to local resources, public transit, schools, and community activities.

Together, Pivot and Mile High Ministries designed and built a 65 kilowatt (kW) DC / 50 kW AC solar energy system featuring 146 modules. It will generate approximately 94,000 kWh of clean electricity each year – equivalent to burning 73,705 pounds of coal, which would have produced 66 megatons of carbon dioxide emissions. This will reduce CBC's reliance on fossil fuels for 61 apartments, 17 townhomes, and shared gathering spaces.

CBC is named after Clara Brown, a formerly enslaved woman and Colorado entrepreneur and philanthropist. She dedicated her life to helping others, from caring for sick and injured miners to funding the relocation, education, and new beginnings of other formerly enslaved individuals in Colorado.



# Employee Satisfaction & Engagement

Based on the valuable results of the 2024 engagement survey, Pivot identified three key areas that will positively impact overall employee satisfaction and engagement:

**Evaluate, revise, and improve communications for promotion consideration**

As part of evaluating the promotion process, Pivot determined that more structure and communication were necessary to set more explicit expectations around advancement requirements. In late 2024, Pivot launched a revised performance structure, which included expanded communication across multiple communication mediums, discussions in manager trainings, and the launch of internal pillars of Need, Capability, and Consistency to introduce a more level and transparent approach to promotion.

**Continue development of career pathways**

In mid-2024, Pivot began developing competencies for team members. These competencies incorporated company-wide behavioral expectations and technical skills necessary for success in roles, providing more clarity in defining position-specific Capability and Consistency, two of Pivot’s internal pillars.

**Explore opportunities for employee recognition and development with Leadership**

As part of the commitment to equitable development opportunities, Leadership dedicated resources to identifying opportunities for employee development and unique ways to recognize achievements. Pivot expanded its educational reimbursement program, creating a pathway for team members seeking technical and non-technical certifications to receive up to \$5,250 per year in educational reimbursement. The company also explored highlighting the skills learned through participation in ESG committees and ERGs. Pivot created recommendations for leaders to embed further recognition of learning and development, achievements, and impact into their departmental cultures.







EMPLOYEE SATISFACTION & ENGAGEMENT

# Annual Employee Engagement Survey



Pivot conducted its annual survey to assess employee engagement and satisfaction, seeking to identify strengths, areas of improvement, and opportunities for continued focus.

In 2024, Pivot scored high in management satisfaction, highlighting the impact of its continued investment in manager development and robust onboarding programs created in collaboration with managers and leaders across the company.

Additionally, some of the largest increases in 2024 were seen in “Company Confidence,” which rose by 10 points due to refining the type and frequency of communications sent by leadership. Team members reported a 20-point increase in “Action,” with employees identifying positive changes and improved communication. With every question in the survey, employees have the opportunity to leave anonymous feedback, and Pivot is proud to share highlights that reflect our culture of engagement, support for each other and our communities, and shared purpose.



“Pivot does a great job of encouraging people’s personal and professional interests. It is a very supportive environment, and folks encourage and support each other throughout challenges and successes. Additionally, the clear goal structure and the measurement against the goals through OKRs are incredibly helpful for identifying priorities across the team.”

– Anonymous



EMPLOYEE SATISFACTION & ENGAGEMENT

# Annual Employee Engagement Survey

“

“I strongly feel that Pivot has an amazing work culture. There are always opportunities to connect with colleagues both within and outside of office hours. As a result, I’ve had the privilege of getting to know many of my colleagues well, and I consider many to be good friends, even some who work remotely in other states. Pivot has a noteworthy commitment to ESG values, and I am privileged to have been a part of so many earnest initiatives to make Pivot a leader in ESG.”

– Anonymous

“

“Pivot has an amazing mission and is a very inspiring company to work for. What we do at the local community level and in our support of agrivoltaics is also very inspiring. The People team is genuinely engaged with employees and cares deeply about all Pivoteers. The culture of kindness is evident in how Pivoteers treat one another.”

– Anonymous







EMPLOYEE SATISFACTION & ENGAGEMENT

# Compensation Evaluation & Realignment

Based on 2023 engagement survey feedback from employees, one of the more significant people-centric initiatives in 2024 included realigning pay structures with the market. Pivot evaluated and adjusted base pay, commission plans, and bonus potential, aligning compensation practices with others in the industry. Pivot created and shared transparent processes around compensation practices, which included publishing salary bands and bonus rates for commissioned and non-commissioned team members on the intranet, as well as guidance on how compensation is evaluated during annual compensation review cycles. A revised compensation philosophy highlighted Transparency, Fairness, and Equitable Pay as the fundamental drivers of Pivot’s compensation philosophy.

The employee engagement survey provides crucial insights into caring for the entire Pivot team. With visibility into what all team members need to succeed, Pivot ensures continual growth, development, and connection to the mission.





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

Pivot Energy commits to understanding and embedding the principles of Diversity, Equity, Inclusion, and Justice (DEIJ) 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.

**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.

## 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.





# SEIA DEIJ Gold Certification



## Awards Recognition

In November 2024, Pivot achieved the Solar Energy Industries Association’s (SEIA) DEIJ certification at the gold level, becoming one of only six companies in the solar industry – out of 1,200 – to be recognized at this level.

Pivot’s path from silver to gold certification included a community engagement strategy with landowners, local governments and communities, ranchers and agrivoltaics partners, and nonprofit organizations. To advance equity in the workplace, Pivot hosted company-wide inclusion trainings and engaged with RefreshCommunication to develop a strategy for creating a more inclusive workplace. Ensuring an ethical and sustainable supply chain remains central to Pivot’s ongoing initiatives.







# Looking to the Future

As a certified B Corp, Pivot’s commitment to corporate responsibility is unwavering. How Pivot teams complete their work is just as important as the work itself. Pivot is building projects to further the energy transition one day at a time while strengthening local communities. In furtherance of this, ESG is intertwined intentionally throughout every facet of Pivot’s business strategy. It’s in Pivot’s DNA, how the company treats employees, how employees operate with integrity, and how Pivot thinks ahead of industry developments. It drives our commitment to the equitable energy transition.

That’s a legacy Pivot is proud to continue forging today through its ESG roadmap as it helps accelerate the clean energy transition.

What Pivot accomplished in 2024 required the effort of all stakeholders, including investors, employees, landowners, local permitting authorities, contractors, and more.

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







# Contact Us

Pivot Energy

1601 Wewatta St, Suite 700  
Denver, CO 80202

info@pivotenergy.net  
pivotenergy.net  
888.734.3033



## Pivot Energy 2024 ESG Report

Powering Progress.