



2021 ESG REPORT

Whether you know us, have heard of us, or read about us—you'll come to know that Motive Power is a *different* kind of company. With that, our report calls for a *different* kind of introduction. You'll find that it's not just about us, it's about you too—it's about everyone and coming together to make needed change across the globe. To the visionaries, the go-getters, the environmentalists, and the couch potatoes (yes, even the couch potatoes), I am here to prove to you that it doesn't matter where you come from or where you are now, **you have the power to make a difference in this world.**

My name is Angel Lance and I am the CEO and founder of Motive Power, 10/6 Professional Services, the National Public Utilities Council, and the Gulch Environmental Foundation. As you might expect, it hasn't always been this way. I came from a wayward background, raised in a socio-economically depressed community, dependent on government programs for food and shelter. So I would like to remind you, it doesn't matter where you come from or where you are now, **you have the power to make a difference in this world.**

Fortunately early enough in my journey, I was able to recognize this. Like most people, there were endless obstacles convincing me otherwise. But unlike most people, I didn't let the obstacles derail me. I realized that in order to go big, you have to start small. So my advice to you is take control of what you can and work towards it. For me during this time, it was building the foundation of Motive Power and improving my lifestyle in these areas:

- **Sustainability** with organic farming, solar, food cultivation, composting, energy usage, consumer purchasing habits
- **Climate change education** and lively conversations
- **Home education** on social stewardship for my children

As Motive Power grew and the world grew more chaotic, I dedicated myself and business revenue to causes that aligned with my values. I supported at-risk youth programs, environmental philanthropies, and community societal issue education. And in the back of my mind, I thought...why stop here? I realized that I had a much larger platform to work through. I could be far more impactful and far-reaching than I ever thought possible. I had the ability to:

- **Educate** my employees, clients, and beyond
- **Demonstrate** clean, corporate energy usage
- **Showcase** how easily and naturally we embrace diversity and inclusion
- **Model** sustainable practices for a larger audience

Again, in the back of my mind, I thought...why stop here? I decided my reach needed to expand beyond my immediate personal circle and company. We took things one step further through the creation of our sister companies to positively impact the environment and decarbonization, socio-economic issues, and diversity and inclusion.



SUSTAINABLE COMMERCIAL FARMING

With the creation of the Gulch Environmental Foundation, we are taking environmental pursuits to the agricultural world. We have begun to ultimately revolutionize the traditional farming industry to return to the regenerative, multi-crop, and livestock integrated model it started with. By affecting drawdown, this directly impacts global warming for the better. Additionally, the Gulch will also combat fire-ravaged reclamation efforts.

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INCREASING THE RATE OF DECARBONIZATION

By creating the National Public Utilities Council (NPUC), we are taking on the industry's fight to revolutionize the utilities across the nation, their shareholders, and beyond. We regularly meet with utilities across the country to discuss lessons learned, share technological resources, and collaborate on regulatory hurdles that stand in the way of moving to net-zero faster. Starting 2022, we will publish an industry index ranking US utilities and their ESG report card. Ultimately, we will endeavor to tackle the very closely related transportation industry after the model has been proven with the utilities sector.



SOCIO-ECONOMIC

I focus on working with programs that support people from disadvantaged communities and have upbringings similar to my own. I continue to work with at-risk youth through these programs: employing them, mentoring them, sharing stories, and communicating with them.



DIVERSITY & INCLUSION

I took a stronger position of involvement for bias-related social groups and embarked on a series of educational pursuits. I also dove into supporting LGBTQ community advocacy by becoming a founder of BuildOUT California, the first industry advocacy group of its kind. I work closely with this group as a strategic consultant and operating founder. Currently, my companies are its largest monetary supporter.

And it won't stop here. Moving forward, we will continue to pursue ambitious goals:

- **Environment:** We will expedite the speed at which utilities decarbonize through investment pressure.
- **Environment:** We will revolutionize commercial farming and transform it from "traditional" to "regenerative".
- **Socio-economic:** I will continue to support at-risk youth and have high hopes an SRA student will become a prominent member of one of my organizations.
- **Diversity & Inclusion:** We will significantly increase LGBTQ spending in the construction industry within three years.

How do we keep ourselves accountable? We are the sole investors in this effort—the money we spend is directly from our bottom line, thus keeps us accountable.

Despite being a small company, we bring a big impact in everything we do. And we not only can, but *want* to share our efforts. In turn, we hope we encourage other people, regardless if you're one single person or large corporation, to add some transparency into your environmental, social, and governance conscientiousness. While many companies define these efforts as "ESG's", "triple bottom line", "corporate social responsibility", or "conscious capitalism"—the truth of the matter is you can call it whatever you want, but only when you put your words into action does it really have meaning.

Looking forward to changing the world and encourage you to do the same,



Angel Lance

CEO and Founder of Motive Power

OUR SUSTAINABLE DEVELOPMENT APPROACH

Since its inception in 2005, Motive Power has strived to create a positive impact and a bright future for our people, clients, business partners, industries, and community in every decision we make. Joining the United Nations Global Compact (UNGC) led us to finding new ways to highlight our commitment to sustainability. We are committed to the 10 Principles of the UNGC and advancing our implementation of the UN Sustainable Development Goals (SDGs).

The UN Global Compact is a voluntary corporate sustainability initiative where committed businesses take shared responsibility for achieving a better world. Companies align their strategies and operations with universal principles on human rights, labor, environment, and anti-corruption and take action that advances societal goals.

The Sustainable Development Goals, or societal goals, are 17 global goals adopted by all United Nations Member States, detailing a blueprint for a sustainable future by 2030. By advancing these goals and aligning our business with the UNGC, Motive Power further cements our mission to work for the good of our people, our partners, and the world.

Our approach to corporate responsibility stems from our care for the environment, continuous empowerment of our people, and our drive to propel success with our partners' businesses. This all begins with our strong governance fueled by our core values: integrity, fearlessness, and fun.

We conducted our first materiality assessment to identify key ESG issues critical to Motive Power. The assessment validated our current efforts and informed future ones while supporting our ESG reporting approach. We surveyed employees and the leadership sphere to better understand our stakeholder's perspectives on ESG topics.

The Top 6 Motive Power SDG's



ABOUT THIS REPORT

Motive Power's ESG Report outlines our approach and performance related to ESG factors that are important to our business and associates. We disclose the data on our emissions as well as our compliance with the United Nations Global Compact Ten Principles in the appendix.

Our report highlights activities and practices from the past few years and contains forward looking statements. We acknowledge that these statements involve uncertainties and other factors that potentially differ from actual results. With this inaugural report serving as a baseline foundation, we intend to disclose our ESG strategy and progress each year moving forward.

ENVIRONMENTAL, SOCIAL, & GOVERNANCE ACTION

We Do What We Say & We Say What We Do.



ENVIRONMENTAL

We believe actions speak louder than words. Our passion for protecting the environment is exemplified through:

- Operations
- Office structures
- Tracking our company's carbon emissions
- Overall commitment to environmental sustainability
- Traveling
- Philanthropic efforts
- The Gulch Environmental Foundation
- The National Public Utilities Council (NPUC)



SOCIAL

Our social impact is shown in a variety of our efforts—diversity, employee development, and giving back to not just the communities around us, but across the globe. We focus on:

- Recruiting tactics
- Diversity, Equity, & Inclusion
- Associate safety and well-being
- BuildOUT California
- WOSB
- WBE
- Internal development programs
- Talent development model
- Professional Development Advisor Program
- The Buddy Program
- Merit Badge Program
- Community & global volunteering
- Community & global charitable donations
- Students Rising Above



GOVERNANCE

We are committed to strong governance practices, both inside and outside our organization.

Internal

- Promote teamwork
- Individual empowerment to manage and expand strengths
- Operate with integrity in everything we do
- Regularly update employee handbook

External

- Ethical Conduct
- Code of Ethics
- Committed to a zero tolerance behavior policy
- Social Responsibility
- Support charitable, education, and service organizations
- Listen to VOC



OUR COMPANY

Industries We Serve
About Motive Power
Governance



OUR ASSOCIATES

Recruiting
Professional Development
Caring For Our People
Diversity, Equity, & Inclusion
Engagement
Associate Safety and Well-Being



OUR COMMUNITY

Giving Back



OUR WORLD

Our Commitment to Environmental Sustainability
Office Locations
Operations



OUR PARTNERS

Industry Partners



OUR COMPANY



OUR COMPANY

Industries We Serve

We specialize in utilities & transportation with experience in a variety of other industries.



About Motive Power

Motive Power is a different kind of Consulting partner focused on the art and science of operational improvement.

We have extensive experience creating winning business strategies across a full range of project scopes and company sizes. Our clients prosper from our understanding of their issues and commitment to providing immediate tangible solutions.

Each of our clients receives exceptional attention from our dedicated consultants who work side by side as a team. Our team provides quantifiable results, whether it's the custom implementation of industry-standard scheduling software, developing necessary processes and procedures to increase an organization's effectiveness, or facilitating work execution at all levels. We ensure that every engagement is staffed with qualified and capable resources to complete the project at hand.

Our Values

Motive Power is a family of unique individuals carrying one commonality—our shared values of integrity, fearlessness, and fun. Integrity means we do what we say and say what we do. We build long-lasting relationships with our clients on a foundation of honesty and transparency, meaning we will always tell the truth to our clients even if it's something they don't want to hear. Fearlessness means we challenge ourselves and own up to our actions. We ask when we don't know, we're not afraid to call out bad behavior, and we own it. Fun means we bring a positive attitude to work every day. We don't take ourselves too seriously and are always looking to join in. Integrity, fearlessness, and fun are more than just our values; they drive what we do.



Areas of Expertise



PROCESS IMPROVEMENT

We develop and deploy both established and new processes, tools, systems, and structures to improve the efficiency of our clients' organizations.

- Assessment, future state definition, gap analysis, and implementation of various processes and procedures to improve the management and execution of projects and initiatives.
- Development and implementation of project, operational, and organizational governance to ensure the right things are getting done correctly.
- Design and implement a Project Management Office (PMO) and other centralized structures to define and maintain standards leading to the efficient, effective, and consistent execution of projects.
- Implementation of customized and standard reporting and analysis to provide leadership with the necessary data to develop strategy and execute against it.

CHANGE ADOPTION

We implement a rigorous, systematic, people-centric discipline of ensuring individuals, groups and organizations transition from current state to the desired future state.

- Apply comprehensive impact analysis of the client organization to assess barriers at all levels within the organization.
- Visibility into what is most likely to detract from timely adoption and proactive measures to mitigate or eliminate identified risks.
- Develop human-centric solutions in a comprehensive change management plan, including communication strategy, business readiness assessment, coaching & training plans.
- The Change Adoption service line is our method of integrating Change Management systems and theories into a framework with associated tools and templates geared towards practical application.

DATA INNOVATION

We utilize the power of data-driven decision-making to help businesses ask the right questions, discover solutions, and align strategies to goals.

- Develop centralized repositories that promote accessibility through data mining and normalization.
- Provide direction through descriptive, diagnostic, and predictive analysis to make decisions that matter.
- Generate trends, identify inefficiencies, and create project recommendations to measure KPIs and ensure success.
- Implement customized BI solutions specifically tailored to organizational needs.
- Drive digital transformation to deliver actionable insights through data visualization.



Our Sister Company

10/6 Professional Services, our sister company, is a high-performance project management firm and certified Women Business Enterprise (WBE) that provides project management resources. 10/6 manages and executes all types of projects and specializes in delivering large capital projects. Their approach to project management perfectly marries deep technical and methodological understanding with people skills, empathy, and expert intuition.






The 10/6 Story

Since its inception, Motive Power excelled in the world of project management, providing both execution and consulting for clients. While the two services worked harmoniously with each other, housing the two styles of work under one single organization created a few drawbacks. Some stakeholders viewed Motive Power as a company that provided best-in-class project management resources, while others viewed Motive Power as a company that provided process improvement and change consulting.

As a result, we created 10/6 Professional Services, Motive Power's new sister company. The driving purpose behind 10/6 is to continue to provide our clients with project management experts to fill project manager, project controls analyst, and project scheduler roles. Meanwhile, Motive Power focuses on project and organizational consulting. This distinction resolves the lack of clarity around Motive Power's specific services. 10/6 operates under the same family of companies as Motive Power and shares the same company values—integrity, fearlessness, and fun. 10/6 employees continue to operate with our client's best interest as a guiding force. Little has changed for our client. The only change our clients see, aside from a different logo and color scheme, is our increased ability to answer staffing needs and requests from clients.



The 10/6 Approach

	10/6 APPROACH	BENEFITS TO OUR CLIENTS
 OUR PEOPLE	Dynamic people with best-in-class technical certifications and strong interpersonal skills	Expertly qualified people to deliver your projects on time and within budget
 OUR SERVICE	Stellar individual performance supported by firm expertise, best-in-class tools, and comprehensive training & certifications	Clients see value from day one, clients don't have to micromanage 10/6 employees, and our employees raise the bar of performance across the project delivery organization
 OUR FOCUS	Project management, cost controls, and scheduling specialists	Our clients get project management specialists not generalists with a proven track record of successful project delivery and reduced monthly financial variances
 OUR CULTURE	A family organization built on a foundation of fearlessness, integrity, and fun	Open-minded, free-thinking people prepared to solve your project challenges
 OUR PARTNER	Sister company to Motive Power, which specializes in delivering change through process improvement, change adoption, and data innovation	Ability to engage a partner to resolve their complex issues and deliver needed change



Our Response to the COVID-19 Pandemic

Among many other companies globally, we made the tough decision to bring our employees home in March of last year. 2020 took a hit, yet COVID-19 continues to impact lives and business operations across the globe. We have continued to respond quickly and strongly to whatever is thrown at us to guarantee the safety of our employees and their families—pandemic or not. We have upheld strict internal guidelines regarding company interactions, and it has proven itself: we are proud to share we have had 0 workplace-related COVID-19 cases.

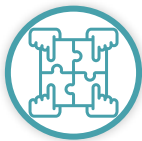
What Has This Looked Like?



Our weekly company-wide meetings shifted to informing employees on the latest COVID-19 news, providing necessary resources, and facilitating discussion regarding the pandemic.



We provided flexible work schedules and allowed for half day Friday's for the better part of 2020.



We brought on the company Teambuilding to facilitate a variety of fun virtual events including office games, murder mysteries, team trivia, art heist, and espionage. This array of team-building activities helped the company get to know each other more and enhance our culture.



We promote "Walk and Talk" meetings to encourage employees to take a break from their computer by stepping outside and taking a stroll during their meetings.



When the Covid environment allows, we provide the opportunity for employees to go back into the office once a week, while still maintaining stringent office safety protocol.

Like most companies, we have faced our struggles. Requiring employees to go virtual, especially with a culture that heavily relies on being together, hasn't been easy. Despite the difficulties that have arisen, we have done everything in our power to prioritize our employees' health and well-being.



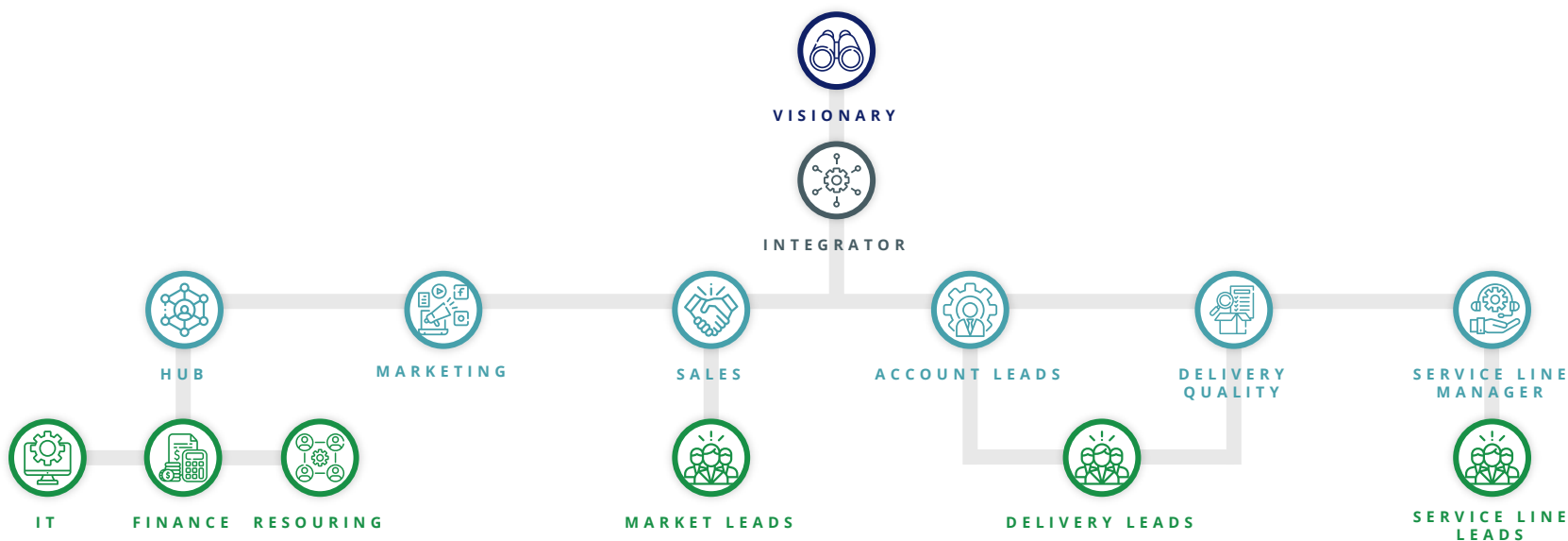
Governance

Led by our core values, we are committed to strong governance practices. We use a flat organizational structure that promotes teamwork and enables employees to handle incoming work. Resource level assignments do not indicate a hierarchy or reporting structure. Instead, they help categorize an individual's experience and capacity. We embody a culture that empowers individuals to manage and expand their strengths. We aren't interested in meeting the status quo, hanging red tape, or blame-shifting, but in operating with complete integrity in everything we do.

Ethical Conduct

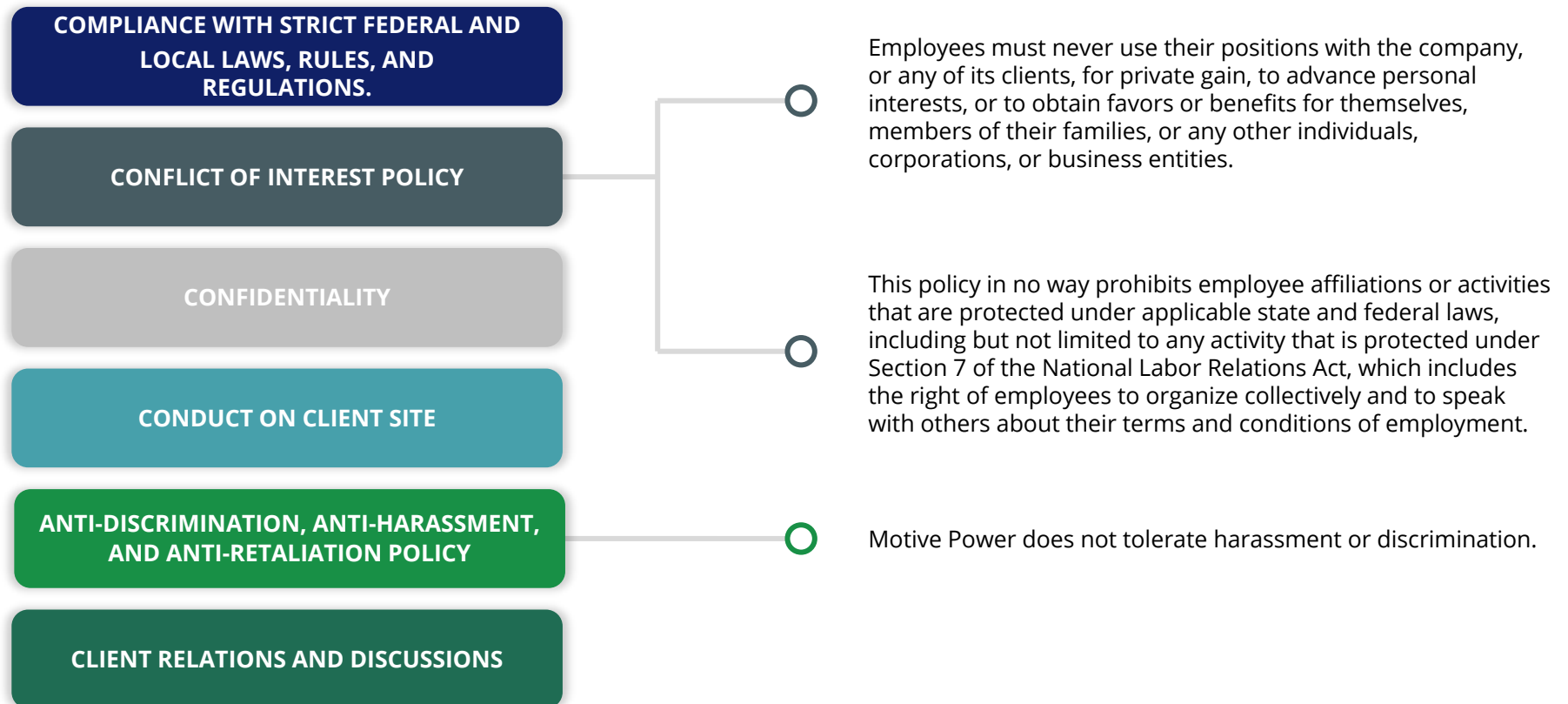
We are committed to the highest legal and ethical standards applicable to our business. We conduct our business in strict observance of both the letter and spirit of all applicable laws, and the integrity of each employee is of utmost importance.

We are committed to zero tolerance for behavior within Motive Power or by clients or suppliers that is illegal, unethical, or breaches human rights, including but not limited to human trafficking and child labor. We act and contribute in socially responsible manners to elevate the communities we serve and encourage the support of charitable, educational, and service organizations. Motive Power's Code of Ethics details how we expect employees to conduct themselves with clients inside and outside the company. Each employee has an obligation to observe and follow the company's policies and always maintain proper standards of conduct. To date, no incidents of human rights abuses have been reported.





Code of Ethics



Disciplinary action may include a verbal warning, written warning, suspension with or without pay, and/or discharge. We can, have, and will terminate an employee on-site for breaching our code of ethics. We communicate with our clients quarterly to ensure we are not missing anything within our teams. Additionally, at the end of our contract, we ask for feedback. Communication is the key to ensuring success, and that starts by listening to the voice of our customers.

Our Employee Handbook is regularly updated to reflect the most up-to-date policies, and our employees read and sign it on an annual basis. The handbook is always available internally and given to employees as part of their new hire process. Our leadership team is always available to answer any questions.



OUR ASSOCIATES



OUR ASSOCIATES

At Motive Power, our strong and spunky culture defines who we are and what we do. It cultivates teamwork, bonds us as a family, and compels us to show up to work with a smile every day. It encourages open communication at all times, allowing for easy resolution of any difficulties that arise. It allows us to consistently hit near impossible deadlines, exceed our clients' expectations, and operate at the level of excellence we do. Our strong and spunky culture makes Motive Power who we are today.

“ I want to give a shoutout to the Data Innovation team for being bad asses!

[MPer] for being our genericizing champion. She has worked diligently in genericizing and packaging tools that we have built in the past for our clients. It required a lot of effort, patience, and creativity. And, she crushed it. She always brings new ideas, conversations, and areas of focus. These tools will be packaged for Market Leads to use in discussions with potential/future clients. All while finishing up school!

[MPer] for being himself. His ideas, charisma, and contribution to proposals in unparalleled. He is always helping define MP's data approach, direction, and overall strategy while delivering quality content. His great idea of bringing MP's Power BI consultants to brainstorm and share best practices has created an environment full of learning, growing, and helping one another.

[MPer] for being a silent killer. She embodies fearlessness and is not afraid to jump into things she knows nothing about. If she has trouble, she will ask for help and get it done. Asking the right questions is her forte. Not only does this make her a better consultant, but it also ensures she delivers excellent results regularly. The client and the service line notice her out-of-the-box thinking.

All in all, this Service Line would not be where it is without these 3. Thank you, Team!

“ I just wanted to give a big shout-out to [MPer] . [MPer] has been such an incredible lead, coworker, and friend to have from the beginning of my Motive Power days. She is always making herself available for support, whether it has to do with client deliverables, knowledge gaps, or personal support. As an MPer on [MPer]'s team, I look up to [MPer]'s incredible work ethic and leadership style in which she leads by example and challenges me to think outside the box. She is the ultimate example of our company values: integrity, fearlessness, and fun.

“ [MPer] , [MPer], and [MPer] have been brilliant, driven and passionate to work with and those at BuildOUT are saying the same. This does not even go to thank all of the other Motive Power folks who are helping make additional opportunities present with the work we are doing at BuildOUT and with Paul Pendergast at PCG with an equally exceptional level of effort – The larger BuildOUT MP Team encompasses the above plus [MPer], [MPer], [MPer], [MPer] , [MPer] , [MPer], and our fearless leader – Angel. I literally hear praises about our team from the Directors of BuildOUT every. single. Week and I know they try to hold back. How amazing is that?”



Recruiting

Motive Power consultants help execute projects on time, on budget, with integrity, as promised. This requires talented teams of bright hires and like-minded individuals that contribute to our progressive workforce and diversity. We are always looking for hard-working people that value integrity, fun, and fearlessness to join our team. Our interviews are based on equal-power-dynamic questioning and conducted in a group format where all participants answer similar technical and situational questions. We capitalize on all tools available to us, including but not limited to employee referrals, university outreach, sourcing firms, LinkedIn posts, and our website.

We build our team by bringing on new, motivated folks and continuously prioritizing career growth and development for our team members. We offer certification and training reimbursement, internal training, leadership development programs, and delivery lead training to continuously support our employees' professional goals.



"We hire awesome when it walks through the door."
- Angel Lance

Hiring Process



JOB POST

Inclusive job description avoiding gendered words. We are focused on transferrable skills and experience.



SOURCING/ APPLICATION

Sources have strategies on how to find diverse candidates.



RECRUITER/ PHONE SCREEN

Recruiters are trained to mitigate unconscious biases.



ON SITE

Team interview to allow candidates to meet with our employees.



OFFER

Fair pay and adequate level in the job offer.



Professional Development

Our company believes in supporting the individual growth paths of our employees. Once the employee has identified their preferred growth target(s), they can work with their mentor or leadership team member to develop a plan tailored to their skills and ambitions. We have developed various programs ranging from a Professional Development Advisor Program (PDA) to a Merit Badge Program to support our employees and their professional development journey.

To encourage employee development, our company offers a professional development reimbursement program to eligible employees who complete job-related training. All employees are encouraged to complete professional certifications, take advantage of LinkedIn Learning opportunities, expand industry knowledge, and knowledge share at conferences.

Professional Certifications

We have a wide variety of certifications held by the Motive Power Team ranging from professional certifications to tool-specific certifications. Each of these certifications helps our team members grow in their professional development paths in their field of interest and provide superior results to our clients. Below is a sample of the growing variety of certifications held by the Motive Power team.



PMI Project Management Profession (PMP) Certification



Prosci Change Management Practitioner



Six Sigma Black Belt



Six Sigma Green Belt



Agile Certified Project Management Professionals



Certified SCRUM Masters



AACE Certified Cost Technicians



AACE Certified Schedule Technicians



P6 certified



Primavera Unifier certified



MS Project certified



SQL certified



Microsoft Power BI Certified



Desktop for Business Intelligence Certified



Advanced DAX for Microsoft Power BI

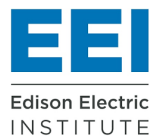


Desktop Certified Microsoft Power BI



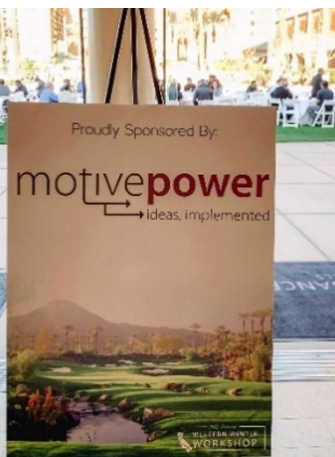
Conferences

Each year Motive Power sets to attend and/or sponsor key conferences in our industries. Historically, we have attended these conferences in person but have taken part virtually this past year with great success. Below are a few key conferences we have taken part in:



AACE Lunch & learns

Salesforce Dreamforce





Internal Development Programs

To become more involved within Motive Power, our employees are encouraged to reach out to company leadership to support sales, business development, service offerings, and other internal projects. Although we greatly appreciate the added involvement, our primary focus is to include employees for their benefit. Employees are encouraged to develop growth plans that fit their personal goals. Motive Power offers endless opportunities to help guide our employees through their development, such as the Talent Development Model, Buddy Program, Professional Development Advisor Program.

New Talent Development Model

Motive Power adopted a new and improved Talent Development Model aimed to encourage professional development, increase transparency, align with client buying practice, and formalize and improve our review process. This framework provides a roadmap for every employee to reach their full potential. The areas of development include knowledge, collaboration, management, operations, networking, and selling.

Professional Development Advisor Program (PDA)

Our Professional Development Advisor Program (PDA) is an optional program available to all employees and supports professional growth and development. Employees continue to own, self-direct, and control their development with guidance and support from leadership and advisors. The program's advisors are peers who have demonstrated expertise in the skillset competencies outlined in our Talent Development Model. Employees are encouraged to proactively reach out to advisors aligned with their desired growth areas and develop a cadence to meet their needs.



OBJECTIVE	KEY RESULTS	GENERAL GUIDELINES
<ul style="list-style-type: none">• Connect members together• Expand Talent Development Model capabilities	<ul style="list-style-type: none">• Employees further develop TDM capabilities	<ul style="list-style-type: none">• Employee is responsible for professional development• Organized and driven by capabilities from the Talent Development Model• Advisors are requested or assigned• Meeting frequency is not prescribed



The Buddy Program

The Buddy Program supports our newest employees with their transition to joining the team. Each new hire is assigned a buddy outside of their direct manager to check in and guide them through their first four months with the company. Buddies serve as a resource for new hires to bounce questions off and provide additional guidance. With opportunities for weekly check-ins and monthly meetings, this program aims to help integrate our newest team members seamlessly.



OBJECTIVE	KEY RESULTS	GENERAL GUIDELINES
<p>New Hire</p> <ul style="list-style-type: none">Provides additional contact outside of client work <p>Buddy</p> <ul style="list-style-type: none">Identify buddies to transition into PDA program	<ul style="list-style-type: none">New hire has welcoming and positive onboarding experienceNew hire leaves onboarding with understanding of the key company contact people	<ul style="list-style-type: none">Buddy is assigned during first week4 month durationWeekly check insMonthly sit downs (in-person or virtual)

The Merit Badge Program

The overarching goal of the Merit Badge Program is to increase the skills of our consultants to foster professional growth and increase the value to our clients. Merit badges are focused on specific topics or capabilities, such as process mapping or agile project management. Each topic contains a course outline that details the medley of internal training, external training, on-the-job experience, and mentorship required to progress. There are three levels for each merit badge, beginning with a fundamental learner and ending with a master of the area who can mentor and coach on a skill.

The merit badge program helps identify team members with specific skills in project resourcing decisions. Merit badges help with leadership development by providing skill maps for internal leadership roles in the company.



Caring For Our People

Every year we see record-breaking weather events, natural disasters, and emergencies. For example, California wildfires are happening earlier and lasting longer each year. Disasters and emergencies can strike anyone, anywhere, and at any time—and everyone's plan will be different. Preparedness is crucial.

Motive Power ensures its employees create an emergency evacuation plan annually. We provide every employee with an evacuation kit containing a radio, batteries, first aid kit, flashlight, and USB storage for important documents and keepsakes. An evacuation plan template is distributed amongst the company for each team member to identify their plan and ensure preparedness. Our primary focus will always be keeping our employees and their loved ones safe.

We take time during our weekly companywide meeting to update each other on local news and headlines. We use this opportunity to share new information, resources, requests, and additional company updates. We aim to share information from our respective communities that can benefit everyone. Staying informed is vital.

Employee Recognition

Recognizing the great work our employees deliver is very important to Motive Power and our long-term success. Happy Mail, MP Marketplace, Red Envelopes, and MP Values Personified Award are all ways we show our appreciation for our employees' exceptional work. Motive Power seeks to motivate our employees to excel and create a culture of self-improvement.

“

FAILING TO

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PLANNING TO

FAIL

- Alan Lakein



Happy Mail

Happy Mail shout-outs a job well done from fellow colleagues, leadership, and business partners during our weekly company-wide emails and quarterly newsletter. It is our way to acknowledge great work and provide positive reinforcement.

“

Motive Power changed the culture of planning for our department. People are asking for and using the schedule to drive decision making.

- Senior Area Manager

“

I just wanted to take a moment to send you an email in regards to the support [MP] gave us during the duration of [their] contract with work management. [MP] was extremely valuable to our team, and did a great job in helping us drive forward our new processes, the development of metrics, as well as putting together presentations for our group. [MP's] organization also helped keep us on track and focused. I greatly appreciate [MP's] help and would highly recommend [Motive Power] to any other [prospective] clients. Thanks again.

- Utility Client



MP Marketplace

MP Marketplace is a reward and recognition program that allows employees to redeem hard-earned points for anything from Motive Power branded gear to a paid day off of work, with more than 45 items to choose from. Conducting new hire training, receiving kudos from HR, Delivery Leads, or LT Sphere, Happy Mail, volunteering, and earning a Merit Badge are just a few ways employees can earn points.

Red Envelope Bonus

Red Envelopes are unexpected bonuses given out publicly and completely at the discretion of our CEO for extraordinary contributions and achievements. Nominations for recipients can be made by the leadership team.

MP Awards

MP Values Personified Award

The MP Values Personified Award is given at the discretion of our CEO to employees as a recognition of their exemplary achievement of our Motive Power values: integrity, fearlessness, and fun. This award can be given to as many people as she sees fit but is not always given out annually.

Recognition & Fun

We like to make things fun and recognize our employees for the not so traditional achievements in our workday. We've been known to call folks out for things such as best mustache, trivia king and most likely to be on mute during a Teams call.





Diversity, Equity, & Inclusion at Motive Power

Diversity is ingrained deeply within our culture. We aim to hire people with different perspectives that bring varied opinions and talents to the table. Our varying perspectives and alternative approaches foster and enhance employee engagement, customer relations, flexibility, creativity, innovation, sustainable development, and competitive advantage. Our employees challenge, encourage and motivate each other to be better, and in turn, make Motive Power what it is today.

We are proud to be a diverse, Women-Owned Small Business (WOSB). To be a certified WOSB, the company must be at least 51% unconditionally and directly owned and controlled by one or more women owners. One or more women owners must also control management, daily operations, and long-term decisions for the business. Motive Power is proudly 100% women-owned. Our different experiences, skills, and perspectives as a woman-owned business have helped shape a more progressive, open-minded workforce.

Motive Power employees are represented by:

Gender



Male



Female



Transgender



Non-binary/
Third Gender

Generations



Baby
Boomers



Generation X



Generation Y



Generation Z

Leadership Gender Diversity

Our leadership is currently is represented equally by both male and females.

Ethnicity

Asian **East Indian** **Australian or New Zealand** **AFRICAN** **WESTERN EUROPEAN** **Black, African American** **Native Hawaiian** **White** **EASTERN EUROPEAN** **MIDDLE EASTERN** **Latino** **Other**



Diversity FIRST Certification Program

To further complement our diverse workplace, we sent employees through the Diversity FIRST Certification Program training to focus on:



Recognizing diversity and inclusion as drivers of success



Processing a broad range of knowledge and skills to perform at a high level as D&I professionals



Bring value to our organization

Social Unrest Response

When protests for equality and reform broke out across the US in the summer of 2020, our CEO did not just release an internal statement of solidarity, but instead called for us to act. Angel echoed to our team that although growing can be painful, learning something is useful, and taking action is meaningful. By providing ways to get educated, she empowered our team to get clarity and grow.

“

I think I have learned that the best way to lift one's self up is to help someone else.

- Booker T. Washington



Engagement

Outside of the COVID-19 pandemic, we make a point to spend time together both inside and outside of work. Whether it is company organized event or something thrown together, you will often see us together. We are constantly celebrating our people, our projects, and our success together.

Sporting Events

Motive Power provides opportunities for employees to get out and have some fun at some of our favorite sporting team events. Tickets are available on a first-come, first-serve basis or by random trivia winnings. This gives our people a chance to hang out with each other or invite potential business contacts for a night of fun. We have attended Golden State Warriors, San Francisco Giants, SF 49ers, Oakland A's, SJ Sharks, and Sacramento Kings games.

Annual Softball Tournament

Once a year Motive Power gathers in Oakland for a day of food, family, and softball! This is region vs. region softball tournament is a highly competitive yet family-friendly event. Kids of all ages partake in the games and play on the sidelines while the adults show off their skills to get their softball trophy for their office. A fully catered lunch and drinks are provided to keep the teams fueled. This is one of the company's favorite events.





Family Baseball Nights

Motive Power reserves a group space at the Oakland A's Coliseum for Motive Power employees and their families. It is a night filled with good food, drinks, and baseball!

Holiday Party

Motive Power hosts an annual holiday party. This event is typically held in San Francisco for all team members and their plus ones to join. Our night is filled with entertainment, laughs, and great food to celebrate our successes. We fly our out-of-state employees along with their plus one so they are able to join in on our year end celebration.

Happy Hours and Events

Motive Power holds monthly sponsored happy hours in each of our office regions. These happy hours are a time for MPer's, clients, family, and friends to get together outside of the office. These happy hours are often paired with team building events such as axe throwing, bowling, and baseball games. These are great opportunities for our teams that are not typically in the same region but often work together to have some fun.





Company Offsites

When it is safe to do so, Motive Power goes on a retreat to Cabo, Mexico, where we incorporate work, fun, family, and philanthropy. This time under the sun, surrounded by blue waves, connects us and forms stronger bonds. We also get a comprehensive update about company matters.

Transitioning to working from home threw us for a loop, yet we continue to understand working hard and playing harder. Motive Power fosters our teams and keeps up our lively culture to the best of our ability during COVID-19. Virtual trivia nights, office lunches, small group happy hours, team games, Friday virtual events, and all hands calls allow us to keep moving forward.

Company Townhall

Every quarter we host a company town hall to talk about the state of the business and what to expect in the coming quarter. These meetings are vital to building our team with consultants spread across regions, offices, client contracts, and states. When safe, these events are done in person and often paired with fun team building or philanthropic events. Even at the height of the pandemic, we still gathered together virtually to keep everyone on the same page.





Associate Safety and Well-Being

Benefits

Employee's well-being is essential to Motive Power. We offer a full suite of benefits including, but not limited to:



Comprehensive
medical, dental,
vision coverage



Company sponsored
Group Term
Life/AD&D Insurance



Employee Assistance
Program (EAP)



Family and Medical
Leave



Parental Baby
Bonding Leave



Accrued Sick and
Vacation Hours



401K & Company
Match



Tax Savings Programs
*such as Flexible
Spending Account*



Paid Sick Time Off
for interns



Charity Sponsorships
*for causes connected
to our employees &
communities*



Employee Assistance Program and Coaching

As part of Motive Power's benefits package to help enhance our employee's overall wellness, we offer the Employee Assistance Program (EAP). The EAP is a confidential personal consultation program provided through one of our providers to help employees and eligible dependents meet daily challenges and manage difficult situations. Employees can call 24 hours a day, seven days a week, via a toll-free telephone number for Crisis Counseling and obtain referrals to EAP counselors and other community resources. Offering the EAP helps enhance:



Employee
Wellness



Reduce
Stress



Increase
Productivity

Mass Transit Subsidy Program

Apart from offering a full suite of benefits, Motive Power encourages environmentally-friendly commuting and travel practices for all employees. MP launched the Mass Transit Subsidy Program, which reimburses a portion of public transportation costs specific to each office region. Our mission is to reduce our employees' carbon emissions and save employees money and stress on daily commutes.

Electric Car Subsidy Program

Car Pollution is a significant contributor to global warming in the United States. We seek to do our part and promote sustainable transportation through our Electric Car Subsidy Program. Our goal is to reduce emissions attributed to mobile combustion within our company. With this goal in mind, MP subsidizes a portion of a lease or purchase of a fully electric vehicle to help achieve our goal.



OUR COMMUNITIES



OUR COMMUNITIES

Whether its non-profits, charity events, or individuals, Motive Power supports those in need and contributes to the common good to make an impact and strengthen communities. We encourage our employees to be active within their communities and support their efforts to make a change.

Giving Back

We are proud to support our communities through donations and providing opportunities for our employees. To date, we have donated 1.075 million dollars towards charitable causes. Simply put, we enjoy making a difference, and here's how:

The Gulch Environmental Foundation

In 2020, in place of traditional holiday gifts, Motive Power gifted our clients carbon offsetting credits donated to the Gulch foundation in their name, with the ability to continuously track the impact of their credit.

Students Rising Above

Students Rising Above (SRA) is dedicated to impacting the futures of low-income, first-generation college students who are committed to education and overcoming poverty. SRA helps each student realize their potential by guiding and supporting the student through college graduation, and into the workforce.

Motive Power has supported the SRA organization development and students through program donations, hosting development seminars, and summer internships. Over the past six years, Motive Power has welcomed six summer interns who have participated in personal and organizational development. Read about one our particular intern's SRA experience [here](#).

“Thank you to Motive Power for hosting SRA at your awesomely cozy SF office! We appreciate the time, insight, and stories that you and your staff shared with us. We're proud to add to the special population that knows what a management consulting firm is! After the event the students were feeling excited and hopeful that there are actual organizations like Motive Power that exist where people genuinely enjoy their job and who they work with. This is an important thing for them to learn especially as young adults try to figure out their career path. There were so many life lessons that were shared yesterday, but I believe the two that especially resonated with our students were “persistence is key” and “be yourself”.

*With gratitude,
Paula and Kendall*

“My summer internship at Motive Power was an incredible experience that exceeded any type of expectations. Through Motive Power I was able to gain insight on consulting, more experience via networking and comprehend the true concept of sustainability. Everybody was very welcoming and willing to lend a hand whenever I ran into an issue or needed guidance. This internship has been an invaluable experience.”

– Leslie Serrano



The Leukemia & Lymphoma Society's Light the Night

Motive Power came together to bring light to the darkness of cancer! We formed a fundraising team to walk in the Leukemia & Lymphoma Society's (LLS) Light The Night and raised over \$7,000! Our donations will fund treatments for patients suffering from all forms of blood cancers. In 2020, LLS helped advance 14 of the 17 approved blood cancer treatments approved by the FDA.

Casa Hogar de Cabo San Lucas A.C.

This year, Motive Power donated 8 bicycles to Casa Hogar de Cabo San Lucas. Casa Hogar is a social assistance center that has been operating for close to 12 years. There are currently 32 boys and girls between 5 and 17 years old living full time at the center due to reasons out of their control.

Do it For the Love Foundation Donations & Rockers Ball Sponsorship

Participating in the annual Rocker's Ball is always a highlight for Motive Power employees. The Rocker's Ball is put together by the Do It For The Love Foundation, a non-profit wish-granting organization that brings people with life-threatening illnesses, children with severe challenges, and wounded veterans to live concerts. Through the wonderful support of sponsors and donors, the last event raised over \$580,000! These funds go a long way to bringing the healing power of music to those who need it the most. With special guest, Michael Franti, providing some music and fun, it is always a great time!



“

Through Do it for the Love, our hope is to provide the opportunity for healing to take place, families to bond, and for lifelong memories to be made all through the experience of live music.



- Michael Franti & Sara Agah Franti Do It For The Love Co-Founders



The Floodplain Restoration on the Hanson Property

Motive Power contributed to the Floodplain Restoration on the Hanson Property, one of the most critical projects underway to reduce the vulnerability to climate change impacts of larger, more destructive floods and longer periods of drought. We supported this critical project by walking the property and helping clear it of unnecessary items such as trash and tires.

Chrissy Field Beach Clean-Up

We had our first beach clean-up at Chrissy Field Beach in 2019 to improve the ocean's health and make trash-free beaches a reality. Motive Power put on this event for all employees and their friends and families—because the more people, the more of a difference we can make. We are excited to continue this event when we can meet in person again.





Camp Fire Relief

During its time, the Camp Fire became one of the deadliest wildfires in the United States in a century. It completely devastated the Paradise area, with many finding immediate relief in Chico. Motive Power employees joined in on the effort to give back to those who lost everything in this fire. We provided immediate needs to evacuees and used additional funds to support individual families get back up on their feet. Additionally, we delivered many essential items such as gift cards, water, non-perishable food, socks, underwear, formula, bottles, wipes, and diapers. Surpassing the goal of \$1,000 and raising over \$10,000 for victims, we couldn't be prouder of our employees for working together for those in need.

“

Tonight Tim and I had the best fun! We painted a snow covered jalopy! Thank you to the donors who allowed this event to happen free for Camp Fire survivors! This was an excellent way to take a break from the stresses from recovering from the not so campy Camp Fire! This was grrrrreeeat!

- Jo Miller

“

My wife and two kids, as well as ten other homes in my wife's and my immediate family, were lost in the Camp Fire. A Go Fund Me was set up by a friend of ours. [Motive Power] left a very generous donation a few weeks ago... Our family took a big hit but with support like that, we'll get back up. The monetary side helps in the short term with the essentials. But knowing there are incredible people supporting us is what will get us through the long term, and bring back our town. In the most sincere way possible, THANK YOU!

- Nathan Younie



Cloverleaf Ranch Fire Restoration

We spent an afternoon volunteering at Cloverleaf Ranch to help them get back to operational status after they suffered catastrophic damage in the October 2018 firestorm that swept the North Bay Area. We worked in groups to clear weeds, pick up remaining fire remnants, build tables, put up fences, paint camp trailers, and many other ranch tasks to get them open for business.



“Friday was an incredible blessing! We were joined by over 50 volunteers from Motive Power, Inc. who spent the day cleaning, painting, landscaping, and building! Their generosity and kindness have moved us deeply. They came from as far as Tennessee and Wisconsin and as near as Petaluma and made a difference in our lives that we cannot adequately express in words. Thank you to each and every one of these kind souls. It was truly an honor to work alongside you.”

- Cloverleaf Ranch



Amazon Rainforest Conservation

The crisis in the Amazon was unprecedented, and the need for action was urgent. The Amazon continues to be threatened by deforestation, cattle farmers, dams, and illegal mining. Motive Power has donated \$50,000 to various organizations fighting to conserve the rainforests. We encourage folks to educate themselves, donate if they can, and implement one action from the Rainforest Foundations article, "10 Things You Can Do To Save The Rainforest": <https://rainforestfoundation.org/engage/10-things-you-can-do/>

Building a Rural India School Library

Our very own MPer worked to empower kids by bringing a library to the rural school in India where his father once attended. The school had an empty room with two cupboards containing outdated books that were no longer useful to kids. He started a fundraiser for the library as well as donated proceeds from his published book of short poems. He is supporting the mission, look back to roots.

WEAVE Walk sponsorship

Motive Power sponsored a team of MP gentlemen to participate in A Walk-A-Mile Fundraiser for WEAVE: Women Escaping A Violent Environment exists to help victims of domestic violence and sexual assault/ exploitation. This event is the largest all men's walk against violence.

Urban Relief Tree Planting

Our spring all-hands community service event included urban relief tree planting. Our team got our hands dirty to plant some much-needed trees in the Oakland school areas. We beat their expectations and finished planting the trees in record time.

Puerto Rico Disaster Relief Go Fund Me

Motive Power donated over 10k to support Puerto Rico disaster relief. Our donation went directly to supporting locals in getting supplies and necessities such as power and water.

MP Bike Building Event

The Motive Power team came together to build bikes for a Bay Area children's' charity (Boy's and Girls Club) . After the event, the bikes were delivered to the children, along with a helmet and bike lock!

Additional Efforts

Network for Good, Rescue Union School District Support, You Caring Support, and local wheelchair build and donation





OUR WORLD



OUR WORLD

Our Commitment to Environmental Sustainability

Motive Power is a consulting management company; therefore, the most impactful way we can reduce emissions is by carefully selecting office locations and reducing Scope 3 emissions.

We calculated our carbon footprint to identify and measure our emission reduction moving forward (see [page 51](#)). Many of our offices closed while others remained unoccupied for 2020. This, coupled with little to no business travel and commuting, helped significantly reduce our carbon emissions.

We are uncertain when we will fully reopen, but our employees' health and well-being are of utmost importance. We will continue monitoring and using local mandates and CDC guidelines to decide the best course of action. MP took our commitment to environmental sustainability multiple steps further by bringing to life two new initiatives: The Gulch Environmental Foundation and The National Public Utilities Council (NPUC).





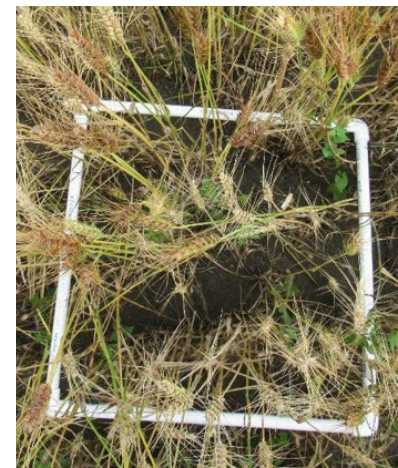
The Gulch Environmental Foundation

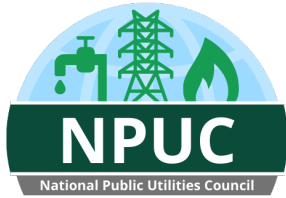
In 2020, Motive Power CEO Angel Lance launched the Gulch Environmental Foundation—a non-profit with the pursuit to solve the current climate crisis through carbon sequestration. The Gulch is a collaboration of entrepreneurs, business leaders, academics, and conservationists.

With the intent to sequester that carbon in soil, the Gulch Foundation acquired Rainmaker Farm at the end of last year. The Farm is located in the Great Plains region of the United States, an area of high soil degradation. Due to the soil degradation, the soil has the capacity to hold more carbon if the soil is regenerated and thus help decarbonize our atmosphere. In recent efforts, they have taken tangible steps to regenerate the soil through changed land management practices at Rainmaker Farm, with no-till and soil restoring plantings going in this fall.

Additionally, the Gulch Environmental Foundation continuously encourages employees to volunteer to learn about green options for everyday living and discusses various green options in practice, products, trends, investments, etc.—all things related to sustainable living and business development. The foundation also dedicates effort towards modern and innovative scientific theories to develop, validate, and employ solutions for scalable sustainability.

Learn more at gulchfoundation.org





The National Public Utilities Council (NPUC)

Utilities work tirelessly to generate more energy as our society becomes more electrified and energy-hungry. Due to their lack of time and capacity, it can be difficult for them to pick up what other utilities and geographies are doing. We're here to fix that.

Founded by our CEO Angel Lance in 2020, the NPUC developed from utilities looking to speak with their industry brethren about all things decarbonization. We aim to provide:



A knowledge repository
for utilities to use in
pursuit of their
decarbonization goals



Guidance and
assistance in utilities'
lessons learned on
decarbonization efforts



Research and information
for utilities to help
prepare for possible
federal regulations.

The NPUC allows for utilities to tackle the road to decarbonization *together*.

Learn more at motive-power.com/npuc



The Future of Our Work

Motive Power



Evaluate all our existing management consulting work with public utilities through a decarbonization lens



Work with all our clients to strategize, optimize, and adhere to their own ESG goals

National Public Utilities Council (NPUC)



Unite the investor-owned utilities in decarbonization practices



Issue a Decarbonization and ESG Report and Index regarding the top 30 U.S. investor-owned utilities and their state in the race to net zero

10/6 Professional Services



Work on infrastructure projects keeping decarbonization progress at the forefront in the utility industry in each stakeholder's mind and within each project we work on



Work with utility vendors, major architectural, and engineering firms directly for climate resilience and social equity

The Gulch Environmental Foundation



Hold regenerative farming seminars with full open business plans and finances, along with Q&A's on how a traditional farm converts to regenerative farming



Demonstrate the scientific effects of regenerative farming on Drawdown



Office Locations

Motive Power leases most of our offices, so we look closely at the sustainability of the building and the distance from public transportation areas. We evaluate the buildings and/or landlords focus on environmental best practices and if they have improvement goals around energy consumption, renewable or green initiatives, and certifications such as LEED. We give priority to buildings that fit our criteria.

Many of our office spaces are leased through WeWork due to their commitment to being carbon neutral by 2023. We enjoy the freedom of using their services as needed and lowering our carbon footprint by only using resources when necessary.

New Office Structure

Our new headquarters in Petaluma is set up with a new office structure. This office is central to our support team, reducing commute time and environmental impact. Our office uses energy efficient lighting, 365-day programmable thermostats, and solar panels, lowering our demand on the power grid and decreasing greenhouse emissions. We recycle, compost, and maintain a veggie garden on our property. We use our compost in our veggie garden to grow produce such as peppers, tomatoes, corn, strawberries, pepperoncinis, green onion, and basil. Additionally, compost replenishes and revitalizes soil with trace minerals and organic material as well as helps soil sequester carbon. Our office has an EV charging station which promotes the use of electric vehicles and sustainable transportation. Lastly, our xeriscape landscaping reduces the need for supplemental irrigation and helps our water conservation efforts.

Office Renewable Energy

Our Petaluma office is part of the Marin Clean Energy program which sources electricity comprised of 60% renewable sources. This office headquarters has solar panels and an electric car charging station to help further reduce greenhouse gas emissions. As we move forward with our sustainability efforts towards 100% Carbon Neutral at Motive Power, we will continue to evaluate and communicate changes.



Operations

We employ and continuously develop programs at all our locations to promote sustainability and lessen our impact on the environment. Recycling programs are in place in all locations and we source our energy from renewable sources when available.

Reducing Plastics in Motive Power Offices

We see how much trash and plastic ends up in the beach, so we work to make all Motive Power offices plastic-free environments. We practice what we preach and avoid any unnecessary plastic products and packaging in our office whenever possible. At company events, plastic use is nonexistent. Employees are encouraged to bring reusable containers for leftovers, and we promote the use of reusable bottles by providing a water jug instead of plastic water bottles.

Electronic Recycling

All electronic equipment is reused or repurposed at Motive Power. When the equipment is no longer functional, we send our devices to recycling centers.

Traveling

When traveling, Motive Power only takes direct flights when available to cut down on emissions. Later down the road, we are considering adding travel carbon tax to commuting to invoices and then using the money to apply carbon offset programs.





OUR PARTNERS



OUR PARTNERS

Industry Partners

BuildOUT CA

BuildOUT California is the world's first LGBTQ Industry Association dedicated to the sustainable growth of LGBTQ-owned and certified businesses and their allies, in the fields of Architecture, Engineering, Construction Services, Real Estate Development, and Related Industries. As a founding member, Motive Power has committed pro bono staff hours to provide program management, strategy consulting, organizational development, and technical assistance to grow the organization and further enable LGBTQ equality.

Motive Power supported and engaged with BuildOUT's historic outreach campaign, 100 in 100 days, to greatly expand its incredible community. The campaign aimed to identify, engage, and empower 100 construction contractors, architects, engineers, material suppliers, and related professionals in 100 days. We have been honored to help drive BuildOUT California's development, standing up the organization for expansion within and beyond California (Hello BuildOUT USA, coming June 2022!)





Suppliers

Procurement

Conducting business responsibly is fundamental to Motive Power. We hold ourselves to the highest ethical standards and, in turn, expect the same from our suppliers. To communicate these expectations, we enforce our Supplier Code of Conduct. Operating responsibly also includes prioritizing paying our suppliers timely and ensuring they have the necessary resources to continue operating.

Supplier Diversity

Conducting business responsibly is fundamental to Motive Power. We hold ourselves to the highest ethical standards and, in turn, expect the same from our suppliers. To communicate these expectations, we enforce our Supplier Code of Conduct. Operating responsibly also includes prioritizing paying our suppliers timely and ensuring they have the necessary resources to continue operating.

As a diverse supplier, Motive Power maintains an innate understanding of the importance of engaging with other diverse suppliers and the community benefits—promoting innovation, multiple service channels, driving competition, and diversity in ideas and solutions. As such, Motive Power asks that its suppliers take all reasonable steps to engage diverse suppliers should a subcontracting need arise.

Motive Power's reputation for integrity is its most valuable asset and is directly related to the conduct of its officers, employees, partners, and suppliers. Our Supplier Code of Conduct delineates commitment to providing ethical services in compliance with all laws and regulations in a safe manner.

Our Supplier Code of Conduct details expectations with regard to:



Conduct



Communication



Data Security



Safety



Sustainability



Ethics

DBE Involvement

We actively seek to conduct business with companies holding certifications such as the Disadvantaged Business Enterprise (DBE) certification, designed for small business owners deemed socially and economically disadvantaged. This certification allows small companies to enter DBE programs that level the playing field by providing a fair opportunity to compete for contracts. 100% of Motive Power 2019 and 2020 subcontractors were DBE companies. Additionally, in most new pursuits, Motive Power mentors and partners with women-owned, small business enterprises and disabled veteran businesses to help them expand their businesses and leverage their top-class skillsets to bring value to clients.

APPENDIX



APPENDIX

Emissions by Source *Metric Tons of CO₂e*

SOURCE	2019	2020	2021
Air Travel ¹	27.79	35.76	3.34
Other Travel ¹ (Car)	80.50	16.03	2.00
Office Electricity	2.93	2.16	0.55
Other Energy (Natural Gas)	1.94	1.95	1.53

¹From World Resources Institute (2015). GHG Protocol tool for mobile combustion. Version 2.6.

Office Electricity Intensity *kWh/ft²/yr*

INDEX	2019	2020	2021
Electricity Intensity Index ²	4.14	2.95	0.63

²Usage of offices decline drastically from March 2020 and all 2021 (working from home).

Emissions by Scope *Metric Tons of CO₂e*

SCOPE	2019	2020	2021
1	0	0	0
2	4.86	4.11	2.08
3	108.29	51.79	5.34



United Nations Global Compact Index

PRINCIPLE	DESCRIPTION	SOURCE
HUMAN RIGHTS		
<i>Principle</i> 1	Businesses should report and respect the protection of internationally proclaimed human rights.	Ethical Conduct Code of Ethics Supplier Code of Conduct
<i>Principle</i> 2	Businesses should make sure that they are not complicit in human rights abuses.	Ethical Conduct Code of Ethics Supplier Code of Conduct
LABOR		
<i>Principle</i> 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Ethical Conduct Supplier Code of Conduct
<i>Principle</i> 4	The elimination of all forms of forced and compulsory labour.	Ethical Conduct Code of Ethics Supplier Code of Conduct
<i>Principle</i> 5	The effective abolition of child labour.	Ethical Conduct Code of Ethics Supplier Code of Conduct



PRINCIPLE	DESCRIPTION	SOURCE
LABOR <i>Continued</i>		
Principle 6	The elimination of discrimination in respect of employment and occupation.	Ethical Conduct Code of Ethics
ENVIRONMENT		
PRINCIPLE 7	Businesses should support a precautionary approach to environmental challenges.	Motive Power is a management consulting business with no manufacturing or processing facilities but nonetheless we take environmental challenges seriously. Our World Our Commitment to Environmental Sustainability Office Locations Operations
PRINCIPLE 8	Undertake initiatives to promote greater environmental responsibility.	Our World Our Commitment to Environmental Sustainability The Gulch Environmental Foundation The National Public Utilities Council (NPUC) Giving Back
PRINCIPLE 9	Encourage the development and diffusion of environmentally friendly technologies.	As we work towards our carbon neutrality goal, Motive Power takes environmentally friendly technologies into consideration to reduce our impact and emissions. Our World Operations



PRINCIPLE	DESCRIPTION	SOURCE
ANTI-CORRUPTION		
PRINCIPLE 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Motive Power's Code of Ethics, found in the Employee Handbook, states that employees must never use their positions with the company, or any of its clients, for private gain, to advance personal interests or to obtain favors or benefits. <u>Ethical Conduct</u>