



2022 – 2023 ESG Report



2022 – 2023 Impact Report



Table of Contents

01

Our Shared Vision:

A letter from our CEO

02

Our Company:

A different kind of consulting partner

03

Our People:

Our employees, our greatest strength

04

Our Communities:

Empowering communities and
inspiring change

05

Our World:

Reshaping today for a sustainable
tomorrow

06

Our Partners:

Building success together



Our Shared Vision

A Letter From Our CEO

SHAPING A BRIGHTER FUTURE: REFLECTING ON 2022-2023

As we near the close of 2023, I want to take this moment to reflect on our journey. We've come a long way and done some big things in the past few years. We are driving meaningful change to help decarbonize the world and assisting businesses to understand there are significant opportunities for profit in embracing sustainability (heck, I even wrote a book about it this year). Our journey towards a greener and more equitable world accelerates in 2024 with our entire family of companies contributing in their unique ways. Together, they embody a vision where business, the environment, and society harmonize. Where each of us can make a difference, it's not just my journey; it's ours. And together, we are unstoppable.

At Motive Power, we've taken bold strides in ESG and decarbonization-focused consulting. We're not just a company but a movement, leading the charge in environmental stewardship and ethical business practices. We believe in turning challenges into opportunities and transforming industries to be more sustainable and socially responsible.

The National Public Utilities Council has been instrumental in steering the utility industry towards a more sustainable future. Our Utility Decarbonization Report and Decarbonization catalyzed change, inspiring actions and collaborations that aim to expedite net-zero emissions.

The Gulch Environmental Foundation remains a beacon of hope and action. At Rainmaker Farm, our regenerative farming practices and educational programs are not just about growing crops; they're about growing minds and communities. We're nurturing ecosystems, sequestering carbon, and empowering people to be part of the solution to climate change.

As we step into 2024, we are focused and determined. Our goals remain ambitious and centered around the following:

- Accelerating decarbonization in utilities.
- Transforming commercial farming to a regenerative model.

- Deepening our engagement with at-risk youth and marginalized communities.
- Expanding our impact in promoting diversity and inclusion across various sectors.

Together, we are not just participants in the ESG movement but its leaders, continually pushing boundaries and inspiring global change.

No matter where you are in life, I invite you to join us in this mission. Whether it's by making conscious choices in your daily life, supporting sustainable practices, or simply spreading the word - every action counts. Remember, it's not about where you come from; it's about the future we build together.

Let's continue to be the change we wish to see in the world. The power is in our hands.



A stylized, handwritten signature in dark blue ink, appearing to read 'Angel Lance'.

Angel Lance
CEO and Founder

Our Sustainable Development Approach

Since its inception in 2005, Motive Power has strived to create a positive impact for our people, clients, business partners, and community in every decision we make. Joining the United Nations Global Compact (UNGC) led us to find 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).

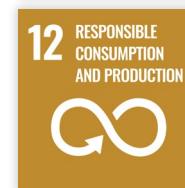
The UN Global Compact is a voluntary corporate sustainability initiative where businesses take responsibility for building a better world. Companies align their strategies and operations with universal human rights, labor, environment, and anti-corruption principles and take action that advances societal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

In our second year crafting our ESG report, we conducted a follow-up materiality assessment to pinpoint further ESG challenges relevant to Motive Power. The evaluation reaffirmed our ongoing initiatives, shaped our upcoming endeavors, and fortified our ESG reporting methodology. We engaged with employees and leadership to deepen our understanding of all stakeholders' viewpoints on ESG matters.

The Top 6 Motive Power SDG's





About This Report

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

Our report highlights activities and practices from the past year and contains forward-looking statements. We acknowledge that these statements involve uncertainties and other factors that potentially differ from actual results.



Environmental

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

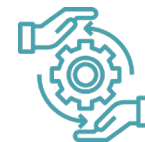
- Operations
- Office structures
- Tracking our company's carbon emissions
- Overall commitment to environmental sustainability
- Traveling
- Philanthropic efforts
- The Gulch Environmental Foundation
- The National Public Utilities Council (NPUC)



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 also 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
- ESG University
- Community & global volunteering
- Community & global charitable donations
- Students Rising Above



Governance

We are committed to strong governance practices, 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

ENVIRONMENTAL, SOCIAL, & GOVERNANCE ACTION





Our Company

About Motive Power

Motive Power is a different kind of consulting partner, blending the art and science of operational improvement.

Motive Power is an Organizational Development consulting firm specializing in project management and consulting services. We integrate Organizational Development, Change Adoption, and Data Innovation fundamentals to help our clients achieve their goals.

We believe the art and science of project management are equally essential for exceptional outcomes. The art fuels enthusiasm, sets the pace, manages rhythm, resolves setbacks, motivates effort, and acknowledges success. Our PMP-certified consultants apply their expertise to demonstrate the science, employing robust toolsets, insightful metrics, and detailed reporting.

Our comprehensive approach marries project management, sustainability, and people-oriented change management, ensuring smooth transitions and enduring positive effects on organizational performance and the wider environment.





Our Values

Our corporate culture is anchored by three fundamental values: **Integrity**, **Fearlessness**, and **Fun**.

Our ethos is grounded in **Integrity**, the cornerstone of our lasting relationships, forged through honesty and accountability. We believe in doing things right, standing tall for what's just, and holding ourselves accountable for our actions and commitments.

Embracing **Fearlessness** enables us to explore innovative frontiers and cultivate a space where challenging the

norms and engaging in transformative dialogue are welcome.

Fun, though often overlooked, is integral to our work environment. We value authenticity and camaraderie, fostering a culture where joy and positivity balance serious commitment to our work.

These principles underpin our business operations, guiding us towards continuous excellence.

Areas of Expertise

We are dedicated to helping organizations enhance efficiency, effectiveness, and sustainability through our expertise in organizational development, change adoption, and data innovation.

We take a holistic approach to fostering sustainable growth by streamlining project management, optimizing processes, and leveraging data-driven insights.

Our people-centric change management strategies seamlessly align with strategic sustainability goals, empowering organizations to enhance performance and make a lasting positive impact on society and the environment.



Organizational Development



Change Adoption



Data Innovation





Organizational Development

We partner with our clients to identify the critical elements that contribute to their success, compare them against industry standards, and understand how those elements realistically perform to obtain end goals. By deploying new and established processes, tools, systems, and structures, we improve the efficiency of our clients.

- Assessment, future state definition, gap analysis, and implementation of various processes and procedures to improve the management and execution of projects and initiatives.
- Develop and implement of project, operational, and organizational governance to ensure the right things are done correctly.
- Implementation of centralized structures to define and maintain standards leading to the efficient, effective, and consistent execution of projects.





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.
- Integrate Change Management systems and theories into a framework with associated tools and templates for practical application.





Data Innovation

We help clients build the structures and processes that convert data into a strategic asset, aligning data capture and analytics within critical streams of the organization. Through the power of data-driven decision-making, we ensure our clients ask the right questions, discover solutions, integrate systems, and align strategies to goals.

- Develop organized repositories that promote accessibility through data mining, cleansing, 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.
- Document end-to-end process flows for data synchronization between GIS and other systems of record. Initiate improvements based on GIS best practices and data governance principles after thorough analysis and planning.





10/6 Professional Services

[10/6 Professional Services](#) stands as a beacon of excellence and innovation in the field of project management. We are more than a high-performance firm; we are committed to quality, integrity, and client-centric solutions.

Our Origin: Born from a precise need within the Motive Power family, 10/6 emerged to overcome the unique challenge of blending two harmonious yet distinct services. While Motive Power continues to shine in organizational development and change management consulting, 10/6 is dedicated solely to providing best-in-class project management resources.

What Sets Us Apart? 10/6 isn't just about managing and executing large capital projects. It's about an approach that seamlessly marries technical mastery with empathy and expert intuition. We have an unwavering commitment to our client's best interests, reflected not only in our top-tier staffing solutions but also in our shared values of integrity, fearlessness, and fun.



Driving Sustainability in Utility Transformation

10/6 Professional Services stands at the forefront of the Utility industry's transformation, actively promoting an electrified grid and cleaner energy. Our projects resonate with our core mission and the broader pursuit of environmental stewardship.

A shining example of our alignment with these values is our involvement in the Coal Ash Pond Remediation Program. By providing guidance and oversight to coal-fired power plants across Georgia, our team is instrumental in moving and recycling spent ash off-site, thus mitigating prevailing environmental concerns.

Simultaneously, our Power Pathway program in eastern Colorado is as a testament to our expertise and dedication. Managing the schedule and cost for this billion-dollar initiative, our team is enabling the installation of over 300 miles of new electric transmission lines. This endeavor aligns perfectly with the growing demand for distributed renewable energy generation sources, further cementing our commitment to a sustainable future.

At 10/6 Professional Services, our commitment to the Utility industry extends beyond traditional project management. Through our focus on cleaner energy and transformative projects like Coal Ash Pond Remediation and the Power Pathway program, we reflect a deep alignment with sustainability and ethical responsibility. Our actions resonate with our core values, and we continue to forge a path that aligns with the broader aspirations of a sustainable and interconnected future.



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

Experts deliver your projects on time and within budget.

Our Service

Outstanding individual performance supported by firm expertise, best-in-class tools, and comprehensive training.

See value from day one. 10/6 employees optimize performance across your organization without ever requiring micromanagement.

Our Focus

Project management, cost controls, and scheduling specialists.

You work with specialists, never 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-thinkers prepared to solve your project challenges.

Our Partner

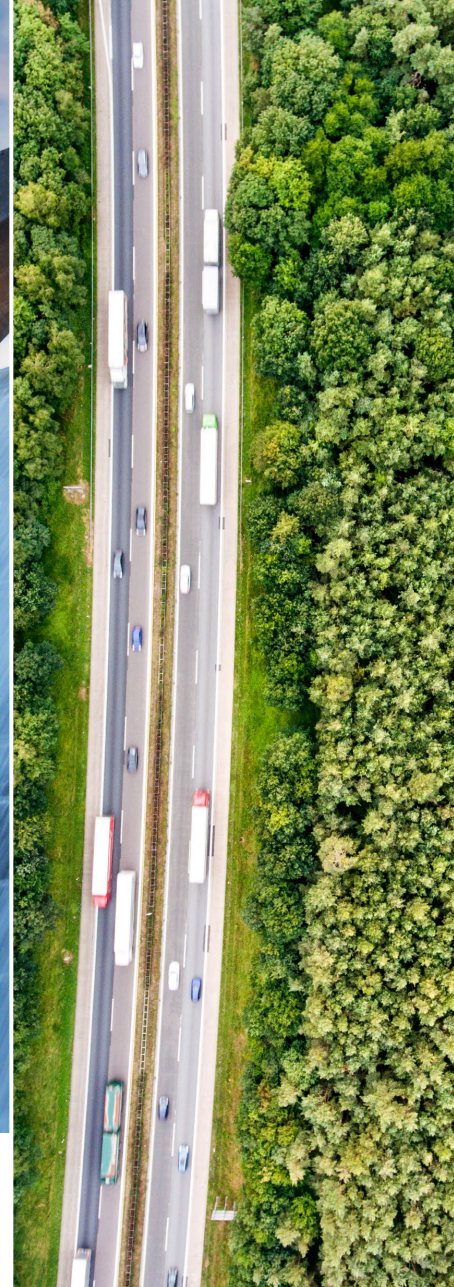
Our sister company, Motive Power, specializes in delivering change through organizational development, change adoption, and data innovation.

Ability to engage a partner who can resolve your complex issues and deliver needed change.



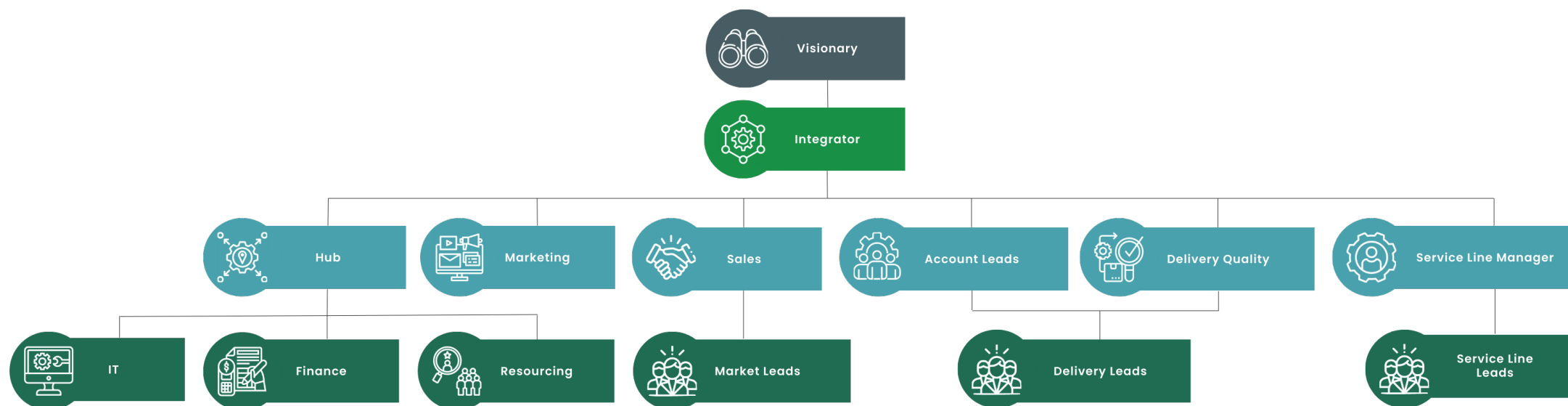
Industries We Serve

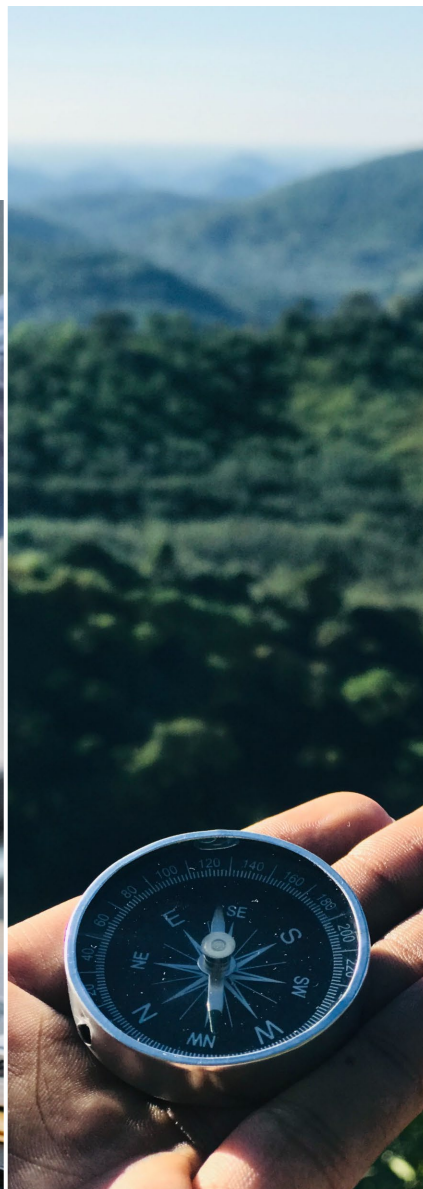
We are proud to serve a diverse range of industries, leveraging our expertise to make a positive ESG impact in sectors such as utilities, transportation, medical technology, agribusiness, and many more.



Governance

Our core values guide us towards robust governance practices. We employ a flat organizational structure that fosters teamwork and empowers employees to manage their workload. Our resource-level assignments denote individual experience and capacity, not hierarchy. We cultivate a culture that encourages individuals to harness and grow their strengths. Above all, we strive for more than the status quo, rejecting bureaucracy and blame culture and upholding integrity in all our actions.





Code of Ethics

Ethical Conduct

Committed to the highest legal and ethical standards, we conduct our business within the strict parameters of all relevant laws, valuing each employee's integrity.

We maintain zero tolerance for any behavior that is illegal, unethical, or breaches human rights, including but not limited to human trafficking and child labor within Motive Power or among clients or suppliers.

Code of Ethics Cont.

Our socially responsible actions aim to uplift the communities we serve and encourage support for charitable, educational, and service organizations. Our Code of Ethics outlines our conduct expectations for employees, within and outside the company, emphasizing the importance of adhering to our policies and maintaining appropriate conduct. We have had no reported incidents of human rights abuses to date.



Compliance with strict federal and local laws, rules, and regulations



Conflict of interest policy

- Employees are prohibited from using their positions within the company or with clients for personal gain or to secure benefits for themselves, their families, or other individuals or entities.
- This policy does not limit employee rights and activities protected under applicable laws, such as those enshrined in Section 7 of the National Labor Relations Act.



Confidentiality

Code of Ethics Cont.



Conduct on client site

Disciplinary measures may range from verbal or written warnings to suspension or termination. Employees on-site will be dismissed for violating our ethical code. To ensure our teams uphold these standards, communicate quarterly with clients and seek feedback at contract completion.

Our Employee Handbook, updated annually to reflect the latest policies, must be read and signed by employees yearly. Available internally and to new hires, it provides guidance, with our leadership team ready to address any queries.



Anti-discrimination, anti-harassment, and anti-retaliation policy

- Motive Power maintains a zero-tolerance policy towards harassment and discrimination.



Client relations and discussions



Our People

Our People

At Motive Power, our vibrant culture is central to our identity and operations. It fosters teamwork, nurtures a sense of unity, and motivates us to face each workday positively. Encouraging open communication enables us to resolve challenges efficiently, meet stringent deadlines, and surpass client expectations. Our culture is instrumental to the level of excellence we maintain.



Special shout out to [MPer1], [MPer2], and [MPer3] for helping me with the client renewal of services Project Plan and SOW creations. [MPer1] was instrumental in developing seven (7) project plans and alleviated a lot of burden off my plate. Thank you so much! [MPer2] and [MPer3] also supported with generation of multiple Scope of Work documents that allowed us to proactively submit the documents for timely processing of the purchase orders. I'm very thankful for all three to help get across the finish line.



I wanted to express my appreciation for [MPer1] and [MPer2]'s support over the past couple of weeks. Their ability to seamlessly balance internal and client deliverables while consistently showing an unwavering commitment to our MP goals has been truly remarkable. Your dedication is greatly appreciated and has made a significant impact on our team's success.



Happy Mail to [MPer1] for her excellent job in picking up additional projects just prior to the forecasting window and meeting all client deadlines while maintaining a high standard of excellence. Amazing job, [MPer1]!

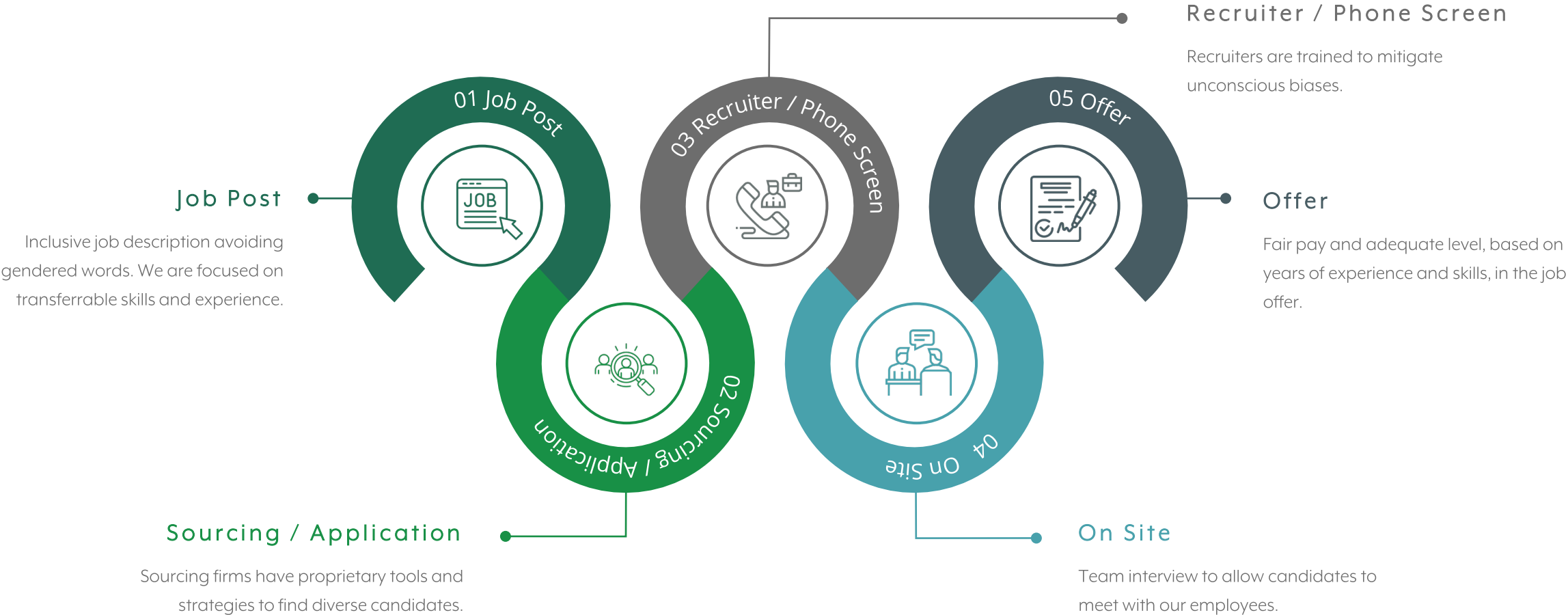
Recruiting

Motive Power consultants develop solutions and execute projects on time, on budget, and with integrity. This requires talented teams and diverse but like-minded individuals who contribute to our progressive workforce. We are always looking for hard-working people with integrity to join our team. Our interviews are based on equal-power-dynamic questioning and are 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 job posts, and our website.

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



Hiring Process





















Professional Development

Our company believes in supporting our employees' growth paths of our employees. Once the employee has identified their preferred growth target(s), they can work with a mentor, service line leader, 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.

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

Professional Certifications

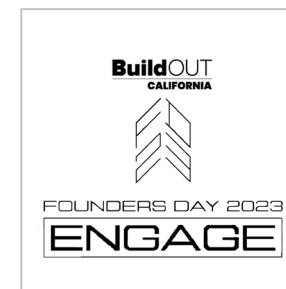
We have various certifications held by the Motive Power Team, ranging from professional to tool-specific. Each of these certifications helps our team members grow in their professional development paths in their field of interest and provides superior results to our clients. Below is a sample of the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

 <p>PMI Project Management Profession (PMP) Certification</p>	 <p>Prosci Change Management Practitioner</p>	 <p>Six Sigma Black Belt</p>	 <p>Advanced DAX for Microsoft Power BI</p>
 <p>Agile Certified Project Management Professionals</p>	 <p>Certified SCRUM Masters</p>	 <p>Six Sigma Green Belt</p>	 <p>Desktop for Business Intelligence Certified</p>
 <p>P6 Certified</p>	 <p>Microsoft Power BI Certified</p>	 <p>AACE Certified Cost Technicians</p>	 <p>Desktop Certified Microsoft Power BI</p>
 <p>Primavera Unifier Certified</p>	 <p>SQL Certified</p>	 <p>AACE Certified Schedule Technicians</p>	 <p>MS Project Certified</p>

Conferences

Motive Power actively contributes to industry advancement through participation, sponsorship, and guest speaking at events and conferences. We leverage these platforms to share expertise, foster knowledge exchange, and collaborate with industry thought leaders.

Over the past few years, we participated in many high-priority conferences, including:









NPUC Decarbonization Solutions Forum

In March 2023, the first NPUC Decarbonization Solutions Forum was co-hosted by Motive Power, SMUD, Zpryme, and the National Public Utilities Council (NPUC) in Sacramento, CA. The inaugural event focused on tackling the complex challenges of decarbonization within the utility industry, a critical step in the global transition towards a zero-carbon energy future. The forum brought together industry experts and key stakeholders to share insights, fostering a collaborative environment conducive to developing actionable solutions.

The forum featured intimate workshops and panel sessions, where attendees, including representatives from SMUD, AES, ConEd, Department of Energy, National Grid, PG&E, and Southern California Edison (SCE), contributed their expertise and perspectives.



Internal Development Programs

Motive Power offers endless opportunities to help guide our employees through their development, such as the Talent Development Model, Buddy Program, and Professional Development Advisor Program. Employees are encouraged to develop growth plans that fit their personal goals.

To foster growth, employees can follow their interests in areas beyond their core job responsibilities. Our employees can reach out to company leadership to support sales, business development, service offerings, and other internal projects.



Talent Development Model



Professional Development Advisor Program (PDA)



The Buddy Program



The Merit Badge Program



Talent Development Model

Motive Power adopted a new and improved Talent Development Model to encourage professional development, increase transparency in promotion and compensation, and align with client buying practices while formalizing a consistent 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 for 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

- Connect members together
- Expand Talent Development Model capabilities



Key Results

- Employees further develop TDM capabilities



General Guidelines

- 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. New hires are assigned a buddy outside their direct manager to check in and guide them through their first four months with the company. Buddies are 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

- New Hire
- Provides additional contact outside of client work
- Buddy
- Identify buddies to transition into PDA program



Key Results

- New hire has welcoming and positive onboarding experience
- New hire leaves onboarding with understanding of the key company contact people



General Guidelines

- Buddy is assigned during first week
- 4-month duration
- Weekly check ins
- Monthly sit downs (in-person or virtual)



The Merit Badge Program

The overarching goal of the Merit Badge Program is to increase our consultants' skills 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.

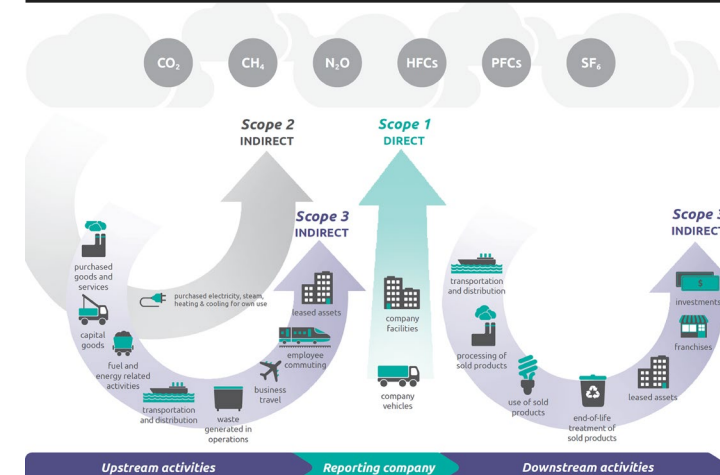
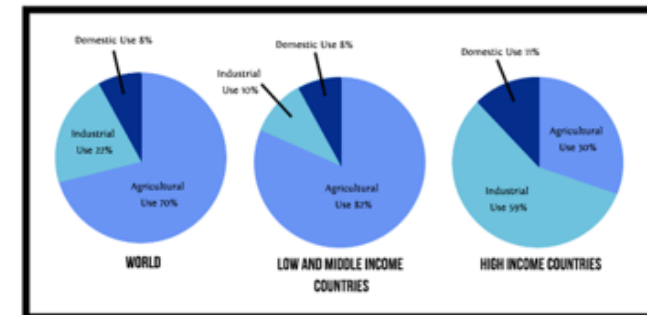


ESG University

This year's ESG University marked a significant stride in our commitment to sustainability and excellence, deepening the integration of Environmental, Social, and Governance (ESG) principles within our corporate ethos. Through an all-encompassing educational series, we successfully engaged our workforce across all levels to share and inspire a forward-thinking approach to sustainability. The program's core elements included interactive learning sessions fostering collaboration and diverse perspectives, mandatory homework to reinforce ESG concepts practically, and a thorough curriculum covering essential ESG metrics, industry-specific challenges, and compliance issues.

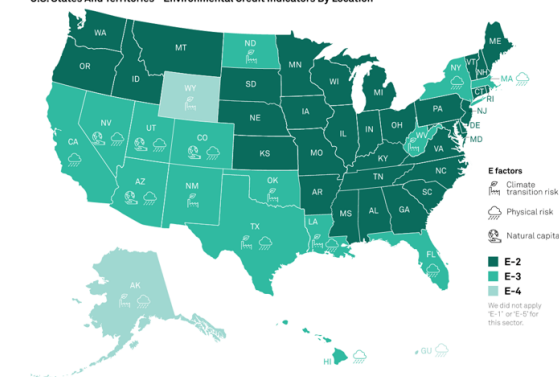
The initiative yielded measurable benefits, elevating ESG awareness among employees, sharpening decision-making with an ESG focus, and making clear ESG reporting and performance metrics enhancements. Additionally, it bolstered our standing with investors, regulators, and the broader community. As we look to the future, we aim to build on this momentum by evolving the ESG University into a perennial program that adapts to the latest ESG trends and best practices, ensuring our team is consistently informed and empowered to effect meaningful change.

GLOBAL USE OF WATER ACROSS INCOME GROUPS



Environmental Credit Factors

U.S. States And Territories - Environmental Credit Indicators By Location



E-1 = positive | E-2 = neutral | E-3 = moderately negative | E-4 = negative | E-5 = very negative. Source: S&P Global Ratings. Copyright © 2022 by Standard & Poor's Financial Services LLC. All rights reserved.

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.



Happy Mail



MP Marketplace



Red Envelope Bonus



MP Awards





Happy Mail

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



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 appliances and gift cards. Conducting new hire training, receiving kudos from HR, Delivery Leads, or LT, 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 entirely at the discretion of our CEO for extraordinary contributions and achievements. The leadership team can make nominations for recipients.



MP Awards

MP Values Personified Award
The MP Values Personified Award is given to employees at our CEO's discretion to recognize 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 only sometimes given annually.



Diversity, Equity, & Inclusion at Motive Power

At Motive Power, diversity is more than just a buzzword—it's our essence. We thrive on our team's collective talents and diverse perspectives, fueling innovation, enhancing client relations, and boosting creativity. Together, we challenge and inspire one another, defining the dynamic core of Motive Power.

We proudly wear our badge of being a 100% Women-Owned Small Business (WOSB). Beyond the benchmarks of ownership and control, our unique experiences as a woman-led enterprise enrich our progressive and inclusive culture. In embracing diversity, Motive Power rises, setting the standard for the future of management consulting.



Embracing Diversity

Motive Power's strength is rooted in our diversity. Across genders, ethnicities, and generations, we find unity in our shared commitment to excellence. Our differences aren't just acknowledged; they're celebrated. Each member contributes a unique lens, enhancing our collaborative spirit and setting us apart in the management consulting landscape.

Motive Power Employees are represented by:

GENDER



Male



Female

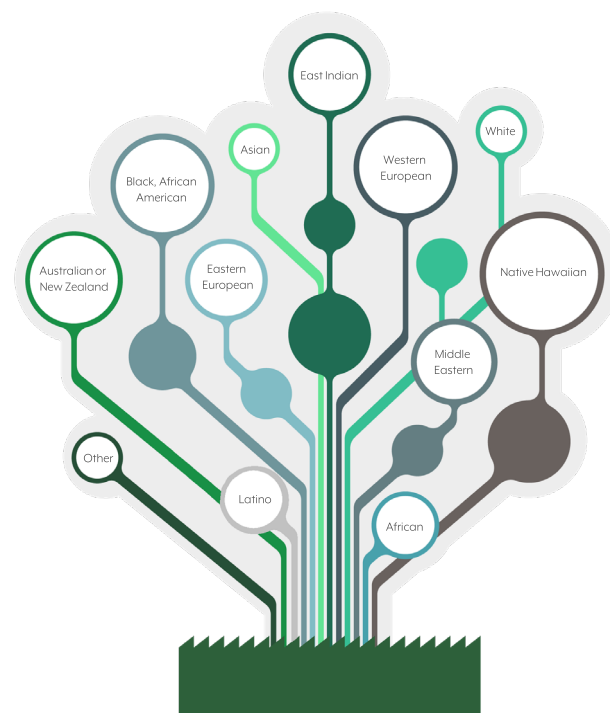


Transgender



Non-binary /
Third Gender

ETHNICITY



GENERATIONS



Baby Boomers



Generation X



Generation Y



Generation Z

Engagement

We prioritize spending time together both professionally and socially. Our frequent company-organized or spontaneous gatherings highlight our continuous celebration of our team, projects, and collective achievements.



SPORTING EVENTS

Motive Power offers opportunities for employees to get out and have fun at different sporting events. 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 employees gather in Oakland for a day of food, family, and softball! This 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.



HOLIDAY PARTY

We're thrilled to announce the return of the Motive Power annual holiday party! Traditionally hosted in San Francisco, this event welcomes all team members and their plus-ones for a night brimming with entertainment, laughter, and delectable cuisine, celebrating our collective achievements. We're delighted to extend this invitation to our out-of-state employees and their plus-ones, ensuring everyone can partake in our year-end festivities.



HAPPY HOURS

Motive Power holds monthly sponsored happy hours in each of our office regions. These happy hours are a time for MPers, clients, family, and friends to get together outside 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, which are not typically in the same region but often work together to have fun.



OFFSITES

Each year, Motive Power conducts a strategic retreat in Cabo, Mexico. This gathering is not just a customary break— it intersects professional growth, team-building, familial involvement, and philanthropic endeavors. Set against Cabo's tranquil seascape, our team solidifies bonds and engages in in-depth discussions on pivotal company updates. This structured blend of business and relaxation exemplifies our dedication to comprehensive organizational development.



TOWNHALLS

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.

Employee 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



Flexible Paid Vacation Time



401K & Company Match



Tax Savings Programs such as Flexible Spending Account



Accrued Paid Sick Time



Charity Sponsorships for causes connected to our employees & communities

Employee Assistance Programs

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 a toll-free telephone number 24 hours a day, seven days a week, for crisis counseling and obtain referrals to EAP counselors and other community resources.

Offering the EAP helps enhance:



Employee Wellness



Reduces Stress



Increase Productivity



Mass Transit Subsidy Program

In addition to offering a full suite of benefits, Motive Power encourages environmentally friendly commuting and travel practices for all employees. MP provides a 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.



During our weekly companywide meeting, we take time 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.



Our Communities



BTF 
BRIDGE TO TÜRKİYE FUND



Giving Back

Motive Power is deeply committed to community support, channeling our efforts through non-profits, charity events, and individual initiatives. We aim to make a meaningful impact and motivate our employees to engage and contribute to their local communities, driving positive change.

We take pride in our commitment to community enrichment through substantial donations and creating avenues for our employees to give back. Our passion for making a difference is evident, with over 1.075 million dollars contributed to various charitable causes. This is how we're creating change:

The Gulch Environmental Foundation

Upholding direct impact and transparency principles, The Gulch Environmental Foundation ensures donations exclusively fund environmental projects. During the 2022 holidays, Motive Power offered employee gifts from our foundation store, with all proceeds supporting the Foundation's environmental initiatives.

Bridge to Türkiye

Reacting to the 2023 earthquakes in southeastern Türkiye, Motive Power collaborated with BTF, AHBAP, and local entities to raise funds. Our collaborative effort was focused on providing critical aid—food, water, warmth, and shelter—and sustaining support for the health and education of children in the affected areas.

Maui Wildfire Relief

Addressing the catastrophic Maui wildfires, particularly in the Lāhainā, Pūlehu-Kīhei, and Kula regions, Motive Power and 10/6 employees, friends, and families made generous donations. Our companies matched these, doubling the impact and ensuring all funds directly supported relief and recovery in the most affected communities.



Our World

Our Commitment to Environmental Sustainability

At Motive Power, we understand that our role as a management consulting firm extends beyond business – into the realm of environmental responsibility. We make a difference by carefully choosing our office locations and reducing travel-related emissions. Emerging from the pandemic, our dedication to the environment remains as strong as ever. This year, we looked at our environmental impact, setting clear targets to improve our sustainability (you'll find our detailed plan on [page 69](#)).

As we embraced the return to pre-pandemic activity, we welcomed more in-person

collaboration and necessary business travel. Despite these changes, we've continued to offer our team the best of both worlds—a hybrid work model that supports flexibility and well-being, aligning with our ongoing commitment to environmental stewardship.

We've simultaneously expanded our work through The Gulch Environmental Foundation and The National Public Utilities Council (NPUC), allowing us to be at the forefront of environmental initiatives that deliver real impact.





The Gulch Environmental Foundation

In 2020, Motive Power CEO Angel Lance founded the Gulch Environmental Foundation, a non-profit aiming to address the climate crisis through carbon sequestration. The foundation unites entrepreneurs, business leaders, academics, and conservationists.

In pursuit of carbon sequestration, the Gulch Foundation acquired Rainmaker Farm, a 160-acre landscape in Noble County, Oklahoma, in December 2020. The region's soil degradation offers the potential for increased carbon storage through regeneration, contributing to the decarbonization of our atmosphere. Recent initiatives have focused on soil regeneration at Rainmaker Farm through changed land management practices and soil-restoring plantings.

The Gulch Environmental Foundation encourages employee volunteering and promotes green living and business practices. Furthermore, it is committed to exploring and implementing innovative scientific theories for scalable sustainability solutions.

Learn more [here](#).

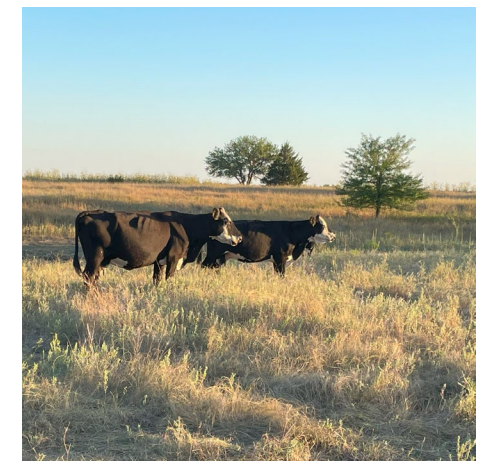
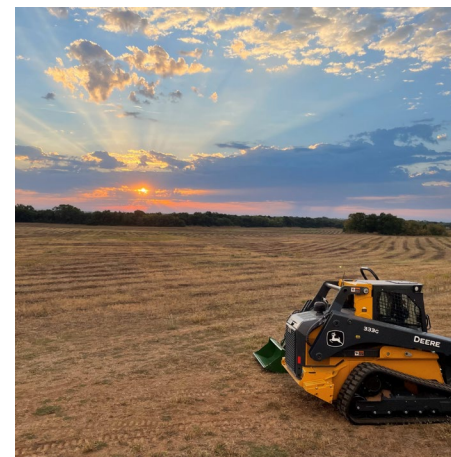
Farm Days

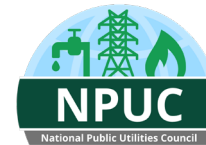
Our Farm Days offer a unique, hands-on experience for students and participants of all ages and abilities. We are focused on carbon sequestration projects and educating the public on actionable steps for environmental change. These events are educational, covering topics from physics to ecology and food production, and foster team building and community engagement.

Participants get to engage in various activities, such as planting seasonal crops and constructing farm structures, while benefiting from the expertise of specialists in multiple fields who enhance the learning experience through insightful talks and demonstrations. Farm Days are not just about learning, but also about having fun, socializing, and meeting new people.

Inclusivity and breaking barriers are at our core. Our activities aim to unite diverse individuals, nurture community spirit, and promote positive action on climate change. Farm Days go beyond education, serving as a catalyst for inclusivity and environmental impact.

Learn more about the Gulch's Farm Days and Education Programs [here](#).





National Public Utilities Council (NPUC)

Founded by Angel Lance in 2020, the NPUC developed from the need for utilities to collaborate to expediate the clean energy transition.

The NPUC aims to provide:

- A forum for energy thought leaders to devise solutions to shared decarbonization obstacles.
- Infographics and visualizations that shape the national discourse around decarbonization.
- A knowledge repository for utilities to use to achieve their decarbonization goals.
- Reports and benchmarking assessing the current decarbonization efforts of US utilities.
- 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 about the NPUC [here](#).

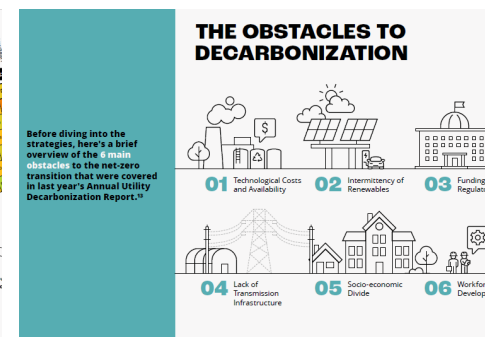
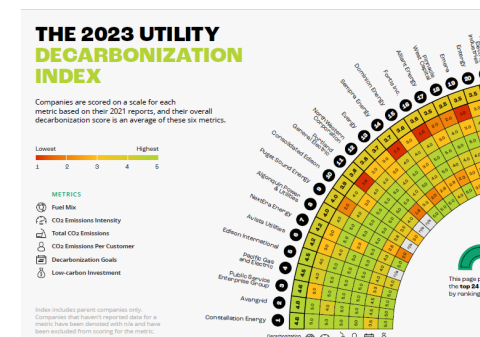
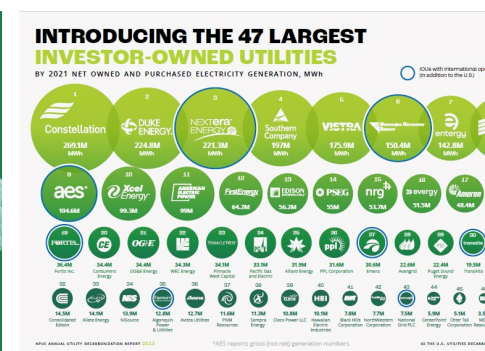
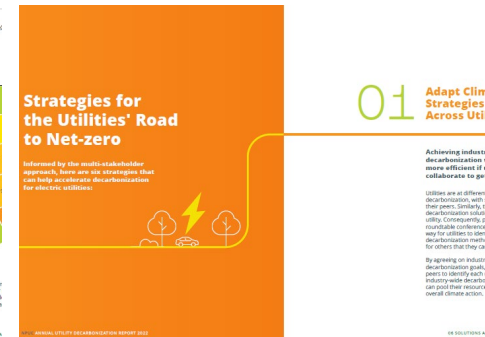
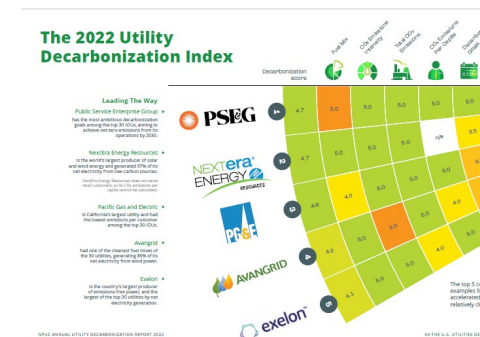
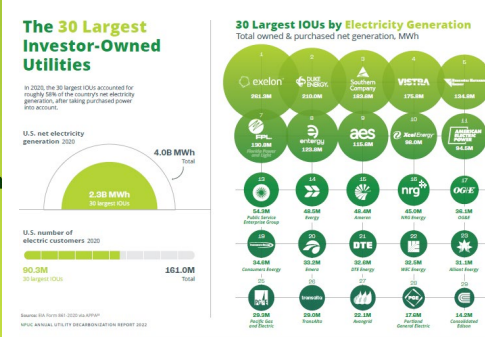
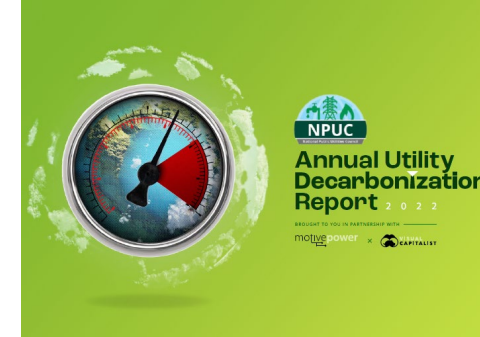
Annual Utility Decarbonization Report

The NPUC has established itself as a critical player in the energy sector with its Annual Utility Decarbonization Report. This report, developed in collaboration with Visual Capitalist, serves as a vital benchmark, tracking the clean energy transition efforts of investor-owned utilities (IOUs) in the United States. It provides a data-driven snapshot for utilities, investors, and customers, offering insights into the progress and challenges in adopting cleaner energy sources.

Initially launched in 2022, the first decarbonization report focused on the top 30 IOUs, employing six metrics in the Utility Decarbonization Index to evaluate and compare their decarbonization efforts. This comprehensive analysis highlighted the progress made and identified the challenges utilities face in their journey towards decarbonization, proposing adaptable strategies for both short-term and long-term transitions.

Building on this foundation, the NPUC released its 2nd Annual Decarbonization Report in 2023. This edition expanded its scope to include the top 47 U.S. IOUs, offering a broader view of the industry's decarbonization efforts. The report goes beyond rankings, shedding light on industry trends, opportunities, and notable success stories in utilities' pursuit of a cleaner energy future.

Learn more [here](#).



Seeing Green: How to Save the Planet and Profit from Sustainability

In November of 2023, Angel Lance released a book that takes the reader on an entertaining journey to revolutionize the world through environmentally sustainable practices. Driven by multiple passions for environmental stewardship and running profitable businesses, “Seeing Green” follows Lance’s mission to prove, through her own actions, that going green is not an all-or-nothing venture but instead a shifting ride that makes your business more profitable while saving the world.

“Seeing Green” combines environmentalism and business savvy, using insightful storytelling, witty commentary, and practical tips to guide readers to implementing environmentally conscious initiatives in their homes, businesses, and industries.

Learn more [here](#).

ANGEL LANCE

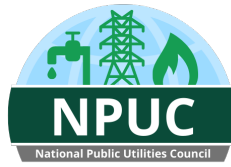


Seeing Green

HOW TO SAVE THE PLANET **AND PROFIT** FROM SUSTAINABILITY

Forbes | Books

The Future of Our Work



Motive Power	10/6 Professional Services	National Public Utilities Council (NPUC)	The Gulch Environmental Foundation
<p>Evaluate all our existing management consulting work with public utilities through a decarbonization lens.</p>	<p>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.</p>	<p>Expedite U.S. Utilities' clean energy transition.</p>	<p>Hold regenerative farming seminars with complete open business plans and finances and Q&As on how a traditional farm converts to regenerative farming.</p>
<p>Work with all our clients to strategize, optimize, and adhere to their own ESG goals.</p>	<p>Work directly with utility vendors and significant architectural and engineering firms for climate resilience and social equity.</p>	<p>Issue decarbonization and ESG reports and indexes regarding the top U.S. investor-owned utilities and their state in the race to net zero.</p>	<p>Demonstrate the scientific effects of regenerative farming on drawdown.</p>

Office Locations

Motive Power leases office spaces focusing on sustainability, proximity to public transportation, and buildings and/or landlords' commitment to environmental best practices, including energy conservation, green initiatives, and certifications like LEED.

We predominantly lease from WeWork, aligning with their pledge to be carbon-neutral by 2023. This arrangement affords us flexibility, enabling resource use only as needed, thereby minimizing our carbon footprint.



Office Structure

Our Petaluma headquarters houses our support team, 'the Hub,' and many of our North Bay-based consultants. Our office is equipped with energy-efficient lighting, programmable thermostats, and solar panels to reduce our reliance on the power grid and lower greenhouse gas emissions.

We implement sustainability practices by recycling, composting, and cultivating various vegetables such as peppers, tomatoes, corn, strawberries, green onions, and basil with our own compost, which revitalizes the soil and contributes to carbon sequestration.

Additionally, we offer an electric vehicle charging station to promote sustainable transportation and employ xeriscape landscaping to enhance our water conservation efforts. These initiatives reflect our commitment to minimizing environmental impact and promoting sustainability throughout our operations.



Office Renewable Energy

Our Petaluma office, part of the Marin Clean Energy program, uses electricity derived from 60% renewable sources. As we progress towards achieving 100% carbon neutrality at Motive Power, we remain committed to ongoing evaluation and transparent communication about our sustainability efforts.





Our Operations

We implement and continually refine sustainability programs across all our locations to minimize our environmental impact. All locations have recycling programs and utilize renewable energy sources wherever possible.



Reducing Plastics in Motive Power Offices



Electronic Recycling



Traveling



REDUCING PLASTICS IN MOTIVE POWER OFFICES

Aware of the plastic waste problem, we strive to maintain plastic-free environments across all Motive Power offices. We avoid unnecessary plastic products and packaging and ensure our company events are plastic-free. Employees are encouraged to use reusable containers and bottles, supported by the provision of water jugs instead of plastic water bottles. These practices are integral to our commitment to environmental responsibility, illustrating how we actively contribute to mitigating the global plastic waste issue.



ELECTRONIC RECYCLING

At Motive Power, we repurpose or recycle all electronic equipment to minimize waste. If equipment becomes non-functional, it is dispatched to recycling centers.



TRAVELING

We opt for direct flights for business travel whenever possible to reduce emissions. We're also exploring incorporating a travel carbon tax into commuting invoices, with the proceeds funding carbon offset programs.



Our Partners



BuildOUT CA

Motive Power is proud to be a founding member of BuildOUT California, the leading LGBTQ Industry Association focused on fostering sustainable growth within architecture, engineering, construction services, real estate development, and related sectors. As part of our commitment, we dedicate pro bono staff hours to program management, strategy consulting, organizational development, and technical assistance, driving the advancement of the LGBTQ community.

Our participation in BuildOUT's Founders Day 2022 and 2023, an event bringing together over 500 global members in San Francisco, allowed us to participate in discussions on key topics such as transportation, infrastructure, construction initiatives, and workforce equity & inclusion.



BuildOUT CALIFORNIA



Zpryme

Motive Power is excited to partner with Zpryme, which produces events like the Energy Thought Summit (ETS). This collaboration underscores our commitment to being at the forefront of the energy transition, bringing together our thought leadership with Zpryme's facilitation to foster industry-wide conversations around decarbonization and sustainable energy practices.

Our engagement with Zpryme spans various initiatives, including Utility Benchmarking Reports, interactive roundtables, podcasts, and participation in key conferences like the WE3 Summit, ETS, and Cities of the Future.



Our 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. Through our Supplier Code of Conduct, we clearly communicate our expectations. Our commitment to responsible operations extends to timely supplier payment and supporting their continued success.

Supplier Diversity

At Motive Power, we recognize the value of supplier diversity and its positive impact on our community. We actively encourage our suppliers to engage with diverse suppliers whenever subcontracting needs arise, fostering innovation, competition, and a wealth of ideas and solutions.

Maintaining our reputation for integrity is paramount to Motive Power. We expect our officers, employees, partners, and suppliers to uphold the highest ethical standards and comply with all laws and regulations while safely delivering services.

Our Supplier Code of Conduct outlines these expectations and covers various aspects such as:



Conduct



Communication



Data Security



Safety



Sustainability



Ethics



Appendix

Calculations

Emissions by Source *Metric Tons of CO₂e*

Source	2019	2020	2021	2022	2023
Air Travel ¹	27.79	35.76	3.34	36.7	32.68
Other Travel ¹ (Car)	80.50	16.03	2.00	13.47	10.94
Office Electricity	2.93	2.16	0.55	-1.14	-0.65
Other Energy (Natural Gas)	1.94	1.95	1.53	0.78	0.72

Ground Travel with Lyft/Uber not included due to inability to gather the distance travel from the data.
December utilities were estimated based on 2022 data.



Calculations Cont.

Emissions by Scope *Metric Tons of CO₂e*

Scope	2019	2020	2021	2022	2023*
1	0	0	0	0	0
2**	4.86	4.11	2.08	-0.36	0.07
3	108.29	51.79	5.34	51.21	44.00

* Please note that the calculations presented in this report are estimates based on data available prior to year-end and may be subject to adjustments.
** Stationary Combustion is considered Scope 2 to be consistent with previous reporting.

Office Electricity Intensity *kWh/ft2/yr*

Index	2019	2020	2021	2022	2023*
Electricity Intensity Index ²	4.14	2.95	.63	-3.45	-1.95

December utilities were estimated based on 2022 data.



United Nations Global Compact Index



Human Rights



Labor



Environment



Anti-Corruption



Human Rights & Labor



Human Rights



Labor

Principle	Description	Source
Principle 1	Businesses should report and respect the protection of internationally proclaimed human rights.	Ethical Conduct Code of Ethics Supplier Code of Conduct
Principle 2	Businesses should make sure that they are not complicit in human rights abuses.	Ethical Conduct Code of Ethics Supplier Code of Conduct
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Ethical Conduct Supplier Code of Conduct
Principle 4	The elimination of all forms of forced and compulsory labor.	Ethical Conduct Code of Ethics Supplier Code of Conduct
Principle 5	The effective abolition of child labor.	Ethical Conduct Code of Ethics Supplier Code of Conduct
Principle 6	The elimination of discrimination in respect of employment and occupation.	Ethical Conduct Code of Ethics

Environment & Anti-Corruption



Principle	Description	Source
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	The elimination of all forms of forced and compulsory labor.	Our World Our Commitment to Environmental Sustainability The Gulch Environmental Foundation The National Public Utilities Council (NPUC) Giving Back
Principle 9	The effective abolition of child labor.	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 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. Ethical Conduct



Anti-Corruption