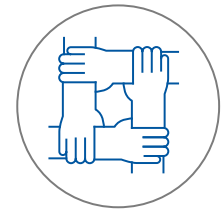




# Diversity, Equity, Inclusion & Accessibility Plan

2023 – 2026



# Executive Summary

People are at the core of all that we do, and it is their unique talents and strengths that drive our success. We seek to engage and empower people from differing backgrounds to bring together diverse perspectives that are crucial to delivering innovative solutions to complex challenges. We strive to create and sustain a culture where everyone feels included, valued, and respected in a productive environment. Creating an inclusive workplace is imperative—not just because it is the right thing to do—but because it is at the crux of who we are.

## **The Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan**

includes GTI Energy and its subsidiaries: Frontier Energy, SunGas Renewables, Projeo Corporation, and Rev Innovations (Enterprise). The Plan covers three years—2023–2026—and it will strengthen our collective accountability as we work to achieve our DEIA goals. Successful implementation of this plan is the responsibility of every employee at the Enterprise. Together, we must continue to evolve a culture that provides each and every individual the opportunity to be true to their authentic self, prosper, advance their career, and contribute to our mission.

Diversity, Equity, Inclusion, and Accessibility is a journey that requires a great deal of collaboration at every level of the organization and we must all see it as an essential, everyday responsibility. We thank you for your continued support and commitment.

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# A Message from Our DEIA Director

I am pleased to share the DEIA Plan for fiscal years 2023–2026. As an Enterprise, we have made significant strides in advancing an inclusive workplace, but this is a journey, not a destination. As you will see in the plan, we are taking the next steps with boldness and a forward-thinking approach.

This year we are adding Accessibility into our plan to affirm our commitment to provide equal access to everyone—an opportunity for everyone to succeed, including those with various physical and cognitive abilities.

DEIA are essential to our success and are shared responsibilities. We need to hold ourselves accountable for creating a workplace culture in which all employees can thrive, and offers each individual an equal opportunity to reach their full potential.

The goals outlined in the plan will help ensure every person feels welcomed and supported in contributing their talents. We value all our people for their diversity of thought, unique backgrounds, and whole selves.

We are proudly committed to creating a workplace where our people feel safe, welcome, and celebrated for who they are and what they contribute. We recognize that individual and cultural differences are a defining strength and integral to fulfilling our mission of solving clean energy solutions worldwide.

It is important that we track our progress, celebrate our success, and make course corrections as needed. There is still much to do, and we should celebrate the progress we have made and look forward to exciting opportunities ahead. You have my commitment, as well as the commitment of the senior leadership team, to take the appropriate actions to drive the initiatives forward, and make meaningful progress on this journey.

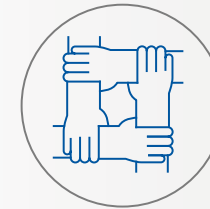
The DEIA Strategic Plan lays the foundation for delivering outcomes that will improve our performance and remain a top place to work. Remember to listen and seek diverse perspectives.



**Amy Russell**  
Director, DEIA

**Amy Russell**  
Director, DEIA

# Diversity, Equity, Inclusion, and Accessibility *Defined*



## DIVERSITY

The quality of being different or unique at the individual or group level. This includes work style, parental status, sexual orientation, gender, gender identity, skin color, language, age, mental and physical abilities – and more. Even people who appear the same on the outside are different!



## EQUITY

The fair treatment, access and opportunity and advancement of all employees, while striving to identify and eliminate barriers that might prevent an employee's full and equitable participation in the workforce. We are committed to demonstrating equity and fairness.



## INCLUSION

A strategy to leverage diversity. Leveraging diversity requires an environment where people feel heard and supported to do their personal best. Diversity always exists in social systems. Inclusion, on the other hand, must be created.



## ACCESSIBILITY

The design, construction, development and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them.

# DEIA Council

## PURPOSE

The DEIA Council will effect positive change in moving initiatives forward and bringing in key stakeholders from every level of the Enterprise. This entails bringing awareness to DEIA related topics, auditing current practices and processes to ensure inclusiveness, and elevating voices of underrepresented groups. Everyone has a role in DEIA, and this Council is a way for passionate employees to make a deeper impact on company culture. The DEIA Council helps create strategic accountability for results, provides governance and oversight on diversity efforts, and promotes Enterprise-wide communication on progress. The Council is just one part of the larger strategy to ensure that each part of the employee life cycle is looked at through a DEIA lens.

## MISSION

Our mission is to enhance DEIA in the workplace, with our customers, and in our communities. We will incorporate inclusivity concepts and practices into all areas of the business by maximizing the unique strengths of all our people through the synergies of our differences and capabilities.

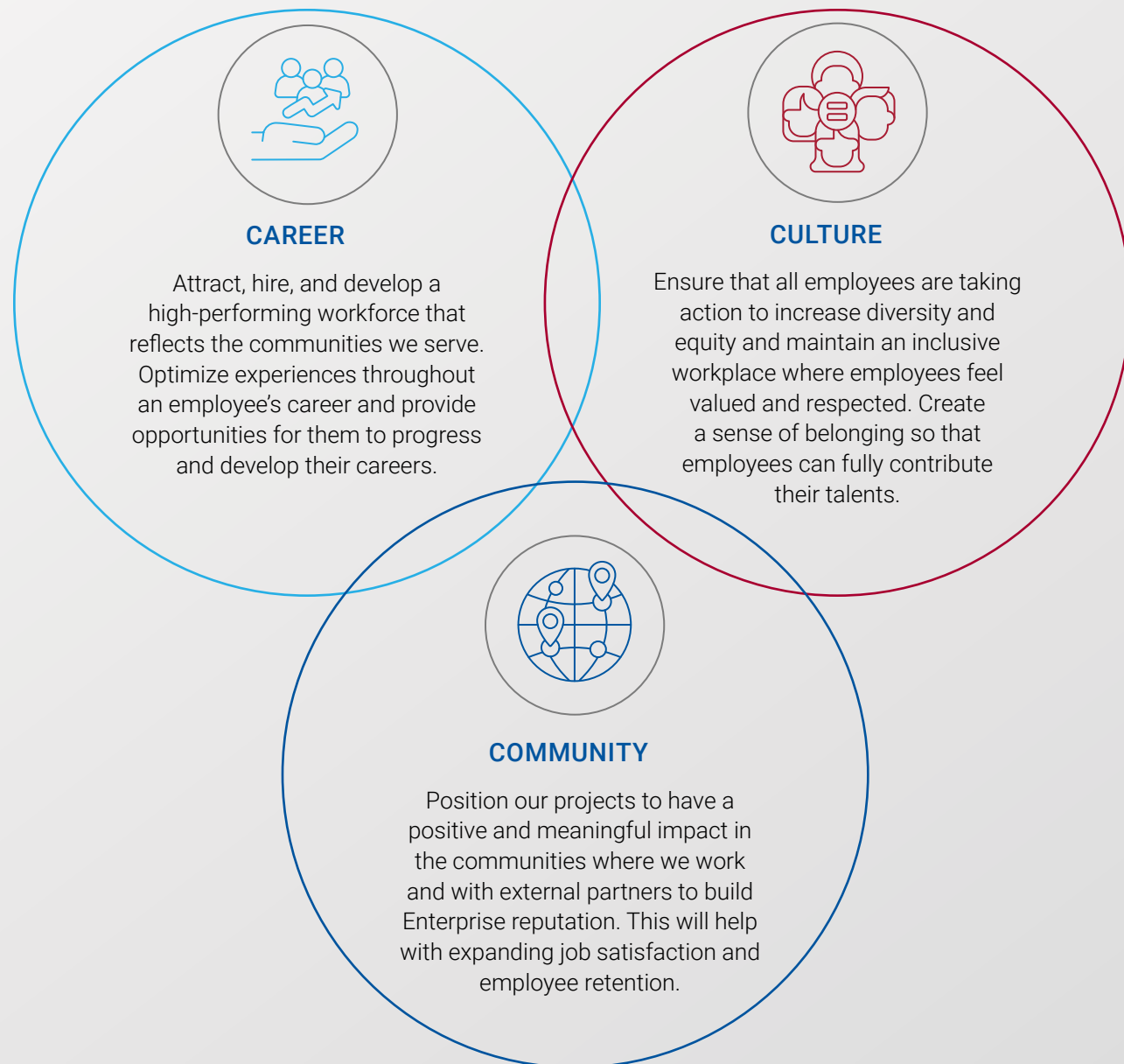
## VISION

The Enterprise will be known for workplace excellence and customer and community relationships. We will be acknowledged for valuing all employees' perspectives, skills, and talents; treating each other, our customers, and partners with respect and acceptance; and creating opportunities for everyone to develop to their full potential.



# Areas of Focus

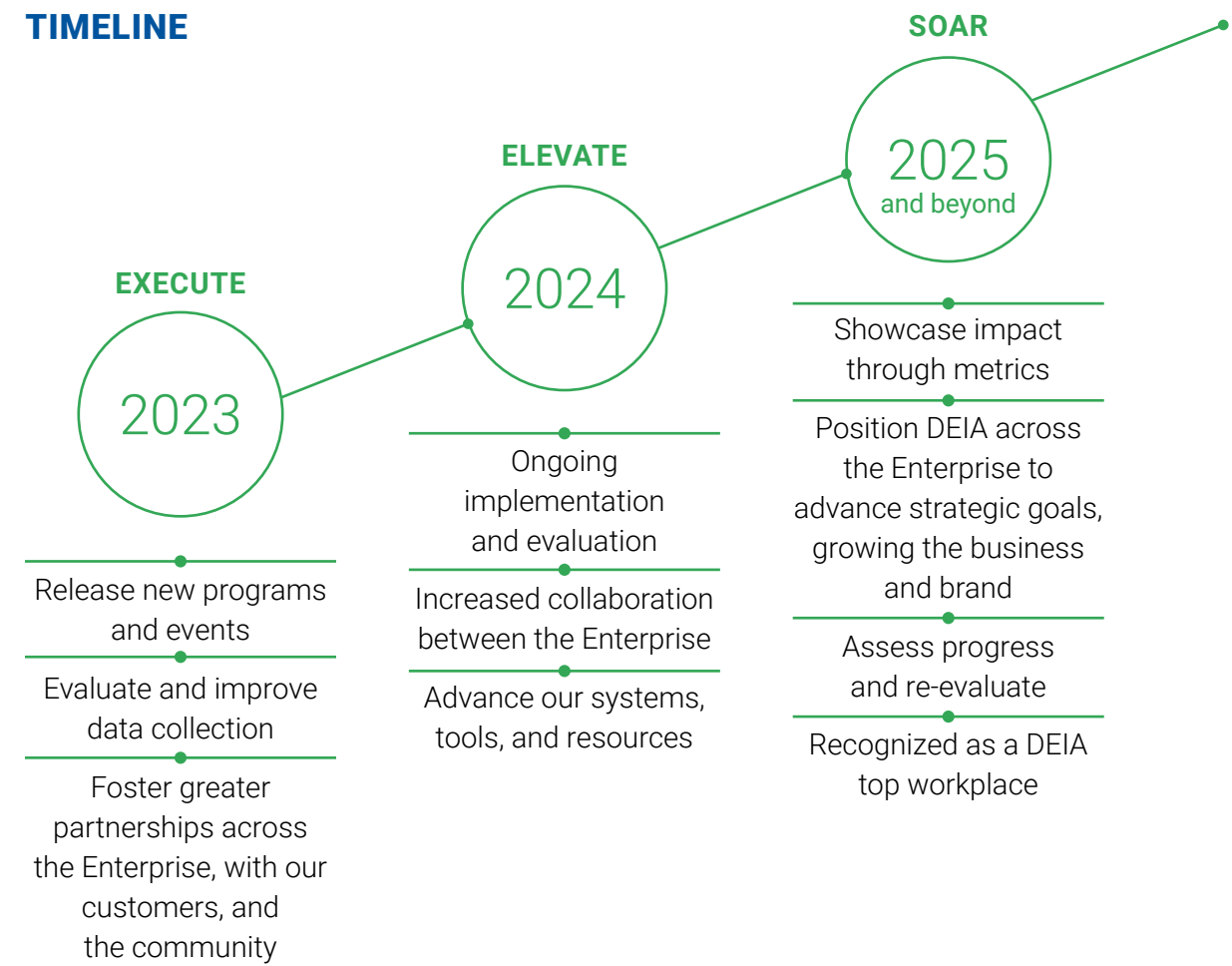
The overarching focus areas in the DEIA Strategic Plan are: Career, Culture, and Community. We will establish goals, objectives, and implementation strategies around the three focus areas with the support of the DEIA Council. We will use the goals, objectives, and implementation strategies identified within this DEIA Strategic Plan to support the Enterprise with an inclusive work environment where everyone can rise to their full potential, and we will continue to be a top place to work.



# Development and Execution

The year 2023 will be a year of innovation where we grow and develop new ideas to address pain points and ensure that employees have what they need to be successful. We will track progress toward our goals and continue to evaluate the effectiveness of our actions and initiatives in those efforts. Building on our solid DEIA foundation, we will set our council firmly in place and take bold action. Team diversity and integrated and sustained inclusion will become our cultural norm. The pathway toward success and sustainability requires a multi-year approach of both immediate actions and activity, as well as longer-term shifts in behaviors and mindsets.

## TIMELINE



Specific recommendations within each of the three initiative areas broken into *immediate (2023)*, *medium (2024)*, and *long-term (2025-beyond)* are set out in the following pages.

# Enterprise Goals

1

## CAREER

Recruit, hire, and develop a high-performing workforce that reflects the communities we serve by optimizing experiences throughout an employee's career and providing opportunities at work for employees to develop their careers and progress.

- Immediate (2023)**
- Develop Mentorship/Allyship Program
  - Review and make updates to our DEIA materials on our external hiring sites
  - Develop strategies to pursue a continuous and diverse talent pool
  - Review hiring practices to ensure accessibility
  - Review performance evaluation criteria and process to ensure inclusivity and accessibility

- Medium (2024)**
- Develop New Hire Onboarding Program for DEIA
  - Launch Mentoring Program
  - Develop DRIVE (Diverse Recruitment is Valued in Energy) Leader Development Program
  - Support veteran organizations to increase recruitment opportunities
  - Develop transparent accessible frameworks that allow employees to access relatable information regarding career grooming, progression and upward mobility

- Long-term (2025-beyond)**
- Further develop the Mentorship/Allyship Program for career development and collaboration across the Enterprise
  - Identify opportunities to strengthen engagement with diverse groups to improve the effectiveness of our recruitment strategy

2

## CULTURE

Ensure that all employees are taking action to increase diversity and equity in the workforce and maintain an inclusive workplace where employees feel valued and respected and have a sense of belonging so they can fully contribute their talents.

- Immediate (2023)**
- Evaluate programs and processes to ensure accessibility
  - Review culture surveys and identify three focus areas for improvement
  - Create Culture Corner on the DEIA site
  - Develop DEIA communication strategy
  - Develop diverse recognition program
  - Develop DEIA scorecard

- Medium (2024)**
- Participate in GTI Energy Mission/Vision/Values refresh
  - Re-Launch Employee Resource Groups (ERG) and develop ERG Leader Training
  - Hold focus groups to gain insights
  - Pursue external awards and recognition
  - Cascade DEIA competency for the Enterprise
  - Develop DEIA Dashboard to track important data
  - Launch DEIA training programs based on business needs
  - Establish Enterprise guidelines and expectations to encourage learning, dialogue, and positive relationships

- Long-term (2025-beyond)**
- Analyze DEIA survey data over three year period to create, update and implement action plans
  - Create DEIA Advisory Team to track best practices
  - Develop and implement inclusive leadership assessment tool

3

## COMMUNITY

Ensure that the Enterprise works to help our local communities and confirm our projects are bringing community benefits and mitigating harms. This will build job satisfaction and the Enterprise reputation.

- Immediate (2023)**
- Develop a map of Enterprise office and project communities
  - Conduct a baseline assessment of present community engagement activities
  - Identify existing partners at universities, community organizations, and small businesses
  - Craft a "good neighbor" policy for office locations

- Medium (2024)**
- Create a calendar of cultural learning opportunities
  - Develop "Community Engagement 101" for business development and project implementation
  - Develop a framework for employee volunteerism and corporate giving
  - Communicate Enterprise community engagement on all GTI Energy materials

- Long-term (2025-beyond)**
- Establish metrics to measure community engagement
  - Establish processes to ensure partners, vendors, and projects have a community benefit
  - Implement volunteerism program and corporate giving initiative



