



# ESG REPORT

Q4 2021



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# SUSTAINABILITY STATEMENT

At CAMS, our founding principle is to add value through superior management and operation of our clients' energy infrastructure assets. We do not take this responsibility lightly: we treat the assets with which we are entrusted as our own. That's why we encourage and empower our employees to pursue

creative and sustainable business practices in all aspects of our work. We've seen first-hand the benefits sustainable practices can have on operational excellence, financial performance, safety, community relations and the environment. Given the dynamic environment in which we work, we also pledge to continually evaluate our operational methods to promote sustainable business practices and ethical, transparent governance within our walls and with our clients.

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## MESSAGE

VP STATEMENT

# FROM THE VP, REGULATORY AFFAIRS AND REMOTE OPERATIONS



In the rapidly changing world of cyber threats, complying with the minimal security measures enforced by regulatory agencies does not provide adequate protection for power generation asset owners.

Instead, cybersecurity considerations must protect against threats from both foreign and domestic groups. Many of these groups are well funded with significant resources and a vested interest in destabilizing our grid. Infrastructure targets are the pick of the crop for these groups who want to profit off disrupting the lives of millions. Operation Technology Security is now required more than ever on power generation systems, including those that have run for years without issue. CAMS has now developed a solution to help protect our clients in this new world and will continue to strive to provide the best protection possible.

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**Matthew Pacobit**  
**VICE PRESIDENT, REGULATORY AFFAIRS  
AND REMOTE OPERATIONS**

# CAMS eSPARC ESG SERVICES

Enabling partners  
to achieve their  
ESG objectives



**ANNUAL  
SUSTAINABILITY  
REPORTS**



**ESG STRENGTH  
AND RISK  
ASSESSMENTS**

## THIRD-PARTY SUSTAINABILITY REPORTING

In 2021, CAMS eSPARC helped our energy clients develop and publish their annual sustainability reports.

This included the inaugural report for a midstream company that leveraged robust internal data to identify, detail, and contextualize ESG key performance indicators and showcase relevant case studies to highlight successes during the year. CAMS eSPARC also provided continued support for a Fortune 500 power company's Climate Disclosure Project reporting, capturing their 2020 performance.

## NEW ESG SERVICES IN 2021

In 2021, CAMS eSPARC expanded our due diligence offerings with the addition of ESG Strength and Risk Assessments.

These assessments provide site-specific technical and regulatory context to ESG performance data to identify material risks and value as part of an acquisition or internal review. Additionally, the assessments enable companies to communicate ESG performance accurately and effectively for potential acquisitions to external stakeholders that may otherwise be relying on incomplete publicly available data (e.g., lenders, insurers, etc.). While several components are consistent with the traditional CAMS due diligence analysis, such as the impact of forthcoming environmental regulations, cybersecurity risks, and health and safety performance, the ESG Strength and Risk Assessments also include an analysis of long-term industry trends and relative performance outlook, as well as long-term concerns such as physical climate risk. ESG diligence was performed in both power and midstream acquisitions, including a 6,750 megawatt fossil power generating portfolio and a 2 billion cubic feet gas transmission portfolio.



ESG SERVICES

**SUSTAINABILITY CONCERNS  
PERMEATE EVERY ASPECT  
OF BUSINESS. TO HELP  
OUR CLIENTS BALANCE  
FINANCIAL AND OPERATIONAL  
PERFORMANCE WITH EVER-  
INCREASING ESG EXPECTATIONS,  
WE DEVELOP AND EXECUTE  
ROBUST PROGRAMS THAT  
ADDRESS THEIR SPECIFIC  
SUSTAINABILITY CHALLENGES.**



# ENVIRONMENTAL CASE STUDY

Benefiting the environment while improving operational efficiency

## NEW COVERT GENERATING FACILITY

The New Covert Generating Facility (New Covert) is a natural gas fired, combined-cycle plant, consisting of three individually dispatchable combined-cycle units and state of the art emission controls. The plant, located in Covert, Van Buren County, Michigan, has operated since 2003. CAMS has operated the facility since 2015 and the facility is owned by Segreto Power Holdings, LLC, a subsidiary of Eastern Generation Holdings, LLC. The New Covert plant can provide electricity to over one million homes.

In 2018, the facility designed an upgrade of all three Mitsubishi 501G combustion turbines to improve the facility performance to a gross nominal output of 1,230 megawatts (MW). The gross nominal output of the combustion turbines increased from 245 MW each pre-project to 260 MW each post -project, and the heat recovery steam generators increased from 125 MW each pre-project to 150 MW each post-project.

The upgrade involved replacing several rows of turbine blades and vanes on each turbine and resulted in the need for less cooling air and a corresponding increase in fuel consumption, exhaust flow rate and temperature, turbine efficiency, and electricity production. In parallel, the plant upgraded its emission control systems for both NOx and CO. Upgrades to the NOx control system involved the ammonia injection grid and the aqueous ammonia system to ensure an emission concentration of 2 ppmvd at 15% O2 could be achieved.



**1,230 MW**

Natural Gas Fired,  
Combined-Cycle  
Power Generation  
Facility

**2015**

CAMS began  
operating the  
plant

**1 MILLION**

Number of  
homes to which  
it can provide  
electricity



As part of these upgrades, over the last three years New Covert developed and implemented a new ammonia distribution system for NOx control. The improved system includes new pumps, control systems, distribution headers and nozzles, and a reformulated Selective Catalytic Reduction catalyst. As a result of these investments, New Covert reduced ammonia consumption by 7.5%. The relative cost for ammonia was \$240,000 less in 2021 than in 2018, while increasing electricity output and producing lower concentrations of NOx. Overall, the project was beneficial to the environment while improving operational efficiency.

↓ ammonia  
consumption  
**7.5%**

↓ relative  
ammonia cost  
**\$240,000**





## ENVIRONMENTAL CASE STUDY

Advancing our renewable  
energy footprint

### CAMS SOLAR SERVICES

In Jan. 2021, CAMS acquired the U.S. solar operations and maintenance (O&M) business of Belectric Inc. The Belectric portfolio included 141 operating sites in 11 states.



**868 MW**

Solar generation  
capacity

**2021**

CAMS Solar  
Services began

**165**

Solar projects

With extensive O&M and Asset Management experience in renewable power generation, providing solar O&M is a natural extension of CAMS' existing offerings. With this acquisition, we continue to execute our strategy of advancing our renewable energy footprint and leading the way in providing a full range of services to our customers.

"We are excited to grow our regional presence in the solar power industry," said Greg Bobrow, COO of CAMS. "The purchase of Belectric compliments and further strengthens our existing capabilities and markets in the power generation industry. It integrates seamlessly into the CAMS suite of solutions that are focused on and guided by sustainability."

CAMS has long prioritized the development of renewable energy resources, both for reducing emissions and supplementing existing

electricity generation. Since our establishment in 2007, we have expanded our presence in renewables generation (wind, solar, battery storage) representing approximately 4,000 MWs of generating capacity, with offsetting emissions estimated at 8.2 million tons of CO<sub>2</sub> annually. CAMS brings our existing technical, EH&S, regulatory, and other areas of expertise and best practices to efficiently and safely support this solar power generation market.

"Our company and our customers are increasingly focused on the transition of energy generation towards renewable sources," Bobrow added. "CAMS always looks for ways to support an improved environment while at the same time providing cost savings and creating value for our customers. We at CAMS look forward to a growing marketing presence in the solar energy space."







## SOCIAL CASE STUDY

We enrich the communities in which we live and work.

### CAMS IN THE COMMUNITY

CAMS employees across our fleet and in our corporate office are active in their communities and contribute to various charities. CAMS champions their commitment to build better communities through charitable giving and volunteerism. To support the efforts of our employees, CAMS implemented a Matching Gift Program for qualified 501c3 organizations and has launched a website that may be used to track contributions and initiate the matching gift process. This program amplifies the impact of employee donations and positively impacts the communities where CAMS employees live and work.

In the corporate office, we sponsor at least one charitable activity per quarter. During the fourth quarter, CAMS hosted a food drive to support the CityWide Club's 43rd annual Thanksgiving Super Feast at the George R. Brown Convention Center. This year's event fed almost 30,000 families. Each package of food distributed as part of this event provided a family of 5-6 with up to 7 days of food for the holiday season. About 3,200 turkeys were cooked for the feast, and another 15,000 were distributed at a separate drive-up location outside the convention center.



## CHARITIES CAMS HAS SUPPORTED

Adopt a Highway

Advent Health Sebring Foundation –  
Celebrity Golf Tournament Sponsorship

American Cancer Society

Art Museum of South Texas

Astros Golf Foundation

Big Brothers Big Sisters

Children's Miracle Network

Christmas Presence Program

City Wide Club

Colonia Middle School

Cub Scouts

Family Counseling Services

Feeding America

Hardee County Toy Drive Sponsorship

Hardee Help Center Drive Out  
Hunger Sponsorship

Hardee High School Football  
Pages Ad Sponsorship

Houston Food Bank

Houston SPCA

Illinois Special Olympics

Johnstown Family Kitchen

Kings Mountain YMCA Golf Tournament

Kruisin for Kylie Car Show  
(benefit to aid Cystic Fibrosis patients)

Lelt Foundation

Light up the Lakes Fireworks  
(City of South Haven)

Manhattan Fire Department

Manhattan Foundation for  
Educational Excellence

Manhattan Police Department

MD Anderson

MRDD Vinton County Program

National Blueberry Festival

Project Lead the Way

Salvation Army

Salvation Army's Treasures for Children

Shriners Hospitals

South Haven Art Fair

South Haven Harborfest

South Haven Public Schools 5K Run

St Jude Hospital

Star of Hope Mission

Susan G. Komen

Texas Art Museum

The Children's Advocacy Center  
of the Coastal Bend

The Coastal Bend Food Bank

The Drumthwacket Foundation

The Giving Tree

Tomorrow's Children Fund –  
Join Hands 5k Sponsorship

Tubmill Trout Club

Tunnel to Towers

USO

Veterans of Foreign Wars Post- Rockport

Vinton County United Way

Wauchula Police Department Shop  
with a Cop Sponsorship

Wilkesville VFD

Wilton Civic Association

Woodbridge Food Drive

Wounded Warriors



# SOCIAL

## WORKPLACE DIVERSITY AND VALUES

Prioritizing sustainable business practices

SOCIAL



“At CAMS we have a team of highly qualified people that are, quite simply, the best at what they do.” -Joseph W. Sutton, CEO

At CAMS we have five fundamental values that guide all aspects of our business. These include

- **Shared Vision** - collaboratively develop tailored solutions
- **Value Creation** - reduce costs, increase efficiencies and deliver results
- **EHS&R** - maintain safe and reliable assets
- **Entrepreneurship** - encourage ideas and innovate with integrity
- **Community** - enrich the communities in which we live and work



### VETERANS PROGRAM

As a veteran-led company, CAMS is committed to supporting and providing opportunities for former members of the armed forces. In fact, veterans comprise over 13% of our workforce. We recognize their unrivalled experience, skills, and leadership abilities and appreciate their immense contributions to delivering creative solutions to our clients.



### CONSISTENT GROWTH

Our successes include a steady increase in employees from less than 500 in 2016 to nearly 1,500 at the end of 2021.



### COMMITTED TO DIVERSITY

CAMS maintains a positive, professional, and inclusive environment. We do not discriminate with regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability, age, or veteran status.

13%

VETERANS

47%

WOMEN AT  
CORPORATE

25%

WOMEN &  
MINORITIES  
IN THE  
WORKFORCE



○ 15+ YEARS IN BUSINESS

○ 1,497 EMPLOYEES (DEC. 2021)

○ 1.5% TURNOVER RATE (2021)





**DELIVERING TAILORED, COMPREHENSIVE  
SOLUTIONS WITH SUSTAINABILITY IN MIND**

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