



2025 Sustainability Report

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About This Report

Welcome to the inaugural XKIG Sustainability Report, an overview of how our portfolio of companies — Xylem Tree Experts, Kendall Vegetation Services, River City Construction, and Canopy Infrastructure Solutions — work responsibly to strengthen the communities we serve and the critical infrastructure we support.

Since the addition of River City in July 2025 and the continued growth of our family of companies, we have expanded our capabilities, geographic reach, and impact across the utility infrastructure industry. As we continue to grow, we recognize that our responsibility extends beyond the services we provide. Every project, partnership, and operational decision can affect the environment, the economy, our employees, and the communities that rely on reliable infrastructure.

This report reflects our commitment to transparency, accountability, and continuous improvement. It highlights the values, priorities, and actions that shape how we conduct business across our organization. By sharing our progress and priorities, we aim to demonstrate how sustainability, safety, innovation, and responsible governance are integrated into the operations of every XKIG company.



Reporting Scope & Framework

Guided by the United Nations Sustainable Development Goals (SDGs) and informed by industry best practices, this Sustainability Report outlines the strategic priorities, environmental initiatives, workforce investments, governance practices, and community engagement efforts across the XKIG portfolio.

Unless otherwise noted, this report covers the period from January 1, 2025, through December 31, 2025. As this is our first enterprise-wide sustainability publication, select historical data has been included where appropriate to provide context, establish performance baselines, and illustrate our ongoing progress. Where enterprise-wide data is not yet available or comparable, the operating company presents certain metrics.



Letter from the CEO

At XKIG, sustainability is about more than environmental responsibility. It is about creating long-term value for our employees, customers, communities, and stakeholders. As a company dedicated to supporting critical infrastructure across North America, we recognize our role in maintaining reliable utility systems, protecting natural resources, and strengthening the communities where we live and work.

The defining story of 2025 is the launch of XKIG, which unites Xylem Tree Experts, Kendall Vegetation Services, and River City Construction into an integrated organization with a shared vision, expanded capabilities, and a common commitment to excellence. By combining decades of expertise, we support utility, infrastructure, and vegetation management operations that power communities, strengthen resilience, and improve quality of life.

Our approach to sustainability is grounded in practical action. We invest in technologies that improve efficiency and visibility, develop training programs that strengthen our workforce, and implement processes that support responsible environmental stewardship.

We also recognize that our greatest asset is our people. By fostering a culture of safety, professional development, and inclusion, we create opportunities for employees to grow and deliver exceptional service to our customers.

This report captures both a year of transformation and a foundation for the future. It highlights the progress of our legacy organizations and the opportunities created by the formation of XKIG. While sustainability is an ongoing journey, we remain committed to operating responsibly, embracing innovation, and continuously improving our environmental, social, and governance practices.

Together, we are building a stronger, safer, and more sustainable future for the infrastructure systems and the communities we serve.

Sincerely,

Randolph Hoover

Founder & CEO



Executive Leadership Team



Randolph Hoover
Founder & CEO



Michael Scherer
Chief of Staff



Alan Bergschneider
Chief Financial Officer



Scott Konikoff
Chief Legal Officer



Benjamin Hoover
Founder & President



Steve Barley
Chief Human Resources Officer



Megan Roebuck
Chief Governance & Compliance Officer



Eileen Gwaltney
CPA, Chief Accounting Officer

Who We Are

Headquartered in Norfolk, Virginia, XKIG has evolved from its operating companies' regional roots into a national infrastructure services organization serving utilities, municipalities, cooperatives, transportation agencies, and commercial customers nationwide.

Through our portfolio of operating companies, we provide a comprehensive range of services supporting the planning, maintenance, construction, and protection of critical infrastructure.

As of December 31, 2025, XKIG employs approximately 7,000 team members nationwide and supports more than 300 utility customers.

Our expertise spans utility vegetation management, rights-of-way services, infrastructure construction, consulting, storm response, environmental compliance, and technology-enabled operational solutions.



Mission, Vision & Values

Mission

Empowering every team member to safely and professionally support our customers' mission to deliver reliable energy to the communities they serve.

Vision

Foster an environment of personal and professional growth while leveraging technology and innovation to deliver unmatched value to our customers.

Values



Trust

Act with integrity, make thoughtful choices that best meet the situation, and follow through on commitments.

We act honestly, make sound decisions, and follow through on what we say we will do. We earn trust by taking responsibility for our actions, doing the right thing even when difficult, and honoring our commitments.



Transparency

Timely, clear, open, and honest communication.

We keep people informed, ask for help when needed, and speak openly about what is working and what is not. Good communication and transparency help everyone understand the task and how to work together more effectively.



Respect

Maintain dignity with our words and actions.

We listen to diverse ideas, use kind and professional language, and value each person's contributions. We show respect through our words, actions, and attitudes, creating a workplace where everyone feels welcome and valued.



Unity

Working together for mutual success.

We help one another, share knowledge, and celebrate success together. By supporting each other and putting the team first, we can accomplish more than we can on our own. When we practice unity, we all win.

Sustainability Vision

At XKIG, sustainability means balancing operational excellence with responsible stewardship of people, resources, and communities. Our vision is to create lasting value by operating safely, protecting the environment, investing in our workforce, and strengthening the reliability and resilience of the infrastructure systems we support.

We pursue this vision through four strategic pillars:

1. People First

Protecting our employees' health, safety, and well-being while creating opportunities for professional growth and leadership development.

2. Environmental Stewardship

Reducing environmental impacts, supporting responsible land management practices, and helping customers maintain resilient utility and infrastructure systems.

3. Operational Innovation

Leveraging technology, data analytics, automation, and continuous improvement to increase efficiency, accountability, and sustainability across our operations.

4. Community Impact

Supporting the communities where we live and work through volunteerism, charitable giving, workforce development, and partnerships that drive positive local impact.

Responsible governance supports each of these priorities by establishing clear accountability, effective oversight, consistent standards, and reliable processes for measuring and reporting performance. By integrating these principles into our business strategy and operational decision-making, XKIG seeks to create long-term value for its employees, customers, investors, business partners, and communities.



Environmental Initiatives

Environmental considerations are integrated into how XKIG plans and performs its work. Because our operations involve large fleets, specialized equipment, vegetation management, infrastructure construction, and work in environmentally sensitive areas, we focus on fleet efficiency, responsible land management, environmental compliance, waste reduction, and infrastructure resilience.

Sustainable Vegetation Management

Our vegetation management programs help utilities maintain safe, reliable infrastructure while supporting environmental stewardship. Through strategic vegetation planning, compatible vegetation management practices, and responsible right-of-way maintenance, we help customers minimize environmental impacts and support long-term ecosystem health.

Our teams work closely with customers and regulatory agencies to ensure compliance with environmental requirements and protect sensitive habitats.

Fleet Efficiency & Emissions Reduction

Given the size and specialized nature of our fleet, managing fuel consumption, equipment utilization, and associated emissions is an important operational and environmental priority. Through vehicle telematics, route optimization, preventive maintenance programs, and idling-reduction initiatives, we work to improve fleet performance while reducing unnecessary fuel use.

We continue to evaluate emerging technologies, alternative fuel solutions, and electrification opportunities where operationally feasible.

Environmental Compliance & Protection

Environmental compliance is integrated into our daily operations. Through Canopy Infrastructure Solutions and our field operations teams, we support permitting, erosion and sediment control, endangered species considerations, and environmental monitoring to help protect natural resources throughout the project lifecycle.

Our environmental professionals provide guidance and oversight designed to support responsible project execution and compliance with applicable regulations.

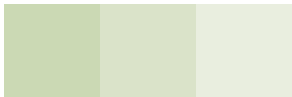
Technology-Driven Sustainability

Technology plays a critical role in improving environmental performance. Through our proprietary platform, field data, operational metrics, and asset information can be captured and analyzed in near real time, helping reduce paper-based processes, improve resource allocation, and support more informed decision-making.

By providing greater operational visibility, technology enables more efficient deployment of crews, equipment, and materials while reducing waste and unnecessary travel.

Storm Response & Infrastructure Resilience

As severe weather events continue to affect communities nationwide, XKIG supports utilities and infrastructure operators with storm preparedness, damage assessment, restoration, and recovery services. By helping customers strengthen infrastructure resilience and quickly restore critical services, we contribute to safer communities and more reliable utility systems.

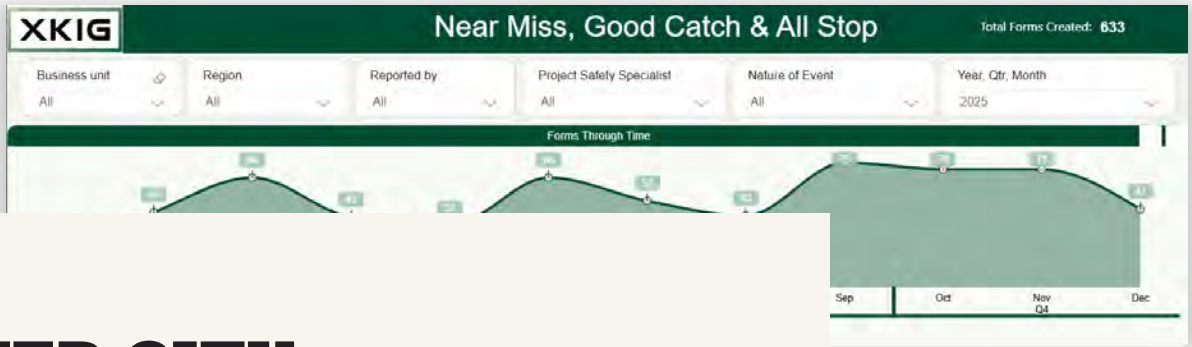


Surrounded by Safety

Safety is our number one priority. Our employees work around live electrical infrastructure, heavy equipment, commercial vehicles, chainsaws, elevated work, and changing field conditions. We therefore focus on building systems that help employees recognize hazards, communicate openly, stop work when necessary, and learn from both successful work and adverse events.

Our safety programs combine training, field engagement, operational controls, data analysis, and Human and Organizational Performance (HOP) principles. Programs such as Near Miss, Good Catch, and All Stop are intended to strengthen reporting, organizational learning, and accountability across our operating companies. We continuously strive to enhance our approaches to mitigate on-site hazards with proactive prevention practices. This approach results in an improved safety culture with personnel maintaining safe work behaviors.

River City takes a proactive approach to safety as well. Its team has not received any violations, waivers, or environmental incidents (e.g., oil, gas, or fuel spills) in 2024–25.





RIVER CITY CONSTRUCTION

0

River City had no violations, waivers, or environmental incidents in 2025 and 2024



Safety Process

XKIG's safety processes and programs support the protection of employees, customers, the public, property, and critical infrastructure. Employees are assigned role-specific training through the Company's Learning Management System based on their responsibilities, applicable requirements, and the hazards associated with their work.

Topics and Tools to Guide a Culture of Safety:

Human and Organizational
Performance (HOP)

Safety compliance
dashboards

Safety performance
monitoring and data collection

Driver safety program

Dual-facing cameras

Commercial Driver's License
(CDL) training program

Safety Recommendation &
Concern Submission

Illness & Injury Prevention
Program

Occupational Safety & Health
Administration (OSHA)
certifications

Safety in Action

XKIG's HOP approach emphasizes evaluating relationships among work-environment components to identify precursors to human error and organizational weaknesses, thereby enhancing operational excellence and reinforcing safe behaviors. HOP recognizes that work systems, operating conditions, tools, processes, and organizational decisions influence human performance. Rather than focusing solely on individual behavior, HOP examines the context in which work occurs, identifies error-likely conditions, and strengthens the systems that help employees perform successfully.

Peer learning, open communication, and positive reinforcement are central to this approach. Employees and leaders are encouraged to identify barriers to successful performance, share lessons learned, and improve the conditions under which work is performed. This approach helps reduce exposure to common error traps and strengthens defenses against adverse outcomes.

Across XKIG's portfolio of companies, HOP is an evolving operating philosophy that supports continuous learning, stronger systems, and more reliable outcomes.



Operational Excellence

As our company continues to grow and strengthen its position as a leading utility infrastructure services provider, the Operational Excellence (OpEx) Group was established within the Corporate Safety Department.

The OpEx Group is the performance engine inside Safety. This team translates field knowledge, lessons learned, and training insights into consistent procedures, competency standards, audit processes, and operational practices across the organization.

Its responsibilities include:

- Development and approval of technical procedures
- Training standards, content, and competency validation
- Skill verification and readiness assurance
- Field audits and corrective action systems
- Approval of new tools and operational practices
- Process improvement pilots and rollouts
- Authority to pause unsafe or inconsistent practices
- Training ROI measurement and performance dashboards
- Non-routine and storm-response training plans

This ensures that safety, training, and performance operate as a single system rather than as separate silos. In 2025, OpEx delivered:

- ~65 total trips
- ~1,928 documented hours working out in the field
- ~240 workdays of direct field engagement
- 7,000+ contact hours with crews and customers

OpEx represents how we learn from fieldwork and translate those lessons into safer, more reliable systems for the entire company. It reflects:

- Application of Human and Organizational Performance (HOP) principles
- Identification and correction of operational risks through improved tools, equipment, and work methods
- Consistent, high-quality work delivered right the first time
- Standardized execution across all regions
- Workforce readiness for both daily operations and storm response
- Continuous operational learning and improvement

By translating field knowledge into consistent standards and training practices, OpEx supports a common operational language and a scalable framework for safe, reliable performance.



7000+

Safety contact hours with crews and customers

Commercial Driver Training: Building a Safer Workforce

Our in-house Commercial Driver's License (CDL) training program prepares employees to safely operate the commercial vehicles and specialized equipment that support our field operations. Participants complete classroom instruction, hands-on training, and rigorous testing of knowledge and skills required to earn a CDL.

Led by Tim Haynes, CDL Coordinator and certified DMV CDL Examiner, the program goes beyond meeting regulatory requirements. Employees develop critical skills in defensive driving, vehicle inspections, equipment maneuvering, hazard recognition, and regulatory compliance, improving safety on and off the job. By offering CDL training at no cost, XKIG removes financial barriers to professional development and creates opportunities for career advancement, greater responsibility, and leadership within the organization.

In 2025, 110 field employees earned their CDLs through XKIG's internal training program, strengthening both our workforce and our commitment to operational safety.

Our CDL program reflects a broader commitment to building a safety-first culture that values continuous learning and professional growth. Every newly certified driver helps improve the reliability of our operations, supports emergency storm response, and ensures that crews and equipment arrive safely at job sites.

By investing in workforce development, XKIG is strengthening employee careers while delivering safer, more dependable service to the customers and communities we serve.



Tim Haynes
CDL Coordinator



110

New licensed CDL
Drivers in 2025

Supporting Employees

Our people are the foundation of everything we do. Every day, thousands of employees work to support critical infrastructure, strengthen communities, and deliver exceptional service to our customers. We are committed to creating a workplace where employees can work safely, grow professionally, and build meaningful careers.

As our organization continues to grow, we remain committed to fostering a culture grounded in trust, transparency, respect, and unity. These values guide how we lead, collaborate, and support one another across all operating companies and departments.



Learning & Professional Development

We believe that investing in our employees is essential to long-term success. XKIG offers team members at every level the opportunity to expand their skills, build leadership capabilities, and advance their careers. Through technical training, leadership development programs, certifications, mentorship opportunities, and technology-enabled learning platforms, employees have access to resources that support their personal and professional growth.

Our training programs integrate field experience, industry best practices, and emerging technologies to equip employees to meet the evolving needs of the utility and infrastructure industries.

Learning & Development: By the Numbers

GF School

- Launched in April 2025
- 8 Classes in 2025
- 233 Total Participants (182 GFs)
- 37 Speakers and 26 Sessions Per Class

Leadership Development & Career Growth

We are committed to developing future leaders within our organization. Employees are encouraged to pursue new responsibilities, expand their expertise, and participate in structured development programs that prepare them for advancement.

By creating clear career pathways and investing in leadership development, XKIG helps employees build long-term careers and strengthen our organization's future.



266

Learning Videos &
14 Curricula Created

Technology-Enhanced Learning and Development

XKIG continues to expand its use of technology to improve employee training, accessibility, and knowledge retention. XKIG integrates AI-enabled avatars and interactive video content into its Learning Management System (LMS), providing employees with engaging, job-specific training to support safe and effective field operations.

Training modules are available in both English and Spanish, helping ensure a consistent learning experience across our diverse workforce. Through the LMS, employees are assigned role-specific courses that prepare them for daily responsibilities and reinforce safety expectations, operational procedures, and company standards.

As technology continues to evolve, XKIG remains committed to leveraging innovative learning tools to deliver high-quality, scalable training that supports employee development, operational excellence, and our culture of safety across the organization.

Employee Well-Being & Benefits

Supporting employee well-being extends beyond the workplace. We offer competitive benefits, wellness resources, employee assistance programs (EAPs), and initiatives that promote physical, mental, and financial wellness. **Our goal is to help employees and their families thrive by creating an environment in which individuals feel supported, valued, and empowered to succeed both professionally and personally.**

Total Rewards

Our Total Rewards team offers a comprehensive benefits package centered on employee wellness. It includes three medical plans, two dental plans, two vision plans, short-term disability, long-term disability, accident, hospital indemnity, critical illness, life insurance, and a 401(k) plan with up to a 4% company match.

All employees have access to the EAP plan, which offers counseling services, legal, financial, and crisis consultation, as well as dependent care and daily living resources at no charge to the employee.

With our employees' health at the center of what we do, we have also implemented several walking challenges, offer a monthly Wellness Wednesday newsletter to share health and wellness initiatives and information with employees, and added a centralized benefits resource where employees can get all their questions answered through a chatbot.



Engagement & Culture

XKIG is committed to maintaining a workplace culture where employees feel connected to our mission and to one another. Through employee communications, recognition programs, company events, community involvement, and leadership engagement, we strive to foster a positive, inclusive work environment.

As a growing organization spanning multiple states and business units, we recognize the importance of staying connected. We continue to invest in communication tools, collaboration platforms, and engagement initiatives to strengthen relationships and reinforce our shared culture.

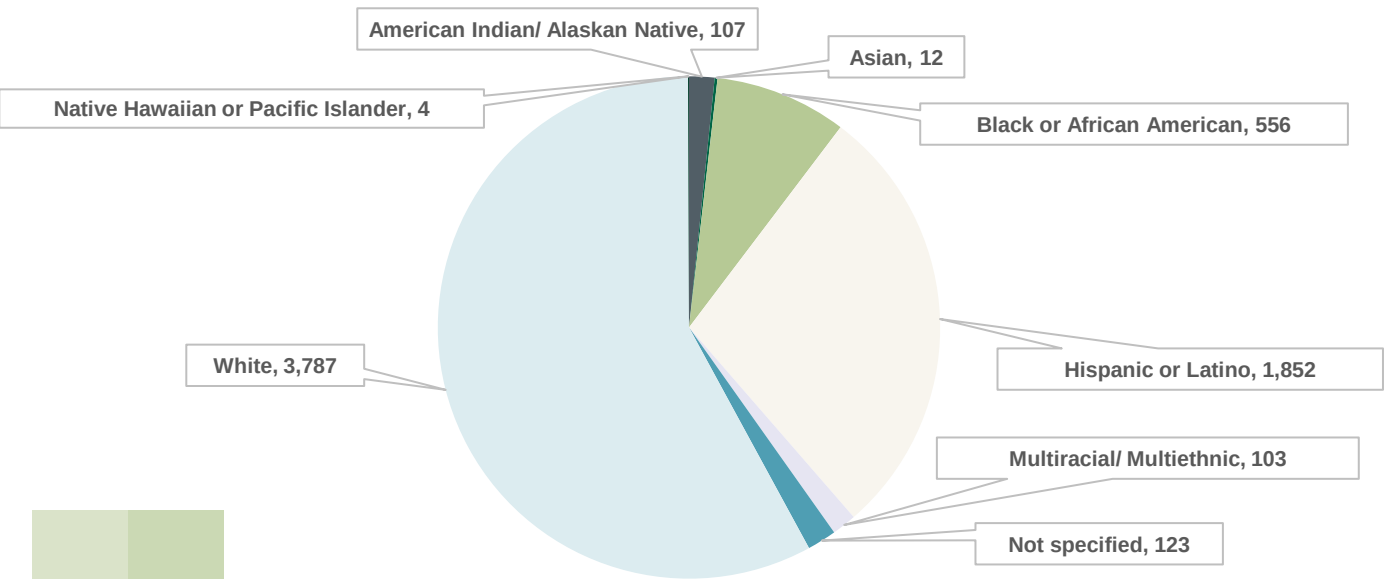


Diversity, Inclusion & Belonging

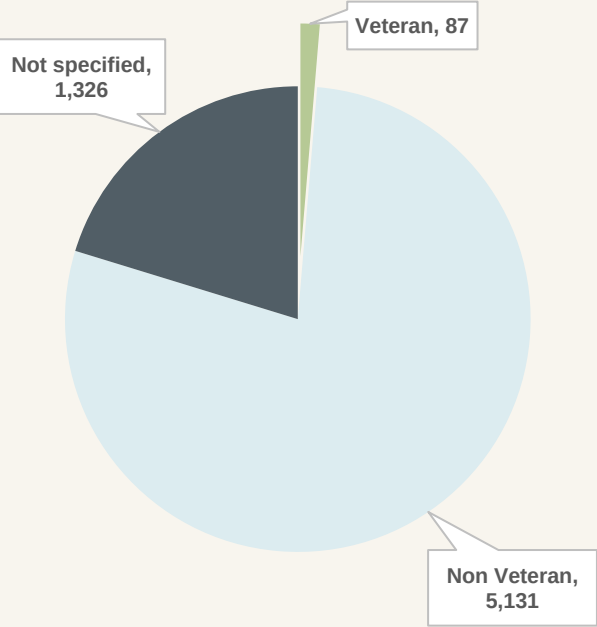
We believe that diverse perspectives strengthen our organization and improve decision-making. XKIG is committed to providing equal opportunities and fostering an environment in which every employee is treated with dignity and respect.

We recruit, develop, and promote employees based on qualifications, performance, and potential, and we maintain a workplace free from discrimination, harassment, and retaliation. By embracing diverse experiences, backgrounds, and viewpoints, we build stronger teams and better serve the communities where we operate.

2025 Headcount by Ethnicity*



Headcount by Veteran Status*



2025 Headcount by Gender*

Female: 361
Male: 6,180
Not specified: 3

*Totals exclude team members from shared services and Canopy.

Community Partnerships & Social Impact

At XKIG, we believe that building stronger infrastructure also means building stronger communities. Across our portfolio of companies, we invest in organizations that advance environmental stewardship, expand educational opportunities, support health and wellness, assist families in need, and strengthen the communities where our employees live and work.

Our community partnerships align with the United Nations SDGs and help advance global priorities through meaningful local action.

During 2025, XKIG and its operating companies supported the organizations described below through financial contributions, employee volunteerism, in-kind services, sponsorships, or other forms of engagement. The nature and timing of support varied by organization.



Elizabeth River Project



Focus

Environmental restoration and sustainability

The Elizabeth River Project leads efforts to restore and protect one of the nation's most historically impacted urban rivers. Through education, restoration projects, and community engagement, the organization promotes cleaner waterways, healthier ecosystems, and environmental stewardship. We support these efforts through financial contributions and participation in initiatives that build long-term environmental resilience.

Aligned UN SDGs

SDG 6 – Clean Water and Sanitation
 SDG 13 – Climate Action
 SDG 14 – Life Below Water
 SDG 17 – Partnerships for the Goals



Elizabeth River Trail Foundation



Focus

Recreation, wellness, and community connectivity

The Elizabeth River Trail Foundation develops and maintains a multi-use trail linking neighborhoods, parks, businesses, and waterfront spaces in Norfolk. The trail promotes active lifestyles, outdoor recreation, and alternative transportation, improving quality of life and strengthening community connections.

Aligned UN SDGs

SDG 3 – Good Health and Well-Being
 SDG 11 – Sustainable Cities and Communities
 SDG 13 – Climate Action



Norfolk Forum



Focus

Education and civic engagement

The Norfolk Forum brings nationally and internationally recognized leaders, innovators, authors, and policymakers to the Hampton Roads community. By supporting the Forum, XKIG helps expand access to educational programs that promote lifelong learning, informed dialogue, and civic engagement.

Aligned UN SDGs

SDG 4 – Quality Education
 SDG 16 – Peace, Justice and Strong Institutions
 SDG 17 – Partnerships for the Goals



MAS Family Scholarship



Focus

Education and workforce development

The MAS Family Scholarship provides financial assistance to students pursuing higher education, helping reduce financial barriers and encouraging continued learning. XKIG's support reflects our commitment to investing in future generations and to developing the skilled workforce that will support tomorrow's infrastructure industries.

Aligned UN SDGs

SDG 4 – Quality Education

SDG 8 – Decent Work and Economic Growth



Saluting Branches



Focus

Veteran recognition and community service

Saluting Branches is a nationwide nonprofit that organizes volunteer tree and landscape care at cemeteries and memorials honoring military veterans. Each year, arborists and industry professionals donate their time and expertise to honor those who served. As a company rooted in arboriculture and infrastructure services, XKIG is proud to support this mission through employee participation and financial contributions.

Aligned UN SDGs

SDG 11 – Sustainable Cities and Communities

SDG 15 – Life on Land

SDG 17 – Partnerships for the Goals



American Red Cross



Focus

Disaster relief and humanitarian assistance

The American Red Cross provides emergency shelter, disaster relief, blood services, and preparedness education for communities across the United States. Supporting the Red Cross aligns naturally with XKIG's role in disaster response and infrastructure restoration, helping communities recover quickly after emergencies.

Aligned UN SDGs

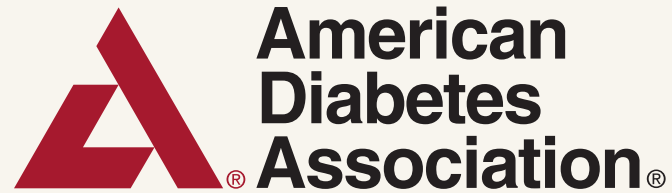
SDG 3 – Good Health and Well-Being

SDG 11 – Sustainable Cities and Communities

SDG 17 – Partnerships for the Goals



American Diabetes Association



Focus

Health research and community wellness

The American Diabetes Association works to prevent and manage diabetes through research, advocacy, education, and patient support. XKIG's contributions help advance medical research while promoting healthier communities and increasing awareness of chronic disease prevention.

Aligned UN SDGs

SDG 3 – Good Health and Well-Being
SDG 10 – Reduced Inequalities



United Way



Focus

Community support and economic opportunity

United Way brings together businesses, nonprofits, and community organizations to improve education, financial stability, and health outcomes. XKIG partners with United Way to strengthen local communities by supporting programs that address immediate needs and create opportunities for long-term success.

Aligned UN SDGs

SDG 1 – No Poverty
SDG 3 – Good Health and Well-Being
SDG 4 – Quality Education
SDG 10 – Reduced Inequalities
SDG 17 – Partnerships for the Goals



Eagles Wings Food Pantry



Focus

Food security and community well-being

We partner with Eagles Wings Food Pantry to help address food insecurity in our community through volunteer service, food drives, and financial or in-kind donations. This partnership helps provide nutritious food and essential resources to individuals and families experiencing hardship while supporting community resilience and dignity.

Aligned UN SDGs

SDG 1 – No Poverty
SDG 2 – Zero Hunger
SDG 17 – Partnerships for the Goals



Open Door Women's Shelter



Focus

Housing stability and women's empowerment

We support Open Door Women's Shelter in its mission to empower women and children experiencing homelessness by providing safe shelter, essential resources, and pathways toward long-term stability. Our partnership includes community service, donations, and volunteer engagement that help strengthen support systems for vulnerable individuals and families.

Aligned UN SDGs

SDG 1 – No Poverty
 SDG 5 – Gender Equality
 SDG 10 – Reduced Inequalities
 SDG 17 – Partnerships for the Goals



Shriners Hospitals for Children



Focus

Pediatric healthcare

Shriners Children's Hospital provides specialized pediatric care regardless of a family's ability to pay. Through advanced medical treatment, rehabilitation, and research, the organization helps children overcome complex orthopedic conditions, burns, spinal cord injuries, and other medical challenges. XKIG proudly supports this mission to improve the lives of children and families with significant healthcare needs.

Aligned UN SDGs

SDG 3 – Good Health and Well-Being
 SDG 10 – Reduced Inequalities
 SDG 17 – Partnerships for the Goals



Ronald McDonald House Charities of Eastern North Carolina



Focus

Family health and community care

Our partnership with Ronald McDonald House Charities of Eastern North Carolina supports families with seriously ill or injured children by helping provide a safe, supportive "home away from home" near medical facilities. Through volunteerism, donations, and community engagement, we contribute to programs that reduce barriers to healthcare access and promote family-centered care.

Aligned UN SDGs

SDG 3 – Good Health and Well-Being
 SDG 10 – Reduced Inequalities
 SDG 17 – Partnerships for the Goals



Advancing Sustainable Communities

These partnerships reflect XKIG's belief that corporate responsibility extends beyond our projects and operations. By investing in organizations that protect natural resources, expand educational opportunities, improve public health, support veterans, respond to disasters, and strengthen local communities, we advance progress toward the United Nations SDGs and create lasting value for the regions we proudly serve.



Building Trust

At XKIG, strong governance is the foundation of responsible business. Across our organization, we are committed to ethical, transparent business practices and to compliance with applicable laws and regulations in the jurisdiction in which we operate.

Our governance framework is designed to support informed decision-making, effective risk management, transparent reporting, and appropriate oversight. These practices help protect our employees, customers, business partners, investors, and the communities we serve.

As XKIG grows, we continue to strengthen governance through policy management, delegated authorities, compliance training, risk assessment, investigations, performance monitoring, and leadership oversight.

Commitment to Transparency & Reporting

Transparency is essential to building trust with our stakeholders. Through this Sustainability Report, XKIG is establishing a framework to measure, report, and continuously improve our environmental, social, and governance (ESG) performance.

This enterprise-wide report represents an important milestone in our sustainability journey. It provides insight into our operations, workforce, environmental initiatives, community investments, and governance practices while establishing an initial baseline for future reporting.

As our sustainability program matures, we will continue expanding our reporting capabilities, strengthening stakeholder engagement, and refining our performance metrics through cross-functional collaboration across the XKIG portfolio of companies. Where enterprise-wide metrics are not yet available, XKIG is working to standardize definitions, reporting methodologies, data ownership, and internal review processes across its operating companies.



Responsible Fleet & Equipment Management

Our fleet, specialized equipment, and technology platforms are essential to safely delivering services across the utility infrastructure industry. We continually evaluate fleet performance, operator safety, equipment utilization, and environmental impact to ensure we provide efficient, reliable, and responsible service to our customers.

Through our Asset Management System (AMS), telematics technology, preventive maintenance programs, and fuel management systems, we monitor vehicle and equipment performance to improve operational efficiency, reduce unnecessary emissions, extend equipment life, and support data-driven decision making. We also continue evaluating new technologies and equipment that improve safety, increase productivity, and reduce our environmental footprint.



Technology & Analytics

XKIG is committed to leveraging emerging technologies, including Artificial Intelligence (AI), to improve productivity, automate appropriate workflows, and enhance business decision-making. XKIG's Information Technology Department applies technical and administrative controls to address data security, privacy, confidentiality, accuracy, intellectual property, and other risks associated with AI use.

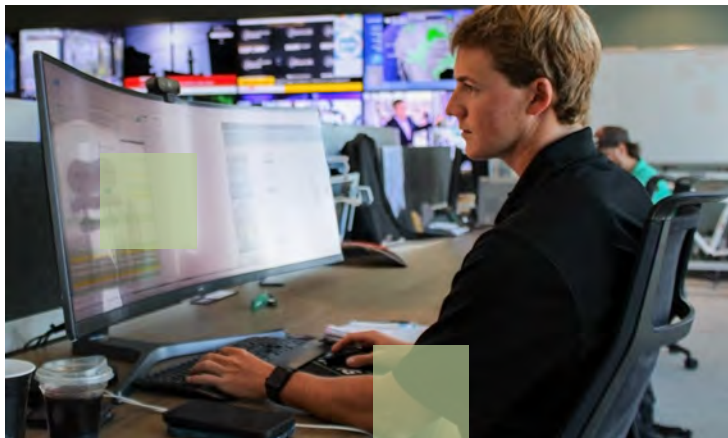
Employees with access to approved AI tools must acknowledge XKIG's AI Acceptable Use Policy, complete required training, and use these tools only for authorized business purposes and in accordance with applicable company policies.

POWER Scores & Analytics

At the February 2025 Leadership Summit, we launched the POWER Score, a composite General Foreperson (GF) compliance and performance metric. The Score was the result of collaboration between the Business Analytics team and numerous groups across the company to capture data and generate metrics that assess GF performance and support compliance in critical areas.

These groups included Human Resources, Legal/Risk, DOT, Asset Utilization, and Safety. The goal is to benchmark compliance and identify areas for improvement, resulting in a safer, more efficient, and more compliant workforce. The Score is designed to be flexible, with metrics that adjust to reflect evolving business priorities.

Each month, leaders from Safety, Fleet, HR, Risk, DOT, and Business Analytics work directly with GFs in GF School, covering these metrics and explaining why they matter. Since the Score's rollout in February 2025, the average score has risen from 65% to 84%, reflecting a workforce that is now safer and more compliant.



Since the Score's rollout in February 2025, the average score has risen

from 65%

to **84%**

Fleet

At XKIG, we are committed to reducing the environmental footprint of our operations and improving our resource-use efficiency over time. We incorporate environmental considerations and impacts into our decision-making processes and daily activities.

We adopt a two-fold approach: first, by educating our employees about environmental issues relevant to their roles; second, by communicating our environmental commitment to clients, customers, and the public to garner their support.

In 2025, XKIG began using advanced analytics, including AI-enabled tools, to integrate telematics, fuel-card, and work-order data and improve visibility into fuel use, idle time, asset utilization, and fleet efficiency. These insights allow fleet and operational leaders to identify trends, investigate anomalies, and target improvement opportunities.

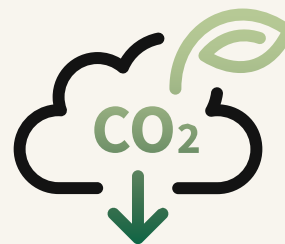
Greenhouse Gas Emissions

The estimated greenhouse gas emissions avoided through fleet-efficiency initiatives in 2025: 600 metric tons of CO₂ saved in 2025.

This was calculated by $\text{Idle CO}_2 \text{ Emissions} = \text{Idle Time} \times \text{Idle Fuel Burn Rate} \times \text{Fuel CO}_2 \text{ Emission Factor}$:

- Idle Time = Engine-on Time – Productive Work Hours (hours, per asset per week)
- Idle Fuel Burn Rate = Gallons/hour consumed while idling (asset-class specific, i.e., gas vs. diesel)
- Fuel CO₂ Emission Factor = CO₂ lbs (or kg) emitted per gallon of fuel burned
 - Diesel: ~22.4 lbs CO₂/gallon (10.21 kg CO₂/gallon)
 - Gasoline: ~19.6 lbs CO₂/gallon (8.89 kg CO₂/gallon)

Long-term goal: To reduce Scope 1 and Scope 2 greenhouse gas emissions (GHG) by 50% by 2050, measured against a 2025 baseline on an emissions-intensity basis.



600+

Metric tons of CO₂
saved in 2025

Environmental Initiatives

XKIG is dedicated to delivering quality service, maintaining a safe and healthy workplace for our employees, and minimizing our environmental impact. We are committed to complying with all applicable environmental laws and regulations and to implementing pollution prevention and environmental best practices across our operations.

Idling Reduction Program

Our idling reduction program measures engine-on time relative to productive work hours for each vehicle, using telematics data refreshed weekly. This allows us to quantify idle fuel by asset and focus on the specific vehicles and crews with the most room to improve, rather than relying on fleet-wide averages.

Fleet Fuel Intelligence

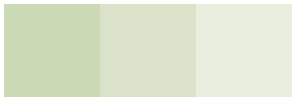
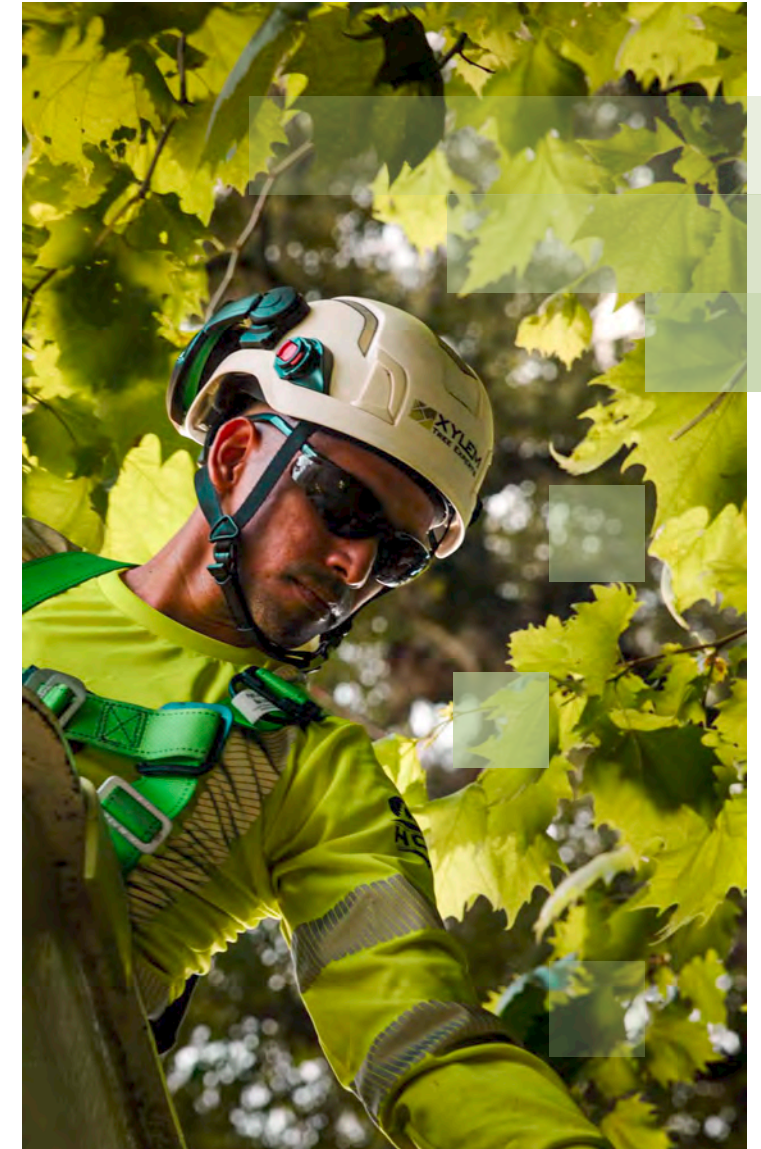
We monitor every fuel transaction across our fleet against telematics data to reduce waste. Our systems flag fuel charged to vehicles that did not operate, cards active on retired assets, and transactions that do not match a vehicle's location. Fewer wasted gallons translate into lower costs and emissions.

Environmental Risks & Natural Disasters

XKIG is committed to identifying, adapting to, and mitigating environmental challenges. With frequent and severe weather events, the risk of natural disasters, such as severe storms and hurricanes, is increasing and we recognize the need to expand our service capabilities to meet the needs of our customers and utilities and to help communities by restoring power through hazardous tree and brush removal.

Waste Management

Wood chips are a common byproduct of line-clearance tree trimming. Where operationally, contractually, and environmentally appropriate, XKIG operating companies make wood chips available for beneficial reuse by landowners, community members, and other recipients. By providing these chips to people who request them, this practice diverts organic material from landfill disposal, reduces waste creation, and supports landscaping, soil improvement, and other productive uses.



Building a More Sustainable Future

Sustainability is not a destination but a continuous process of improvement. As XKIG continues to grow, so does our responsibility to strengthen how we operate, support our employees, serve our customers, and contribute to the communities where we live and work.

The priorities outlined below describe areas of focus for 2026 and beyond. While each department has unique responsibilities, every team contributes to advancing our environmental, social, and governance (ESG) commitments. Together, these initiatives will help create a safer workforce, more resilient infrastructure, stronger communities, and a more sustainable organization. XKIG will continue to develop and refine measurable performance indicators as data definitions, reporting systems, and enterprise-wide baselines mature.

Safety

Objective: Continue strengthening a safety culture focused on learning that supports reliable work and the prevention of serious injuries and fatalities.

2026+ Goals

- Expand leadership field observations and safety coaching programs across all operating companies.
- Increase near-miss reporting to strengthen proactive hazard identification.
- Continue to enhance driver safety and fleet risk-reduction initiatives.
- Additional mental health and wellness resources to support employee well-being and resilience, in partnership with Human Resources.

The OpEx Group will focus on full program execution and expansion, including:

- Advancing the Next Level Training curriculum and LMS integration.
- Standardizing national training delivery through Qualified Trainers.
- Launching a Trainer Intensive Program.
- Expanding audit, readiness, and performance verification programs.
- Building integrated Safety-Operations-Training dashboards.
- Continuing to research, test, and adapt best practices into scalable company standards.

Human Resources

As XKIG continues to grow, we remain focused on creating opportunities for employees to succeed. Through investments in safety, training, leadership development, wellness, and employee engagement, we are building a workforce prepared to meet tomorrow's challenges and deliver exceptional results today.

Learning and Development

Objective: Develop, engage, and retain a highly skilled workforce.

2026+ Goals

- Increase annual training hours per employee.
- Expand leadership development opportunities through GF School and other professional development programs.
- Continue investing in technical training, apprenticeships, and career pathways.
- Increase employee engagement through recognition, wellness, and community service initiatives.
- Continue supporting organizations such as Friends of Foster Care through employee-led volunteer projects.

We have also leveraged a new benefits platform in 2026, offering a seamless employee experience and maximizing communication. In addition, we are offering two new benefits in 2026, including Identity Theft Protection through Allstate and a Life + Care Insurance plan that combines life and long-term care insurance through Trustmark.

Marketing & Communications

Objective: Share stories with transparency and purpose.

2026+ Goals

- Publish an annual XKIG Sustainability Report that highlights measurable progress.
- Expand employee storytelling to showcase career development, innovation, and community involvement.
- Strengthen the XKIG brand family through consistent messaging and thought leadership.
- Improve ESG reporting with enhanced data visualization and performance metrics.

Community Engagement

Objective: Lasting value in the communities we serve.

2026+ Goals

- Increase employee volunteer participation across all operating companies.
- Continue supporting nonprofit organizations focused on education, environmental stewardship, health, and disaster relief.
- Expand partnerships with schools, workforce development organizations, and industry associations.
- Grow employee giving and community service initiatives that directly benefit local communities.
- Continue integrating charitable activities into leadership development programs.

Information Technology

Objective: Build secure, efficient, and innovative technology solutions.

2026+ Goals

- Continue expanding digital learning resources and enterprise collaboration tools.
- Strengthen cybersecurity awareness through annual employee training.
- Increase adoption of cloud-based platforms to improve collaboration and data accessibility.
- Enhance data analytics capabilities to support operational and business decisions.
- Advancing digital workflows and AI-enabled processes to further reduce paper and improve efficiency.

Data Privacy & Cybersecurity

In 2026, XKIG continued to strengthen its data privacy and cybersecurity program. The Company applies a risk-based, defense-in-depth strategy that integrates governance, employee awareness, identity and access management, network and endpoint security, email protection, data protection, vulnerability management, continuous monitoring, incident response, and backup and recovery capabilities.

XKIG uses innovative technologies to support this layered security environment. These administrative, technical, and physical safeguards are designed to help prevent, detect, contain, respond to, and recover from cybersecurity threats and incidents, including malware, ransomware, social engineering, unauthorized access, and data loss.

Access to systems and information is managed based on business needs and the principle of least privilege. Employees receive cybersecurity awareness training and participate in simulated phishing exercises to strengthen their ability to recognize and report potential threats. The Company also evaluates cybersecurity risks associated with material technology providers and other third parties through its vendor management processes.

XKIG maintains incident-response and business-continuity processes to support coordinated escalation, containment, recovery, and communication after a cybersecurity incident. Recognizing that risk continues to evolve, XKIG regularly evaluates its controls, technologies, training, and response capabilities to strengthen cyber resilience and protect the confidentiality, integrity, and availability of Company and customer information.

Operations

Objective: Improve operational efficiency while reducing environmental impact.

2026+ Goals

- Building on established digital processes with expanded AI-enabled workflows to streamline work tasks.
- Improve route planning and fleet utilization to reduce fuel waste.
- Expand the use of technology to improve project planning, scheduling, and customer communication.
- Continue integrating sustainable practices into equipment maintenance and operational procedures.
- Identify opportunities to reduce waste generated by field operations.

Environmental Stewardship

Objective: Minimize environmental impact while supporting healthier ecosystems.

2026+ Goals

- Continue to identify opportunities to reduce fuel consumption and emissions of greenhouse gases.
- Improve recycling and responsible waste management across facilities.
- Support customer initiatives to improve utility resilience through proactive vegetation management.
- Expand employee participation in environmental volunteer events, such as tree planting and habitat restoration.
- Continue supporting organizations focused on watershed protection, urban forestry, and conservation efforts.

Expanding Our Commitment to Environmental Compliance

As XKIG continues to grow, our commitment to responsible environmental stewardship deepens.

In 2025, we expanded our Safety team by adding a dedicated Environmental Compliance Specialist, reinforcing the link among workplace safety, regulatory compliance, and environmental responsibility. This role supports our operating companies by ensuring compliance with federal, state, and local environmental regulations, promoting best practices, and strengthening environmental awareness across our operations. By proactively identifying risks, supporting training initiatives, and working closely with field teams, the Environmental Compliance Specialist helps protect natural resources and supports safe, efficient, and compliant operations.

Governance & Ethics

Objective: Strengthen accountability, transparency, and responsible business practices.

2026+ Goals

- Continue annual sustainability reporting and expand performance metrics.
- Strengthen the alignment of suppliers and subcontractors with XKIG's safety, compliance, and ethical standards.
- Enhance internal compliance training for employees and leaders.
- Continue improving ESG data collection and reporting processes.
- Review sustainability objectives annually and update priorities based on business growth and stakeholder feedback.

Customer Experience

Objective: Value through innovation and partnerships.

2026+ Goals

- Continue improving communication and responsiveness throughout project lifecycles.
- Expand technology-enabled solutions to improve visibility and reporting for customers.
- Enhance collaboration across XKIG companies to deliver integrated infrastructure services.
- Evaluate customer feedback to identify opportunities for continuous improvement.
- Invest in innovative tools and practices to improve reliability, safety, and operational performance.

Measuring Our Progress

Achieving meaningful sustainability outcomes requires accountability. In 2026, XKIG will continue to track key performance indicators across safety, workforce development, environmental stewardship, community investment, operational performance, and governance. These metrics will help measure progress, identify opportunities for improvement, and guide future decision-making.

By setting realistic, measurable goals, improving the quality of its data, and continually evaluating performance, XKIG seeks to create long-term value for employees, customers, partners, investors, and the communities we proudly serve. As our organization evolves, so will our sustainability journey — driven by innovation, collaboration, and a shared commitment to building stronger infrastructure and communities for generations to come.

