



Uplift our PEOPLE and live our VALUES

The success of NYPA and Canals lies in the success of our people. We wholeheartedly embrace and celebrate the distinct qualities that make our employees unique, ensuring equal access to opportunities, and fostering an inclusive environment where everyone feels valued and appreciated.

NYPA and Canals have made strategic investments in internal skills and workforce development, improved access to information, and optimized core business processes through the original Resource Alignment pillar, and focused on inclusivity through the original Diversity, Equity and Inclusion pillar, serving as the fundamental groundwork for attaining our ambitious future People and Values goals.

NYPA is looking to position ourselves for long-term success, adaptability and growth in a dynamic and competitive landscape through the following key areas:

- Capability development refers to collaborative and innovative strategies designed to **enhance the skills, competencies and abilities of current and future employees, and the overall performance of the organization.**
- Organizational capacity refers to the **utilization of resources, processes and collective efforts to**

achieve organizational objectives. It encompasses elements such as collaborative decision-making, strategic prioritization, aligned resource allocation and adaptable organizational design.

- Engagement refers to the level of an employee's commitment and connection to their organization. It measures the extent to which employees **feel passionate about their jobs, are committed to the organization and put discretionary effort into their work.**

Goals:

Empower individuals through exposure and experiences that enhance critical skills and drive career growth

Establish a robust and diverse talent pipeline to support organizational performance and resilience

Bring our values to life through the creation of an inclusive, diverse, equitable and safety-first culture

VISION2030 Accomplishments:

- NYPA proudly operates internal workforce development programs which focus on embedding growth and development, such as mentoring opportunities and opt-in curriculum workshops for all employees, and career acceleration platforms for female executives, employees of color, new managers and other leaders. Signature programs include MANAGE Blue, for new people managers, and LEAD Blue, tailored to prepare top talent for future leadership roles.
- Restructured our job framework and career paths to reduce barriers to entry and allow employees to drive their development and broaden experiences.
- Embedded Diversity, Equity, and Inclusion principles holistically – spanning from how performance reviews are conducted, to the application process for development programs, to the content within those programs.





Support the diverse needs of the COMMUNITIES in which we operate and impact

NYPA has a long history of being a good neighbor. Each community is unique, with its own set of challenges, opportunities and priorities. It is our responsibility to listen, understand and foster a just transition.

Through our original Diversity, Equity and Inclusion pillar, NYPA has made investments in communities through supplier diversity programs and resources, environmental justice initiatives and workforce development opportunities. The Communities pillar expands this view into all of the neighborhoods in which we operate, live and engage, in support of the state's commitment to ensuring disadvantaged communities benefit from the clean energy transition.

We will focus our efforts on the following areas:

- Promote **environmental justice** and the just treatment and meaningful involvement of all people in the energy transition, to ensure equitable access to a clean and healthy environment.
- Support clean energy **workforce development** and bring new resources into disadvantaged communities. This will be supported by up to \$25 million annually, authorized in the 2023-24 Enacted State Budget, for workforce development in the renewable energy sector⁵.
- Build and attract a pipeline of **diverse suppliers** through procurement activities that are influenced by our educational and outreach initiatives.

Goals:

Be a trusted adviser and partner in the energy transition across New York State

Advance clean energy projects and workforce development in disadvantaged communities

Enable diverse and local suppliers to participate in the transformative clean energy transition

Provide pathways to energy careers in historically underserved and other impacted communities

VISION2030 Accomplishments:

- 2023 marked the 40th anniversary of NYPAs Supplier Diversity program⁶, with \$1.8+ billion spent to date on diverse and small businesses. In 2023, 204 direct contracts were awarded and \$136 million was spent with MWBEs and SDVBs.
- Since 2021, 125 students have participated in an annual paid internship program as part of NYPAs Environmental Justice P-TECH program, designed to ensure that students from disadvantaged communities are equipped with tools to participate in the clean energy workforce.
- Awarded \$50,000 as part of The Future Energy Leaders college scholarships commitment to diversify the clean energy workforce pipeline.
- Committed \$11.6 million to support clean energy industry workforce development initiatives, in partnership with the New York State Department of Labor Office of Just Energy Transition.⁷
- Established the REACH program, to be funded by a portion of revenues from new renewable energy generation projects, which will provide electricity bill credits to low- and moderate-income New Yorkers.





Build an INNOVATION ecosystem that accelerates customer and grid decarbonization

It is a unique time in our organization and industry. The challenges are big, audacious and everywhere. The ability to innovate is essential for our organization to thrive, adapt and maintain long-term viability.

Innovation focuses on creating an environment that accelerates the implementation of groundbreaking processes and solutions to address complex challenges and achieve business objectives. To do this, we will:

- **Foster a mindset that encourages creativity, forward-thinking and new ideas** throughout NYPA and Canals. Through partnerships with our customers, the state and the energy industry, we will enable and scale solutions to fulfill customer needs.
- Continue to **develop core digital infrastructure**, incorporating new technologies in an efficient and value-focused manner, enabling improved performance across NYPA, Canals, our customers and New York State.

- **Leverage emerging technologies** such as Artificial Intelligence, Unmanned Aircraft Systems and next-generation platforms that enable NYPA to become a leading utility of the future.

Goals:

Foster a culture of innovation to capture value-creation opportunities

Drive growth and accelerate the deployment of decarbonization solutions

Drive performance and resilience through the adoption of innovative technologies and business practices

VISION2030 Accomplishments:

- Opened the first-of-its-kind electric grid and power systems laboratory, the advanced Grid Innovation Laboratory for Energy (AGILE)⁸, which enables real-time testing, modeling and validation of technologies, grid improvements, and transmission-related products and services.
- NYPA partnered with SUNY Purchase College to install a 0.5MWh thermal storage-based co-generation station⁹, which produces electricity and recaptures the waste energy to create heat for a campus building, providing almost 50% of the electricity and nearly 100% of the heat.
- We are upgrading to new technologies in our Canals operations, including the installation of a new 3-Axis Computer Numerical Control (CNC) machine and a new robotic welder, which enables a safer process for work on metal materials.
- NYPA has successfully integrated AI into its operations. Building on a robust foundation in governance and data quality, AI has become an essential tool for asset management, performance improvement, and operational efficiency. Generative AI is utilized by staff for research, report creation, and productivity enhancement, while Computer Vision AI is employed to develop asset diagnostic tools. The team is actively exploring AI applications for optimizing hydro resources, conducting power system analysis and accelerating the delivery of decarbonization solutions.





Integrate SUSTAINABILITY into how we operate to drive value

NYPA and Canals strive to deliver a best-in-class sustainability strategy that balances environmental, social and economic priorities as we work to create value.



NYPA has prioritized four areas based on potential impact. These focus areas are interconnected and interdependent, and intentionally intersect with other priority and pillar goals.

- Reduce direct and indirect greenhouse gas emissions across the value chain and adapt to the physical, operational and transitional impacts of climate change
- Integrate sustainability criteria in vendor and product selection processes, make efficient use of resources and increase materials reuse and recycling
- Preserve and restore habitat, including wetlands, forests and meadows, and implement nature-based

solutions for climate mitigation, adaptation and resilience

- Drive value for our internal and external stakeholders by
 - Promoting an inclusive culture for employees
 - Partnering with customers to help them achieve their sustainability goals
 - Collaborating with communities and sharing opportunities and benefits
 - Engaging with suppliers to advance sustainability practices and prioritizing local and diverse suppliers
 - Increasing transparency through ESG reporting to communicate shared value and build trust

Commitments:

Reduce GHG emissions and adapt to the impacts of climate change

Promote a circular economy approach to resource management

Preserve and enhance ecosystems and biodiversity

Work with stakeholders to achieve shared goals and promote a just transition

VISION2030 Accomplishments:

- Issued Sustainability Reports for 2020 and 2021, and NYPA's first Integrated Reports for 2022 and 2023 to provide a more comprehensive view of our value.
- Expanded our greenhouse gas inventory for Scopes 1, 2 and 3 to gain a detailed view of emissions sources .
- Conducted climate vulnerability assessment for all NYPA facilities to inform climate adaptation planning.





Strengthen our RESILIENCE for long-term viability

Resilience at NYPA is defined as our ability to remain viable in the face of disruptions and agile in response to evolving trends. This includes our ability to respond or adapt to climate change, cyber and physical attacks, regulatory changes, supply chain disruptions and more, ensuring sustained success and growth. Resilience is not just a concept, but a commitment that permeates our operations and decision-making.

The following focus areas will enable NYPA and Canals to further strengthen our resilience and improve long-term viability:

- Position the organization to proactively mitigate new risks and emerging trends by identifying, assessing, correlating and prioritizing resilience challenges, opportunities and needs through cross-functional horizon scanning and collaboration.
- Equip personnel to mitigate threats and address long-term trends to bolster our viability by applying resilience knowledge, concepts and strategies in daily operations, processes and decision-making.
- Leverage capability planning and analysis to align and mature response processes to remain agile to more complex, cross-functional and impactful disruptions.
- Position the organization to successfully recover from disruptions by retaining strong bench strength

and muscle memory through operational exercises designed to stress test our people, process and technology.

Through these concerted efforts, NYPA continues to lead by example in building a resilient organization that is prepared to meet the challenges of today and the future to remain viable.

Goals:

Recognize and respond to trends and changes in our operating environment

Consider and act on resilience needs and priorities across all levels, to improve our resilience posture

Confirm response processes address interconnected scenarios and are adaptable to an uncertain future

Ensure the organization has the capacity and capability to swiftly and effectively recover from disruptions

VISION2030 Accomplishments:

- In response to an evolving operating landscape, we continued to grow our recovery capabilities with the digitalization of our Business Continuity and Information Technology Disaster Recovery plans. This action ensures personnel have real-time access to plans, our plans remain aligned across stakeholders, and leadership has real-time access of our recovery posture for informed decision-making.
- NYPA maintains an ISO-55001 certification, demonstrating our continued commitment to Asset Management excellence to optimize cost, risk and performance.
- The COVID-19 pandemic tested the agility and robustness of organizations worldwide. Through rapid adaptation and the implementation of comprehensive safety and operational measures, NYPA ensured both the health of its workforce and the continuity of its services.¹⁰

