

2021

SUSTAINABILITY REPORT

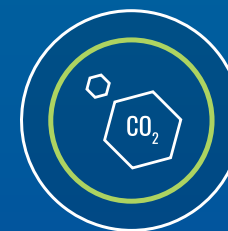




RELIABILITY



GREEN



CCUS



STORAGE



RETAIL

CEO LETTER

Throughout 2021, Calpine remained committed to our long legacy of advancing sustainability initiatives across all areas of our business. Now, we are excited to share our progress with you in our second annual sustainability report.

Since our founding, Calpine has been a leader in environmental stewardship. From our fleet of modern and efficient power plants to our initiatives in support of the low-carbon economy transition, Calpine has a long history of providing reliable and sustainable power across the country. As the world moves toward decarbonization and electrification, Calpine’s natural-gas and geothermal power plants as well as our retail platforms will continue to play a critical role in supporting grid reliability, providing lower-carbon power, and meeting our customers’ needs.

Our commitment to sustainably operating the premier integrated power company while living our ASPIRE values drives all facets of our business. We are pursuing an “inside out” energy transition strategy—starting with employees, capabilities, our assets, and our power plants.

Our employees are critical to our sustainability mission and our business success. In 2021, we continued to implement health and safety, employee engagement, and diversity and inclusion initiatives to attract and retain top talent. During 2021 and into the beginning of 2022, key members of our leadership team and I visited each one of our power plants and offices to discuss our energy transition and diversity and inclusion initiatives. Other 2021 accomplishments include our Stop Work Obligation campaign, the launch of our Mentorship Match Program, and the introduction of two new Employee Resource Groups (ERGs). Additionally, we remain committed to supporting our communities. Our employees volunteered at food pantries, schools, and parks across the country. We provided a total of \$3.1 million in philanthropic contributions to causes spanning community development, education, workforce advancement, and environmental sustainability. We are also proud that Ziba Mehra, Director of Purchasing at Calpine, received an award for providing opportunities to minority-owned businesses by advancing Calpine’s supplier diversity program.

Today, the way we think about our capabilities, our assets, and our power plants is two-fold: supporting the reliability of overall energy supply and providing energy that is clean. Our natural gas assets and retail platforms provide reliable, affordable energy to our customers and support the adoption of renewable power resources and their integration into the grid. Building on our existing green initiatives, we are investing in the long-term

energy transition with sustainable retail products for our customers and by developing large-scale energy storage and carbon capture, usage, and storage (CCUS) projects. In 2021, our retail efforts were recognized with two awards—the EcoVadis silver medal for our internal ESG policies and procedures, and by CDP as a silver-accredited renewable energy partner. We brought our first storage project online, Santa Ana I, and began construction on Phase II to expand the facility. We also made significant progress on our CCUS development effort—three of our proposed pilot projects, Deer Park Energy Center, Delta Energy Center, and Baytown Energy Center were awarded funding by the U.S. Department of Energy.

As the global economy strives to transition to cleaner energy, our employees, capabilities, our assets, and our power plants are all a part of our plan to leverage our purpose-driven culture into ongoing success as the premier competitive power company in the U.S. We are pleased to have continued advancing our values in 2021 and look forward to sharing our accomplishments with you in the following pages.

Sincerely,

THAD HILL

PRESIDENT AND CHIEF EXECUTIVE OFFICER (CEO)

2021 PERFORMANCE HIGHLIGHTS

\$9.6

BILLION IN REVENUES.

75

POWER PLANTS IN OPERATION AND TWO BATTERY STORAGE FACILITIES, INCLUDING ONE UNDER CONSTRUCTION.

105+

MILLION MEGAWATT-HOURS (MWH) GENERATED.

2,200+

FULL-TIME EMPLOYEES.

230,236

RESIDENTIAL RETAIL CUSTOMERS.

13,601

COMMERCIAL AND INDUSTRIAL RETAIL CUSTOMERS.

ADVANCED DEVELOPMENT ON MULTIPLE CCUS PILOT PROJECTS.

FIRST BATTERY STORAGE PROJECT BEGAN OPERATION, AND CONSTRUCTION STARTED ON SECOND PROJECT.

BEGAN RECEIVING POWER UNDER CONTRACT FOR 200 MEGAWATTS (MW) OF ELECTRICITY FROM TITAN SOLAR TO SERVE RETAIL CUSTOMERS.

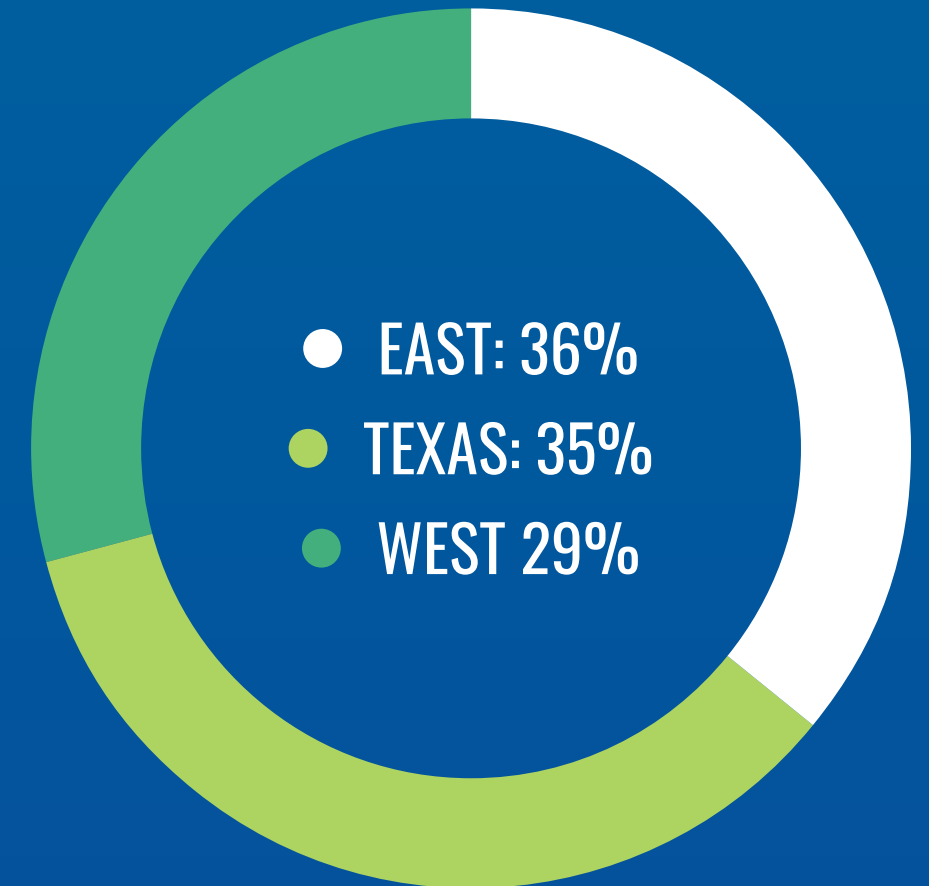
GEYSERS POWER COMPANY, LLC CLOSED ON AN UPSIZED \$1.5 BILLION CLIMATE BONDS-CERTIFIED FINANCING.

OVER \$3.1 MILLION IN CHARITABLE GIVING.

CDP RECOGNIZED CALPINE ENERGY SOLUTIONS AS A SILVER-ACCREDITED RENEWABLE ENERGY PARTNER IN NORTH AMERICA FOR THE SECOND YEAR IN A ROW.

CALPINE ENERGY SOLUTIONS WAS AWARDED AN ECOVADIS SILVER MEDAL FOR ITS INTERNAL ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) POLICIES AND PROCESSES.

GEOGRAPHIC DIVERSITY OF GENERATION



ABOUT CALPINE



Calpine is America's premier integrated power company. We are the largest generator of electricity from natural gas and geothermal resources and serve retail customers across competitive markets in the U.S. Our commodity trading and asset development teams ensure that we can continue to provide reliable electricity while enabling and advancing the energy transition.

Our year-end portfolio of 75 power plants and two battery storage facilities, including one under construction, represents nearly 26,000 MW of generation capacity. Since our inception in 1984, we have been an industry leader in environmental stewardship. Our founders wanted to modernize California's aging fleet and bring clean, reliable power to the state. Today, our portfolio primarily comprises combined-cycle and simple-cycle power plants, which use natural gas-fired combustion turbines. We also operate California's largest geothermal resource using conventional steam turbines to produce renewable geothermal power.

As the U.S. and the world move toward a lower-carbon economy, we are investing in clean technologies to enhance our recognized leadership in developing, constructing, owning, and operating a sustainable portfolio of flexible and reliable power plants. Our decarbonization efforts are focused on helping our retail customers achieve their energy goals, CCUS, and battery storage. In turn, Calpine is well positioned to continue serving as a clean energy leader into the future.

Through wholesale power operations and our retail businesses, we serve customers in 22 states, Canada, and Mexico. We sell power, steam, capacity, renewable energy credits, and ancillary services to our wholesale customers, which include utilities, power marketers, retail power providers, municipalities, community choice aggregators, independent electric system operators and other governmental entities. Additionally, through our retail brands, Calpine Energy Solutions and Champion Energy Services (including North American Power), we market retail energy and related products to

commercial, industrial, governmental, and residential customers to help them achieve their energy goals. We believe clean energy must be dependable and affordable for every consumer, even during high-demand periods. That is why we are investing in innovative solutions across the United States. We know that fighting climate change starts with clean energy, and Calpine is rising to the occasion.

Since our founding, Calpine has embraced 3 key principles: support for competitive markets, environmental stewardship, and support for the communities where our employees live and work. The overarching core value related to all of these principles is safety. Our goal is to be recognized as the premier competitive power company in the U.S. by our stakeholders, including our employees, customers, policy-makers, and communities, among others. To achieve this goal, we strive to:

BE THE BEST POWER PLANT OPERATOR ON THE PLANET.

EXCEL AS A CUSTOMER-CENTRIC BUSINESS—BOTH WHOLESALE AND RETAIL.

INNOVATE AND EVOLVE IN OUR FOCUS ON DELIVERING RELIABLE AND SUSTAINABLE ENERGY SOLUTIONS.

LIVE BY OUR VALUES.



GENERATED ELECTRICITY^[1]

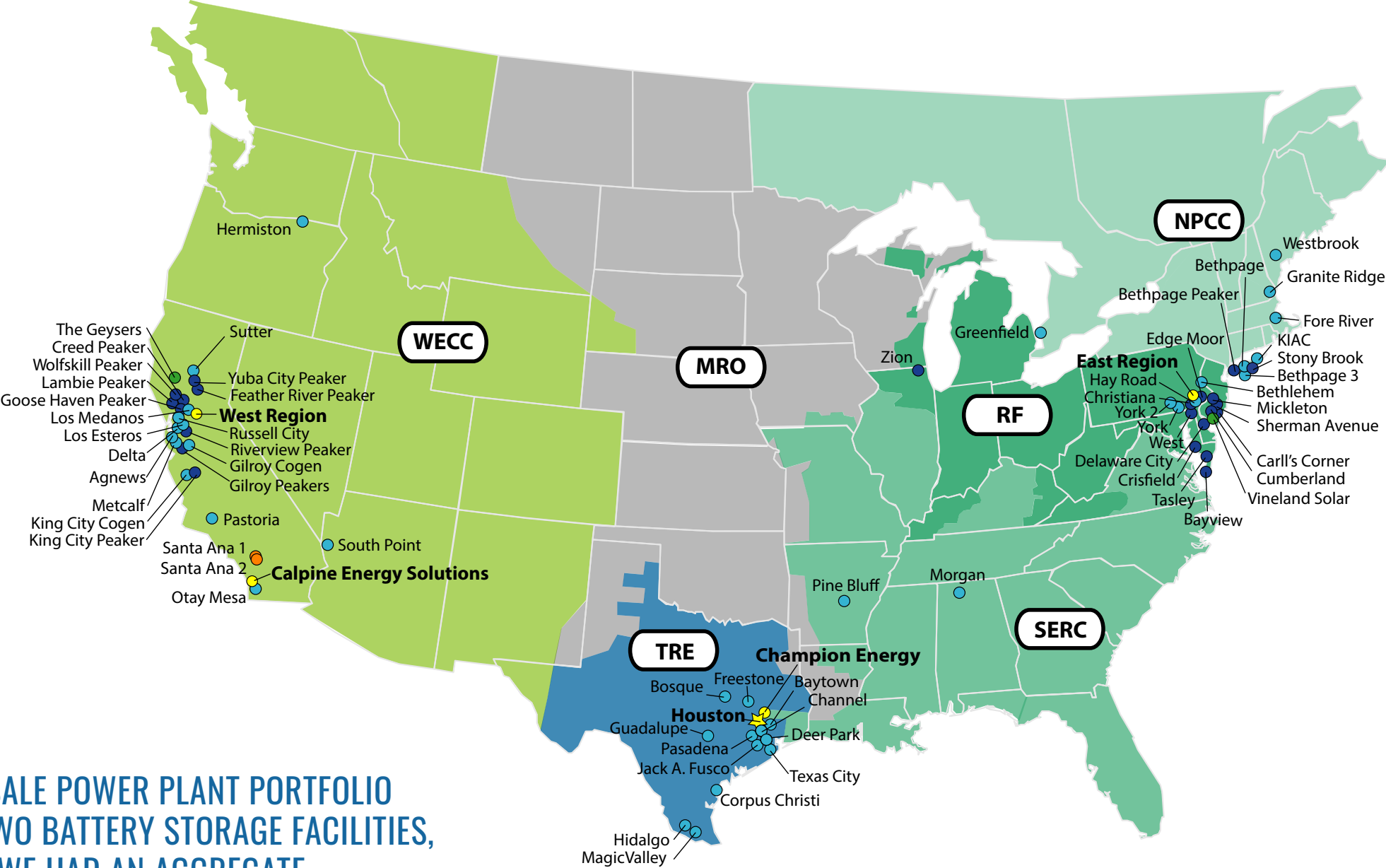
		2019	2020	2021
Total electricity generated	SASB IF-EU-000.D	103,088,649 MWhs	111,159,598 MWhs	105,608,579 MWhs
Percentage of generation capacity by major energy source:				
Combined Cycle Cogeneration	SASB IF-EU-000.D	24% (6,378 MW)	23% (5,925 MW)	23% (5,949 MW)
Renewables and Storage		3% (729 MW)	3% (729 MW)	3% (749 MW)
Simple Cycle/Other		9% (2,365 MW)	9% (2,365 MW)	9% (2,365 MW)
Combined Cycle Non-Cogeneration		64% (16,563 MW)	65% (16,848 MW)	65% (16,903 MW)
Percentage of electricity generated in regulated markets		4,293,913 MWhs produced in regulated markets; 4% of total	4,048,407 MWhs produced in regulated markets; 4% of total	5,031,899 MWhs produced in regulated markets; 4% of total
Total wholesale electricity purchased	SASB IF-EU-000.E	60,146,961 MWhs	55,493,140 MWhs	54,968,160 MWhs

[1] Data includes Freeport Energy Center and Whitby Cogeneration during Calpine's period of ownership. Freeport Energy Center was sold on October 16, 2020 and Whitby Cogeneration was sold on November 20, 2019.

OUR LOCATIONS

- - Renewable
- - Combined Cycle
- - Simple Cycle / Other
- - Battery Storage
- ★ - Headquarters
- - Office

As of December 31, 2021



AS OF DECEMBER 31, 2021, OUR WHOLESALE POWER PLANT PORTFOLIO CONSISTED OF 75 POWER PLANTS AND TWO BATTERY STORAGE FACILITIES, INCLUDING ONE UNDER CONSTRUCTION. WE HAD AN AGGREGATE GENERATION CAPACITY OF 25,966 MW AND 20 MW OF BATTERY STORAGE CAPACITY UNDER CONSTRUCTION.

OUR VALUES

Calpine's business is guided by our ASPIRE Values. We ASPIRE to effectively perform every task, action, pursuit, and decision with these values in mind.



ACCOUNTABILITY

We embrace our individual responsibility and perform to the best of our ability. We make sure we understand what is expected for the task at hand and execute on it. We always follow the applicable laws, regulations, policies, and procedures.

SAFETY

We put safety first in everything we do. We realize our well-being and that of our colleagues is the responsibility of each one of us and is critical to Calpine's success. We investigate, communicate, and proactively manage any unsafe conditions.

PASSION

We work with passion for our business, passion for our community, and passion for the environment. Passion to us means a sense of urgency and focus.

INTEGRITY

In all that we do, we demonstrate our integrity by being true to our word. We follow through on commitments to our customers, colleagues, suppliers, investors, and communities.

RESPECT

We cultivate a respectful, nurturing, and diverse work environment characterized by open, honest, and direct communications. We honor receiving and discussing other points of view, always without fear of reprimand.

ESPIRIT DE CORPS

We work with a collective sense of pride and honor in everything that we do. We value our diverse backgrounds and experiences. We work as an inclusive team where we share, support, and encourage each other to achieve our common goals. We encourage, support, and mentor our colleagues to help them attain personal achievement.

SUSTAINABILITY AT CALPINE

Calpine was founded nearly 40 years ago on principles of sustainability, and we remain committed to these principles today—as evident in our evolving role in support of the energy transition. We believe sustainability is broad in scope, and in addition to the environment, covers safety, diversity and inclusion, corporate governance, and risk management. Our commitment to sustainability is woven throughout our past, a focus during the present, and a driver for the future.

OUR COMMITMENT TO SUSTAINABILITY IS WOVEN THROUGHOUT OUR PAST, A FOCUS DURING THE PRESENT, AND A DRIVER FOR THE FUTURE.

With our second annual sustainability report, we analyze our business through an ESG lens and report on our sustainability progress. ESG topics of significance to our business and our stakeholders, which were identified in a materiality assessment led by a third-party consultant in 2020, serve as the foundation of this report.

ENVIRONMENTAL

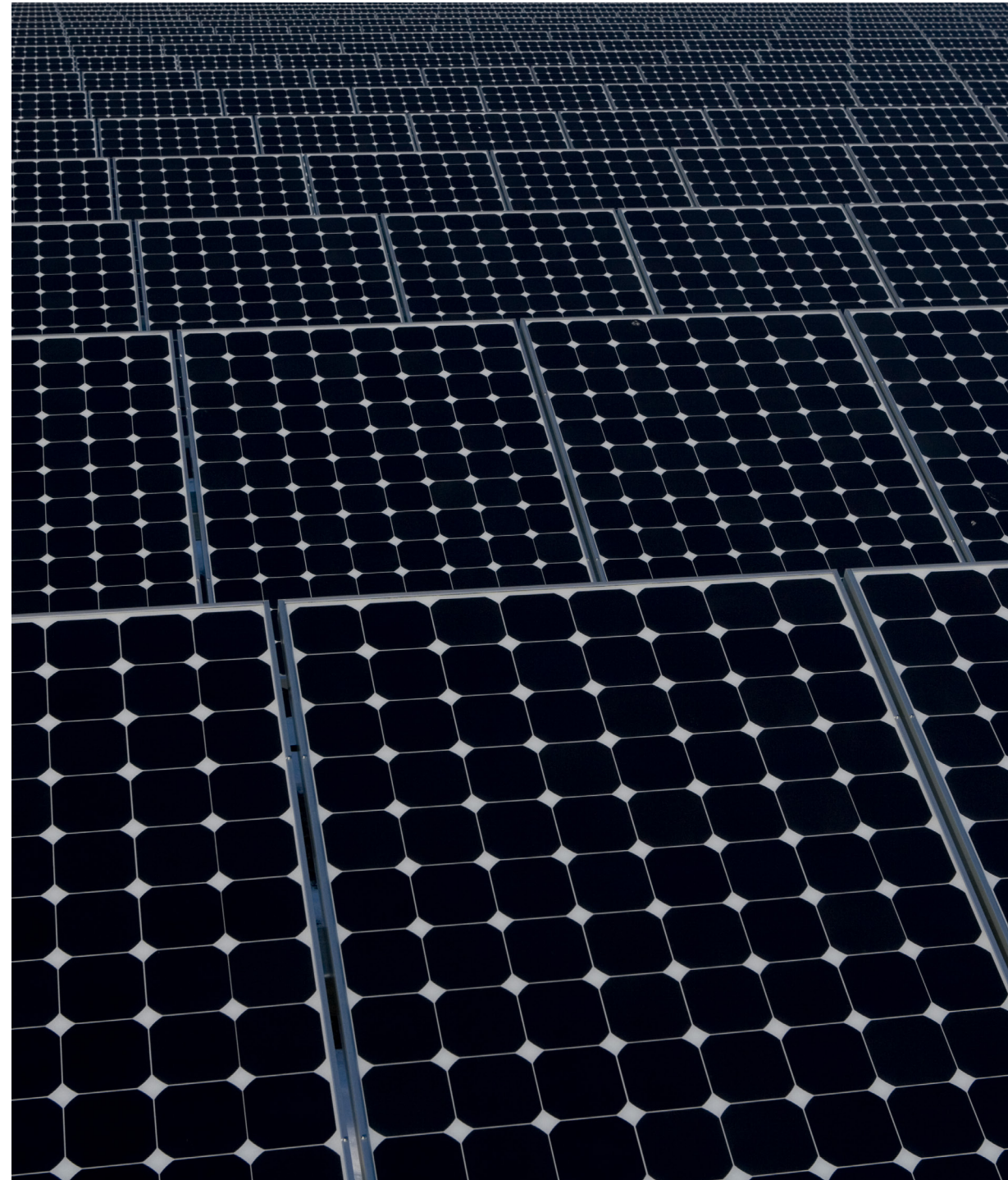
- Air Quality
- Climate Strategy
- Greenhouse Gas Emissions
- Water Management

SOCIAL

- Community Relations
- Corporate Philanthropy
- Diversity and Inclusion
- Emergency Preparedness and Response
- Employee Relations
- Occupational Health and Safety

GOVERNANCE

- Business Ethics
- Corporate Governance
- Cybersecurity
- Government Relations and Public Policy
- Risk Management
- Supply Chain Management
- Technology Adoption





CLIMATE STRATEGY AND GHG EMISSIONS →

ENVIRONMENTAL MANAGEMENT →

AIR QUALITY →

WATER MANAGEMENT →

TECHNOLOGY ADOPTION →

RETAIL SERVICES →

ENVIRONMENT

CLIMATE STRATEGY AND GHG EMISSIONS

Addressing climate change is the challenge of our time—and clean energy will be key to long-term solutions.

Calpine has been a leader in the nation's energy transition for decades, beginning in California. As our operations expanded across the country, we continued to lead the shift to newer, cleaner, natural gas combined-cycle units that produce significantly lower greenhouse gas (GHG) emissions than coal-fired generation for every MWh generated. In turn, our fleet of efficient, gas-fired power plants has helped maintain electric reliability as higher-emitting generation capacity has been retired and increasing quantities of intermittent renewable energy are delivered to the grid.

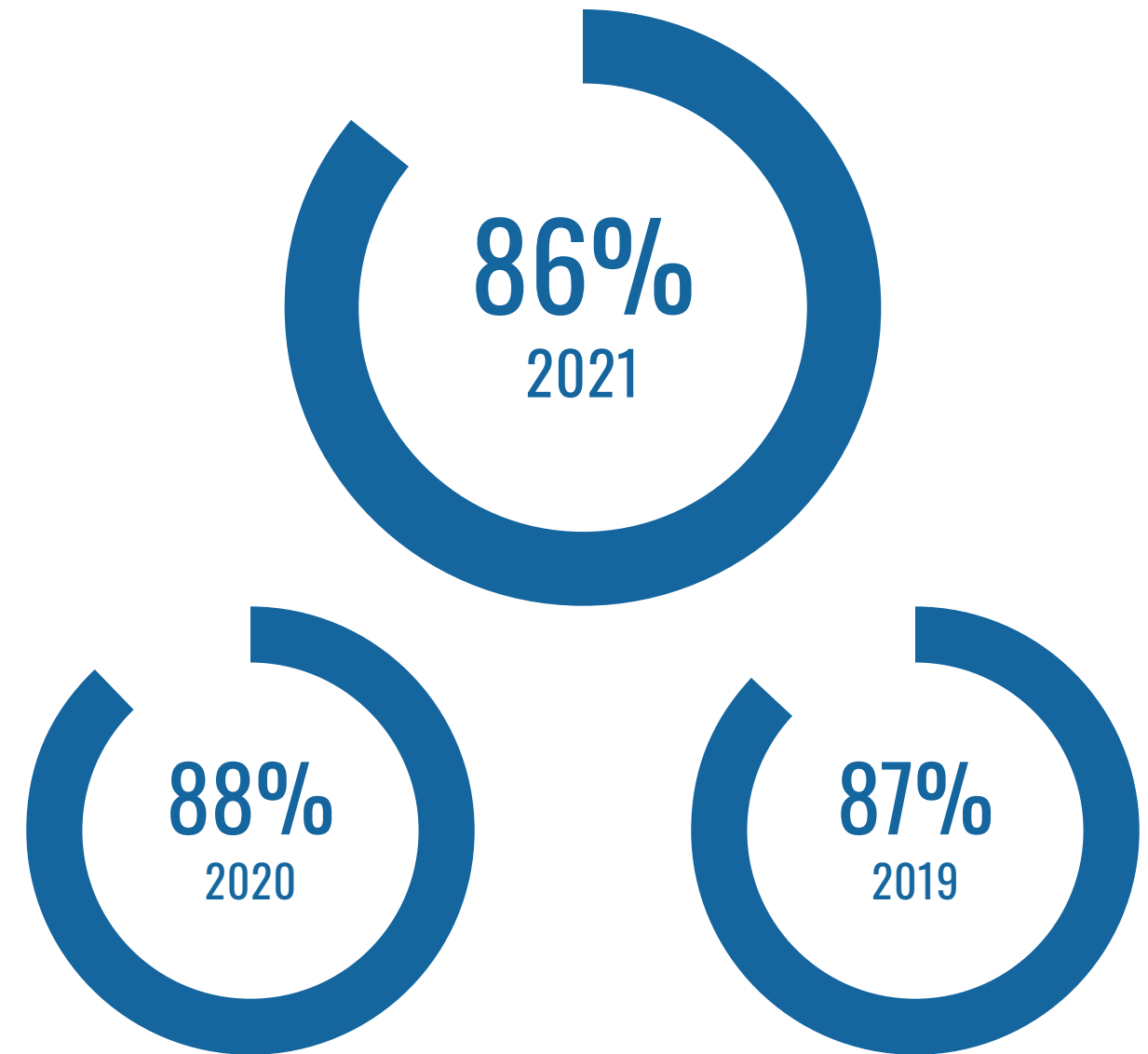


CALPINE RELIABILITY ENABLING THE ENERGY TRANSITION

Today, as the world strives to move toward a lower-carbon economy, state and federal policy increasingly aims to reduce GHG emissions. It is clear that electrification will be one of the most important tools in global decarbonization efforts. Electrification of the economy means growth in power demand and increased importance of electric reliability. Accordingly, cost-effective pathways to decarbonization require that modern, natural gas power plants continue to operate for decades to come.

Calpine's power plants are designed to use natural gas efficiently. The more efficiently our plants run, the lower the carbon intensity of the electricity we produce. We continually optimize and modernize our assets to ensure our fleet meets future market demand in a responsible manner. This commitment has resulted in Calpine having one of the lowest carbon intensities of the electricity it delivers to its customers of any power company. We are proud that our fleet of flexible and efficient gas-fired power plants will continue to provide reliability that supports the integration of renewables and the electrification of other sectors, enabling significant GHG reductions both within and beyond the electricity sector.

AVERAGE AVAILABILITY OF CALPINE'S FLEET^[1]



[1] Average availability excludes power plants and units that are inactive. It represents the total hours during the period that our plants were in service or available for service as a percentage of the total hours in the period.



WHAT WE STAND FOR

Economy-Wide Change to Limit Emissions

- Calpine believes in an economy-wide approach to tackling climate change. To rapidly expand the role of intermittent sources like solar and wind, we must have backup capacity against blackouts and spikes in electricity costs that would threaten our progress toward the nation's climate goals. Our nation's cleanest and most energy-efficient gas-fired power plants are ready to fill that need.

A Long-Overdue Price on Carbon

- Adding a price on carbon creates a national, economy-wide carbon strategy which will spur competitive markets to produce the most cost-effective and environmentally responsible solutions.
- We believe a market-based mechanism such as carbon pricing is the optimal way to ensure reliability and competitiveness within the marketplace.

Widespread Electrification

- Aggressive carbon emissions reduction requires sweeping electrification of sectors like transportation, which replaced power generation as the top source of emissions in 2016. We'll need to double or even triple the nation's electric generating capacity to run our cars and trucks and heat our homes and offices.

Reliability

- Americans should not have to pick between reliable and affordable clean energy. We are committed to providing electric reliability and working on innovative solutions, both of which will accelerate the country's transition to clean energy. We operate the world's largest geothermal facility and have invested in cutting-edge storage solutions to keep the power grid up and running during peak periods of use.

Carbon Capture, Usage, and Storage

- Calpine is a champion for CCUS and supports policies that incentivize CCUS technology.

Learn more about our commitment to addressing climate change by visiting [CalpineActsOnClimate.com](https://www.calpine.com/Climate)



CALPINE'S DECARBONIZATION STRATEGY

As we continue to focus on world-class reliability and safety with our natural gas fleet, we have also turned our attention to decarbonization. We are pursuing an “inside out” energy transition strategy, starting with our people, our capabilities, our sites, and our power plants. We have three key decarbonization focus areas, which include: growing our retail business while helping our customers achieve their energy transition goals, deploying large-scale energy storage projects, and leading the U.S. power generation space in developing CCUS. Please read more about this work in the [Driving Decarbonization](#) section of this report.

These efforts, both new and longstanding, will evolve our fleet in support of the ongoing energy transition and trends toward lower CO₂ emissions levels in the electricity sector and the economy overall.

Beyond our efforts to operate efficiently and decarbonize our business, our sector, and others, Calpine supports policy-making efforts to decarbonize the grid. Calpine has a history of advocating for state and federal policies aimed at reducing of GHG emissions. Additional details of our climate-related policy efforts are provided in the [Government Relations and Public Policy](#) section.

PERFORMANCE METRICS

Calpine monitors numerous metrics to assess our climate-related risks, opportunities, and progress in alignment with our overarching climate and business strategy. Such metrics include our steam-adjusted GHG intensity and average implied heat rates, which are favorable when compared to the rate in the U.S. for all thermal generation (including coal/gas/oil), and also when compared to all natural gas generation in the U.S.

IMPLIED HEAT RATE MMBTU/MWH

	2018	2019	2020	2021
U.S. Fleet of Natural Gas Generation	7.82	7.73	7.73	7.73
Calpine Fleet (Steam Adjusted)	7.35	7.33	7.34	7.36

U.S. CO₂ EMISSIONS RATES FOR THE ELECTRIC POWER SECTOR^{[1][2]}

	2018	2019	2020
Thermal Generation CO ₂ Rate (Mt / MWh)	0.71	0.67	0.64
Natural Gas Generation CO ₂ Rate (Mt / MWh)	0.42	0.41	0.41
Calpine CO ₂ Rate—Steam Adjusted (Mt / MWh)	0.35	0.35	0.36

CO₂ = carbon dioxide; Mt = metric tons; MWh = megawatt hours.

[1] Data excludes Freeport Energy Center and Whitby Cogeneration for which Calpine did not exercise operational control during our ownership and for which data is not available. Freeport Energy Center was sold on October 16, 2020 and Whitby Cogeneration was sold on November 20, 2019.

[2] Calpine CO₂ Rate - Steam-Adjusted rate equals the total reported CO₂e emissions divided by the sum of generated electricity (in MWh) plus steam equivalent of generated electricity (in MWh). The 2018 and 2019 Calpine CO₂ Rate - Steam-Adjusted rate have been restated by -0.06 MT / MWh and -0.05 MT / MWh, respectively, due to the omission of the steam equivalent of generated electricity (in MWh) in the 2020 Sustainability Report.

GHG EMISSIONS^[3]

We also track and report on our Scope 1 GHG emissions.

	REFERENCE	2019	2020	2021
Gross global Scope 1 emissions (metric tons CO ₂ e)		41,434,648	45,513,944	43,586,556
Percentage of gross global Scope 1 emissions covered under emissions-limiting regulations	SASB IF-EU-110a.1	28%	27%	30%
Percentage of gross global Scope 1 emissions covered under emissions-reporting regulations		100%	100%	100%
Number of customers served in markets subject to RPS and (2) percentage fulfillment of RPS target by market	SASB IF-EU-110a.4	We meet our regulatory qualifications for RPS in all of the markets we serve.		
Scope 1 GHG emissions (metric tons CO ₂ e)	GRI 305-1	See above	See above	See above
GHG emissions intensity (kgCO ₂ e / MWhnet)	GRI 305-4	407	413	413

CO₂e = carbon dioxide equivalent; GHG = greenhouse gas; kgCO₂e = kilogram of carbon dioxide equivalent; MWhnet = net megawatt hours; RPS = renewable portfolio standard.

[3] Historical Gross global Scope 1 emissions have been restated by 201,928 metric tons CO₂e for 2019 (0.49%) and 2,196 metric tons CO₂e for 2020 (0.01%) to reflect improved measurement and emissions calculations. As a result, historical 2019 and 2020 GHG emissions intensity (kgCO₂e / MWhnet) have been restated by 2.0kg/MWh and 0.0 kg/MWh respectively, to reflect improved measurement and emissions calculations as per the GHG restatement described above. Additionally, emissions covered under emissions-limiting regulations increased by 1% in 2019 and 0% for 2020.

DRIVING DECARBONIZATION AT CALPINE

Calpine's three decarbonization focus areas include: growing our retail business while helping our customers achieve their energy transition goals, deploying large-scale energy storage projects, and leading the U.S. power generation space in developing CCUS. We are pleased to provide the following updates on these decarbonization efforts across the company:



GROWING OUR RETAIL BUSINESS AND HELPING OUR RETAIL CUSTOMERS DECARBONIZE

Our retail brands, Calpine Energy Solutions and Champion Energy Services, serve residential, commercial, and industrial customers in select markets across the nation. Our customers seek to leverage our disciplined approach to managing energy and carbon to support their sustainability objectives. Calpine Energy Solutions utilizes a repeatable business process to enable data-driven decisions evaluated through a spectrum of cost, risk, and carbon, called Sensible Sustainability™.

Sensible Sustainability™

The Sensible Sustainability process yields a set of outputs that:

- Translates a comprehensive energy and decarbonization solution into a common vocabulary.
- Quantifies impacts to cost, risk, and carbon.
- Allows for stakeholders to understand risk as a distribution of outcomes.

Overall, Sensible Sustainability establishes parameters that guide business decisions to harmonize sustainability-related objectives with cost and risk objectives.

In establishing the Sensible Sustainability process, Calpine Energy Solutions incorporated feedback from stakeholders, in particular non-governmental organizations (NGOs), on how to best achieve customer renewable energy objectives without isolating sustainability from other functional business groups. Instead, we included renewable energy within the scope of the greater energy procurement process. This has led CDP to recognize Calpine Energy Solutions for the second year in a row as a silver-accredited renewable energy partner. Calpine Energy Solutions' comprehensive understanding of carbon reporting standards and best practices also allows us to help customers measure progress against their energy transition goals.



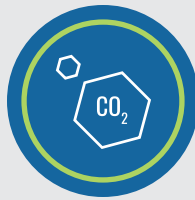
ENERGY STORAGE

Calpine has an active battery storage development effort and during 2021 we completed Phase I of our first battery project, Santa Ana I, in Southern California. Phase II of this project was recently completed in May 2022. Phase III is under contract for completion in the summer of 2023.

Johanna Battery Project (Santa Ana)

Located in Orange County, California, Phase I of our Johanna Battery Project consists of a 20MW/80MWh battery installation. California experiences daily peak load in the early evening. To satisfy this demand peak, the industry typically uses fossil fuel power plants referred to as "peakers" that only run when demand for electricity is high. Calpine's battery storage plays an innovative role in bridging the gap in a more environmentally responsible way. The Johanna batteries will generally be charged in the middle of the day when solar generation output is highest. Later in the evening, when peak demand hits, we can provide a clean source of power with the reliability and certainty the grid requires. Phase I construction began in June 2020 and the facility reached commercial operation in June 2021. Phase II was completed in May 2022 adding an additional 20MW/80MWh, and Phase III is under contract for another 40 MW/160 MWh with target completion in the summer of 2023.





CARBON CAPTURE, USAGE, AND STORAGE

In addition to developing new facilities, we are actively pursuing deployment of carbon capture technology at our gas-fired facilities, particularly our cogeneration sites which benefit from high utilization rates and economies of scale. Our progress has been aided by grants from the Department of Energy (DOE) for one pilot project and two front-end engineering and design studies. In 2021, we joined a [Houston coalition](#) of leading companies that support the large-scale deployment of CCUS. Together, the coalition's goals include capturing and safely storing up to 50 million metric tons of CO₂ per year by 2030 and approximately 100 million metric tons by 2040. Calpine is excited about the progress we are making on the following CCUS projects. Learn more about our commitment to CCUS by visiting calpinecarboncapture.com.



Los Medanos Carbon Capture Projects

Calpine's Los Medanos Energy Center cogeneration facility in Pittsburg, California will be the first installation of a carbon capture pilot at a conventional commercially dispatched natural gas combined cycle plant in the U.S.

Calpine is working with two partners at Los Medanos to pilot innovative technology. One pilot is with ION Clean Energy (ION), a Colorado-based carbon capture technology company, to build and operate an engineering-scale carbon capture pilot using ION's proprietary capture technology.

Calpine is also working with Blue Planet, a U.S.-based carbon capture and usage technology company, at Los Medanos to pilot a project to sequester captured carbon in paving and building materials by combining CO₂ with other minerals (namely calcium) and binding the resulting material to rock aggregate—making a new, higher value product suitable for use in light-weight concrete.

Deer Park Carbon Capture Project

The DOE has awarded Calpine a grant to support the carbon capture project at our Deer Park Energy Center, located in Deer Park, Texas. In collaboration with industry leader Shell Cansolv, this project is set to be one of the world's largest carbon capture projects and will be designed to capture 95% or more of total CO₂ emissions from flue gas generated from all five turbines at Calpine's Deer Park Energy Center. As a combined heat and power generation facility, carbon capture at this facility will enable it to provide low-carbon industrial heat to co-located facilities and low-carbon power to the Texas grid.

Delta Carbon Capture Project

Located in Pittsburg, California, The Delta Energy Center was selected by the DOE to support innovative CCUS technologies. The project is a collaboration with ION and is designed to capture 95% or more of the CO₂ emissions from the facility's three turbines. Captured CO₂ is intended to be stored in the nearby Sacramento Basin.

Baytown Carbon Capture Project

Located in Baytown, Texas, the Baytown Energy Center is being actively assessed for a carbon capture project designed to capture 95% or more of CO₂ emissions from the facility's turbines and auxiliary boilers. Located less than 10 miles from Calpine's Deer Park Energy Center, this facility is near significant CO₂ storage resources along the Texas Gulf Coast. As a combined heat and power generation facility, carbon capture at this facility will enable it to provide low-carbon industrial heat to co-located facilities and low-carbon power to the Texas grid.

ENVIRONMENTAL MANAGEMENT

Rigorous environmental management and a drive for continuous improvement are at the heart of Calpine's exceptional environmental performance. The foundation for this is our Safety & Health and Environment Policy, which establishes roles, responsibilities, and accountabilities for the environmental, health, and safety (EHS) aspects of our operations. This policy is underpinned by systems designed to ensure that our EHS program facilitates regulatory compliance and ensures that we continue to operate in the top tier of power plant operators on the planet. We utilize an EHS Compliance Management System to help all personnel, from senior management to plant operators, meet or exceed our environmental responsibilities.

Calpine's Executive Vice President of Power Operations has oversight of our EHS performance. Our event notification system quickly alerts the Executive Team and others across the organization of any notable events, near misses, or incidents. Further, Calpine's Board of Directors is updated quarterly on EHS performance and key issues.

EHS training is provided across the organization through our robust learning management system. At the beginning of each year, required EHS training is identified and assigned. For certain roles, monthly training is required.

Every year, aspects of our EHS system are subject to internal audits. Beyond internal assurance, Calpine additionally contracts with third parties to audit our plants in alignment with our established systems and policies.

ENVIRONMENTAL MANAGEMENT

	REFERENCE	2019	2020	2021
Environmental fines and penalties	GRI 307-1	0	0	0

AIR QUALITY

Air quality impacts the health of the environment and our communities. We recognize it is critical to effectively monitor and manage plant pollutants to minimize air quality impact.

Calpine's fleet of efficient, clean-burning natural gas-fired power plants consumes significantly less fuel to generate power than conventional boiler/steam turbine power plants, emitting fewer air pollutants per MWh of power produced as compared to coal-fired or oil-fired power plants. We are pleased that our levels of air pollutant emissions are continuously recognized to be among the lowest of any major U.S. power producer.

We manage our air emissions through a number of initiatives, including aligning our environmental policies and practices with the U.S. Environmental Protection Agency, state, and local regulations. Our plants are equipped with advanced emission controls, including low nitrogen oxide (NO_x) burners and selective catalytic reduction, which significantly reduce NO_x emissions. Calpine also has a program of proprietary operating procedures to reduce natural gas consumption and further lower air pollutant emissions per MWh of power generated. The near-zero sulfur content of natural gas means that our natural gas fleet typically emits only trace amounts of sulfur compounds.

AIR QUALITY MANAGEMENT^[1]

	REFERENCE	2019	2020	2021
Air emissions (metric tons) of the following pollutants:				
NO _x (excluding N ₂ O)	SASB IF-EU-120a.1 and GRI 305-7	5,937	6,012	5,868
SO _x	SASB IF-EU-120a.1 and GRI 305-7	217	229	284
Particulate matter (PM10) ^[2]	SASB IF-EU-120a.1 and GRI 305-7	1,245	1,335	1,291
Lead (Pb)	SASB IF-EU-120a.1	0.38	0.41	0.38
Mercury (Hg)	SASB IF-EU-120a.1	0.003	0.003	0.003

[1] Historical lead emissions have been restated by -0.014 metric tons lead for 2019 (-3.52%) and -0.003 metric tons lead for 2020 (-0.81%) to reflect actual gas oil fuel burn rather than assuming a 50% gas oil mix when multiple fuels are fired. Historical mercury emissions have been restated by -0.0003 metric tons mercury for 2019 (-9.80%) and -0.0014 metric tons mercury for 2020 (-31.18%) to reflect actual gas oil fuel burn rather than assuming a 50% gas oil mix when multiple fuels are fired.

[2] Totals for particulate matter emissions include data for combustion sources and exclude emissions from cooling towers.

WATER MANAGEMENT

Calpine is committed to minimizing our operational impacts to the water resources we share with our communities. Our significant investments in technology to improve our systems help us to achieve this.

Calpine’s water-sourcing methods conserve millions of gallons of cooling water daily. In our combined-cycle power plants, we use mechanical draft cooling towers which use up to 90% less water than conventional once-through cooling systems. Some of our combined-cycle plants do not use water for cooling purposes, instead relying on air-cooled condensers. We use once-through cooling technology at only one of our older fleet locations.

The Geysers, where Calpine owns and operates 725MW of geothermal plants—the largest complex of geothermal power plants in the U.S.—attempts to maximize its usage of recycled water to reduce demand from new sources. The majority of the water re-injected into the steam reservoir at The Geysers comes from recycled sources.

CALPINE’S WATER MANAGEMENT STRATEGIES – NATURAL GAS FLEET

Recirculating Technology

The majority of our combined-cycle fleet uses recirculating cooling towers to provide cooling to the condensers that convert low-pressure steam back into water after extracting the useful energy from the steam.

Recycled Wastewater

We work with communities across the country to minimize our impact on local fresh water supplies by utilizing recycled municipal wastewater where available for cooling of natural gas-fired power plants. In 11 of our operating natural gas-fired power plants equipped with cooling towers, we reuse treated water from municipal treatment systems for cooling. By reusing water in these cooling towers, we are able to avoid the usage of as much as 33 million gallons per day of valuable surface and/or groundwater for cooling.

Air-Cooled Condensers

Three of our power plants (Sutter Energy Center, Otay Mesa Energy Center, and Fore River Energy Center) employ air-cooled condensers for cooling. Air-cooled technology eliminates the need to use fresh water sources, such as groundwater or potable municipal water, to cool recirculating steam. Therefore, these three plants consume virtually no water for cooling purposes.

HIGHLIGHT STORY

LOS ESTEROS – POLLUTION PREVENTION PLANT OF THE YEAR

Los Esteros was selected as a 2021 Facility of the Year (FOTY) by the California Water Environmental Association (CWEA) Pretreatment, Pollution Prevention, and Stormwater (P3S) Committee. The FOTY Awards are given to industrial users with significant accomplishments in the areas of industrial process wastewater pretreatment technology, material recycling, waste minimization, pollution prevention practices, or stormwater runoff control programs.

SPILLS

Beyond initiatives to manage our water use efficiently, Calpine has procedures in place to prevent operational spills. We track all spill events and perform incident investigations to prevent future occurrences. All spill and emergency response data is monitored as part of our Calpine Incident Collection System (CICS), an incident management and notification system that provides metrics to help us better analyze and understand our EHS trends.

SPILL QUANTITIES OF RECENT YEARS

	2019	2020	2021
Number of Significant Spills ^[1]	0	0	0
Volume of Significant Spills ^[1]	0	0	0

[1] Significant Spill - Spill that is included in the organization's financial statements, for example due to resulting liabilities, or is recorded as a spill by the organization.

WATER MANAGEMENT (MEGALITERS)^{[1][2]}

	REFERENCE	2019	2020	2021
Total water withdrawal	SASB IF-EU-140a.1 and GRI 303-3	313,252	289,116	329,948
Surface water - fresh		286,112	260,712	298,305
Groundwater		162	84	86
Surface water - seawater		4,603	4,307	4,597
Municipal water supply		1,791	1,721	2,522
Reclaimed water		20,585	22,291	24,438
Percentage of total in a region of high or extremely high base water stress	SASB IF-EU-140a.1	6%	7%	7%
Total water discharge	GRI 303-4	245,023	214,017	254,260
Surface water - fresh		236,879	205,729	244,032
Groundwater		32	15	13
Surface water - seawater		2,789	2,849	3,853
Municipal water supply		201	178	258
Reclaimed water		5,122	5,247	6,103

	REFERENCE	2019	2020	2021
Total water consumption	SASB IF-EU-140a.1 and GRI 303-5	68,344	74,961	73,590
Surface water - fresh		49,190	54,807	52,002
Groundwater		130	70	73
Surface water - seawater		1,814	1,458	744
Municipal water supply		1,590	1,543	2,263
Reclaimed water		15,619	17,083	18,508
Percentage of total in a region of high or extremely high base water stress	SASB IF-EU-140a.1	25%	24%	28%
Water injected into the steam field at The Geysers	-	35,415 megaliters	30,113 megaliters	30,903 megaliters

[1] Consists of cooling water withdrawal, discharge, and consumption data from 100 MW and larger plants, excluding The Geysers. Historical water data for 2019 and 2020 has been restated to reflect the addition of Edge Moor Energy Center, Gilroy Energy Center, King City Cogeneration Plant, Kennedy International Airport Power Plant, and Pine Bluff Energy Center, each of which were omitted from the 2020 Sustainability Report. As a result, consumption increased by 2,788 megaliters (4.3%) for 2019 and 2,253 megaliters (3.1%) for 2020. Data excludes Freeport Energy Center which was sold on October 16, 2020.

[2] The Edge Moor Energy Center, which was omitted from the 2020 Sustainability Report, uses once-through cooling and is the primary driver for the increased volumes of water withdrawal and discharge without meaningfully impacting the consumption volumes.



TECHNOLOGY ADOPTION

Leveraging advanced technology is critical to producing power efficiently and cost effectively, particularly as we strive to support the global low-carbon economy transition. Our fleet of natural gas-fired, combined cycle power plants is relatively young with a weighted average age, based upon MW capacities in operation, of approximately 18 years. Because our fleet is flexible, dependable, and efficient, Calpine is uniquely positioned to meet demand and support grid reliability.

PLANT MODERNIZATION

Calpine strives to maintain a modern fleet that allows us to continually serve our customers as efficiently as possible. This year we completed 80% of a 230 MW upgrade program, with the remaining two sites scheduled for completion in 2022. The expected impact, in addition to increased production capacity, is an approximately 1% additional heat rate improvement.

CALPINE STRIVES TO MAINTAIN A MODERN FLEET THAT ALLOWS US TO CONTINUALLY SERVE OUR CUSTOMERS AS EFFICIENTLY AS POSSIBLE.

Additionally, we have adopted artificial intelligence and advanced analytics that target our maintenance behaviors and technology deployment—which supports continuous improvement and risk management across our fleet.

At The Geysers, we constantly monitor our units to proactively manage performance. Planned modernization efforts include turbine upgrades and the use of advanced water modelling to optimize steam production from injection to the reservoir.

DRIVING THE LOW-CARBON ECONOMY TRANSITION

Utilizing advanced technologies allows Calpine to make significant contributions to the global transition to a lower carbon economy. You can read more about our efforts to leverage our resources and expertise to support the energy transition in the [Driving Decarbonization](#) at Calpine section of this report.

RETAIL SERVICES

Our retail brands, Calpine Energy Solutions™ and Champion Energy Services™, serve residential, commercial, and industrial customers in select markets across the nation. In 2021, we delivered 56 million MWh of electricity to our customers, representing 5.6 million customer equivalents.

Our retail subsidiaries are complementary to one another. Calpine Energy Solutions serves large commercial and industrial entities who tend to view the management of energy and carbon as an important strategic initiative, while Champion Energy Services focuses on delivering a high-quality customer experience to the residential and small commercial segments.

TOTAL ELECTRICITY DELIVERED TO CUSTOMERS

	REFERENCE	2019	2020	2021
Residential customers	SASB IF-EU-000.B	3.69MM MWh	3.36MM MWh	3.07MM MWh
Commercial customers		56.46MM MWh	52.13MM MWh	52.96MM MWh
Industrial customers				
All other retail customers		All retail customers are included in the lines above.		

CALPINE ENERGY SOLUTIONS

Calpine Energy Solutions is one of America's largest suppliers of power to the commercial and industrial sectors, serving customers in all 17 deregulated electricity states, the District of Columbia, and the state of Baja-Mexico. Most of Calpine Energy Solutions' customers seek to leverage our devotion to quality and our disciplined approach to managing energy and carbon to support their sustainability objectives.

The Company's commitment to data excellence and continuous improvement is illustrated by the ongoing maintenance of our ISO 9001: 2015 certification—making us the only licensed energy retailer in the U.S. to retain this certification.

IN 2021, WE DELIVERED 56 MILLION MWH OF ELECTRICITY TO OUR CUSTOMERS, REPRESENTING 5.6 MILLION CUSTOMER EQUIVALENTS.

SENSIBLE SUSTAINABILITY™

Calpine Energy Solutions' Sensible Sustainability process establishes parameters that govern business decisions to ensure sustainability-related objectives are met in harmony with cost and risk objectives. For more information, please refer to the [Growing our Retail Business and Helping our Retail Customers Decarbonize](#) section.

The brand is continuously improving its own commitment to sustainability by participating in an evidence-based evaluation that measures supplier sustainability-metrics. In 2021 Calpine Energy Solutions was awarded an EcoVadis Silver Medal for its internal ESG policies and processes. This recognition is reserved for the top 25% of companies evaluated by EcoVadis, based on responses to metrics within four themes: environment, labor & human rights, ethics, and sustainable procurement. It is important to Calpine Energy Solutions as an energy supplier to show stakeholders that we make decisions and place value in doing business as sustainably as possible.

HIGHLIGHT STORY

TITAN SOLAR FACILITY

The Titan Solar project reached commercial operation in December 2021, bringing 260 MW of new-build solar photovoltaic electricity to Texas customers. Titan serves consumers spanning a diverse mix of national and regional retail, food processing, large and small industrial and manufacturing entities. Utilizing the Sensible Sustainability business process in incorporating solar energy into energy portfolios, through its purchase of energy from the Titan Solar project, Calpine Energy Solutions assisted its customers in reaching significant milestones toward their Scope 2 carbon emissions reduction goals.

CHAMPION ENERGY SERVICES

Champion Energy Services (Champion) serves residential, governmental, and commercial customers in deregulated electric energy markets across the U.S. It dedicates itself to creating value through exceptional customer service and competitive electricity pricing for customers in the Texas, Northeastern, and Midwestern power markets. By collaborating with commercial customers, Champion creates tailored and creative energy solutions specific to each company's unique commercial electric power needs, budget flexibility risk tolerance, and sustainability goals.

While Champion serves all segment classes in the Texas market, its residential business specifically has been singled out as best in class. For six out of seven years, Champion earned the highest ranking for residential customer satisfaction through the JD Power Retail Electric Provider Residential Customer Satisfaction Study for its residential business in Texas. The company's dedication to customer service led to Champion being named Texas Electricity Ratings' "Best Texas Electricity Provider" in 2021 and an A+ rated Better Business Bureau Winner of Distinction.

Residential customers are provided a weekly Smart Track usage report that includes monthly bill estimates. These weekly home energy reports put the power of smart meters in the customer's hands by providing detailed energy usage information and giving customers the ability to track and manage electricity use.

Champion is proud to report several sustainability accomplishments, including:

- Approximately 2,622 active residential customers have opted for our Green Plan/Product, with a significant uptick in the number of participants in the last year.
- Customers purchased more than 900,000 voluntary Renewable Energy Certificates (RECs).
- Across Texas, Calpine works with 26 organizations that support lower income customers.





- [OCCUPATIONAL HEALTH AND SAFETY →](#)
- [EMERGENCY PREPAREDNESS AND RESPONSE →](#)
- [CALPINE IN THE COMMUNITY →](#)
- [EMPLOYMENT AT CALPINE →](#)
- [DIVERSITY AND INCLUSION →](#)

PEOPLE AND COMMUNITIES

OCCUPATIONAL HEALTH AND SAFETY

The health and safety of our employees, assets, and communities is one of Calpine's core ASPIRE Values. We have built our culture on the belief that safety is everyone's responsibility, and safety is woven into all policies and procedures. Our occupational health and safety policies and procedures cover all Calpine employees and focus on accountability, employee engagement, risk recognition and mitigation, continuous learning, and program monitoring.

Employees are trained to recognize that our priorities are first to protect all personnel, second, the environment, and then equipment. All employees and contractors working on Calpine sites are required to abide by our health and safety procedures and protocols.

To provide oversight and leadership at the executive level, we have an Executive Safety Committee that meets quarterly. In addition, each plant location has a safety committee that meets regularly.

Day-to-day safety measures at our plants and offices are driven by our Event-Free Operations guidelines and our Six Cardinal Rules of Hazard Recognition & Mitigation.

Calpine's Three Safety Tenets for all the work we do are:



These three Tenets are fundamental to achieving event-free operations (both in the office and in the field) and are represented on our Operational Excellence Triangle.

EHS EXCELLENCE CALPINE

SIX CARDINAL RULES OF HAZARD RECOGNITION & MITIGATION

- LOCKOUT/TAGOUT (LOTO)
- CONFINED SPACE
- ELECTRICAL SAFETY
- FALL PROTECTION
- JOB SAFETY ANALYSIS
- MATERIALS HANDLING & MOVING VEHICLES

The safety of our people, environment and assets is a core value for Calpine.

Personal Responsibility Event-Free Operations Active Caring

Hazard Recognition & Mitigation

STOP WORK OBLIGATION

STOP WORK OBLIGATION CAMPAIGN

All employees, contractors, and visitors have the obligation and right to stop work at Calpine. To reinforce the importance of this, in 2021 we implemented a Stop Work Obligation Campaign. The Campaign defined Calpine's Stop Work Obligation policy, established communication practices, provided situational guidance, and discussed strategies to overcome barriers to exercising the right to utilize Stop Work Obligation. To provide ongoing reinforcement, our teams start each meeting, engagement, process, and task with a reminder of everyone's Stop Work Obligation.

A key purpose of this campaign is to highlight the social and psychological factors of hesitancy, bystander effect, and diffusion of responsibility employees often face when deciding to stop work. We each have the responsibility, authority, and obligation to stop work, and must respect those who exercise their Stop Work Obligation. This powerful tool supports the ongoing efforts of a strong safety culture throughout Calpine. No job is worth doing if it cannot be done safely.

Our leadership team has additional responsibilities that they make a daily commitment to:

- Set clear expectations and set the right example.
- Empower our team to take appropriate action.
- Ensure our employees understand and follow all of our safety rules.
- Provide the time to participate in safety committees and trainings.
- Encourage employees to serve as good role models.
- Create an open dialogue with our team about safety.
- Make sure our employees feel comfortable making suggestions and asking questions.
- Continue to develop our employees and grow a culture where all employees are confident in their abilities to implement Personal Responsibility.

CALPINE'S COVID-19 RESPONSE

Calpine continued to maintain a rigorous COVID-19 response program in 2021, informed by Centers for Disease Control (CDC) recommendations, local regulations, and Occupational Safety and Health Administration (OSHA) guidance. Our efforts were driven by a team composed of leaders from across the organization, who at the height of the pandemic met weekly to ensure evolving guidelines were, where applicable, adopted company-wide to maintain the health and safety of our workforce.



HIGHLIGHT STORY

BEST PRACTICES PROGRAM

In 2021, Calpine implemented a Best Practices Program that encourages plants to submit their most effective safety practices for company-wide distribution. At-large members of our Executive Safety Committee and a Best Practices Review Board review the submissions, and then communicate the top practices across the fleet at least quarterly. This program creates the opportunity to increase the quality of our standardized safety practices across the fleet, resulting in further improvement at our high-performance plants and bringing other plants to the same level.

SAFETY PERFORMANCE

Calpine strives to proactively identify risks and continually improve our safety processes and controls. We benchmark our safety strategies and performance against peers and update internal safety standards and processes as needed to ensure regulatory compliance and continuous improvement. Internal and external safety audits are performed on a regular basis to support this process. Our electronic reporting system allows us to review findings and identify lessons learned from safety events and near misses, and better understand health and safety performance trends and risk throughout the Company. This provides us the opportunity to refocus our training strategies and preventative actions as needed. Safety trends and results are regularly reported to our leadership team.

Calpine's safety performance ranks among the best in our industry based on lost-time and total recordable incident rates, the primary indicators of industrial safety performance.

OCCUPATIONAL HEALTH AND SAFETY

	REFERENCE	2019	2020	2021
Workers covered by an occupational health and safety management system	GRI 403-8	100% - All employees and contractors working on Calpine sites are required to abide by our health and safety procedures and protocols.		
Facilities with zero recordable safety injuries		57	57	57

Employee Rates

Total Recordable Incident Rate (TRIR)	GRI 403-9 and SASB IF-EU-320a.1	0.58	0.44	0.53
Lost Time Incident Rate (LTIR)		0.18	0.09	0.18
Fatalities	GRI 403-9 and SASB IF-EU-320a.1	0	0	1

Contractor Rates

Total Recordable Incident Rate (TRIR)	GRI 403-9 and SASB IF-EU-320a.1	0.99	0.96	0.98
Lost Time Incident Rate (LTIR)		0.30	0.11	0
Fatalities	GRI 403-9 and SASB IF-EU-320a.1	0	1	0
Percentage of employees who completed safety training	GRI 403-5	100% of plant employees	100% of plant employees	100% of plant employees

SEVERAL OF OUR POWER PLANTS REMAIN STAR WORKSITE CERTIFIED THROUGH THE VOLUNTARY PROTECTION PROGRAMS ADMINISTERED BY OSHA FOR THEIR EFFORTS TO IMPLEMENT AN EXEMPLARY OCCUPATIONAL SAFETY AND HEALTH SYSTEM.

EMERGENCY PREPAREDNESS AND RESPONSE

As an essential power provider, Calpine has a responsibility to prevent, prepare for, and respond to emergencies. We have a robust set of policies and procedures in place that inform our approach to emergency response. Our Executive Team guides our efforts to ensure all teams understand the importance of effective emergency response plans. Calpine's Business Continuity Management Team (BCMT) further leads company-wide emergency planning.

AS AN ESSENTIAL POWER PROVIDER, CALPINE HAS A RESPONSIBILITY TO PREVENT, PREPARE FOR, AND RESPOND TO EMERGENCIES.

At the operational level, trained responder teams are in place to undertake emergency response efforts. Each site and business unit is required to have a detailed business response plan, which is supplemented by trainings on a periodic basis.

Outside of our own operations, Calpine regularly engages with local emergency management officials and first responders to review emergency response plans and conduct drills. We also maintain relationships with local branches of federal bureaus. We further partner with our communications network providers to ensure that in the event of an emergency, we have first responder network priority and are able to communicate and coordinate with local emergency management to ensure the safety of the community.

In 2021, the Calpine BCMT drove a number of initiatives that contributed to Calpine's preparedness for an emergency; including updating our earthquake response protocol, participating in a critical and nationwide cyber and physical security tabletop exercise, and responding to Winter Storm Uri.

We pride ourselves on providing reliable power, and our ability to quickly adapt and respond to ever-evolving challenges. Our goal is to minimize downtime and disruption during any event. However, when events do occur, we evaluate each event as a learning opportunity to continually improve our plans and training.



CALPINE IN THE COMMUNITY

Community members are key Calpine stakeholders, and our longstanding commitment to supporting the communities where we live and work is reflected in our ASPIRE Values: Passion for our communities. More importantly, **Opportunity for All** underpins our philanthropic philosophy: that is, each and every monetary commitment or volunteer hour is given intentionally to those causes that increase the opportunity for every citizen in our community to thrive.

Calpine supports our communities through both employee volunteer time and financial contributions from Calpine and the Calpine Foundation.

Calpine continues to focus on addressing racial and social inequities. We have made a financial commitment to spend \$10 million over five years via contracting with disadvantaged businesses and philanthropy directed at underrepresented communities.

In 2021, we continued to focus our support on three strategic areas:

COMMUNITY DEVELOPMENT

- Programs that provide robust employee engagement opportunities to strengthen communities where they live and work.
- Programs that provide economic development opportunities in underserved areas, including community revitalization efforts.
- Programs that use innovative and/or collaborative approaches to address key community health and human services issues.
- Programs that provide relief and recovery services to communities impacted by disasters.
- Organizations that promote social and racial justice in our communities.

HIGHLIGHT STORY

PINE BLUFF EMPLOYEES DONATE TO LOCAL FOOD PANTRY

Pine Bluff plant employees heard of a shortage at the local food pantry because of ongoing supply chain issues. The local Neighbor to Neighbor food pantry and soup kitchen was in desperate need of meats for the daily meals they provide. At the time, the pantry had not received meat from the state's distribution center in many weeks and was having to rely solely on local donations. Jonathan Evans, Plant Manager, and Monica Hastings, Business Manager, took action to help with their need. Calpine delivered about 250 pounds of meat that included ham, chicken, pork, and beef.

“ IT'S TIMES LIKE THESE THAT WE ARE THANKFUL THAT WE CAN HELP THE LOCAL PEOPLE IN NEED.

— JONATHAN EVANS, PLANT MANAGER

EDUCATION AND WORKFORCE ADVANCEMENT

- Programs that help students successfully complete high school and/or prepare for and gain access to college, technical/trade schools, or meaningful employment.
- Programs that help students successfully complete post-secondary education.
- Job training programs that prepare individuals for meaningful employment.
- Educational programs that develop community, civic engagement, and leadership capacity.
- Educational programs and investments that drive innovation and/or technology to foster new solutions to challenges facing the energy industry.

ENVIRONMENTAL SUSTAINABILITY

- Programs that support environmental sustainability initiatives to strengthen communities and preserve natural resources.

HIGHLIGHT STORY

HAYWARD AREA RECREATION AND PARK – SHORELINE CENTER CLEAN-UP

In April 2021, the team at Russell City Energy Center spent the day picking up garbage along the Hayward Shoreline, part of the Hayward Area Recreation and Park organization. This effort resulted in more than 20 full bags of trash and debris.

CHARITABLE GIVING

Calpine is proud of our ongoing contributions to the communities in which we work. One way that we measure our impact is through our charitable giving, which totaled over \$3.1 million in 2021 and is summarized below.

	REFERENCE	2019	2020	2021
Charitable Giving ^[1]	–	Over \$1.8 million	Over \$3 million	Over \$3.1 million

[1] Reflects total donations by Calpine and the Calpine Foundation.

Calpine also supports and encourages employee participation in charitable fundraising events. In 2021, Team Calpine took part in the annual Alzheimer’s Association Walk to End Alzheimer’s®. During the event, Team Calpine walked 3.1 miles around the University of Houston campus to support Alzheimer’s care, support, and research.

CALPINE FOUNDATION

The Calpine Foundation is one of the primary avenues through which Calpine is able to provide meaningful support to local communities. In addition to making financial contributions to employee-led efforts, such as Calpine’s Texas Regional Annual Charity Golf Tournament, the Calpine Foundation also donates to local organizations aligned with our strategic focus areas, such as non-profits that work to improve the environment and make a difference in the lives of families and children.

HIGHLIGHT STORY

GREATER HOUSTON PARTNERSHIP

Calpine has a long-standing relationship with the Greater Houston Partnership (GHP), an economic development organization that brings together local business and civic leaders to focus on Houston’s long-term growth and success. In 2021, Calpine President and CEO, Thad Hill, served as GHP’s Secretary and Board Vice-Chair before being named Chairman of the organization’s Board of Directors in January 2022.

Notably, in 2021, Calpine was a key member of GHP’s Racial Equity Committee which established the strategic direction for “One Houston Together”—which focuses on increasing racial equity in the corporate talent pipeline, growing racial diversity of executive (board) leadership, and accelerating the growth of underrepresented businesses. Calpine also worked with the Partnership to launch the region’s first Equity and Inclusion Assessment which received participation from 120 companies—the highest participation of any region nationwide in the inaugural year. Calpine also supports the Partnership as a Houston Next investor, a General Partner member, and through sponsorships and various GHP major events.

VOLUNTEERISM

Volunteerism is another way through which Calpine contributes to our communities. Due to the ongoing COVID-19 pandemic, in-person volunteer events for Calpine employees were very limited in 2021; however, many found a way to give back to their communities—safely.

VOLUNTEERISM IS ANOTHER WAY THROUGH WHICH CALPINE CONTRIBUTES TO OUR COMMUNITIES.

Star of Hope Coat Drive

To help some of their fellow Houstonians prepare for the colder weather ahead, employees in the Houston corporate office participated in a coat drive in November benefitting [Star of Hope](#), a community dedicated to meeting the needs of homeless men, women, and their children.

Blood Drives

Houston corporate office employees, who are long-time supporters of the [Gulf Coast Regional Blood Center](#), were excited to participate in their first mobile blood drive since the beginning of the pandemic and get back to their regular schedule of quarterly blood drives going forward.

School Supply Drive

In June, Houston corporate office employees held a school supply drive benefitting the Houston Food Bank's [Teachers Aid Program](#) which provides school supplies for teachers in low-income schools. Many of the teachers in this program pay for school supplies out of their own pockets to ensure their students have the tools they need to learn and thrive. Donation boxes were placed in each Calpine breakroom to accommodate contactless delivery and adherence to COVID-19 safety protocols. Employees dropped off their donations at any time during the two-week drive.

EMPLOYEE RELIEF FUND

We established the Calpine Employee Relief Fund in the wake of Hurricane Harvey in 2017, as a means for employees, Board members, suppliers, and other partners to directly help Calpine employees pay for uninsured losses and expenses resulting from natural disasters or other tragedies that create financial hardship. This perpetual fund is available for Calpine employees and has distributed over \$600,000 since its inception.

THIS PERPETUAL FUND IS AVAILABLE FOR CALPINE EMPLOYEES AND HAS DISTRIBUTED OVER \$600,000 SINCE ITS INCEPTION.

HIGHLIGHT STORY

STORM RELIEF

In 2021, Calpine employees came together to donate to the Calpine Employee Relief Fund to help their fellow employees impacted by Winter Storm Uri—a historic weather event where severe winter conditions, including prolonged freezing temperatures, resulting in power outages across the state of Texas. Several Calpine employees and their families were hard hit by the unprecedented storm. In response, the Calpine Employee Relief fund distributed grants to 16 different employees to assist with home repairs, cleanup, and temporary living expenses if needed.

The Employee Relief Fund also distributed two additional grants to employees impacted by Tropical Storm Nicholas which hit the Gulf Coast in September 2021.

EMPLOYMENT AT CALPINE



Calpine’s culture is grounded in our ASPIRE Values, which are the foundation of our business decisions, policies, and practices. We strive to cultivate a workplace and a culture of inclusion and belonging that attracts and retains top talent. The dedication and engagement of our employees is vital to the long-term success and execution of our business strategy. Calpine’s training and development, recruitment, and recognition initiatives are some of the ways through which we build a rewarding work environment. Calpine’s Chief Administrative Officer has oversight of human resources matters, including talent acquisition, organizational development, and compensation and benefits.

IN 2021, OUR EMPLOYEES COMPLETED A TOTAL OF 39,779 HOURS OF TRAINING, OR AN AVERAGE OF 17.8 HOURS PER EMPLOYEE.

EMPLOYEE TRAINING AND DEVELOPMENT

We support the professional development of all employees by actively creating opportunities within the organization to help them advance their capabilities and skills.

Calpine provides a variety of opportunities that prepare and empower employees to take on expanded roles within the Company, including a wide range of training and development programs. Our development programs provide individual and cohort opportunities. We believe we learn from one another and provide environments conducive to robust exchanges. Key programs include *Power Operations Leadership*, *Leading at Calpine*, *Virtual Learning Circles*, *Mentorship Match*, *Leader Series*, and *Leadership Connect*. These programs focus on providing employees opportunities to expand their business acumen and leadership skills. Additional details regarding Calpine’s employee development programs are available in our 2020 Sustainability Report.

In 2021, Calpine introduced three new development initiatives:

Virtual Learning Circles

To inspire connection and growth in an increasingly virtual work environment, Calpine launched Virtual Learning Circles to discuss and debrief on topics relevant to employee development. Topics reviewed thus far include leadership, professional development, and communications. Participants typically read an article on the topic and engage in relevant activities.

“ BEING IN A GROUP LIKE THIS DISCUSSING A GROWTH MINDSET REALLY ALLOWS ME TO STAY OPEN MINDED AND PUSH TO BETTER MYSELF EACH DAY.

— VIRTUAL LEARNING CIRCLES PROGRAM PARTICIPANT

Leadership Series

The Leadership Series encompasses a cohort of up-and-coming leaders across multiple functions that spend time shadowing senior leaders throughout the workday. This job shadowing experience provides insight into senior leader interaction, discussion, and decision making, and provides the cohort participants opportunities to observe how senior leaders approach their work.

“ THE LEADERSHIP PROGRAM HAS BEEN AN INCREDIBLY REWARDING EXPERIENCE THAT HAS PROVIDED ME WITH OPPORTUNITIES TO VIEW DECISION MAKING AT THE HIGHEST LEVEL AND OBTAIN INSIGHT INTO CALPINE’S FUTURE TRAJECTORY. I BELIEVE THAT CONNECTING WITH CALPINE’S CURRENT AND FUTURE LEADERS AND HAVING IN-DEPTH DISCUSSIONS ABOUT LEADERSHIP WILL HELP ME PREPARE TO CONTRIBUTE TO CALPINE’S SUCCESS FOR MANY YEARS TO COME.

— LEADERSHIP SERIES PROGRAM PARTICIPANT

Mentorship Match

Mentorship Match is a program designed to provide all employees opportunities to engage in short-term mentoring experiences designed around specific desired outcomes.

“ I MOST ENJOYED THE DISCUSSIONS ABOUT LEADERSHIP AND COMMUNICATION SKILLS. I WAS ABLE TO MODEL SOME OF THESE SKILLS AS I ADDRESSED THESE AREAS. WE TALKED ABOUT HOW THEY CAN BE APPLIED TO WORK, HOME LIFE, AND ACTIVITIES OUTSIDE THE HOME.

— MENTOR

“ I LIKED MEETING WITH OTHERS THAT I WOULDN’T HAVE OTHERWISE; WITHOUT THE PROGRAM, I WOULDN’T HAVE ASKED THIS MENTOR TO MEET WITH ME ON A RECURRING BASIS.

— MENTEE



ANNUAL PERFORMANCE REVIEW PROCESS

Calpine employee development is a key part of the annual performance review process. While we encourage feedback throughout the work year, we maintain an annual process where employees and managers discuss prior year performance results and set plans and goals for the upcoming year. This annual process includes functional and cross-function calibration discussions where employee contributions are discussed to help ensure those who are seen as having contributed at higher levels for the prior work year are rewarded appropriately. This is in support of our belief in pay for performance.

TUITION REIMBURSEMENT

We provide a tuition reimbursement program to support employees who choose to further their education. We also provide competitive scholarships and vocational grant programs for qualifying dependents. In 2021, we provided approximately \$144,000 in tuition reimbursement and \$47,000 in scholarships and vocational grants.

TALENT PIPELINE

At Calpine, we are committed to investing in our employees and believe in promoting from within. Our workforce planning promotes the long-term stability of our business and the success of our employees. Employee retention and engagement helps us meet our strategic goals, and we are proud to report that 38% of our workforce has been with Calpine for 10 years or longer.

Calpine has a robust hiring and development program for early career talent, including several rotational programs.

- Our Commercial Rotation Analyst and Associate program consists of three rotations of approximately eight months each that span a variety of wholesale and retail departments.
- Our Power Operations Rotation Engineer program focuses on the recruitment and development of entry-level engineers by providing participants with a broad base of knowledge and exposure to plant operations and maintenance practices, including exposure to other employee groups.
- The Co-Op Program develops talent for Operations and Maintenance positions in our power plants by providing experiential hands-on learning to students.
- Our Retail Rotation program provides a unique opportunity to learn about Retail Energy from the ground up. Over a 24-month period, participants rotate through six different four-month long assignments, gaining a wealth of experience from across our retail business.
- Our company-wide Summer Internship Program provides hands-on experience to students from diverse schools across the U.S. Over the past 10 years, each Internship class has ranged from approximately 20 to 45 students, with approximately 7 to 15 working in our Power Operations group.

As part of our Diversity and Inclusion (D&I) initiatives, we are actively working to diversify our talent pipeline by recruiting at Historically Black Colleges and Universities and promoting participants from our rotational programs, which encourages advancement of women and minorities in science, technology, engineering, and math fields.

AWARDS AND RECOGNITION

Calpine is pleased to recognize outstanding results and exemplary performance through several award programs, including our Stellar Awards, Spot-On Awards, and the Company's highest employee honor, the annual Jack A. Fusco ASPIRE Award.

In 2021, all Power Operations employees who had no option to work remotely and worked on-site at our power plants during the pandemic received the 2020 ASPIRE Award for their exceptional commitment to our business and our customers. These employees showed up day after day to maintain operations in an ever-changing and often uncertain environment. ASPIRE award recipients received both financial and management recognition for their critical contributions.

“ WITHOUT THE MEN AND WOMEN ACROSS OUR FLEET, WE SURELY COULD NOT HAVE ACHIEVED STELLAR RELIABILITY AND PROVIDED THE ESSENTIAL SERVICES FOR OUR CUSTOMERS WHO SO HEAVILY RELIED ON US DURING THE PANDEMIC.

— THAD HILL, CALPINE PRESIDENT AND CEO

EMPLOYEE WELL-BEING

Calpine is committed to the well-being of our employees, and we are proud to offer best-in-class benefits that incentivize our team to undertake healthy activities.

Our competitive compensation and benefits include:

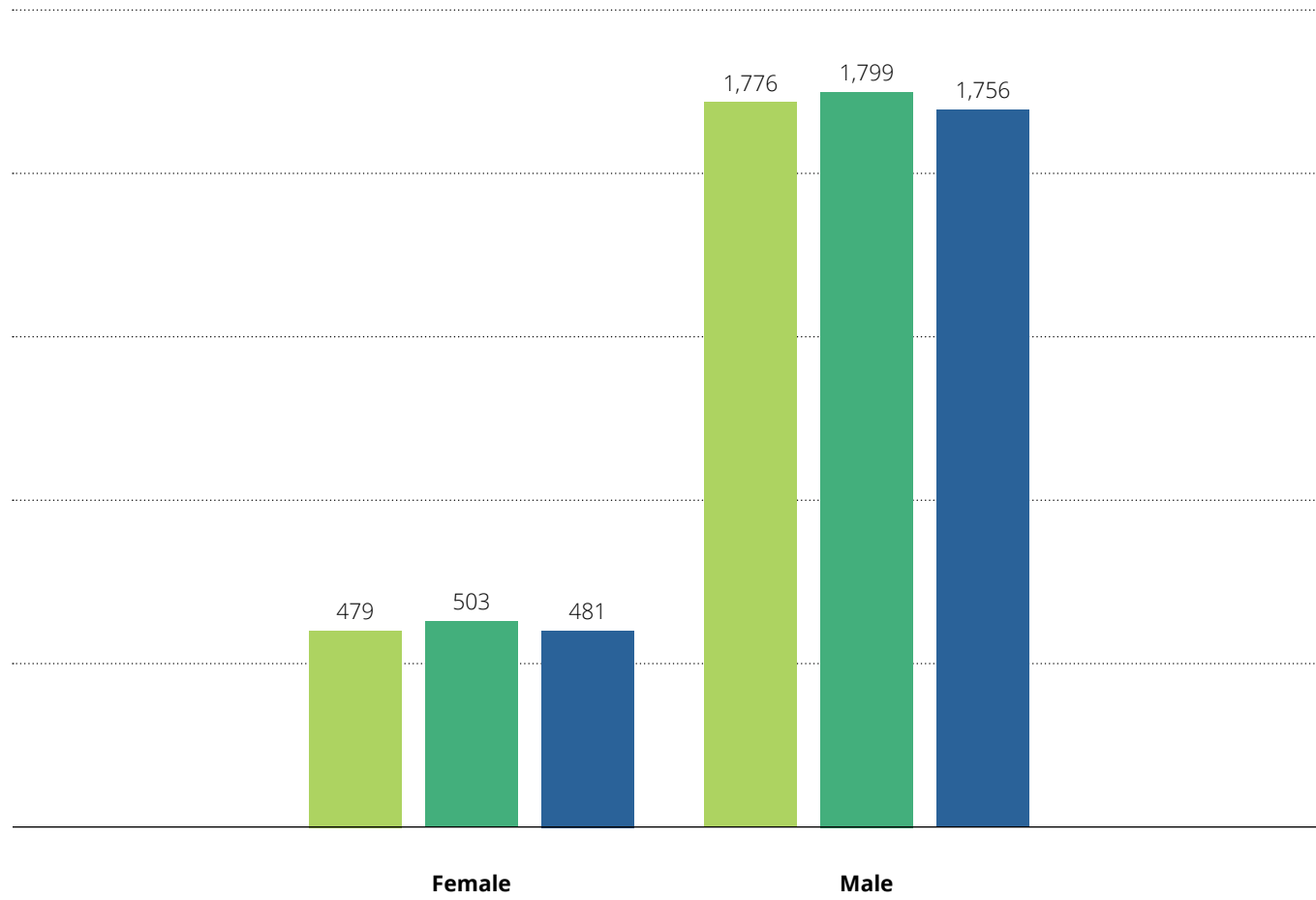
- Medical.
- Dental.
- 401(k) with match and annual additional contributions.
- Merit/bonus based on company and individual performance.
- Deferred accounts for childcare and medical expenses.
- Family and Medical Leave Act, short- and long-term disability, Long-Term Insurance Care Program.
- Wellness and Employee Assistance programs.

We also offer eligible employees, regardless of gender, who have two or more years of service parental leave of up to 12 weeks of paid time off (PTO) to bond with a newborn or newly adopted child aged 5 years old or younger.

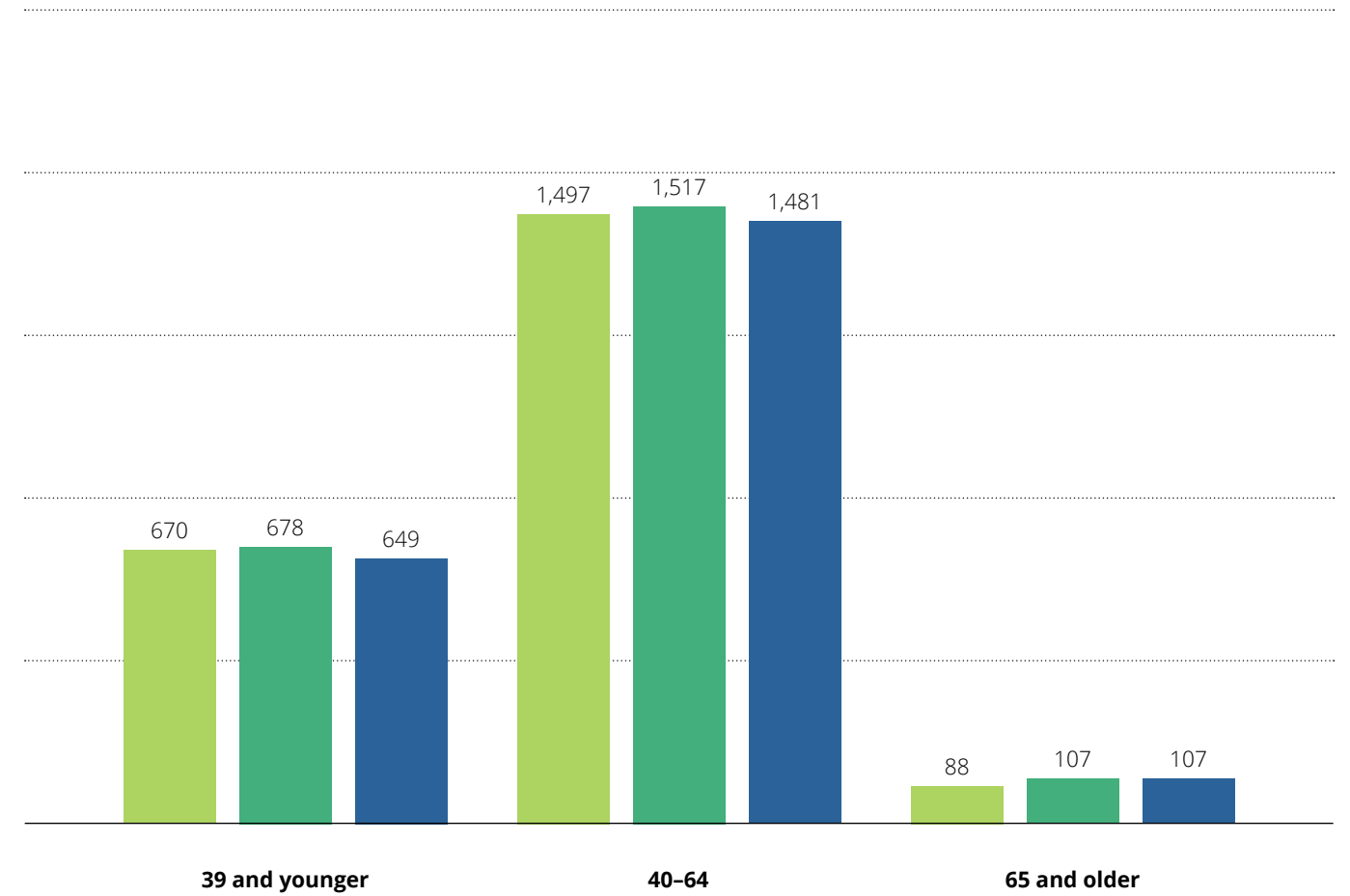
TOTAL NUMBER OF EMPLOYEES BY YEAR



WORKFORCE GENDER DATA

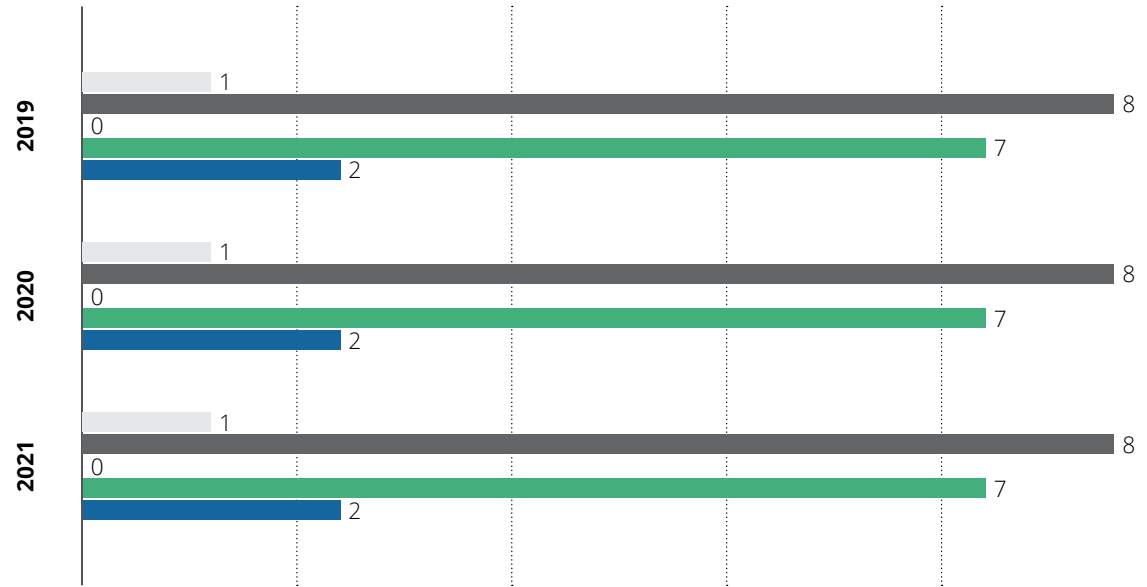


WORKFORCE AGE DATA

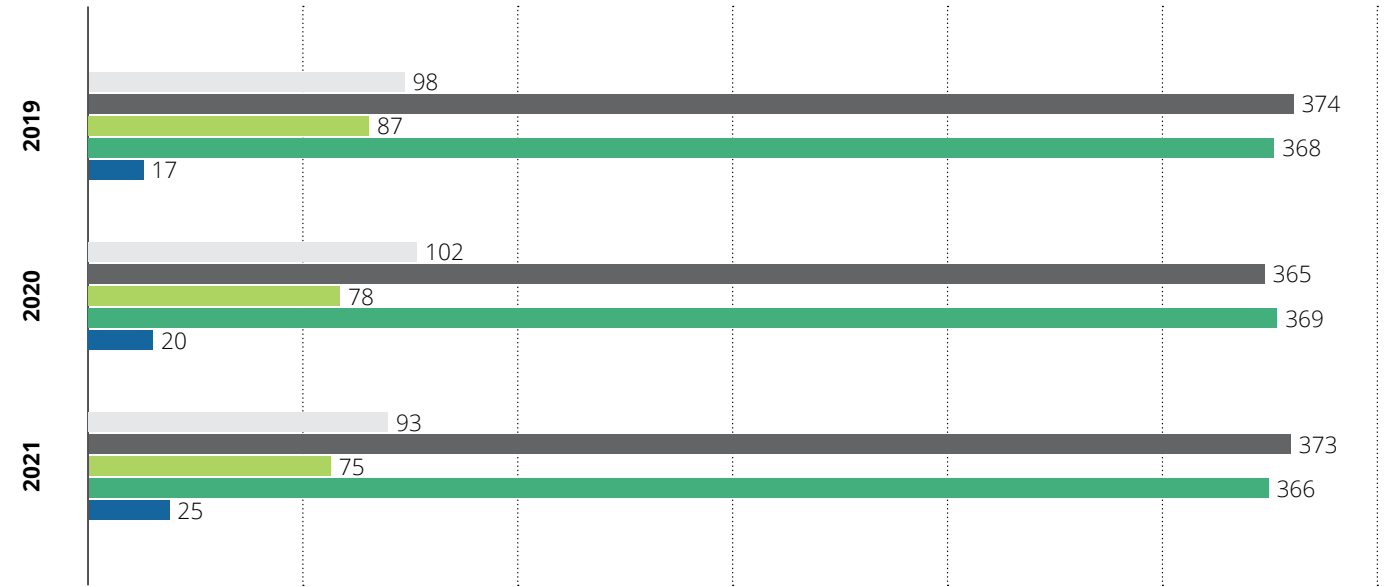


2019 2020 2021

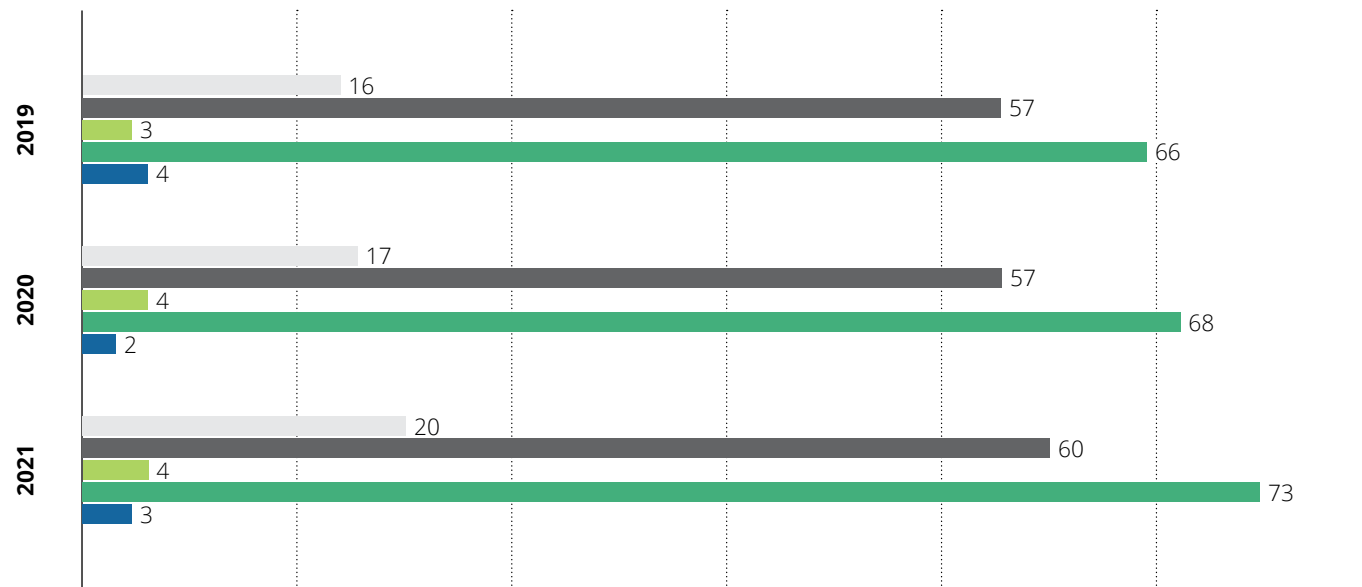
CEO AND DIRECT REPORTS



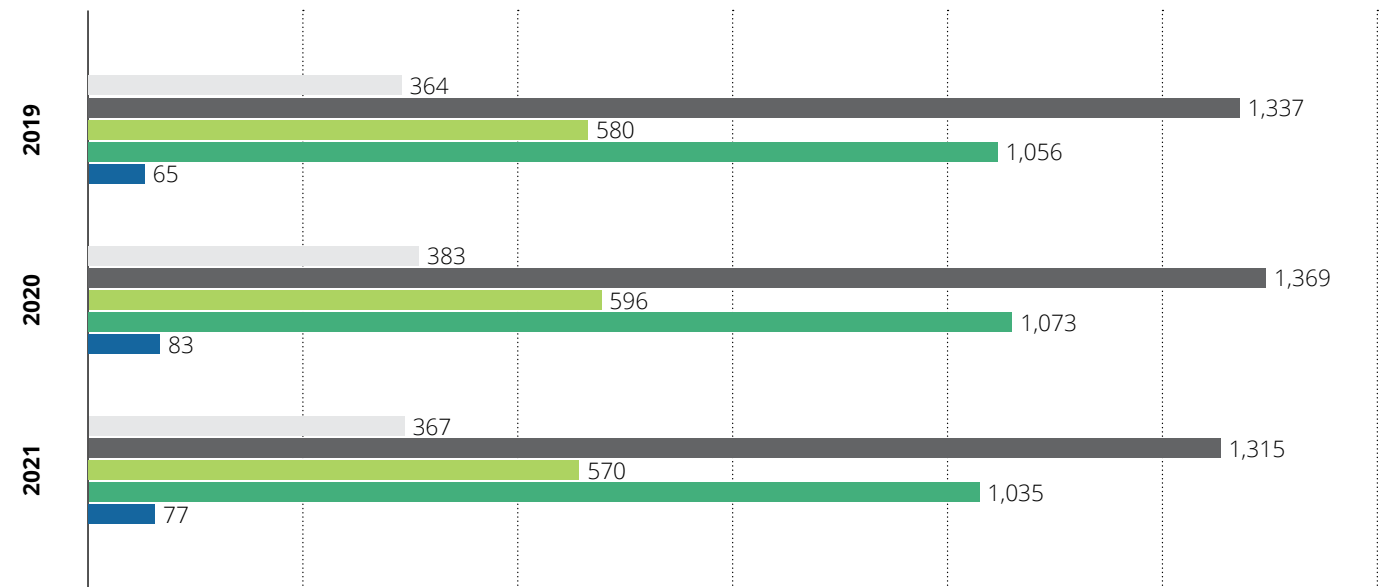
MANAGER/DIRECTOR (MANAGEMENT)



VICE PRESIDENT/SENIOR VICE PRESIDENT (SENIOR MANAGEMENT)

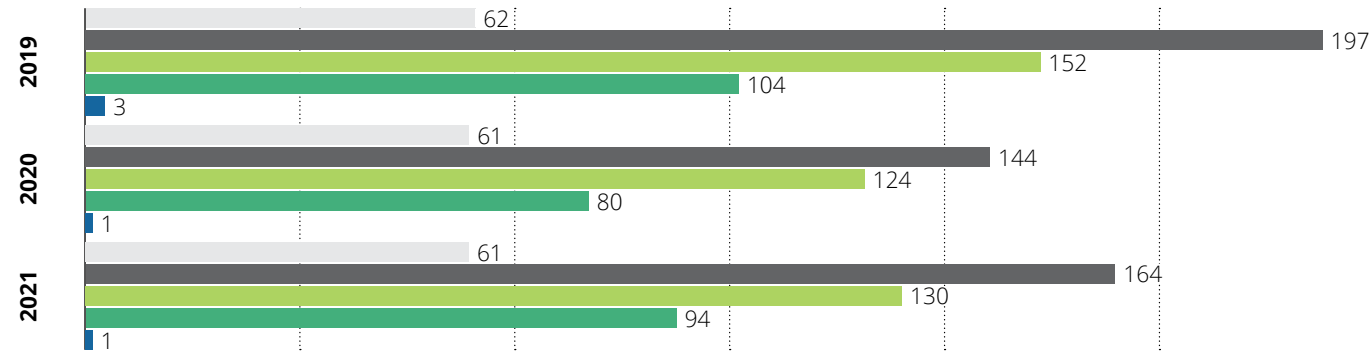


ALL OTHER POSITIONS

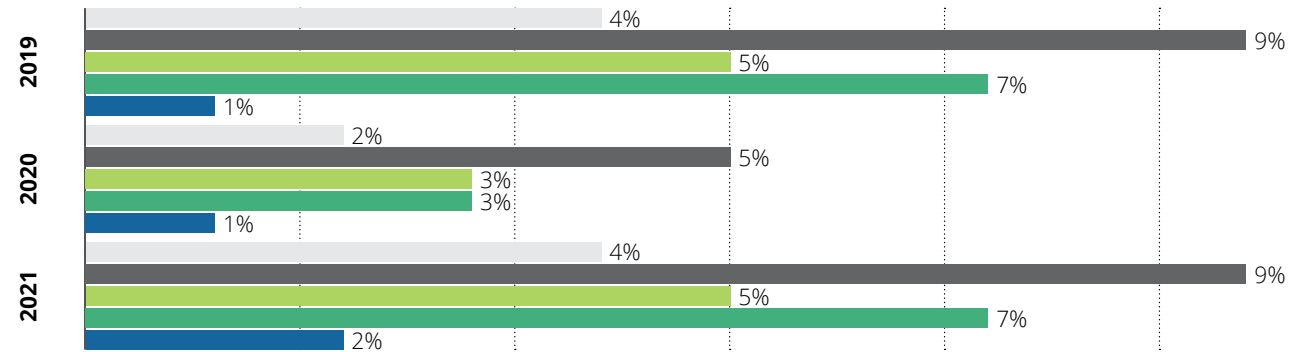


■ Female
 ■ Male
 ■ 39 and younger
 ■ 40-64
 ■ 65 and older

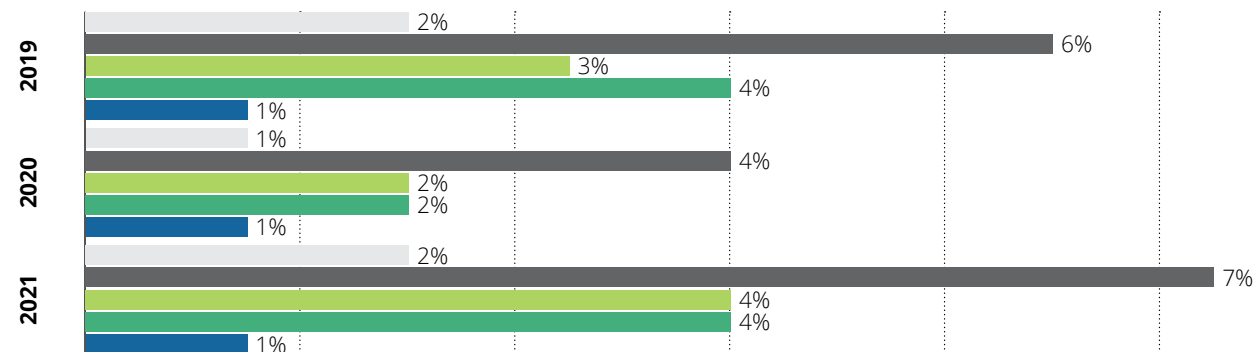
NEW HIRES



TURNOVER



VOLUNTARY TURNOVER



■ Female
 ■ Male
 ■ 39 and younger
 ■ 40-64
 ■ 65 and older

	REFERENCE	2019	2020	2021
Race and Ethnicity				
American Indian /Alaskan Native	GRI 405-1	13	12	11
Asian		209	207	205
Black or African American		126	135	121
Hispanic or Latino		325	344	351
Native Hawaiian or Other Pacific Islander		5	5	6
Not Specified		-	3	11
Two or more races		30	37	43
White		1,547	1,559	1,489

	REFERENCE	2019	2020	2021
Diversity and Inclusion				
Percentage of employees who are women	GRI 405-1	21%	22%	22%
Percentage of employees who are minorities		31%	32%	33%
Percentage of senior management who are women		21%	22%	24%
Percentage of senior management who are minorities		16%	17%	18%

DIVERSITY AND INCLUSION

We know that our goals can only be accomplished through continued—and intentional—development of a diverse, engaged, and inclusive workforce. Our diverse teammates contribute valuable knowledge and fresh perspectives to help us make better decisions, which in turn result in better outcomes for our communities and our business. By promoting inclusive collaboration and seeking input from a variety of voices, we strive to remove barriers and open doors for our individual and collective success. Accordingly, Calpine is committed to creating a work environment where all employees feel valued, respected, and are always treated fairly. In 2021, we published our Diversity and Inclusion (D&I) Principles:

OUR DIVERSE TEAMMATES CONTRIBUTE VALUABLE KNOWLEDGE AND FRESH PERSPECTIVES TO HELP US MAKE BETTER DECISIONS, WHICH IN TURN RESULT IN BETTER OUTCOMES FOR OUR COMMUNITIES AND OUR BUSINESS.

CALPINE D&I PRINCIPLES

1. **Opportunity for all** will continue to be a guiding principle in our work, community, and philanthropic efforts.
2. We will strengthen policies, procedures and practices that **promote acceptance, inclusion, and respect** for all.
3. We will practice and emphasize behaviors that **build trust and understanding** and strive to **eliminate resentment and bias**.
4. We believe **diverse teams and a merit-based culture lead to better business results**. We do not believe there is a trade-off between diversity and meritocracy.
5. We will **acknowledge opportunities for improvement** and correct course when warranted.

Calpine's commitment to D&I is upheld by our leadership. Our Diversity Advisory Committee has oversight of our D&I strategy and objectives and is comprised of senior leaders who meet monthly to provide leadership and direction to the D&I Council.

The D&I Council includes employees from all levels and functions of the organization and meets regularly to discuss initiatives and connect employees so as to foster a diverse and inclusive environment at Calpine. D&I Council members have a staggered tenure to allow the Council to continually introduce fresh perspectives from across the organization. In 2021, the D&I Council was instrumental in coordinating the launch of several new Employee Resource Groups (ERGs) at Calpine.

Rooted in our ASPIRE Values and D&I Principles, Calpine has the following D&I goals:

- Attract, engage, and retain a diverse, inclusive, and talented workforce.
- Engage with diverse communities and suppliers to volunteer, donate, and spend.
- Meet the needs of our increasingly diverse customers and communities.

To achieve these goals, we have implemented a number of initiatives including:

- Published our D&I Principles.
- Expanded our ERGs.
- Provided managers tools to promote our D&I concepts.
- Hosted ASPIRE Values workshops for 62% of employees, with a goal to reach all employees.
- Hosted Behavioral Interviewing and Giving Difficult Feedback Workshops for 47% of managers, with a goal to reach all managers.
- Began providing employees a bi-weekly Calpine job opportunity communication.
- Launched our Mentorship Match Program for employees at all levels.
- Expanded our relationship with selected colleges and universities.
- Emphasized reaching socially and disadvantaged businesses through our Supplier Diversity Program.

THE D&I COUNCIL INCLUDES EMPLOYEES FROM ALL LEVELS AND FUNCTIONS OF THE ORGANIZATION AND MEETS REGULARLY TO DISCUSS INITIATIVES AND CONNECT EMPLOYEES TO FOSTER A DIVERSE AND INCLUSIVE ENVIRONMENT AT CALPINE.

EMPLOYEE RESOURCE GROUPS

As a part of our commitment to D&I, Calpine introduced three new Employee Resource Groups (ERGs) in 2021, in addition to the existing ERGs, Veterans Employee Resource Group (VERG) and Women's Initiatives & Networking (WIN). The new ERGs include Hispanics Energizing Calpine (HEC), Black/African American ERG (B/AAERG), and Asian American ERG (AAERG). Our ERGs are employee-led groups that form around a common dimension and serve as a community for members while also helping Calpine to achieve its business and D&I goals.

In 2021, our ERGs hosted several engaging and impactful events:

- AAERG hosted community events designed to facilitate employee collaboration and understanding of the Asian community and culture, including a Diwali celebration in the Houston office.
- VERG held our annual Challenge Coin Design Contest which allows employees to share inspiration and stories from their time in service. Additionally, VERG hosted monthly meetings, held Veterans Day celebrations, and supported a three-day wounded veteran's retreat involving equine therapy at Morning Star Ministries in Texas.
- B/AAERG provided education and awareness on Black/African American interests and provided a forum for employees to collaborate and network within Calpine in an effort to build a cultural and ethnic bridge to help Calpine achieve its D&I mission.
- HEC celebrated National Hispanic Heritage Month and participated in Calpine's employee newsletter, Plugged In, by sharing Hispanic holiday traditions during the month of December.

“ **HISPANIC HERITAGE MONTH IS A CELEBRATION OF WHO WE ARE AND WHERE WE COME FROM. IT'S A TIME TO REFLECT ON THE HISTORY, TRADITIONS, AND ACCOMPLISHMENTS OF THOSE WHO CAME BEFORE US AND HOW THEY HAVE INFLUENCED AND SHAPED OUR SOCIETY. AS A FIRST-GENERATION MEXICAN AMERICAN, I TAKE GREAT PRIDE IN THE VALUES AND CULTURE I'VE INHERITED FROM MY PARENTS AND ANCESTORS—IT'S AT THE CORE OF WHAT DRIVES ME.**

— HEC MEMBER

- WIN sent out two newsletters for Women's History Month and hosted several events which included a book club discussion on “Dare to Lead” by Brené Brown, a meeting with guest speaker Jill Nel on the topic of “Becoming a Money-Wise Woman, 6 Steps to Financial Independence,” and a leadership speaker panel event with several of Calpine's female leaders.

We encourage the creation of new ERGs across our operations to provide employees from different locations a chance to network and share best practices. Since year-end, we have established additional ERGs to support our LGBTQ+ employees and their allies, as well as a group dedicated solely to new hires.

HIGHLIGHT STORY

ACCELERATED BELONGING PROGRAM

In our continuing efforts to foster a work environment where all employees feel included, in 2021 we launched a leadership workshop, Accelerating Belonging at Calpine, where we focus on inclusive leadership and creating an environment where all employees feel they belong and can be themselves.

“ **WHEN WE ALL FEEL A GREATER SENSE OF BELONGING, WE ARE MORE LIKELY TO BRING OUR BEST SELVES TO WORK EACH DAY AND DO OUR BEST WORK WHICH INCLUDES BEING FULLY ENGAGED, CARING, AND SAFE.**

— THAD HILL, PRESIDENT AND CEO

Our CEO, EVPs, SVPs, and VPs have participated in this workshop. We plan to bring the program to the rest of our employees over the course of 2022.



CORPORATE GOVERNANCE →

GOVERNMENT RELATIONS AND PUBLIC POLICY →

RISK MANAGEMENT →

CYBERSECURITY →

SUPPLY CHAIN MANAGEMENT →

GOVERNANCE

CORPORATE GOVERNANCE

Strong corporate governance is critical to the success of Calpine’s operations because it enables us to reach our goals and keep pace with the complex and stringent laws of our industry. Calpine is committed to the responsible business practices set forth in our Accountability and Integrity ASPIRE Values. Our Board and senior leadership regularly review corporate governance best practices and regulatory requirements to help us achieve our mission—to be America’s premier competitive power company.

WE HOLD OURSELVES ACCOUNTABLE TO THE HIGHEST STANDARDS OF CORPORATE GOVERNANCE AND TAKE AN ACTIVE APPROACH TO FOSTER A CULTURE OF COMPLIANCE IN ALL OF OUR ACTIVITIES.

In 2021, Calpine conducted an annual review of its governance policies, processes, and procedures. We hold ourselves accountable to the highest standards of corporate governance and take an active approach to foster a culture of compliance in all of our activities.

Calpine’s Board comprises eight directors, seven of whom vote. The Board has two standing committees: the Audit Committee and the Compensation Committee. Our Audit Committee, comprising four members, is responsible for reviewing all reports made by internal and external auditors and monitoring internal controls. The Compensation Committee, which also has four members, is responsible for reviewing compensation programs. The Board is also actively engaged with our ESG initiatives, including strategic planning and risk oversight.

At Calpine, we have a number of corporate governance policies and robust controls through our risk, accounting, internal audit, compliance, supply chain, strategic procurement, and other functions to ensure integrity in our corporate transactions. Our policies include without limitation:

- Calpine Code of Conduct.
- Open Door Policy.
- Insider Trading Policy.
- Antitrust Policy.
- Sanctions and Export Controls Policy.
- Foreign Anti-Corruption Policy.
- Expenditure and Gift Policies.
- Responsible Contracting Policies & Supplier Code of Conduct.

BUSINESS ETHICS

At Calpine, we strive to operate in a safe, responsible, and ethical manner always, and at every level of the organization. Applying ethical business practices to all aspects of our operations is not only the right thing to do, but it also protects our organization from legal or regulatory challenges and strengthens our relationships with stakeholders.

Our Code of Conduct outlines our operating guidelines and operational priorities and ties our values to the way we do business. It applies to all directors, officers, and employees, and requires that each individual deal fairly, honestly, and constructively with governmental and regulatory bodies, customers, suppliers, and competitors. All employees are required to complete training and confirm that they have read our Code of Conduct on an annual basis.

All Calpine employees and suppliers are encouraged and empowered to raise concerns about our operations and practices through our Open Door Policy and our ethics hotline, without fear of retaliation. We support reporting behaviors and potential violations of our Code of Conduct to management, HR or through the ethics hotline. The hotline is accessible to both employees and non-employees via a published telephone number and a weblink accessible internally and externally. The process is managed by an independent and well-known compliance organization. All incoming issues are documented by the third party, protecting the concerned party who may report a matter anonymously. Matters are communicated to a five-person Hotline Committee, comprised of officers of the Company. The Legal Department member of the Hotline Committee evaluates the incoming messages and coordinates applicable resources for an investigation, as appropriate. Investigations are managed using internal and/or external resources and regular updates are provided to the concerned party. Upon conclusion of the investigation, the Committee reviews the recommended corrective action(s), comes to consensus upon the action(s), and makes sure the action(s) are taken, and that the result is communicated.

CORPORATE GOVERNANCE AND BUSINESS ETHICS

	2019	2020	2021
Number of hotline inquiries received	12	16	7
Percentage of employees who have acknowledged the Code of Conduct	Calpine requires every employee to annually acknowledge that they have read the Code of Conduct.		

GOVERNMENT RELATIONS AND PUBLIC POLICY

Calpine remains a power industry leader in actively advocating for policies that are fair and environmentally responsible—both at the federal level and in the states comprising our core markets. We believe our advocacy is an important component of Calpine’s continued investment in clean and efficient power generation technology.

We recognize the growing complexity of the energy regulatory landscape and strive to help regulators and policymakers understand the impacts of their policies. As the largest natural gas and geothermal power producer in the U.S., Calpine brings an experienced perspective to public policy discussions on state and national levels.

We continue to advocate for fair and well-structured competitive power markets and environmentally responsible regulation, including carbon pricing. This includes our support for market-driven solutions that result in nondiscriminatory forward price signals for investors and a level playing field for all. We believe market-based solutions will reward the companies that invest in cleaner power generation, ultimately leading to a clean and sustainable future.

WE BELIEVE OUR ADVOCACY IS AN IMPORTANT COMPONENT OF CALPINE’S CONTINUED INVESTMENT IN CLEAN AND EFFICIENT POWER GENERATION TECHNOLOGY.



ADVOCATING FOR CLEANER EMISSIONS

Reflecting our ongoing commitment to cleaner generation, Calpine has long been a leading voice supporting state and federal policies and advocacy organizations that strive to reduce emissions and mitigate climate change.

- Calpine is a proud member of the Electrical Power Supply Association (EPSA), which advocates for competitive wholesale electricity markets that enable low cost, reliable power to the nation's homes and businesses. Calpine aligns with EPSA's principles, which support evolving the resource mix through fair and competitive wholesale power markets, combating climate change, and customers' right to choose their energy mix.
- In 2021, we joined a Houston coalition of leading companies that support the large-scale deployment of CCUS. Together the coalition's goals include capturing and safely storing up to 50 million metric tons of CO₂ per year by 2030 and approximately 100 million metric tons by 2040.
- Calpine, along with other clean energy leaders, had long urged Congress to enhance the 45Q tax credit. The recent legislation expanding the 45Q tax credits will bring down the cost of critical emissions reduction technology at industrial facilities. Calpine continues to advocate for broader 45Q tax credit eligibility criteria.
- Calpine's membership in the Natural Gas Supply Collaborative reflects our advocacy for the transparent reporting of natural gas production environmental and social metrics. We also support the regulation of upstream emissions. We believe that efficient gas-fired power plants play a critical role in providing reliability to support the expansion of renewables and electrification. Therefore, it is important that purchasers of natural gas like Calpine play a role in encouraging its safe and responsible production.

CLIMATE LEADERSHIP COUNCIL

Calpine is a founding member of the Climate Leadership Council along with other leading climate advocates such as Microsoft Corp, BP, Ford Motor Company and IBM. The Climate Leadership Council's mission is to promote effective, fair, and lasting climate solutions based on the carbon dividends plan. The carbon dividends plan consists of four parts:

1. A Gradually Rising Carbon Fee: Charge fossil fuel companies a fee for their carbon emissions. This will cut U.S. carbon emissions in half by 2035.
2. Carbon Dividends for all Americans: Put all the net revenue from the carbon fee back into the pockets of the American people. A family of four will receive about \$2,000 a year.
3. Simplify Regulations: Remove redundant carbon regulations so businesses can innovate the fuels and technologies of the future.



4. A Border Carbon Adjustment: Charge a similar fee on foreign goods at the border, encouraging other countries to do their part while strengthening the competitiveness of U.S. manufacturing.

Calpine believes that this approach is both effective and equitable and will lead to a meaningful reduction in greenhouse gas emissions.

CEO CLIMATE DIALOGUE

Calpine is a member of the CEO Climate Dialogue together with other prominent energy transition leaders such as Citi, DuPont, and Unilever. The CEO Climate Dialogue urges our elected leaders to significantly reduce U.S. greenhouse gas emissions through effective, market-based, durable and responsive solutions. These solutions must do no harm and promote equity. Calpine believes that bipartisan support is key to establishing effective federal carbon pricing policy that will lead to reduced greenhouse gas emissions. We will continue to press Washington to establish a price for carbon.

TRADE ASSOCIATIONS AND ORGANIZATION MEMBERSHIPS

Calpine belongs to a variety of trade associations and organizations at local, state, and national levels. Actively participating in these associations is key to amplifying and making progress on our public policy priorities.

We engage with trade associations and organizations that include, but are not limited to:

- Business Council for Sustainable Energy.
- California Council of Environmental and Economic Balance.
- California Decarbonization Partnership.
- California Women Lead.
- Carbon Capture Coalition.
- CDP Renewable Energy Partner Program.
- CEO Climate Dialogue.
- Clean Energy Buyers Alliance.
- Climate Action Campaign.
- Climate Leadership Council.
- Electric Power Supply Association.
- Greater Houston Partnership.
- Independent Energy Producers Association.
- Independent Power Producers of New York.
- Industrial Environmental Association.
- Local Government Commission: Community Matters Business Partnership Program.
- Natural Gas Supply Collaborative.
- New England Power Generators Association.
- Northwest & Intermountain Power Producers Coalition.
- PJM Power Providers.
- Texas Competitive Power Advocates.
- Western Power Trading Forum.
- World Business Council for Sustainable Development.

POLITICAL CONTRIBUTIONS

Calpine contributes to causes and candidates we believe support the advancement of our company and industry interests. We have a full government relations team that is dedicated to interacting with state and federal regulators and a committee that oversees approval of political action committee (PAC) contributions.

Calpine's PAC donations are made in accordance with all applicable laws and include bipartisan contributions to state and federal candidates for elected office, as well as various ballot measures and committees.

GOVERNMENT RELATIONS

	REFERENCE	2019	2020	2021
PAC contributions	GRI 415-1	\$218,500.00	\$113,300.00	\$141,050.00

RISK MANAGEMENT

Risk management is key to Calpine's success in a changing business landscape. We take a structured approach to risk management and focus on integrating risk management throughout the organization, starting with the Executive Team, and permeating all functions of the Company.

RISK MANAGEMENT IS KEY TO CALPINE'S SUCCESS IN A CHANGING BUSINESS LANDSCAPE.

Calpine's risk management framework is formalized through policies and procedures such as the Risk Management Policy, which sets forth our framework to address, manage, and report risks. The Risk Management Policy is approved by our Board of Directors and is administered by our Chief Risk Officer. To ensure appropriate segregation of duties, the Chief Risk Officer reports directly to the Audit Committee of the Board of Directors and the Chief Financial Officer. The Board receives quarterly updates on risk management.

Calpine's internal audit team supports our risk management framework by providing independent oversight and reviewing policies and procedures. The internal audit team conducts an annual survey to identify risks based on their likelihood and the magnitude of impact on Calpine's business to ensure appropriate coverage of key risks within the organization.

The aggregation of all aspects noted above provides a comprehensive and cohesive approach to risk management across the organization.

CYBERSECURITY

Calpine recognizes cybersecurity as a major and evolving global risk, and as essential to our safe and effective operations. As part of the nation’s critical infrastructure, Calpine remains focused on continuously improving our cybersecurity program. The Cybersecurity Subcommittee of the Board’s Audit Committee reports regularly to the Board and holds ad hoc meetings should an event occur. The Executive Team receives regular cybersecurity and incident reports.

AS PART OF THE NATION’S CRITICAL INFRASTRUCTURE, CALPINE REMAINS FOCUSED ON CONTINUOUSLY IMPROVING OUR CYBERSECURITY PROGRAM.

Calpine continuously tracks and improves our cyber defense posture using internal resources as well as industry-leading advisors. We consistently monitor threats and malicious activity by aligning with external security control frameworks and programs.

Layers of protection and zero-trust networks protect our critical assets and data, and we have had zero reportable incidents of non-compliance with cybersecurity standards or regulations in the past three years.

Cybersecurity is the responsibility of everyone at Calpine. In addition to an annual training on our cybersecurity policy, our employees participate in cybersecurity drills and briefs on an ongoing basis. These exercises, along with our robust cybersecurity framework and frequent internal communications, keep employees at all levels of the organization informed about cybersecurity best practices.

CYBERSECURITY

	REFERENCE	2019	2020	2021
Number of reportable incidents of non-compliance with physical and/or cybersecurity standards or regulations	SASB IF-EU-550a.1	0	0	0

SUPPLY CHAIN MANAGEMENT

Calpine’s suppliers directly influence the success of our operations and our ability to deliver sustained power to our customers and communities. For that reason, we believe it is crucial to hold our suppliers to the same high standards we apply to our own operations—and we are committed to working with suppliers with proven records of environmental responsibility, safety, and integrity.

We require all suppliers to adhere to our [Supplier Code of Conduct](#) which represents the minimum requirements for doing business with Calpine. The Supplier Code of Conduct outlines expectations for ethical standards and environmental protection, as well as adherence to all federal, state, and local rules and regulations. Suppliers must be committed to the basic principles of human rights, including a safe and healthy workplace, non-discrimination in all supplier practices, freedom from harassment, and freedom of association for all employees. Any code violations are to be reported to our toll-free reporting hotline, and we encourage suppliers to maintain ethics and compliance reporting mechanisms, as well.

Calpine takes a center-led purchasing approach. Our supply chain department identifies and qualifies suppliers across various purchasing categories that are able to fulfil the needs of plants and offices nationally and regionally. We strive to source and purchase materials and services locally, but purchasing decisions are ultimately made at the business-unit level based on research and guidance provided by our corporate supply chain department.

For purchases of materials and services that are critical to Calpine’s core business or have inherent environmental or safety risks, Calpine has a robust five-step sourcing process to select preferred suppliers. Part of the process includes utilization of a risk matrix to assess a supplier’s risk profile based on past operational, safety, and cybersecurity performance. To ensure approved suppliers continue to meet all requirements, we monitor key performance indicators such as OSHA recordables and insurance coverage. We also audit select suppliers each year and further audit all suppliers upon contract renewal.

HIGHLIGHT STORY

ADVOCATE OF THE YEAR

Since joining the HMSDC in 2020, Calpine’s Purchasing-Supply Chain Services team has made considerable progress in advancing Calpine’s Supplier Diversity program. Each year, the HMSDC recognizes Houston’s champions in minority business development through its prestigious Rigel Awards. Ziba Mehra, Director of the team, was awarded HMSDC’s “Advocate of the Year” for her efforts to provide ongoing, recurring support to MBEs. This award recognizes her dedication to providing opportunities for underrepresented businesses and advancing Calpine’s Supplier Diversity Program.

“ WE HAVE SOLICITED INFORMATION FROM OVER 100 MBES AND ARE VERY PROUD TO HAVE SUCCESSFULLY ON-BOARDED SEVEN NEW MBES TO CALPINE. WE ARE ACTIVELY WORKING TO ON-BOARD AT LEAST 10% MORE IN THE NEAR FUTURE BY FOLLOWING OUR ENHANCED SUPPLIER DIVERSITY GUIDELINES AND OVERALL BUSINESS OBJECTIVES.”

— ZIBA MEHRA

SUPPLIER DIVERSITY

We believe in using local suppliers to encourage economic development in our communities. Building upon our 2020 initiative to enhance our supplier diversity, we have achieved steady progress toward our goal to provide opportunities for smaller businesses facing social and economic disadvantages. In 2021, Calpine spent over \$78 million with 497 diverse suppliers, and our purchase orders with socially disadvantaged businesses increased by 7% in the last year. Calpine is proud that our support of diverse suppliers has resulted in their significant growth and development.

To continue amplifying our supplier diversity efforts, Calpine has initiated regional supplier diversity representatives, as well as at the corporate and retail business units. These representatives have successfully helped us identify potential diverse suppliers for future partnerships. If there are identified suppliers that could potentially become a certified Minority Business Enterprise (MBE) or diverse supplier, the regional representatives can assist them in this process. So far, we have found this program to be successful.

We are proud members of the National Minority Supplier Development Council (NMSDC), Supplier Diversity Advisory Council (SDAC), and the Houston Minority Supplier Development Council (HMSDC). In 2021, we became a corporate member of the Women’s Business Enterprise National Council (WBENC), which helps connect women-owned businesses to major corporations.

SUPPLY CHAIN MANAGEMENT

	REFERENCE	2019	2020	2021
New suppliers that were screened using environmental criteria	GRI 308-1	For purchases of materials and services that are critical to Calpine’s core business or have inherent environmental or safety risks, Calpine has a robust five-step sourcing process to select preferred suppliers. We monitor key performance indicators (KPIs) such as OSHA recordables and insurance coverage for these suppliers to ensure they continue to meet all requirements. We also apply a risk matrix to assess a supplier’s risk profile based on past performance in categories such as operational, safety, and cybersecurity risks.		
Percent spend with diverse suppliers ^{[1][2][3]}	GRI 204-1	9%	9%	9%
Percent of diverse suppliers as total of all suppliers ^[2]	–	19%	19%	18%
Percent spend with Socially and Economically Disadvantaged suppliers ^[2]	–	11%	10%	17%

[1] Diverse suppliers as defined by Dunn & Bradstreet and/or the National Minority Supplier Development Council.

[2] Total spend for purchase orders only, does not include fuel spend, non PO spend, PCARD purchases, expense reimbursements.

[3] Total suppliers is inclusive of purchase order suppliers only.



[SASB CONTENT INDEX →](#)

[GRI CONTENT INDEX →](#)

CONTENT INDEX

SASB CONTENT INDEX

TOPIC	REFERENCE	REPORT SECTION
ENVIRONMENTAL		
Climate Strategy & GHG Emissions		
Gross global Scope 1 emissions	SASB IF-EU-110a.1	Climate Strategy and GHG Emissions
Percentage of gross global Scope 1 emissions covered under emissions-limiting regulations	SASB IF-EU-110a.1	Climate Strategy and GHG Emissions
Percentage of gross global Scope 1 emissions covered under emissions-reporting regulations	SASB IF-EU-110a.1	Climate Strategy and GHG Emissions
(1) Number of customers served in markets subject to renewable portfolio standards (RPS) and (2) percentage fulfillment of RPS target by market	SASB IF-EU-110a.4	Climate Strategy and GHG Emissions
Air Quality		
Air emissions of the following pollutants: NOx (excluding N ₂ O)	SASB IF-EU-120a.1	Air Quality
Air emissions of the following pollutants: SOx	SASB IF-EU-120a.1	Air Quality
Air emissions of the following pollutants: particulate matter (PM10)	SASB IF-EU-120a.1	Air Quality
Air emissions of the following pollutants: lead (Pb)	SASB IF-EU-120a.1	Air Quality
Air emissions of the following pollutants: mercury (Hg)	SASB IF-EU-120a.1	Air Quality

TOPIC	REFERENCE	REPORT SECTION
Water Management		
Total water withdrawn	SASB IF-EU-140a.1	Water Management
Percentage of total water withdrawal in a region of High or Extremely High Base Water Stress	SASB IF-EU-140a.1	Water Management
Total water consumed	SASB IF-EU-140a.1	Water Management
Percentage of total water consumption in a region of High or Extremely High Base Water Stress	SASB IF-EU-140a.1	Water Management
Retail		
Total electricity delivered to: residential customers	SASB IF-EU-000.B	Retail Services
Total electricity delivered to: commercial customers	SASB IF-EU-000.B	Retail Services
Total electricity delivered to: industrial customers	SASB IF-EU-000.B	Retail Services
Total electricity delivered to: all other retail customers	SASB IF-EU-000.B	Retail Services

TOPIC	REFERENCE	REPORT SECTION
PEOPLE AND COMMUNITIES		
Occupational Health and Safety		
Employees – Total recordable incident rate (TRIR)	SASB IF-EU-320a.1	Occupational Health & Safety
Employees – Fatalities	SASB IF-EU-320a.1	Occupational Health & Safety
Contractors – Total recordable incident rate (TRIR)	SASB IF-EU-320a.1	Occupational Health & Safety
Contractors – Fatalities	SASB IF-EU-320a.1	Occupational Health & Safety
GOVERNANCE		
Cybersecurity		
Number of incidents of non-compliance with physical and/or cybersecurity standards or regulations	SASB IF-EU-550a.1	Cybersecurity

TOPIC	REFERENCE	REPORT SECTION
ACTIVITY METRICS		
Total electricity generated	SASB IF-EU-000.D	About Calpine
Percentage of generation capacity by major energy source: Combined Cycle Cogeneration	SASB IF-EU-000.D	About Calpine
Percentage of generation capacity by major energy source: Renewables	SASB IF-EU-000.D	About Calpine
Percentage of generation capacity by major energy source: Simple Cycle/Other	SASB IF-EU-000.D	About Calpine
Percentage of generation capacity by major energy source: Combined Cycle Non-Cogeneration	SASB IF-EU-000.D	About Calpine
Percentage of electricity generated in regulated markets	SASB IF-EU-000.D	About Calpine
Total wholesale electricity purchased	SASB IF-EU-000.E	About Calpine

GRI CONTENT INDEX

TOPIC	REFERENCE	REPORT SECTION
GENERAL DISCLOSURES		
Name of the organization	GRI 102-1	About Calpine
Activities, brands, products, and services	GRI 102-2	About Calpine
Location of headquarters	GRI 102-3	Our Locations
Location of operations	GRI 102-4	Our Locations
Ownership and legal form	GRI 102-5	Calpine Ownership
Markets served	GRI 102-6	About Calpine Our Locations
Scale of the organization	GRI 102-7	2021 Performance Highlights Generated Electricity
Information on employees and other workers	GRI 102-8	Employment at Calpine
Supply chain	GRI 102-9	Supply Chain Management
Membership of associations	GRI 102-13	Public Policy and Government Relations
Statement from senior decision-maker	GRI 102-14	CEO Letter
Values, principles, standards, and norms of behavior	GRI 102-16	Our Values
Mechanisms for advice and concerns about ethics	GRI 102-17	Business Ethics
Governance structure	GRI 102-18	Corporate Governance

TOPIC	REFERENCE	REPORT SECTION
Process for defining report content and topic Boundaries; how the reporting principles for defining report content were applied	GRI 102-46	Sustainability at Calpine
List of material topics	GRI 102-47	Sustainability at Calpine
Restatements of information	GRI 102-48	Previously reported GHG Emissions, Air Emissions and Water Management metrics have been restated. Please refer to the foot notes on pages 12, 15, and 17 for details.
Changes in reporting	GRI 102-49	None
Reporting period	GRI 102-50	Calendar Year 2021
Date of most recent report	GRI 102-51	August 2021
Contact point for questions regarding the report	GRI 102-53	CorporateCommunications@calpine.com
GRI content index	GRI 102-55	This table serves as our GRI content index.
ENVIRONMENTAL		
Climate Strategy & GHG Emissions		
Scope 1 GHG emissions	GRI 305-1	GHG Emissions and Climate Strategy
GHG emissions intensity	GRI 305-4	GHG Emissions and Climate Strategy
Explanation of the material topic and its Boundary	GRI 103-1	GHG Emissions and Climate Strategy
The management approach and its components	GRI 103-2	GHG Emissions and Climate Strategy
Evaluation of the management approach	GRI 103-3	GHG Emissions and Climate Strategy

TOPIC	REFERENCE	REPORT SECTION
Environmental Management		
Environmental fines and penalties	GRI 307-1	Environmental Management
Explanation of the material topic and its Boundary	GRI 103-1	Environmental Management
The management approach and its components	GRI 103-2	Environmental Management
Evaluation of the management approach	GRI 103-3	Environmental Management
Air Quality Management		
NO _x	GRI 305-7	Air Quality
SO _x	GRI 305-7	Air Quality
Particular Matter (PM10)	GRI 305-7	Air Quality
Explanation of the material topic and its Boundary	GRI 103-1	Air Quality
The management approach and its components	GRI 103-2	Air Quality
Evaluation of the management approach	GRI 103-3	Air Quality
Water Management		
Total water withdrawn	GRI 303-3	Water Management
Total water withdrawn: Surface water - fresh	GRI 303-3	Water Management
Total water withdrawn: Groundwater	GRI 303-3	Water Management
Total water withdrawn: Surface water - seawater	GRI 303-3	Water Management
Total water withdrawn: Municipal water supply	GRI 303-3	Water Management
Total water withdrawn: Reclaimed water	GRI 303-3	Water Management

TOPIC	REFERENCE	REPORT SECTION
Total water consumption	GRI 303-5	Water Management
Total water consumption: Surface water - fresh	GRI 303-5	Water Management
Total water consumption: Groundwater	GRI 303-5	Water Management
Total water consumption: Surface water - seawater	GRI 303-5	Water Management
Total water consumption: Municipal water supply	GRI 303-5	Water Management
Total water consumption: Reclaimed water	GRI 303-5	Water Management
Total water discharge	GRI 303-4	Water Management
Total water discharge: Surface water - fresh	GRI 303-4	Water Management
Total water discharge: Groundwater	GRI 303-4	Water Management
Total water discharge: Surface water - seawater	GRI 303-4	Water Management
Total water discharge: Municipal water supply	GRI 303-4	Water Management
Total water discharge: Reclaimed water	GRI 303-4	Water Management
Explanation of the material topic and its Boundary	GRI 103-1	Water Management
The management approach and its components	GRI 103-2	Water Management
Evaluation of the management approach	GRI 103-3	Water Management
Technology Adoption		
Explanation of the material topic and its Boundary	GRI 103-1	Technology Adoption
The management approach and its components	GRI 103-2	Technology Adoption
Evaluation of the management approach	GRI 103-3	Technology Adoption

TOPIC	REFERENCE	REPORT SECTION
PEOPLE AND COMMUNITIES		
Occupational Health and Safety		
Worker training on occupational health and safety (Percentage of employees who completed safety training)	GRI 403-5	Occupational Health and Safety
Workers covered by an occupational health and safety management system	GRI 403-8	Occupational Health and Safety
Employee Rates		
Total recordable incident rate (TRIR)	GRI 403-9	Occupational Health and Safety
Fatalities	GRI 403-9	Occupational Health and Safety
Contractor Rates		
Total recordable incident rate (TRIR)	GRI 403-9	Occupational Health and Safety
Fatalities	GRI 403-9	Occupational Health and Safety
Explanation of the material topic and its Boundary	GRI 103-1	Occupational Health and Safety
The management approach and its components	GRI 103-2	Occupational Health and Safety
Evaluation of the management approach	GRI 103-3	Occupational Health and Safety
Emergency Preparedness and Response		
Explanation of the material topic and its Boundary	GRI 103-1	Emergency Preparedness and Response
The management approach and its components	GRI 103-2	Emergency Preparedness and Response
Evaluation of the management approach	GRI 103-3	Emergency Preparedness and Response

TOPIC	REFERENCE	REPORT SECTION
Community Relations and Corporate Philanthropy		
Charitable Giving	-	Calpine in the Community: Community Relations and Corporate Philanthropy
Explanation of the material topic and its Boundary	GRI 103-1	Calpine in the Community: Community Relations and Corporate Philanthropy
The management approach and its components	GRI 103-2	Calpine in the Community: Community Relations and Corporate Philanthropy
Evaluation of the management approach	GRI 103-3	Calpine in the Community: Community Relations and Corporate Philanthropy
Employment at Calpine		
Total number and rate of new employee hires during the reporting period	GRI 401-1	Employment at Calpine
Total number and rate of employee turnover (total) during the reporting period	GRI 401-1	Employment at Calpine
Total number and rate of employee turnover (voluntary) during the reporting period	GRI 401-1	Employment at Calpine
Explanation of the material topic and its Boundary	GRI 103-1	Employment at Calpine
The management approach and its components	GRI 103-2	Employment at Calpine
Evaluation of the management approach	GRI 103-3	Employment at Calpine
Diversity and Inclusion		
Diversity of governance bodies and employees	GRI 405-1	Employment at Calpine
Explanation of the material topic and its Boundary	GRI 103-1	Diversity and Inclusion
The management approach and its components	GRI 103-2	Diversity and Inclusion
Evaluation of the management approach	GRI 103-3	Diversity and Inclusion

TOPIC	REFERENCE	REPORT SECTION
GOVERNANCE		
Corporate Governance		
Explanation of the material topic and its Boundary	GRI 103-1	Corporate Governance
The management approach and its components	GRI 103-2	Corporate Governance
Evaluation of the management approach	GRI 103-3	Corporate Governance
Business Ethics		
Number of hotline inquiries received	-	Business Ethics
Percentage of employees who have acknowledged the Code of Conduct	-	Business Ethics
Explanation of the material topic and its Boundary	GRI 103-1	Business Ethics
The management approach and its components	GRI 103-2	Business Ethics
Evaluation of the management approach	GRI 103-3	Business Ethics
Government Relations and Public Policy		
PAC contributions	GRI 415-1	Government Relations and Public Policy
Explanation of the material topic and its Boundary	GRI 103-1	Government Relations and Public Policy
The management approach and its components	GRI 103-2	Government Relations and Public Policy
Evaluation of the management approach	GRI 103-3	Government Relations and Public Policy

TOPIC	REFERENCE	REPORT SECTION
Risk Management		
Explanation of the material topic and its Boundary	GRI 103-1	Risk Management
The management approach and its components	GRI 103-2	Risk Management
Evaluation of the management approach	GRI 103-3	Risk Management
Cybersecurity		
Number of incidents of non-compliance with physical and/or cybersecurity standards or regulations	-	Cybersecurity
Explanation of the material topic and its Boundary	GRI 103-1	Cybersecurity
The management approach and its components	GRI 103-2	Cybersecurity
Evaluation of the management approach	GRI 103-3	Cybersecurity
Supply Chain Management		
New suppliers that were screened using environmental criteria	GRI 308-1	Supply Chain Sustainability
Percent spend with diverse suppliers	GRI 204-1	Supply Chain Sustainability
Explanation of the material topic and its Boundary	GRI 103-1	Supply Chain Sustainability
The management approach and its components	GRI 103-2	Supply Chain Sustainability
Evaluation of the management approach	GRI 103-3	Supply Chain Sustainability



IMPORTANT LEGAL INFORMATION

This report contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Any “forward-looking statement” is made only as of the date of this report, and Calpine undertakes no obligation to update forward-looking statements. All statements, other than statements of historical facts, may be forward-looking statements. Words such as “may,” “could,” “will,” “should,” “likely,” “anticipate,” “attempt,” “expect,” “intend,” “seek” “plan,” “project,” “believe,” “estimate,” “target,” “continue,” “strive,” “ensure,” “encourage,” “demonstrate” and the negative of these words or similar words or expressions may identify forward-looking statements. These statements include, among other things, statements about expectations in connection with the Calpine’s environmental, social and governance (“ESG”) initiatives, including with respect to: environmental management; the integration and use of sustainable energy sources and modern plant technologies; carbon capture usage and storage activities; retail services to customers seeking to achieve energy transition goals; occupational health and safety performance; community and human rights impacts; employee and career development; diversity and inclusion and labor-related principles; supply chain management, risk management, including climate-related risks and opportunities, adoption of clean and reliable grid technologies and cybersecurity control; and operational and emergency preparedness and response management, including with respect to winter storm Uri and the COVID-19 pandemic.

Calpine cautions that its forward-looking statements are subject to risks and uncertainties that could cause actual results to differ materially from those expressed in, or implied or projected by, the forward-looking information and statements. Some of the factors that could cause actual results to differ include, but are not limited to, the following: impacts to our business, operations and financial results as a result of general economic and market conditions, including the direction and magnitude of changes to interest rates, inflation and unemployment; price and supply volatility in gas and electricity markets; our ability to manage our capital and liquidity needs; the severity and duration of pandemics, including the COVID-19 pandemic, and their impact on our ability to maintain the reliability of our electricity supply while meeting contractual demands and ensuring employee, contractor and customer health and safety; extreme weather or climate events, such as winter storm Uri and California wild fires, that may cause plant outages, damage our generation assets, and challenge our ability to meet contractual commitments; changes in demand for natural gas and geothermal energy supply, as well as carbon management solutions; international political and economic tensions (and any changes thereto), including the Russia-Ukraine conflict, that may cause disruptions to worldwide supply chains and impede worldwide growth; changes in laws, regulations, other requirements or the enforcement or interpretation thereof including those related to natural gas, carbon and fossil fuel management, and climate-related initiatives; regulation and requirements of other complex governmental regulation which could adversely affect our ability to achieve operational goals; technological developments of, and substantial investments in, geothermal and renewable energy and energy storage capabilities; success and/or potential impairments of our power development and construction activities; ability to maintain cost-effective operations and our competitive industry position while pursuing decarbonization objectives and investments; our ability to utilize our balance sheet or access capital markets in order to finance our geothermal, renewable energy and carbon capture initiatives; ensuring the integration of energy supply into client solutions; declines in our competitive position; ability of our geothermal power operations to support our operations; adverse effects on performance caused by the introduction or expansion of competing technologies for power generation and demand-side management tools; ability to reduce environmental impacts, including air quality and emissions, biodiversity, and waste and water management; ability to satisfy service, residential or commercial energy related agreements, including with respect to the production of energy through renewable energy and energy storage resources; supporting electricity demand through the maintenance and expansion of an efficient gas-fired power plant fleet while integrating renewable energy resources; ability of suppliers to satisfy purchase orders on a timely basis or at all; risks related to litigation and remedial or non-compliance actions; compliance with occupational health and safety regulatory requirements; ability to influence adoption of adequate health and safety and human rights procedures and processes throughout the value chain, including with respect to our suppliers; ability to attract, engage and retain a diverse, inclusive and skilled workforce at the employee, management and supply-chain levels; the financial and operating conditions of the supply chain; success in securing quality local and/or diverse suppliers to source and produce materials; defects in risk management; losses from, or the inability to identify and mitigate, risks inherent in operating in the global energy industry; high cost or unavailability of infrastructure, materials, equipment, supplies and/or personnel; losses of business continuity from power outages caused by weather, changes in demand, equipment maintenance, cyber-attacks or other factors; ability to minimize downtime in responding to leaks, spills, safety incidents, equipment outages or other emergency events or circumstances that may impact operations; damage or disruptions to our power plants or losses of system loads caused by periodic wildfires in the West, particularly California and potential disruption of operations due to pandemics, war, employee and customer accidents, weather and seasonal factors, natural disasters, political events, civil unrest, cybersecurity, geopolitical, or terrorism threats, economic downturns or other causes beyond our control. Other unpredictable or unknown factors not discussed in this report could also have material adverse effects on forward-looking statements.

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