

2024 REPORT

CORPORATE RESPONSIBILITY



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ABOUT DLC

For more than 100 years, Duquesne Light Company (DLC or “the company”) has provided safe and reliable electric service to communities in southwestern Pennsylvania. Today, our core values of safety, integrity, dependability, equity and community enable us to serve more than 600,000 customers in two counties, including the city of Pittsburgh. We are committed to safely powering our customers’ lives while playing a leading role in our region’s clean energy transition. Our vision is to create a larger-than-light, clean energy future for all by delivering exceptional results today and boldly harnessing opportunities for tomorrow. In doing so, we can ensure a cleaner, healthier and more prosperous community for generations to come. To learn more, visit DuquesneLight.com.



ABOUT DLC

Climate Conscious

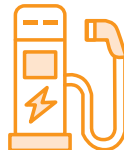
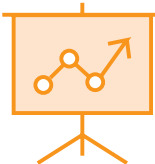
Powering People

Responsible Performance

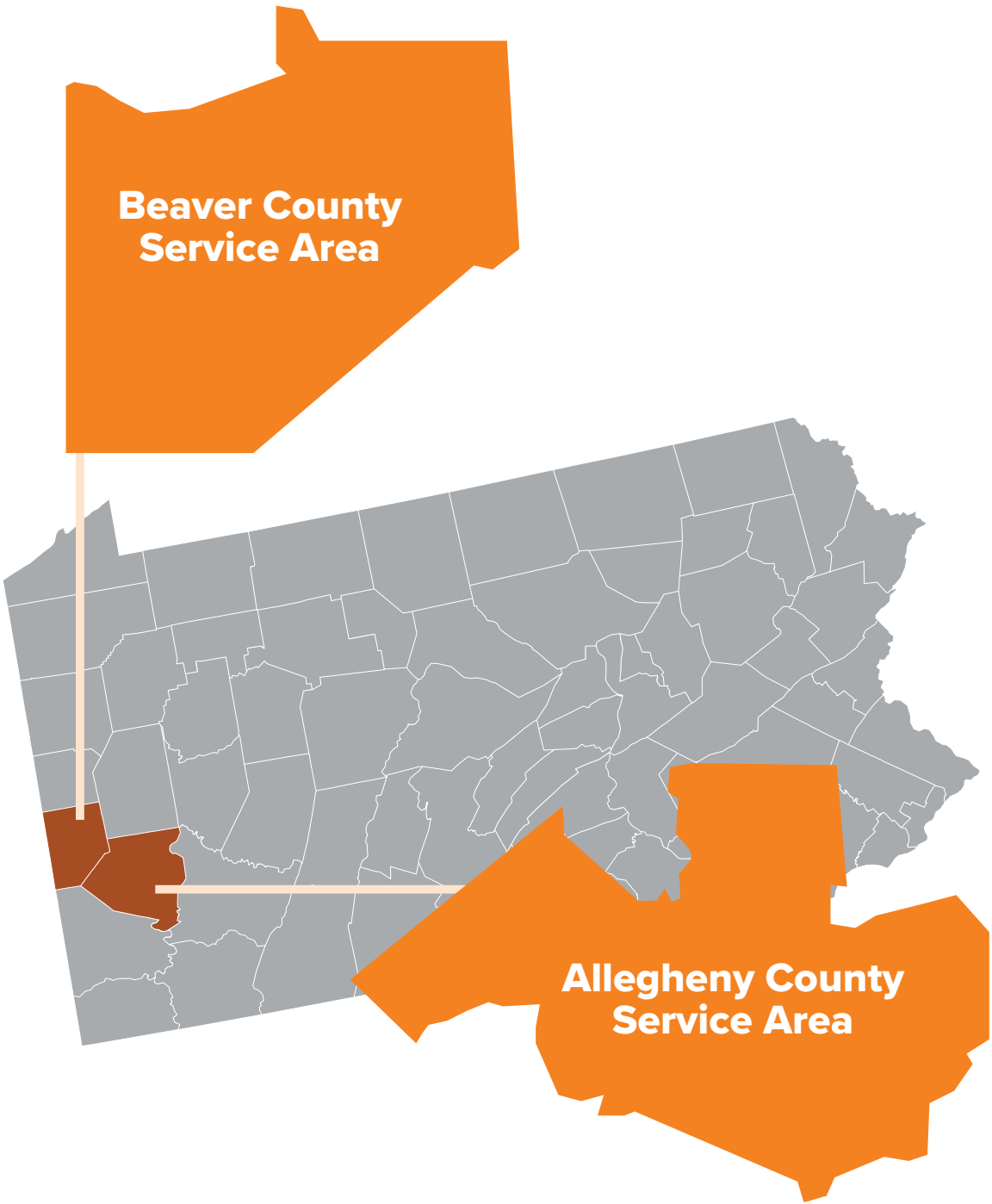
ESG Data Center

Appendix

2024 DLC OVERVIEW

 1,806 Employees	 615,768 Customers	 \$1.8M Charitable Giving	 \$4.9B Total Assets	
 90% Residential Customer count	 >8,400 Miles Transmission and Distribution Lines	 315+ EV Charging Ports Incented by DLC	 \$3.3B Rate Base	
 \$1.2B Total Revenue	 341 Substations Including Company- and Customer-Owned	 812 Square Miles Service Territory in Allegheny and Beaver Counties	 600+ Poles Replaced	 150K Hours of Customer Driven Work

Our Service Territory



LEADERSHIP MESSAGE

Dear Partners in Corporate Responsibility,

Duquesne Light Company’s path to deliver *a clean energy future for all* led to new ways of working in 2024 as we embraced a company culture founded on excellent service, innovation, collaboration, inclusion and respect. The year brought into focus important long-term opportunities and challenges that we are uniquely positioned to address in support of our region’s energy needs, overall health and prosperity.

At the heart of this work are more than 1,800 people who are committed to earning our customers’ trust daily and to being there for our community, when and where they need us most. Through a severe storm season and associated mutual assistance efforts across the east coast, deployment of new technologies and unexpected infrastructure repairs, our commitment to invest in a modernized, flexible grid has never been more important. In 2024, we invested \$466.7 million in transmission and distribution infrastructure to enhance reliability and better serve our customers on the journey to a clean energy future for all.

Our company was recognized for our performance in safety and reliability with the Safety Achievement Award, Safety Sustainability Award and the ReliabilityFirst Recognition Award, further demonstrating our dedication to show up for our customers, employees and community in moments that matter. Our customer satisfaction improved nearly 2% throughout the year, as we successfully communicated the need for continued investment in grid reliability and performance to the Pennsylvania Public Utility Commission, customers and other stakeholders.

As noteworthy as these achievements are, we know that our role as the electric utility for the Pittsburgh area requires us to focus on the long-term well-being of our residents, businesses and region. This is why, in addition to concentrating on the work itself, we’re building a company culture that focuses on *how* work gets done to enable the delivery of a clean energy future for all. In 2024, we introduced our organization to “A Duty to One Another,” which is an employee developed statement that reflects our ethics and code of conduct policies and summarizes our collective commitment to respect one another as we live our values in the workplace.

As the supply and demand equilibrium of electricity on our broader interconnected grid becomes more challenging to balance, customer safety, affordability and reliability are more important than ever. Through outreach and advocacy with key stakeholders, we took steps to build awareness about the urgency of the projected shortfall in electric supply for customers in the PJM region by 2030. We know our customers are

already feeling the impacts of rising electricity supply prices, making it critical to connect them with resources and tools to manage their energy usage and bills. To that end, in 2024, we helped customers access more than \$5.7 million in payment assistance. To achieve energy security, the balance between making meaningful strides toward a clean energy future while ensuring the delivery of safe, reliable and affordable electricity today will be key.

We’re also committed to continuing to minimize our own direct impact on the environment by decreasing our greenhouse gas emissions (GHG) and reducing waste from our operations and are on track to achieve a 10% reduction in Scope 1 and Scope 2 emissions by 2027. In parallel, we’ve better aligned our enterprise risk processes with long-term climate considerations, and this year we aim to more specifically quantify those risks. Additional transparency on our progress towards our long-term ESG goals is included in the opening of this report.

We know the road to a clean energy future will be challenging, but the work is essential and full of purpose. In the coming years, we will face evolving political priorities, a commercial landscape filled with increased energy demands and customer preferences focused on increased access to renewables. With your partnership and feedback, we know we’ll make a meaningful difference.

Thank you for your support on this journey,



Kevin E. Walker
Kevin E. Walker,
President and CEO



Christine L. Waller
Christine L. Waller,
Vice President of
Communications
and Corporate Responsibility



ABOUT THIS REPORT

DLC is pleased to publish our annual Corporate Responsibility Report, which continues to showcase our commitment to a corporate culture focused on our three ESG pillars: climate conscious, powering people and responsible performance. As we continue to execute our ESG strategy, we share yearly data on key metrics against the base year 2022 throughout the report and have improved the alignment of this disclosure with international reporting standards, such as the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB).

In the appendix of this report, we provide our [GRI Index](#) and mapping to our [SASB Index](#) for reference. In addition to these disclosures, this report will be included in our annual submission to [GRESB](#), a global organization that assesses ESG data to help inform financial markets.

DLC also uses forward-looking statements in this report, which are statements that are not historical facts and are based on beliefs and assumptions by DLC’s management and on information currently available to management. Forward-looking statements include statements preceded by, followed by, or using such words as “believe,” “expect,” “anticipate,” “plan,” “estimate” or similar expressions. Such statements speak only as of the date they are made, and DLC undertakes no obligation to update publicly any of them in light of new information or future events. Actual results may materially differ from those implied by forward-looking statements due to known and unknown risks and uncertainties. Please refer to the appendix of this report for factors that could cause actual results to differ materially from those indicated in any forward-looking statement.

- ▶ Publication Date: May 2025
- ▶ Reporting Period: Calendar Year 2024
- ▶ Reporting Cadence: Annually
- ▶ Reporting Boundary: Duquesne Light Company (DLC)

For more information on DLC’s ESG efforts and previous reports, visit our [Corporate Responsibility webpage](#). Additional ESG disclosures can be found in our [Corporate Responsibility Reporting Library](#). Please contact esg@duqlight.com with any questions or comments regarding this report.

Internal Assurance

This Corporate Responsibility Report has been reviewed by our executive leadership team, including the president and CEO, as well as our board of directors. An external audit of this report has not been conducted. All internal and external links within this document have been verified to be accurate as of the time of publication.

Following the release of our 2023 ESG Report, which was published in May 2024, DLC’s Internal Audit department partnered with a third-party to conduct a review focused on the governance and processes used by the company to compile the report. This review included an assessment of the following: the process to select material topics, evaluation of ESG risks/opportunities and subsequent actions, quantification of a sample of representative metrics, Board and Committee ESG progress and strategic considerations and alignment to GRI framework relative to peers within the transmission and distribution utility industry. The scope of the review covered transactions and activities that occurred during the period January 1 through December 31, 2023, in addition to the 2022 materiality assessment. We are pleased to share that the audit results revealed DLC’s report was aligned with industry-leading reporting frameworks and that DLC has assembled a staff dedicated to corporate responsibility reporting that embodies a culture of collaboration and continuous improvement. Throughout 2025, the DLC team will address best practice recommendations to advance our ESG data stewardship and materiality assessment process. Our Internal Audit department will continue to conduct review procedures related to the Corporate Responsibility Report on a periodic basis.



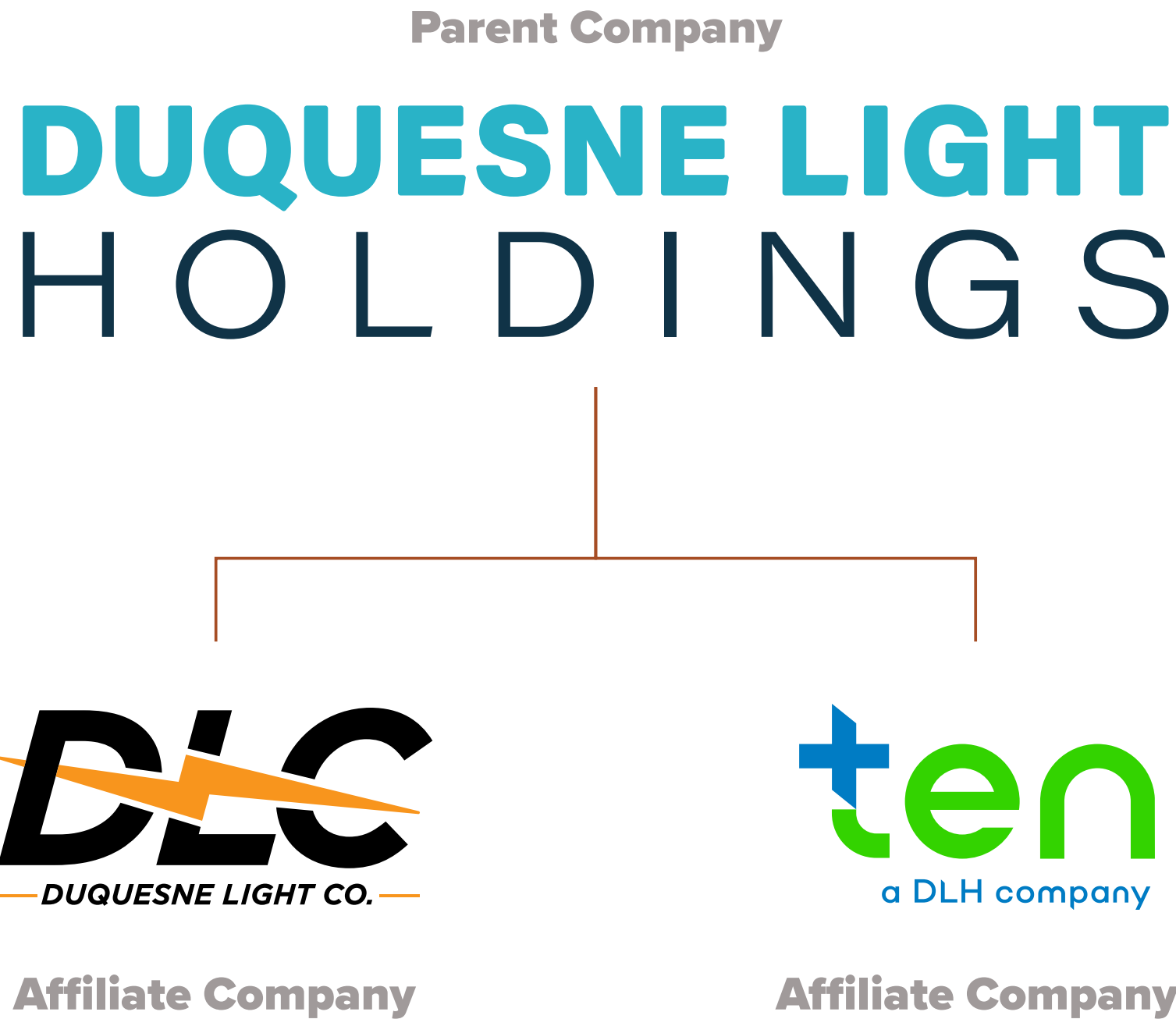
ORGANIZATIONAL STRUCTURE AND OWNERSHIP

Our Organizational Structure

DQE Holdings LLC (Holdings LLC) is the parent company of Duquesne Light Holdings, Inc. (DLH). DLH is an energy services company that provides a powerful network of energy solutions to customers in western Pennsylvania and beyond. As the parent company to Duquesne Light Company (DLC) and The Efficiency Network (TEN), DLH brings a combined 125 years of energy expertise to your door. From energy delivery to your home to advanced energy efficiency services for your business, DLH is your trusted partner for reliable and sustainable energy solutions. The organizational chart below reflects entities with current operations and does not reflect entities having discontinued operations or performing functions internal to DLH.¹

DLC, incorporated in 1912, is involved in the delivery of electricity, consisting in general of transmission and distribution service, to customers within its service territory in southwestern Pennsylvania. We hold an exclusive geographic franchise to provide electric distribution services in Allegheny and Beaver counties, including the city of Pittsburgh. The Pittsburgh metropolitan region is the 27th largest in the country. DLC delivers electricity to more than 600,000 customers, nearly 90% of which are residential, over a service territory of 812 square miles. DLC also provides generation supply to retail customers in our service territory who either have not chosen an alternative electric generation supplier or who contracted for electric energy that was not delivered. DLC is Holdings LLC’s largest and principal operating subsidiary and is regulated by the Federal Energy Regulatory Commission (FERC) and the Pennsylvania Public Utility Commission (PA PUC). We are also a member of the regional transmission organization, PJM Interconnection.

TEN, established in 2012 and acquired by DLH in 2019, is an energy services project development company that provides customized energy solutions to help commercial and institutional customers meet sustainability, operational and financial goals.



¹ On Dec. 17, 2023, Holdings LLC entered into an agreement to sell all interests in DQE Communications LLC (DQEC). Established in 1997, DQEC owns, operates and maintains a high-speed, fiber optic-based metropolitan network through which it leases its fiber and provides managed ethernet and internet services to commercial, industrial, governmental and academic customers. The transaction, which was subject to regulatory approvals and other customary terms and conditions, closed on May 1, 2024.



About Our Ownership

In May 2007, DLH was acquired by a consortium of private equity investors consisting of several institutional investors that own all the equity of our parent company, DQE Holdings LLC. Below are the current investors and their ownership interests in DQE Holdings LLC:

- ▶ **Epsom Investment Pte. Ltd. (Epsom)** is an affiliate of GIC Pte. Ltd. (GIC). GIC is a leading global investment firm established in 1981 to secure Singapore’s financial future. As a manager of Singapore’s foreign reserves, GIC takes a long-term, disciplined approach to investing, and is uniquely positioned across a wide range of asset classes and active strategies globally, including equities, fixed income, real estate, private equity, venture capital and infrastructure. GIC’s infrastructure portfolio comprises stakes in assets across various subsectors including transportation, energy and utilities and communications.
- ▶ **Three Rivers Utility Holdings, LLC (Three Rivers)** is a Delaware limited liability company whose members are John Hancock Infrastructure Fund, part of Manulife Investment Management, and John Hancock Life Insurance Company (U.S.A.) (collectively, Manulife Investment Management); and PGGM Infrastructure Fund (PGGM). Manulife Investment Management is the global wealth and asset management segment of Manulife Financial Corporation. PGGM is a Dutch pension fund service provider, serving multiple Dutch pension funds. PGGM’s infrastructure team manages a large portfolio of investments globally and focuses on energy and utilities, transportation, telecom and social infrastructure.
- ▶ **AIA Montana LLC** is managed by Argo Infrastructure Partners, based in New York City, and is owned by APG Americas Infrastructure (APG) and the California State Teachers’ Retirement System (CalSTRS). APG is an affiliate of APG Asset Management N.V., one of the world’s largest managers of pension fund assets. APG has several direct investments in U.S. infrastructure assets. CalSTRS, the largest public teacher fund in the U.S., has investment experience in several other regulated utilities.

ENTITY	%	OWNER SINCE
GIC Pte. Ltd. (Epsom Investment Pte Ltd.)	44.4%	2011
Manulife Investment Management/PGGM Infrastructure Fund (Three Rivers Utility Holdings, LLC)	30.4%	2016
APG Americas Infrastructure/CalSTRS/Argo Infrastructure Partners (AIA Montana LLC)	25.2%	2017



LEADERSHIP TEAM



Kevin Walker
President and CEO



Daniel Farrah
Vice President, Chief Information Officer



John Hilderbrand II
Vice President, Operations



Matthew Ankrum
Vice President, Chief Financial Officer



David Fisfis
Vice President, Energy Policy and General Counsel



Kristy Stone
Vice President, Chief Customer Officer



Lisa Davidson
Vice President, Chief Human Resources Officer



Brian Guzek
Vice President, Corporate Strategy



Christine Waller
Vice President, Communications and Corporate Responsibility



COMPANY STRATEGY

Vision

What We Aspire to Achieve

A larger-than-light, clean energy future for all: delivering exceptional results today, boldly harnessing opportunities for tomorrow.

Mission

Our Common Purpose

Serve as a trusted partner to customers by providing the products and service offerings for today and tomorrow.

Strategic Framework (C.A.R.E.S.)

How We'll Achieve Our Mission and Vision

We are focused on enhancing the customer and employee experience through our corporate strategy. This enables us to focus our efforts on ensuring that we deliver exceptional service while fostering a high-performing workforce; using the latest advanced technologies; and maintaining the reliability of our grid and other services.

Values

The Beliefs, Principles and Behaviors Guiding Us Each Day

- ▶ **Safety**
We are safe above all else. We must keep ourselves, each other, our customers and communities safe.
- ▶ **Integrity**
We are guided by our commitment to doing the right thing and never compromise on ethics.
- ▶ **Dependability**
We are collaborative and steady; we are a trusted partner to all.
- ▶ **Equity**
We believe fair access, resources and opportunities are critical elements of a clean energy future for all.
- ▶ **Community**
We work where we live and are committed to serving our vibrant, diverse communities.

C

- ▶ **Customer Centricity**
We put forth the voice of the customer in everything we do in order to service our customers' needs today and in the future.

A

- ▶ **Affordability**
Drive an overall lower cost to serve our customers through efficiency, innovation, advanced technology and additional value-added services to our customers.

R

- ▶ **Resilient Culture**
Foster people growth and development through a high performing workforce, cultural alignment and ESG.

E

- ▶ **Energy of Things**
Establish a foundation in data to become a digital utility; electrification, electric vehicles and the ability to accommodate “edge of the grid” technology.

S

- ▶ **Strengthen Our Core**
Optimize the safe, reliable, secure and resilient delivery of service to our customers.



ESG STRATEGY AND GOVERNANCE

ESG Strategy and Materiality

DLC’s ESG strategy is anchored by our vision to deliver a larger-than-light, clean energy future for all. To bring this vision to life, we have organized our ESG strategy under three pillars: climate conscious, powering people and responsible performance.

Climate Conscious

We are committed to environmental protection. Through our environmental management practices and programming, we are working to reduce and reverse the impacts of climate change while supporting a just energy transition for our customers and communities.

Powering People

We strive to be a leader in social responsibility with a dedicated focus on supporting our customers, communities and employees. We are investing in our people and communities to ensure a brighter and healthier future for all.

Responsible Performance

We reinforce the importance of good governance in maintaining a resilient and responsible company. We work to establish a culture of high performance while innovating new technology that enhances and stabilizes our power grid.

Our most recent materiality assessment, conducted in 2022, evaluated an expansive list of ESG topics to understand their relative impact on our business, as well as the impact that we have on sustainability topics from an external perspective. We engaged an independent consultant to conduct external stakeholder interviews. That feedback was then combined with insights from our internal stakeholders to assist in identifying the critical ESG topics that we will need to support and advance in the next three to five years. The topics identified in the table to the right reflect those of *significant importance* to both internal and external stakeholders.² DLC is committed to managing our performance and progress around the broader universe of ESG issues that are considered material to our industry. These are reflected in the table of contents of this report. To ensure we are keeping our ESG strategy focused on the topics most critical to our internal and external stakeholders on an on-going basis, we plan to refresh our materiality assessment every three to five years.

²The list included in the table reflects topics of *significant importance* to external and internal stakeholders as identified in our materiality assessment but is not inclusive of all material topics DLC manages. The remainder of material topics are reflected throughout the report.

Climate Conscious

- ▶ Building Electrification
- ▶ Climate Strategy
- ▶ Energy Efficiency
- ▶ Infrastructure Reliability
- ▶ Renewable and Distributed Energy
- ▶ Transportation Electrification

Powering People

- ▶ Customer Relations
- ▶ Culture of Inclusion and Respect
- ▶ Talent Management

Responsible Performance

- ▶ Cybersecurity
- ▶ Physical Security
- ▶ Innovation

ESG Governance

At DLC, our ESG strategy is embedded within our corporate strategy and overseen at the highest levels of the company. In steering the overall direction of the organization, our board of directors governs DLC’s ESG strategy through its Governance, Regulatory and Corporate Responsibility Committee. On the executive management team, our vice president of communications and corporate responsibility, who reports directly to the president and CEO, is accountable for overseeing the execution of our ESG strategy. This strategy is directed by the ESG function, which is part of the Corporate Responsibility team, in close collaboration with subject matter experts including leaders who

oversee key topics within our ESG strategy and represent nearly every function in DLC. These subject matter experts are represented on an ESG Council, which meets regularly, to track progress on key projects and initiatives.

In addition to the ESG Council, we regularly engage with employees through an ESG ambassador network to operationalize facility-specific projects and initiatives. Our ESG ambassador network is comprised of individuals throughout DLC and is open to any employee who wishes to join. We also work closely with our Change Adoption Network, which is a group of employees committed to helping the organization advance new programs through best practices in change management.



LONG-TERM ESG TARGETS

DLC’s long-term goals are intended to demonstrate the company’s lasting commitment to making a positive impact. Each goal aligns with a relevant area of focus from our most recent materiality assessment, which was completed in 2022. DLC regularly assesses its long-term goals for alignment with our business strategy, and to ensure they remain relevant opportunities for positive social and environmental performance.

TARGET		STATUS
LONG-TERM ESG TARGETS		
GHG Emissions	From 2022–2027, reduce our combined Scope 1 and Scope 2 emissions by 10%.	On Track
GHG Emissions – Fleet Electrification	30% of DLC’s qualified fleet will be powered by electricity by 2030. ¹	On Track
Transportation Electrification	Enable the grid infrastructure that will support a minimum of 50,000 EVs in the Pittsburgh region by 2030. ²	On Track
Infrastructure Reliability	Invest a minimum of \$1.9 billion in transmission and distribution infrastructure between 2023 and 2027.	On Track
Energy Efficiency	Enable 350,000 MWh of customer energy savings between 2021 and 2026 through energy efficiency programs and decarbonization efforts, while creating additional electrification opportunities for customers.	On Track

¹ We previously stated that “overall, we aim to find electric solutions for 100% of DLC light-duty vehicles, 25% of medium-duty vehicles, 30% of heavy-duty vehicles and 50% of forklifts by 2030.” Due to shifting market conditions and lagging technological advancements, the makeup of how we achieve 30% fleet electrification by 2030 has changed.

² Long-term target is based on the Electric Power Research Institute (EPRI) EV adoption projections. The most recent EPRI projections as of August 2024 indicate a medium scenario of 79,000 EVs will be adopted in our service territory by 2030. This figure includes approximately 77,500 light-duty vehicles and 1,500 medium- and heavy-duty vehicles. EPRI EV adoption projections are published annually.



GLOBAL GOAL ALIGNMENT

In 2015, all United Nations (UN) Member States adopted the 2030 Agenda for Sustainable Development. The UN describes the agenda as “a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries — developed and developing — in a global partnership. They recognize that ending poverty and other deprivations must go hand in hand with strategies that improve health and education, reduce inequality and spur economic growth — all while tackling climate change and working to preserve our oceans and forests.” DLC acknowledges the importance of the UNSDGs as we deliver a larger-than-light, clean energy future for all. Given the relevance of these global goals, our ESG strategy remains aligned to the UN’s priorities shown below. Additionally, we look to UN assemblies and reports, such as the Conference of Parties, to help inform our ESG strategy as it relates to our climate efforts.

CLIMATE CONSCIOUS



POWERING PEOPLE



RESPONSIBLE PERFORMANCE



STAKEHOLDER ENGAGEMENT

At DLC, we are committed to consistently engaging our broad group of stakeholders. Our engagement efforts focus on providing information and updates on the topics that have the most impact on each stakeholder group and segment. To learn more about how we engage with our stakeholders, please review the table listed below.

STAKEHOLDER	KEY TOPICS	HOW WE ENGAGE
Employees	▶ Mission, Vision, Values ▶ Compliance and Ethics ▶ Culture of Inclusion and Respect ▶ Business Performance ▶ Community Engagement ▶ Safety ▶ Health and Wellness ▶ Training and Development ▶ Leadership Standards ▶ Employee Recognition	▶ All-Employee Meetings ▶ Town Halls ▶ Email ▶ Intranet ▶ Surveys ▶ Short Message Service (SMS) Alerts ▶ Compliance Hotline ▶ Trainings
Customers (Residential, Business, Commercial and Industrial)	▶ Energy Efficiency ▶ Safety ▶ Reliability ▶ Billing and Payments ▶ Products and Services ▶ New Service ▶ Interconnections ▶ Customer Assistance ▶ Outages and Storm Response ▶ Vegetation Management	▶ Company Website ▶ Call Center ▶ Bill Inserts ▶ Email Newsletters ▶ Social Media ▶ Mobile Application ▶ Community Meetings ▶ Compliance Hotline ▶ Senior Leader Liaison Program

STAKEHOLDER	KEY TOPICS	HOW WE ENGAGE
Owners and Financial Stakeholders	▶ Business Plan ▶ Strategy ▶ Safety ▶ Compliance ▶ Financial Performance ▶ ESG Strategy ▶ Risk Management ▶ Regulatory Proceedings	▶ Board Meetings ▶ Earnings Calls ▶ Committee Meetings ▶ Investor Conferences and Meetings ▶ Company Disclosures ▶ Company Website
Suppliers	▶ Request for Proposals ▶ Safety ▶ Ethics and Compliance ▶ Responsible Procurement	▶ Supplier Summit ▶ Request for Proposals Meetings ▶ Supplier Code of Conduct ▶ Green Procurement Guidelines ▶ Supplier Terms and Conditions ▶ Safety Trainings ▶ Compliance Hotline
Community	▶ Community Engagement ▶ Environmental Compliance ▶ Public Health and Safety ▶ Advocacy ▶ Economic Development	▶ Community Meetings ▶ Company Website ▶ Social Media ▶ Print Media ▶ Charitable Giving Activities ▶ Employee Volunteerism ▶ Community Partnerships and Sponsorships ▶ Nonprofit Board Participation ▶ Low-Income Energy Assistance
Policymakers/Regulators	▶ Reliability ▶ Clean Energy Policy ▶ Energy Efficiency ▶ Customer Assistance and Affordability ▶ Customer Complaints ▶ Rates ▶ Infrastructure	▶ Regulatory Participation (Local, State and Federal) ▶ Meetings ▶ Community Meetings ▶ Regulatory Filings ▶ Lobbying Efforts
Non-Governmental Entities (NGOS)	▶ Clean Energy Policy ▶ Energy Efficiency ▶ Customer Assistance	▶ Meetings ▶ Company Website ▶ Industry Association Meetings and Conference



AWARDS AND RECOGNITION

- ▶ **Arbor Day Foundation**
Tree Line USA
- ▶ **Catholic Charities**
Hope from Home Community Caritas Award
- ▶ **Chartwell**
Bronze Award for Excellence in Digital Experience
- ▶ **Energy Association of Pennsylvania**
Safety Achievement Award and Safety Sustainability Award
- ▶ **Pittsburgh Business Times**
C-Suite Awards — Kevin Walker, President and CEO
- ▶ **Pittsburgh Business Times**
Power 100 — Kevin Walker, President and CEO
- ▶ **Pittsburgh North Regional Chamber**
2023-2024 Community Champions
- ▶ **Public Relations Society of America**
Renaissance Award for the best Crisis Communications Campaign and Annual Report (2022 ESG Report) and an Award of Merit for best Social Media Video
- ▶ **ReliabilityFirst**
ReliabilityFirst Recognition Award — Enhancing Situational Awareness through Control Center Design
- ▶ **Savoy Magazine**
2024 Most Influential Black Executives in Corporate America — Kevin Walker, CEO and President
- ▶ **Sustainable Pittsburgh**
Platinum designation as a Sustainable Pittsburgh Workforce
- ▶ **Three Rivers Business Alliance**
Inspiration in the Workplace Award
- ▶ **Women We Admire**
Top 25 Women Chief Customer Officers of 2024 — Kristy Stone, Chief Customer Officer



CLIMATE CONSCIOUS

As our region continues to experience the impacts of a changing climate, DLC is dedicated to investing in the infrastructure and services that enhance reliability and resiliency in powering our customers' lives. By actively addressing risks and opportunities, we are constructing a grid that's not just reliable but future-proof. This mission starts with minimizing our own environmental impact while delivering safe, reliable and affordable electricity to the region.

The shift toward clean energy technology means we also must embrace innovative technologies to bolster grid flexibility, allowing for seamless integration of clean energy solutions and expanding access to sustainable resources for all our customers. Our dedication to this cause is reflected in the programs and services that we prioritize and invest in.

Our goal is to empower and educate our customers and communities to make energy-conscious decisions that help the region thrive. Through strong community partnerships, we can continue to advocate for and provide impactful programs for our customers in southwestern Pennsylvania — ensuring these opportunities are sustained for years to come.



Key Highlights

- ▶ Launched customer-facing elements of a new Outage Management System to improve communications, such as a new outage map and SMS outage status updates.
- ▶ Received approval from the Pennsylvania Public Utility Commission (PA PUC) on multiple initiatives, including:
 - > Distribution rate case to support ongoing investments in service reliability and electric grid modernization projects.
 - > First Load Management Plan, which aims to effectively balance supply and demand for electricity to enable more efficient use of existing grid resources.
 - > Expand an existing solar field at the Pittsburgh International Airport in partnership with the Allegheny County Airport Authority and IMG Solar LLC, which will result in a new 4.7 MW solar facility.
- ▶ Enabled customers to participate in programs that helped them reduce 75,228 MWh across all customer segments according to Act 129 PA PUC Guidelines.
- ▶ Launched the [Referral Network Program](#), which connects customers to vetted professionals who offer wood removal services and solar panel installations.
- ▶ Completed construction of a new passive wetland treatment system at a fly ash pond site located at one of DLC’s legacy properties.
- ▶ Quickly and effectively responded to a dielectric fluid leak in our underground system and contained 100% of the spill.
- ▶ Achieved approximately 74% savings on our total waste management bill when compared to 2023 and more than tripled our recovery of e-waste materials at DLC facilities, totaling 810,000 pounds.



CLIMATE STRATEGY

As the electric utility serving Allegheny and Beaver counties in southwestern Pennsylvania, DLC plays a pivotal role in the Pittsburgh region’s energy transition. We are working to manage the many risks and opportunities that a changing climate can present for our business strategy while continuously ensuring the safe, reliable, resilient and affordable supply of power to our customers. We remain steadfast in our commitment to enable an equitable clean energy future for the region, which is supported by our climate strategy and considers six key areas:

- 1. **Protecting against risks to our business, including:**
 - > Transition risks emerging from societal and economic shifts toward a low-carbon and more climate-friendly future. These risks can include policy and regulatory risks, technological risks, market risks, reputational risks and legal risks.
 - > Physical risks, including infrastructure reliability challenges due to an increased incidence of severe weather, landslides or foliage growth. Also, the ability to service increased load due to extreme temperatures and clean energy technology.
- 2. **Reducing our direct impacts on a changing climate across sources of Scope 1 (gasoline, diesel and natural gas consumption, along with sulfur hexafluoride (SF₆) and refrigerant emissions) and Scope 2 emissions (energy consumed in our direct facilities).**
- 3. **Enabling customers to reduce their climate-related impacts through energy efficiency, distributed energy resources (DERs) and increased access to renewable energy, all forms of electrification (transportation electrification, building electrification, industrial electrification, etc.) and supportive rate mechanisms.**
- 4. **Pursuing opportunities for a just transition through a focus on workforce development and economic prosperity for all in a new energy economy.**
- 5. **Stakeholder engagement that ensures our advocacy is consistent with our business purpose at the local, state and federal level, as well as across sectors with key partners. Additionally, working with our regulators to ensure an appropriate, equitable and inclusive energy transition.**
- 6. **Community impact through philanthropy and volunteerism that supports our region’s overall climate resilience. A significant amount of our 2024 corporate giving reached nonprofits supporting sustainable communities that ensure the protection of our environment and green spaces along with projects promoting community safety and resiliency.**



GHG and Non-GHG Emissions

Compared to electric utilities across the United States, DLC’s Scope 1 emissions footprint is limited by the fact that we do not generate electricity. We strive to lead by example and reduce our impact on the environment by improving the efficiency of our fleet, building sustainable facilities and reducing energy use. A cross-functional team is responsible for managing our GHG emissions and implementing initiatives to demonstrate progress toward our long-term targets.

Scope 1 emissions reductions are primarily driven by:

- **Fuel reductions:** Targeted decommissioning of aged vehicles in favor of newer, more fuel-efficient vehicles to reduce both fuel consumption and metric tonnes of carbon dioxide equivalent (CO₂e). From 2022 to 2024 we have increased the size of our fleet to meet business needs. In 2024, we also participated in seven mutual assistance events across the east coast which required our crews to travel to assist with restoration efforts. Both factors contributed to an increase in gasoline and diesel consumption in 2024.
- **Idling reductions:** Utilization of telematics data to identify opportunities for reducing idling hours within DLC’s fleet.
- **Fleet electrification:** Conversion of qualified internal combustion engine (ICE) vehicle

classifications to electric vehicles (EVs) and alternative energy vehicles to meet DLC’s goal of a 30% electrified fleet by 2030. In 2024, we purchased and placed in service an additional 17 EVs, 21 plug-in hybrids and five job energy management system (JEMS) unit bucket trucks,¹ increasing our total fleet electrification to 17%. We previously stated that, overall, we aim to find electric solutions for 100% of DLC light-duty vehicles, 25% of medium-duty vehicles, 30% of heavy-duty vehicles and 50% of forklifts by 2030. Due to shifting market conditions and lagging technological advancements, the makeup of how we achieve 30% fleet electrification by 2030 has shifted. This pivot is not unique to DLC and has affected organizations across all industries. We have a close relationship with Edison Electric Institute, a utility membership organization, who keeps us apprised of this evolving landscape. In addition to this, we are executing our comprehensive strategy to install EV charging infrastructure to support our goal of a 30% electrified fleet by 2030.

- **SF₆ Strategy:** Continuing to advance our SF₆ management strategy, with focus areas including increased data visibility, reduced volatility and enhanced external collaboration. In 2024, a cross-functional internal team assessed how we could further reduce and responsibly manage SF₆ emissions, which produced a list of recommended actions to improve handling, implement digital data tracking and enhance maintenance of the gas. In 2024, we solidified an inventory tracking

procedure and improved handling of SF₆ gas storage.² Looking forward, we are piloting additional technologies to help us better identify gas leaks in real time.

There are many external factors that influence an organization’s carbon footprint, specifically those that are not controlled on site, such as Scope 2 and Scope 3 emissions. Examples of these factors include energy policy, the political landscape, energy security, generation makeup, etc. To learn more about how we appropriately manage these factors within the scope of our business, see the [Government Affairs](#) and [Infrastructure Reliability](#) sections of the report. Within our Scope 2 emissions reductions strategy, we do not account for greening of the grid, due to the ever-changing nature of this landscape, and instead rely on actions that DLC has a direct control over.

Scope 2 emissions reductions are primarily driven by:

- **Completing comprehensive energy audits at occupied facilities and implementing recommendations including LED lighting, HVAC improvements, weatherization, etc. In late 2024, we began ASHRAE Level 2 energy audits at all occupied facilities, which were completed in early 2025. The reports from the audits will provide recommendations for energy efficiencies that can be implemented in 2025 and beyond.**
- **Incorporating sustainable design into renovations and new facilities for both occupied facilities and substations.**

- **Driving desired behaviors through education and signage.**
- **Identifying additional solar generation opportunities at DLC facilities to offset internal consumption.**

In addition to our current GHG emissions target, we continue to assess our reduction target beyond 2027. This includes an internal cross-functional team that meets monthly to further evaluate the technologies and opportunities available to DLC and evaluation performed by a third party. DLC also acknowledges the importance of Scope 3 emissions, which are GHG emissions that are a consequence of the activities of our company but occur from sources not owned or directly controlled by DLC.

In 2023, we completed a screening of our Scope 3 emissions to identify relevant Scope 3 categories and priority areas. The screening revealed that the vast majority of DLC’s emissions are attributed to Scope 3, which come from the following categories:

- **Fuel and Energy Activities:** Emissions related to the production of fuels and energy purchased and consumed by DLC (i.e., energy consumed by our customers).
- **Capital Goods:** Upstream emissions from the production of capital goods purchased or acquired by DLC.
- **Purchased Goods and Services:** Upstream emissions from the production of products purchased or acquired by DLC.

¹ Vehicles with JEMS reduce unnecessary engine idling by powering equipment through a lithium-ion battery unit installed in the vehicle.
² Regarding our SF₆ emissions, periodic and unexpected equipment failures can lead to volatility.



We plan to periodically reassess our Scope 3 emissions profile to ensure we are continuing to consider relevant opportunities and risks. Our current business strategy includes three primary conduits through which we are addressing Scope 3 emissions. These include:

1. Renewable and Distributed Energy: We’re investing in critical infrastructure and new technologies, along with facilitating renewable energy interconnection on the grid in ways that allow interested customers to access the benefits of these resources. We support state and local policies that pursue the advancement of renewable energy and DERs.

2. Beneficial Electrification: Enabling electrification where it improves customers’ energy costs, reduces energy use and improves environmental impacts. We do so by identifying ways to reduce the barriers our customers face regarding building electrification and serving as a trusted partner. We offer innovative products and services that optimize the use of our grid to advance electric transportation in our service territory.

3. Energy Efficiency: We strive to help our customers conserve energy and reduce demand while lowering their electricity costs. We are committed to lowering our customers’ energy usage through established energy efficiency programs, with a goal of reducing 348,126 MWh by May 31, 2026, in accordance with our approved PA PUC plan.

	2022	2023	2024
GHG EMISSIONS <i>(metric tonnes of CO₂e)</i>			
Scope 1 Emissions	11,480	11,263 ¹	8,009
Gasoline Consumption	2,235	2,123	2,170
Diesel Consumption	3,358	3,165	3,398
Natural Gas Consumption	1,235	1,161	1,211
SF ₆ Emissions	4,586	4,747	1,163
Refrigerant Emissions	67	67	67
Scope 2 Emissions ²			
Market-Based	14,158	13,854	13,924
Location-Based	13,134	12,852	12,916

	2022	2023	2024
DLC FLEET VEHICLE BREAKDOWN			
Type	Number of Units		
Full EV	12	20	37
Plug-In Hybrid	13	12	33
EV Forklift	7	7	7
JEMS	18	28	33
EV Total	50	67	110
DLC Total Fleet Vehicles	627	635	662
EV Fleet % ³	8%	11%	17%
EV Fleet % Target by 2030	30%	30%	30%

¹ In the 2023 ESG Report, DLC reported Scope 1 emissions totaling 9,321 metric tonnes of CO₂e and 2,805 metric tonnes CO₂e of SF₆. Through the implementation of a digital data tracking process, we discovered our SF₆ emissions were misstated in 2023. This resulted in the reported change in total Scope 1 emissions and SF₆ emissions that is shared here.

² Excludes the emissions generated as a result of line losses.

³ Vehicle classifications are targeted for EV replacement based on utilization, age/condition and availability of a suitable and cost-effective EV replacement.



RENEWABLE AND DISTRIBUTED ENERGY

DLC is playing a leading role in southwestern Pennsylvania’s transition to a clean energy future by investing in critical infrastructure and new technologies, along with facilitating renewable energy interconnection on the grid in ways that allow interested customers to access the benefits of these resources. Our Generation Interconnection team oversees and reviews customer-owned generation applications and the process to interconnect these resources to the grid in a safe way that abides by all applicable regulations, including PA PUC and PJM Interconnection (PJM) requirements. In 2024, they assisted with the interconnection of approximately 15.8 MW of net metered energy for our customers — largely residential solar. The team also assessed a record high number of interconnection applications in 2024, which represents the growing customer interest to access these resources.

We support state and local policies that pursue the advancement of fuel diversification, including renewable energy and DERs, as well as projects that expand access to these resources in an equitable way. Policy and community engagement, in addition to education, on these topics are managed by DLC’s Government Affairs and Energy Policy teams. Working closely with the entire organization, these teams ensure the impacts

to our customers and business are viewed in a holistic manner. To learn more about our policy positions on these topics, visit the [Government Affairs](#) section of the report.

Over the course of 2024, we strengthened our support for utility-scale renewable energy projects within our service territory. We worked closely with Beaver Falls Municipal Authority to upgrade existing technology at Townsend Dam — a utility-scale hydroelectric plant — by updating protection equipment which enhanced the safety and reliability of the dam. Our crews also helped relocate a nesting osprey by constructing a nesting pad away from critical electrical infrastructure. To learn more about this initiative, visit the [Biodiversity and Habitat](#) section of the report.

In an effort to further develop solar energy across our service territory, we received approval from the PA PUC to expand an existing solar field at the Pittsburgh International Airport in partnership with the Allegheny County Airport Authority and IMG Solar LLC. We signed a long-term power purchase agreement with PG Solar LLC, a subsidiary of IMG Solar, to purchase 100% of the total energy output of a new 4.7 MW solar facility, which is expected to be in service by mid-2027. The solar renewable energy credits generated from the facility will be



put towards our Alternative Energy Portfolio Standards solar obligation for customers who use DLC as their default supplier.¹ This effort will boost local energy production and economic development while enabling DLC to further meet requirements under Pennsylvania’s Alternative Energy Portfolio Standards.

In addition to enabling renewable energy growth, we increased focus on educating stakeholders on the solar installation process and how to effectively work with our Generation Interconnection team. During 2024, the team hosted three solar forums with each focusing on a different stakeholder segment: customers, large solar installers and residential solar installers.

In 2024, we began analyzing for a future Distributed Energy Resource Management System (DERMS). DERMS is a system that allows a utility to manage edge-of-grid devices that have the potential to create two-way power flow and provide other grid services. Such devices include solar, wind, battery, EVs, smart water heaters and building management systems. Although an implementation date has not been determined for the system-wide roll out, a pilot project has begun to understand DERMS functionality and interaction with specific devices. To complement this work, we began building a grid modernization lab, which will help enable these capabilities in the future. DERMS will enable greater levels of DER on the grid while maintaining safe and reliable operations.

Our long-term objectives as they relate to renewable and distributed energy are to support policies and projects that expand renewable energy in Pennsylvania in an equitable way. We will look to increase opportunities for participation in renewable energy markets for those who have faced barriers in the past (e.g., low income, renters, etc.), while ensuring that the advantages and costs are shared equitably. In 2024, we began the process of researching possible new portal solutions to support our customers participation in the wholesale solar market, enabled by [FERC Order 2222](#), and this work will continue in 2025. As we see more of our customers leveraging the opportunity to access renewable and distributed energy technologies, we must increase resources (e.g., staffing, educational tools, IT systems, etc.), modernize grid capabilities and improve the customer-facing process to meet their needs as the technology evolves.

¹ [The Alternative Energy Portfolio Standards \(AEPS\) Act of 2004](#) requires that electric distribution companies and electric generation suppliers include a specific percentage of electricity from alternative resources in the generation that they sell to Pennsylvania customers, including 0.5% of solar generated in Pennsylvania.



BENEFICIAL ELECTRIFICATION

DLC is committed to advancing strategies that lead our region’s transition to a clean energy future for all. Beneficial electrification, a critical pathway toward a decarbonized future, has the potential to benefit customers, the environment and the economy. As Pittsburgh’s local electric utility, we are uniquely positioned to enable this transition. By better understanding local opportunities, impacts and barriers, we can support our customers, aid in building a capable workforce and enabling a reliable grid.

Building Electrification

The beneficial electrification of building energy end uses — such as space heating and cooling, water heating and cooking — has potential to help our customers save energy and money while providing economic opportunity for the region. As our customers continue to increasingly rely on the grid through building electrification, it is essential that we do not lose sight of our foundational purpose to provide safe, reliable and resilient electric service at an affordable price. When it comes to electrification, we strive to optimize the value of the grid by serving as a thought leader and trusted energy partner in regional collaboration efforts with businesses, governments and institutions.

Throughout 2024, we engaged with local stakeholder networks to increase awareness about building electrification opportunities and barriers in the region, while connecting them to educational resources at local events and panel discussions.

Notably, we participated in an initiative announced by the City of Pittsburgh on Earth Day 2024 — Energize Pittsburgh — to help low-income customers reduce energy bills and improve the comfort and air quality in their homes, while decreasing the region’s carbon footprint and stimulating economic growth. The program brought together a consortium of partners united in reducing our region’s energy burden with the intention to leverage incentives from the Inflation Reduction Act (IRA) to advance energy efficiency and implement electrification over the coming years.



To further our impact, we successfully advocated with the PA PUC to create the state’s first building electrification programming in our most recent distribution rate case. The programming, which is slated to launch in 2025, will include awareness, education and engagement in building electrification programming, in addition to funding that supports a workforce development partnership to increase skills and opportunities in this space. To learn more about the distribution rate case outcomes, see the [Infrastructure Reliability](#) section of the report.

In addition to supporting our customers’ access to electrification, we are also evaluating opportunities to continue reducing DLC’s impacts on a changing climate. In 2024, we initiated work on ASHRAE Level 2 energy audits in all DLC-occupied facilities. These audits, which were completed in early 2025, examined energy efficiency opportunities for our occupied facilities and assessed where electrification in DLC facilities will help to reduce operating costs.

Transportation Electrification

DLC works to empower all customers to experience the benefits of electric mobility. We serve as a trusted partner by offering innovative products and services that optimize the use of our grid to advance electric transportation in our service territory. Through our efforts, we can support customers as they install EV charging infrastructure and transition to an electric fleet, while also identifying the growing number of funding opportunities that are available to them.

The region surpassed 16,000 registered EVs by the end of 2024 — a more than 565% climb from roughly 5 years ago. By 2030, DLC customers who drive EVs are projected to collectively save more than 137,000 metric tonnes of CO₂e per year and save more than \$136 million annually on fuel and maintenance.

Transportation Electrification Programs

Awareness, Education and Engagement

We continue to educate our customers about the benefits of electric mobility through strategic outreach and partnerships, and in 2024, we were proud to sponsor the Pittsburgh International Auto Show for the third consecutive year. In total, more than 52,500 people attended the show and more than 2,000 people participated in the indoor EV test rides sponsored by DLC.

In 2024, we also sponsored the POGOH’S End of Summer Roll Up — highlighting electric assist bicycles; hosted educational events and webinars with a focus of reaching communities across our service territory;

and continued offering customer tools, including our comprehensive online [EV guide](#) for residential customers. Additionally, DLC identified and engaged with approximately 20% of our EV-driving customers through 2024 by offering them a one-time \$50 incentive for registering in our EV Registration Incentive Program. By the end of 2024, we identified nearly 3,000 EV-driving DLC customers through this program. Gaining insight into where EV drivers in our service territory are located can help us better manage grid assets and infrastructure planning.

Time-Of-Use Rate

We continued offering our EV time-of-use rate, which launched in June 2021. This is an electricity supply rate for residential customers who drive electric, as well as small and medium commercial customers that have an EV in their fleet or host EV charging. When compared to DLC’s standard default service rate, the time-of-use rate offers customers a reduced electricity supply rate during off-peak times, such as overnight, and a higher electricity supply rate during peak times, such as in the afternoon. This encourages EV charging and other electricity consumption during off-peak times. In 2024, DLC enrolled more than 500 customers into the rate, resulting in aggregate electricity supply savings for customers and reduction in electricity usage during peak times. In total, more than 1,500 customers have cumulatively enrolled in the time-of-use rate from June 2021 to the end of 2024.

Electric Fleet Advisory Service

Through DLC’s Electric Fleet Advisory Service, we have worked on fleet analyses with commercial customers, representing a diverse set of industries that includes nonprofits, schools, universities, municipalities and religious organizations. Twelve of these analyses were completed in 2024, resulting in the assessment of 1,179 vehicles — 650 of which were recommended for electrification. By converting those vehicles to electric, participating commercial customers would see an estimated savings of more than \$23 million, while reducing GHG emissions by more than 88,000 metric tonnes over the life of the vehicles.

Community and Fleet Charging Programs

Through our Community and Fleet Charging programs, DLC installs and covers the cost to install electrical infrastructure between the electric grid and charging stations for commercial customers at qualified public, workplace, multi-family and fleet operator sites. In total, 16 projects were energized in 2024, including installations at workplaces, multi-family properties, municipal fleet sites, school districts, municipal parking lots and more.



Notably in 2024, we entered into an agreement with school bus operator, First Student, to construct the EV charging make-ready to support 16 electric buses serving the Pittsburgh Public School District. This project marks the first deployment of electric buses in the district and expands equitable access to electric mobility in our service territory.

Moving forward, we'll continue to enable the grid infrastructure that will support a minimum of 50,000 EVs in the Pittsburgh region by 2030.¹ Through the Community, Fleet and Transit Charging Program, we installed make-ready infrastructure to support 319 charging ports from 2022 to 2024, accounting for an achievement of more than 90% of our 350-port program goal. This program will continue to expand in 2025 as approved in the 2024 distribution rate case.

Load Management

As we continue our pursuit of a larger-than-light, clean energy future for all, DLC has taken the first step in outlining our load management roadmap as part of our broader grid modernization efforts. With input from external partners, including state agencies and environmental stakeholders, DLC's Load Management Plan was approved by the PA PUC in 2024 and aims to effectively balance supply and demand for electricity to enable more efficient use of existing grid resources, resulting in customer affordability and savings for the company. Overall, load management will impact the following:

- **Inform programs and offerings that empower customers to have enhanced control and insight into their energy usage.**
- **Mitigate infrastructure and operating costs, which are ultimately passed onto customers.**
- **Shift electricity use to times when clean energy is most available.**

The Load Management Plan helped to recently inform pilots that were included in our most recent distribution rate case, which will formally launch in 2025. We will expand upon our existing offerings and add new pilot initiatives, allowing for more customer choice and the opportunity to engage with their energy usage, reduce strain on the grid and lower energy bills. To learn more about the distribution rate case outcomes, see the [Infrastructure Reliability](#) section of the report.

¹ Long-term target is based on the Electric Power Research Institute (EPRI) EV adoption projections. The most recent EPRI projections as of August 2024 indicate a medium scenario of 79,000 EVs will be adopted in our service territory by 2030. This figure includes approximately 77,500 light-duty vehicles and 1,500 medium- and heavy-duty vehicles, which would account for approximately 10% of light-duty fleet vehicles in our service territory and displace the need for more than 25 million gallons of gasoline annually. *EPRI EV adoption projections are published annually.*



FEATURE STORY

Electrify Allegheny

DLC's service territory is home to 150 municipalities, representing a diverse network of small, local governments who face a variety of challenges — from resources to administrative burden — in exploring electric mobility options that would benefit their communities. By working with local partners, our Transportation Electrification team pursued an opportunity to pool resources and educate these communities on the available EV programming provided by DLC and at the state and federal level.

The DLC team launched the Electrify Allegheny initiative in partnership with the Congress of Neighboring Communities (CONNECT) and Pittsburgh Regional Clean Cities. Through this initiative, a cohort of municipal governments and nonprofits had access to free advisory services where the DLC team assisted with grant applications and offered the services provided within DLC's transportation electrification programs. A combination of 18 municipalities and nonprofits participated in the inaugural 2024 cohort, representing a potential 130 charging station ports across 40 sites and 84 fleet vehicles recommended for conversion to electric.

ENERGY EFFICIENCY

DLC’s energy efficiency programs help customers conserve energy and reduce demand while lowering their electricity costs. We invite residential, commercial and industrial customers to take advantage of a wide range of energy efficiency and conservation measures. By participating in these programs, customers learn about ways to conserve energy, save money and other opportunities to reduce their overall impact on the environment through load reduction. Through DLC’s energy efficiency programs, customers are encouraged to invest in and implement products and home improvements that can increase their homes’ safety, efficiency and comfort.

We are committed to lowering our customers’ energy usage through established energy efficiency programs, with a goal of reducing 348,126 MWh by May 31, 2026, in accordance with our approved PA PUC plan.¹ Additionally, within the PA PUC plan, DLC will deploy customer energy efficiency projects to reduce demand and enable 62 MW by May 31, 2026. When conducting efforts that help achieve this goal, we know it is important to ensure our customers who need it most have access to resources that help reduce their energy burden, and we strive to encourage participation in income-qualifying programs that increase comfort in the home and make bills more manageable.

In 2024, we enabled customers to participate in programs that helped them reduce 75,228 MWh across all customer segments according to Act 129 PA PUC Guidelines. These measures led to a reduction of 66,304 metric tonnes of CO₂e, which is equivalent to GHG emissions from 15,466 gas-powered passenger vehicles driven for one year or 168,847,582 miles.²

¹ Act 129 programs are subject to the Pennsylvania Public Utility Commission’s (PA PUC) jurisdiction as mandated by Act 129 of 2008 (HB 2200). Currently, DLC is in Phase IV, which is a five-year term ending on May 31, 2026. These programs are funded through a non-bypassable surcharge and are designed and available for all customers, residential and nonresidential.

²Source: [U.S. EPA Greenhouse Gas Equivalencies Calculator](#) as of 1/14/2025.

³This work was supported by DLC’s ACT 129 programs and Smart Comfort Program.

⁴DLC’s Smart Comfort Program is a part of Pennsylvania’s Low-Income Usage Reduction Program (LIURP), which is a conservation and weatherization program that helps customers reduce consumption and make their homes more comfortable. Weatherization measures include refrigerator replacement, lighting, insulation/weatherstripping, electric water heaters and air conditioning replacement.

To accomplish these customer savings, we:

- ▶ Installed 35 high-efficiency electric heat pumps for low-income customers using costly inefficient electric heat or delivered fuels to heat their home, such as oil and propane, saving the customer an average of more than 6,500 kWh annually.³
- ▶ Participated and/or sponsored more than 72 in-person community events, distributing more than 9,200 energy-efficient products.
- ▶ Enabled 66,876 customers to participate in non-behavioral energy efficiency programs.
- ▶ Issued more than 250,000 weekly energy usage emails that provide conservation tips and insights for residential customers. This includes 40,000 income eligible customers who receive weekly energy emails.
- ▶ Exceeded our Smart Comfort Program goal of 3,100 visits, conducting 3,156 visits.⁴
- ▶ Strengthened partnerships with local gas companies to complete 274 joint audits for income-eligible customers.
- ▶ Targeted community outreach partners that were identified in our outreach plan to provide education to the staff and community members on the DLC customer programs.
- ▶ Distributed 20,879 new customer kits, including conservation items, to welcome all first time DLC customers.

Looking ahead, we are focused on creating meaningful community partnerships to support clean energy workforce development initiatives with a focus on uplifting small businesses. Pittsburgh Gateways (PGC) — a nonprofit economic development organization committed to identifying ways to improve economic opportunity for our local community — is partnering with a local technology college to bring a Clean Energy Center to Pittsburgh. The training facility will deliver a comprehensive building science training program to the Pittsburgh area’s current and future workforce. DLC plans to partner with PGC through the building process and beyond, with the hope that the training center will create more qualified local businesses who we can partner with on our energy efficiency programs.



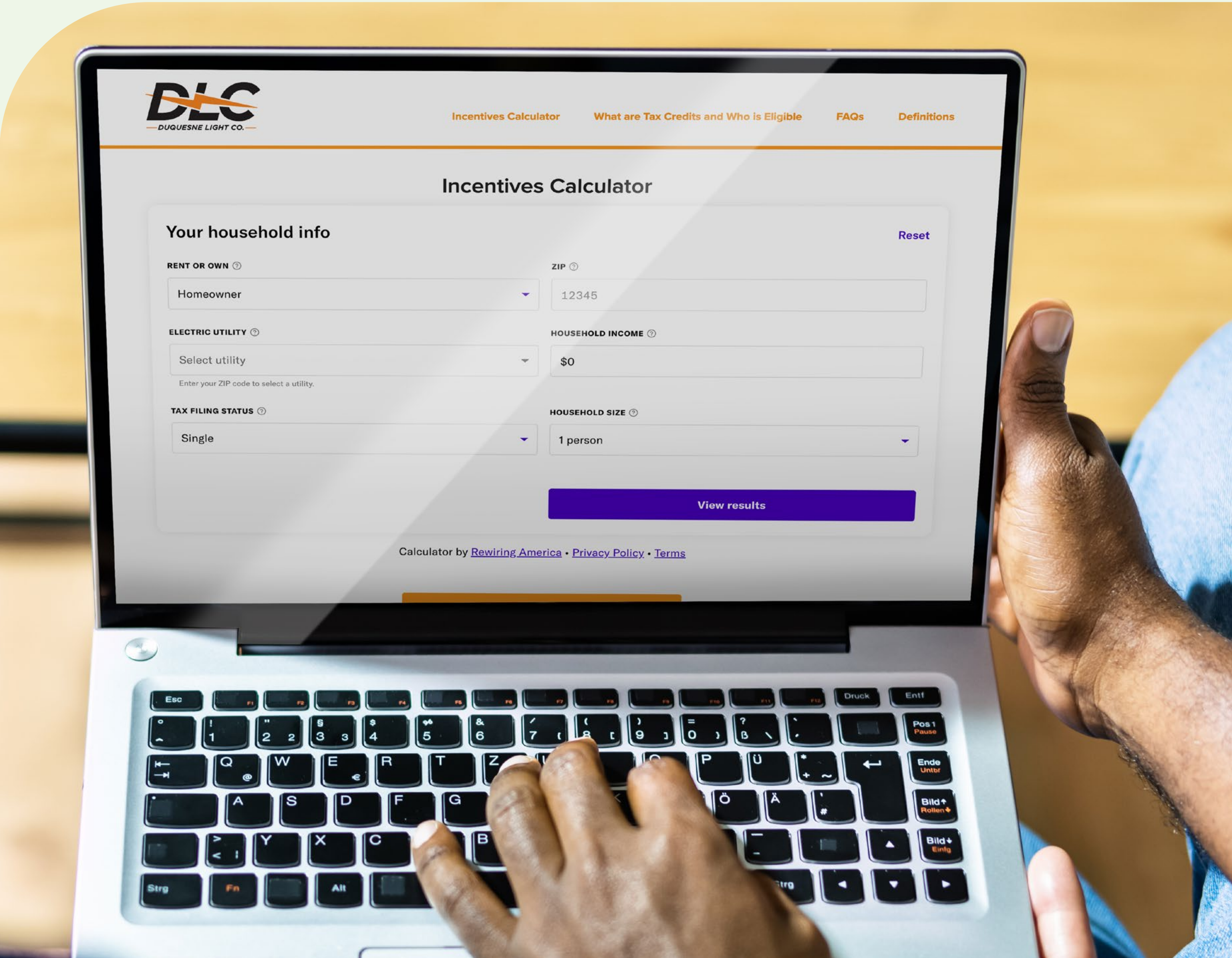
FEATURE STORY

Reducing the Cost of Energy Efficiency Upgrades

The Inflation Reduction Act of 2022 (IRA) provides a historic investment in measures that reduce the impacts of climate change, including energy efficiency, weatherization and electrification technologies. This is meant to reduce the costs to customers who adopt these technologies. In addition to DLC’s energy efficiency programs, we aim to connect our customers to the available funding that will amplify the adoptions of these measures, especially for low- to moderate-income customers, and in 2023, we developed a comprehensive website that educates customers on federal tax credits available under the IRA.

In 2024, we made significant enhancements to the site to provide a better user experience. We worked with [Rewiring America](#) to add a personalized calculator where customers can learn about tax credits, incentives and rebates are available to them from the IRA, DLC and state-led programs based on their demographic information. Customers enter their household information, such as zip code, electric utility, household income, tax filing status, household size and if they are a homeowner or renter, and the calculator provides a list of available resources that they may qualify for. By stacking available dollars from various programs, these investments can go further and maximize benefits for safer, reliable and more efficient electric products in their homes.

To learn more, visit www.dlc-ira.com.



RESOURCE MANAGEMENT

To successfully serve our customers, we also have an obligation to responsibly manage the environment that we operate in. DLC has a long history of demonstrating responsible resource management practices, and this legacy has influenced our current programs to ensure we remain committed to making responsible decisions that impact our environment, community and customers.

Water Treatment Programs

We monitor and comply with water treatment standards at our legacy sites, which are properties in the DLC real estate portfolio tied to the utility’s retired generation facilities that were active before deregulation in Pennsylvania. At these properties, we have focused on long-term remediation, such as promoting biodiversity through the construction of a wetland or our investigation of using the land for sustainable timber harvesting.

We maintain a perpetual acid mine drainage treatment system for Warwick of legacy coal mines in Greene County, Pennsylvania, which is capable of processing more than five million gallons of water per day. From the 1930s until 2000, coal was mined at this site to power DLC’s electric-generating stations. Mining included operations in the Pittsburgh and Sewickley coal seams. Both the Pittsburgh and Sewickley seams outcrop along the Monongahela River, and the entrances were sealed upon closure of the mines. We continue to take steps to maintain the seals and prevent

surface discharges of mine water. This includes pumping mine water from the Pittsburgh seam, treating the water to stabilize the pH, removing iron and manganese and safely releasing the clean water to Whitely Creek, a tributary of the Monongahela River.

Once part of DLC’s fleet of generation facilities, the Cheswick Power Plant, located in Springdale Township, is now under different ownership, however, we maintain responsibility for maintenance of the former emergency ash pond. In 2024, we completed construction of a new passive wetland treatment system at the Cheswick fly ash pond site. The wetland naturally treats the discharge from this area by using Pennsylvania-native plant species to remove water-based constituents associated with ash material before being discharged into a local stream. The wetland has been treating on average about 4,400 gallons of water per day, which can change based on the amount of precipitation. Samples obtained from the discharge show constituents well below permit limits. Along with only a few other utilities, DLC is



	2022	2023	2024
WATER SUMMARY (1000 M³)			
Water Withdrawals	2,418.17	1,768.49	2,116.77
Water Consumption	11.51	10.85	12.25
Water Discharges	2,429.68	1,779.33	2,129.02





leading the way with this natural method of water treatment that supports the local environment through enhanced biodiversity and responsible water management.

In September 2024, we publicly unveiled the wetland in partnership with Springdale Township and local elected officials in celebration of restoring the former industrial site. Springdale Township and DLC plan to collaborate on repurposing the property for a state-of-the-art multi-township police station and other community and education facilities with sustainable design elements. These efforts aim to create an environmental, educational and recreational area that can attract families and promote economic development in the area. With support from organizations like Phipps Conservatory and the Heinz Endowment, the township is pursuing federal and state grants to further develop the site.



“We are excited about the potential this site holds for future environmentally focused development and education by Springdale Township,” said Rick Schwartz, president of the Springdale Township commissioners and a former DLC employee who worked at the Cheswick station. “This project symbolizes our community’s resilience and dedication to creating a sustainable future.”



Dielectric Fluid Spill Prevention

DLC uses dielectric fluid in certain types of equipment, such as transformers, transmission lines and breakers, as an arc-quenching medium to prevent catastrophic failures. The fluid is a non-toxic, clear liquid used to cool down and insulate the equipment. Fluid capacities triggering a regulatory threshold require us to maintain spill prevention, control and countermeasure (SPCC) plans, which contain operating procedures that assist in preventing fluid spills, discuss control measures installed to prevent a fluid spill from reaching navigable waters and describe countermeasures to contain, clean up and mitigate the effects of a fluid spill that may reach navigable waters. In accordance with U.S. Environmental Protection Agency regulations, SPCC plans are reviewed and evaluated at least once every five years. In addition, SPCC plans are updated within six months of any major change in the facility design, construction, operation or maintenance that materially affects the potential for a discharge. As we remain committed to safe, reliable and resilient electric service and environmental stewardship, we understand that proper maintenance of company owned and operated facilities is essential.

Fluid Spill Response Protocols in Action

While we continue to invest in innovative technologies and equipment to provide safe and reliable electric service for our customers, we also invest in proactive measures to protect the environment by maintaining a complement of emergency response equipment and contractors to swiftly contain and mitigate any spills that may occur. In late April 2024, a five-mile section of underground transmission line experienced a dielectric fluid leak that was quickly detected by top-of-the-line, sensitive monitoring equipment. DLC quickly responded and provided around-the-clock coverage with personnel and contractors to contain the leak until it could be located and repairs to the site were made. Our response plans prevented any discharge of dielectric fluid to the nearby Allegheny and Ohio Rivers by deploying prevention and mitigation tactics at sewer outfalls along the rivers. Dielectric fluid was detected at one outfall and was 100% contained.

We took proactive steps to keep the public, as well as our regulators and local governments, informed about the dielectric fluid leak during all steps of the process from locating the leak to response and restoration efforts. By sharing timely updates with the media and on our website, as well as consistent communications with our regulators, local government and water treatment authority, we ensured all parties were kept up to date as the situation developed over several days. We aim to serve our customers as a trusted energy partner in all circumstances. To learn more about DLC’s response to this incident, read the multiple updates shared on [our website available here](#).

	2022	2023	2024
OPERATIONAL WASTE SUMMARY <i>(in metric tonnes)</i>			
Hazardous Waste Generated	281	77	82
Non-Hazardous Waste Generated	336	1,950	1,164
Universal Waste Generated	17	9	7
PCB Waste Generated	7	14	9

Operational Waste

As part of our commitment to environmental stewardship, DLC maintains various programs to keep harmful chemicals out of municipal waste landfills. We are steadfast in ensuring that any soils moved from DLC projects adhere to the Pennsylvania DEP’s Management of Fill Policy. Our Universal Waste Program ensures the proper recycling of spent light bulbs containing mercury, spent rechargeable and lead-acid batteries and mercury-containing devices. In 2024, our operations generated 82 metric tonnes of hazardous waste, including items like asbestos and waste generated from vaults and maintenance holes. Additionally, 1,164 metric tonnes of non-hazardous waste were generated, such as non-hazardous soils. Other waste includes polychlorinated biphenyls (PCBs), which were banned in 1979 by the Environmental Protection Agency. As we replace company equipment, anything that may contain PCBs is properly classified and disposed of or recycled by approved suppliers.

Waste Management and Recycling

DLC has continued to expand and refine our recycling and reclamation programs to further our positive impact with many of our 2023 pilot efforts growing in 2024. These initiatives involve comprehensive waste management practices aimed at minimizing the environmental impact of our operations. By segregating and recycling our materials, we aim to reduce the amount of waste destined for landfills. In 2024, we’ve recovered over 2.8 million pounds of metal and recycled 80,318 gallons of oil.

To combat supply chain challenges, reduce costs and save resources, in 2024, we reconditioned 236 pole mounted transformers for reuse in the field. Transformers that were able to be reconditioned and continue to provide reliable service were sanded, repainted and repaired for service. These efforts helped improve our pole mounted transformer inventory, which is especially useful in instances where crews have to perform unplanned work across our service territory, such as storms.



In 2023, our Investment Recovery team contracted with an external trash compacting vendor to assist with decreasing our waste haul activity. During 2023, this project helped lower costs by reducing our management of overflow trash and keeping our workforce safe by preventing the overflow trash in our dumpsters. In 2024, we expanded this pilot to all five of our service center locations. The vendor utilizes a three-ton drum and a hydraulic arm to compact trash directly in the dumpsters located at our facilities, effectively crushing anything from cardboard, mixed trash, organic debris, pallets and more. The drum is also equipped with a guard, which prevents any damage to our dumpsters. Research from our third-party vendor estimates that a typical dumpster haul can contain up to 80% air and only 20% is occupied by waste. By decreasing this ratio, we’re reducing our cost of dumpster hauling in addition to the emissions associated with each haul. By expanding this program during 2024, we were able to achieve approximately 74% savings on our total waste management bill when compared to 2023, and these savings are ultimately passed onto our customers.

In addition to examining how we dispose of trash, we took steps to increase our impact on electronic waste (e-waste) recycling. We currently collaborate with a Pittsburgh-based computer and electronics recycling business that offers safe and expert e-waste recycling and data destruction services for industries and consumers. The vendor is dedicated to properly disposing, refurbishing and refining electronic elements and holds the following certifications: [ISO 14001](#), [R2 v3](#) and [Recycling Industry Operating Standard](#). These certifications represent the highest standards of e-waste disposal and recycling, ensuring the process is conducted in a sustainable manner and in compliance with legal requirements, which are described further in the [Glossary](#).

	2022	2023	2024
RECYCLING EFFORTS			
Scrap Metals (in pounds)			
Aluminum	1,212,746	662,123	591,008
Brass	1,667	461	515
Copper	684,333	516,335	340,902
Steel	2,488,834	2,428,580	1,921,700
Total Scrap Metal	4,387,580	3,607,499	2,854,125
Oil (in gallons)	109,385	81,734	80,318
Antifreeze (in gallons)	N/A	4,356	757

By building upon the program that we started in 2023, we more than tripled our recovery of e-waste materials in 2024, totaling 810,000 pounds recycled at DLC facilities. Prior to the launch of this partnership, e-waste disposal cost the company more than \$10,000 annually. Through enhanced collaboration and continuous improvement efforts, we were able to eliminate this cost and bring in more than \$19,000 in revenue during 2024. DLC continues to showcase that economic success and environmental stewardship go hand in hand, setting a precedent for sustainable business practices in the industry.

In 2024, DLC’s Facilities team launched a pilot program for a new office-based recycling effort at one of our largest employee-based office locations, focused on educating employees about the different recycling streams to avoid cross-contamination. This effort is initially focused on paper, cardboard, plastic and aluminum with the hope that we can expand this to other locations in the future.

FEATURE STORY

Giving Office Furniture a Second Life

In 2024, we partnered with local nonprofits and schools to reduce our waste footprint while helping organizations in need. As a top employer in the Pittsburgh region, we periodically update our workspaces to accommodate the needs of a changing workforce. Over the years, we have accumulated a stockpile of unused office furniture and supplies that we store for potential future use. Our Investment Recovery team led an effort this year to donate office furniture, such as desks, tables, cubicles, filing cabinets, shelves and chairs, to local nonprofits and schools that were able to use it in their facilities. We donated four truckloads of supplies to three organizations in the Pittsburgh region. These supplies were used to upgrade heavily used furniture with items in good condition, and in 2025, we are looking for additional organizations in need to further the impact of these donations.



INFRASTRUCTURE RELIABILITY

Delivering reliable electricity is the core of our business, and resilient infrastructure is critical in providing this essential service. We are constantly maintaining and upgrading the grid to ensure we are delivering on our customers’ ever-evolving needs, and the company is investing a minimum of \$1.9 billion in transmission and distribution infrastructure from 2023 to 2027, contributing to increased reliability and fewer outages. In the transition to a clean energy future for all, grid modernization becomes even more critical due to the impact it will have on our ability to deliver equitable solutions that mitigate changing climate and adapt to the impacts.

DLC monitors and studies its transmission and distribution systems continuously to identify any stressors that can pose reliability risks. Additionally, we make investments in the system to maintain and improve reliability that are prioritized based on need. These needs are determined through a combination of factors, including but not limited to reliability indices, planning studies and periodic inspections. In 2025, we will be evaluating the possibility of adding solutions that integrate additional data into our analysis to help us prioritize projects, such as the long-term risks and impacts associated with a changing climate and socioeconomic data.

Reliability Performance

DLC’s reliability is measured using the industry-standard reliability performance index values — System Average Interruption Frequency Index (SAIFI), System Average Interruption Duration Index (SAIDI) and Customer Average Interruption Duration Index (CAIDI) — and our performance is reported to the PA PUC in quarterly and annual reports. We recognize the importance of reliability metrics and use them to evaluate the health of our infrastructure. Our reliability metrics are routinely best-in-class in the Commonwealth of Pennsylvania. For each reliability metric, DLC has historically delivered first or second quartile performance when compared with other large Pennsylvania electric distribution companies and utilities in neighboring states with at least 100,000 customers. Many of our customers who experience an outage are restored in less than five minutes. Considering this historical information, in 2024 DLC experienced nine storms, compared to six in 2023 and seven in 2022, which impacted our infrastructure reliability metric. All of this makes the \$466.7 million invested in transmission and distribution infrastructure even more critical.

Outage Management System

In June 2024, we launched the public-facing elements of a new Outage Management System (OMS). The system is a foundational piece of DLC’s ongoing efforts to modernize the electrical grid, significantly enhancing our outage restoration process and providing higher-quality service to customers. The new tool provides greater transparency and more real-time insight into outages across our service territory along with improved outage-related communications. Built on state-of-the-art geographic information system technology, it leverages numerous data points to create a highly connected map. This feature allows DLC to visually display many outages and updates simultaneously, identify the extent of an outage and efficiently dispatch crews while improving situational awareness for DLC’s Operations Center.

The new OMS allows us to provide enhanced customer communications by sending up to four proactive alerts via text, email or phone. Customers receive notifications when an outage is reported, when an outage is confirmed, when the estimated time of restoration (ETR) is determined and when power has been restored. The system can also send alerts when a known outage has been identified in the system, even if a customer does not report it themselves.

The most noteworthy feature of the OMS is a more interactive [customer-facing outage map](#). It includes the outage start date and time, crew status, number of active outages, weather updates and information on warming and cooling centers when activated. It also features localized ETRs for specific addresses as well as the cause of each outage.

	PA PUC BENCHMARK ¹	2022	2023	2024
INFRASTRUCTURE RELIABILITY METRICS				
SAIFI (interruptions/customer)	1.17	0.92	0.57	0.82
SAIDI (minutes)	126	134	63	127
CAIDI (minutes)	108	146	110	156

¹ The PA PUC Benchmarks were established based on an average of historic annual reliability performance from 1994-1998. It is intended to be an upper limit of consistent achievement but has built in latitude to allow a company to exceed them ‘occasionally and briefly.’ Additionally, although DLC did experience more favorable reliability performance in 2024, our historic performance reflects metrics similar to 2022. For further background on the PA PUC’s assessment of reliability, see the [Electric Service Reliability Report database](#).





“The OMS system is a monumental step forward for our business and, more importantly, our customers and communities,” said Kristy Stone, vice president and chief customer officer at DLC. “As a trusted energy provider and partner, we continue to find ways to strengthen service and improve customer experience. We’re proud to unveil this system as a more intuitive way for customers to gain real-time insight when they lose power. This technology gives us the ability to respond to outages more efficiently while ensuring that customers are properly notified throughout the restoration process.”



Grid Visibility Program

As technology evolves, the way customers use electricity is changing, which in turn affects how they interact with the grid. In 2024, DLC launched a pilot to increase our situational awareness at the edge of the grid to better understand customer usage. To accomplish this, we deployed 50 new analytics devices placed near customers’ electric meters. This technology will inform how DER resources, such as solar and EV chargers, interact with the grid and predict load on a particular transformer to inform capacity needs. When we better understand customers’ behaviors, we can build programs and rates that support their needs as well as more efficiently plan future capital projects with a focus on reliability.

DLC was awarded \$19.7 million from DOE’s Grid Resilience and Innovation Partnerships grant in 2023, and DLC plans to expand this pilot across our service territory from 2026 to 2029.

Beneficial Electrification Enablement

As customers increasingly rely on electricity, there is a need to have increased capacity and reliability for our grid to support the adoption of beneficial electrification and DERs. To that end, DLC is pursuing an extensive 4kV to 23kV distribution line conversion program. We will fund the project by investing \$164 million from 2025-2030 and will explore opportunities for additional funding through federal grants as they become available.

23kV distribution lines have fewer line losses since they have higher voltage and fewer transformers. A system based on 23kV allows for easier regulation of voltage, and along with the additional capacity, enables our customers to connect more DERs to circuits. We also expect that our reliability can be improved since we’ll have more intelligent and remotely controlled protective devices that allow us to reroute power.



Approved Distribution Rate Case

In November 2024, the PA PUC approved DLC’s settlement petition to increase distribution rates to support ongoing investments in service reliability and electric grid modernization projects, which went into effect at the end of December. We committed to use the additional revenue to support essential investments required to continue delivering safe and reliable electric service while supporting the vibrancy, prosperity and competitiveness of the Pittsburgh region.

The rate increase will enable DLC to invest in several important areas, including:

- ▶ **Constructing a new substation in Pittsburgh’s Uptown neighborhood that will provide additional capacity, increased reliability, resiliency gains and electrical flexibility in how DLC serves the community.**

- ▶ **Helping customers make informed decisions about EVs and empowering them to experience the benefits of electric mobility through increased charging infrastructure as well as new incentives and rate structures.**
- ▶ **Investing in new outage-related programs and tools to enhance customer experience.**
- ▶ **Expanding programs and resources that support customers in need.**
- ▶ **Continuing the installation of modern streetlights that have advanced capabilities, including providing notifications that enable more efficient maintenance and repair.**
- ▶ **Supporting DLC’s comprehensive vegetation management program, which aims to prevent service interruptions by keeping vegetation away from electrical circuits and removing trees that are at risk of falling onto distribution lines.**

“The PA PUC’s approval of our settlement is a critical step forward in our efforts to improve reliability, continue modernizing the grid and lead our region’s transition to an equitable clean energy future,” said Kevin Walker, president and CEO of DLC. “Our main purpose is always to deliver safe, reliable and resilient electricity to our region, which is more important now than ever before as the energy market evolves and our area experiences more extreme weather. These investments are necessary to ensure that the grid is prepared to meet current and future demands while balancing affordability for our customers.”



FEATURE STORY

New Distribution Line Sensors Offer Real-Time Data

During 2024, DLC installed more than 300 new sensors on several DLC circuits, which help identify and locate faults — including those caused by grid equipment failure, downed lines or vegetation contact — and will help reduce outages in real-time. The new system, known as Gridware, will also help expedite repair outages by dispatching crews to the exact location of an issue, track the wear and tear on the physical assets and prioritize maintenance schedules.

DLC’s Advanced Grid Solutions team — in partnership with the Distribution Planning team — first investigated the Gridware technology to learn more and then identified the best locations for a three-circuit pilot project. From there, the location of the initial implementation targeted the worst performing circuits on the grid. In September, DLC line crews successfully installed the new sensors on several circuits.

Modernizing the grid is a process of increasing visibility, reliability and resiliency while reducing costs. The identification of the precise location of a failure via sensors is extremely valuable to DLC’s Operations Center and field crews because it minimizes the restoration process while providing better reliability. Also, switch operations can be more quickly identified when the Operations Center reroutes power to customers who aren’t directly impacted by a failure but are downstream of it and without power. This provides better operational flexibility and resiliency.

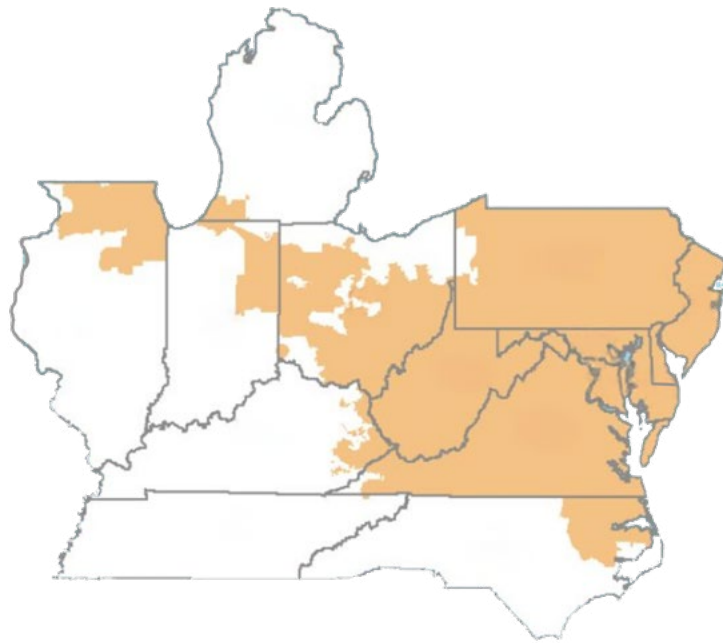
ENERGY SECURITY

In order to achieve a stable electricity system, it is incredibly important to strike a balance between the provision of safe, reliable and affordable electricity today and an energy transition increasingly fueled by clean generation sources. Pennsylvania is the top electricity exporter in the country; that means our customers rely on Pennsylvania’s resources but so do neighboring states — making Pennsylvania a key player in any proposed solutions.

Energy security is being challenged by the growing incidences of extreme weather; increasing electricity demand related to data centers and electrification; and the decline in generation in the PJM region. These incidences have led to heightened industry concerns regarding a potential gap in electricity supply and demand that could spell dire consequences for customers in our region as soon as 2030, such as spikes in electricity supply costs, reliability issues and security concerns. Due to the interconnected nature of the grid, it is critical that all stakeholders work together to combat these challenges.

Our role is to enable the region’s energy security and equitable transition by putting our customers’ needs at the forefront of industry deliberation and ultimately the solutions that are pursued. We do so by advocating on customers’ behalf with industry stakeholders to ensure that our region’s clean energy future is achieved through a balanced focus on providing safe, reliable service at an

affordable rate. With electricity demand expected to outpace supply by 2030 in the PJM region, an area of the grid which DLC operates in, it’s more important than ever that customers’ needs are considered first.



Among other necessary market reforms, we have encouraged active exploration of the following opportunities to serve our customers, while also maximizing Pennsylvania’s energy leadership:

- 1. **Make sure we are all working from the same set of market facts regarding Pennsylvania’s position in terms of electricity supply and demand based on an independent integrated resources assessment from the PA PUC.**
- 2. **Explore whether to incentivize new electricity power plants through competitively bid, long-term contracts between independent power producers and electric distribution companies.**



- 3. **Maximize Pennsylvania’s energy economy with state expedited permitting and market signals to retain existing generation, as well as repower and build new generation assets in the state with the aim to meet both local and out-of-state energy needs.**

The need to balance reliability, cost and environmental impacts is critical. We can do all

three, but our first obligation is to provide the essential service that we all depend on, and our top concern is for our customers. The time for action is now to ensure long-term energy security for the PJM region. We will continue to work on customers’ behalf to strengthen the energy supply chain that powers our lives.



BIODIVERSITY AND HABITAT

We have a responsibility to manage the impact of vegetation on our infrastructure to provide the safe and reliable service our customers expect. Our right-of-way maintenance program applies best-management practices and technological advances from both the arboricultural and utility vegetation management industries.

By proactively employing industry best practices for vegetation management along our more than 6,500 miles of overhead power lines, we aim to reduce interference with our electric grid to keep power flowing for our customers. During our annual maintenance program in 2024, we inspected and maintained 1,301 miles of distribution lines and 167 miles of transmission lines using proactive vegetation management practices.

We encourage utility-compatible vegetation through integrated vegetation management, which involves promoting desirable, stable and low-growing plant communities through environmentally sound and cost-effective control methods that resist invasion from tall-growing tree species. Management techniques include a combination of chemical, biological, cultural, mechanical and/or manual treatments. DLC

performs selective herbicide applications and manual/mechanical removal of noncompatible woody species along our infrastructure. Within transmission line corridors, we implement the wire zone-border zone method to promote healthy ecosystems.

We are proud to be a Tree Line USA award recipient for our vegetation management efforts. DLC’s vegetation management program has been recognized nationally for 23 years by the Arbor Day Foundation and the National Association of State Foresters as a leader in the promotion of pruning and vegetation management best practice, training of line clearance crews and tree advocacy in both the community and in public education.¹

DLC Vegetation Management Employee Credentials

DLC’s vegetation management team members acquire and maintain industry credentials in support of a utility vegetation management program, which is recognized as best-in-class and promotes industry best practices and professionalism. DLC vegetation management

team members are expected to earn the following credentials:

- **Pennsylvania Pesticide Applicators License**
- **International Society of Arboriculture Certified Arborist**
- **ISA Certified Arborist Utility Specialist**
- **ISA Tree Risk Assessment Qualification**

Through these credentials, the DLC vegetation management team and its line clearance qualified tree professionals partner with communities to educate customers on the needs of an electric utility vegetation management program and professionally manage rights-of-way to enhance native biodiversity and habitat. The promotion of low-growing native shrubs in those areas minimizes the need to remove larger trees from near equipment and improves public perception.

Customer Centric Vegetation Management Programs

During DLC’s annual vegetation management maintenance cycle and infrastructure upgrades, trees are regularly pruned and removed to provide

clearance for critical electric infrastructure. This maintenance practice provides the required distance between vegetation and electrical wires for the safe and reliable operation of the grid. We are committed to serving as a trusted energy partner for our customers and have taken steps to improve our customers’ experience when trees must be removed from their property or pruned.

DLC offers tree vouchers to promote the “right tree, right place” planting practices. In instances where DLC needs to remove a non-utility compatible tree species from a customer’s property, they may qualify for the tree voucher program. Qualifying customers receive tree vouchers, which can be redeemed at local participating nurseries, and in 2024, we issued 377 tree vouchers to customers. The experts at the participating nurseries help advise the customers on the safest place to plant the vegetation to enhance their landscaping without interfering with DLC infrastructure, ensuring the reliability of our electric grid.

In 2024, we provided additional customer support during the tree removal and pruning process by enhancing communications and offering new services. Customers receive advance notice prior to DLC or our contractors performing vegetation management on their property, but there was often a lag between the notice and the time

¹ The 2023 ESG Report stated that DLC received the Tree Line USA award for 23 consecutive years. Through further examination, we have determined that 2023 marked 22 years of receiving the award and 2024 marked 23 years.



the work was performed. To bridge this gap, we took steps to share accurate information with customers more frequently. We adjusted the customer notification process to provide more regular updates on when customers can expect the work to be done and enhanced the information [available on our website](#). Additionally, after a tree is pruned or removed, sometimes a portion of the wood is left behind on the customer’s property. Although this is a common practice in the industry, we provided solutions for customers who did not have a need for the wood. In 2024, we launched the [Referral Network Program](#), which connects customers to vetted professionals who offer wood removal services. By filling out a form, customers can request a quote for their project and receive information on trusted service providers. The Referral Network Program includes additional services, which are described further in the [Innovation](#) section of the report.

Community Partnerships

A healthy tree canopy plays a big role in promoting healthy ecosystems in the communities we serve. By engaging in meaningful partnerships with environmental nonprofits, we are able to employ best in class vegetation management practices while also enhancing local ecosystems. In 2024, DLC strengthened our long-standing relationship with the Pittsburgh Parks Conservancy (PPC)

to bring innovative, data-driven ecological restoration to Hays Woods Park, which DLC’s transmission lines run through. This first-of-its-kind collaboration will use bird banding data to guide sustainable planting efforts within the utility rights-of-way, enhancing habitats and supporting migratory bird populations in Pittsburgh’s newest and second-largest urban park. The park is a vital stopover destination for migratory birds, adding to its ecological significance.

DLC’s involvement in Hays Woods Park dates to the early 2000s when we played a crucial role in protecting this urban wilderness from development. Our ongoing investment will enable the PPC and Bird Lab to conduct site assessments, collect native seeds for propagation, remove non-native invasive species from targeted areas and educate the public about the importance of conservation. In 2024, Bird Lab collected data from 750 birds representing 78 different species. Additionally, our employees volunteered 50 hours in Hays Woods Park, removing 11 types of invasive species and planting native vegetation, including 26 native trees/shrubs and 190 native plants. This work helped improve 2 acres of habitat in the park. Our partnership with PPC represents a holistic approach to community engagement where our support not only benefits the safe, reliable and resilient distribution of electricity, but also creates a recreation asset for our customers and bolsters the biodiversity of local ecosystems.

FEATURE STORY

Protecting Local Osprey

In August 2024, DLC crews learned of a local osprey building a nest on transformer equipment at Townsend Dam in New Brighton. Our teams worked quickly to resolve the issue while keeping the birds, the public and the equipment safe.

DLC partnered with Erie Bird Observatory, a local nonprofit dedicated to avian research and conservation, to erect the second DLC osprey nesting platform in the Pittsburgh region with the help of crews from our Raccoon Service Center. DLC made a \$2,500 grant to Erie Bird Observatory for their help with this project.

As of the publication of the report, the osprey successfully transferred to the new nesting platform.



Andy Berchin, environmental health and safety specialist at DLC, called the project “a true demonstration of bringing our values to life in the work we do. The grid intersects with the local environment in many ways, and we want to make sure we are protecting the surrounding land and wildlife while also providing safe and reliable electricity to our customers.”

COMMUNITY DISASTER PREPAREDNESS

As the frequency and intensity of severe weather events continue to escalate across the nation, DLC remains steadfast in its commitment to rapid and effective response. We strive for a “whole community” approach to emergency management, following all hazardous emergency operations plans to help advance safe, effective, efficient and timely disaster planning and response.

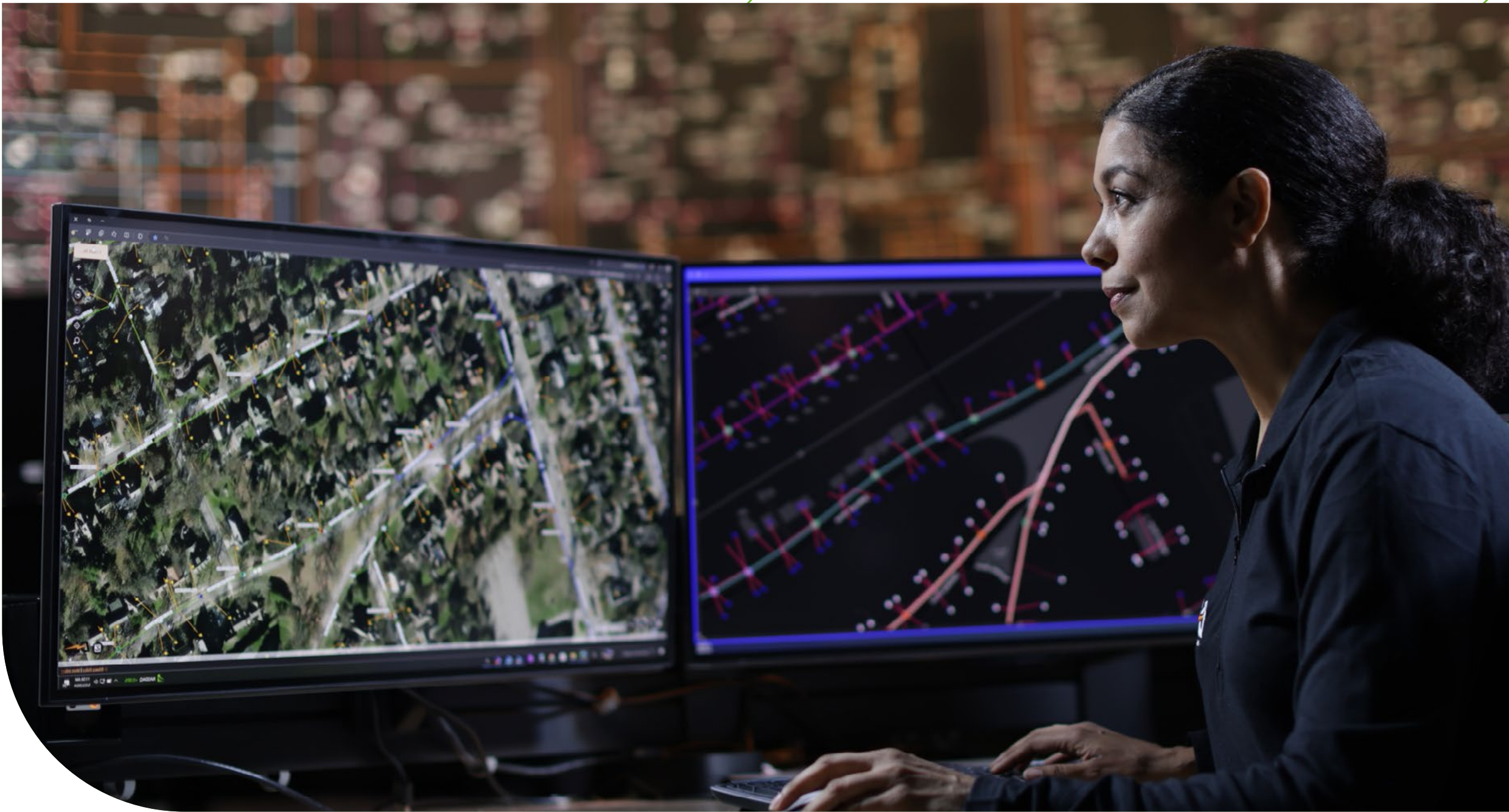
As defined by the Federal Emergency Management Agency, a “whole community” approach attempts to engage the full capacity of the private and nonprofit sectors, including businesses, faith-based and disability organizations and the general public, in conjunction with the participation of local, tribal, state, territorial and federal governmental partners. At DLC, we have created internal programs and policies that optimize our response to disasters, including Incident Management Team (IMT) governance, delegation of authority and our formal Emergency Management program.

In 2024, we developed a 10-year strategy for business continuity and emergency management. Although our plan is not formally accredited, we look to build programs following industry best practices, such as [ISO 22301:2019](#) and [EMAP](#). The 10-year strategy aims to continuously increase employee safety through training; ensure the resiliency of our assets by building hazard mitigation and response plans; and

collaborate with safety experts to advise on programs. The strategy will help build a greater enterprise resilience roadmap within emergency management, business continuity disaster recovery and life safety programs.

Storms and emergency events can cause power outages that have an immense impact on our customers and team members who are tasked with managing the utility’s response. While our approach to these instances is cross collaborative and all employees have a dedicated role to play, our Business Continuity team oversees the management of our emergency response programs.

DLC’s service territory has experienced a substantial increase in the number of individual storms affecting 50,000 or more of our customers, with eight such storms occurring over the past five years (2019-2024) as compared to only two such storms occurring the previous five years (2013-2018). In 2024, we reconfigured responsibilities



on our Business Continuity team to have a full-time employee solely dedicated to the day-to-day responsibilities of storm preparation and response, as well as creating and implementing a storm response improvement plan over the next few years. We also increased collaboration across

DLC to foster ideas for improvement to our storm management and emergency response programs. We strive to continuously improve our internal processes to better serve our customers. In addition to responding to disasters within our service territory, we participate in providing



mutual assistance to utilities when they face disasters or incidents that exceed their capacity. These agreements allow utilities to temporarily combine forces during major power outage events. When activated, DLC crews travel to regions impacted by severe weather, natural disasters or other emergency situations to support the local utilities in restoring power as safely and quickly as possible. In 2024, about 300 DLC crews assisted with seven mutual assistance events across the east coast. To learn more about our efforts in 2024, see the Feature Story in this section.

As an essential service provider, it is critical that we are connected to emergency response agencies who service our region. In 2024, we continued to strengthen our relationships with local, state and federal agencies to create a more holistic disaster preparedness response. We implemented technology that improved lines of communication between our organization and these agencies during developing incidents and possible threats to critical infrastructure. Additionally, we hosted educational events for first responders to better prepare them for safe interactions with our facilities during emergency events. Lastly, we integrated the location of heating and cooling centers across our service territory into our newly updated customer facing [outage map](#). To learn more about these advancements, visit the [Physical Security](#), [Health and Safety](#) and [Infrastructure Reliability](#) sections. We also successfully completed multiple organization-wide exercise testing response plans and procedures to ensure our employees are prepared.

Moving forward, we remain focused on operating with resilience and being prepared to manage natural and man-made hazards and technological threats. To further prepare ourselves, we aspire to complete the following actions:

- ▶ **Complete our first Threat Hazard and Identification Risk Assessment/Hazard Vulnerability Assessment focusing on natural hazards, human-caused hazards and technological threats; complete our first Natural Hazards Mitigation Plan.**
- ▶ **Analyze 100% of DLC’s service territory using the Centers for Disease Control and Prevention and the Agency for Toxic Substances and Disease Registry Social Vulnerability Index to ensure that our most vulnerable populations are identified.**

We are committed to aligning our practices to industry standards within emergency management and business continuity where it makes sense for our business such as, [ISO 22301:2019](#) (Business Continuity Management), [ISO 22361:2022](#) (Crisis Management), [ISO 21110:2019](#) (Emergency Preparedness and Response) and [NFPA 1600](#) (Standard on Continuity, Emergency and Crisis Management). Lastly, we will continue to expand our training efforts by participating in external safety and security exercises in collaboration with our public partners, in addition to the North American Electric Reliability Corporation/PJM’s GridEx and Grid Security exercises, to stay vigilant and prepared.



FEATURE STORY

Crews Join DLC’s Largest Mutual Assistance Response in 20 Years Following Hurricanes

In the aftermath of Hurricanes Helene and Milton that hit the southern region of the U.S. in September and October 2024, 82 DLC crew members were deployed to offer their support with storm restoration efforts, including clearing vegetation, replacing poles and installing transformers. This marked the company’s largest mutual assistance response in the past 20 years.

Crews, made up of underground and overhead lineworkers, mechanics, safety representatives and other staff, were in Florida’s Gulf Coast to safely assist Duke Energy with their power restoration efforts for those affected by Hurricane Milton, in addition to crews assisting local utilities (primarily through LG&E – KU and AEP – VA, Appalachian Power) restore power to residents in western Virginia after Hurricane Helene left significant damage in the Appalachian region.

“Given the severity of the storm damage, this was a meaningful opportunity for us to provide vital support to other utilities in their time of need,” said Ben Cain, director, operations center.



POWERING PEOPLE

At DLC, we are dedicated to providing our customers with valuable service, easier connectivity and educational resources all while delivering safe, reliable and affordable power. About 70% of our employees are also our customers, making us not just service providers, but integral members of the communities we serve. We take pride in knowing that our investments not only boost the local economy but also contribute to environmental health and safety.

We strive to provide opportunities for the Pittsburgh region through workforce development, and we are proud of the countless hours our employees devote to powering the region, not just through electricity, but through community engagement. DLC believes that excellence in service is rooted in a culture founded on principles of inclusion and respect and our workforce should ensure that everyone feels valued.



By prioritizing employees’ development, health and safety, we ensure that they’re prepared to lead the region’s energy transition. With safety being paramount in our operations, protecting the well-being of our employees, customers and the public is critical to our vision of being an exceptional company.

Through our efforts, we aim to enhance the quality of life for those we serve and ensure that future generations in our region prosper. Together, we can create a larger-than-light, clean energy future for all.

Key Highlights

- ▶ Launched a [Paperless Program](#) for customers to receive most communications digitally, including bills, notices, etc., which eliminated more than 13.8 million sheets of paper and envelopes.
- ▶ Empowered our customers to access more than \$5.7 million in utility assistance, which helped reduce the energy burden they experience.
- ▶ Donated \$1.8 million to local nonprofits through our charitable giving program.
- ▶ Restructured our charitable giving program strategy, which launched in 2025, to focus on affordability and reducing our customers’ energy burden by supporting social investments in basic needs and workforce development.
- ▶ Launched a new Ally Circle — WeCAN — to support employees and allies advocating for inclusion and accessibility for individuals with disabilities and caretakers.
- ▶ Launched a veteran interview panel and military skills translation process to attract veteran talent.
- ▶ Evolved the Electrical Distribution Technology (EDT) program, which launched in 2025, to remove barriers to entry and attract a pipeline of highly qualified candidates.
- ▶ Contributed \$325,000 to the new Duquesne Light Veterans Workforce Center launched in partnership with Veterans Place of Washington Boulevard.
- ▶ Enhanced our environment, health and safety (EHS) data collection by launching tools that allow us to predict risks and assess hazards before incidents occur.



CUSTOMER RELATIONS

Customer centricity is at the core of how we do business. Among a changing energy landscape and external socioeconomic pressures, affordability remains an important matter to the utility and our customers, and we are here to serve as a trusted energy partner. We are dedicated to providing our customers with valuable service, educational resources and easier connectivity.

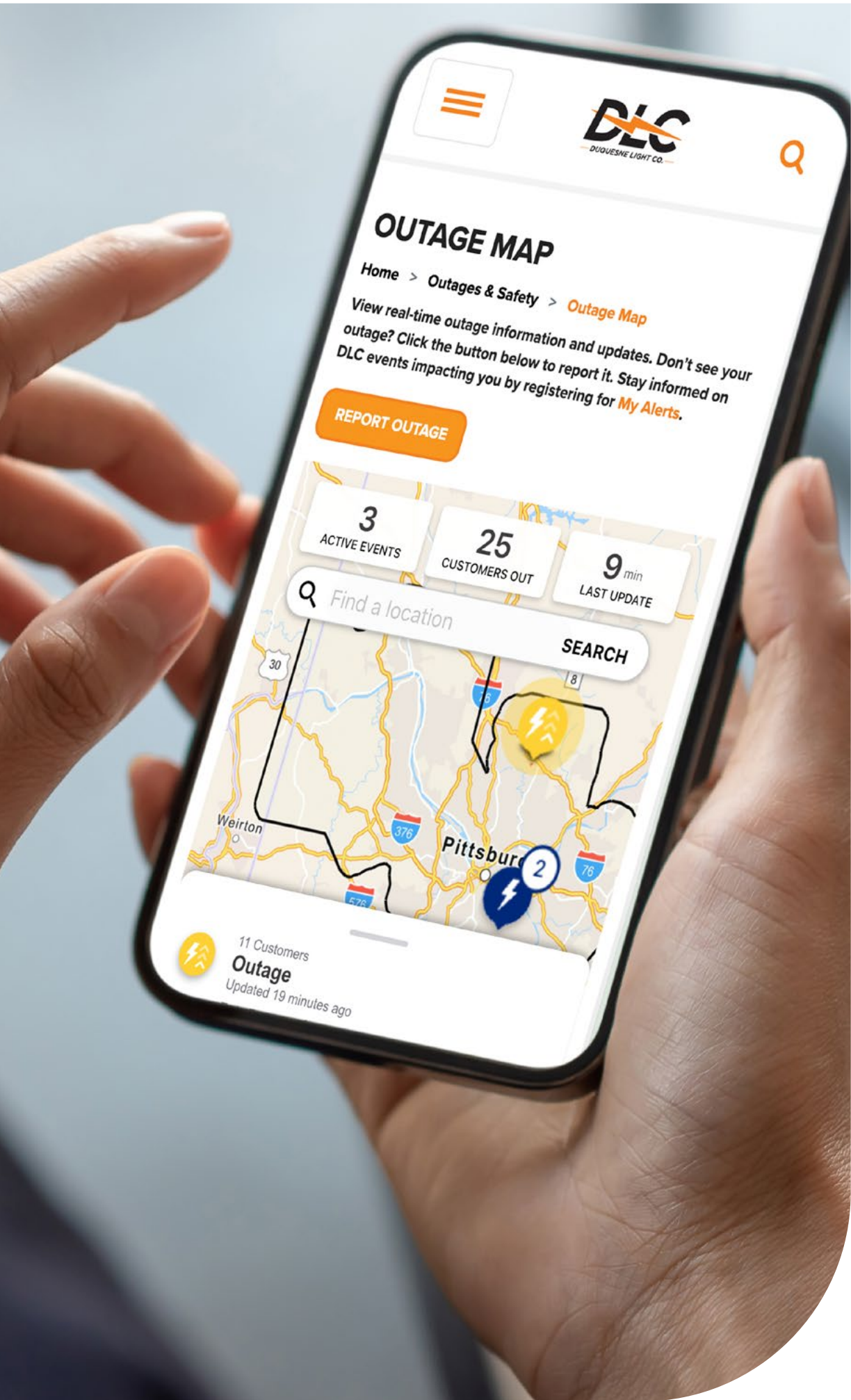
In 2024, we continued our educational efforts to increase customers’ understanding of their electricity bill and energy supply charges. DLC procures energy on behalf of customers who chose not to shop with an energy generation supplier. This process is regulated by the Pennsylvania Public Utility Commission (PA PUC). By law, default electricity supply must be procured through a “prudent mix” of contracts that yield the “least cost to customers over time.” It also must include a minimum percentage of renewable generation and other alternative sources as required under the Alternative Energy Portfolio Standards Act of 2004.

To help customers have as much information as possible, we offer a service called “My Alerts” where customers can opt in to receive notifications when they are paying more than they would on default service. To promote this, we regularly share this information on social media to encourage enrollment. We also have a dedicated [Understanding your Bill](#) webpage that shares example bills for different customer classes accompanied by videos breaking down

bill charges. In 2024, we added a bill sample to explain when rates change within a bill cycle. Additionally, we released informative webpages to educate customers on upcoming rate changes and empowered them to take advantage of resources to reduce their energy use and access payment assistance. These pages are continuously promoted on our homepage, in customer newsletters, through targeted email campaigns and on social media to build customer awareness.

In an increasingly digital world, we strive to offer more self-service options for our customers. In 2024, we introduced 10 additional SMS capabilities, including start, stop or transfer electric service; apply for a payment arrangement; report an outage; check the status of an outage; apply for budget billing; restore electric service; learn more about a high bill; and report a streetlight outage. This multichannel experience allows customers who call DLC to be sent a SMS containing a hyperlink to take action on our website instead of waiting to speak with an agent. Since the deployment of the additional SMS capabilities in April 2024, we have successfully delivered





43,050 SMS messages to customers who have used our automated phone system. Additionally, two-way text messaging is part of a multiyear project that began in 2020. DLC now sends customer messages related to health, safety, account transactions and outage notifications through SMS, email and phone channels. Customers can choose up to eight alerts that include billing, payment and service notifications. As we provide more and more solutions allowing customers to engage in self-service, it creates efficiencies for our customer service representatives to concentrate on assisting customers with more complex needs, which helps decrease wait times and improve customer satisfaction.

Improving customer experience requires a multifaceted, ongoing approach. In addition to the advancement mentioned previously, we completed the activities listed below in 2024 to continue evolving our service to customers.

- **Launched a new Outage Management System platform and customer-facing outage map enhancing customer outage communications. In 2024, there was more than a 16% increase in enrollment for outage alerts. To learn more about the new Outage Management System, visit the [Infrastructure Reliability](#) section of the report.**

- **Customer Service introduced an auto-answer functionality on their phone systems, eliminating representative ring time and allowing customer calls to be actioned quicker. This also eliminated the potential for a customer call to be “missed” by the representative.**
- **Launched a [Paperless Program](#) for customers to receive most communications digitally, including bills, notices, etc., which eliminated more than 13.8 million sheets of paper and envelopes.**
- **Launched a [Referral Network Program](#) to connect customers with trusted contractors for solar installations and wood removal. To learn more about this initiative, visit the [Innovation](#) section of the report.**



46%
eBill and/or
Paperless Adoption
2.4% increase



25.8%
Increase in DLC
Mobile Application
Usership



28%
Increase in Online
Account Alert
Enrollments



25.8%
Increased Followership
on Customer-Facing
Social Media Platforms
2.7% Growth in Organic Engagement

	2022	2023	2024
CUSTOMER BREAKDOWN			
Residential	546,395	548,919	552,125
Commercial	61,180	61,222	61,537
Industrial	1,048	1,025	982
Other ¹	1,144	1,137	1,124
Total	609,767	612,303	615,768

¹ Includes DLC company accounts and lighting accounts. DLC company accounts refer to the electricity that is being consumed at the premise by DLC. Lighting accounts include municipal streetlights, highway streetlights and private area lighting.



Affordability and Access

We recognize our responsibility to keep bills affordable and serve as the trusted energy partner in the Pittsburgh region. We strive to create and deliver impactful resources to customers about price and value through multiple means, including supplier shopping and Price to Compare education; energy efficiency programs; energy assistance; products or services; and more.

We are reimagining how we provide valuable service to our customers. In 2024, we took the first steps in a multiyear effort to provide more holistic support to our customers who are in need of assistance. We aim to optimize our current payment assistance and energy efficiency programs in ways that maximize existing resources, while also re-envisioning our current programs to increase customers' engagement and deepen community impact. To achieve this, we will also strengthen our existing relationships and forge new strategic partnerships with community-based organizations, vendors and government agencies to increase program reach, value and accessibility.

As economic pressures impact our customers, the need for energy payment assistance is apparent. We promote and fundraise for various programs, such as Dollar Energy Fund, the Low-Income Home Energy Assistance Program (LIHEAP) and Pennsylvania Homeowner Assistance Fund, on a regular basis through web and social media

channels and partner directly with multiple community-based organizations to reach customers with resources that are available to them. In 2024, we empowered our customers to access more than \$5.7 million in utility assistance, which helped reduce the energy burden they experience. These funds are available to residents across Pennsylvania, and in 2024, the total amount of funding available was reduced as a result of the ramping down of COVID-19 era support programs.

DLC offers our customers several ways to save on their electricity bills by offering the following programs:

- **Money-saving rebates**
 - > DLC provides rebates on a wide range of energy-saving products, including air conditioners, refrigerators, dehumidifiers, insulation, electric heat pump water heaters and furnaces.
- **Appliance recycling**
 - > DLC pays customers \$50 to recycle old, working, energy-wasting refrigerators, freezers or old, working window AC units. \$35 rebates are available for old, working dehumidifiers.

- **Whole-house energy audit**
 - > The Residential Comprehensive Audit provides DLC customers with a professional energy audit for their home, complete with suggestions on how to reduce energy usage and save money.
 - > DLC offers up to \$275 in rebates for customers who participate in the Residential Comprehensive Audit program.
 - > Customers can receive \$400 in additional rebates for the installation of air-sealing and insulation measures.
- **Online marketplace**
 - > DLC's online store offers a convenient way to shop from home, receive instant rebates and compare prices on energy-saving appliances and products.

	2023	2024
ENERGY ASSISTANCE PROVIDED		
Dollar Energy Fund	\$1,846,907	\$574,824
LIHEAP	\$8,220,025	\$5,017,329
PA Homeowners Assistance Fund	\$349,301	\$187,623
Total	\$10,416,233	\$5,779,776



PHILANTHROPY AND VOLUNTEERISM

As an essential service provider, DLC’s core value of community guides us as we contribute to the health and vibrancy of our region. DLC’s charitable giving and volunteerism programs are vehicles through which we accomplish our community goals and enhance the quality of life for those we serve, and we are committed to serving our vibrant, diverse communities.

Charitable Giving

DLC has three distinct charitable giving programs — corporate grants, Community Impact Grants (CIG) and the Campaign for the Community. These programs are made possible due to the generosity of the investors who own the company, with no customer dollars used to fund these grants.

Nonprofit organizations located within our service territory are encouraged to apply for financial support through the corporate giving and CIG programs. Funding opportunities have historically aligned with the following three pillars:

- **Social and Economic Interest:** Community development projects and initiatives with a focus on communities with the highest needs in our service territory.
- **Workforce Development:** Initiatives and programs focused on K-12 education in the areas of science, technology, engineering, arts and math (STEAM); career readiness;

mentoring; and workforce-based training for individuals in the energy and utility sector.

- **Sustainable Communities:** Programs and projects that ensure the protection of our environment and green spaces along with projects promoting community safety and resiliency.

DLC conducts periodic reviews of our charitable giving pillars to ensure that we continue to enable a clean energy future for all through our community investments. Beginning in 2025, DLC’s corporate giving will evolve to focus more directly on affordability and reducing our customers’ energy burden, with charitable investments in basic needs and workforce development.

DLC’s CIG program has recognized and awarded funding to grassroots nonprofit organizations since 2021. We launched the program to support smaller regional community organizations with annual operating budgets less than or equal to \$500,000 that are making lasting positive impacts

	2022	2023	2024
CHARITABLE GIVING SUMMARY (Focus Area)			
Social and Economic Interests	\$820,500	\$571,500	\$723,500
Workforce Development	\$486,832	\$473,500	\$222,000
Sustainable Communities ¹	\$659,630	\$480,000	\$591,265
Campaign for the Community (DLC match)	\$299,435	\$295,319	\$259,918
Total Charitable Giving	\$2,266,397	\$1,820,319	\$1,796,683

in the community. Since the program’s inception, DLC has distributed more than \$800,000 in microgrants to more than 100 organizations, including 37 organizations during the 2024 cycle.

We provide an opportunity for our employees to live our value of community through our employee giving campaign. Our Campaign for the Community is an annual employee fundraiser that provides an opportunity to make monetary donations to causes they care about. Each employee is granted up to \$2,500 in matching funds for donations to qualifying nonprofit organizations in our service territory. The 2024 campaign resulted in a record employee participation rate, with almost half of all employees participating. The qualifying DLC match from the 2024 campaign will be made during 2025.

Volunteerism

Our volunteerism program is another core component of DLC’s community platform in support of the overall health and well-being of the region. Through employee volunteerism, DLC provides support to nonprofit partners via planning and execution of regional events, board service and employee engagement.

Employees are encouraged to contribute their time and efforts to assist nonprofit organizations throughout the year. Many DLC employees, including all members of our executive leadership team, dedicate their time to serving on regional nonprofit boards. In 2024, DLC employees contributed 4,806 volunteer hours in support of our local communities.

¹ The Sustainable Communities focus area previously contained the Campaign for the Community (DLC Match); Data availability improvements now allow for bifurcation in reporting to better display that the Campaign for the Community (DLC Match) is spread between all charitable giving focus areas.



FEATURE STORY

Serving the Community When They Need Us Most

DLC aims to build purposeful and holistic partnerships with nonprofit organizations within our service territory through the multiple facets of our corporate giving and volunteerism programs. Our partnership with the Greater Pittsburgh Community Food Bank (GFCFB) served as one of the many examples where the purposeful and holistic nature of our partnership shined in 2024, with DLC support on GPCFB’s board of directors, storm response, charitable giving grants and employee volunteerism.

One particularly impactful partnership moment occurred in June 2024 when the Pittsburgh region experienced severe storms and a historic heat wave causing extensive damage and more than 90,000 DLC customers to lose power. DLC crews worked around the clock to quickly and safely restore service, but we understand how disruptive and costly a prolonged electrical outage can be. Therefore, through a \$20,000 charitable donation, DLC partnered with GFCFB to provide the timely replacement of groceries to income eligible customers who experienced an extended power outage during the storm.



CULTURE OF INCLUSION AND RESPECT

We believe that in order to provide excellent service, our culture must be founded on the principles of inclusion and respect.

Like the grid, we are all connected, and at DLC, we are united in building a larger-than-light, clean energy company for all that is committed to providing economic opportunity and fair access to opportunity as well as excellent service for all stakeholders. We are on a mission to lead through collaboration, leveraging our inclusive culture to generate value for our employees, customers, suppliers and communities. To accomplish this, our effort to be economically inclusive concentrates on three key areas: workplace, marketplace and community:

- 1. Workplace:** Source, attract and retain a high-performing workforce. Define and foster a culture of inclusion, dignity, respect and belonging.
- 2. Marketplace:** Engage a variety of suppliers and partners to spark innovation and economic vitality. Enhance the customer experience, creating a clean energy future for all.
- 3. Community:** Act as a leader in our communities through volunteerism, charitable giving and partnerships with organizations that further our goals.

DLC’s inclusion and respect strategy lives within our Corporate Responsibility function and is evident across all of the business.

With the intention to foster a culture that drives competitive advantage for the utility, DLC specifically focuses on the economic opportunities that exist to support all our stakeholders. We will continue to focus on workforce development and fostering partnerships in the community to increase the talent available not only to us but to the broader energy sector. We will also advance training initiatives aimed at helping leaders to hire, develop and promote their team members as well as foster a culture of inclusion and respect at DLC.





A Duty to One Another

In 2023, employees from across DLC undertook an effort to bring our values to life by using them to define how employees can demonstrate respect and partnership with one another. The project resulted in a new company-wide statement known as “A Duty to One Another.” It is included in its entirety below.

In 2024, we launched company-wide discussions about the “A Duty to One Another.” The purpose of these conversations was for employees to engage in meaningful dialogue with their direct leadership about building a culture of respect and accountability, acknowledging our role as essential service providers in the communities we serve. These conversations were employee- and leader-led, with 90% of our employees completing discussions by the end of 2024. Post-discussions surveys indicated employees experienced more respectful conversation and a greater ability to assume positive intent when engaging in the workplace.

“At Duquesne Light Holdings, we expect every employee to do their part in providing a safe and equitable workplace where everyone feels valued, respected and energized. We are committed to fostering an environment that empowers us to interact with one another in ways that drive a high-performing culture where we can depend on our coworkers to lead with integrity. Together we are building a community of inclusion, and we recognize diverse perspectives are critical in making impactful decisions. Like the grid, we are all connected. And at DLH, we are united in building a larger-than-light, clean energy company for all.”

Business Employee Resource Groups (BERGs) and Ally Circles

BERGs and Ally Circles are voluntary, employee-led groups that support and drive inclusion and respect across the company through engagement, networking, leadership, volunteerism and special initiatives. BERGs and Ally Circles are open to all employees, and each one has sponsorship and participation from our executive leadership team.

BERGs

BERGs serve as a forum for education and awareness, support employee connectedness and engagement, and foster innovation throughout our workforce and the communities we serve. Each program and strategy align with the organization’s performance framework, mission and core values. The BERGs are open to all employees and support the employee groups and allies by connecting with talent in our region and raising awareness around unique, shared challenges and experiences.



UServe

UServe¹

Supports the inclusion of veterans, first responders and allies within our organization and raises awareness of the experiences and strengths that these groups share.



BRIDGE

► BRIDGE

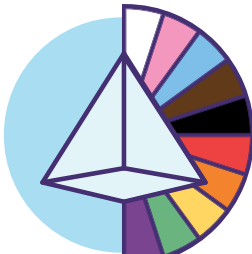
Supports DLC’s Black and African American employees and allies with a focus on celebrating culture, inclusion and community building.



EmpowerHer

► EmpowerHer

Supports women and allies focused on fostering an inclusive workplace where employees feel values, respected and engaged.



PRISM

► PRISM

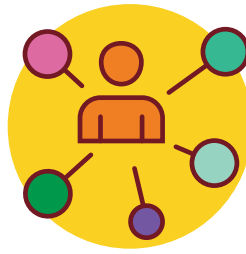
Supports members of the LGBTQ+ community and allies in driving positive interaction, mutual respect and engagement.



ASPIRE

► ASPIRE

ASPIRE is focused on raising awareness and visibility of the Asian American and Pacific Islander community and building connections through internal networks and community relationships.



ConnectGen

► ConnectGen

ConnectGen represents different generations in the workplace. This Ally Circle is committed to promoting cross-generational learning, mentoring and understanding. Its mission is to support the success of and create a sense of belonging across all generations in the workplace.



WeCAN

► WeCAN

WeCAN is the newest Ally Circle at DLC. The group advocates for inclusion and accessibility for individuals with disabilities, and those who are caretakers.

¹ UServe represents the BERG formally known as A-VETS, which rebranded at the end of 2024 to serve a broader stakeholder group.



Other key achievements in 2024 included:

- ▶ Expanded our company-wide mentoring program to 196 participants — a 40% increase from 2023.
- ▶ Launched a new Ally Circle — WeCAN — to support employees and allies advocating for inclusion and accessibility for individuals with disabilities and caretakers. As part of this group’s launch, we participated in National Disability Mentoring Day for the first time in 2024, hosting 15 students with disabilities from Charleroi School District. Our employees spent a day mentoring students and touring DLC facilities, introducing them to various career paths in our industry.
- ▶ Hosted DLC’s first-ever Lunar New Year and Diwali celebrations. Partnering with EmpowerHer, ASPIRE also led DLC’s participation in the Dragon Boat Festival for the first time in our community.
- ▶ Launched a veteran interview panel and military skills translation process in which Human Resources and hiring managers can work with UServe to find and leverage veteran and military employees in best practices for attracting and interviewing veteran talent.
- ▶ Partnered with the Corporate Giving team on our community giving and volunteerism efforts by supporting the selection of CIG recipients and identifying volunteer opportunities with those organizations to further the impact of our investment in the community. To learn more about these programs, visit the [Philanthropy and Volunteerism](#) section of the report.

FEATURE STORY

New Workforce Center Supports Homeless and Low-Income Veterans in Pittsburgh Region

[Veterans Place of Washington Boulevard](#), in partnership with DLC and the [U.S. Department of Labor](#) (DOL), unveiled the new Duquesne Light Veterans Workforce Center in October 2024 — a dedicated workforce development space for homeless and low-income veterans in the Pittsburgh area. Since 2021, DLC has contributed \$325,000 to renovate the former two-story donation and storage unit into a facility that offers activity areas, meeting rooms and virtual training programs to help veterans navigate their job search.

Pennsylvania is home to the fourth-largest veteran population in the U.S., with more than 800,000 veterans residing here. The Veterans Place Workforce Development and Homeless Veteran Reintegration Program, a DOL-funded initiative, offers comprehensive job training, counseling and placement services to homeless veterans. In partnership with DLC, the nonprofit is working to create a direct pathway for veterans to access more internships and career opportunities through the newly established workforce center. The facility will serve as a hub for connecting veterans with top local employers, including DLC.

“As the primary funder of this important project, DLC continues to invest in opportunities that foster a diverse, equitable and inclusive workplace — not just at our company, but across the region,” said DLC President and CEO Kevin Walker, who is also a veteran. “It’s the greatest honor to support those who have sacrificed so much for our country and to be able to give back to them in an impactful way. With about 8% of our workforce consisting of veterans, we value the many strong and unique skills they bring to the workforce. We look forward to continuing our partnership with Veterans Place and supporting our nation’s heroes for years to come.”



TALENT MANAGEMENT

At DLC, we often refer to the saying, “We are the grid,” which is intended to convey the human connections behind the electrical one that we maintain. We ensure that DLC has access to skilled labor by providing workforce development opportunities that deliver the necessary skills to be safe and successful in the workplace. We are preparing employees for the future of work in the utility industry, with topics such as digitization, artificial intelligence and the internet of things. Promoting the professional growth of employees to adapt to changing organization and business needs creates an environment where our people and our company can thrive.

As an essential service provider in the Pittsburgh region, our employees have a lot of pride in the work they do. With about 70% of our employees also being our customers, we know the work we do is benefiting our families, friends and neighbors. We use an integrated talent management strategy, which is a cohesive approach to recruitment, people development, performance management, compensation, leadership and succession planning. The strategy is designed to engage, grow and retain talent, which allows the organization to respond to business needs quickly and effectively.

As the industry evolves, we understand our workplace must evolve with it. In 2024, we focused on hearing from our management employees to better respond to their needs and effectively deliver a clean energy future for all. To accomplish this, an executive team member

along with a top leader in our organization hosted 29 sessions and spoke with more than 200 supervisors, managers, senior managers and general managers. The goal of these roundtable discussions was to understand leaders’ unique perspective on industry changes and to learn where they are feeling connected and confident in this evolution and where they are feeling stuck or unsure. Several themes emerged, including opportunities around work prioritization, empowerment and breaking down silos. After receiving positive feedback on this tactic, we deployed similar listening sessions for our individual contributors, with more than 110 individuals participating in 2024 and more scheduled through 2025. Insights from these sessions are being used to identify areas where incremental improvements to our management strategy, training offerings and communication can better enable all levels of the business.





In addition to the leader roundtables, we launched an eight-week leadership cohort program called “We Lead the Grid: Creating Momentum to Energize Yourself & Others.” The pilot program ran two cohorts at a time with more than 50 leaders participating in 2024. The program enabled leaders to build their network; uncover their leadership style; understand the DLH landscape they are leading from; and commit to being an effective partner.

Benefits and Compensation

DLC provides employees with a comprehensive benefits package,¹ including:

- | | | | |
|---|--|---|---|
|  | ▶ Health Benefits: Medical, prescription drugs, dental, vision and a health savings account. |  | ▶ Life Insurance Options: Basic and supplemental, spouse/child life, supplemental AD&D and business travel accident. |
|  | ▶ Paid Time Off: Vacation days, personal days, convenience days and paid holidays. |  | ▶ Employee Support Programs: Tuition assistance, Employee Assistance Plan (counseling, work, life and financial services) and pet insurance. |
|  | ▶ Leaves of Absence: Maternity, paternity, adoption and bereavement. |  | ▶ Flexible Spending Accounts: Dependent care, transportation and parking. |
|  | ▶ Disability Benefits: Short term and long term. |  | ▶ Wellness: Incentives offered to employees who complete a series of positive actions supporting their health and well-being. |
|  | ▶ 401(k) Retirement Plan: Employer contribution of 6.5% and additional \$0.50 for every dollar contributed up to 6% (3% max match). | | |

¹ As of 12/31/24.

Training and Education

“Coffee With...” Series

To help employees regularly connect, we hold a virtual series, “Coffee With...”, which is open to all employees. The video conference calls are offered one to two times per month. These sessions feature a cross-sectional panel of employees who answer questions and discuss relevant business updates.

New Employee Orientation

We offer a two-day interactive employee orientation experience at our Woods Run campus. New hires learn about the history of DLC and the electricity industry; get grounded in our mission, vision and values; and gain valuable insights into our commitment to culture and community. Both days of the experience have executive presence with the leadership team sharing insights from their journey and answering questions from our new hires. Other topics covered include a summary of our benefit plans, IT assets and how our connected culture drives grid performance.

Community is at the center of who we are as a business, and our values show up on day one for new employees. Through our new employee donation program, DLC donates \$25 to one of our strategic community partners on every new employee’s behalf. Employees select the organization whose mission and vision resonates with them during their orientation, and since the inception of the program in July 2023, we

committed to donating more than \$6,000 to these organizations.

Leadership Calls

We host monthly calls for all leaders across the company to review timely organizational, initiative and HR-based updates. These calls are intended for leaders to become informed on topics and cascade the information to their teams.

LinkedIn Learning

LinkedIn Learning is available as an e-learning resource for employees. This dynamic, award-winning online training platform was launched as a tool to help build a more resilient culture of learning and development, which is a frequent request we have received through our employee engagement surveys.

Required Employee Training

All employees are required to complete the following computer-based training annually:

- Conflict of Interest Training¹
- FERC Standards of Conduct Training
- Policies for Ethical Conduct Training
- Data Privacy and Security Training
- Safety Training

Technology Training Series and Mentoring Program

The Technology Training Series is designed to educate participants on a range of practical

technology-related topics. Employees also have access to the Technology Training Mentorship Program, which is designed to help participants overcome technical difficulties and accelerate their use of technology by matching employees with a skilled mentor to point them to appropriate DLC training resources or offer employees limited one-on-one coaching.

Tuition Reimbursement Program

DLC’s Tuition Reimbursement Program provides mutually beneficial opportunities for growth. Full- and select-time employees enrolled in a degree program related to DLC’s business needs can apply for the tuition reimbursement program. Academic degrees and vocational trainings are generally approved if the programs contribute to on-the-job skills, knowledge or judgment required for any position within DLC.

Listening to Our Employees

We believe it is vital to collect feedback from employees to support our workforce. In 2024, we conducted an Employee Engagement Survey and received strong participation, with a 62% response rate and a 59% favorable engagement level amongst employees. As an outcome of the survey, each business unit created an Employee Engagement Committee to address specific wants and needs of our workforce, which also serves as a direct connection for feedback with the Human Resources team.



¹ Non-union employees are required to complete Conflict of Interest Training when they are hired and annually. Union employees are required to complete this training when they are hired.



Workforce Programs

EDT Program

Since 2002, DLC has provided a pathway to apprenticeship for skilled craft positions in the electric utility industry through the EDT program. Our EDT program provides training in the basic skills, knowledge and abilities applicants need to apply for skilled-craft positions in the electric utility industry. The program design, including pre-qualification testing and course content, is intended to not only produce candidates who possess the skills to safely and confidently perform the manual tasks associated with electrical utility work, but also build the foundational skills that will allow them to advance professionally.

DLC evolved the program in 2024, which will launch in 2025, to remove barriers to entry and attract a pipeline of highly qualified candidates. Participants will be hired as employees on day one of the program and receive pay and benefits during training. The program will be streamlined into a 22-week format designed to provide participants with training in the essential skills, knowledge and abilities required for skilled positions in an overhead lineworker or underground splicer apprenticeship. Classroom training provides the foundation for safety concepts and established work practices; field instruction provides an opportunity to apply the skills and knowledge gained in the classroom

to practical use cases in the field as participants work with line crews under the supervision of experienced crew leaders. Participants can also earn a ‘Class A’ CDL Driver’s License during the program. Successful completion of the program allows participants to continue the apprenticeship track for their craft. For more information, please visit our [EDT Program webpage](#).

Apprenticeship Programs

Once participants graduate from the EDT program, they enter our apprenticeship program. DLC’s apprenticeship programs combine on-the-job training with related classroom technical instruction to allow employees to “earn as they learn” through a progressively increasing schedule of wages depending on their level of training as they develop the proficiency of a skilled journey worker. The Overhead Lineworker Apprentice Program is formally registered with Pennsylvania’s Apprenticeship and Training Office, providing apprentices with state and federal recognition for the skills they learn while working at DLC, which sets the bar for safe, quality and comprehensive training. In 2024, DLC had over 137 apprentices across more than six different apprenticeship programs, including lineworker, underground, substation and operations center crafts. Within this group, 27 apprentices successfully graduated and moved on to craft positions throughout DLC.

Internship Program

DLC offers paid summer internships that provide a hands-on, meaningful employment opportunity in a supportive setting that cultivates learning and collaboration. Our internship program provides students with a valuable experience and a solid start to their careers with placements in all areas of our business. We pride ourselves on giving students opportunities to collaborate with full-time employees, while working on priority initiatives within our organization. In 2024, we enhanced our program by offering an opportunity for interns to collaborate with other interns in different departments on a summer-long project solving real issues DLC was facing. At the end of the summer the intern teams presented their projects in a “science fair” format, and anyone in the company was welcome to stop by and view their presentations.

The project-driven program provides personal and professional development opportunities as well as networking, volunteering and social activities. For more information, please visit our [Internships webpage](#).

Workforce Development Partnerships

We are committed to building a broad and reliable pipeline in our communities to provide access to DLC career opportunities through partnerships with educational institutions as well as community partners. Our workforce development efforts

support our direct hiring needs and those of the community to promote a thriving regional economy and energy equity for all customers. DLC is invested in building opportunities in our region for a clean energy workforce, addressing needs that we have in our communities around electrification, weatherization, electric vehicles and other emerging technologies developed through community partnerships and investing in educational programs.

In 2024, our charitable giving programs supported \$222,000 in workforce development initiatives in the Pittsburgh region. As part of this, we partnered with Veterans Place of Washington Blvd to open the Duquesne Light Workforce Development Center at the Veterans Place, a center devoted to providing veterans resources to help in finding meaningful employment opportunities. To learn more about this initiative, read the feature story in the [Culture of Inclusion and Respect](#) section of the report. In addition, DLC participates and provides cost sharing for a Pennsylvania Department of Labor and Industry Clean Energy Jobs Program. This program creates a pipeline for individuals from underserved communities to access training and the quality jobs available in the clean energy sector.



Labor Relations and Freedom of Association

DLC respects the right of its employees to bargain collectively, and we are committed to building and maintaining a relationship with the local union that represents them. At the end of 2024, 50% of our workforce was covered by a collective bargaining agreement. Union employees at DLC are represented by the International Brotherhood of Electrical Workers (IBEW) Local 29.

Leading the Future of Work

To help us more effectively deliver a clean energy future for all, eligible employees operate in a hybrid work schedule which allows for collaboration and flexibility, recognizing that the approximately half of our workforce have responsibilities that require them to always report onsite to provide the essential services we offer. We have taken steps in 2024 to continue evolving our workplace culture while meeting the changing needs of our customers. We recognize that the needs of our employees are evolving, and we strive to remain an employer of choice by empowering our employees to help build the culture that DLC is trying to embody. This starts with our leadership and is the responsibility of every DLC employee and is embodied in our Duty to One Another statement, which you can learn more about in the [Culture of Inclusion and Respect](#) section of the report.

We have made multiple facility improvements over the past few years and have plans to continue upgrading outdated work locations in ways that enhance collaboration, comfort, well-being and innovation, and in 2024, we announced our headquarters will be moving to a new location on the North Side of Pittsburgh. To learn more about this, see the Feature Story at the end of this section.

Regardless of working location across DLC’s facilities, we are committed to being “present with a purpose,” which includes:

- ▶ In-person collaboration across functions to create a greater sense of connectedness.
- ▶ Establishing trust through relationships that rely on verbal and non-verbal communication.
- ▶ Personal interactions that equip leaders to guide teams with vision, empathy and accountability.
- ▶ Being inclusive of the more than 40% of our workforce that’s new to the company since 2020 and helping them get to know DLC and its culture through authentic, personal interactions.

FEATURE STORY

DLC Relocating Headquarters with a Focus on the Future

In October 2024, we announced plans to relocate our headquarters from the Chamber of Commerce Building in downtown Pittsburgh to Nova Place on the North Side beginning in early 2026. The decision prioritizes a holistic employee experience aligned with the company’s core values and future-focused vision to deliver a clean energy future for all and also follows an extensive review of the company’s hybrid workspace needs. Additionally, Nova Place is part of the [Green Building Alliance’s 2030 District](#) which is committed to reducing 50-65% of carbon emissions from existing buildings by 2030.

We underwent an extensive search for our new headquarters, remaining committed to staying within the city limits, which is both the epicenter of our operations and essential to our ability to successfully serve the broader region. The move consolidates our Pittsburgh-based operations within a single North Side corridor, ensuring easy access for employees based at the company’s new headquarters with DLC’s other North Side facilities and its sister company, The Efficiency Network, which is located in the Cardello building.

“As the electric utility serving the Pittsburgh region, DLC is responsible for providing safe, affordable and reliable energy to more than 600,000 customers,” said Kevin Walker, president and CEO of DLC. “To do so successfully requires significant cross-functional collaboration among our more than 1,800 employees in the region; connection to the community; and a commitment to continuously innovate and improve. Our move to Nova Place helps us advance each of these goals while remaining in the city of Pittsburgh, which was an important criterion in our search.”



HEALTH AND SAFETY

Workplace Health and Safety

Protecting the safety and well-being of our employees, customers and the public is critical to acting as a responsible corporate citizen and is core to our company [values](#) that guide our work every day. We are committed to providing our employees, contractors and service providers with the proper resources, trainings and support to do their job safely and effectively. Additionally, our customers deserve safe, reliable and affordable services that can only be delivered if we consistently operate in a safe manner. At DLC, we are creating a culture where every employee is empowered and committed to performing work in a way that protects the safety and health of employees, contractors and the public; preserves the environment; and maintains the integrity of company property and assets.

While health and safety are the job of every employee, our EHS team is responsible for the development and execution of our strategy as well as safety and environmental reporting and permitting. To benchmark our safety performance, we work closely with our peers across the industry. We reference the Edison Electric Institute’s safety resources to develop indices that are in line with accepted best practices. Through an analysis of our safety data, we have identified areas of

focus that are addressed first in our long-term roadmap, including making progress on reducing preventable motor vehicle accidents (PMVA) through vehicle camera technology and training, reducing OSHA recordables by focusing on ergonomics initiatives, such as strains and sprains reduction, and addressing contractor and public safety risks through enhanced training and safety demonstrations. While our OSHA recordables did not decrease overall, more than 60% of injuries in 2024 were considered less severe, being due to insect bites or minor strains/pains. To help reduce future instances, we distributed kits for employees, including tick bite spray, tick keys and poison ivy lotion. Additionally, we are in the process of implementing a stretching and conditioning program to reduce strain and sprains.

In 2024, the EHS team advanced a strategic vision for providing enterprise-wide EHS support services by creating a company-wide EHS Roadmap that focuses on people, processes and technologies within workplace safety, health and environmental management. It includes guidance for the prevention of serious injury and fatality outcomes, the execution of our fundamental EHS work standards and when necessary, the reporting and investigation of incidents and near-miss events.

To help execute our strategy, we have:

- ▶ **Launched an internal website, EHS MyResources, that employees can reference for EHS content related to their duties.**
- ▶ **Implemented a cross-functional, enterprise-wide EHS Governance Team to drive collaboration and alignment for key initiatives, projects and processes that support strategy execution.**
- ▶ **Enhanced our EHS data collection by launching tools that allow us to predict risks and assess hazards before incidents occur. These tools include the following:**
 - > EHS Observation and Inspection Tool is used by the EHS team to report safety hazards when personnel are performing work in the field or office-based environment as well as inspections of DLC facilities (service center, substation, etc.).
 - > Good Catch Tool is a reporting mechanism where employees can submit safety risks and concerns so corrective action can be taken.
 - > Electronic job briefing forms replace paper versions and provide DLC with real-time insights into risks that are being identified in the field.



As we progress through 2025, we will continue to increase employee engagement and personal accountability around EHS. By strengthening our existing relationship with our local union, IBEW, and building upon an already strong foundation, we strive to provide a safe and healthy work environment in key areas such as motor vehicle safety, prevent incidents relating to our coworkers, contractors and members of the public and preserve the environment in which we work.

Public Health and Safety

In addition to employee safety, DLC strives to be an excellent steward of public safety, with our efforts largely comprised of educational outreach programs and campaigns targeting our customers and emergency service providers. We offer the following education resources to customers:

- ▶ Information regarding deceptive marketing and scams, including raising awareness of specific deceptive actions to look out for and providing a webpage to report deceptive tactics.
- ▶ Safety requirements for tree care professionals, which contain life-saving information for clients performing work near electrical facilities.
- ▶ Resources on how to safely navigate areas with [downed power lines](#).

- ▶ Training tips, videos and case studies on electrical safety for contractors.
- ▶ Safety content, including severe weather warnings and power outage updates, on our social media channels (Facebook, X, Instagram and Nextdoor).

Throughout 2024, we were focused on enhancing our communications with first responders in an effort to increase public safety awareness and outreach. To achieve this, we took the following steps:

- ▶ Improved the external [public safety webpage](#) for customers, first responders and contractors.
- ▶ Partnered with a communications service to enhance how we share public safety information with first responders and third-party contractors, including our Live Line demonstrations and [DLC’s Cover-Up Program](#).
- ▶ Hosted 20 first responder and community public safety outreach events.
- ▶ Developed and implemented a comprehensive DLH Public Safety Outreach Standard, which provides a framework for supporting the company’s public safety outreach efforts associated with electrical hazard awareness, incident prevention and incident response.

DLC EMPLOYEE SAFETY PERFORMANCE		2022 ¹	2023	2024
OSHA RECORDABLE INJURIES				
Incidents		22	20	28
Rate		1.12	1.04	1.41
OSHA LOST TIME INJURIES				
Incidents		4	6	3
Rate		0.20	0.31	0.15
OSHA DART INJURIES				
Incidents		11	11	19
Rate		0.56	0.57	0.96
PMVA				
Incidents		20	23	22
Rate		5.03	5.45	4.47
Total Miles Driven		3,937,887	4,216,791	4,708,442
Work-Related Fatalities				
		0	0	0
Total Hours Worked		4,249,744.58	3,842,998.71	3,958,354.00

¹ According to OSHA guidelines, recordable incidents are to be reported as part of the calendar year they occur. Incidents that may not be considered an OSHA recordable at the time they occur can be considered recordable after the fact as additional details and issues become known. This caused metrics from 2022 to shift in the 2024 Corporate Responsibility Report compared to what was previously reported.



RESPONSIBLE PERFORMANCE

As a highly regulated, essential service provider, we recognize exceeding a high standard of compliance, ethics and security is not an option, but vital to the security of our company and our customers. At DLC, we uphold our obligations to our stakeholders and communities we serve by adhering to all external and internal regulations and policies. A culture of integrity stems from effective governance — creating trust and stability for those we work with and for.

Not only do we set high expectations for our internal operations, but we maintain rigorous expectations for regional stakeholders and suppliers — ensuring that the Pittsburgh region is supported by partners who share our dedication to excellence. We actively engage with government stakeholders to secure funding and advocate for policies that support our communities. More than ever, these relationships are crucial in addressing rising electricity supply rates and keeping affordability top of mind for our region. Through these collaborations, we aim to create positive impact that extends beyond our organization, driving regional growth, fostering innovation and upholding our mission to deliver affordable power.



To maintain reliable and resilient service to the Pittsburgh region, it is essential to secure the grid both physically and digitally, mitigating risk. Robust cybersecurity measures are crucial to remaining a trusted energy partner for our customers and stakeholders. As more information becomes digitalized, protecting the integrity of customers’ and employees’ private information, as well as the safety and security of our critical infrastructure, is paramount.

Every DLC employee, stakeholder, contractor and supplier is integral to maintaining responsible performance. We are dedicated to maintaining these high standards and driving our culture to enhance our vision of a clean energy future for all.

Key Highlights

- ▶ Implemented a new enterprise risk management software solution to enhance the risk mitigation reporting process.
- ▶ Stood up an Artificial Intelligence (AI) Governance Review Committee to evaluate potential AI solutions made up of a cross-departmental group including subject matter experts from our Data Governance and Compliance teams.
- ▶ Organized training for first responders, focusing on safe entry and navigation of substations.
- ▶ Expanded the drone pilot program and completed 137 flights, collecting data on difficult-to-access infrastructure to improve safety and efficiency.
- ▶ Worked with an external forester to survey our legacy properties for sustainable timber harvesting and plan to undertake an initial harvest in 2025 in an environmentally friendly manner.
- ▶ Held our first ever Utility Contractor Networking Event and brought together nearly 100 people representing more than 40 contractors.
- ▶ Assessed our Ethical Conduct Compliance Hotline and investigatory process to help identify potential ways to refine and improve it.
- ▶ Led and partnered with regional stakeholders to assist in securing more than \$23.3 million in state and federal funding to advance transportation electrification, grid modernization, innovation and IT advancements across our service territory.



ENTERPRISE RISK MANAGEMENT

Risks and threats of varying degrees are present every day, and most are not unique to DLC as a business providing customers with an essential service. The approach to risk management can and should differ by company, and we understand that a successful ESG strategy goes hand in hand with effective risk management. We leverage our established enterprise risk management (ERM) philosophy to ensure that material ESG-related risks are identified, assessed, mitigated, managed, monitored and reported through processes facilitated by the ERM team.

We are constantly evaluating any new or emerging risks that may have an impact on our business and industry. This process is formally performed annually in conjunction with strategic processes — including business planning — and is detailed in the ERM Annual Lifecycle Flowchart. However, in line with risk management best practices, risks can and should be elevated, when necessary, based on changing conditions — whether internal or external to the organization.

All risks noted in the enterprise risk portfolio are grouped into four categories: financial, regulatory, operational or strategic. Operational risks are further classified into three subcategories: reliability, technology or talent. Mitigation efforts of material risks are monitored and reported to track and update the overall risk profile of the company, which considers our risk appetite in pursuit of our vision of a clean energy future for all. In 2024, the ERM team implemented a new software solution to enhance the risk mitigation reporting

process, gaining organizational efficiencies while introducing synergies with other teams who have also implemented capabilities provided by the software.

To understand and manage ESG-related risks effectively, our enterprise risk portfolio is aligned to the issues identified through our materiality assessment. By aligning these strategies, we can ensure identified risk impacts are matched with impactful business opportunities. ERM’s risk universe encompasses risks from the climate conscious, powering people and responsible performance ESG strategic pillars. We continue to evaluate and refine our understanding of enterprise risks as they relate to our ESG strategy pillars, both now and in the future.

Through the insights available to us, we recognize that climate-related risks could have a material impact on our business. These threats include physical risks to infrastructure from potential chronic issues like changing weather patterns, as well as the potential for more frequent extreme weather events. We are committed to delivering a clean energy future for all, which presents additional transition risks within the regulatory environment, including the need to meet both evolving expectations from our customers while making meaningful investments in technology to support an equitable clean energy transition.

The Audit Committee of our board has ultimate oversight of our ERM program, including those material risks associated with our ESG strategic pillars. The management of risks, at the highest level, lies with the Enterprise Risk Management Committee (ERMC). The ERMC is made up of the company’s executive leadership team, which meets regularly to discuss all material risks, available mitigation opportunities and further ERM program evolution. In 2024, the ERM team educated the EMRC on risk/reward balance to better align on the organization’s risk appetite. This provided additional opportunity to support strategic processes and enhance the identification and prioritization of risk mitigation efforts as part of our annual business planning cycle. Reviewing our risk appetite occurs on an annual basis in conjunction with strategy setting and business planning. The responsibility of mitigation planning and execution is delegated to risk owners, who are assigned these duties based on their individual knowledge, ability and expertise in the areas essential to managing each specific risk. In addition to quarterly reporting to the Audit Committee and to further drive visibility into risk mitigation efforts, monthly mitigation progress is reported to the Asset Management Committee of the board. This reporting structure generates meaningful dialogue to ensure effective oversight of the company’s material risks.



CYBERSECURITY

DLC understands the importance of securing our information and operational technology networks and assets against cyber threats. As information becomes more digitized, it is essential that we protect the integrity of our customers’ and employees’ private information, as well as the safety and security of the critical infrastructure we operate and maintain.

DLC’s chief information officer is responsible for the overall strategy and direction of DLC’s Information Technology business unit. DLC also has a chief information security officer who is responsible for DLC’s cybersecurity strategy, governance and execution. This individual reports to the Audit Committee of the board on a quarterly basis.

Our cybersecurity program is centralized in one organization to provide governance and execution for the entire company. The program is designed to provide a holistic forward-looking view of cybersecurity risk. Furthermore, DLC’s program is organized to protect, detect, respond to and recover from cyberattacks in order to safeguard the people, processes, technology and assets required to deliver affordable, safe and reliable service. Our approach to cybersecurity enables our business through information security capabilities, which are adaptive, innovative, risk based and designed to ensure operational

compliance, integrity and availability of our services. The program defines and enables cybersecurity risk decision accountability and aligns cybersecurity risk management with business priorities and strategy.

We align our cybersecurity strategy with the National Institute of Standards and Technology Cybersecurity Framework for Securing Critical Infrastructure. DLC also complies with the NERC Critical Infrastructure Protection Standards. In addition to these alignments, DLC partners with the U.S. government, federal/state law enforcement and security agencies and industry peers for threat and information sharing.

Internally, we achieve information security risk management by collaborating across all business units, employees and external partners. We ensure that all employees understand their role in protecting DLC’s assets and how their behaviors affect information security risk management. We regularly provide cybersecurity awareness

training and conduct monthly awareness exercises to achieve this. We protect critical assets and prevent security incidents by evaluating threats and risks, maintaining situational awareness and using security controls to prevent information security incidents. DLC has deployed capabilities to rapidly detect, respond to, contain and recover from threats. Additionally, the company measures key information security processes by collecting and analyzing data to continuously improve cybersecurity processes. DLC’s Cybersecurity team, in partnership with the Corporate Compliance team, ensures that we maintain compliance with all state, federal and regulatory requirements associated with data protection and utility operations.

In 2024, we completed actions to further protect our networks from outside threats, including:

- ▶ **Stood up an AI Governance Review Committee to evaluate potential AI solutions made up of a cross-departmental group including subject matter experts from our Data Governance and Compliance teams.**
- ▶ **Completed enhancements to the Supply Chain Risk Management program through deployment of a Governance, Risk and Compliance tool to support automation.**

- ▶ **Implemented additional security controls when file sharing with third parties by updating file-sharing policies.**
- ▶ **Implemented new tools to manage attack-surface exposure.**
- ▶ **Implemented a cybersecurity platform to provide enhanced visibility into operation-technology assets, vulnerabilities, threats and response actions.**
- ▶ **Retired legacy applications and infrastructure.**

Looking ahead to how we can continue to strengthen our cybersecurity posture, we are developing a strategy for Zero Trust Architecture. This strategy will enhance security for on-premises, remote and cloud access by enforcing strict identity verification and continuous monitoring. This approach ensures that trust is never assumed for access to data or resources — always maintaining security.



PHYSICAL SECURITY

DLC’s Corporate Security team is committed to protecting the safety of our employees, working locations and critical resources. The care of these systems is critical to operating the electric grid safely and securely. The team ensures regulatory compliance in our areas of responsibility; provides collaborative security consulting and solutions; and maintains a defense-in-depth posture for the physical security of our critical resources, corporate facilities and employees. In 2024, we saw substantial progress in strengthening our physical security framework and building a culture of awareness and accountability. By launching training resources, implementing new programs, completing key system upgrades and enhancing law enforcement partnerships, we demonstrated our commitment to responsible resource management and proactive security improvements across our organization.

We’re always seeking to improve our safety culture, and in 2024, we launched an annual training initiative, the Essential Rules of Access Control. This mandatory program for all DLC employees emphasizes critical security practices, including ID badge usage, access control and best practices for on-site security. We are committed to the ongoing training of the Corporate Security team and the entire DLC workforce to continuously improve safety and security culture at DLC.

Monitoring access and enhancing security measures at our facilities is essential in protecting the critical infrastructure we operate. As best practices evolve, we upgraded security infrastructure and technology to safeguard our working locations and critical resources. In 2024, these actions included:

- ▶ Completion of a multiyear project to upgrade the CCTV camera systems across our substations and service centers. This upgrade replaced legacy analog equipment with advanced high-definition, internet-protocol-based cameras, significantly enhancing our visual coverage and security responsiveness across all monitored facilities.
- ▶ Deployment of anti-tailgating technologies at substations, which incorporate a combination of speakers, tailgating prevention devices and latch-bolt monitors to prevent unauthorized access and increase facility security.
- ▶ Implementation of a third-party software to provide real-time safety alerts to the Security Command Center for occupied facilities and critical locations, enabling our team to respond proactively to emerging threats or risks.
- ▶ Launch of a multiyear project to upgrade door lock hardware, improving functionality and security consistency across all facilities.

Lastly, collaboration with local law enforcement is instrumental in building a secure operational environment and enhances public safety throughout DLC’s coverage area. In 2024, we organized training for first responders, focusing on safe entry and navigation of substations. Additionally, our ongoing participation in meetings with the Allegheny County and Western Pennsylvania Chiefs of Police Associations has not only improved our relationships with law enforcement agencies but has also enabled us to resolve security investigations more effectively, staying informed on best practices.



INNOVATION

At DLC, we’re constantly searching for ways to improve how we provide safe, reliable and affordable energy to our customers. In a quickly evolving industry, we take pride in creating groundbreaking strategies to achieve that goal. We have an internal Innovation Center which aims to harness the power of innovation, collaboration and new technology. It is an important part of the Innovation Center’s mission to be a contributor to the burgeoning network of higher education in Pittsburgh, and we work in close collaboration with the University of Pittsburgh and Carnegie Mellon University, in addition to local organizations facilitating innovation, such as the [Energy Innovation Center](#). Over the long term, we will drive a culture of innovation across DLC to apply new solutions that bring safe, reliable and affordable electricity to our customers.

DLC’s Innovation Center operates on six principles to guide our day-to-day work:

- ▶ **Customers are our north star and always our most important stakeholder.**
- ▶ **We are open, transparent and trustworthy.**
- ▶ **Innovation is a team sport.**
- ▶ **We learn to continuously improve and be more agile.**
- ▶ **We act with urgency.**
- ▶ **We take risks strategically, believe mistakes are inevitable and respond quickly.**

DLC’s Innovation Center focuses on:

- ▶ **Safety:** Use training, processes, technology and tools to ensure the safety of our employees, contractors, customers and the public.
- ▶ **Affordability:** Improve our efficiency and optimize the use of our assets.
- ▶ **Excellence in service:** Offer products and services our customers need. Eliminate customer problems before they occur and deliver in the moment of truth.
- ▶ **Reliability:** Keep the lights on for our customers and keep our system safe and secure to ensure that our electric grid is prepared for the future.
- ▶ **Sustainability:** Reduce the environmental impact of our operations while assisting and educating our customers.

If you’d like to work with DLC’s Innovation Center or have an innovative idea to share, please contact us at innovation@duqlight.com.

We seek to transform DLC into an innovative utility by leading, coaching, training and partnering with internal and external stakeholders to use new technologies, ways of working or business models to improve our performance framework. As our industry continues to understand the full range of opportunities to leverage AI in service to customers, DLC is initially focused on developing company policies to address the use of AI in the workplace, while protecting private customer



information and critical infrastructure data. We are also actively mapping the various ways our vendors and current business technology platforms already use AI to ensure appropriate use of company data and are exploring immediate use cases for AI deployment including, customer service, load management and storm response. AI advancements that we made in 2024 include:

- ▶ **Launched Microsoft Copilot as an internal tool for employees to create efficiencies in their everyday work.**
- ▶ **Stood up an AI Governance Review Committee to evaluate potential AI solutions made up of a cross-departmental group including subject matter experts from our Data Governance and Compliance teams.**

In addition to advancements in AI, we continued to make DLC a utility of the future by advancing innovative projects, including:

- ▶ **New products and service development:** DLC launched our first [Referral Network Program](#) to simplify the process of finding a trusted vendor for services that we do not provide, including solar panel installers and wood removal, and we are in the process of expanding this network to include electrical services.
- ▶ **Idea generation:** Our Innovation Center launched an internal Innovation Ideas campaign to formalize the process for gathering employee-driven ideas to enhance our operations and services. The campaign has generated 91 employee submissions, which are currently being evaluated and may be considered for a pilot, if appropriate.
- ▶ **Drone pilot program:** We expanded the drone pilot program and completed 137 flights, collecting data on difficult-to-access infrastructure to improve safety and efficiency.
- ▶ **Sustainable timber harvesting:** We worked with an external forester to survey our legacy properties for sustainable timber harvesting. We plan to undertake an initial harvest in 2025 in an environmentally friendly manner and develop a sustainable forest management plan for the continued responsible maintenance of the land.
- ▶ **Customer education:** DLC is committed to helping our customers decarbonize and meet their own ESG goals. We aimed to deepen the relationship with our industrial customers by hosting a daylong educational summit on industrial decarbonization opportunities.

FEATURE STORY

Innovation Center Awarded \$230,000 for Sharpsburg Clean Energy Initiatives

In an effort spearheaded by the Innovation Center, DLC was named a Phase 1 and Phase 2 winner of the Solutions for Lasting, Viable Energy Infrastructure Technologies (SOLVE IT) Prize by the [Energy’s Office of Technology Transitions](#), [Office of Clean Energy Demonstrations](#) and [Office of Energy Efficiency and Renewable Energy](#). DLC’s submission was among 28 nationwide projects selected by the DOE as a Phase 1 winner and 10 projects selected as a Phase 2 winner.

Between Phase 1 and Phase 2, the company received a \$230,000 federal grant to address the clean energy needs of Pittsburgh’s Sharpsburg community. A DLC team — comprised of innovation, transportation electrification and environmental, social and governance specialists — collaborated with Sharpsburg to identify innovative clean energy solutions and support the borough’s clean, independent energy future.

Although DLC was one of 10 winners to advance to Phase 3 of the process, the DOE is no longer pursuing the SOLVE IT Prize. The ideas generated during the engagement helped Sharpsburg strategize for the energy future they envision for their community. We continue to support Sharpsburg and all customers on their transition to a clean energy future for all.

“Collaborating with Sharpsburg to plan for the type of community they want to grow into is the exact type of meaningful partnership we want to be a part of,” said Josh Gould, DLC’s director of advanced grid solutions and strategic planning. “DLC is here to power resilient, sustainable Pittsburgh communities and support clean energy growth in ways that benefit all customers.”



PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

DLC operates with a strong commitment to safety, inclusivity and customer focus and expects its suppliers, partners and consultants to have that same dedication while working with us. We require our suppliers to review and adhere to our [Supplier Code of Conduct](#), which lays out the minimum standards of conduct that all suppliers must adhere to while conducting business with or on behalf of DLC. Our Supplier Code of Conduct reaffirms our commitment to conducting business in accordance with the highest ethical standards, including a commitment to the welfare of workers and using resources responsibly and efficiently. It requires our suppliers to uphold that same commitment.

DLC has a Supplier Relationship Management (SRM) program which better positions DLC to identify, address and mitigate supply chain challenges before they escalate, contributing to a more resilient and adaptive supply chain. DLC recognizes the critical role that suppliers play in our success. Beyond mere transactions, the SRM program drives innovation and flexibility. It also helps us proactively address future challenges, such as cybersecurity threats, sustainability, weather events and regulatory changes. DLC’s SRM program continues to create value for both us and our supplier partners by transitioning from a business practice to a philosophy that fosters collaboration, agility and long-term success.

Responsible Procurement

In order to deliver the vision of a clean energy future for all and maintain safe and reliable service for our customers, DLC utilizes a broad supply chain. Our responsible procurement program fosters economic activity through local and regional supplier spend, providing business value to DLC through improvement in overall economic conditions and a greater need for the product we provide — electricity.

DLC seeks to achieve the following responsible procurement objectives:

- ▶ Increase innovation and competition among our suppliers.
- ▶ Increase the number of suppliers that provide

DLC with products and/or services, while maintaining a commitment to safety, quality, competitive pricing and customer service.

- ▶ Ensure that the evaluation and qualification process is equitable.
- ▶ Inform suppliers of DLC’s requirements and supplier-related policies and procedures.
- ▶ Actively partner with external organizations in the communities that DLC serves to identify and engage in outreach efforts to increase the number of suppliers that participate in the request for proposal process.
- ▶ Develop relationships with the supplier community on a local and regional basis to promote economic growth as well as strengthen the DLC brand and trust within the communities we serve.

Business Classifications

DLC recognizes the following small and diverse business classifications that obtain third-party certification from a legitimate third-party such as the National Minority Supplier Development Council, National Veteran-Owned Business Association or the Small Business Administration:

- ▶ Disability-Owned Business Enterprise
- ▶ Disadvantaged Business Enterprise*

- ▶ Historically Underutilized Business Zone*
- ▶ Lesbian, Gay, Bisexual, Transgender Business Enterprise
- ▶ Minority Business Enterprise
- ▶ Service-Disabled Veteran Business Enterprise
- ▶ Service-Disabled Veteran-Owned Small Business*
- ▶ Small Disadvantaged Business*
- ▶ Veteran Business Enterprise
- ▶ Veteran Disability-Owned Business Enterprise
- ▶ Veteran-Owned Small Business*
- ▶ Women Business Enterprise
- ▶ Women-Owned Small Business*

*A business concern that is categorized as small in its primary industry, based on revenue and/or employees, as determined by the Small Business Administration’s Small Business Size Standards.

To learn more about these business classifications, see [our website](#).



Partnerships

DLC has set clear internal strategic objectives and key performance indicators that allow us to be a best in-class procurement organization amongst our peer utilities and within the Pittsburgh region. With our customers always top of mind, we strive to purchase the best quality products and services at the best price, while always keeping a close focus on safety. To achieve quantifiable improvements, it is imperative that we partner with our suppliers and internal business partners to drive innovation, competition and overall value for the enterprise.

In 2024, we invested in our relationships with local supplier networks. We supported [BEAM Collaborative](#) whose purpose is to bridge the gap between major institutions and talented local businesses, unlocking economic growth and resilience for our region. Along with other Pittsburgh-based companies, we make up the “anchor organizations” in the BEAM Procurement Collaborative, which focuses on increasing minority spend in the Pittsburgh region. We also joined the [University of Pittsburgh Institute for Entrepreneurial Excellence’s Small Business Development Center](#) and attended several networking and leadership development events

throughout 2024. Lastly, we held our first ever Utility Contractor Networking Event in June 2024. We partnered with First Energy, NiSource (Columbia Gas), Essential Utilities (People’s Gas) and Pittsburgh Water and Sewer Authority to bring together nearly 100 people from more than 40 contractors. Relationships forged at the event resulted in several new contractors being included in bids both at DLC and the other participating organizations.

The full list of organizations we partner with includes:

- ▶ **African American Chamber of Commerce of Western Pennsylvania**
- ▶ **Eastern Minority Supplier Development Council**
- ▶ **BEAM Collaborative**
- ▶ **National Veteran-Owned Business Association**
- ▶ **Pitt Institute for Entrepreneurial Excellence’s Small Business Development Center**
- ▶ **Three Rivers Business Alliance**
- ▶ **Women’s Business Enterprise Center East**



GOVERNMENT AFFAIRS

The service provided by DLC is governed by various state and federal statutes and regulations. For instance, multiple state and federal agencies, such as the Pennsylvania Public Utility Commission, Federal Energy Regulatory Commission and North American Electric Reliability Corporation regulate our business. That means the legislative and regulatory process at all levels has a significant impact on our customers and company. To that end, DLC values the opportunity to partner with government and elected officials to share our expertise regarding energy and utility-related policies and to advocate for policies that are in the best interest of our customers and company.

We maintain an office in Harrisburg, Pennsylvania, and our government affairs employees are lawfully registered with the Pennsylvania Department of State. Our engagement on these matters is governed by DLC’s Policies for Ethical Conduct, which covers enforcement of local, state and federal laws on use of company funds and facilities for political purposes; fair dealing and unfair competition; government bids and procurement; compliance with laws and regulations; gifts and entertainment within a business relationship; and honesty in business communications. These policies ensure our engagement in these matters is lawful and just.

Political Engagement and Lobbying

To facilitate voluntary political contributions to state and local candidates, DLH operates a Political Action Committee (PAC), which includes DLC. The PAC is a bipartisan, nonprofit association that was formed to raise funds and contribute to candidates for state and local elected offices and is appropriately registered with the Pennsylvania Department of State. While DLH occasionally engages informally with members of Congress on federal policy issues, the PAC is not federally registered and does not make contributions to federal candidates.

As integrity is core to our values, we comply with any federal, state and local laws that regulate and restrict the use of corporate funds in connection with elections and other political activities when engaging with government and elected officials. In limited circumstances, company funds may be used for certain permissible lobbying activities to solicit voluntary political contributions from employees and shareholders. Monies raised through the PAC are comprised of voluntary and confidential employee contributions. The PAC follows all statutory filing obligations and guidance issued by the Bureau of Campaign Finance and Lobbying Disclosure of the Pennsylvania Department of State and never uses customer funds to participate in political activities.



Additionally, the PAC is governed by a steering committee, which oversees its operations, financials, engagement events and DLH-tracked legislation. The Steering Committee is made up of approximately 14 voluntary representatives from across DLH.

In 2024, the PAC contributed to local and state candidates, working to create results-oriented partnerships, as we engaged on public policy issues and advocated for public policies that were in the best interest of our customers and company. The PAC determines which politicians to support based on a matrix that weighs their leadership role, bi-partisanship, legislative votes that support DLC’s interests and how well they align with DLC’s values. To learn more about our contributions to elected officials, please visit the [Pennsylvania Campaign Finance Online Reporting](#) website.

DLC utilizes other forms of stakeholder engagement to build strategic relationships in the energy industry and garner influence in the region. To accomplish this, we participate in the following membership organizations: Edison Electric Institute, Energy Association of Pennsylvania, Greater Pittsburgh Chamber of Commerce, Beaver County Chamber of Commerce and Pennsylvania Chamber of Business and Industry.

As a testament to our leadership and energy expertise, representatives of DLC are often asked to participate in forums to share valuable insight on energy policy. These policy issues are critical

to our efforts to upgrade critical infrastructure and help our region and state transition to a clean energy future for all, and we will continue to work with stakeholders to ensure the clean energy transition is equitable.

Energy Policy

As part of our duty to provide safe, reliable and affordable service, we monitor emerging policies for the impact they have on our business and customers. Our External Affairs team collaborates closely with an internal group of subject matter experts who are knowledgeable about the topics in question. By collaborating with internal subject matter experts and our membership organizations, we create informed positions on policy issues and use this information as we engage with and educate legislators and decision makers.

In an effort to advance the company’s vision of delivering a clean energy future for all, DLC’s External Affairs team engaged with Pennsylvania’s state policymakers during the 2023–2024 Legislative Session on energy and utility-related bills focused on customer affordability, transportation electrification, grid modernization and utility operations, among others.

2024 Policy Priorities

- ▶ **Customer affordability:** DLC participates in policy conversations to advance efforts to balance consumer protections and managing utility costs. Examples of this include the reauthorization of existing consumer protection legislation (i.e. Chapter 14).
- ▶ **Reliability and energy security:** Existing generation is retiring faster than new generation is coming online to replace it, leading to potential shortfalls in electricity supply in the larger PJM grid, which serves Pennsylvania. DLC seeks to advance solutions that maintain reliability and affordability for Pennsylvania consumers today, while transitioning to a cleaner, reliable energy future. To learn more about reliability and energy security, see the [Infrastructure Reliability](#) section in the report.
- ▶ **Cleaner energy sources:** The company is an active participant in policy discussions in its service territory, as well as in Harrisburg, on opportunities to advance a cleaner, more robust energy future through an all-of-the-above strategy that balances affordability and reliability. Examples of this include updating existing renewable energy policies, including net metering rules and the Alternative Energy Portfolio Standards; energy efficiency and electrification; battery storage; and nuclear.

Federal/State Grants and Economic Impact

DLC strategically pursues federal funding from the Inflation Reduction Act and Bipartisan Infrastructure Law, as well as state and local grant opportunities to modernize our infrastructure and benefit our local communities in ways that enable the transition to a clean energy future for all. We are also supporting our customers and partners to pursue funding by offering letters of support, technical assistance and serving as an advisor on multiple projects.

In 2024, DLC was awarded \$230,000 to advance clean energy solutions in local communities as part of DOE’s Solutions for Lasting, Viable Energy Technologies (SOLVE IT) Prize. Using this funding, we partnered with a local municipality, Sharpsburg, to assess how clean energy can help lift up their community and created a project plan to accomplish this. DLC is currently in Phase 2 out of three for this prize with the opportunity to be selected as a finalist and receive \$500,000 to implement the identified project in July 2025. To learn more about the SOLVE IT Prize, visit the [Innovation](#) section of the report. Additionally, we worked closely with stakeholders in the region to assist our partners in securing approval for more than \$23.1 million in funding to advance transportation electrification, grid modernization, innovation and IT advancements across our service territory.



	2023	2024
FEDERAL GRANTS AND ECONOMIC IMPACT (Focus Area)		
DLC Led Funding Efforts	\$19,852,500	\$230,000
Partnership Funding Efforts	\$43,731,336	\$23,152,685
Total	\$63,583,836	\$23,382,685

DLC LED FUNDING EFFORTS				
Category	Title	Organization	Amount	Description
Innovation	Solutions for Lasting, Viable Energy Infrastructure Technologies (SOLVE IT) Prize: Phase 1	DLC	\$80,000	DLC was awarded a prize of \$80,000 to empower Sharpsburg to identify and implement innovative clean energy solutions in a way that works for their unique needs and challenges.
Innovation	Solutions for Lasting, Viable Energy Infrastructure Technologies (SOLVE IT) Prize: Phase 2	DLC	\$150,000	DLC was awarded a prize of \$150,000 to work with Sharpsburg to create clean energy project action plans and partnerships to see their project through to fruition.
			\$230,000	

PARTNERSHIP FUNDING EFFORTS				
Category	Title	Organization	Amount	Description
Transportation Electrification	Charging and Fueling Infrastructure Discretionary Grant Program (CFI)	City of Pittsburgh/ Pittsburgh Parking Authority	\$2,396,407	The City of Pittsburgh and Pittsburgh Parking Authority were awarded funds by the Department of Transportation to strategically deploy publicly accessible electric vehicle charging in publicly accessible areas throughout the city. DLC is contributing funds from our Community, Fleet and Transit program to support this project.
Transportation Electrification	PA Alternative Fuels Incentive Grant (AFIG) Alternative Fuel Vehicle Retrofit and/or Purchase Program	Local Governments	\$30,000	AFIG is available to school districts, municipalities, nonprofit organizations and businesses in Pennsylvania that want to transition to cleaner fuel transportation. Local governments secured funding that contributed to the purchase of new EVs in their fleet operations.
Transportation Electrification	Driving PA Forward L2 Electric Vehicle Charging Rebate Program	Municipal Authority	\$9,408	This funding program offers rebates to businesses and organizations for the installation of Level 2 EV charging infrastructure in the state of Pennsylvania.
Grid Modernization	2023 Funding Opportunity Announcement for Energy Future Grants (EFG) Creating a Community-Led Energy Future	Allegheny County	\$500,000	The EFG provides financial assistance to support local, state and tribal government-led partnership efforts that will advance clean energy innovation. EFG seeks to enhance energy affordability and access for communities, ensuring the broad benefits of a clean energy economy.



PARTNERSHIP FUNDING EFFORTS				
Category	Title	Organization	Amount	Description
Innovation	Caltech Rocket Fund	Sensible Photonics	\$40,000	Caltech's Rocket Fund is a member-supported granting pool that helps academic and garage innovators turn their technologies into commercial realities through financial support, entrepreneurial mentoring and education.
Transportation Electrification	DC Fast Charging and Hydrogen Fueling Grant Program	Pittsburgh Parking Authority	\$245,650	The grant is available to school districts, municipalities, nonprofit organizations, and businesses in Pennsylvania that want to transition to cleaner fuel transportation. The Pittsburgh Parking Authority secured funding that contributed to the purchase of new charging stations.
Transportation Electrification	Environmental Mitigation Community Fund	Local Municipality	\$43,220	The Environmental Mitigation Community Fund is a secure, interest-bearing escrow vehicle with a fiduciary agent to fund projects to benefit environment, health and quality of life in communities impacted by Shell's violation of Pennsylvania environmental laws and regulations at its facility in Beaver County.
Transportation Electrification	EPA Clean School Bus Program	Local School Districts	\$14,200,000	This funding will be used to electrify buses serving the Pittsburgh region and install the necessary charging infrastructure. DLC is working with local school bus operators to construct the necessary infrastructure that will power their electric bus fleet.

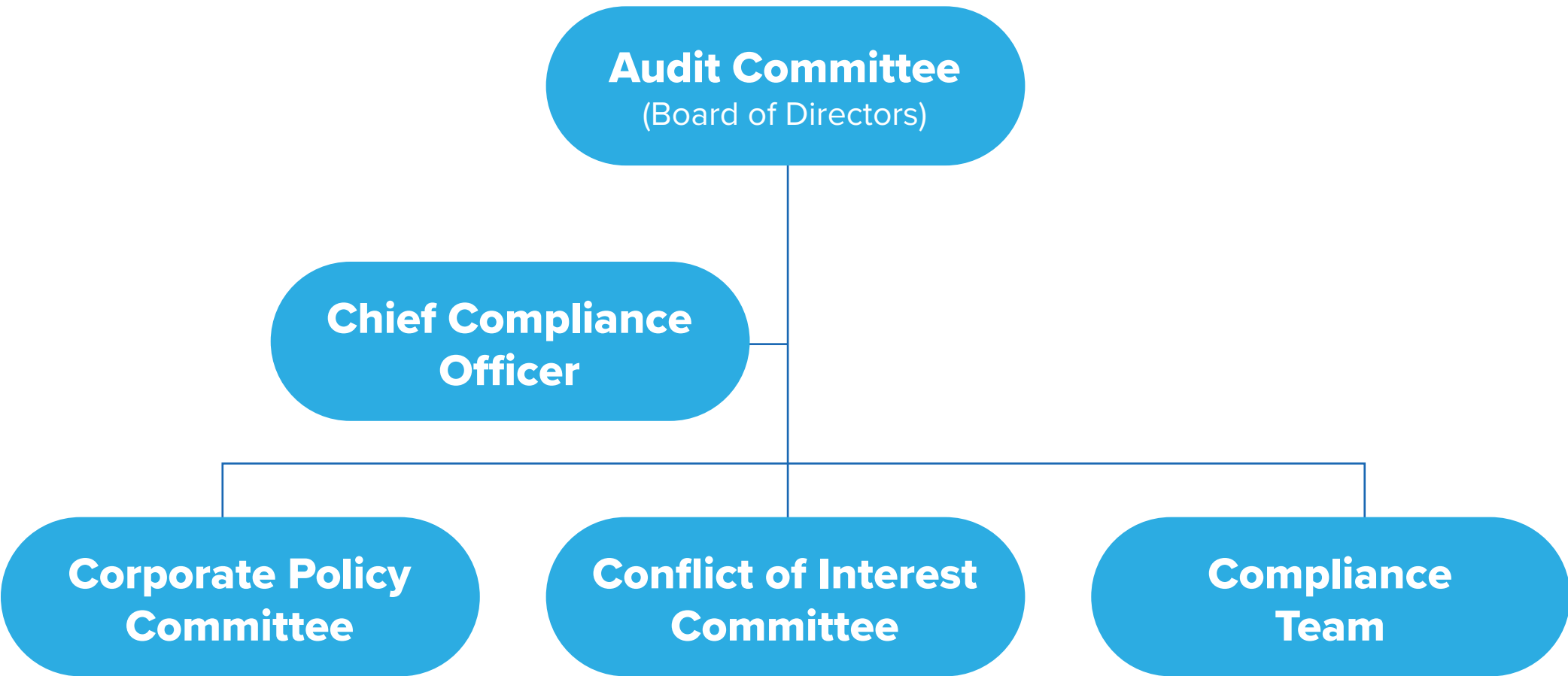
PARTNERSHIP FUNDING EFFORTS				
Category	Title	Organization	Amount	Description
Grid Modernization	Sensor Placement and Optimization Tool for the Integration of Solar Systems	National Renewable Energy Lab	\$3,000,000	The National Renewable Energy Laboratory proposed to develop and demonstrate an extensible, open-source software suite that performs multistage, probabilistic, optimal sensor selection and placement considering multiple sensor types. DLC's contribution to the project is to provide network models, sensor data and information on communications infrastructure.
Grid Modernization	Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs	Sensible Photonics	\$200,000	The SBIR and STTR programs are competitive non-dilutive funding programs that fund eligible small businesses to engage in federal research/research and development.
IT	University Cybersecurity Center	University of Pittsburgh	\$2,488,000	This funding seeks to establish a network of university-based, regional electric power cybersecurity centers. These centers should address interrelated research and development challenges of cybersecurity and critical energy infrastructure, while considering the distinctive characteristics of each region's electricity system, network of infrastructure and workforce expertise. It is envisioned that this initiative will result in multiple new tools and training for the energy sector.
			\$23,152,685	



ETHICS AND COMPLIANCE

DLC is committed to maintaining the highest standards of business, common-sense ethics and conducting itself in accordance with our policies and procedures and all applicable laws, rules and regulations. Our Policies for Ethical Conduct, which are reviewed for potential updates annually, serve as the foundation upon which DLC’s compliance and ethics program is built. Such policies stem from core [values](#) that guide us every day.

While all individuals at the company are responsible for operating in a compliant and ethical manner, the governance and execution of DLC’s ethics and compliance strategy is overseen by the chief compliance officer (CCO). The CCO is supported by a network of committees which are staffed by subject matter experts across the company. Their roles and responsibilities are described further below.



Compliance Reporting

Through our compliance program, employees are advised and empowered to promptly report any known or suspected violations of DLC policies, procedures or applicable laws, rules or regulations to management, the Compliance team, Human Resources department or use DLC’s Ethical Conduct Compliance Hotline. Throughout the year, the hotline and other reporting mechanisms are promoted regularly to employees and the hotline is accessible via telephone, website or QR code and features an anonymous chat function. It is operated and maintained by a third-party provider to allow for reporting 24/7/365 and to permit, if desired, anonymous reporting of concerns. In 2024, we engaged in a benchmarking assessment of our hotline and investigatory process to help identify potential ways to refine and improve it.

All reported concerns are promptly and confidentially investigated. When an investigation reveals that there has been a compliance violation, it is addressed and, if applicable, appropriate corrective action is taken. We have a zero-tolerance policy with respect to retaliation and make it clear to employees that DLC prohibits retaliation against employees for reporting concerns or participating in an investigation. Employees are regularly educated about retaliation and encouraged to immediately report any suspected retaliatory conduct.

Policies and Procedures

Our policies and procedures are the guiding documents that we must all follow to ensure we are conducting business in a way that is ethical and meets compliance standards. All corporate-wide policies and procedures are reviewed periodically for updates and are accessible to all employees via DLC’s intranet site. In 2024, we worked closely with various business groups to update company-wide policies to reflect changing systems, processes and operations, including updating policies and procedures to address obligations applicable to the company as a recipient of federal funding and grants. New corporate-wide policies are reviewed and approved by a company-wide, cross-functional Corporate Policy Committee.



Conflicts of Interest

Employees are advised to avoid any situation that might interfere or appear to interfere with their obligations to DLC. Our Policies for Ethical Conduct provide that all employees must report actual or potential conflicts to the Compliance team for review in coordination with our Conflict of Interest (COI) Committee. In 2024, the COI disclosure form used by employees to report potential conflicts was updated to clarify the nature and scope of conflicts that should be disclosed for review. The COI Committee meets quarterly and as needed throughout the year to review reported conflicts and to issue appropriate guidance to employees.

Training and Engagement

Throughout the year, DLC regularly educates its employees on key components of its compliance program. Annual compliance trainings, which include our Policies for Ethical Conduct, Data Privacy and Security, and FERC Standards of Conduct, are administered to employees across DLC each year, and in 2024, we achieved 100% participation. Information about the compliance program and methods to report compliance concerns are presented in person to new employees during orientation. The Compliance team also works collaboratively with teams across DLC to produce and deliver custom trainings based on specific business needs.

In addition to trainings, the Compliance team issues regular communications to employees to ensure they are aware of DLC policies and procedures; the importance of reporting non-compliance; and promoting awareness of methods available to report non-compliance, including the Ethical Conduct Compliance Hotline. Annual Compliance and Ethics Week, which occurs during the fall, is utilized as an opportunity to further highlight important compliance topics, such as the availability of the hotline as a mechanism to report concerns, the need to report concerns, and confidentiality and data privacy, via daily communications and games/quizzes.



BOARD GOVERNANCE

DLC’s Board of Directors is composed of nine members: six directors appointed by Holdings LLC’s owners, two independent directors and DLC’s President and CEO Kevin Walker. The directors appointed by Holdings LLC’s owners are experienced infrastructure asset investors and bring utility industry, financial and legal experience to the board process. One of the independent directors is currently the board chair. The board meets regularly and engages in appropriate oversight. There are five committees of the board: Asset Management; Audit; Business Plan and Budget Review; Talent and Compensation; and Governance, Regulatory and Corporate Responsibility. To ensure the effectiveness of our committees, the Governance, Regulatory and Corporate Responsibility Committee conducts an annual assessment and review of the board including the board chair and the board’s committees.

Board Skills

Directors on DLC’s Board bring a variety of skill sets to their positions, including different geographical perspectives, industry expertise and years of experience.

- ▶ Cybersecurity/IT
- ▶ Finance/Accounting
- ▶ Operations/Transmissions
- ▶ Utilities/Regulatory
- ▶ Legal/Compliance
- ▶ Risk/Asset Management
- ▶ Business Development
- ▶ Board Experience
- ▶ Management Consulting
- ▶ Corporate Strategy
- ▶ Environmental/Sustainability
- ▶ Engineering

Board Committees

Asset Management Committee: Reviews operational and financial performance monthly and monitors the operations of the businesses between board meetings. This committee conducts its day-to-day business within the confines of the delegated authority of the board. Additional responsibilities include managing top-tier risks and monitoring compliance with environmental, safety and reliability matters.

Audit Committee: Assists the board in fulfilling its oversight responsibilities of the integrity of the financial statements of DLC, the Independent Auditor’s qualifications and independence, the performance of DLC’s internal audit function and Independent Auditor, and DLC’s legal and regulatory requirements. Additional responsibilities include overseeing our enterprise risk management framework, cybersecurity program and compliance, including the compliance hotline reporting.

Business Plan and Budget Review Committee: Reviews the annual budget of DLC and the company’s three-to-five-year business plan, making final recommendations to the board for its approval. Additional responsibilities include allocating financial resources to address top-tier risks.

Governance, Regulatory and Corporate Responsibility Committee: Assists the board in setting policies representing good practice with respect to organizational governance, including the operation of the board, and provides oversight and assistance regarding community facing and regulatory activities undertaken by DLC. Additional responsibilities include advising on ESG strategy and disclosure.

Talent and Compensation Committee: Assists the board in discharging its responsibilities relating to the compensation and benefits of DLC’s officers and employees. Additional responsibilities include overseeing CEO and executive officer compensation and evaluating talent along with succession planning.



ESG DATA CENTER



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2024 ESG Data: Climate Conscious

	2022	2023	2024
GHG EMISSIONS <i>(metric tonnes of CO₂e)</i>			
Scope 1 Emissions	11,480	11,263 ¹	8,009
Gasoline Consumption	2,235	2,123	2,170
Diesel Consumption	3,358	3,165	3,398
Natural Gas Consumption	1,235	1,161	1,211
SF ₆ Emissions	4,586	4,747	1,163
Refrigerant Emissions	67	67	67
Scope 2 Emissions ²			
Market-Based	14,158	13,854	13,924
Location-Based	13,134	12,852	12,916

DLC FLEET VEHICLE BREAKDOWN			
Type	Number of Units		
Full EV	12	20	37
Plug-In Hybrid	13	12	33
EV Forklift	7	7	7
JEMS	18	28	33
EV Total	50	67	110
DLC Total Fleet Vehicles	627	635	662
EV Fleet % ³	8%	11%	17%
EV Fleet % Target by 2030	30%	30%	30%

¹ In the 2023 ESG Report, DLC reported Scope 1 emissions totaling 9,321 metric tonnes of CO₂e and 2,805 metric tonnes CO₂e of SF₆. Through the implementation of a digital data tracking process, we discovered our SF₆ emissions were misstated in 2023. This resulted in the reported change in total Scope 1 emissions and SF₆ emissions that is shared here.

² Excludes the emissions generated as a result of line losses.

³ Vehicle classifications are targeted for EV replacement based on utilization, age/condition and availability for a suitable and cost-effective EV replacement.

⁴ The PA PUC Benchmarks were established based on an average of historic annual reliability performance from 1994-1998. It is intended to be an upper limit of consistent achievement but has built in latitude to allow a company to exceed them 'occasionally and briefly.' Additionally, although DLC did experience more favorable reliability performance in 2024, our historic performance reflects metrics similar to 2022. For further background on the PA PUC's assessment of reliability, see the Electric Service Reliability Report database.

	2022	2023	2024
WATER SUMMARY <i>(1000 M³)</i>			
Water Withdrawals	2,418.17	1,768.49	2,116.77
Water Consumption	11.51	10.85	12.25
Water Discharges	2,429.68	1,779.33	2,129.02
OPERATIONAL WASTE SUMMARY <i>(in metric tonnes)</i>			
Hazardous Waste Generated	281	77	82
Non-Hazardous Waste Generated	336	1,950	1,164
Universal Waste Generated	17	9	7
PCB Waste Generated	7	14	9
RECYCLING EFFORTS			
Scrap Metals <i>(in pounds)</i>			
Aluminum	1,212,746	662,123	591,008
Brass	1,667	461	515
Copper	684,333	516,335	340,902
Steel	2,488,834	2,428,580	1,921,700
Total Scrap Metal	4,387,580	3,607,499	2,854,125
Oil <i>(in gallons)</i>	109,385	81,734	80,318
Antifreeze <i>(in gallons)</i>	N/A	4,356	757

	PA PUC BENCHMARK ⁴	2022	2023	2024
INFRASTRUCTURE RELIABILITY METRICS				
SAIFI (interruptions/customer)	1.17	0.92	0.57	0.82
SAIDI (minutes)	126	134	63	127
CAIDI (minutes)	108	146	110	156



2024 ESG Data: Powering People

	2022	2023	2024
CUSTOMER BREAKDOWN			
Residential	546,395	548,919	552,125
Commercial	61,180	61,222	61,537
Industrial	1,048	1,025	982
Other ¹	1,144	1,137	1,124
Total	609,767	612,303	615,768

	2023	2024
ENERGY ASSISTANCE PROVIDED		
Dollar Energy Fund	\$1,846,907	\$574,824
LIHEAP	\$8,220,025	\$5,017,329
PA Homeowners Assistance Fund	\$349,301	\$187,623
Total	\$10,416,233	\$5,779,776

CHARITABLE GIVING SUMMARY (Focus Area)	2022	2023	2024
Social and Economic Interests	\$820,500	\$571,500	\$723,500
Workforce Development	\$486,832	\$473,500	\$222,000
Sustainable Communities ²	\$659,630	\$480,000	\$591,265
Campaign for the Community (DLC match)	\$299,435	\$295,319	\$259,918
Total Charitable Giving	\$2,266,397	\$1,820,319	\$1,796,683

VOLUNTEERISM	2022	2023	2024
Employee Volunteer Hours	4,254	4,320	4,806

¹ Includes DLC company accounts and lighting accounts. DLC company accounts refer to the electricity that is being consumed at the premise by DLC. Lighting accounts include municipal streetlights, highway streetlights and private area lighting.

² The Sustainable Communities focus area previously contained the Campaign for the Community (DLC Match); Data availability improvements now allow for bifurcation in reporting to better display that the Campaign for the Community (DLC Match) is spread between all charitable giving focus areas.

³ Includes individuals who prefer not to disclose.

⁴ Count of employees who are female, BIPOC, veteran or IWD.

	2022	2023	2024
EMPLOYEE COUNTS			
Total Number of Employees	1,725	1,758	1,806
Number of Full-Time Employees	1,719	1,751	1,799
Number of Part-Time Employees	6	7	7
Number of Union Employees	871	884	907
Number of Non-Union Employees	854	874	899

WORKFORCE INFORMATION	2022	2023	2024
Females as Percent of Workforce	28.3%	28.5%	27.8%
Males as Percent of Workforce	71.7%	71.5%	72.2%
Employees Identifying as White ³	85.7%	85.8%	85.6%
Employees Identifying as Black, Indigenous and People of Color (BIPOC)	14.3%	14.2%	14.4%
Veterans as Percent of Workforce	7.8%	7.7%	8.0%
Individuals With Disabilities (IWD) as Percent of Workforce	3.4%	3.8%	4.5%
% Employees Aged Under 30 Years Old	15.2%	16.2%	19.2%
% Employees Ages 30 to 50 Years Old	58.1%	59.5%	58.9%
% Employees Aged 51 Years Old and Over	26.7%	24.4%	21.9%
Overall Workforce Diversity ⁴	43.8%	44.1%	44.2%



SENIOR LEADERSHIP INFORMATION ¹	2022	2023	2024
Females as Percent of Leadership	37.2%	42.2%	38.1%
Males as Percent of Leadership	62.8%	57.8%	61.9%
Leadership Identifying as White	86.0%	88.9%	88.1%
Leadership Identifying as BIPOC	14.0%	11.1%	11.9%
Leadership Identifying as Veteran	4.6%	6.7%	9.5%
Leadership Identifying as IWD	0.0%	0.0%	2.4%
% Leaders Aged Under 30 Years Old	0.0%	0.0%	0.0%
% Leaders Ages 30 to 50 Years Old	62.8%	64.4%	64.3%
% Leaders Aged 51 Years Old and Over	37.2%	35.6%	35.7%
Overall Senior Leadership Diversity ²	46.5%	48.9%	45.2%

TALENT INFORMATION	2022	2023	2024
Voluntary Turnover as Percent of Workforce	5.5%	6.7%	5.5%
NEW HIRES RATE ³			
Female	29.0%	35.0%	27.9%
Male	71.0%	65.0%	72.1%
VOLUNTARY RESIGNATION RATE ⁴			
Female	6.6%	9.0%	7.4%
Male	5.1%	5.7%	4.8%

DLC EMPLOYEE SAFETY PERFORMANCE	2022	2023	2024
OSHA RECORDABLE INJURIES			
Incidents ⁵	22	20	28
Rate	1.12	1.04	1.41
OSHA LOST TIME INJURIES			
Incidents	4	6	3
Rate	0.20	0.31	0.15
OSHA DART INJURIES			
Incidents	11	11	19
Rate	0.56	0.57	0.96
PMVA			
Incidents	20	23	22
Rate	5.03	5.45	4.47
Total Miles Driven	3,937,887	4,216,791	4,708,442
Work-Related Fatalities	0	0	0
Total Hours Worked	4,249,744.58	3,842,998.71	3,958,354.00

¹ Career levels including director and above.
² Count of senior leaders who are female, BIPOC, veteran or IWD
³ Calculated as diverse segment new hires divided by total new hires.
⁴ Calculated as voluntary resignations of diverse segment divided by diverse segment population. Does not include involuntary terminations or retirements.
⁵ According to OSHA guidelines, recordable incidents are to be reported as part of the calendar year they occur. Incidents that may not be considered an OSHA recordable at the time they occur can be considered recordable after the fact as additional details and issues become known. This caused metrics from 2022 to shift in the 2024 ESG Report compared to what was previously reported.



2024 ESG Data: Responsible Performance

	2022	2023	2024
SUPPLIER SPEND			
Total Supplier Diversity Spend ¹	20.8%	16.2%	10.7%
Total Diverse Local & Regional Supplier Spend ²	33.0%	31.0%	19.0%
Total Local & Regional Supplier Spend ³	30.3%	34.8%	29.5%

FEDERAL GRANTS AND ECONOMIC IMPACT (Focus Area)	2023	2024
DLC Led Funding Efforts	\$19,852,500	\$230,000
Partnership Funding Efforts	\$43,731,336	\$23,152,685
Total	\$63,583,836	\$23,382,685

BOARD COMPOSITION	2022	2023	2024
Total Number of Directors	9	9	9
Number of Independent Directors	2	2	2
Female Directors	33%	33%	33%
Racially/Ethnically Diverse	22%	22%	22%
Overall Diversity (<i>race, ethnicity and gender</i>)	55%	55%	44% ⁴

¹ Refer to the business classifications list in the [Procurement & Supply Chain Management](#) section of the report for a definition of what constitutes a diverse business.

² Local Spend is spend with diverse suppliers located within DLC’s service territory. Regional Spend is spend with diverse suppliers located within the 10 counties that make up the Pittsburgh region (Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Lawrence, Washington and Westmoreland), excluding Local Spend.

³ Local Spend is spend with suppliers located within DLC’s service territory. Regional Spend is spend with suppliers located within the 10 counties that make up the Pittsburgh region (Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Lawrence, Washington and Westmoreland), excluding Local Spend.

⁴ The Board composition remained the same from 2023 to 2024. There was an error in double counting one Board member in the overall diversity within the previous ESG reports, which has been reconciled in the 2024 Corporate Responsibility Report.



APPENDIX



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AFFILIATE OVERVIEW

The Efficiency Network

With an empowered and inspired team, The Efficiency Network (TEN) delivers energy projects for our customers that generate measurable utility savings and create environmental impact. We do so by leveraging innovative technology, engineering and financing solutions, and cost-effective construction. Whether the goal is generating bottom-line savings, achieving environmental goals or executing critical construction projects, TEN can play an integral role in helping customers achieve success. Our staff of experienced professionals leverage expertise in technology, engineering, construction and project finance to meet the goals and needs of our customers. TEN’s primary markets include K-12 education, federal, state and local government, healthcare, higher education and large commercial and industrial organizations.



Many of TEN’s team members have more than 30 years of experience in developing, designing, constructing, financing, operating and maintaining complex energy projects. Our team has worked with hundreds of customers and is driven by customer satisfaction and referrals. TEN is accredited by National Association of Energy Services Companies and is a prequalified Energy Services Company by the U.S. Department of Energy, the Commonwealths of Pennsylvania and Virginia, and the states of New Jersey and Maryland. TEN is also committed to supporting responsible procurement practices.

Management Team

- ▶ **Troy Geanopoulos** — CEO
- ▶ **Rob Campbell** — President and Chief Operating Officer
- ▶ **Alison Shea** — Senior Vice President, Business Development
- ▶ **Randall Clark** — Executive Vice President, Energy Infrastructure and Sustainability
- ▶ **Matt Morris** — Vice President, Construction
- ▶ **Greg Lok** — Vice President, Engineering and Design
- ▶ **Dan Braun** — Vice President, Finance



GRI INDEX

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021		
2-1	Organizational details	About This Report Organizational Structure and Ownership
2-2	Entities included in the organization’s sustainability reporting	About This Report
2-3	Reporting period, frequency and contact point	About This Report
2-4	Restatements of information	Not applicable
2-5	External assurance	External assurances have not been conducted
2-6	Activities, value chain and other business relationships	About This Report
2-7	Employees	ESG Data Center
2-8	Workers who are not employees	DLC does not publicly disclose this information
2-9	Governance structure and composition	ESG Strategy and Governance Board Governance
2-10	Nomination and selection of the highest governance body	ESG Strategy and Governance Board Governance
2-11	Chair of the highest governance body	Board Governance

GRI STANDARD	DISCLOSURE	LOCATION
2-12	Role of the highest governance body in overseeing the management of impacts	Board Governance
2-13	Delegation of responsibility for managing impacts	ESG Strategy and Governance
2-14	Role of the highest governance body in sustainability reporting	ESG Strategy and Governance
2-15	Conflicts of interest	Ethics and Compliance
2-16	Communication of critical concerns	Ethics and Compliance
2-17	Collective knowledge of the highest governance body	Ethics and Compliance
2-18	Evaluation of the performance of the highest governance body	Board Governance
2-19	Remuneration policies	Not available
2-20	Process to determine remuneration	Board Governance
2-21	Annual total compensation ratio	Not available
2-22	Statement on sustainable development strategy	Leadership Message
2-23	Policy commitments	Ethics and Compliance Government Affairs Policies of Ethical Conduct
2-24	Embedding policy commitments	Ethics and Compliance



GRI STANDARD	DISCLOSURE	LOCATION
2-25	Processes to remediate negative impacts	Stakeholder Engagement Ethics and Compliance
2-26	Mechanisms for seeking advice and raising concerns	Stakeholder Engagement Ethics and Compliance
2-27	Compliance with laws and regulations	DLC experienced no significant instances of non-compliance with laws and regulations.
2-28	Membership associations	DLC is a member of several associations including Edison Electric Institute (EEI), Allegheny Conference for Community Development and the Energy Association of Pennsylvania.
2-29	Approach to stakeholder engagement	Stakeholder Engagement
2-30	Collective bargaining agreements	Talent Management
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	ESG Strategy and Governance
3-2	List of material topics	ESG Strategy and Governance
3-3	Management of material topics	ESG Strategy and Governance
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	Not available

GRI STANDARD	DISCLOSURE	LOCATION
201-2	Financial implications and other risks and opportunities due to climate change	Enterprise Risk Management Climate Strategy
201-3	Defined benefit plan obligations and other retirement plans	Talent Management
201-4	Financial assistance received from government	Government Affairs
GRI 202: Market Presence 2016		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Pay Equity Report
202-2	Proportion of senior management hired from the local community	Not available
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	Infrastructure Reliability
203-2	Significant indirect economic impacts	Not available
GRI 204: Procurement Practices 2016		
204-1	Proportion of spending on local suppliers	Procurement and Supply Chain Management
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	Enterprise Risk Management Ethics and Compliance
205-2	Communication and training about anti-corruption policies and procedures	Ethics and Compliance



GRI STANDARD	DISCLOSURE	LOCATION
205-3	Confirmed incidents of corruption and actions taken	DLC experienced no significant instances during the reporting year.
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	DLC does not publicly disclose this information.
GRI 301: Materials 2016		
301-1	Materials used by weight or volume	Resource Management
301-2	Recycled input materials used	Resource Management
301-3	Reclaimed products and their packaging materials	Not available
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	Climate Strategy
302-2	Energy consumption outside of the organization	Climate Strategy
302-3	Energy intensity	Not available
302-4	Reduction of energy consumption	Climate Strategy
302-5	Reductions in energy requirements of products and services	Energy Efficiency
GRI 303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	Resource Management

GRI STANDARD	DISCLOSURE	LOCATION
303-2	Management of water discharge-related impacts	Resource Management
303-3	Water withdrawal	Resource Management
303-4	Water discharge	Resource Management
303-5	Water consumption	Resource Management
GRI 304: Biodiversity 2016		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity and Habitat
304-2	Significant impacts of activities, products and services on biodiversity	Biodiversity and Habitat
304-3	Habitats protected or restored	Biodiversity and Habitat
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not available
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Climate Strategy
305-2	Energy indirect (Scope 2) GHG emissions	Climate Strategy
305-3	Other indirect (Scope 3) GHG emissions	Climate Strategy
305-4	GHG emissions intensity	Not available
305-5	Reduction of GHG emissions	Climate Strategy



GRI STANDARD	DISCLOSURE	LOCATION
305-6	Emissions of ozone-depleting substances (ODS)	Not available
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not available
GRI 306: Effluents and Waste 2016		
306-3	Significant spills	Resource Management In late April 2024, a five-mile section of underground transmission line experienced a dielectric fluid leak. The fluid is a non-toxic, clear liquid used to cool down and insulate the equipment. More details are shared in the Resource Management section.
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	Resource Management
306-2	Management of significant waste-related impacts	Resource Management
306-3	Waste generated	Resource Management
306-4	Waste diverted from disposal	Resource Management
306-5	Waste directed to disposal	Resource Management
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	Procurement and Supply Chain Management Supplier Code of Conduct

GRI STANDARD	DISCLOSURE	LOCATION
308-2	Negative environmental impacts in the supply chain and actions taken	Procurement and Supply Chain Management Supplier Code of Conduct
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	ESG Data Center
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Talent Management
401-3	Parental leave	Talent Management
GRI 402: Labor/Management Relations 2016		
402-1	Minimum notice periods regarding operational changes	DLC complies with collective bargaining agreements, along with applicable laws and regulations.
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	Health and Safety
403-2	Hazard identification, risk assessment, and incident investigation	Health and Safety Enterprise Risk Management
403-3	Occupational health services	Health and Safety
403-4	Worker participation, consultation, and communication on occupational health and safety	Health and Safety
403-5	Worker training on occupational health and safety	Health and Safety
403-6	Promotion of worker health	Health and Safety



GRI STANDARD	DISCLOSURE	LOCATION
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety
403-8	Workers covered by an occupational health and safety management system	Not available
403-9	Work-related injuries	Health and Safety
403-10	Work-related ill health	Health and Safety
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	Not available
404-2	Programs for upgrading employee skills and transition assistance programs	Talent Management
404-3	Percentage of employees receiving regular performance and career development reviews	100% of eligible employees receive performance and development reviews.
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	ESG Data Center
405-2	Ratio of basic salary and remuneration of women to men	Pay Equity Report
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	Ethics and Compliance
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Talent Management
GRI 408: Child Labor 2016		

GRI STANDARD	DISCLOSURE	LOCATION
408-1	Operations and suppliers at significant risk for incidents of child labor	DLC complies with applicable laws and regulations. See also: Supplier Code of Conduct
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	DLC complies with applicable laws and regulations. See also: Supplier Code of Conduct
GRI 410: Security Practices 2016		
410-1	Security personnel trained in human rights policies or procedures	Physical Security Ethics and Compliance
GRI 411: Rights of Indigenous Peoples 2016		
411-1	Incidents of violations involving rights of indigenous peoples	DLC experienced no incidents during the reported year.
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	Philanthropy and Volunteerism
413-2	Operations with significant actual and potential negative impacts on local communities	DLC conducts environmental and social impact assessments as it relates to our operations and takes steps to mitigate potential negative impacts.
GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	Procurement and Supply Chain Management Supplier Code of Conduct



GRI STANDARD	DISCLOSURE	LOCATION
414-2	Negative social impacts in the supply chain and actions taken	Procurement and Supply Chain Management Supplier Code of Conduct
GRI 415: Public Policy 2016		
415-1	Political contributions	Government Affairs
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	Health and Safety
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	DLC does not publicly disclose this information.
GRI 417: Marketing and Labeling 2016		
417-1	Requirements for product and service information and labeling	Health and Safety

GRI STANDARD	DISCLOSURE	LOCATION
417-2	Incidents of non-compliance concerning product and service information and labeling	DLC does not publicly disclose this information.
417-3	Incidents of non-compliance concerning marketing communications	DLC does not publicly disclose this information.
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	DLC does not publicly disclose this information.



SASB INDEX

CODE	METRIC	UNIT OF MEASURE	RESPONSE/REFERENCE
GHG Emissions and Energy Resource Planning			
IF-EU-110a.1	(1) Gross global Scope 1 emissions, percentage covered under (2) emissions limiting regulations and (3) emissions reporting regulations	Metric tonnes (t) CO ₂ e, Percentage (%)	Climate Strategy
IF-EU-110a.2	GHG emissions associated with power deliveries	Metric tonnes (t) CO ₂ e, Percentage (%)	Climate Strategy
IF-EU-110a.3	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Metric tonnes (t) CO ₂ e, Percentage (%)	Climate Strategy
Air Quality			
IF-EU-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N ₂ O), (2) SOx, (3) particulate matter (PM ₁₀), (4) lead (Pb), and (5) mercury (Hg); percentage of each in or near areas of dense population	Metric tonnes (t), Percentage (%)	Not available
Water Management			
IF-EU-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Thousand cubic meters (m ³), Percentage (%)	Not available; DLC does not conduct business in regions with high or extremely high baseline water stress.
IF-EU-140a.2	Number of incidents of non-compliance associated with water quality permits, standards and regulations	Number	Resource Management

CODE	METRIC	UNIT OF MEASURE	RESPONSE/REFERENCE
IF-EU-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	N/A	Resource Management
Coal Ash Management			
IF-EU-150a.1	(1) Amount of coal combustion products (CCPs) generated, (2) percentage recycled	Metric tonnes (t), Percentage (%)	DLC no longer generates CCPs. All landfills are legacy assets that ceased operations more than 20 years ago.
IF-EU-150a.2	Description of coal combustion products (CCPs) management policies and procedures for active and inactive operations	N/A	DLC no longer generates CCPs. All landfills are legacy assets that ceased operations more than 20 years ago.
Energy Affordability			
IF-EU-240a.1	Average retail electric rate for (1) residential, (2) commercial, and (3) industrial customers	Rate	(1) Residential customers: ¢21.76/kWh (2) Commercial Customers: ¢13.44/kWh (3) Industrial Customers: ¢7.56/kWh
IF-EU-240a.3	(1) Number of residential customer electric disconnections for non-payment, (2) percentage reconnected within 30 days	Number, Percentage (%)	(1) 25,669 customers (2) 84%
IF-EU-240a.4	Discussion of impact of external factors on customer affordability of electricity, including the economic conditions of the service territory	N/A	Energy Efficiency Customer Relations



CODE	METRIC	UNIT OF MEASURE	RESPONSE/REFERENCE
Workforce Health and Safety			
IF-EU-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	Rate	Health and Safety
End-Use Efficiency and Demand			
IF-EU-420a.2	Percentage of electric load served by smart grid technology	Percentage (%) by megawatt hours (MWh)	100% of our electric load is served by smart grid technology
IF-EU-420a.3	Customer electricity savings from efficiency measures, by market	Megawatt hours (MWh)	Energy Efficiency 75,228 MWh
Nuclear Safety and Emergency Management			
IF-EU-540a.1	Total number of nuclear power units, broken down by results of most recent independent safety review	Number	Not applicable
IF-EU-540a.2	Customer electricity savings from efficiency measures, by market	N/A	Not applicable
Grid Resiliency			
IF-EU-550a.1	Number of incidents of non-compliance with physical or cybersecurity standards or regulations	Number	DLC does not publicly disclose this information.

CODE	METRIC	UNIT OF MEASURE	RESPONSE/REFERENCE
IF-EU-550a.2	(1) System Average Interruption Duration Index (SAIDI), (2) System Average Interruption Frequency Index (SAIFI), and (3) Customer Average Interruption Duration Index (CAIDI), inclusive of major event days	Minutes, Number	Infrastructure Reliability (1) SAIDI: 127 (2) SAIFI: 0.82 (3) CAIDI: 156
IF-EU-000.A	Number of: (1) residential, (2) commercial, and (3) industrial customers served	Number	Customer Relations Residential customers: 552,125 Commercial customers: 61,537 Industrial customers: 982
IF-EU-000.B	Total electricity delivered to: (1) residential, (2) commercial, (3) industrial, (4) all other retail customers, and (5) wholesale customers	Megawatt hours (MWh)	(1) Residential customers: 4,050,834 (2) Commercial customers: 5,639,071 (3) Industrial customers: 3,003,232 (4) Other retail customers: 50,468 (5) Wholesale customers: 4,274,756
IF-EU-000.C	Length of transmission and distribution lines	Miles	2024 DLC Overview
IF-EU-000.D	Total electricity generated, percentage by major energy source, percentage in regulated markets	Megawatt hours (MWh), Percentage (%)	Not applicable
IF-EU-000.E	Total wholesale electricity purchased	Megawatt hours (MWh)	4,518,098



EEI ESG TEMPLATE

PORTFOLIO	2022	2023	2024
Purchased Net Generation (MWh)	4,377,233	4,529,129	4,538,513
Total Renewable Energy Resources	802,128	830,455	767,458
Capital Expenditures and Energy Efficiency (EE)			
Total Annual Capital Expenditures (nominal dollars, in millions)	\$375.10	\$476.30	\$551.10
Incremental Annual Electricity Savings from EE Measures (MWh)	85,700	100,680	75,228
Incremental Annual Investment in Electric EE Programs (nominal dollars, in millions)	\$21.40	\$25.40	\$16.50
Retail Electric Customer Count (at end of year)			
Commercial	61,180	61,222	61,537
Industrial	1,048	1,025	982
Residential	546,395	548,919	552,125

EMISSIONS	2022	2023	2024
GHG Emissions: Carbon Dioxide (CO ₂) and Carbon Dioxide Equivalent (CO ₂ e)			
Purchased Power			
Carbon Dioxide Equivalent (metric tonnes CO ₂ e)	2,120,638	2,194,227	2,198,773
Non-Generation CO ₂ e Emissions of Sulfur Hexafluoride (SF ₆)			
Total CO ₂ e emissions of SF ₆ (metric tonnes CO ₂ e)	4,586	4,747	1,163

RESOURCES	2022	2023	2024
Human Resources			
Total Number of Employees	1,725	1,758	1,806
Percentage of Women in Total Workforce	28.30%	28.50%	27.80%
Percentage of Minorities in Total Workforce	14.30%	14.20%	14.40%
Total Number on Board of Directors/Trustees	9	9	9
Percentage of Minorities on Board of Directors/Trustees	22%	22%	22%
Employee Safety Metrics			
Recordable Incident Rate	1.12	1.04	1.41
Lost-time Case Rate	0.2	0.31	0.15
Days Away, Restricted and Transfer (DART) Rate	0.56	0.57	0.96
Work-related Fatalities	0	0	0
Waste Products			
Amount of Hazardous Waste Manifested for Disposal (metric tonnes)	281	77	82



GLOSSARY

ASHREA: The American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHREA) is an international society of more than 50,000 heating, refrigerating and air-conditioning professionals from over 132 nations dedicated to serving humanity and promoting a sustainable world.

Beneficial Electrification: Beneficial electrification strategies are those that prioritize three forms of societal benefits: reduced energy consumption (total source BTUs), lower consumer costs and reduced greenhouse gas emissions.

Black, Indigenous, and People of Color (BIPOC): Represents individuals who identify as Black, Indigenous (and) People of Color

CAIDI: Customer average interruption duration index (CAIDI) describes the average time required to restore service.

Campaign for the Community: DLC’s annual employee charitable giving campaign drive.

Community Impact Grant program: DLC’s microgrant program that awards up to \$10,000 to applicants for projects and programs led by a broad array of grassroots community organizations who are directly supporting our customers and communities. These funds are provided by DLC’s owners.

Charitable Giving: Budgeted spend that is

provided by DLC’s owners and used to support community organizations and projects in the areas we serve to build strong and vibrant communities where we all can thrive.

Customer Assistance Program (CAP): A program established to assist low-income customers who may have difficulty paying their bill with an ongoing, affordable monthly payment. CAP offers several benefits to those who are eligible, including a reduced monthly bill, debt forgiveness and security deposit waiver, if needed.

Distributed Energy Resource Management System (DERMS): A system that allows a utility to manage edge-of-grid devices that have the potential to create two-way power flow and provide other grid services.

Enterprise Risk Management Program: A process managed by the Enterprise Risk Management team that is designed to effectively identify, assess, mitigate, monitor and report material risks to the organization.

Federal Energy Regulatory Commission (FERC): An independent federal agency that regulates the interstate transmission of electricity, natural gas and oil. FERC also reviews proposals to build liquefied natural gas (LNG) terminals and interstate natural gas pipelines as well as licensing hydropower projects.

Grid Modernization: Actions that make the

electricity system more fully integrated. To have a modernized grid that safely, securely, and reliably operates with precise and timely situational awareness to the edge of the grid; executes automated grid control functions; is flexible; enables new clean energy resources; and provides customer choice.

Incident Management Team: Internal group that has a wide breath of expertise, such as operations, planning, logistics, finance, technology and communications. DLC uses this group to effectively and efficiently respond to incidents, emergencies and disasters that are outside the normal course of business.

ISO 14001: The internationally recognized standard for environmental management systems (EMS). This certification guarantees to maintain and implement relevant, sustainable practices, reducing environmental impacts from outdated electronics and complying with all legal regulations for electronic recycling.

Job Energy Management System (JEMS): An integrated plug-in system for vehicles that uses stored energy from a lithium-ion battery to deliver power to jobsite tools, truck hydraulics (booms) and cab climate control.

LIHEAP: The Low-Income Home Energy Assistance Program (LIHEAP) helps low-income households pay some energy costs associated

with heating their home. LIHEAP is administered by the Pennsylvania Department of Public Welfare. LIHEAP provides a cash grant during the heating season to help you pay your electric bill.

Natural Hazards Mitigation Plan: A set of actions that ensures an organization is well positioned to understand applicable natural hazards and potential mitigation actions to help reduce loss of life, property, infrastructure and overall impact to communities they serve.

NERC: The North American Electric Reliability Corporation (NERC) is the electric reliability organization for North America, including Canada, the United States and the northern portion of Baja California, Mexico. NERC mainly assures the effective and efficient reduction of risks to the reliability and security of the grid.

OSHA DART Incidents: DART: Days Away, Restricted or Transferred. A DART case is a subset of OSHA recordable cases where the injury/illness is severe enough that the individual loses time away from his/her job by being away from work, on restricted duty or is transferred to another job function because of the injury.

OSHA DART Rate: The number of work-related injuries or illnesses that result in days away from work, restricted work or job transfer, per 100 employees.



OSHA Lost Time Incidents: The number of days away from work as a result of work-related injuries or illnesses.

OSHA Lost Time Rate: The number of days away from work as a result of work-related injuries or illnesses, per 100 employees.

OSHA Recordable Incidents: An occupational injury or illness that requires medical treatment more than basic first aid and must be reported on the OSHA Form 300.

OSHA Recordable Rate: Reflects the number of year-to-date (YTD) incidents multiplied by 200,000 then divided by YTD productive work hours, where 200,000 is the industry average number of hours worked per 100 employees per year.

PCB: Polychlorinated biphenyls (PCB) are human-made chemical compounds that are harmful to human and environmental health. These chemicals were banned in the United States by the EPA in 1979.

Pennsylvania Public Utility Commission (PA PUC): The state regulatory agency that oversees utility services in Pennsylvania, including electric distribution companies, like DLC.

PJM: The regional interconnection transmission operator for a multistate region that coordinates the movement of wholesale electricity in all or parts of Delaware, Illinois, Indiana, Kentucky,

Maryland, Michigan, New Jersey, North Carolina, Ohio, Pennsylvania, Tennessee, Virginia, West Virginia and the District of Columbia.

PMVA Incidents: The number of preventable motor vehicle accidents (PMVA).

PMVA Rate: The number of preventable motor vehicle accidents (PMVA) multiplied by 1,000,000 then divided by vehicle miles driven year-to-date.

Power Purchase Agreement (PPA): An arrangement in which a third-party developer installs, owns and operates an energy system, and a separate entity enters into a contract to purchase the electric output, potentially in addition to other electric market attributes, from a set amount of capacity and for a set length of time.

Price To Compare (PTC): The current price for the generation and transmission of electricity, which consists of the default service supply and transmission service charges.

R2: A voluntary global sustainability standard for the responsible reuse and recycling of electronics and is now adopted by over 1,000 facilities in over 40 countries. R2 prioritizes a hierarchy of reuse before recycling and is a comprehensive, outcomes-oriented standard that includes best practices for protecting the environment, the health and safety of workers and communities, and data while complying with all applicable

legal requirements and providing accountability throughout the entire processing of equipment.

Recycling Industry Operating Standard (RIOS): Is a management system built and audited to the rules and requirements that are defined by the RIOS Standard. Each requirement of the standard is carefully crafted and designed to work in harmony, so that a properly implemented RIOS system works like a fine timepiece. The RIOS standard was written and developed by industry leaders and experts and was built on the well-refined concepts of plan-do-check-act.

SAIDI: System average interruption duration index (SAIDI) describes the total duration of the average customer interruption.

SAIFI: System average interruption frequency index (SAIFI) describes how often the average customer experiences an interruption.

Scope 1 Emissions: Greenhouse gas emissions that are produced directly by operations that an organization has control over or ownership of and occur at the source. For DLC, these include gasoline, diesel and natural gas consumption, along with SF₆ and refrigerant emissions.

Scope 2 Emissions: Greenhouse gas emissions that are produced indirectly by an organization’s operations and do not occur onsite, such as the purchase of electricity. For DLC, this includes

energy consumed in our direct facilities but excludes the emissions generated as a result of line losses.

Threat Hazard and Identification Risk Assessment: A process that helps a company understand risks, assess impact and determine the level of capability needed to address those risks.

Zero Trust Architecture: Is a security framework that assumes no user or device, inside or outside the network, can be trusted by default. It requires continuous verification of every access request, ensuring strict identity verification, least-privilege access and comprehensive monitoring to protect resources.



FORWARD-LOOKING STATEMENTS

This document contains forward-looking statements. Statements that are not historical facts are forward-looking statements and are based on beliefs and assumptions of the Company’s management, and on information currently available to management. Forward-looking statements include statements preceded by, followed by, or using such words as “believe,” “expect,” “anticipate,” “plan,” “estimate” or similar expressions. Such statements speak only as of the date they are made, and the Company undertakes no obligation to update publicly any of them in light of new information or future events. Actual results may materially differ from those implied by forward-looking statements due to known and unknown risks and uncertainties. Factors that could cause actual results to differ materially from those indicated in any forward-looking statement include, but are not limited to: Earnings and cash flows will be affected by the electricity transmission and distribution rates authorized by the Federal Energy Regulatory Commission (FERC) and the Pennsylvania Public Utility Commission (PUC), respectively, and the outcome of current and future rate case filings or other matters pending before the FERC and the PUC, which cannot be predicted; The Company is subject to substantial governmental regulation, and if the Company receives unfavorable regulatory treatment, its business could be negatively

impacted; Changes in, issuances of and compliance with laws, policies, orders and regulations relating to operations, labor relations, environmental matters, taxes and business generally, including among others, new interpretations and enforcement initiatives by regulatory, state and federal agencies and other governmental authorities, could affect earnings levels and cash flows; The results of current and future investigations, audits, responses to self-reports, new regulations or new interpretations of existing regulations by the FERC, the North American Electric Reliability Corporation (NERC), Reliability First Corporation (RFC) or federal or state taxing authorities could result in new compliance programs and processes, as well as fines and penalties, which could affect Duquesne Light’s earnings levels or financial condition; Duquesne Light could be subject to higher costs and/or penalties related to mandatory reliability standards set by NERC/FERC/RFC or changes in the rules of organized markets; Though Duquesne Light acts as an administrative intermediary only, cash flow may be affected if Duquesne Light’s provider of last resort (POLR) plans are not approved or if Duquesne Light is not otherwise able to recover its costs of providing POLR supply; Duquesne Light does not generate power and is dependent on the market for power generation supply for customers; Regional transmission

organization rules and transmission charges instituted by PJM Interconnection LLC (PJM) or set by the FERC could affect earnings of Duquesne Light; Demand for and pricing of electricity, changing market conditions and changing economic conditions, including changes in rates of inflation and interest, could affect earnings levels; Climate change may produce changes in weather or temperature and may impact consumer demand for electricity or may increase the frequency of weather related storms or other events which could have an impact on the Company’s customers, operations or consolidated financial statements; Failure to provide safe and reliable service could result in serious injury to persons, loss of life or damage to property, which could negatively impact Duquesne Light’s operating results and business reputation; The Company’s performance could be impacted by international and/or domestic events that create increased volatility and market uncertainty since these events could have an overall effect on general market conditions, the ability of our commercial and industrial customers to operate their businesses and consume electric power, and the ability of our customers and suppliers to satisfy their obligations to us; The impact of pandemics or other public health events could adversely impact the Company’s overall performance due to, among other things, temporary workforce disruptions,

supply chain disruptions, ability to perform work, reduced ability to interact with customers and enter customer premises, load shifts and demand reductions (including as business customers curtail operations), increases in uncollectible customer receivables, limited ability to fulfill liquidity needs, changes in governmental and regulatory policies, including vaccine mandates, and increased financial commitments; The Company could be subject to higher costs and/or penalties and risks associated with litigation; The Company’s credit and contractual risk includes the exposure to the possibility of economic loss that would occur as a result of nonperformance by counterparties of their contractual obligations and/or of customer refund obligations arising from quality guarantees made by The Efficiency Network (TEN); If TEN cannot obtain surety bonds and letters of credit, its ability to operate may be restricted; The amount and timing of any future debt reduction or refinancing will depend on the availability of cash flows and an appropriate replacement or refinancing vehicle(s); The credit ratings received from rating agencies could affect the cost of borrowing, access to capital markets and liquidity; Financial results and position could be affected by changes in pronouncements periodically issued by accounting standard-setting bodies; The construction of and capital improvements to transmission and distribution facilities involve risks;



should construction or capital improvement efforts be significantly more expensive than planned, or if there were to be disruptions in the ability of our suppliers to complete projects, the financial condition, results of operations, or liquidity of the Company could be materially affected; Poor investment performance of the Company’s pension plan holdings and interest rates could unfavorably impact the Company’s pension liability and pension funding requirements, including as a consequence of significant market volatility or declines; The Company is engaged in the deployment of technology platforms to improve operating efficiencies and meet the expectations of its customers; These upgrades could result in cost overruns, project delays and business interruptions that could affect earnings and have an adverse impact on financial condition; The Company may experience challenges due to the rapid growth of artificial intelligence (AI); Operational reliability could be at risk due to AI systems failing or producing incorrect outputs. The rapid evolution of AI technologies could outpace regulatory frameworks, leading to challenges in ensuring compliance with existing laws and standards; Cyber, physical and other security breaches or penetrations or system disruptions could interrupt the Company’s operations, require significant recovery and compromise critical infrastructure and/or confidential information,

which could affect earnings and have an adverse impact on financial condition; The Company may recognize impairments of recorded goodwill or of some of its long-lived assets, which would result in write-offs of the impaired amounts and could have an adverse effect on results of operations; The Company’s use of derivative instruments for hedging purposes may result in financial losses; Cash flow, earnings, earnings growth, capitalization, capital expenditures and dividends will depend on the performance of the Company’s subsidiaries, changes in the Company’s business portfolio and the policies adopted by the Company’s Board of Directors and the regulatory policies adopted by regulatory bodies; The level of the Company’s indebtedness could adversely affect its business whereby making it more difficult to satisfy its obligations related to indebtedness, increase vulnerability to general adverse economic and industry conditions, require the Company to dedicate a substantial portion of cash flow from operations to payments on indebtedness, thereby reducing the availability of cash flow to fund working capital, capital expenditures, acquisitions and other general corporate purposes, limit the Company’s flexibility in planning for, or reacting to, changes in business and the industries in which it operates, place the Company at a disadvantage compared to competitors that have less debt and/or limit the

Company’s ability to borrow additional funds or refinance existing debt; Potential labor disruptions and/or the unavailability of trained and qualified labor to meet its future staffing requirements, and certain events, such as a strike, work stoppage or a labor dispute with our employees represented by a collective bargaining agreement, could cause interruption to our operations; Supply chain disruptions outside of Company control, such as the failure of parties to provide contracted materials or services, increased costs, international trade restrictions or tariffs and cybersecurity risks associated with our supply chain, could harm results of operations; Energy efficiency and peak demand reduction mandates, higher energy prices, increased customer adoption of distributed energy resources and net metering as well as other changes in customer behavior could negatively impact financial results; The Company’s operations generally are subject to continuous stakeholder scrutiny and criticism that could lead to reputational harm, which could affect its financial conditions, results of operations and cash flows; The impact of weather-related conditions or events (such as storms, tornadoes, floods, drought, solar or electromagnetic events and wild land and other fires), natural disasters (such as earthquakes, tsunamis, pandemics and other public health events) and other events (such as explosions, fires, accidents, mechanical breakdowns, equipment

failures and human errors), as well as acts of terrorism, war, cyber-attacks, vandalism or other attacks that can cause unplanned outages, disrupt service to customers, or damage or disrupt the facilities, operations or information technology and systems owned by the Company, its customers, or third parties on which the Company relies could subject the Company to third-party liability for property damage or personal injury or result in the imposition of civil, criminal or regulatory penalties or adverse findings, which could materially impact the financial condition of the Company; Although the Company maintains customary insurance coverage for certain of these risks, no assurance can be given that such insurance coverage will be sufficient to compensate the Company in the event losses occur. In light of these risks and uncertainties, the events described in the forward-looking statements might not occur or might occur to a different extent or at a different time than the Company has described.

