

# ENERGY to Light the Way

2023 CORPORATE RESPONSIBILITY REPORT



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**John W. Somerhalder II**  
Board Chair  
Interim President and CEO



**Paul Kaleta**  
Board Committee Chair, Corporate Governance,  
Corporate Responsibility and Political Oversight

May 2023

It's an exciting time for FirstEnergy, as we're poised to leverage our many strengths: from the cultural transformation that has taken place, to our diverse assets and talented employees who are making our company and communities stronger with their drive, passion and ingenuity.

We are building a team that draws strength from its diversity of talent, experience and perspective while sharing an unwavering commitment to the mission and core values that anchor our corporate strategy. Our corporate responsibility website reflects our employees' commitment to performance excellence as well the collaboration, innovation and investments necessary to enable the clean energy transition and meet the evolving needs of our customers.

Our long-term, multibillion-dollar investment plan supports our continued work to enhance the reliability of our transmission and distribution system. We're developing a more resilient and modern electric grid for the millions of people who depend on us. For example, we recently deployed an interactive system across the entire FirstEnergy footprint that uses automation to enhance operations and streamline communications, paving the way for future technology advancements.



We believe renewable energy is a key aspect of the clean energy transition, and we continue to support efforts to cultivate a low carbon economy within our six-state service territory. With conditional approval from the Public Service Commission of West Virginia, we are advancing our 50 MW utility-scale solar generation project with the first site expected in service by 2023. We also continue to support electric vehicle infrastructure and energy efficiency programs across our footprint.

Along with a future-focused investment strategy, we believe it's important to meet stakeholder expectations for transparency and accountability regarding our EESG efforts. For example, guided by the Task Force on Climate-related Financial Disclosures (TCFD) framework, we published an updated Climate Report in November of 2022, which builds upon the 2-degree analysis we conducted in 2019. With additional insights from ~1.5-degree and ~4.5-degree climate scenarios, this new analysis helps us consider a broader range of possible climate futures, illuminating the potential risks and opportunities associated with each.

We are proud to share our progress on a range of key EESG initiatives and look ahead with both enthusiasm and determination. Each new day presents an opportunity to bring good energy to the communities we serve. And with every new challenge, we have a chance to do better.

Our strong leaders and dedicated employees have the wisdom – and the courage – to accomplish a clean energy transition and take actions to mitigate the risks of climate change. Together, we are reimagining the fabric of our organization and the future of our industry.

**John W. Somerhalder II**

**Paul Kaleta**

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Our approach to governance includes maintaining oversight of significant company issues and strengthening risk management; building a strong, centralized corporate compliance program; ensuring a culture of ethics and integrity; continuing stakeholder engagement efforts; and providing consistent, transparent disclosures on a range of EESG topics.

### CENTRALIZED COMPLIANCE PROGRAM

We're taking several key actions to embed a culture of uncompromising integrity and ethical behavior throughout FirstEnergy. For example, under the leadership of the Chief Ethics and Compliance Officer, we are centralizing compliance assurance activities within a single organization.

[READ MORE](#)

### PUBLIC POLICY ENGAGEMENT

We're focused on more robust oversight and disclosure of the company's advocacy efforts. We published our Political and Public Engagement Policy and Public Engagement Practice to clarify our participation in public policy activities and closer align our strategic goals.

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### EESG MATERIALITY

We're using a data-driven approach to sharpen our EESG efforts. Our EESG performance depends largely on our ability to effectively identify, manage and communicate the risks and opportunities of relevant EESG topics to our internal and external stakeholders.

[READ MORE](#)

### CODE OF CONDUCT

FirstEnergy's Code of Conduct, *The Power of Integrity*, lays the foundation for what we expect from all employees, regardless of their role. We're focused on empowering employees to speak up whenever a situation does not appear to conform to our Code of Conduct.

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### CLIMATE ALIGNMENT DISCLOSURE

Our Corporate Engagement Report assesses alignment between the 501(c)(4) and 501(c)(6) trade organizations we support and our climate policy and strategy – including our pledge to achieve carbon neutrality of our Scope 1 emissions by 2050.

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### BOARD DIVERSITY

We strive for a well-rounded and diverse Board of Directors, whose members represent a wide breadth of experiences and perspectives. The Board has set a goal to maintain composition of at least 30% diverse members (by race, ethnicity and gender combined) for the foreseeable future.

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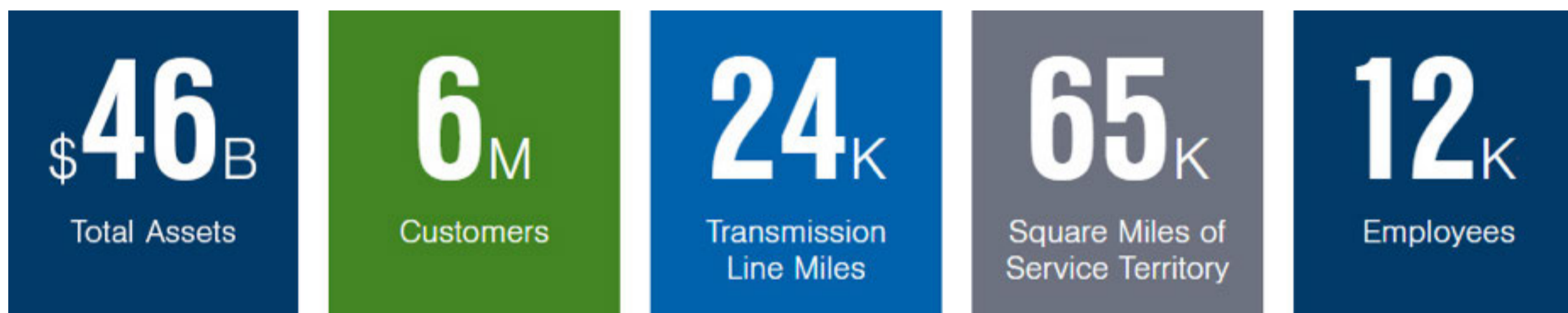


# ABOUT US

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## COMPANY OVERVIEW

Headquartered in Akron, Ohio, FirstEnergy is a fully regulated electric utility with over 12,000 employees dedicated to integrity, safety, reliability and operational excellence. Our subsidiaries are involved in the transmission, distribution and regulated generation of electricity. Our 10 electric distribution companies form one of the nation's largest investor-owned electric systems, based on serving more than 6 million customers in Ohio, Pennsylvania, New Jersey, West Virginia, Maryland and New York. The company's transmission subsidiaries operate approximately 24,000 miles of transmission lines connecting the Midwest and Mid-Atlantic regions. FirstEnergy's Mon Power subsidiary controls 3,580 megawatts of generating capacity from two regulated coal plants and one pumped-storage hydro facility.



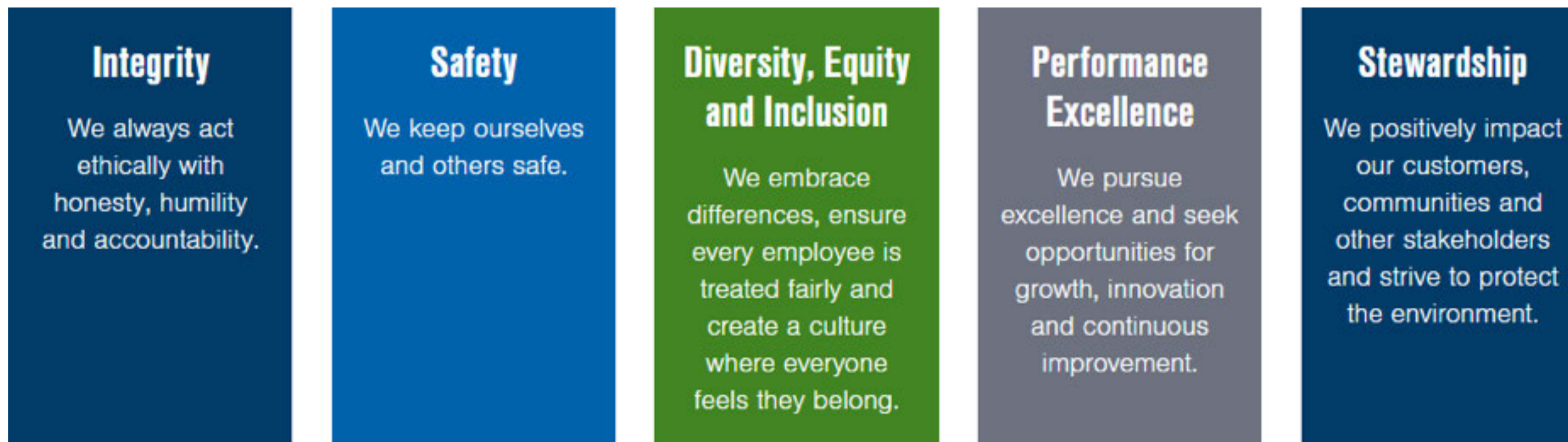
## MISSION

We are a forward-thinking electric utility centered on integrity, powered by a diverse team of employees committed to making customers' lives brighter, the environment better and our communities stronger.

## CORE VALUES

FirstEnergy's core values identify the beliefs and ideals that matter most to us. They guide the decisions we make and the actions we take every day, defining who we aspire to be.

We believe that for our core values to really matter, they must be more than just words – they must be engrained in how we operate, behave and interact daily with each other and our communities. To accomplish this, we communicate regularly with employees about what the values mean, why they are important and how we all can put them into action. We also rely on our leaders to model our core values every day, as they set an ethics- and integrity-focused tone at the highest levels of our company.



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## STRATEGIC PLAN

Inspired by open and ongoing dialogue with diverse stakeholders, FirstEnergy is experiencing a period of growth and renewal. We are embracing pivotal changes within our operations and culture that are energizing our company as we further our transformation into a forward-thinking, premium utility.

Guided by our core values, we are focused on building a diverse workforce whose business practices are centered on a best-in-class **ethics and compliance** program. Together, we are cultivating a **safe and inclusive** company culture where all employees – regardless of role, seniority or tenure – feel empowered and motivated to raise concerns, ask questions and contribute their thoughts and ideas.

Throughout this cultural transformation, FirstEnergy has maintained strong operational and financial performance, leaving us well positioned to capitalize on long-term, sustainable investments designed to serve over 6 million customers' evolving energy needs while growing value for shareholders. Our sustainable investment plan targets 75% formula rate recovery and aligns our annual rate base growth and earnings growth rate with premium utilities, leading to a competitive dividend and investment-grade credit ratings, while focusing on growing cash from operations consistent with earnings.

**FE Forward** initiatives continue to modernize our company – driving us to enhance business practices and accelerate our digital transformation. Building on our proven track record of **safety** and performance excellence, we're developing ways to increase efficiency and optimize how we manage our assets and resources, while maintaining a sharp focus on customer satisfaction and service reliability.

Using a data-driven approach, we're building a **best-in-class customer experience** that will help them explore renewable energy choices, adopt electric vehicles, manage energy use, report outages and navigate payment assistance programs. We're also improving customer interactions with our contact centers and multiple digital channels, expanding payment options and continuing to support our low-income customers' needs throughout the transition to a reduced carbon future.

Dedicated to continual improvement and innovation, FirstEnergy is poised to unlock significant **growth opportunities that are embedded in a decarbonized economy**. We've identified significant long-term infrastructure investment opportunities to enhance our transmission system and support our role in the clean energy transition, including investments that facilitate electric vehicle (EV) infrastructure, renewable energy integration, grid reliability and resiliency.

With renewed commitment to transparency, compliance and ethics, and unwavering commitment to our customers, FirstEnergy is positioned to emerge as an industry leader, lighting the way toward a **low carbon future** and continued success.



Click to view our [Strategy Placement](#)

## BUILDING A PREMIUM UTILITY



### A Strong Foundation

Built by passionate and engaged employees



#### A CULTURE OF ETHICS AND INTEGRITY

A trusted partner to our stakeholders

- Building a compliance program focused on ethics, integrity, transparency and accountability
- Established a Compliance Subcommittee to oversee the assessment of improvements in FE's compliance program
- Appointed 5 new independent directors and hired senior leaders with unwavering commitment to integrity
- Added a new Ethics and Compliance component to our Key Performance Indicators (KPIs)
- Delivered various compliance trainings throughout 2021
- Hosted several town hall meetings with all employees to reinforce integrity is integral to FE's values and success
- Remediated the material weakness in internal controls associated with our tone at the top
- Revised Code of Business Conduct
- Began publishing a new quarterly Corporate Engagement report on our Corporate Responsibility website
- Rated a Trendsetter in 2021 & 2022 CPA-Zicklin Index
- New policy and practice regarding political contributions and ballot initiative expenditures: focus on issues with significant impact on FE and our customers; aligned with our core values and strategic priorities



#### A SAFE WORKPLACE

Where all employees take responsibility for safety and well-being

- Leading with safety; commit to creating a working environment that helps ensure every employee returns home safely every day
- Safety is a core value embedded in our culture
- Employees receive safety training to improve job site exposure identification, communication and mitigation to prevent life-changing events
- Enhanced safety protocols regarding COVID-19
- Safety KPI metrics represent 15% of STIP



#### A DIVERSE, EQUITABLE & INCLUSIVE WORK ENVIRONMENT

Empowering all employees

- Diversity, Equity and Inclusion (DEI) is a core value and foundational to everything we do
- Provide ongoing training, education and dialogue forums on a variety of DEI topics for employees and leaders
- DEI KPI metrics represent 15% of STIP
- Aspire to achieve a 30% increase in the number of racially and ethnically diverse employees by 2025



#### A FOCUS ON ACCOUNTABILITY TO STAKEHOLDERS

Driving performance excellence

- Focusing on investment-grade ratings to support investments and earnings growth
- Cash Flow KPI to reinforce emphasis on cash
- \$3.4B equity financing transactions eliminate equity needs and support incremental investments
- 13% FFO-to-Debt no later than 2024; targeting mid-teens thereafter



#### A COMMITMENT TO STEWARDSHIP

Valuing our customers, communities and the environment

- Valuing our customers, communities and the environment
- Achieve carbon neutrality by 2050; 30% reduction by 2030 (from 2019 baseline)
- 20% reduction in water consumption at our two fossil fuel plants by 2030



### A Customer-Centered Focus

Exceeding expectations through modern experiences, electrification and affordable energy bills



#### TECHNOLOGY AND DIGITAL UPGRADES

To enhance the customer experience, expand communications channels and improve satisfaction

- Simplify the customer payment process and incorporate more innovative and self-service support functionalities
- Diverse billing and payment options, web chat capabilities, and timely alerts and notifications
- Outage notifications and two-way interactions



#### NEW PROGRAMS FOCUSED ON EMERGING TECHNOLOGIES

To drive electrification

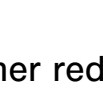
- Economy-wide electrification to reduce carbon emissions and power a more sustainable future
- EV Charging Infrastructure programs (NJ & MD)
- Exploring opportunities with customers and regulators to achieve their renewable goals



#### SUSTAINABLE PRODUCTS, SOLUTIONS AND TOOLS

To fulfill our customers' energy needs

- Promote energy efficiency and smart meter programs and infrastructure to help customers conserve energy
- Advocate for customer programs that promote energy efficiency, conservation, demand-side management, and smart meters
  - 2.7M smart meters in-service; 4M by 2025 (PA, NJ, OH)
  - Energy efficiency & conservation programs to help customer reduce consumption and peak demand (PA, NJ, MD)



#### VALUE-DRIVEN INVESTMENTS AND OPERATIONAL EXCELLENCE

To lower total energy bills

- Focus on customer rates and affordability of total energy bills
- Average Annual Residential Bill increase of ~0.5% since 2011
- Average-to-below average customer rates in all jurisdictions we operate
- Focusing on prudent operating expenses through FE Forward and making the right investments for customers



### Enabling the Energy Transition

Strategic investments for a clean, reliable, resilient and secure grid



#### CUSTOMER-FOCUSED INVESTMENTS

That support a secure electric grid, reduce service interruptions and enable electrification and other clean energy trends

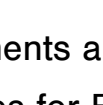
- Advanced technology investments to make improve grid reliability, resiliency, and security
- Solar generation projects – West Virginia
- Pilot programs – Maryland Battery Storage
- Implementing system integration, automation and mobility tools
- Investing in innovation and continuous improvement



#### TRANSMISSION INVESTMENTS THAT EMBRACE INNOVATION AND TECHNOLOGY

To support grid reliability, resiliency and carbon neutrality goals

- Support the global energy transition to renewable resources
- JCP&L offshore wind project
- Transmission upgrades to support existing generation retirements and incremental renewable generation
- Stakeholder dialogue regarding planned operational end dates for Fort Martin (2035) and Harrison (2040)
- Energizing the Future Program



#### DISTRIBUTION INVESTMENTS

To build the grid of the future and leverage advanced metering infrastructure and grid modernization projects that automate and optimize our infrastructure

- Digital tools and solutions to drive performance excellence
- Grid Modernization – Distribution Automation & Volt Var Optimization
- Advanced Distribution Management System
- AMI/Smart Meter deployment

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Our goals also align with the United Nations Sustainable Development Goals (UN SDGs), which provide a framework for companies and organizations to support global sustainability. Currently, our goals map to 11 of the 17 UN SDGs. We will continue to evaluate where our business and expertise can contribute to the UN's sustainability mission and assess any potential future goals in support of additional SDGs accordingly.

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EMPLOYEE CUSTOMER ENVIRONMENT COMMUNITIES

### Diverse Workforce

**30% aspirational increase in the number of racially and ethnically diverse employees and leaders**

<b>Performance Update</b>	Achieved 10.4% racial and ethnic diversity of our workforce companywide; Achieved 8.9% racial and ethnic diversity at the supervisor-and-above level - an increase of 17% from 2020
<b>Target Date</b>	2024
<b>UN SDGs</b>	5 10

### Employee Engagement Survey

**Year-over-year improvement in our annual DEI Employee Survey's inclusion index, which measures perceptions of our efforts to create a diverse and inclusive environment**

<b>Performance Update</b>	Experienced a 2.4 point decline in the 2022 DEI Employee Survey's inclusion index overall, despite demonstrated improvements in several key areas
<b>Target Date</b>	2024
<b>UN SDGs</b>	4 5 10

### Exposure Recognition and Reduction

**Reduce employees' exposure to potentially life-changing events in the workplace**

<b>Performance Update</b>	Achieved zero life-changing events in 2022
<b>Target Date</b>	Continuous
<b>UN SDGs</b>	3 8

### Workplace of the Future

**100% remote capability for employees to access their work on any device at any time**

<b>Performance Update</b>	Continued enabling remote capabilities for employees while bolstering cyber security efforts
<b>Target Date</b>	Continuous
<b>UN SDGs</b>	8



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EMPLOYEE CUSTOMER ENVIRONMENT COMMUNITIES

### Grid Modernization

Install smart meters for two-thirds of our total customers

<b>Performance Update</b>	2.85M smart meters have been installed, the equivalent of 45% of our total customers
<b>Target Date</b>	2025
<b>UN SDGs</b>	7 9 11

### Energy Efficiency

Help customers achieve electricity savings in excess of 7.5M MWh between 2021 and 2025

<b>Performance Update</b>	At 98% of expectation through 2022.
<b>Target Date</b>	2025
<b>UN SDGs</b>	7 13

### Service Reliability

5% reduction in the duration of service interruptions for customers

<b>Performance Update</b>	In 2022, an 16% or 28-minute increase in service interruptions compared to our 2019 baseline.
<b>Target Date</b>	2025
<b>UN SDGs</b>	7 9

### Transmission Reliability

20% reduction in Transmission Outage Frequency on 100 kV-and-above lines

<b>Performance Update</b>	We continue to improve transmission outage performance compared to 2019 baseline.
<b>Target Date</b>	2025
<b>UN SDGs</b>	7 9

### Emerging Technologies

Convert 100% of streetlights owned by our operating companies to smart LEDs

<b>Performance Update</b>	Converted 1,600 streetlights to smart LEDs through a pilot program in Erie, Pennsylvania.
<b>Target Date</b>	2030
<b>UN SDGs</b>	7 9 11

### Innovation

Deploy at least six bots and four analytical models that deliver streamlined business solutions

<b>Performance Update</b>	Goal achieved.
<b>Target Date</b>	2022
<b>UN SDGs</b>	8 9

### Supply Chain

Achieve 20% of our supply chain spend with diverse suppliers

<b>Performance Update</b>	Achieved 16.3% spend with diverse suppliers in 2022
<b>Target Date</b>	2025
<b>UN SDGs</b>	8 12



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EMPLOYEE CUSTOMER ENVIRONMENT COMMUNITIES

### Electrification

Reach 30% electrification of our light-duty and aerial truck fleet

<b>Performance Update</b>	Achieved 10% electrification of light-duty and aerial units through 2022.
<b>Target Date</b>	2030
<b>UN SDGs</b>	7 13

### Renewable Energy

Own at least 50 MW of solar generation in West Virginia

<b>Performance Update</b>	Received conditional approval to build five utility-scale solar generation projects totaling 50 MW; pending final WV PSC approval.
<b>Target Date</b>	2025
<b>UN SDGs</b>	9 11 13

### Greenhouse Gas

Achieve carbon neutrality by 2050, with an interim goal to reduce our companywide Scope 1 greenhouse gas (GHG) emissions 30% from our 2019 baseline by 2030

<b>Performance Update</b>	Reduced our Scope 1 greenhouse gas (GHG) emissions by 8.6% from our 2019 baseline on our journey to carbon neutrality.
<b>Target Date</b>	2030, 2050
<b>UN SDGs</b>	13

### Vegetation

Create 225 acres of biodiverse pollinator habitats

<b>Performance Update</b>	173 acres of pollinator habitats have been established through 2022, with approximately 79 additional acres seeded in 2022.
<b>Target Date</b>	2025
<b>UN SDGs</b>	15

### Waste

Recycle or beneficially reuse 50% of our wood poles at the end of their useful lives

<b>Performance Update</b>	Recycled or beneficially reused 1,692 tons of wood poles in 2022.
<b>Target Date</b>	2025
<b>UN SDGs</b>	12

### Water

20% reduction in water consumption at our two coal plants

<b>Performance Update</b>	Reduced water consumption by 38.9% compared to the 2019 baseline.
<b>Target Date</b>	2030
<b>UN SDGs</b>	6



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EMPLOYEE CUSTOMER ENVIRONMENT COMMUNITIES

### Economic Development

Create \$25B in cumulative economic impact

Performance Update	In progress
Target Date	2025
UN SDGs	<div style="display: flex; gap: 5px;"> <div style="background-color: #800000; color: white; padding: 5px; text-align: center;">8</div> <div style="background-color: #FF8C00; color: white; padding: 5px; text-align: center;">9</div> <div style="background-color: #FFD700; color: black; padding: 5px; text-align: center;">11</div> <div style="background-color: #FFD700; color: black; padding: 5px; text-align: center;">12</div> </div>

### Volunteerism

75% senior leadership participation on nonprofit boards and 25% executive team involvement on diverse or multicultural nonprofit boards

Performance Update	In progress
Target Date	2025
UN SDGs	<div style="display: flex; gap: 5px;"> <div style="background-color: #FF0000; color: white; padding: 5px; text-align: center;">5</div> </div>



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# EESG APPROACH AND MANAGEMENT

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## EESG APPROACH

We believe staying true to our mission and core values means executing our corporate responsibility approach to pursue objectives and initiatives that positively impact our stakeholders and help fulfill our shared vision for a more forward-thinking and industry-leading FirstEnergy.

We also believe our success requires strong management and oversight of EESG matters as well as transparency and accountability regarding where we need to improve and how we're going to succeed.

Our diverse and talented employees are critical to that success – a force that moves our company forward, advances our business strategy and works tirelessly to do good business for a better world.

For those reasons, FirstEnergy has chosen to recognize employees as a distinct and *essential* component of our corporate responsibility approach, officially expanding our priorities to include employee, environmental, social and governance (EESG).

### EESG Strategic Priorities:

<p style="text-align: center;"><b>Employee</b></p> <p>Support the development of an inclusive, equitable, rewarding and safe work culture while empowering our diverse and innovative team to make our customers' lives brighter and our communities stronger</p>	<p style="text-align: center;"><b>Environmental</b></p> <p>Protect the environment by minimizing our impact, improving the sustainability of our operations, executing our Climate Strategy and finding opportunities to enhance the ecosystems we interact with</p>	<p style="text-align: center;"><b>Social</b></p> <p>Invest in the communities we serve, promote public safety and economic development, and advance equitable and inclusive business practices to enable positive change while delivering superior customer service</p>	<p style="text-align: center;"><b>Governance</b></p> <p>Maintain oversight of significant company issues and strengthen risk management; build a strong, centralized corporate compliance program and culture of ethics and integrity; continue stakeholder engagement efforts and provide consistent, transparent disclosures on EESG topics</p>
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### How We Manage Our EESG Priorities:

- Assess the company's significant EESG-related risks and opportunities and evaluate opportunities to mitigate those risks and capitalize on opportunities that help us be a more sustainable, forward-thinking electric utility
- Respond to external stakeholder guidance and expectations regarding EESG performance, reporting transparency and accountability
- Collaborate with employees across the company to advance EESG priorities and integrate our corporate responsibility approach into FirstEnergy's overarching business strategy
- Demonstrate the value that our company goals and initiatives bring to our stakeholders, and the alignment of those goals to our EESG priorities
- Inform stakeholders of our efforts to improve our EESG performance and demonstrate accountability and transparency

## CORPORATE RESPONSIBILITY GOVERNANCE AND OVERSIGHT

FirstEnergy's Board of Directors provides oversight and guidance on EESG topics while helping to ensure the company's strategy, goals and decision-making reflect and align with our Mission, Core Values and EESG priorities.

FirstEnergy's Board committees provide oversight and guidance on distinct EESG related topics. For a summary of each committee's oversight responsibilities, please visit the [Board Governance](#) page .

In addition to the EESG oversight roles and responsibilities described above, our Corporate Responsibility team works with the Corporate Responsibility Executive-Level Steering Committee and Corporate Governance and Corporate Responsibility Board and Political Oversight Committee to help ensure the transparency and accountability of FirstEnergy's EESG efforts, and continuously strive to improve our EESG performance across our organization.

<p style="text-align: center;"><b>Corporate Governance, Corporate Responsibility and Political Oversight Committee</b></p>	<p>The Corporate Governance, Corporate Responsibility and Political Oversight Committee of the Board of Directors, comprised of independent directors, provides oversight of the company's corporate responsibility approach and supporting EESG initiatives. The Committee meets at least five times per year to discuss, among other things, updates on a broad range of EESG issues, and company management provides regular updates on EESG progress throughout the year. Please see the <a href="#">Corporate Governance, Corporate Responsibility and Political Oversight Committee Charter</a> for a description of the Committee's full responsibilities.</p>
<p style="text-align: center;"><b>Corporate Responsibility Executive-Level Steering Committee</b></p>	<p>This cross-functional, executive-level steering committee oversees our company's corporate responsibility approach and EESG initiatives. Members include senior leadership from the company's five organizational pillars – Finance &amp; Strategy, Customer, Operations, Legal, and Human Resources &amp; Corporate Services. The Steering Committee meets at least quarterly to oversee EESG initiatives with the goal of driving transparency and continuous improvement in the company's EESG performance.</p>
<p style="text-align: center;"><b>Manager, Corporate Responsibility</b></p>	<p>The manager leads the Corporate Responsibility team responsible for executing our corporate responsibility approach, developing our EESG initiatives, and educating our employees on the importance of corporate responsibility and improving EESG focus and performance across business areas. This person reports to the director of Investor Relations and Corporate Responsibility and regularly updates the Corporate Responsibility Executive-Level Steering Committee and the Corporate Governance, Corporate Responsibility and Political Oversight Committee on evolving considerations for our company and our EESG progress.</p>

## EESG REPORTING

Executing our EESG Priorities requires that we be responsive to external stakeholders' guidance and expectations regarding EESG performance and transparency. We are working toward aligning our EESG disclosures with leading reporting initiatives, such as the Sustainability Accounting Standards Board (SASB), Taskforce on Climate-Related Financial Disclosures (TCFD) and Global Reporting Initiative (GRI). Please see our [EESG Reports and Resources](#) page for more information.

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# EESG MATERIALITY

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## UNDERSTANDING EESG MATERIALITY

EESG materiality assessments are a mechanism designed to help companies identify and understand the relative importance of specific EESG topics.

Insights gained from these materiality assessments enable companies to appropriately prioritize EESG topics, manage relevant performance improvement and integrate EESG goals into their business strategy. Companies can also gain line of sight into emerging topics that may impact their business to help them manage related risks. Additionally, companies may use EESG materiality assessment results to evaluate how well they are communicating with stakeholders about EESG topics through their corporate responsibility reporting and disclosures.

## HOW WE USE OUR EESG MATERIALITY ASSESSMENT

### 2022 EESG Materiality Review

Our EESG performance depends largely on our ability to effectively identify, manage and communicate the risks and opportunities of relevant EESG topics to our internal and external stakeholders. We designed our Corporate Responsibility website to be a central and accessible location for disclosures on EESG topics that influence our company.

Strong management and oversight of EESG topics, together with transparency and accountability regarding areas for improvement, help drive us forward as a company.

The purpose and value of our materiality review include:

- Validating that we are appropriately addressing the most relevant EESG topics for our company.
- Prioritizing EESG topics so that we can develop initiatives designed to improve our EESG performance, enhance EESG disclosures, and mitigate risks related with EESG topics.
- Identifying emerging EESG topics in our industry.

### Methodology

Our 2022 EESG materiality review was completed using Datamaran®, a cloud-based software platform that enables a comprehensive and data-driven process for monitoring the EESG landscape.

Datamaran® assessed the EESG topics that are most relevant to the electric utility industry as informed by SASB's Sustainable Industry Classification System® (SICS)\*. Using their patented machine learning technology, Datamaran® analyzed our Corporate Responsibility website to determine how effective we are in communicating our EESG topics. The same technology is used to track the frequency and emphasis of those digital EESG topics within our stakeholders publicly available sources including – corporate annual reports, EESG reports, industry regulation and other media. The stakeholder groups included electric utility peers, regulators, policy makers, investors, customers and suppliers. The output was a robust, AI data-driven ranking of the importance of EESG material topics as described by these external stakeholders in their disclosures.

### Results

The results of the 2022 EESG material assessment affirmed that our company's mission, core values, [company goals](#) and [Strategic Plan](#) align with our relevant EESG material topics.

While it is important to understand and act on EESG topics material to our business, the ability to effectively communicate the importance of these topics to external stakeholders can be equally important.

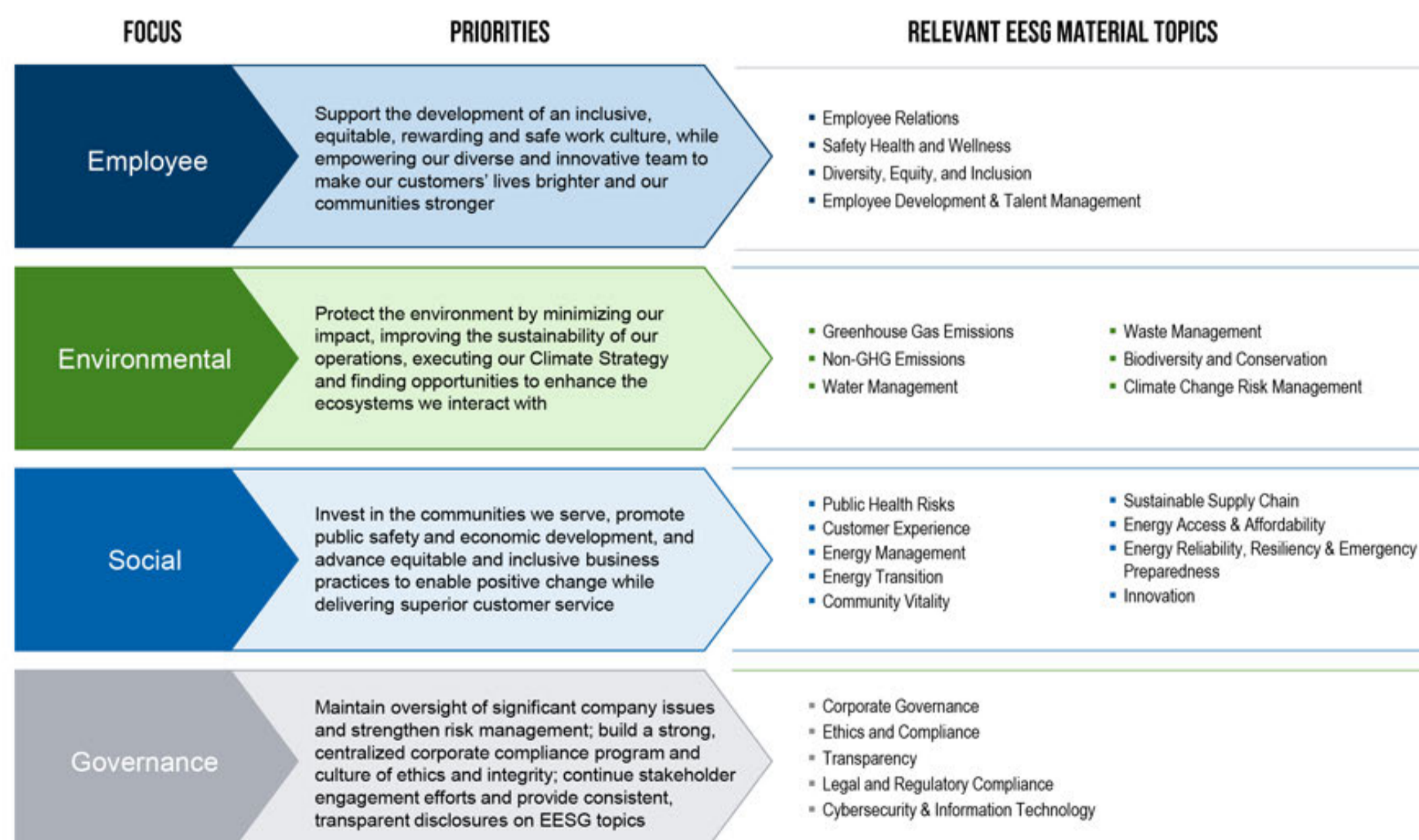
Datamaran's AI technology helped us determine that we are meeting stakeholder expectations though our external communications on our Corporate Responsibility website. The results demonstrated that a majority of our relevant EESG material topics are communicated effectively and are aligned with external stakeholders' expectations for these disclosures.

While energy transition and energy access and affordability are among FirstEnergy's top priorities and actively supported by a range of company initiatives, the assessment results indicated that our disclosures regarding these topics were not aligned with stakeholder expectations. Moving forward, we will use these findings to better communicate our progress by providing additional disclosures on these topics in the near future.

We also recognize that EESG topics are continually evolving and will continue to use data analysis to evaluate emerging topics and focus our efforts on those topics most important to FirstEnergy and our stakeholders.

We provide valuable feedback to our internal Risk team on the material EESG topics. Understanding the potential impact of EESG risks and building proactive mitigation plans are important steps toward our company's continued success.

We remain committed to executing our [corporate responsibility approach](#) by identifying and driving company initiatives that support and improve our EESG performance. Going forward, we will continue to use results of our EESG materiality assessment to ensure that our EESG initiatives and activities remain relevant and responsive.



\*SASB's Sustainable Industry Classification System® (SICS®) uses an impact-focused methodology categorizing companies under a sustainability lens. SICS builds on and complements traditional classification systems by grouping companies into sectors and industries in accordance with a fundamental view of their business model, their resource intensity and sustainability impacts, and their sustainability innovation potential.

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## BOARD STRUCTURE AND OVERSIGHT RESPONSIBILITIES

Our board of directors provides oversight and guidance to help FirstEnergy execute its business strategy and fulfill the company's mission to make customers' lives brighter, the environment better and our communities stronger. As part of that effort, the board also provides oversight and guidance on employee, environmental, social and governance (EESG) topics significant to the company while ensuring our business strategy, goals and decision-making reflect and align with our corporate responsibility priorities. In addition, the board also collaborates with our management team to keep integrity central to everything we do, drive accountability across the company and increase transparency with our stakeholders.

The board, through the Compensation Committee, also oversees our executive compensation program, including compensation based on key performance indicators tied to finances, operations, safety, and diversity, equity and inclusion. Information on that program can be found in our [Proxy Statement](#).

The board adheres to the requirements of FirstEnergy's [Code of Conduct](#) and abides by our [Corporate Governance Policies](#), which—together with the board committee charters—serve as a framework for meeting its duties and responsibilities with respect to the governance of the company. This framework also addresses organizational changes to the board should they occur in the future.

The board has five standing committees, each of which solely comprise independent directors where required by our Corporate Governance Policies, the New York Stock Exchange listing standards and applicable Securities and Exchange Commission rules. Each committee has clear roles and oversight responsibilities as shown below.

For more information about our board of directors, including biographical information and additional details on oversight responsibilities, please see our [board of directors page](#) on the company's corporate website.

BOARD AND BOARD COMMITTEES	EESG OVERSIGHT RESPONSIBILITIES	
Board of Directors	The board is subject to the <a href="#">Code of Conduct</a> , <a href="#">Corporate Governance Policies</a> , and the Third Amended and Restated Code of Regulations ("COR")	<ul style="list-style-type: none"> <li>Alignment of material EESG topics to company strategy</li> </ul>
Audit Committee	See full responsibilities included in the <a href="#">Audit Committee Charter</a>	<ul style="list-style-type: none"> <li>Material EESG risks including climate risks</li> <li>Enterprise Risk Management structure, design and reporting, including evaluation of EESG risks</li> </ul>
Compensation Committee	See full responsibilities included in the <a href="#">Compensation Committee Charter</a>	<ul style="list-style-type: none"> <li>Human capital management practices and policies, including Diversity Equity and Inclusion</li> <li>EESG related KPIs</li> </ul>
Corporate Governance, Corporate Responsibility and Political Oversight Committee	See full responsibilities included in the <a href="#">Corporate Governance, Corporate Responsibility and Political Oversight Committee Charter</a>	<ul style="list-style-type: none"> <li>Corporate governance policies</li> <li>Political and lobbying activity, including oversight of the company's Political and Lobbying Action Plan</li> <li>EESG transparency &amp; accountability (including climate), climate strategy, alignment with external expectations</li> </ul>
Finance Committee	See full responsibilities included in the <a href="#">Finance Committee Charter</a>	<ul style="list-style-type: none"> <li>EESG in finance credit scores, cost implications from climate risk/opportunity, alignment with investor expectations</li> </ul>
Operations and Safety Oversight Committee	See full responsibilities included in the <a href="#">Operations and Safety Oversight Committee Charter</a>	<ul style="list-style-type: none"> <li>Health and safety</li> <li>Human and labor relations</li> <li>Cybersecurity operational matters</li> <li>EESG initiative implementation, including climate strategy implementation</li> <li>Environmental policy oversight</li> </ul>

## BOARD DIVERSITY

At FirstEnergy, we're focused on creating a more diverse, equitable and inclusive company – and that includes the senior leadership and board levels. We believe that a diverse leadership team will make us a stronger company, enable us to innovate and broaden perspectives, serve our customers better and add value for all stakeholders. For those reasons, we seek to maintain a well-rounded and diverse [board, including diverse board and committee leadership](#), that represents a wide breadth of experiences and perspectives.

Our board of directors has set a goal to maintain at least 30% diverse members (by race, ethnicity and gender combined) for the foreseeable future.

In addition, because director expertise and subject matter fluency is central to a high-functioning board of directors with strong oversight processes, the Corporate Governance, Corporate Responsibility and Political Oversight Committee also considers differences in professional experience, education and other individual skills, qualities, and attributes in its nominee decision-making process.

For information on our current directors' attributes, experience, qualifications and skills, please view the skills matrix provided in our [Proxy Statement](#).

## ETHICS AND INTEGRITY

FirstEnergy and its board are committed to upholding high standards for ethics and integrity – the cornerstones of effective corporate governance. This requires every leader to set the right tone at the top and create an environment where ethics and compliance are embedded in daily work practices, where transparent communication is prioritized, and where employees feel empowered to speak up and are expected to act in accordance with our core values and behaviors.

Our board is working in lockstep with the company's management team to help ensure a culture of ethics and integrity at FirstEnergy. Please visit the [Ethics and Compliance](#) page for details on our company's larger efforts in this area, and please see the [Proxy Statement](#) for previous steps the board has taken to support a culture of ethics and integrity.

## SHAREHOLDER OUTREACH

### Commitment to Shareholder Outreach and Engagement

FirstEnergy has a long history of meaningful, robust engagement with our shareholders. We believe consistent, transparent dialogue is essential in order to understand investor feedback on a broad range of issues and provides valuable insights for our board, its committees, and our management team into investor perspectives and priorities.

In addition to our proactive shareholder engagement throughout the year focused on corporate governance and executive compensation matters, our management team participates in numerous investor conferences, and in both one-on-one and group meetings.

We periodically meet with institutional shareholders to discuss a variety of topics including:

- Our strategic vision.
- Board oversight of corporate governance, diversity, equity and inclusion, and our ethics and compliance program.
- Federal and state regulatory matters spanning our six-state service territory.
- Financial and operational performance.
- Executive compensation.
- Our political advocacy and lobbying practices, and their alignment with our climate goals.
- Our climate goals and strategies, clean energy transition and sustainable investments.

Representatives who participated in these meetings over the past year have included board members, our CEO and members of the management team from the Corporate Secretary, Finance, Human Resources and Investor Relations departments.

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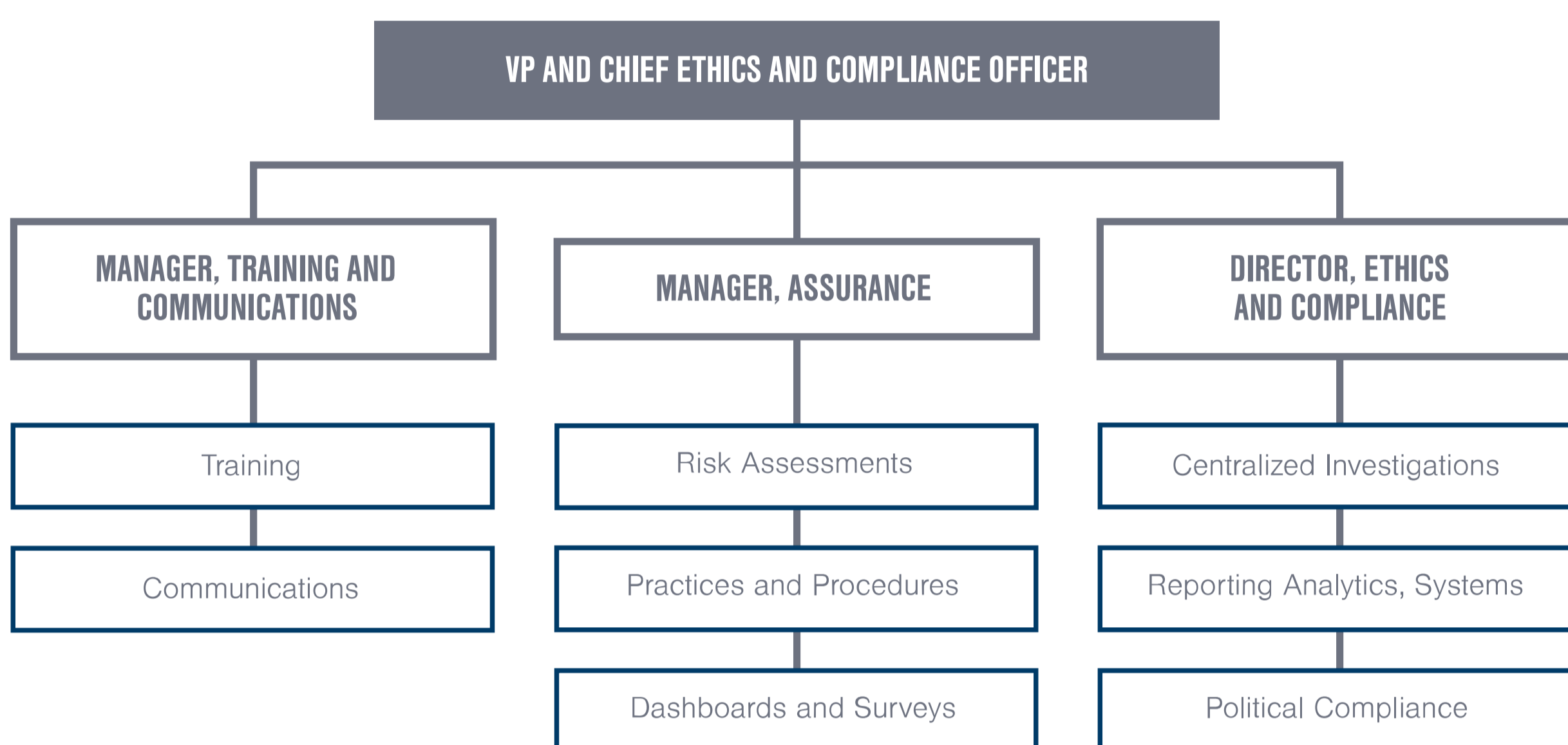


# ETHICS AND COMPLIANCE

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## ETHICS AND COMPLIANCE OVERSIGHT

Integrity is as foundational to our business as safety. All our leaders and employees play a critical role in creating an environment where our business practices are consistent with our values - helping individuals do the right thing and treating our coworkers, customers and communities with respect. An ethics and compliance key performance indicator for all non-bargaining, non-physical employees in our annual incentive program drives employee accountability and reinforces the importance of a strong culture of ethics and integrity. The Office of Ethics and Compliance (OEC) oversees organization-wide compliance, assurance, training and communications.



## COMPLIANCE PROGRAM OVERVIEW

We are focused on embedding a culture of uncompromising integrity and ethical behavior throughout the company. Key efforts include:

- Centralizing compliance assurance activities within a single organization under the leadership of the Chief Ethics and Compliance Officer.
- Building strong compliance processes, policies and controls.
- Strengthening the channels for concern reporting and further maturing our processes to address concerns.
- Seeking continuous improvement by monitoring, benchmarking and incorporating an independent assessment of our program.
- Increasing transparency and accountability around FirstEnergy's political and public policy engagement.

### Centralized Compliance Approach



Please see our [Investor FactBook](#) to read more about the key steps we've completed to create a leading ethics and compliance program.

## THE POWER OF INTEGRITY

FirstEnergy's [Code of Conduct](#), *The Power of Integrity*, lays the foundation for what we expect from all employees, regardless of their role. It reflects our collective commitment to keep integrity at the forefront of everything we do – a pledge underscored by our refreshed mission statement and core values.

*The Power of Integrity* applies to all FirstEnergy employees, officers and directors, regardless of role, seniority or tenure at the company. Anyone whose actions are found to be inconsistent with the expectations in *The Power of Integrity* will be held accountable and may be subject to disciplinary action.

Our employees are all responsible for understanding and following *The Power of Integrity*. By adhering to the expectations in this Code, always acting with integrity and speaking up when something doesn't seem right, we are paving the way for a strong future for FirstEnergy.

## EMPLOYEE TRAINING AND COMMUNICATIONS

We are implementing more robust, best-practice approaches to training and communicating with employees on ethics and compliance issues. Our renewed approaches will help ensure consistent understanding and implementation of expectations.

The Office of Ethics and Compliance leads training on processes, policies and controls we have in place, such as the Code of Conduct, gifts and entertainment requirements, conflicts of interest and reporting concerns.

### Key Trainings:

- Code of Conduct (*The Power of Integrity*).
- Political and Public Policy Engagement and Political and Public Engagement Practice.
- Concern Management for Leaders.
- Concern Management for Employees.

### Key Communication Channels:

- Newsletters.
- Video Blog (VLOG).
- Leader Discussion Guides and Responses.
- Town Halls.
- Meeting Messages.
- Micro-learning Videos.
- Employee Touchpoints.
- Board Meetings and Executive Council Meetings.

## ETHICS AND COMPLIANCE CONCERN REPORTING

Our employees share a responsibility to foster and contribute to a culture that places compliance, ethics and integrity at the forefront of everything we do. That responsibility requires that employees act with integrity and voice opinions and concerns whenever a situation does not conform to expectations in *The Power of Integrity*, or violates laws, rules or regulations. Employees with information about an actual or suspected violation have an obligation to bring that concern to the company's attention.

We strive to make it as easy as possible for employees to ask a question or report a concern. The following channels are available and identified in *The Power of Integrity*: the employee's own supervisor, another supervisor (of any level), Office of Ethics and Compliance, Human Resources, Legal, Internal Audit, Corporate Security, Executive Council and the board of directors.

In addition, we maintain anonymous reporting channels that are visible and widely available to employees. Employees who wish to report anonymously can do so by contacting our Employee Concerns Helpline or by going to our EthicsPoint website.

The Employee Concerns Line and EthicsPoint website are managed by an independent third-party organization that helps personnel communicate sensitive, and sometimes confidential, information to the company. The organization is staffed by professionals who are trained to protect anonymity and handle concerns discretely and confidentially.

For additional details on our confidential concern management process, as well as our investigation and resolution process, please see our [Code of Conduct](#).

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# POLITICAL AND PUBLIC POLICY ENGAGEMENT

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## OUR APPROACH

As a utility obligated to provide reliable and affordable power to customers, FirstEnergy has a legitimate stake in public policy outcomes and a responsibility to advocate for public policy issues that impact the company and its stakeholders. We have continued to reshape our approach to political and public policy engagement, ensuring closer alignment to our strategic goals and core values. This enhanced approach also includes more robust oversight and disclosure of the company's advocacy going forward. We engage thoughtfully and responsibly as we advocate for our interests and attempt to effect positive change for the customers and communities we serve.

Our [Political & Public Engagement Policy](#) guides that principled engagement by providing strong, clear expectations for the Company, its directors, officers, employees and those acting on the company's behalf. In addition, in conjunction with the responsibilities of the full board, the Corporate Governance, Corporate Responsibility and Political Oversight Committee Charter includes robust oversight requirements of the company's Political and Lobbying Action Plan.

## CORPORATE ENGAGEMENT REPORT

As we develop FirstEnergy's strategies, programs and positions regarding a variety of issues that affect the company, we seek insight from various stakeholder groups, including local, state and federal policymakers, consumer and small-business advocates, peer utilities, customers, investors, non-governmental organizations, chambers of commerce and trade associations. We are committed to considering and balancing all our company's strategies and goals, including those related to climate change, in the assessment and development of our positions on proposed legislation and regulations.

Our [Corporate Engagement Report](#) provides insight into our public policy engagement and advocacy in alignment with our commitment to the highest standards of business conduct and ethical behavior as the foundation for achieving our mission. The report also encompasses information related to direct and indirect lobbying activities, including contributions to 501(c)(4) organizations and to 501(c)(6) trade organizations, where membership dues exceed \$25,000. That includes an evaluation of any pertinent alignment between those organizations and our climate position and strategy – including our pledge to achieve carbon neutrality by 2050 and our support for the intent of the Paris Agreement.

Updates to contributions noted in the Corporate Engagement Report can be found here:

- [2021](#)
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- [2023 year-to-date](#)

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# STAKEHOLDER ENGAGEMENT

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## OUR APPROACH

Engaging with stakeholders is essential to meeting our customers' needs and achieving our vision for a more diverse, innovative and sustainable FirstEnergy. We engage with a wide range of stakeholders, including employees, customers, investors, non-governmental organizations and others. These engagement efforts help us to build important relationships, capture different perspectives and inform our strategies, programs and policies on a number of issues.

## STAKEHOLDER ENGAGEMENT EFFORTS

At FirstEnergy, we strive to communicate clearly and openly with our stakeholders. The engagement efforts described below help ensure we operate with the needs and concerns of our employees, customers, investors, community members and others in mind. For information on our approach to political and public policy engagement, please visit the [Political and Public Policy Engagement page](#).

### Employees

Topics	How We Engage	Purpose
<ul style="list-style-type: none"> <li>Mission and Core Values</li> <li>Compliance, ethics and integrity</li> <li>Diversity, equity and inclusion</li> <li>Business performance and KPI results</li> <li>Community involvement and volunteerism</li> <li>Safety</li> <li>Health and wellness</li> <li>Employee mentorship, training, development and goal setting</li> <li>Work-life balance</li> <li>Employee recognition</li> </ul>	<ul style="list-style-type: none"> <li>Code of Conduct and company policies</li> <li>Annual DEI Employee Survey</li> <li>Daily internal employee portal communications</li> <li>Executive leadership town hall webcasts, presentations and messages to employees</li> <li>Formalized training and development programs</li> <li>Quarterly check-ins and performance reviews</li> <li>"Speak Up" DEI dialogue sessions</li> <li>Annual corporate objectives and cascading priorities</li> <li>Employee Business Resource Groups</li> <li>The Power of Thanks</li> </ul>	<p>We recognize that our employees are what ultimately drive our strategy, culture and company forward. We need robust employee engagement to effectively attract, develop, engage and retain a diverse, high-performing workforce that is motivated to contribute to FirstEnergy's success.</p>

### Suppliers

Topics	How We Engage	Purpose
<ul style="list-style-type: none"> <li>Supply chain management systems and bidding process</li> <li>Ethics, integrity and compliance</li> <li>Safety</li> <li>Supplier diversity</li> <li>Sustainability and environmental stewardship</li> <li>Cost savings for customers</li> <li>Supplier performance improvement</li> </ul>	<ul style="list-style-type: none"> <li>Supplier Code of Conduct</li> <li>Requests for Proposals</li> <li>Terms and conditions of supplier agreement</li> <li>Diverse Supplier Development program</li> <li>Electric Utility Industry Sustainable Supply Chain Alliance</li> <li>Safety education and training</li> <li>Supplier performance reviews pilot</li> </ul>	<p>We thoughtfully engage with our suppliers to help improve their performance and achieve our vision for a diverse, sustainable and highly ethical Supply Chain that drives business unit success and creates value for FirstEnergy. Please see our <a href="#">Supply Chain page</a> for additional information on suppliers.</p>

### Non-Governmental Entities (NGOs)

Topics	How We Engage	Purpose
<ul style="list-style-type: none"> <li>Clean energy future</li> <li>Renewables and distributed energy resources</li> <li>Electrification</li> <li>Energy efficiency</li> <li>Emerging technologies</li> <li>Sustainable operations</li> <li>Vegetation management best practices</li> </ul>	<ul style="list-style-type: none"> <li>Organizational memberships</li> <li>Meetings, conferences and webcasts</li> <li>Consulting agreements</li> <li>Participation in investment group</li> <li>Research studies or partnerships</li> <li>Workshops</li> <li>Regulatory proceedings</li> </ul>	<p>We recognize the importance of engaging with various entities on a range of topics to enable FirstEnergy to be a sustainable, innovative and industry-leading organization.</p>

### Investors

Topics	How We Engage	Purpose
<ul style="list-style-type: none"> <li>Corporate compliance, ethics and integrity</li> <li>Board expertise and demographics</li> <li>Climate change, climate risks and opportunities</li> <li>Emissions and carbon neutral goals</li> <li>Financial performance</li> <li>Sustainability and environmental stewardship</li> <li>Risk management</li> <li>Rate and regulatory proceedings</li> <li>Diversity, equity and inclusion</li> <li>Safety</li> </ul>	<ul style="list-style-type: none"> <li>Annual meeting of shareholders</li> <li>Quarterly earnings calls</li> <li>Corporate governance outreach (annual)</li> <li>Outreach via email, phone calls and meetings</li> </ul>	<p>We believe it's crucial to engage regularly with our investors to ensure we consider, and effectively address, the topics that matter most to them. Please see our <a href="#">Board Governance page</a> for additional information on the Board's shareholder engagement efforts.</p>

### Customers

Topics	How We Engage	Purpose
<ul style="list-style-type: none"> <li>Billing and payment</li> <li>New service</li> <li>Move in /Move out / Transfer service</li> <li>Consumer products</li> <li>Customer assistance programs</li> <li>Energy conservation</li> <li>Customer assistance</li> <li>Energy efficiency and management</li> <li>Energy affordability</li> <li>Outages and storm restoration</li> <li>Electrical safety</li> <li>Electrification</li> <li>Distributed energy resources</li> <li>Site selection</li> </ul>	<ul style="list-style-type: none"> <li>Social media</li> <li>Website</li> <li>Contact centers</li> <li>Interactive voice response</li> <li>Email</li> <li>Text</li> <li>Voice technology (Alexa)</li> <li>Field visits</li> <li>Customer service surveys</li> <li>Energy efficiency program offerings</li> <li>Focus groups</li> <li>Community town halls</li> <li>Billing</li> <li>FirstEnergy Home</li> <li>Mailings</li> <li>Print and broadcast media</li> <li>Face-to-face interactions</li> </ul>	<p>We strive to provide safe, reliable electricity along with innovative programs, products and services that make our customers' lives brighter. We strive to provide a best-in-class customer experience by continuing to identify opportunities to enhance and improve our existing services while also anticipating future customer requests and technology needs.</p>

### Communities

Topics	How We Engage	Purpose
<ul style="list-style-type: none"> <li>Public safety</li> <li>Diversity, equity and inclusion</li> <li>Workforce and economic development</li> <li>Food insecurity and other community welfare topics</li> <li>Environmental stewardship and pollinators</li> <li>Clean energy future</li> </ul>	<ul style="list-style-type: none"> <li>Corporate giving</li> <li>Foundation giving</li> <li>Employee volunteerism and nonprofit board service</li> <li>Public safety education and outreach</li> <li>Economic development support</li> <li>Pollinator Week</li> <li>Arbor Day events</li> </ul>	<p>We believe the greater good is better business and seek to develop long-term relationships with nonprofit partners to advance our philanthropic and stewardship goals. Financial investments are leveraged to build stronger, healthier and more vibrant communities. For information about our <a href="#">Investing with Purpose</a> initiative, visit the <a href="#">Community Vitality page</a>.</p>

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# ENTERPRISE RISK MANAGEMENT

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## RISK MANAGEMENT APPROACH

Managing risks and opportunities – from those related to evolving regulatory and market conditions to those associated with climate change – is a vital component of our company's governance and oversight functions. Our comprehensive Enterprise Risk Management (ERM) program helps ensure we understand and mitigate potential risks that could impact our business and key stakeholders while capitalizing on opportunities that align with FirstEnergy's mission and business strategy.

## RISK MANAGEMENT OVERSIGHT

The ERM process is overseen by FirstEnergy leadership, the board of directors and board committees. Risk and opportunity management strategies are presented to the board committees on a short- and long-term basis, which enables each committee to play an active role in the oversight process.

For additional information about FirstEnergy's risk oversight structure, please view our [Proxy Statement](#).

<b>Board of Directors</b>	Provides oversight of risk management practices, reviews material company risks and helps ensure processes are in place to support a strong risk management culture.	▼
<b>Audit Committee of the Board</b>	Oversees the ERM program and process for identifying, assessing, managing and monitoring enterprise risks; ensures risks are appropriately communicated with the board and its committee; oversees enterprise specific responsibilities; annually reviews the risk management governance, guidelines, policies and procedures.	▼
<b>Executive-level Enterprise Risk Management Committee (ERMC)</b>	Provides oversight and monitoring to help ensure that appropriate risk policies and management processes are established and executed; vets risk prioritization and mitigation to help ensure that risks – including climate-related ones – are managed in accordance with our expectations.	▼
<b>Vice President and Chief Risk Officer</b>	Provides highest executive-level oversight of day-to-day risk management efforts; prepares enterprisewide risk management reports for presentation to the ERMC, Audit Committee and the full board; provides additional timely reports on significant risk issues as appropriate to employees, senior leadership, respective board committees and the board.	▼
<b>Corporate Risk Department</b>	Executes ERM process.	

## RISK MANAGEMENT PROCESS

Our ERM program is designed to help ensure we thoroughly address risks and opportunities that could impact our business. The ERM framework consists of identification and assessment of the company's full enterprisewide risk profile, clear risk ownership and mitigation accountability, and continual monitoring and reporting.

Our Enterprise Risk Management (ERM) framework consists of identification and assessment of the company's full enterprisewide risk profile, clear risk ownership and mitigation accountability, and continual monitoring and reporting.

### Risk Identification and Assessment

As part of our ERM identification and assessment process, we categorize risks according to our risk taxonomy – strategic, financial, operational, compliance and litigation, and reputational. With subject-matter expert support, we then assess risk size and scope and make risk prioritization decisions by quantifying potential impact, identifying time horizon for onset and assessing likelihood of occurrence.

A summary of FirstEnergy's current material risks, including some climate-related risks, is included in our [Annual Form 10-K](#).

### Monitoring and Managing Risks

Oversight and accountability are key facets of our ERM process for monitoring and managing risks. We assign risk owners as well as responsibilities for control and mitigation of risks. The Corporate Risk department works with those owners cyclically as part of our ERM process to certify risk controls and make any needed management adjustments.

To understand the key risks that are managed through the ERM process, please view the risk factors included in the [Annual Form 10-K](#), as well as our [10-Qs filed in 2022](#). For details regarding how climate risks are integrated into our ERM program please visit the [Climate Story page](#) and read our [Climate Report](#).

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## OUR APPROACH

FirstEnergy is committed to protecting its employees, customers, facilities and the ongoing reliability of its electric system. We work closely with state and federal agencies and our peers in the electric utility industry to identify physical and cybersecurity risks, exchange information and put safeguards, including training, in place to comply with strict reliability and security standards. From a security standpoint, the electric utility sector is one of the most regulated industries. We have comprehensive cyber and physical security plans in place, but we do not publicly disclose details about these measures that could aid those who want to harm our customers, our employees or our assets

## CYBERSECURITY OVERSIGHT

Cybersecurity is a key enterprise risk, with both board- and executive-level oversight.

<p><b>Board-Level Oversight</b></p>	<p>The board of directors is responsible for overseeing cybersecurity and receives updates from CIO or CISO of Cyber and Physical Security at each regularly scheduled board meeting.</p> <p>The board's Audit Committee reviews cybersecurity performance and risk management practices, primarily through reports provided by management, and reviews the steps taken to monitor, control and mitigate cybersecurity exposure.</p>
<p><b>Executive-Level Oversight</b></p>	<p>The CISO, CIO and/or SVP of Cyber and Physical Security provide regular cybersecurity reports to the board of directors at scheduled board meetings and regularly update the Audit Committee on a range of cybersecurity topics.</p> <p>A collaborative cross-departmental committee, comprised of leaders from various business units, including Risk, Internal Audit, Information Security and others, meets monthly to review and assess security metrics, major security projects and security-related industry trends.</p>
<p><b>Cybersecurity Team</b></p>	<p>Led by the CISO of Cyber and Physical Security, this team is responsible for managing and implementing the cybersecurity strategy, as well as training and education for all employees and contractors.</p> <p>The team is tasked with incident response and root cause analysis; vulnerability and risk assessments; regulatory compliance and patch management oversight; security application support; and support and configuration of cybersecurity hardware and software.</p>

## CYBERSECURITY STRATEGY AND PROCESS

FirstEnergy leverages industry best practices to protect its information assets and employs a layered defense-in-depth cybersecurity strategy. The concept behind this strategy is that if one layer of defense does not stop an attack, there are other layers of additional security measures in place.

We are continuously and proactively identifying and mitigating cybersecurity threats – not simply reacting to them. As part of our cybersecurity efforts, we are:

- Deploying devices that provide physical and electronic protections, logging and monitoring.
- Increasing the use of data analytics to help predict, prepare for and mitigate threats.
- Implementing third-party tests that use "friendly" hackers to attack our network, so we can validate our technical cybersecurity control effectiveness and address any deficiencies we identify.
- Conducting an independent assessment of every aspect of our cybersecurity program to identify improvements and define our cybersecurity roadmap.

To support the need for continuous monitoring and detection, our Transmission Security Operations Center (TSOC) uses a unique set of technologies to assess security events from a physical, cyber and operational technology perspective. The TSOC is responsible for performing threat analysis; conducting investigations; analyzing security metrics and trends; reporting to company leadership and our board Audit Committee; and sharing security information with industry, government and regional partners.

## CYBERSECURITY EDUCATION AND TRAINING

Education and training for employees is critical to our cybersecurity process. All employees are required to successfully complete annual cybersecurity awareness training and annual anti-phishing training. These courses teach employees to recognize phishing attempts and other attack methods, protect their credentials and passwords, and abide by our internal controls, processes and procedures at all times.

In addition to these required annual trainings, we test employees continuously with simulated phishing scams to help ensure they can identify and avoid such attacks. Additional training is assigned as needed.

Cybersecurity policy training and elevated user training is required for all employees who are approved for elevated level of access to systems or information as a required function of their job.

Beyond official training, we strive to regularly educate our employees on cybersecurity matters. We provide ongoing educational content through our internal employee portal and periodic lunch-and-learn sessions.

## MITIGATING PHYSICAL AND CYBER RISK EXPOSURE

Over the past several years, we have witnessed a significant increase in the frequency, scope and sophistication of physical and cybersecurity attacks on critical infrastructure. FirstEnergy invests heavily in innovative and layered security measures that use both technological and physical barriers to protect critical transmission facilities and our digital communications networks.

As we modernize the grid with smart technologies, for example, the operational benefits come with increased risk of potential threats. Digital systems like Supervisory Control and Data Acquisition (SCADA) devices (used to remotely monitor our systems in real time), smart meters and internet-enabled streetlights offer significant improvements in operations. But they also increase the number of points where malicious actors can try to gain access and compromise larger systems. To mitigate these potential threats, we build in additional safeguards to separate our networks.

<p>Threats don't always come directly from the internet. Physical access to critical systems is also closely monitored. We regularly perform vulnerability assessments at sites across our footprint. Substations and other critical infrastructure locations are increasingly protected with special fencing, monitors and intrusion alarms, and 24-7 monitoring at our security operations center.</p>	
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## INFORMATION SECURITY

FirstEnergy has several policies and programs in place for the protection of sensitive information and the retention of the company's records. Employees are trained on and required to comply with the following policies:

- **Corporate Policy 104 – Enterprise Records Retention Policy:** Guides employees on the proper retention and disposition of company records.
- **Corporate Policy 804 – Secure Disposal of Sensitive Information:** Educates employees on how to securely dispose of physical media that may contain sensitive information that is no longer needed.
- **Corporate Policy 808 – Sensitive Information:** Guides employees on the identification and classification of sensitive information.
- **RIM STD 2.05 – Sensitive Information Management:** educates employees on how to protect information classified as sensitive.
- **Identity Theft Prevention Program:** Reflects the commitment of FirstEnergy to comply with the Fair and Accurate Credit Transactions Act of 2003 (also known as the "Red Flags Rule").

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We strive to develop a safe, inclusive, equitable and rewarding work culture, where diversity and innovation drive continuous improvement and empower us to make our customers' lives brighter and our communities stronger.

Our employees are essential to FirstEnergy's long-term growth and success – advancing our business strategy, driving EESG performance and turning our forward-thinking vision into a reality.

Transforming our company culture is foundational to achieving our company's strategy. Our core values are the foundation of our transformation, our strategy and ultimately FirstEnergy's long-term success. Integrity; Safety; Diversity, Equity and Inclusion (DEI); Performance Excellence; and Stewardship are the bedrock from which we operate, behave and interact every day.

As part of our transformation, we are prioritizing, operationalizing and living these values in everything we do, internally and externally. They guide our behavior, our decisions and ultimately the actions that create our performance and success. Creating a work environment that allows for greater diversity, equity and inclusion and prioritizes employees' safety, health and well-being is also key to that cultural transformation.

### DIVERSITY, EQUITY AND INCLUSION

DEI is a critical building block of our culture and a catalyst to innovation. We're committed to developing a diverse workforce, reflective of the communities we serve, and to holding ourselves accountable to our DEI goals.

[READ MORE](#)

### ENGAGED AND EMPOWERED EMPLOYEES

Our employees are doing more than bringing you energy for the here and now. Our diverse and talented workforce is powering exciting opportunities for all that lies ahead. And we're investing in them – so they can Light the Way in the communities where they live, work and play.

[READ MORE](#)

### SAFETY, HEALTH AND WELLNESS

Every employee has the power to influence safety at FirstEnergy – and we all share the common goal of keeping ourselves, our customers and our communities safe. Living our core value of Safety also includes building a culture where employees feel free to be their authentic selves and share ideas.

[READ MORE](#)

### TALENT MANAGEMENT AND DEVELOPMENT

We're preparing our high-performing workforce for the future through our transparent talent management process and employee development programs – helping each employee reach their full potential in our organization.

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## Celebrating Employees Who Light the Way

When it comes to transforming our company, we turn to our employees for inspiration. At FirstEnergy, we believe we are more than an electric company. We are 12,000 employees with the power to be a catalyst for good – a diverse and talented team accomplishing remarkable things every day.

Our employees are doing more than bringing our customers energy for the here and now. They are powering exciting opportunities for all that lies ahead. And we're investing in them – so they can invest in the communities where they live, work and play.

Our [Light the Way](#) campaign celebrates our employees' exceptional efforts to do good for their communities and the 6 million customers we serve.



### Green Teams

From park beautification projects to recycling utility poles, our people are giving their time and talents to preserve and protect the environment.



### Victor Coleman

Dr. V, a FirstEnergy external affairs consultant, is inspiring kids and adults in our community to do great things and be even greater people.

## Recognizing Employee Excellence

FirstEnergy employees are doing great things for the company and in the communities we serve – from developing ways to work smarter; to creating a culture of diversity, equity and inclusion; to saving someone from a dangerous situation. We're lighting the way in more ways than one and shining a light on these phenomenal employees.

## Hero Award

The Heroes program was introduced in 2015 to honor employees who make our company – and the communities we serve – a better place to live and work by taking the time to care. FirstEnergy employees perform selfless acts of courage every year that make a life-changing difference for others. FirstEnergy Hero Awards recognize deserving individuals and groups. A FirstEnergy Hero can be anyone who has gone above and beyond to help someone in need through a heroic act of courage and compassion. To learn more about the most recent Hero Award recipients, visit our [corporate newsroom](#).

## Values in Action

FirstEnergy's core values are shared by everyone in the organization and encompass what matters most to us. They guide the decisions we make, inspire the actions we take and shine a light on who we aspire to be in the future.

Our Values in Action series is an internal recognition program that features teams and employees who are living our values within our company and the communities we serve.

## Life Is a Highway for Harrison Sustainability Team

*When it comes to living our company's core value of Stewardship, Harrison Power Station employees are in the fast lane, working to ensure the road that leads to the Haywood, West Virginia, facility is a green one. Employee volunteers from FirstEnergy's subsidiary Mon Power are in the fast lane to protecting the environment, collecting more than 5,000 pounds of litter since 2021 along the road leading to its Harrison Power Station.*

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## OUR DEI ASPIRATIONS

FirstEnergy is committed to valuing our employees, and that's reflected in our core value of Diversity, Equity and Inclusion (DEI). A work environment and culture built on the foundation of DEI delivers better service to customers, innovation, strong operational performance and a safe and rewarding work experience for employees.

DEI is a critical building block of our culture and company strategy and a catalyst to innovation and exploring new ideas. Embracing DEI means challenging assumptions, seeing discomfort as an opportunity to grow, constantly evaluating progress and holding ourselves accountable to our goals.



## OVERSIGHT AND ACCOUNTABILITY

High-level oversight of diversity, equity and inclusion for our employees belongs to the Compensation Committee of the board. To align with our companywide focus, our board is also committed to a policy of inclusiveness and actively seeks a diverse slate of candidates for director positions. These efforts support the board's goal to maintain a composition of at least 30% diverse members (by gender, race and ethnicity) for the foreseeable future.

Our DEI Council is focused on enhancing workforce diversity, creating an inclusive work environment and providing oversight and guidance for FirstEnergy's integrated DEI strategy. The DEI Council consists of various levels of leaders in the organization. We also recently developed FirstEnergy Utilities Operations DEI Council focused on DEI related strategy and initiatives specific to operations employees including a large represented physical work group.

To read more about our board's focus on diversity, please see the [Proxy Statement](#).

## WORKFORCE DIVERSITY

When our team reflects the diversity of the communities we serve, we can better understand and meet our customers' needs. We have an aspirational goal to achieve a 30% increase, from our 2020 baseline, in the number of racially- and ethnically- diverse employees by 2025 – both companywide and at the supervisor-and-above leadership level.

We monitor our year-over-year progress to help us understand where we are progressing toward our goals and where we may need to make changes.

## EQUITABLE AND INCLUSIVE CULTURE

We're focused on promoting workplace equity, creating an open and inclusive culture and providing opportunities for employees and leaders to speak up about important DEI topics. The culture we're building extends beyond compliance, empowering employees to be candid, explore creative solutions, question freely and transform mistakes into opportunities for both individual and company growth.

Key equity and inclusion efforts include:

- Workplace Flexibility:** In 2022, FirstEnergy formally adopted guidelines to facilitate flexible work arrangements for eligible full-time and part-time non-bargaining employees. Our office employees can remain highly productive, meeting customer and business needs while promoting enhanced convenience and balance between work and personal commitments.
- Fair and Equitable Compensation:** We're committed to ensuring that our internal policies and processes support pay equity, which was confirmed in a third-party review of our practices in 2019 and continues to be part of our normal ongoing process. Our internal processes ensure pay equity considerations are part of our normal ongoing process.
- Employee Feedback:** Throughout the year, employees are given the opportunity to provide feedback about the company's efforts to advance DEI ideals and culture initiatives within the organization. With employees' voices to guide us, we're continuing our transformation to a value and people centered company.
- Employee Business Resource Groups (EBRGs):** Our *employee-driven EBRGs* build inclusivity and connect employees by providing education, professional development, volunteering and networking opportunities to their members and allies. With 21 different chapters of our eight EBRGs, so far, 2,900 employees, or approximately a quarter of our workforce, have taken advantage of this opportunity to connect and grow.

<p><b>FirstEnergy MOSaic</b> A FirstEnergy Employee Business Resource Group</p>	<p>Serves as a resource to FirstEnergy's people of color and their allies and seeks to further strengthen recruitment, development and advocacy of people of color.</p>
<p><b>FirstEnergy Veterans &amp; Allies</b> A FirstEnergy Employee Business Resource Group</p>	<p>Strives to positively influence the organizational culture to ensure the hiring and development of veterans and to assist the organization in achieving its diversity, equity and inclusion business imperative and aspirations.</p>
<p><b>FirstEnergy Women in Leadership</b> A FirstEnergy Employee Business Resource Group</p>	<p>Develops current and future women leaders for senior management positions and addresses the challenges of work-life balance.</p>
<p><b>Alternate Current</b> A FirstEnergy EBRG for LGBTQ+ and their Allies</p>	<p>Enhances the engagement and feeling of belonging of LGBTQ+ and allied individuals within FirstEnergy by fostering a safe, diverse, equitable, and inclusive environment—and to uplift the LGBTQ+ communities that we serve.</p>
<p><b>THRIVE</b> Supporting Employee Abilities A FirstEnergy Employee Business Resource Group</p>	<p>Serves as a resource for mental wellness and advocates for employees with physical and mental disabilities and major illnesses, as well as family members and friends who support and assist them. The group is committed to fostering an inclusive work environment where employees of all abilities are empowered to be authentic, valued and respected.</p>
<p><b>FirstEnergy Helping Women GROW</b> A FirstEnergy Employee Business Resource Group</p>	<p>Supports the professional and personal development of women in our customer center centers and develops women leaders across the company through mentorship opportunities.</p>
<p><b>Family Network</b> A FirstEnergy EBRG for Parents, Caregivers and Allies</p>	<p>Provides workplace support to foster balance between career and family, while raising awareness of issues facing caregivers and taking steps to positively change our culture around caregiving.</p>
<p><b>Powering Professionals</b> A FirstEnergy EBRG to Connect, Engage and Grow Employees</p>	<p>Provides opportunities to connect, engage and grow through professional development, education, events and community involvement. The group is committed to our employees' growth, expanding their knowledge and shaping the future of our company and the energy industry through internal and external opportunities.</p>

## DEI RECOGNITION

Our ongoing commitment to DEI remains essential to our forward-looking and future-building strategy, and we continue to earn local and national recognition for our efforts. Since 2020, our company has been named as a leading diversity employer by *G.I. Jobs* magazine, *Forbes*, DiversityInc and the National Organization on Disability, with additional awards from the Bloomberg Gender-Equity Index, Commerce and Industry Association of New Jersey (CIANJ), Crain's Cleveland Business magazine and U.S. Veterans Magazine.

<p><b>GI Jobs Military Friendly Employer</b></p> <p>Bronze Recognition</p>	<p><b>National Organization on Disability</b></p> <p>Leading Disability Employer</p>	<p><b>Minority Engineer Magazine</b></p> <p>Top 50 Employer</p>	<p><b>Forbes</b></p> <p>America's Best Large Employer 2023</p>	<p><b>Bloomberg</b></p> <p>Gender-Equity Index</p>
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# TALENT MANAGEMENT AND EMPLOYEE DEVELOPMENT

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## WHO WE ARE

We believe understanding our rapidly changing industry and our company strategy is key to our employees' abilities to support our mission and meet our customers' evolving needs. We are committed to preparing our high-performing workforce for the future and helping employees reach their full potential.

Our core values of Integrity; Safety; Diversity, Equity and Inclusion; Performance Excellence and Stewardship are the foundation for how FirstEnergy operates, behaves and interacts every day. These values encompass what matters most at FirstEnergy. They identify the beliefs or ideals expected by everyone in the organization and guide the decisions made and actions taken.

Built upon our core values, our talent management and total rewards processes are designed to attract, retain, focus, reward and develop a diverse and skilled workforce of high-performing employees and teams. We're setting and achieving goals in three core areas: building diverse and high-performing teams within a culture of the highest standards of integrity and ethics; creating an inclusive environment of respect, appreciation and acceptance for everyone; and helping employees grow, develop and reach their full potential.

For more workforce demographics, please visit our [EESG data tables](#).

## RECRUITING AND HIRING A DIVERSE, HIGH-PERFORMING WORKFORCE

FirstEnergy's recruiting, interviewing and hiring processes leverage many recognized best practices to help ensure the best candidate is selected for every open position.

Our key recruiting and hiring practices include:

- Requiring diverse candidate and interview slates for positions where female or racially- and ethnically-diverse employees are underrepresented as compared to external labor market availability.
- Requiring racially- and ethnically-diverse interview panels for director-and-above positions.
- Building a hiring champion network of over 400 employees who have been trained to support all interview panels and establish an objective, consistent approach for the interview and selection processes.
- Requiring hiring managers and interview team members to undergo training designed to mitigate unconscious bias in the selection process.

## BUILDING THE TALENT PIPELINE

Providing workforce begins long before candidate applies for a job. Our Co-op/Intern program is one of the ways we develop the talent pipeline by building meaningful and challenging work assignments and professional development, mentorship and networking opportunities to college students. We continue to reach out to a variety of organizations to build and strengthen our talent pipeline.

Our co-op program is rated by students as second among all Energy & Renewable programs in the United States through [Vault's 2022 Internship Ranking](#).

## Ambassador Network

We're investing in our FirstEnergy Ambassador Network's (FAN) efforts to engage with a broad network of colleges and universities, professional societies and community organizations to increase awareness of careers in the energy sector and build a diverse talent pipeline for our company.

**Akron Public Schools (Ohio)**  
 FAN has built a partnership with Akron Public Schools and participates in several career expos and offers shadowing and internship opportunities along with classroom project support.  
 Ambassadors provide guidance for graduates who want to start a career right out of high school as well as those pursuing a college degree in a variety of majors.

## Line Worker Apprenticeship Program

To help ensure FirstEnergy continues to have a steady pipeline of high-quality talent in our line and substation workforce, the company will be moving to an apprenticeship program and ending the Power Systems Institute (PSI). The apprenticeship program is more in step with today's competitive labor market and is being successfully utilized by a number of our electric industry peers.

The FirstEnergy apprenticeship program will offer apprentices paid employment from the beginning of their training. During their apprenticeships, new hires learn foundational skills from veteran instructors taught in both a classroom and hands-on settings. The program also will offer opportunities for apprentices to develop relationships with seasoned employees at the onset of the training experience. Those who enter the apprenticeship program will begin their progression to becoming a journey level line worker or substation electrician.

Please visit our [Line Worker Apprenticeship Program page](#) for more information.

## EMPLOYEE DEVELOPMENT

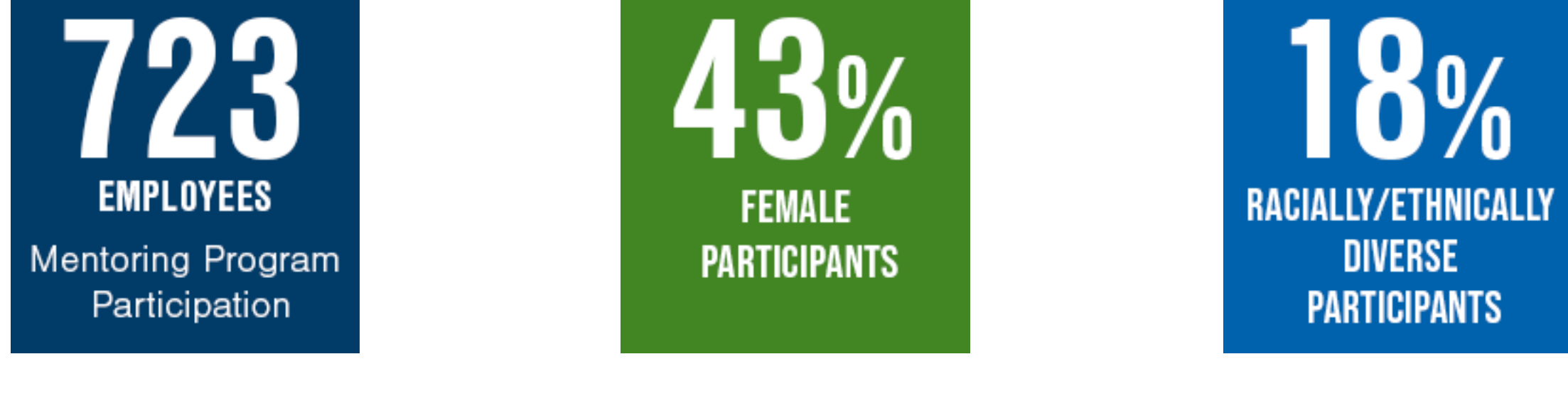
Employee development is another key talent management process. We are committed to preparing our high-performing workforce for the future and helping each employee develop their skills and competencies to reach their full potential. Our learning and development strategy encompasses a range of employee education and training programs designed to help our employees achieve professional goals and drive FirstEnergy's success.

### Employee Education and Certification

We help our employees pursue degrees and certifications to advance their careers and enhance their contributions to FirstEnergy. Through our comprehensive tuition reimbursement program (capped at \$5,250 per year per person), we assist all regular, full-time employees, including union members, with the costs of satisfactorily completed courses of study directly related to our business. In addition, our *Educate to Elevate* program assists employees in pursuing associate and bachelor's degrees at partner colleges and universities in Toledo (Owens College), Akron (Stark State and The University of Akron), Reading (Alvernia University) and Fairmont (Pierpont College). The benefits of this program include tuition deferment and a cohort-style approach with other FirstEnergy employees.

### Mentoring Program

Our formal mentoring program matches mentees with mentors who can support their long-term career growth. It is designed to create collaborative, two-way partnerships that encourage individual development through sharing expertise, values, perspectives and attitudes. We offer an open enrollment mentoring program, available to all non-bargaining employees to be a mentor, mentee or both. In addition, we have a hand-matching program to support the development of high-performing and high-potential employees and racially/ethnically diverse talent.



Data is representative of Year End, 2022. Bargaining Unit employees are not eligible to participate in the mentoring program currently, except for the Reading Contract Center. Racially/ethnically diverse refers to American Indian or Alaska Native, Asian, Black/African American, Hispanic or Latino, and Native Hawaiian or Other Pacific Islander. Racially/ethnically diverse employees may be recorded in more than one category. Demographic information is based on employee voluntary self-identification.

## WORKFORCE RETENTION

One hallmark of an inclusive workplace is that employees choose to stay and build their careers with us. We monitor attrition rates across all employee demographics as an indicator of job satisfaction and engagement.

We are committed to advancing an inclusive workplace with a goal of retaining women and racially and ethnically diverse employees at the same rate as men and White/non-Hispanic employees. For details on our inclusion initiatives, which are essential to our success in talent retention, please visit our [Diversity, Equity and Inclusion page](#).

Turnover	Voluntary			Retirement		
	2020	2021	2022	2020	2021	2022
<b>Female</b>	1.6%	3.0%	4.0%	2.6%	3.4%	4.3%
<b>Male</b>	0.9%	1.5%	2.1%	3.1%	3.3%	4.0%
<b>Racially/ethnically diverse employees</b>	2.2%	5.3%	5.5%	2.4%	3.0%	4.4%
<b>White/non-Hispanic</b>	0.9%	1.5%	2.2%	3.1%	3.4%	4.0%

Data is representative of Year End, 2022, unless otherwise noted. Percentages are a comparison of attrition to overall in-group population. Includes employees who separated from FE voluntarily (e.g., resigned due to an outside opportunity). Demographic information is based on employee voluntary self-identification. Racially/ethnically diverse refers to American Indian or Alaska Native, Asian, Black/African American, Hispanic or Latino, and Native Hawaiian or Other Pacific Islander. Racially/ethnically diverse employees may be recorded in more than one category.

## Workplace Flexibility

In Fall 2022, FirstEnergy formally adopted guidelines to facilitate flexible work arrangements for eligible full-time and part-time non-bargaining employees. Flexible work arrangements, like permitting certain employees to work from alternate locations or to begin and end work at variable times, offer a variety of approaches to the way employees work. These approaches can help employees achieve their priorities and meet customer and business needs while promoting enhanced convenience and balance between work and personal commitments.

## Employee Benefits

Our [time-off policies](#) are designed to promote a healthy work-life balance and allow employees time away to spend with friends and family and pursue interests outside of work. Our diverse slate of time-off programs allows for flexibility in how employees take paid leave and goes beyond standard Paid Time Off (PTO) offerings to address unforeseen circumstances and employee well-being.

Additionally, Eligible employees have access to 16 hours of paid Volunteer Time Off (VTO), which can be used instead of PTO when an employee volunteers at a 501(c)(3) charitable organization. This VTO policy enables our employees to volunteer with organizations that matter to help support our company's mission to make our communities stronger.

## Employee Engagement Survey

Our annual Employee Engagement Survey gives all employees an opportunity to provide feedback about our progress in creating a workplace where employees feel they belong, can do their best work and grow their careers.

**Linda Moss**  
 President, Maryland Operations

"The Employee Engagement Survey results are very important to understand as a leader – and I take the information seriously, even though I know some results are difficult to hear. I appreciate the candor of our employees – both the successes and the challenges. We can only address our challenges when we know and understand what they are so that we can become a stronger company. It's also good to hear positive feedback about where we are doing well or getting better from year-to-year."

Additionally, guided by our [Code of Conduct - The Power of Integrity](#) - we're fostering a culture of trust where leaders openly engage in two-way dialogue with employees, encouraging them to voice opinions and empowering them to strive for continuous improvement. Moving forward, we're focusing our efforts to provide greater clarity of purpose – enabling our organization and employees to take more meaningful steps toward growth and improvement.

## Management, Assessment and Advancement

FirstEnergy is a multifaceted organization with a range of opportunities for employee growth, development and advancement.

### Career Management

Employees actively plan and manage their careers in partnership with leadership. Our career management process includes:

- Setting priorities that identify the most important work employees do to support their team's objectives and goals.
- Creating development goals that focus on a knowledge, skill or behavior needed for career growth.
- Holding quarterly check-in conversations with a supervisor to discuss priorities, career aspirations, development goals and more.

### Talent Talks

Business-unit leaders assess employees' leadership potential, performance and development needs.

- Leaders from each business unit meet annually to discuss and calibrate employees' year-over-year performance, potential for leadership positions and actions that can accelerate future opportunities.
- These discussions focus on better understanding employees' capabilities, development areas and aspirations, while also ensuring a meaningful development plan is in place that will help accelerate their readiness for leadership opportunities.
- Open and honest discussion prepares leaders to provide ongoing development coaching to employees.

### Leadership Development

We're also committed to preparing our emerging leaders for new roles and management responsibilities. We invest in developing our leaders, so they can continually build on their strengths and grow their capabilities to create a safe and inclusive workplace – where all employees feel they belong and that their thoughts and ideas are heard.

- **Aspiring Leader Program (ALP)** – In 2022, we partnered with Kent State University to pilot the Aspiring Leader Program. This program was designed to provide a development opportunity to high performing individual contributors on near-term succession plans to further prepare them for leadership roles in the future.
- **New Supervisor and Manager Program (NSM)** – Our NSM Program prepares newly hired or promoted supervisors and managers for their supervisory responsibilities, training them in leadership practices that align with our mission and core values.
- **Experienced Leader Program (ELP)** – This program educates and trains experienced managers and directors in effectively leading their teams and the organization. Delivered through a series of virtual, instructor-led and small-group coaching sessions spread over six months, it equips our leadership with the tools to support their teams and ultimately drive FirstEnergy's success.
- **Senior Leadership Development** – Executives are selected to participate in intensive leadership development experiences in partnership with the Center for Creative Leadership, a premier external vendor for leadership development. These experiences enable executives to reflect on their leadership style and examine and maximize their effectiveness to accelerate organizational commitment, alignment and results.

### Succession Planning and Leadership Selection

FirstEnergy strives to maintain a robust and diverse leadership pipeline for manager-and-above positions while ensuring that meaningful development plans are in place for emerging leaders. We often look to succession plans when there is a need to fill a leadership role, but we also engage in external searches to make sure we consider a broad, diverse pool of candidates. Ultimately, our robust selection process helps ensure we identify the best person for the job:

- Near-term and long-term successors are identified during Talent Talk discussions.
- Leaders provide aggregate feedback to help ensure that successors for leadership positions have development plans that address their strengths and development needs and prepare them to take on additional responsibilities and/or new roles.
- Talent talks, succession plans and job postings are used to identify candidates for open manager-and-above positions.
- An objective, behavior-based interview process is used to interview candidates for open leadership positions and to select the best candidate for the position based on all the factors considered.

### Performance Management Process

During check-in conversations throughout the year, employees and their leaders discuss their performance, progress towards priorities and development goals. During our annual Performance Investment and Rewards Calibration (PIRC) Process, leaders within a business unit or department come together for performance calibration sessions. Discussing and calibrating employee performance provides multiple perspectives and helps ensure that leaders differentiate performance in a fair and consistent manner when allocating compensation increases among employees.



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# SAFETY, HEALTH AND WELLNESS

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## SAFETY GOVERNANCE AND ACCOUNTABILITY

Safety is an unwavering core value at FirstEnergy. We believe that, together, we have the power and responsibility to keep each other safe and create a working environment that helps ensure every employee returns home free from injury every day.

Our safety teams work together to drive continuous improvement in our company's safety processes and programs, and to provide guidance for compliance with applicable laws, regulations and standards. Our Executive Safety Council, comprised of company leaders who meet monthly, develops the strategic direction of our safety vision and provides oversight and guidance on our safety plans and initiatives. In addition, each operating company has a Safety Governance Team, comprising operating company management and union leadership responsible for proper implementation of our safety initiatives and assessments of safety performance.

We continue to include safety metrics as key performance indicators (KPIs) in our annual incentive compensation program to reinforce that a safe work environment is crucial to our success. Our Days Away, Restricted or Transferred (DART) rate and Life-Changing Events (LCEs) metric monitor the impact of our exposure reduction efforts. DART measures the number of incidents that result in days away from work, days of restricted work activity or job transfers. Our DART target goal is set at the industry benchmark top-decile rates, and the DART target goal is set at the industry benchmark top-quartile rates. LCEs track injuries that are or could be life-threatening, life-altering or fatal. Please see our [EESG data table](#) for specific safety metrics.

## EMPLOYEE SAFETY

### Leading with Safety

Safety is a business and cultural imperative embedded in every aspect of operations. It is making sure we are doing the right thing at the right time, every time, so everyone returns home safely every day. Having the power to keep each other safe means accepting the responsibility to look out for ourselves and each other. There is consistent reinforcement of the shared and personal accountability for controlling exposure to hazards, and continuously improving safety behaviors, systems and controls. Zero LCEs is our shared mission.

With emphasis on "Leading with Safety" leaders and employees receive safety training and reinforcement of exposure control concepts to improve job site exposure identification, communication and mitigation to prevent LCEs. FirstEnergy continues to enhance and reinforce leader and employee safety training and exposure control concepts to improve job site exposure identification, communication and mitigation to prevent life changing events. Further, FirstEnergy continues to expand its Leading with Safety experiences with its employees to achieve excellence in personal, contractor and public safety.

We recognize leadership's key role in controlling and eliminating exposure. To solidify critical leadership behaviors and accountability at all levels, we have conducted a 360-degree assessment and formed personal safety action plans for all Utility and Fleet Operations leadership. We've also provided LCE critical control workshops and field coaching for managers and supervisors as well as awareness training for our field leaders.

Our field verification process is also an important part of achieving our safety vision and managing our safety performance. Field verifications are designed to increase focus on scenarios that have the potential to create life-changing events. This process helps us to identify critical controls in the field that affect exposure and provide coaching opportunities to help employees recognize exposure risk and eliminate or mitigate it. This process also helps to ensure we're effectively following existing safety procedures and programs in the field.

A cornerstone of our corporate strategy is ensuring we are creating a safe workplace where all employees are responsible for safety and well-being. We are committed to creating a working environment that helps ensure every employee returns home safely every day.

Our success in achieving our safety vision depends on partnering with our employees and our unions to reduce exposure and improve our safety practices and processes. Toward that end, we build feedback and coaching opportunities into our safety processes, including our field verifications. We also work to build trusting relationships across organizational levels and encourage employees to speak up and pause or stop work if they feel something is not right.

Employee training and education is also vital to our success. We conduct both annual and ongoing training for employees on a range of health and safety topics:

- **Progression training:** These trainings occur regularly over the employees' first several years in their role and provide workers with the skills and knowledge needed to safely perform increasingly advanced tasks.
- **Refresher training:** Refresher sessions are offered on a regular basis to help ensure employees are current with our safe work practices and with regulatory-required training.
- **Service restoration training:** This specialized training is provided on a regular basis for employees who support service restoration efforts. Team members learn to safely identify and assess damage following a storm, protect the public from hazards such as downed wires and safely repair or replace damaged facilities to restore service for customers.

FirstEnergy's training courses are offered in a variety of formats (i.e., in-person, web-based, instructor-led, and remote) to optimize timeliness of delivery, student comprehension and sustainability.

### Contractor Safety

Contractor safety includes strengthening our partnerships with our contractors and focusing our efforts to reduce their exposures, eliminate events and pursue excellence in safety and human performance, while sharing information and best practices.

Our comprehensive contractor safety program is a key part of this effort and consists of the following elements:

- **Contractor Pre-Qualification:** This is a formalized annual review of our contractors' safety readiness and performance.
- **Contractor Safety Requirements:** These safety requirements are embedded within each contractual document to help clarify our general safety expectations for contractors prior to initiating work with FirstEnergy. If safety requirements are modified, they are communicated to each contractor company.
- **Contractor Oversight:** We provide oversight of contractors through tools such as orientation, partnership meetings, incident reporting and corrective actions.
- **Evaluation of Onsite Safety Performance:** We conduct contractor safety performance assessments through field observations.

Additionally, we are developing a contractor field verification process to help identify, control and eliminate potential or actual exposures that have the potential to result in a life-changing event.

### Health and Wellness

Our approach extends beyond physical safety to employees' whole health, including their mental and emotional wellness and personal and family well-being.

At FirstEnergy we are committed to helping our employees maintain and improve their health. We help employees make their overall health a priority through our robust HealthyLiving Wellness Program. This extensive program is offered through our partnership with Virgin Pulse and is designed to encourage and reward participants for improving or maintaining positive health and total well-being. We evaluate the HealthyLiving program as part of our Total Rewards each year – looking at best practices and program participation as well as feedback from our employees – to determine which features to offer for a robust and engaging program.

Our wellness program focuses on physical, emotional, social and financial health. Components of the program include personalized wellness content such a health assessment survey and health screening, wellness challenges, health coaching, a robust mobile app, along with a dedicated series of emotional strength exercises and tools to help employees find the right work-life balance.

Employees can earn up to \$600 in rewards as they complete program activities and show healthy results. To encourage healthy living at home, the digital wellness platform is also available to spouses and domestic partners, who can earn up to \$200 if enrolled in a FirstEnergy or union-sponsored medical plan. When participants are ready to redeem their rewards, they have a variety of options such as pre-tax Health Savings Account (HSA) and 401(k) contributions, taxable cash payments, charitable donations and gift cards and merchandise from the platform's online store.

FirstEnergy also offers a comprehensive set of benefits and programs to support our employees, including:

- |   |   |  |
|---|---|--|
| • Medical and prescription  | • Dental  | • Vision   |
| • Company Provided Health Care Contribution   | • Health savings and flexible spending accounts | • Dependent insurance and flexible spending accounts         |
| • Life insurance (basic, supplemental, dependent life and accidental death and dismemberment) | • Long-term disability insurance                | • HealthyLiving Wellness Program                             |
| • Financial planning  | • Life Resources Employee Assistance Program    | • Adoption Assistance  |
| • Educational Assistance  | • Pension                                       | • 401(k) Savings Plan (with matching employer contributions) |

Additional benefits can be found on our [Total Rewards compensation and benefits package](#) website.

We also strive to create flexibility and balance for our employees. Our [time-off policies](#) are designed to promote a healthy work-life balance and allow employees time away to spend with friends and family, and pursue interests outside of work. Our diverse slate of time-off programs allows for flexibility in how employees take paid leave and goes beyond standard Paid Time Off (PTO) offerings to address unforeseen circumstances and employee well-being.

Additionally, eligible employees have access to 16 hours of paid Volunteer Time Off (VTO), which can be used instead of PTO when an employee volunteers at a 501(c)(3) charitable organization. This VTO policy enables our employees to volunteer with organizations that matter to them and support our company's mission to make our communities stronger.

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#### Connect with us





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We strive to protect the environment by minimizing our impact, improving the sustainability of our operations, executing our Climate Strategy and finding opportunities to enhance the ecosystems we interact with.

### VEGETATION MANAGEMENT

We're proud to be recognized as a fully accredited Right-of-Way (ROW) Steward through the ROW Stewardship Council, a designation honoring our dedication to responsible and sustainable practices in vegetation management.

[READ MORE](#)

### CLIMATE REPORT

Our 2022 Climate Report provides transparency on our climate governance practices, risk management processes, scenario analysis insights, climate targets and decarbonization efforts.

[READ MORE](#)

### FOSTERING POLLINATORS

We believe the utility industry is uniquely positioned to create and support habitats where declining pollinator populations can thrive. We've set a goal to create 225 acres of biodiverse pollinator habitats by 2025 by planting seed mix in our transmission rights-of-way.

[READ MORE](#)

### ELECTRIFYING THE ECONOMY

Our long-term vision is to help lead a seamless and reliable economy-wide electrification effort and power a more sustainable future for the customers and communities we serve. To advance that vision, we're making electric vehicle adoption more accessible, convenient, and affordable through our *EV Driven* programs in Maryland and New Jersey.

[READ MORE](#)

### ENVIRONMENTAL POLICY

We are responsible stewards of the natural resources impacted by our operations and are committed to fulfilling this responsibility for current and future generations by conducting our operations according to the principles in our policy.

[READ MORE](#)

### ENERGY EFFICIENCY

In 2022, our energy efficiency programs helped save over 580,000 MWh of electricity. Continuing these efforts, our goal is to help customers reduce their cumulative electricity usage by more than 7.5 million MWh between 2021-2025.

[READ MORE](#)

### FLEET ELECTRIFICATION

We're targeting 30% electrification of our light-duty and aerial truck fleet by 2030, and full electrification by 2050. Since 2021, we've been striving for 100% electric or hybrid purchases for this fleet.

[READ MORE](#)

### WASTE REDUCTION

Since 2020, our Wood Pole Diversion Program helped us save 2,287 tons of wood poles from landfills. This and other company recycling programs help us minimize waste and mitigate our impact on the environment.

[READ MORE](#)

### CLEAN ENERGY

We've set a goal to own at least 50 MW of solar generation in West Virginia by 2025, and we continue to connect our customers' distributed energy resources with our grid.

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# ENVIRONMENTAL POLICIES, OVERSIGHT AND COMPLIANCE



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## ENVIRONMENTAL POLICIES, OVERSIGHT AND COMPLIANCE

We believe climate change is among the most important issues of our time and have developed research-driven policies to clarify our role as a steward of the environment.

We expect all employees and contractors to adhere to our environmental policies. We have management strategies in place, including an environmental management system, to help ensure we continue to abide by all regulatory compliance requirements. We also provide employee education through tools such as annual training and daily environmental messages for employees whose work can directly impact the environment.

### Our Environmental Policy

FirstEnergy believes it is our responsibility to protect and preserve the natural environment and promote a sustainable future for the customers and communities we serve. We are responsible stewards of the natural resources impacted by our operations and are committed to fulfilling this responsibility for current and future generations by conducting our operations according to the principles in this policy.

#### Compliance

We will meet or exceed the requirements of all applicable federal, state, and local environmental laws and regulations.

#### Environmental Justice

We will conduct our operations through equitable, just, and transparent engagement with the communities we serve.

#### Environmental Stewardship

We are committed to minimizing the environmental impact of our operations on air, water, and land; advancing stewardship conservation and enhancement; and employing pollution prevention and minimization policies. We address climate change through effective, comprehensive, and innovative project planning as described in our Climate Position and Strategy. We undertake companywide sustainability efforts and provide annual environmental training, daily environmental messages, and Environmental Performance News Flash communications to all employees whose work can directly affect the environment. We do this to drive accountability for understanding and incorporating environmental responsibilities into daily activities. We also conduct audits and assessments and promptly correct work conditions that we determine threaten human health, safety, or the environment.

#### Environmental Sustainability

We proactively integrate environmental considerations into all areas of business planning and decision-making to preserve, protect and maintain the environment and to mitigate the risks from climate change for future generations. To help ensure ongoing environmental improvement, we plan, implement, and measure our performance through operational evaluations. We will also continue to promote waste reduction, environmental awareness, and biodiversity across our operations. To support these efforts, we will sustain a culture of environmental stewardship at all levels of the organization and encourage employees to identify opportunities to modify our business policies and asset replacement strategies to be more environmentally responsible.

#### Community Engagement

We promote and maintain open dialogue with employees, customers, regulators, and our communities with respect to environmental, social and governance issues. We foster customer education, respond to stakeholder concerns, and enhance the environment through various FirstEnergy employee volunteer efforts, such as our tree planting and pollinator garden sustainability programs. These and other actions are part of our larger efforts to support the communities where we live and work by cultivating civic, economic, and social well-being.

### Our Environmental Justice Policy

The U.S. Environmental Protection Agency (EPA) defines Environmental Justice as the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation and enforcement of environmental laws, regulations and policies. According to the EPA, this goal will be achieved when everyone enjoys the same degree of protection from environmental and health hazards, along with equal access to the decision-making process to have a healthy environment in which to live, learn and work.

In alignment with EPA's definition, FirstEnergy is committed to ensuring the opportunity for inclusive participation and the equitable consideration of stakeholders as we seek an environmentally sustainable future for the communities we serve. This will enable stakeholders to be involved in the decision-making process when our activities affect the environmental and/or health conditions in our service area.

We will strive to find strategic and collaborative solutions to better manage and mitigate environmental and/or health impacts on our communities, including underserved communities. We will also seek out and facilitate the meaningful involvement of those potentially impacted by our current and legacy operations.

With this policy as a foundation, FirstEnergy aims to add depth and clarity to our understanding of Environmental Justice in our daily business practices as we move forward in equitable support of our stakeholders.

## ADDRESSING ENVIRONMENTAL JUSTICE AT FIRSTENERGY

Using industry best practices, we designed our Environmental Justice policy to better understand the interests and concerns of the communities we serve, help us more equitably support them and make them part of the decision-making process. While listening and responding to the needs of our communities is not new, this is a fresh opportunity to enhance those communications, especially in underserved or overburdened areas within our service territory.

Implementation of the program, planned for the second half of 2023, will begin with projects involving the construction of new transmission lines and substations before expanding the program to other project areas. Using GIS screening tools available through both US EPA and state agencies, we will seek to better understand the socioeconomic and environmental characteristics of the project area to identify potential Environmental Justice communities that could be impacted by the project.

Ultimately, it's our goal to expand our Environmental Justice program to become an integral part of our everyday business. We view it as fundamental to our overall approach to FirstEnergy's corporate responsibility and a natural extension of our core values.

### GREEN TEAMS

FirstEnergy employees are interested and self-motivated to support and help our communities, as exemplified by our 10 Green Teams. These teams, comprised of employee volunteers, participate in a wide variety of environmental stewardship initiatives that advance environmental justice and support our mission. Since 2021, the teams planted more than 41,700 trees in public spaces, far surpassing their original goals. The planting effort will continue with a focus on economically-depressed neighborhoods within our service areas. The new trees help improve neighborhood aesthetics, provide shade and ultimately create a sink for carbon dioxide. In addition, fruit trees planted by our Green Teams will produce fresh fruit for local residents.



## ENVIRONMENTAL OVERSIGHT AND ACCOUNTABILITY

FirstEnergy's Environmental group focuses on environmental compliance and oversees a range of environmental issues, from responsibly managing waste to reducing infrastructure-related risks to avian species. The policies we've established, and their related initiatives, foster employee awareness, provide guidance, define responsibilities and outline our strategy for mitigating environmental impacts.

With these policies as a foundation, board- and executive-level oversight helps ensure the transparency and accountability of our environmental initiatives while also ensuring those initiatives are carefully aligned with the company's strategy and core values.

### Board Level

The board of directors oversees enterprisewide risks, including environmental risks. The Audit Committee oversees remediation costs, environmental budgets and material environmental risks. The Operations and Safety Oversight Committee oversees the Environmental Excursions and Notices of Violation (NOV) key Performance Indicator (KPI) and other indicators of environmental performance. Additionally, in coordination with the Corporate Governance, Corporate Responsibility and Political Oversight Committee, the Operations and Safety Oversight Committee oversees environmental strategy, initiatives and policies, including in the areas of climate change and environmental protection.

### Executive Level

Led by the senior vice president of Operations and the vice president of Utility Operations, the director of Environmental and the Environmental Management team are responsible for executing the environmental strategy, providing management oversight of environmental initiatives and compiling reports on environmental progress for appropriate board committees throughout the year.

### Director and Environmental Management Team

The Environmental Management team and director of Environmental have a broad range of responsibilities that includes managing environmental compliance; identifying new or changing regulations that affect our operations; overseeing all operational permits at the federal, state and local level; and overseeing initiatives that support the environmental strategy. Together with the vice president of Utility Operations, the director of Environmental provides regular monthly reports to the executive-level management team on environmental programs and key initiatives as well as the status of our Environmental Excursions and NOV KPI.

We also incentivize our environmental performance by including Environmental Excursions and NOV as a KPI metric in the Operations Index of our short-term incentive program. Our Environmental Excursions and NOV KPI metric tracks any regulatory reportable air emission, water discharge or other unauthorized release that exceeds applicable environmental limitations, conditions and deadlines set by federal, state or local regulations.

Our threshold, target and stretch goals for this metric are based on our previous year's performance, with the stretch goal designed to encourage significant improvement in our commitment to making the environment better. Including these environmental metrics in our Operations KPIs enhances employees' awareness of and attention to environmental compliance and drives continuous improvement across all areas of our business. Please see our [ESG data table](#) for our Environmental Excursions and NOV metrics.

## COMPLIANCE EXCELLENCE

Compliance excellence is a key principle of FirstEnergy's approach to protecting the environment and mitigating the impact of our operations. Various levels of oversight help ensure that we are complying with all federal, state and local laws and regulations applicable across our footprint including, but not limited to, those related to the Clean Air Act, Clean Water Act, Resource Conservation and Recovery Act and the Endangered Species Act.

To help ensure compliance with all environmental regulatory requirements, we use an environmental management system for the power generation operations that tracks our regulatory requirements and prompts parties to complete each required task. We use the same environmental management system, on a more limited basis, in our distribution operations, and we also employ a similar environmental management system on the transmission side to help ensure adherence to our project-based permits and compliance requirements.

Our Environmental Compliance Assessment Program (ECAP) is another vital part of our efforts to maintain compliance excellence. Through this program, we conduct rigorous internal regulatory reviews of individual sites to assess environmental compliance with federal, state and local requirements. Essentially, ECAP helps us to:

- Identify and correct any instances of noncompliance.
- Help managers gain a thorough understanding of the specific environmental compliance requirements of particular facilities.
- Identify practices and circumstances that make facilities vulnerable to noncompliance.
- Increase awareness of individual accountability for environmental compliance and environmental stewardship.
- Provide independent inspections verifying environmental compliance.

We intend to evaluate every FirstEnergy facility through the ECAP program every three years.

Additionally, through our Environmental Threat Assessment Program, we aim to exceed compliance requirements by performing site visits that help us to proactively identify and eliminate any potential environmental risks at our facilities.

These two key programs help us to maintain compliance in a variety of areas and put into action our commitment to be good stewards of the environment.

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# BIODIVERSITY AND CONSERVATION

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## BIODIVERSITY COMMITMENT AND CONSERVATION PRACTICES

Our electric transmission system spans approximately 24,000 miles of lines connecting the Midwest and Mid-Atlantic regions and includes more than 13,000 miles of rights-of-way (ROW) transmission corridors. As we build and maintain our infrastructure to help ensure reliable electric service for our customers, we are also focused on preserving and protecting the environment on approximately 128,000 manageable acres. Beyond improvements to our own work practices, we collaborate with and support a range of organizations dedicated to habitat conservation in our service area.

Our corporate [Biodiversity Commitment](#) guides our actions to protect wildlife and support habitat conservation. Our commitment includes utilizing integrated vegetation management (IVM) best practices to establish and maintain a mixture of grasses, shrubs and other vegetation that yield thriving, biodiverse habitats in our transmission corridors. It also includes partnering with collaborative industry groups and research institutes to continuously improve utility and vegetation management best practices.

## INTEGRATED VEGETATION MANAGEMENT

Integrated vegetation management is the process by which our Vegetation Management group evaluates our transmission corridors to assess tall-growing woody vegetation that can interfere with transmission lines and equipment. The group develops and implements corresponding control options such as herbicide application, manual pruning and mowing, along with tree and brush removal as necessary.

Our IVM process aligns with our Biodiversity Commitment and includes the use of ecologically focused management practices that foster compatible, low-growing and biodiverse plant communities that require less maintenance in the long run. This helps us reduce costs and provide more reliable service to our customers.

## POLLINATOR-FRIENDLY HABITATS

IVM also enables FirstEnergy to use our extensive transmission corridors to [create pollinator-friendly habitats](#) that sustain healthy populations of bees, butterflies and other pollinating insects. We believe well-managed rights-of-way that exceed minimum standards of care can provide the food and cover that wildlife needs to survive.

As part of the Vegetation Management program, the New Construction team has worked to support diverse pollinator habitats by starting a pollinator seed mix initiative.

Since the Pollinator Seed Mix program began in 2020, we've planted more than 172 acres of newly created pollinator habitat, making significant progress toward our goal to create 225 acres of biodiverse habitats on utility rights-of-way and company properties across our service area by 2025. The program aims to replace grass seeding with pollinator seed mixes after initial clearing activities on the rights-of-way.

## RESPONSIBLE RIGHT-OF-WAY MANAGEMENT

FirstEnergy is one of only eight electric utilities in the country to be recognized as a fully-accredited ROW Steward for our Integrated Vegetation Management practices by the [Right-of-Way Stewardship Council \(ROWSC\)](#). This accreditation program establishes responsible standards of excellence for ROW management and independently evaluates utilities' IVM practices according to more than 200 verifiers. The program promotes the application of IVM and best management practices to utility vegetation managers to maintain power system reliability and address ecological concerns.

As the largest electric utility to be recognized, this accreditation highlights the diverse and innovative team required to execute a successful IVM program of our scale and standards. We're proud to be named an industry leader in responsible ROW management, and we'll continue to promote the use of IVM in our transmission corridors, improving habitats and providing ecological benefits for pollinators and other wildlife as a result.

## POLLINATOR CONSERVATION AND RESEARCH

Pollinators like bees, butterflies, bats and birds play a critical role in sustaining a healthy environment. Not only do they pollinate plants [that produce one-third of the food we eat](#), they also help maintain vegetation that cleans the air, prevents soil erosion and supports other wildlife. We believe the utility industry is uniquely positioned to create and support habitats where declining pollinator populations can thrive.



In addition to cultivating plant life that supports pollinators in our transmission corridors, FirstEnergy also partners with organizations on various pollinator initiatives and participates in collaborative research studies that help us develop increasingly sustainable vegetation management practices.

For example, we are a founding cooperator on the [Pennsylvania State Game Lands 33 \(SGL33\) research project](#), which began in 1952 in response to public concern about the impact of vegetation management practices on wildlife habitat along a transmission corridor. Today, we work with researchers from [Penn State](#) who continue to study the effects of vegetation management practices on the wildlife habitats at SGL33 sites. These continuous studies have demonstrated that our IVM work under transmission lines is key to the creation of diverse, early-successional plant communities, which provide the healthy, sustainable habitats that pollinators and other animal species rely on. Additionally, we participate in the EPRI Power-in-Pollinator initiative and Monarch Butterfly Candidate Conservation Agreement with Assurances (CCAA).

## PROMOTING CONSERVATION AND POLLINATION

As part of our commitment to be good stewards of our environment and communities, we introduced a companywide initiative in 2020 to create and maintain pollinator gardens across FirstEnergy locations in Ohio, Pennsylvania, New Jersey, West Virginia and Maryland. Our employees have helped create 18 pollinator gardens at FirstEnergy locations.

FirstEnergy has been a Treeline USA award recipient since 1998. This National Arbor Day Foundation program recognizes best practices in public and private utility arboriculture, demonstrating how trees and utilities can co-exist for the benefit of communities and citizens.

## AVIAN PROTECTION

Birds of prey, like ospreys, often seek out our utility poles and transmission towers to build their nests. These nesting tendencies place the birds near energized electrical equipment, which jeopardizes their well-being and can potentially cause power outages. Because our utility infrastructure naturally attracts nesting birds, we have a long-standing commitment to protect nesting birds from harm that can result from contact with our equipment.

Our avian protection process is about efficiently identifying and responding to bird activity along our power lines. As part of that process, our internal Avian Incident Reporting Application enables utility personnel to report avian issues in real time, streamlining the process to protect nesting birds and proactively mitigating risks to service reliability. This mobile app enables field workers to submit photos and answer key questions to report the locations of bird nests or other bird-related issues along the company's power lines.

Also, our drone team often plays a key role in our avian protection process. Drones allow us to safely evaluate nesting situations and plan next steps without disturbing the nests, which might contain eggs and cannot be disturbed in most cases.

After the drone inspection step in our avian protection process, we employ best practices to both create a suitable alternative nesting platform and relocate the nest. Our most notable success is with our osprey protection efforts. In partnership with the New Jersey Environmental Protection Agency, the Erie Bird Observatory and other groups, we have successfully protected these birds from electrocutions and collisions with our equipment by building safe nesting platforms away from our equipment and installing deterrents against future nesting on utility structures. This proactive work helps ensure the safety of the osprey population and prevents electric service interruptions for our customers.

In addition to our avian protection efforts, we maintain membership in the Edison Electric Institute's Avian Power Interaction Committee, which brings utilities, wildlife resource agencies, conservation groups and manufacturers of avian protection products together to protect birds. We also collaborate with the Erie Bird Observatory, Hawk Mountain Sanctuary, Birds of Flight Sanctuary and other conservation organizations to promote avian awareness education and support protection efforts across our service area.

## JCP&L Installs Guards to Protect New Jersey Bald Eagles

To safeguard New Jersey's bald eagle population, Jersey Central Power & Light (JCP&L) installed protective devices on electrical equipment in areas near known bald eagle nests in Hamburg Township and near Culver Lake (Frankford), both in Sussex County. The protective system includes the use of guards that prevent birds from nesting on top of poles and crossarms and insulated caps that protect any birds that may contact electric equipment.

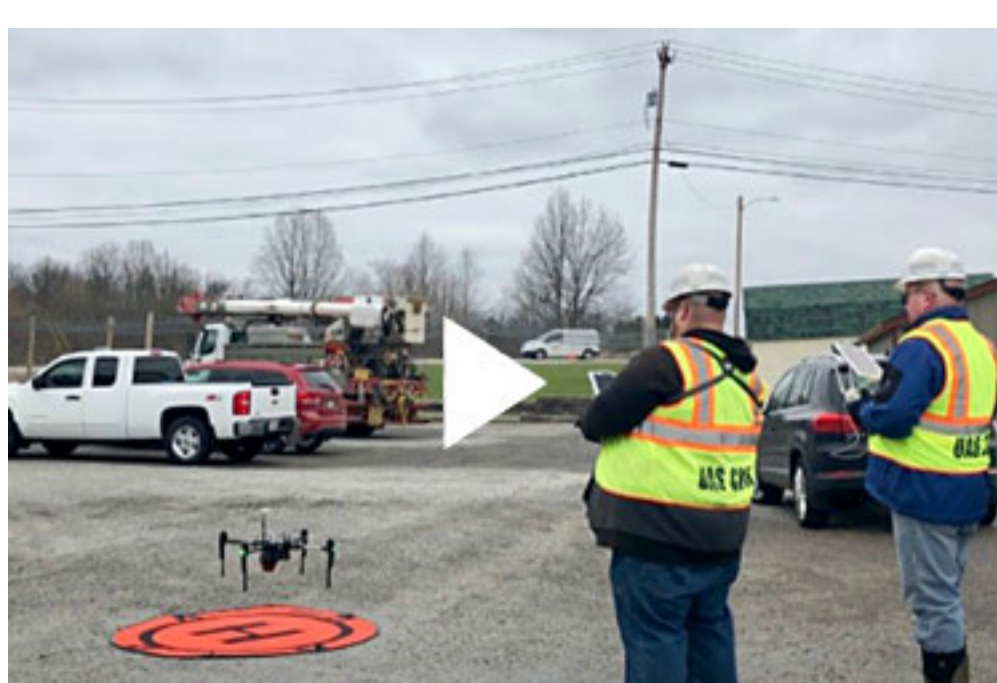


## UNMANNED AERIAL SYSTEM TEAM

Often safer, faster, more thorough and less expensive than other options, drones mitigate our impact on vegetation and wildlife while decreasing employee exposure to potential hazards.

Our Unmanned Aerial System (UAS) team of pilots uses UAS, or drones, to perform aerial inspections and surveys of our infrastructure. [These inspections](#) help us identify and assess environmental-related risks – including those posed by nesting birds – as well as maintenance needed for reliability or to repair storm damage.

Our drone pilots must complete a rigorous training program that includes ground school and airspace navigation. All pilots are licensed through the Federal Aviation Administration (FAA). FirstEnergy's Flight Operations team oversees the UAS program's operational procedures and adherence.



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# WASTE MANAGEMENT

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## WASTE MANAGEMENT AND REDUCTION

Providing our customers with reliable electricity requires that we responsibly and effectively manage the waste that results from our operations, as we also find ways to minimize future waste and expand our recycling and reuse efforts. Waste streams at FirstEnergy include municipal waste, universal waste and hazardous waste. We work to reduce, reuse and recycle the waste we generate through several initiatives including the projects and programs described below.

As part of our commitment to compliance excellence, we track waste generated from our operations and submit periodic reports to regulatory agencies. Please see our [EESG data table](#) for waste and recycling metrics.

## UTILITY POLE RECYCLING PROGRAM

Wood utility poles are one of FirstEnergy's largest waste streams, contributing thousands of tons of waste each year.

Traditionally, a significant portion of wood utility poles from our transmission and distribution operations are landfilled when they are no longer viable for their intended purpose. Through our [Wood Pole Diversion Program](#), all operating companies across FirstEnergy's service territory now divert the poles from landfills into various reuse and recycling options available in each state. Since the beginning of the pilot phase, we have diverted over 2,287 tons, finding new life in farmers' fields and parks or being milled into lumber.



By 2025, we aim to recycle or beneficially reuse at least 50% of our wood poles at the end of their useful lives, when they previously would have been landfilled.

## RECYCLING AND INVESTMENT RECOVERY PROGRAM

At our Miles Service Center in Cleveland, we manage the company's surplus assets, primarily wire and cable, through reuse, refurbishment and sale. By repairing or processing materials and products for reuse, we reduce new material purchases while creating less landfill waste and mitigating our environmental impact. Additionally, the company generates revenue by processing scrap wire and cable. Each month, the Miles Service Center sorts and handles approximately 261,000 pounds of scrap material, which generated a net benefit of \$2.5 million in 2022 alone. This program is part of our ongoing efforts to develop increasingly sustainable operations.

Please see our [EESG data table](#) for our investment recovery and recycling metrics.

## CONSUMER AND ELECTRONIC WASTE RECYCLING PROGRAMS

Across our operations, FirstEnergy recycles company electronic waste, such as computers and phones. In addition, we have launched a pilot program to help employees properly recycle personal electronic waste and help divert items from landfills.

### Recycling Efforts in 2022



## BENEFICIAL REUSE

As part of our focus on environmental compliance excellence and stewardship of natural resources, FirstEnergy is committed to the responsible disposal of coal combustion residuals (CCRs). CCRs – in the form of bottom ash, fly ash, synthetic gypsum and calcium sulfite – are the byproducts that remain after coal is burned to make electricity. These materials are transported to state-of-the-art dry disposal facilities that use liners and leachate collection systems, as well as extensive groundwater monitoring, to help ensure environmental protection. We maintain a CCR management program to meet all compliance requirements of the Federal Coal Combustion Residual regulations.

When possible, we also strive to beneficially use CCRs, which are common ingredients in concrete roads, drywall and a wide variety of other construction materials. By diverting CCRs from landfill to more beneficial uses, we reduce the need for waste disposal sites.

To review our CCR compliance reports for the facilities we manage, please visit our [CCR website](#).

## RESTORING AND REPURPOSING LAND FOR BENEFICIAL USE

Our Coal Combustion Residuals team is responsible for an innovative beneficial use project that harvested more than 3 million tons of landfilled fly ash and restored a valuable 400-plus acre property for future redevelopment opportunities. The team also planted 14 acres with a biodiverse seed mix, intended to help feed our stressed pollinator populations. Additionally, the team created a strategic "un-disposal" engineering process for reclaiming a permitted landfill, which was approved by the West Virginia Department of Environmental Protection and provided a reliable feedstock to two major cement manufacturers that supported both companies' sustainability goals.

## Public Notice

Disposal of PCB Remediation Wastes at Non-TSCA Approved Landfills

The [attached approval](#) ("Approval") from USEPA, dated February 13, 2020, allows FirstEnergy and its subsidiaries to dispose of PCB Remediation Waste with as-found concentrations of < 50 ppm in non-TSCA approved landfill facilities, including municipal solid waste landfills, as found in Condition 9 of the Approval.

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# WATER MANAGEMENT

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## OUR APPROACH

Though we do not operate in a critical water area, water is essential to our operations at FirstEnergy. Our water management approach focuses on both water quantity and quality – and serves as a prime demonstration of our commitment to environmental stewardship.

We maintain a rigorous compliance process to meet all permitting rules and regulations. In accordance with our power generation-related permits, we closely monitor a wide range of quantity and quality metrics and report findings monthly to the West Virginia Department of Environmental Protection (DEP) or respective environmental agency. Our permits are open for public comment and can be reviewed [here](#). We also strive to comply with all federal, state and local permits required for our transmission and distribution projects.

Additionally, we provide detailed responses each year for the CDP Water and CDP Climate questionnaires. To find our most recent CDP Water and CDP Climate reports and learn more about our water management practices, please visit our [EESG Reports and Resources page](#).

## POWER GENERATION WATER QUANTITY MANAGEMENT

Water quantity management involves ensuring we have enough water to run our two regulated coal-fired power plants, reducing water withdrawal and use where possible, and monitoring water releases to help ensure we're doing our part to use water responsibly in our communities.

Both of our regulated coal-fired plants – Harrison and Fort Martin – function with 100% closed-cycle cooling systems (with cooling towers), which use approximately 90% less water compared to once-through, open-cycle cooling systems. This has helped our regulated generation fleet avoid about 90 billion gallons in water withdrawals every year, reducing our use of this important natural resource.

We also run additional reuse processes at both Harrison and Fort Martin to further minimize water use at the plants. At Harrison, we collect landfill wastewater – called leachate – and recycle 50% for use in the scrubber while carefully treating the rest before safe release to the West Fork River. This process reduces the amount of water we withdraw from the river for use in the scrubber by about 144,000 gallons per day, or approximately 52.5 million gallons annually. At Fort Martin, we run a similar recycling project to return leachate for use in the cooling tower, which reduces the amount of water we withdraw from the river by about 88,200 gallons per day, or approximately 32 million gallons annually.

As we continue our focus on these environmental stewardship efforts, we have set a goal to further reduce water consumption at our two coal plants by 20% by 2030, based on a 2019 baseline. Please see our [EESG data table](#) for additional water reporting.

We're targeting a 20% reduction in water consumption at our two regulated coal plants by 2030 from our 2019 baseline.

## POWER GENERATION WATER QUALITY MANAGEMENT

Water quality management involves closely monitoring the contents of water used at our two plants, carefully managing wastewater, and appropriately cleaning and treating water to remove metals and other compounds before release. We monitor water releases to help ensure we're protecting surface water and groundwater in the areas where our plants operate and aligning with compliance standards set by the West Virginia Department of Environmental Protection and U.S. Environmental Protection Agency.

The scrubber process at our Harrison plant is a zero-discharge system, which means we release no water as part of those operations. Instead, we carefully collect water from the landfill at Harrison and either recycle it for use in the scrubber or treat the landfill water to clean it before release. At Fort Martin, we use sophisticated water treatment methods to remove metals and other compounds before release.

## TRANSMISSION AND DISTRIBUTION WATER MANAGEMENT AND PROTECTION

On the transmission and distribution sides of our business, we also take special care to minimize our impact on the quantity and quality of natural water resources.

During the planning and siting of projects, we employ a permitting review process to minimize environmental impacts of construction activities and daily operations. Through conducting that process and pursuing the permits required by federal, state and local regulations, we survey for sensitive environmental resources. This survey also assesses the area for potential rare species' habitats located in and around existing and proposed rights-of-way.

Our top goal is always to avoid any impact on wetland and stream habitats. First, we evaluate project plans alongside the wetland and stream data collected from field surveys. After careful consideration, we then choose options and construction practices that avoid any sensitive resources identified in the field survey. However, when it is impossible to avoid a habitat, we take action to minimize and mitigate potential impacts, as warranted. Some examples of minimization and mitigation strategies include:

- Traversing non-forested wetlands via construction matting, rather than graveled access roads, to facilitate faster restoration of an area to pre-construction conditions after the work is completed
- Using a temporary bridge or timber matting that spans bank-to-bank when stream crossing is unavoidable, which avoids direct impacts to the stream and enables the banks to restore to pre-construction conditions after work is completed.
- Cutting trees by hand within forested wetlands, instead of with machinery, to minimize ground disturbance from access when clearing within the forested wetland is unavoidable due to required clearances or structure placement.
- Limiting stump removal from forested wetlands to the location of the new facility (e.g., structure foundation, substation expansion, etc.) when removal is unavoidable.
- Purchasing credits at a mitigation bank, paying into an in-lieu fee program or establishing a project-specific mitigation program to offset any permanent wetland impacts.

Additionally, we develop storm water pollution prevention plans (SWPPPs) as part of our transmission and distribution project planning process. These SWPPPs are project specific and rely on best practices for both preventing erosion from stormwater runoff and protecting the quality of local waterways and tributaries from construction-related silt and sediment. Plans are developed by our Environmental group and provided to the Construction & Design Services group to help ensure compliance with all applicable stormwater pollution prevention rules and regulations.

We also focus on preventing erosion and protecting waterways outside the scope of project planning. For example, we built retention basins around our LEED-certified Center for Advanced Energy Technology (CAET) to prevent flooding and erosion by restricting the flow of rainwater back to streets and storm drains. As part of our *Energizing the Future* transmission program, we also install similar retention basins around newly constructed substations to protect communities and local waterways from flooding and erosion. In addition, our CAET facility features a bioretention system that uses soil, sand and vegetation to help remove pollutants from rainwater before releasing the water back to the community's storm drain system.

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# NON-GHG AIR EMISSIONS

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## MITIGATING OUR IMPACT

We strive to mitigate our environmental impact and increase the sustainability of our operations. Additionally, we have invested in environmental controls to reduce the impact of non-GHG emissions resulting from electricity generation at our two regulated coal plants.

## FORT MARTIN POWER STATION ENVIRONMENTAL MEASURES

At Fort Martin, we have invested in environmental control systems. Each unit has a scrubber system that removes more than 98 percent of the sulfur dioxide (SO<sub>2</sub>) emissions. As part of the scrubber system, a Physical-Chemical Wastewater Treatment System removes solids and metals from the scrubber wastewater. The scrubbed flue gas produces a steam plume that is carried from the units through a chimney.

The station is also equipped with electrostatic precipitators, which in conjunction with the scrubber remove 99 percent of the fly ash from flue gases, and low nitrogen oxides (NO<sub>x</sub>) burners, which reduce NO<sub>x</sub> emission by 50%. We've also installed GORE technology on both units to aid in mercury reduction.

In addition, each unit is equipped with a hyperbolic cooling tower that reduces the temperature of approximately 250,000 gallons of water per minute. A plume of water vapor leaves the top of the tower while cooled water collects at the base where it is mixed with fresh water and recycled leachate to make up for evaporative losses of the water vapor leaving the tower.

## HARRISON POWER STATION ENVIRONMENTAL MEASURES

We have also invested in Harrison's environmental control systems. All three units are equipped with a scrubber system, located between the boilers and the chimney, that remove more than 98 percent of the SO<sub>2</sub> emissions.

All three units are equipped with low NO<sub>x</sub> burners and selective catalytic reduction (SCR) systems for removal of nitrogen oxides from the flue gases. The SCR systems transform nitrogen oxides into nitrogen, which becomes part of the ambient air and water. These systems remove at least 90 percent of nitrogen oxide emissions from the flue gas.

In addition, Harrison is equipped with electrostatic precipitators, which in conjunction with the scrubber remove 99 percent of the fly ash from flue gases. In addition, each of the two hyperbolic cooling towers reduce the temperature of approximately 270,000 gallons of water per minute. A plume of water vapor leaves the top of the tower while cooled water collects at the base where it is mixed with fresh water and recycled leachate to make up for evaporative losses of the water vapor leaving the tower.

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# CLIMATE STORY

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## CLIMATE POSITION

Climate change is among the most important issues of our time, and FirstEnergy is committed to doing its part to help ensure a bright future for our customers, employees, communities and the environment. We are working toward carbon neutrality by 2050, which we view as a key step in building a more sustainable energy future.

We also have a responsibility to proactively mitigate climate change risks within our control and capitalize on opportunities as we work to advance our climate and company strategies.

## CLIMATE STRATEGY

As part of our [Climate Strategy](#), we have pledged to achieve carbon neutrality by 2050, with an interim 30% reduction in GHGs by 2030 based on 2019 levels. This GHG goal addresses companywide emissions within our direct operational control, also known as Scope 1 emissions, across our transmission, distribution and regulated generation operations.

Key steps in working toward carbon neutrality by 2050 include:

- **Reducing Sulfur Hexafluoride (SF<sub>6</sub>) Emissions:** We're working to repair or replace, as appropriate, transmission breakers that leak SF<sub>6</sub>. Sulfur Hexafluoride is a gas commonly used by energy companies as an electrical insulating material and arc extinguisher in high-voltage circuit breakers and switchgear. If escaped to the atmosphere, it acts as a potent greenhouse gas with a global warming potential significantly greater than CO<sub>2</sub>.
- **Electrifying our Vehicle Fleet:** We're targeting 30% electrification of our light-duty and aerial truck fleet by 2030, and 100% electrification by 2050. To reach our electrification goal, we're striving for 100% electric or hybrid vehicle purchases for our light-duty and aerial truck fleet moving forward, beginning with the first hybrid electric vehicle additions to the fleet in 2021.
- **Transitioning Away from Coal Generation:** We've committed to moving beyond coal-fired generation no later than 2050.

Future resource plans to achieve carbon reductions, including potential changes in operations or any determination of retirement dates of the regulated coal-fired generating facilities, will be subject to the West Virginia legislation effective March 7, 2023, which requires prior approval from the West Virginia Public Energy Authority to decommission Mon Power's generating facilities, and may also be impacted by the potential acquisition of the Pleasants Power Station.

To read more about our decarbonization strategy, please see our [Climate Report](#).

We've reduced Scope 1 GHG emissions by 8.6% from our 2019 baseline on our journey to carbon neutrality.

According to the United Nations, global GHG emissions amounted to an estimated 59.1 billion tons of CO<sub>2</sub>e in 2019. FirstEnergy's Scope 1 emissions amounted to approximately 18.1 million metric tons in 2019 – about 0.03% of the annual global total. While FirstEnergy's total GHG emissions are a small component of global GHG emissions, we are taking action to proactively mitigate our impact and do our part to secure a bright and sustainable future for generations to come.

Our broader company commitment to environmental stewardship extends beyond reducing greenhouse gas emissions. Please visit our [Biodiversity and Conservation](#), [Waste Management](#) and [Water Management](#) pages for more information on our efforts to develop increasingly sustainable, responsible operations.

## Enabling the Energy Transition

Reducing GHG emissions is just one part of our Climate Strategy. We're also focused on the energy transition to a low-carbon future, and the steps we're taking to enable that future include:

- Protecting and enhancing the transmission system to support grid reliability and enable increased renewables and other clean energy trends.
- Building the technologically advanced distribution grid of the future by implementing grid management solutions, smart meters, automation, EV charging infrastructure and other emerging technologies.
- Being innovative and forward-thinking with our coal generation fleet as we explore opportunities to incorporate renewable resources and implement emerging technologies.

For more detailed information on the steps we're taking, visit our [Grid Modernization](#) page.

## CLIMATE OVERSIGHT AND ACCOUNTABILITY

### Climate Strategy

FirstEnergy's board of Directors provides oversight and guidance on employee, environmental, social and governance (EESG) topics, including climate change. The board has five standing committees that, through their [respective oversight responsibilities](#), assist in guiding FirstEnergy's Climate Strategy and related efforts. The Corporate Governance, Corporate Responsibility and Political Oversight Committee has general responsibility for oversight of EESG matters and receives climate-related updates at its meetings. In coordination with the Corporate Governance, Corporate Responsibility and Political Oversight Committee, the Operations and Safety Oversight Committee reviews and monitors environmental-related strategies, initiatives and policies, including in the area of climate change. The Finance, Audit and Compensation Committees also provide specific oversight of EESG matters that fall within the scope of responsibilities set forth in each of their charters. Please see the company's [Climate Report](#) for additional climate-related board oversight information.

At the management level, responsibilities for climate matters are spread across the company's five organizational pillars – Finance & Strategy, Customer, Operations, Legal, and Human Resources & Corporate Services. Cross-functional management-level committees – including the Corporate Responsibility Steering Committee and its Climate Subcommittee – are designed to bring relevant leaders together to help ensure FirstEnergy is advancing climate action in alignment with our corporate strategy, identifying and managing climate risks, capitalizing on energy transition opportunities, and providing transparency through disclosure efforts. Visit our [Climate Report](#) for more information on these management-level committees.

### Climate Risk

The full board provides oversight of risk management practices, reviews material company risks – including the climate-related ones – and helps ensure processes are in place to support a strong risk management culture. In addition, the board's Audit Committee:

- Oversees the enterprise risk management (ERM) program and process for identifying, assessing, managing and monitoring enterprise risks.
- Assures risks are appropriately communicated with the board and its committees.
- Oversees enterprise risks and corresponding control and mitigation steps related to the committee's specific responsibilities.
- Reviews the risk management governance, guidelines, policies and procedures annually.

At the management level, the risk management leadership provides executive-level oversight of day-to-day risk management efforts and prepares enterprisewide risk management reports for presentation to the Audit Committee and the full board. In addition, a management-level Enterprise Risk Management Committee provides oversight and monitoring to help ensure that appropriate risk policies and management processes are established and executed.

Climate risks are integrated into our ERM process much like any other enterprise risk. FirstEnergy's current material climate risks are identified and discussed in our [Annual Form 10-K](#). To read more about FirstEnergy's risk management oversight and the ERM program and process, including the integration of climate risks, please see the Enterprise Risk Management page and our [Climate Report](#).

Our Climate Report also includes insights from low-carbon (~1.5-degree) and high-carbon (~4.5-degree) scenarios. These updated scenarios, which build upon a prior 2-degree analysis we conducted in 2019, help us to view a broader range of possible climate futures and understand some of the potential long-term climate-related risks and opportunities associated with each. The report was designed according to the Task Force on Climate-related Financial Disclosure's (TCFD) climate risk framework. Please see our [TCFD Disclosure](#) to quickly locate our responses to their leading guidance.

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## ENABLING THE ENERGY TRANSITION

As part of our Climate Strategy and company strategy, we're focused on our role in enabling the energy transition to a low-carbon future and supporting our customers' evolving needs along the way. That includes anticipating and responding to customer expectations for reliable service, clean energy sources and increased control over their energy use and carbon footprint, as well as more sustainable alternatives in transportation, manufacturing and industrial processes. Among other efforts discussed below, our strategic transmission and distribution investments are key to creating a reliable, resilient and secure grid – and enabling the clean energy transition for the customers we serve.

### Customer-Focused Distribution Investments

We are delivering on our customer-focused strategy by building a more dynamic, smart and modern distribution system.

Across our service territory, we are working to strengthen our grid's foundation by building a smarter communications network and replacing or upgrading aging equipment. That includes implementing Advanced Distribution Management Systems, more advanced automation, smart meters and other technologies to prepare the distribution grid of the future.

For example, through our grid modernization plans in Ohio and Pennsylvania, our customers will benefit from enhanced reliability, energy efficiency opportunities and innovative products and services that can ultimately help lower their energy bills.

For additional information on our long-term vision for the distribution grid of the future, visit our [Investor Factbook](#).

In Ohio, FirstEnergy has already installed approximately 700,000 smart meters, and our Grid Mod II proposal calls for us to complete smart meter installation for all remaining residential customers by 2026. Aside from enabling automated readings, these meters also help customers make more informed choices about their energy use. Customers with smart meters may even be eligible for a new, voluntary Time-Varying Rate (TVR) offer, allowing them to lower their energy costs by shifting or reducing their energy usage during peak times when electricity demand is the highest.

### Transmission Investments for a Clean Energy Future

Our long-term, multibillion-dollar Energizing the Future initiative continues to modernize FirstEnergy's transmission assets, enhance operational capabilities and expand load capacity to make the grid more reliable and resilient. These strategic investments will help ensure our customers benefit from a stronger, smarter and more secure power grid for years to come.

These significant transmission investments also support our Climate Strategy by hardening the grid against increasingly violent storms, reducing greenhouse gas (GHG) emissions and providing the grid flexibility needed to incorporate more renewable energy resources. Across our service area, we're replacing or rebuilding existing lines and substations and adding new facilities to meet anticipated load growth and other operational challenges.

Our transmission investments are key to reliably integrating more renewables and distributed energy resources into our region's electric grid – and enabling the carbon-neutral future our customers and communities want. We're preparing for that future by:

- Investing in upgrades that ready grid operators to respond more swiftly to changing conditions and facilitate the reliable inclusion of smaller, distributed generating sources.
- Assessing the value of energy storage as a transmission asset to enable greater operational flexibility, increased protection against physical asset risks, and better support for increased renewables and distributed energy resources.
- Upgrading and modernizing our transmission system to provide customers with a stronger, smarter and more secure power grid for years to come.

For additional information on our long-term vision for transmission investments, visit our [Investor Factbook](#).

### Measuring Reliability Performance

Our customers count on us to keep their energy flowing and address outages swiftly when they occur. Reliability metrics such as distribution System Average Interruption Duration Index (SAIDI) and Transmission Outage Frequency (TOF) are included in our key performance indicators (KPIs) and are crucial to our pursuit of performance excellence.

SAIDI represents the average total duration of outage minutes in a year for each customer served, adjusted for major storms. Our KPI goals for SAIDI are in line with annual standards established by the state utility commissions and are set to challenge our operating companies to enhance performance. TOF measures the frequency of transmission line outages, excluding those that are scheduled, forced by emergency or operational. The KPI goals for TOF are determined through industry peer benchmarking.

We measure our performance on these metrics and share results with employees both quarterly and annually. Please see our [EESG data table](#) for our trended reliability performance metrics.

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#### Connect with us





# INVESTING IN RENEWABLES

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## SUPPORTING CLEAN ENERGY OPTIONS

FirstEnergy is taking many steps to prepare for a reduced carbon world, and each state where we operate presents a different path toward the clean energy future. Though regulatory decisions may limit our ability to develop renewable generation, we recognize that our customers expect more sustainable energy options and are exploring ways to meet that demand across our service territory.

Four of the five states in which FirstEnergy principally operates (Ohio, Pennsylvania, New Jersey and Maryland) are deregulated states. With a few exceptions, FirstEnergy’s utilities are prohibited from owning generation in these states. This includes renewable generation assets such as solar and wind as well as energy storage when storage is defined as a generation asset.

We want to empower our customers with solutions that meet their energy needs and reduce the region’s carbon footprint. Working within the bounds of state laws and regulations, we are continually looking for and acting on opportunities to build the clean energy future we all envision.

### Solar Generation

Advancing FirstEnergy’s goal to own at least 50 MW of solar generation in West Virginia by 2025 is a key step toward executing our Climate Strategy and building a sustainable energy future.

FirstEnergy’s West Virginia utilities, Mon Power and Potomac Edison, have conditional approval from the Public Service Commission of West Virginia for five utility-scale solar facilities, which will together total 50 MW of renewable solar generation. The companies are accepting customer commitments to purchase solar renewable energy credits from the five facilities to be developed in our West Virginia service territory, and we expect to have the first site in service in 2023.

The solar program we’re developing aligns with a 2020 bill passed by the West Virginia Legislature that authorizes electric utilities to own and operate up to 200 megawatts of solar renewable generation facilities to help meet the state’s electricity needs. The addition of new renewable generation also encourages economic development in West Virginia, as a growing number of companies require that a portion of the electricity they purchase be generated by renewable sources.

Additionally, FirstEnergy’s Pennsylvania utilities have received approval to purchase electric generation supply in 2023. The program includes a process for procuring power for Default Service customers, meeting state-mandated alternative energy standards, and includes a separate bidding process to procure a new long-term solar energy project with a total capacity of at least 7 MW and up to 20 MW.

### SUPPORTING THE GLOBAL ENERGY TRANSITION

Jersey Central Power & Light Connects Solar Project in Mount Olive to Electric Grid: Largest landfill solar project in North America now delivering clean energy.

JCP&L has completed a grid connection for a 19.8-megawatt solar project located at a former landfill property in New Jersey, that is now delivering clean energy through FirstEnergy’s transmission lines.



### Offshore Wind

In October 2022, the New Jersey Board of Public Utilities selected JCP&L, in a joint proposal with Mid-Atlantic Offshore Development, LLC, to build new and upgrade existing transmission infrastructure to connect clean energy generated by New Jersey’s offshore wind farms to the power grid. The nearly \$723 million investment minimizes environmental and community impacts by using existing rights of way and avoiding greenfield development. Construction is expected to begin 2025, with completion targeted by 2030, supporting New Jersey’s goal of introducing 7,500 MW of offshore wind-generated electricity by 2035.

### Battery Energy Storage

In Maryland, Potomac Edison is implementing two battery energy storage projects in response to the state’s Energy Storage Pilot Program, which was established in 2019 to examine new technologies that could have a transformative impact on electric distribution systems. The program required all investor-owned electric utilities to submit at least two energy storage proposals to the Maryland Public Service Commission for consideration.

- In December 2022, we became the first utility to complete a project under Maryland’s program, pairing battery energy storage with two new electric vehicle (EV) fast-charging stations and one Level 2 charging station in Frederick County. Because fast-charging stations create significant demand on electric grids, the bundling of the storage system with fast chargers will allow Potomac Edison to study how energy storage can help minimize the impact of such demand spikes on its network.
- The second project, a 1.75-megawatt battery energy storage project planned for Allegany County, will provide back-up power to more than 1,000 customers during outages, enhancing service reliability in an area west of the town of Hancock. That project is expected to be in service in early 2024.

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# SMART TECHNOLOGIES

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## SMART TECHNOLOGIES

We're investing in smart technologies for homes and cities to help customers manage their energy consumption and expenses.

### Smart Meters

Smart meters use state-of-the-art technologies that ensure accurate readings while providing customers with information they need to better manage their electricity use. FirstEnergy has already installed millions of smart meters throughout our service territory as we work toward our goal to equip approximately 80% of our customers with this powerful tool by 2026. Looking forward, smart meters may also enhance our ability to respond to outages and restore power faster and more efficiently. Visit our [Smart Meters](#) page to learn more.

We are striving for ~80% of FirstEnergy customers to have smart meters by 2026.

### Smart Cities

Cities are using innovative technologies to improve sustainability and promote energy efficiency, offering their residents a better, smarter way of living. FirstEnergy is excited to partner with cities like Erie, Pennsylvania, and others throughout our footprint to install smart LEDs that make communities brighter, safer and more inviting for our customers to live, work, shop and learn.

When cities partner with us to install smart LEDs, we can monitor the smart streetlights through the network to determine if a light is burned out, remains illuminated during daylight hours or is not operating at its proper voltage. This means we can resolve lighting issues without relying solely on residents and employees to report burned-out lamps or other problems. In addition, the network controls also allow specific streetlights to be brightened outside bars and theaters to keep patrons safe late at night or dimmed for special events such as fireworks.

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#### Connect with us





# ENERGY MANAGEMENT AND EFFICIENCY



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## ENERGY EFFICIENCY

FirstEnergy has long supported our customers' ability to use energy more efficiently and wisely. Our energy efficiency programs are one way we help customers identify areas to reduce energy use and minimize their carbon footprint while also saving money on their electricity bills. We offer a suite of energy efficiency programs to meet or exceed these reduction targets while also supporting system reliability and lowering customers' demand for electricity.

In 2022, our energy efficiency programs helped customers save over 580,000 MWh of electricity—the equivalent of one year's pollution from 84,000 cars. By 2025, we aim to help customers achieve cumulative reductions in electricity usage exceeding 7.5 million MWh and lower their demand on the electric grid during peak usage hours by 400 MW, each from our 2020 baseline. These actions, if implemented as planned through 2025, will avoid the equivalent of more than 5.3 million metric tons of GHG—the equivalent emissions generated by more than 1.1 million passenger vehicles driven for one year.

Residential customers can save energy through significant incentives that offset the costs of major home efficiency upgrades, such as home insulation and weatherization, major appliance upgrades or heating and cooling system improvements. Others may benefit from smaller, incremental changes such as lighting improvements, enhanced energy usage data and education, or kits that provide useful energy-efficient products, such as LED light bulbs. To view energy efficiency programs and tools available to residential customers, visit our [website](#).

We also offer solutions for small businesses, government entities, schools and even the largest and most energy-intensive manufacturers and industries. Our portfolio of commercial and industrial programs provides measures and financial incentives for these customers to purchase qualifying high-efficiency products; recycle inefficient appliances; complete energy audits; and adopt energy-saving behaviors or energy management practices.

To view these and other programs available to our commercial and industrial customers, visit our [website](#).

Our goal is to help customers achieve cumulative electricity reductions in excess of 7.5M MWh between 2021-2025.

Please see our [EESG data table](#) for our customer service metrics.

## Energy Management

FirstEnergy has long supported our customers' ability to use energy more efficiently and wisely. And, we continue to help our customers better understand and manage their energy usage by linking them to a variety of energy efficiency programs and energy management tools – giving them the power to achieve their energy goals.

Our online [Home Energy Analyzer](#) tool helps customers gain valuable insight into their energy use to determine solutions that will work best for their households. The tool includes bill comparisons, home and business energy analysis, account information and preferences and high-bill alerts. With all of this information at their fingertips, our customers are empowered to make changes in their energy use during the current billing period to keep their monthly electric bill affordable.

Visit our [Home Energy Analyzer](#) page to learn more.

For additional information on our Energy Management tools and resources, please visit our Energy Savings website [here](#).



## Distributed Energy Resources

We understand the pressing desire for low- and zero-carbon generation and recognize that our customers expect more sustainable energy options. We support our customers' right to safely use distributed resources (DERs) and have developed processes that support the interconnection of solar, energy storage and other DERs consistent with the laws and regulations of the states in which we operate.

As customers grow more interested in the opportunities presented by DERs, we are studying the best ways to facilitate connection to our grid. Every installation is unique, and we work closely with customers who submit an interconnection request to interconnect their DERs with our distribution system. We have developed a comprehensive review process to assess the interconnection scenario, request clarifications and identify any adjustments needed before proceeding with the interconnection process. Once these requirements are satisfied, we collaborate with customers to complete the safe and reliable integration of their DER project on our grid.

As we explore ways to meet our customers' increasing demand for use DERs, we must also maintain compliance with regulatory restrictions related to renewable energy generation. For example, FERC Order 2222 opens up wholesale market participation to aggregation of distributed energy resources on the distribution system. To help clarify the full scope and implications of such regulations, we have a dedicated team focused on understanding how all those individual DER components, when aggregated, can be effectively and safely integrated into our system.

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# ELECTRIC VEHICLES

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## EXPANDING ELECTRIC VEHICLE (EV) INFRASTRUCTURE

Transportation electrification has the potential to eliminate direct tailpipe emissions from gasoline-powered cars and improve air quality across our service area. Our *EV Driven* programs in Maryland and New Jersey are making electric vehicle adoption more accessible, convenient and affordable.

In Maryland, we're supporting the state's goal to have 300,000 zero-emission vehicles on the road by 2025. by installing utility-owned public charging stations throughout our Potomac Edison service area. Through August 1, 2022, we have installed 22 charging stations as well as eight direct-current (DC) fast chargers, which can provide an 80% charge for most EVs in less than an hour. We have also installed Level 2 charging stations that accommodate two vehicles simultaneously and deliver 8 to 24 miles of range per hour of charging.



In New Jersey, we're supporting the state's goal of registering 330,000 electric vehicles by 2025 by providing incentives for electric vehicle charging infrastructure. With this four-year, \$38.9 million program, JCP&L's is providing incentives for residential, mixed-use commercial and multifamily property charging. We're also working to increase public-access DC Fast charging, with incentives up to \$25,000 per DC fast charger port for up to 248 charging locations accessible to the public across JCP&L's service territory.

We are also seeking approval through our Ohio Grid Mod II plan to, among other objectives, pilot programs that would support the adoption of electric vehicles and test new EV technologies, which will help us prepare to maintain reliability as EV adoption increases.

To learn more, visit our [Choose EV Website](#). The interactive website contains a wealth of information about electric cars, including a tool that allows you to view available car models and price ranges, calculate potential fuel cost savings, and understand the times associated with various charging options. You can also see if there are utility rates, rebates or tax incentives available at the federal or state levels.

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### Connect with us





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We are committed to investing in the communities we serve, promoting public safety and economic development, and advancing equitable and inclusive business practices to enable positive, sustainable change while delivering superior customer service.

### RELIABILITY AND RESILIENCE

We recognize that our electric service is wide-reaching, impacting more than 6 million utility customers who depend on us to provide safe and reliable energy every day of the year. Routine infrastructure maintenance and storm preparedness plans play key roles in our efforts to help ensure service reliability and resilience.

[READ MORE](#)

### INNOVATION & DIGITAL FACTORY

We are putting customers at the center of all we do and developing and implementing innovative solutions to create a more modern and effortless customer experience – including deploying chatbots to help customers find answers quickly and efficiently.

[READ MORE](#)

### CUSTOMER EXPERIENCE

Our employees are also FirstEnergy customers, which gives us powerful insight into the customer experience. Our employees inspire us to engage with our customers in meaningful ways, guide them to resources and support very real needs.

[READ MORE](#)

### FIRSTENERGY FOUNDATION

Launched in 2023, our new E3 Fund builds on the Foundation’s successful Investing with Purpose initiative, expanding it to meet other important corporate, community and clean energy goals.

[READ MORE](#)

### PUBLIC SAFETY

We help educate and prepare first responders and other members of the community who may come near our electrical lines and equipment. From our fleet of [Live Wire Electrical Safety trailers](#) to our new series of safety videos for customers of all ages, we are helping people understand how to identify and stay safe around electrical hazards.

[READ MORE](#)

### SUPPLY CHAIN

We’re focused on building our diverse supplier pipeline through our Supplier Diversity Program. Maintaining an inclusive supplier diversity strategy is important when sourcing products and services, selecting suppliers, and managing supplier and contractor relationships. Our goal targets a 20% increase in our supply chain spend with diverse suppliers by 2025.

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#### Connect with us





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## COMMUNITY VITALITY

FirstEnergy's corporate and foundation giving strategies focus on initiatives that parallel our business interests, while helping our communities and the people who live in them achieve greater success. Our contributions and philanthropic outreach support organizations and projects dedicated to improving the environmental, economic, social, educational and cultural aspects of our communities.

We are also committed to the long-term economic health of the communities we serve through development initiatives that create jobs, support local suppliers and attract new businesses throughout our service area. In addition, our robust Employee Volunteer Program supports the ability for our employees to engage with and give back to our communities.

### FirstEnergy Foundation

The FirstEnergy Foundation invests in nonprofit organizations to enable positive, sustainable changes that strengthen the communities we serve. The Foundation's priorities range from supporting key safety initiatives and promoting workforce and economic development to improving social and cultural aspects of our region. As an overarching priority in line with our companywide focus on diversity, equity and inclusion (DEI), the Foundation also supports organizations and initiatives that demonstrate a meaningful commitment to DEI.

**GIVING PRIORITIES**

<p><b>Improving</b></p> <p>the quality of life in our communities and supporting key safety initiatives</p>	<p><b>Empowering</b></p> <p>our communities' workforce development and educational initiatives</p>	<p><b>Supporting</b></p> <p>employee leadership and volunteer interests that align with our business interests</p>	<p><b>Promoting</b></p> <p>local and regional economic development</p>
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### Giving Priorities in Action

- In New Jersey, the Foundation's grant to America's Grow-a-Row (The Fresh Produce Initiative) will help improve quality of life and increase access to nutritious fresh produce for people suffering from food insecurity and related health issues. Located with our JCP&L service area, this program serves low- to moderate-income individuals and families of all backgrounds and ethnicities in rural, suburban, and urban areas.
- In Pennsylvania, the Foundation is empowering communities' workforce development with a two-year grant to help move Latinos out of poverty by offering occupational training, adult basic education, employment services and case management to the residents of Berks County as well as Reading. Awarded to Berks Latino Workforce Development Corp. in our Met-Ed service area, the grant will bolster programs that help participants to obtain role-based training and advanced certifications but also help bridge the gap of English as a second language, high school equivalency, soft skills, job readiness, professional development, and college readiness.

### Investing With Purpose

Funded by the FirstEnergy Foundation, Investing with Purpose was originally developed in response to the COVID pandemic, which created health, financial and educational hardships for customers across FirstEnergy's footprint, and in response to the events of 2020 that highlighted racial and social injustices impacting our nation. With those issues in mind, the Foundation identified philanthropic opportunities through nonprofit organizations across its service territory that are responding to needs of vulnerable populations.

In just two years, Investing with Purpose granted over \$3.1 million, supporting initiatives in four key areas – health and safety, workforce development, education and social justice. This represented an additional commitment on top of the company's annual charitable giving, which averages approximately \$10 million per year.

### Corporate Giving

We are committed to building productive relationships to address areas of need in our communities.

#### Community Support Efforts:

- Matching Gifts:** The FirstEnergy Foundation's Employee Matching Gifts program supports employee contributions to qualifying educational, cultural, youth, civic and health and human services organizations.
- Harvest for Hunger:** Our company and employees care deeply about food insecurity in our communities. Every March, our employees organize friendly fundraising competitions and events that support local food banks and community pantries.
- United Way:** The FirstEnergy community has long supported United Way in its efforts to improve the health and socio-economic well-being of our communities.
- Storm Response:** In-kind donations are also top of mind, especially following an extreme weather event. Staging sites for FirstEnergy operations during storm response often become distribution sites for excess food and supplies at the conclusion of a storm. Food, beverages, paper products and other supplies are donated to area foodbanks, community pantries and other social service agencies to aid customers as they recover following a storm.


### Employee Volunteerism

FirstEnergy's corporate responsibility approach also emphasizes the importance of investing our time and resources to support the communities we serve. Our employees light the way in their communities every day, and our company encourages community engagement through company-sponsored events and our volunteer time off (VTO) program.

Support for employee volunteerism includes:

- Volunteer Time Off (VTO):** Our VTO policy provides employees with 16 hours of additional paid time off per calendar year to volunteer within their communities.
- Community Impact Portal:** This user-friendly platform automatically sends volunteer opportunities and reminders to employees based on their geographic area; provides dashboards that track employees' volunteer hours and giving pledges; and makes it easier to find volunteer opportunities and donate to non-profit organizations of their choice.

FirstEnergy donated 30 fruit trees and 800 oak tree saplings to support students in Howell, NJ Food Forest. The food forest will create a sustainable source of fresh fruit for local food pantries, while promoting community engagement and educational opportunities.



We continue to strengthen our communities by supporting charitable organizations, partnering with local schools, providing economic development leadership, and supporting projects dedicated to improving the environmental, social and educational and cultural aspects of our communities. In addition, employees at all levels of the company serve on many nonprofit boards and advisory groups.

### Economic Development

We support the long-term economic health of the communities we serve through development initiatives that create jobs, support local suppliers and attract new businesses throughout our service area.

Our strategy is built on developing and maintaining relationships with economic development partners at state, regional, national and international levels. Coupled with our economic development expertise, these relationships help us to retain and attract businesses to our service territory, encourage investment in the areas we serve and provide value-added services and support to help our communities thrive.

Our Economic Development team's services include providing key economic indicator data to our regional partners and conducting local demographic research and economic impact studies. We also offer relocation services to companies considering moving to our region, promote urban revitalization and workforce development, and sponsor community readiness programs.

Additionally, the [Economic Development website](#) acts as a self-service hub, enabling our customers to access the information they need quickly, conveniently and intuitively. This feature aligns with FirstEnergy's goal to enhance customers' interactions with our digital media as part of our best-in-class customer experience.

Our Economic Development team also serves customers and communities by helping to promote business development and job growth across our service area. Building on our strong economic development track record, we strive to create \$25 billion in cumulative economic impact across our service area from 2020 to 2025.

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## PUBLIC SAFETY

Our commitment to safety extends beyond our employees and into the communities we serve. Our Public Safety group develops and manages programs that promote safety for those who may come near FirstEnergy's power lines or equipment.

### STOP.LOOK.LIVE. CAMPAIGN

This ongoing public safety outreach campaign teaches people to stay safe around electricity by following three simple steps to avoid dangerous accidental contact with electrical equipment:

1. **STOP** what you're doing to consider your personal safety before working or playing around power lines or electrical equipment.
2. **LOOK** around for potential hazards and ways you might come into contact with electrical equipment and identify a way to avoid the hazard.
3. **LIVE** and prevent serious injury or death by taking precautions to avoid accidental contact with electrical equipment.



**Stop.Look.Live.** reflects our proactive companywide approach to safety and helps customers and community members identify and avoid potentially dangerous situations.

### DRONE SAFETY

With the growing number of drones now hovering in the skies above our service territory, FirstEnergy's Public Safety group is working to increase awareness about the potential dangers of flying near energized electrical equipment.

Our Drone Safety webpage provides important tips for unboxing a new drone and safe operation, along with how to download FirstEnergy's *The Drone Safety Zone* video game. The online racing game was promoted via digital and social media and invited tweens and teens to virtually test their flying skills. The electrifying racing experience lets kids design their drone and race against other pilots, all while reinforcing important safety messages about drones and power lines.



In addition to the Stop. Look. Live advertising campaign, we have robust direct mail, email and web-based educational resource programs that target school-age kids, first responders and our most at-risk contractors, including heavy equipment operators, excavators, tree trimmers and other contractors who often work near or around energized electrical equipment. We also send bill inserts to customers containing tips on how to stay safe around downed power lines and high-voltage transmission lines, and in other potentially dangerous scenarios.

### Live Wire Electrical Safety Trailers

As part of our *Stop. Look. Live* public safety outreach program, we help educate and prepare first responders and other members of the community who may come near our electrical lines and equipment. To enhance this educational program, our fleet of [Live Wire Electrical Safety trailers](#) demonstrates how electrical hazards are encountered and handled safely in the field.

A new fleet of Live Wire Electrical Safety trailers are available to each of our 10 operating companies and will be used in programs across our service territory. The 24-foot trailers are fitted with power lines, transformers and other electric conductors as well as metal items, such as ladders and car doors that could come in contact with energized equipment.



We continue to develop and improve our public safety outreach efforts to protect human life, reduce exposure and eliminate events for anyone who may come near FirstEnergy lines or equipment. For more information, please see our external [public safety](#) website.

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# SUSTAINABLE SUPPLY CHAIN

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## SUPPLY CHAIN STRATEGY

Our strategy is focused on championing a culture of EESG among our employees while also promoting supplier diversity and improving our suppliers' performance. We work to implement our strategy while demonstrating high standards for ethics and integrity – all with the goal of driving business unit success and creating value for FirstEnergy.

Our sustainable supply chain strategy:

**Sustainable Supply Chain:** Partner with suppliers to achieve our goals and demonstrate the value of a sustainable supply chain.

**Supplier Diversity:** Expand our roster of diverse suppliers through a targeted diversity program.

**Culture of EESG:** Empower employees to champion our EESG initiatives and create a culture that values EESG.

**Supplier Performance:** Develop a program focused on improving supplier performance, achieving goals and managing supplier risks.

## SUPPLY CHAIN DIVERSITY

As FirstEnergy strives for excellence in our core value of Diversity, Equity & Inclusion (DEI), one key factor to measure improvement is supplier diversity. Every day, we purchase goods and services from hundreds of different suppliers, and our diverse and local partnerships make a direct economic impact on the communities where our employees and customers live and work.

Supplier diversity is a proactive business strategy that ensures we have a broad and representative supplier base and provides procurement and developmental opportunities for qualified diverse-owned businesses. As part of our efforts to be a corporate leader in making diverse suppliers a natural part of our business environment, FirstEnergy is committed to achieving 20% of supply chain spend with diverse suppliers by 2025.

For additional metrics on our supply chain spend, please visit our [EESG data table](#).

## ETHICS, COMPLIANCE AND OVERSIGHT

Ethics and integrity are central to our Supply Chain group. Our new Supplier Code of Conduct, *The Power of Collaboration* 🤝, establishes business standards our suppliers must meet in their day-to-day activities and reinforces our expectation that suppliers use good judgment and act with integrity in their business dealings with FirstEnergy. The Supplier Code of Conduct is embedded in the purchase orders we establish with each of our suppliers.

Our Supply Chain group has improved supply chain management and oversight functions. These changes enable the integration and centralization of our procurement, analytics and standards and material operations functions, creating better coordination of material fulfillment and more strategic alignment to drive cost savings.

In addition, we've developed stronger oversight of consulting agreements. Supply Chain is implementing a Spend Control Tower (SCT) for select supplier categories including consulting and professional services that will determine how and when our employees enter into consulting agreements. As part of the process, employee spend requests in these supplier categories require detailed information for review, including safety, compliance and risk considerations, as well as a detailed cost analysis.

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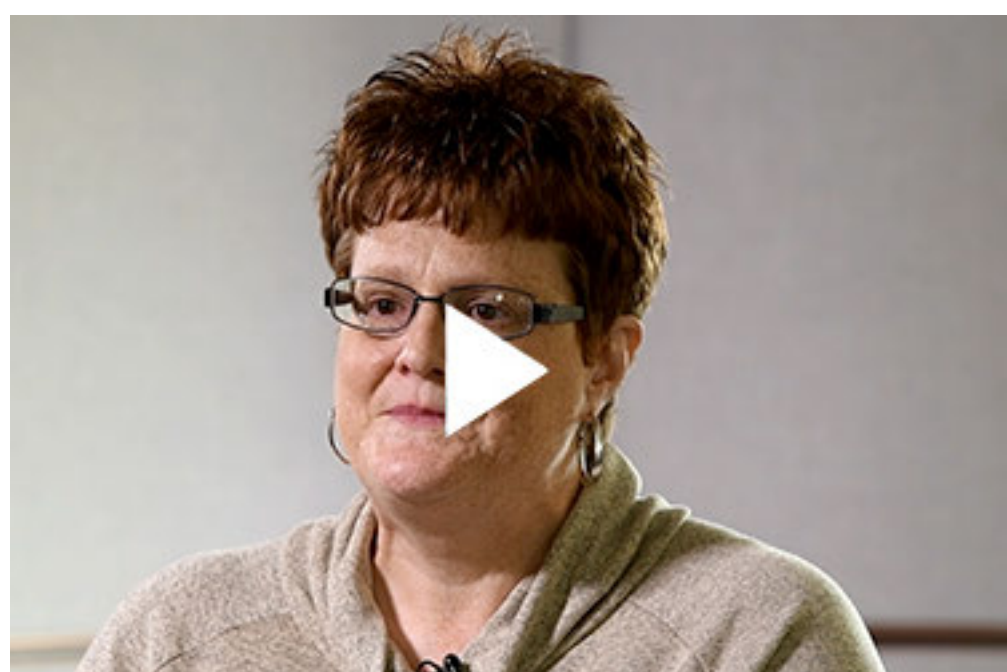
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## AFFORDABILITY AND ASSISTANCE PROGRAMS

We are focused on meeting the needs of our diverse customer base and providing equitable solutions for everyone we serve.

As part of that effort, we offer payment assistance and emergency support programs to help customers budget monthly payments, pay winter heating bills, catch up on past-due payments and avoid service disconnections. To view the different assistance programs available to customers in each part of our service territory, please visit our [Assistance Programs page](#).

Our employees are also FirstEnergy customers, and they inspire us to engage with our customers in meaningful ways, guide them to resources and support very real needs. For example, we're proud to have launched the "We're Customers Just Like You" campaign, which featured employees who understand how difficult it can be to find and ask for help when finances are tight. We also understand the importance of meeting customers where they are, so the campaign was shared via video, social media and personalized emails.



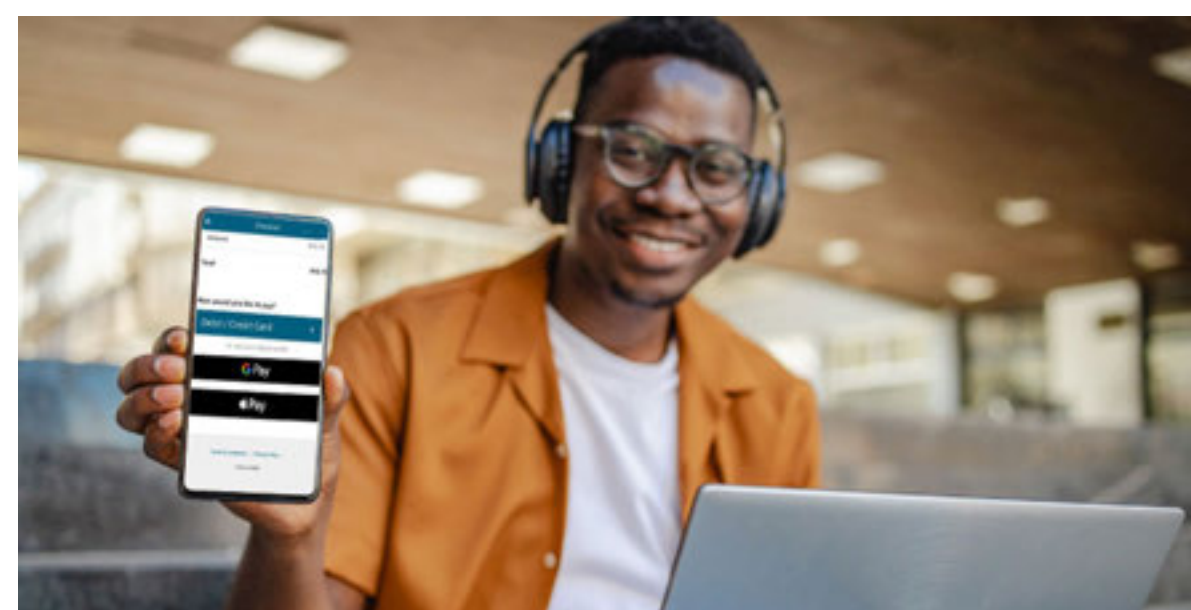
FirstEnergy also helps customers identify ways to reduce energy use and minimize their carbon footprint while also saving money on their electricity bills. For example, we offer energy efficiency programs designed to help income-qualified residential customers reduce energy usage and offset the costs of energy improvements.

These programs often work in conjunction with other utilities or local, state or federal funding opportunities to maximize customer benefits. Using our website, customers can search for assistance options based on location, household size and income. To review the programs we offer, please visit our [Saving Energy page](#). For additional information on our energy efficiency programs please see our [Energy Management and Efficiency](#) page here.

## Effortless and Modern Customer Experience

Our commitment to customers drives our innovation. To help ensure we meet or exceed our customers' expectations in all interactions with them, we're using a data-driven approach to develop a more modern, effortless and consistent customer experience. As a result, our customers now benefit from enhanced customer service capabilities, self-service options and payment methods.


Our [FirstEnergy customers](#) now have several additional payment methods available to them, including Apple Pay® and Google Pay™ for residential customers. Customers who have Apple Pay® or Google Pay™ accounts configured on their smart phones or electronic devices can use these methods seamlessly to make secure, cashless payment transactions. In addition, customers can arrange to make partial payments online, pay by text messaging or pay as a guest without creating a FirstEnergy online account first.



We know our customers rely on us to power their daily lives, so we also offer a suite of convenient tools to help customers stay connected and up to date with important account and outage information. Because we understand the inconvenience of a power outage, we developed a streamlined outage reporting process on our website, where customers can find comprehensive [24/7 Power Center outage maps](#), which show current outage locations, estimated restoration times, the cause of outages and the status of the repair crews.

Please see our [EESG data table](#) for our customer service metrics.

FE Chat is an important self-service tool, saving our customers time and energy by easily directing them to answers for commonly asked questions. Customers who prefer to work with Contact Center Agents also benefit from our more recently launched internal chatbot that helps employees respond to a range of needs quickly and efficiently.


Let's Chat

## Customer-Focused Communications

Our goal is to enhance our customers' experience by providing full visibility and consistency across all channels. By engaging more innovative and accessible communication options, we help our customers stay informed in the way – and at the time – that's right for them.

Social media is a key platform for sharing information with stakeholders and assisting customers with service requests and other account-related concerns. FirstEnergy manages [accounts](#) on Twitter, Facebook, LinkedIn and YouTube.



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# PREPAREDNESS AND RESILIENCE

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## OUR APPROACH

We recognize that our electric service is wide-reaching, impacting more than 6 million utility customers who depend on us to provide safe and reliable energy every day of the year. Safety and performance excellence are core values for our company, and we are implementing important initiatives to meet customers' electricity needs today while preparing for increased demand in a clean energy future.

To drive improvement, our Energizing the Future transmission program and Distribution Grid of the Future program target investments that enhance the reliability and resilience of our system for customers. Routine infrastructure maintenance and storm preparedness plans also play key roles in our efforts to help ensure service reliability.

### Vegetation Management Enhances Reliability

We conduct preventative maintenance on our infrastructure as part of our transmission and distribution programs in each of the states we operate. Vegetation management is one of the key proactive steps we take because we operate in heavily dense vegetative areas, where the trees are a leading cause of outages. For that reason, it's a clear priority for us to manage vegetation along our distribution lines and transmission corridors, especially along rights-of-way.

Our Vegetation Management group manages more than 2.5 million trees every year. We follow four-year and five-year maintenance cycles for transmission and distribution lines, depending on the state or utility service area. Our vegetation management staff performs inspections and approves all work conducted by vegetation management contractors. Annual inspections of transmission rights-of-way corridors are performed to assess treatment effectiveness and identify necessary work to help ensure reliability.

### Storm Preparedness and Service Restoration

While we continually maintain and invest in the electric grid to deliver reliable service to our customers, storms that bring damaging winds, heavy precipitation and lightning still have the potential to impact our electrical system. From [constantly monitoring the weather](#) so we are ready to respond to storm-related outages to staging crews and equipment when inclement weather is expected, FirstEnergy takes many steps to help minimize the time customers are impacted when outages occur.

When severe weather is forecast, FirstEnergy activates formal readiness plans to ensure plenty of service crews are prepared to tackle the damage. Our emergency response processes enable us to respond quickly and safely to a storm or other emergency. Our processes incorporate key principles and concepts found in the National Incident Management System (NIMS) to help ensure a standardized, consistent and scalable approach to all incidents regardless of size, scope or complexity.

To maintain a state of operational preparedness, we conduct exercises annually to review our training, as well as key systems and tools. These exercises are designed to prepare employees assigned to service restoration duties and review the restoration processes and storm-management tools critical to getting the lights back on quickly and safely. Additionally, we conduct After Action Reviews with affected stakeholders following all major storm events and emergencies to assess our performance and continuously improve our readiness. Corrective Actions are improvement items that result from After Action Reviews. These actions are assigned to specific individuals or groups to help ensure accountability and track completion.

#### Our FirstEnergy storm preparedness process comprises:

<b>Readiness Plans</b>	When severe weather is forecast, we activate formal readiness plans to ensure our customer contact centers can handle a larger volume of calls and our crews are prepared to safely clear damage and restore service.
<b>Mutual Assistance Relationships</b>	While employees of our operating companies are more than capable of handling most outages, we have mutual assistance relationships with neighboring electric utilities to help us safely and quickly restore power, as the need arises.
<b>Emergency Operations Center</b>	System operators at our regional distribution and transmission operations centers monitor weather forecasts around the clock and coordinate our service restoration resources and support as needed.
<b>Power Restoration</b>	After a storm passes and it is safe to assess damage, we identify, assess and mitigate hazards in the interest of safety for our customers and employees. Our dedicated employees and external crews work in shifts around the clock until power is safely restored.
<b>Emergency Communications Plan</b>	We provide appropriate staffing for media coverage during outage events, hold daily conference calls about restoration progress with local officials and emergency management personnel, and use social media to share safety reminders and updates.
<b>Estimated Time of Restoration (ETR)</b>	We issue ETRs to provide customers with an expectation of when service will be restored. Customers are notified of changes to ETRs as they are updated.

### Industry Recognition for Outage Restoration Efforts

In February of 2022, for the 16th consecutive year, FirstEnergy Corp. earned recognition for its [emergency response efforts from the Edison Electric Institute \(EEI\)](#), a leading electric industry organization. EEI presents awards twice annually to member companies to recognize extraordinary efforts to restore power or for assisting other electric companies after service disruptions caused by weather conditions and other natural events. Winners are chosen by a panel of independent judges following an international nomination process. We're proud to have earned the following awards for our restoration response:



- Emergency Recovery Award – Recognized for safely and efficiently restoring service to more than 175,000 of our New Jersey and Pennsylvania customers following the remnants of Hurricane Ida in September 2021.
- Emergency Assistance Award – Recognized for helping Entergy with restoration efforts in Louisiana following category 4 Hurricane Ida.

In the wake of Hurricane Ida, more than 175,000 FirstEnergy customers in Pennsylvania and New Jersey were without power. Putting our Emergency Response Plan into action, FirstEnergy personnel worked safely to minimize the outage time for customers, ultimately replacing 217 poles, 125 transformers and over 21 miles of wire.

In addition, as part of our mutual assistance agreement, FirstEnergy deployed more than 525 employees – line workers, forestry and support personnel – to some of the most damaged areas in Louisiana, where they helped restore power for more than a million Entergy customers who were impacted by the devastating hurricane.

Last Modified: June 1, 2023



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# INNOVATION AND RESEARCH

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## INNOVATION

At FirstEnergy, we're developing a culture that enables leadership and employees to share and implement innovative ideas that move our company forward while solidifying our role as an industry leader.

Our Innovation Center provides a technology-forward, collaborative space to help us reimagine business processes and explore new and inclusive ways to solve problems – even enabling work between remote and onsite teams to gain broader perspectives. Combined with the Innovation Center, our new Digital Factory organization is facilitating cross-functional teams in areas such as advanced analytics and automation to develop innovative solutions that enable the company to improve processes, embrace new technologies and promote data-driven decision making. Collectively, these efforts are moving FirstEnergy forward to a digitally-enabled future by introducing a more agile, design-thinking approach.

### Empowering Customers through Innovation

In 2022, the Digital Factory partnered with the Customer Experience team to enhance online payment options for our customers. The Digital Factory team conducted customer research and tested the new designs with them throughout the process to build a digital product our customers asked for. One main goal of the payment initiative was to increase the self-service options available for our customers. As a result, we added more modern and mobile payment methods such as ApplePay® and GooglePay™. Additionally, new features like Guest Pay make one-time payments easier while Partial Pay and Boost Pay help customers keep the lights on when finances are tight. For additional information, please visit our [Customer Experience](#) page.

## TECHNOLOGY RESEARCH AND DEVELOPMENT

FirstEnergy participates in a variety of efforts to support the research, development and deployment of advanced technologies that can enhance reliability and resilience and enable a low-carbon future. Additionally, we participate in industry collaborations designed to guide energy transition strategies, support equitable decarbonization of the economy and inform climate change responses.

**Electric Power Research Institute (EPRI):** We also stay informed of the latest energy research through active memberships in research institutes. EPRI is among our most important partnerships. FirstEnergy participates in numerous EPRI research programs focusing on transmission, distribution, generation, the environment and sustainability.

**Energy Impact Partners (EIP):** We participate in venture capital investments through EIP, a global investment group leading the transition to a sustainable energy future. These investments are focused on transforming the utility industry through the development of emerging industry solutions and close-to-market utility technologies. Our participation provides insight into future industry trends and opportunities, as well as exposure to innovative technologies that can benefit our customers, our company and the environment. For example, FirstEnergy participates in EIP's Elevate Fund, which is focused on investing in companies founded or run by diverse talent that are driving innovation within EIP's core mission of advancing the low-carbon economy, including through supply decarbonization, electrification, tech-enabled infrastructure, reliability and resilience, and intelligent demand.

Additionally, FirstEnergy works with coalitions and universities through consortiums and direct research projects. For example, we are participating in a federally-funded renewable energy study being conducted by the Smart Electric Power Alliance for the West Virginia Office of Energy. As part of the stakeholder working group, we're developing a study that outlines natural disaster outage risk and the ability for strategic deployment of microgrids that provide enhanced resiliency to critical infrastructure across the state.

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# EESG REPORTS AND RESOURCES

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## EESG Reports and Resources

We are committed to providing stakeholders with information about FirstEnergy's corporate responsibility approach and employee, environmental, social and governance (EESG) initiatives and performance. As part of that commitment to transparency and accountability, this dedicated Corporate Responsibility website presents the company's progress on EESG-related topics.

Our website includes this EESG Reports and Policies section, which serves as a central location for our EESG performance data. Our EESG data table provides information on our EESG performance in key areas of our business. We also are working toward disclosing EESG information here in alignment with leading sustainability reporting frameworks, including the Sustainability Accounting Standards Board (SASB), Taskforce on Climate-Related Financial Disclosures (TCFD), Global Reporting Initiative (GRI) and Edison Electric Institute (EEI) Template.

Last Website Update: June 2023

For additional information, please contact:

Kristin Susick  
Manager, Corporate Responsibility & Rating Agencies



## Employee, Environmental, Social and Governance Disclosures

- [2022 Corporate Responsibility Report \(CRR\)](#)
- [2022 Climate Report](#)
- [2023 EESG Data Report](#)
- [2023 GRI Report](#)
- [2023 SASB Report](#)
- [2023 \(EEI\) Template](#)
- [2023 TCFD Index](#)
- [2022 CDP Climate Report](#)
- [2022 CDP Water Report](#)

## FirstEnergy Financial Disclosures and Downloads

- [2023 Annual Proxy Statement](#)
- [2022 Annual Report](#)
- [2022 10k](#)
- [Dividend-Return of Capital](#)
- [2023 Corporate Engagement report](#)
- [Investor Relations Events and Presentations](#)

## FirstEnergy Corporate Policies and Documents

- [Biodiversity Commitment](#)
- [Conflicts of Interest Policy](#)
- [Environmental Justice Policy](#)
- [Environmental Policy](#)
- [Human Rights Policy](#)
- [Public and Political Engagement Policy](#)
- [The Power of Collaboration: Supplier Code of Conduct](#)
- [The Power of Integrity: Code of Conduct](#)
- [Anti-bribery Anti-corruption Practice](#) – Promotes consistent organizational behavior regarding fraud by providing guidelines and assigning responsibility for developing anti-fraud controls and fraud risk assessment and conducting investigations.
- [Employee Travel & Expense Practice](#) – Defines the guidelines and procedures for business travel and reimbursement of expenses incurred while traveling for Company business and reimbursement of non-travel related business expenses.
- [Gifts and Business Courtesies Practice](#) – Outlines FirstEnergy's expectations should an employee receive or provide gifts or business courtesies.
- [Insider Trading Practice](#) – Promotes compliance with applicable securities laws and regulations.
- [Social Media Policy](#) – Provides direction, guidance and terms of use to ensure that any company-related use of social media is done in a responsible, secure and effective manner.

## FirstEnergy Board Governance Policies and Charters

- [FirstEnergy Board of Directors](#)
- [FirstEnergy Leadership Team](#)
- [FirstEnergy Board Committee Charters](#)

## Previous Years Corporate Responsibility Reports

- [2021 CRR Report](#)
- [2020 CRR Report](#)

**Forward-Looking Statements:** This website includes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 based on information currently available to management. Such statements are subject to certain risks and uncertainties and readers are cautioned not to place undue reliance on these forward-looking statements. These statements include declarations regarding management's intents, beliefs and current expectations. These statements typically contain, but are not limited to, the terms "anticipate," "potential," "expect," "forecast," "target," "will," "intend," "believe," "project," "estimate," "plan" and similar words. Forward-looking statements involve estimates, assumptions, known and unknown risks, uncertainties and other factors that may cause actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements, which may include the following: the potential liabilities, increased costs and unanticipated developments resulting from government investigations and agreements, including those associated with compliance with or failure to comply with the Deferred Prosecution Agreement entered into July 21, 2021 with the U.S. Attorney's Office for the Southern District of Ohio; the risks and uncertainties associated with government investigations and audits regarding Ohio House Bill 6, as passed by Ohio's 133rd General Assembly ("HB 6") and related matters, including potential adverse impacts on federal or state regulatory matters, including, but not limited to, matters relating to rates; the risks and uncertainties associated with litigation, arbitration, mediation, and similar proceedings, particularly regarding HB 6 related matters, including risks associated with obtaining dismissal of the derivative shareholder lawsuits; changes in national and regional economic conditions, including recession, inflationary pressure, supply chain disruptions, higher energy costs, and workforce impacts, affecting us and/or our customers and those vendors with which we do business; weather conditions, such as temperature variations and severe weather conditions, or other natural disasters affecting future operating results and associated regulatory actions or outcomes in response to such conditions; legislative and regulatory developments, including, but not limited to, matters related to rates, compliance and enforcement activity, cybersecurity, and climate change; the risks associated with cyber-attacks and other disruptions to our, or our vendors', information technology system, which may compromise our operations; and data security breaches of sensitive data, intellectual property and proprietary or personally identifiable information; the ability to accomplish or realize anticipated benefits from our FE Forward initiative and our other strategic and financial goals, including, but not limited to, overcoming current uncertainties and challenges associated with the ongoing government investigations, executing our transmission and distribution investment plans, executing on our rate filing strategy, controlling costs, greenhouse gas reduction goals, improving our credit metrics, growing earnings, strengthening our balance sheet, and satisfying the conditions necessary to close the sale of additional membership interests of FirstEnergy Transmission, LLC; changing market conditions affecting the measurement of certain liabilities and the value of assets held in our pension trusts may negatively impact our forecasted growth rate, results of operations, and may also cause us to make contributions to our pension sooner or in amounts that are larger than currently anticipated; mitigating exposure for remedial activities associated with retired and formerly owned electric generation assets; changes to environmental laws and regulations, including but not limited to those related to climate change; changes in customers' demand for power, including but not limited to, economic conditions, the impact of climate change to energy efficiency and peak demand reduction mandates; the ability to access the public securities and other capital and credit markets in accordance with our financial plans, the cost of such capital and overall condition of the capital and credit markets affecting us, including the increasing number of financial institutions evaluating the impact of climate change on their investment decisions; future actions taken by credit rating agencies that could negatively affect either our access to or terms of financing or our financial condition and liquidity; changes in assumptions regarding factors such as economic conditions within our territories, the reliability of our transmission and distribution system, or the availability of capital or other resources supporting identified transmission and distribution investment opportunities; the potential of non-compliance with debt covenants in our credit facilities; the ability to comply with applicable reliability standards and energy efficiency and peak demand reduction mandates; human capital management challenges, including among other things, attracting and retaining appropriately trained and qualified employees and labor disruptions by our unionized workforce; changes to significant accounting policies; any changes in tax laws or regulations, including, but not limited to, the Inflation Reduction Act of 2022, or change tax audit results or rulings; and the risks and other factors discussed from time to time in our Securities and Exchange Commission ("SEC") filings. Dividends declared from time to time on FirstEnergy Corp.'s common stock during any period may in the aggregate vary from prior periods due to circumstances considered by FirstEnergy Corp.'s Board of Directors at the time of the actual declarations. A security rating is not a recommendation to buy or hold securities and is subject to revision or withdrawal at any time by the assigning rating agency. Each rating should be evaluated independently of any other rating. These forward-looking statements are also qualified by, and should be read together with, the risk factors included in FirstEnergy Corp.'s filings with the SEC, including, but not limited to, the most recent Annual Report on Form 10-K and Quarterly Report on Form 10-Q, and any subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. The foregoing review of factors also should not be construed as exhaustive. New factors emerge from time to time, and it is not possible for management to predict all such factors, nor assess the impact of any such factor on FirstEnergy Corp.'s business or the extent to which any factor, or combination of factors, may cause results to differ materially from those contained in any forward-looking statements. FirstEnergy Corp. expressly disclaims any obligation to update or revise, except as required by law, any forward-looking statements contained herein or in the information incorporated by reference as a result of new information, future events or otherwise. Forward-looking and other statements regarding our climate strategy, including our greenhouse gas emission reduction goals, are not an indication that these statements are necessarily material to investors or required to be disclosed in our filings with the SEC. In addition, historical, current and forward-looking statements regarding climate matters, including greenhouse gas emissions, may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve and assumptions that are subject to change in the future.

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