



# 2022

## Culture Book



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# 2022 Culture Book Overview



The CEA team is proud to publish our 3rd Annual Culture Book and add this on our website. We are especially pleased to see the CEA family continue to grow in 2022 and reinforce our culture in the same manner as we did last year with our Culture Book as well as deploying new ideas which help our culture evolve within the large corporate parent of Intertek.

*“There's no magic formula for great company culture. The key is just to treat your staff how you would like to be treated.”*

– Richard Branson

One of the ways which we reinforce our culture is by highlighting team members who live our core values and we are happy to celebrate these stories on a weekly basis through our Good News Friday announcements, as well as our monthly All Hands' Meetings (AHM), please expect to find our values in action:

1. **We Are Family**
2. **Have Fun**
3. **Unending Curiosity**
4. **Be Humble**
5. **Do the Right Thing**
6. **Results Matter**
7. **Own It**
8. **Perform Above and Beyond**

The market forces towards decarbonization and the energy transition are continuing and CEA's core purpose of “helping our clients and partners deploy more solar and storage solutions worldwide” is in higher demand than ever before. By building further successes of CEA's well-established culture, our teams are poised to support many of our clients around the world. We hope that this Culture Book serves as a reminder to all of our clients, team members and external partners that we can create a better future together!

If you'd like to know more about our culture, check out our blog at:

**CEA Blog – Clean Energy Associates**

[www.cea3.com/cea-blog/](http://www.cea3.com/cea-blog/)

**For those interested in joining CEA's dynamic team, then check out our Job Openings:**

[www.cea3.com/careers](http://www.cea3.com/careers)

**For more information about our Corporate Social Responsibility please visit:**

[www.cea3.com/corporate-social-responsibility](http://www.cea3.com/corporate-social-responsibility)

**To learn more about CEA's culture, please visit:**

<https://www.cea3.com/culture>

or

**CEA YouTube** <https://www.youtube.com/channel/UCZhsfZEIbDYHhMeYawpR0Bw>

# Letter from CEO & Founder, Andy Klump



2022 was a fabulous year with many exciting successes and challenges that resulted in historic change for our firm, as our 2022 theme of LEADERSHIP DEVELOPMENT played out many times. Since founding CEA in 2008, I built this company to be an independent third party to support developers, EPCs, investors and other downstream stakeholders and ensure that they had transparency into upstream supply chain developments. As a leader in our sector, we provided a best-in-class experience for their QA/QC needs and gave supply chain security which increased investment confidence in their downstream solar and storage assets by providing a WOW! customer experience.

I operated CEA as a standalone entity as the only shareholder and investor, but in 2022, CEA achieved a historic milestone and first change of ownership with the acquisition by the Intertek Group plc. This announcement was released in late July, 2022 (<https://www.intertek.com/news/2022/07-29-intertek-to-strengthen-global-sustainability-offering-with-acquisition-of-clean-energy-associates/>) and I'm thrilled that we are now a fully integrated business unit within Intertek. Many team members contributed to this deal and the opportunity to join the Intertek group creates

an international growth platform for CEA and the broader clean energy community to expand globally. Intertek released a video to explain the purpose of our joint operating synergies and I'm confident that our best growth prospect are ahead of us. For those interested in learning more about this transaction, please refer to "[Intertek to Acquire Clean Energy Associates - Video](#)".

While many customers and team members were concerned about changes in our business, I clarified that Intertek acquired CEA because of our team and our dynamic culture and our desire to grow aggressively. I'm pleased that I will continue as the CEO and will drive Clean Energy Associates towards our vision "To become by 2025 the leading global solar and energy storage engineering services firm that creates tangible impact with every client." This vision statement was drafted in 2015 when CEA only had 40 team members globally and completed a mere 4GW of project engagements on behalf of our clients. As our team has grown to over 200 professionals in 15 countries having executed over 145GW and 15GWh of solar pv and energy storage engagements, we are very close to achieving our 10 year vision statement. With the support of Intertek and highlighting their presence in 100+ countries, we are in a better position than ever before.

Furthermore, Intertek has structured CEA as a standalone P&L within the Industry Services division of Intertek and our smooth integration has been warmly received by our executives and team members. I report to Bertrand Mallet, the Global EVP of Industry Services, and over the latter half of 2022, have visited or met with key leaders from North America, Europe, Asia and Australia.



Cambodia



The United States



Vietnam



The Philippines

We've had a close cadence on our mutual interest of growing the clean energy business within Intertek, as part of Intertek's broader World of Energy and Sustainability strategy, so I'm pleased by our progress to date. Intertek is a leader in the assurance testing inspection and certification industry and is an FTSE-listed company based in London, with 1,000 test labs and 44,000 professionals working in 100+ countries ([www.intertek.com](http://www.intertek.com)).

One other key development from this past year has been the relocation of my family and I from China to Southeast Asia. After 19 consecutive years of living in China, my wife and I were sad to leave our many friends and colleagues there. We met in Beijing 18 years ago and all four of our daughters were born in Shanghai, but in the spring of 2022, we endured some significant stresses on our family. During the extensive three months of home schooling and 61 days of home quarantine, we decided that leaving China was the best decision for us, but we wanted to stay in Asia and felt that relocating to Thailand would be the best personal option due to access to international standards of healthcare, education, and quality of life.

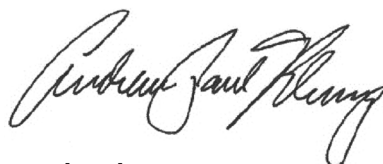
I also considered that this location shift was positive for CEA from a professional standpoint as I remain close to key solar suppliers in Southeast Asia as well as to the growing market demand locally. We are pleased to see China open up in 2023 and still have a tight network there, so I'll continue to visit suppliers and stay on a similar time zone with CEA's large team in China, India, and the Philippines, so this shift is a positive one for CEA's teams in the region.

Finally, last year was also a challenging year for my immediate family as my father, Richard Paul Klump, passed away on April 6, 2022 at the age of 80. I'd like to dedicate this Culture Book to him and acknowledge his strong influence on my life, especially growing up in St. Louis. My dad was born in Perryville, Missouri, a small town of 5,000 residents, as the 10th of 12 children of a farm family. After graduating from high school, he enrolled in the Army and made 23 parachute jumps as part of the 101st

Airborne Division, but later moved to Kirkwood, Missouri where he drove a taxicab for 44 years for St. Louis County Cab. He worked intense hours for many decades to provide for our family and while he never attended college, he taught me a great deal about how to deal with difficult situations and keep a positive outlook on life despite obstacles. He told me a story of how a customer pulled out a loaded gun in his taxi to shoot him, but my dad later calmed him down by listening to the man's problems and giving him a free ride.

While I never faced the same physical danger in my work endeavors, I did learn how to relate to a wide range of people and this lifelong skill helped me as I dealt with suppliers and customers from around the world. He also taught me tangible skills such as how to sharpen a lawnmower blade at the age of 9 and I used my "lessons in mechanics" to start my first entrepreneurial venture in grade school with Handy Andy's Landscaping and my savings from cutting grass helped to pay for a private high school at St. Louis University High. My dad's legacy remains with me as I try my best to raise four daughters with the same love and support as he gave me.

Throughout 2022, CEA team members have demonstrated our theme of LEADERSHIP DEVELOPMENT in action and I invite all of you to learn more about CEA's team and adventures in 2022 by reading the rest of our Culture Book as well as visiting the CEA website ([www.cea3.com](http://www.cea3.com)) for more insights into the solar and energy storage market.



**Andy Klump**  
CEO & Founder

# CEA's Core Purpose, Vision, and Values Define our Culture

CEA's team has always had a fervent desire to create a better future and our team is aligned on these elements of our culture. Since the team collectively rewrote our Core Purpose, Vision and Values in 2015, we have constantly used this as the foundation for our growth and in our monthly All Hands Meetings, we reflect on how our work supports our Core Purpose, thus driving us forward as an organization.

## Core Purpose

We believe that by helping our clients and stakeholders deploy solar and storage solutions worldwide, we are creating a better future.

## Vision

To become the leading global solar and storage engineering services company that creates a tangible impact with every customer by 2025.

## BHAG (Big Hairy Audacious Goal)

To be the sought out and trusted experts in solar and storage solutions supporting projects in every country.

## Core Values

### WE ARE FAMILY

At CEA, WE ARE FAMILY is our first and most important core value. We don't use the words "staff" or "employees" but call our coworkers as "team members" as this phrase evokes a closer affinity just as a family member would. Each member of our family is appreciated for who they are, and we support them during both professional and personal challenges.

We openly share good and bad news in our "We Are Family" chat group on teams as we want to share what is going on our personal lives and both celebrate the highlights as well as seek support during rough periods. We want everyone in the CEA family to feel safe and comfortable, so we strive to be inclusive of everyone and celebrate the diversity of all our team members globally.





## HAVE FUN

At CEA we enjoy work together and enjoy HAVING FUN as many chances that we can! We strive to make our time at work to be fun and encourage laughter and smiles, even when demands from clients can be stressful. We also understand that everyone needs time for family, and we encourage our team members to maintain a healthy balance between work and family.



PO Team Building



SVP, Vinayak Gupta

## UNENDING CURIOSITY

CURIOSITY is what drives us forward at CEA. Not only do we constantly look for ways to innovate in the renewable energy industry, but also to finish everyday tasks in more innovative and creative ways. At CEA we intentionally cultivate a culture where curiosity and bringing new ideas to the table are rewarded.

## BE HUMBLE

HUMILITY is an often-overlooked key to achieving both excellence in results and harmony within organizations. We know that we are successful as a company in terms of our growing scale and reputation, but we also strive to be grounded and humble as individuals. We admit to our mistakes, and we learn from them so as to stay on a path of constant improvement.


We try to remember to be empathetic and compassionate towards others, especially when making mistakes, while encouraging team members to try new approaches and accept that failures are learning opportunities.



## DO THE RIGHT THING

In everything that we do, we strive to uphold integrity both on a personal and company level. DOING THE RIGHT THING is important for our team, our clients, and the environment. CEA prioritizes doing the right thing even when the situation is difficult and making the right decision isn't popular.




 **Andy Klump** • You  
CEA's CEO & Founder: I help solar and energy storage developers / IPPs / invest...  
1yr • 🌐

Over one million newborns don't survive each year around the world and over 300,000 mothers lose their lives from complications of pregnancy and childbirth, many of which occur in emerging markets without access to electricity. [Laura Stachel](#) and Hal Arson, her husband who is a solar engineer, founded [We Care Solar](#), an NGO using solar electricity and energy storage to help women survive childbirth. They developed the first Solar Suitcase 13 years ago and this tool is an easy-to-use solar electric system equipped with a solar panel, lithium-ion batteries, high efficiency LED lights, charging ports, and fetal doppler to provide health facilities with the bare necessities to save lives. Since then, Solar Suitcases have served ~10 million mothers and newborns, as they are deployed at scale to health centers lacking reliable electricity to ensure no mother gives birth in the dark.

As early as 2014, [Clean Energy Associates \(CEA\)](#) has been involved in Corporate Social Responsibility (CSR) and we are committed to living out our core purpose in our work as well as our communities: we believe by helping our clients and partners deploy solar and storage solutions worldwide, we are creating a better future. The CEA family is proud to work with We Care Solar in 2022 as a strategic partner and will be donating funds and supply chain and engineering services from our professionals to help We Care Solar continue to support its mission. For anyone interested in CEA's past CSR activity, please refer to our website at:

[#lighteverybirth](#) [#solarenergy](#) [#solarsolutions](#) [#energystorage](#)  
[#corporatesocialresponsibility](#)



Corporate Social Responsibility — Clean Energy Associates

## RESULTS MATTER

Every project has obstacles that make achieving success difficult, but we are focused on **ACHIEVING RESULTS** for our clients! We understand that clients appreciate our extra effort as results do matter. Having a positive outlook focused on achieving results is important and our team members take pride in consistently delivering strong results!



CEA Team at Intersolar Europe



SolarPlaza Asset Management Summit panel with Joerg

## PERFORM ABOVE & BEYOND

At CEA, we aim to provide an **EXCEPTIONAL LEVEL OF SERVICE** to our clients. Being part of the CEA team means always looking to exceed expectations and being willing to go that extra mile. Whether this means putting in a few extra hours to perfect that sales pitch or customizing our services to suit our client's needs perfectly, we put our best foot forward and work to continually refine our work.

## OWN IT

At CEA we are mindful to take **OWNERSHIP** of our actions, whether they lead to success or whether we hit a snag. And when we do face difficulties, we approach them with a mindset to overcome and press on. We own our mistakes and while we strive to deliver our best results, we own up to the fact that failures are an opportunity to learn and improve. By incorporating an ethic of personal responsibility, we deliver better results.



Claire at Solar & Storage Finance USA

# Brand Building

CEA is increasingly acknowledged globally as a top source of expertise on the solar and battery storage supply chains and 2022 was a breakout year in terms of media exposure. As the global energy transition accelerated amid geopolitical conflicts, supply chain challenges, and trade policy crises, reporters turned to CEA to explain to their readers what is going on.

During 2022 CEA's work and our experts were cited or quoted 55 times in various mainstream and trade publications. CEA was named a source in articles by Axios, CNBC, E&E News, Politico, South China Morning Post, S&P Global, and Wall Street Journal, as well as on the pages of trade publications including Canary Media, Energy Storage News, PV Tech, pv magazine, and RTO Insider.

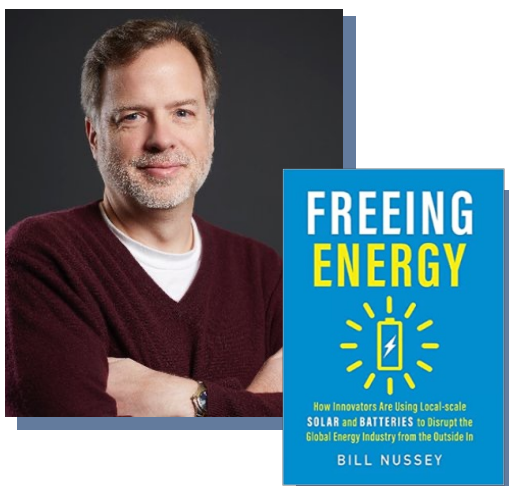
In addition to this consistent presence in the news, CEA experts spoke on seven different webinars during 2022 on everything from PV microcrack detection to guidance on the UFLPA; some of these webinars had as many as 469 attendees. And our thought leaders including George Touloupas authored a total of 20 blog posts & op-eds for various publications.

And it is not only in the press that CEA is establishing itself as source of deep knowledge. In the second half of 2022 U.S. Customs and Border Protection (CBP) invited CEA to a series of meetings to draw on CEA's deep knowledge of solar supply chains. Our expertise informed CBP's work to keep forced labor out of imports to the United States while facilitating legitimate trade.



# Annual Strategy Conference (ASC)

We held our 2022 Annual Strategy Conference (ASC) the week of January 18th with the theme of Leadership Development. This important conference represents CEA's ongoing commitment to maintain a leading position in the clean energy technology advisory sector, through developing capabilities of engineering services, supply chain management, quality assurance and market intelligence. Each of our four business units demonstrated their subject matter expertise through training sessions virtually.



During this conference, CEA was honored to host **Bill Nussey, CEO and Founder** of Freeing Energy Project as our guest speaker. An avid reader, avowed nerd and movie lover, Bill previously served on CEA's board for more than 4 years and has applied several decades of experience to the key trends in the renewable energy industry.

Bill Nussey is CEO of Freeing Energy, a media platform that began as a TED talk and grew to become the #1 ranked renewable energy podcast on Feedspot. Bill is also the author of a new book called Freeing Energy, which was

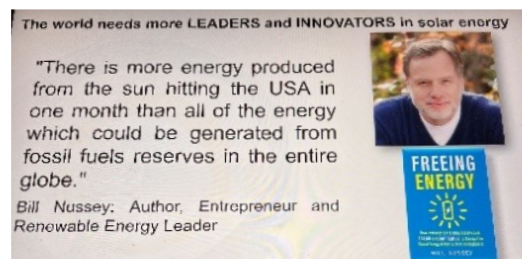
Amazon's #1 new release in the energy, solar, and energy policy categories. The Freeing Energy book targets entrepreneurs, investors, and policy innovators with a radical and widely overlooked path to a clean energy future: local-scale energy systems for families and communities like rooftop solar and microgrids.

This book provides a practical guide to the trillion-dollar opportunity that will disrupt and democratize the world's energy industries.

Bill has been a strong supporter of CEA's rapid growth in the renewable energy sector and brought many insights to the team with respect to how to reinforce our culture amidst many geopolitical, supply chain and regulatory uncertainties.

Andy had the good fortune to work directly for Bill over two decades and experienced his mentorship in person while living in Atlanta.

Bill is a passionate advocate of clean energy and has 35+ years of experience as an entrepreneur, CEO and investor, so his insights were extremely valuable.





# Viewpoints on Leadership from the Executive Leadership Team

## Andy Klump, CEO



### 1. Give one story about how you saw CEA's team members live our values.

*There are many CEA team members who live our culture on a daily basis, so choosing one is difficult, but I'd like to highlight Clark who provided a great example of living the core values of WE ARE FAMILY and PERFORM ABOVE & BEYOND. In addition to leading CEA's BiTS team and providing standout support to CEA, he is extremely caring and supportive of team members who are facing challenges. Unfortunately, one of our team members in the Philippines had a personal challenge when her father faced physical difficulties and ended up in the hospital this past year.*

*The extended stay in the hospital added a significant financial burden on her family and their insurance coverage had already exceeded the stated limits. She was reluctant to bring up this topic with the team; however, once Clark understood the situation, he created a GoFundMe page and passed out this link to the broader organization.*

*Many in CEA were able to donate small amounts of money to this important cause and the collective support of the CEA family helped to raise more than the stated goal. These funds were used to pay for*

*this treatment and our team member was extremely appreciative of this support. The CEA team continues to act as a family and live our values on a daily basis, especially when unusual circumstances arise, so I'm so grateful for the collection efforts of our team.*

### 2. In August 2022, CEA went through a significant change of ownership with the acquisition by Intertek. How has this event improved your outlook of CEA's growth trajectory?

*CEA has been growing substantially over the past 15 years, but with CEA's acquisition by the Intertek Group, the best is yet to come. As Intertek has over 1,000 test labs and 44,000 professionals in over 100 countries, our growth prospects are brighter than ever. In the fall of 2022, our team was receiving numerous introductions to Intertek customers and partners around the world and I was fortunate to travel to offices and meet team members in the US, UK, Spain, Thailand, Australia, Singapore, the Philippines, Vietnam and Cambodia. Through these meetings in person as well as virtually, the CEA has discovered that Intertek has over 400,000 customers and many of those in Intertek's Industry Services teams already work with many traditional energy companies which are diversifying into solar and energy storage, so our target environment for winning new business has never been greater.*

*In addition to having CEA's core suite of services, Intertek brings many capabilities with its test labs and corresponding capabilities augment CEA's capabilities, so ESG, Sustainability, and Hydrogen are just a few of the functional areas which create a tremendous amount of synergy.*

*While the growth opportunities above are interesting, I'm most excited about CEA's growth prospect*

due to the strong cultural alignment between CEA and Intertek as well as Intertek's approach to the integration process. Throughout this past fall, CEA has been able to invest further in our dynamic culture and maintain independence of decision making as this collaborative strategy has enabled us to retain our top talent and stay aligned with the needs of our customers. Keeping a decentralized decision-making process allows our team to use our strengths and respond quickly to the needs of our clients given the dynamic nature of the solar and energy storage industry.

Many of our clients and partners have commented that "nothing has really changed" since our transaction and they still receive the high levels of attention that they received previously. Our consistently high levels of customer satisfaction as measured by our Net Promoter Score (NPS) is further validation of this trend and our team is pleased to have a clear path ahead on our growth plan.

### **3. How does CEA continue to bring a dynamic culture to new team members around the world?**

There are many ways in which CEA reinforces our culture to all new team members and achieving a consistent onboarding process is challenging, especially to those joining our organization remotely. However, we have created a number of unique tools to promote our dynamic culture and train professionals joining.

In addition to using a robust onboarding tool which has been created and continually refined by our business intelligence and technology team through the years, we have a number of core processes to support our communication and HR system.

First, we overcommunicate our core values in our recruiting process and request a special writing assignment which reinforces our culture, but also encourage new team members to record a video 'intraview' of themselves so they can share their background with everyone. We also have a cadence with our communication system which ensures that team members attend a monthly All Hands Meeting (AHM) which allows them to celebrate team wins and highlights our core values in action. We augment cross department communication with speed networking sessions and our Annual Strategy Conference (ASC) which clearly state our

top priorities and encourages ongoing learning opportunities.

Furthermore, we also guide everyone to join Daily Huddles and ensure that challenges are escalated swiftly upward to our Executive Leadership Team and a de-centralized decision making ensures that we are responsive to our teams operating in the field or factory.

Whether someone is joining CEA in Europe, North America or Asia, we are eager to ensure that our culture is alive and exists in our HR processes and that we welcome team members in the WE ARE FAMILY Teams group so that we all get to know them.



# Vinayak Gupta, VP Operations



## 1. Give one story about how you saw CEA's team members live our values.

*Although there are numerous stories throughout the year that come to mind as our CEA team members continue to live and practice our core values, be it either in Quality Assurance, Supply Chain, Manufacturing Services, Market Intelligence Engineering Services, one story stands out and encompasses multiple CEA core values such as "Do the Right thing", "Own it", "Perform Above and Beyond". In October, our European team was faced with a very challenging situation at zero notice from one of CEA's High Value Clients, where they were required to show up in 4 countries with literally a 24 hours notice, and inspect some major sites for safety issues.*

*The team held an emergency session overnight, created a highly efficient 'to do list', created country specific teams and ran off to the airports in different countries and some of them flew very late night to arrive in time for the site inspections and were able to create the much necessary value for our customer. It created an incredible WOW experience for the customer who recognized our team in their team meeting, and as a result has awarded 20 additional sites to CEA for not only being extremely flexible, but also performing the safety inspection to our standards which has resulted in a safe de-energization and re-energization of those sites. Kudos to Javier, Carlos, Jean, Sara, Prince, and Joerg. You continue to create high value for our customers and CEA really appreciates you.*

## 2. In August 2022, CEA went through a significant change of ownership with the acquisition by Intertek. How has this event improved your outlook of CEA's growth trajectory?

*Working closely with Intertek team has been very exciting. Ever since the acquisition, the Intertek Integration team has focused on growth drivers with and for CEA and have extended support to CEA in all facets starting with Business Development, Finance, Information Technology and most importantly synergy of services and making CEA services ever more stronger with the availability of a network of world class labs around the world, resources availability around the world and joint business opportunities that are helping fuel both CEA and Intertek's growth in this very important journey of renewables.*

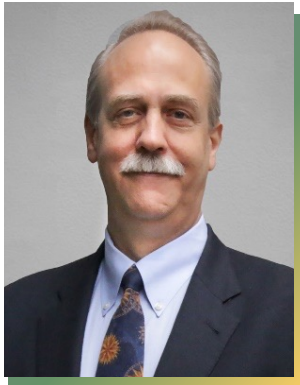
*We are still early in our integration and there is a lot more synergistic work being done that will continue to accelerate CEA's and Intertek's growth globally and even during this initial journey we have some significant joint wins thanks to Intertek and CEA's joint outreach. I strongly believe this combined force will allow us to not only meet but crush our goals in 2023 and beyond. I look forward to accelerating our business with Intertek's support.*

## 3. How does CEA continue to bring a dynamic culture to new team members around the world?

*CEA has one of the very best living, thriving, and dynamic culture, if not the best culture that I have ever been a part of. Our core values and our purpose are very meaningful, purposeful and resonate with our team very well. It is a privilege to work in an organization where our core values become our guiding light and we ensure that we are living them to our full potential. For e.g., when we talk about "We are family" given that we are a predominantly virtual organization, we truly live that by keeping our teams engaged, caring about their well being and ensuring when a team member needs support or personal time we truly give them that space. "Unending Curiosity" is another hallmark of CEA's core values where it is that very mindset that allows us to spot*

trends and bring new services to our highly valued customers and create value for them. Literally stories on "Own it" and "Perform above and beyond" are coming out every day from our global team where we have the pleasure of delighting and creating a WOW experience for our customer with the culture backdrop, and this is how our team feels about CEA. It is privilege for me to work alongside such humble, driven and winning team and I strive to learn and match up to their energy and passion each day.

## Paul Wormser, VP Technology



### 1. Give one story about how you saw CEA's team members live our values.

*He's humble. He performs above and beyond. He knows that results matter. That's Martin M. Martin was the principal lead on several projects for private equity investors looking for comprehensive due diligence on target companies. Throughout each engagement, Martin kept our clients up to date and responded to their questions.*

*His approach has always focused on facts and risk identification, regardless of whether an investor is looking at a materials company or the investor is looking more broadly at an industry investment. Martin is the first to say that he needs help when it comes to a topic that is less familiar to him.*

*In such cases, Martin leverages the expertise of team members across CEA and his personal network of experts, developed over many years. His humble approach fosters an atmosphere of collaboration, even from team members who are not part of the Market Intelligence team. He exhibits the quintessential demonstration of owning it.*

*Martin also sees around corners and is able to share his perspective of what's coming as well as what could be improved. He does the right thing.*

### 2. In August 2022, CEA went through a significant change of ownership with the acquisition by Intertek. How has this event improved your outlook of CEA's growth trajectory?

*Even before Intertek finalized the acquisition of CEA, CEA and Intertek collaborated on a proposal to oversee the development of a large-scale PV cell and module facility; the proposal leveraged resources and expertise from both CEA and Intertek to result in a comprehensive offer. CEA and Intertek have since collaborated on other projects in solar, storage and hydrogen.*

*Intertek is recognized globally as a resource for testing and root cause analysis. On a recent project to determine the root cause of a failure for a particular power electronics component, CEA experts assessed the failure and developed a hypothesis for the root cause. The expertise and capability of Intertek enabled validation of CEA's hypothesis.*

*In another case, Intertek has developed testing services related to hydrogen and CEA has developed market intelligence, supply chain and quality assurance for hydrogen electrolyzers. The two sets of capabilities are complementary and position CEA and Intertek to make joint proposals that are comprehensive.*

*Looking ahead, I see more joint projects as well as collaboration and sharing of our respective clients. A leader in oil and gas services, Intertek is seeing the traditional players look for energy transition. With Intertek's clients and CEA's ability to define market opportunities and needs, we can help Intertek's traditional core customer through energy transition.*

### 3. How does CEA continue to bring a dynamic culture to new team members around the world?

*Some companies ignore culture; some talk culture but don't live it. CEA walks the talk, and we continuously assess each other and our team members. We routinely and directly ask team members to share how they see CEA's core values come to life and ways to improve.*

*Quarterly, in addition to setting goals for each team member for the new quarter, we discuss one-on-one how things are going and what we, as managers and leaders, can do to help each team member. Each team member is assessed for adherence to CEA's core values, and in the event of misalignment, the team member is coached towards improvement. Living the core values is just as important as delivering work; indeed, a team member who fails to live CEA's core values, even*

*after coaching and support, and even if their work performance is high, will not be staying with CEA.*

*As a collection of individuals who work from home or are on the road on a daily basis, keeping and building a sense of cohesiveness and team member engagement is no small task; we are always looking for ways to improve. In the meantime, daily team huddles, team member one-on-ones, regular all-hands meetings, executive team outreach to all team members each year, established global affinity groups, internal "speed networking" events, team dinners and occasional face-to-face events all contribute to transparency about how things are going and a sense of family.*

*Although video meetings are not perfect and can't deliver everything that can come from an in-person meeting, all team members at CEA have "mastered" the video meeting.*

## Darryl Parker, VP Marketing & Sales



### 1. Give one story about how you saw CEA's team members live our values.

*I see the CEA culture alive and well in our team members every day. I am fortunate in that I see the teams in Europe and the Philippines, and the Americas daily. Let me highlight what I see, and the message will be clear about what it means to work at CEA. Our Philippines team is the cultural embodiment of WE ARE FAMILY. It's not just a matter of working together and supporting each other to do an effective job, but its about caring about each other like when our team members*

*come together in Manila and call up our colleagues and just have lunch or a coffee. To ask about their families and most recently starting up a go fund me page to support an infirmed relative of a team member to support them away from the office. The is WE ARE FAMILY in action. Our sales operation team has come in on Holidays to support their colleagues in the Americas and Europe to keep our business moving and they always approach the business from a perspective of how we can do better, this is OWN IT in action every day.*

### 2. In August 2022, CEA went through a significant change of ownership with the acquisition by Intertek. How has this event improved your outlook of CEA's growth trajectory?

*The impact of the acquisition by Intertek starts at the tip of the spear, the sales team. Across the board, our sales team started our interaction with Intertek Industry Services with a can-do attitude. Scheduling meetings with new colleagues and engaging in education about the CEA products while learning as much as we can learn about Intertek offerings. The cooperation did not stop here, it took*

the next step of full-blown collaboration. Heading up the sales effort for CEA gives me a front row seat on the effectiveness of our sales team and the Intertek sales team. I can say with direct experience and involvement that the sales teamwork side by side and collaborate on deals that would not have happened. The examples are numerous but let me give you a few prime examples.

CEA now does business directly in Brazil because we have an Intertek office there (in fact we are active now across all LATAM), CEA now does business in multiple oil and gas majors because of operating under the Intertek frame agreements already in place. CEA now services and directly supports our clients in Australia because we are present now with Intertek offices in the major cities. CEA can now offer our clients laboratory services we could not in over 100+ locations globally. RESULTS MATTER is another key cultural value of CEA that will accelerate our business much faster going forward because we are part of a deeper, more resourced, and capable organization.

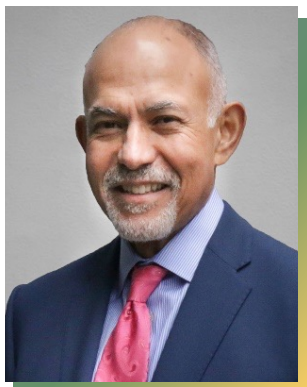
### 3. How does CEA continue to bring a dynamic culture to new team members around the world?

New team members coming into CEA are welcomed into the culture with open arms. We have a

process in CEA to embrace new team members that welcomes their unique talents and capabilities. We use our culture to bind us, and we use our communication methods to spread everyone's contributions to our culture. Daily, management talks to all employees and we bring forward issues and problems to be resolved. We regularly communicate from an executive level with our team members and recommunicate suggestions with the whole company. This brings fresh ideas into the company and embeds the best ideas in the fabric of how our company runs day to day. This drives UNEDNING CURISOITY and PERFROM ABOVE AND BEYOND. Everyone has access to senior management, contribute and be heard, and have their ideas accepted as a result.

The best example of this is our all-hands meetings. We have changed the format and involved more people over time, so everyone is engaged in the major communication every month. New team members see this the very first month ion the company and overwhelmingly embrace the culture while knowing their contribution will be embraced. That is CEA!

## Max Elghandour, VP HR & Finance



### 1. Give one story about how you saw CEA's team members live our values.

While there are many examples to recount here one story stands out the most is how Jenny reacted

to low percentage increase for her team salaries after a year where we as a company, did not meet our revenues and profit targets, as such, year end bonuses and salary increases were lowered as a result of company over all performance, Jenny offered to not have a salary increase but shared her increase among her team members, such an act demonstrate so many of our core values including; WE ARE A FAMILY, OWN IT and DO THE RIGHT THING. The ELT was humbled by her act and acted accordingly to provide additional increases to her team as well as maintain her salary increase.

### 2. In August 2022, CEA went through a significant change of ownership with the acquisition by Intertek. How has this event improved your outlook of CEA's growth trajectory?

During our investigative work and evaluation of

potential buyers of CEA we focused on the future of CEA and how the company will fare out after the acquisition, Andy was very clear that he would like a partner to allow him to continue his journey of growing the company and reaching his vision of becoming by 2025 the leading global solar and storage engineering services company that creates tangible impact with every customer, Intertek seemed genuinely interested in allowing Andy to continue his journey and capture his vision, this appears to be demonstrated by the support received from Intertek during the integration and folding CEA into Intertek culture and operating model. While the integration process may appear cumbersome and troubling the support and the vision continues to be the focus of both Intertek and Andy for CEA to continue its growth trajectory without any unnecessary impediments or hurdles.

### 3. How does CEA continue to bring a dynamic culture to new team members around the world?

Being part of CEA for close to five years it is obvious that the founder and leader demonstrate with an amazing energy and passion what drives him as a human being trying his best for the future of mankind starting with our core purpose "we believe that by helping our clients and stakeholders deploy solar and storage solutions worldwide we are creating a better

future" everyone who has interacted with Andy and his ELT understands and appreciate that they walk the walk and talk the talk following a very passionate leader who is committed to making a difference.

Once a new team member is hired, he is invited to participate in our model of operation that demonstrate our core values and our commitment to the future of mankind. The company follow the scaling up book by Verne Harish relating to the Mastering the Rockefeller Habits, once inside the company every team member has a voice and can make a recommendation for improvement during internal interviews by the ELT of team members asking candid questions about how they are doing and what can the leaders do to help improve and help them reach their personal goals.

There are many processes followed by CEA that brings a dynamic culture to new hires which in addition to the above includes a culture team, a monthly all hands meeting, quarterly reward system for reaching company goals, a weekly mention and rendering of praises for team members demonstrating a specific core value and many other activities that makes CEA a true dynamic culture for new hires.

## Executive "Coach" Mike Mirau



One of the joys of being a coach is when your client achieves their long-term objectives. We saw that in 2022 with the new and emerging relationship with Intertek and CEA. Intertek brings needed resources to the CEA, while also helping Intertek absorb some of the incredible culture that is present at CEA. It has been a pure pleasure to work with the ELT and watch their growth and development over the last year. It is by far the best ELT I work with.

Congratulations CEA on a record year. CEA continues to lead the way in developing its people. With the introduction of our new leadership programs, CEA eliminates the leadership constraints that typically keep an organization from being able to scale to their capability. With LDP5 launching we will have worked with over 50 CEA leaders to equip them with the leadership skills to be successful. While CEA has much to continue to work on, they are poised to take that next step in growth and scalability.

Over the last 7 years, I have seen the company transform to a robust and thriving organization. I am grateful to be a part of the journey with this team.

# Awards and Recognition

At CEA, there are many A players who deserve a “pat on the back” for their diligent work and tenacity. Recognizing team members publicly is one of hallmarks to our culture and we are thrilled to celebrate those who live our values.

Every year we highlight our top performers who truly live our core values and recognize them in CEA's ROCKSTAR HALL of FAME! Team members have contributed to CEA's success over the past 15 years and we are happy to acknowledge their outstanding work in front of all our team members – both during our Annual Strategy Conference (ASC) as well as on our plaque on the wall of our Shanghai office.

Here are our past superstars and we salute them for all their tremendous contributions to CEA:



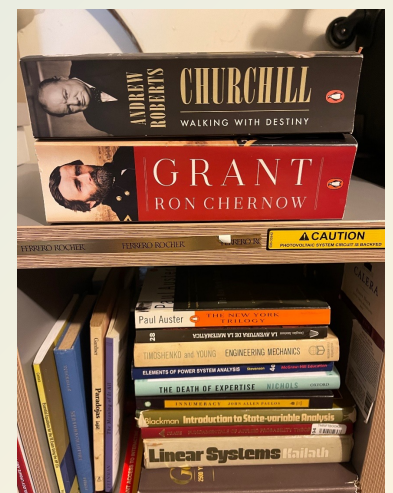
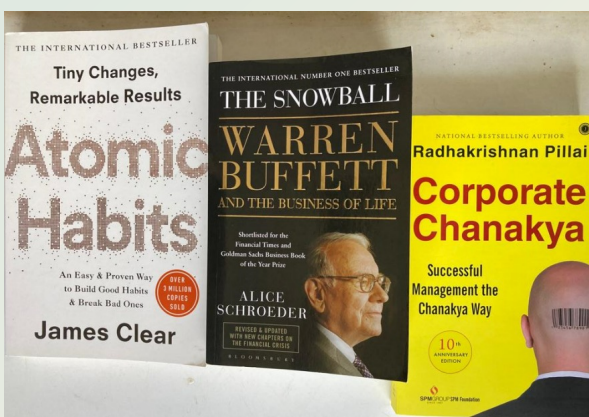
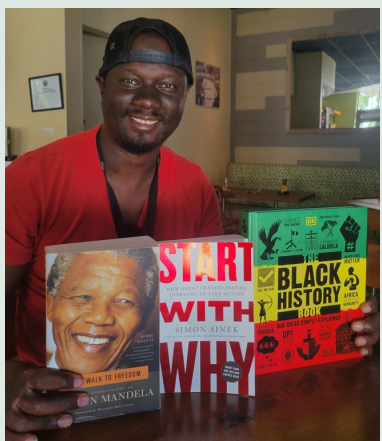
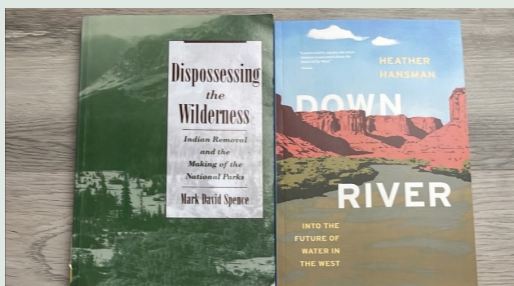
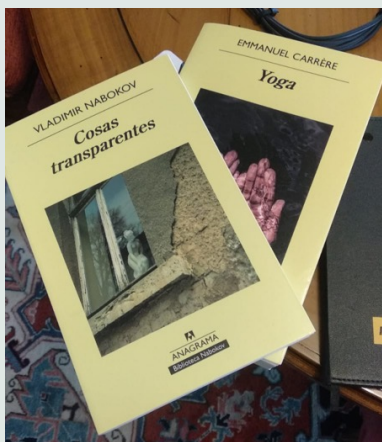
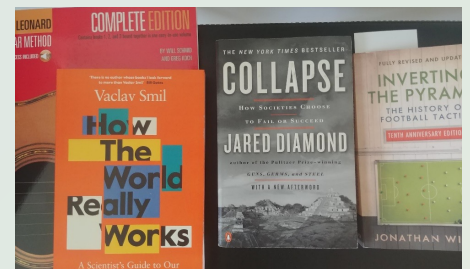
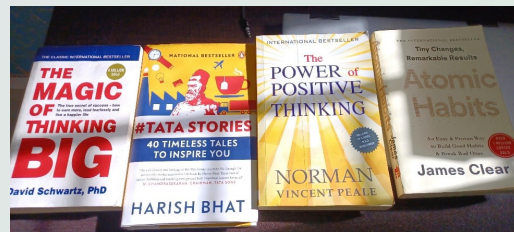
	2017	2018	2019	2020	2021	2022
<b>Culture Champion</b>	Ken J.	Roger B.	Nicole Y.	Cara Z.	Shashank P.	Irene B.
<b>Own It – Operations Master</b>	Dutt D.	George T.	Jerry W.	Samuel M.	Ankil S.	Jeff Z.
<b>Results Matter – Sales Guru</b>	Anika G.	Casey M.	David P.	Mike L.	Marin R.	Jens R.
<b>Perform Above &amp; Beyond Star</b>	Huatian X.	Martin D.	Yana H.	Jigesha U.	Jenny X.	Mike S.
<b>Be Humble Hero</b>	Leo Li.	James N.	Anand K.	Emma Z.	Rebecca S.	Bevybelle B.
<b>Curious George</b>	Jerry H.	Susan X.	Claire M.	Clark M.	Joseph J.	Namitha G.
<b>We are Family Crusader</b>	John J.	Elvira M.	Emily S.	Faith R.	Peter C.	Mohan N.

# Quarterly Awards



Each quarter, our team has specific companywide metrics and priorities and when we exceed our targets, we offer a reward for every team member on board during that period. During one of those cases last year, CEA offered books as a gift for our team members and a number of team members shared their books purchases – both for their personal and professional growth.















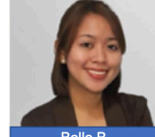










Please see our values of WE ARE FAMILY and UNENDING CURIOSITY in action:



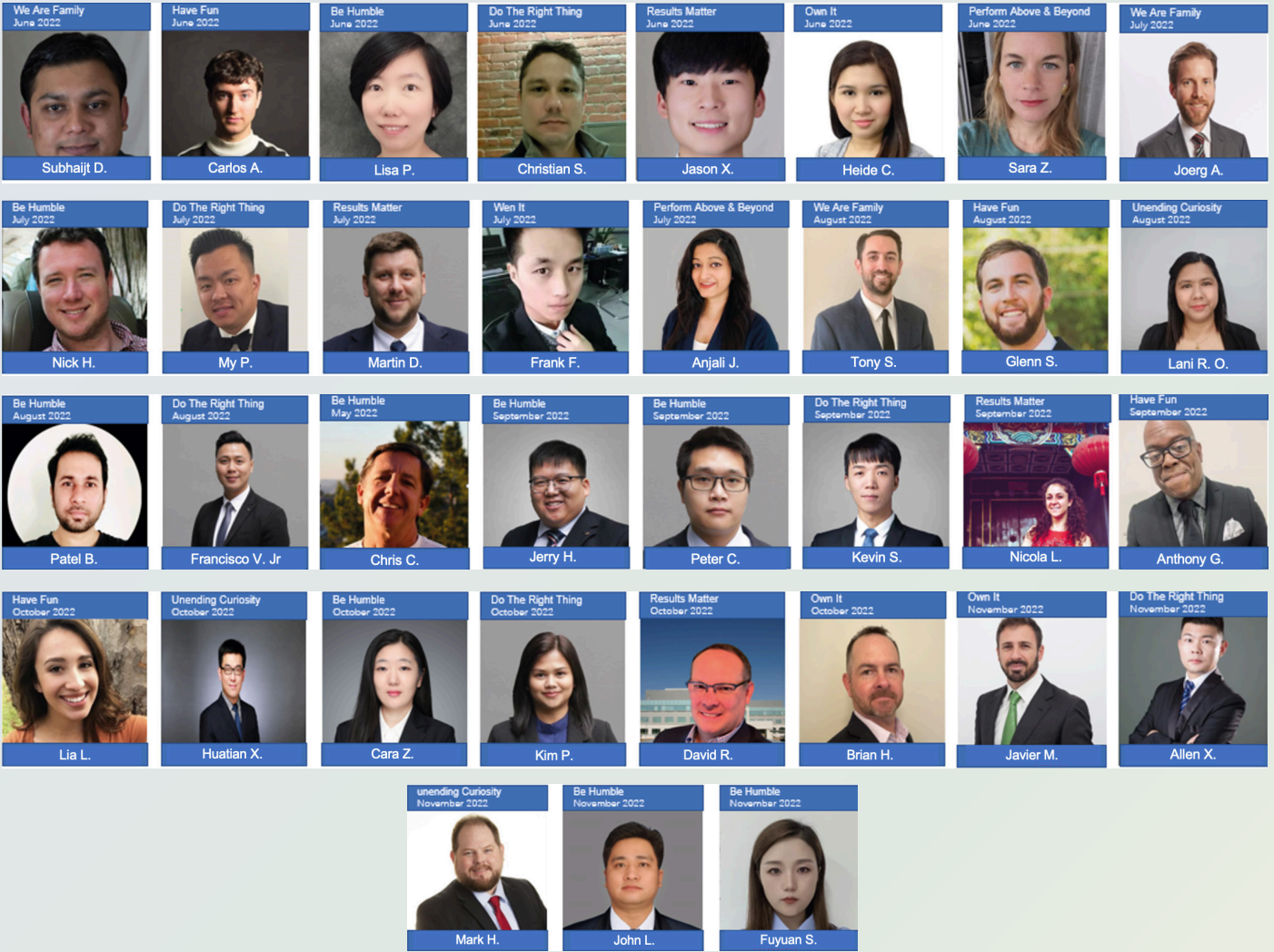
# Monthly Awards

In addition to quarterly and annual awards, we also recognize team members who live our values each month during our All Hands Meetings. These meetings are held a different times to allow our Asian and North American team to join during favorable time zones. Everyone at CEA is invited to give recognition of their team members who are executing great work which is aligned with our core values and our executives select the potential candidates and choose the winners.

We enjoy celebrating the successes of our top performers who deserve recognition, especially those team members display BE HUMBLE as they don't brag about themselves, but their colleagues are happy to do so on their behalf.

<b>We Are Family</b> January 2022  Clark M.	<b>Results Matter</b> November 2022  Fatima Z. A.	<b>Unending Curiosity</b> January 2022  Sara S.	<b>Be Humble</b> January 2022  Mohan N.	<b>Do The Right Thing</b> January 2022  Katherina Y.	<b>Results Matter</b> January 2022  Michael L.	<b>Own It</b> January 2022  Rebecca S.	<b>Perform Above &amp; Beyond</b> January 2022  Irene B.
<b>We Are Family</b> February 2022  Rubby M.	<b>Have Fun</b> February 2022  Shweta A.	<b>Unending Curiosity</b> February 2022  Jordan P.	<b>Unending Curiosity</b> February 2022  Ben B.	<b>Be Humble</b> February 2022  Paul V. B.	<b>Do The Right Thing</b> February 2022  Susan X.	<b>Perform Above &amp; Beyond</b> November 2022  Jason X.	<b>Own It</b> February 2022  Mike S.
<b>Perform Above &amp; Beyond</b> February 2022  Daniel S.	<b>We Are Family</b> March 2022  Bessie H.	<b>Have Fun</b> March 2022  Ivana P.	<b>Be Humble</b> March 2022  Jake E.	<b>Do The Right Thing</b> March 2022  Lim K. Y.	<b>Perform Above &amp; Beyond</b> September 2022  Javier A.	<b>Results Matter</b> March 2022  Darrel D.	<b>Own It</b> March 2022  Belle B.
<b>Perform Above &amp; Beyond</b> March 2022  Jeff Z.	<b>We Are Family</b> April 2022  Raiene S.	<b>Have Fun</b> April 2022  Rachel M.	<b>Unending Curiosity</b> April 2022  Darwin A.	<b>Unending Curiosity</b> September 2022  Lisa Q.	<b>Do The Right Thing</b> April 2022  Ankil S.	<b>Own It</b> April 2022  Dutt D.	<b>Perform Above &amp; Beyond</b> April 2022  Nathan J.
<b>We Are Family</b> May 2022  Spence J.	<b>Have Fun</b> May 2022  Courtney K.	<b>Unending Curiosity</b> May 2022  Pooja P.	<b>Do The Right Thing</b> May 2022  Elizabeth D.	<b>Results Matter</b> May 2022  Andrew K. M.	<b>Own It</b> May 2022  Jordan W.	<b>Own It</b> May 2022  Christian R.	<b>Perform Above &amp; Beyond</b> May 2022  Claire K. M.





# Weekly Good News Dialogue

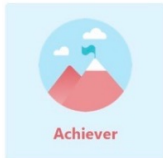
Andy K.



## Praise

Andy Klump sent praise to

**Huatian X**, **George T**, **Shashi K**



For GNF, I'd like to recognize you for the fantastic WOW! feedback from our client [redacted]. They greatly appreciated your recent report, so thanks to the entire TQ / MI team!

Specifically, **Jake E** helped organized a fantastic session this week for our global team members with the Co-founder and Executive Director of We Care Solar, Dr. Laura Satchel. Laura shared her story of creating the Solar Suitcase and scaling her non-profit. Over the past 10 years, their easy-to-use solar electric system equipped with a solar panel, lithium-ion batteries, high efficiency LED lights, charging ports, and fetal doppler provides healthcare workers with minimal facilities the chance to save lives. CEA has launched a fundraising campaign running from International Women's Day on March 8th to Mother's Day on May 8th to provide 10 Solar Suitcases to electrify 10 health facilities that do not have access to reliable electricity, so please support this good case. **Clark M** thanks for setting up the GoFundMe page! Please follow the link below to donate to this important cause or find more information!

Andy K.



As many of you know, Indian clients are extremely demanding and frequently push our team to the limits, so obtaining positive feedback can be a challenge. I'd like to note that we've worked with [redacted] previously and they have many professionals with deep industry expertise, so their standards of excellence are extremely high. They stated that the TQ report from **George T**, **Huatian X** was 'superb' as they are 'consistent professionals with an enthusiastic attitude' for performing above and beyond. I'd like to recognize the work of our entire TQ team including **Susan X**, **Shashi K**, **Chi Z**, **Leo C**, **Allen N** as all of your work contributes to the phenomenal contributions of the TQ team to all of CEA! Have a great weekend everyone!

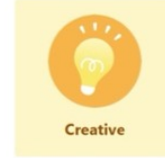
Andy K.



## Praise

Andy Klump sent praise to

**Rebecca S**, **Martin M**, **Christian R**, **Joseph C**



For GNF, I'd like to highlight the amazing work from Rebecca and the MI team. Rebecca was extremely proactive and supported a rapid fire promotion of the MI team's AD/CVD report. The MI team did a fantastic job of anticipating the US government decision by having a report prepared in advance of the Monday announcement. Consequently, we were able to send an informative summary of the implications for the AD/CVD decision and this work together propelled many new HVTs to visit our website.

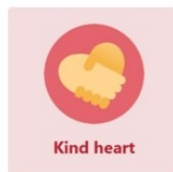
Andy K.



## Praise

Andy Klump sent praise to

**Jake E**



For GOOD NEWS FRIDAY, I'd like to thank Jake for his fantastic effort of introducing CEA to We Care Solar and organizing our fundraising drive to deploy Solar Suitcases to health centers in a number of emerging markets worldwide.

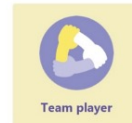
Andy K.



## Praise

Andy Klump sent praise to

**Jeff Z**, **Kevin S**, **Frinch Y**, **Daniel Y**, **Blair L**, **Napoleon L**



For GNF, I'd like to recognize the entire team working on our new ISO client in the [redacted], as our finance team issued a significant project milestone today! This big execution effort helps us dramatically as we approach our 1Q22 revenue target! **Jeff Z** has been leading this high value project with a critical timeline and he managed a number of key project milestones, staying on top of all client requests and managing the flow of information with all parties.

As further background on the Good News Friday announcement above, on Monday, the U.S. Department of Commerce announced the launch of an investigation into the circumvention of anti-dumping (AD) and countervailing duties (CVD) by solar PV makers in Cambodia, Malaysia, Thailand, and Vietnam.

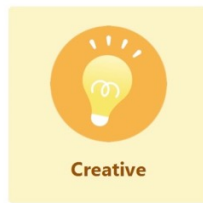
Martin M [redacted]  
Christian R [redacted]  
Joseph C [redacted] did a fantastic job anticipating this decision and preparing a concise 2-page summary of the implications of the decision and the process going forward.

Rebecca S [redacted] swiftly took the MI document, and within 24 hours sent an email to all of our relevant customers and prospects [redacted] added a post to our website to capture contact information from any new prospects who wanted to download the document, posted the same information via our company's LinkedIn account, and helped coordinate our PR effort that led to CEA's prominent positioning as the trusted industry analyst on this topic (see example articles below). Awesome job Rebecca - have a great weekend everyone! [redacted]

## Praise

Andy Klump sent praise to

**George T** [redacted]



For our GNF (outside of China), I'd like to highlight the fantastic work of George, as he demonstrated UNENDING CURIOSITY and PERFORMING ABOVE & BEYOND on our webinar yesterday. George has been at CEA for 6 1/2 years and continues to bring tremendous insights to the market via webinars, white papers and customer visits, so thanks for your tremendous work!

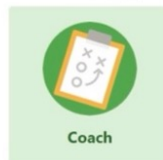
Andy K.



## Praise

Andy Klump sent praise to

**Ankil S** [redacted]



Now is GNF time again, and as today is Earth Day, I'd like to reinforce that this quarter's theme is CEA's LEADERSHIP ROLE: PRESERVE THE PLANET. We are celebrating our team member Ankil who is educating the level generation of climate warriors through his appearance as a guest lecture at Appalachian State University this week. His insights directly supports CEA's Core Purpose and our Q2 theme of Earth Day.

Monday P...



To give more details on why George is honored in GOOD NEWS FRIDAY, I'd like to highlight the longer story of this webinar. Earlier this year George, along with Tristan from [redacted], came up with the idea to host a combined webinar on best practices for module procurement (combining our Golden Standard and QA services plus [redacted] testing). We then invited [redacted] to participate as well, and ended up having a great event today. 284 people registered from 35 DIFFERENT countries, with nearly half attending. [redacted] was singing our praises from the rooftop!

[redacted] Great work George!..and thanks to Jake E [redacted] Rebecca S [redacted] for organizing and promoting such an important event. We should ask for a customer testimonial AND case study from [redacted], since our partnership is out in the open Darryl P [redacted]

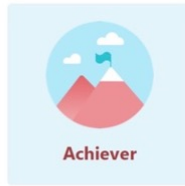
Ankil S [redacted] thanks again for lecturing to a PV Operation & Maintenance (O&M) class at Appalachian State University, as you were able to highlight the importance of proper installation / O&M practices in "What Not to Do in Solar!". Based on Ankil's rich ES experience, he provided insights on the various mistakes to avoid when installing solar or performing maintenance on PV systems. Ankil has been with CEA since 2020 and has inspected over 200 PV systems since 2015. Based on CEA's experience in conducting PV fire investigations and system inspection oversight, many fires have resulted from human errors caused by improper installation practices during O&M. Thank you, Ankil S [redacted], for your hard work and dedication to our 2Q theme of PRESERVING THE PLANET AS CEA CONTINUES TO LEAD OUR INDUSTRY. Everyone can learn more about this GOOD NEWS FRIDAY event by clicking here: [redacted]



**Praise**

Andy Klump sent praise to

**Javier M [redacted]**



For today's Good News Friday, I'd like to call attention to Javier M [redacted] amazing efforts, as he continued PERFORMING ABOVE & BEYOND this past week in Australia working on a project for our largest [redacted] HVC. His hard work on this project was a key factor in enabling testing to be completed ahead of schedule and allow him to return to intersolar Europe next week, so thanks for your incredible work Javier.

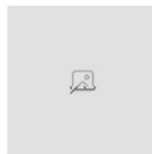


Andy K.

**Praise**

Andy Klump sent praise to

Ellis X [redacted], Lisa Q [redacted], Jesse Z [redacted], Chad W [redacted], Jane L [redacted], Kevin Z [redacted], Jaqen C [redacted], Henry Y [redacted], Derek X [redacted], Aaron W [redacted], Ennis Z [redacted], Daley R [redacted], Steven S [redacted], Iris Z [redacted], Felix L [redacted], Anna Y [redacted], Jame Q [redacted], Jerry H [redacted], Carl W [redacted], Hogan H [redacted], Fuyuan S [redacted], John L [redacted]




For GOOD NEWS FRIDAY, I'd like to wish a Happy Chinese New Year to all of our Chinese colleagues in the year of the Water Tiger. Thank you to our PO colleagues working OT this holiday week!

Javier has been with the CEA family in Spain for over 2 years, consistently proving to be an influential team leader. He continues to act as fantastic role model for our ES team and demonstrate tenacity despite numerous obstacles of tight deadlines and extensive travel. Javier M [redacted], thanks for your outstanding efforts! Have a great weekend everyone!...For those of you new to CEA, I'd like to highlight that I will continue to send out Good News Friday announcements (GNF) EVERY Friday and then we will aggregate this GOOD NEWS in our annual CULTURE BOOK. If you have anyone that you'd like me to acknowledge, then please let Ivana P [redacted] and I know at least 2 days in advance. As a reminder, ALL OF YOU MAKE THE CULTURE AT CEA GREAT as ALL OF YOU are doing the AMAZING WORK. I'm not able to know everyone's great efforts, so please let me know who is living CEA's values and I'm happy to highlight that individual. Marin R [redacted] thanks again for your acknowledgement of Javier's AWESOME work!

Andy Klump 2/4/2022 4:59 PM 👍 2 ❤️ 6

**Praise** ⋮

Andy Klump sent praise to  
**Clark M [redacted], Joycelyn V [redacted]**




**Kind heart**

Joyce, we are sorry to hear about your father's stroke but we are inspired by CEA's efforts to support his health care costs. For today's GOOD NEWS FRIDAY, I'd like to thank Clark's Go Fund Me effort

**Praise** ⋮

Andy Klump sent praise to  
**Chris G [redacted] Kiran D [redacted]**



**Achiever**

For this GOOD NEWS FRIDAY, we have a 2 part shout-out to Chris and Kiran! Chris has helped kickoff a major ISO deal in the NE, Kiran, congrats on the Electric Vehicle Technologies certification!

[Review your praise history](#)

Chris Grablutz Kiran Dhandale

Andy Klump 4:19 PM 👍 5 😊 1 ❤️ 2

For those of you who don't know, [redacted] is a new HVC based in the Northeast and we've been trying to penetrate this account for many years, but Chris G [redacted] continued to OWN IT and drive this account to closure for a multi-faceted ISO deal which includes many departments to execute. Chris not only helped sell this deal, but he also moderated a fantastic kickoff meeting and many team members are deeply involved in the execution now. Thanks for closing this big deal Chris for our Q1 revenue push!!!!.... for Kiran D [redacted] would like to acknowledge your BE HUMBLE nature after 20+ years of experience to return to 'be an intern' and obtain this important certification. By studying EV Technologies diligently your UNENDING CURIOSITY comes alive! CEA is thrilled to acknowledge your efforts and we want you to continue to extend your knowledge in this segment as we expand our future offerings. For any of you who didn't see Kiran's news, please give him a Like a LinkedIn!



Andy Klump 5:20 PM

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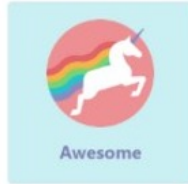


Praise



Andy Klump sent praise to

Spence J [redacted]



For GNF, I'd like to highlight the amazing work from Spence, as he gave an AWESOME MI performance to the global [redacted] team on our 'supply chain decoupling' model which is key for this HVC.

[Review your praise history](#)

Last read



Andy Klump 5:24 PM

To add to my note above, please note that not only is Spence J [redacted] new to the MI team, he is also new to CEA and our industry. I'm extremely impressed with his performance as answering difficult questions from experienced industry professionals from late at night in China requires a great amount of 'calm under pressure' as well as domain expertise on the model. Congrats Spence... as a final conclusion for this GOOD NEWS FRIDAY, I'd encourage all of you to watch one of the many intravideos on our newly re-launched intranet and for those of you who haven't recorded one yet, please take 2 minutes and record one. [redacted] HAVE A GREAT WEEKEND EVERYONE!!!



Praise

Andy Klump sent praise to

Darryl P [redacted], George T [redacted], Javier M [redacted], Jens R [redacted], Irene B [redacted], Marin R [redacted]



For GNF, I'd like to congratulate the phenomenal efforts our team in Munich at Intersolar! I'm so grateful for your limitless energy as you represented CEA through countless client meetings and key industry events. CEA has a 14 year track record in Europe and many of our EU clients have been with us for 8+ years as a results of your commitment to serving their needs. Thanks for your tremendous efforts this week as I see our deal flow in Europe expanding! Enjoy the weekend and get some rest!



Praise

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Andy K.


**Praise**

Andy Klump sent praise to  
**Barrett Z [redacted], Sky Z [redacted]**



For GNF, I'd like to highlight Sky Z [redacted] and Barrett Z [redacted], as they PERFORMED ABOVE & BEYOND on the cable audit project. This work is important as this project is PO's first non-standard product and an important milestone for the PO team. Cara Z [redacted] and Daniel Y [redacted] provided guidance from their work experience as creating a new services offering takes time, especially as no clear industry standards were in place. The preparation work took several months and PO can now perform new cable QA projects

Andy Klump sent praise to  
**Ivana P [redacted], Nicole Y [redacted], Nicola L [redacted]**



For GNF, I'd love to highlight the official release of the fantastic 80+ page 2021 Culture Book. Over 100 team members contributed to the success of this book and all recipients of our annual / monthly awards are also recognized! Our CB celebrates CEA's dynamic culture and your contributions highlight that culture is built from the 'ground up'. Thank you Ivana, Nicole, and Nicola for your extra behind the scene work on this book. Nicole will resend the link to the CB to the group again.

**Praise**


Andy Klump sent praise to  
**Christian R [redacted]**



For GNF, I'd like to highlight Christian R [redacted] as showed once more that RESULTS MATTER by delivering insightful analysis and perspective to our clients with respect to the AD/CVD news released by Biden. Not only does this news help the entire US solar industry, but CEA is able to benefit from Christian's delivery of policy developments in a rapid manner. By responding to client requests quickly, CEA is seen as the 'first call' market intelligence authority for policy changes.

**Praise**

Andy Klump sent praise to  
**Courtney K [redacted], Claire K [redacted]**



Additionally, I'd like to highlight Courtney K [redacted] and Claire K [redacted] for their UNENDING CURIOSITY as they have investigated CEA's aerial reconnaissance value proposition for the ES team by leveraging the use of drone technology. They have brainstormed ways to enhance our IR testing service followed CEA's New Service Offering Process (NSOP) to determine which technologies are suitable for adoption and presented these findings to the ELT weekly workshop.

**Praise**

Andy Klump sent praise to  
**Max E [redacted], Vinayak G [redacted], Paul W [redacted], Darryl P [redacted]**



For this week's GNF, I'd like to highlight my father, Richard, my wife Lindsay as well as my 4 daughters who visited our office yesterday! WE ARE FAMILY is the most appropriate core value to highlight this week after an emotional AHM as well as HAVE FUN for those who stayed in our Shanghai office until after 11pm last night! I also would like to highlight the amazing contributions of the entire ELT as they are true leaders, as I will rely more on them this next month as I transition my family

**Praise**

Andy Klump sent praise to  
**Nicola L [redacted], Mike S [redacted], Raiene S [redacted], Spence J [redacted], Paul B [redacted]**



For GNF, I'd like to highlight Nicola, Mike, Raiene, Spence and Paul for living our core value of RESULTS MATTER. Despite aggressive deadlines and a short-staffed team, this cross-department group completed numerous impactful ESG / Traceability reports in the recent months, receiving positive feedback from several HVCs. This work has strengthened our presence in the ESG segment and promoted CEA's brand image as a whole. Elaine, Arturo and Leandro will support future ESG team expansion as well!

 Praise

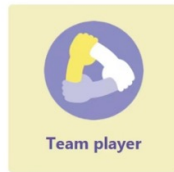
Andy Klump sent praise to  
**Martin D**, **Christian R**, **Rebecca S**



For GNF this week, I'd like to highlight Christian and Martin for their fantastic performance on the UFLPA PV Magazine webinar. The webinar's moderator, Tim S, said this was the best webinar he moderated as there were 857 registrants, 375 live attendees, and 55 questions! Thank you for representing CEA at such a high level and helping the industry with your professional insights. I'd also like to highlight the great work by Rebecca in leading the promotion efforts for this event!!!

 Praise

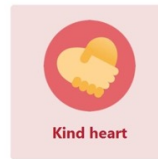
Andy Klump sent praise to  
**Frank F**



For this week's GNF, I would like to praise Frank F, our inspiring QCE from the Project Operations team for living our true value 'Own It.' Frank works on Dutt's Racking QA team and has taken ownership of his clients projects through continuously working for more than 30 days in a row in galvanization and welding workshops without air conditioning, where temperatures easily surpassed 50 degree Celsius. He is currently managing 6 projects simultaneously, so thank you Frank for OWNING IT!

 Praise

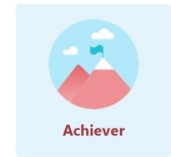
Andy Klump sent praise to  
**Molly M**



For this week's GNF, I would like to thank Molly, our intern from the PO team for living our core value of HAVE FUN. Molly planned and coordinated last week's 2-day PO/TQ/AM team outing in Anji, China and gave everyone the best experience possible! Thank you Molly for allowing everyone to have fun and bond with old and new colleagues! Thank you Cara, Blair, Huatian and many others for leading this initiative and ensuring that our next team event will be just as amazing! Have a great weekend!!!

 Praise

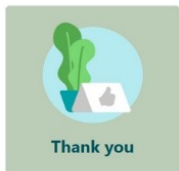
Andy Klump sent praise to  
**Shweta A**



Shweta is our star AM in India who is leading many APAC QA projects. She PERFORMED ABOVE & BEYOND on QA projects recently and we'd like to highlight a very difficult 130MW project with Matrix. She finished a thorough report to the client and helped them understand the value of our QA services as well as promote other services for CEA. Shweta has accepted a number of demanding projects and has additionally supported CEA's PDC platform on behalf of the AM team by working with BITS!!!

 Praise

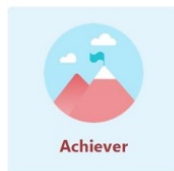
Andy Klump sent praise to  
**Amanda P**



For this week's GNF, I would like to thank Amanda, as today is her last day at CEA. She is moving to London to continue her MBA program, but was a valuable team member in the CEO office and lived our core values daily, especially OWN IT on her core tasks and PERFORM ABOVE AND BEYOND on internal communication and culture building. She supported our strategic planning process and everyone will see that her RESULTS MATTER later this fall. Amanda, thanks again for your work during your internship!

 Praise

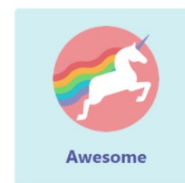
Andy Klump sent praise to  
**Lim K**



Additionally, I would like to thank Kean, our all star QCE in Malaysia for DOING THE RIGHT THING. Kean has delivered high quality while flying between assignments in Malaysia, Korea, Turkey, and India for the past month. He detected some major discrepancies at a module manufacturer, saving our clients from defective products. He mitigated the risk by notifying the customer and prevented unqualified material from shipping to the customer. Thank you Kean for building CEA's great QA brand!

 Praise

Andy Klump sent praise to  
**Belle B**



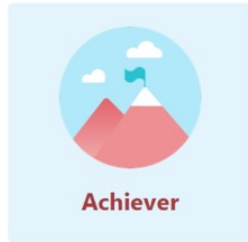
For GNF, I would like to highlight the Sales Operations team, in particular Belle B for PERFORMING ABOVE & BEYOND. The team made a phenomenal effort in completing a detailed and strategic response to the for investment in a 4GW PV module facility in They lived our core value of RESULTS MATTER and worked diligently to send a response despite the short turnaround, so thank you for contributing to this process as represents our largest deal in company if we win!



 Praise

Andy Klump sent praise to

**EX-CEA Rogér B**



Dear Roger, while I know that you've left CEA officially, I want you to know that you are still a part of the CEA extended family! The team and I still miss your tremendous contributions to CEA's growth and leadership of the ES team over the past 5+ years! I'd like to wish you a happy birthday today - may you continue to live CEA's Core Purpose and help **██████████** deploy high quality solar and storage solutions worldwide to create a better future! Please stay in touch!

 Praise

Andy Klump sent praise to

**Irene B**

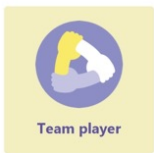


For GNF this week, I'd like to highlight Irene for her fantastic contribution on completing the SOW library to the CT. Irene OWNED IT by working with BiTS to develop a scalable and easy-to-use tool that helps CT to standardize our SOWs for proposals and access relevant docs. This process improvement will lead to higher throughput on proposals and allow us to win more orders! Thank you for leading this project and creating a common place to support our teams in their day-to-day execution!

 Praise

Andy Klump sent praise to

David R, Anthony G, Andrew K, Mick H, Terry W, Nathan J, Max E, Jordan W

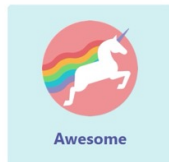


For this week's GNF, I'd like to give a big shout out to our entire team residing in Texas! I'm thrilled that many of you came in tonight for our team gathering and throughout the week to connect with those who flew to Houston for our integration session. There was such tremendous energy by having the TX team come together in the Intertek Houston office and I'm confident that we will takeover the Texas solar scene and scale rapidly in the coming years! Have a great weekend everyone!

 Praise

Andy Klump sent praise to

**Jens R**

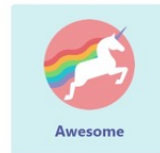


We also have a shout-out to Jens and the CT for PERFORMING ABOVE AND BEYOND. Jens helped close a major 7 figure deal with Intertek Spain for ██████████ for an acquisition of a solar plant in Vietnam. This ISO deal will be our first shared project together with Intertek and the biggest solar deal for Intertek Spain of ██████████. This deal represents the fantastic synergy between CEA and Intertek and will help us scale globally. Jens and team, thank you for closing this important deal for 4Q revenue!

 Praise

Andy Klump sent praise to

Rebecca S, Jake E, Tony S, Michael L, Casey M

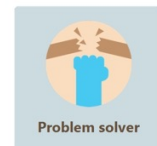


This week was full of good news related to the RE+ show in Anaheim. There are countless contributors to our commercial effort, but I'd like to highlight Rebecca and Jake for their MKT effort prior to (and during) the tradeshow. I'd like to give special recognition to Tony for his relentless pursuit of leads at late night events and the quick turnaround of an important Mfg Svcs Proposal. Mike and Casey also helped with consistent, quality interaction with many HVCs and HVTs offsite as well!

 Praise

Andy Klump sent praise to

Joseph J, Namitha G, Marc I, Zoya K



For GNF, I would like to thank Joseph, Namitha, Marc and Zoya for supporting a new inspection program in our Corporate segment as your work is extremely important for our new HVC ██████████. The group worked tirelessly on preparation and post execution reporting while completing an initial 11 inspections in September. ██████████ has expressed an interest in upsizing our agreement as seen with 12 new emails for site inspections in the past week. I'm thrilled, so thank you for your great team effort!

**Praise**

Andy Klump sent praise to

**Tony S**, **Michael L**, **Casey M**



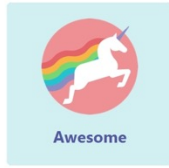
**Achiever**

As additional Good News, I'd like to recognize Tony, Michael and Casey for the signature of multiple ISO deals during our first week of the 4th Quarter, resulting in a week for the CT!!! Several of these proposals have been dragging on for months, so I'm thrilled that we were able to sign them this week. I'd like to thank the Sales Ops team as well for their ongoing support with these and all of our proposals. Let's keep up the momentum and hit 7 figure deals every week this quarter!

**Praise**

Andy Klump sent praise to

**Jenny X**, **Ivana P**



**Awesome**

I would like to highlight the great efforts of Ivana, and Jenny for contributing to the CEA Family. Both put in tireless efforts searching for a new office space, negotiating Terms and conditions with landlords, and designing the new office layout. We are now on schedule to move into new office before the current lease terminates on October 30th. Thank you both ladies for this huge achievement! Also thank you everyone in Shanghai for showing understanding and support during the whole process.

**Praise**

Andy Klump sent praise to

**Greg B**



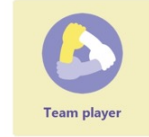
**Problem solver**

Additionally, I would like to thank Greg B Sales Development Rep (SDR) for Performing Above and Beyond. Greg kept working diligently to contact so many prospective clients, that our IT system locked him out because the system thought we had been hacked. Thank you Greg for working so hard to hit our sales targets this year, as your effort helps tremendously! I'd also an honorable mention to Nathan, for raising the limit of legitimate emails before anyone gets locked out.

**Praise**

Andy Klump sent praise to

**Tony S**, **Dutt D**, **Cara Z**, **Nicola L**, **Joseph C**, **Dennis W**, **Spence J**, **Jenny X**, **Fatima Z**, **Ivana P**, **Elaine H**



**Team player**

For GNF, I would like to highlight the tremendous efforts of a number of Shanghai based team members who have supported the office move. Tony, Dutt, Cara, Nicola, Joseph, Dennis, Spence, Jenny, Ivana, Fatima, Elaine and Peter have all been making CEA's value WE ARE FAMILY, OWN IT and PERFORMING ABOVE AND BEYOND come to life. During the office moving process, many of those above helped out for others in Shanghai working from home who couldn't come to the office.

**Praise**

Andy Klump sent praise to

**Elvira R**, **Heide C**, **Lawrence P**, **Lani R**, **Myra B**, **Carmela L**, **Miko O**, **Faith R**, **Mary Joan D**, **Michelle C**, **Darwin A**



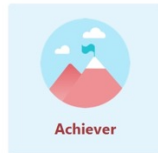
**Creative**

For GNF, I'd like to highlight the HAVE FUN core value demonstrated by the team in the Philippines this morning. Many of them were preparing for the Halloween weekend in advance, so I was impressed with their costumes and creativity. While not everyone was able to make the photo due to their adjusted working hours, I'm sure that they will have fun this weekend with their families. I'd invite everyone to send Halloween photos of their kids or themselves in costumes this weekend!!!

**Praise**

Andy Klump sent praise to

**Jeff Z**



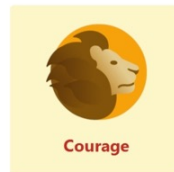
**Achiever**

For GNF, I'd like to congratulate Jeff Z for graduating from the Clean Energy Leadership Institute (CELI)! This Fellowship Program provides interdisciplinary educational training, leadership development, and a strong industry community. Aligning with the value of Unending Curiosity, Jeff pursued this program on top of his CEA responsibilities and gained valuable skills to help CEA continue to help our clients deploy more solar and solutions worldwide! I wish all of you a fantastic weekend!

**Praise**

Andy Klump sent praise to

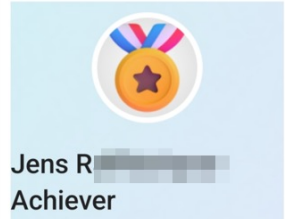
**Heide C**



**Courage**

For this week's GNF, I would like to thank Heide for DOING the RIGHT THING. Heide identified and eliminated potential reliability risk for one of our key clients by identifying significant risks at a manufacturer's new production line. She notified both CEA and the client about this risk and rejected all of the modules produced on this line. Thank you Heide for being proactive and enhancing CEA's reputation as a trusted advisor in the PV industry.

**Praise**



**Jens R**  
**Achiever**

I also highlight the great work from Jens in Europe, specifically with . For the past 3 years CEA did not obtain much work from them as they halted module procurement due to supply chain issues, but Jens kept engaging them, maintaining a great relationship, and staying positive despite setbacks. has now given us a healthy 7 figure order, so Jens is OWNING IT and PERFORMING ABOVE and BEYOND! I wish all of you a fantastic weekend! I'm finishing my 3 week US tour and heading to BKK!

From Andy Klump

**Praise**




**Jean D [REDACTED]**  
**Achiever**

For GNF, I would like to highlight Jean for OWN IT! With little preparation and last-minute notice, he successfully flew from Spain to Vietnam and coordinated Intertek's subcontractors for a joint CEA/Intertek project on a 250 MW site during the rainy season. Both the client and Intertek were impressed by our work quality and would like to cooperate with CEA for any future opportunities in SouthEast Asia. I'd also like to highlight Courtney, Hogan and Amanda for supporting Jean as well!

From Andy Klump

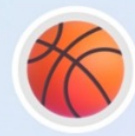
**Praise**



**John J [REDACTED] Jerry**  
**H [REDACTED] Tony**  
**S [REDACTED] Peter**  
**H [REDACTED] Jun L [REDACTED]**  
**Thank you**

On behalf of Andy, I would like to thank the Changzhou team this week for being part of the CEA family. The team worked closely with Admin and IT behind the scenes in order to move to the new Changzhou office and dorm. Without hesitation, the team helped with the most difficult phase of office move project, in spite of currently huge workload from QA projects. The new office is now ready for CEA China's next phase of expansion, and attract more talents than ever. Thank you everyone in Changzhou!

**Praise**



**Allen N [REDACTED] Leo**  
**C [REDACTED]**  
**Team player**

Also, I would like to thank Leo and Allen for their Unending Curiosity this past week. The duo completed a TON of behind-the-scene work on ESS SMIP, SBP and QA execution support, turning QA project data and case studies into key insights which create a WOW! experience for our HVCs. Their diligent work can't go unnoticed, as now CEA is ready to rollout its first SMIP on green hydrogen and ESS golden standard services - both are HUGE milestones. Thank you TQ team for your tireless efforts!!!

From Andy Klump

# Holiday Recipe Book

When there is time for a holiday, there is nothing better than enjoying time with family and delicious food. The CEA team created our first Holiday Recipe Book in 2021 and shared with the entire CEA community before the holiday season. Our clients and partners expressed so much appreciation for our 2021 edition that we were happy to continue this tradition again. In the 2022 edition, our team of 200+ professionals collected only the best recipes from 13 countries and the positive response from countless members of our community came again such that we posted this edition on our website. This gift is for all of you who enjoy cooking, so please feel free to enjoy trying new recipes any time of the year!

Feel free to download our Holiday Recipes Book and enjoy our delicious recipes:  
<https://info.cea3.com/hubfs/docs/2022%20CEA%20Recipe%20Book.pdf>



### Red Wine Cake

From Joerg Althaus, Director, Engineering Services - Germany

**Baking Time:** 1 hr 50 mins



**Ingredients**

- 4 eggs
- pinch of salt
- 200 g soft butter
- 2 tbsp vanilla sugar
- 150 g sugar
- 1 pack of baking powder (unless self raising flour is used)
- 250 g flour
- 100 ml dry red wine
- 1 tsp cocoa powder
- 2 tbsp of rum
- 100 g chocolate sprinkles


**Instructions**

1. Separate the eggs; whip egg white with pinch of salt until stiff.
2. Grease baking pan; preheat oven to 180°C.
3. Whip butter with sugar; add egg yolk and vanilla sugar; gradually add flour baking powder mix and stir.
4. Add red wine and cocoa powder, then rum and chocolate to the dough. Lastly, fold in the whipped egg white.
5. Fill the dough in baking pan and place in oven for 1 hour 20 minutes at 180 °C.

### Cola de Mono (Monkey's Tail)

From Arturo Cortes Chavez, Project Manager, ESG - Chile

**Cook time:** 45 minutes | **Servings:** 16



**Ingredients**

- 20 whole cloves
- 5 cinnamon sticks
- 1 cup water
- 3L cold milk (Full Milk to have more Bailey's style consistency or skimmed to keep on a diet)
- ½ cup instant coffee granules
- 1 cup white sugar (Optional: brown sugar for more healthy options)
- 1 tablespoon vanilla extract
- 1-1.5 cup of Pisco (Traditionally it was made from Aguardiente. However nowadays its most commonly being made by Pisco. Other substitutes: white rum, brandy, or other lightly-flavored liquor)

**Prep:** Pisco - Chilean and Peruvian spirit - is made by grape fermentation and distillation. It is typically from winemaking valleys and particularly when it comes from Antuco and Cautin regions in the middle north of the country. The Mediterranean weather allows to have the sweetness of Muscat, Torontel and Pedro Ximenez grape varieties chosen for producing Pisco.

It comes with different tastes. Transparent light yellow colored is the most common with more fragrant fruity tastes, however the Double Distilled and aged in American oak (medium toast) barrels for 1-3 years have a much intense aroma for spirit-lovers.

### Snert (Traditional Dutch Split Pea Soup)

From Paul van Bronckelen, General Manager - Netherlands

This old family recipe makes a thick, hearty pea soup, and that's how it should be. In fact, the Dutch believe that erwtensop (also known as snert) should be so thick that you can stand a spoon upright in it.

Made with split peas, plenty of vegetables, and pork, this delicious Dutch pea soup is traditionally served on New Year's Day in the Netherlands but is also enjoyed throughout the fall and winter months.

If you prefer a slightly thinner soup, simply add more stock. It's customary to serve this hearty winter soup with slices of rookworst (smoked sausage) and rye bread topped with karnemelk (a type of Dutch butter that is first cooked, then smoked).



**Ingredients**

- 2 1/2 cups (1 3/4 liters) water
- 1 1/2 cups (300 grams) dried green split peas
- 2 1/2 ounces (100 grams) pork belly, Dutch spejeslajes or thick-cut bacon
- 1 pork chop
- 1 bouillon cube, vegetable, pork, or chicken
- 2 milk celery
- 2 to 3 carrots, peeled and sliced
- 1 large potato, peeled and cubed
- 1 small onion, chopped
- 1 small leek, sliced
- 1 cup cubed celery
- 1 pound sausage, chopped rookworst smoked sausage, or smoked soft metworst / frankfurter/wiener sausage
- Salt, to taste
- Freshly ground black pepper, to taste
- 1 handful celery leaves, chopped, for garnish

### Sarma (Serbian Stuffed Cabbage)

From Ivana Pirić, Manager, Strategic Planning - Serbia



Sarma, a dish that never gets old. The title of one of the most favourite and famous Serbian specialties, undeniably belongs to the sarma. This old Serbian dish has been popular for years and years, and as a result there are tons of different recipes for the "best sarma". We'll give you one of them.

**Ingredients**

- 1 large head of sauerkraut
- 1 kg minced mixed meat (500 pork mince and 500 g beef mince)
- A couple of dried pork ribs, smoked sausage
- Rice (1,200 ml cup)
- 600-700 g of onion, 3 cloves of garlic
- Chicken and herb salt, pepper, bay leaf, sweet and spicy paprika powder
- Oil or lard


**Instructions**

1. Heat the oil or lard in a pot and fry the finely chopped onion.
2. Once it gets a golden colour add chopped garlic, the minced mixed meat, rice. Add the chicken and herb salt and pepper according to taste. Also add a lot of sweet paprika powder and a bit of spicy paprika powder. Stir and fry for 15 minutes.
3. Once the meat is fried the next step is the rolling of sarma. Into each cabbage leaf place about a 2.5 spoonful of meat and continue doing so until you run out of the mixture.

### Bahia-style Moqueca Prawn Stew

From Leonardo Pêta-Sabratnik, Senior Manager, ESG - Brazil

I love this one and it's super easy to prepare.



**Ingredients**

- 450g large, raw, peeled prawn
- 75ml lime juice
- 2 pork cloves, finely chopped
- 2 tbsp coconut oil
- 4 spring onions, chopped
- 1 onion, sliced into half moons
- 1 red pepper, thinly sliced
- 1 tsp chili flakes
- 2 tsp paprika
- 2 plum tomatoes, deseeded and chopped
- 400ml coconut milk
- 2 tbsp chopped coriander
- 100ml rice, to serve

**Instructions**

1. Place the prawns in a bowl with 2 tbsp of the lime juice, 1 tsp of salt and 1 tsp of the chopped garlic. Chill for 1 hr.
2. Heat the coconut oil in a large saucepan. Add the spring onion and onion and fry for 5 mins, then add the red pepper, chili flakes, paprika and remaining garlic.
3. Pour in the tomatoes, coconut milk and a little salt. Bring to a simmer and let reduce for 10 mins. Add the prawns, all the marinade and remaining lime juice. Gently simmer until the prawns turn white, about 3 mins. Serve with the fresh coriander and rice.

### Japchae (Korean glass noodles)

From Cassi Zhu, Senior Manager, Modules - South Korea

Sharing one Korean traditional noodle dish - Japchae. Korean glass noodles are delicious with teriyaki chicken or short ribs.



**Ingredients**

- ½ pound Korean dang myun noodles (Korean Glass Noodles)
- 2 ½ teaspoons sesame oil, divided
- 2 tablespoons soy sauce
- 2 teaspoons white sugar
- 1 tablespoon vegetable oil
- 2 carrots, cut into match-stick size pieces
- ½ pound asparagus, thinly sliced
- ½ cup thinly sliced onions
- 2 cloves garlic, minced
- 2 green onions cut into 1-inch pieces
- ½ cup dried shiitake mushrooms, soaked until soft, then sliced into strips
- 1 tablespoon sesame seeds

**Instructions**

1. Fill a large pot with lightly salted water and bring to a rolling boil. Cook noodles in boiling water, stirring occasionally, until tender yet firm to the bite, 4 to 5 minutes. Drain, then rinse with cold water. Toss noodles with 1 teaspoon sesame oil; set aside.
2. Whisk together soy sauce and sugar in a small bowl; set aside.
3. Heat vegetable oil in a skillet over medium-high heat. Cook and stir carrots, asparagus, onions, and garlic in hot oil until softened, about 3 minutes. Stir in green onions and mushrooms; continue cooking and stirring for 30 seconds.
4. Pour in soy sauce mixture; then add noodles. Cook and stir until noodles are warmed through, 2 to 3 minutes. Remove from heat and toss with sesame seeds and remaining 1 1/2 teaspoons sesame oil.

# Culture Activities

Company culture is essential for all CEA's team members as cultivating a vibrant environment that allows everyone to prosper is important for CEA's long-term success. We have sponsored activities throughout the year allowing our team members to bond with others as the values of HAVE FUN and WE ARE FAMILY are in action.

## Fireside Chat



# International Women's Month

The CEA team recognizes the inherent value of all women globally, especially those working in the renewable energy sector. We strive to remove barriers to help more talented and motivated women to support the global energy transition.

This year at CEA, for the first time ever, we initiated International Women's Month internally by hosting a series of activities to create deeper bonds within the women at CEA who are working virtually all around the world. We are committed to developing women leaders and continue to support gender-equality at CEA by engaging innovative female leaders to share their experience.

As CEA has female team members in 8 of 13 countries and three different continents, we have a difficult time getting everyone together. However, we have created three "speed networking" opportunities for female CEA team members to meet virtually in different time zones.

We would like to thank CEA's Winning Culture Team and the many CEA team members who volunteered their team to support these events. Please read below to learn more about our fantastic guest speakers.

## Kristen Graf

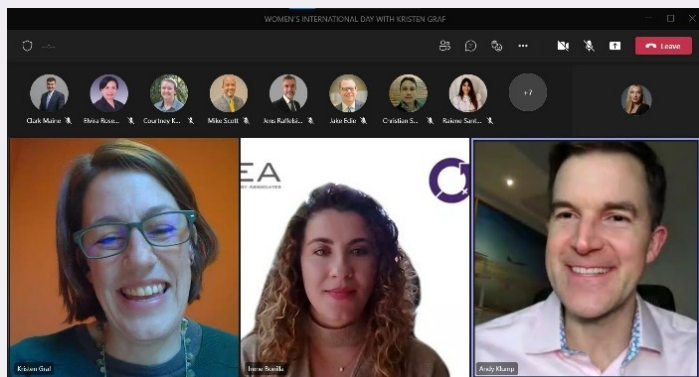
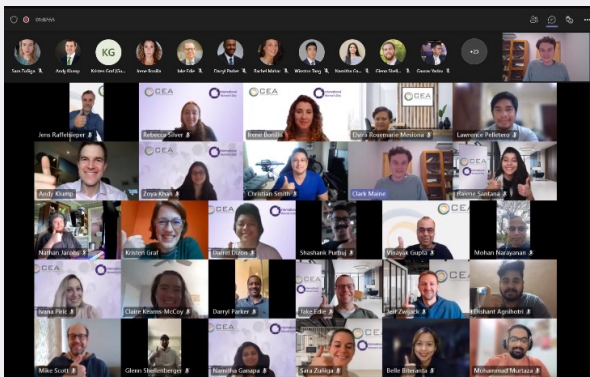
*Executive Director of Women of Renewable Industries and Sustainable Energy (WRISE)*



In 2013, Kristen was recognized for her work with WRISE (then WoWE) and given the Award for Mid-Career Achievement in Mentoring and Education by the US Department of Energy's C3E Initiative.

In addition to her love of renewable energy, Kristen has spent many years working to develop women leaders. She has served as the co-moderator of the National Network of Presbyterian College Women and on the National Coordinating Team of Presbyterian Women. At Cornell, she was an active member of the executive team of the Cornell University Chapter of the Society of Women Engineers.

Kristen provided her view on several topics affecting the industry and its diversity. This included an outlook of women in renewable energy, an overview of mentoring programs, what they are and what the benefits are and an exploration of how can companies in the industry create a diverse, equitable workforce.



# Carla Zaplana

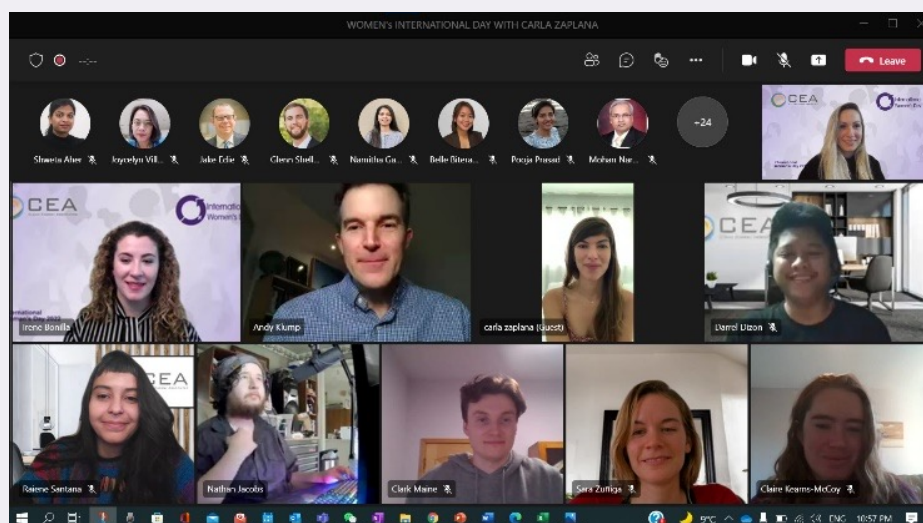
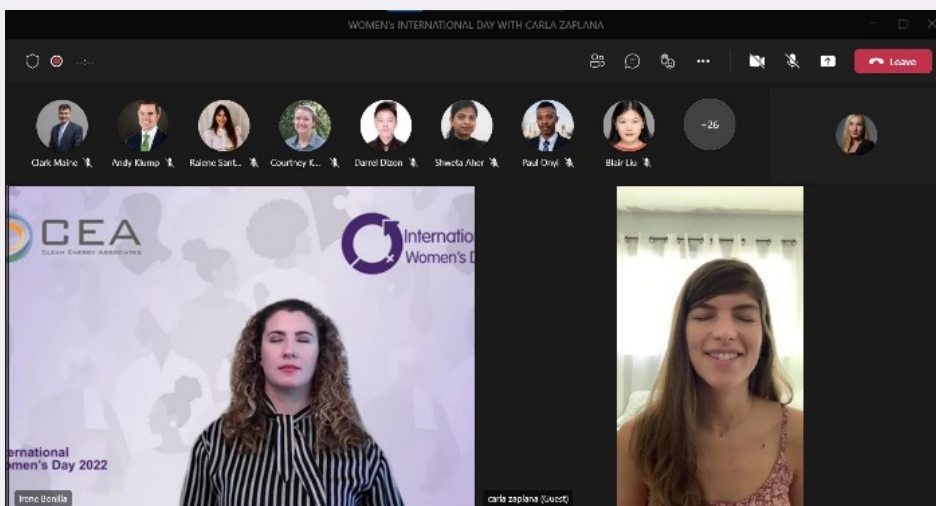
Registered Dietitian & Functional Nutritionist



Carla Zaplana is a registered dietitian and functional nutritionist who graduated from Ramon Llull University in Barcelona specialized in plant-based diets, intermittent fasting, and cleanses. Carla is certified in Ayurvedic Nutrition and is currently undergoing an Ayurveda Medicine Diploma at Vita Veda International School. She is the author of seven nutrition books, of which three have been best sellers in Spain (Green Juices, Superfoods, and Liver Cleanse).

She founded her own company 7 years ago and since has been sharing her own philosophy about nutrition which she refers to as "come limpio" (Eat Clean). During the last seven years, she has shared her vision with thousands of people around the world through social media, online workshops, and in-person conferences and retreats.

Our virtual event started with an up to 15-minute meditation followed by a discussion of Carla's entrepreneurial experience. Carla talked about lessons learned and the continuous path to improvement.



# Katie McClain

Partner at Energize Venture

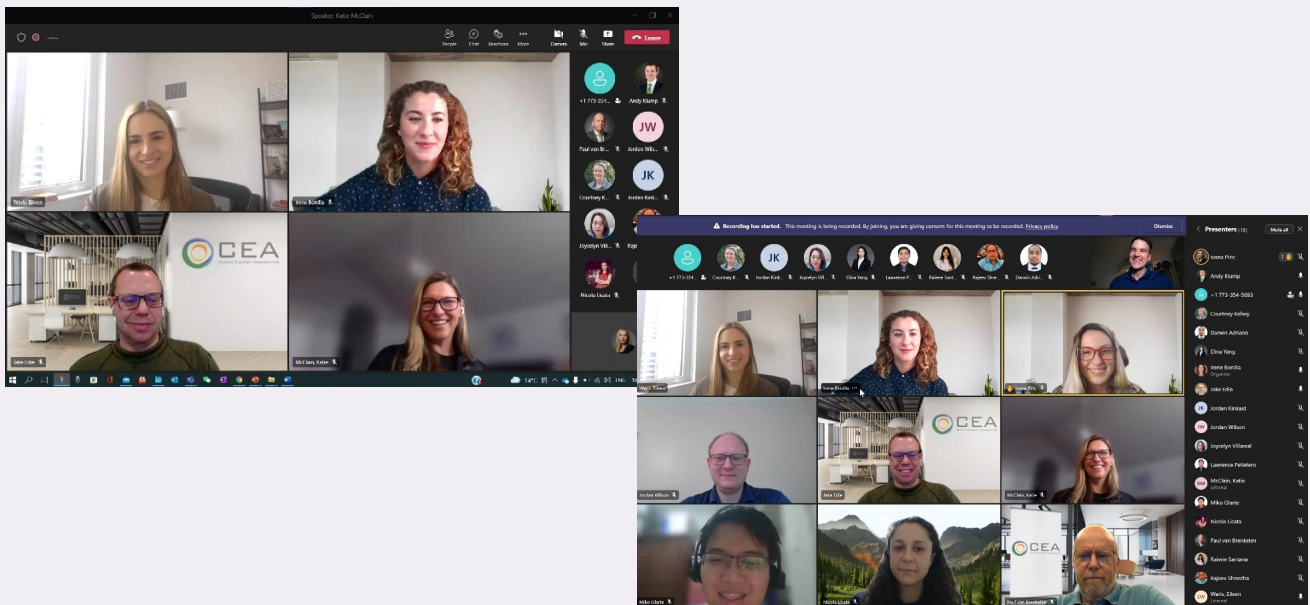


Katie has more than a decade of experience in the energy industry in both the private and public sectors.

As an Energize Partner, she has responsibilities across portfolio company support, sourcing, due diligence, investor relations, business development, policy, and communications.

She is also a member of the Energize Ventures Investment Committee. Previously she served as vice president of public affairs for Invenergy, one of the largest renewable energy generation companies in North America. She holds a Master's degree in Public Policy from the University of Chicago and a BA from DePauw University.

Katie currently sits on the board of directors for Sitetracker, NCX, and Jupiter Intelligence and is an observer on the board for DroneDeploy.





# Shanghai Post-Lockdown Gathering

Springtime is the best time of the year in Shanghai, with cherry blossoms and flower fragrances all around us. This year we were not so lucky to enjoy it. The city was in two months of lockdown due to the COVID-19 outbreak. This was a challenge we'd never experienced before professionally, socially, and personally.

*"Get comfortable with the uncomfortable."*

We have all navigated difficult moments and overcame obstacles. Reaching out and looking for ways to do just little something to make things a little better for each other is what we've done and what has brought us together.

The first gathering after the lockdown was an absolute blast. Our office had been "partially open" and according to the regulations only 50% of the team members were allowed to visit. Regardless, we HAD FUN and enjoyed our FAMILY time!



# Factory and On-Site Installations

At CEA, we have more than 135 engineers, inspectors, and other experts performing factory audits as well as field and rooftop solar and energy storage installations daily around the world.

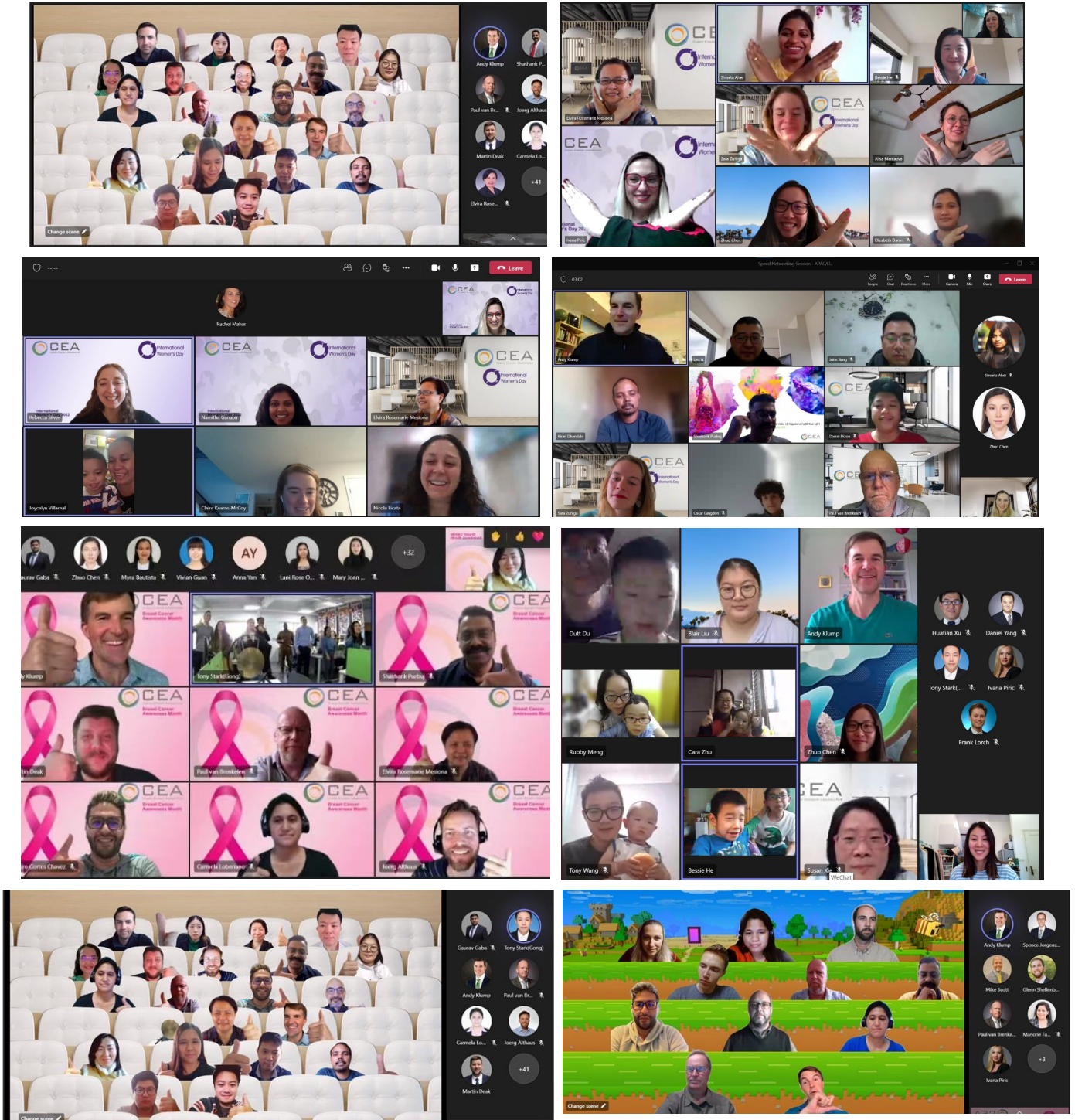
We love the phrase "work hard, play hard," as it refers to the practice of both professional growth and personal enjoyment. We strive to give equal attention to reaching our career-related and personal goals.

Below are a few photos of our work at a few of these sites:



# Speed Networking

As CEA is a global company, we have established a monthly routine of connecting team members from different parts of the world in a casual “happy hour.” These speed networking sessions have encouraged team members in different geographies and cross-functional teams to get to know each other, HAVE FUN, and build stronger bonds.



# Holidays

We are very proud to have team members from 14 different countries and celebrating holidays together is the best way for us to explain the unique traditions and to encourage diversity at CEA.

Our team kindly shared how they celebrate the holiday spirit at their respective locations as our team enjoys seeing how each team member celebrates in their respective country.

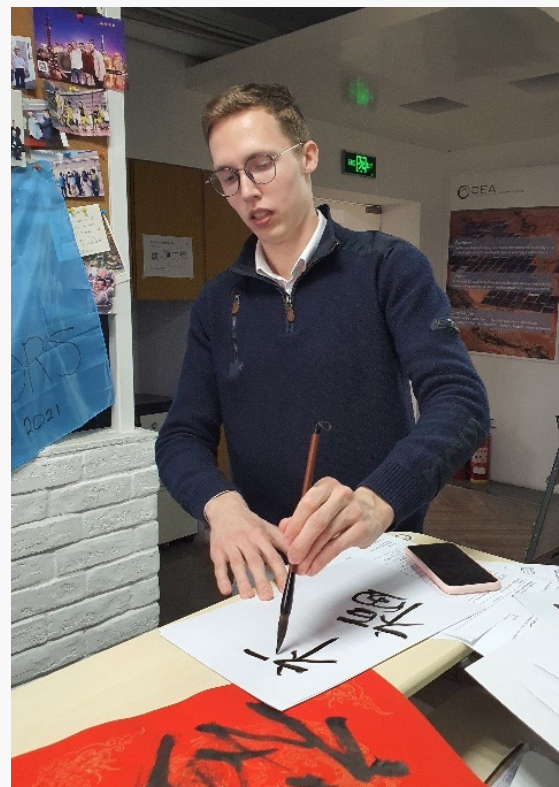
## Holi

Indian culture is well known for its rich holidays and CEA shared HAVING FUN with our team members in India. Our team members in India celebrated the Holi festival in unique ways and 2022 was full of this festive spirit! CEA has over 15 professionals working in the supply chain, quality control, and engineering services areas and there are an additional 20 Indian nationals working for CEA in different countries worldwide.



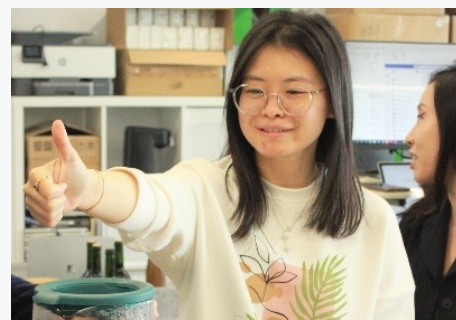
# Lantern Festival

The Lantern Festival in China marks the end of the Chinese New Year holiday and celebrates family reunions, socializing, and freedom, while also featuring ancient spiritual traditions. Our team in the Shanghai office had a wonderful time bonding and practicing calligraphy during this period in the spring.



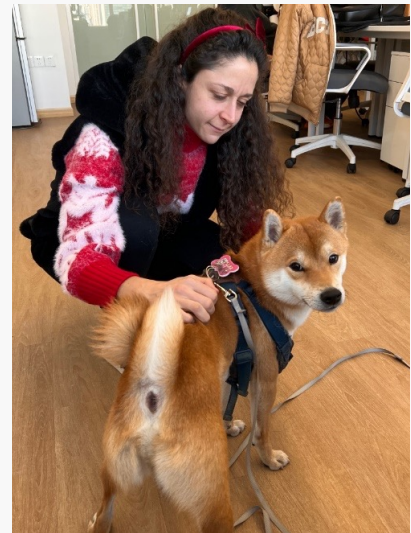
# Thanksgiving

In the United States, Thanksgiving celebrates the start of the holiday season in the late fall, so the CEA team in Shanghai was happy to celebrate this special day with a ritual of expressing gratitude and sharing life lessons.



# Christmas Day

Christmas is a special day for many who celebrate around the world, but for our team members based in China, 2022 was a tough time as almost everyone became sick due to the rapid spread of COVID-19. Despite the hardship, the Shanghai team celebrated Christmas together with a new furry friend and they enjoyed this time of the year together!



# Team Talk

At CEA, we cherish our team and seek to engage them in as many ways as possible. This culture book is one example, as we created this book with the participation of 100+ team members. We respect our team in small ways by avoiding the “e” word and instead refer to our team as “team members” or “professionals.” We encourage our team members to contribute to our culture and build a work environment that makes them feel at home. Consequently, we asked our family to give their perspective on CEA’s culture and values.

Here are some of their responses:



**Abacabar G.**  
Member since 2020

**Which CEA core value describes you the best and why?**

***“We are family.”** I select “we are family” because in the family the members help each other without interest. And they do them for well-being, stability, and good growth.”*

**If you have to define yourself in one new core value, what would that be?**



**Alison W.**  
Member since 2019

***“Do the right thing.”** My working content requires me to fulfill this core value all the time.”*



**Allen X.**  
Member since 2016

***“Do the right thing.”** This core value is the basis of both company and personal brand.”*

*“Be pro-active.”*



**Amanda P.**  
Member since 2019

***“We are family.”** At CEA, I have received a lot of help from the team from both working and living aspect.”*

*“Never stop learning.”*



Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**Andrew K.**

Member since 2022

**"Perform above and beyond.** By not just doing what is expected in my role but also looking into other opportunities to bring more business to CEA, like educating myself in green hydrogen or using different or unconventional approaches to get some new leads."

*"Loyal the mission and the team."*



**Anthony G.**

Member since 2022

**"Do the right thing.** Because I am always looking for ways to learn, get technical experience, new certifications, exploring regulations which potentially influence our clients and our business, understanding clients' needs by a talk or simply sharing thoughts freely with my colleagues/management."



**Arturo C.**

Member since 2022

**"Unending curiosity.** Because I am always looking for ways to learn, get technical experience, new certifications, exploring regulations which potentially influence our clients and our business, understanding clients' needs by a talk or simply sharing thoughts freely with my colleagues/management."

*"Straight forward. Simply and direct conversations are better to clarify expectations among our peers, management and clients."*



**Avinash H.**

Member since 2022

**"We are family.** Working with CEA is comfortable and compatible as a family. All the colleagues treat each other as family members and always support in need. Employee welfare is a prime priority in CEA which makes it more like a family."

*"Love to be a humble family member."*



**Bessie H.**

Member since 2017

**"We are family.** We treat our team members as families."

Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**Bijaya P.**

Member since 2022

**"Results matter.** The client's business decisions are contingent upon the finding, i.e., the results of our work."



**Blair L.**

Member since 2020

**"Unending curiosity.** Here in CEA, we have many chances to reach out to different departments to learn about various clean energy products, like BESS, inverter, and hydrogen, etc. This experience benefits all of us to gain expertise and have wide connections with experts."

"Everyday counts."



**Vivian G.**

Member since 2022

**"Do the right thing.** Doing the right thing will give me a sense of accomplishment. Doing the right thing will give me the value of self-satisfaction. Doing the right thing will motivate me to keep improving."

"Excellence of unity and cooperation."



**Brett K.**

Member since 2020

**"Unending curiosity.** I know the more I learn from this team and our market friends, the more there is to learn."



**Brian H.**

Member since 2022

**"Do the right thing** encompasses who you are as a person. If you don't do the right thing, you do not have integrity, and nothing else really matters."

Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**Cara Z.**

Member since 2016

**"Be Humble.** When you present yourself in a humble manner to those around you, they will regard you as a family and care about you, and you can have fun within it. When you have curiosity about anything, people will be willing to coach you when you are in a humble attitude, we will always own it in our own areas."

"Responsible."



**Vincent D.**

Member since 2019

**"Do the right thing.** 1. Know the end goal at the beginning; 2. Make a valid judgment based on the information available; 3. Make good use of the power of communication; 4. Learn to say no."

"Dedication (sincere service and return to society)."



**Carmella S.**

Member since 2019

**"Have fun.** Always have fun whatever you are doing. Don't let the problems or negativity affect you."

"Be Teachable."



**Clarke M.**

Member since 2018

**"We are family.** CEA has been a big part of my life. I met my wife, got married and had my first-born son while part of CEA. Our CEO, Andy, even made a speech at the baby shower! I really enjoy the amazing talent the team has and the respect everyone has for each other."

"Make it Easy! It's always been a goal of BiTS to make things easier for team members through automation and software!"



**Colin C.**

Member since 2019

**"Do the right thing.** The final result of any thing is to judge whether it is "good or not," but everything starts with "the right thing," so we must take the first step."

"Self-disciplined action, rigorous attitude."

Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**Daley R.**

Member since 2019

**"Be Humble.** Being humble allows me to learn more knowledge about work or life from more outstanding colleagues or friends, so as to improve myself."



**Daniel S.**

Member since 2020

**"Do the right thing.** Looking out for my Team mates to have them as satisfied and safe on their work. Working with the Team to achieve the best possible and most efficient work done for the clients."

"Unending curiosity, since I am willing to teach and to learn every single day in my live."



**Darryl P.**

Member since 2021

**"Results matter.** We must always be mindful of how we make CEA successful. That is only by making our customers successful. The results that come from our customers, their referrals, and their accolades on our job well done are the cornerstone of CEA success."

"Solid and rock steady, to be available when CEA teammates need me, and they know they can count on me."



**Darwin A.**

Member since 2021

**"Unending curiosity.** Because I really want CEA to enter the Philippines Market and other Southeast Asian countries, I've started going after the top solar companies to grow CEA's business here. Imagine the value that CEA services can bring to solar and storage projects in the Phillipines. We are creating a better future!"



**Viktor L.**

Member since 2022

**"We are family.** CEA is very unique from other companies I have worked with."

"Global Team Spirit."

Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**Dutt D.**

Member since 2015

**"Perform above and beyond.**

*Actually, many members are always performing above and beyond, but they are really humble."*

*"Be flexible."*



**Eddy J.**

Member since 2022

**"Own it.** *I hold very high standards for myself and for the team. To really "own it," we not only need to own the positive results, but also own our mistakes. As long as we recognize and address our mistakes, we will continue to improve and succeed."*

*"Have empathy. Whether negotiating with a client/vendor, or communicating good/bad news to teammates, the way that the message is delivered makes a big difference in how the message is received."*



**Darrel D.**

Member since 2021

**"Perform above and beyond.** *I have always given my very best during the entire duration of my stay here at CEA. The commendations and awards I received are a testament to my efforts and goals toward being successful at CEA and being an A player that the company needs."*

*"Make things happen!"*



**Elaine H.**

Member since 2022

**"Do the right thing.** *This is where professional spirit shows, and whenever I meet pressure, I strive to be professional, because I know my team is always there to support me."*



**Ellis X.**

Member since 2015

**"Do the right thing.** *To be a decent man and to deal things steadfastly."*

Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**Elvira M.**

Member since 2017

**"Perform above and beyond.** I always work on multiple time zones supporting the CEO as he travels a lot, and it is challenging and tough yet I really tried my best to perform above and beyond to get things done."

"Integrity... To act with strong ethics is very important and a priority as you represent your organization or company as a whole."



**Fatima M.**

Member since 2022

**"Unending curiosity.** Because I am always curious, try to learn something new, and search for improved ways to do things."

"Being passionate - having passion for your work."



**Frank C.**

Member since 2022

**"Own it.** Despite the short time at CEA, I appreciate very much that I can work independently and add value to the company and family."

"Save the planet"

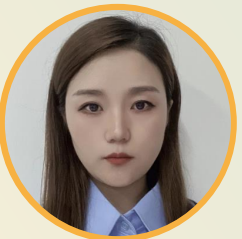


**Frinch Y.**

Member since 2019

**"Unending curiosity.** It can make us take the initiative to learn and can let us get pleasure from learning."

"Focus on quality."



**Fuyuan S.**

Member since 2021

**"Results matter.** Everyone should have a good working attitude, but for a company, the whole team should care about results, to make sure our work provides the maximum value."

Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**Gary K.**

Member since 2021

***"Have fun.** Sharing a fun experience with my coworkers, or making them laugh, is something I look forward to every week."*

*"Creativity through curiosity."*



**Gemius L.**

Member since 2022

***"Have fun.** I do enjoy the work I am doing, so I am having fun."*

*"The unity of inner knowledge and action."*



**Greg B.**

Member since 2022

***"Do the right thing.** All of them, and especially the last four. "Do the right thing" captures the most for me professionally and personally."*



**Hogan H**

Member since 2018

***"Results matter.** Focus on the results can make us have a good beginning."*



**Hooi K.**

Member since 2022

***"Do the right thing.** Life is short, so we must do the right things no matter for life or for work. Don't waste time doing the wrong things and turn back."*

*"Considerate."*

Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**Irene B.**

Member since 2021

**"Do the right thing.** Regardless of their position, life situation, and culture, every individual should always strive to do the right thing. That's what I try to do every day at work and in my personal life. Perfection doesn't exist."



**Iris Z.**

Member since 2020

**"We are family.** This is the feeling I enjoy in CEA."

"Everyday counts."

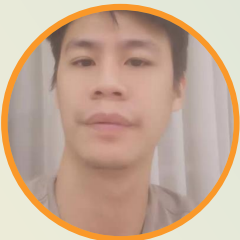


**Ivana P.**

Member since 2022

**"Do the right thing.** It doesn't matter what your SOW is or what your JD card says. Doing the right thing at any given time is my motto."

"Integrity."



**Jacky L.**

Member since 2022

**"Be humble.** Learning together with the whole team members in CEA, not only in our PO team but all other departments and teams too."

"Mission and Vision execution - by this we can understand clearly our company's mission and vision and perform the best to achieve it accordingly."



**Jane L.**

Member since 2018

**"Results matter.** The result is much more important than the process."

"To be loyal and responsible, make our clients successful."



Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**Jason C.**

Member since 2022

**"Do the right thing.** As a worker in CEA, I always remind myself to work and deliver results based on facts and a neutral position. It is difficult to always act like this because I, as a human being, have emotional fluctuation very often."



**Jason M.**

Member since 2019

**"Unending curiosity.** Unending curiosity can give me more motivation to learn various things and overcome different difficulties."



**Javier A.**

Member since 2022

**"Unending curiosity.** Since joining CEA, this being my first real work experience, I have sought to learn about all that I have been given, as well as to understand the causes and consequences of our work and the value it brings to the field of renewables."

**"Enjoy the people.'** I think is always important to put some effort in meeting your co-workers. As at CEA we spend some time travelling, it is important to have a proper relationship with them. You can always learn from other people if you pay attention."



**Javier M.**

Member since 2020

**"Own it.** Because when I set the inspection dates, times, trips, or meetings, I schedule them as if the company was mine and my name was the only one involved. I do my best in all the scenarios, no matter the effort needed."

**"Do it for others."**



**Jean D.**

Member since 2021

**"Unending curiosity.** I'm always looking for new knowledge to master, to become better and better every day!"

**"Work smart, not twice!"**

Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



Jenny X.

Member since 2020

**"We are family.** Finance, working as a gatekeeper and business partner, always have to do the right thing as a fundamental core value."

*"People matters" to replace "We are family" to respect people's time, as we can't work 18 hours a day. Or add "Work Life Balance".*



Jens R.

Member since 2021

**"Do the right thing.** Because do the right thing should be a challenge to everybody."

*"Be proactive."*



Jerry H.

Member since 2015

**"We are family.** The harmonious team atmosphere is very important for the whole team, which can make us think together and work together. And to make sure our company goes further and is stronger."



Jie T.

Member since 2022

**"We are family.** Warm and sweet working environment is most important for me."

*"Unity and friendship & mutual respect."*



Joel N.

Member since 2022

**"Do the right thing.** I was part of the team which I considered handling a critical role, to ensure that the product which will be received by the customer has the highest quality and efficiency. Any issues arising during inspection should immediately be addressed."

Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**Joerg A.**

Member since 2022

**"Do the right thing.** For me reaching a carbon neutral industry and keeping the goal to limit global warming to 1.5 °C has to be based on high quality renewable energy. High quality standards can only be achieved if the stakeholders do the right thing."

"Keep Calm - there are very few things that can really get me uptight. I tend to radiate some calm to friends and co-workers."



**John J.**

Member since 2015

**"Perform above and beyond.** From the PO module team, many guys left in the past several months and it had a big impact on the whole team. Now with many projects coming, the whole team must work together to make all the projects go smoothly."

"Integrity."



**John L.**

Member since 2019

**"Do the right thing.** I am proud that my job can provide a guarantee for clean energy."



**Joseph J.**

Member since 2019

**"Perform above and beyond.** When business grows faster than team size, additional performance has to compensate for the deficit."

"Determined."



**Jordan W.**

Member since 2022

**"Do the right thing.** Whenever dilemmas come up, I am very concerned about doing right by the customer. I will often seek further clarity from the customer as well as support from leadership to ensure we are doing the right thing."

Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



Joycelyn V.

Member since 2021

**"Unending curiosity.** I never tire of learning new things in my area and thinking of ways to improve the process of what I'm handling."

"We are family- because if you're into a company you treat everyone as your family, a family with one goal and purpose."



Jun L.

Member since 2015

**"We are family.** We have very good team atmosphere."

"I think core values we have now are the best."



Justin C.

Member since 2019

**"Results matter.** Results that best reflect the value of our work."

"Attention to detail."



Kerr Y.

Member since 2019

**"Do the right thing.** Never forget why you started, and your mission can be accomplished."

"Never forget why you started, and your mission can be accomplished."



Kevin L.

Member since 2021

**"Do the right thing.** We shall always do the right thing start from the very beginning as it will be helpful for the execution of the whole project."

Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**Kevin Z.**

Member since 2018

***"Do the right thing.** We should analyze the problems we meet in our daily work in factories, so that we can improve product quality, which can make our clients satisfied. To do the right thing is our responsibility."*



**Kim P.**

Member since 2019

***"Do the right thing.** Integrity is sticking to your own values and beliefs that plays a big role to one's success."*



**Lawrence P.**

Member since 2021

***"We are family.** Because I'm a team player. Having a family will help carry you to a successful outcome."*

*"Customer Service."*



**Leandro P.**

Member since 2022

***"Perform above and beyond.** I have always thrived to be the best version of myself and translate that into both my personal and professional life."*



**Leo C.**

Member since 2021

***"Do the right thing.** There are lots of things with blurred boundaries in current emerging industry & market, This do the right thing can help us distinguish what things we shall do, and what we shall not. It is a core motto to help us live sober and long."*

*"I think what we have is enough to learn."*

Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**Vinayak G.**  
Member since 2019

**"We Are Family.** Everyday I see countless acts by our team members around the globe that exemplify all of our 8 core values. It makes me want to be the very best version of myself as I work closely with our team knowing fully well what they bring to the table."

"Our core values are perfect. I see myself in all of those 8 core values and continue to strive to become a better version of myself each and every day. Thank you, CEA family, for the opportunity and privilege to work alongside with you."



**Lim K.**  
Member since 2021

**"Unending curiosity.** Life is short, we should keep our curiosity to explore the unknown, then we will find more interesting things."

"Try to stand in others' shoes."



**Lisa P.**  
Member since 2020

**"We are family.** With the core value of "We are family", we can trust each other, support each other, work more efficiently."

"Innovation."



**Louise X.**  
Member since 2022

**"Results matter."**



**Mark H.**  
Member since 2022

**"Do the right thing.** Nothing else you do matters, if it is not the right thing."

"Relentless."

Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**Martin D.**

Member since 2017

**"Unending curiosity.** I get easily bored and stale if I keep doing the same thing over and over. I prefer constant exposure to new types of tasks and challenges."

"Openness - toward new challenges and experiences, toward helping others."

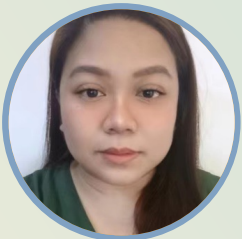


**Max E.**

Member since 2018

**"Results matter.** It is important to complete tasks and reach targets and attain goals."

"Respect comes first."



**Michelle C.**

Member since 2022

**"Unending curiosity.** I am always thrilled to learn new things, acquire new knowledge that's why I am always curious, and I believe that we should never stop learning specially for professional development."

"Always be learning."



**Mike S.**

Member since 2020

**"Unending curiosity.** While many others are possible, my unending curiosity regarding renewable energy, climate change, and ESG lets me fulfil the other core values!"

"Another core value I aspire to is compassionate - being kind and showing concern for others."



**Mohammad M.**

Member since 2019

**"Unending curiosity.** I am always looking to learn new things, whether they are in my professional domain or not."

"Being Trustful. Trust is very important within a team, and almost always leads to success."

Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**My P.**

Member since 2022

**"Be humble.** I've never been one to brag. Just let my work do the talking. I'm always wanting to help others without having anything in return."



**Myra B.**

Member since 2022

**"We Are Family.** I chose We Are Family because I support my team with their work as well as in personal life. I try my best to be a better version of myself because I want to create a nurturing environment where everyone is treated with love and respect."

"I will still stick with our "family" theme, Family Matters."



**NG K.**

Member since 2021

**"We are family.** Feel warm as family."

"Honest."



**Nicola L.**

Member since 2021

**"Do the right thing.** When I see something, I say something. It's important to me to make work a supportive environment where everyone has the opportunity and resources to thrive."

"Align words with actions."



**Bhargav P.**

Member since 2022

**"Do the right thing.** I believe that doing the right thing is our main core value for our continued success and growth and this will help the customer trust and believe in us."



Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**Paul v. B.**  
Member since 2021

**"Unending curiosity.** As a "lifelong learner" I am always eager to find more knowledge to support the further development of services and products, supporting our clients on their journey ahead. This is a very rewarding trajectory, both for personal and company achievements."

"Do the right thing."



**Peter C.**  
Member since 2014

**"Do the right thing.** Make company and clients both satisfied by doing the right thing."



**Pooja P.**  
Member since 2022

**"Perform above and beyond.** As a developer taking user's request and going the extra mile to provide them with good user experience."

"Have fun."



**Rachel M.**  
Member since 2021

**"Perform above and beyond.** I am always happy to help and assist with anything needed. This includes taking on last minute requests, completing them in time, and working diligent hours through the evening and weekends."

"Appreciate the Journey would be my new core value. I had to learn this through my own journey as I found myself pregnant and wanted a 2-parent family for my daughter. The stigma that society has with adoption from the adoptive parents' side is such wonderful praise."



**Zhuo C.**  
Member since 2022

**"Unending curiosity.** As Do the Right Thing is fundamental, based on that, Unending Curiosity is what drives me moving forward."

"Diversity and equality."

Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**Roy M.**

Member since 2019

**"Do the right thing.** As an independent third party, free from outside influences, it is important to do the right thing."

*"Customer-centric, quality as the guarantee, win-win cooperation."*



**Rubby M.**

Member since 2021

**"We are family.** Whether on-line or off-line, I fully feel "we are family." We take care of each other not only for daily work or even personal difficulties. We work together to overcome all difficulties and share joyful moments."

*"Be Service-Hearted, no matter if we are facing an external client, or an internal team member. If we are service-hearted, we will not only be thinking about how our work is good for ourselves, we will think about how our work is good for others."*



**Trevor S.**

Member since 2022

**"Own it.** The results stemming from our decisions can be good or bad, and by owning them we also learn from them."

*"Help Others Succeed."*



**Sarah S.**

Member since 2021

**"Own it.** I always attempt to resolve issues and take responsibility for getting the best outcome."



**Shahabaz K.**

Member since 2022

**"We Are Family.** I am new to company, but I can feel the working environment is friendly and senior team members are very kind and helping in nature!"

Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**Shashank P.**  
Member since 2018

**"We are family.** I always feel each one at CEA is an extended family member, together we celebrate every happy or good moment and standby for each other in need. This is the beauty of the CEA family."

"Honesty."



**Shashi K.**  
Member since 2021

**"We are family.** From the moment I joined CEA, never did I feel that the employees here are not family. I think none of us do. We never hesitate to share our personal life moments with the whole CEA team. I think that is an important quality that CEA helps us possess right from the beginning."



**Shawn M.**  
Member since 2022

**"Do the right thing.** I've always led first in my professional sales career with integrity and credibility. My father instilled in me at an early age the value of integrity and credibility in how we treat everyone. It's important for me to do the right thing, with honesty, empathy and being dependable."



**Shweta A.**  
Member since 2021

**"We are family.** I always feel CEA as my second home.



**Tony G.**  
Member since 2021

**"Do the right thing.** Do the right thing and you could have a great result whether you succeed or fail."

"Never be afraid to make mistakes."

Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**Souvik P.**

Member since 2022

***"We are family.** Because CEA take care and instantly help me same as a family."*



**Stephen G.**

Member since 2022

***"We are family.** As a new employee, CEA's family aspect has helped me the most while getting on board."*

*"Determined."*



**Steven S.**

Member since 2019

***"We are family.** Only by working together can we create more value for the company."*



**Subhajt D.**

Member since 2022

***"Do the right thing.** Focus on the scope as client-informed and agreed without any hesitation."*

*"Be honest with work."*



**Susan X.**

Member since 2017

***"Own it.** I see it in CEA."*

*"Target management."*

Which CEA core value describes you the best and why?

If you have to define yourself in one new core value, what would that be?



**Susie S.**  
Member since 2022

***"Have fun.** We only have one life, so why not enjoy it?"*

*"Do the right thing with right people."*



# Messages from CEA Teams

## Winning Culture Team

### Abacabar G. ES, Senior Project Manager



I am Ababacar Sadikh Gueye, but you may know me as Prince. I was born in Dakar, Senegal, but I grew up at my grandmother's house in St. Louis, a smaller town in the northern part of the country, just at the border with Mauritania. That's where I started attending school, which followed the French system. The photo below is my elementary school class, and I'm the one in the bottom left. Due to the lack of a reliable electricity system in the city, I remember studying at night under candlelight. Then in the 2000s, there were some electricity improvements in the big cities throughout Senegal, so for the first time, we were able to have power at night.

Another interesting thing about this picture (on right), even though the school was public and mixed, mostly boys would go to class. Sadly, girls used to be relegated to home care or not allowed to go to school by their parents. Although, the girls that did make it to school usually were the best students and would continue their education much more than the boys. From this picture, only five people made it to high school, and two made it to university (including myself).



This is not because the education wasn't good enough, but because a lot of families would need their kids to start working to help the family economy. So being able to study in Senegal and get to university like I did, it's a blessing that not a lot of people can experience. I feel very lucky that my family always valued my education and allowed me to continue in class throughout the years, completing my bachelor's degree in Physics at the University Cheikh Anta Diop in Dakar. My life would be very different without the education I received, and I'm very grateful for that.

After finishing my bachelor's degree in Senegal, I studied in Morocco and ended up in Madrid, where I got my master's degree in Solar Energy. I got my first project with CEA while I was still in Madrid, and then the opportunity came to join the company when I already had moved to the United States with my Spanish wife. During this time with CEA I've grown a lot as a professional, but most importantly, as a person. I truly believe this company carries its values into everyone's life, and I can't wait to see what other great things we will accomplish together to make this world a better place for everyone.

I am keen to keep growing and learning in order to fulfill one of my lifelong dreams: my project "Rural Electrification in Senegal." This is a project where I can give back to my community. It will provide access to power to the smaller off-grid villages, which will help develop the rural areas in terms of infrastructure, but also in healthcare, education, and accessibility to information.

# Winning Culture Team

## Paul VB. *General Manager*



Ever since I started my working career in The Netherlands in 1994, I have always been involved in activities related to sustainability and the improvement of the environment and working conditions, in various industry sectors. And I have worked literally around the planet, including managing an agricultural-focused sustainability-related competence center with headquarters in Switzerland.

A drive for change, improvement, and “doing the right thing” is probably in my DNA. This has been further supported by the various post-graduate studies and a lifelong learner motivation based on an “unending curiosity,” to always do better for the benefit of the organizations I worked for.

Since 2005 I have been based out of Hong Kong. It was here that I got exposed to renewables in 2011 while driving market development and bringing wind & solar energy, biomass electricity, and even nuclear energy services from Germany to Taiwan, Hong Kong, South Korea, and Japan. With the momentum the market had and opportunities for service expansion due to market demands by green subsidies, governmental development support budgets, and semi-government institutional renewable projects, the renewables and solar business expanded rapidly.

We also developed a joint venture with the most reputable state-owned enterprise solar test lab. With this “humble” approach to cooperation, we created the “results that mattered.”

# Winning Culture Team

## Irene B. Sales Operation, Senior Manager



I am a very blessed woman. Even though the family I was born into did not have luxuries, we had very pure and well-defined core beliefs. I was born in Valencia, Spain to two self-made individuals. My parents left school when they were 9 years old due to economic struggles but their perseverance allowed them to develop into small business owners within the cleaning and transportation industries. You don't know how proud I am of them!

From a very young age, my parents introduced me and my sister to the importance of caring for the environment, animal safety, diverse opinions, and a commitment to progress. I truly believe these became the foundation of who I am today. At age 12 I was given a scholarship from the Spanish National Track and Field Team to join a program for high-performance athletes. I have a million and one stories about my years as a track and field athlete, about the dedication that it took to be able to compete in Spanish championships and international competitions. Those were amazing years.

As I always say: "nothing in life is perfect", and unfortunately, my late teenage years were pretty hard. But they taught me something else that's a major part of me today: that the mind is another muscle that must be trained and cared for. Let me use this space to advocate for normalizing the need to see a psychiatrist, or to go to therapy to make sure you are emotionally educating yourself. The healthier your mind is the healthier your treatment of others will be!

My first encounter with the solar industry was at age 17. I was studying for an associate degree in Business Administration and Finance and had to find an internship. A wholesaler of PV equipment with 15 locations globally at the time had chosen my tiny town to set up their Spanish subsidiary. Lucky me! I enjoyed how much I learned every day and decided to stay part-time so I could continue with my education in international trade in the evenings. I was very fortunate to work for a company that valued diversity and that provided me with continued career development opportunities. During the 8 years I worked with them I was given the opportunity to expand my skills within business operations and supply chain work moving around the UK, United States, and Mexico to open several subsidiaries.

I truly believe that my work since 2008 has helped the environment, but it is not enough, the world needs more. That's why I follow a very frugal life in which Reduce, Reuse, and Recycle are my mantras, which I tend to share often with everyone I can. Spread the word!

When I was contacted by CEA, I was so excited to work for a company that executes from the core of the solar industry. As I learned more about CEA's global footprint and the multicultural background of the teams I couldn't turn it down. For the last year and a half, I have been part of the CEA family and it has been exhilarating to work hand in hand with this team, especially with our Sales Operations team members. I have learned so much from each of them, as they are dedicated to the success of the company and their peers. Their unending curiosity is contagious, they are eager to receive more trainings, and more opportunities to pick at each other brains. Additionally,

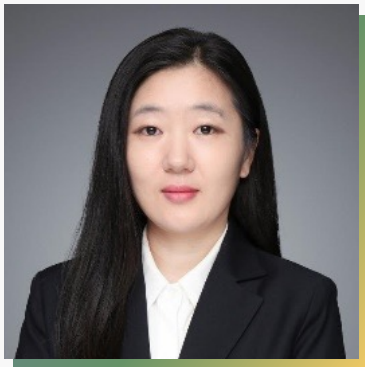


I have enjoyed learning about a new culture, and understanding that even though we are across the world from each other, and our realities may be different, we all have similar fears, and similar objectives and look for the same empathy and recognition from others.

I can't wait to see what this next year brings. I am looking forward to continuous professional but most importantly personal development.

## Winning Culture Team

### **Cara Z. Senior Manager, Modules**



I am Cara from the Project Operations Team, I started my CEA career in the spring of 2016. Before I joined CEA, I worked for Jinko Solar for 3 years as customer service coordinator in the Technical Service Department.

Looking back on my 10 years in the solar industry there is a world of changes that have happened and are continuously happening. When I first stepped into solar, just after 2012, PV manufacturers saw little relief from global oversupply. Manufacturer margins remained depressed and less-competitive facilities were shuttered around the world. At that time, I thought I had made a stupid

choice to choose the solar industry and feared that it might not have a good future. But over time my mind changed as I saw everyone in the industry was full of hope. I learned that many of my colleagues regarded these circumstances as an opportunity to invest their energy in developing technology and quality to prepare for the next boom of the market.

I remember how we celebrated the power output of a 60-cell polycrystalline solar module reaching up to 260W with a conversion efficiency of 16.05%. Now, with so many different cell and module technologies on the market, the efficiency has increased to 22%+, and power output has reached up to 600W+ for a single module.

Under this background, I want to share the story of how I grew up together with CEA. My reason for moving to CEA started with meeting Andy in Jinko's office. I was responsible for dealing with clients and 3rd parties for quality assurance inspections. For a manufacturer at that time, it was a common to reject any 3rd parties involved in inspection, so I rejected by email CEA and asked that they not be involved in our production for one of the client projects as it was not written in the purchase contract.

After I sent this email, someone from CEA called me to check my leader's availability and after no more than one hour Andy showed up in front of us. He explained how this QA work was important for the client and the value it provided. He showed the passion for his business and helped me to understand what CEA was doing. After Andy's visit, we had good cooperation on that project.

I was deeply affected by Andy's passion. Then one day I saw that CEA was hiring for an engineer

who had experience in module production line work and who could speak Korean. The job position was a perfect opportunity for me and also, I was happy to join Andy's company which was full of energy and communicating a sense of personal power even though it was small, with only around 30 members.

After I joined as a quality control engineer, I was sent to South Korea for around 2 years. During this period, I felt the team was not systematic enough, but everyone was willing to help each other and worked very proactively for to deliver better results to the clients. It was memorable period that I learned in practice how to manage the project as well as how to communicate with suppliers and internally. The project was completed successfully and after returning from South Korea, I transferred to the planning Team Leader. Due to my marriage and pregnancy, I started to work with our team to optimize our system and support our team to work efficiently.

At the same time, with the team's rapid growth, the leadership team was working on the core value sharing within the team, to encourage and guide people from the mind to the heart. As one of the Winning Culture Team members, I understood how much effort our leadership team was spending to build a stronger company culture. Luckily, I was also one of the culture leaders in 2020 and was able to contribute a bit in CEA's culture development. One example is that we started speed networking to connect colleagues from the global with diverse cultures, team building activities to build team spirit and started work on the culture surveys. Together with Winning Culture Team members, I am so happy to see that now we have much stronger and systematic culture team to cover every aspect of our work and life.

2022 is a year of milestone for me in CEA. My colleague John Jiang and I took more responsibility for module QA work from July as the senior managers. We really appreciated the opportunities and the trust in us, but for us it was also a huge challenge. When we hear negative feedback from clients or other departments it hurts a lot but each time, we have the belief that we can take it as a step to improve our work quality. We always have more things to do, more ways to improve. And luckily, lots of hands from each aspect to guide us and support us. Our leadership team shows strong trust in us and guides us on how we should go through tough situations, team members support us to take on their own responsibilities well, and we get immediate support from other departments when we need help. It is the toughest year personally but at the same time, I grew much stronger and learned to embrace the higher legend of CEA.

That is my story. If someone asks me to share one of core values I felt and experienced during the past several years in CEA, I would say Be Humble. When you are always in a humble manner to all the people around you, they will treat you as a family who cares about you, and you will have fun within it. When you have curiosity about anything, people are more willing to coach you. When you have a humble attitude, you will always own it in our own areas. I am still trying to live this attitude towards work and life.

CEA is not only a job for me, CEA is a career in which want to invest myself and develop. I am proud of CEA: anytime, anywhere. I feel proud that I can tell my daughter that your mom is working for a company with lots of experts in many different parts and a company which is helping people create a better future.

# Winning Culture Team

## Michael V.O. *Technical Sales Engineer, Generalist*



I am Michael, but most people call me Miko. Since I was a kid, I have really loved science. I have always been interested to know how the things around me work. This deep curiosity fueled my passion to learn. I also developed an interest in music in my younger years. I joined a community marching band at the age of 9 which later on helped our family finance my college education.

I was fortunate enough to qualify at Quezon City Science High School, the regional science high school for the National Capital Region of the Philippines. This opportunity further strengthened my interest in science and mathematics which significantly contributed to my decision to take up electronics engineering at the University of Santo Tomas.

My stay at the University of Santo Tomas (UST) might have not been possible without the scholarship I got for being a member of the UST Wind Orchestra as a baritone saxophone player. I was a member of the university band during the entire duration of my engineering study. In my later years in the university, I, together with my thesis groupmates, co-authored a study on the effects of turbidity and water movement on underwater optical communications. This study was recognized in the 5th ICOICT conference held in Malacca, Malaysia and was published at IEEE Xplore digital library (Article link: <https://ieeexplore.ieee.org/document/8074642>). Through hard work, I was able to finish my studies and become a registered electronics engineer and electronics technician in 2017.

As a neophyte in the industry, it was really hard to land on a job. Even though I was rejected a couple of times, I saw those as opportunities to learn. These rejections made me acknowledge that I have a lot to improve. I was eventually hired as a cadet sales engineer at a system integrator company. Not long after I started working, I was tasked to take the lead on a solar power system project for one of the company's major clients. Although I was new to the company, I took that opportunity as a challenge and really owned the opportunity. I was given the chance to be involved in the project's design phase, equipment sourcing, and procurement including factory visits, project implementation and after-sales support. The picture below was taken during a factory visit in China in October 2018.



Following the success of this project, we were able to deploy more solar power systems for the client at remote sites in different parts of the country. I was then given the chance to be an associate sales engineer and eventually become the unit head, sales engineering officer for the company's Power Systems division.

As I continued to enrich my career, my search for good opportunities did not stop. I first heard of Clean Energy Associates in April 2020. When I found out that there was an open position, I immediately applied for the role. Unfortunately, I was not hired. A few months later, I saw that there was another open position at CEA. I applied for the role again however I was rejected for the second time.

In these two applications I made with CEA, I learned more about the company's purpose, vision and core values. This made me more eager to be part of an organization that has a great impact on our society. After not being accepted twice, I was motivated to work harder to eventually become qualified to work with a company with such a strong and meaningful culture.

In May 2021, I saw another opening at CEA. Without second thought, I applied for the third time and was finally able to become part of the CEA family. Although my application process was initially non-favorable for me, in the end, the result really mattered. I am quite happy with the way the organization lives out its core values. I feel challenged in an environment where team members strive to perform above and beyond all of the time. I really appreciate that the team members never forget to have enjoyable activities and are interested in each other's lives outside work. This makes working with the team really motivating and fun as well. The photo below shows most of the sales operations team in a laser tag arena during our team building last July.



After all, I can really say that my journey in joining CEA is definitely worth it. I am thrilled to be part of an organization which values the team members' personal and professional growth, and to be in an environment which always performs above and beyond while not forgetting to have fun along the way.

# US ES Team

The CEA ES Team is made up of 41 team members spread out across the United States and the globe. When we come together and see each other face-to-face it's like a family member that you haven't seen for a while, we fall right back into conversation and genuinely caring for each other - We Are Family! In 2022 one of our ES team members, Prince, became seriously ill while working in Europe and had to be hospitalized. The entire ES Team came together to support a team member and his family during this rough time. In 2022 we saw three of our ES team members get married and increase the CEA family by three. We also saw three of our ES Team members have children which added three more CEA family members to our ES family.



# EU ES Team

Our European Engineering Services team is a group of highly motivated engineers dedicating their time to safety and quality inspection throughout the continent and beyond. We are a true family! Traveling together and helping each other out in tougher times as well as having fun together.



The team is always pleased to meet with members of other teams and have a good meal together. Daily online meetings help the team stick together and discuss technical topics. Exchange on personal and professional topics are each equally as important to our team members.

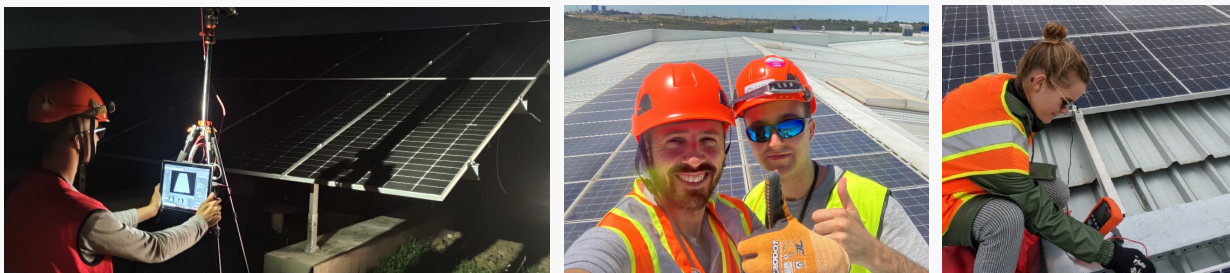
Due to the Spanish roots of much of our team, we regularly work with South/Latin American customers and sometimes get to travel over the big pond. As our customers take us around the world including trips to Africa, Australia, and Southeast Asia, we make new friends including in our new family at Intertek.

ES work includes night shifts, as we perform electroluminescence imaging campaigns that require darkness.

Our team members believe that by helping our clients and stakeholders deploy solar and storage solutions worldwide, we help to create a better future. Each of us is proud of the contribution we make in assuring quality and safety of solar asset around the world. The most fun we have at work is when we meet and come together on a site. This hold true either working hand-in-hand on one of our renowned rooftop fire safety inspections or in full engagement on large-scale, ground-mounted systems performing IR scanning, IV curve tracing or detailed visual inspection.



In 2023 our team will continue to grow and we are looking forward to welcoming new team members in various European countries.



# Philippines Team

Last July 28, Irene Bonilla from our sales operations team in the United States joined the Philippines team in a trip to Star City, an amusement park located in the heart of the city and is one of the most popular tourist destinations in the region. With the high speeds and intense twists and turns, the Philippines team truly enjoyed the day.

After the long and fun-filled day, they went straight ahead on a sumptuous dinner at Vikings, a buffet restaurant near by the bay. The Vikings restaurant is located at SM Mall of Asia and offers a unique dining experience. The menu at Vikings is a tribute to the traditional cuisine of the Viking Age, featuring dishes made with fresh, locally sourced ingredients.



## A Day at Intertek

Finally, with travel opening up after the pandemic and a tight schedule, the Philippines team together with Andy met at Intertek's office in the Philippines. We had a one-day activity, a meeting of KMC and Intertek Management. We also got the chance to personally get to know Andy more, as well as other colleagues. We have our CEA tumblers too! It was a great and memorable experience.



# India Team

CEA is a company that lives by a set of core values which are the driving force behind its growth. The first and foremost core value of CEA is hidden within its motto: We are family. Everyone is part of one big team working towards the common objective: to create a better future. Even though the India team works remotely, the company's culture keeps bringing people together in fun and innovative ways. Once every month, we have a speed networking session, with both old and new team members. This session allows us to know our team members in a better way. Moreover, several teammates also conduct virtual fun activities.

During each festival, including Holi, Eid, Diwali, Ganesh Chaturthi, Dussehra, Diwali, and many more, we spread happiness by sharing pictures and videos with the entire team. Seeing everyone at CEA so interested in knowing about Indian festivals, makes our bond even stronger. Diversity within our team allows us to know about people and traditions from across the world. This further cements our bond as a team.

Besides doing fun activities together, we always encourage team members to try to know each other at both personal and professional level. CEA team members never miss a chance to meet each other when they are in the same town. In 2022, the India team grew rapidly, with 18+ members operating in India and 25+ India-origin team members operating globally, including in the United States. We expect our India team to grow in the near future and to contribute to CEA's core purpose of creating a better future by helping our clients and stakeholders to deploy solar and storage solutions worldwide.





# China Team

2022 will go into the China CEA history books as a memorable year. Due to travel issues between cities or sites for visits by our inspectors/auditors, various staff ended up being locked inside a city or building. CEA's office locations in both Changzhou and Shanghai both went through some form of lockdown. Shanghai become global news when an anticipated 4-day period turned into a full 2-month lockdown of the city, districts and buildings during March and April.

Even during hardship, CEA's core values come to play. "We are family" in the sense of looking after each other. There was a period where food was scarce, and some people had no access to it. CEA team members helped each other when it was possible to have food items delivered to the doors of our team members in need. We also checked in on each other when the loneliness or feeling of being trapped became too much of a burden. "Doing the right thing" meant reaching out to talk and soothe the hardship. And the leadership of CEA making a food box available at the beginning of the period was the right thing to do.

Even though it was a hard time, with everyone still working relentlessly from their "home office" for a prolonged period, the various virtual team bonding meetings, the TGIF happy hour virtual meeting supplemented with a drink to everyone's choice kept us having fun during these times.



It also came as a shock for all of us enjoying our lovely office at Julu Road-Shanghai, when the landlord chased us out of our offices due to reappropriation of the property. But with bad things come good things. With various Shanghai team members involved, by "performing above and beyond" and "owning it" we were able to find our new CEA home in the nearby area to keep the "we are family" feeling alive in a building nearby and "having fun" with relocating our office household effect.

Shortly after the Shanghai office move, in a similar fashion we found a new office and dorm location, more suitable for the current Changzhou setup and work schedule. Thanks to the support from Changzhou and Shanghai team members we have two terrific new office sites to work from and receive visitors in again now that the COVID situation in China is easing.



*Shanghai New Office 1*



*Changzhou New Office 1*

The "Having Fun" elements were portrayed in our virtual get togethers when we were in lockdown. So what better form of having fun than a real get together where most of the team members were able to gather for a team building activity. We all got together for kayaking, campfires and a barbeque while mingling, chatting and enjoying each other's company. With China opening up we will organize more of these events. We work hard and play hard. "Owning It" and "Performing above and beyond" will be complemented with "Having fun" as a family.



*Team Building 1*

# The Legacy of CEA's Family

WE ARE FAMILY is not just an empty shell but the core value all CEA team members live by. We are proud of our family's growth and excited to celebrate new weddings and babies. Since 2008, the CEA family has seen the arrival of 38 children. In 2022 alone, there were 9 more babies born and 9 weddings in total!

*"There is nothing like a newborn baby to renew your spirit and to buttress your resolve to make the world a better place."* – Virginia Kelley.

Similar to Virginia Kelly, we are inspired by future generations and care about the kind of Earth that our children will inherit. Consequentially, increasing renewable energy deployment creates a better future for all of us. Therefore, as a company, we have one purpose - helping our clients and stakeholders deploy solar and storage solutions worldwide.

Below are a few photos from the recent additions to the CEA Family in 2022!



Yiming



Yunxi



Azaryah AJ

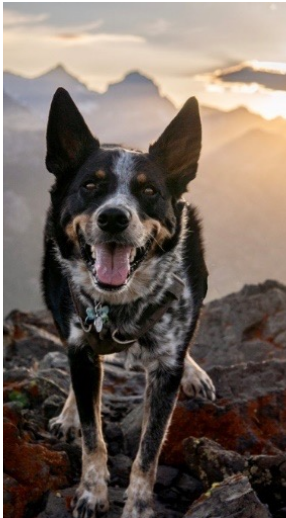
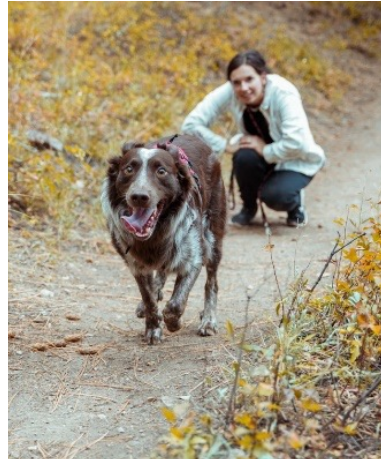
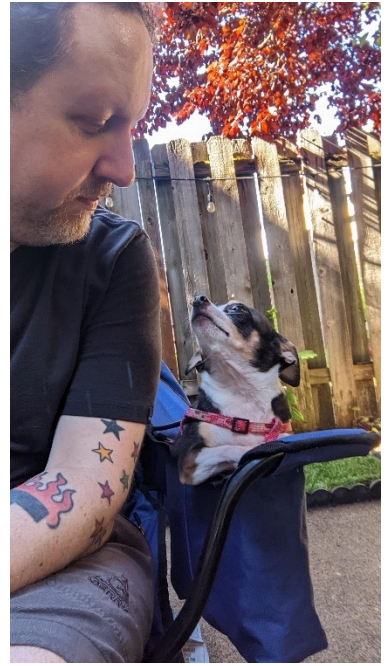


Dhanasya

# Pets World at CEA

CEA animal lovers also have a special space to celebrate and share funny experiences with their paw friends. Our Pet World group counts 65 team members who celebrate our pet's joy as they are an invaluable part of our family.

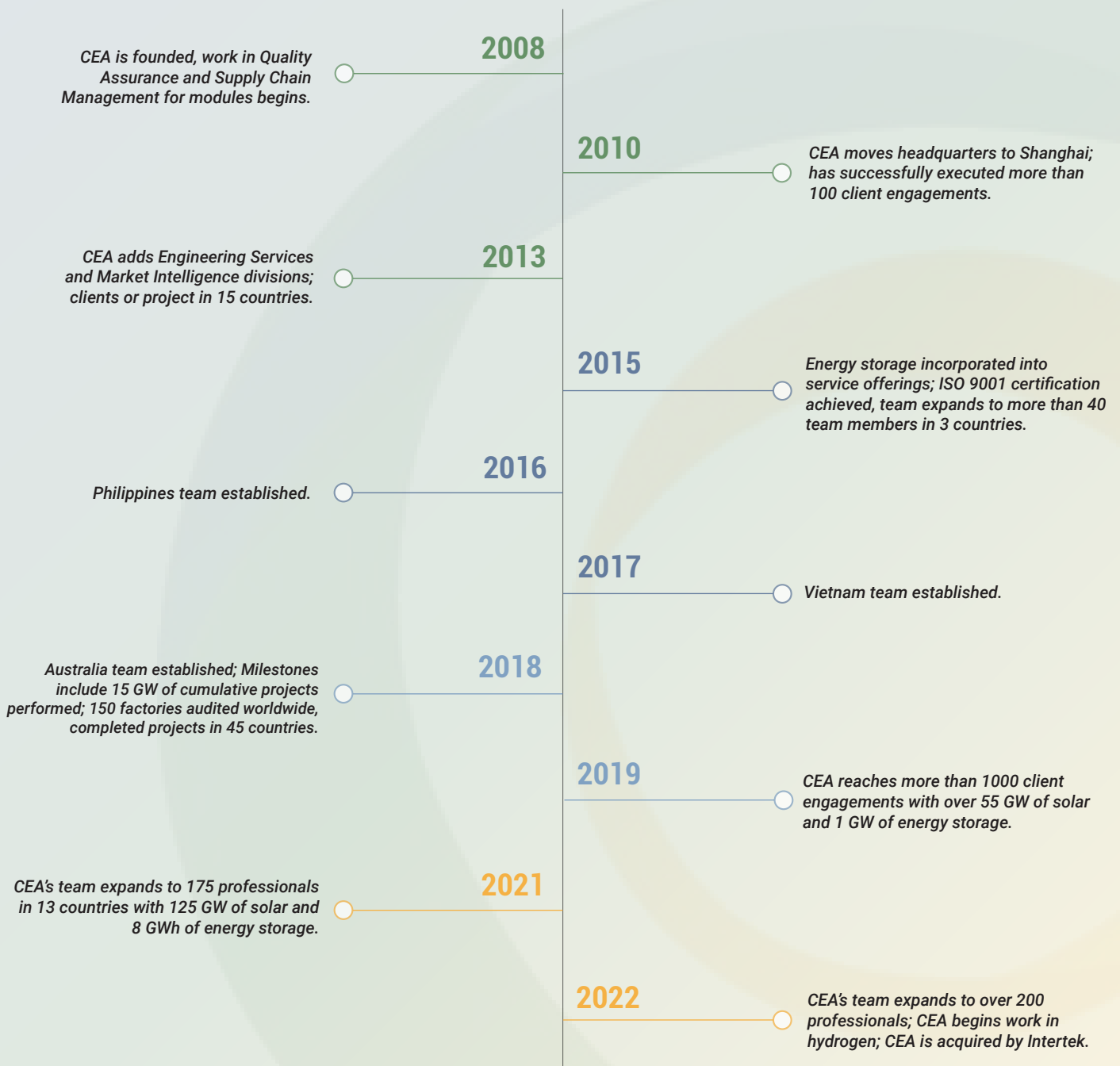




# CEA Through the Years

## History of CEA

In 2008, CEA CEO Andy Klump founded CEA in Hong Kong. Over the last 14 years CEA has grown dramatically and greatly expanded its range of service offerings, with many twists, turns, and moments of learning and growth along the way.



# Corporate Social Responsibility (CSR)

“Creating a better future” is a core part of our purpose at CEA. We do not only work to create this better future by helping our clients deploy solar and energy storage, but we also continually seek opportunities to give back to communities and positively impact society.

Starting in 2014, CEA formally began its Corporate Social Responsibility (CSR) initiatives. We are proud to show a few examples below:



*In 2014 CEA helped to install a rooftop solar array at a local school in Pudong, Shanghai.*



*In 2016 CEA helped the Idaho Youth Ranch install a 100 kW PV system, which helped to reduce its annual greenhouse gas emissions by 200 tons.*



*In 2017 CEA designed, procured, and installed a 2.6 kW PV system for an off-grid medical center in Southern Cameroon.*

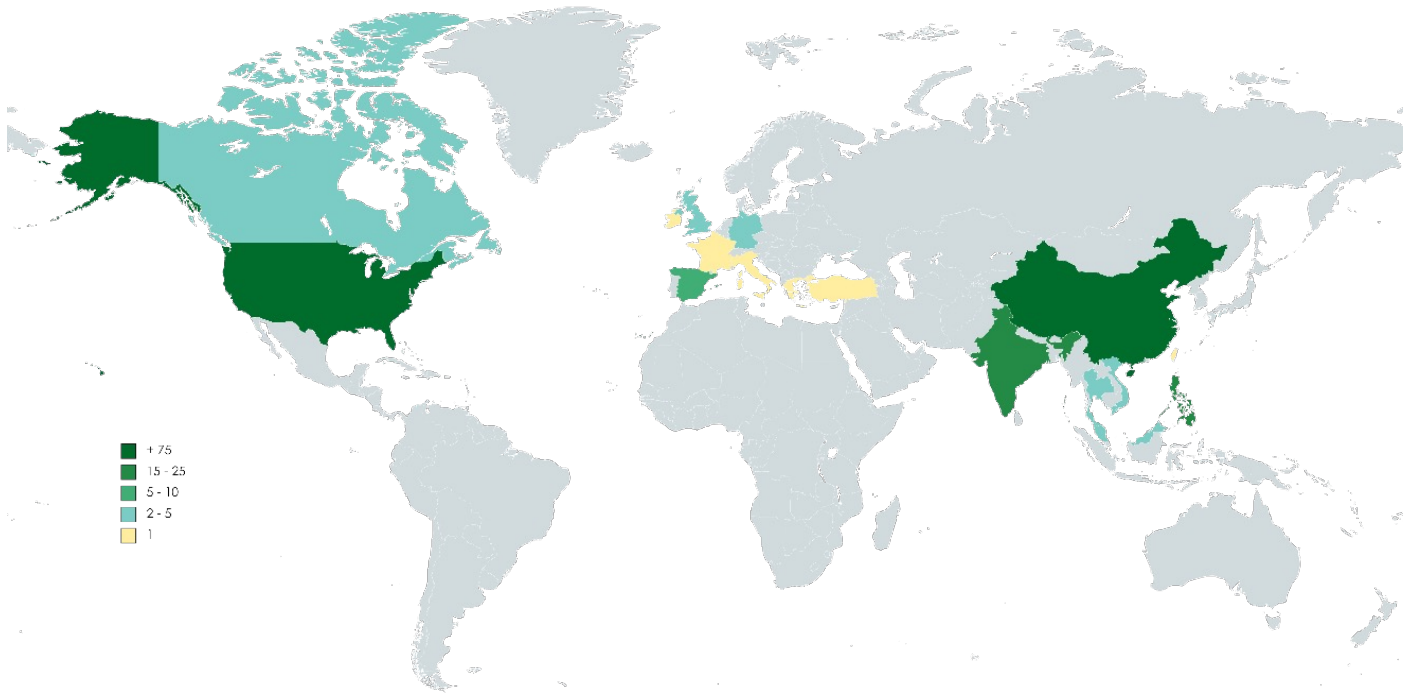


*In 2020 CEA donated over 7,820 masks in China, the United States and the Philippines to help promote safe practices during the COVID-19 pandemic.*

In 2022, CEA turned its CSR efforts to help women and children in the Global South survive childbirth. Every year, more than one million newborns and 300,000 mothers lose their lives due to complications of pregnancy and childbirth. Many of these deaths occur in the hundreds of thousands of health facilities globally that lack reliable access to electricity.

To combat this, for 13 years We Care Solar has been providing “Solar Suitcases” to health centers. This easy-to-use tool comprises a solar PV system, lithium-ion batteries, high-efficiency LED lights, charging ports and a fetal doppler – the bare necessities to save lives.

Starting in 2022, CEA’s supply chain and quality experts have been assisting We Care Solar to navigate complex solar and storage supply chains, to ensure that the Solar Suitcase is equipped with the most cost-effective and reliable PV and battery equipment. Additionally, CEA launched two fundraisers in support of We Care Solar on International Women’s Day (March 8, 2022) and Mother’s Day (May 8, 2022).



# Team Members Worldwide

CEA's team has 200+ professionals with cumulative 1,000+ years of industry experience including 135+ engineers serving the solar PV and energy storage industries through our expertise in PV modules, racking, inverters, batteries, and energy storage system.

CEA helps buyers and long-term owners of solar and energy storage equipment buy the right products and ensure they are properly manufactured and installed. The rapid growth of the clean energy industry is exhilarating but the explosion of new technologies, new companies, new factories, new markets, and new business models can be hard to stay on top of and brings new risks.

From our headquarters in Denver and our Asian base in Shanghai, CEA provides our clients with investment confidence as we allow them to get a "peek behind the curtain" to understand what is really happening upstream in supply chains and production facilities and downstream in project design and execution. CEA's global team has helped our diverse customer base of project developers, EPCs, IPPs, and financial institutions understand industry trends and market dynamics, select the best suppliers, negotiate the best contracts,

carefully audit production processes, test equipment in the field, and perform technical and acquisition due diligence.

Our experience executing over 145 GW of solar and 15GWh of storage projects in over 70 countries, including work in over 350 production facilities, is invaluable to our clients as they navigate the ever-changing and hyper-competitive landscape of clean energy. CEA is a subsidiary of Intertek Group plc, a FTSE listed company based in London, with 1,000 test labs and 44,000 professionals working in 100+ countries ([www.intertek.com](http://www.intertek.com)).



# Net Promoter Score (NPS)

Net promoter score (NPS) is a widely used market customer loyalty and satisfaction measurement taken from customer surveys. This score is taken from a single survey question asking respondents to rate the likelihood that they would recommend a company, product, or a service to a friend or colleague.

CEA adopted the NPS as a metric for customer satisfaction in 2018 and has invested heavily in this methodology to assess anonymous customer feedback as we are eager to improve our WOW! Customer Experience. After achieving an average score of 60 in 2019 with a 33% response rate, CEA has invested further in our processes and was thrilled to see strong customer feedback with average score of 71 with a 37% response rate in 2022.

At CEA we are proud of our high levels of customer engagement and aspire to perform above and beyond with all of them.



# Looking Ahead to 2023



As we start 2023, the world continues to face geopolitical uncertainty and the need for renewable energy deployment remains higher than ever. CEA is poised to support this challenge as our teams continue to provide mission critical insights to executive decision makers globally as they face market uncertainty. Many companies have announced more aggressive expansion plans in 2023, so our execution teams support these plans globally as CEA has a track record of over 145GW and 15GWh of solar and energy storage projects, respectfully in over 70 countries. CEA's systems and processes have continued to improve with client demand as their pipelines expand.

Our fast response time to client questions has resulted in another record setting year of high NPS metrics, so our flywheel of ongoing expansion repeats again. CEA's ongoing expansion of our services offering has enabled further penetration into new client segments including RE100 companies, utilities and oil and gas majors as these customers pursue the energy transition. While these companies embrace renewable energy, their teams lack the experience base and core insights to deal with a fragmented supply base which is riddled with policy and regulatory uncertainty.

Now that CEA is fully integrated to the Intertek group of companies, the Intertek team of 44,000 professionals is over 100 countries around the world presents a new opportunity for us to support clients and partner in new ways. As Intertek has more than 1,000 test labs worldwide including solar,

energy storage, power electronics and many other renewable energy components, CEA can tap into an established repository of domain expertise in different ways to support our clients.

While 2022 saw record levels of solar and energy storage deployment in China, the US and many other mature markets, the coming year will result in an even greater outlook, especially as China reopens to the world after COVID. More geopolitical uncertainty is expected in 2023, our teams will support our clients decision making during this period and we look forward to a fruitful year of growth together!

# Final Note from CEO & Founder, Andy Klump



*"Since establishing CEA in 2008, I have been thoroughly amazed by the contributions of the team and never would have guessed that 15 years later, we'd have such an accomplished team which is so committed to our core purpose of "creating a better future". I am honored to serve as the humble leader of our team, as so many skillful professionals are superior to my skills on so many dimensions.*

*While I try to improve my skills as a leader each year, I'm reminded by the inbound talent to CEA that the team is much stronger than ever before and we are committed to serving our clients with the WOW! Customer experience as a result of our core systems and outstanding team members of 200+ strong in 15 countries worldwide. Now with the support of Intertek's network of 1,000 test labs in 100 countries and 44,000+ professionals around the world, CEA has an even better foundation to serve our global clients well.*

*I'm extremely proud of launching another Culture Book, as this document encapsulates a small part of our dynamic culture. I invite every one of you who reads this book to get to know our team and experience this culture for yourself.*

*I'd like to thank Ivana Piric, Kelly Wong, and the countless other team members who have offered their time and contributions to this document as your participation demonstrates CEA's culture on so many dimensions. I look forward to sharing many more culture books in the future as CEA continues to pursue our core purpose:*

*We believe that by helping our clients and stakeholders deploy solar and storage solutions worldwide, we are **CREATING A BETTER FUTURE!***

*The journey continues in 2023 as we prepare for another record year of growth and FUN..."*

Please stay in touch with CEA:

[www.cea3.com](http://www.cea3.com)

You can also keep up to date with CEA by following our LinkedIn page:

<https://www.linkedin.com/company/clean-energy-associates>

If you are interested in being part of this effort to create a better future, consider viewing our recent job openings:

<https://www.cea3.com/careers>