



# Focused on Forward

2023 Sustainability Report



# Introduction



# The New Milepost

The world is changing, and so is Milepost. We have served our clients for over a decade and understand the unique challenges they face. We've developed initiatives that boosted profitability and met sustainability goals, all while improving people's quality of life and protecting the planet. We have grown our staff significantly to expand our offerings and provide exceptional client support and guidance.

However, what got us here today won't get us there tomorrow. **In 2023, we recommitted ourselves to our people, our values, and our planet by investing in our company's future.** To continue making a difference for our clients and our employees, we had to evolve, and we've done exactly that.

Introducing: [the new Milepost](#). After a rebrand and reorganization, we are better positioned to serve the needs of our clients today and expand their impact in the future. With a renewed focus, we're able to combine our deep knowledge of the energy industry with our expertise in public engagement to create innovative and effective initiatives. No matter the vision, we have the people, practice, and passion to build a better tomorrow.



# Refining Our Purpose

Milepost has a renewed sense of purpose and new branding to match. We're leaning into what makes us great and focusing on the work that makes positive, enduring change – building strategies, designing programs, and forging alliances that get people excited, aligned, and invested in the future of energy.

## Reorganized and Optimized

Today, we are better positioned to continue the growth we have experienced in the last few years and optimize our client services by working smarter, not harder, taking care of ourselves, planning for growth, and doing more good.

### OUR ORGANIZATIONAL STRATEGY



#### Work smarter, not harder

With more defined roles and clarity in workflows and responsibilities, we can work more intentionally, allowing us to innovate and invest in the most cutting-edge solutions.



#### Plan for growth

We are intentional about growing our business, and our new organizational structure is scalable, able to handle anything our clients need.



#### Take care of ourselves

Our people come first, and our new structure allows us to invest more in our staff's professional development.



#### Do more good

We work with passion and purpose, and our strategic restructuring positions us to foster more initiatives that speak to our core values and culture.

## Our Values

As a purpose-driven B Corp, we strive to live our values every day, and our restructuring and rebranding help us do just that. On our journey to build a more resilient future, we embody these values and make an impact with every project, deliverable, and client consultation.



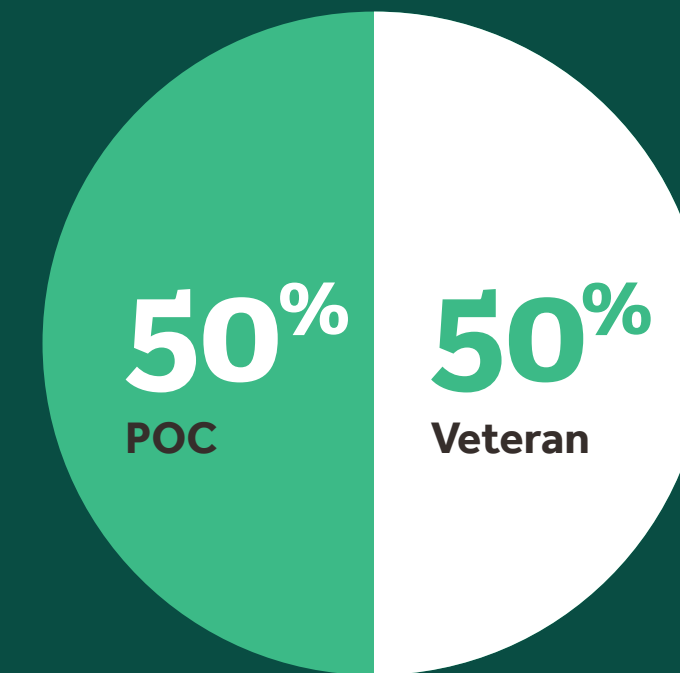
# Governance

Milepost guides our clients from idea to impact, but who guides Milepost? We take pride in being a women-led organization that emphasizes purpose-driven initiatives, professional growth, and personal well-being. Clear governance provides employees with a roadmap for success, fostering a sense of direction, purpose, and empowerment.

# Ownership with Direction

Our ongoing efforts focus on embracing and applying effective strategies for diversity, equity, and inclusion while actively dismantling barriers. While our current shareholder model prevents us from obtaining minority business status, we remain committed to enhancing diverse representation within our company in the future, regardless of position, team, or role. Milepost's Board of Directors is currently comprised of our shareholders and plays a pivotal role in guiding our strategic direction.

## SHAREHOLDER MINORITY STATUS



**We are committed to enhancing diverse representation within our company in the future, regardless of position, team, or role.**



# Expanding Leadership

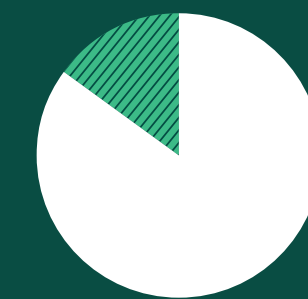
2023 was a year of change at Milepost, and one of those changes happened at the leadership level. As our team continued to grow, we needed to redefine our structure, allowing our leaders to guide current operations while also exploring future opportunities.

This led to the creation of two leadership layers: a three-person Leadership Team which supports key lines of business as they grow and scale, and a four-person Executive Team which focuses on shaping the company's future and strategy. Together, they make up the seven-person Executive Leadership Team.

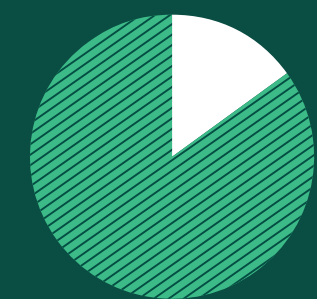
The Executive Team, which guides the Leadership Team, is overseen by our two shareholders and our Board of Directors.

**Empowering leadership at all levels facilitates the growth and scaling of each team and department, ultimately benefiting our employees by providing them with the support and mentorship they deserve.**

## EXECUTIVE LEADERSHIP TEAM COMPOSITION



**85%**  
female



**14%**  
minority



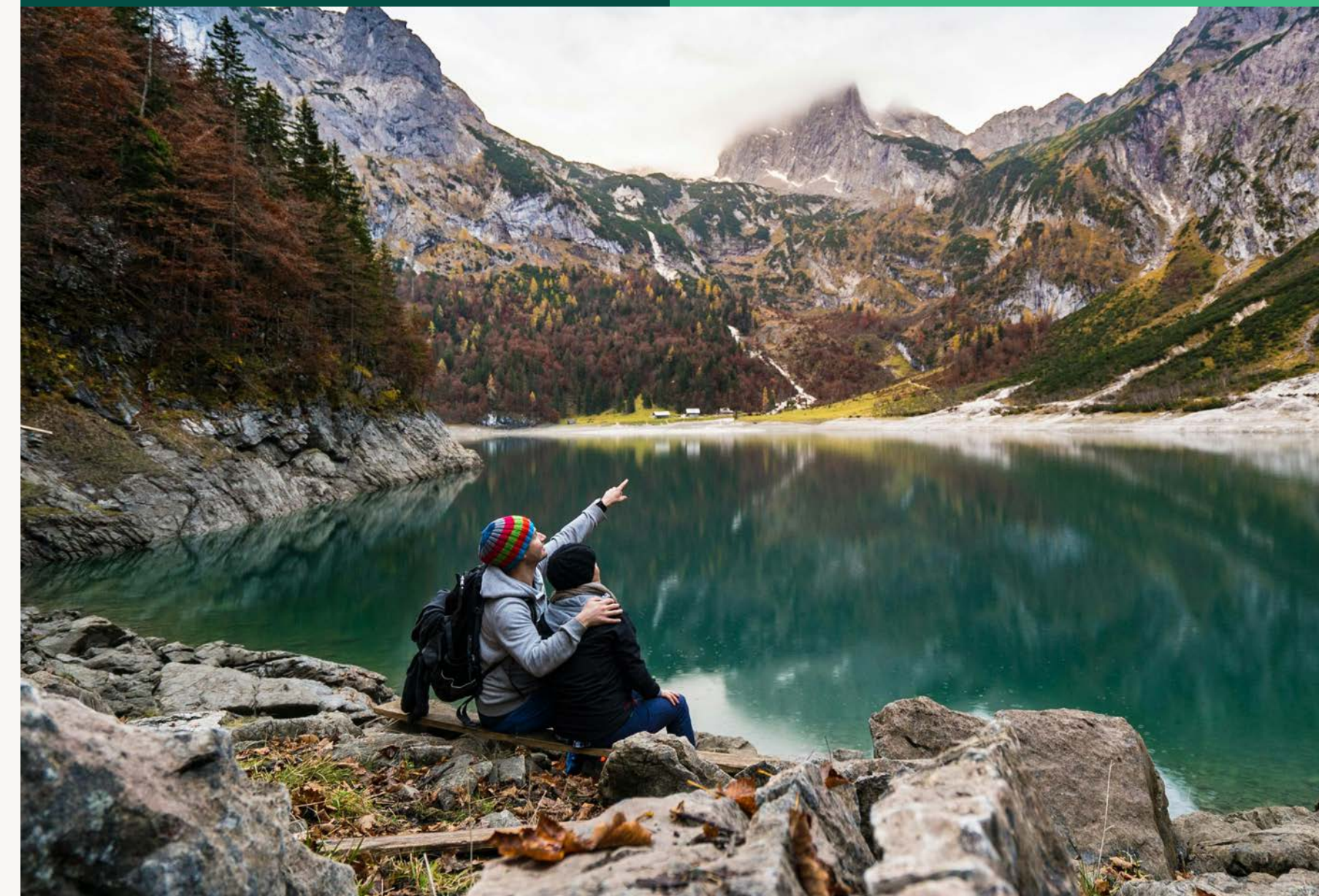


# Purpose in Practice

Milepost champions positive environmental and social impact through our principles and operations. We have operated as a Social Purpose Corporation (SPC) since 2017, focusing on creating lasting positive value by prioritizing our employees, community, and environment over profits.

Additionally, we adhere to rigorous, globally recognized criteria as a certified B Corporation. A proud B Corp since 2010, Milepost maintains the high-quality business practices necessary for certification.

**At our core, we are committed to promoting positive environmental and social change through our actions, the work we do, how we treat our employees, and the way we lead our company.**





# People



# The Power of People

In 2023, we strengthened our core and invested in the creation of key positions that reinforce our ability to support clients today and in the future. As our clients' needs continue to evolve, so does our company. By recruiting and retaining top talent, we cultivate a culture of continuous learning, ensuring our team thrives in an ever-evolving energy landscape.

**Investing in our people is not only a strategic move, but a fundamental commitment.**



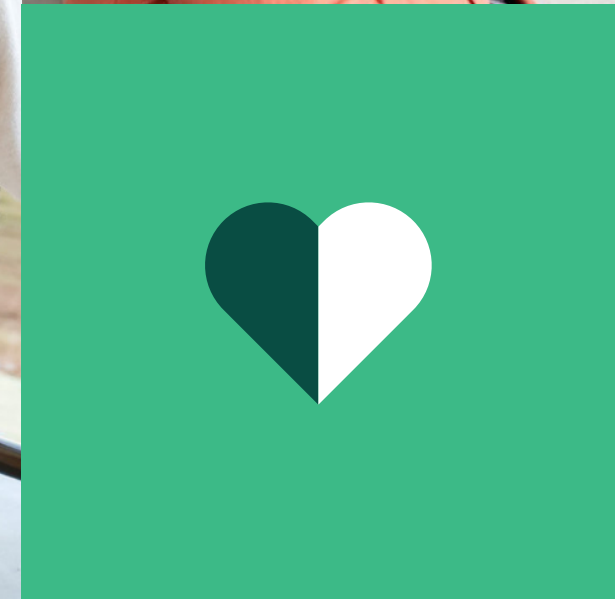


# Team Well-Being

At Milepost, our people are our greatest strength. We strive to maintain a culture that balances the work we are passionate about with the personal lives that give us purpose. By prioritizing efforts that support physical, mental, and emotional health, we create an environment where individuals can thrive both personally and professionally.

Investing in employee well-being fosters a positive work culture while enhancing productivity, creativity, and overall job satisfaction.

**When our team members feel valued, supported, and cared for, they are better equipped to reach their full potential, driving success for themselves and our company.**





# Nurturing our Culture

Fostering a strong and positive culture isn't just desirable – it's the foundation upon which innovation thrives, fueling creativity and pushing the boundaries of what's possible. Cultivating a supportive and inclusive environment empowers our employees to bring their best selves to work, so we can bring our best work to our clients.

## The Milepost Culture Club

2023 saw the establishment of Culture Club. This employee-run initiative cultivates our culture through enriching events, feedback opportunities, and space for collaborating on the collective goal of a strong and healthy environment. The Club's goals provide the team with direction, fuel, and purpose.

### CULTURE CLUB GOALS



#### Create

a work environment where Milepost employees are seen, celebrated, and known both in and outside of work.



#### Provide

opportunities for cross-departmental communications and team building.



#### Develop

and implement purposeful habits and routines that underscore Milepost's vision statements.



#### Hold

intentional space for fun and laughter.



## Culture Club Hosts Merry Milepost

This annual holiday party brings together Mileposters for shared laughs, fun stories, and a moment to reflect on and celebrate our accomplishments. Titled Merry Milepost, this year's event provided plenty of opportunities to do both!

The event kicked off with debuting [#MilepostWrapped](#), a fun, staff-created video highlighting our team's 2023 work and achievements. This was followed by the dramatic conclusion of "The Great Milepost Bake Off," a month-long cookie-making competition that showcased some of the staff's hidden talents and favorite holiday baked goods. We rounded out the event with the "Holiday Hunt," a yule-themed scavenger hunt that fostered some light-hearted competition and a jolly good time.





# Driving Professional Development

The Milepost family has grown, and we could not be more excited for the future of our organization. Restructuring brought clarity to our reporting structure, yielding more defined roles, responsibilities, expectations, and a more meaningful professional development program.

Each employee received a formal career coach based on their goals, strengths, and areas of opportunity. This ensures that employees are not just fulfilled in their current roles but are prepared for the next step in their careers.

We also developed an official review and performance management process to ensure employees know exactly how they're doing and how to improve. Transparency and continuous learning are cornerstones of our culture, and implementing these processes will continue to enhance employee confidence, performance, and professional well-being.

**Transparency and continuous learning are cornerstones of the Milepost culture.**

**39%**  
of staff members  
were promoted  
in 2023





# Benefits for our Best Selves

Milepost proudly offers comprehensive company benefits that support employee health, well-being, and financial success. From medical, dental, and vision to paid parental leave and mental health support, employees have everything they need to make self and family care a priority.

# Employee Voices

Satisfied employees are not only more productive but also more engaged, innovative, and loyal. By fostering a culture of support, recognition, and personal growth, we empower our team members to thrive professionally and personally. Their satisfaction isn't just a metric on a spreadsheet; it reflects our commitment to their success and fulfillment.

Our 2023 engagement survey results showed us just how successful that investment has been. With an employee satisfaction score of 8.3 out of 10, we can confidently say that Milepost is a great place to work. Don't take our word for it; hear it straight from our employees!

**100%**

of employees  
receive benefits



## STAFF RETIREMENT PLAN BENEFITS

**100%**

employer match of  
up to 4% of income

**401(k)**

fully vested





**“I feel like the company consistently demonstrates its care for people. The work we do matters. I am more fulfilled at Milepost than any other place I have worked in my 20+ career.”**

MILEPOST EMPLOYEE

**“Working at Milepost has been a truly fulfilling experience. Not only do I have opportunities for advancement and promotion, but I also feel that my opinions are genuinely listened to.”<sup>1</sup>**

MILEPOST EMPLOYEE



**15%**  
attrition rate

EMPLOYEE  
SATISFACTION SCORE

**8.3** out of **10**

1. Quotes were collected anonymously through the Nashville Best Places to Work survey. Permission to share responses was granted by all employees.

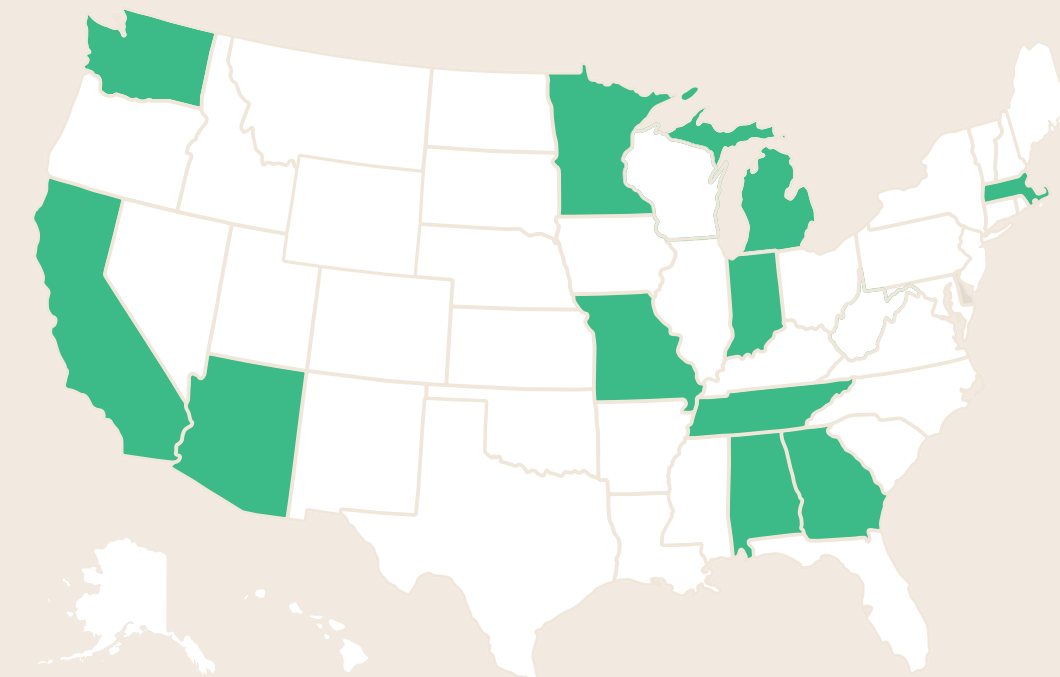
# Work-Life Balance

At Milepost, we recognize that achieving success isn't just about what happens within the confines of the office (or Zoom meetings!); it's about fostering a healthy balance between professional growth and personal well-being. We understand that our team members are not just employees, but individuals with multifaceted lives and responsibilities outside of work. That's why we prioritize work-life balance as a fundamental component of our culture.

# Thriving through Remote Work

In today's dynamic work landscape, Milepost champions remote work and flexible scheduling. We believe that some flexibility in where and when work gets done is essential for accommodating diverse lifestyles and maximizing productivity. This model empowers our team members to achieve a healthy work-life balance, reducing stress and increasing job satisfaction.

With 100% of our employees working remotely, communication and connectedness are at the core of our workday. Our work hours allow for flexibility, so employees can work when they're most productive while balancing other aspects of their lives.



**100%**  
remote workforce  
with employees  
spanning the  
country

**\$300**

business supplies  
reimbursement  
for new hires

**\$100**

yearly for  
tenured  
employees



**25**

full-time  
employees

**2**

part-time  
employees



# Life Beyond Work

We firmly believe that providing ample opportunities for rest, relaxation, and personal pursuits outside of work fosters a healthy work-life balance. Whether it's taking a mental health day or the vacation of a lifetime, our policies allow staff to take the time they need to return to work refreshed, energized, and ready to tackle challenges with renewed vigor.

## For the Greater Good

As a B Corp and Social Purpose company, Milepost prioritizes giving back to our communities in meaningful ways, and we offer paid volunteer time to support that.

Giving back isn't just about philanthropy; it's core to our identity as a socially conscious organization. Volunteering fosters camaraderie, strengthens teamwork, and instills pride in contributing to a greater cause.

By investing in volunteerism, we cultivate positive community relationships, attract driven talent, and contribute to the betterment of society. At Milepost, we believe that volunteering is a catalyst for positive change, both within our company and in the world around us.

160

annual  
paid vacation  
hours

80

hours of  
paid sick time



9

paid  
holidays

2

hours of  
voting time

12

weeks of paid  
parental leave

40

hours of paid  
volunteer time

**SPOTLIGHT**

## Celebrating Susan

[Susan Steffenhagen](#) was selected as a [Cystic Fibrosis Foundation \(CFF\)](#) - Top 30 Under 30 honoree in 2023, which recognizes young professionals who exhibit meaningful professional and philanthropic contributions to the Nashville community. Through this program, participants complete a 16-week training program to develop and hone fundraising skills for nonprofits. Each honoree is tasked with personally fundraising \$5,000 for the CFF, which lets them directly apply and practice their fundraising skillset.

**To reach her goal, Susan flexed her skills in relationship development and fundraising strategy to hold a successful Giveback Night at a local restaurant to inspire her network to make donations.**



# \$300k+

raised by the 2023 Top 30 Under 30 class to support ongoing CFF research and initiatives



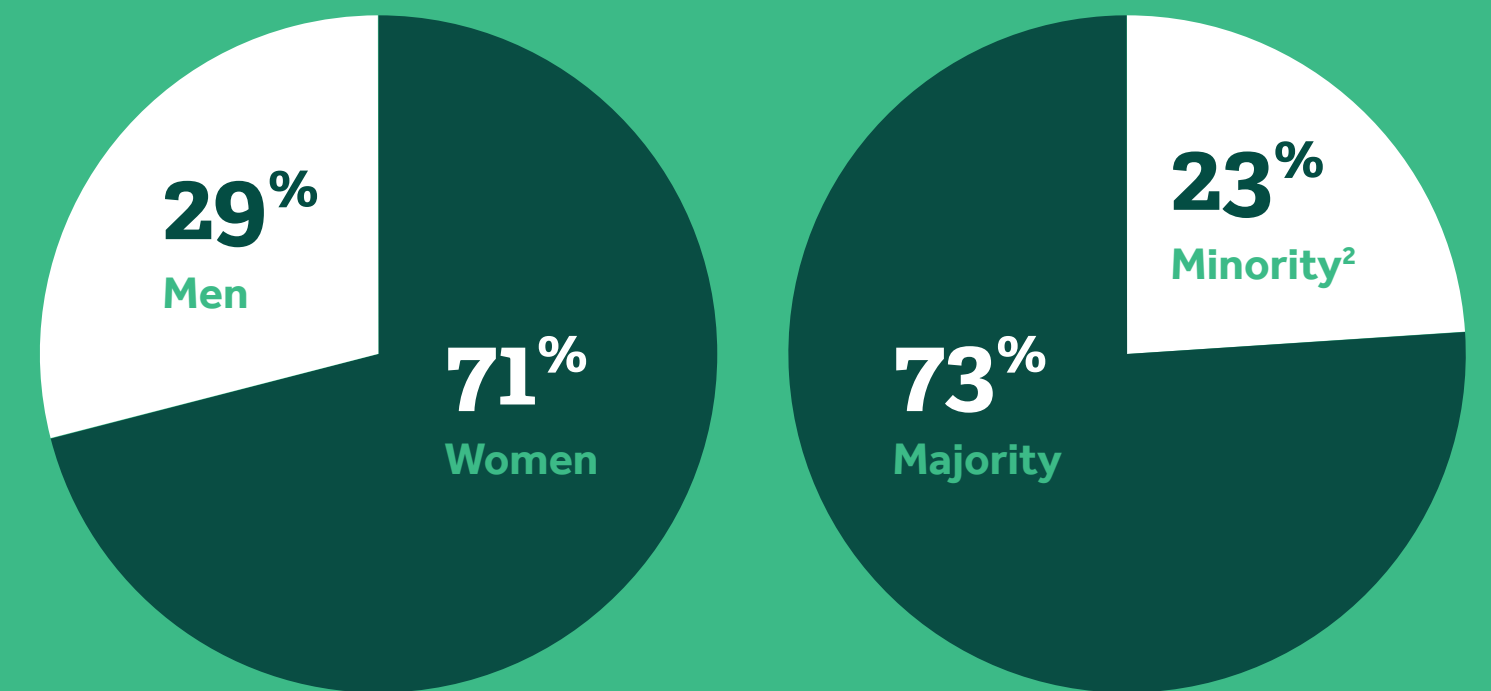
# Diversity, Equity, and Inclusion

Diverse perspectives, backgrounds, and experiences enrich an organization, driving innovation, creativity, and better decision-making. At Milepost, we believe that by prioritizing diversity, equity, and inclusion (DEI), we create a more vibrant and dynamic workplace and contribute to a more equitable and just society.

Our diversity allows us to approach projects from multiple angles, consider various viewpoints, and develop creative, comprehensive, and effective solutions. We can engage a broad audience because we understand broad perspectives. Leaning into diversity of thought enables us to anticipate market trends and deliver unparalleled results.

“Everyone cares, and everyone’s unique perspective, background, and identity contribute to our success.”

MILEPOST EMPLOYEE



2. Minority is defined as persons of color, those who identify as LGBTQ+, and veterans. Employees are not explicitly asked to reveal this information, so actual representation may differ.



# Purchasing with Our Values

Milepost champions a sustainable purchasing policy to reduce our environmental impact and support local economies through our buying power. We give preference to vendors owned by underrepresented populations to promote diversity in our supply chain. While we do not operate our business from a building space that necessitates significant office supply purchases, we do have purchasing needs associated with training, software, and specialized services.

## MILEPOST PURCHASING PRIORITIES



**100% recycled or green materials**



**Small or MWBE-owned businesses**



**Locally based suppliers**



# Equal Opportunities for All

Milepost provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, sex, national origin, age, the presence of any mental, sensory, or physical disability, genetic information, gender identity, political ideology, military or marital status, or any other basis protected by federal, state, or local law. Milepost also prohibits harassment of any individual on the basis of any characteristic listed above.

We make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship for the company. We will also reasonably accommodate an employee's religious beliefs unless doing so would result in undue hardship for the company.

Our EEO policy governs all aspects of employment, including recruitment, selection, job assignment, work schedules, performance evaluation, promotion and advancements, compensation, transfer, layoffs, demotions, utilization of facilities, discipline, termination, and access to benefits and training.

## Clear Compensation

Compensation is solely determined by position and is not influenced by negotiating skills, race, gender, or other characteristics. We maintain complete transparency regarding salary levels and expectations throughout the hiring and promotion processes.

**1.9:1**  
high-to-low  
wage ratio





**SPOTLIGHT**

## Unlocking the Power of Grants

Through strategic partnerships and tailored solutions, Milepost assists clients in navigating the complex landscape of grant applications, boosting their chances of securing the funding they need to drive positive change. The passing of the Bipartisan Infrastructure Law (BIL) and the Inflation Reduction Act (IRA) brought a windfall of funding dollars, and our government team collaborations increased significantly in response.

**Together with our clients, we are building resilient communities, driving equitable growth, and creating lasting impact for generations to come.**



**\$765M**  
in federal grant applications submitted

**INITIATIVE GRANTS MILEPOST HAS SUPPORTED**

Solar infrastructure upgrades at K-12 public schools



Workforce development programs



Electric vehicles and charging equipment



Emerging technologies

# Planet





# Prioritizing our Planet

At Milepost, we recognize that our operations have an impact on the planet, and it is our responsibility to minimize that impact while maximizing positive outcomes.

**Our client work revolves around sustainability, supporting a clean energy future, community resiliency, and the elevation of other environmentally friendly practices.**

This commitment to sustainability extends to our staff; we encourage them to adopt eco-friendly behaviors at work and in their personal lives. By prioritizing environmentally conscious practices and initiatives, we reduce our carbon footprint and help safeguard the planet for future generations.





# Emissions

Measuring our carbon emissions provides a clear understanding of the environmental impact of our company's operations. By knowing our impact, we can make informed decisions on reduction strategies and offset our emissions for necessary business operations, doing our part to mitigate climate change.

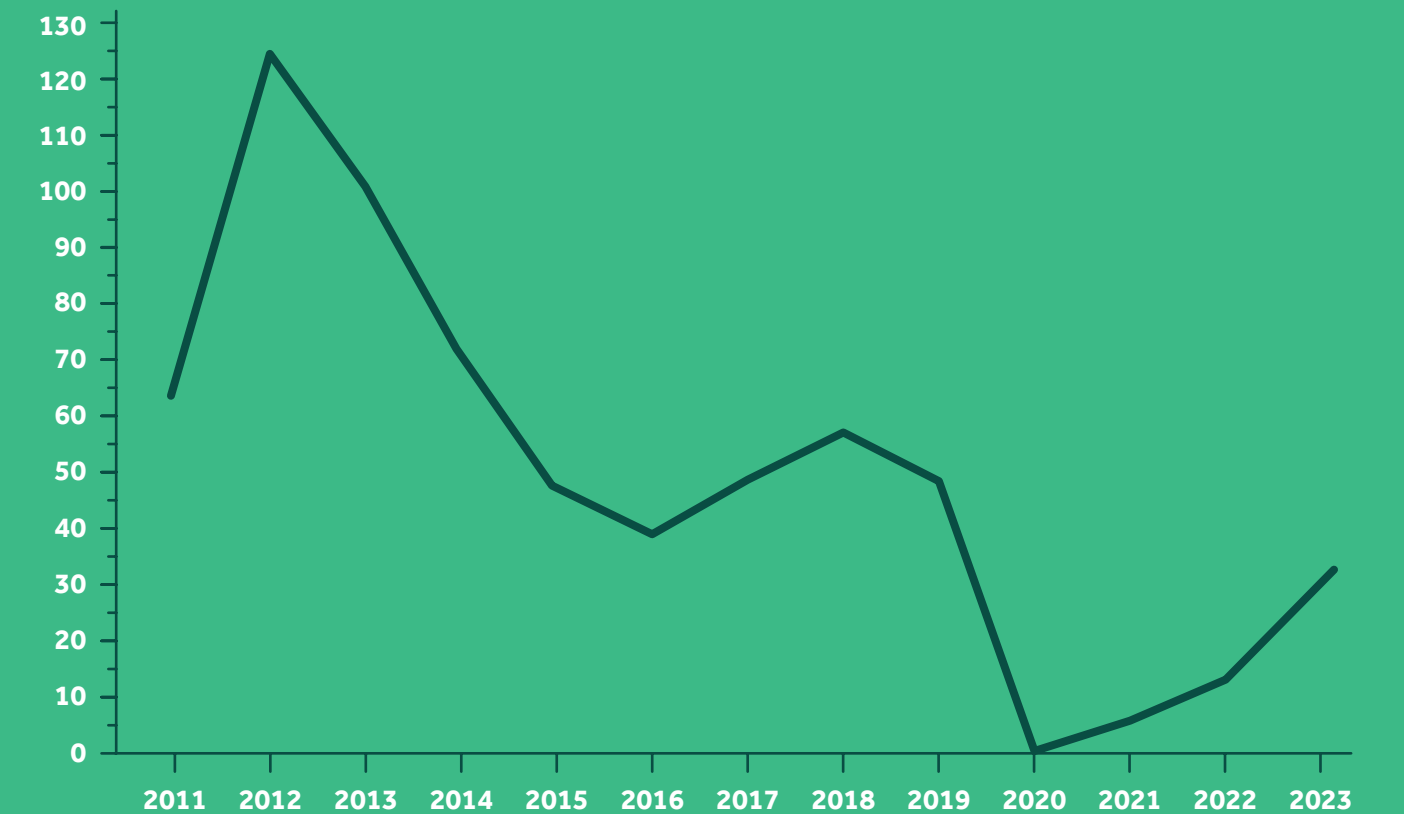
As a remote workforce, Mileposters work from their homes, limiting our ability to track Scope 1 and 2 emissions. Our Scope 3 emissions primarily come from business travel<sup>3</sup> – an even greater consideration as our company grows in number and geographic reach. To promote responsible business travel, we advocate for taking necessary, reasonable trips, using shared or public transportation, and minimizing long-distance travel when possible.

The increase in our 2023 carbon emissions compared to the past two years is largely due to business activity returning to pre-pandemic levels, the rise in business travel of our innovation team, and a growing staff size.

<sup>3</sup> Travel emissions include air miles, road miles, train miles, and hotel stays. In some cases of shared accommodation, data is extrapolated to our best ability.

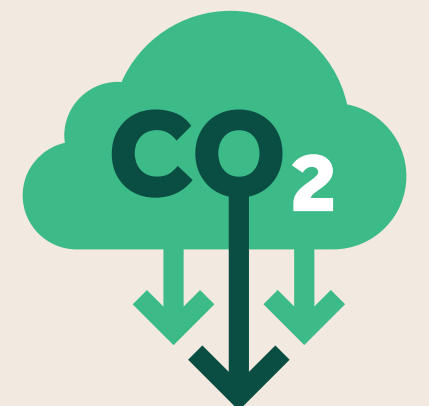
<sup>4</sup> Milepost was not able to calculate emissions for 2020 due to the impact of COVID-19 on our ability to gather necessary data.

TOTAL MT CO<sub>2</sub>e<sup>4</sup>



**33.46**

metric tons of CO<sub>2</sub>e  
(Scope 3)





# Offsetting Emissions

Milepost partners with [Conservation through Research Education and Action \(CREA\)](#) to offset our carbon emissions from business travel. CREA is a nonprofit organization in Panama that oversees the Cocobolo Nature Reserve, a 1,000+ acre home to endangered ecosystems and species.

Preserving this land maintains connections to wilderness corridors and protects this environment from hunting, the conversion to farmland, and other drastic landscape changes that negatively affect biodiversity. The rainforests across Cocobolo act as carbon sinks, storing carbon that would otherwise be released into the atmosphere through deforestation. We are excited and proud to help further their mission to enhance conservation through research, education, and action.

In 2023, we continued to offset our emissions in alignment with the federal administration's social cost of carbon. **The social cost of carbon accounts for the negative impacts of emissions not currently covered by the price people pay for fossil fuels and other GHG-emitting activities.**

# 100%

of Milepost's  
calculated  
emissions have  
been offset for  
the past 12 years



**Paying for the true cost of emissions aligns with our core values and is a small price when compared to the extensive societal impacts of climate change.**

**SPOTLIGHT**

## Boosting Energy Innovation

In 2023, our innovative work with the nation's largest public power company continued to grow. Our efforts contribute to meaningful programs that support different aspects of decarbonization, such as electric vehicle adoption and grid resilience and modernization.

Our expertise in energy, sustainability, communications strategy, and public engagement enables us to propel programs and initiatives with intention and make a lasting impact. We've created animated videos explaining technical concepts of the grid, won federal funding opportunities to advance clean energy technologies, and even developed strategies for engaging communities around energy storage.

We proudly stand at the forefront of initiatives that build a better tomorrow by channeling the strength of innovation and collaboration to create a brighter future for all.

**Our expertise in energy, sustainability, communications strategy, and public engagement enables us to propel programs and initiatives with intention and make a lasting impact.**





# Prosperity



# Prosperity for All

Our organization's prosperity plays a key role in creating a secure, rewarding, and thriving environment for our employees. Leveraging our collective expertise and resources enables us to deliver tangible results that benefit not only our company, but our clients and the communities they serve. We prioritize investments and partnerships that drive meaningful growth and create positive outcomes for our employees, stakeholders, and the planet.

## Partnership with APPA

Formed in 2022, our partnership with the American Public Power Association (APPA) provides an opportunity to extend our impact by collaborating with APPA and its 1,400 public power utility members. Offering our off-the-shelf energy education program, the [Monster Detective Collective](#), highlights our industry expertise in behavior change and engagement to support partners in achieving their business objectives easily and affordably. APPA promotes the Monster Detective Collective across its various marketing channels and at conferences, further engaging future audiences in the services Milepost offers.

### Celebrating Public Power

Our partnership with APPA provides their members with access to Monster Detective Collective-branded resources to help them promote the value of public power in their communities.



Approximately  
**160k**  
 public power GIF  
 and sticker views  
 on Instagram



# Investing in our Future

Milepost prioritizes financial transparency, shared profits, and significant involvement for all team members. The more we earn, the more we invest in our employees and company.

Reinvesting profits allows us to fuel initiatives that drive tangible results, whether through expanding our team and service offerings, enhancing client experiences, or scaling our impact. A strong financial position empowers us to uphold our mission and values.

**By ensuring we have the resources to serve our clients and the energy industry for years to come, we can continue to drive positive change and make meaningful contributions to society and the environment.**

## NORMALIZED P&L

Revenue	100%
<b>Operating Expenses</b>	
▪ Payroll & benefits	74%
▪ Professional fees	6%
▪ Travel expense	3%
▪ Interest	<1%
▪ G&A	3%
▪ Other	8%
<b>Total Operating Expenses</b>	<b>96%</b>
<b>Net Income</b>	<b>5%</b>

**\$3.8M**

in revenue, with a 5% profit margin

**24%**

of profits given as employee bonuses

**76%**

reinvested in our business

**0%**

distributed to shareholders



**Thank you!**

[engagemilepost.com](https://engagemilepost.com)