

**CHARTER OF THE BID REVIEW COMMITTEE OF
THE BOARD OF DIRECTORS OF
INFRASTRUCTURE AND ENERGY ALTERNATIVES, INC.**

I. PURPOSE OF THE COMMITTEE

The purpose of the Bid Review Committee (the “Committee”) of the Board of Directors (the “Board”) of Infrastructure and Energy Alternatives, Inc. (the “Company”) shall be to oversee the Company’s risks associated with significant project bids under consideration by the Company.

The Board recognizes that management has primary responsibility for the development and implementation of the Company’s bidding strategies. The Committee has been formed to assist the Company in assessing and overseeing the risks associated with such strategies and to perform such further functions as may be consistent with this Charter or assigned by applicable law, the Company’s charter or bylaws or the Board.

II. COMPOSITION OF THE COMMITTEE

The Committee shall consist of at least three directors appointed annually by the Board. Each member of the Committee shall be qualified to serve on the Committee pursuant to the requirements of the Nasdaq Stock Market (the “Nasdaq”) and the rules of the SEC, and any additional requirements that the Board deems appropriate. Members of the Committee shall also qualify as “non-employee directors” within the meaning of Rule 16b-3 promulgated under the Securities Exchange Act of 1934, as amended.

The chairperson of the Committee shall be designated by the Board, *provided* that if the Board does not so designate a chairperson, the members of the Committee may designate a chairperson.

Any vacancy on the Committee shall be filled by the Board. No member of the Committee shall be removed except by the Board.

III. MEETINGS AND PROCEDURES OF THE COMMITTEE

The Committee shall meet as often as it determines necessary to carry out its duties and responsibilities. In discharging its responsibilities, the Committee shall have full access to any relevant records of the Company. The Committee, in its discretion, may ask members of management or others to attend its meetings (or portions thereof) and to provide pertinent information as necessary.

A majority of the members of the Committee present in person or by means of a conference telephone or other communications equipment by means of which all persons participating in the meeting can hear each other shall constitute a quorum.

The Committee shall maintain minutes of its meetings and records relating to those meetings and shall report regularly to the Board on its activities, as appropriate.

IV. DUTIES AND RESPONSIBILITIES OF THE COMMITTEE

The Committee shall have the following duties and responsibilities with respect to the Company’s bidding process and project reviews:

(1) Review and approve all bids submitted by the Company’s subsidiaries that have, in the judgment of management, an unusual or unique risk profile or have a bid value in excess of \$125,000,000 but not in excess of \$200,000,000. Only the Board shall review and approve bids with values in excess of \$200,000,000.

(2) For all bids submitted to the Committee and the Board for review and approval, only those directors who are free of potential conflicts of interest shall be entitled to review such bids. Directors having

financial, executive, fiduciary or other ownership interests in any known counterparties and/or competitors involved in any bid process shall be deemed to have a potential conflict of interest and shall not be entitled to review any such bid proposed to be submitted by the Company's subsidiaries.

V. EVALUATION OF THE COMMITTEE

The Committee shall, no less frequently than annually, evaluate its performance. In conducting this review, the Committee shall evaluate whether this Charter appropriately addresses the matters that are or should be within its scope and shall recommend such changes as it deems necessary or appropriate. The Committee shall address all matters that the Committee considers relevant to its performance, including at least the following: the adequacy, appropriateness and quality of the information and recommendations presented by the Committee to the Board, the manner in which they were discussed or debated, and whether the number and length of meetings of the Committee were adequate for the Committee to complete its work in a thorough and thoughtful manner.

The Committee shall deliver to the Board a report, which may be oral, setting forth the results of its evaluation, including any recommended amendments to this Charter and any recommended changes to the Company's or the Board's policies or procedures.

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While the members of the Committee have the duties and responsibilities set forth in this Charter, nothing contained in this Charter is intended to create, or should be construed as creating, any responsibility or liability of members of the Committee, except to the extent otherwise provided under applicable federal or state law.

The business of the Company is managed under the direction of the Board and the various committees thereof, including the Committee. The basic responsibility of the Committee is to exercise its business judgment in carrying out the responsibilities described in this Charter in a manner the Committee members reasonably believe to be in the best interest of the Company and its stockholders. In fulfilling their responsibilities hereunder, it is recognized that members of the Committee are not expected to assume an active role in the day-to-day operation or management of the Company.

APPROVED AND ADOPTED AS OF MARCH 1, 2022