

# DIVERSITY STATEMENT & ACTION PLAN

*Updated June 2016*

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## DIVERSITY STATEMENT

Cascade Energy is committed to a culture valuing diversity and inclusivity. Our people are our most important competitive advantage, and our practices and policies reflect this commitment.

We come to work every day striving for continuous improvement. We are dedicated to making industrial energy efficiency happen in smart, measurable, and sustained ways for our customers. We take our core values seriously and support one another in our collective commitment to:

- Do the right thing
- Put others first
- Seek shared success
- Learn constantly
- Be industrious

Cascade employees are a unique and varied group of talented, intelligent individuals. We respect our differences, and recognize that, in many ways, our differences make Cascade stronger.

We have built a company where people take pride in their work and can take advantage of a rich work environment with many opportunities for both professional and personal growth.

At Cascade Energy, during the hiring process and in our day-to-day interactions, we do not tolerate any acts of discrimination by, or against our team. Our Diversity Action Plan explains in detail about our commitment to diversity and inclusivity.

*“At Cascade we strive to maintain an environment characterized by respect, fairness, and inclusion. A diverse workforce is an exceptionally valuable asset to innovation and excellence. We take pride in our collective achievements. Diversity in thinking and experience makes Cascade a BETTER company.”*

—Marcus Wilcox, CEO

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**A Committed Leadership**

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## OUR DIVERSITY ACTION PLAN

At Cascade, we want it all – the best people for the job AND a diverse team. We will always hire the most qualified individual for the job regardless of race, ethnicity, gender, age, disability, veteran status, sexual orientation, social or economic status, and religious or political beliefs. At the same time, we will employ recruiting efforts that ensure a highly diverse pool of qualified applicants. We are confident that diversity and the best person for the job go hand in hand.

Our diversity action plan identifies strategies to:

- Develop a diverse applicant pool by reaching out to organizations that are inclusive of women, minorities, veterans and individuals with disabilities;
- Provide learning and development opportunities for employees to maximize their potential; and
- Continue to build a diverse and inclusive workplace environment and culture.

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### STRATEGY 1

#### **Recruit for Workforce Diversity, Including Veterans, Disabled, Women, and Minorities**

We strive to recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce reflecting all segments of society, including veterans, women, and minority professionals. Cascade collaborates with professional and academic organizations, local schools, community colleges, and universities in our outreach efforts to hire veterans, women, and minorities. Additionally, we participate in government- and military-sponsored programs strengthening diversity in our workforce. As with all Cascade employees, we encourage veterans, women, and minorities in their career aspirations and offer support so they can achieve their full potential in their careers as professionals, managers, and leaders.

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### STRATEGY 2

#### **Internship Opportunities for Veterans, Disabled, Women, and Minorities**

Cascade Energy strives to make available paid-internship opportunities that serve urban, ethnically diverse populations. The goal of these internships is to provide exposure to the professional work environment, and to motivate students pursue further education towards professional careers in fields related to engineering, technology, and energy efficiency. Even

if our interns choose another field, we know they will have gained valuable real-world experience working in a professional environment at Cascade.

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## STRATEGY 3

### **Contracting with Veteran-, Disabled-, Women-, and Minority-Owned Businesses**

Cascade Energy currently collaborates with a number of veteran-, women-, and/or minority-owned businesses, third parties, and outside contractors. The majority of our customers value, encourage and (in some cases) require a robust diversity plan, and a diverse team in their requests for proposals for Cascade’s services. We seek partners and customers that share Cascade’s values regarding diversity.

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## STRATEGY 4

### **Provide Development Opportunities for all Employees, including Veterans, Disabled, Women, and Minorities**

Cascade recognizes that professional development for all employees is essential for the company’s continued success, employee satisfaction, and career growth. Our goal is to promote a culture encouraging collaboration, flexibility, and fairness enabling individuals to develop their full potential and encouraging employee retention.

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## MOVING FORWARD: OUR GOALS FOR THE FUTURE

By taking a strategic approach to diversity and inclusivity—aligning two-way communication, outreach, hiring, retention, and creating a culture of inclusivity based on our strategic goals and priorities—we are confident we can have a positive impact on the success of our workforce over the long-term.

In order to achieve our goals, we continually track our progress and make adjustments, as needed. We analyze results to assist in assessing best practices. We review our plan annually to assess progress and incorporate revisions as necessary. We continue to engage our entire team to ensure diversity and inclusivity remain an important part of our business model and culture.

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# ADDENDUM: UPDATES AS OF JUNE 2016

## Annual Tracking and Goals

Cascade enlists the expertise of an Affirmative Action Plan specialty provider to help guide and support our affirmative action efforts. Annual and mid-year tracking provides the data for analysis, and helps ensure accurate focus on our efforts. With this guidance, we have established the following placement goals for our April 1, 2016-March 31, 2017 Plan Year:

As per the standards established by the OFCCP,

- Our Work Force Utilization Goal for Individuals with Disabilities is 7%
- Our Hiring Benchmark for Self-Identified Protected Veterans is 7%

The following job groups are focus areas for our outreach and recruiting efforts. We will continue our efforts to expand our qualified applicant pool, and to identify qualified internal candidates for these job groups, with placement goals as follows:

- Executives – increase Women hiring to represent 25% of this job group
- Managers - increase Minority hiring to represent 14% of this job group
- Professionals – increase Minority hiring to represent 18% of this job group
- Office & Clerical – increase Minority hiring to represent 16% of this job group

## Reporting

Our leadership team reviews progress and publicizes our diversity achievements through company-wide electronic communications and/or annual meetings. Our diversity statement and plan are available on our internal employee website. Our diversity philosophy is displayed on our company website.

## Outreach Efforts and Results

### Strategy #1 - Recruit for Workforce Diversity

#### Outreach:

Customized recruiting outreach efforts for each open requisition, with the goal of broadening our reach to a more diverse candidate pool. This includes participation in various university- and veteran-focused career fairs, as well as utilizing job-posting resources such as job boards on a wide variety of diversity-focused websites.

**Results:**

Our Female workforce has increased 9% in the past 5 years, growing from 27% of our company in 2012, to 36% as of March 2016.

**Strategy #2 - Internship Opportunities for Veterans, Disabled, Women, and Minorities**

**Outreach:**

Internships have been extended through the following partnerships:

- De La Salle North Corporate Work Study Program  
Cascade Energy partners with this urban, ethnically diverse school in Portland, Oregon, dedicated to supporting students of low-income families who are at, or below 75% of the median income. Their student body is highly diverse with 35% African American, 26% Hispanic, 12% Multiracial, and 5% Asian. Each student intern works five days per month in a job-sharing team comprised of four students. Working in a rotating schedule, each team fills one FTE job at Cascade. The program sets the tone for student behavior and expectations in the workplace.
- Emerging Leaders Internship (ELI) Program  
The ELI Program is a new initiative of the Portland Leadership Foundation. In collaboration with Worksystems, the Portland-Metro workforce development board, they identify paid internships for talented students of color at Portland companies. The program’s vision is to create opportunity and mentorships for students of color to influence a truly diverse global marketplace.  
We provide a Summer Internship within our Information Technology (IT) Department for a college student, helping build and repair laptops, providing internal service for IT Help Desk Tickets, and learning about computers, network systems, and customer service best practices.

**Results:**

86% of Cascade’s Internships have been filled by Veterans, Women, and Minorities.

**Strategy #3: Contracting with Veteran-, Disabled-, Women-, and Minority-Owned Businesses**

**Outreach:**

We have instituted the use of a Supplier Diversity Self-Certification form, in order to identify the status of our vendors, suppliers, and subcontractors.

**Results:**

Cascade partners with the following vendors, suppliers, and subcontractors:

- Veteran-Owned/Disabled Veteran-Owned:  
EMP2 , JE Engineering, McClure Engineering
- Women-Owned:  
Airclean Engineering, Inc., Cascade Energy Solutions, Hopcroft Consulting
- Minority-Owned:  
Alternative Energy Systems Consulting, Roshan Consulting

**Strategy #4: Provide Development Opportunities for all Employees, including Veterans, Disabled, Women, and Minorities****Outreach:**

We have implemented a customizable Development Plan to provide growth and advancement opportunities to meet the needs of all employees individually. We recognize the development needs of individual employees may vary. As a result, the Development Plan offers resources, training tools, and cohort learning programs with the intent to identify development strategies, offer opportunities for professional growth, and establish paths for career advancement. Each employee is encouraged to customize a Development Plan to meet his or her own learning needs.

**Results:**

Cascade provides time and resources for a wide variety of training and skill development opportunities. Recognizing that our workforce has a broad spectrum of learning styles, we encourage our team to identify development activities that adapt to their needs. These include:

- Internal Cohorts
- Special project assignments
- Coaching & Mentoring of others
- Industry Conferences
- External Seminars
- Self-Paced Learning options – webinars, online classes, etc.
- Professional Certification