

DIVERSITY STATEMENT & ACTION PLAN

Updated July 2018

DIVERSITY STATEMENT

Cascade Energy is committed to a culture valuing diversity, equity, 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, equity, 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, experience, and perspective makes Cascade a BETTER company.”

—Marcus Wilcox, CEO

A Committed Leadership

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 employ recruiting efforts that ensure a broad and 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.

We track our outreach, recruiting, and hiring activity each year, and utilize an independent, third party to assist us in assessing our results and creating our Affirmative Action Plan. We consider this data when evaluating the success of these strategies.

STRATEGY 1

Recruit for Workforce Diversity, Including Women, Minorities, Veterans, and Individuals with Disabilities

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

STRATEGY 2

Internship Opportunities for Women, Minorities, Veterans, and Individuals with Disabilities

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 to pursue further education and STEM (Science, Technology, Engineering, and Mathematics) 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.

STRATEGY 3

Contracting with Diverse-Owned Businesses

Cascade Energy strives to collaborate with diverse-owned businesses, vendors, and sub-contractors, including small disadvantaged; women-owned; veteran-owned; and service disabled veteran-owned business concerns. 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.

STRATEGY 4

Provide Development Opportunities for all Employees, including Women, Minorities, Veterans, and Individuals with Disabilities

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.

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 gauge 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.

ADDENDUM: JULY 2018 UPDATES

Annual Results

Cascade enlists the expertise of an Affirmative Action Plan specialty provider to help guide and support our affirmative action efforts, and ensure compliance with the requirements and benchmarks established by the Office of Federal Contract Compliance Programs (OFCCP). Annual tracking provides the data for analysis, guidance on benchmarks and goals, and helps ensure accurate focus of our efforts.

Following is a snapshot of our standings as of the reporting year of April 1, 2017 to March 31, 2018:

| Work Force Utilization Area | Results |
|---|---------|
| Percentage of Women of Total Work Force | 38.0% |
| Percentage of self-identified Individuals with Disabilities | 12.0% |
| Percentage Minority of Total Work Force | 9.8% |
| Percentage of self-identified Protected Veterans | 2.4% |

In the coming year, we will continually work to identify resources for our outreach and recruiting efforts in order to expand our qualified applicant pool and identify qualified internal candidates. Hiring goals identified for the current reporting period include increasing Minority hiring throughout our organization.

Proactive Initiatives

- Cascade’s Board and Leadership team meet regularly, and their discussions include review of our diversity goals, monitoring progress towards them, and providing management guidance on these efforts.
- We share the results of our diversity efforts with our team members annually, and post this Diversity Statement and Action Plan on our company-wide intranet site.
- We have formed a People Strategic Team, comprised of a broad cross-section of Cascade Energy team members tasked with discussing, contributing feedback, and offering solutions for issues that affect our employees. These issues can include benefits, employment policies, employee engagement, development, and diversity and inclusion.
- Our Human Resources team engages in continuous learning, attending conferences, participating in webinars, and staying informed on recruiting best practices for diversity and inclusion.
- We share our philosophy with the public by publishing our Diversity Statement and Action Plan 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. Part of these efforts include increased attention to our written job descriptions and job posts, to ensure language that can attract a broad, qualified candidate pool.

Results:

Our Female workforce has increased from 27% of our company in 2012, to 38%, as of March 2018.

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, composed of African-American (5%), Latino/Hispanic (15%), Asian (3%), Caucasian (56%), Filipino (6%), multiracial (10%), American Indian (1%), Pacific Islander (2%), and other (2%). 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 administrative support position at Cascade. The program sets the tone for student behavior and expectations in the workplace.

Emerging Leaders Internship (ELI) Program

The ELI Program is an initiative of the Portland Leadership Foundation. In collaboration with Worksystems, the Portland-Metro workforce development board, they identify paid internships at Portland-area companies for talented students of color. The program's vision is to create opportunity and mentorships for students of color to influence a truly diverse global marketplace. Every year, we provide a summer internship within our Information Technology (IT) department for a college student. This student helps build and repair laptops; provides internal service for IT help desk tickets; and learns about computers, network systems, and customer service best practices.

Results:

83% of Cascade's internships during the most recent reporting period were filled by Women and Minorities.

Strategy 3: Contracting with Diverse-Owned Businesses

Outreach:

We strive to partner with a broad cross-section of diverse companies; it's a common goal shared by many of our customers. For example, our program administration contract with the Bonneville Power Administration establishes a subcontracting goal for diverse small business concerns. To track our progress towards this goal, we have instituted the use of a Supplier Diversity Self-Certification form in order to identify the diversity status of our vendors, suppliers, and subcontractors. The program management group for this contract also meets monthly to review progress towards this subcontracting goal and offer strategic ideas for increasing the percentage of subcontracting to diverse small businesses.

Results:

Cascade partners with a variety of diverse vendors, suppliers, and subcontractors, representing businesses classified as a Veteran-Owned Business Concern, Service-Disabled Veteran-Owned Small Business Concern, Women-Owned Small Business Concern, and Small Disadvantaged Business Concern.

Strategy 4: Provide Development Opportunities for all Employees, including Protected Veterans, Individuals with Disabilities, Women, and Minorities

Outreach:

We have implemented a customizable Development Plan to provide growth and advancement opportunities to meet the needs of all employees. 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. Employees are encouraged to choose a Development Plan to meet their own learning needs.

Results:

Cascade provides an allocation of hours for each employee, 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 and Mentoring Others, Industry Conferences, External Seminars, Self-Paced Learning Options (webinars, online classes, etc.), and Professional Certifications.