



Cascade **Energy**®

PROUDLY  
EMPLOYEE  
OWNED

JUNE 2024

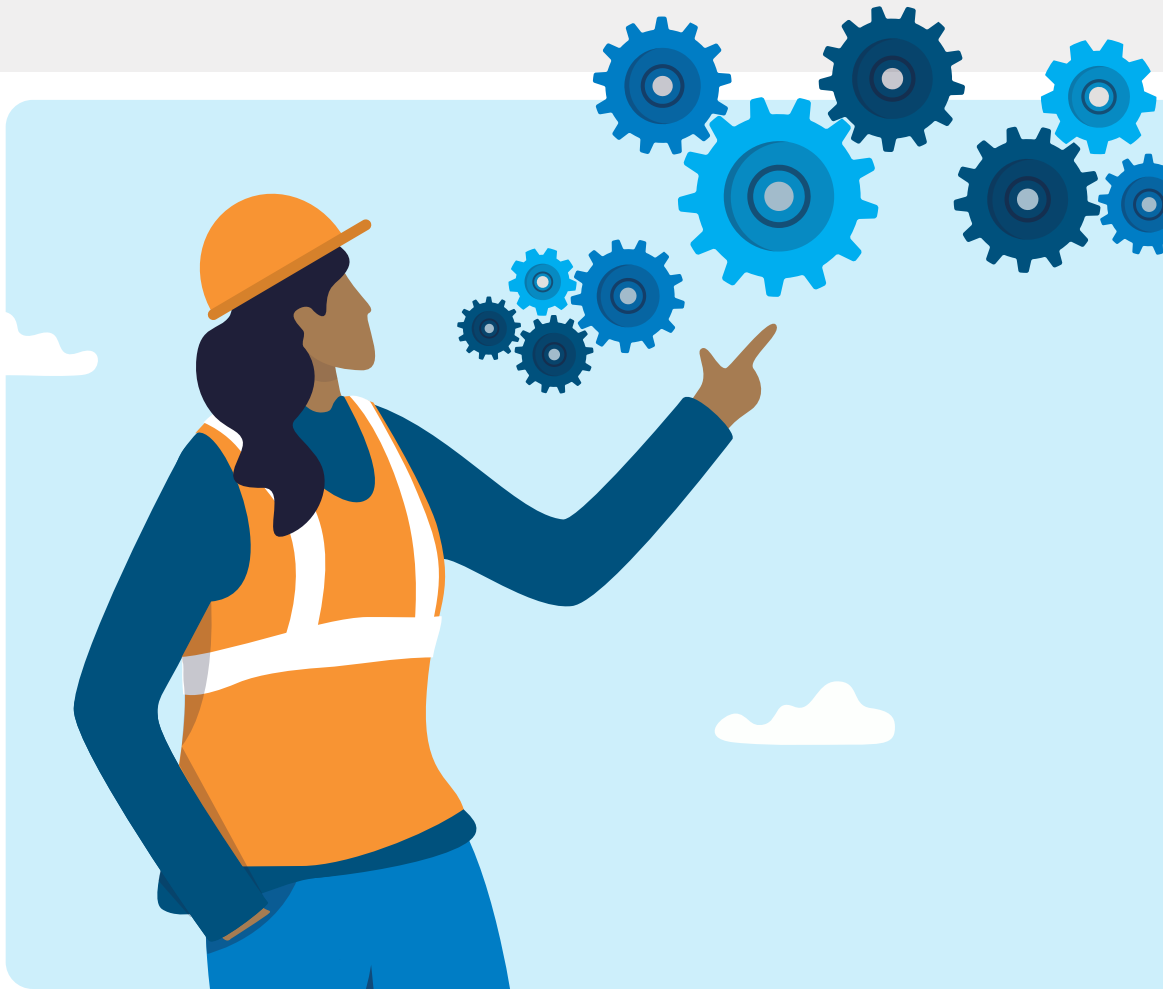
# 2023 SUSTAINABILITY REPORT



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*Goals and Achievements*  
*Greenhouse Gas Inventory*

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## Our Commitment

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At Cascade Energy, we are firmly committed to conducting our business in a sustainable and responsible manner, protecting the health and safety of our employee-owners, the communities where we work and live, and the environment. We are dedicated to bringing transformative change to our business and our industry through continuous improvement of our services and operations.

In 2016, Cascade established an internal Green Team to lead its sustainability efforts. This report describes Green Team results for 2023 as well as 2024 goals and objectives. Please see our full Sustainability and Environmental Statement at [cascadeenergy.com/sustainability](https://cascadeenergy.com/sustainability).



# Driving Energy Savings

Cascade’s sustainability priority is to motivate and support our customers to achieve their energy efficiency goals. In 2016, Cascade established a goal to deliver 900 aMW (7.9 billion kWh) of energy savings by 2028. In 2022, we switched from measuring in aMW to GWh and updated our 2028 savings goal to 8000 GWh. Also in 2022, we shifted to a climate-forward focus on the decarbonization impact of energy efficiency. With this focus, we set a new three-year goal to save 1.7 million metric tons of carbon dioxide equivalent by 2024. We will do this by continuing to provide best-in-class energy engineering, energy management, and decarbonization services to our customers.

## 3-YEAR DECARBONIZATION IMPACT GOAL

1.70  
MMTCDE

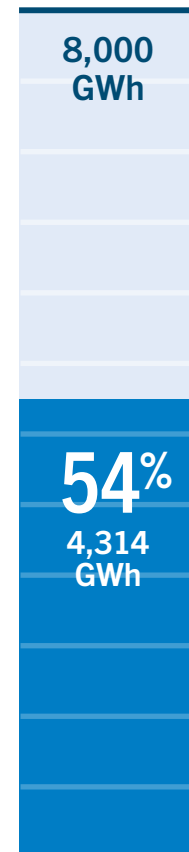


59%  
1.00  
MMTCDE

## ENERGY SAVINGS IN GWH (2016–2028)

	ANNUAL SAVINGS		CUMULATIVE SAVINGS	
	Goal	Actual	Goal	Actual
2016	353	353	353	353
2017	395	395	748	748
2018	410	425	1,159	1,173
2019	470	545	1,628	1,718
2020	512	561	2,141	2,278
2021	558	589	2,699	2,868
2022	609	594	3,308	3,462
2023	663	852	3,971	4,314
2028	1,021	-	8,000	-

## 2028 GOAL



8,000  
GWh

54%  
4,314  
GWh



# 2023 Goals and Achievements

## OFFICE DOWNSIZE SUSTAINABILITY

COMPLETE

<b>Objectives</b>	<p>In 2023, we will be moving our Portland headquarters to a new space. The purpose of this goal is to ensure sustainable practices are a core pillar of all new office build-out and move plans. Some practices include:</p> <ul style="list-style-type: none"> <li>• Incorporating energy efficient and sustainable elements in our requested tenant improvements.</li> <li>• Re-using as much equipment as possible or using sustainable, reclaimed, and/or recycled materials to furnish and build-out the new HQ.</li> <li>• Organizing a company-wide e-recycling event.</li> <li>• Following operational sustainability best practices while creating new office processes.</li> </ul>
<b>Status</b>	<p>We engaged in a number of activities to sustainably downsize our office move. These included:</p> <ul style="list-style-type: none"> <li>• We chose to reuse furniture rather than purchase new and were able to reconfigure cubicles to work in the new layout. By utilizing a furniture consultant, we were able to limit our use of new materials by sourcing connector hardware to make existing furniture work in new configurations in the new space.</li> <li>• Excess furniture that we did not reuse was donated for reuse with other organizations rather than being landfilled (as is unfortunately very often the case with office builds).</li> <li>• We directed discretionary tenant allowances towards double-glazed windows and smart lighting controls that were not in the original build specs, to improve overall energy efficiency of the new space.</li> <li>• We donated kitchen items to Community Warehouse, a nonprofit furniture and home goods bank.</li> </ul>
<b>Next Steps</b>	<p>Now that the new office space is officially moved, the Green Team will ensure that new systems are set up in way that continue to enhance and support Cascade's green values. See 2024 goals for more details.</p>

SUSTAINABILITY AND GREEN TEAM AWARENESS AND ENGAGEMENT		COMPLETE
<b>Objectives</b>	Green Team activity and awareness has dropped post-pandemic and the purpose of this goal is to reinvigorate the team and Cascade’s sustainability program. We will offer more frequent opportunities for connection and communication between the Green Team and Cascade at large, sharing sustainable practices that our employee-owners can use at work and in their everyday lives. Successful increased engagement can be measured by at least one employee-driven sustainability event (e.g. recycling event, bike commute participation) completed during the calendar year.	
<b>Status</b>	Throughout 2023: <ul style="list-style-type: none"> <li>• The Green Team was re-established, with new members added, specific roles were assigned, and quarterly meetings were held.</li> <li>• 2-Year Sustainability Report was published, along with more information relating to the projects our carbon offsets invested in.</li> <li>• We organized a company-wide e-recycling event that encouraged recycling across Cascade’s territories. We were able to recycle over 266 pounds of electronics and other materials across 6 offices.</li> </ul>	
<b>Next Steps</b>	Focus on how to increase company engagement in Green Team insights and events in a post-pandemic work environment.	

MAINTAIN SUSTAINABILITY, GHG, AND OFFSET REPORTING		COMPLETE
<b>Objectives</b>	As a part of standing Green Team activities we will continue to: <ul style="list-style-type: none"> <li>• Manage and update Cascade’s annual GHG inventory.</li> <li>• Purchase offsets to neutralize Scope 1, 2, and 3 carbon emissions where data is readily available in the annual GHG inventory.</li> <li>• Maintain accountability and transparency by publishing an annual sustainability report.</li> </ul>	
<b>Status</b>	GHG inventory updated with available Scope 1, 2, and 3 emissions; Offsets were purchased from Climate Impact Partners to offset all known emissions; 2021–2022 Sustainability Report was published and shared in June 2023.	
<b>Next Steps</b>	Continue maintaining an inventory, purchasing offsets, and publishing an annual report. Discuss and implement improvements where feasible/practical.	



## 2024 Goals

### GOAL NO. 1 OPTIMIZE KRESS OFFICE SET UP



**Objectives**

The Portland headquarters was successfully moved and downsized in 2023 in alignment with sustainable best practices where feasible. In 2024 the focus will be on setting up the new space with green features such as:

- Comprehensive waste management
- Commission building
- Using sustainable productions and office supplies

## GOAL NO. 2 MAINTAINING AND STRENGTHENING GREEN TEAM PROCESSES



- Objectives** In 2023, we decided to begin purchasing offsets to cover all of our calculated business emissions, not just business travel, starting with the 2021 and 2022 emissions. We have added this carbon offset objective to policy and procedure documents to ensure persistence.
- Prioritize GHG Inventories, Carbon-Offsetting, and Sustainability Report; improve processes where feasible/reasonable
  - Continue quarterly Green Team meetings
  - Seek new membership and encourage role change-over with a company-wide communication an internal coordination of current members

## GOAL NO. 3 COMPANY-WIDE ENGAGEMENT IN GREEN PRACTICES



- Objectives** In 2024 we want to host another e-recycling event that out-performs 2023. 2024 event improvements could include: update the timing to mid-year to avoid other fall/holiday company events, re-engage the local recycling companies that provided excellent service in 2023 and identify new options for the more expensive/logistically challenging partners, send more frequent reminders during the event time period, engaging office reps earlier in the process.
- Given the largely remote nature of Cascade’s workforce, the Green Team will encourage employees to practice sustainable habits while working from home. Communications and engagement should be ongoing throughout the year and will include actions like:
- Quarterly communications for at-home sustainability tips and advice
  - Share an at-home energy audit checklist and individual carbon footprinting tools
  - Acknowledgement of Earth Day (April 22nd) and Energy Efficiency Day (October 5th)

## GOAL NO. 4 IMPROVE SUSTAINABILITY OF CASCADE SWAG MATERIALS



- Objectives** Cascade’s People Team and our Employee Ownership Culture Committee are both exploring the usage of more company “swag” for new and existing employees alike. This goal is to work in collaboration with those teams to ensure that products that we include align with our sustainability goals. Examples of historic alignment include branded reusable grocery bags and blankets made from 100% recycled materials. An opportunity to improve the sustainability of our marketing materials handed out at tradeshow and conferences will also be explored.



## 2021–2022

Goal	Objectives	Result
<b>Select a Carbon Offset Partner, Purchase Carbon Offsets</b>	<ul style="list-style-type: none"> <li>• Author a written policy and procedures for calculation and purchase of offsetting credits related to Cascade’s business travel and office energy use.</li> <li>• Purchase offsets to cover 2020 business travel.</li> </ul>	<p><b>COMPLETE</b></p> <p>Cascade has completed carbon accounting for 2020, 2021, and 2022 and has purchased carbon offsets each year to offset our carbon impact from all calculated emissions.</p>
<b>Return to Offices in a Sustainable Fashion</b>	<ul style="list-style-type: none"> <li>• Research reputable options for purchasing Research more sustainable kitchen and bathroom materials.</li> <li>• Organize an electronics recycling event.</li> <li>• Restart the alternative transportation program and lottery.</li> <li>• Share sustainability tips with the entire Cascade team.</li> </ul>	<p><b>PARTIALLY COMPLETE</b></p> <p>The COVID pandemic has had a sustained impact on our in-office work throughout 2021 and 2022, with many employees opting to continue primarily working from home. We have continued to maintain sustainable practices in our offices during this time, but additional projects have been on hold.</p> <p>A positive impact of the new work location norms across the company has been the reduction in commute and associated greenhouse gas (GHG) impact from vehicles. With over 90% of our 200+ employees working from home most days, this equates to a significant reduction in commute-miles driven and GHG emissions.</p>
<b>Research Sustainability Certification</b>	<ul style="list-style-type: none"> <li>• Research green business certifications</li> <li>• Apply for a new green business designation</li> </ul>	<p><b>INCOMPLETE</b></p> <p>With the shift away from in-office work in 2021 and 2022, research into sustainability certification options was placed on hold. Although the Portland Sustainability at Work program has ended, we are still listed in the <a href="#">City of Portland’s Green Business Directory</a>.</p>
<b>Employee Awareness and Engagement</b>	<ul style="list-style-type: none"> <li>• Develop and improve organizational communication and engagement with Green Team activities and sustainability in general.</li> </ul>	<p><b>COMPLETE</b></p> <p>In 2022, we used company-wide emails and an internal MS Teams Community channel to update Cascade on our carbon inventory and offset purchasing, celebrate Energy Efficiency Day (October 5th), and share tips to increase everyday efficiency around the home. Employee-owners have also used the Community channel to share information about residential energy efficiency rebates and recommendations for energy efficient home technologies.</p>

# 2020

Goal	Objectives	Result
Host a Bulk Electronics Recycling Event	<ul style="list-style-type: none"> <li>Organize a one-time bulk electronics recycling event for the Portland office, extending it to the whole Eastside Exchange building if possible.</li> <li>Track pounds/numbers/types of items recycled.</li> <li>Pass on advice and lessons learned to remote offices to facilitate similar events within Cascade’s remote office communities.</li> </ul>	<p><b>INCOMPLETE</b></p> <p>COVID-19 workplace safety precautions kept our teams home for the majority of 2020. We were not able to organize a recycling event for the Portland office building.</p>
Establish a Policy of Purchasing Carbon Offsets for Business Travel	<ul style="list-style-type: none"> <li>Research reputable options for purchasing carbon offsets.</li> <li>Establish expected cost to offset 100% of business travel emissions.</li> <li>Author a written policy for Cascade to begin offsetting business travel emissions in 2020.</li> <li>Explore policies to provide options to reduce emissions through alternative travel options when possible (i.e. car, bus, train instead of air travel).</li> </ul>	<p><b>PARTIALLY COMPLETE</b></p> <p>Cascade selected Natural Capital Partners as our greenhouse gas emissions offset partner. We invested in funding greener practices among small- and medium-sized industrial manufacturers and construction contractors that use Hydrofluorocarbons (HFCs). This project helps manufacturers transition to low global warming potential (GWP) materials. Investment in this US-based project offset our 2019 business travel emissions.</p>
Improve the Sustainability of the Kitchens and Bathrooms	<ul style="list-style-type: none"> <li>Evaluate “tree-free” paper towel and toilet paper options.</li> <li>Evaluate alternatives to paper towels in bathrooms (air dryers, hand towels, etc.).</li> <li>Research feasibility of a “Waste Audit” to provide further insight on how to reduce waste.</li> <li>Reduce electricity consumed by kitchens and bathrooms in all offices by reducing or shutting-off non-essential appliances.</li> <li>Share best practices to all employees on energy efficiency tips while working at home.</li> </ul>	<p><b>INCOMPLETE</b></p> <p>To adapt our office management during the COVID-19 era, the Green Team worked with office managers to shut of non-essential appliances such as the drink fridge and battery backup power banks. We also adjusted thermostats to save energy in offices with low occupancy. The Team also shared energy-saving tips with Cascade employees working from home and posted energy-saving tips on LinkedIn.</p>
Maintain Portland’s Sustainability at Work Certification	<ul style="list-style-type: none"> <li>Meet with the City of Portland to review requirements to maintain certification.</li> <li>Complete all requirements to maintain certification.</li> </ul>	<p><b>PARTIALLY COMPLETE</b></p> <p>The Sustainability at Work certification program ended in 2020. Cascade’s Gold certification is valid until 2023.</p>

# 2019

Goal	Objectives	Result
<p><b>Promote Alternative Transportation</b></p>	<ul style="list-style-type: none"> <li>• Reduce the overall emissions associated with employee commuting by promoting alternative transportation, as well as company participation in events such as the Bike More Challenge.</li> <li>• Drive awareness and adoption of transportation alternatives. Incentivize use of alternatives and proactively manage limited parking resources.</li> </ul>	<p><b>COMPLETE</b></p> <p>A Parking Working Group initiated a pay-for-parking system for the Portland office that financed a weekly and quarterly raffle, where Cascadians who used alternative transportation or utilized street parking were eligible to win.</p> <p><b>Bike More Challenge</b></p> <p>30 Cascadians participated (down from 37 in 2018), logging 3,900 miles (up from 3,554) during this challenge, with over 500 individual trips (up from 400).</p>
<p><b>Calculate Carbon Footprint</b></p>	<ul style="list-style-type: none"> <li>• Establish scope and procedures to calculate and track Cascade’s carbon footprint as a comprehensive indicator of Cascade’s environmental impact and include results in 2019 Sustainability Report</li> </ul>	<p><b>COMPLETE</b></p> <p>We completed a robust GHG inventory, incorporating Scope 1, Scope 2, and Scope 3 (Business Travel) emissions that are the result of Cascade’s operations during 2018 and 2019. Overall, Cascade’s emissions decreased 0.1% between 2018 and 2019. The largest contributor to our emissions was Business Travel, accounting for 72.7% of total emissions in 2019.</p>
<p><b>Share Expertise in the Community</b></p>	<ul style="list-style-type: none"> <li>• Perform a tune-up and volunteer at a local non-profit.</li> </ul>	<p><b>COMPLETE</b></p> <p>Two Cascadians performed a tune-up at Urban Gleaners. This non-profit located in Portland, OR rescues excess food from bakeries, restaurants, grocery stores, and catered events and gets the food into the hands of schoolchildren.</p>
<p><b>Expand Green Team Engagement Across all Cascade Offices</b></p>	<ul style="list-style-type: none"> <li>• Identify volunteers to act as Green Team Representatives at each office around the country.</li> </ul>	<p><b>COMPLETE</b></p> <p>We identified Representatives at each of Cascade’s eight remote offices during 2019.</p>

# 2018

Goal	Objectives	Result
Share Expertise in the Community	<ul style="list-style-type: none"> <li>Survey staff to discover opportunities and identify staff to lead this effort.</li> <li>Arrange at least one site visit to a community facility to provide no-cost energy-efficiency expertise.</li> </ul>	<p><b>DEFERRED</b></p> <p>Based on a staff survey, 9 regional facilities were identified as potential candidates. Further investigation into savings opportunity reduced the list to 1–2 top candidates. However, no site visits were conducted in 2018.</p>
Improve Internal Awareness of Sustainability Efforts and Resources	<ul style="list-style-type: none"> <li>Work with HR to incorporate sustainability into the onboarding process.</li> <li>Update Green Team internal website to highlight internal sustainability resources.</li> <li>Highlight sustainability efforts/opportunities in a company-wide email at least quarterly.</li> </ul>	<p><b>COMPLETE</b></p> <p>The onboarding and new office set up checklists were updated. Green Team internal webpages were updated. End-of-year brown bag was well-attended and well-received.</p>
Deepen our Engagement with Suppliers on Sustainability Practices	<ul style="list-style-type: none"> <li>Review Procurement and Subcontractor Diversity Forms and update, as necessary.</li> <li>Define which department(s) is responsible for managing procurement and/or subcontracting and re-distribute form.</li> <li>Track and report responses.</li> <li>Develop strategy for further engagement of suppliers based on responses.</li> </ul>	<p><b>COMPLETE</b></p> <p>Diversity and Sustainability Procurement Form was revised and distributed as an online survey. The Operations team is monitoring responses and a report of results is in progress.</p>
Ban the Bottle	<ul style="list-style-type: none"> <li>Establish method(s) for tracking water bottle purchases.</li> <li>Ban purchase of water bottles for office use.</li> <li>Supply reusable cups and water bottles.</li> <li>Request caterers and event hosts to use alternatives to disposable water bottles when possible.</li> <li>If water bottles are provided at external events, engage Cascade trainers/organizers to increase recycling rate.</li> </ul>	<p><b>COMPLETE</b></p> <p>All offices received a Green Catering toolkit. In 2018, Cascade avoided almost 800 single-use plastic bottles and reduced single use bottle water costs by over 94%.</p>

# 2017

Goal	Objectives	Result
<b>Reduce Paper Use</b>	<ul style="list-style-type: none"> <li>• Set all IT-managed and -supported printer defaults to double-sided printing.</li> <li>• Inventory current paper supply.</li> <li>• Collect expenses/receipts for 2016 and 2017 to track paper purchasing.</li> </ul>	<p><b>COMPLETE</b></p> <p>Printing costs decreased from \$241 to \$173 (per employee) despite increased costs for better quality toner.</p>
<b>Expand Engagement Efforts Beyond Portland Headquarters</b>	<ul style="list-style-type: none"> <li>• Establish Executive commitment and leadership.</li> <li>• Establish a cross-functional team that meets quarterly and reports annually.</li> </ul>	<p><b>COMPLETE</b></p> <p>6 out of 7 offices implemented at least one action item (AI) for a total of 15 AIs completed.</p>
<b>Engage Suppliers on Sustainability Practices</b>	<ul style="list-style-type: none"> <li>• Develop Diversity and Sustainability Procurement Form.</li> <li>• Request all subcontractors, consultants, vendors, and suppliers complete and return form.</li> <li>• Track and report results.</li> </ul>	<p><b>COMPLETE</b></p> <p>Diversity and Sustainability Procurement Form developed and set to all subcontractors, consultants, vendors, and suppliers.</p>
<b>Share Expertise with the Community</b>	<ul style="list-style-type: none"> <li>• Review and identify opportunities to share our energy-efficiency expertise with the community.</li> <li>• Define and implement a more robust program for implementation in 2018.</li> </ul>	<p><b>DEFERRED TO 2018</b></p>

# 2016

Goal	Objectives	Result
Develop Annual Progress Report	<ul style="list-style-type: none"> <li>Establish baseline energy usage for 2016.</li> <li>Determine one to two strategies for 2017 to monitor, track, and report progress.</li> <li>Develop and distribute annual progress report.</li> </ul>	<p><b>COMPLETE</b></p> <p><a href="#">2016 report available here.</a></p>
Resume Green Team Activity	<ul style="list-style-type: none"> <li>Establish executive commitment and leadership.</li> <li>Establish a cross-functional team that meets quarterly and reports annually.</li> </ul>	<p><b>COMPLETE</b></p>
Create a Cascade Energy Sustainability and Environmental Statement	<ul style="list-style-type: none"> <li>Develop a statement supported by executive leadership and shared with all staff that defines company goals, commitment, and action plan to support sustainability efforts.</li> </ul>	<p><b>COMPLETE</b></p> <p>Statement published to <a href="#">website</a>.</p>
Reduce Energy Use	<ul style="list-style-type: none"> <li>Install automated lighting controls throughout Portland office.</li> <li>Increase sustainability best practices communication with employees.</li> </ul>	<p><b>COMPLETE</b></p> <p>Drove down energy use at Portland HQ 9.6% between 2014 and 2016.</p>



2023

# GREENHOUSE GAS INVENTORY



In the 2023 calendar year, Cascade Energy completed its fifth robust Greenhouse Gas (GHG) inventory, adhering to GHG Protocol standards. The inventory comprises:



SCOPE 1 / **Direct Emissions**



SCOPE 2 / **Purchased Electricity Emissions**

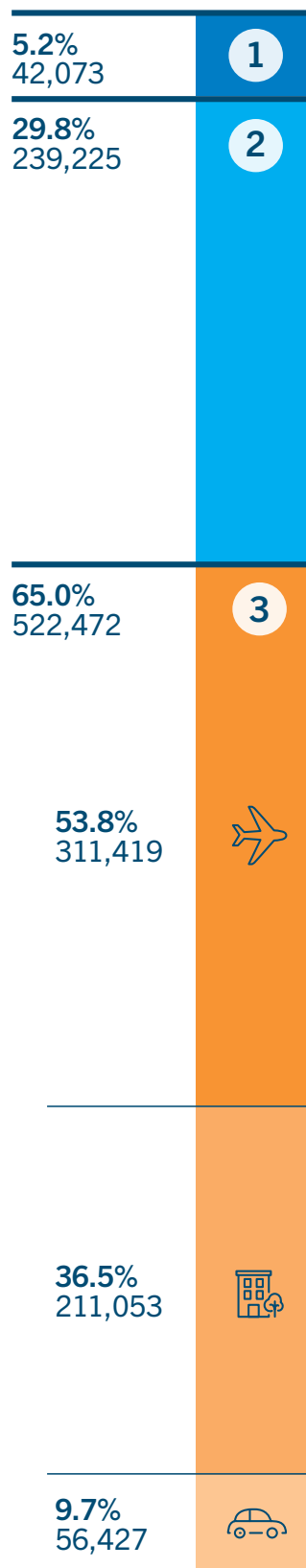


SCOPE 3 / **Business Travel Emissions**

This year, we began including reimbursable mileage logged by employees traveling in personal cars into our Scope 3 emissions. We incorporated this data for our emissions reporting from 2018 through 2023. Additionally, Scope 1 and 2 emissions factor values were updated for all previous years.

For 2023, we report a totally of 803,770 lbs CO<sub>2</sub>e in Scope 1, 2, and 3 GHG emissions, representing a 2.5% reduction compared to our 2018 baseline emissions (824,242 lbs CO<sub>2</sub>e), despite the continued growth of our business. Scope 1 and 2 emissions have increased due to the addition of three offices since the baseline year. Despite this, we have observed reduced business travel emissions compared to pre-COVID operations. This reduction is attributed to our innovation in remote delivery methods, enhanced localized support for customers, and the utilization of low-emission vehicles.

Emissions for 2023 increased by 12% from the prior year, primarily due to a continued expansion in business travel as Cascade broadens its geographical reach for delivering energy savings.



# CASCADE'S 2023 EMISSIONS

*lbs CO<sub>2</sub>e*

## Emissions by Scope

- Scope 1
- Scope 2
- Scope 3

## Scope 3 by Activity

- Air
- Hotel
- Car

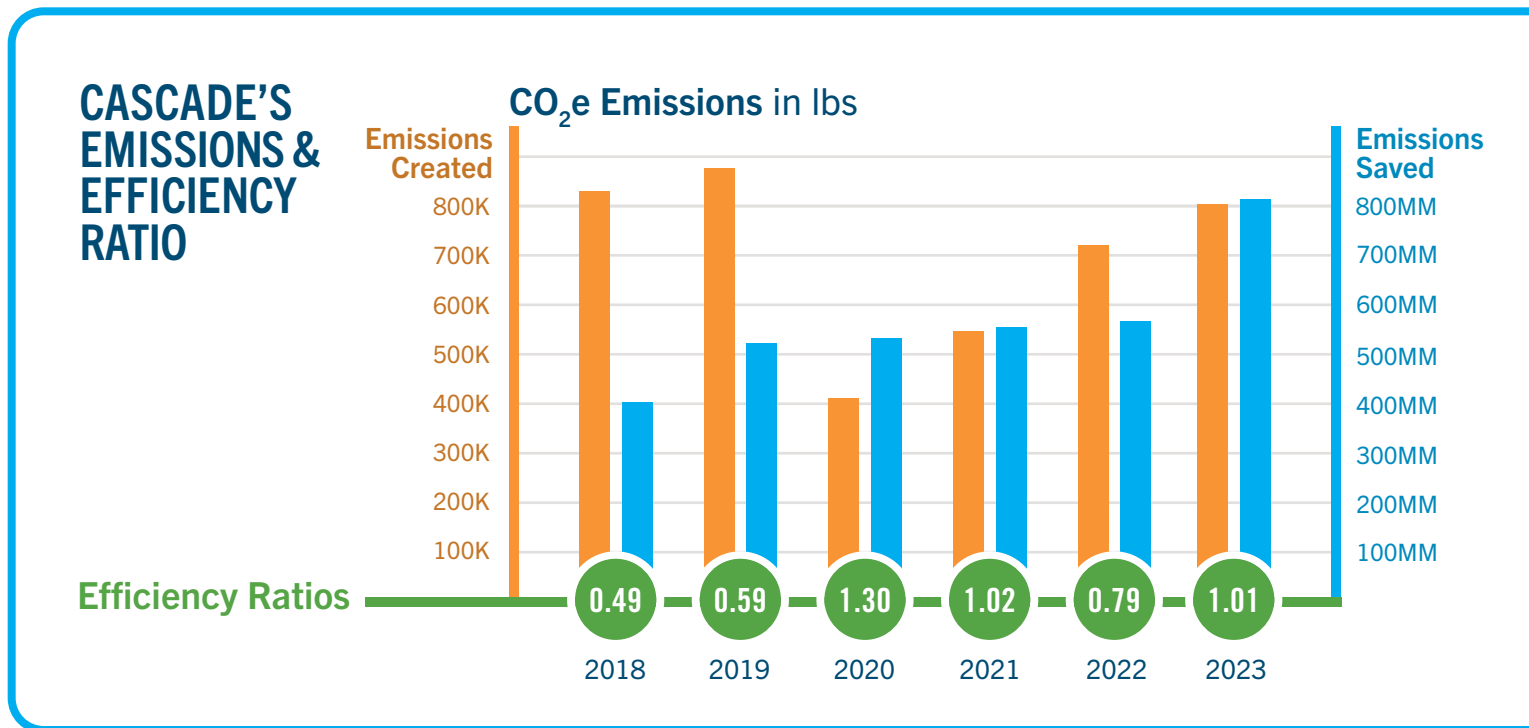


## Performance Analysis: Efficiency Ratio

Our chosen performance metric, the Efficiency Ratio, quantifies CO<sub>2</sub>e saved (in millions) through our energy efficiency efforts per thousand lbs CO<sub>2</sub> created by Cascade’s operations. A higher ratio demonstrates that the energy saved via our services outweighs our own emissions.

$$\text{Efficiency Ratio} = \frac{\text{Emissions Saved}}{\text{Emissions Created}}$$

Following a substantial increase in the Efficiency Ratio in 2020 due to the suspension of business travel, both 2021 and 2022 witnessed an increase in Cascade’s emissions and a decrease in the Efficiency Ratio. We are happy to report that we improved our Efficiency Ratio by 28% in 2023!



Cascade remains committed to addressing its own GHG emissions production while continuing to assist our customers and program participants in reducing their GHG emissions and decarbonization efforts.