

Annual Diversity Report

2021

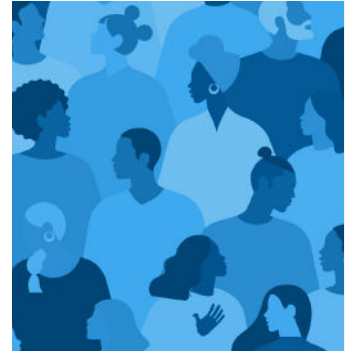


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Annual Diversity Report

2021



OUR COMMITMENT

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

Cascade employees are a unique and varied group of talented, intelligent individuals. We respect our differences and recognize that diversity makes Cascade stronger. We have built a company where people take pride in their work and take advantage of a rich work environment with many opportunities for professional and personal growth. At Cascade Energy, we do not tolerate any acts of discrimination by or against our team members, starting with the recruiting process. This Diversity Report provides an annual update on progress towards our DEI goals and a summary of DEI-related activities at Cascade.

DIVERSITY, EQUITY, AND INCLUSION AT CASCADE ENERGY

In 2020, Cascade Energy re-committed to prioritizing DEI. We reorganized our DEI Team to include employees representing a variety of backgrounds and all levels of work experience, from new hires to the C-level and Board. The DEI Team's charter establishes that:

The DEI Team is responsible for identifying and implementing activities and initiatives that will help Cascade improve the state of diversity, equity, and inclusion across the company, while being mindful of the development and health of our employees, goals and objectives of our customers, and the greater impact to our communities.

One of the team's first projects was to create an Opportunity Register where employees are invited to submit ideas for actionable items to improve DEI at Cascade. Through deep discussion, the DEI Team carefully considers all submissions to determine if there are actionable next steps within our sphere of influence and in alignment with Cascade's DEI vision. In 2020, this employee feedback was a key component to the formation of six new goals for DEI at Cascade. These included two goals in each category of diversity, equity, and inclusion, with each goal carefully developed to lead to long lasting and productive changes.

This Diversity Report provides an annual snapshot of our employee demographics, shares ongoing and new initiatives, and gives an update on 2021 DEI goals.

2021 DEI GOALS

Improve diverse hiring practices

Support diverse business enterprise (DBE) vendors and subcontractors

Increase pay transparency within Cascade

Enhance job descriptions and improve development processes

Encourage employee awareness and conversations around DEI

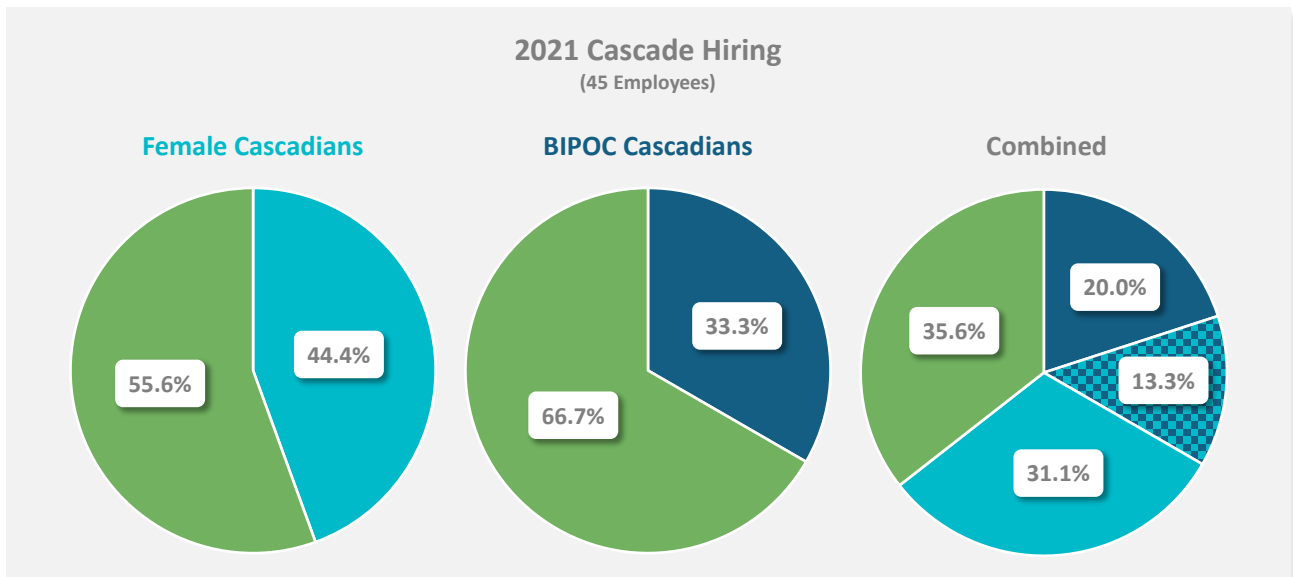
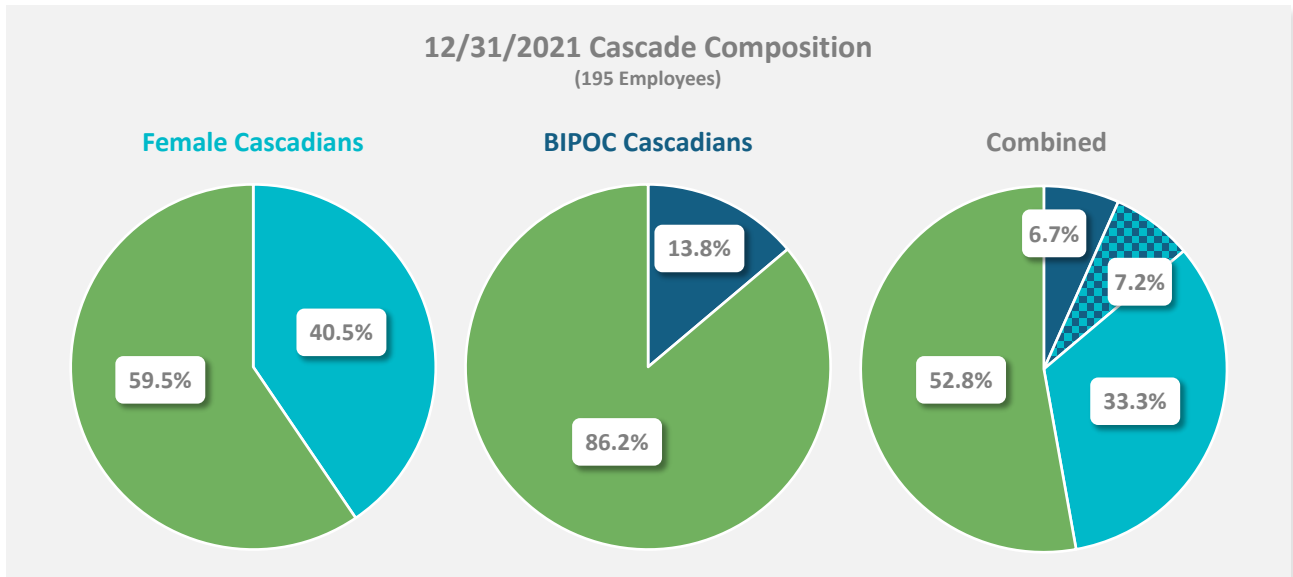
Promote inclusive communication

Cascade tracks our employee diversity through our Human Resources Information System which allows employees to self-identify gender and ethnicity. We do not track lesbian, gay, bisexual, transgender, queer, intersex, and asexual (LGBTQIA+) status or other potential diverse traits and as such, while an excellent indicator, our overall company snapshot is not a complete picture of our diversity status.

As of December 31, 2021, Cascade Energy had 195 employees, 40.5% of whom identify as female, and 13.8% of whom identify as Black, Indigenous, and People of Color (BIPOC) (all gender identities). Cascade's overall diversity across both of these groups increased from 44.5% company-wide in December 2020 to 47.2% in December 2021.

Focusing specifically on employees at a manager level or higher, 30% of Cascade management employees identify as female and 12% identify as BIPOC. While three new diverse managers were added in 2021, our overall manager diversity in these two categories combined stayed fairly consistent, increasing from 35.7% at the end of 2020 to 36% in December 2021.

Throughout 2021, Cascade placed a focus on diverse hiring. Of the 45 Cascadians hired in 2021, 44.4% identified as female and 33.3% identified as BIPOC. This represents an increase in the diversity of our new employees in these combined categories from 56.7% of all new hires in 2020 to 64.4% of all new hires in 2021.



DIVERSITY GOAL**Improve Diverse Hiring Practices**

Increasing our team's diversity brings significant benefits to our organization, including varied perspectives, increased creativity, more innovation, and more agile problem solving.

Three-Year Vision (2021-2023)

We strive for Cascade to become more diverse as we grow. Within three years, Cascade seeks to achieve a hiring goal of filling 60% of our open positions with people from underrepresented groups¹. Of this, we strive to achieve a 30% hiring rate for BIPOC individuals.

An original target of 25% BIPOC hiring was established and tracked as part of the Year 1 (2021) metric. In Year 2 (2022), this goal was increased to 30%. Meeting and/or exceeding our 30% BIPOC Year 2 hiring goals will lead to Cascade staff made up of 20%+ BIPOC individuals at the end of Year 3 (2023), an increase of more than 40% over 2021.

Year 1 Objectives (2021)

Objective	Results	Status
Develop and track metrics for our hiring and recruiting process	We tracked our outreach, recruiting, and hiring activity through the year, with a renewed focus on data from candidates from underrepresented backgrounds. The data was used to develop new, robust metrics around the number of underrepresented candidates interviewed, hired, and retained. We will continue this tracking and metric development in 2022.	ACHIEVED
Create diverse interview panels for every open position	In 2021, 62% of interview panels had at least two diverse candidates. This was due in part to our Recruiting Team receiving Certified Diversity Sourcing Professional (CDSP) accreditation.	ACHIEVED
Post job openings both internally and externally	100% of open positions were simultaneously posted both internally and externally.	ACHIEVED

What is Next?

Improving diverse hiring practices continues to be the highest priority for DEI at Cascade. While our Human Resources and Recruiting teams are responsible for the bulk of this work, Cascadians understand the individual responsibility for creating and supporting safe, welcoming, and inclusive spaces to work that will assist in retention of new employees.

Our Year 1 (2021) diversity goals helped guide visible improvements in our diverse hiring practices. We will continue to improve the diversity of our staff by evolving the diversity goal to *Improve Diverse Hiring Practices* and adopting a new Year 2 (2022) diversity goal to *Meaningfully Diversify Cascade's Board*.

¹ Underrepresented groups include but are not limited to LGBTQIA+, individuals with disabilities, protected veterans, and BIPOC

DIVERSITY GOAL**Improve Diverse Hiring Practices (continued)****Year 2 Goals (2022)****Diverse Hiring Practices Objectives**

- Ensure that 60% of new hires are women or individuals from underrepresented backgrounds, with half of those new hires being BIPOC.
- Support existing Cascadians from underrepresented groups to apply for desired open positions with manager support and Learning & Development (L&D) resources.
- Hire for manager and executive positions with the same diversity parameters as all other open positions, leading to great improvement in manager and executive diversity.
- Continue the best practices established in Year 1 (2021) of our goal, including ongoing tracking of diversity metrics, ensuring diverse interview panels, opening roles internally and externally, and leaning into diversity and anti-bias training for our recruiting and hiring teams.

Meaningfully Diversify Cascade's Board

Cascade employees want to see increased diversity on the Cascade Board. With Cascade becoming an employee-owned company (ESOP), this is an excellent opportunity to add diversity to Cascade's Board. Our Year 2 goal is to add a woman and/or a person of color to Cascade's Board in 2022.

DIVERSITY GOAL**Support Diverse Business Enterprise (DBE) Vendors and Subcontractors²**

We recognize the importance of having a diverse supplier pool that reflects our employees and the communities where we live and work. Our Supplier Diversity Policy helps us attract qualified DBEs to support our business needs. We are committed to ensuring that DBEs have an equal opportunity to be included in our strategic sourcing and procurement process.

As part of our commitment to DBEs, we routinely track and report our company's spend on DBE subcontractors and vendors. Visit our Supplier Diversity webpage³ to learn more.

Three-Year Vision (2021-2023)

Cascade's core values guide us to use our market power to boost traditionally marginalized groups in our business community. Our vision is that by 2023, 40% of our non-discretionary, subcontracted expenditures will be with DBE vendors and subcontractors. We will have a comprehensive, visible, and easily accessible DBE vendor database that showcases known diverse suppliers for all facets of program delivery work.

²Cascade defines diverse business enterprise (DBE) as a for-profit business that is at least 51% owned, operated, and controlled by individuals from underrepresented backgrounds.

³<https://cascadeenergy.com/home/our-suppliers/>

DIVERSITY GOAL

Support Diverse Business Enterprise (DBE) Vendors and Subcontractors (continued)

Year 1 Objectives (2021)

Objective	Results	Status
Increase the visibility and company-wide understanding of our existing Supplier Diversity and DBE program, reporting, and metrics	A SharePoint Online (SPO) site has been created to track DBE spend, DBE vendors, and DBE contract requirements. This is an improvement to our previous off-line and highly manual tracking system. We are building out this new SPO resource to both increase automation of data reporting and analysis and to increase transparency across Cascade of DBE spend and resource availability. Our reporting systems and metrics are improving, and we have opportunity to raise company awareness and improve timely reporting. While we have worked on improving internal systems for reporting, the Supplier Diversity Reports were not updated or published, and we did not initiate any company-wide efforts to raise awareness or visibility.	NOT YET ACHIEVED
Support an accessible internal resource to help with new DBE vendor identification as a part of the regular process for new scopes of work	Awareness of Cascade's DBE program has improved, especially given that a growing number of contracts and proposals now have varying DBE requirements. We will continue the work to improve our DBE vendor database by adding DBE information and making it more visible and accessible internally.	SOME PROGRESS MADE
Continue to support our existing DBE subcontractors and identify and support at least one new DBE subcontractor to develop and grow	In addition to continued support of current DBE vendors and contracts, Cascade Energy provided start-up support and mentorship to Vim Pacific, a DBE founded by two former Cascadians. Vim Pacific became a Certified Diverse Business in 2021.	ACHIEVED

What is Next?

There has been progress to enhance our DBE reporting system and metrics, and we have many opportunities to further increase DBE awareness and visibility. Support for current DBE partners will continue, and Cascade's DBE database and process will continue to improve, motivated in part by the notable increase in DBE requirements on contracts and proposals for future work. Our industry, customers, and partners all recognize the importance of supporting a diverse supplier pool that will, in turn, support communities where we live and work.

We will continue our support for increased DBE sub-contracting and finish the work we started in 2021 as part of regular operations.

EQUITY GOAL**Increase Pay Transparency**

Industry studies show that women continue to earn less than their male counterparts. This inequity is further compounded by racial disparities. Pay transparency will better enable Cascade to do its part in closing these gender and racial pay gaps. It also builds trust within the organization and improves employee performance, engagement, and retention.

Three-Year Vision (2021-2023)

Cascade provides employees with a clear understanding of Cascade's salary structure and pay philosophy. Employees have a clear understanding of what they need to do to move toward their desired role and/or salary scale.

Year 1 Objectives (2021)

Objective	Results	Status
Document Cascade's processes for establishing salaries and make that information accessible to all employees	Two documents – <i>Cascade Energy's Pay Philosophy Statement</i> and <i>Cascade Energy's Pay Administration Procedures</i> – are complete and will be shared internally in February 2022. The <i>Pay Philosophy Statement</i> outlines Cascade's view of compensation through pay, benefits, flexibility, and a values-driven culture that attracts, retains, and motivates our workforce. The <i>Pay Administration Procedures</i> is a detailed explanation of key compensation practices and guidelines in the administration of our compensation programs. These procedures describe Cascade processes for maintaining our salary framework and pay ranges, using geographic adjustments, establishing employee compensation, and implementing annual raises and bonuses. This transparency around pay philosophy and administration will help ensure that compensation is applied equitably. While these two documents are critical, there is still work to do to make sure all employees understand Cascade's salary process.	SOME PROGRESS MADE
Include salary ranges in all job openings posted both internally and externally and in all internally-posted job level rubrics	Between January 2021 and January 2022, some, but not all, job openings were posted with salary ranges. Our internal teams (Human Resources and Internal Operations) expect to have salary ranges included in all future job postings from February 2022 forward.	NOT YET ACHIEVED

What is Next?

Our People Team has taken on the significant task of documenting Cascade's processes for establishing salaries. Cascade recognizes that while there was substantial work done to support this *Increase Pay Transparency* goal in 2021, it was not fully achieved. We are extending the *Increase Pay Transparency* goal into 2022, prioritizing the previous objectives and enhancing our efforts.

Year 2 Goals (2022)**Increase Pay Transparency (and Enhance Job Descriptions)**

- **IMMEDIATE** - Complete and publish internally Cascade's *Pay Philosophy Statement* and *Pay Administration Procedures*.
- Share individual employees' current salary range information during the annual review process.
- Include salary ranges on all posted job openings.
- Publish a Job Description Library where the descriptions, requirements, and salary ranges for all positions at Cascade are available.

EQUITY GOAL**Enhance Job Descriptions and Improve Development Processes**

To enhance employee satisfaction and development, we will maintain comprehensive job descriptions, ensuring employee awareness of role and learning opportunities. This goal is closely tied to the *Increase Pay Transparency* goal – with comprehensive job descriptions, employees will understand what skills they need to develop to obtain a desired role and/or salary range.

Three-Year Vision (2021-2023)

Employees are aware of the opportunities to grow in their current role and to pursue lateral and vertical moves into new roles and departments. Every employee is empowered to understand the stepping stones required for them to create their own path to a desired position and/or salary range.

Year 1 Objectives (2021)

Objective	Results	Status
Complete job descriptions and rubrics containing the skills, technical proficiencies, and competencies needed to be successful in each role	A job description library has been created so every position has a description that is visible to all employees. Job descriptions have been updated to ensure consistent format and content that reflects the requirements of the position while representing Cascade values and culture. A “competency library” is underway outlining competencies required to fill a position and competencies recommended to excel in a position. Our Learning & Development department has built an extensive L&D Hub with a focus on onboarding and development planning. Learn more in the <i>Additional DEI</i> and <i>Community-Focused Activities</i> section of this document.	SOME PROGRESS MADE
Hire an external consultant to help Cascade improve our existing development process	Cascade enlists the expertise of Human Resource Specialties (HRS), a woman-owned, 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). HRS provides annual tracking with data for analysis and guidance on benchmarks and goals and helps ensure accurate focus of our efforts.	ACHIEVED

What is Next?

Cascade’s L&D and Human Resources teams will continue to progress with learning pathways and development options for all employees. This work will be closely intertwined with the continuation of our *Increase Pay Transparency* goal.

Year 2 Goals (2022)**(Increase Pay Transparency and) Enhance Job Descriptions**

- Finalize work on job descriptions and rubrics containing the skills, technical proficiencies, and competencies needed to be successful in each role.
- Ensure that Cascadians understand their path to a specified job role or pay range.
- Publish a Job Description Library with descriptions and skill rubrics for each position. Skill rubrics will include an outline of the skills needed to fulfill job requirements and the skills needed to excel in the position.

INCLUSION GOAL**Encourage Employee Awareness and Conversations Around DEI**

We want Cascade to be a safe and inclusive place for productive conversations around DEI. We strive to build a foundation in which DEI permeates all our actions and decision-making.

Three-Year Vision (2021-2023)

A comprehensive internal resource for DEI education is available, accessible, and highly visible. All Cascadians, and especially those at a manager level or higher, interact with DEI resources for continued education. As DEI is considered in operational decisions, all employees are able to bring their true selves to their job role, improving retention rates.

Year 1 Objectives (2021)

Objective	Results	Status
Offer quarterly DEI trainings to all employees	The DEI team sponsored three DEI learning activities in 2021, averaging 42% participation. Events included a <i>Living Room Conversation on Courageous Listening</i> ; a book club offering regular discussions for three titles: <i>How to Be an Antiracist</i> (Kendi), <i>The Person You Mean to Be: How Good People Fight Bias</i> (Chugh), and <i>Dare to Lead</i> (Brown); and an online learning module on <i>Disarming Microaggressions</i> (Wing Sue).	ACHIEVED
Establish company-wide Ground Rules for Conversations to foster productive, thoughtful, and curious discussions	Cascade adopted six conversation agreements to foster productive conversations: <ol style="list-style-type: none"> 1. Be curious and listen to understand 2. Show respect and suspend judgement 3. Note common ground as well as difference 4. Be authentic and welcome that from others 5. Be purposeful and to the point 6. Own and guide the conversation 	ACHIEVED
Require all managers to attend annual DEI awareness and training and encourage they practice what they learn in their daily team interactions	Working closely with L&D, the DEI team offered an online training module titled <i>Disarming Microaggressions</i> for managers to continue to improve their interpersonal skills.	ACHIEVED

What is Next?

An evolution of this goal will be carried into 2022, focused on integrating DEI into the fabric of Cascade. Our goal is to *Create a Three-Year (2022-2024) Roadmap for an Internal DEI Learning Program*. This three-year plan will help employees lay a foundation of DEI knowledge and build upon their learning with more intentional and structured training. By creating a three-year roadmap for an internal DEI program, we will empower our employees to learn constantly, put others first, seek shared success, be industrious, and do the right thing.

INCLUSION GOAL**Encourage Employee Awareness and Conversations Around DEI (continued)****Year 2 Goals (2022)****Create a Three-Year (2022-2024) Roadmap for an Internal DEI Program**

- Together with L&D, the DEI Team will create a roadmap of quarterly learning opportunities and activities through 2024.
- Early activities (2022) will be designed to promote proactive inclusion and shift participant mindset to "anticipating and owning impact" from "owning impact."
- The roadmap will include at least two certification opportunities for DEI-related learning.
- A biannual, internal "DEI L&D Check-In" is authored through SPO News to share out all learning opportunities introduced in the last six months. These will include at least one case study testimony from a manager or executive-level employee regarding an offered training.
- We will begin to build out an internal resource library for DEI learning material, reading, and activities.

INCLUSION GOAL**Promote Inclusive Communication**

For communication to be effective, it needs to appropriately address all audiences for which it is intended. Inclusive language acknowledges diversity, conveys respect to all people, is sensitive to differences, and promotes equitable opportunities. The use of inclusive language plays an important role in promoting higher employee engagement, superior customer service, and increased productivity — all important aspects of a positive work culture.

Three-Year Vision (2021-2023)

Inclusive language guidelines are highlighted as part of the onboarding process, and all employees understand what inclusive language means to Cascade as a workplace. All external and internal communications are crafted with intentionality for inclusion and a demonstration of commitment to Cascade's values.

Year 1 Objectives (2021)

Objective	Results	Status
Maintain an inclusive language best practices resource for employees	An online resource for inclusive language best practices has been created, shared, and maintained. In addition to a text resource, Cascade's Information Technology (IT) team enabled an inclusive language editor function in Microsoft Word and an accessibility editor function in Outlook.	ACHIEVED
Highlight the inclusive language best practices resource in new employee onboarding	The inclusive language resource is now referenced in new employee onboarding, and we request that all new Cascadians review in order to craft all communication with intent and inclusion. All new employees welcomed in 2021 were made aware of Cascade's commitment to inclusive language and the resources available.	ACHIEVED

INCLUSION GOAL**Promote Inclusive Communication (continued)****Year 1 Objectives (2021)**

Objective	Results	Status
Add an inclusive language section to our Style Guides and written report quality control checks	Cascade Energy's Customer Engagement (CE) Team maintains style guides that outline Cascade's brand voice, branding style, writing style, social media voice, and editing/quality control process. An update to these documents is in progress to incorporate an inclusive language section, reflecting Cascade's commitment to inclusive language and creating a workplace that is a safe place for productive conversations.	SOME PROGRESS MADE

What is Next?

An inclusive language section will be a new addition to the Style Guides published in 2022. We will continue to use inclusive language in all spoken and written communication and will author an annual *Diversity Report* (published both internally and externally) and will provide quarterly updates on our progress towards DEI goals.

We see the continued opportunity for greater employee awareness of and interaction with DEI concepts and training. We have evolved our inclusion efforts, resulting in a new 2022 goal to *Increase Transparency of DEI at Cascade*.

Year 2 Goals (2022)**Increase Transparency of DEI at Cascade**

We recognize that current employee awareness around DEI could be improved. Additionally, we have identified the need for greater employee awareness regarding the DEI Team's focus, efforts, and goals. We want DEI to be an obvious, accessible, and integral part of Cascade culture. Increased transparency of our DEI initiatives and program will attract and retain new talent, hold us accountable for the DEI work we have set forth to complete, and align with the goals of our customers and potential clients goals.

Increase resources available promoting DEI Transparency and Awareness

- We will author quarterly DEI updates including progress toward stated goals, achievements, and growth opportunities.
- We will publish an annual *Diversity Report* to be made available both internally and externally. The report will include current staff diversity statistics, new hire data, management/executive-level diversity statistics, areas of improvement, and areas of opportunity. The first annual report will be published in Q1 2022.

Three-Year Vision (2021-2023)

There is a comprehensive, publicly-accessible resource that shares our previous and current DEI work.

This resource is highly visible on our public-facing CascadeEnergy.com website and can be used to attract new talent, satisfy customer RFPs, and encourage responsible corporate partnerships.

Referral Program

While Cascade recognizes the value of candidate referrals from existing employees, well-documented research shows that this approach can limit the diversity of candidate pools. People tend to network with and refer candidates who are similar to themselves, which can impede diversity efforts, even if unintentional.

The Community-Focused Candidate Referral Program began in January 2021 and supports Cascade's efforts to increase the diversity of candidates who apply to our open positions. Participation in this referral program is available to both our employees and to those external to Cascade; this includes customers, vendors, and others we partner within the community. Anyone who refers a successful hire to Cascade can direct the donation of a \$500 referral bonus to a professional organization with a focus on serving underrepresented groups. We seek to support and maintain relationships with organizations working to improve career opportunities for minorities, which in turn improves our diversity outreach and hiring capabilities.

As of January 2022, \$1,000 has been donated to two professional organizations.⁴

Learning & Development (L&D)

Our L&D Hub offers activities, training videos, and digital resources for a wide range of positions. This hub will soon offer additional resources to enhance the "competency library." The competency library is a resource list of skills that are connected to job descriptions that allows employees to understand the competencies they need in order to excel in their current position and also outlines which skills they need to gain in order to achieve a different, desired position.

This resource will clearly demonstrate the relevancy and importance of these competencies and how they tie into certain job descriptions/rubrics.

2021 L&D Improvements

- Redesigned L&D SharePoint Online (SPO) Hub with consolidated resources.
- Provided onsite Certified Energy Manager Training for both engineering and non-engineering-related positions.
- Adopted a digital library to provide accessible e-reading and learning material for all Cascadians.
- Expanded DEI e-learning to lay a foundation for 2022 DEI learning.
 - Improved delivery of *Preventing Discrimination and Harassment* training. New hires received relevant training as part of their onboarding.
 - Researched DEI training vendors / programs and provided recommendations to the DEI Team.

2022 L&D Plans

- Move the *Development Planning Handbook* online for greater accessibility.
- Align Manager Peer Group (MPG) content with development planning. Introduce *Coaching with Compassion* to managers to create more equitable and inclusive workplaces.
- Successfully complete the *Developing with Purpose* company-wide goal. This company-wide goal and related development planning meetings are intended to kick off deeper discussions between managers and staff about intrinsic motivators and career development.

⁴Organizations: [National Society of Black Engineers \(NSBE\)](#) and [Creativity Explored](#)

Mentorship

As energy efficiency consultants, Cascade believes in using our knowledge and skills to benefit people, the planet, and the economy. On a more micro level, we also believe in using our knowledge and skills to benefit the communities around us. In 2021, in addition to hiring traditional paid interns and supporting their work experience, Cascade supported three mentorship programs:

- 1. iUrban Teen** - iEngineer/iUrban Teen is a program that offers BIPOC high school students learning and work opportunities in STEM fields. iEngineer is a newly formed program under the iUrban Teen umbrella that is solely focused on the engineering field. Cascade's Northwest Project Engineering team participated in iEngineer's STEM summit that focused on providing middle school and high school aged youths exposure to engineering with a focus on industrial energy efficiency.
- 2. De La Salle North (DLSN)** - Cascade has been a Corporate Partner in DLSN's Corporate Work Study Program (CWSP) since 2014. DLSN offers college preparatory high school education to underserved students from the Portland area. The CWSP connects students with corporate partners to fill full-time, entry-level jobs through the school year. These jobs are paid positions, with the money earned covering approximately 50% of a student's cost of education. In addition to offsetting tuition costs, students also benefit from learning valuable skills in a professional work environment. In 2021, Cascade sponsored three DLSN interns through the CWSP. We have sponsored 31 students through this program to date.
- 3. Emerging Leaders Institute (ELI)** - ELI is dedicated to improving racial and cultural diversity at the leadership level in Portland-area companies by providing pathways to leadership for traditional and non-traditional students of color and aspiring professionals. In the summer of 2021, the DEI Team supported Cascade's Legal Team in sponsoring a paid ELI internship. The Legal Team created a meaningful learning opportunity for the ELI intern to conduct legal research, contribute to meetings between the Legal Team and Cascade's internal customers, and participate in work on a wide range of subjects like general business requirements, intellectual property, legislative history, and commercial contracts.

DEI Team

Cascade's DEI Team meets regularly to review our diversity goals, monitor progress towards the goals, and provide guidance to management on these efforts. Team members collaborate with individuals across all departments to work towards improving the quality of DEI at Cascade.

The team shares the results of diversity efforts with Cascade staff on a regular basis through internal news posts and the annual publication of a Diversity Report. The team also supported the publication of a DEI page and Anti-Racism Statement on our public website [CascadeEnergy.com](https://www.cascadeenergy.com).

Opportunity Register

An Opportunity Register was created and maintained to collect actionable items and suggestions from all Cascadians. Since November 2020 there have been 43 submissions from 27 individuals which represents 15% of our employee roster. As of January 2022, we have completed 28 out of these 43 submissions, declined to pursue eight, and are considering the additional seven.

What is Next?

Since the reformation of our internal DEI Team in Q3 2020, Cascade has recommitted to improving the state of diversity, equity, and inclusion within our company and our community. We've made a lot of progress, and we acknowledge we have far to go. We will continue work on all previous stated goals while also adopting new ones for 2022. To achieve our goals, we will:

- Continually track our progress and adjust current activities to achieve set goals.
- Analyze results to assist in assessing best practices and review our plan annually to gauge progress and revise future benchmarks or goals as needed.
- Continue to engage our entire team to ensure diversity and inclusion remain an important part of our business model and culture.

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

Meaningfully Diversify Cascade's Board

We have received feedback from Cascade employees that they want to see increased diversity on the Cascade Board. With Cascade becoming an employee-owned company (ESOP), this is an excellent opportunity to add diversity to Cascade's board.

One-Year Objective (2022)

- Add a woman and/or a person of color to Cascade's board in 2022.

Three-Year Vision (2022-2024)

- By 2024, Cascade will have a diverse seven-member board, made up of at least three outside board members, with valued expertise in different areas of technology, client or regulatory understanding, strategic marketing, and people and talent management.

Improve Diverse Hiring Practices

Our 2021 goals helped guide visible improvements in our diverse hiring practices. To continue to improve the diversity of our staff, we will continue all work in this category, support new work to create and sustain diverse candidate pipelines, and target that 30% of all hires in the three-year period of 2022 through 2024 are BIPOC.

Improve Diverse Hiring Practices (continued)

One-Year Objective (2022)

- Ensure that 60% of new hires are women or individuals from underrepresented backgrounds, with half of those new hires being BIPOC.
- Help current Cascadians from underrepresented groups apply for desired open positions with a combination of manager support and L&D resources.
- Hire for manager and executive positions with the same diversity parameters as all other open positions, leading to great improvement in manager and executive diversity.
- Continue the best practices established in Year 1 (2021) of our goal, including ongoing tracking of diversity metrics, ensuring diverse interview panels, opening roles internally and externally, and leaning into diversity and anti-bias training for our recruiting and hiring teams.

Three-Year Vision (2022-2024)

- We have exceeded our 30% BIPOC hiring goals, which produced a Cascade staff make-up of 22%+ BIPOC individuals, a nearly 60% increase over 2021.

Increase Pay Transparency and Enhance Job Descriptions

Our People Team has taken on the significant task to document Cascade's processes for establishing salaries. We have made significant progress, and we still have a ways to go. This goal will be a continuation and improvement upon our previous 2021 DEI goal of *Increase Pay Transparency*.

Increased pay transparency requires enhanced job descriptions. Enhanced job descriptions will include categorizing job roles, sharing salary ranges for job categories, updating internal job rubrics to include job category, and linking to information about job category and salary ranges for all job postings.

One-Year Objective (2022)

- **IMMEDIATE** - Complete and publish internally Cascade's *Pay Philosophy Statement* and *Pay Administration Procedures*.
- Share individual employees' current salary range information during the annual review process.
- Include salary ranges on all posted job openings.
- Publish a Job Description Library where the descriptions, requirements, and salary ranges for all positions at Cascade are available.
- Finalize work on job descriptions and rubrics containing the skills, technical proficiencies, and competencies needed to be successful in each role.
- Ensure that Cascadians understand their path to a specified job role or pay range.
- Publish a Job Description Library with descriptions and skill rubrics for each position. Skill rubrics will include an outline of the skills needed to fulfill job requirements and the skills needed to excel in the position.

Three-Year Vision (2022-2024)

- Cascadians understand their job category and current salary range.
- Employees are aware of the opportunities to grow in their current role and to pursue lateral and vertical moves into new roles and departments. Every employee is empowered to understand the stepping stones required for them to create their own path to a desired position or salary range.

Create a Three-year Roadmap for an Internal DEI Learning Program

We want to integrate DEI into the fabric of Cascade so that the desire to improve diversity, equity, and inclusion is a motivating factor in all business and operational decisions. By creating a three-year roadmap for an internal DEI learning program, we will empower our employees to learn constantly, put others first, seek shared success, be industrious, and do the right thing.

One-Year Objective (2022)

- Together with L&D, the DEI Team will create a roadmap of quarterly learning opportunities and activities through 2024.
- Early activities (2022) will be designed to promote proactive inclusion and shifting participant mindset to “anticipating and owning impact” from “owning impact”.
- The roadmap will include at least two certification opportunities for DEI related learning (one for managers and one for all).
- A biannual, internal “DEI L&D Check-In” is authored through SPO News to share out all learning opportunities that have been introduced in the last six months. These will include at least one case study testimony from a manager or executive-level employee regarding a currently offered training.
- We will begin to build out an internal resource library for DEI learning material, reading, and optional activities.

Three-Year Vision (2022-2024)

- In 2024, a comprehensive internal resource for DEI education is available, accessible, and highly visible. All Cascadians interact with DEI resources for continued education. As DEI is considered in operational decisions, all employees are able to bring their true selves to their job role, improving retention rates.

Increase Transparency of DEI at Cascade

We want DEI to be an obvious, accessible, and integral part of Cascade culture. Increased transparency of our DEI initiatives and program will attract and retain new talent, hold us accountable for the DEI work we have set forth to complete, and align with what our customers and potential clients want to see in a partner. We will author quarterly DEI updates that include progress toward stated goals, achievements, and growth opportunities.

One-Year Objective (2022)

- We will author quarterly DEI updates including progress toward stated goals, achievements, and growth opportunities.
- We will publish an annual *Diversity Report* to be made available both internally and externally. The report will include current staff diversity statistics, new hire data, management/executive-level diversity statistics, areas of improvement, and areas of opportunity. The first annual report will be published in Q1 2022.

Three-Year Vision (2022-2024)

- There is a comprehensive, publicly accessible resource that shares our previous and current DEI work. This resource is highly visible on our public-facing [CascadeEnergy.com](https://www.cascadeenergy.com) website and can be used to attract new talent, satisfy customer RFPs, and encourage responsible corporate partnerships.