



# 2024 Sustainability Report

**CLEAResult**<sup>®</sup>

We change the way people use energy.™

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## Letter from the CEO

I am thrilled to announce that we have successfully **achieved net zero on our Scope 1 and 2 greenhouse gas (GHG) emissions**. This milestone is a testament to our collective efforts and strategic initiatives aimed at reducing our carbon footprint. Our commitment to sustainability is not just a part of our business strategy; it is the core of who we are and what we stand for.

Moreover, we are proud to report that **our annual impact includes averting over 16 million metric tons of CO<sub>2</sub> and a lifetime achievement of 908 billion kilowatt hours saved since 2003 when our company was founded**. This staggering achievement includes the lifetime impact of all projects completed before the end of 2024 and is a direct result of our relentless focus on innovation and our mission to change the way people use energy.

None of these achievements would have been possible without the hard work and dedication of our people. Every day, our team demonstrates remarkable resilience, creativity and passion for making a difference. Their efforts are the driving force behind our success, and I am immensely proud of their contributions.

Today, the imbalance between energy supply and demand is dramatically changing the landscape of our industry, creating a complex environment that requires innovative solutions and proactive measures. We are ready and rising to the occasion, leveraging our expertise and resources to help our clients, including utilities, meet their needs effectively. Our commitment to excellence and sustainability drives us to continuously adapt and innovate, ensuring that we are not only meeting the demands of today but also preparing for the future.

**Rich McBee**  
President and CEO



**Net  
zero**  
on Scopes 1 and 2

**908  
billion**  
kWh savings  
since 2003



LETTER FROM  
THE CEO

FROM PURPOSE  
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# From purpose to impact



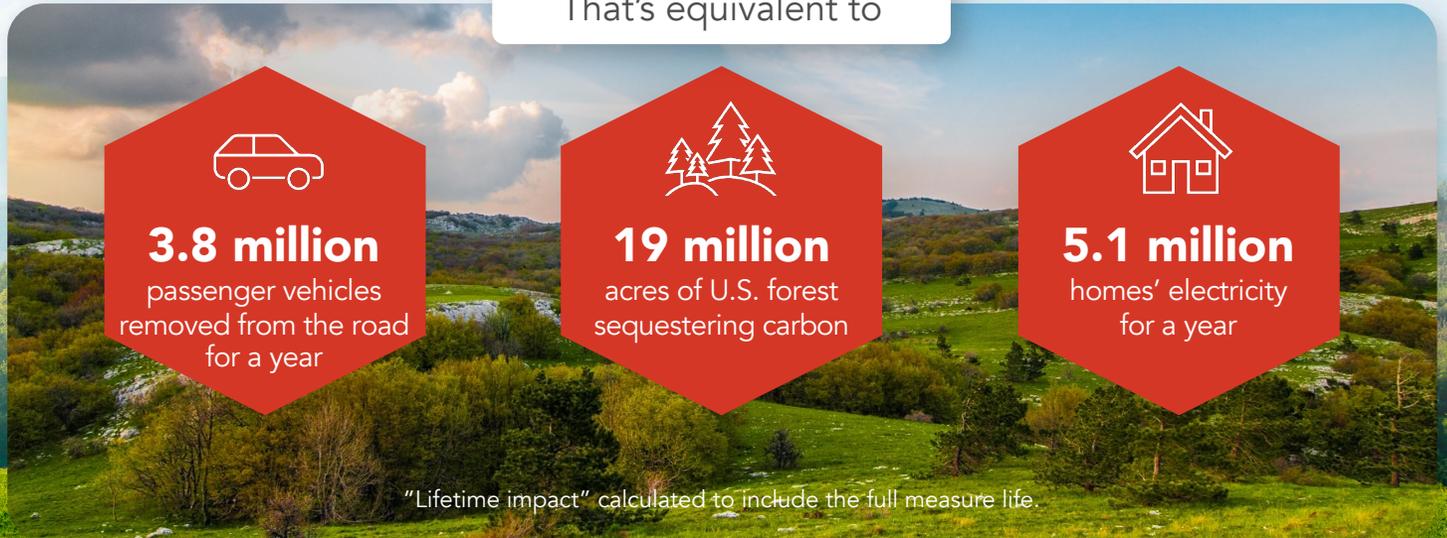
# Leading the way to a sustainable future

The work we perform with our clients, customers and partners has a profound impact on our communities. **Our 2024 impact included lifetime energy savings of over 55 billion kWh, \$6.4 billion in energy bill savings back to customers and averting over 16 million metric tons of CO<sub>2</sub>, which is equivalent to keeping over five million homes off the grid for an entire year.**

## Our lifetime impact of 2024 program activity



## That's equivalent to





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# Energy Efficiency



# Streamlining efficiency

Our experts strive to make energy efficiency easier and more accessible. In Oregon, we are enhancing our approach to efficient new building construction. CLEAResult ATLAS™ is simplifying income verification for Wisconsin’s Home Efficiency Rebates Program. And in Michigan, our Healthier Homes program is inspiring partnerships with healthcare experts.

## Grid-interactive efficient New Buildings approach

In December, CLEAResult signed a five-year contract with Energy Trust of Oregon to continue implementing, and develop new phases for, its New Buildings Program. The program assists design teams, contractors and developers in constructing new buildings with efficiency at their core.

We partner with Energy Trust of Oregon for next phase of New Buildings Program

## Healthier Homes in Michigan

In September, the Michigan Public Service Commission announced its Health and Safety Pilot would become a dedicated part of future income-qualified single family and multifamily programs with attributed energy savings. This transition is directly tied to the success of our flagship Healthier Homes Program as part of Consumers Energy’s Flint initiatives. The program partners with healthcare providers to identify income-qualified residents with respiratory issues who would benefit from health-related home repairs and efficiency upgrades.

AES Indiana and University of Michigan Health discuss Healthier Homes

## New programs powered by CLEAResult ATLAS™

Wisconsin became the first state in the nation to launch the IRA’s Home Efficiency Rebates Program, using CLEAResult ATLAS™ to streamline income verification and data reporting. We also partnered with Walker-Miller Energy Services to bring the IRA Home Efficiency Rebates and Home Electrification and Appliance Rebates Programs to Michigan, making energy efficiency more accessible to over 10 million people.

Wisconsin launches Home Efficiency Rebates Program using CLEAResult ATLAS™

CLEAResult and Walker-Miller collaborate on efficiency and electrification programs



# A focus on innovation

We are always looking for new ways to enhance energy efficiency. That’s why our theme for 2024’s Energy Forum was Evolve. Whether by using AI to enhance performance, reconsidering program strategies or investigating science-led swaps for the equipment we use, the Energy Efficiency team is focused on advancing the quest for a sustainable future.

## The transition to cleaner refrigerants

Grocers looking to go from hydrofluorocarbon refrigerants to lower global-warming potential options are turning to their utilities for incentive programs. The transition does not always lead to immediate savings for customers, but we are launching pilots to test energy savings from such swaps and identify new opportunities for customers to save energy.

Saving energy with refrigerant swaps and the future of grocery programs

## Empowering underserved communities

At the 2024 CLEARResult Energy Forum, the Underserved Communities panel addressed the lack of resources and access to energy efficiency programs for lower-income communities. It discussed innovative strategies to build engagement, trust and equity for customers often overlooked.

New strategies to empower diverse participation in energy programs

## Using AI to transform C&I energy use

Energy management in commercial and industrial (C&I) businesses is being revolutionized by artificial intelligence (AI) and machine learning (ML). Pilot-ready AI applications being explored include chiller plant optimization, which uses AI software to analyze building management systems and improve operational performance, and AI analytics-based energy performance programs where AI analyzes individual building utility meter data to identify savings.

How AI can enhance energy efficiency in commercial and industrial facilities

Key takeaways from Dan Reicher’s keynote at the 2024 CLEARResult Energy Forum

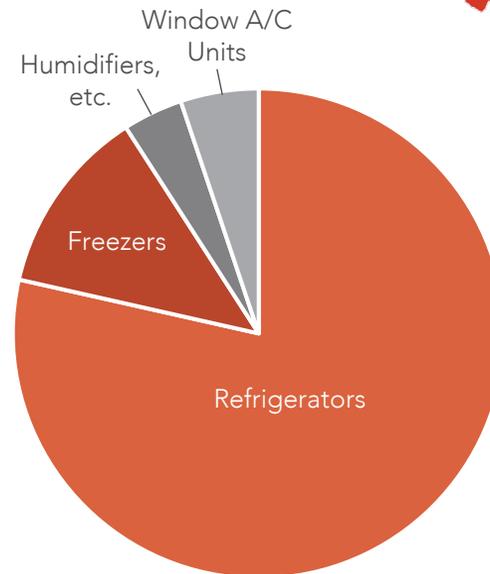
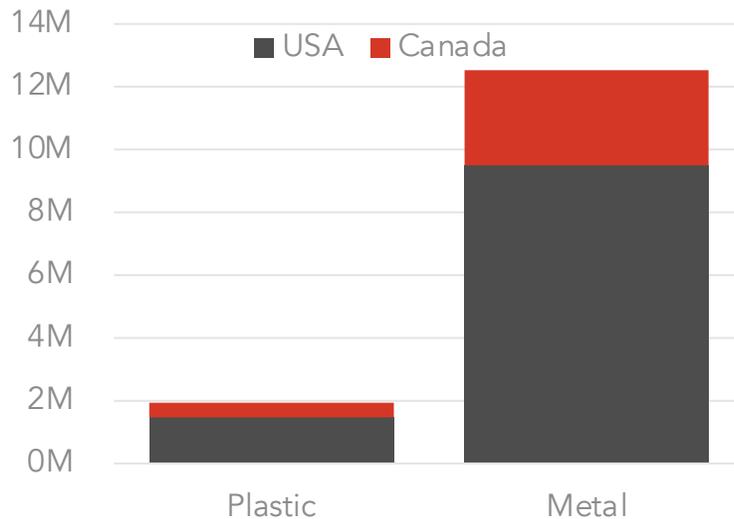
Navigating the future of gas: Strategic and tactical approaches for gas utilities

California utilities hit energy efficiency home runs with equity-focused programs

# Efficiency and safety through appliance recycling

In 2024, over 100,000 appliances were collected and recycled from residential households across 11 states in the U.S. and two provinces in Canada, saving over 70 GWh of electricity. Through the recycling process, **nearly 300,000 pounds of refrigerants and HFCs were either reclaimed or destroyed, and nearly two million pounds of plastic and over six tons of metal were recycled.**

Materials recycled



2024 appliance recycling



**100,600+**  
appliances recycled

**70,500+** MWh

Appliance recycling: How old fridges find new value



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THE CEO

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# Energy Transition



# Shaping our clean energy future

Our experts continue to implement new strategies that propel the energy transition, introducing electrification to more commercial and small business buildings and residences. We're using demand response (DR) and generation and storage technologies to reduce emissions, improve grid resilience and save customers money. In 2024, electric vehicle (EV) sales hit a new high, and with this comes a greater need for robust charging infrastructure and balancing demand on the grid.

## Driving toward a greener tomorrow

In 2024, AES Indiana selected CLEARResult to launch a groundbreaking, first-of-its-kind portfolio of electric vehicle programs. The programs focus on removing barriers to EV adoption and offering managed charging solutions that maximize customer benefits. The portfolio includes residential and non-residential managed charging, incentives for EV charging stations, fleet electrification advisory and a bidirectional charging pilot.

**AES Indiana selects CLEARResult to carry out comprehensive EV charging programs**

## New DR insights in Eastern Canada

A pilot in collaboration with Efficiency Nova Scotia and Nova Scotia Power monitored innovative demand response programs that are supporting Nova Scotia's transition to a more resilient grid. Our DR program includes smart thermostats and mini-split heat pump controllers, residential battery storage systems and connected EVs and EV chargers. During the pilot, customers were awarded incentives for shifting their usage to non-peak times.

**Nova Scotia utilities collaborate to manage peak load through demand response**

*"With the rapid rise of EVs, it's crucial to innovate sustainable solutions that help balance impact on the grid. We are proud to collaborate with AES Indiana on such a comprehensive portfolio, setting a strong example for EV charging infrastructure that others can follow."*

**Rich McBee**  
President & CEO, CLEARResult

# Combining energy efficiency & demand response

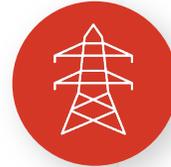
Electrification, data centers and increased domestic manufacturing have all put a spotlight on the need for grid resilience and demand flexibility. Our demand response (DR) solutions have long supported utility partners to manage the supply and demand balance. Across our DR portfolio, we help our utility clients empower and reward their customers who voluntarily reduce their energy use during peak demand periods. Through our DR program successes, we truly “change the way people use energy.”

Addressing resource adequacy and grid constraints with demand response

Pathways to electrification: Opportunities and obstacles



In Canada, across two of our DR programs, we are currently managing over 35,000 low voltage and line voltage thermostats, heat pumps, water heater controllers, and EV chargers and batteries. Combined, these deliver over 20 MW of demand response capacity in the provinces of Ontario and Nova Scotia and provide capacity for grid-wide relief and load management in areas with higher grid congestion.



CLEAResult Canada’s implementation of the Yukon residential demand response programs is delivering critical system reliability by engaging hundreds of residences and thousands of devices in reducing their load during critical times, ensuring that this isolated grid system is resilient throughout the winter.



Across Indiana and Texas, we’re delivering innovative programs that combine energy efficiency and demand response into a single customer experience for residential participants. The programs’ 45,000+ residential devices save money, improve cost-effectiveness and provide a clear and streamlined customer experience.



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# Energy Sustainability



# Expanding our sustainability services

2024 marked a productive year for our Energy Sustainability practice. Acquiring the leading government energy sustainability consultancy, Energetics, significantly expanded our offering and expertise for state, local and federal government clients. Likewise, our holistic approach to managing energy use in commercial and industrial settings is helping more businesses than ever achieve their energy sustainability goals.

## Energetics joins CLEARResult

In February of 2024, Energetics joined CLEARResult, bringing 45 years of deep consulting experience and expertise in energy systems and technologies for clients in federal, state and municipal government as well as utility and commercial industries. Energetics scientists and engineers help public and private entities integrate clean energy technologies and strategies into their real-world operations.

CLEARResult acquires government energy sustainability consultancy Energetics

## Strategic Energy Management team makes huge leaps forward

In 2024, our SEM and Carbon Consulting team achieved a 264% year-on-year increase in environmental impact. We saved 409,000 MWh of energy and reduced 760,000 metric tons of CO<sub>2</sub>e, surpassing the carbon sequestration capacity of Oregon's Siuslaw National Forest. In the New England ISO market, we traded 18,000 MWh of renewable energy certificates for projects including solar power generation, combined heat and power systems and air source heat pumps.

## The heat beneath our feet

In May, Governor Polis and the Colorado Energy Office announced \$7.7 million in grant awards. Geothermal energy reduces emissions and saves Coloradans money, promoting energy independence and creating job opportunities. The program opened with 44 applicants and has since awarded 35 projects, 28 of which are currently in development. A standout project in its final study stages is the Vail Civic Area Geothermal District Project, designed to decarbonize their snowmelt system.

Polis administration announces \$7.7 million for geothermal energy

CLEARResult to support \$12 million Geothermal Energy Grant Program



# Energy optimization at work

## Power supplies efficiency rated

80 PLUS® is our performance specification and certification program for internal power supply units (PSUs). We offer seven levels of certification from Standard to Ruby. Our standards are recognized by ENERGY STAR® and the EU for being significantly more efficient than standard PSUs, allowing manufacturers to differentiate their products and improve consumer confidence. To date, over 11,000 power supplies have been certified from over 450 manufacturers.

**In 2024, 80 PLUS® was adopted by the United Nations as a global standard for energy-efficient PSUs in data centers.**

## Wood veneer production upgrade could cut gas consumption in half

A British Columbia-based leader in the production of veneer asked CLEARResult to study the feasibility of installing a high-efficiency thermal oxidizer to abate volatile organic compound emissions from its veneer dryers. The new thermal oxidizer would replace an existing natural gas-injected regenerative thermal oxidizer that is nearing the end of its life and was hoped to lower Scope 1 natural gas combustion GHG emissions. **Our study found this change could reduce base case natural gas consumption by 51%.**

## Decarbonizing a rural hospital in Ohio

A CLEARResult decarbonization study identified energy and emissions savings opportunities for a rural hospital in Ohio. Options included exterior lighting upgrades, demand control ventilation, programmable thermostats, Rooftop Units (RTU) upgrades and replacement, and solar photovoltaics (PV) opportunities, which, if implemented, would result in **over \$100,000 saved annually.**

## Energy Projects team delivers big savings for San Jose tech campus

Our Energy Projects team continues to make a huge impact using its deep retro-commissioning and energy optimization expertise. A project at a San Jose technology campus recommissioned the chiller plant, air handlers and computer room air handlers to improve HVAC system performance. The team developed a more efficient sequence of operations; installed new temperature sensors in the chilled water and condenser water loops; added air pressure sensors in the air handlers; and re-enabled a water-side economizer to improve central cooling plant efficiency. **This \$368,000 project delivered over 476,000 kWh/yr, qualified for \$28,000 in incentives and provided a three-year simple payback.**



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# Leading by example

# Net zero on Scopes 1 and 2

In addition to reducing our emissions in 2024, in spite of significant year-over-year business growth, we've also partnered with Rubicon Carbon to remove over 6,600 tons of carbon across three industrial process improvement projects, resulting in net zero emissions for our Scopes 1 and 2. These projects deliver high-integrity emissions reductions and reliable, tangible impact through the direct removal of greenhouse gases from the atmosphere. Our choice of an industrial-focused strategy, cost-effectiveness and high-quality offsets from legitimate projects aligns with CLEARResult's sustainability mission.

## Reducing emissions in industrial processes

Blowing agents are critical ingredients used in the manufacturing of products for the built environment such as high-quality insulation for homes and refrigerator doors. Traditional HFC-derived blowing agents have a high global warming potential (GWP), driving a disproportionate impact on climate change. Simply put, carbon dioxide has a GWP of 1 and conventional blowing agents have a GWP that is 100–1,000 times worse. The Spray Foam Omega facility previously used a blowing agent blend of HFC-245fa and HFC-365mfc, which have GWPs of 1030 and 794, respectively, meaning that these gases are 1030 and 794 times more potent than CO<sub>2</sub>. The HFC replacement project replaces the previous blend with a next-generation blowing agent known as Solstice LBA, which has a significantly lower GWP of <5.

Hydrofluorocarbon (HFC) reclamation projects involve recovering and reprocessing hydrofluorocarbons from existing systems or waste streams to prevent their release into the atmosphere, thereby avoiding the emission of highly harmful greenhouse gasses.

Both the Spray Foam Omega and Hudson HFC reclamation projects offer a high degree of certainty as they are considered closed systems for life cycle analysis and deliver immediate decarbonization impact without the quality issues or high risk of reversal that affect other types of carbon projects.

Project	Type	Rubicon Integrity Rating	Location	Carbon Removal
Spray Foam Omega 2	HFC Replacement in Foam Production	A	United States (Oklahoma)	2,000
Spray Foam Omega 3	HFC Replacement in Foam Production	A	United States (Oklahoma)	2,000
Hudson HFC Reclamation	HFC Refrigerant Reclamation	A	United States (Illinois)	2,638

# Zeroing in on emissions reduction

While emissions in Scopes 1 and 2 increased by 8% alongside significant business growth, our Scope 3 emissions were down 9% to 49,529 metric tons of CO<sub>2</sub>e. **Our total emissions from all Scopes in 2024 were 56,168 metric tons of CO<sub>2</sub>e, an 8% decrease from 2023 and a 59% decrease compared to our 2019 baseline of 136,414.**

## Reducing emissions in our fleet

Over the past four years, we've worked to reduce the Scope 1 emissions created by our fleet vehicles. To do that, we committed to significantly increasing the number of hybrid (HEV), plug-in hybrid (PHEV) and fully electric vehicles (EVs) in our fleet. **At the end of 2024, we're proud to report that over 19% of our fleet was an HEV, PHEV or EV.**

**Scope 1**

**5,717**  
metric tons CO<sub>2</sub>e in 2024

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**9,797**  
metric tons CO<sub>2</sub>e in 2019

**Scope 2**

**921**  
metric tons CO<sub>2</sub>e in 2024

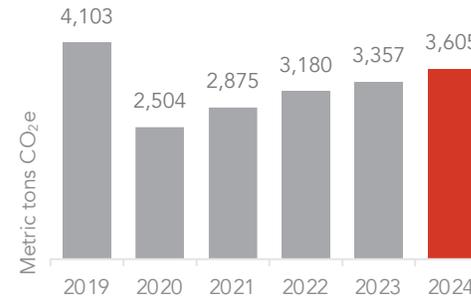
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**3,107**  
metric tons CO<sub>2</sub>e in 2019

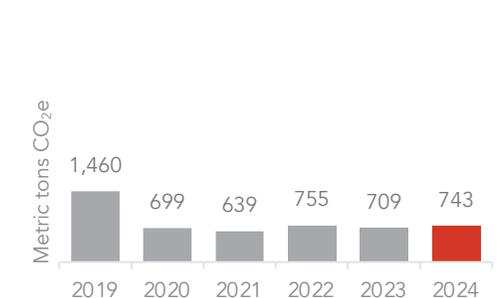
**49% ↓**  
reduction from our 2019 baseline

## Scope 1 | Direct emissions from owned or controlled sources

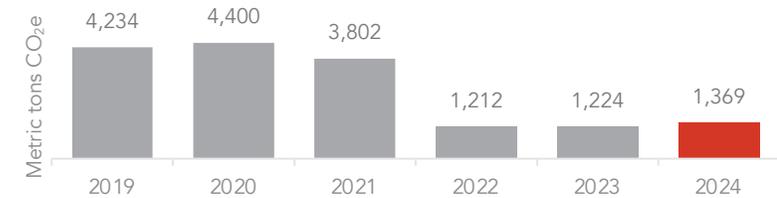
**Fleet and rental vehicle emissions**  
**12%**  
lower than 2019



**Personal vehicle emissions**  
**49%**  
lower than 2019

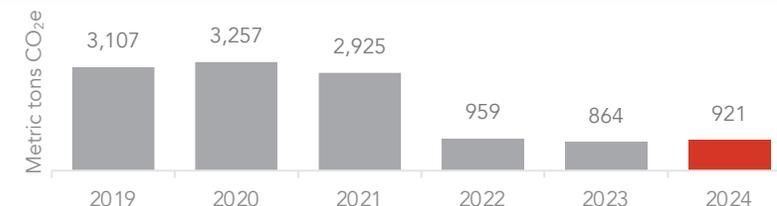


**Natural gas usage**  
**68%**  
lower than 2019



## Scope 2 | Indirect emissions from generation of purchased energy

**Electricity usage**  
**70%**  
lower than 2019

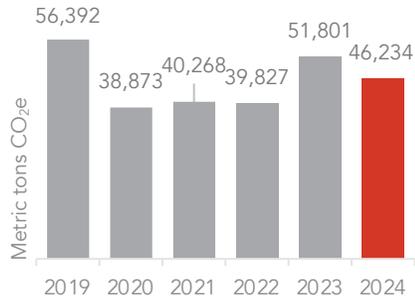


# Emissions report

## Scope 3 | Indirect emissions

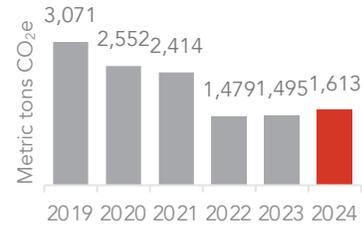
### Purchased goods and services 18%

lower than 2019



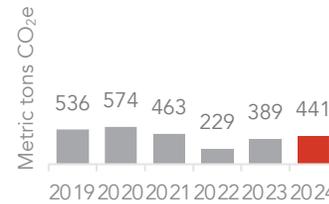
### Fuel and energy-related activities 47%

lower than 2019



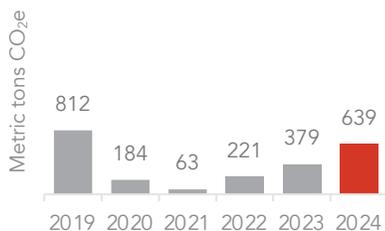
### Upstream transportation and distribution 18%

lower than 2019



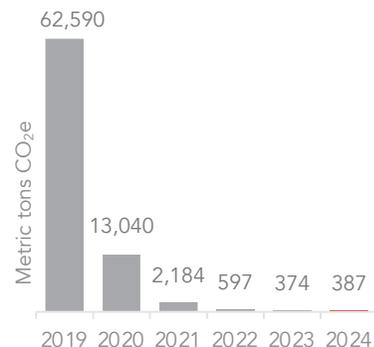
### Business travel 21%

lower than 2019



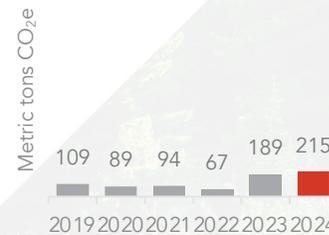
### Employee commuting 99%

lower than 2019



### Downstream transportation and distribution 97%

higher than 2019



## Methodology

CLEARResult measures and reports GHG emissions from Scope 1, 2 and six categories of Scope 3 sources annually, in accordance with the GHG Protocol Corporate Standard. Primary data was used when it was available, current, and geographically relevant. In cases where primary data was unavailable, estimates, extrapolations and industry averages were used as secondary data. Scope 3 emissions (category 1, 4 and 9) were calculated using the spend-based method and adjusted for inflation for all reported years. Scope 1 and 2 emissions are calculated using primary and secondary data.

### Scope 3

# 49,529

metric tons CO<sub>2</sub>e in 2024

# 123,510

metric tons CO<sub>2</sub>e in 2019

# 60% ↓

reduction from our 2019 baseline



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# People, culture and community

# Built on respect, accountability and transparency

The talents and unique experiences of our team members are essential to address the biggest and most urgent energy challenges of our time. Our commitment to respect, accountability and transparency is key to building teams that mirror the communities we serve.

In 2024, our workforce saw an 18% increase in the number of Black, Indigenous and people of color. The number of women slightly declined and represents 43% of our total workforce today. Our veteran population also declined over 2023, and the population of Generations Y and Z increased by 3%.

Our continued dedication to pay transparency has also led to productive conversations about career advancement. All job postings include compensation ranges, and every team member has access to their pay range and structure.

## Growth equals opportunity

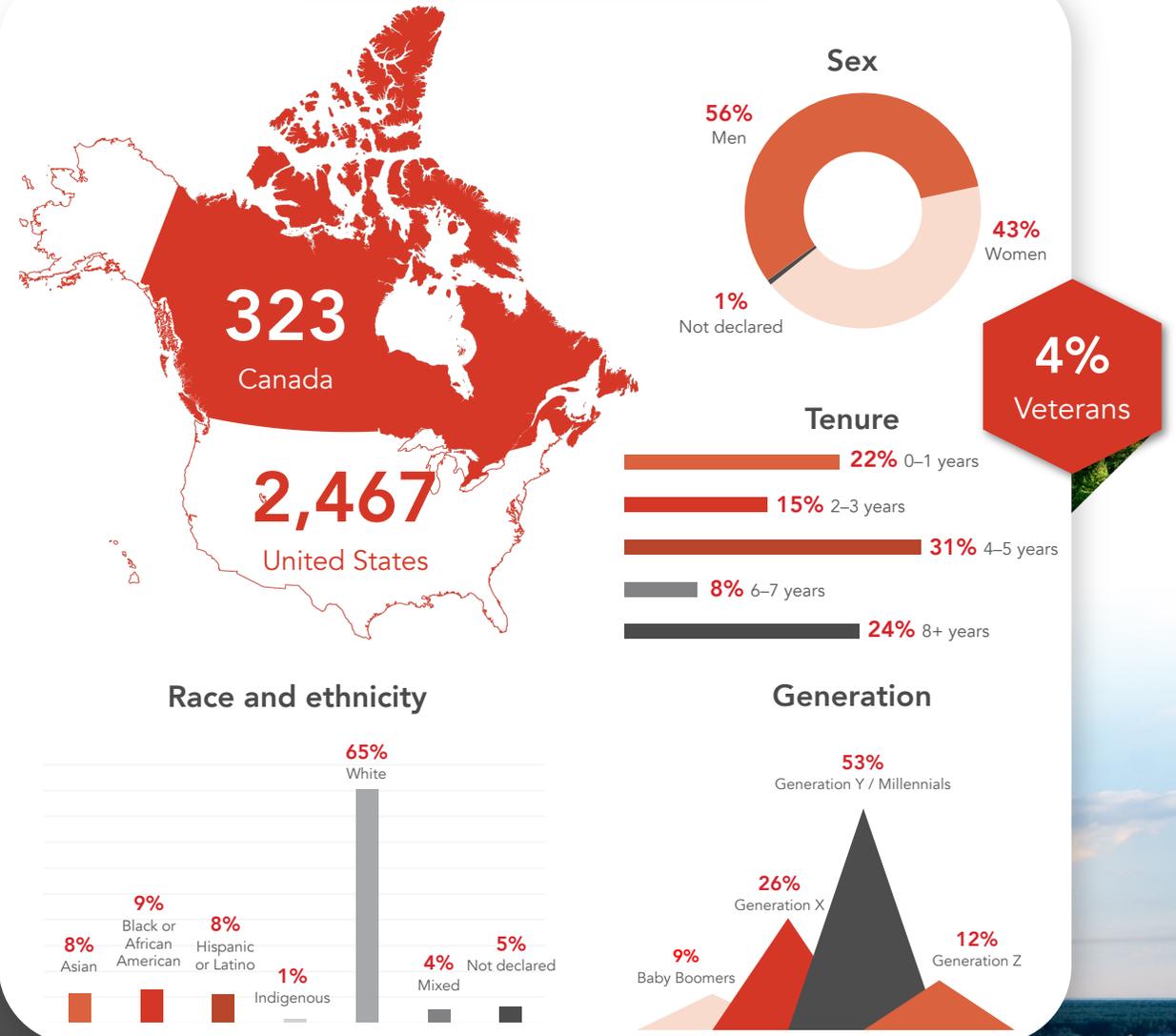


**480+** promotions



**10%** interns converted

## 2024 employee snapshot



# Recognizing the importance of an engaged culture

In 2024, 89% of our employees completed the annual engagement survey and shared why we attract and retain the best talent in the industry. Our commitment to a high performing, safe and inclusive culture built upon our values of respect, transparency and accountability, combined with our competitive total rewards and opportunities for career development and growth have earned us an employee net promotor score (eNPS) of 46, a 20-point increase over 2023 and 39-point increase since 2022.

## Recognition counts

Making our people feel seen and appreciated is a big part of our company's culture and success. Our employee recognition platform makes it possible for every team member to share gratitude, celebrate wins and encourage one another. In 2024, 2,411 employees logged in to our recognition platform, and those team members sent over 62,000 e-cards and awarded more than \$157,000 in recognition dollars across the company.



**62,000+**  
e-cards sent



**\$157,000+**  
recognition dollars sent

Employee satisfaction

**46**

+20 points over 2023,  
+39 since 2022



# Expanded training through our Academy

## Sales Academy

For more than 20 years, we've invested in our greatest asset – our people. In 2024, we launched our Sales Academy. The training program was designed in partnership with an award-winning sales training company exclusively for CLEARResult associates in Business Development, Program Management and Account Management. The Sales Academy helps associates develop the tools and knowledge to become more efficient, confident and productive. Over 400 employees completed our 2024 Sales Academy, yielding a 100% completion rate.

### More innovative learning opportunities in 2024

#### Crucial Conversations

Attendees develop interpersonal communication skills to help navigate high-stakes, challenging conversations at work and beyond.

**88**  
attendees

#### Insights Discovery

This personality profiling tool helps team members understand themselves, understand others, and make the most of the relationships that affect them in the workplace.

**200** profiles  
**20** team sessions

#### LinkedIn Learning Courses

Team members gain access to an extensive library of content to help enhance skillsets, gain industry knowledge and even earn certifications.

**8,930**  
hours viewed

#### Program Manager Academy

A standardized professional development curriculum for all PMs, includes three learning paths based on experience level.

**140**  
participants in 2024

"This [Sales Academy] was invaluable. There were countless good nuggets of tips and daily reminders that I can use in my day-to-day interactions."

"Overall, I very much enjoyed the Sales Academy. I got a lot of great information that will assist in professional and personal growth. I appreciate all the materials that we were provided, which I can reference going forward. Thank you to CLEARResult for making this type of investment into the team!"



# How we empower learning and career growth

At CLEARResult, we care about our employees' education and professional development. We provide access to a comprehensive library of **49 on-demand technical training courses, totaling over 60 hours, specifically designed to support their Building Performance Institute certifications and ongoing professional growth.**

In 2024, a total of 554 CLEARResult employees enhanced their professional development by completing our training academies.

## Completed trainings in 2024



**33**

compliance courses with 100% completion rate



**1,500+**

team members accessed LinkedIn Learning



**36**

live instructor-led technical trainings delivered



**1000+**

BPI continuing education credits processed for certified employees

## Hands-on building science training for energy professionals

CLEARResult offers technical training and certifications to employees and trade allies at our premier building science training lab in Milford, MA. Since 2009, we have provided over 700 classes and trained more than 3,500 people on air sealing and insulation techniques.

**In 2024 alone, our weatherization bootcamps equipped 110 trainees with practical air sealing and insulation skills, all while prioritizing safety.**



# Early career opportunities

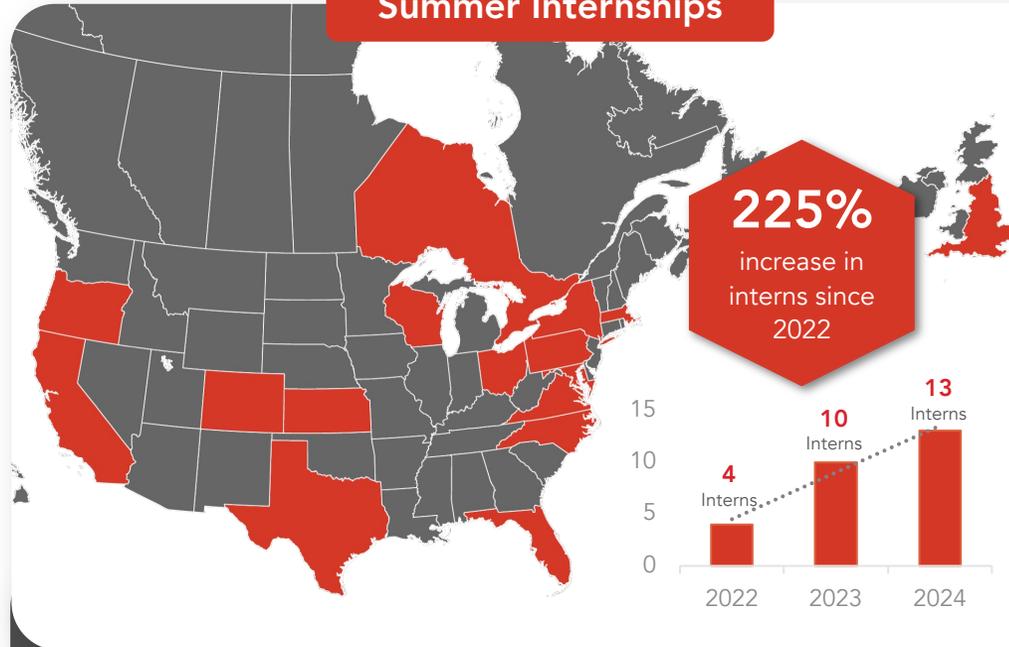
We launched our summer internship program in 2022 and have grown it nearly 225% since then. We are proud to have offered these early career opportunities to nearly 30 students and especially excited to have converted over 10% to full-time roles.

We also partner with our clients to bring dozens of college interns into the industry every year!

In addition to our program work and Corporate summer internship program, our CLEAResult Canada team members hire another 15-20 students to work in our coop program each year. And our Engineering teams have employed over 16 interns over the past three years with another 13% converting to full-time work in that same time frame.

A "day in the life" of our summer intern, Reyna ▶

## Summer Internships



### Participating colleges in 2024

- Boston University
- Centennial College
- Denison University
- North Carolina State University
- Portland State University
- Scripps College
- Stonehill College

- Syracuse University
- The Pennsylvania State University
- The University of Guelph
- The University of Cambridge
- The University of Texas at Dallas
- UC Berkeley School of Law



# Health and wellness matters

We care about the health and wellbeing of our team members, and we're committed to helping everyone understand how to take full advantage of the many health, mental and financial wellbeing benefits we provide. **In 2024, over \$75,000 was awarded to employees participating in our wellness challenges and activities.**

## Paid time off for military

This year, we added paid time off for active and reserve military members when they are called to military duty. CLEAResult will offer up to one week of base pay top-up for military leave. Top-up provides the difference between an employee's base pay and any military pay received for up to one week of service.

## Healthy Habits Reboot Wellness Challenge

Last summer, 159 employees participated in a four-week challenge where they were encouraged to adopt balanced, healthy lifestyle habits through weekly refreshers on environmental health, nutritional and physical health, financial health and sleep and mental health.

Each employee can earn up to **\$275** in rewards via all wellness activities

## Bicycle/walking subsidy

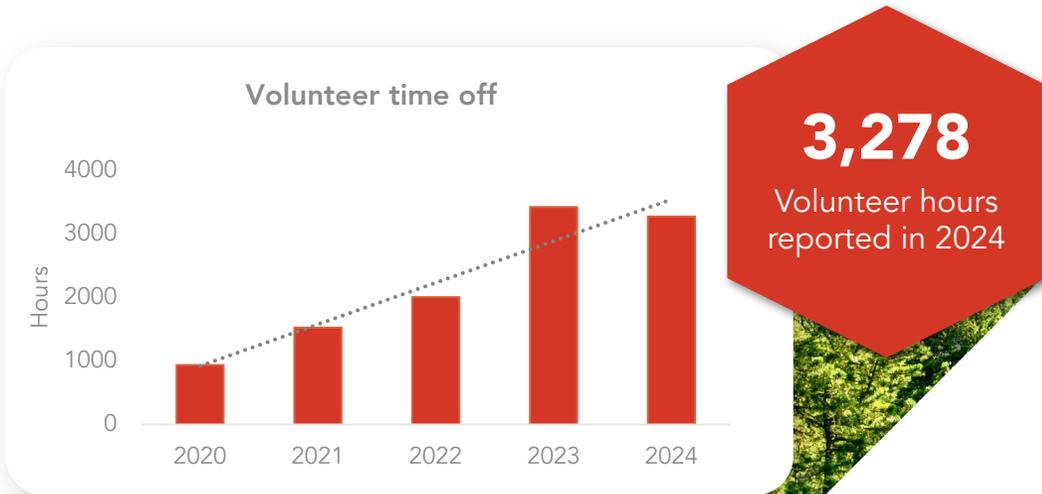
Commuting to work by biking or walking is not just good for your health – it's good for the planet. That's why employees who bike or walk to work more than 50% of the year are rewarded with up to \$20 per month.

## Virtual guidance on benefits

In 2024, we launched an online, **AI-powered Virtual Benefits Assistant**. The tool is available 24/7 and designed to deliver clear, fast and accurate answers about our U.S. and Canada healthcare and benefits. In November, we upgraded the tool to provide tier one support on any HR-related topic. **Over 20% of our workforce accessed the new tool and received answers to about 2,000 questions.**

# Giving our time to the community

We're dedicated to year-round action in the communities we serve. The pandemic years created barriers to our community service, but for our 20<sup>th</sup> anniversary in 2023, we celebrated our longstanding culture of volunteering with the inaugural Annual Week of Service, and we're excited to see the upward trend in our volunteer hours once again. Each year, our full- and part-time employees receive and are actively encouraged to use their eight and four hours of paid time off, respectively, to volunteer with a U.S. 501(c)(3) nonprofit or charitable organization. **In 2024, team members from interns to executives gave 3,278 hours of their time to community groups** like humane societies, food banks, community centers and more.





# Second Annual Week of Service

This year, for our second Annual Week of Service, team members across the U.S. and Canada organized at least 26 volunteer events. Here are a few highlights from each region:

**Austin employees built 300 care kits for people experiencing homelessness.** Employees assembled care packages that included hygiene products, non-perishable snacks and hot weather essentials such as sunscreen, hand fans and reusable water bottles. The care kits were delivered to Caritas of Austin, a nonprofit whose mission is to prevent and end homelessness in the Greater Austin area.

**Canada employees participated in the Canadian Cancer Society CIBC Run for the Cure to raise money for breast cancer research.** The annual fundraiser, which raised more than \$15 million in 2024 alone, honors, supports and celebrates those who have been impacted by breast cancer. Participants could walk or run in the city of their choice.

**Colorado team members volunteered with Project C.U.R.E., the largest distributor of donated medical equipment, for international medical relief to health facilities in 135+ countries.** The supplies will be further sorted and distributed to countries in need of medical supplies.

**Team members in Maine supported a local food bank by sorting and packing 1,500 pounds of food.** This effort resulted in 1,312 meals being distributed to local communities and those facing food insecurity.



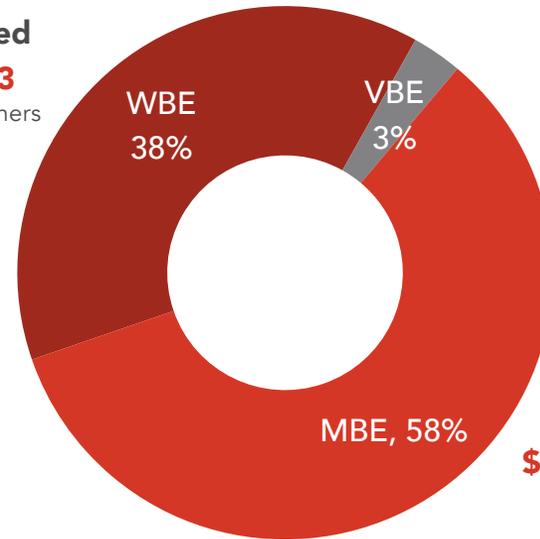
# Our community business partners

At CLEARResult, we value the many partners and vendors helping us change the way people use energy. Every year in our U.S. business, we track our spend with community business partners and celebrate their accomplishments as enterprises and valuable influencers in the communities we serve together. In 2024, our continued growth led to increased total spend with these partners, many of whom we've watched grow from small businesses to thriving corporations. **Our top performing community business partners collaborated with CLEARResult to generate over \$33 million in revenue in 2024 alone.**

## 2024 Partner spend

### Women-owned

**\$17.3M** spend **33** partners



### Veteran-owned

**\$1.4M** spend **5** partners

### Minority-owned

**\$26.1M** spend **24** partners

Data only represents partners with spend in 2024.

FCI Partner spotlight

RCS Partner spotlight

### Top partners in 2024

- Energy Datametrics
- Energy Infra. Partners
- FCI Management
- Graphet Inc.
- Greenlite Corp
- The JPI Group
- MaxLite
- Michaels Energy
- RCS
- Syrainfotek
- SHI International
- Skill Demand Corp

**\$116M**

Total spend with partners in the last 3 years

**\$45M**

Total partner spend in 2024

**131**

Total active partners in program



# A place where everyone belongs

More than 1,200 employees were active members of our employee resource groups in 2024. All groups are open to all employees. Each offers a safe space and body of support to its members while also providing companywide events and heritage and awareness month celebrations where everyone is invited to participate through learning, allyship and community-building. This year, **our employee resource groups also donated a total of \$2,700 to various causes and charities relevant to their individual missions.**



**123 active members (45% growth from 2023)**

In 2024, one of the year's highlights include a special event with CLEAResult President Rich McBee, where members held open discussion on how Spanish-speaking communities fit into the future of our organization.



"Comunidad Unida has empowered and provided a strong sense of cultural belonging, networking opportunities and support of others regardless of their background."

**Olga Jimenez**, Senior Market Outreach Specialist



**194 active members (34% growth from 2023)**

In 2024, Voices of Parents & Caregivers continued to share resources and lend support to associates and their families through events and activities including a Stress Management Workshop presented by Aetna.



"Parenting and caregiving truly take a village, and having a village of coworkers who understand my journey is incredible and empowering."

**Melissa Burns**, Program Specialist



**412 active members (3% growth from 2023)**

In 2024, CREW proudly hosted its first annual CREW Pathways Graduation Ceremony, celebrating the dedication and growth of six dynamic cohorts, comprised of 94 mentor/mentee pairs.



"It is so encouraging to be able to point ambitious talent toward the CREW Pathways Mentorship program to plug in to an experience that promotes meaningful growth opportunities and exposure to other areas of the company."

**Jessika Albin**, Integrated Customer Service Supervisor



**54 active members (26% growth from 2023)**

In 2024, Black @Work celebrated Black History through the Arts and invited singer-songwriter and recording artist Rev. Dr. Stefanie Minatee to discuss the profound influence of African Americans on modern music.



"This group gives me and many others a safe space to be authentic, have meaningful conversations and uplift one another."

Riana Rowles, Program Coordinator



**140 active members (94% growth from 2023)**

In 2024, IDEA started an American Sign Language (ASL) learning group and launched a Body Doubling channel to help improve efficiency for people who work better in groups.



"As a member and Lead Chair of ID(EA), I connect with employees across the US and Canada with diverse perspectives and histories."

Sarah Knoell, Operations Manager



**211 active members (57% growth from 2023)**

In 2024, Pride Alliance held its first ever crossover event with fellow DNA group ID(EA), focused on Mental Health in the LGBTQIA community.



"It has been very refreshing to know that I work for a company that celebrates each of us as individuals and has created a safe space where we can meet, interact and know that our voices are being heard on important topics."

Richardo Kempton, Support Specialist II



**103 active members (18% growth from 2023)**

In 2024, CLEARResult VFS was approved as an industry participant for the Department of Defense SkillBridge program, which helps former military service members gain valuable work experience during their transition to civilian life.



"Through the Vets Academy program, VFS has provided me with leadership training that will help me continue to grow in the civilian workforce!"

Pete Lakoff, Business Development Representative

# Continuously improving our safety record

Our top priority is the safety of our employees, clients and customers. Every month, our dedicated safety team holds office hours and adds to our library of safety moments used to raise awareness in team meetings across the company. Each year, we maintain a 100% employee completion rate for safety and compliance training and continue to offer an expansive library of safety knowledge resources available to all employees. In 2024, our CEO Rich McBee reiterated our **goal of a zero-accident workplace**. This commitment requires a proactive approach and a strong focus on continuous improvement.

## New in 2024

- ✓ Launched updated internal safety trainings, including OSHA Outreach, Ontario Safety & Health Awareness, California Workplace Violence, EPA safety, scissor lift operation and more
- ✓ Year over year improvements to weekly driver safety scores and accident frequency rate. Launched improvements to our business intelligence and safety data analytics dashboard and added monthly vehicle safety tips to our newsletter.
- ✓ Improved our Safety Handbook to include all safety protocols in one comprehensive document

## Gemba walks in our warehouses

CLEAResult Canada team members in Vancouver made it standard practice in 2024 to conduct gemba walks once or twice each month in every warehouse location. The Japanese word *gemba* or *gemba* translates to “the actual place,” and in business speech, a gemba walk refers to the observation of operational practices to inform and improve overall efficiency, particularly in warehouse settings. These strategic walk-throughs include practical audits and assessments of warehouse spaces and led to significantly improved warehouse efficiency and greater safety for all warehouse workers.

“Thanks to the valuable insights we gained during our gemba walk, we significantly improved our warehouse efficiency and safety protocols. We minimized travel distances, which reduced the risk of tripping and improved ergonomics. We also eliminated unnecessary by-products and unused office equipment, freeing up space and reducing risk of injuries from sharp objects or falling items.”

Operations Supervisor



LETTER FROM  
THE CEO

FROM PURPOSE  
TO IMPACT

ENERGY  
EFFICIENCY

ENERGY  
TRANSITION

ENERGY  
SUSTAINABILITY

LEADING BY  
EXAMPLE

PEOPLE, CULTURE  
AND COMMUNITY

GOVERNANCE

# Governance



# Accountability is our standard

## Executive leadership

Our executive team determines our strategy and priorities. They are accountable for our financial and talent management plans as well as improving sustainability in our operations.

## Board of directors

CLEARResult is majority owned by leading U.S. middle private equity firm Kohlberg & Company. Our board of directors is comprised of members from Kohlberg and management. Kohlberg has a long history of investments in the energy space specifically supporting all aspects of serving utilities' business and operational needs.

## Business ethics committee

This committee establishes standards of ethical behavior throughout CLEARResult and ensures compliance to the Code of Conduct. This committee is responsible for communicating the Code of Conduct to employees and for providing oversight of investigations and their outcomes. In the event of noncompliance, CLEARResult is committed to holding the responsible person(s) accountable, applying the appropriate disciplinary process, and reporting violations to proper authorities, as appropriate. The CLEARResult Business Ethics Committee members are the Chief Executive Officer, Chief Financial Officer, Chief People Officer and Chief Legal Officer.

## Data protection and privacy

We are committed to ensuring the security of all our confidential business information and that of our clients and contractors. We train all employees annually on our IT Security Awareness and Privacy approach and upkeep our online Privacy Policy that describes how we collect, use and share personal information. We work with an independent third party to conduct a yearly SOC 2 Type 2 security attestation to pressure-test and evaluate the design and effectiveness of our internal and external

controls. We also have internal IT policies dedicated to information security, acceptable use, asset management, record retention, physical access, remote work and more to ensure security across the board.

We know the critical role our employees play as a primary line of defense. Every year, 100% of our employees complete comprehensive training on information privacy and how to respond to security threats. Additionally, we prioritize security awareness by dedicating moments in our companywide meetings to focus on security matters.

## Training and compliance

Our conduct embodies our mission, purpose and values. We empower employees to contribute to an ethical work environment by providing a confidential reporting system for questionable behavior or activities. All employees are required to complete annual training and review our comprehensive Business Ethics and Anti-corruption policies. In 2024, 100% of employees completed all compliance trainings.

## Artificial intelligence (AI) council

We leverage responsible and effective AI integration and innovation through a dedicated internal AI council led by our Head of AI. The council is comprised of representatives from various business units that work together to execute our AI vision. By conducting thorough AI readiness assessments, establishing robust privacy and security policies, implementing AI best practices, and promoting accessibility through clear roles and team training, the council ensures ethical and successful AI deployment across our operations.

This document represents our impact and sustainability results for the year beginning January 1, 2024, through December 31, 2024.



# Questions?

We'd love to hear from you!



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