



resource  
innovations

# 2022 Impact Report

Powering a Net Positive Future for  
Climate and Social Impact





Resource Innovations, Inc.

719 Main Street  
Half Moon Bay  
CA 94019

[resource-innovations.com](https://resource-innovations.com)

# A message from our CEO, Lauren Casentini

## Dear Friends and Colleagues,

Resource Innovations began with a bold and urgent vision to rapidly scale a fundamentally different approach to addressing climate change and equity in the energy industry. Environmental, social, and governance (ESG) practices have been integral to every step of this journey. I'm pleased to present our first report showcasing the measurable impact that our team achieved in 2022 and unveiling our ESG strategic framework, which maps our foundational pillars to the United Nations Sustainable Development Goals.

As we embark on our next evolution towards even more impact, I take this opportunity to share some things that have been a hallmark of our journey from day 1:

- We were founded to grow the clean energy transition, and climate is at the core of everything we do. We continue to innovate with new offerings in electric vehicles, load management, grid resilience, and analytics.

- Our founding documents ensure a majority-woman Board of Directors, and our executive team has been majority women since the beginning.
- Some of our earliest contracts delivered energy savings (and cost savings) to underserved communities and we continue to be an industry leader in delivering clean energy solutions to environmental and social justice communities.

Looking ahead, we envision:

- Creating a plan to achieve our goal of being Net Zero by 2025;
- Launching an employee engagement survey and mentorship programs;
- Introducing a community volunteer program and policy; and
- Continually improving our processes to promote a comprehensive safety culture.

I am so proud of the progress we achieved in 2022 and confident that tremendous opportunities lay ahead as we continue to refine our ESG strategic framework. Thank you for all your hard work as we transform the clean energy landscape. Your efforts are impacting the communities and businesses we serve in incredible ways.

With gratitude,

*Lauren Casentini*

Lauren Casentini  
Chief Executive Officer  
Resource Innovations



## Dear Stakeholders,

It is my honor to share our first annual impact report, which outlines our journey toward a more sustainable and responsible future at Resource Innovations.

Over the past year, we have made significant strides in integrating ESG principles into every aspect of our operations. While celebrating our accomplishments is important, our focus following this benchmark report is on the future and what we can achieve together to build a better world.

This journey is a collective one, and we extend our sincere gratitude to our stakeholders for their unwavering support and partnership. We value feedback and ideas as we navigate the path to a more sustainable and inclusive future. Thank you for being an essential part of our vision and mission.

### Acknowledgments

Thank you to our wonderful team of Kellogg MBA students who helped in the materiality process: Kathryn Lawson, Sally Wong, Induja Kannan, Thomas Newell, Beth Chung, Nicole Schreiber, and Professor Megan Kashner.

Thank you to RI's Sustainability team, I am so grateful for your partnership; these members include Ridge Peterson, Taylor Harris, Jake Mitchell, Jeff Baker, Bradley Spilka, Kriti Bhardwaj, and Stephanie Aldridge. Special thanks and major kudos to Anna Elise-Smith for leading our carbon accounting efforts. It was an honor to lead you and thank you to our leadership sponsors, Jake Felton and Shaun Dentice.

Thank you to RI's Diversity, Equity, and Inclusion (DEI) committee, including Sarah DeBlock and DeAnn Welker; RI's Procurement and Supplier Inclusion Senior Principal, Marvelene Jones; and Chrystal Little, Brad Pierce, Trent Brackenridge, Margaux Quebedeaux, Amy Zhang, Kelly Helfrich, Richard Beadle, Ghassan Majdalani, Stephanie Ana, Lonny Peet, Cody Jones, Patrick Newey, Jen Denherder, Doug Doran, Sheila O'Connor, Shayla Olson-Nesby, Ashley Palladino, Alex Black, Briauna Bergland, Nate Warren, John Shepard, and Brooke Arldt.

Lastly, an enormous thanks to the entire RI staff who show up to work each day to better our world.

Sincerely,



Laura Brenner Kimes  
Head of Impact & Environmental, Social, and Governance (ESG)  
Resource Innovations

## Reporting Information and References

This document represents our impact and sustainability results for the fiscal year beginning January 1, 2022, through December 31, 2022. We follow The Climate Registry's General Reporting Protocol to account for and report our greenhouse gas emissions.



Resource Innovations supports the Sustainable Development Goals  
[www.un.org/sustainabledevelopment](http://www.un.org/sustainabledevelopment)

The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.



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# 2022 ESG Highlights





## CLIMATE

As a firm, we're racing to prepare for a different future, one that's more resilient and sustainable.



**1.05 billion**

kWh avoided through programs implemented with our clients



**14.8 million**

therms avoided through programs implemented with our clients

Carbon avoided (MTCO<sub>2</sub>e) in 2022 from programs implemented with our clients:



**824,751**



**661.6**

carbon (MTCO<sub>2</sub>e) from operating emissions



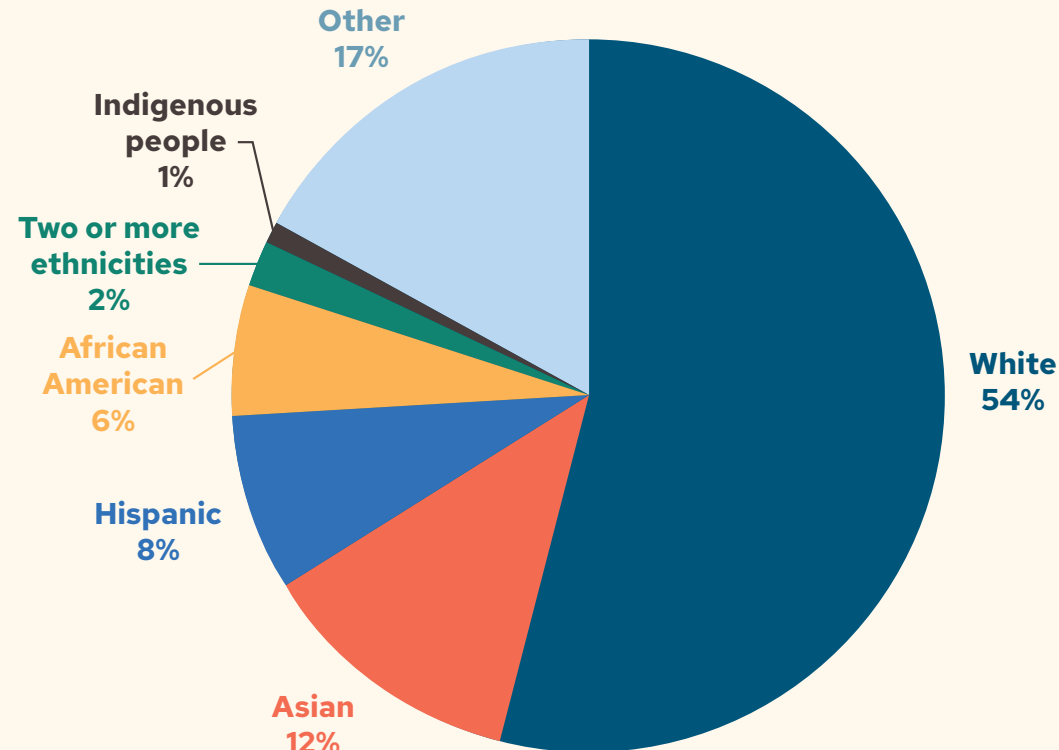
**1.3**

MTCO<sub>2</sub>e per capita

## EQUITY

We integrate equity into every level of our operations to produce transformational outcomes for the communities we serve.

### Racial Diversity of RI Employees



**57%**  
**FEMALE BOARD**

**48%**  
**FEMALE STAFF**

**45%**  
**MANAGEMENT POSITIONS HELD BY WOMEN**

**14%**  
**DIVERSE SUBCONTRACTORS**

## INNOVATION.

We consistently invest in new capabilities to achieve more enduring outcomes for clients and their communities.



**15%**  
non-demand-side  
management (DSM)  
revenue

## SCALE AND IMPACT.

Our continued expansion allows us to transform the energy industry and maximize the impact we make on climate change and equity.



**565**  
full-time staff



More than  
**214,140**  
submitted applications  
and emailed inquires



**10**  
new partners  
and the acquisition of **TECHNIART**

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# Our Company







## About Resource Innovations

Resource Innovations is an energy **transformation** firm. Women-led, purpose built, and driven by diversity, we're expanding on our expertise in demand-side management and energy efficiency with new capabilities to deliver a more sustainable and equitable future. For customers and communities across North America, we bring a fundamentally different approach to the challenge.

We offer a range of services designed to help our clients achieve their sustainability goals. Our advisory services, solutions delivery, decarbonization, and software and analytics offerings are built around our deep expertise in energy efficiency, delivering results that mark real progress in the clean energy transition.

As a company, we are dedicated to positively impacting the world. We understand the urgency of the climate crisis and are determined to play our part in solving it. We believe that by working together with our clients, partners, and stakeholders, we can accelerate the transition to a sustainable energy future.

At Resource Innovations, we are proud of our values and our employees, who are the heart of our organization. We are committed to building a diverse and inclusive culture where everyone feels valued and can contribute their best. We believe that by working together, we can create a more sustainable future for all.

# Our Mission and Pillars

Resource Innovations was founded on a belief that clean energy can be affordable and accessible to all. Our mission is rooted in four pillars that guide every team member, every partnership, and every business decision:



## Climate Change

The sweeping effects of climate change have transformed how we think about energy, even as the demand for energy grows. Resource Innovations is racing to prepare for a different future, one that is more resilient and sustainable.



## Equity

We design and deliver energy solutions with a focus on community development, engagement, and action. We integrate equity into every level of our operations to produce transformational outcomes for the communities we serve.



## Innovation

Emerging energy challenges require a fundamentally different approach, one more integrated and comprehensive. We consistently invest in new capabilities to achieve more enduring outcomes for clients and their communities.



## Scale and Impact

We are bound by a common desire to make bold strides. Growth is imperative—our continued expansion allows us to transform the energy industry and maximize the impact we make on issues of climate change and equity.



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# About ESG







## ESG Foundations

Our ESG strategy is guided by our four pillars and aligns with the UN Sustainable Development Goals (SDGs).

### Climate Change



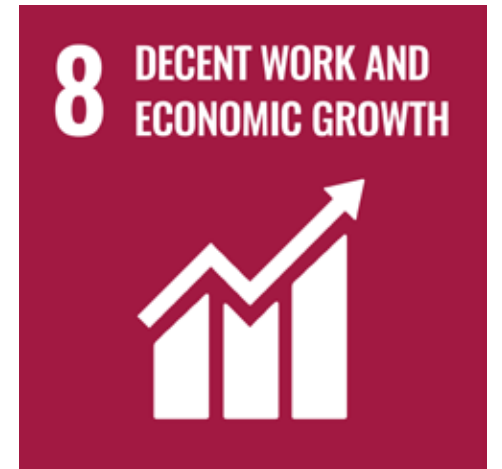
### Equity



### Innovation



### Scale & Impact



# Climate Change



As a firm, we're racing to prepare for a different future, one that's more resilient and sustainable.

## UN Sustainable Development Goal

### Climate action.

#### What we do for impact

1. Deliver on our GHG reductions.
2. Operate responsibly in our scope 1-3 emissions.

#### How we see our impact

1. In partnership with our clients, we facilitated more than 1.05 billion kWh and 14.8 million therms avoided in 2022, or at least 824,751 MTCO<sub>2</sub>e equivalent.
2. Our footprint is 661.6 MTCO<sub>2</sub>e emissions (1-3) and 1.3 MTCO<sub>2</sub>e per employee.





# Equity

10 REDUCED INEQUALITIES



We integrate equity into every level of our operations to produce transformational outcomes for the communities we serve.

## UN Sustainable Development Goal

### Reduced inequalities.

#### What we do for impact

1. Grow team and leadership diversity.
2. Grow supplier diversity.

#### How we see our impact

1. 48% female staff , 45% management positions held by women, and 57% female board. Staff is 12% Asian, 6% Black or African American, 8% Hispanic or Latino/Latina, 1% Indigenous People, 54% White, 2% two or more ethnicities, and 17% other.
2. 14% diverse subcontractor spend.



# Innovation

We consistently invest in new capabilities to achieve more enduring outcomes for clients and their communities.



## UN Sustainable Development Goal

**Industry, innovation, and infrastructure.**

### What we do for impact

1. Deliver new program solutions.

### How we see our impact

1. 15% non-demand-side management (DSM) revenue.





# Scale & Impact

**8** DECENT WORK AND  
ECONOMIC GROWTH



Our continued expansion allows us to transform the energy industry and maximize the impact we make on climate change and equity.

## UN Sustainable Development Goal

**Decent work and economic growth.**

### What we do for impact

1. Grow workforce and customers.
2. Expand capabilities and services for clients.

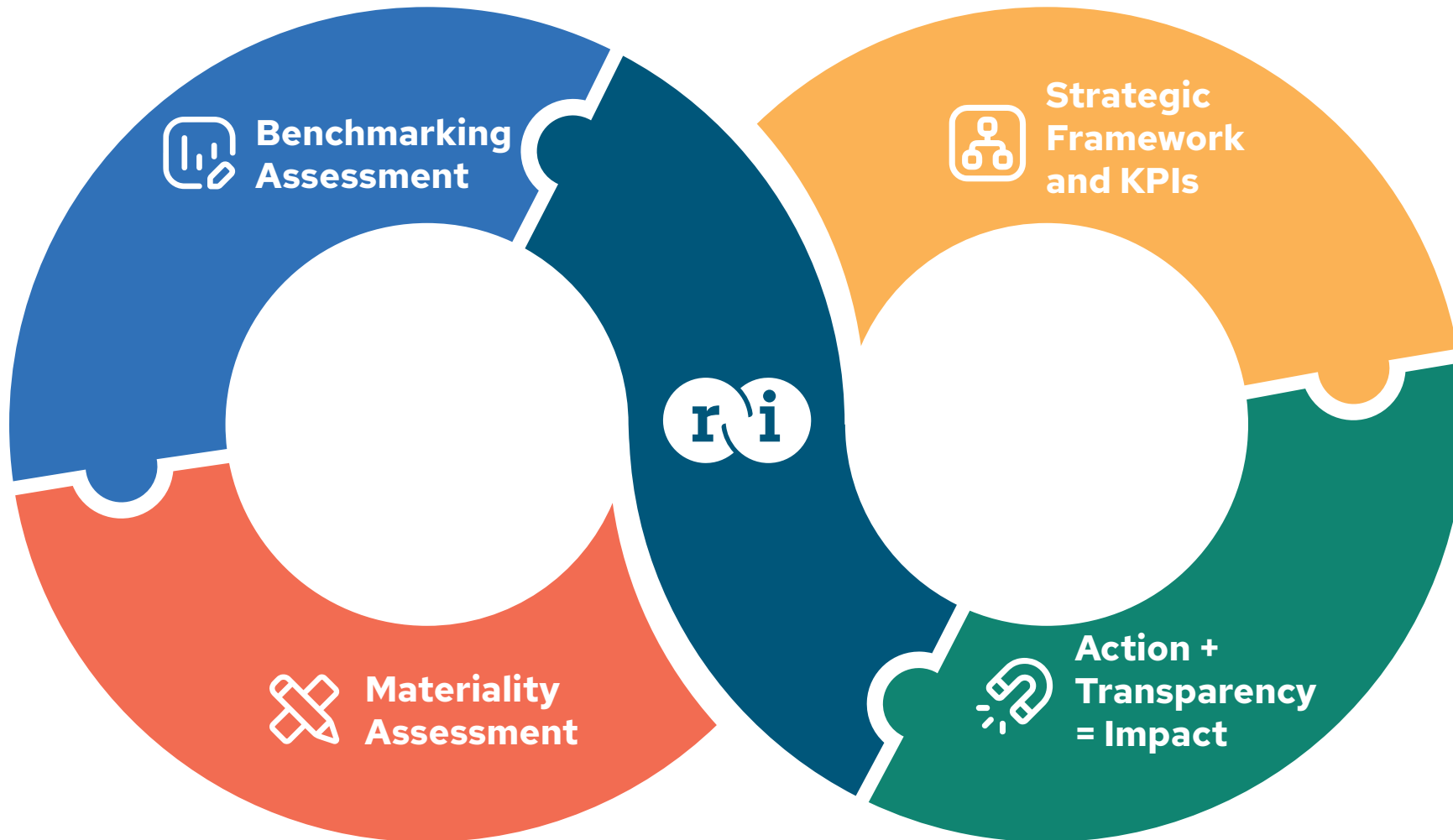
### How we see our impact

1. 565 full-time staff, more than 214,140 submitted applications and emailed inquires (an estimate of unique customers).
2. 10 new partners and the acquisition of TechniArt.



# ESG Foundations

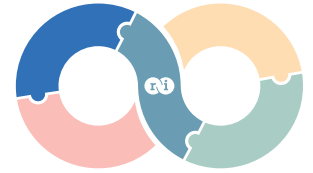
Our ESG strategy is guided by our four pillars and aligns with the UN Sustainable Development Goals.







## Benchmarking Assessment

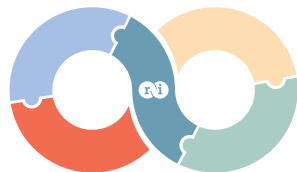


Our benchmarking assessment was a critical first step to identifying our key areas of focus and how to measure their growth against our peers. We used the B-Lab benchmarking tool to examine over 300 areas related to ESG across the categories of governance, workers, community, environment, and customers.

We benchmarked our performance against other companies in our industry, our clients, and utility suppliers using the Sustainability Accounting Standards Board (SASB) and the Sustainable Supply Chain Alliance's (SSCA) "The Sustainability Project" survey.



## Materiality Assessment

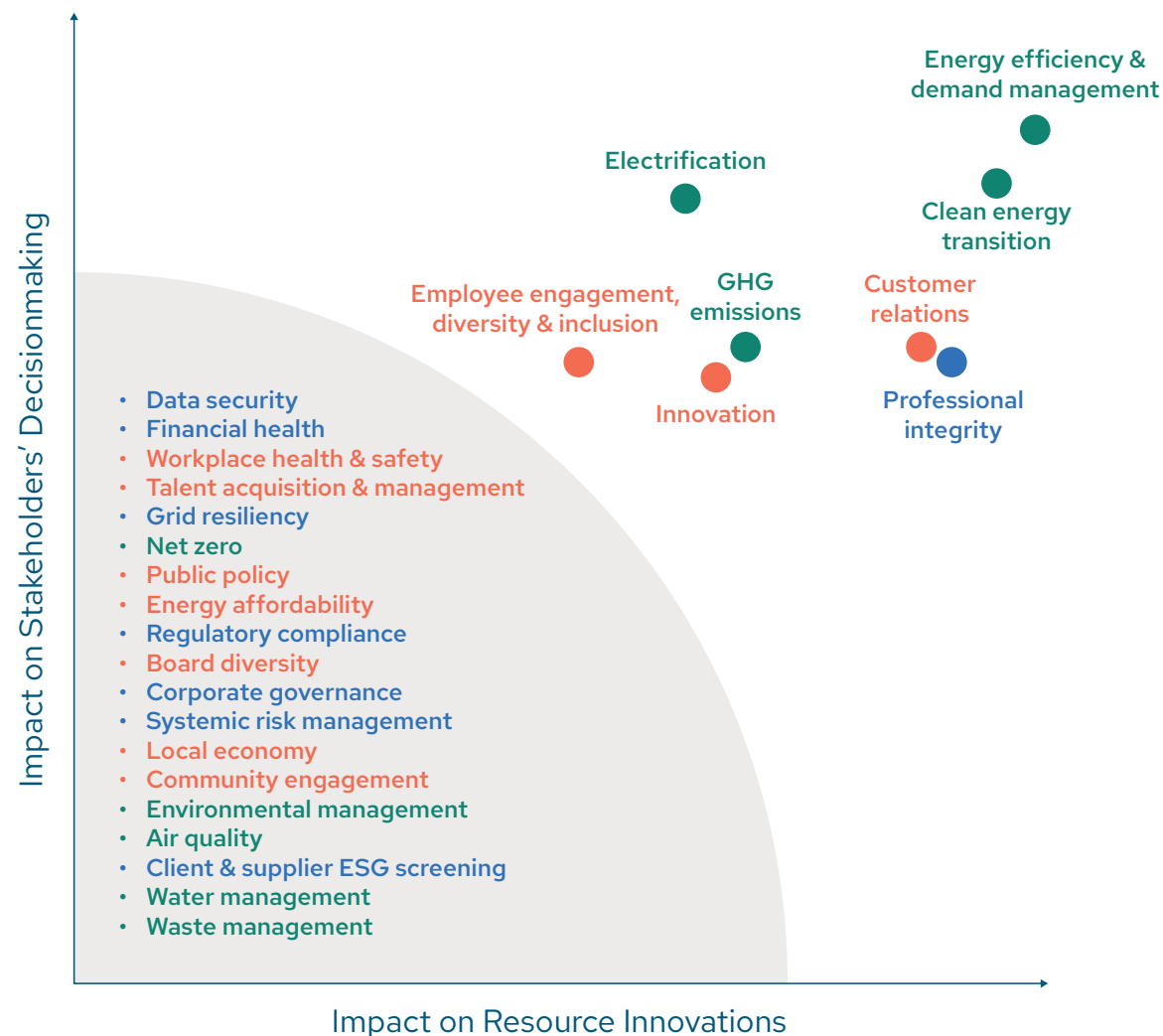


We conducted a materiality assessment to ensure we report on what matters most to our stakeholders, including employees, investors, customers, and the communities we serve.

### Materiality Assessment Inputs

- Staff surveys
- Executive team interviews
- Sustainability Account Standards Board (SASB)
- Global Reporting Initiative (GRI), UN Sustainability Development Goals (SDGs), and other frameworks
- Peer research

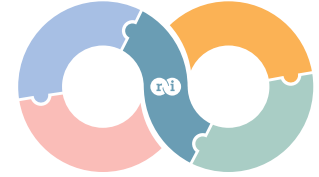
## ESG Priorities



**We firmly believe  
that what is  
measured gets  
managed.**



## **Strategic Framework**



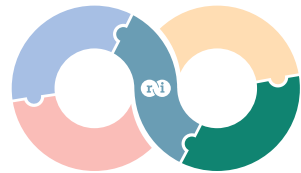
The foundation of our ESG program is our company's four pillars: climate change, equity, innovation, and scale and impact, combined with the U.N. Sustainable Development Goals Framework.

Inspired by the work of the social sector and program logic models, we then designed our strategic framework. We aligned our pillars and levers with metrics to show our progress and impact. We firmly believe that what is measured gets managed. These material ESG topics now provide the framework of our ESG reporting and we will continue to monitor them, assess their significance, and adapt as stakeholder priorities evolve.





## Reporting Framework



**United Nations Sustainable Development Goals (SDGs)** are ambitious goals set by the United Nations in 2015 that align nations, investors, enterprises, nonprofits, and other organizations toward globally impactful sustainable development goals.<sup>1</sup>

Our core business exists to serve SDG 7: Affordable and clean energy.

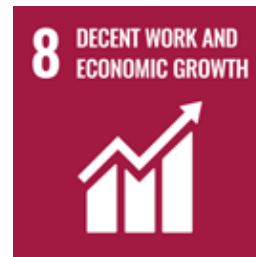


### **UN SDG 7: Affordable and clean energy.**

Ensure access to affordable, reliable, sustainable, and modern energy for all.

<sup>1</sup>Appendix: We also include content index with reference to the Global Reporting Initiative (GRI) standards.

Our foundational four pillars additionally align with UN SDG 8, 9, 10, and 13.



### **UN SDG 8: Decent work and economic growth.**

Promote inclusive and sustainable economic growth, employment and decent work for all.



### **UN SDG 9: Industry, innovation, and infrastructure.**

Build resilient infrastructure, promote sustainable industrialization and foster innovation.



### **UN SDG 10: Reduced inequities.**

Reduce inequality within and among countries.



### **UN SDG 13: Take urgent action to combat climate change and its impacts.**

Take urgent action to combat climate change and its impacts.

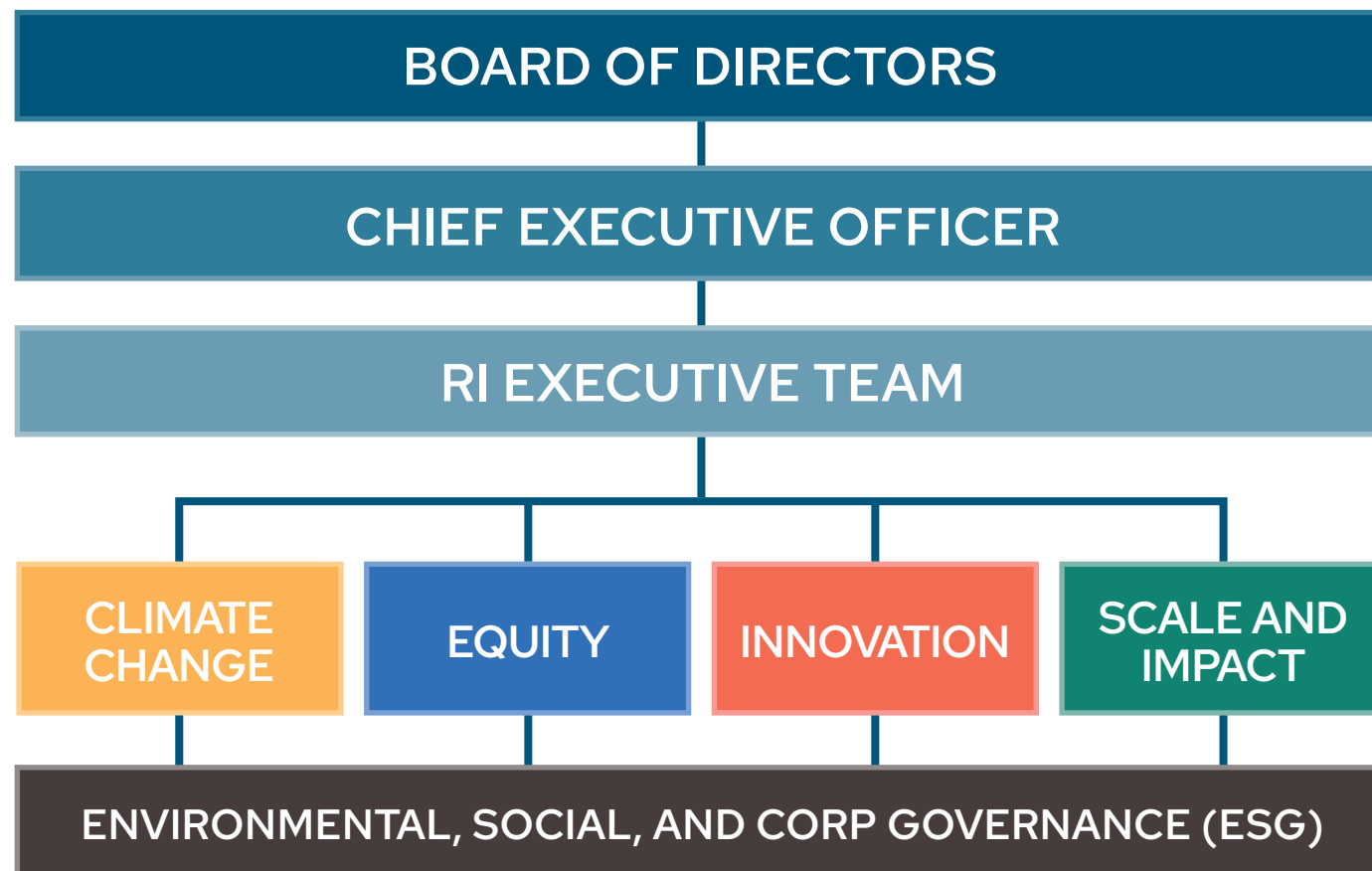


## ESG Governance

Our ESG governance is led by our executive team and they are guided by our four pillars to accelerate ESG efforts. Areas of key risk are elevated to the board of directors for discussion. Our Board, through its bylaws, is majority women-led.

Resource Innovations' Head of Impact and ESG manages the development and implementation of our ESG strategy, as well as our annual Impact and ESG report. Employee sustainability and DEI groups provide a forum for additional input and efforts.

We maintain and update sustainability, DEI, and safety policies, and measure and manage safety and information risks to ensure the continuity of staff and customer data. These policies are also described below.



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# Company Performance & Operations





# Overview

At Resource Innovations, growth is imperative to truly transform the market in the areas that are most important to us—climate change and equity. We have grown our portfolio to include more than 440 residential, commercial, and industrial energy efficiency programs and projects for more than 185 clients across the globe. In 2022, we were recognized for our growth by ranking on Inc. Magazine’s list of America’s Fastest Growing Companies, earning the No. 10 spot in the energy category and No. 328 overall.

We consistently drive impact through our trusted client partnerships. **Year over year, we have achieved a 99% client retention rate**—an indicator that we are aligned with our clients’ priorities and equally committed to delivering transformative results.

We also drive impact by working both ends of the grid. From grid planning to sustainable management of grid resources, we maximize our ability to impact equity and sustainability. Examples of this work include helping our utility clients across North America achieve their energy efficiency goals through DSM program administration and supporting a full continuum of programs.



Flexible load management



Market transformation



DSM research, planning, and analysis



Grid planning, management, and software



Residential programs (e.g., income qualified, multifamily, home energy assessment, midstream, new construction)



Commercial and industrial programs (e.g., retrocommissioning, custom and prescriptive, strategic energy management, new construction)



Agriculture and indoor agriculture



Electrification and electric vehicles



Renewable energy



Energy and water efficiency

# Programs Designed for Impact

## Alliant Energy

### Residential Hot Water Heater Demand Response Program

We support this pilot program with contractor management services and applicant enrollment screening. The program installs Wi-Fi smart devices on electric hot water heaters to control equipment operation and shift load at times of high grid demand in exchange for a participation incentive for the customer.

## Salt River Project

### Residential LMI DRPE Platform

We developed and deployed a Demand Response Enrollment Platform for low- and moderate-income customers. We eclipsed our goal of 11,000 and enrolled 12,000+ devices.

## Sonoma Clean Power

### Webstore

We collaborated with AutoGrid to develop a webstore that validates customer eligibility, applies instant discounts, and enrolls customers into Sonoma Clean Power's Flexible Load programs. Through the webstore, we enrolled 500+ EV chargers and 1,200 smart thermostats.

## Rocky Mountain Power

### Wattsmart Battery Rebate Program

Resource Innovations provides the software and back-office support Rocky Mountain Power needs to deliver this program. The program aggregates all participating batteries at residential and non-residential buildings and provides an energy resource large enough to provide energy when it is needed most. Excess solar energy is used to charge the batteries during the middle of the day, then that energy is used later in the evening or mornings. The batteries can be called upon when there is a larger system need to manage voltage to keep the grid stable for everyone. We processed more than 850 participation applications in 2022.

## Rocky Mountain Power

### Commercial New Construction and New Homes Program

These programs demonstrate how we effectively influence grid demands on the front-end before homes and businesses are built. We do not yet have impact reports to share as we were awarded this work in 2022. We previously implemented the New Homes program, which ended in 2017.





# Offices

We work and collaborate in places that reflect our commitment to the environment. We discuss our energy usage with landlords annually and reduce emissions in our offices. Several of our offices carry environmental certifications, including Salt Lake City, UT (ENERGY STAR, ASHRAE) and Chicago, IL (LEED Silver and ENERGY STAR). In total, we have 12 offices and five warehouses.

Our flagship office in downtown Chicago's famous Wrigley Building is certified LEED-Silver by USGBC, ENERGY STAR certified, a BOMA 360 Performance Building, among other EH&S certifications. Our landlord, Zeller, performs annual property energy, water, and waste audits, as well as audits and inspections of building systems to ensure efficiency and proper performance. In addition to standard environmental features like recycling, the property focuses on integrating perennial plantings and reducing impermeable paving, providing bike rooms and promoting active commuting, and maintaining green Cleaning and Integrated Pest Management Policies. The building hosts community volunteer events and wellness offerings.





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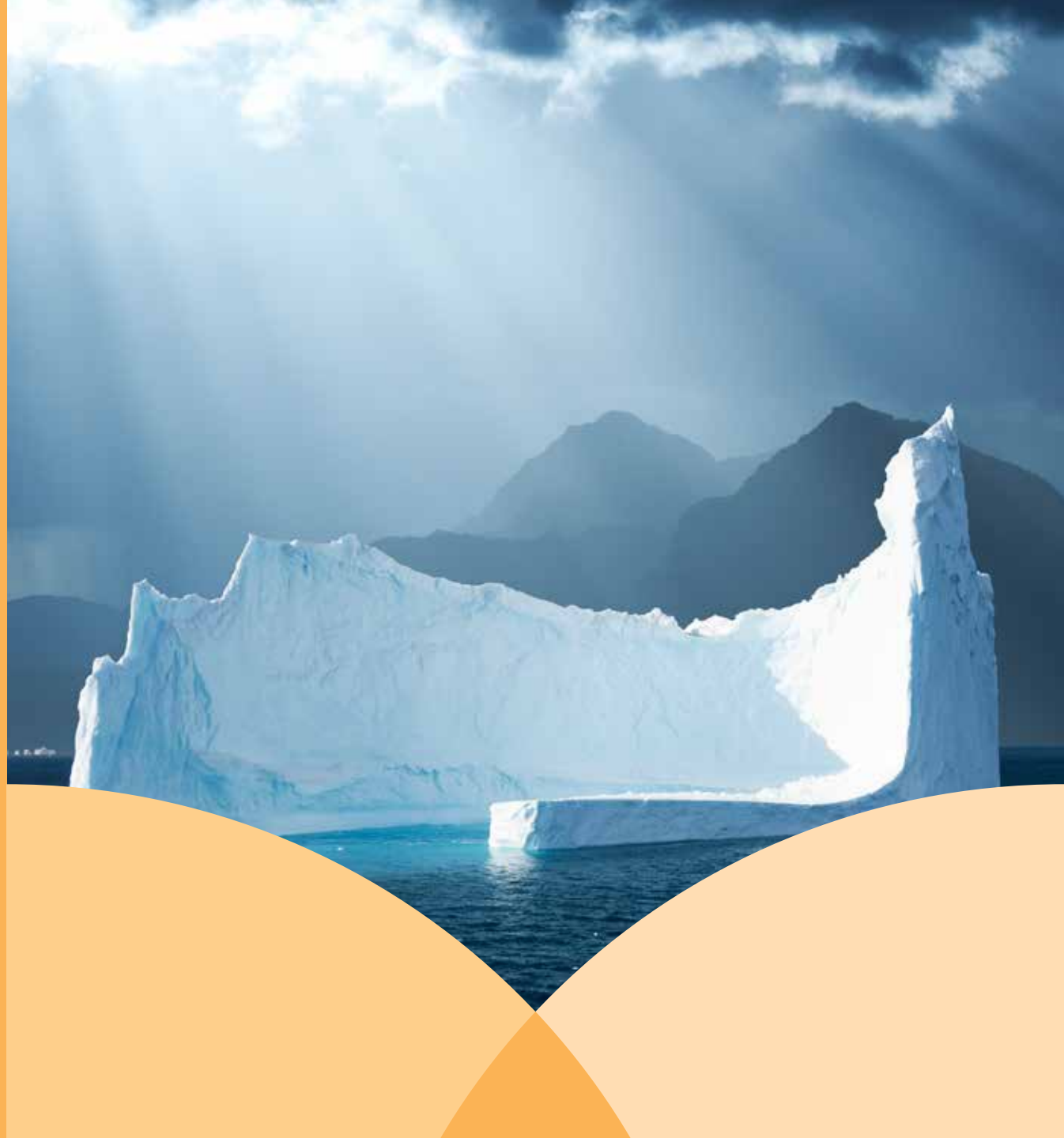
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# Climate Change



# Climate Change



The sweeping effects of climate change have transformed how we think about energy, even as the demand for energy grows. **Resource Innovations is racing to prepare for a different future, one that is more resilient and sustainable.**

## Carbon Emissions

Resource Innovations completes annual greenhouse gas emissions inventories and will third-party verify these inventories. We plan on purchasing offsets to cover a portion of these inventories, with the aim of continuously improving our efforts each year.

**Scope 1 and 2.** In 2022, Resource Innovations' annual greenhouse gas inventories from our direct operational footprint considering scope 1 and 2 was 529 MT CO<sub>2</sub>e. This includes emissions from purchased gas and electricity at our leased offices (scope 2 emissions). We have no scope 1 emissions (generation); our office space is leased. Calculations involve collecting electricity and natural gas bills for 2022 from our landlords, and converting purchased energy to emissions using The Climate Registry methodology.

**Scope 3.** This report includes an estimate of our indirect emissions (scope 3) from business travel such as flights and reimbursed mileage as well as certain landlord-controlled equipment. To make this estimate we collect data from our employee-related expenses. This year we do not include supplier emission estimates in our accounting, though we have begun the process of estimating these emissions and anticipate including this in future years.

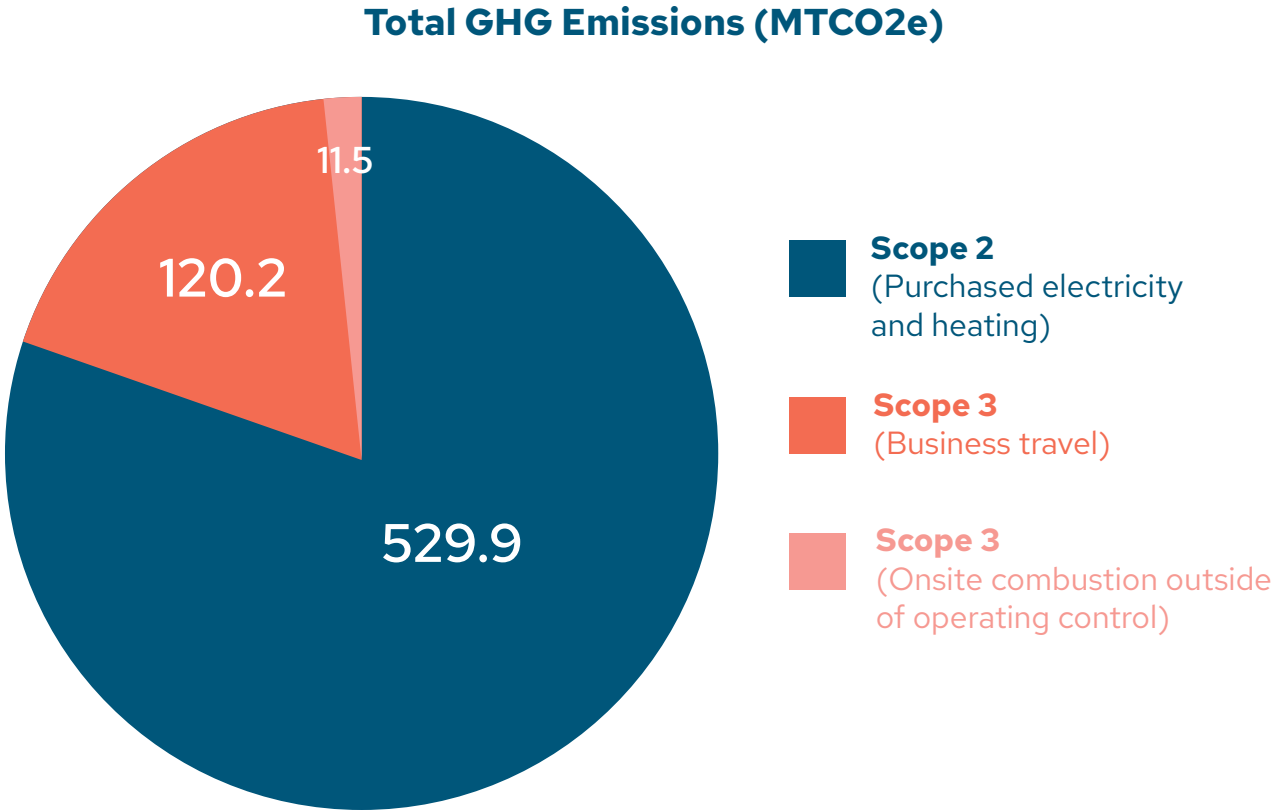
**Other Emissions Impacts.** Our business model is quite simply helping utility customers avoid carbon emissions. Some might consider this work as neutralizing the effect of our operational GHG footprint. However, because emissions accounting guidance has not been issued specific to this circumstance, we do not sum the work of our program delivery and call center teams into our total emissions accounting. Instead, we share our best estimates of these avoided emissions facilitated by our team in context of our overall corporate footprint from operations. To make this estimate, we collected and summed annual first year energy savings data from all available programs and use a widely available EPA calculator to convert to GHG emissions avoided. Our estimated impact does not consider total lifetime energy savings, which would greatly increase the impact.

**Carbon Credits.** In 2022, we researched a suite of different carbon crediting agencies to try to improve the quality of carbon credits we purchase going forward. We investigated the various regenerative practices and climate stewardship of the credits offered and will refer to this research in the future to try to extend our impact beyond emissions to social and ecological co-benefits.



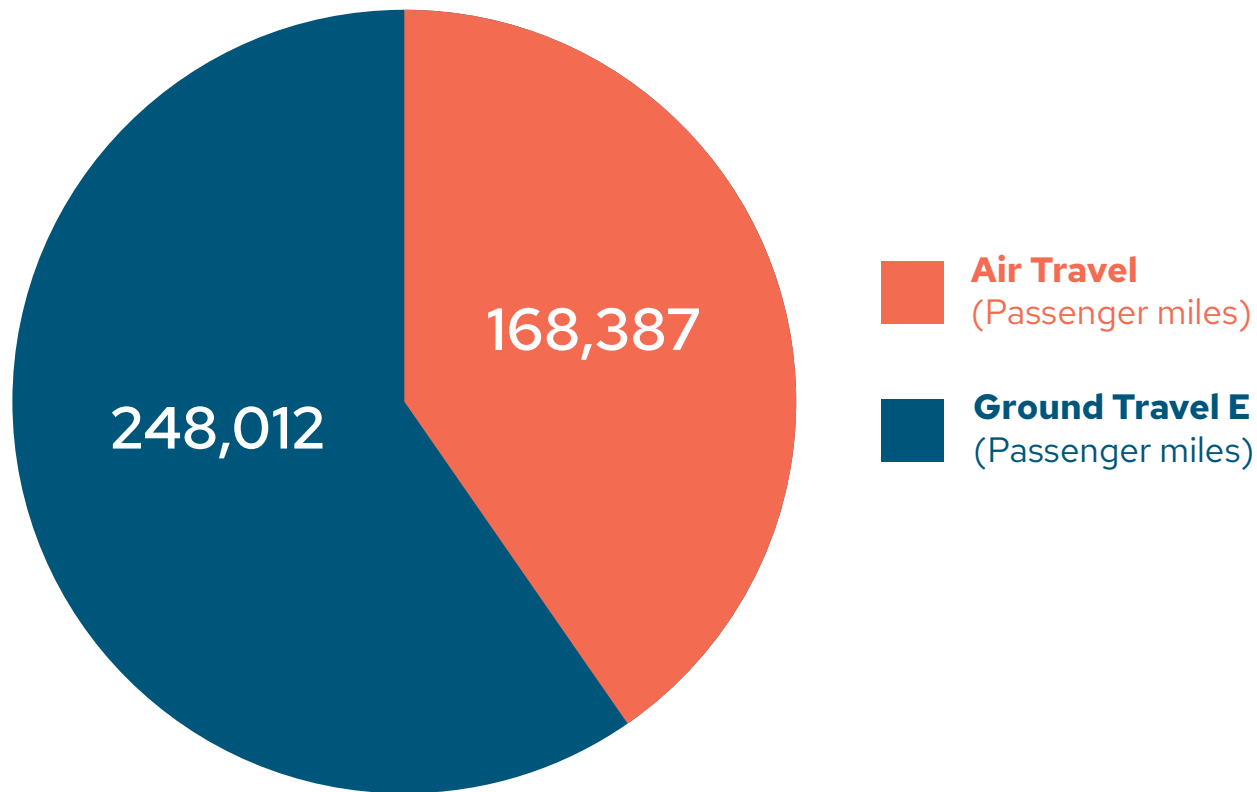
# Carbon Emissions

2022 ACTIVITIES		
Indirect	Electricity (kWh)	886,112
	Heating (therms)	14,084
	Business Travel by Car (passenger-miles)	248,012
	Business Travel by Plane (passenger-miles)	168,387
	Landlord owned Backup Generator (gallons of diesel)	550
	Landlord owned Pressure Washers (gallons of diesel, gallons of gasoline)	15 & 15
Energy Savings	Electricity (kWh)	1.05 billion
	Natural Gas (therms)	14.8 million
Emissions Generated	TOTAL EMISSIONS GENERATED (MT CO2e)	660.7
	Scope 1 (MT CO2e)	0
	Scope 2 (MT CO2e)	529.90
	Scope 3 (MT CO2e)	131.67
Emissions Per Capita	MT CO2e per employee	1.3
Avoided Emissions	MT CO2e	824,751





## RI Employee Passenger Miles Traveled



## Salt River Project

### The City of Mesa Case Study

We support the City of Mesa in their commitment to become a carbon neutral community by 2050. The projects we identified allowed them to become the first municipality participating with SRP to max out on the \$300,000 annual cap for energy efficiency rebate incentives. The money that Mesa saved from the energy efficiency projects can go back into the city's budget and be used for other improvement projects and to uncover new ways to mitigate their impact on the environment.

## ComEd

### Whole Home Electrification Program

The program offers free assessments by approved local trade allies. Customers can receive no-cost ENERGY STAR®-qualified upgrades that may include heat pumps, heat pump water heaters, induction or electric stoves, and electric or heat pump clothes dryers. They can also receive no-cost building weatherization, and health and safety modifications required to safely and efficiently reduce reliance on fossil fuel energy sources, like gas and propane, for homeowners and residents in single and multi-unit homes in Chicago. These upgrades empower income-qualified customers to reduce their carbon footprint, energy costs, and climate impact. It is the first program of its kind to convert low-income single-family homes to all-electric, using highly efficient technologies.

## SCE

### Clean Energy Optimization Pilot

Resource Innovations is part of a team that is evaluating an innovative program model to encourage consumers to transition to clean energy. Resource Innovations is leading the quantification of GHG reductions and analysis of local grid impacts. The evaluation approach uses established techniques for measuring meter-based energy impacts in the context of a GHG emissions reduction framework.

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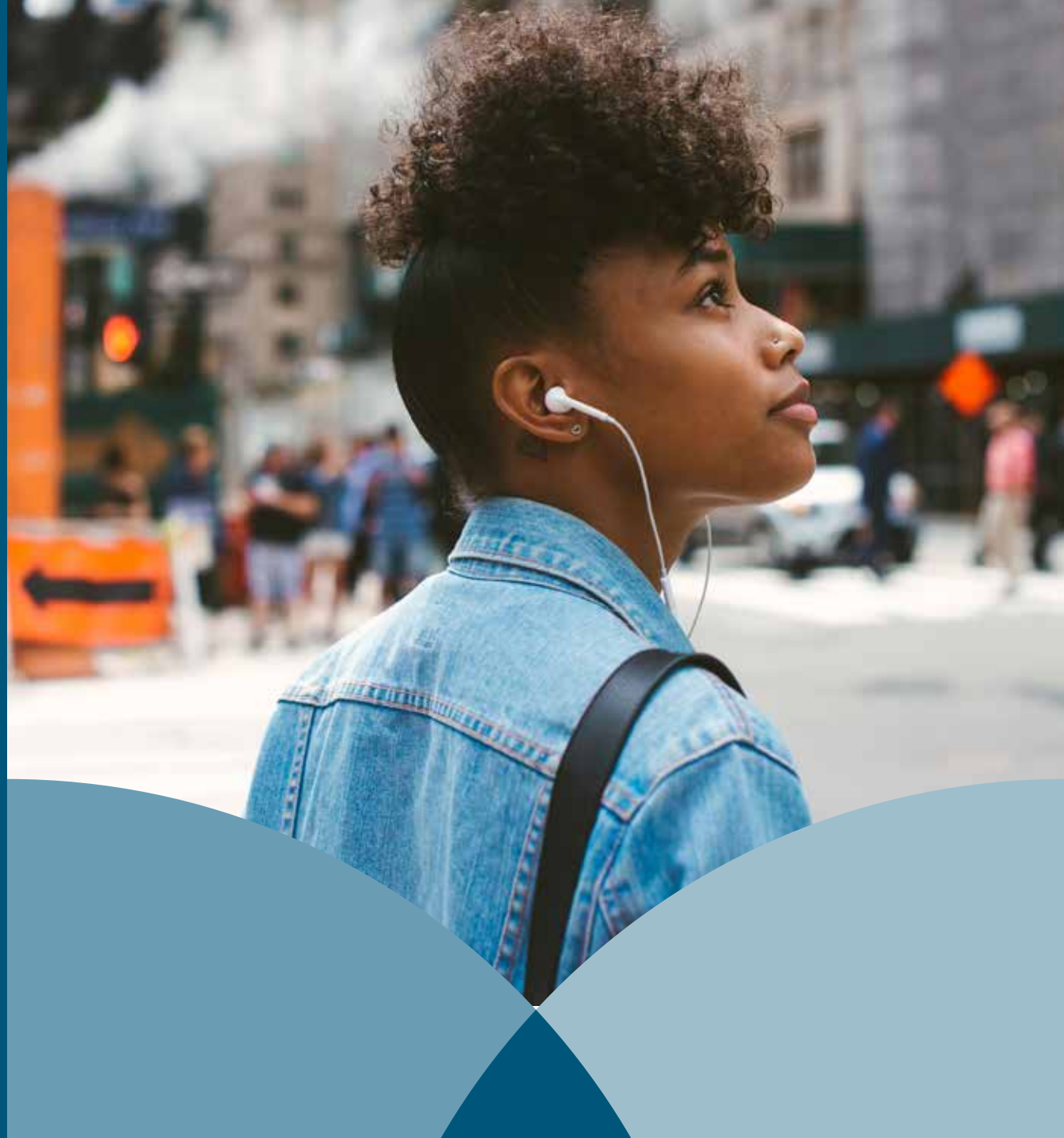
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# Equity



# Equity



We design and deliver energy solutions with a focus on community development, engagement, and action. **We strive to integrate equity into every level of our operations to produce transformational outcomes for the communities we serve.**

## DE&I Plan

Our DE&I Plan establishes firm commitments and actionable strategies to achieve majority-diverse representation in our leadership, hiring, partners, and spend. This includes women, minorities, and a multitude of other diverse categories.

## Our Strategies Include:



Integrating DE&I approaches and policies throughout the company that include hiring, training, and company culture.



Increasing our diverse business partnerships and maximizing diverse spend through our comprehensive supplier inclusion program.



Expanding strategies to meet our clients' internal DE&I goals and regulatory mandates.



Designing energy programs and solutions that strengthen the communities and industries we serve while reflecting their diversity.



Serving as a thought leader in our industry, continuously learning and adapting, while challenging the energy industry to be more equitable, inclusive, and diverse.

## Multiple Clients

### E-commerce IQ Impacts

Leveraging our e-commerce solutions, we successfully serve, support, and better reach income-qualified customers to ensure equitable access to energy and cost-saving measures.

## ComEd, Nicor

### PG&E Home Energy Savings

This statewide program in Illinois positions us to serve 25,000 residents across the state to ensure they receive the energy-saving and bill reduction services they need. We are building capacity for local and diverse program partners to increase their role in supporting this and other utility programs and channeling more utility dollars back into local communities.





## Employees

### Training and Development

Our recurring training initiatives include DEI, safety, and information security presentations in all-hands meetings, annual training assignments for all staff, and dedicated onboarding training. We also support employees through annual performance evaluations and career development frameworks to help them track and plan their career progression.

### Employee Benefits

Resource Innovations offers benefits to enrich the lives of our team. Employees working at least 20 hours per week are eligible for benefits at RI.

- **Financial**

- Discretionary bonus
- 401(k) plan with employer matching funds
- Employee referral bonus
- Cell phone stipend
- Professional training and development

- **Health and Wellness**

- Medical and pharmacy coverage
- Savings and reimbursement accounts (e.g., FSA, HSA)
- Dental and vision coverage
- Life and Accidental Death & Dismemberment (AD&D) insurance
- Weekly online “wellness recharge” mindfulness program
- Access to gyms available in some office buildings

- **Work/Life Balance**

- Three weeks paid vacation, nine paid holidays, and two floating holidays; additional paid vacation time is accrued on the fourth year of service
- Employee assistance program (EAP)
- Sick time
- Hybrid and remote work policy contingent on role and manager approval
- Company-sponsored volunteer events
- Free mental health support offered virtually or onsite in unfortunate circumstances

- **Family**

- Dependent care flexible spending account
- Time off for school visits and activities
- Flexible schedules to accommodate work-life balance and important family events



## Employees

### Recruiting

Resource Innovations recruiters are AIRS Certified Diversity Recruiters (CDRs), the industry standard for diverse recruiting trainings. Recruiters undergo a training and certification process, which increases their ability to:

- **Build a talent acquisition strategy to locate diverse and underrepresented candidates.**
- **Collaborate with hiring managers to elevate DEI recruiting practices.**
- **Use online data resources that support inclusive hiring.**
- **Improve job descriptions to reach a more diverse and inclusive candidate pool.**
- **Proactively find diverse candidates on various social media platforms.**

We track data on the overall diversity of our recruiting pool as an indication that the recruiting plan is trending in the right direction. In 2022, our recruiting efforts resulted in the following breakout of applicants:

- **47% non-white applicants, 46% white applicants, 7% unidentified**
- **53% female applicants, 41% male applicants, 6% unidentified**

### Health and Safety

We voluntarily operate under an occupational health and safety management system that adheres to OSHA, state, and local laws. RI employees are required to complete annual safety training required by U.S. Occupational Safety and Health Administration (OSHA) regulations and specific to project or program identified hazards and job duties.

## Suppliers

### Recruiting

We strengthen local communities and industries through our business spending and contracting practices with diverse business enterprises (DBEs) and partnerships. In addition to widening access to utility funding for local, small, and diverse businesses and local community organizations, we establish meaningful, supportive partnerships for them in all aspects of program delivery to help them grow into expanded roles.

Our DBE spend on client contracts range between 5% to 30% of our total contract value, on average, including both client-required spend targets and targets we establish independently. Resource Innovations consistently achieves and exceeds our targets.

Our spending goals are to maximize Resource Innovations' Tier 1 and Tier 2 opportunities for DBEs by independently establishing DBE spend targets for each of our contracts. DBE partners serve a variety of support roles, including product procurement, marketing, administration, and in-field services such as outreach, assessments, and installations.

Our strategies to increase our DBE spend are to

- **Attend diversity events and conferences to network and connect with potential DBE suppliers.**
- **Leverage our memberships in or affiliations with the National Minority Supplier Development Council (NMSDC), the Women's Business Enterprise National Council (WBENC), the California Public Utilities Clearinghouse (CPUC), and the National LGBT Chamber of Commerce (NGLCC); and using their online databases to identify and certify DBEs.**
- **Engage directly with local Chambers of Commerce and participating in local events.**
- **Establish meaningful and properly compensated roles for DBEs that span all aspects of contract delivery, including pursuing new functions and roles for our DBE partners to grow into.**
- **Offer ongoing support and assistance to our DBE partners that directly support their growth and success.**

Core to our community development and engagement approach to program delivery is DBE mentorship, partnership, and support. We reserve funding for trainings and certifications for DBEs, capacity building for larger roles, and workforce mentorship placement.

**We view DBEs  
as our program  
delivery partners  
and assign them  
meaningful  
roles that help  
them grow into  
expanded roles.**



## Diverse Program Initiatives

### ComEd

#### Small Business Offering

Resource Innovations runs the largest small business program in the country, with DEI built into the program design. In 2022, the ComEd Small Business offering distributed more than \$75M in incentives to small businesses and trade allies for the biggest single-year impacts since the program's launch in 2011.

This program embeds DEI elements into our program design through mentorship and training; financial support for certification, designated incentive dollar targets for underserved communities to ensure equitable participation; small business kit distribution to underserved communities; and partnerships with community-based organizations (CBO) within underserved communities to amplify program outreach. In 2022, diverse service providers with our ComEd Small Business Program contributed 68.78 Net GWh savings by completing 2,201 projects and distributing around \$18.62M in incentives – contributing to approximately 25% of the annual Small Business offering goal.

We completed more than 2,000 projects in disadvantaged communities totaling more than 80 GWh of savings in 2022 and 90% of our small business projects completed annually since 2018 have been in distressed communities.

### Pacific Gas and Electric Company (PG&E)

#### Micro and Small Business Equity Program.

In 2022, Resource Innovations was awarded the first equity-focused energy efficiency program in California for PG&E. The program serves PG&E's micro and small businesses (MSB) within disadvantaged communities (DAC) and for hard-to-reach customers by providing outreach, education, and installed upgrades meant to produce energy bill savings and health, comfort, and safety benefits. The program planning began in earnest in 2022 and will launch in 2023.



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# Innovation



# Innovation



Emerging energy challenges require a fundamentally different approach, one more integrated and comprehensive. **We consistently invest in new capabilities to achieve more enduring outcomes for clients and their communities.**

We thoughtfully and intentionally focus our growth into areas that allow us to work more directly in energy transition:

## JEA

### Fleet Electrification.

JEA is a community-owned electric, water and sewer utility located in Jacksonville, Florida. In 2022, JEA awarded Resource Innovations a contract to help their fleet customers with the transition from conventional internal combustion engine vehicles (ICE) to electric vehicles (EV). The program helps customers with the development of a comprehensive Fleet Conversion Plan (FCP) and can support customers as they implement fleet electrification projects. This program represents a major milestone in accelerating the adoption of EVs for customers within the JEA service territory. By providing JEA customers with a comprehensive solution that addresses their unique needs, Resource Innovations and JEA are driving the decarbonization of transportation and contribute to the creation of a sustainable energy future.

## Orange & Rockland

### Non-Wires Alternative.

In November 2022, Resource Innovations started implementing a Non-Wires Alternatives Program for Orange & Rockland in the western area of Warwick, New York. Designed to reduce customer demand by 800 kW, the program provides customer installation of solar panels, fuel cells, energy-efficient equipment, batteries or other local distributed energy resources. The lighting projects are free of charge for customers.

## New York Power

### Authority Distributed Energy Resources Market Opportunity Assessment and Forecast.

Resource Innovations is developing the overall product portfolio strategy and customer messaging for NYPA's suite of behind-the-meter products/programs. Technologies analyzed include energy efficiency, building electrification, energy management and analytics, distributed solar, battery storage, and electric vehicle infrastructure. We estimated the magnitude of technical and achievable energy savings, revenue, margin, and greenhouse gas reductions for NYPA for each of these technologies. In conjunction with several subcontractors, Resource Innovations developed customer insights and messaging through a series of roughly 100 interviews with existing and prospective customers. We are synthesizing this research and analysis to develop an overall portfolio strategy for NYPA's products and services.

## EirGrid

### Day Ahead Reactive Planning.

EirGrid and SONI, the Transmission System Operators (TSO) in Ireland and Northern Ireland respectively, are faced with the challenge of operating the all-island electricity system in a safe, secure, and efficient manner while facilitating higher levels of renewable energy. Our Day Ahead Reactive Planning (DARP) software enables the minimum re-dispatch of voltage support controls to ensure reliable operation of its grid, especially for scenarios with a high penetration of wind generation.

### Decarbonization and Sustainability Direct-to-Customer

Resource Innovations works directly with businesses across the country to develop sustainability and environmental management plans for their organizations. Leveraging our staff's experience developing private sector and cannabis sustainability strategies, Resource Innovations offers a range of support and services to meet customers where they are in their sustainability journeys and to help them gain an in-depth understanding of their current environmental impact by collecting, analyzing, and reporting environmental-related metrics. Particular offerings include baselining, ISO14001 environmental management system development, goal setting, Scope 1-3 emissions accounting, decarbonization roadmaps, and annual sustainability reporting.



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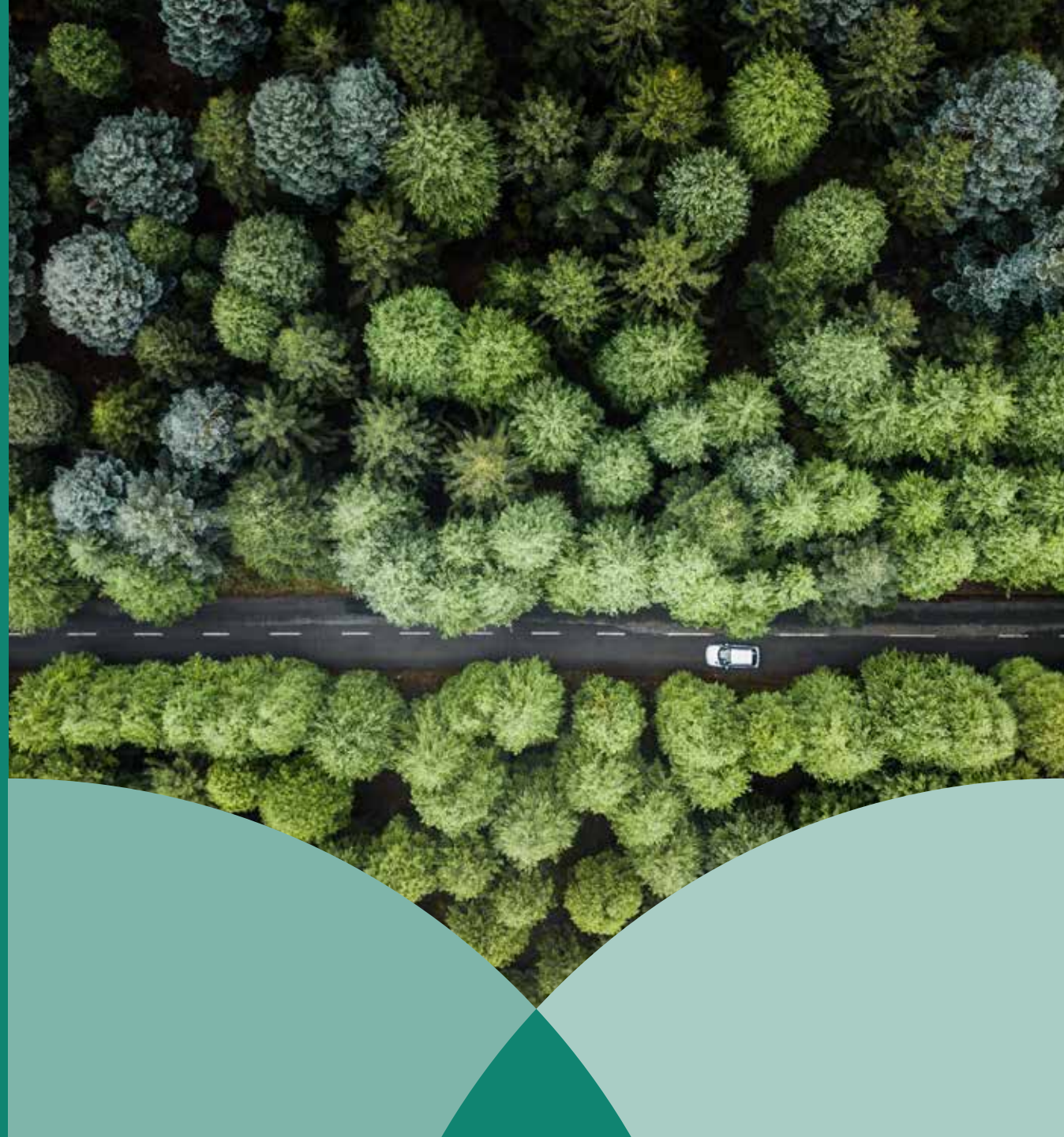
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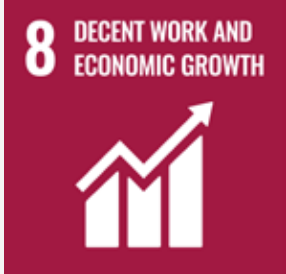
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# Scale and Impact



# Scale and Impact



We are bound by a common desire to make bold strides. **Growth is imperative—our continued expansion allows us to transform the energy industry and maximize the impact we make on issues of climate change and equity.**

## Partnerships

Our partners are an important part of the impact we offer to our clients and the communities they serve. In addition to our supplier diversity strategy in section 5, we build partner relationships that support our goals to drive change and impact at the local, industry, and global levels.

- **Single client partnerships**, typically with local businesses that enhance our community-centered offerings for ratepayers and reciprocally provide on-the-job training and awareness for future opportunities and growth.
- **Targeted program partnerships**, typically for a certain sector or region that enhance our impact and scale of a certain program or offering.
- **Long term strategic partnerships**, often with partners with complementary skillsets, broad geographic footprint, and specific attention to mission- and values-alignment.

## Partner Spotlight: Utility Energy Services (UES)

- Founded in 2020, the UES team provides professional and innovative solutions to utility and commercial clients in support of their ESG, energy efficiency, demand response, customer engagement and electrification programs.
- Based in the Detroit suburb of Troy, Michigan.
- 40 employees, growing to 90 employees.
- Minority-owned and NMSDC-certified, diverse leadership team.







## Policy

Government policy empowers our ability to make a difference. Our policy team keeps Resource Innovations' finger on the pulse of relevant issues to make sure we are at the forefront of opportunities and solutions.

In addition to tracking policy topics, many of our staff members amplify their voices by participating in industry groups including:





## Clients

As their trusted partners and advisors, our clients' goals are our goals. With their trust in our expertise, we help drive change at scale through innovating on program design and policy change, together. These projects exemplify our collaborative spirit to drive innovation and impact.

### California Public Utilities Commission

#### California Market Transformation Administrator

Resource Innovations is serving as the California Statewide Market Transformation Administrator and is responsible for developing and managing market transformation initiatives across California to lower energy use and reduce greenhouse gas (GHG) emissions. Our goal for the California Market Transformation portfolio is to incorporate long-term energy savings and non-energy benefits such as California's objectives linked to greenhouse gas (GHG) reductions, equity, and environmental justice goals. This is an 8-year, \$165+M investment in future market transformation for customers in the State of California. RI won this work in 2022 and will begin scaling up a 20-person team to deliver on this investment on energy market transformation for the customers in California.

### MidAmerican Energy

Our longstanding relationship began with commercial-sector program implementation for this Iowa-based utility. Over the years, we helped evolve the program to continue to meet MidAmerican

and customer needs, including introducing Energy Managers to provide dedicated technical support for customers to help drive projects forward and increase energy savings. We launched a Small Business Express program in response to MidAmerican's desire to better support an underserved customer segment, and we reintroduced comprehensive assessments in 2022 after budget concerns were overcome to help customers better identify energy-saving opportunities in their facilities. We have also expanded the local Qualified Service Provider Network over the years to increase the number of program-approved and trained market partners available to serve MidAmerican customers.

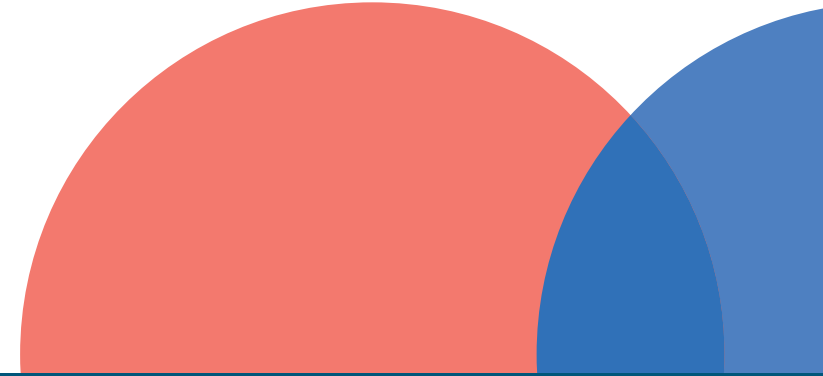
### Commonwealth Edison

Over the years, we've played a pivotal role in ComEd's programs, advancing their size, scale, and impact. We helped ComEd grow their RCx program from a pilot with four projects to a program with nearly 270 projects in 2022 and savings of more than 49.3 million kWh and 867,000 therms.

For ComEd's Small Business Offering, our focus on supporting diverse Service Providers helped diverse Service Providers contribute 68.78 Net GWh savings to the program –approximately 25% of the annual Small Business offering goal. We completed more than 2,000 projects in disadvantaged communities totaling more than 80 GWh of savings in 2022 and 90% of our small business projects completed annually since 2018 have been in distressed communities.

### Salt River Project

We have had the privilege of an enduring partnership with Salt River Project. By implementing their portfolio of energy programs for their business customers, we have been able to evolve the program to meet changing customer needs and priorities. For example, their New Construction Solutions program provides technical assistance and financial rebates to help architects, engineering professionals, and building owners optimize energy and demand savings, and reduce operating costs in eligible commercial and industrial new construction projects. To help new construction projects achieve net zero emissions and higher level of green buildings certifications, Resource Innovations offers additional rebates for a few integrated demand side measures (IDSM) as part of FY22 program offerings. These include onsite renewable generation and grid enabling technologies such as demand shifting with storage, beneficial electrification, and high efficiency EV charging technologies.



**One of our key differentiators is that we always incorporate strategies to engage local communities in what we do:**



Build capacity for local and diverse contractors and community partners to expand their role in program delivery and leverage their ability to socialize program resources as already-trusted community resources.



Channel more utility energy efficiency dollars directly into local communities by compensating trade allies and community partners for their role in the program and by allocating as much program funding as possible for projects for customers most in need.



Coordinate and braid utility funding with other state and federal resources including Weatherization Assistance Programs.



Improve equity and access for customer and local business participation through data-driven targeting.

## Clients

With community-focused program designs, we develop and maintain effective and collaborative working relationships across the community, establish regular communication to stay current on key information, and identify recent, current, and future challenges and successes. We identify and implement mutually beneficial solutions, while prioritizing client goals and customer needs, and capture lessons learned and best practices.

The core methods and frequency we use to identify and share best practices and exchange key information with stakeholders include:

- **Contractor and community partner exchanges:** Daily contact and engagement, weekly operational meeting, and quarterly performance scorecard meeting.
- **Contractor and community partner networks:** Monthly contractor all-hands meeting, monthly newsletter, targeted working groups and roundtables, on-demand training modules, web-based surveys, podcasts, and short videos.
- **Client:** Daily contact and engagement, weekly coordination meeting, monthly goal meeting with program team; and daily contact, as needed, weekly standing meeting, and annual strategic reviews.

## Policies and Procedures

Our company policies impact our ability to scale as they are built to protect employees, guide managers, and ensure that we comply with government regulations and mandates. These policies and procedures are:

- Code of Business Conduct and Ethics Policy
- Drug-Free Workplace Policy
- Employee Resource Groups (ERG) Policy
- Illness, Injury Prevention Policy
- Information Privacy & Security Policy
- Internal Job Posting Policy
- Policy Against Harassment Discrimination and Retaliation
- Records Retention/Disposition Policy
- Referral Policy
- Remote Work Benefit Policy
- Site Safety Program Manual
- Injury and Illness Prevention Policy
- Safety Incident Notification Process
- Social Media Policy and Social Media FAQs
- Sustainability Policy
- Travel and Expense Reimbursement Policy





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## Next Steps





## Next Steps

Resource Innovations is positioned to help lead the clean energy transition and we recognize the challenges ahead. 2022 was the sixth-warmest year on record (NOAA). The global pandemic continues to affect our local economies. Our fight for social justice in racism, LGBTQIA+ rights, education, equity, and access to basic healthcare and shelter is far from over.

**Despite these intersecting challenges, we believe we have the people, passion, and purpose to create a brighter future.** Together, we are promoting and advancing social equity. We are accelerating carbon reduction. We are modernizing infrastructure for a resilient energy grid. Resource Innovations was founded on and is rooted in our knowledge that with every action, we have the opportunity to impact the communities we live in, which is why we choose climate change, equity, innovation, and scale and impact as our pillars for positive change.

# Net Zero Vision

**We envision achieving net zero carbon by 2035 with a responsible planning process.**

We know that setting a climate commitment is a big responsibility and accountability. Our natural next step is setting a net zero goal that will reduce our carbon footprint by working with our landlords and utilities on carbon emissions and taking action to support reductions in travel and commuting and other supply chain support. We are building a net zero plan and policy, which proposes specific key performance indicators (KPIs) to track progress and sets targets to achieve reductions in emissions intensity over time.

## Next Steps Toward Our Vision:

- Expand emissions accounting boundaries, considering the following:
  - **Stationary combustion:** Scope 1 direct emissions from on-site boilers, generators, or other stationary combustion sources.
  - **Employee commuting:** Scope 3 indirect emissions from employees traveling to and from the office.
  - **Purchased goods and services:** Scope 3 indirect emissions from purchased goods (like paper) and services (like subcontractor or supplier emissions).
  - **Waste generated in operations:** Scope 3 indirect emissions from products used in our work.
  - **End of life treatment of sold goods:** Scope 3 indirect emissions from customers disposing of products sold by our company.
  - **Upstream and downstream transportation:** Scope 3 indirect emissions from products shipped to our company, and then shipped to customers.
  - Any emissions from acquired companies not yet incorporated (i.e., TechniArt).
- Complete project to **identify and purchase high-quality third-party verified carbon offsets.**
- Begin work in **collaborating with landlords to reduce scope 2 emissions** through efforts such as purchasing renewable power, energy efficient build-outs, and other options.
- Complete project to **analyze, develop, and approve a net zero plan and policy.**







## DEI Vision

We recognize that diversity, equity, and inclusion are integral to the success and resilience of our organization. Since our inception, we have committed to a majority-female board of directors and have that written that our governance documents to embed it in our DNA.

**We envision an inclusive and equitable workplace that celebrates the unique contributions of every individual, regardless of their race, ethnicity, gender, age, sexual orientation, or any other characteristic.**

Next steps toward this vision:

- **Hire an HR generalist** focused on employee relations and support for managers to be inclusive of all team members.
- **Build on our present capabilities to gather and report data**, both through data improvements and staffing.
- **Launch an employee engagement survey**, which will provide additional data and insight to further refine our planning and vision.
- **Launch an employee mentorship program** to support all employees in their journeys and growth at RI.



## Community Engagement Vision

We believe that businesses have a responsibility to positively impact the communities in which they operate. We seek to contribute to the well-being and sustainable development of the communities we serve. **Our aim is to enhance quality of life, empower individuals, and leave a lasting positive legacy on the communities we live in and serve.**

Next steps toward this vision:

- **We commit to piloting an employee volunteer program in 2023.** The program will entail paid time for employees participating in volunteer activities. While certain RI offices have a rich history of hosting such events, our intent is to offer this to all employees.



## Safety Program Vision

**We are uncompromising in our commitment to the health and safety of our employees, clients, subcontractors, and community.** We have a robust safety and training program and maintain the highest grade for compliance in our clients' third-party verification platforms to meet their rigorous safety requirements. And we continually improve our processes and promote a comprehensive safety culture.

Next steps to advance our safety program include:

- **Hire a full-time safety manager.**
- **Conduct a systematic review of our client safety requirements** to verify contractual and regulatory compliance.
- **Assess safety trends** to provide the most relevant information and training to our employees.
- **Increase safety training compliance** through company-wide initiatives designed to enhance employee engagement and commitment.

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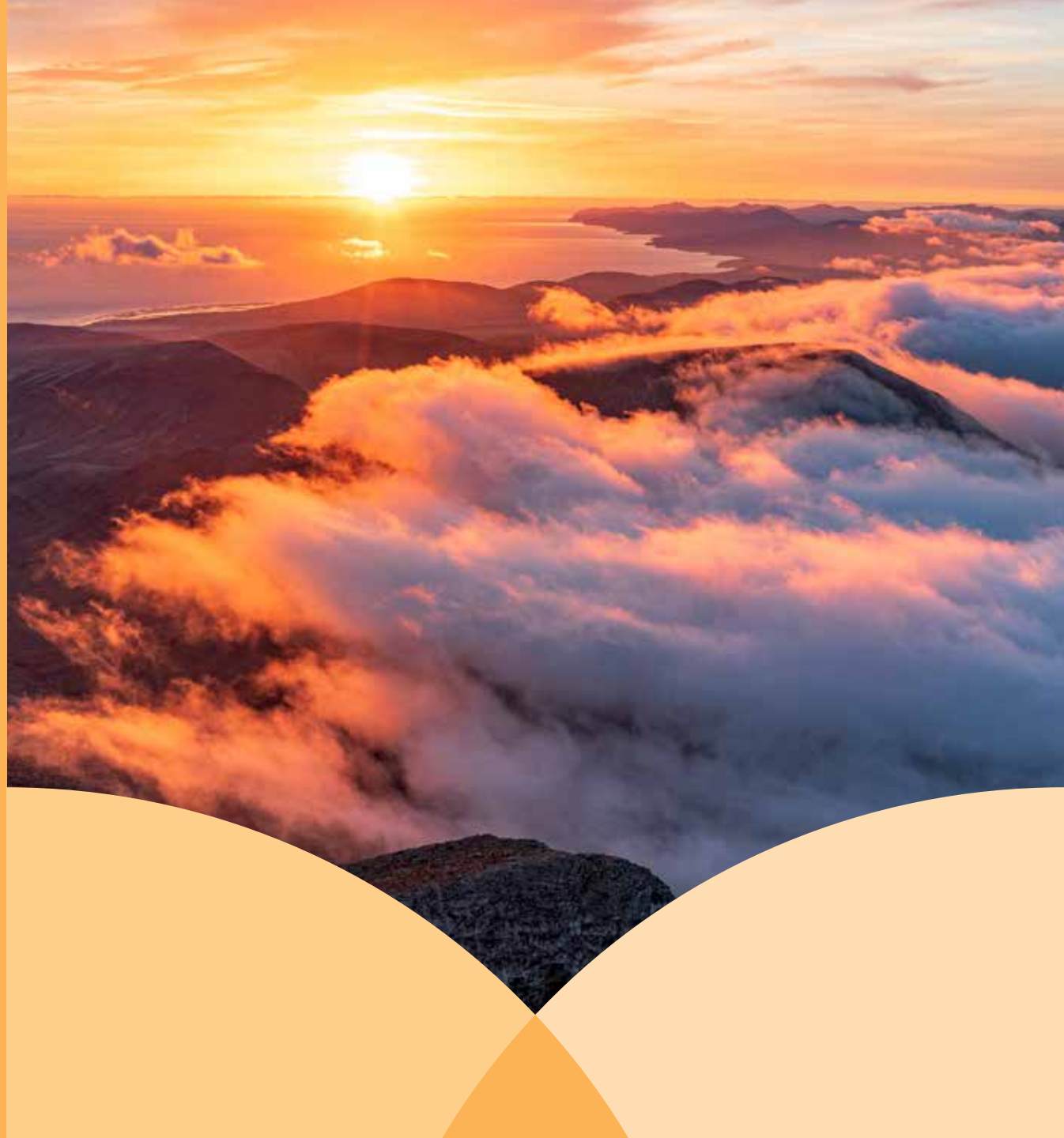
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## Conclusion

At Resource Innovations, ESG standards have been at our core since our founding. Our ESG practice, formed in 2022, amplifies our ability to lead with accountability and precision.

As we help guide the world's clean energy transition, we are working together with our clients to set new standards for environmental stewardship, employee and supplier diversity, and community impact. Energy transformation starts with taking action, and we demonstrate our commitment to making real, measurable progress in the opportunities we have laid out in this report and hold ourselves accountable to our ambitious future ahead.

# APPENDIX: GRI CONTENT INDEX

**Statement of use** Resource Innovations has reported the information cited in this GRI content index for the period January 1, 2022 to December 31 2022 with reference to the GRI Standards.

**GRI 1 used** GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	"Our Company" section
	2-2 Entities included in the organization's sustainability reporting	"About ESG" section
	2-3 Reporting period, frequency and contact point	"About ESG" section. Questions may be directed to <a href="mailto:esg@resource-innovations.com">esg@resource-innovations.com</a> .
	2-6 Activities, value chain and other business relationships	"Company Performance and Operations" section
	2-14 Role of the highest governance body in sustainability reporting	"About ESG" section
	2-22 Statement on sustainable development strategy	"Strategic Framework" section
	2-28 Membership associations	"Suppliers" and "Policy" sections
	2-29 Approach to stakeholder engagement	"Materiality Assessment" and "Customers" sections
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	"Materiality Assessment" section
	3-2 List of material topics	"Materiality Assessment" section
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-2 Significant indirect economic impacts	"Equity" section
<b>GRI 205: Anti-corruption 2016</b>	205-2 Communication and training about anti-corruption policies and procedures	"Policies and Procedures" section
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	"Carbon Emissions" section
	302-2 Energy consumption outside of the organization	"Carbon Emissions" section
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	"Carbon Emissions" section
	305-2 Energy indirect (Scope 2) GHG emissions	"Carbon Emissions" section
	305-3 Other indirect (Scope 3) GHG emissions	"Carbon Emissions" section
<b>GRI 401: Employment 2016</b>	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	"Employees" section
<b>GRI 403: Occupational Health and Safety 2018</b>	403-4 Worker participation, consultation, and communication on occupational health and safety	"Training and Development" section
	403-5 Worker training on occupational health and safety	"Training and Development" section
	403-6 Promotion of worker health	"Employee Benefits" section
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	"Social and Environmental Performance" section