

An aerial photograph of a lush green forested island in the middle of a dark blue lake. The trees are dense and vibrant green, and the water is a deep, dark blue with some ripples. The island is roughly circular and occupies the upper and lower portions of the frame, leaving a large central area of water.

**CLEAResult**<sup>®</sup>

We change the way people use energy.™

# 2025 Sustainability Report



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## Letter from the CEO

In 2021, we made a commitment: net zero on our Scope 1 and 2 greenhouse gas emissions by 2025. We achieved this milestone a year early in 2024. I'm proud to report we've done it again in 2025 – and we did it while continuing to grow.

Sustaining net zero isn't a checkbox. It's proof that our commitment to sustainability is built into how we operate. Our 2025 program activity contributed to a lifetime impact that includes more than **\$7.4 billion in energy bill savings** for customers, **17.1 million metric tons of CO2 averted**. And since our founding in 2003, our programs have saved **996 billion kilowatt hours** of energy. **We're closing in on a trillion kilowatt hours saved!** That's not a number we take lightly.

The energy landscape continues to shift quickly. AI data centers are driving an electricity demand surge that's putting real pressure on grid reliability. Policy uncertainty is reshaping how utilities plan and invest. In that environment, the need for what we do – making energy efficiency accessible and practical for everyone – has never been more urgent. We're ready for it.

None of this is possible without our people. Our team grew by 4% in 2025, and our employee net promoter score reached 51 – a five-point increase over last year and part of a sustained upward climb that reflects the culture we've worked hard to build. Their dedication, creativity, and passion for our mission are what make everything in this report possible. I'm proud of what this team delivers – and even more proud of how they deliver it.

**Rich McBee**  
President and CEO



**Net  
zero**

on Scopes 1 and 2

**996  
billion**

kWh savings  
since 2003

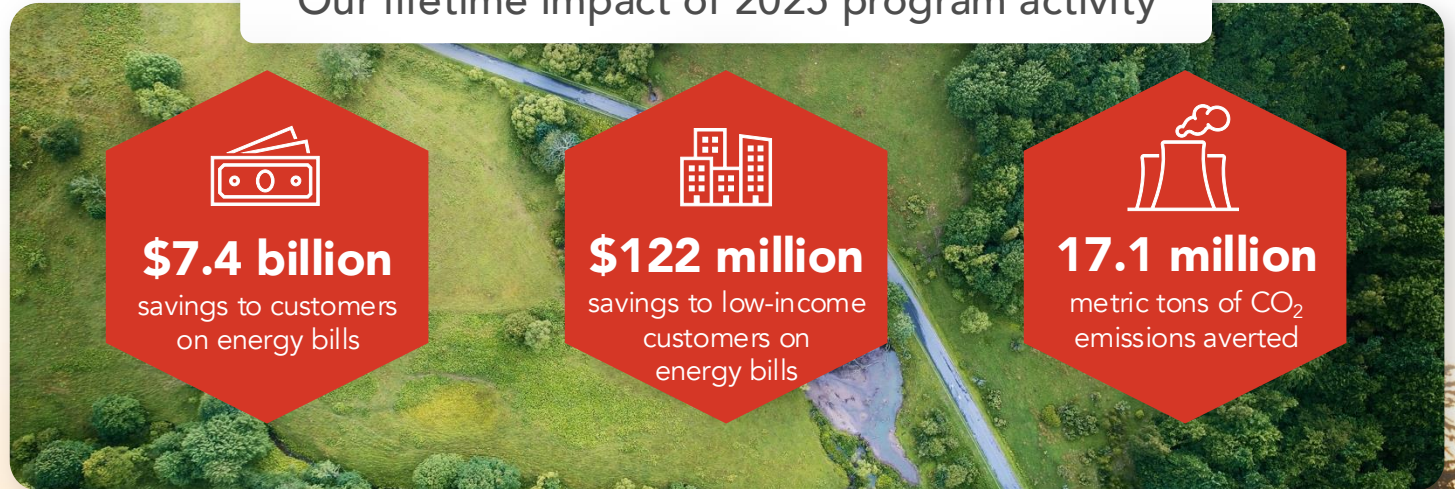


# From purpose to impact

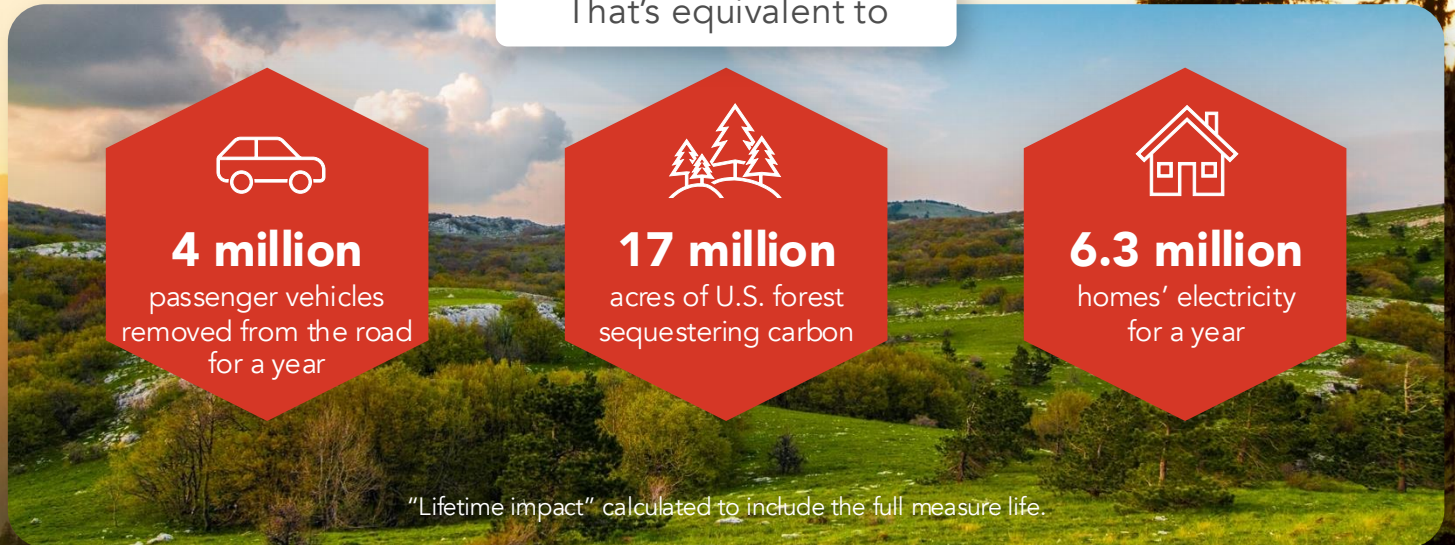
# Leading the way to a sustainable future

The work we perform with our clients, customers, and partners has a profound impact on our communities. Our 2025 impact included lifetime energy savings of over 67 billion kWh, \$7.4 billion in energy bill savings for our customers and averting over 17 million metric tons of CO<sub>2</sub>, which is equivalent to keeping over six million homes off the grid for an entire year.

## Our lifetime impact of 2025 program activity



## That's equivalent to





LETTER FROM THE CEO

FROM PURPOSE TO IMPACT

LEADING BY EXAMPLE

PEOPLE, CULTURE, AND COMMUNITY

GOVERNANCE

# Leading by example

# Zeroing in on emissions reduction

Our combined Scope 1 and 2 emissions increased by 13.5% year over year, reflecting continued business growth and operational scale. Scope 3 emissions increased modestly by approximately 2.7% totaling 50,891 metric tons of CO<sub>2</sub>e, underscoring the importance of emissions management as our organization grows.

## Reducing emissions in our fleet

While the nature of our work and geographic footprint require a diverse mix of vehicles, we remain committed to increasing the share of lower-emission options where feasible.

**Scope 1**

**6,475**  
metric tons CO<sub>2</sub>e in 2025

---

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

**Scope 2**

**1,059**  
metric tons CO<sub>2</sub>e in 2025

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

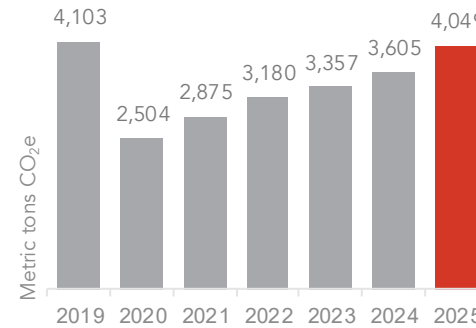
**41.6% ↓**  
reduction from our 2019 baseline

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

### Fleet and rental vehicle emissions

**1%**

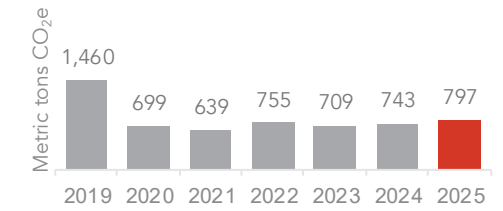
lower than 2019



### Personal vehicle emissions

**45%**

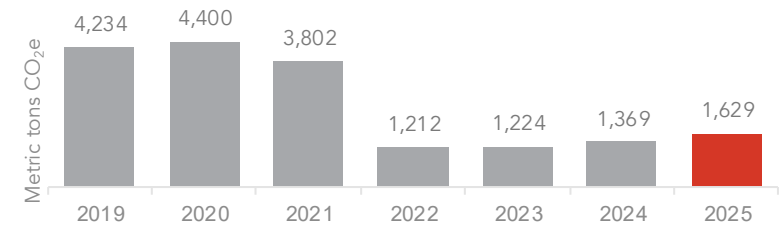
lower than 2019



### Natural gas usage

**62%**

lower than 2019

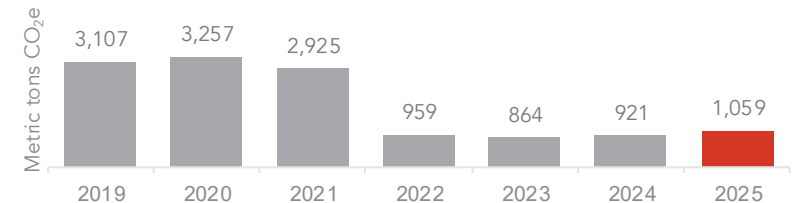


## Scope 2 | Indirect emissions from generation of purchased energy

### Electricity usage

**66%**

lower than 2019



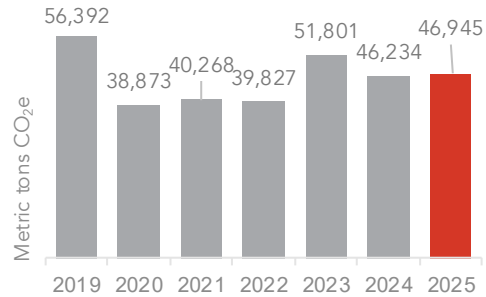
# Emissions report

## Scope 3 | Indirect emissions

### Purchased goods and services

**17%**

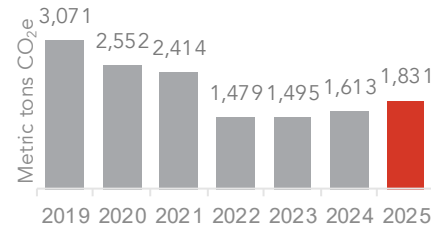
lower than 2019



### Fuel and energy-related activities

**40%**

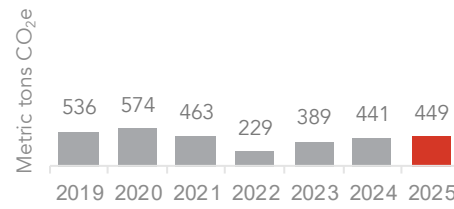
lower than 2019



### Upstream transportation and distribution

**16%**

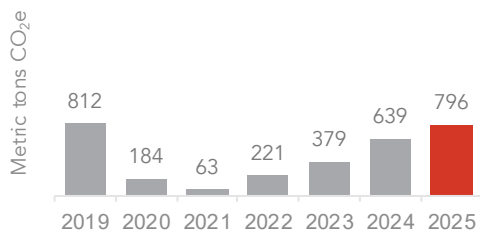
lower than 2019



### Business travel

**2%**

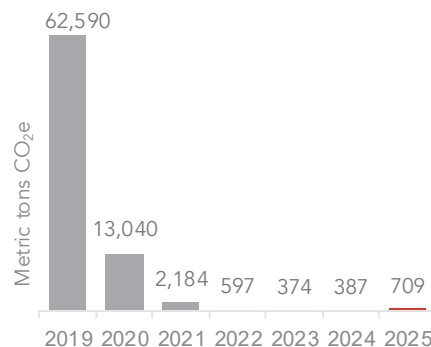
lower than 2019



### Employee commuting

**99%**

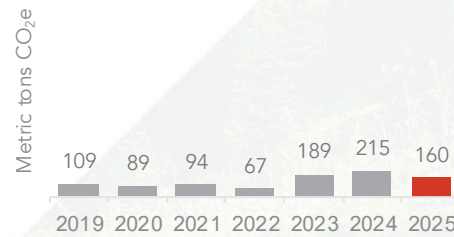
lower than 2019



### Downstream transportation and distribution

**48%**

higher than 2019



## Methodology

CLEAResult 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

**50,890**

metric tons CO<sub>2</sub>e in 2025

**123,510**

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

**58.8%** ↓

reduction from our 2019 baseline



# People, culture, and community

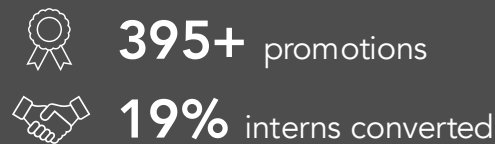
# Built on respect, accountability and transparency

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.

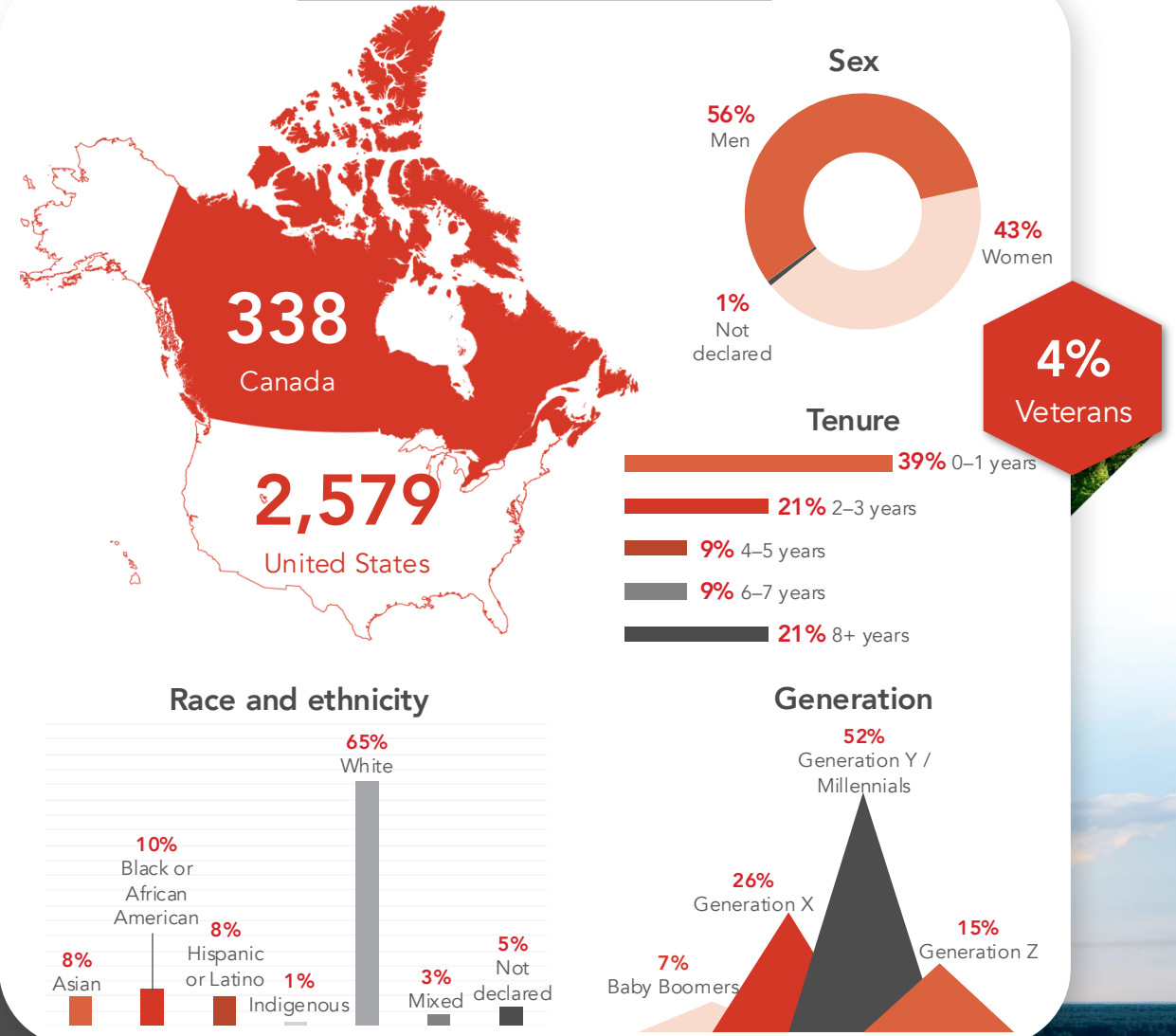
In 2025, our workforce continued to grow, **increasing by 4% year over year** as we expanded to support our clients and programs. As part of this growth, we strengthened our early-career pipeline, with the percentage of interns converting to full-time roles increasing from 10% to 19%, reflecting a more intentional focus on developing and retaining emerging talent.

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



## 2025 employee snapshot



# Recognizing the importance of an engaged culture

In 2025, 88% of our employees completed the annual engagement survey and shared why we attract and retain the best talent in the industry. We are committed to a high-performing, safe, and inclusive culture built upon our values of respect, transparency, and accountability. This combined with our competitive rewards and opportunities for career development and growth have earned us an employee net promoter score (eNPS) of 51 – a 5-point increase over 2024 and a 25-point increase on 2023.

## 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 2025, 2,960 employees logged in to our recognition platform, and those team members sent over 67,000 e-cards and awarded more than \$223,000 in recognition dollars across the company.



**67,250+**

e-cards sent



**\$223,000+**

in recognition dollars sent

Employee satisfaction score

**51**

+5 points over 2024,  
+25 since 2023

# Expanded training through our Academy

Designed to standardize and elevate leadership capabilities across the organization, our Leadership Excellence Program (LEX) launched in 2025 as a required learning experience for all people managers. **More than 600 of our managers have enrolled and completed the required coursework.** The program equips managers with the tools to drive performance, engagement, and retention. Training focuses on hiring, onboarding, performance management, and objective setting. LEX blends live virtual sessions, on-demand learning, and practical application, and aims to foster a culture of continuous learning.

## More innovative learning support in 2025

### Program Manager Academy

This program is required learning for all program managers, and builds on client success, financial acumen, delivery excellence, and risk management.

**202** project managers participated  
**8** standardized courses  
**1,300+** courses completed

### Technical training

Employees and partners receive role-appropriate technical learning that supports safe, consistent, and high-quality program delivery. Training is supported through internal and external learning platforms, enabling scalable delivery, consistency, and tracking.

### Use of AI-enabled tools

To support scale and efficiency, we leverage AI in the development of our training content. These tools help accelerate course creation, improve consistency, and expand access to technical learning while staying aligned with industry standards and program requirements.

### LinkedIn learning courses

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

**355**  
 days' worth of content covered – almost a whole year!

*"Following LEX goal setting training, I believe I'm better prepared to not only create my own goals but also help define each of my employee's as well."*

*"After completing LEX interview training, I feel I can take a more consistent approach to interviewing and talent management. I'm keen to go forward and use better interview questions to really understand candidates' experience, problem-solving skills, and how they'll fit with my team."*

# 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 2025, over \$114,000 was awarded to employees participating in our wellness program.**

## Paid time off for military

We offer 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.

## Financial wellbeing

Employees have access to a wealth of resources to support personal financial planning and wellbeing. Monthly webinars on relevant topics, such as tax and healthcare expense planning, retirement readiness, and family budgeting.

## Self-guided wellness Journeys

In 2025 employees completed 582 individual wellness Journeys. These self-guided courses support building healthy lifestyle habits across a variety of topics including nutritional and physical health, financial health, sleep and mental health.

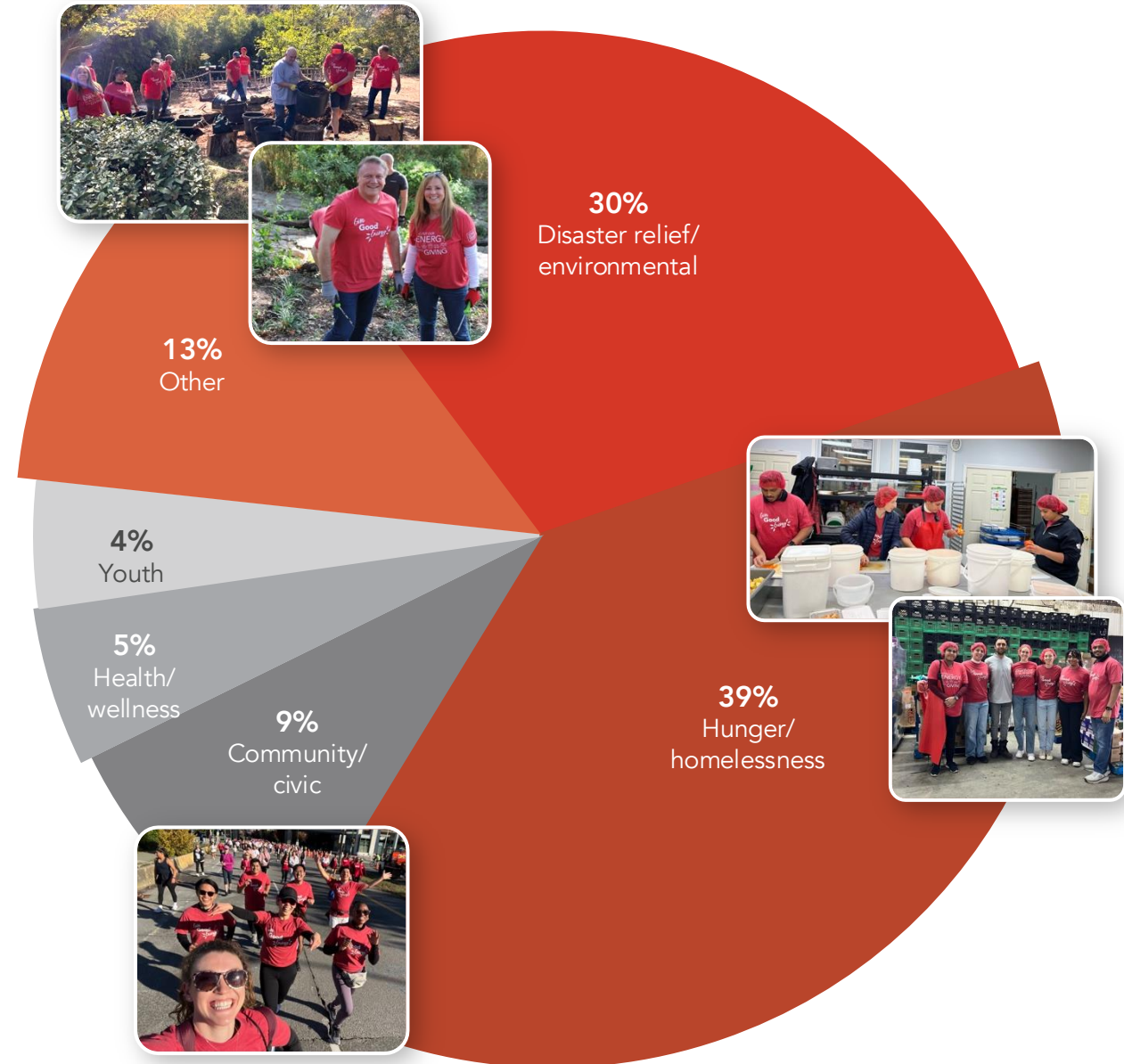
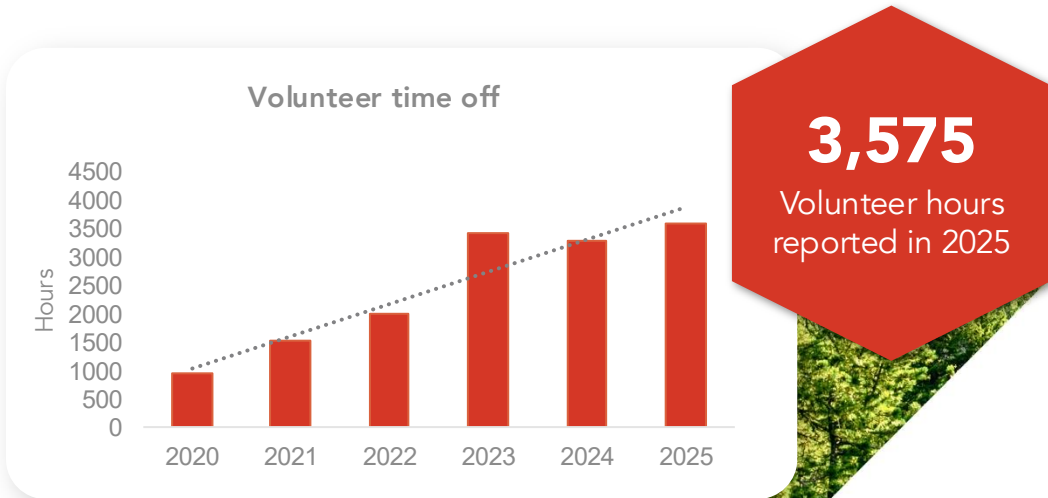
## Virtual guidance for employees

Our **AI-powered Virtual HR Assistant** provided employees with real-time answers to common questions around all aspects of their work-life. This resource is available 24/7 and is designed to deliver clear, fast, and accurate answers about our U.S. and Canada healthcare and benefits. **Use of this tool increased over 200% in 2025.**

Each employee  
can earn up to  
**\$300**  
in rewards via  
wellness activities

# Giving our time to the community

We're dedicated to year-round action in the communities we serve. The COVID-19 pandemic created barriers to our community service for a few years, but for our 20th anniversary in 2023, we returned to 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 return. 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 Canada charitable organization. **In 2025, team members from interns to executives gave 3,575 hours of their time to community groups** like humane societies, food banks, community centers, and more.



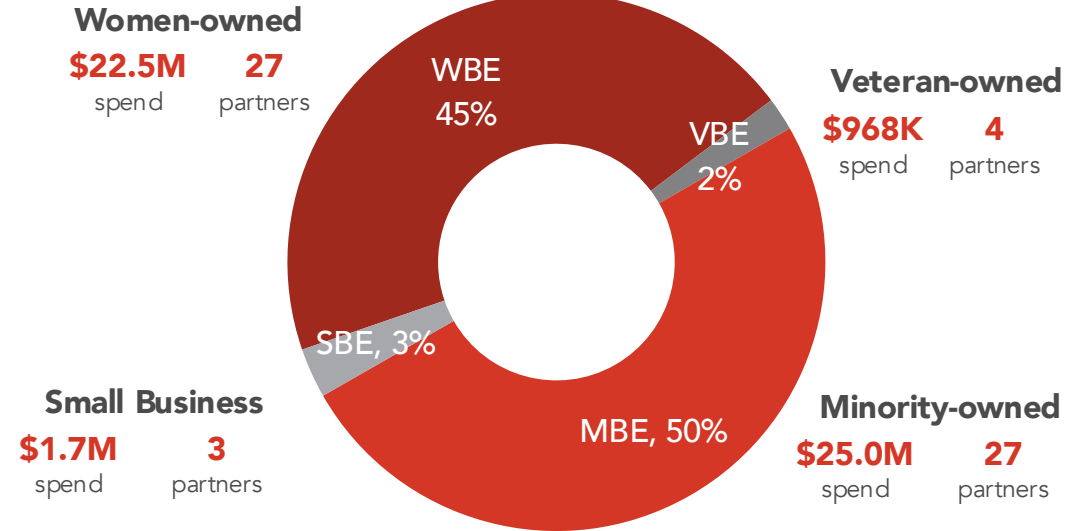
# Our community business partners

At CLEAResult, 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 2025, 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 CLEAResult to generate more than \$44M in economic value for those partners in 2025 alone.**

### Top partners in 2025

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

### 2025 Partner spend



Data only represents partners with spend in 2025.

**\$138M**  
Total spend with partners in the last 3 years

**\$50M**  
Total partner spend in 2025

**137**  
Total active partners in program

# Building community across CLEAResult

In 2025, 867 employees were active members of our employee resource groups. All groups are open to all employees. Each offers a safe space and body of support to its members while also providing company-wide events and heritage and awareness month celebrations, where everyone is invited to participate through learning, allyship, and community-building. This year, **our team members donated \$1,862 to various causes and charities relevant to their individual missions and values.**



**183 active members (49% growth from 2024)**

In 2025, Comunidad Unida celebrated Hispanic Heritage Month with events that fostered learning, reflection, connection, and cultural pride. A highlight was a company-wide virtual Lotería game that brought laughs and shared joy across teams.



**212 active members (9% growth from 2024)**

In 2025, Voices of Parents & Caregivers continued to share resources and lend support to employees and their families through events and activities including a session on the importance of self-care.



**435 active members (6% growth from 2024)**

In 2025, CREW deepened engagement and professional growth through Pathways Mentorship (65 mentors, 68 mentee graduates), CREW Academy learning, and expanded culture clubs that strengthened inclusiveness across CLEAResult.



**60 active members (11% growth from 2024)**

For our 2025 heritage month, Black @Work spotlighted individuals whose contributions to science, engineering, and innovation align with the work we do at CLEAResult – culminating in an engaging company-wide trivia event.



**290 active members (37% growth from 2024)**

In 2025, Pride Alliance partnered with Comunidad Unida DNA group for a crossover event, strengthening collaboration across our networks. We also launched a monthly “Craft Night” for members to connect, socialize, and do arts and crafts.



**197 active members (41% growth from 2024)**

In 2025, ID(EA) supported employee well-being by hosting a company-wide meditation hour, sharing ID(EA) leadership spotlights on managing mental load, and co-hosting a fireside chat with VPC on coping with mental overload.



**125 active members (27% growth from 2024)**

In 2025, Veterans for Success exceeded our goals, earning the HIRE Vets Gold Medallion, launching our SkillBridge internship, winning the Hope for the Warriors 30x30 Challenge, deepening community partnerships, and setting a Toys for Tots drive record.

# 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. We remain focused on our **goal of a zero-accident workplace**. This commitment requires a proactive approach and a strong focus on continuous improvement.

## New in 2025

- ✔ Launched various new safety programs and initiatives including serious injury and fatality (SIF) prevention, special event safety, workplace safety self-assessments, and a near-miss-of-the-month award.
- ✔ Launched a new company-wide fleet safety data analytics platform via Power BI and a new weekly fleet safety scorecard for all managers to track their driver's safety performance.
- ✔ Improved our Business Continuity program by enhancing existing plans and combining them into one comprehensive handbook.

## Safety Success Spotlight – 2025

In 2025, CLEAResult strengthened its safety culture by shifting from a primarily reactive model to one focused on prevention, transparency, and engagement. The Safety & Fleet team delivered consistent, practical safety communications throughout the year, translating incident trends and near misses into clear, actionable guidance for employees across field, warehouse, and vehicle-based roles. We elevated near-miss learning and reinforced seasonal and role-specific risks, so that safety conversations increasingly centered on hazard prevention rather than post-incident response.

*“By pairing transparent safety data with practical, employee-focused guidance, CLEAResult reinforced a culture where prevention, accountability, and care for our people are shared responsibilities.”*

Casey Cox – Director of Safety & Fleet



LETTER FROM THE CEO

FROM PURPOSE TO IMPACT

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 company-wide 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 2025, 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, 2025, through December 31, 2025.



## Questions?

We'd love to hear from you!



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