

DIVERSITY, EQUITY, & INCLUSION

CET 2023
ANNUAL REPORT



CET



2023 OVERVIEW

CET is committed to racial justice and inclusion. We believe in dismantling historic injustices, and we believe that fostering equity and inclusion is key to achieving our environmental mission and climate mitigation goals. In this spirit, our Board and staff have been formally co-creating and implementing a Diversity, Equity, and Inclusion Framework since 2020, which is designed to embed DEI principles into all internal and external policies, practices, and services.

In 2023, CET made measurable progress implementing our DEI goals, which we organized into a three-year plan. This year, our theme was **Participate**, and our intention focused on **expanding organization-wide engagement** in our DEI efforts and initiatives. We rolled out trainings and processes so we can effectively use the tools we have been developing to strengthen our internal culture, relationships with our customers, our services, and procurement processes. We will continue to build systems and metrics that will allow us to track our progress and ensure that we will continue to improve.

We set five goals in pursuit of this theme, they are detailed next along with our progress against them.

In 2023, we used the following aspirational statement to guide our DEI work:

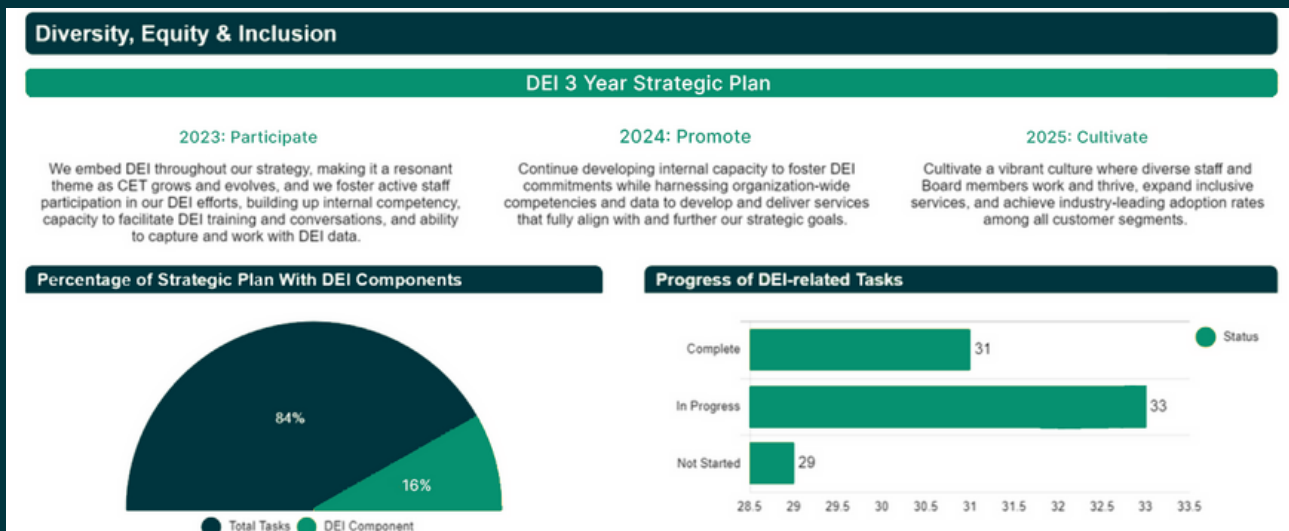
We embed DEI throughout our strategy, making it a resonant theme as CET grows and evolves, and we foster active staff participation in our DEI efforts, building up internal competency, capacity to facilitate DEI training and conversations, and ability to capture and work with DEI data.

1

Embed DEI objectives in all four goals of CET's new strategy, ensuring our principles and commitments in the growth and evolution of our organization.

In April 2023, CET adopted a new strategic plan and we worked to embed DEI throughout its four goals (Tell Our Story, Build Organizational Resilience, Lead with Technical Excellence and Innovation, and Foster Quality of Life and Work). The image from our strategic plan dashboard below indicates that 16% or 93 tasks within the overall plan include DEI components. These span objectives that are internally focused and externally focused and that strive to strengthen diversity, equity, and/or inclusion within our organizational structure and within the services we provide our customers and clients. Below is a small sample of these objectives.

	Internal-Facing	External-Facing
Diversity	Enhance diversity of new hires	Perform SDO screening for new vendor relationships and partnerships
Equity	Develop and implement career pathways and associated training	Analyze adoption rates across different customer segments and by demographic to understand success with different customer groups
Inclusion	Develop material for consistent and comprehensive onboarding	Develop new brand identity



2

Lead by learning: create outlets for staff input and responding to needs and opportunities as they emerge. Modeling growth, adaptiveness, and a culture of iteration and improvement across CET leadership.

CET leadership strives to practice an adaptive and responsive approach to raising up our organization's DEI competency. This means that we are continuously learning and improving, and responding to feedback and input from staff.

We have created two structured mechanisms for staff to provide feedback at regular intervals over the course of the year:

Anonymous quarterly Staff Wellness and semi-annual Employee Satisfaction surveys, were introduced in April 2023. These surveys are a formal means of ensuring inclusion, and also allow staff to speak to issues of equity and diversity as they assess their experience at CET.

Tri-annual performance reviews are another opportunity for staff to reflect on their engagement with DEI and provide feedback on how we are doing. Each review period there is one question dedicated to DEI and this gives staff an opportunity to discuss their experience and ideas one-on-one with their supervisor. Responses are reviewed by P&C and are used to guide our DEI implementation moving forward.

3

Continue ongoing efforts to diversify staff and the Board to build a more inclusive organization and position CET for offering more inclusive services that reach new customer segments.

In 2023, CET significantly increased diversity in hiring, where 43% of new hires were non-white, up from 16% in 2022. We also hired 8 bi-lingual staff in departments across the organization, including communications, program delivery, and technical services. This has given us increased capacity to serve customers in Spanish, Portuguese, and Urdu, Russian, Chinese, and Tagalog.

4

Elevate staff engagement through more frequent and intentional DEI conversations that align with our Core Competencies and further our strategic goals. Build a network of staff who are empowered and equipped with the tools and resources to integrate and elevate DEI topics across departments and in meetings.

DEI Facilitators

In 2023, we trained a core group of DEI Facilitators who have volunteered to facilitate DEI conversations and dialogue among their team. Facilitators convene as a group approximately monthly to share experiences and to collaboratively develop prompts and ideas for team dialogues. This group is tasked with cultivating conversations related to any organization-wide trainings and with other DEI topics as appropriate to their team's work.

Commence developing a Core Competencies curriculum and introductory trainings.

Engage curriculum

In 2023, CET developed a comprehensive curriculum for the first of four tiers of achievement across our six DEI Core Competencies (organizational awareness, self-awareness, engagement, communication, policy, and data). Engage is what we consider the minimum level of competency for each CET staff member to achieve within their first year with us and is developed through formal trainings and ongoing conversations within the team. All current staff have now received the core curriculum for this competency. New staff complete the curriculum during their onboarding period, and otherwise within their first year.

Key teachings for the Engage curriculum are a video overview of DEI in the workplace, information about gender identity and communication, and videos on unconscious bias, and microaggressions.

5

Identify and begin capturing internal and external DEI metrics that indicate progress against our goals.

In September 2023, CET expanded the staff demographic data that we collect and asked employees to update their profiles so our metrics are as complete and accurate as possible. We collect the following data: Age, Gender (EEO), Gender Identity, Race (EEO), State of Residence, Veteran (EEO), Languages Spoken, Marital status, and Parents to attract skilled, diverse applicants, evaluating how well we represent the communities and clientele we serve, to be more inclusive of all staff identities, and to comply with government reporting mandates.

Customer and Vendor Demographics

In 2023, CET introduced new fields in our Salesforce customer accounts to track three important metrics about our customers and the service we provide them: 1) Whether their address is in an Environmental Justice community (based on data pulled from the [U.S. EPA's EJ Screening and Mapping Tool](#)); 2) The customer's preferred language; and 3) The language we provided service in.

Ultimately, we want to use these data to hold ourselves accountable to providing meaningful levels of service in EJ communities and to non-English speaking customers, and to ensure that we attain comparable customer adoption rates in EJ vs. non-EJ communities and among English- and non-English-speaking customers.

SDO Vendors

For some contracts, CET is required to spend a certain percentage of procurement costs with Supplier Diversity Office (SDO) certified vendors. To facilitate tracking, we added a field for documenting a vendor's SDO certification to NetSuite, and Fiscal uses a saved search to track the amount spent. The information captured for the SDO-certified vendors in NetSuite includes certification type, expiration date, and a copy of the certification. We are currently formalizing a procurement process that will include stepwise processes for identifying and prioritizing SDO-certified vendors.

LOOKING AHEAD 2024

Our DEI theme for 2024 is **Promote** and our guiding statement is to: ***Continue developing internal capacity to foster DEI commitments while harnessing organization-wide competencies and data to develop and deliver services that fully align with and further our strategic goals.***

Our overarching goals are to:

- 1) Continue developing and expanding staff training and enhance ongoing DEI dialogue by delving into the issue of race and going deeper into previously addressed topics.
- 2) Embed CET's DEI objectives in all new projects and programs;
- 3) Expand reach to historically underserved customer segments and track success in reaching and effectively serving target populations; and
- 4) Enhance our procurement process to ensure that goods and services purchased by CET are obtained in an ethical manner that is inclusive, equitable and promotes supplier diversity.