



Triple  
Bottom Line  
Report

2007 Cascade Engineering  
Sustainability Driving Innovation

Social  
Environmental  
Economic

# Introduction

## The Three Gears

At Cascade Engineering we believe that sustainability drives innovation and growth across the three capitals that comprise the Triple Bottom Line (TBL) – a key theme you’ll find throughout this report. We have worked diligently over the past decade to create a strategy focused on sustainability that propels our innovation and sets forth our future direction. In fact, our company’s purpose as defined by our employees is to make a positive impact on our society, the environment and to be financially successful.

We think of the concept of sustainability as interconnected gears in motion. Each category – social, environmental, economic – is an interdependent, innovation-enabling mechanism. This is not a balancing act in which supporting one category means taking from another. The three gears cannot exist independently; each, in turn, provides momentum and innovative thought to the next. For example, the social responsibility gear drives the second, environmental gear, which drives the financial bottom line. To drive one forward is to drive all three forward; the result is a sustainable system where innovation begets innovation.

Our Triple Bottom Line Report serves as a documenting mechanism for all sustainability efforts throughout our organization, and illustrates our achievements in this arena with examples of new products, business units and operational improvements. We welcome you to explore our progress in 2007 toward the continued implementation of our sustainable strategy.

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# Our Purpose

**To have a positive impact  
on our society, the environment and  
to be financially successful.**

# Letter from Fred Keller

## President, Chairman and CEO of Cascade Engineering



2007 was truly a milestone year in Cascade Engineering's path to sustainability. After more than a decade of "getting there" – making continual strides, large and small – we solidified our strategic direction and closed the year with sustainability in virtually everything we do. Today, as we look across the many facets of our operations, this sustainability focus resonates strongly with our people. It has become a permanent, palpable part of our culture.

Reaching this point has involved a major organizational learning process, including recognizing that while sustainability makes good business sense, motivation counts. We don't "do" sustainability because it is popular, or profitable; it is the right thing to do and, incidentally, can be very good for business.

In the past, we saw sustainability's impact on innovation primarily in the realm of ideas. Cascade Engineering has long been a pioneering thought leader in ways business can make a difference in the kind of world our grandchildren will inherit. More recently, our focus has shifted to include more tangible expressions of this innovation – new products, business units and operational improvements.

2007 saw the evolution of two strategic initiatives that illustrate this critical investment in our direction. Our Cascade Renewable Energy

Solutions unit is proud to have become the sole North American importer and manufacturer of an environmentally sustainable, building-mountable wind turbine that provides a quiet, cost-effective renewable energy source for domestic, community and industrial use. The Swift Rooftop Wind Energy System™ underscores the fact that we believe in renewable energy – not just for the environmental and social benefits, but for the long term economic viability of what will ultimately become a superior suite of technologies. And it's a clear demonstration of how sustainability is driving product innovation within our company.

Our partnership with global health care agency International Aid (IA) tells a similar story. In 2007, we reached the commercialization stage for the HydrAid™ BioSand Water Filter, a new device that promises to make a significant impact on one of the most urgent health issues facing mankind today – the global safe water crisis. Our focus on sustainability aligned perfectly with the opportunity to help create an alternative to the impractical filtration units currently used throughout the developing world. The innovation that resulted from our collaboration with IA – a device of remarkable simplicity, affordability and effectiveness – is itself fostering sustainability across the social, environmental and economic categories wherever the new filter is deployed.

Finally in terms of operational improvements, our corporate headquarters were LEED (Leadership in Energy and Environmental Design) Certified "Platinum" by the U.S. Green Building Council in the fall of 2007. We were proud to receive the Platinum designation, as it indicates the highest level within the LEED EB (existing building) rating system, and exemplifies the tenets of sustainability on a day-to-day basis.

As we look ahead into 2008 and beyond, we will continue building on the momentum of this important demonstration year, advancing our sustainability effort within each of our business units. We are also eagerly anticipating the exciting new strategic directions to come. As we and a growing number of our peers can attest, it is the opportunity to work in this dynamic environment, and the knowledge that our innovations are making a real difference for our customers, partners, communities and employees, that are among the most gratifying aspects of becoming a sustainable company.



## Social

At Cascade Engineering we believe that simply taking care of our own business is no longer sufficient, but rather we must address the component of taking care of the greater good. From the beginning, our purpose has always been to demonstrate how sustainability can be a powerful vehicle for societal change and have a clear business purpose as well.

In this section, you will find the various programs Cascade has pioneered over the years that positively impact society and benefit our company at the same time. Programs such as Welfare-to-Career have been a tremendous asset in helping the greater community and in allowing our internal culture to embrace diversity and support people with respect and dignity.



## Welfare-to-Career

Established in 1999, the Welfare-to-Career program continues to thrive at Cascade Engineering. Each year we see employees in our program being elevated from poverty to economic self-sufficiency. The program supports both sides of the equation, by providing resources for the individual as well as educating those who will be working with the individual. Before being hired, an individual is put through an assessment to determine what resources he or she will require. A key to the success of our program has been the availability of an on-site case worker who helps this individual work through their personal challenges of entering the work environment. The welfare-to-career program has averaged a monthly retention rate around 97% for the past five years. Taking people off welfare and helping them to become economically self-sufficient has been good for our community and our company.

The Source, a local not-for-profit employee support organization designed a similar program based on the Cascade Engineering Welfare-to-Career model with the assistance of key individuals at Cascade. Through the Source, many more people now have the opportunity to gain successful employment and improve their lives. A small program that began many years ago at Cascade Engineering continues to gain momentum and influence a larger part of our community.

## Re-entry Employment Resource Center (RERC)

The RERC is a county wide collaboration of over 50 organizations committed to successful re-entry of individuals who were previously incarcerated, and is based on the Cascade Engineering Welfare-to-Career and the Source models. The RERC coordinates business, nonprofit and government organizations to promote self-sufficiency of the ex-offender. Similar to the Welfare-to-Career model, the RERC supports both the re-entering individual as well as the organization that hires the individual with case management coordination and a single point of contact.

Cascade Engineering has played a key role in the development of this program which promotes successful job placement, retention and career movement for ex-offenders. The greatest challenge facing ex-offenders is finding employers that are willing to give them an opportunity, generally because they do not have an Equal Employment Opportunity (EEO) policy in place. The result is that 58% of those ex-offenders return to prisons, and many of them do so because they couldn't find employment.

Cascade Engineering is a transitional work site for the RERC. As a transitional work site, we employ temporary individuals after they complete training, for a 90 day assessment period. This assessment period allows the individual to gain work experience and use Cascade Engineering as a reference at other companies if a permanent position is not available within Cascade Engineering.

## Employee Spotlight Merlyn Nailon

Merlyn Nailon left Indiana after a six year stint in the Indiana prison system and a long battle with drug addiction. He arrived in Grand Rapids in 2003 and checked himself into the Guiding Light Mission drug treatment program. After completing the program he landed a job at Butterball Farms but was laid off after three years.

Merlyn, a 42 year old husband and father of two, once again found himself unemployed and with a track record that would make it extremely difficult to find another job. Fortunately Merlyn had been working with the Re-entry Employment Resource Center, and got connected with Ron Jimmerson at Cascade Engineering. He says that he "spoke with Ron, and after an interview was given the opportunity for a temporary assignment at Cascade Engineering." Because of his excellent work performance, the temporary assignment eventually turned into a permanent position.



Today, Merlyn is a Level A Core Operator at the Container manufacturing facility, and is enjoying life "clean and sober." He says that his ability to be successful at his job is a direct reflection of the support he has received at Cascade Engineering from his co-workers, his supervisors and his case worker, Joyce Gutierrez-Marsh. Joyce has been extremely helpful in all aspects of his life, from finding transportation to finding housing. Moreover, Cascade has been extremely flexible in accommodating his schedule and needs.

Merlyn feels grateful for a chance to start his life over again and appreciates Cascade's role in the community to bring about such opportunities for people like himself.

# Safety

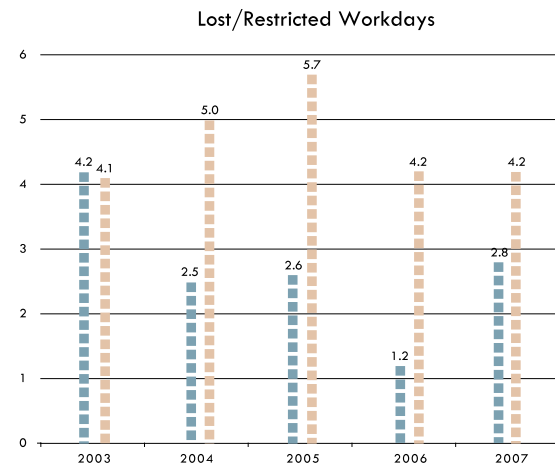
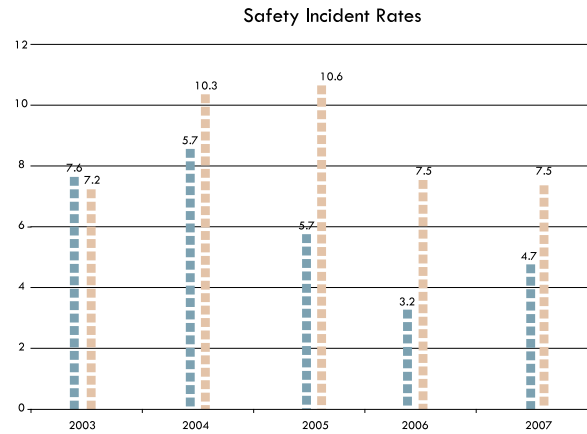
Cascade Engineering believes that safety begins with a commitment from each and every employee. The goal of a successful safety program is to have employee involvement and ownership of the safety program. Safety, however, is more than just a program at Cascade Engineering, it is our culture. As Fred Keller states, "Health, safety and environmental concerns are on the same level as quality, productivity and profit. No job is so important, no order so urgent, that we cannot take the time to work safely and protect the environment."

In 2006, the Container Plant was designated a Rising Star in the State of Michigan Voluntary Protection Program (MVPP). MIOSHA recognizes a MVPP operation as one that is a "high achiever with occupational safety and health as a core value and has an outstanding safety and health management system." We continued to build upon this achievement in 2007 by creating programs to enhance employee awareness, training, and teamwork.

- Employee awareness around safety was a key goal for 2007 and several "creative" programs were implemented in an effort to get everyone involved.
- Additional safety training was conducted throughout 2007 within the Cascade Engineering campus as well as our joint venture partners.
- And finally, we brought it all together through encouraging teamwork at every level.

As we continue to find ways to strengthen our safety programs, we continue to reach new milestones each year. In 2007, two of our facilities reached new safety records. The North Plant set a record with 498 days without a recordable incident and the Noble Plant set a record

with 767 days without a recordable incident. Overall our Safety Incident Rate and Lost/Restricted Workday Rate for the company as a whole remain well below the industry averages.



■ Cascade's Incident Rate ■ Industry Avg Incident Rate  
Source: North American Industrial Classification System (NAICS)

# Working on Wellness (WOW)

The WOW team is committed to providing Cascade Engineering employees with the information and resources necessary to improve their health and wellness. For nearly a decade, the WOW team has been implementing programs to support employees and their families with education, events and access to health services and facilities. Each year, the team looks for innovative ways to build greater awareness among the employee population. Some of the programs include an annual health fair, on-site health risk assessments, smoking cessation, Weight Watchers and flu vaccines. Employee participation in the wellness program increased by 36% over the prior year.

The team's goal is not only to reduce illness and absenteeism, but also to improve the productivity and morale of each employee. The results are healthier employees, reduced health care costs and an improved bottom line for the company.

## New Product HydrAid™ BioSand Water Filter



Photo by Jim Bodenner ;  
Courtesy of International Aid

In 2007, Cascade Engineering entered into a partnership with humanitarian health care agency International Aid to address the global safe water crisis. Nearly 4 million people across the developing world die each year from unsafe drinking water and almost half of those are children. Lack of access to safe drinking water is the largest cause of death for children in the developing world.

International Aid approached Cascade Engineering to solicit our help in designing and manufacturing a plastic version of the concrete BioSand water filtration system that is currently in use today in the developing world. The concrete water filtration system weighs 300 lbs. and is difficult to transport, inconsistent in quality and incompatible to scale for the market. Together, International Aid and Cascade Engineering have designed, tested and manufactured a plastic HydrAid BioSand filter that weighs only 8 lbs. empty, is easily transported, is easy to install and serves the needs of 8-10 people daily (47 liters/hr). Plans are in place to manufacture and distribute 300,000 filters, along with education on the health benefits of clean water. Dow Chemical recently joined the partnership as well and will supply all of the resin required to manufacture these filters.

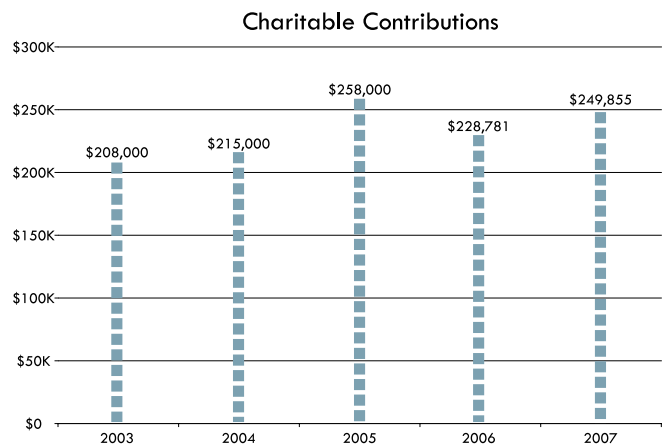
The development of the HydrAid BioSand Filter exemplifies our belief that sustainability drives innovation, and something that is good for our society can also be good for business.

## Diversity Visionary Award

Cascade Engineering was the proud recipient of the 2007 Diversity Visionary Award, given by the Grand Rapids Area Chamber of Commerce. The Diversity Visionary Award is given to a person or organization that demonstrates the importance of diversity through leadership and organizational practices. What started as “the right thing to do” is now a business strategy that drives our company.

## Charitable Giving

Cascade Engineering maintains a charitable contribution fund that contributes to fund-raisers and the operational activities of charitable and non-profit organizations. The fund focuses on the arts, business development, community relations, education, human/social services and health. In 2007, the total company charitable contributions were \$249,855 which represents a 9% increase over the prior year.



## Employee Contributions

Each year the employees of Cascade Engineering participate generously in a variety of events aimed at raising money for charity. Though the biggest contribution is to the United Way of West Michigan, our employees dedicate many hours and money to additional causes such as the Christmas Adopt-a-Family, Habitat for Humanity and Grand Rapids Head Start Program.

Cascade Engineering supports the Heart of West Michigan United Way's goal to “eliminate the causes of community problems so we can improve the quality of life for people in West Michigan.” This year, the United Way campaign was re-engineered to build a greater sense of community and participation. We did this by making fund raising events accessible to all employees on all shifts, by helping each employee gain a sense of community involvement and by highlighting stories of individuals helped by the United Way throughout the year. To create further camaraderie and a bit of friendly competition around fund raising, we held Kick-off Cookouts at each facility, Penny Wars in each building, a Silent Auction and an Ice Cream Social. The results were significant as we were able to raise the average amount per contribution by 5% over 2006.



## Environmental

Cascade Engineering made great strides in 2007 toward developing and launching products that reduce the impact on our environment. Today, we have a global energy market in which energy is a limited resource, and as oil consumption goes up, so does demand for all other fuel sources. The result is that increased demand for energy impacts feedstock and subsequently the cost of materials we use. The innovation lies in finding ways to reduce our energy impact which not only gives us bottom line results but also contributes to reducing overall demand, thereby minimizing our environmental footprint.



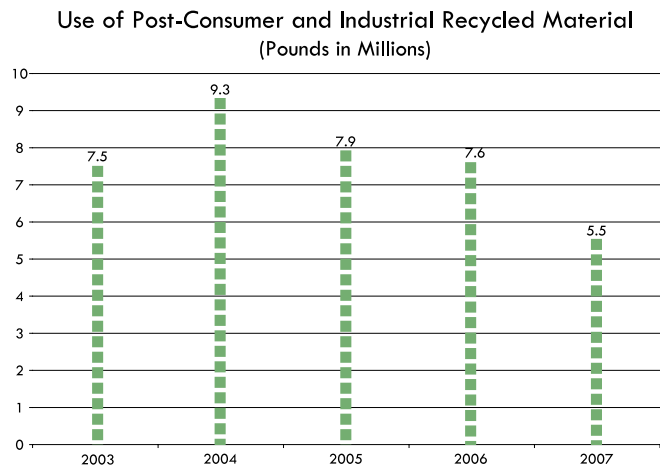
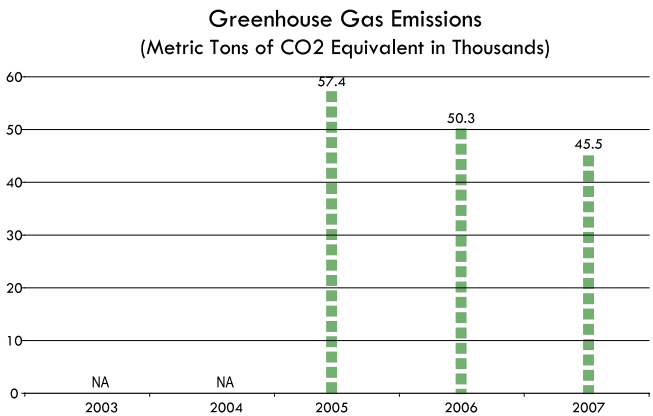
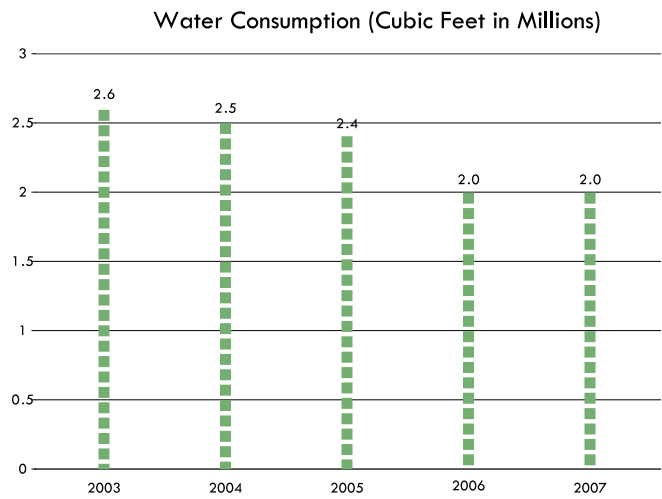
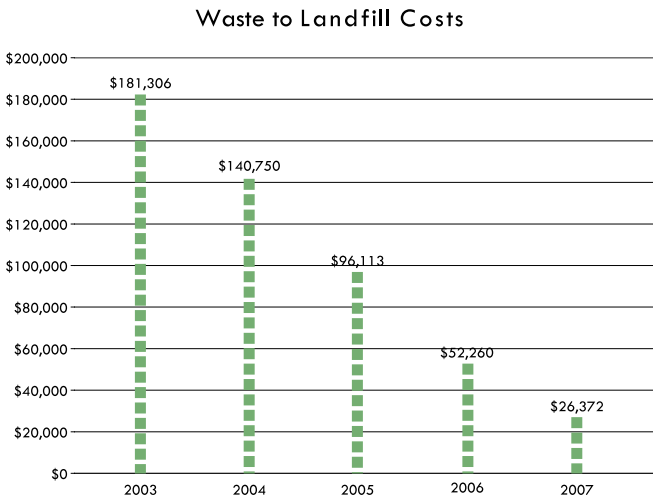
## Environmental Management System

At Cascade Engineering we strive to build a sustainable organization and are committed to protecting the environment by continuously reducing waste emissions into the air, land and water. We manage environmental progress and initiatives through our Environmental Management System (EMS) which is accredited to ISO 14001 Standards. All of our campus operations are ISO 14001 certified, including the Noble Polymers Facility which attained the certification in 2007.

We are dedicated to achievement in the following three areas specified in our environmental statement:

1. To protect the environment by continuously working toward the reduction of waste emissions into the air, land and water, with the ultimate goal of minimizing all negative impact on natural and man-made resources.
2. To evaluate our environmental management programs and systems to ensure continuous improvement in the areas of waste and accident identification, reduction and elimination.
3. To understand every phase of the life cycle of our products – from raw materials and production to use and recycling – thereby contributing to the sustainability of our company and our community.

Successful management of the environmental issues helps to protect our environment, reduces costs by managing consumption, minimizes the likelihood of environmental accidents, and ensures long term viability and sustainability of our company. With these objectives in mind, we continue to design and implement programs to reduce waste to landfill, manage water consumption to a minimum, measure greenhouse gases and increase the use of recycled materials in our products. Our 2007 achievements are illustrated below:



## LEED EB Platinum Certification

In October of 2007, Cascade Engineering's corporate headquarters were LEED (Leadership in Energy and Environmental Design) Certified "Platinum" by the U.S. Green Building Council. The Platinum designation indicates that Cascade has the highest level within the LEED EB (existing building) rating system. Cascade became the first office building in Michigan to achieve this high level accreditation, and one of only eight buildings nationwide to achieve the designation under the LEED EB protocol.

The LEED implementation staff spent nearly a year working to identify areas to improve building performance, succeeding beyond anyone's expectations. Among the performance metrics, they eliminated 93% of the building's waste stream going to landfill, reduced irrigation water use by 98%, reduced domestic water use by 59%, reduced energy consumption by 21%, and decreased absenteeism by 59% and out-of-pocket employee health care costs by 34%.

"Maintaining a truly sustainable environment is a continual process that requires taking a close look at all aspects of our operations and community involvement," said Fred Keller. "Thanks to the dedication of our employees we plan to remain at the forefront of these practices for many years to come."



## Neighborhood Recycling Center

Cascade's Neighborhood Recycling Center has been helping the community in recycling, reducing and reusing efforts since April of 2005. Items accepted at our center are: batteries, books, catalogues, cell phones, children's hats and gloves, eyeglasses, magazines, office supplies, phone books, toner cartridges, and women's business clothing.

Some of the community organizations supported by our recycling center include: Area Public Libraries, Charitable Recycling, Earth Share, Habitat for Humanity, Lions' Club and Women's Resource Center.

The Neighborhood Recycling Center is located at 5175 36th Street SE and is open from 6 am – 6 pm, Monday through Friday.

## Dumpster Dives

Cascade Engineering employees have been participating in dumpster dives for over two years. Once a quarter, an employee at each of our seven plants is responsible for putting a team together to help conduct a dive. Hazmat outfits are available to employees upon request, however disposable gloves are usually all that are necessary. Our garbage is discarded in clear plastic bags, making it easy for each team to identify the contents.

During a dumpster dive, team members pull garbage bags out of the dumpsters. Without opening the bags, each team looks for items that could have been recycled (i.e. cardboard, plastic, cans, etc.) and compiles these items on a list. The list is analyzed by each perspective team who then brainstorms ideas to resolve the top three recyclable items identified. The team turns their findings over to our Zero Waste Team (formerly the Waste Reduction Team) for analysis and action.

Typical actions resulting from the dumpster dives are recycling reminders and education pieces at shift meetings. Cascade employees who participate in activities like these drive our environmental efforts past the point of efficient to effective.

## Recycle Warriors

The Recycle Warriors are a self started, self managed problem solving team whose mission is "to benefit our community and our company by recycling and thus reducing the amount of waste going to landfill." With a small team and \$100, they managed to reduce internal waste to landfill by 40%! How did they do this? By asking their coworkers.

After reviewing information from dumpster dives they were able to take an inventory of all recyclable items being thrown away. These items had been generated at work cells, break rooms, maintenance areas, shipping and all of the office areas. The Warriors went to the CE employees and asked if they would be willing to recycle more. The response was "give us the tools and make it easy."

The team made recycling easy by creating color coded recycling areas in the plants. They gave employees examples of different recyclable items and set up bins for discarding them in convenient, centrally located areas. Their success helped Cascade save thousands of dollars. More importantly, their efforts have been vital in helping to create a culture that drives sustainability.

## New Products

### EcoCart™

What happens when market need meets innovation? Introducing the EcoCart, a durable solid waste and recycling container made with a high percentage of recycled content. In mid-2007, Cascade Engineering's Container Division launched the EcoCart to address growing demand from the solid waste and recycling industry for products containing recycled content. The need was clear, but the solution was not.

The challenge was how to incorporate a high amount of recycled content into our containers, which are subjected to weekly pick-ups by automated garbage trucks, without compromising their long term durability. The solution was to use an innovative injection molding process called co-injection to layer recycled material (post consumer resin) in between two layers of virgin plastic. The layering technology provides us with a container that is eco-friendly, yet just as durable as its virgin counterpart.

The EcoCart has been a great success in its first year of commercialization. And the innovation of a product that uses 30-50% post consumer resin content, without impacting the finish or durability of the container, is not only good for the solid waste and recycling industry, but also good for our environment. At Cascade Engineering we strive to achieve sustainable innovation and the EcoCart is an excellent example of such an innovation.



### TAP™ (Targeted Acoustical Performance)

The TAP Hybrid line of acoustical products is the latest innovation by Cascade Engineering for the automotive market. This technology clearly demonstrates how sustainability drives innovation within our company. Traditional acoustical technologies for front of dash sound treatment are either traditional barrier/decoupler mats, or tuned absorbers. In each case, the performance and mass of the product are tradeoffs. One offers lower weight at the expense of transmission loss while the other addresses transmission loss at the expense of higher mass.

We set out to develop a technology that would offer a savings in mass for the vehicle without compromising the acoustical performance. This reduction in weight directly affects the CAFE (Corporate Average Fuel Economy) requirements, thus allowing automobiles to be more fuel efficient. The improved acoustical performance also increases the ownership value of the vehicle, providing the consumer with a better driving experience.

For every pound of mass taken out of a vehicle, 3.25 gallons of gas are conserved over the course of year when driving 12,500 miles per year. Not only do the TAP products weigh 6 - 8 lbs. less than traditional products (saving up to 26 gallons of fuel per year per vehicle), but they are also made from post consumer recycled content and are 100% recyclable at the end of their useful life.

We believe the TAP innovation will significantly impact our customers as they seek to develop more fuel efficient vehicles. We are not alone in this belief, as we were awarded an honorable mention from the Automotive News PACE Awards, the industry's benchmark for innovation.


## Awards

### Sustainability and Recycling for a Greener Environment Award

Cascade Engineering was the proud recipient of GPEC® (Global Plastics Environmental Conference) Sustainability and Recycling for a Greener Environment Achievement Award. The award category was "New Technologies in Process." This award recognizes those corporations and institutions that have demonstrated environmental leadership and excellence through significant achievements. Cascade Engineering was recognized for the development and commercialization of the EcoCart™ product which uses co-injection to produce an eco-responsible container with high recycled content.

### Clean Corporate Citizen Five Year Participation Award

Michigan's Clean Corporate Citizen (C3) program is designed to honor and recognize businesses that have demonstrated strong environmental stewardship throughout their operations. To receive a C3 designation, applicant facilities must have a comprehensive and facility-specific environmental management system that sets targets and objectives for continual environmental improvement, pollution prevention programs that focus on reduce-reuse-recycle, and consistent compliance with applicable environmental regulations. Cascade Engineering was recognized for a five year participation longevity award as Clean Corporate Citizen from 2002 – 2007.



## Economic

Economic capital is the final gear in the Triple Bottom Line, and the beneficiary of the other two gears, social and environmental. The economic gear allows our company to thrive and gives us the ability to reinvest in the other two capitals so we can continue the cycle. In 2007, our major initiatives in building economic capital were the launches of two new business units, Cascade Renewable Energy Solutions and Quest Sustainable Solutions.

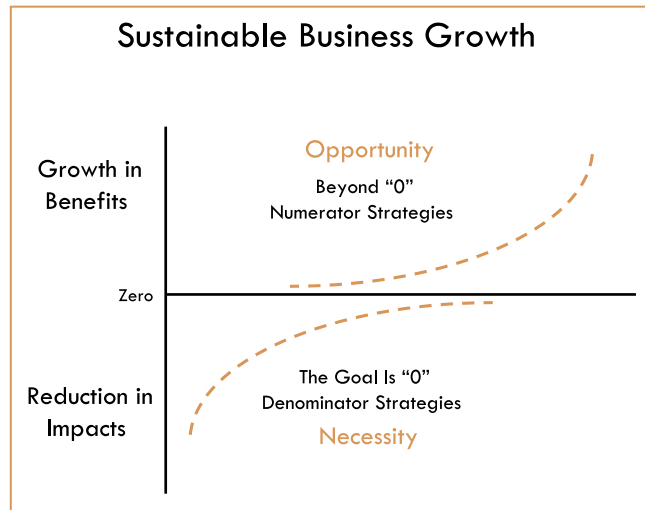


## Economic Impact

At Cascade Engineering, we recognize that our responsibility to each stakeholder is to continue to build a sustainable organization. Using sustainability as our strategy, we must not only do our best to minimize the impact we have on our environment, but also to create businesses and products that are truly sustainable, adding to social, environmental and economic capital.

Achieving this kind of tangible growth requires paying attention to both the “numerator” and “denominator” of the sustainability equation (which illustrates the fact that what we’ve been doing in sustainability all these years now has a useful language to help describe it). In this model, the numerator represents growth in products and services; the denominator represents reduction in impacts.

Reducing impacts – for example, through the smart investments Cascade Engineering has been making in energy, the use of recycled materials, our continued reduction in landfill cost and other resource savings – is essential, but it’s not enough. To create a truly sustainable business, we’ve learned we must focus on growing the numerator through investments in the development of sustainable products and services as well.



In 2007, we launched two new businesses that promise to grow the “numerator” portion of the sustainability equation: Cascade Renewable Energy Solutions (CRES) and Quest Sustainable Solutions – both are described in detail on the following page. In addition, we looked to each existing business unit and assessed the potential of developing sustainable products within current markets, creating brands such as the EcoCart™ and Targeted Acoustical Performance (TAP™) product lines that are born from a sustainable vision.

Despite the tough economic environment, particularly in the manufacturing sector, we continue to move forward with a diversified business model that focuses on sustainability.

## Cascade Top Five

### Suppliers

Chevron  
Noble Polymers  
Ashland  
American Autocoat  
Paragon

### Customers

International Transportation  
Waste Management  
Cami Automotive  
Freightliner  
Herman Miller

### Charitable Organizations

United Way  
Metro Hospital  
The Right Place  
St. Mary’s  
American Heart Association

## Cascade Renewable Energy Solutions

Cascade Renewable Energy Solutions (CRES) designs, develops, manufactures, and sells innovative distributed renewable energy systems. This group believes in renewable energy – not just for the environmental benefits – but for the long term viability of what will be a superior suite of technologies. Driven by the passion to design and market distributed energy systems, CRES will launch its first product in the summer of 2008.

CRES is proud to have become the sole North American manufacturer and distributor of the SWIFT™ Rooftop Wind Energy System, the first quiet rooftop wind turbine that generates electricity by harnessing the power of the wind, providing a cost effective energy source for domestic, community and industrial use. The turbine rotors will be manufactured and assembled in Michigan.



*SWIFT™ Rooftop Wind Energy System*

The triple bottom line connections are clear for the CRES group. Environmentally, they are at the forefront of reducing our dependence on fossil fuels. Financially, being involved in the growing field of renewable energy has the potential of yielding significant growth for Cascade Engineering. And longer term, advancing renewable energy solutions will create economic advantages, adding to the overall positive social impact of our work.

## Quest Sustainable Solutions

Quest Sustainable Solutions, formed in 2007, is a consulting business focused on helping organizations become an employer of choice through sustainable business solutions. Quest aims to improve an organization's performance through assessment, training and consulting in the areas of Corporate Culture, Leadership Development, Environmental Management, Diversity Management, Safety and Sustainability.

The Quest team members are more than consultants; they are experienced practitioners in their respective fields at Cascade Engineering, and they have developed techniques which have been demonstrated and proven within our company over many years. The services which Quest provides are unique, based on the nuances of implementation and practice, not just theory.

The sustainability tool kit that we have developed here at Cascade Engineering through our internal programs has now evolved into a business unit with the potential to impact numerous organizations, communities and businesses with sustainable practices.

## Scorecard

	2003	2004	2005	2006	2007
<b>Economic</b>					
Taxes Paid (in Millions)	\$6.20	\$4.80	\$6.50	\$7.63	\$7.54
<b>Social</b>					
Contributions	\$208,000	\$215,000	\$258,000	\$228,781	\$249,855
Welfare-to-Career Retention (Monthly)	97%	97%	96%	97%	97%
Average Hours of Training per Employee	25	26	15	13.1	13.2
Diversity/Human Rights Training (in Hours)	1936	2548	2190	678	500
<b>Environmental and Safety</b>					
Incident Rate	7.6	5.7	5.7	3.2	4.7
Lost/Restricted Workday Rate	4.2	2.5	2.6	1.2	2.8
Citations/Fines	0/\$0	2/\$500	0/\$0	0/\$0	0/\$0
Water Consumption (Cubic Feet in Millions)	2.6	2.5	2.4	2.0	2.0
Sales Dollars per Kilowatt Hour	\$2.98	\$3.28	\$3.26	\$3.37	\$2.87
Greenhouse Gas Emissions (Metric Tons of CO <sub>2</sub> Equivalent in Thousands)	-	-	57.4	50.3	45.5
Landfill Costs	\$181,306	\$140,750	\$96,113	\$52,260	\$26,372
Use of Post-Consumer and Industrial Recycled Material (Pounds in Millions)	7.5	9.3	7.9	7.6	5.5

The Scorecard above illustrates our company's progress toward key sustainability metrics over the past five years. We use this data to measure the success of current sustainability initiatives as well as to help shape and drive future programs. We acknowledge that not all the data shows an improvement over the prior year, however, our desire to be transparent overshadows the fluctuations in business activity.

## Cascade Sustainability Forum

Though a formal Sustainability Forum was not organized until 2007, Cascade Engineering has long been educating its employees on the principles of sustainability. Fred Keller's leadership in this field is evident, as he teaches a class at Cornell University titled Sustainability as a Driver for Innovation in Entrepreneurial Organizations. The same coursework is offered to the Cascade leadership team and everyone is encouraged to implement sustainable principles within their departments, irrespective of function.

In 2007 Cascade Engineering formalized the Sustainability Forum, a multi-functional team of people responsible for guiding, advocating and measuring the company's sustainable strategy, with a focus on developing specific goals for the future. The group's mission is to:

- Ensure that sustainability is ingrained into the fabric of our corporate culture.
- Establish the best objectives to drive sustainable development.
- Develop performance systems to implement, maintain and improve sustainability initiatives.
- Determine the best method of oversight.
- Continue our leadership in sustainability initiatives.

The sustainability forum's first responsibility will be to establish overarching five year performance goals for the company to drive performance and behavior toward reduction of our carbon footprint.



# CASCADE

engineering

*The Cascade Family of Companies*

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