

2019

Goal 1: Green Lease Criteria

Frontier Energy leases space for many of its offices. To increase sustainability and guide decision making for future leases, the Sustainability committee developed 21 green lease criteria* on a point system that enhances local office sustainability. The committee adopted the sustainability lease guidelines developed by the

California Sustainability Alliance and standards used for Green Business certification in California; a portion of these criteria are shown below. The score places a building into three categories: Ideal, Desired, and Minimum.

Ideal	Desired	Minimum
Building is LEED certified, or	Has a total of 40 points or more from criteria scoring	Building is ENERGY STAR certified, or
Building meets Tier I or II CalGreen code (Part 11 of Title 24), or		Has a total of 30 points total from criteria scoring
Building management is recognized as a Green Lease Leader, or		
Has a total of 50 points or more from criteria scoring		

Goal 2: Employee Transportation Emissions Survey

A transportation survey was distributed to collect information about the number of miles employees traveled during their regular commute for work daily along with work-related travel, such as client meetings and conferences. Air travel was excluded due to limitations in accurate data collection.

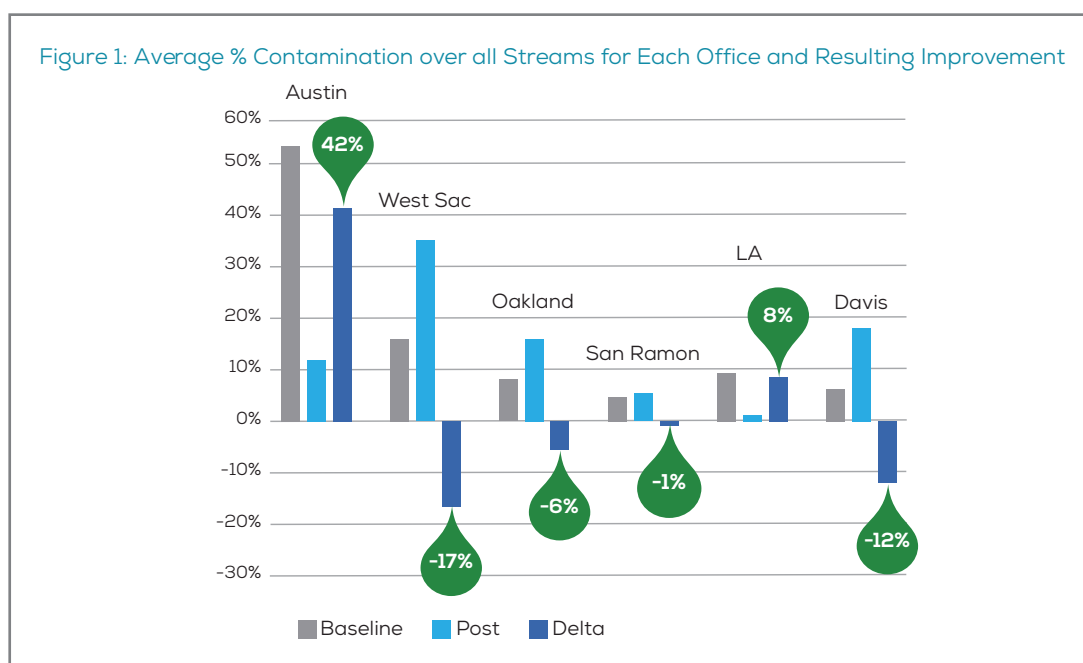
In 2019, total emissions from work-related travel from the employees that responded to the survey equaled 583,599 lbs. CO2/year. Per capita CO2 emissions were 5,074 lbs. per employee/year or 0.728 lbs. per mile. The committee presented results and recommendations to Frontier and its employees, a few are shown below.

Company Recommendations	Employee Recommendations
Use low- or zero emissions company fleet vehicles.	Carpool, when possible, to reduce wear on personal vehicles, fuel costs, traffic congestion, and builds culture/connection.
The location of offices should be within five miles of a public transit corridor and facilities should include secure spaces for bicycles, scooters, etc.	Take public transit when possible.
	We are a remote company, choosing to work from home or another location is a great option.

Goal 3: Waste Management

This goal aimed to enable offices to optimize waste management with existing infrastructure and create a baseline measurement of waste diverted from the landfill at each office to inform a strategy to maximize landfill diversion. Results of an office-wide waste audit (see Figure 1 below) were conducted to see how materials

were disposed of and how much waste is collected. This was also used in an education campaign and informed recommendations (some shown below) to reduce landfill waste.



Company Recommendations
<ul style="list-style-type: none"> • Create infrastructure conducive to proper waste management. • Educate and reiterate goals to employees through regular messaging. • Communicate with building owners. • Decrease waste and increase diversion.

2020

Goal 1: Green Purchasing

Environmentally Preferable Purchasing (EPP) is aimed at developing guidance to facilitate procurement of products with a lower environmental impact than standard products. The committee reviewed each office's purchasing practices and researched the relative environmental responsibility of different suppliers,

products, and materials. Through promotion via the internal Sustainability Hub, and the Quarterly All-Staff Meeting, committee members encouraged at-home adoption of the EPP (see overview in table below).

Category	Certification	Other Features
Paper Products	Green Seal, Forest Stewardship Council (FSC), Sustainable Forestry Initiative	Max post-consumer recycled content, unbleached/chlorine free
Electronics	ENERGY STAR, EPEAT Registry, RoHS compliant	Max post-consumer recycled content, printers with automatic duplex printing
Cleaners	Green Seal, EcoLogo, U.S. EPA Safer Choice	Verified or highly rated by Environmental Working Group
Disposable Eating Wear	BPI-certified compostable, FSC, Sustainable Forestry Initiative	Uncoated wood products or recyclable plastics, avoid bioplastics, look for max post-consumer recycled content
Food & Beverage	USDA Organic, CCOF, Oregon Tilth, Global Animal Partnership (GAP) Animal Welfare Certified, American Humane, Food Alliance, Certified Humane	Brands highly rated on Better World Shopper, look beyond terms like natural unless accompanied by certification, no bottled water, limited meat
Other Office Supplies	As applicable; Office Depot's "Greener Office" product catalog, Staples' "Sustainable Earth" line	Max post-consumer recycled content, easily recyclable materials

Goal 2: Environmentally Responsible Investing

Environmental, Social, and Governance (ESG) investing—commonly referred to as socially responsible investing—is a growing trend. The ESG designation identifies funds that earn money through societally responsible means such as energy efficiency, equity, health, and safety. The committee worked with a liaison from the

GTI Sustainability Team and retirement fund financial advisors to research ESG fund availability. One existing ESG fund was identified (Parnassus Core Equity Fund). Employees were given information on this fund and encouraged to consider investing in it.

Goal 3: Office Thermostat Audits

A planned audit of all office thermostats was completed to ensure the thermostats operate in a way that meets space conditioning needs without wasting energy. This goal was neither started nor completed due to the COVID-19 pandemic, as nearly all Frontier Energy staff began working from home in April 2020. At that time, the

committee had been implementing other annual goals. By the fourth quarter of 2020, with staff still working from home, the committee decided to table this goal until normal office operations resume.

2021

Goal 1: Remote Work Emissions Analysis

The sudden shift to flexible workspaces and office 'hoteling' accelerated by COVID-19 led the committee to estimate associated impacts to greenhouse gas emissions. The goal was to help management in office leasing decisions. To get a sense of the net emissions associated with increased remote work among Frontier Energy staff, the committee evaluated emissions associated with commuting, home energy use, and office energy use under two benchmark scenarios:

1. Baseline Scenario: reflects pre-COVID conditions, where most staff worked from a Frontier Energy Sustainability Report 2021 physical office/lab space. Timeframes used in this scenario were mainly from 2019, but also 2012.

2. Hybrid Scenario: reflects a post-pandemic situation where staff work from home at least part time, data is primarily taken in late 2021.

A different methodology for each emission source was used to accommodate the resources available.

Goal 2: Green Purchasing Follow-up

Building upon the 2020 goal, the committee chose a 2021 goal focusing on the other end of the purchasing spectrum: approved vendors, or those that have undergone a screening and contracting procedure by Frontier. In total, 8 potential green retailers

and 14 potential green service providers were identified among existing approved vendors. In addition, 11 potential green vendors not on the current approved list were identified.

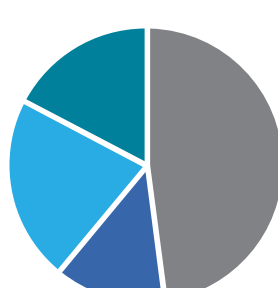
Goal 3: Home Sustainability Quiz

The Home Sustainability Quiz engaged staff in considering the energy efficiency of their home, being the new work environment for many, and recommendations on how to improve their habits. The aim was to offer a more fun and light activity for staff compared to other annual goals. Thought-provoking questions were created

about different energy systems in the average home and possible actions staff could take around the household to lower energy usage. As such, the point distribution of scores indicates this activity as being more of a learning exercise rather than a competitive quiz.

Home Sustainability Quiz Results

Out of 15 Questions



■ 7 or below ■ 8 ■ 9 ■ 10 or above

Table 12 Distribution of scores among staff that completed the home sustainability quiz