2023

EL

ELEMENTS

APRIL 2024
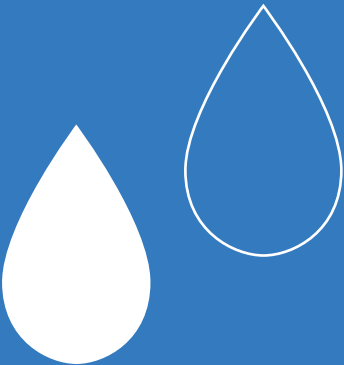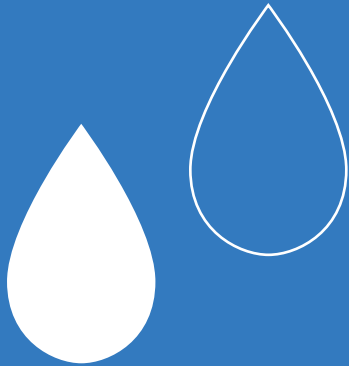
CORPORATE SUSTAINABILITY REPORT

CASCADE

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MESSAGE FROM THE CEO

Ron Thalacker
President & CEO

Welcome to our 2023 Corporate Sustainability Report. We chose the Elements theme to highlight the role sustainability plays in our environmental services business. Just as the elements of earth, water, and air are fundamental to the environment, they are intrinsic to our work and mission. Sustainability is the basic element that guides the way we manage our organization for a positive social, environmental, and economic impact. This report reflects how Cascade implements sustainability principles to foster sustainable growth, face industry challenges, and achieve excellence in all we do.

This year, we've navigated significant shifts in our industry and the broader business landscape, staying true to our mission of balancing environmental stewardship with community engagement and responsible business growth.

The Infrastructure Investment and Jobs Act significantly fueled demand for our remediation services in 2023. As we anticipate a shift away from this federal work, we're strategizing on how to replace this revenue with commercial projects. The slowdown in offshore wind farms, exacerbated by inflation, interest rate hikes, and supply chain disruptions, has posed challenges for our geotechnical and infrastructure drilling groups. Despite these hurdles, the rising awareness of sustainability principles and continued funding for the EPA's Brownfields Program have opened new avenues for sustainable remediation, enhancing our competitive edge.

Our Climate Action Plan, now in its second year, is providing us with a deeper understanding of our environmental footprint, helping us prepare for regulatory changes, and opening new business avenues to tackle climate change impacts. One example is our wetlands construction services, where we're not only contributing to environmental restoration but also positioning ourselves to meet the growing demand for sustainable solutions.

The year started on a challenging note with an unusual spike in safety incidents. However, we swiftly responded by instituting a comprehensive safety stand-down, launching targeted campaigns, and enhancing our training programs. These decisive actions led to a remarkable turnaround, with program participation reaching record highs and a notable improvement in our Total Recordable Incident Rate (TRIR), closing the year at <1.0. This demonstrates not just our ability to recover and adapt, but also our deep-seated commitment to maintaining the highest standards of health and safety for our team.
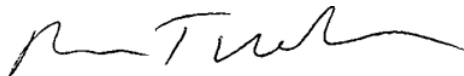
While we've made strides in recruiting and retention, challenges remain. We're focused on organic growth, cost and supply chain management, innovation in remediation technologies, and enhancing cybersecurity to protect our community.

Looking ahead, we're setting our sights on 2024 and beyond with clear goals and targets. Our vision is to continue leading our industry, not just in terms of business performance, but as a beacon of sustainable and ethical practices. We're committed to further enhancing our operational efficiencies, reducing our environmental footprint, and fostering a workplace that is inclusive, diverse, and conducive to growth.

Our commitment to investing in our people, technology, and equipment remains steadfast, as does our enthusiasm for sustainable growth that will broaden our service offerings and client base. The feedback from our recent pulse survey resonates with optimism and engagement, a clear indication of the positive momentum we carry into the future.

Together, we will continue to navigate the path of sustainable development, making a meaningful impact on the environment, our communities, and the industry at large.

All my best,

Ron Thalacker
President & CEO
Cascade Environmental

ABOUT THIS REPORT

Welcome to Cascade's 2023 Corporate Sustainability Report. This year, we embrace the theme "Elements," highlighting our intrinsic connection with the fundamental components of nature—earth, water, and air—which are central to our work in environmental investigation and restoration.

Within these pages, we unfold the story of how we're contributing to a sustainable future through our services, our people, and our practices. You will find detailed accounts of our innovative practices, collaborative efforts, and the strides we've made in sustainable growth. Dig in to explore the tangible impacts of our work, the challenges we've overcome, and the clear path we're paving towards ecological integrity and resilience.

Reporting Standards

Cascade Environmental has prepared this report with reference to the GRI Standards. It also includes applicable reporting standards from the Sustainability Accounting Standards Board (SASB), Infrastructure Sector, Engineering & Construction Services.

The data provided in this report represents the entire Cascade family of brands unless noted otherwise: Cascade Environmental (parent company), Cascade Drilling, Cascade Remediation Services, TerraTherm, Inc., and Aquifer Drilling & Testing. Because Cascade is a privately held company, certain financial information is not publicly released.

Since 2014, Cascade has published an annual sustainability report. This report covers the period January 1, 2023 - December 31, 2023, and was published in April 2024. We've included data from the two previous years where possible to help our stakeholders understand the trends in our business and our progress towards stated goals.

Getting the right information to the right people is important to us. We encourage you to let us know how we are doing. You can provide feedback, ask questions, or request further information by contacting:

Sue Bruning
Sustainability Council Chair
Vice President, Client Experience & Sustainability
Cascade Environmental
sbruning@cascade-env.com
425.527.9700

Cascade does not externally assure any data in this report.

Restatement of Information

The number of vendors, vendor spend, and diversified vendor spend in our value chain for 2022 has been restated due to a change in vendor classifications.

Our 2022 EMR is restated from 0.58 to 0.57. The initial National Council on Compensation Insurance (NCCI) rate of 0.58 was issued in June 2022 as our preliminary rate. After the publication of our 2022 Corporate Sustainability Report, the NCCI completed their calculations, and our final experience modification rate (EMR) of 0.57 was provided in November 2022.

The number of risk assessment tools in 2021 has been restated due to additional data collected after the reporting period.

In 2022, our workforce was comprised of 3% veterans and 97% non-veterans. There was a typo in the report inadvertently populating the data in the wrong categories.

Employee turnover rates in the total company and voluntary categories for the 2022 and 2021 reporting periods are restated due to a change in the measurement methodology. Calculations are now based on trailing twelve months from the last month of our reporting period.

Voluntary turnover insights from 2021-22 have been restated due to a change in methodology related to classification of the primary reason for separation.

Material Topics

The topics and data provided in this report were thoughtfully identified through extensive engagement efforts and material assessments. Cascade's Sustainability Council meets regularly to review feedback collected through a variety of channels including surveys, meetings, social media, email, industry reports, and other business tools to gain a better understanding of the issues that may potentially impact our business. Through open dialogue, we seek to understand the impacts of our operations on our stakeholder groups—especially employees, clients, and procurement partners.

There are many sustainability topics raised by our stakeholders, all varying in degrees of importance and relevance to our business. Our Sustainability Council considers these topics along with the Company's mission, vision, and values to determine the material topics on which to focus our reporting and improvement efforts.

The most critical issues are the focus of Compass, our Corporate Sustainability Program, and included in this report. These issues are critical because they bear a high degree of real or potential impact on our continued success or may impact our stakeholders.

This year we have added GHG emissions to our list of material topics. There are no other changes in material topics from the previous reporting period.

STAKEHOLDER CONCERNS

TOPIC RAISED	GROUPED IN FOCUS AREA					RAISED BY STAKEHOLDER GROUP				RESPONSE DOCUMENTED
	Environmental Impact	Customer Service	Fleet	Employee Experience	Communication	Employee	Client	Vendor	Cascade	
Communication		✓		✓	✓	✓	✓	✓	✓	2020 Sustainability Plan, Cascade Playbook, Corporate Policies
Customer Satisfaction		✓					✓		✓	2020 Sustainability Plan, Qcard, BSST
Cybersecurity		✓		✓					✓	Corporate Sustainability Report, Corporate Policies
Employee Engagement				✓		✓			✓	2020 Sustainability Plan, 2019 Employee Satisfaction Survey Cascade Playbook
Energy Consumption	✓		✓			✓	✓		✓	2020 Sustainability Plan, Corporate Sustainability Report
Environmental Issues	✓					✓	✓	✓	✓	2020 Sustainability Plan, Corporate Sustainability Report
Invest in New Technologies	✓	✓	✓	✓		✓	✓	✓	✓	2020 Sustainability Plan, Cascade Playbook
Leadership				✓		✓			✓	2020 Sustainability Plan, Cascade Playbook
Operating Efficiency	✓	✓	✓	✓		✓	✓		✓	2020 Sustainability Plan, Cascade Playbook, BSST
Personnel				✓		✓	✓		✓	2020 Sustainability Plan, Cascade Playbook, BSST
Quality		✓				✓	✓		✓	2020 Sustainability Plan, Cascade Playbook, Qcard, BSST
Regulations/Compliance	✓	✓	✓			✓	✓	✓	✓	2020 Sustainability Plan, Corporate Sustainability Report, Corporate Policies
Safety	✓	✓	✓	✓		✓	✓	✓	✓	2020 Sustainability Plan, Corporate Sustainability Report, CORE Health and Safety Program, BSST
Training		✓		✓	✓	✓	✓	✓	✓	2020 Sustainability Plan, Corporate Sustainability Report, Corporate Initiative
Transportation	✓	✓	✓			✓	✓		✓	2020 Sustainability Plan, Corporate Sustainability Report, Fleet Program
Wages and Benefits				✓		✓			✓	2020 Sustainability Plan, Corporate Sustainability Report
Workforce Diversity				✓		✓			✓	2020 Sustainability Plan, Corporate Sustainability Report, Cascade Inclusion and Engagement Council

ECONOMIC IMPACT

We are committed to investing in our organization and communities to promote sustainable growth and development.

Material issues: economic performance, market presence, local vendors

ENVIRONMENTAL IMPACT

We are committed to managing our operations in a way that preserves natural resources and protects the environment in which we work.

Material issues: energy, emissions, supply chain

SOCIAL IMPACT

We are committed to having a positive impact on our employees, partners and communities in which we work.

Material issues: employment, health and safety, training and professional development, diversity and inclusion, supply chain, non-discrimination

GOVERNANCE

We are committed to aligning our corporate values, ethical standards, and long-term business success with the principles of sustainable development.

Material issues: governance structure, communication, evaluation, values and commitments, regulatory compliance, memberships

Management Approach

Why Do We Care?

Producing a corporate sustainability report is an ongoing, resource intensive process. This report goes beyond any sales sheet or routine marketing communication. We believe there is a significant return on investment from the reporting process as it relates to our relationships, business strategy, and continuous improvement efforts.

Relationships

Our business is built on strong relationships with our employees, our clients, and vendors. Our Corporate Sustainability Report is designed to provide transparency and insight into the way we operate our business. We believe this openness builds trust with our stakeholders and strengthens those relationships.

Business Strategy

Many of our clients are searching for partners that can help them advance their own sustainability agendas. Investors are exercising more scrutiny on issues of corporate social responsibility. We believe our sustainability program differentiates us from our industry competitors, while also making good business sense.

Improvement

Understanding how we measure up on the issues important to our stakeholders and our business is crucial to Cascade's long-term success. Gathering and analyzing internationally recognized metrics enables us to put the processes and policies in place to improve our overall performance.

General Management Approach

The members of our Sustainability Council drive individual initiatives that align with corporate sustainability goals. Data is maintained in a variety of accounting, human resources, and environmental health and safety software systems. The Council meets routinely to evaluate progress and prioritize projects competing for our limited financial and human resources.

For each material aspect discussed in the following pages, we describe why it matters and how we manage the impacts. Our stakeholder engagement efforts play a crucial role in shaping our management approach, prioritizing projects, and reporting progress.

ABOUT CASCADE

809
EMPLOYEES

31
LOCATIONS

$252M
NET SALES

~4,930
JOBS PERFORMED

Get to know Cascade (4 min read)

READ MORE ONLINE

Cascade Drilling was founded in 1991 as a regional drilling company operating across three states in the Pacific Northwest. In 2013, we made a significant investment in sonic drilling technology and expanded our geographic reach across the United States. Since then, we have grown through a series of strategic acquisitions that brought together the industry's renowned technical experts and state-of-the-art environmental technologies.

Today, Cascade Environmental is the leading field services provider of environmental and geotechnical drilling, site investigation, and remediation. We offer the full suite of drilling services with a versatile fleet that includes limited and restricted access equipment, as well as traditional and high resolution site characterization, and remediation technologies ranging from injection and fracturing to in situ stabilization and thermal remediation. We also offer a line of injectable amendments designed to help clients reach site closure faster and cost effectively.

Our Brands

Cascade is a field services contractor that partners with our clients to provide seamless environmental and geotechnical solutions from concept to completion. We are the only provider of integrated national field services that characterize, investigate, and remediate environmentally contaminated sites.

Headquartered in Bothell, WA with 31 locations in the United States, our breadth and depth of services and expertise is unmatched in the industry.

CASCADE LOCATIONS

Corporate Office, Bothell, WA

TerraTherm Inc and **Cascade**, Gardner, MA

ADT, Mineola, NY
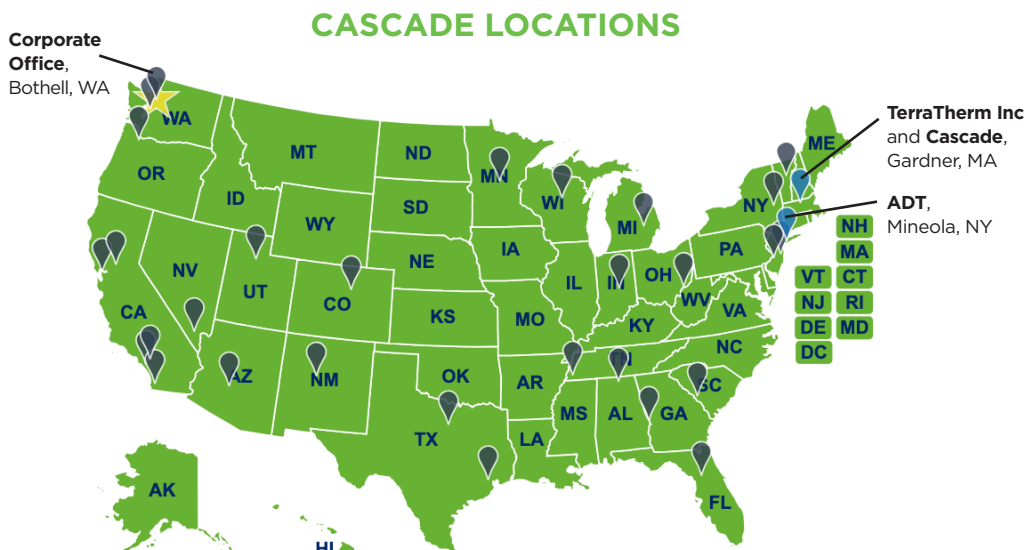
Visit https://www.cascade-env.com/locations for the full list of Cascade offices

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Known in the marketplace simply as Cascade, our family of brands includes Cascade Environmental®, Cascade Drilling®, Cascade Remediation Services™, TerraTherm™, and Aquifer Drilling & Testing™. Our project teams and business development specialists work closely together to ensure our clients have access to the full suite of services and industry leading experts under one Cascade umbrella.

Cascade Environmental® is our primary brand and parent company. Learn about our comprehensive suite of services at www.cascade-env.com.

Cascade Drilling® provides a full range of environmental and geotechnical drilling services. Regardless of the lithology or location, Cascade Drilling has the right equipment, experience, and specialized expertise to do the job. We offer sonic and conventional drilling technologies. Our fleet includes track and truck-mounted equipment and limited access rigs for tight spaces, low overhead conditions, and over-water work allowing us to access almost any drill site.

Cascade Remediation Services™ focuses on subsurface investigation and remediation applications. We help clients achieve their remediation goals by drawing on our national capacity, expertise, and optimized performance approach to support any stage of the project lifecycle.

TerraTherm™ is a worldwide leader in the development and implementation of in situ and on-site thermal remediation of organic contaminants. We design, build, and operate projects from concept to closure, using Thermal Conduction Heating (TCH), Steam Enhanced Extraction (SEE), Electrical Resistance Heating (ERH), and combinations of the technologies above. Learn more at www.terratherm.com.

Aquifer Drilling and Testing™ (ADT) provides environmental and geotechnical drilling for a variety of applications in the greater New York City area. Our experienced drilling crews operate a diverse drilling fleet including sonic, auger, rotary, and specialty equipment.

THE CASCADE FAMILY OF BRANDS

Cascade Drilling offers sonic, auger, rotary, and direct push drilling for environmental and geotechnical applications.

Cascade Remediation Services crews provide calculated injections to remediate soil and groundwater contamination.

Based in Gardner, MA, **TerraTherm** provides thermal remediation solutions to clients around the globe.

ADT provides geotechnical and environmental drilling services to the greater New York City area.

Experience our
full range of services
(5 min video)

WATCH THE VIDEO

Our Value Chain

ACTIVITIES	• Technical Expertise • Corporate Governance • Hiring & Retention • Training & Education	• Procurement • Fleet Maintenance • Building Maintenance	• Safety • Field Operations • Data & Reporting • Sales & Marketing • Regulatory Compliance	• Redevelopment • Environmental Compliance • Infrastructure
	PEOPLE	**SUPPLIES**	**SERVICES**	**END USE**
STAKEHOLDERS	• Investors • Employees	• Vendors • Employees • Regulators	• Clients • Employees • Regulators	• Clients • Regulators • Local Communities

Cascade serves a diverse set of industries. We primarily work with consultants who hold the prime contract with the property owner or responsible party for environmental remediation or geotechnical drilling projects. Our clients include leading national environmental consulting firms, blue chip industrial companies, contractors, energy and utility providers and government agencies. We serve all branches of the US military, major defense contractors, port facilities and airports. Our personal service, attention to detail, exemplary safety record, and operational excellence result in long-term collaborative relationships with our clients.

SERVICES BREAKDOWN

Industry	Percent of total revenue
Government	**26%**
Industrial	**25%**
Mining	**6%**
Chemical	**5%**
Power	**4%**
Oil & Gas	**4%**
Water	**2%**
Real Estate	**2%**
Waste Mgmt / Landfill	**2%**
Other	**23%**

Experience our
full range of services
(5 min video)

WATCH THE VIDEO

Vendors

Our supply chain is comprised of the equipment, material, and supplies procured to perform a wide array of drilling, site characterization, and environmental remediation services as directed by our clients. It includes support services such as sales, marketing, and administration to conduct business and grow our organization.

TOTAL VENDOR SPEND	2023 $96M	2022* $80M	2021 $102M

* Restated from 2022 report

Spend Category	Percent of Total Spend
Direct Job Costs	26%
Equipment and Materials	5%
Operations and Facilities	65%
Sales & Marketing	<1%
Fuel	3%
Health and Safety	1%

Number of vendors providing goods and services

2023
2,200

2022*
1,846

2021
2,011

*Restated from 2022 report

Sourcing Strategy

Cascade supports a "one company, one commitment" approach to sourcing and procurement that generates overall efficiencies by location consistent with our Company vision and goals. Our collaborative vendor partnerships are crucial to the strength of our supply chain.

Our sourcing initiatives optimize business with our preferred vendors and promote strategic relationships with local vendors. This strategy has transitioned our workforce from transactional buyers to strategic purchasers by centralizing purchasing activity, educating our employees on vendor selection, and building collaborative partnerships with fewer, preferred status sourcing partners. This strategy also reduces risk in the supply chain and results in a mutually beneficial relationship with each partner. Changes in the sourcing program were based on feedback received through our stakeholder engagement efforts, a review of current sourcing practices, and extensive research on best practices for our industry.

Our sourcing efforts include detailed employee training and support resources, routine monitoring and reporting of compliance, and stakeholder feedback. We are adding capabilities in our data management systems to allow for more detailed and consistent tracking of sourcing activity, including spend by vendor product category, local vendors spend, and diversity-owned business partnerships.

Sourcing Partners

Collaborative vendor partnerships are about more than getting the lowest price. By working together, our vendors help us to identify solutions that make our organization run more smoothly, achieve our business goals, and maximize value for our clients. We maintain active partnerships with thousands of vendors across the United States who are classified by the product or service and geographic coverage they provide.

Sourcing partners are among the three largest stakeholder groups and have a significant potential to impact our business. Streamlining our supply chain through enhanced screening and eligibility criteria, and leveraging national agreements for materials, equipment, supplies, and services minimizes risk of negative impact on our business.

Defining Our Vendors

The types of vendors and vendor spend in this report represent our value chain-those companies that provide products and services to operate our business. It does not include corporate payments, taxes, employee reimbursements, employee insurance, or benefits.

> **Tier 1:** Preferred Partner with Corporate agreement(s) providing favorable terms and best overall value. Must be able to provide goods to all Company locations and operations.

> **Tier 2:** Preferred Qualified Regional vendors providing favorable terms and significant overall value for limited number of company locations with geographic region.

> **Tier 3:** Non-Preferred common vendors reserved for sourcing needs outside routine markets, products, and services required to operate our business.

Vendors by Vendor Type	Number	Percent of Total Spend
Total Vendors	**2,200**	**100%**
Tier 1	57	26%
Tier 2	319	32%
Tier 3	1,824	42%

Working directly with small business and diversity business enterprises positively impacts the local economies in which we live and work. Our Supplier Diversity Program has the potential of creating better partners, stronger customers, and economic growth for our clients, our business partners, and our customers and employees. It is designed to identify, collaborate and advance productive partnerships with small businesses and diversity business enterprises.

We've implemented capabilities in our data management systems to allow for more detailed and consistent tracking of sourcing activity, including spend on vendor product category, local vendor spend, and diversity-owned business partnerships. Tracked classifications include:

- SBE (Small Business Enterprise)
- WBE (Women-Owned Business Enterprise)
- SDB (Small Disadvantaged Business)
- MBE (Minority-Owned Business Enterprise)
- HUB (HUB Zone Certified Enterprise

- VBE (Veteran Business Enterprise)
- DBE (Disadvantaged Business Enterprise)
- CAB (Certified Aboriginal Business)
- SDVBE (Service-Disabled Veteran Business Enterprise)
- HUD (Housing and Urban Development)

- LGBTE (LGBT-Owned Business Enterprise)
- DVBE (Disabled Veteran Business Enterprise)
- BCORP (Certified Benefit Corporation)
- SBA 8(a) Program

We are proud to report more than $29 million spend with diverse qualified vendors.

	Target	2023	2022**	2021*
Total vendor spend	N/A	$96M	$80M	$107M
Spend with certified diversity-owned business	N/A	$29M	$27M	$19M
Diversified vendor spend as percent of total vendor spend	10%	30%	34%	19%
Diverse vendor as percent of total number of vendors	15%	15%	24%	20%

* Diversity spend report covers Sept 2020 – August 2021
** Restated from 2022 report

Vendor Screening and Evaluation

Potential vendors undergo an extensive evaluation process prior to receiving approval status. The evaluation includes screening on a range of economic, social, and environmental impact issues. This process assists our sourcing department in choosing vendors who align with our sustainability goals and identifying opportunities where we can collaborate with vendors to improve their own sustainability efforts.

Topics in our vendor evaluation include:

• Compliance with regulations, notices of violations, fines assessed

• Conservation efforts and sustainability programs

• Financial stability

• Pricing

• Availability

• Geographic reach

• Diversity-related and small business certifications

Changes in Supply Chain

The ability to respond rapidly to client needs is critical to the resiliency our business. With our expansive resources, we can strategically position fleet assets and experienced crews where they are needed most. This year we consolidated our Jackson, NJ and Medford, NJ offices and relocated their operations to Westampton, NJ. Additionally, our Macon, GA offices relocated to Columbus, GA.

Awards and Recognition

Cascade and our employees are frequently recognized by well-respected organizations for having a positive impact on our industry and in local communities.

Business Achievement

- 2023 Engineering News-Record Top 200 Environmental Firms: Ranked #83
- Environmental Business Journal® Project Merit: Site Remediation, Thermal Conductive Heating
- Environmental Business Journal® Project Merit: Thermal Remediation, In Situ Solidification and Stabilization
- U.S. Department of Labor HIRE Vets Medallion Award

The U.S. Department of Labor recognized Cascade as one of the 859 recipients of the 2023 HIRE Vets Medallion Award. The Honoring Investments in Recruiting and Employing American Military Veterans Act (HIRE Vets Act) is the only federal award program that recognizes employers who successfully recruit, hire, and retain veterans.

LEARN MORE ONLINE

Safety

- 2023 National Drilling Association Outstanding Commitment to Drilling Safety
- 2023 Minnesota Governor's Safety Award
- 2023 Common Ground Alliance / Damage Prevention Institute Accreditation

Professional Contributions

Cascade's Executive Team and Human Resources Team were recognized for the exceptional leadership and innovative human resources practices this year with the prestigious OnCON Top 50 Executive Team

Eliot Cooper, Vice President of Technology, was recognized by the Environmental Business Journal with a Lifetime Business Achievement Award as an Earth Science Pioneer.

Eliot Cooper, VP of Technology and Business Development
2022 EBJ, Earth Science Pioneer

STAKEHOLDER ENGAGEMENT

We are dedicated to leaving a positive impact on the people surrounding our business. Through extensive engagement efforts we continue to align our sustainability goals with the values and expectations of our stakeholders.

Our primary stakeholders are those groups meeting at least one of the following criteria:

- Very likely to be impacted by our Company
- May potentially influence Company performance in a significant way
- Has frequent interaction with our Company

To help us understand the issues important to our stakeholder groups, we administer an extensive stakeholder engagement campaign every three years. The most recent was conducted in the fall of 2020 and included a social media campaign and survey. The feedback from on-going stakeholder engagement efforts is an important element in the development and implementation of our sustainability report and strategy. Cascade's Sustainability Council analyzed the campaign data, which was used as the foundation of our Corporate Sustainability Plan. We also routinely engage in many other ongoing communication channels with our stakeholders.

Stakeholder Engagement Channels

809 EMPLOYEES

Channels of engagement: face-to-face daily interaction, cloud-based employee resource center with 24/7 instant access to important company information, programs and policies and support, committees, councils, open door management policy, newsletters, email, surveys, interviews, contests, training, website, social media, performance reviews, web-based meetings, CEO quarterly updates, townhall meetings

2,200 VENDORS

Channels of engagement: business review meetings, website, social media, contracts, surveys, participation in committees, company meetings, sponsorship opportunities, collaborative partnerships

3,978 CLIENTS

Channels of engagement: technical outreach program including webinars, local seminars and safety demonstrations, net promoter score survey, website, social media, email campaigns, advertising, newsletter, face-to-face meetings, interviews, surveys, individual meetings, social events, industry conferences, professional associations, workshops

Other stakeholder groups: owners, Board of Directors, local communities, industry associations, prospective employees, prospective clients, trade school, colleges, and universities engaged through association memberships, speaking engagements, conferences, trade shows, technical seminars, training, meetings, conference calls, social media, website, and more.

Collective Bargaining

Eight percent of our total workforce are union employees. This segment is based in our Mineola, NY office and serves the greater New York City (NYC) metropolitan area. The current collective bargaining agreement was approved and ratified in 2019. This union force allows Cascade and our clients to meet the requirements of city and state agency projects. It also allows us to work in harmony with other trades on larger union projects throughout NYC.

TOTAL WORKFORCE BY COLLECTIVE BARGAINING

	2023	2022	2021
Union	8%	7%	8%
Non Union	92%	93%	92%

ECONOMIC IMPACT

We are committed to investing in our organization and communities to promote sustainable growth and development. We do this by investing in our people, equipment, and technologies to grow our business and improve the communities in which we live and work.

This section covers our economic performance, risks associated, and impacts related to our efforts on supply chain management, employee benefits and compensation, and investments in our local communities.

Capital Dollars at Work

Refurbishing equipment like this combination air/mud rotary rig is a key strategy of our capital investment. The rig was torn down to the frame and rebuilt using new components where needed. These efforts ensure our fleet is not only high-performing but also aligned with our sustainability objectives, demonstrating how capital investment translates into tangible advancements in our services and practices.

Economic Performance

809 EMPLOYEES	**31** LOCATIONS	**$252M** NET SALES
$27,000 COMMUNITY INVESTMENTS		

4,930 JOBS PERFORMED

Cascade Cares Charitable Investment Program

The Cascade Cares Charitable Investment Program offers matching grants for our employees' individual monetary donations to eligible nonprofit organizations. This type of grant enables us to support the causes that our employees care about and maximizes the impact one individual has in the local community.

Climate Resiliency

The Sustainability Council met in October 2022 to identify the strengths, weaknesses, opportunities, and threats we face with respect to climate change. This SWOT analysis is the foundation for the Climate Action Plan (CAP) and our roadmap to resiliency.

CASCADE CLIMATE RESILIENCY - 2022 SWOT ANALYSIS

STRENGTH

- Ownership, financials
- Governing policies in place, can adapt them quickly (safety, fleet, business continuity plan, many others)
- National reach/capacity—can scale lessons learned regionally
- Employees—talent, knowledge, flexibility, subject matter experts
- Diversity of our work (services, technologies)
- Access to data, sustainability reporting experience
- Networking with vendors, clients

WEAKNESS

- Labor shortage
- Age of equipment
- Supply chain instability
- Not part of cultural mindset
- Limited resources available to manage program
- Internal culture (gaining traction, will need continued education and emphasis)

OPPORTUNITY

- Project opportunities from natural events (water conveyance, infrastructure, disaster response)
- Capital structure
- Emerging or growth markets: water infrastructure, off shore wind
- Sustainable remediation projects gaining traction with consulting firms
- Contaminant-specific regulations (PFAS, emerging contaminants)

THREAT

- Weak economy, potential recession
- Tight labor market conditions
- Additional regulatory compliance burden regarding air quality and carbon emissions
- Environmental working conditions for employees (extreme temps, disaster events)
- Disruption of work due to natural events
- Target for cybersecurity threats
- Insurance costs in vulnerable areas

Once the SWOTs were detailed, the Sustainability Council prioritized the issues based on the probability and magnitude of impact to the company.

Did you know that restoring and enhancing wetlands and streams can have long-lasting benefits for our environment? After a weekend of heavy rains our crews headed out to work on this coastal flood resiliency Project. They're excavating about 60,000 cubic yards and creating waterway channels to build systems that will continue to function without future intervention. We believe that wetlands enhancement is key to preserving our planet for generations to come.

CLIMATE ACTION PLAN PRIORITIES

PROBABILITY

- New business opportunities related to emerging markets (water infrastructure, off-shore wind)
- New, more stringent air quality regulations
- Outdoor working conditions for our employees

- Business continuity plan
- Networking with vendors
- Labor shortage
- Age of equipment
- Supply chain instability
- New business opportunities related to sustainability remediation
- Regulations regarding new contaminants of concern (PFAS, emerging contaminants)
- Economic downturn, recession
- Labor market conditions
- Cybersecurity threats

- New business opportunities related to response from natural events (fire, hurricane, flood, etc)
- Disruption of our work/projects due to natural events (fire, hurricane, flood, extreme temperatures, etc)
- Cost of insurance in vulnerable areas (NY, coastal, fire zone, drought areas)

- Networking with clients
- No GHG or carbon reporting process/system in place
- Internal culture (gaining traction, will need continued education and emphasis)

MAGNITUDE OF IMPACT

Following this climate workshop, we introduced our first Climate Action Plan (CAP). The CAP is a tool to identify the risks and opportunities associated with climate change then position our organization for climate resiliency. The CAP details our strategy and timeframe to quantify and reduce GHG emissions and position for growth under stressful conditions of climate change.

Many areas of the U.S are experiencing record breaking heat stress conditions. Unprecedented consecutive days of temperatures over 100 degrees is a serious health hazard to field crews. It's critical to have a site safety plan in place which details adaptive work measures and engineering controls to mitigate the risk of serious injury and illness. For example, the on-site support trailer was converted to a break area for our Midland, TX crew. A portable evaporative cooler was installed, and ample supply of water and electrolyte drinks are available. Also, the crew rotates in 10 minute shifts whenever they have to be suited up in Tyvek and full-face respirators.

THREE YEAR ROADMAP

The roadmap for implementing a comprehensive climate action plan is based on Council's SWOT analysis and prioritization of addressing climate related issues. These actions enhance current climate resiliency efforts and introduce new ones.

2023

- Establish data collection and process management for GHG calculations
- Align carbon reporting with company's current GRI and SASB reporting efforts
- Complete carbon inventory for Scope 1, 2
- Gather external stakeholder feedback on climate and incorporate into Climate Action Plan
- Ensure recruiting, retention, and company culture initiatives position Cascade as employer of choice under tight labor market conditions
- Ensure CORE Health & Safety program addresses employee safety in extreme outdoor working conditions
- Implement comprehensive cybersecurity protection measures

2024

- Evaluate relevancy and feasibility of Scope 3
- Set GHG reduction goals, short and long term
- Include GHG emissions and reduction targets in corporate sustainability report
- Pursue new business opportunities related to sustainability remediation
- Update business continuity plan to address disruption of our work/projects due to natural events (fire, hurricane, flood, extreme temperatures, etc.)
- Pursue new business opportunities related to emerging markets (water infrastructure, offshore wind)

2025

- Pursue new business opportunities related to response from natural events (fire, hurricane, flood, etc.)
- Develop cost recovery models for insurance expenses in vulnerable areas (NY, coastal, fire zone, drought areas)
- Diversify services, operations, and target audience to protect against economic downturn
- Monitor regulations regarding new contaminants of concern (PFAS, emerging contaminants) then position service and product offerings to address characterization and remediation
- Monitor emerging stringent air quality regulations and proactively invest in fleet upgrades and maintenance to ensure compliance

In Situ Stabilization: The Future of Sustainable Remediation and Carbon Reduction

Ever wondered how we can tackle environmental challenges and reduce carbon emissions at the same time? Joseph Negro from Cascade Environmental explains the carbon comparison between in situ stabilization and dig-and-haul for remediation of contaminated soil.

READ MORE ONLINE

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25

Compensation

We know that competitive wages and benefits are essential in attracting quality talent but more importantly, we understand the role they play an employee's quality of life and personal investment in our organization. Our employees earn well above the required minimum wage for all positions in all locations. Our management team continues to monitor salaries to help ensure equity based on experience, skills, and performance.

2023 NEW HIRE SALARIES COMPARED TO STATE MINIMUM WAGE

2023	2022	2021
201%	198%	189%

2023 NEW HIRE SALARIES COMPARED TO FEDERAL MINIMUM WAGE

2023	2022	2021
302%	282%	272%

Please refer to Appendix A- Entry Level Salaries for additional details.

We are continuously evaluating our starting wages and reviewing our overall compensation to ensure that our employees are fairly and equitably compensated. We recognize the importance of how compensation and benefits impact the overall quality of life for our employees. Across the board our employees are paid above the minimum wage federally and in their states for all positions in every location.

Our starting wages are based upon geographic location and experience and take into consideration the labor market.

The range in salary within job categories is impacted by:

- **Geographic location:** competitive wages vary significantly across geographic labor markets

- **Employee experience:** tenure with the company, industry experience, and individual skill level all impact an individual's salary potential

- **Employee turnover:** positions vacated by tenured, high-level salary employees are often filled with entry-level or lesser experienced employees in today's tight labor market

ENVIRONMENTAL IMPACT

We are committed to manage our operations in a way that preserves natural resources and protects the environment in which we work. We do this by managing fuel consumption, implementing energy conservation initiatives, executing mechanical and behavior controls to reduce environmental impacts and maintaining strict regulatory compliance.

This section covers the impacts related to our fleet, energy use, field operations, and regulatory compliance.

Energy

As concerns about climate change and the depletion of natural resources continue to grow, companies are increasingly recognizing the importance of sustainable business practices, including the responsible use of energy. Energy consumption is a significant contributor to greenhouse gas emissions, which are a major driver of climate change. Therefore, it is critical for companies to focus on energy efficiency, conservation, and renewable energy sources as part of their sustainability efforts.

This section provides an overview of our company's energy management strategy, highlight our achievements in reducing energy consumption and emissions, and outline our plans for future improvements in this area.

Fleet

Our fleet offers one of the most substantial opportunities to embrace sustainability throughout the organization because it is truly tied to all three pillars of sustainability: social, economic, environmental. A well-maintained fleet contributes to safety and the on-time, on-budget performance of every project, every day. The fleet is essential to mobilize our field crews safely, provide quality service, and drive revenue nationwide.

FLEET ASSETS

	2023	2022	2021
Drill Rigs	313	314	315
Support Trucks	775	734	728
Trailers	436	458	439
Other Equipment	401	465	437
Total	1925	1971	919

Total fleet size decreased 2% this year. On average, the fleet has remained steady in the previous three-year period. Our fleet management team continually evaluates market demand and opportunity across the country to ensure we have the proper equipment in the right places to serve our clients.

An enhanced capital equipment plan includes the planned purchase of new assets, refurbishing existing equipment, and recycling or selling the end-of-life assets. Equipment repair, preventative maintenance, and costs for all major assets are tracked from date of on boarding to the date the equipment is retired through a centrally managed software database. Work orders track and provide a view of historical repairs and any needed repairs that have been reported. Advanced utilization data on each fleet assets allows us to place equipment in the regions where it is needed most, thereby reducing crew mobilization and meeting market demand.

2023 FLEET CAPITAL INVESTMENT

New Purchase	38
Recycled/Sold	89
Refurbished	3

Fleet assets are purchased, recycled, sold, and refurbished according to the capital equipment plan.

The introduction of these 2024 model support trucks in our fleet marks a significant step forward in our journey towards reducing energy consumption and enhancing operational efficiency. This vehicle, engineered to meet the specific demands of our sonic drilling operations, is equipped with an array of features designed to streamline on-site workflows. From its built-in bridge crane facilitating the safe and swift loading and unloading of heavy drilling tools, to the integrated rod racks and workbenches allowing for immediate maintenance and equipment management, this truck embodies our commitment to leveraging efficiency at every turn. It's a strategic investment that not only boosts our operational productivity but also underscores our dedication to environmental stewardship by minimizing our energy footprint.

Total Energy Use

Our fleet is the primary source of energy consumption. Our crews drove commercial motor vehicles more than 7.4 million miles this year. We maintain nearly 2,000 drill rigs, support vehicles, and specialty equipment nationwide, and recognize our fleet has a significant impact from fuel consumption to greenhouse gas emissions and worker health and safety. It is also the area in which we can have the most significant conservation impact.

We are proud to report our total fuel consumption is well below our target range with significant reductions in both absolute and normalized consumption.

ABSOLUTE FUEL CONSUMPTION

GALLONS OF FUEL	Target	2023	2022	2021	2020
Diesel	1,300,000	1,310,247	1,279,448	1,254,780	1,268,923
Gasoline	200,000	198,608	215,676	201,835	201,207
Total	1,503,000	1,508,855	1,495,124	1,456,615	1,470,130

NORMALIZED FUEL CONSUMPTION

	2023	2022	2021	2020
Jobs Performed	4,930	4,027	5,155	5,709
Fleet Assets	1,925	1,971	1,919	1,973
Gallons per Project	306	371	283	258
Gallons per Fleet Asset	784	758	761	747

We've included our purchased energy and process energy consumption in accordance with the GHG Protocol Corporate Standard starting in 2022. We are in the process of finalizing reduction targets using the 2022 data as our baseline. Additionally, our Sustainability Council is evaluating the most practical approach for monitoring our Scope 3 energy data beginning in 2024.

Fuel Reduction Efforts

We are dedicated to reducing fuel consumption and the negative impacts it can have on people and the environment. Our field and maintenance crews continue to work diligently to increase fuel efficiency and reduce total fuel consumption.

2023 TOTAL OFFICE ENERGY CONSUMPTION

	2023	2022
Energy Type	Gigajoules	Gigajoules
Electricity	55,285	40,179
Natural Gas (office)	4,535	8,128
Natural Gas (onsite equipment)	555	4,062
Total	60,375	52,369

FUEL REDUCTION

	Target	2023	2022	2021	2020	2019
YOY by gallons	N/A	13,731	38,509	-13,558	179,836	330,020
YOY by percent	-0.05%	1%	3%	-1%	11%	17%

2%
decrease in fleet assets

22%
increase in jobs performed

18%
reduction in fuel consumption normalized by gallons per job performed

Summary of Reduction Efforts

- Shifted drilling work from fuel-intensive air rotary operations to more fuel-efficient drilling technologies.
- Transition the onsite fuel pilot program using synthetic fuel in our California location to standard practice.
- Continued efforts to replace or refurbish aged fleet vehicles.
- Relocated assets based on utilization to reduce mobilization miles
- Electronic control model in vehicles programed to reduce straight idle time. Idle reports are distributed to local offices for review and corrective action.
- Standardized procurement practices nationwide for CARB Certified engines in new heavy-duty trucks outside of California when available.
- Driver's pre- and post-trip vehicle inspections, maintaining proper tire inflation and replacing tires when needed
- Preventative maintenance and inspection of equipment to ensure optimum operational efficiencies

Our Fleet Management team is working on future fuel initiatives to reduce consumption and increase efficiency. These include:

- Fuel consumption dashboards are routinely distributed to local offices for review and corrective action.
- Evaluation of alternative and renewable fuel sources
- Actively evaluating electric, hybrid, and smaller class vehicles to replace light duty diesel trucks

GHG Emissions

As a company, we recognize the significant impact that greenhouse gas emissions have on the environment, and we are committed to doing our part to reduce our carbon footprint. Through this report, we hope to demonstrate our transparency and accountability in this area, and to provide a clear roadmap for our ongoing efforts to address climate change. This transparency also allows our stakeholders to better understand our environmental impact in their value chains.

We began calculating GHG emissions in accordance with the GHG Protocol Corporate Standard starting in 2022. The GHG reductions are aligned with reductions in fuel consumption and natural gas as described in the previous section.

2023 GHG EMISSIONS

GHG Scope	2023 Tons (tCO2e)	2022 Tons (tCO2e)
Scope 1	19,069	34,696
Scope 2: Location Based	5,939	3,896
Total Emissions	25,009	38,592

REDUCTION OF GHG EMISSIONS

	2023 Tons (tCO2e)	2022 Tons (tCO2e)
Scope 1	-15,627	-45%
Scope 2: Location Based	2,043	52%
Total Emissions	-13,583	-35%

Boundary Approach

In accordance with the GHG Protocol Corporate Standard, the operational control approach was used for Cascade's GHG emissions inventory. Under the operational control approach, a company accounts for all emissions from operations over which it, or its subsidiaries, has operational control.

Global Warming Potentials

The Global Warming Potential (GWP) values from the IPCC Sixth Assessment Report, 2021 (AR6) were used to calculate Cascade's carbon footprint.

Methodology

Location Based Scope 2 Emissions
A location-based method reflects the average emissions intensity of the electrical grids on which electricity consumption occurs, using mostly grid-average emission factor data. If only EPA, Defra or national average factors are used in calculating emissions, this will be considered location-based

Scope 2 emissions. Location-based Scope 2 emissions were calculated in this assessment.

Sustainable Remediation

Sustainable remediation balances community goals, economic impacts, and environmental effects of remediation activities from project planning through design and implementation. Cascade works closely with environmental consultants to identify and incorporate a wide range of sustainability best practices our crews can implement in the field.

Many of the best management practices (BMPs) from sustainable remediation standards are implemented at our job sites across the country. These BMPs improve workplace efficiency and limit the negative impacts our field practices have on the environment, local communities, and our employees.

CATEGORY	POTENTIAL IMPACTS	CASCADE BEST MANAGEMENT PRACTICES
ENERGY, AIR & CLIMATE CHANGE	• Climate change • Air quality • Quality of life • Operating costs • Public health	• Preventative maintenance plan • Fuel reduction • Carpooling (not during COVID) • No idle policy • Compliance with emission standards • Dust control & mitigation • Work from home: operations support teams
NATURAL RESOURCES	• Water quality • Pollution • Public health and safety • Endangered species • Operating costs • Compliance and risk	• Water conservation • Spill prevention • Habitat protection and restoration • Site-specific health and safety plan
WASTE REDUCTION & MANAGEMENT	• Resource availability • Waste disposal • Pollution • Public health and safety • Operating costs	• Low volume solvent usage for laboratory procedures • Waste minimization • Electronic communication • IDW reduction and management • Waste recycling
MATERIALS	• Resource availability • Access to resources • Local communities • Supply chain risk • Operating costs	• Environmentally preferred purchasing & sustainable sourcing program
COMMUNITY	• Quality of life • Air quality • Water quality • Public health and safety	• Traffic (vehicular / pedestrian) control • On site nuisance / noise reduction • Rubber-tracked track rigs minimize surface disturbance • Brownfield redevelopment

Sustainable remediation is the balancing of community goals, economic impacts, and environmental effects of remediation activities during project planning through design and implementation. Download this resource guide to start incorporating sustainable practices in your upcoming remediation projects.

DOWNLOAD

Cascade works with our clients to establish a site-specific work plan to avoid negative impacts to the site and surrounding communities during operations and achieve the project goals. Regardless of the type of service provided or technologies utilized, our crews implement a wide range of sustainability-based activities in the field:

- Clearing of vegetation in designated work areas to obtain access. This is done in the best way practical to minimize the amount of clearing and maintain minimal footprint through the selection of vehicles and equipment used on site
- Adhere to our comprehensive CORE Safety Program
- Limit the duration of continuous shifts (10-day shifts or less)
- Mobilize regionally to reduce travel requirements and operational expenses
- Limit noisy operations to business hours
- Monitor for dust, odor, and VOC emissions
- Operate efficiently and in partnership with the community to reduce impact on community business
- Utilize on-site electricity where possible instead of generators
- Reuse daylighted amendments and groundwater instead of disposal wherever possible

Drilling Operations

Some sustainable field practices are specific to our drilling operations. In most states, a well permit with conditions designed to prevent the escape of any contaminants and protect groundwater by mandating a casing and cementing/ grouting program is required. Most importantly, having a trained well driller who knows the drilling rigs capabilities and restrictions will help to avoid any negative impacts.

Special mats can be placed in soft areas to prevent rutting or displacement of soil from large equipment and ecofriendly drilling fluids can be utilized. Consideration is taken regarding the time of year to avoid disrupting the soil that is saturated from significant rain events or entering land during species' mating periods. Equipment is cleaned prior to arriving on-site and before leaving to prevent cross contamination.

Using direct push tooling to construct temporary or permanent wells rather than typical drilling methods wherever feasible eliminates the need for disposal of cuttings and improve efficiency of substrate delivery into discrete vertical intervals.

No space is limited!
When crews had to drill in a New York City basement, they turned to one of the most unique rigs in our fleet.

WATCH THE VIDEO

Remediating soil and groundwater under buildings presents unique challenges. Key considerations in a sustainable approach include ensuring accessibility for treatment, navigating site constraints, carefully selecting remedial methods, planning for future remediation needs, and exercising due diligence to minimize both disruption and structural impacts. These considerations prioritize the preservation of existing structures, reduce the necessity for extensive reconstruction, and ensure the safety and effectiveness of remediation efforts. By focusing on these aspects, we support sustainable site management practices that contribute to resource conservation and promote long-term environmental health.
Learn more in this webinar, **Below Building Remediation: Considerations of In Situ Delivery Methods to Safely Address COCs.**

WATCH THE WEBINAR

Site Characterization and Remediation Operations

Other sustainable field practices are specific to our characterization and remediation operations. Our clients have the opportunity to choose from a wide range of remediation technologies to support their sustainable remediation goals:

- The Pathfinder™ Automated Injection System, which was debuted in 2021, has proven to be very effective in supporting our clients' sustainable remediation efforts. Data collect from Pathfinder projects demonstrate the unit's precise control of injection pressures and flow rates. It is electrically powered, with lower air emissions and energy usage over hydraulic driven systems.

- Our Cascade Chemistries™ line of injectable amendments include Colloidal iZVI™, SourceKill™, and ColloidalChem™. This is an exclusive line of remediation chemistries for in situ groundwater remediation designed to help consultants reach site closure faster and cost-effectively. They are designed to treat some of the most challenging contaminants like PFAS, chlorinated solvents, DNAPL, and chlorinated volatile organic compounds. Initial field data from site implementation of these amendments is showing effective treatment of contamination.

- TerraTherm's low temperature thermal treatment gently heats the target treatment zone to enhance biological and abiotic contaminant degradation mechanisms. The increased reaction rates result in rapid removal of contaminants and reduced time to site closure.

- Our high resolution site characterization (HRSC) such as the WaterlooAPS™ system and Optical Image Profiler (OIP) optimize the understanding of contaminant distribution and concentrations in site soil and groundwater. This allows us to target the contamination with the appropriate amendment and with the best application technology for the given site formation. It also minimizes traditional sampling and well installation, which reduces the amount of soil cuttings and investigation derived waste for disposal. Our focus for 2023 was the development of new models to incorporate HRSC data directly into remediation design.

- Pneumatic and hydraulic permeability enhancement technologies allow for the access to, and remediation of contaminants trapped in low permeability geologies, and the emplacement of suspended solid remediation amendments like zero valent iron.

- In situ soil stabilization limits the off-site disposal of source waste material to extend the life of landfills and/or incinerators, and lowers the high fuel usage and safety risks associated with waste transportation.

- Our remediation experts collaborated on the design of in situ injection platforms to facilitate the mixing and injection of suspended solids through direct push tooling. These systems, integrated into our national fleet in 2023, are capable of handling both chemical oxidants and chemical reductants as well as biological amendments.

Selection and management of injection amendments is critical. Selecting the right chemistries leads to less chemical usage, fewer injection events, reduced time to achieve remedy goals and lower total project costs. Choosing the right amendment can reduce or eliminate the creation of adverse breakdown products. There are many options for amendments when performing remediation. Bioremediation, the use of naturally occurring or injected microorganisms to break down contaminants, is often an effective and more environmentally preferred technology. In some projects, crews can use extracted groundwater as mixing water for the injection application. The location of injections has a significant impact on the efficacy as well. Our experienced technicians include engineering controls in the work plan to prevent the migration of contaminants. For example, amendments are injected at edges of the work area before moving to hot spot. Our Spill Prevention Control & Countermeasures (SPCC) plan includes precautions for preventing and mitigating the impacts of the daylighting of contaminated groundwater and injection chemicals.

Supply chain management is another crucial aspect of site characterization and remediation. The purity of injection amendments has a direct impact on remediation performance. Purchasing from approved vendors with stringent quality standards in place ensures persulfates, permanganates, and zero-valent iron amendments help reduce the risk of ineffective injections. It is even possible to purchase amendments made from recycled metals.

What is Automated Injection and How Does It Work?

CASCADE

Automation is another way for us to work smarter. Automated injection is the way to go when control and contact with remedial chemistries are needed. It more accurately targets distribution and supporting documentation is generated by default in real-time. Fully automated injection is the next generation of injection technology that builds on the benefits of manifolding. Get the detailed scoop on what automated injection is in this resource guide.

READ MORE ONLINE

High resolution site characterization (HRSC) provides a more complete understanding of contaminants in the subsurface than can be achieved with traditional site characterization methods and provides these results in a single mobilization. These technologies provide accurate delineation of the source zones and plumes for use in initial site characterization efforts, risk assessments, and remediation planning. In this project, HRSC data and traditional sampling methods were used to expedite remediation after years of cleanup efforts. Creative solutions and experienced crews kept this challenging project on time and on budget.

READ MORE ONLINE

SOCIAL IMPACT

Employment

Our crews and managers are some of the most experienced professionals in the industry. We strive to recruit, train, and retain employees for rewarding careers in a wide variety of professional occupations including drillers, geologists, engineers, field and laboratory scientists, apprentices, mechanics, administration, health and safety, and management. When asked what they like about their job, our employees describe the satisfaction they receive from solving new challenges on each project site. They enjoy the flexibility of travel and the diversity of skills needed to be successful.

The entire environmental industry is currently facing recruiting issues—a shortage of skilled and semi-skilled labor, especially entry level skilled labor. We know that employee recruitment and retention rates are an indicator of employee engagement and they help us gauge our standing as an employer of choice. In this tight labor market, a successful recruiting and retention strategy is critical.

Our main employment-related initiatives continue to focus on the recruiting and hiring processes to address the challenge of attracting quality candidates and retaining employees for long-term, gainful employment:

- Enhanced recruiting efforts through proven sources
- Revamped the hiring process to reduce the time it takes from application to offer acceptance by two weeks and provide a seamless candidate experience
- Streamlined new hire on boarding processes to get new employees on the job faster
- Implemented extensive new hire orientation for field employees to set them up for success from day one

Employee Recruitment and New Hires

Our recruitment strategy is to attract and hire the most qualified and best suited candidates. We strive to create a culture and an environment where drilling is seen as a lifestyle and a career, not just a job. We will continue to utilize a wide range of recruitment marketing opportunities, from the traditional job boards to our veteran partnerships, state and federal resources, diversity outreach organizations, and event recruiting to reach as many potential applicants as possible. We will continuously strive to create the most positive candidate experience possible by following industry best practices and utilizing technology and innovative process improvements.

2023 Hiring Overview

- 269 employees hired, a 14% decrease from the previous year

- 243 direct field employees hired, a 15% decrease from 2022

- 7% of our new hire population was female, compared to 5% in 2022

- 37% of new hires were self-identified as being part of a minority-based population, down from 41% in the previous year

TOTAL NEW HIRES BY CATEGORY

	2023	2022	2021
Executive & Senior Management	1	1	0
First and Mid-Level Management	6	8	5
Professionals	10	6	6
Technicians	0	0	0
Sales Workers	2	0	2
Administrative Support Workers	7	11	10
Craft Workers - Skilled	48	56	45
Operatives - Semi-Skilled	140	177	158
Laborer / Helper	55	52	27
GRAND TOTAL	**269**	**311**	**253**

Additional hiring statics available in Appendix A- New Hires.

Talent acquisition remains a top human resources priority. Our challenges are:

- Skilled labor shortage and the competitiveness within our niche market

- Raising awareness about careers in the environmental services industry

- Identifying and onboarding talent that meets our stringent commercial driver compliance requirements

In 2023, we continued our emphasis on attracting and retaining quality candidates including an extended partnership which allowed us to utilize outside resources to streamline our recruitment process and create efficiencies. Our internal team was able to process candidates quickly and create a more positive candidate experience.

It is crucial to recruit highly qualified individuals who understand the demands of our industry and are poised to thrive in the Cascade culture. We continue to focus our recruiting efforts on target-rich environments. For example, in alignment with our diversity initiatives, we've developed best practices for sourcing, contacting, and recruiting veterans across the nation. We've taken the in-person and on-line approach to developing strategic partnerships with agencies and organizations that have assisted us in this initiative throughout the year. Furthermore, we are pioneering vocational school outreach as a means of generating more interest in the environmental drilling field, as well as creating more opportunity for the organization to source individuals with sought after skill sets.

Our talent acquisition team has a comprehensive recruiting strategy, including:

- Extensive use of social media and digital content to generate candidate leads and increase brand awareness

- Earned media strategy including regular featured articles in the "Hire Power" column in of The Driller magazine, guest spots on industry related podcasts, and contributions to drilling industry publications

- Extensive employee value messaging resources provided to hiring managers to assist with recruiting and retention

- Total compensation statements created to help candidates understand the value of employment beyond a paycheck

- Collaborative partnerships with trade schools, vocational programs, universities, colleges, and other organizations to generate student interest

- Partnership with third party recruiting platform to find more qualified candidates

- Extensive "hands-on" time spent screening candidates for the local hiring managers

- Increased involvement with trade and vocational schools to identify talent with highly transferable skills

- Participation in job fair outreach targeting military veterans and diversity segments

- Partnership with RecruitMilitary, the largest organization in the U.S. for recruitment of veterans into civilian fields

- Continuous monitoring and reporting on dashboard metrics and analytics to determine the greatest return on investment for all our recruiting efforts

- On-going evaluation of the Cascade employee onboarding process to develop standardized processes addressing turnover and enhancing retention

- Increased participation in women's organizations and associations

- In-house diversity training with hiring managers to recognize and respect diversity in employees and applicants

- Internal evaluation of career progression modeling

Employee Retention

By prioritizing employee retention, we can reduce employee turnover, which not only saves costs but also promotes continuity, stability, and knowledge retention within our organization. Retaining experienced employees also ensures that we maintain the high level of quality in our work, which is vital for our reputation and client satisfaction. Additionally, we believe that investing in our employees' growth and development not only enhances their skills but also fosters a positive work culture and a sense of loyalty and commitment to our company. Ultimately, employee retention is key to our long-term success and contributes to our overall goal of sustainable development.

EMPLOYEE TURNOVER RATES

	2023	2022	2021	Target
Total Company	32%	34%*	38%*	25%
Voluntary	25%	27%*	32%*	20%
Involuntary	7%	7%	6%	5%

*Restated from 2022 report
Please refer to Appendix A- Employee Retention for additional employee retention detail.

This year, our employee turnover rate dropped by 2%, marking the lowest it's been in a non-Covid year since we began tracking this metric in 2017. Our ongoing efforts in educating leadership on retention strategies and reducing unwanted turnover are paying off, enhancing both hiring and retention. By equipping managers with the right training and resources, and emphasizing total compensation and engagement, we're strengthening our employee-centric culture.

Other employee retention trends we've observed include:

• Voluntary turnover has decreased by 8% in the past two years, thanks to our hiring managers' improved ability to swiftly identify and address under-performing employees.

• The turnover rate difference between male and female employees has remained stable over the last three years.

• Turnover rates based on minority status have stayed consistent, with only a 1% variance this year.

• A noticeable shift occurred in turnover rates among different age groups, with an increase of 3% in employees under 30 and a corresponding decrease of 3% in the 30-50 age group.

- In our direct labor category, we've seen significant improvements in retention. 21% voluntary turnover of employees who had less than 3 months of tenure was down from 30% last year. 53% was attributed to employees who had less than 1 year of service, compared to 63% last year.

We've found success driving both recruitment and retention efforts through our employee referral program. The program brings high-quality candidates with an increased likelihood of retention and rewards current employees.

Exit interviews provide valuable insight regarding turnover. When an employee decides to leave the company, their managers will conduct an exit interview. The objective of the exit interview is to understand the conditions that led an employee to resign and address those issues in an effort of continuous improvement.

2023 VOLUNTARY TURNOVER INSIGHTS

	2023	2022*	2021
Job Related Factors	44%	44%	53%
Personal Factors	43%	36%	19%
Job Abandonment	9%	17%	10%
Other	4%	3%	8%

*Restated from our 2022 report

Job related factors include issues like too much travel and time away from home, physical work requirements, and working in outdoor elements.

Personal factors include issues like difficulty maintaining a positive work/life balance, desired change in profession or industry, geographic relocation, and family obligations.

A significant number of new hires simply failed to report to work after accepting a job offer.

Increasing retention and reducing voluntary turnover remain a key priority. Give limited industry related survey data we will continue benchmarking ourselves against the construction industry, where voluntary turnover is approximately 25% per year.

This year we recognized 17 employees for their major tenure milestones

20 years
John Campbell, Nikkie Bui, James Vanconant, Joel Hallowell, Larry Weiss

25 years
Don Bond, Roger Buley, Raymon Dayton, Mark Green, Kevin Smith, William Lindsey, Kristen Lenning, Bill Poupis

30 years
Shawn Tibbets, Mary Lambert

35 years
James Whitley, Randy Radke

45 years
Mark Schulz

Employee Benefits

Environmental services companies like Cascade are faced with significant hurdles in recruiting and retaining a talented and diverse workforce, and this challenge won't dissipate any time soon. One area where organizations can stand out to potential candidates is in their benefits package. Our proactive approach in evaluating current benefits programs, including direct feedback from employment candidates and current employees, has resulted in a comprehensive benefits and compensation program that appeals to our workforce.

A personalized benefits program should accommodate individual interests and goals in all aspects, ranging from financial planning to healthcare. The return on investment for organizations is higher employee retention and increases in employee performance.

We offer a comprehensive benefits package to full time employees including:

- 401(k) retirement plan with company match
- Accidental death & dismemberment insurance
- Accident insurance (Low and High plans)
- Bereavement Leave
- Charitable Investment Program with employer matching contributions
- Civic leave (jury duty and voting)
- Critical illness
- Dental insurance
- Employee discount programs
- HRA (Health Reimbursement Account) with employer contribution
- HSA (Health Savings Account) with employer contribution

- Legal assistance
- Life insurance and supplemental life insurance
- Long- and short-term disability insurance
- FSA (Medical and Dependent Flex Spending Account)
- Medical insurance
- Medical leave
- Military leave
- Paid jury duty
- Paid vacation and sick leave
- Parental leave
- Tuition reimbursement program
- Vision insurance
- Worker's compensation

New benefits in 2023

- Paid leave for jury duty (up to 5 days)
- Vacation donation

- Expanded wellness program

Operations Manager Christine Jurczak is using Cascade's tuition reimbursement program to complete her MBA with a major in Business Analytics. She was selected to attend On Point's Signature Leadership Summit for Women, an intense leadership development course for emerging leaders, high-potentials, individual contributors and professional women leading teams.

Evaluating Total Compensation and Rewards After applying and interviewing for a job, it's exciting when you get the offer! But before you accept, do you understand how to evaluate the total compensation and rewards to make sure it's really a good opportunity? In this blog, we share what you need to consider, ask about, and learn before making a final decision.

READ THE BLOG

HEALTH INSURANCE TOTALS

	2023	2022	2021
Number of employees covered under our health insurance program	630	637	613
Percentage of employees covered under our health insurance program	83%	80%	81%
Total Employer Health Savings Account Contributions	$436K	$416K	$416K

Each year our Benefits Administration team works closely with the benefits providers to educate employees about all the options available, with several review sessions during the open enrollment period. Resources are available to employees year-round explaining available benefits and how to take advantage of them.

We also offer a free and confidential Employee Assistance Program (EAP) to help employees and their dependents living in the same household be the best they can be. They can access this service 24/7. The EAP assists with a variety of mental health issues, anxiety, relationship problems, parenting concerns, caring for aging parents, drug and alcohol issues, grief, and more.

We also have a generous Employee Referral Program which allows participation by all employees below the level of Manager. Cascade now offers eligible employees a referral bonus of $2,000 for successful employee referrals.

Offering parental leave to those with newborn babies, newly adopted, and newly fostered children promotes parent-child bonding, improves outcomes for children, and even increases gender equity at home and in the workplace. We are proud to support the parents in our workforce with parental leave benefits to ensure they have ample time to adjust to these major life changes without concern for their careers with Cascade.

Less than 1% of our workforce takes parental leave each year. Paternity leave requests outpaced maternity leave requests over the last four years.

PARTICIPATING IN PARENTAL LEAVE PROGRAM

	2023	2022	2021
Total number of employees entitled to parental leave	809	796	756
Total number of employees that took parental leave	7	3	0
Total number of employees that returned to work in the reporting period after parental leave ended	7	0	0
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	5	2	1

Please refer to Appendix A- Employee Retention for additional employee retention detail.

EMPLOYEE 401(K) RETIREMENT PARTICIPATION

	2023	2022	2021
Average employee deferral	7%	6.9%	7.2%
Total employer contribution	$741.0K	$693.9K	$661.9K
Total 401(k) plan assets for 401(k)	$41.0M	$33.9M	$39.9M
Total 401(k) employee contributions	$4.52M	$3.8M	$4.0M
Employee participation in 401(k) retirement plan	95%	95.6%	95.5%

Retirement benefits are a valued component of our overall benefit package. We offer a 401(k) plan to help employees build a secure financial future by providing a tax-advantaged retirement savings plan. Our automatic deferral plan is a simple, convenient option for employees to take advantage of the tax-savings available and build a nest egg for their retirement. Employee participation rate in the 401(k) retirement plan has remained steady over the last three years. Ninety-five percent of eligible employees participate in our 401(k) plan, well above the 85% benchmark. The employees who were not eligible, were ineligible due to their union affiliations or part time status.

Health & Safety

At Cascade, every day begins and ends with safety as the number one priority. Our CORE™ Health and Safety Program empowers every employee with their personal safety and the safety of everyone in the organization. CORE is a behavior-based program focused on incident prevention. In essence, CORE was implemented to ensure Cascade employees are safe every day and all potential risks are eliminated. Through this program, employees receive extensive classroom and on-the-job training in health and safety, compliance and risk, inspections and audits, communication, and incident investigation, along with all seven elements of CORE. In addition, the Cascade Injury & Illness Prevention Plan (IIPP) was constructed to ensure our employees are compliant with OSHA 1910.120 Hazardous Waste Training requirements. CORE is audited annually to evaluate trends, performance, and opportunities for improvement.

CORE is designed to:

1. Focus on the prevention of work-related incidents through enhanced training

2. Create a measurable behavior-based, self-sustaining safety culture that is easily articulated and comprehended

3. Assign specific responsibilities at all levels throughout our organization

4. Develop a risk assessment skill in all safety sensitive employees that empowers them to effectively mitigate recognizable hazards that may exist in the workplace

The CORE Safety Program

INCIDENT INVESTIGATION

COMPLIANCE AND RISK

TRAINING

INSPECTION AND AUDITS

MANAGEMENT INVOLVEMENT

COMMUNICATION

EMPLOYEE RECOGNITION

CORE addresses specific job-related risk factors identified through inspections, audits, evaluations, and professional hazard assessments performed by all levels of management to determine the risk associated with the work performed and the necessary control or abatement to be applied. Additionally, periodic incident trend analysis is performed on both CORE program performance (leading indicators) and incident trends (lagging indicators).

- Air monitoring
- Barricades and signs
- Biological hazards
- Cold/heat stress
- Confined space
- Cranes and rigging
- Daily safety meeting
- Emergency response
- Energy isolation
- Ergonomics
- Excavations
- Fall protection
- Fire prevention
- First aid
- Hazard communication
- Hazard recognition
- Hazardous substances
- Health and safety plans
- Hearing conservation
- Illumination

- Incident reporting
- Line of fire
- Loss prevention
- Material handling
- Medical surveillance
- Moving parts and equipment
- Protective equipment
- Proximity to utilities
- Record keeping
- Respiratory protection
- Safety in motion & body position
- Severe weather
- Spill prevention
- Substance abuse
- Tool selection
- Transportation compliance
- Ventilation
- Welding & hot work
- Working near water

Our operations and field crews perform a wide range of drilling and field service tasks every day. The services that Cascade provides fall under the OSHA 1910.120 HAZWOPER regulation. Additionally, all Cascade employees, regardless of whether they work in the field, shop, or office, are required to follow the guidelines in the IIPP and CORE. Any subcontractor working for Cascade would also be expected to comply with the Cascade IIPP and CORE.

Hazard Identification, Risk Assessment, and Incident Investigation

Safety is our number one priority, and we have the elements of a world-class program to prove it. A comparative analysis of ten award-winning organizations identified seven common best practices within world-class safety programs.

CORE INCLUDES ALL SEVEN OF THESE ELEMENTS

WORLD CLASS PROGRAM ELEMENTS	CASCADE'S CORE ELEMENTS
Training	**Element 1.0** Training
Safety Systems & Hazard Recognition	**Element 2.0** Compliance & Risk
Performance Measurement	**Element 3.0** Inspection & Audits
Communication Strategy	**Element 4.0** Communication
Employee Recognition	**Element 5.0** Recognition & Accountability
Management Commitment	**Element 6.0** Management Involvement
Causal Analysis & Corrective Action	**Element 7.0** Incident Investigation

Risk Assessment Tools

All employees are trained on CORE elements with particular emphasis on the effective use of the CORE program tools in the field. We use risk assessment tools to identify work-related hazards and assess risks on a routine and non-routine basis, and to apply the hierarchy of controls to eliminate hazards and minimize risks. The use of risk assessment tools is required by all management and field personnel. The data is shared with our field crews and management team, as well as our clients, to reflect trending and corrective action based upon any deficiency or needed improvement.

We processed a record number of Cascade Cards, JSIs, and PROCards this year. These tools are smart phone friendly and can be used in the field for real time data retrieval, specific to safety observations, compliance inspections, hazard abatement and auditing purposes.

Risk Assessment Tools

2023	2022	2021*
60,945 CASCADE CARDS	**56,325** CASCADE CARDS	**57,387** CASCADE CARDS
2,205 JSIs	**2,136** JSIs	**1,988** JSIs
4,518 PROCARDS	**4,499** PROCARDS	**3,872** PROCARDS

*Restated from 2022 report

Cascade Cards™: A convenient and effective way to drive risk-prevention behavior. Cards are completed in the field or in the office, via mobile device or hand-written. Each submittal details a potential unsafe act or condition, the type of corrective intervention, and the response time between the observation and the corrective action or abatement. The Cascade Card Program is designed to ensure that employees are competent in recognizing risk in the workplace and intervene when necessary.

JSIs: Job Site Inspections ensure regulatory and program compliance by evaluating adequate controls, adherence to standard operating procedures, equipment standards, and crew performance.

PROCards™: PROCards are a systematic, standardized tool for observing work processes and determining if work is performed according to specific standards and or safety best practices and behaviors. The objective is to identify and eliminate undesirable and/or at-risk behaviors, practices, and conditions; to coach or mentor employees in what safe behaviors are and what safety performance expectations Cascade has; and how to meet or exceed those expectations.

CORE safety program participation continues to have a strong impact on loss prevention and the continued development of employee risk assessment and hazard mitigation skill. Our EHS team worked very closely with employees this year placing special emphasis on the proper use of the risk assessment tools. As a result, we experienced:

- **3% increase** in JSIs performed
- **8% increase** in Cascade Cards completed
- **More than estimated $70M in loss prevention** due to immediate preventive action

Clients and employees are strongly encouraged to submit a Cascade Card every time they spot a potential safety risk. Each card is carefully reviewed by our experienced team of safety professionals, supervisors, and management team.

2023 MENTORSHIP SAFETY CAMPAIGN

Our 2023 Mentorship Safety Campaign focused on nurturing a culture of safety from the ground up. We leveraged our Cascade Card Program to capture those invaluable mentorship moments, especially focusing on our newer, safety-sensitive team members in the field. It wasn't just about guidance; it was about recognition too. The Cascade Coin became a symbol of achievement during the campaign, celebrating those who went above and beyond. And through our Cascade EHS scorecard, we could see the impact, team by team, turning our commitment to safety into a measurable, shared success.

Responding to Hazard Trends

Cross-functional collaboration with our team of operations, EHS, marketing, and human resource professionals has proven successful. When faced with the challenge of an incident or negative trend these teams work together to design and implement target campaigns to promote awareness of the issue, implement correction actions, and promote incident prevention. Priority is assigned based on the real or potential level of severity of an incident.

Several 2023 safety campaigns were used to drive awareness on topics including but not limited to: correct body position (Safety In Motion), hand safety, driver compliance, proper risk assessment of potential line of fire hazards, and safety program recognition for employees leading in risk assessment, hazard mitigation, hazard abatement, and CORE program participation.

Policies and procedures are continually reviewed and updated by our EHS team and senior management to reflect corrective action and improvements. Additional continued improvement efforts include supplements to employee training and increased management "felt leadership" through the review, assessment, and evaluation of positive and negative data trends.

When a Cascade Card is entered, the user must choose a root cause category. Data from these submissions helps track trends and their related root cause categories. This amount of detail allows us to compare Cascade Card data against incident activity and determine if the specific risk is being mitigated effectively.

Root Cause Categories and Subcategories:

- **Condition:** hygiene & decontamination, biological hazard, environmental, utility proximity, weather, housekeeping, site security, physical

- **Equipment:** mechanical defect, struck by or contact, vehicle related, stored energy

- **Behavior:** line of fire, PPE, procedure, mentoring opportunity, driving, ergonomics, operating equipment, safety in motion

Top 5 Root Causes		Description
Behavior / Driving	**16%**	This subcategory is related to safe driving practices, DOT compliance & driver compliance. As an organization, driving is one of our largest exposures; therefore, driver safety and DOT compliance make this one of the most important hazards to mitigate.
Behavior / PPE	**11%**	Although PPE is the last line of defense specific to safety controls, however, not wearing the proper PPE can and does result in injuries.
Condition / Housekeeping	**9%**	Hazards in this category are related to jobsite organization, along with correct project site setup and cleanliness. Specifically, this category is used to mitigate hazards to ensure shops, facilities, project sites and work areas are compliant and safe for every task performed.
Behavior / Procedure	**8%**	Most often these types of hazards are recognized by fellow employees observing someone displaying at-risk behaviors. Without action, these hazards would go unmitigated and could eventually lead to an incident or injury.
Behavior / Operating Equipment	**8%**	This subcategory is related to mechanical deficiencies like broken or loose hardware, faulty pieces, vehicle lighting or low tire pressures, and pre-operation or equipment inspection items. Every day our employees rely on equipment that must be maintained to safe working conditions making this hazard one of the most important hazards to mitigate.
All Other Subcategories	**48%**	

When employees believe they are in a situation that could potentially cause an incident or have an impact on health and safety, they have the power to immediately remove themselves under Cascade's Stop Work Authority policy and initiate the proper risk control measure to implement the correct mitigation. To ensure these programs work as intended, employees are trained on hazard risk analysis, risk assessment, and hazard mitigation starting with the new employee onboarding process and annually thereafter. Specifically, employees are trained to implement the seven elements of CORE in the field to recognize hazards, eliminate all potential risk to safety, and implement the proper control measure, using the CORE safety program tools.

Cascade Coins awarded for using STOP WORK authority

When an incident does occur, we have the appropriate processes to ensure the proper care of employees, determine incident causal factors, implement corrective actions, and drive the improvement of procedures. This is covered in detail in the CORE Key Element 7.0 - Incident Investigation & Case Management.

Highlights include:

- Immediate incident reporting

- Professional incident and injury case management

- Thorough investigation completed by trained EHS professionals and investigation team

- Reporting to regulatory authorities as required

- Root cause determination and high-level causal factor evaluation

- Establish corrective actions/preventative actions (CAPA)

- Verification and validation CAPA are sufficient, compliant, and effective

- Use of incident statistical data to identify positive and negative performance indicators, and then establish where improvements can be made, including but not limited to policies, procedures, standards, risk assessment tools, employee engagement, training, audits, inspection, and CORE program elements

Occupational Health Services

Our employees have access to comprehensive occupational health services provided by credentialed medical clinics whenever needed, whether they are in the field or in the office. Transportation is provided to ensure they receive the right care, right away.

Services include:
- Third party services for on-site medical evaluation
- Pre-employment and annual physical
- Periodic review of treatment and diagnosis by a third-party physician

We use multiple channels of communication to ensure all employees are familiar with these services. Company email, phone, mailers, and in-person meetings are the most effective. Employees are trained on this service during their initial onboarding process each year during the annual refresher training.

We evaluate the effectiveness of these services by conducting routine extensive program audits, jobsite audits, and facility audits. Our EHS, compliance, and operating teams executing these review activities is comprised of highly qualified professionals trained in safety standards and regulatory compliance.

Cascade maintains compliance with:
- Safety and Health Administration (MSHA)
- Occupational Health and Safety Administration (OSHA)
- US Department of Transportation (DOT)
- State and local agencies

The personal health information of employees is subject to HIPAA laws and regulations and is therefore treated with the utmost respect and confidentiality. We ensure the management of employee health information complies with state and federal regulations.

Employee Participation in the CORE Health and Safety Program

From training to recognition and even a little competition, employee engagement is an important aspect of CORE. Every employee participates in CORE. Clients and subcontracted labor (although rarely used) are strongly encouraged to participate at the job sites. In the rare case that Cascade crews manage subcontracted labor at a jobsite, those workers are expected to follow the fundamentals of CORE, the Cascade IIPP, and any regulatory standard and applicable law to the work being performed.

The seven key elements of CORE ensure that all employees have the opportunity to participate in the development, implementation, and evaluation of Company programs and policies. Input is gathered from our hazard observation program. Additionally, we maintain committees and workgroups to focus on specific issues. Other opportunities to provide input include monthly EHS team calls, trainings, and open mic monthly safety calls.

One of the ways we recognize our employees is by awarding a Cascade Coin. These coins are awarded to employees for exemplary safety performance or significant proactive safety efforts. Receiving a Cascade Coin symbolizes that the recipient is a recognized and valued member of our organization and their accomplishments are highly regarded and valued.

In the last three years,

887
Cascade Coins
were awarded to employees.

Cascade's ELITE

The ELITE program was founded in 2015 to showcase talent throughout the organization, and to implement a "Hall of Fame" for our most exceptional representatives. Those who are recognized demonstrate not only exceptional work performance, but also a commitment to core company values such as safety, skill, leadership, performance, and accountability.

The ELITE inductees serve as more than just a model for their co-workers. They also serve on the Cascade ELITE Commission, which is charged with providing recommendations regarding operations, safety procedures, company strategy, and other related issues. We recognize that these employees are top performers and, as such, may have valuable insight into ways we can improve on site, operationally, or at a corporate level.

What makes the Cascade ELITE program special is that nominations for the award are made by managers and supervisors—as well as any other employee who believes their coworker meets the criteria. This means that individuals who might have fallen below our radar have an opportunity to be highlighted and recognized.

Once initial nominations are made, the Election Committee reviews each one and scores them on a comprehensive matrix. Employees with the highest scores are inducted into that year's ELITE Hall of Fame.

2023
Cascade ELITE
Induction Class

James Smith,
Field Supervisor,
Cascade, Arlington TN

Scotty Manning,
Construction Foreman,
TerraTherm, Gardner MA

Brian Karshick,
Driller, ADT,
Mineola NY

Bill Beuning,
Senior Driller, Cascade,
Little Falls MN

Roberto Estrada,
Senior Probe Operator,
Cascade, Richmond CA

Marti Anderson,
Project Manager Associate,
Cascade, Flint MI

Cascade ELITE Hall of Fame

Chris Barden
Senior Driller, Cascade
Flint, MI
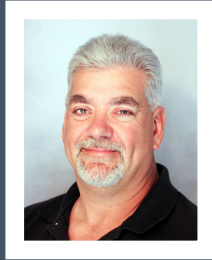
Mike Bond
Senior Driller, Cascade
Flint, MI

Mike Czech
Field Supervisor, Cascade
Little Falls, MN
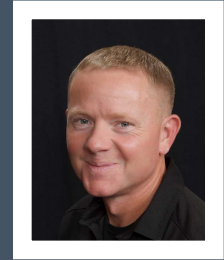
James Goble
Field Supervisor, Cascade
Woodinville, WA

Jimmy Hall, Jr.
Field Supervisor, Cascade
New Ellenton, SC
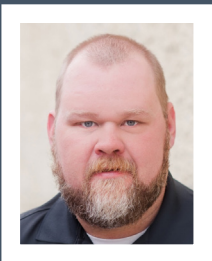
Matt Osterberg
Senior Driller, Cascade
Gardner, MA
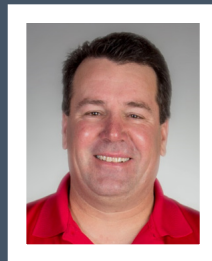
Todd Schmalfeldt
Senior Driller, Cascade
Little Falls, MN
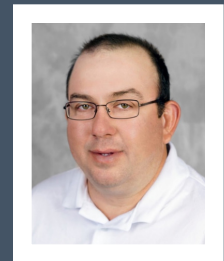
Josh Sigler
Senior Driller, Cascade
Marietta, OH

Jon Weeks
Senior Driller, Cascade
Little Falls, MN

David Wilcox
Field Supervisor, Cascade
New Ellenton, SC

MEET THE ELITE
on our website

Injury Rates

We are extremely proud of the CORE safety program improvements and statistical impact on our safety record. Over the last few years, statistics show an overall drop in safety related events, TRIR, and CIR, along with a consistently low EMR, which can be traced back to the influence of our CORE program.

CORE is a customized, comprehensive program designed to provide clear expectations for safety and performance and to ensure compliance with regulations. The positive long-term trend is the result of active participation in CORE across all levels of our organization, from management to field crews of every service line and location. The statistical reduction in injuries not only represents a significant cost avoidance in incident prevention, but more importantly means that our employees are dedicated to protecting themselves, our clients, coworkers, and the communities in which we work by routinely adopting safe work behaviors. These statistics demonstrate the success of our behavior-based safety program.

	2023	2022	2021
TRIR	0.91	0.93	0.86
DART	0.73	0.84	0.38
LTC	0.45	0.56	0.19
FATALITIES	0.00	0.00	0.00
EMR	0.65	0.57*	0.55
HOURS WORKED	2,197,848	2,149,339	2,098,390

*Restated from 2022 report

Understanding Safety Statistics:

- **TRIR:** the Total Recordable Incident Rate reflects the number of OSHA recordable injuries during the total hours worked by all employees that year. A TRIR >2.0 excludes contractors from many service opportunities.

- **DART:** the Days Away, Restricted, and Transfer case rate reflects the number of cases which involve days away from work, days of restricted work activity, and/or days of job transfer during that year.

- **LTC:** the Lost Time Case rate reflects the number of occupational injuries or illnesses which result in an employee being unable to work a full assigned work shift during the total hours worked by all employees that year.

- **Fatalities:** the number of workplace incidents that result in death of an employee.

- **EMR:** the Experience Modification Rate is a number used by insurance companies to gauge both past cost of injuries and future chances of risk. An EMR of 1.0 is considered the industry average.

Evaluation of annual data trends and performance indicators are used to determine where corrective action is required and where adjustments to training, policy, and procedure implementation in the field may be necessary.

Responses include:

- Responsive safety campaigns

- Increased number of inspections and audits

- Communication of safety related events

- Additional enforcement of compliance with specific CORE program requirements

- Annual audit of CORE to improve program elements specific to reversing any incident trend

- Modification of the JSI, Cascade Card and PROCard tools for mobile app to collect real time data from mitigated hazards in the field

Common workplace incidents are minor and typically involve:

- Hand and finger

- Line of fire

- Pin and crush point

Our Show Your Hands safety policy has successfully contributed to reduced hand injuries, severity and frequency companywide. Over the last five years our hand injury rate has not exceeded 0.60 with five-year average of 0.40.

Thermal technology is powerful but should inspire caution. The same heat that can destroy contaminants can, if used inappropriately, result in personal injury or harm to the environment.

In this blog post, TerraTherm's Jeff Brink shares some of the issues specific to thermal remediation sites, and what your contractor should be doing to keep the site and stakeholders safe.

READ MORE ONLINE

Hand Injury Rate 2023-2019

2023	**.36**
2022	.46
2021	.38
2020	.19
2019	.60
2018	.36

2023 SAFETY MILESTONE AWARDS

25 business units completed the year without a reportable incident.

Quartz Award Recipients
5+ years without reportable incident or lost time accident

- Clackamas, OR
- Denver, CO
- Houston, TX
- Richmond, CA (BU 303)
- Santa Ana, CA
- Santee, CA
- Schofield, WI
- West Jordan, UT
- Woodinville, WA
- Barre, VT

Granite Award Recipients
2 years without reportable incident or lost time accident

- Flint, MI (BU 119)
- Las Vegas, NV
- Mineola, NY (ADT, BU 602)
- New Ellenton, SC
- Peralta, NM
- Richmond, CA (BU 107)

Marble Award Recipients
3-4 years without reportable incident or lost time accident

- Flint, MI (BU 207)
- Gardner, MA (BU 114)
- Mineola, NY (ADT, BU 601)
- Tacoma, WA

Obsidian Award Recipients
1 year without reportable incident or lost time accident

- Arlington, TN
- Ocala, FL
- Schenectady, NY
- West Sacramento, CA
- Westampton, NJ

Training & Professional Development

We support ongoing training and development of employees to build knowledge, skills, and capabilities that advance the individual and team performance. Our comprehensive training and development programs start on an employee's first day here and continues throughout their career.

EMPLOYEE TRAINING

	2023	2022	2021
Average hours of training per employee	79	74	66
Total hours of training conducted	64,000	59,000	49,700

Employees can choose from a myriad of self-paced web-based Microsoft training courses as well as other training opportunities for the entire employee population. This includes an exclusive monthly training session for employees in leadership roles either hosted or sponsored by the human resources team.

Because we believe our most important asset is our employees and take safety so seriously, we require all direct labor field employee new hires to be instructed through classroom and hands-on training in our CORE program, loss prevention system, OSHA's 40 Hour HAZWOPER and MSHA requirements. Existing field employees must complete an annual refresher course for OSHA, HAZWOPER, MSHA, loss prevention systems and our CORE program. Additionally, local and virtual safety meetings are hosted by our EHS department to review safety alerts, safety policies and programs. We also have all-company safety stand-downs when the need arises.

Tuition reimbursement (up to the IRS limit) is available for employees who wish to pursue job related degrees or certifications. This benefit is offered to who have been employed with us for a year or more.

Employees who choose to pursue a Commercial Driver's License (CDL) are eligible for reimbursement of CDL training courses to prepare for their test. We also incentivize employees who successfully obtain their CDL permit and license.

Additionally, we have a robust Employee Assistance Program which offers a variety of self-development and self-directed educational tools for personal enrichment outside of professional development including information for retirement and financial planning, adoption planning, family education planning, legal information and lifestyle guidance.

"Stuff Gary Says" is a new twist on training and professional development here at Cascade.

The internal podcast is designed to engage employees and bring visibility to emerging leaders within our organization. Hosted by our Chief Operating Officer, Gary Crueger, the show combines entertainment with education, offering insightful discussions on the roles and contributions of different departments and services. Through lively conversations with guests from various sectors of our organization, Gary sheds light on the collaborative fabric that underpins our operations, making complex concepts accessible and fostering a sense of community and shared purpose among our team members.

Recent Additions to Employee Training Curriculum

- DiSC® personal assessment and development training for management and emerging leaders throughout our organization

- Cascade Leadership Training: monthly live leadership seminars tailored towards managers and employees in leadership roles

- Sales Enablement Training: self-paced video modules presented by our internal subject matter experts to help employees better understand our services, technologies, and brand positioning

- Text based employee communication app to push notifications regarding training modules, corporate policy updates, and other relevant information to employees

- Risk Management Master Class series: covers a wide range of topics geared towards the contracting and insurance process

- Technology Brown Bag sessions to help employees understand the use of our information systems platforms, cybersecurity, and best practices for use of technology at home and work

- Hiring Policy and Procedures: step-by-step live and recorded trainings for every hiring and onboarding task, from start to finish

- Driller license preparation course gives employees an edge in preparing for the driller license exam

Our ELITEs play a significant role in mentoring new employees, especially in the areas of health and safety leadership, compliance, and operational excellence. ELITEs are known to lead by example and work side-by-side with new employees on the jobsite to ensure they understand all aspects of the field operations, how to perform their job safely at the highest level of excellence and exceed client expectations. They mentor new employees during the initial onboarding phase focusing specifically on:

- Compliance, expectations, and safe work practices

- Applying the seven elements of our CORE program

- Driver safety and DOT compliance

- Other environmental and safety regulations

Performance Reviews

The success of the business and every employee working for Cascade relies heavily on setting goals and meeting or exceeding them. The primary purpose of the Cascade Performance Management System (CPMS) is the continual improvement and development of each employee's knowledge, skills, and abilities as they relate to job performance. It is a process of on-going planning, review and development involving the supervisor and the employee, who together identify common goals and objectives that relate to achieving business results. The system is designed to address performance and skill development needs and interests. As part of the process, each employee is given the opportunity to complete a self-assessment of their performance and identify future career development interests.

Our Employee Resource Center provides more than 30 resources to help managers have meaningful career discussions on a routine basis. These discussions are meant to improve retention by recognizing everyone's contributions to our organization, develop a career path, identify opportunities for improvement, and solicit constructive feedback from both managers and their direct reports.

- Conducting Formal Performance Review
- Career Conversations
- Corrective Actions
- Goal Setting
- Managing Performance
- Impacting Employee Performance
- Providing Constructive Feedback
- Performance Improvement Plans
- Conducting a Stay Interview

The company encourages performance feedback on an ongoing basis. Formal performance reviews are regularly scheduled.

It's hard to lose a good employee, and it often leaves us wondering if there's anything we could've done to prevent it. In this blog post, learn how your performance review process can be turned into a retention tool.

READ MORE ONLINE

Diversity & Inclusion

We proudly celebrate diversity throughout the organization and are highly committed to promoting a working environment where individual differences are respected, valued, and embraced. We believe that by celebrating our differences, our organization is better suited to maintain an industry leadership position through our most valuable resource—our workforce.

Workforce Profile

Total Workforce	2023	2022	2021
	809	796	756

Total Workforce by Gender	
	2023
Male	89%
Female	11%

Total Workforce Diversity by Age	
	2023
Under 30 years old	22%
30 – 50 years old	48%
Over 50 years old	30%

Total Workforce Diversity by Veteran Status	
	2023
Veterans	3%
Non-Veterans	97%

Total Workforce Diversity by Minority Status	
	2023
Minorities	30%
Non-Minorities	70%

Trends in our Workforce Profile

- The total number of permanent employees grew by 2% this year.

- Gender composition remains consistent at 11% female and 89% male despite the fluctuation in total employees.

- The minority-based population increased 4% over the last four years due to continued commitment to our diversity based outreach and job postings.

- We've seen a shift in our workforce toward the younger age group. The proportion of our workforce under age 30 is grew 4% in the two years while the 30-50 age group and our 50+ population each declined 2%.

Please refer to Appendix A- Workforce Diversity Data for additional details.

Diversity, Equity, and Inclusion Efforts

What are our challenges?

- Ensuring our jobs are reaching a diverse audience through active outreach efforts

- Generating awareness and excitement internally about diversity recruitment outreach efforts

A lack of diversity and inclusivity may create an environment in which employees feel they don't "fit in," thus contributing to turnover. Hiring diverse employees helps us understand and meet the needs of stakeholders with diverse perspectives. Appreciating these different backgrounds and perspectives leads to a variety of ideas, knowledge, and processes that would otherwise be unattainable. Without robust diversity in the organization, there lies a greater potential for discrimination.

There are many industries where finding skilled professionals is difficult, but the drilling and environmental services industry is one of the hardest. If we don't recruit and build up an inclusive workforce, we are limiting the talent pool and growth needed to maintain a sustainable workforce in the next 10 years and beyond.

Over the last three years, the mix of our workforce in terms of gender, age group, minority status, and veteran status has remained relatively steady. We are committed to reaching our diversity goals. The Human Resources and Marketing departments have teamed up to create engaging content to highlight women in our industry and provide job search resources for veterans transitioning into the civilian workforce. Our teams continue to execute strategies tailored to recruiting and promoting across diversity categories.

Efforts to Achieve Diversity Goals

- Incorporating C-Suite training programs

- Providing individual diversity and discrimination training for all employees

- Engaging in constant communication around the topic

- Raising awareness about issues and topics related to diversity and inclusion

- Utilizing pulse surveys to understand if we are meeting the needs of our diversity groups

- Extensive manager training and support to foster an employee-centric culture where employees truly feel their managers care about them

- Actively reaching out to agencies and organizations that can assist us with diversity recruitment

Working with Veterans

Recruiting and employing veterans has been a successful approach to the company's overall employment strategy. It is crucial to recruit highly qualified individuals who understand the demands of our industry and are expected to thrive in the Cascade culture. The training, leadership, and experience the military provides to its members helps prepare them for our field roles. These veterans are also well-positioned to grow into leadership roles.

The transition from military to civilian workforce is often difficult for veterans. We partner with veteran advocacy groups to reach veterans facing this transition period to provide job search resources to help them decide if a career is environmental services is a good fit. These resources focus on:

- What environmental services are and what makes this an appealing industry to work in

- The types of entry and mid-level jobs available, and what is required to get hired and succeed in each

- How to structure their job search focusing on transferrable skills

- Highlighting veterans within our organization

Jessica Alexander, Cascade's Director of Talent Acquisition and USAF veteran, has played an instrumental role in developing a veteran-friendly approach to talent acquisition. Our veteran recruiting program focuses on matching career opportunities with the skills and knowledge veterans gained during their service.

Jessica Alexander, Cascade's Director of Talent Acquisition, transitioned into a civilian career after 10 years of service in the United States Air Force. Today, she leads Cascade's veteran recruiting and hiring program.

Know a veteran ready to transition to the civilian workforce? Our Veterans portal has extensive resources and job opportunities to start a rewarding career in environmental field services.

READ MORE ONLINE

HIGHLIGHTING OPPORTUNITIES FOR WOMEN IN ENVIRONMENTAL SERVICES

Throughout your career challenges and successes, you need a network of people who understand and support you. Join other environmental consultants in the Women in Environmental Services group on LinkedIn.

JOIN US

It's no secret that most field-level employees within the environmental and geotechnical drilling and field services industries are men. We've identified and implemented three crucial steps towards changing the perception of our industry from one that is dominated by men to one that is open and inviting to talented men and women of all races and backgrounds.

1. Overcoming Internal Stereotypes

The first, and often most difficult, challenge with tackling this subject is identifying and overcoming internal stereotypes and unconscious biases that may exist. Whether or not we'd like to admit it, everyone possesses stereotypes or unconscious biases of some form. When identified and made aware of such biases, it's very possible to prevent them from interfering with or influencing our hiring decisions.

2. Foster a Welcoming Company Culture

The second step in our diversity strategy is to ensure our current culture and environment is conducive to female and minority employees. While that is somewhat of a bold and broad statement, there are definite steps that can be taken to achieve this goal. Once our current organizational climate is evaluated, we can identify areas for improvement. While this process involves some heavy data gathering, tracking, and evaluation, the result can be game-changing.

3. Recruit Diverse Candidates

The third step is creating a detailed profile of the ideal candidate for each job category. Our talent acquisition team then finds engaging ways in which to target those candidates, keeping in mind diversity and our goal of encouraging more women to apply.

Environmental services is a rewarding industry in which to build a career—but it can also be daunting, especially if you're one of the only women in your organization. In this blog post, you'll hear from women working as environmental consultants, chemists, engineers and project managers. They're sharing the habits that have made them successful and the advice they'd give other women who are just starting out.

READ MORE ONLINE

Diversity & Inclusion in Recruiting

Diversity and inclusion considerations play a major role in our recruiting strategy. We pursue minority groups through proactive outreach and hiring in our local communities.

Our recruitment strategy includes:

- Continued partnership with a third party recruiting firm specializing in diversity to cross-post all jobs to women, minority, veteran, and state workforce agencies and job boards
- Partnership with Hiring our Heroes Program to participate in Fellowships for 2023
- Ongoing partnerships with trade and vocational programs

Aside from focused recruiting, our Talent Acquisition team has developed strategic partnerships with various trade schools and vocational programs to provide internships and career opportunities for non-traditional students. Through these partnerships, we have a unique opportunity to secure a steady stream of new applicants, while also providing true value to our partner schools.

Through our many demonstrations, job fairs, and school events, we can highlight the women in our organization that have the opportunity to work on amazing projects and propel their careers forward. Our hope is that through these efforts, we not only encourage women already enrolled in these vocational programs to consider careers at Cascade, but also encourage women who aren't enrolled in these programs to enroll and enter a skilled trade field.

Our talent acquisition team has developed strategic partnerships with various trade schools and vocational programs to provide internships and career opportunities for students.

Affirmative Action

As a federal subcontractor, the Department of Labor requires us to take affirmative action (AA) to recruit and advance qualified minorities, women, persons with disabilities, and covered veterans. These efforts include training programs, outreach efforts, and other positive steps. This is memorialized in our Equal Employment Opportunity policy, recruitment outreach efforts, and the creation of annual affirmative action plans.

AA plans consist of statistical analyses of our utilization (or underutilization) of women, veterans, minorities, and people with disabilities. Based on this, we set the goal of the percentage of placements (hires plus promotions and transfers) that should occur based on availability of candidates in those categories. Compliance is measured by the company's good faith efforts to achieve the results. Our number one goal in implementing an affirmative action plan is to encourage and maintain a diverse work environment.

We had one AA goal in 2023-10% placement of female Driller Assistants. We fell short of our placement goal for the year. We will continue to monitor recruiting and hiring activity, and apply good faith measures designed to achieve our hiring goals.

We engage minority groups through proactive outreach and hiring in our local communities. In the past year, our Talent Acquisition team has made significant strides in our veteran recruiting program, increasing our veteran hires.

Gender-Salary Comparison

It is important to note that under our Equal Employment Opportunity (EEO) policy, Cascade does not discriminate when making employment decisions including hiring, promotion, compensation, and benefits. We look at many factors when making salary decisions. These include, but are not limited to, performance, experience, and tenure.

GENDER-SALARY COMPARISON

Female Basic Salary* as % of Males

	2023	2022	2021
Executive & Senior Management	79%	76%	76%
First and Mid-Level Management	85%	84%	82%
Professionals	82%	87%	86%
Technicians	NA**	NA**	NA**
Sales Workers	79%	85%	89%
Administrative Support	104%	108%	111%
Craft Workers - Skilled	83%	82%	86%
Operatives - Semi-Skilled	NA**	91%	87%
Laborer / Helper	99%	NA**	NA**

*Based on average basic salary
**Not applicable indicates these are roles where there was no female representation

Through our many years of sustainability reporting, we have found that comparing the average of all female salaries to the average of all male salaries can be misleading. This data shows an equitable and steady distribution.

It is more beneficial to look at the data within each of our primary job classifications. The table above details the average female salary as a percent of male salary in these categories.

The sustainability reporting process has helped us identify an emerging gender wage gap in certain job categories. The most significant gaps this year occur in the two management job categories. We made significant progress closing the gap in one of our largest job categories, skilled craft workers.

Recognizing the factors that impact wage discrepancies is the first step in rectifying it.

Factors impacting the wage discrepancy include:

- Turnover of tenured, higher-salary employees

- Higher proportion of entry-level new hires with less experience

- Low number of females in each job category causes a dramatic shift percentage

- Lack of a formal salary increase program

- Some female employees transitioned from full-time to part-time status

- Change in sales compensation structure to a lower base salary with greater commission potential

We remain committed to closing the salary gap. Our Human Resources team continues to monitor salaries to help ensure equity based on experience, skills, and performance. Other efforts to eliminate the gender salary gap include:

- Our Talent Acquisition team continues to enhance outreach and recruiting for diversity candidates including women

- Our CIEC team is working to ensure we maintain a workplace appealing to women

- Our Human Resources team provides training for managers to help employees with career progression and professional development opportunities

- Continued monitoring of salary gaps through annual salary review and salary increase program

Each week, Cascade's Technology Team: validates more than **40M firewall events**, **20K login attempts** across more than **100 applications**, moves **250K emails**, protects **8TB of storage** representing **3.5M files**

Incidents of Discrimination

Discrimination and harassment, including but not limited to sexual harassment, is not tolerated in our workplace. Harassment of any kind, including harassment on the basis of race, creed, religion, color, age, sex/gender, gender identity and gender expression, pregnancy, childbirth or related medical conditions, medical condition (including genetic characteristics), marital status, sexual orientation, veteran status, national origin, ancestry, citizenship, physical or mental disability or any other status protected by federal, state, or local law is strictly prohibited.

We maintain a Harassment and Discrimination-Free Workplace policy which is detailed in our employee handbook. The policy addresses:

- Types of harassment and discrimination
- Prohibited behavior
- Definitions of harassment
- Reporting process
- Protection against retaliation

One discrimination complaint was registered with the Equal Employment Opportunity Commission (EEOC) in 2023. The stakeholders involved mediated a satisfactory resolution through the EEOC. No final charge was assessed. The incident is no longer subject to action.

Technology

Our business is deeply intertwined with technology. As we embrace technological advancements to enhance efficiency and responsiveness, we must also acknowledge the heightened cyber-exposure and risk that accompanies these developments. These risks manifest in various forms and can yield severe consequences for those affected.

Companies across the globe have been fighting cyber-attacks for years, but the sophistication, frequency and intensity of attacks is increasing. Cybercrime has grown to become the world's third-largest economy after the U.S. and China, according to the World Economic Forum (WEF). Based on data from Cybersecurity Ventures, it is projected to cost the world $8 trillion in 2023 and $10.5 trillion by 2025. These attacks were previously focused on large organizations with the deep pockets necessary to finance a return. As the tools to execute these attacks have become more ubiquitous, the targets have trended heavily toward small to midsize companies of less than 1,000 employees and $1B in revenue—where many environmental services companies live. As of 2023, nearly 72% of companies worldwide have suffered ransomware attacks.

Cascade proudly aligns with the Defense Federal Acquisition Regulation Supplement (DFARS) standards and is an active participant in InfraGard, a collaborative endeavor with the FBI aimed at safeguarding U.S. Critical Infrastructure.

Discover more about the InfraGard partnership at www.infragard.org

No organization remains impervious to digital attacks, which annually cost businesses significant sums. These cyberattacks pose a direct menace to our financial stability, reputation, the clients we serve, and our valued partners. Understanding the methods these threats employ to infiltrate sensitive data and critical technology systems is the initial defense against the harm they can inflict. By adopting proactive strategies to combat cyberthreats, we not only safeguard our employees and business assets but also extend protection to our clients and their security endeavors.

Cybersecurity has emerged as a pivotal differentiator of sustainability for organizations, playing a crucial role in sustainable economic development. Our Information Services team has prioritized this area, taking bold measures to shield our employees, business transactions, vendors, and clients from potential harm.

2023 Cybersecurity Initiatives

- Adoption of a zero-trust architecture security model that requires strict identity verification for every device trying to access resources on both our public and private clouds.

- Implementation of advanced geofencing heuristics and a secure access service edge (SASE) network to further fortify our digital perimeters.

- Utilization of artificial intelligence and layered security technologies to proactively identify and neutralize threats, ensuring the integrity of our digital environment.

- Commitment to bolstering our cyber defense capabilities in alignment with industry standards such as DFARS and CMMC, enhancing our cybersecurity posture.

GOVERNANCE

Governance Structure

Cascade is a privately-held company and is governed by a Board of Directors. The seven-member Board is comprised of Cascade's Chief Executive Officer and six representatives from the private equity ownership group. The Board meets quarterly to offer insight and advice to owners on critical issues facing the business.

Cascade's executive team is comprised of our Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Chief People Officer and Chief Information Officer. This executive team oversees the short- and long-term planning and strategy for the organization as well as the daily operations.

The Compass Corporate Sustainability Program is led by Cascade's Sustainability Council. The Council operates under a shared governance model in which members have the authority to drive sustainability initiatives and are held accountable for tracking performance. The Council Charter outlines authority, process, and procedures for Cascade's Sustainability Council. Council members are formally appointed by the CEO and represent all major organizational functions. The Council meets on a regular basis to discuss the Company's environmental stewardship, social responsibility, and economic impact efforts with respect to the Global Reporting Initiative standards. The Council regularly reviews stakeholder feedback, conducts on going materiality assessments, and determines material topics for sustainability reporting. The Sustainability Council is responsible for drafting and executing a three-year Sustainability Plan as well as assembling the Corporate Sustainability Report each year. Additionally, Council reports its progress on environmental, social, and governance goals to the ownership group on an annual basis.

Please refer to Appendix A- Diversity of Governance Bodies for additional details.

Diversity of Governance Bodies

BOARD

Gender		Age			Tenure on Board				Diversity Status
Male	Female	<30	30-50	>50	<3	3-5	5-10	>10	
7	0	0	0	7	0	5	2	0	1 Hispanic

EXECUTIVE TEAM

Gender		Age			Tenure as Chief Officer				Diversity Status
Male	Female	<30	30-50	>50	<3	3-5	5-10	>10	
5	0	0	1	4	1	3	1	0	None

Communication

Employees may report questions, concerns, issues, or complaints regarding critical concerns at any time during or after their employment. We provide a variety of reporting methods and channels for reporting such matters. Employees are strongly encouraged to bring matters regarding the Company's Code of Ethics and ethical conduct to the attention of their immediate manager, the Human Resources Department, or any member of the Executive Team.

A prompt and thorough investigation is completed for all reports of known or suspected violations to the Company's Code of Ethics. All reports made under the Code of Ethics are reviewed and investigated by the appropriate personnel, as designed by the President, unless approved otherwise as being reasonably necessary or if legally required.

Any form of retaliation against an employee who has reported a matter, participated in, or assisted in an investigation or review of a matter under the Company's Code of Ethics is strictly prohibited. Violations of applicable laws may not only entail serious legal sanctions but can also lead to disciplinary by the Company actions up to and including separation.

We are proud to report that there were zero critical concerns reported during the 2023 calendar year.

Sustainability, including specific topics related to environmental, social, and governance practices, is routinely discussed in Executive Team meetings. The Executive Team continues to advance their knowledge and experience of sustainability through their participation in the Sustainability Council, industry associations, conferences, workshops, and other educational and networking opportunities.

Values & Commitments

At Cascade, we are committed to building an environment of excellence whereby our core values are an integrated component of our culture, operational practices, and our way of doing business. We promote an environment that fosters and celebrates competitive spirit, and where integrity, trust, objectiveness, mutual respect and fair dealing take priority as the basis for meeting and exceeding Company goals and client expectations.

Mission, Vision, Core Values

In an industry that's constantly evolving, with shifts in business practices, technological advancements, and regulatory landscapes, we recognized the need to reassess and realign our foundational pillars. This was not just about keeping pace with change, but ensuring our guiding principles—mission, vision, and core values—remain relevant and reflective of who we are and aspirational in where we aim to be. This process, akin to recalibrating our compass, was crucial in maintaining our direction towards our ultimate goal: leadership in our field grounded in the principles that define us.

This was a collaborative effort across the breadth of our organization from our field crews via our pulse survey, to the senior management and the executive team. This inclusive approach ensured a diversity of perspectives and a shared ownership of the outcomes.

Our refreshed mission, vision, and core values are not just words displayed across our locations; they are the essence of our daily operations and interactions. They are designed to keep us united and moving forward, driven by a common purpose. The new vision ambitiously positions Cascade as the industry leader, harnessing our collective expertise, our unwavering commitment to safety, cutting-edge technology, and a profound dedication to sustainability. These are the cornerstones upon which we build our future, guiding every business decision and personal interaction, ensuring that, no matter how the landscape shifts, we remain steadfast in our journey towards excellence and sustainable growth.

MISSION

To conribute to a sustainable future through environmental investigation and restoration.

VISION

To be the premier company that leverages safety, employee expertise, technology, and sustainability to continuously outperform our competition in the infrastructure and environmental remediation industry.

CORE VALUES

SAFETY

We believe in providing a workplace free of recognized hazards for the safety, health, and well-being of our employees, clients, and communities.

SUSTAINABLE GROWTH

We believe in growing our business in a responsible manner through significant investment in our people, our company, and our communities.

EXCELLENCE

We believe in exceeding expectations in everything we do.

COLLABORATION

We believe in working together to achieve goals though integrity, accountability, and trust.

Ethics & Integrity

As individuals and as professionals representing Cascade, we understand our decisions and actions influence and can impact those around us, including our customers, vendors, fellow colleagues, contractors, shareholders, family, friends and communities. And so, every employee agrees to a strict code of ethics and business conduct and other related company policies.

Our Code of Ethics serves as an invaluable resource in guiding how we make decisions, conduct ourselves, and manage our relationships as individuals and as professionals representing the Company. It is our duty to serve our stakeholders with the highest levels of integrity, responsibility and accountability. These stakeholders include, and are not limited to, shareholders, business partners, employees, creditors, securities trading markets, customers, investors, the general public, as well as the communities in which we operate.

The Company's Code of Ethics consists of the following ethical principles;

- Conflicts of Interest

- Gifts & Entertainment

- Confidentiality & Non-Disclosure

- Health & Safety

- Business Records & Company Resources

- Reporting Questions, Concerns & Complaints

- Non-Retaliation

Cascade adheres to all local, state and federal laws and regulations with respect to equal opportunity employment, antitrust, safety, confidentiality, financial reporting, and protecting the environment. Additionally, Cascade complies with all requirements set forth by applicable credentialing, accrediting, licensing and industry standards applicable to our industry and business operation.

Employee Handbook

Our employees are held to a high professional standard as detailed in Cascade's Employee Handbook. The Handbook includes our Code of Ethics as well as employment policies, procedures, safety responsibilities, and a description of employee benefits. A copy of the Handbook is provided to all employees upon hiring. It is also available upon request through the Human Resources Department and posted to the Company's internal website. All new employees go through comprehensive training programs unique to their job responsibilities. All employees participate in regular training updates covering key aspects of their jobs throughout the year.

Our Handbook was updated in 2023 with minor changes to meal, break, and computer use policies.

Issues covered in the Handbook include:

- Affirmative Action
- Americans with Disabilities & Amendments Act
- Client Relations
- Code of Ethics
- Communications Policy
- Complaint Reporting & Resolution Corrective Action
- Discriminatory Harassment
- Commitment to Diversity
- Drug and Alcohol-Free Workplace
- Employment of Minors
- Equal Employment Opportunity
- Job Descriptions
- No Retaliation
- Open Door Policy

- Pandemic Preparedness
- Payment of Wages
- Performance Evaluations
- Safety and Security
- Sexual Harassment
- Social Media Policy
- Standards of Business Conduct
- Tobacco Free and Smoke Free Workplace
- Training & Development
- Violence Prevention in the Workplace
- Worker Welfare
- Workplace Conduct
- Workplace Harassment
- Whistleblowing

Ethics and Compliance Hotline

The Cascade Ethics and Compliance Hotline allows employees to report potential compliance, ethics, safety, and harassment violations. All reported information is kept in confidence to the extent possible. Employees will not be punished or retaliated against for good faith reporting of potential violations.

Regulatory Compliance

Regulatory compliance is an integral part of sustainability as it ensures that business-es operate within the boundaries set by environmental, social, and governance (ESG) standards. Ultimately, regulatory compliance acts as a foundation for sustainable development, helping ensure that business growth and environmental stewardship go hand in hand.

At Cascade, we see regulatory compliance as a key element of our sustainability strategy. It's about ensuring that our operations respect and protect the environment, our people, and the communities we serve. By aligning our practices with environ-mental, health, and safety regulations, we're not just following the rules—we're active-ly contributing to a sustainable future.

Environmental Compliance

Our work is governed by federal, state, and local laws pertaining to worker health and safety, transportation, environmental protection, and employment practices. At Cascade, we believe that simply complying with applicable laws and regulations doesn't go far enough. Our Environmental, Health and Safety (EHS) professionals take a proactive approach by preventing infractions through training, professional development, and enforcing positive behaviors. Our management team ensures employees have the right tools and equipment to perform tasks safely and efficiently.

We are proud of our exemplary compliance record: zero significant fines for non-compliance with environmental laws and regulations.

	Target	2023	2022	2021
Fines for noncompliance	O	O	O	O
Non-monetary sanctions	O	O	O	O

We receive regulatory visits and inspections from federal, state, county, and local regulatory agencies throughout the year. Each inspection is an opportunity to partner with local health departments, fire departments, building departments and occasionally the local air district to build long-term relationships.

Our full-time staff of health and safety, compliance, and risk management professionals collaborates with clients and employees to proactively ensure our operations are compliant with all applicable rules and regulations. These activities include:

- Continued education and professional development for compliance staff

- Monitoring, analysis, and communication of new and revised regulations

- Third-party support to maintain industry-leading programs

- Maintaining a comprehensive library of policies and programs to support compliance in areas of waste management, spill prevention and control, and stormwater

- Central management of air regulations for diesel equipment

- Central monitoring and management of equipment for compliance at local, state, and federal levels

- Performing monthly facility inspections and compliance

- Periodic audits of job sites during operation

- Performing daily and weekly inspections of used oil and waste area storage areas

- Employee testimonials, senior leadership testimonials, client testimonials

Spill Prevention

Spills are a real concern on every one of our job sites. We recognize that spills of fuel, hydraulic fluids, or chemicals may pose a serious threat to human health, safety, biodiversity, and the environment. Equipment failure poses the greatest likelihood of spills for our operations. To mitigate the risk of spills, our crews and maintenance staff focus first on prevention, then on action.

We use several procedures to prevent spills or releases to the ground or surface water while working on project sites. These include but are not limited to:

- Documented pre-shift site and equipment inspections

- Site-specific spill prevention and response plans

- Job Safety Analyses for spill prevention and response completed before operations commence

- Hydraulic hose inspection program to prevent leaks and broken hoses

- Secondary containment for chemicals and fuels carried in trucks, equipment, and stored on-site

- Ground cover used under equipment and drill rigs to safeguard sensitive habitats and prevent contamination from spills

- Job Safety Analyses for refueling and equipment service to prevent spills

- Spill kits and absorbents carried on

We are proud to report zero significant spills for the third consecutive year.

	Target	2023	2022	2021
Number of Significant Spills	0	0	0	0
Volume of Significant Spills	0	0	0	0

Fleet Compliance

When we take to the road, we take it seriously. Vehicle and driver compliance with U.S. Department of Transportation (DOT) and other fleet related regulations is emphasized through employee training, education, programs, and policies. We measure our performance against federal ratings such as Federal Motor Carrier Safety Administration's Out of Service (OOS) rate and the DOT's BASICs scoring.

Cascade's Out of Service Rate (OOS)
Our Vehicle and Driver OOS rates both improved this year. All three OOS ratings continue to outperform the national average year after year.

	Target	National Avg.	2023	2022	2021
Vehicle	10.0%	21.4%	**16.9%**	15.4%	15.5%
Driver	1.5%	6.0%	**1.2%**	1.2%	1.6%
HazMat	0%	4.5%	**0%**	0%	0%

Action taken to improve our OOS ratings include:

- Review and update of programming and policies
- Routine communications to all employees on inspection and compliance activity
- Post monthly dashboard on DOT compliance
- Supplement internal maintenance and repair efforts with external support
- Consolidate all fleet-related programs to drive more awareness campaigns and accountability for compliance
- Increase level of internal auditing for compliance with all fleet-related policies

The OOS rate reflects occurrences of commercial drivers or vehicles pulled off the road and placed out of service due to infractions that pose an imminent hazard to safety during a roadside inspection. The driver or vehicle must remain out of service until the infraction is corrected. The lower the OOS rate, the better a company's compliance. Cascade consistently ranks better than the OOS national averages.

READ MORE ONLINE

The Federal Motor Carrier Safety Administration uses a motor carrier's data from roadside inspections, including all safety-based violations, state-reported crashes, and the Federal Motor Carrier Census, to quantify performance in the following Behavior Analysis and Safety Improvement Categories (BASICs). Percentiles from 0 to 100 are determined by comparing the BASICs measurements of the carrier to the measurements of other carriers in the peer group. A percentile zero indicates best possible performance and 100 indicates the worst performance.

READ MORE ONLINE

BASICs Scoring for Cascade Drilling, LP

We have reached or exceeded our target in two of the six BASICs categories, a marked improvement over the prior year.

We have improved or remained flat year over year in most of the BASICs categories. The challenged area was fleet maintenance. To address this, our compliance and fleet teams have partnered on enhanced driver training and increased emphasis on pre- and post-trip inspections.

BEHAVIOR ANALYSIS & SAFETY IMPROVEMENT CATEGORIES

	Target	2023	2022	2021
Drug and Alcohol	0%	0%	0%	0%
Crash Indicator	5%	7%	13%	0%
Unsafe Driving	3%	5%	4%	5%
Vehicle Maintenance	25%	36%	28%	34%
Hours of Service	10%	27%	32%	14%
Driver Fitness	10%	0%	N/A*	0%

*Not enough inspections, no score

MOTIVE PARTNERSHIP

We've partnered with Motive (formally Keep Truckin) since 2017. What began as a compliance tool to ensure that we met federally mandated guidelines for electronic logging with fleet data has become a key supportive technology for Cascade's CORE Health & Safety program. Motive has continued to evolve technology to measure driver safety and diagnostics of the equipment. This commitment to improvement not only keeps drivers and the public safe but also moves us closer to our zero-incident goal. Hear more about how we drive toward a zero-incident goal in this video.

WATCH THE VIDEO

Our compliance team has implemented an internal intervention system when BASICs reach certain thresholds. These actions and controls are put in place to reduce the BASIC category. They include:

- Mandatory and immediate training to specifically address deficiencies and drive compliance improvement
- Review and update of internal programming and policies
- Routine communications to all employees on inspection and compliance activity
- Monthly dashboard on DOT compliance requirements
- Supplementing our internal maintenance and repair efforts with external support

- Consolidating all fleet-related programs to drive awareness campaigns and accountability for compliance
- Increase of internal auditing for compliance with all fleet-related policies
- Investing in systems for better data tracking and analysis, such as a Motor Vehicle Report (MVR) monitoring service to alert the company to BASICs compliance related issues

We are proud of our compliance record with both on- and off-road vehicles and portable equipment. Our fleet management team continues to drive compliance through:

- Replacing older vehicles with new, fuel efficient and lower emission models
- Removing equipment powered by lower tiered engines

- Adhering to preventative maintenance schedules

Memberships

Actively engaging in professional, industry, and non-profit organizations fosters the personal and professional growth of our employees. It also provides a platform to connect with our stakeholders outside of the routine business setting. We fully support these memberships and our proud of our employees who serve these organizations.

American Council of Engineering Companies

American Exploration & Mining Association

American Institute of Professional Geologists

American Society of Professional Engineers

Arizona Hydrological Society

Association of Engineering Geologists

Association of Environmental & Engineering Geologists

Association of Environmental Health and Sciences

Association of State Dam Safety Officials

Bay Planning Coalition

Central Pennsylvania Geotechnical Council

Colorado Environmental Management Society

Colorado Mining Association

Cybersecurity and Infrastructure Security Agency (CISA)

Elk Grove Community Emergency Response Team

Engineering News Record

Environmental Professionals of Arizona

Five Towns Kiwanis

Florida Association of Environmental Professionals

Geologic Association of America

Geologic Association of Nevada

Georgia Association of Environmental Professionals

Groundwater Resource Association

Hudson Mohawk Professional Geologic Association

Idaho Department of Water Resources

Idaho Groundwater Association

Industrial Association of Contra Costa County

InfraGard

International Risk Management Institute

International Society of Sustainability Professionals

LeanIn

Long Island Association of Professional Geologists

National Association of Environmental Professionals

National Drilling Association

National Ground Water Association

Nevada Groundwater Remediation Association

New York State Council of Professional Geologists

North American Tunneling Association

Northwest Environmental Business Council

Northwest Environmental Council

Professional Environmental Marketing Association

Project Management Institute

Society for Human Resource Management

Society Mining Engineers

Society of American Military Engineers

Society of Economic Geologists

Society of Mining, Metallurgy, and Exploration

South Florida Remediation Association

Sustainable Remediation Forum

Texas Association of Environmental Professionals

Utah Geologic Association

West Texas Geological Society

Western States Petroleum Association

Women in Environment

GRI CONTENT INDEX

STATEMENT OF USE

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 1: Foundation	Statement of Use	Cascade's 2023 Corporate Sustainability Report has been prepared with reference to the GRI Standards for Sustainability Reporting.	85	

THE ORGANIZATION AND ITS REPORTING PRACTICES

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 2: General Disclosures 2021	2-1 Organizational details	Our Brands	9-11	
	2-2 Entities included in the organization's sustainability reporting	Reporting Standards	4	As a privately held firm, Cascade does not publicly release consolidated statements.
	2-3 Reporting period, frequency and contact point	Reporting Standards	4	
	2-4 Restatements of information	Restatement of information	5	
	2-5 External assurance	Reporting Standards	4	

ACTIVITIES AND WORKERS

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 2: General Disclosures 2021	2-6 Activities, value and other business relationships	Our Brands; Our Value Chain	9-18	Total capitalization omitted. As a privately held firm, Cascade's financial data is not publicly disclosed.
	2-7 Employees	Employment; Appendix A New Hires	62; A16, A23	Data includes all employees on active status as of the end of the calendar year. Since temporary employees and subcontracted labor are not on the Company's payroll, their data is not included in the report.
	2-8 Workers who are employees	Appendix A - Total Employees by Content Type	A16	

GOVERNANCE

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Governance Structure; Appendix A- Diversity of Governance Bodies	72; A23	
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance Structure	72	
	2-13 Delegation of responsibility for managing impacts	Governance Structure	72	
	2-16 Communication of critical concerns	Communication	72	
	2-17 Collective knowledge of the highest governance body	Communication	72	

STRATEGY, POLICIES, AND PRACTICES

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Message from the CEO	2-3	
	2-23 Policy commitments	Values & Commitments	74-76	
	2-24 Embedding policy commitments	Values & Commitments	74-76	
	2-25 Processes to remediate negative impacts	Values & Commitments	74-76	
	2-26 Mechanisms for seeking advice and raising concerns	Values & Commitments	74-76	
	2-27 Compliance with laws and regulations	Regulatory Compliance	78-83	a 'significant fine' is one that resulted in monetary penalty greater than $10,000. A 'significant spill' is one that involved a reportable quantity under hazardous materials regulations.
	2-28 Membership associations	Memberships	84	

STAKEHOLDER ENGAGEMENT

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Stakeholder Engagement	19	
	2-30 Collective bargaining agreements	Stakeholder Engagement	20	

MATERIALITY

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Topics	5-7	
	3-2 List of material topics	Material Topics	5-7	
	3-3 Management of material topics	Management Approach	8	

ECONOMIC PERFORMANCE

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Performance	21	Reporting net sales, jobs performed, and community investment. As a privately held firm, Cascade's financial data is not publicly disclosed.
	201-2 Financial implications and other risks and opportunities due to climate change	Economic Performance	22-25	
	201-3 Defined benefit plan obligations and other retirement plans	Employment	42-44	Employer contributions to 401(k) plans come from the company's general resources. The company does not provide employee pensions and therefore has no pension liability.
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to minimum wage	Economic Performance; Appendix A Entry Level Salaries;	26; A1-A2	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Our Supply Chain	14-16	Local businesses are included in our Tier 3 and 4 classifications and typically service no more than two Cascade locations. Regional vendors service three or more Cascade locations.

ENVIRONMENTAL PERFORMANCE

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 302: Energy 2016	302-1 Energy use by source	Energy	27-30	
	302-1 Energy intensity ratio	Energy	27-30	
	302-4 Reductions of energy consumption	Energy	27-30	
	302-5 Reductions in energy requirements of products and services	Energy, Sustainable Remediation	27-30; 32-36	
GRI 305: Emissions 2016	305-1 Direct GHG emissions (Scope 1)	GHG Emissions	31	
	305-2 Indirect GHG emissions (Scope 2)	GHG Emissions	31	
	305-4 GHG emissions intensity ratio	GHG Emissions	31	
	305-5 GHG reductions realized	GHG Emissions	31	
	305-6 Emissions of ozone-depleting substances (ODS)	GHG Emissions	31	
	305-7 Nitrogen oxide (NOx), sulfur oxides (SOx), and other significant emissions	GHG Emissions	31	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Our Value Chain	16	
	308-2 Negative environmental impacts in the supply chain and actions taken	Our Value Chain	16	

SOCIAL PERFORMANCE

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 401: Employment 2016	401-1 New employee hires	New Hire; Appendix A- Employee Retention	38-39 A3-A8	The number and rate of new hires and employee turnover by region are omitted. All employees are based in the USA and the company does not segment the data regions within the United States.
	401-2 Benefits	Employment	42-44	
	401-3 Parental leave	Employment; Appendix A- Parental Leave Data	43-44 A15	
GRI 403: Occupational Health and Safety 2016	403-1 Occupational health and safety management system	Health & Safety	45-46	
	403-2 Hazard identification, risk assessment, and incident investigation	Health & Safety	47-51	Estimated value of loss prevention is calculated based on the average cost per injury related to the selected observation mitigation effort.
	403-3 Occupational health services	Health & Safety	52	
	403-4 Roles and responsibilities of joint management-worker health and safety committees	Health & Safety	53-55	
	403-5 Worker training on occupational health and safety	Health & Safety	59-60	
	403-6 Promotion of worker health	Health & Safety	52	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health & Safety	47-51	Employees maintain control over operations
	403-8 Workers covered by an occupational health and safety management system	Health & Safety		All employees are covered under the CORE Health & Safety Program.
	403-9 Work-related injuries	Health & Safety	56-58	Data is reported for employees only.
	403-10 Work-related ill health	Health & Safety	56-58	Employees are medically evaluated with a pre-employment physical an annual physical thereafter to determine medically fit to perform the work-related tasks at Cascade.

SOCIAL PERFORMANCE

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Training & Professional Development	59-60	Cascade does not track track training by gender or category.
	404-2 Programs for upgrading employee skills and transition assistance programs	Training & Professional Development	61	Cascade does not provide transition assistance
	404-3 Performance and career development reviews	Training & Professional Development	16	Cascade does not track by gender or job category. Reporting for total workforce only. The number of performance reviews conducted in 2023 was not recorded due to the transition to a new human capital management software system. We expect to resume tracking in 2024.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Our Value Chain	16	
	414-2 Negative social impacts in the supply chain and actions taken	Our Value Chain	16	
GRI 405: Diversity & Equal Opportunity 2016	405-1 Diversity of employees	Diversity & Inclusion; Appendix A-Workforce Diversity Data	62-67; A16-A22	
	405-2 Ratio of basic salary and remuneration of women to men	Diversity & Inclusion; Appendix-A Entry Level Salaries	67-68; A1-A2	
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination	Diversity & Inclusion	69	

SASB DISCLOSURES

SASB STANDARDS INDEX
SASB SECTOR: INFRASTRUCTURE
SASB INDUSTRY: ENGINEERING & CONSTRUCTION SERVICES

RELEVANT ISSUES

ENVIRONMENT

Topic	SASB Metric	Code	Location in Report	Notes
Environmental Impacts of Project Development	Number of incidents of non-compliance with environmental permits, standards, and regulations	IF-EN-160a.1	Regulatory Compliance, Page 78-83	
	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	IF-EN-160a.2	Sustainable Remediation, Page 32-36	

SOCIAL CAPITAL

Topic	SASB Metric	Code	Location in Report	Notes
Structural Integrity & Safety	Amount of defect- and safety-related rework costs	IF-EN-250a.1	Not applicable	We do not have defect- and safety-related rework costs
	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	IF-EN-250a.2	Same Compliance	Zero for the reporting period

HUMAN CAPITAL

Topic	SASB Metric	Code	Location in Report	Notes
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	IF-EN-320a.1	Health & Safety, Page 56-58	

BUSINESS MODEL & INNOVATION

Topic	SASB Metric	Code	Location in Report	Notes
Lifecycle Impacts of Buildings & Infrastructure	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	IF-EN-410a.1	Not applicable	We work closely with our clients to support their sustainability initiatives, including the incorporation of sustainability-related standards in their project work. Since our clients manage the certification process, and we perform only a portion of subcontract work on remediation projects, we do not have an accurate data on this disclosure.

SASB DISCLOSURES

BUSINESS MODEL & INNOVATION

Topic	SASB Metric	Code	Location in Report	Notes
Lifecycle Impacts of Buildings & Infrastructure	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	IF-EN-410a.2	Sustainable Remediation, Page 32-36	Cascade offers remediation services and technologies to help our clients achieve their sustainability goals.
Climate Impacts of Business Mix	Amount of backlog for (1) hydrocarbon related projects and (2) renewable energy projects	IF-EN-410b.1	Not applicable	We do not perform this type of work.
	Amount of backlog cancellations associated with hydrocarbon-related projects	IF-EN-410b.2	Not applicable	We do not perform this type of work.
	Amount of backlog for non-energy projects associated with climate change mitigation	IF-EN-410b.3	Not applicable	We do not perform this type of work.

GOVERNANCE

Topic	SASB Metric	Code	Location in Report	Notes
Business Ethics	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	IF-EN-510a.1	Not applicable	Cascade operates solely in the United States of America.
	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anticompetitive practices.	IF-EN-510a.2	Values & Commitments, Page 74-77	Zero
	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in the project bidding processes	IF-EN-510a.3	Values & Commitments, Page 74-77	
	ACTIVITY METRIC	**CODE**		
	Number of active projects (active but not complete)	IF-EN-000.A	Not available	As a privately held firm, Cascade reports only on the number of completed jobs.
	Number of commissioned projects (completed)	IF-EN-000.B	Economic Performance, Page 21	4930
	Total backlog	IF-EN-000.B	Not available	As a privately held firm, Cascade does not disclose total backlog.

APPENDIX A

Entry Level Salaries

2023 ENTRY LEVEL HIRE AVERAGE VS. STATE MINIMUM WAGE

	FEMALE			MALE			TOTAL		
	MIN OF % STATE MIN	AVERAGE OF % OF STATE MIN	MAX OF % STATE MIN	MIN OF % OF STATE MIN	AVERAGE OF % OFSTATE MIN	MAX OF % STATE MIN	MIN OF % OF STATE MIN	AVG OF % OF STATE MIN	MAX OF % OF STATE MIN
ADMINISTRATIVE ASST	123%	225%	345%	N/A	N/A	N/A	123%	225%	345%
DRILLER ASST	N/A	N/A	N/A	120%	197%	359%	120%	197%	359%
FIELD ASST	154%	226%	290%	142%	212%	359%	142%	214%	359%
FIELD TECHNICIAN	345%	345%	345%	248%	308%	331%	248%	314%	345%
HR COORDINATOR	168%	168%	168%	N/A	N/A	N/A	168%	168%	168%
LABORER	N/A	N/A	N/A	142%	180%	359%	142%	180%	359%
SHOP HELPER	N/A	N/A	N/A	127%	132%	133%	127%	132%	133%
GRAND TOTAL	**123%**	**232%**	**345%**	**120%**	**200%**	**359%**	**120%**	**201%**	**359%**

2022 ENTRY LEVEL HIRE AVERAGE VS. STATE MINIMUM WAGE

	FEMALE			MALE			TOTAL		
	MIN OF % STATE MIN	AVERAGE OF % OF STATE MIN	MAX OF % STATE MIN	MIN OF % OF STATE MIN	AVERAGE OF % OFSTATE MIN	MAX OF % STATE MIN	MIN OF % OF STATE MIN	AVG OF % OF STATE MIN	MAX OF % OF STATE MIN
ACCOUNTING CLERK	185%	185%	185%	N/A	N/A	N/A	185%	185%	185%
ADMINISTRATIVE ASST	157%	213%	283%	N/A	N/A	N/A	157%	213%	283%
DRILLER ASST	164%	224%	262%	133%	197%	386%	133%	198%	386%
FIELD ASST	N/A	N/A	N/A	133%	200%	331%	133%	200%	331%
FIELD TECHNICIAN	N/A	N/A	N/A	276%	283%	290%	276%	283%	290%
LABORER	N/A	N/A	N/A	158%	164%	173%	158%	164%	173%
SHOP HELPER	N/A	N/A	N/A	136%	144%	152%	136%	144%	152%

2021 ENTRY LEVEL HIRE AVERAGE VS. STATE MINIMUM WAGE

	FEMALE MIN OF % STATE MIN	MALE MIN OF % STATE MIN MEN	FEMALE AVERAGE OF % OF STATE MIN	MALE AVERAGE OF % OF STATE MIN	FEMALE MAX OF % OF STATE MIN	MALE MAX OF % OF STATE MIN	TOTAL MIN OF % OF STATE MIN	TOTAL AVG OF % OF STATE MIN	TOTAL MAX OF % OF STATE MIN
ADMINISTRATIVE ASST	161%	160%	213%	160%	283%	160%	160%	207%	283%
DRILLER ASST	170%	131%	194%	192%	217%	303%	131%	192%	303%
FIELD ASST	N/A	124%	N/A	172%	N/A	269%	124%	172%	269%
LABORER	N/A	200%	N/A	200%	N/A	200%	200%	200%	200%
SHOP HELPER	N/A	132%	N/A	134%	N/A	136%	132%	134%	136%
GRAND TOTAL	**161%**	**124%**	**209%**	**188%**	**283%**	**303%**	**124%**	**189%**	**303%**

2023 ENTRY LEVEL HIRE AVERAGE VS. FEDERAL MINIMUM WAGE

	FEMALE			MALE			TOTAL		
	MIN OF % FED MIN	AVERAGE OF % OF FED MIN	MAX OF % FED MIN	MIN OF % OF FED MIN	AVERAGE OF % FED MIN	MAX OF % FED MIN	MIN OF % OF FED MIN	AVG OF % OF FED MIN	MAX OF % OF FED MIN
ADMINISTRATIVE ASST	255%	286%	345%	N/A	N/A	N/A	255%	286%	345%
DRILLER ASST	N/A	N/A	N/A	234%	297%	386%	234%	297%	386%
FIELD ASST	290%	302%	338%	241%	317%	407%	241%	316%	407%
FIELD TECHNICIAN	345%	345%	345%	248%	320%	359%	248%	324%	359%
HR COORDINATOR	365%	365%	365%	N/A	N/A	N/A	365%	365%	365%
LABORER	N/A	N/A	N/A	276%	319%	359%	276%	319%	359%
SHOP HELPER	N/A	N/A	N/A	262%	272%	276%	262%	272%	276%
GRAND TOTAL	**255%**	**306%**	**365%**	**234%**	**302%**	**407%**	**234%**	**302%**	**407%**

2022 ENTRY LEVEL HIRE AVERAGE VS. FEDERAL MINIMUM WAGE

	FEMALE			MALE			TOTAL		
	MIN OF % FED MIN	AVERAGE OF % OF FED MIN	MAX OF % FED MIN	MIN OF % OF FED MIN	AVERAGE OF % FED MIN	MAX OF % FED MIN	MIN OF % OF FED MIN	AVG OF % OF FED MIN	MAX OF % OF FED MIN
ACCOUNTING CLERK	331%	331%	331%	N/A	N/A	N/A	331%	331%	331%
ADMINISTRATIVE ASST	282%	300%	352%	N/A	N/A	N/A	282%	300%	352%
DRILLER ASST	234%	266%	290%	234%	280%	475%	234%	279%	475%
FIELD ASST	N/A	N/A	N/A	221%	287%	362%	221%	287%	362%
FIELD TECHNICIAN	N/A	N/A	N/A	276%	283%	290%	276%	283%	290%
LABORER	N/A	N/A	N/A	283%	294%	310%	283%	294%	310%
SHOP HELPER	N/A	N/A	N/A	248%	262%	276%	248%	262%	276%
GRAND TOTAL	**234%**	**288%**	**352%**	**221%**	**281%**	**475%**	**221%**	**282%**	**475%**

2021 ENTRY LEVEL HIRE AVERAGE VS. FEDERAL MINIMUM WAGE

	FEMALE			MALE			TOTAL		
	MIN OF % FED MIN	AVERAGE OF % OF FED MIN	MAX OF % FED MIN	MIN OF % OF FED MIN	AVERAGE OF % FED MIN	MAX OF % FED MIN	MIN OF % OF FED MIN	AVG OF % OF FED MIN	MAX OF % OF FED MIN
ADMINISTRATIVE ASST	276%	308%	345%	269%	269%	269%	269%	303%	345%
DRILLER ASST	234%	248%	262%	207%	272%	462%	207%	272%	462%
FIELD ASST	N/A	N/A	N/A	221%	266%	317%	221%	266%	317%
LABORER	N/A	N/A	N/A	331%	331%	331%	331%	331%	331%
SHOP HELPER	N/A	N/A	N/A	228%	231%	234%	228%	231%	234%
GRAND TOTAL	**234%**	**295%**	**345%**	**207%**	**271%**	**462%**	**207%**	**272%**	**462%**

New Hires

NEW HIRE EMPLOYEE COUNT BY GENDER*

* Gender as specified by the employee themselves

2023

	FEMALE		MALE		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	1	100%	1
FIRST AND MID-LEVEL MGMT	1	17%	5	83%	6
PROFESSIONALS	5	50%	5	50%	10
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	2	100%	0	0%	2
ADMIN SUPPORT WORKERS	7	100%	0	0%	7
CRAFT WORKERS - SKILLED	0	0%	48	100%	48
OPERATIVES - SEMI-SKILLED	0	0%	140	100%	140
LABORERS/ HELPER	5	9%	50	91%	55
GRAND TOTAL	**0**	**7%**	**249**	**93%**	**269**

2022

	FEMALE		MALE		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	1	100%	1
FIRST AND MID-LEVEL MGMT	3	38%	5	62%	8
PROFESSIONALS	0	0%	6	100%	6
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	0	0%	0	0%	0
ADMIN SUPPORT WORKERS	10	91%	1	9%	11
CRAFT WORKERS - SKILLED	0	0%	56	100%	56
OPERATIVES - SEMI-SKILLED	4	2%	173	98%	177
LABORERS/ HELPER	0	0%	52	100%	52
GRAND TOTAL	**17**	**5%**	**294**	**95%**	**311**

2021

	FEMALE		MALE		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	0	0%	0
FIRST AND MID-LEVEL MGMT	0	0%	5	100%	5
PROFESSIONALS	2	33%	4	67%	6
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	1	50%	1	50%	2
ADMIN SUPPORT WORKERS	9	90%	1	10%	10
CRAFT WORKERS - SKILLED	0	0%	45	100%	45
OPERATIVES - SEMI-SKILLED	2	1%	156	99%	158
LABORERS/ HELPER	0	0%	27	100%	27
GRAND TOTAL	**14**	**6%**	**239**	**94%**	**253**

NEW HIRE EMPLOYEE COUNT BY MINORITY POPULATION*

* Race/ethnicity as specified by the employee themselves.

2023 ETHNICITY

	MINORITY		NON-MINORITY		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	1	100%	1
FIRST AND MID-LEVEL MGMT	2	33%	4	67%	6
PROFESSIONALS	3	30%	7	70%	10
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	0	0%	2	100%	2
ADMIN SUPPORT WORKERS	2	29%	5	71%	7
CRAFT WORKERS - SKILLED	9	19%	39	81%	48
OPERATIVES - SEMI-SKILLED	56	40%	84	60%	140
LABORERS/ HELPER	27	49%	28	51%	55
GRAND TOTAL	99	37%	170	63%	269

2022 ETHNICITY

	MINORITY		NON-MINORITY		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	1	100%	0	0%	1
FIRST AND MID-LEVEL MGMT	4	50%	4	50%	8
PROFESSIONALS	2	33%	4	67%	6
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	0	0%	0	0%	0
ADMIN SUPPORT WORKERS	2	18%	9	82%	11
CRAFT WORKERS - SKILLED	17	30%	39	70%	56
OPERATIVES - SEMI-SKILLED	75	42%	102	58%	177
LABORERS/ HELPER	28	54%	24	46%	52
GRAND TOTAL	129	41%	182	59%	311

2021 ETHNICITY

	MINORITY		NON-MINORITY		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	0	0%	0
FIRST AND MID-LEVEL MGMT	0	0%	5	100%	5
PROFESSIONALS	1	17%	5	83%	6
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	0	0%	2	100%	2
ADMIN SUPPORT WORKERS	6	60%	4	40%	10
CRAFT WORKERS - SKILLED	15	33%	30	67%	45
OPERATIVES - SEMI-SKILLED	73	46%	85	54%	158
LABORERS/ HELPER	14	52%	13	48%	27
GRAND TOTAL	**109**	**43%**	**144**	**57%**	**253**

NEW HIRE AGE COMPOSITION BY JOB CATEGORY

2023 AGE

	UNDER AGE 30		AGE 30 - 50		AGE 50+		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	1	100%	0	0%	1
FIRST AND MID-LEVEL MGMT	0	33%	3	50%	3	50%	6
PROFESSIONALS	0	0%	7	70%	3	30%	10
TECHNICIANS	0	0%	0	0%	0	0%	0
SALES WORKERS	1	50%	1	50%	0	0%	2
ADMIN SUPPORT WORKERS	1	15%	5	72%	1	14%	7
CRAFT WORKERS - SKILLED	18	37%	23	48%	7	15%	48
OPERATIVES - SEMI-SKILLED	84	60%	49	35%	7	5%	140
LABORERS/ HELPER	31	56%	22	40%	2	4%	55
GRAND TOTAL	**135**	**50%**	**111**	**41%**	**23**	**9%**	**269**

2022 AGE

	UNDER AGE 30		AGE 30 - 50		AGE 50+		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MANAGEMENT	0	0%	0	0%	1	100%	1
FIRST AND MID-LEVEL MGMT	0	0%	5	62%	3	38%	8
PROFESSIONALS	2	33%	2	33%	2	33%	6
TECHNICIANS	0	0%	0	0%	0	0%	0
SALES WORKERS	0	0%	0	0%	0	0%	0
ADMIN SUPPORT WORKERS	3	28%	4	36%	4	36%	11
CRAFT WORKERS - SKILLED	14	25%	32	57%	10	18%	56
OPERATIVES - SEMI-SKILLED	107	60%	65	37%	5	3%	177
LABORERS/ HELPER	27	52%	21	40%	4	8%	52
GRAND TOTAL	**153**	**49%**	**129**	**42%**	**29**	**9%**	**311**

2021 AGE

	UNDER AGE 30		AGE 30 - 50		AGE 50+		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	0	0%	0	0%	0
FIRST AND MID-LEVEL MGMT	0	0%	3	60%	2	40%	5
PROFESSIONALS	1	17%	5	83%	0	0%	6
TECHNICIANS	0	0%	0	0%	0	0%	0
SALES WORKERS	0	0%	2	100%	0	0%	2
ADMIN SUPPORT WORKERS	0	0%	7	70%	3	30%	10
CRAFT WORKERS - SKILLED	16	36%	25	55%	4	9%	45
OPERATIVES - SEMI-SKILLED	91	57%	61	39%	6	4%	158
LABORERS/ HELPER	17	63%	10	37%	0	0%	27
GRAND TOTAL	**125**	**49%**	**113**	**45%**	**15**	**6%**	**253**

Employee Retention

TOTAL EMPLOYEE TURNOVER BY GENDER*

* Gender as specified by the employee themselves

2023 GENDER

	FEMALE		MALE		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	1	100%	1
FIRST AND MID-LEVEL MGMT	0	0%	5	100%	5
PROFESSIONALS	1	20%	4	80%	5
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	0	0%	1	100%	1
ADMIN SUPPORT WORKERS	13	100%	0	0%	13
CRAFT WORKERS - SKILLED	0	0%	76	100%	76
OPERATIVES - SEMI-SKILLED	2	2%	110	98%	112
LABORERS/ HELPER	1	3%	36	97%	37
GRAND TOTAL	**17**	**7%**	**233**	**93%**	**250**

2022 GENDER

	FEMALE		MALE		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	2	100%	2
FIRST AND MID-LEVEL MGMT	4	31%	9	69%	13
PROFESSIONALS	2	33%	4	67%	6
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	2	67%	1	33%	3
ADMIN SUPPORT WORKERS	4	80%	1	20%	5
CRAFT WORKERS - SKILLED	0	0%	77	100%	77
OPERATIVES - SEMI-SKILLED	2	2%	119	98%	121
LABORERS/ HELPER	0	0%	28	100%	28
GRAND TOTAL	**14**	**5%**	**241**	**95%**	**255**

2021 GENDER

	FEMALE		MALE		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	0	0%	0
FIRST AND MID-LEVEL MGMT	1	8%	9	69%	10
PROFESSIONALS	0	0%	8	133%	8
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	0	0%	2	67%	2
ADMIN SUPPORT WORKERS	11	220%	1	20%	12
CRAFT WORKERS - SKILLED	0	0%	83	108%	83
OPERATIVES - SEMI-SKILLED	3	2%	132	109%	135
LABORERS/ HELPER	1	4%	27	96%	28
GRAND TOTAL	**16**	**6%**	**262**	**103%**	**278**

TOTAL EMPLOYEE TURNOVER BY MINORITY POPULATION*

* Race/ethnicity as specified by the employee themselves.

2023 ETHNICITY

	MINORITY		NON-MINORITY		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	1	100%	1
FIRST AND MID-LEVEL MGMT	1	20%	4	80%	5
PROFESSIONALS	1	20%	4	80%	5
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	0	0%	1	100%	1
ADMIN SUPPORT WORKERS	3	23%	10	77%	13
CRAFT WORKERS - SKILLED	19	25%	57	75%	76
OPERATIVES - SEMI-SKILLED	42	38%	70	62%	112
LABORERS/ HELPER	23	62%	14	38%	37
GRAND TOTAL	89	36%	161	64%	250

2022 ETHNICITY

	MINORITY		NON-MINORITY		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	50%	1	50%	2
FIRST AND MID-LEVEL MGMT	3	23%	10	77%	13
PROFESSIONALS	1	17%	5	83%	6
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	0	0%	3	100%	3
ADMIN SUPPORT WORKERS	1	20%	4	80%	5
CRAFT WORKERS - SKILLED	20	26%	57	74%	77
OPERATIVES - SEMI-SKILLED	55	45%	66	55%	121
LABORERS/ HELPER	9	32%	19	68%	28
GRAND TOTAL	90	35%	165	65%	255

2021 ETHNICITY

	MINORITY		NON-MINORITY		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	0	0%	0
FIRST AND MID-LEVEL MGMT	3	30%	7	70%	10
PROFESSIONALS	1	12%	7	88%	8
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	0	0%	2	100%	2
ADMIN SUPPORT WORKERS	4	33%	8	67%	12
CRAFT WORKERS - SKILLED	20	24%	63	76%	83
OPERATIVES - SEMI-SKILLED	67	50%	68	50%	135
LABORERS/ HELPER	9	32%	19	68%	28
GRAND TOTAL	**104**	**37%**	**174**	**63%**	**278**

TOTAL EMPLOYEE TURNOVER BY AGE COMPOSITION

2023 AGE

	UNDER AGE 30		AGE 30 - 50		AGE 50+		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	0	0%	1	100%	1
FIRST AND MID-LEVEL MGMT	0	0%	1	20%	4	80%	5
PROFESSIONALS	0	0%	2	40%	3	60%	5
TECHNICIANS	0	0%	0	0%	0	0%	0
SALES WORKERS	0	0%	0	0%	1	100%	1
ADMIN SUPPORT WORKERS	3	23%	3	23%	7	54%	13
CRAFT WORKERS - SKILLED	18	24%	39	51%	19	25%	76
OPERATIVES - SEMI-SKILLED	63	56%	44	39%	5	5%	112
LABORERS/ HELPER	16	43%	20	54%	1	3%	37
GRAND TOTAL	**100**	**40%**	**109**	**44%**	**41**	**16%**	**250**

2022 AGE

	UNDER AGE 30		AGE 30 - 50		AGE 50+		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	0	0%	2	100%	2
FIRST AND MID-LEVEL MGMT	0	0%	7	54%	6	46%	13
PROFESSIONALS	1	17%	3	50%	2	33%	6
TECHNICIANS	0	0%	0	0%	0	0%	0
SALES WORKERS	0	0%	1	33%	2	67%	3
ADMIN SUPPORT WORKERS	1	20%	2	40%	2	40%	5
CRAFT WORKERS - SKILLED	15	19%	47	61%	15	19%	77
OPERATIVES - SEMI-SKILLED	62	51%	52	43%	7	6%	121
LABORERS/ HELPER	15	54%	9	32%	4	14%	28
GRAND TOTAL	**94**	**37%**	**121**	**47%**	**40**	**16%**	**255**

2021 AGE

	UNDER AGE 30		AGE 30 - 50		AGE 50+		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	0	0%	0	0.00%	0
FIRST AND MID-LEVEL MGMT	0	0%	5	50%	5	50%	10
PROFESSIONALS	1	12%	4	50%	3	38%	8
TECHNICIANS	0	0%	0	0%	0	0%	0
SALES WORKERS	0	0%	1	50%	1	50%	2
ADMIN SUPPORT WORKERS	1	8%	7	58%	4	34%	12
CRAFT WORKERS - SKILLED	21	25%	43	52%	19	23%	83
OPERATIVES - SEMI-SKILLED	75	56%	52	38%	8	6%	135
LABORERS/ HELPER	12	43%	14	50%	2	7%	28
GRAND TOTAL	**110**	**40%**	**126**	**50%**	**42**	**15%**	**278**

Parental Leave Data

	2023	2022	2021
Total employees entitled to parental leave:	809	796	756
Male employees entitled to parental leave:	717	709	674
Female employees entitled to parental leave:	92	87	82
Total number of employees that took parental leave	7	3	0
Male employees that took parental leave	6	2	0
Female employees that took parental leave	1	1	0
Total number of employees that returned to work in the reporting period after parental leave ended	7	0	0
Male employees that returned to work in the reporting period after parental leave ended	6	0	0
Female employees that returned to work in the reporting period after parental leave ended	1	0	0
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	5	2	1

Workforce Diversity Data

Total Employees by Contract Type

Permanent employees are considered full time employees who are hired to work 30 or more hours a week.

Part-time employees are considered permanent employees and have been hired to work between 20-29 hours a week on a consistent schedule and are partially benefit eligible. The part-time employees are included in the total number of permanent employees.

A temporary employee is considered someone who works less than 20 hours per week. These employees are not eligible to receive benefits.

	Male	Female	Total
TOTAL EMPLOYEES	**717**	**92**	**809**
FULL TIME (PERMANENT) EMPLOYEES	717	92	809
TEMPORARY EMPLOYEES	15	1	16

Employees by Job Category

CATEGORY	2023	2022	2021
EXEC AND SR MGMT	22	20	19
FIRST AND MID-LEVEL MGMT	74	64	65
PROFESSIONALS	72	75	76
TECHNICIANS	1	2	2
SALES WORKERS	9	9	14
ADMINISTRATIVE SUPPORT WORKERS	37	47	38
CRAFT WORKERS - SKILLED	321	318	310
OPERATIVES - SEMI-SKILLED	215	213	198
LABORERS/HELPER	58	48	34
GRAND TOTAL	**809**	**796**	**756**

Employees by Gender*

* Gender as specified by the employees themselves

2023 GENDER

	FEMALE		MALE		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	3	14%	19	86%	22
FIRST AND MID-LEVEL MGMT	18	24%	56	76%	74
PROFESSIONALS	25	35%	47	65%	72
TECHNICIANS	0	0%	1	100%	1
SALES WORKERS	4	44%	5	56%	9
ADMINISTRATIVE SUPPORT WORKERS	35	95%	2	5%	37
CRAFT WORKERS - SKILLED	2	1%	319	99%	321
OPERATIVES - SEMI-SKILLED	0	0%	215	100%	215
LABORER / HELPER	5	9%	53	91%	58
GRAND TOTAL	92	11%	717	89%	809

2022 GENDER

	FEMALE		MALE		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	3	15%	17	85%	20
FIRST AND MID-LEVEL MGMT	14	22%	50	78%	64
PROFESSIONALS	19	25%	56	75%	75
TECHNICIANS	0	0%	2	100%	2
SALES WORKERS	2	22%	7	78%	9
ADMINISTRATIVE SUPPORT WORKERS	45	96%	2	4%	47
CRAFT WORKERS - SKILLED	2	1%	316	99%	318
OPERATIVES - SEMI-SKILLED	2	1%	211	99%	213
LABORER / HELPER	0	0%	48	100%	48
GRAND TOTAL	87	11%	709	89%	796

2021 GENDER

	FEMALE		MALE		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	2	11%	17	89%	19
FIRST AND MID-LEVEL MGMT	13	20%	52	80%	65
PROFESSIONALS	26	34%	50	66%	76
TECHNICIANS	0	0%	2	100%	2
SALES WORKERS	3	21%	11	79%	14
ADMINISTRATIVE SUPPORT WORKERS	36	95%	2	5%	38
CRAFT WORKERS - SKILLED	1	0%	309	100%	310
OPERATIVES - SEMI-SKILLED	1	1%	197	99%	198
LABORER / HELPER	0	0%	34	100%	34
GRAND TOTAL	**82**	**11%**	**674**	**89%**	**756**

Employees by Minority Population*

* Race/Ethnic background as specified by the employees themselves

2023 ETHNICITY

	MINORITY		NON-MINORITY		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	22	100%	22
FIRST AND MID-LEVEL MGMT	15	20%	59	80%	74
PROFESSIONALS	12	17%	60	83%	72
TECHNICIANS	0	0%	1	100%	1
SALES WORKERS	0	0%	9	100%	9
ADMINISTRATIVE SUPPORT WORKERS	10	27%	27	73%	37
CRAFT WORKERS - SKILLED	86	27%	235	73%	321
OPERATIVES - SEMI-SKILLED	91	42%	124	58%	215
LABORER / HELPER	29	50%	29	50%	58
GRAND TOTAL	**243**	**30%**	**566**	**70%**	**809**

2022 ETHNICITY

	MINORITY		NON-MINORITY		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	20	100%	20
FIRST AND MID-LEVEL MGMT	10	16%	54	84%	64
PROFESSIONALS	11	15%	64	85%	75
TECHNICIANS	1	50%	1	50%	2
SALES WORKERS	0	0%	9	100%	9
ADMINISTRATIVE SUPPORT WORKERS	14	30%	33	70%	47
CRAFT WORKERS - SKILLED	89	28%	229	72%	318
OPERATIVES - SEMI-SKILLED	80	38%	133	62%	213
LABORER / HELPER	27	56%	21	44%	48
GRAND TOTAL	**232**	**29%**	**564**	**71%**	**796**

2021 ETHNICITY

	MINORITY		NON-MINORITY		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	19	100%	19
FIRST AND MID-LEVEL MGMT	7	11%	58	89%	65
PROFESSIONALS	12	16%	64	84%	76
TECHNICIANS	1	50%	1	50%	2
SALES WORKERS	1	7%	13	93%	14
ADMINISTRATIVE SUPPORT WORKERS	10	26%	28	74%	38
CRAFT WORKERS - SKILLED	78	25%	232	75%	310
OPERATIVES - SEMI-SKILLED	72	36%	126	64%	198
LABORER / HELPER	14	41%	20	59%	34
GRAND TOTAL	**195**	**26%**	**561**	**74%**	**756**

Employees by Age Composition

2023 AGE

	UNDER AGE 30		AGE 30 - 50		AGE 50+		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	8	36%	14	64%	22
FIRST AND MID-LEVEL MGMT	0	0%	38	51%	36	49%	74
PROFESSIONALS	5	7%	40	55%	27	38%	72
TECHNICIANS	0	0%	1	100%	0	0%	1
SALES WORKERS	1	11%	3	33%	5	56%	9
ADMINISTRATIVE SUPPORT WORKERS	1	3%	19	51%	17	46%	37
CRAFT WORKERS - SKILLED	41	13%	166	52%	114	35%	321
OPERATIVES - SEMI-SKILLED	101	47%	86	40%	28	13%	215
LABORER / HELPER	29	50%	26	45%	3	5%	58
GRAND TOTAL	**178**	**22%**	**387**	**48%**	**244**	**30%**	**809**

2022 AGE

	UNDER AGE 30		AGE 30 - 50		AGE 50+		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	6	30%	14	70%	20
FIRST AND MID-LEVEL MGMT	1	1%	33	52%	30	47%	64
PROFESSIONALS	5	7%	38	50%	32	43%	75
TECHNICIANS	0	0%	2	100%	0	0%	2
SALES WORKERS	0	0%	3	33%	6	67%	9
ADMINISTRATIVE SUPPORT WORKERS	4	8%	20	43%	23	49%	47
CRAFT WORKERS - SKILLED	43	13%	162	51%	113	36%	318
OPERATIVES - SEMI-SKILLED	96	45%	90	42%	27	13%	213
LABORER / HELPER	20	42%	26	54%	2	4%	48
GRAND TOTAL	**169**	**21%**	**380**	**48%**	**247**	**31%**	**796**

2021 AGE

	UNDER AGE 30		AGE 30 - 50		AGE 50+		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0.0%	3	16%	16	84%	19
FIRST AND MID-LEVEL MGMT	1	1%	37	57%	27	42%	65
PROFESSIONALS	5	7%	42	55%	29	38%	76
TECHNICIANS	0	0%	2	100%		0%	2
SALES WORKERS	0	0%	6	43%	8	57%	14
ADMINISTRATIVE SUPPORT WORKERS	2	5%	17	45%	19	50%	38
CRAFT WORKERS - SKILLED	35	11%	159	51%	116	37%	310
OPERATIVES - SEMI-SKILLED	78	39%	93	47%	27	14%	198
LABORER / HELPER	16	47%	17	50%	1	3%	34
GRAND TOTAL	**137**	**18%**	**376**	**50%**	**243**	**32%**	**756**

Temporary Employees by Gender*

* Gender as specified by the employees themselves

2023 GENDER

	FEMALE		MALE		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	0	0%	0
FIRST AND MID-LEVEL MGMT	0	0%	0	0%	0
PROFESSIONALS	1	100%	0	0%	1
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	0	0%	0	0%	0
ADMINISTRATIVE SUPPORT WORKERS	0	0%	1	100%	1
CRAFT WORKERS - SKILLED	0	0%	11	100%	11
OPERATIVES - SEMI-SKILLED	0	0%	1	100%	1
LABORER / HELPER	0	0%	2	100%	2
GRAND TOTAL	**1**	**6%**	**15**	**94%**	**16**

Diversity of Governance Bodies

Board

GENDER		AGE			TENURE ON BOARD				
Male	Female	<30	30-50	>50	<3	3-5	5-10	>10	
7	0	0	0	7	0	5	2		1 - Hispanic

Executive Team

CATEGORY		AGE			TENURE AS CHIEF OFFICER				DIVERSITY STATUS
Male	Female	<30	30-50	>50	<3	3-5	5-10	>10	
5	0	0	1	4	1	3	1	0	None