



The Next Level

# 2018 Corporate Sustainability Report

*April 2019*



# TABLE OF CONTENTS

ABOUT THIS REPORT	1
CHIEF EXECUTIVE'S MESSAGE	2
MESSAGE FROM OUR SUSTAINABILITY COUNCIL	5
OUR BUSINESS	6
Mission, Vision, Core Values	7
Cascade Brands	9
Suite of Services	11
Our Markets	12
Awards and Recognition	13
Governance, Ethics & Integrity	14
Supply Chain	15
Memberships	18
OUR STAKEHOLDERS	19
Reporting What Matters	20
MANAGEMENT APPROACH	22
PROTECTING OUR ENVIRONMENT	23
Fuel	23
Sustainable Field Practices	25
Environmental Compliance	27
SERVING OUR CLIENTS	28
MANAGING OUR FLEET	29
INVESTING IN OUR EMPLOYEES	33
Employment	33
Diversity	39
Health & Safety	43
Employee Training & Education	54
COMMUNICATING OUR PERFORMANCE	57
THE NEXT LEVEL	58
GRI CONTENT INDEX	59

# ABOUT THIS REPORT

**We are taking our reporting efforts to the next level with this, our fifth annual report.** This report has been prepared in accordance with the GRI Standards: Core option.

This report covers the calendar year 2018 and, in many places, we've included data from our two previous reports to help our stakeholders understand the trends in our business and our progress towards stated goals. The data provided in the report represents the entire Cascade family of brands unless noted otherwise. Because Cascade is a privately-held company, certain financial information is not publicly released. For reporting purposes, we consider each physical Cascade office or facility a significant location.

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 our procurement partners.

## **Feedback Contact**

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  
Cascade Environmental  
sbruning@cascade-env.com  
567.202.3525

# CHIEF EXECUTIVE'S MESSAGE



**John W. Cowdery**  
President/CEO

## **Welcome to the 2018 Corporate Sustainability Report for Cascade Environmental.**

I am approaching my one-year anniversary with Cascade and my time here so far has been a journey of listening and learning about the needs of the company and the perceptions of our employees.

The company is filled with devoted and talented people extremely skilled in the work they do and are above all, passionate about it. Sustainability has many meanings to many people. As a leader in the environmental services industry, we are supporting a clear vision of sustainability in the projects we work on, the clients we serve, and the communities in which we provide services.

Cascade is taking our Sustainability program to the next level with our five-year vision:

- to be recognized as the health and safety leader in our industry
- to be the employer of choice in our industry
- to be a full-service environmental provider
- to continue to collaborate in partnership with strategic clients as a preferred provider

Cascade has a national footprint as a field services contractor partnering with our clients to provide seamless environmental, geotechnical and water supply solutions from concept to completion. Our work is important in that each of the projects we work on has an inherent sustainability component.

First and foremost, is our commitment to safety. Our safety record and program are far and away the best in the industry. Our employees take safety seriously and are well-trained in identifying and eliminating potential hazards. Their efforts in the field are an excellent example of how we strive to keep our clients safe as well as the locale in which we are performing projects. Cascade's safety program is a true effort in sustaining our workforce, clients, and the communities we serve, and very much part of the Cascade culture.

Our fleet is also a very large part of our existence and instrumental in carrying out our excellent work for our clients. It is imperative that we take a focused approach to enhancing the condition of our assets and regularly inspect, maintain, refurbish and replace in a manner that is suitable for long-lasting use, efficiency of supplies, and the sustainability of the fleet we rely on every day. As the condition and performance of our fleet is a vital component to our long-term strategy for sustained growth and continued financial success, it is at the forefront of our sustainability program.

# CHIEF EXECUTIVE'S MESSAGE (cont'd)

We recognize there are serious risks that may potentially impact our business in a significant way. Our executive team continues to evaluate these risks, identify other potential risks, and put strategy in place to mitigate adverse effects. Our efforts include:

## **Higher intensity and more frequent severe weather impacts to field operations**

- diversify our operations across the country
- maintain fleet to perform in extreme temperatures
- reallocate resources (people and equipment)
- close operations when necessary and assist employees with preparation and recovery
- invest in fuel efficient equipment and reducing on-road mileage

## **Government funding for environmental clean-up**

- diversify operations across environmental and geotechnical markets
- diversify markets served to rely less on government-funded projects

## **Difficulty attracting a younger generation of field services employees**

- partner with trade schools and environmental field programs to mentor students and educate on career opportunities
- launch a workforce diversity council to provide a diverse workplace of our employees to thrive personally and professionally

## **Competitive labor market**

- launch an employee engagement initiative to attract and retain the best and brightest
- focus on recruitment as well as retention
- offer a comprehensive wellness and benefit package
- offer competitive wages
- provide growth opportunities within the organization: career path, professional development training and education, and leadership positions with councils and committees

# CHIEF EXECUTIVE'S MESSAGE (cont'd)

As we move into 2019, our executive team is focused on three primary tenets as the foundation of our success:

- building backlog through greater sales and operational efficiency
- promoting employee engagement by retaining and recruiting the best and brightest in the industry and be regarded as the employer of choice where each employee can build their career
- achieving financial success by exceeding benchmarks within our industry which will provide for continued opportunities for employees, investment in our equipment, and a return for our stakeholders

How does this all weave into our sustainability report? All these elements are a part of the sustainability objectives of planet, people and prosperity. Everything we do, at each of our locations, has an opportunity to be a part of Cascade's commitment to sustainability and you will find in this report the efforts we are making to be a sustainable company.

A handwritten signature in black ink, appearing to be the initials 'JW' or similar, located at the end of the message.

# MESSAGE FROM OUR SUSTAINABILITY COUNCIL



**Sue Bruning**  
Sustainability  
Council Chair

## **What a journey it has been.**

Our company has evolved significantly over the last five years—from a drilling partner to a comprehensive environmental field services contractor. So too has Compass™, Cascade’s Corporate Sustainability program.

The Compass name was quite fitting back in 2014 when Cascade was just launching a formal sustainability program. Together, we navigated through what the triple bottom line really means to the organization and our stakeholders. We’ve learned how Excellence on Every Level translates to sustainability from the grass roots efforts of our Green Team to the highest levels of management on our Sustainability Council.

This year, we created our second-generation Sustainability Plan which we call the 2020 Plan. A large-scale stakeholder engagement effort kicked off the process as well as a total reassessment of our goals and key performance indicators. All of this helped align our efforts with the new GRI Standards.

It’s been a privilege to serve with my peers on Cascade’s Sustainability Council. Compass continues to guide us as we move into the next level of our sustainability journey. I’m optimistic about the road ahead. No doubt there will be challenges and distractions along the way but as we’ve shown time and time again over the last five years—we will turn risk into opportunity and defeat into learning. There’s just no stopping us.

I would like to close by extending my deepest gratitude to all those who have contributed to producing this report. It truly is a year-long process. For Cascade, the reporting process has become much more than pulling data points and putting words on paper. It’s a continuous effort to drive our sustainability mission throughout every single aspect of our business.

*Sue*

# OUR BUSINESS

During our 2018 strategic planning process, we asked ourselves “Why do we exist?” Our employees didn’t hesitate to provide a clear and concise response. We hope you agree with our assessment.

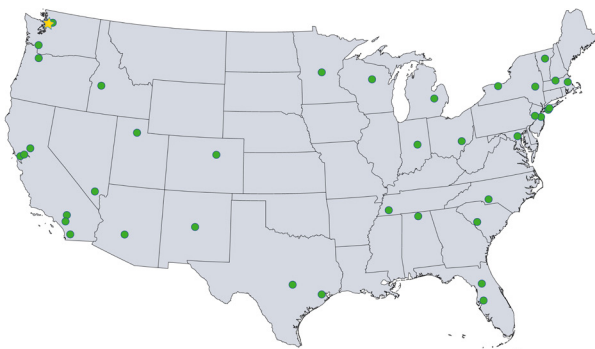
Cascade Environmental exists to provide an organization committed to discovery of creative solutions for environmental, water and geotechnical issues.

**Our work** makes a difference in the accurate characterization of a challenge and through innovation and creativity providing the solution...from concept to completion.

**Our people** are collaborators, we do not give up on challenges, we determine the best direction for positive outcomes.

**Our clients** appreciate the depth and breadth of our technical abilities and prefer to partner with us on their most challenging issues.

We envision a future where Cascade is revolutionized into the most valuable field services contractor that provides seamless environmental, water and geotechnical solutions throughout North America and beyond. We are striving to be the company of choice for both our employees and clients.



*“Cascade has the best staff and technical capabilities within a large organization that provides the necessary bench strength to tackle the large and logistically complex projects.”*

- Senior Program Director

909  
employees

39  
locations

\$229M  
net sales

5,487  
jobs performed



## Mission, Vision, Core Values

Our transition from a regional drilling company to a national field services contractor has been established by acquiring 15 companies in a period of three years. This rapid change can cause confusion in the market place and has caused confusion among our employees. In 2018, we developed a go-to-market statement to define who we are and how we operate throughout our organization.

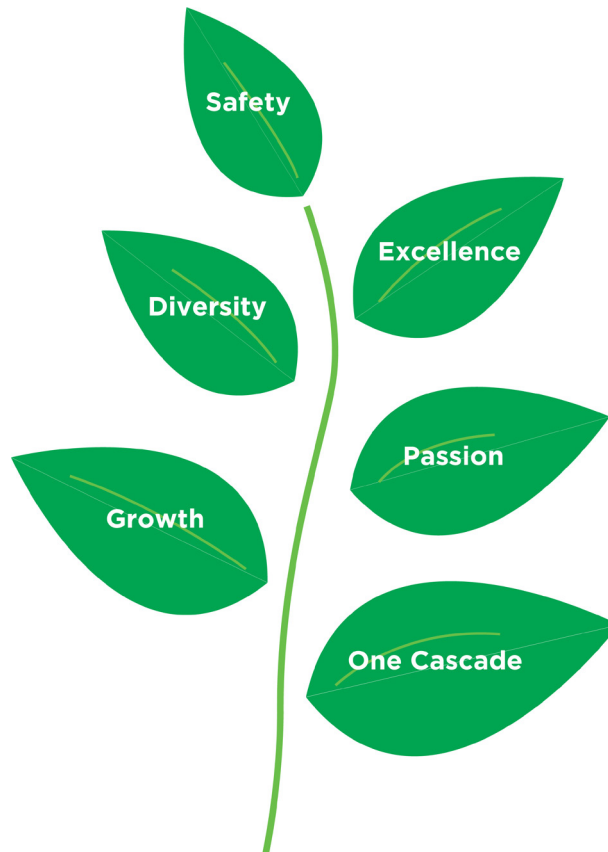
Our mission and vision remain steady. You may notice that our core values have changed this year. This is the direct result of listening to our employees and our clients and going through an exciting self-evaluation. These new core values closely reflect the ideals that guide our employees and will lead to our long-term sustainability.

**Mission:** Cascade is the leading provider of environmental and infrastructure drilling, site characterization, and environmental remediation applications. We are the only nationwide integrated service provider with expert technical capabilities and fleet to fulfill all your project needs—every time.

**Vision:** Our vision is to integrate technology, safety, sustainability and human potential to tackle the challenging environmental and geotechnical issues facing our clients.

*“Cascade is a field services contractor that partners with our clients to provide seamless environmental and geotechnical solutions, from concept to completion.”*

- Cascade's go-to-market statement



## CORE VALUES

### **Safety**

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

---

### **Excellence**

We believe in exceeding expectations in everything we do. We believe in providing outstanding service that gives our clients a competitive edge and makes their job easier.

---

### **Diversity**

We believe that diversity is a key component to our company's success and sustainability into the future.

---

### **Passion**

We love what we do and strive to be excellent on every level, in every function of our company.

### **Growth**

We believe in growing our business in a responsible manner through significant investment in our company, our people and our communities. Growth enables us to provide career advancement for our employees and geographical reach to best serve our clients.

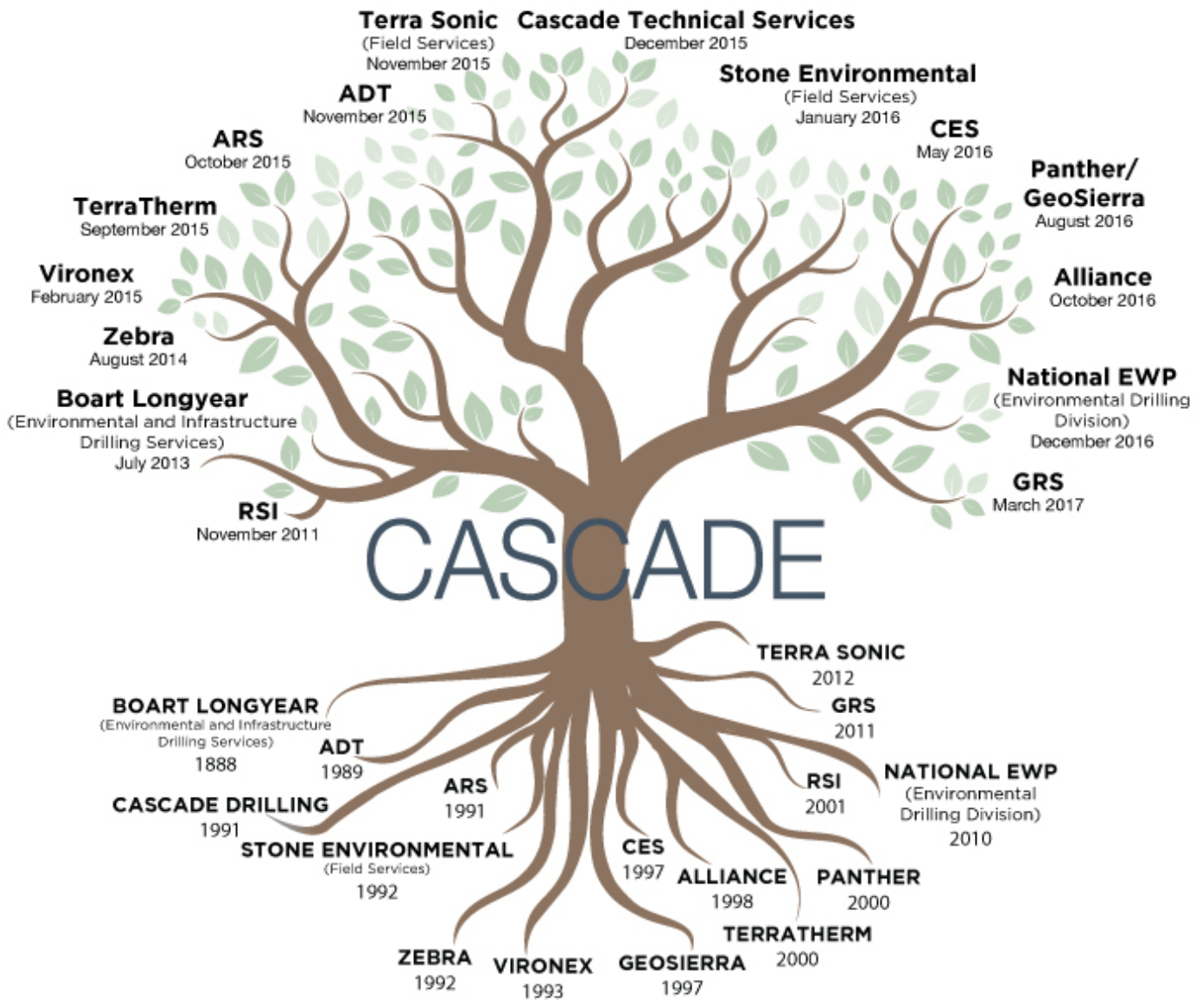
---

### **One Cascade**

We believe in sharing equally our successes and failures. Through transparency, integrity, accountability and trust, we work together to achieve our goals.

# Cascade Brands

Cascade Drilling was founded in 1991 as a highly regarded regional drilling company operating across three states in the Pacific Northwest. Cascade developed a strong reputation for safety, service and reliability with a particular emphasis on traditional drilling technologies: auger, rotary and direct push. In 2013, the company made a significant investment in sonic drilling technology and expanded its geographic reach across the United States. Since then, Cascade expanded service offerings through the strategic acquisitions shown on our history tree below.



Known in the marketplace simply as Cascade, our family of brands now includes Cascade Drilling®, Cascade Technical Services®, Cascade Thermal™, Aquifer Drilling & Testing™, Panther Technologies™ and GeoSierra Environmental™. 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 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 Technical Services**® focuses on subsurface investigation and remediation applications. With expertise from field technicians to PhDs, we partner with you to deliver the right technology for every job no matter how routine or complex.



**Cascade Thermal** 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.



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



**Panther Technologies**™ provides remedial services including conventional and innovative soil and groundwater remediation, hazardous and non-hazardous waste management and disposal, industrial landfill capping and lagoon closures, and mechanical system installations.



**GeoSierra Environmental** is best known for Trenchless PRB Placement technology for installing permeable reactive barriers (PRBs). In addition to Trenchless PRBs, GeoSierra is leveraging our technology and highly specialized groundwater expertise to tackle other difficult groundwater cleanup problems such as source remediation in fractured bedrock and remediation of stagnant plumes in fat clays.

# Suite of Services

Cascade is a field services contractor that partners with our clients to provide seamless environmental and geotechnical solutions from concept to completion. We provide the industry's most comprehensive in-house suite of field services to support your geotechnical and environmental drilling, site characterization, and environmental remediation projects no matter how routine or complex.



## DRILLING

### Services

- Environmental & Geotechnical Borings
- Well Completion
- Investigation Derived Waste (IDW) Management

### Technologies

- Direct Push
- Sonic Drilling
- Auger Drilling
- Rotary Drilling
- Rock Coring
- All Terrain, Limited Access



## CHARACTERIZATION

### Services

- Discrete Soil, Groundwater & Soil Vapor Sampling
- Continuous Coring
- Direct Sensing
- High Resolution Site Characterization
- 3D Data Visualization

### Technologies

- MIP
- HPT
- MIHPT
- UVOST®
- Temperature and EC Logging
- WaterlooAPS™
- OIP-UV/OIP-G



## REMEDIATION

### Services

- Pre-Design Testing
- Reagent & Amendment Injection
- Thermal System Design, Build, Operation
- Combined Thermal Technology Solutions
- Soil Mixing
- Enhanced Recovery or Emplacement
- Combined Remedies
- Method Feasibility Advice

### Technologies

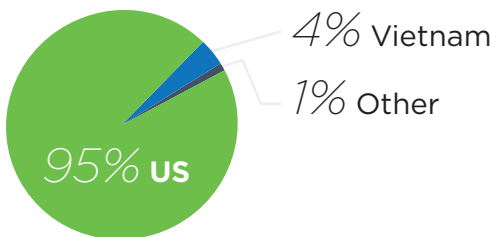
- In Situ Bioremediation
- In Situ Chemical Oxidation
- Trenchless Permeable Reactive Barriers
- Electrical Resistive Heating (ERH)
- Thermal Conduction Heating (TCH)
- In Situ/In Pile Thermal Desorption (ISTD/IPTD)
- Steam Enhanced Extraction (SEE)
- Pneumatic and Hydraulic Fracturing

To learn more about Cascade's suite of services—from drilling to investigation and remediation—visit our website at [www.cascade-env.com](http://www.cascade-env.com). Our Resource Center has project highlights, service and technology overviews, and a comprehensive statement of qualifications.

## Our Markets

Cascade has serviced the environmental, water supply, geotechnical, mining and construction markets for decades. Our clients include leading national environmental consulting firms, blue chip industrial companies, contractors, energy and utility providers, and government agencies. We service 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. The vast majority of services are provided in the United States.

### 2018 Worldwide Revenue



Country of Operations	Type of Operations
United States	On-site operations
Vietnam	On-site operations
Denmark, Sweden, Japan, Brazil, Canada	Licensing and royalties
Dominican Republic	On-site operations

*“Cascade did a great job for me. Their professionalism really helped make my job a success.”* - Local engineering firm

# Awards and Recognition

Cascade is recognized by well-respected organizations for our industry-leading growth and innovation. Recent awards include:

- 2018 Engineering News-Record Top 200 Environmental Firms: Ranked #64
- 2018 Environmental Business Journal Business Achievement Award for Technology Merit in Remediation
- 2018 Environmental Business Journal Business Achievement Award for Project Merit in Remediation
- 2018 Puget Sound Business Journal Eastside 50 Fastest Growing Private Companies: Ranked #29
- 2018 Puget Sound Business Journal Washington's 100 Fastest Growing Private Companies: Ranked #82
- 2018 Best Environmental Drilling Contractor - USA & GEN Excellence Award for Well Services
- 2018 National Drilling Association Outstanding Commitment to Drilling Safety
- Duke Energy Outstanding Event-Free Performance



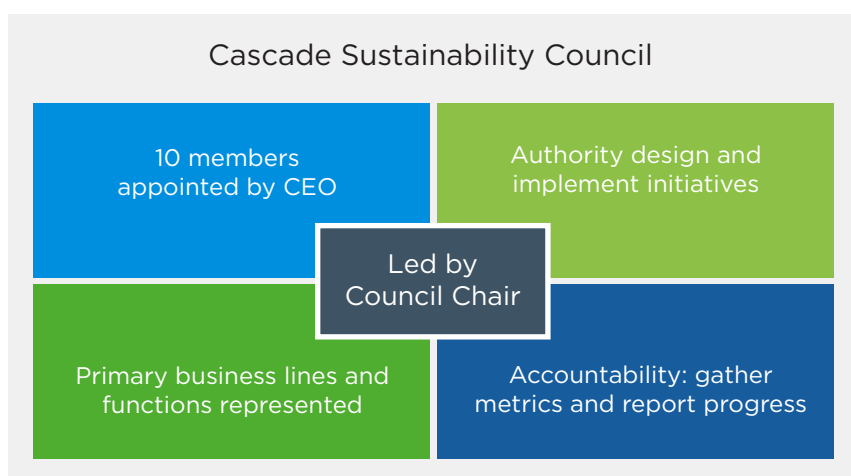
*“Cascade is in the top tier of drilling suppliers with a focus on client safety and quality of their people and equipment.”* – Project Manager

# Governance, Ethics & Integrity

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

The Compass™ Corporate Sustainability Program is led by the 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. 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 Sustainability Council is responsible for drafting and executing a three-year Sustainability Plan as well as assembling the Corporate Sustainability Report each year.

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 printed 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.



## 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
- Diversity
- Drug Free Workplace Policy
- Employment of Minors
- Equal Employment Opportunity
- Job Descriptions
- Open Door Policy
- Payment of Wages
- Performance Evaluations
- Sexual Harassment
- Social Media Policy
- Standards of Business Conduct
- Tobacco Free and Smoke Free
- Training & Development
- Violence Prevention in the Workplace
- Workplace
- Workplace Attire & Grooming Policy
- Workplace Harassment



# Supply Chain

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

## Supply Chain Spend



**\$155M**  
spent on goods and services  
to operate our business

## 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 nearly 3,000 vendors across the United States who are classified by the product or service and geographic coverage they provide.

National vendors are capable of servicing all Cascade locations across the United States. Regional vendors are capable of servicing Cascade offices in specific multi-state geographic regions. Local vendors service a small geographic area, typically one or two Cascade offices in the same state.

**\$4.17M** spent with certified diversity-owned business

**2900**

individual vendors provide goods and services

**52**

preferred national vendors business

**2749**

preferred local vendors

**99**

preferred regional vendors

### Changes in the Supply Chain

- Total spending decreased 3% from previous year
- Spending with certified diversity-owned business increased 30% from previous year
- Preferred drilling supplier opened new distribution facility in Arizona to support Cascade local and regional operations
- Cascade Millersville, MD relocated to new facility in Beltsville, MD
- Cascade Houston, TX relocated to new facility in Houston

## Sourcing Practices

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. We are all purchasing experts when it comes to our own resources and the company resources. When purchasing is done better, it’s a benefit to us all and will drive our business forward.

In 2018 Cascade updated our sourcing policy and programs to optimize business with our preferred suppliers and promote strategic relationships with local vendors. The new program is also designed to transition 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 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.

Rollout and continued implementation of the updated program includes 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 supplier spend, and diversity-owned business partnerships.

*Our sourcing mission is to create a one company sourcing culture that allow our purchasing and payment activities to be consistently efficient by location and second nature in the best interest our clients and our company.*

## Vendor Screening and Evaluation

In September 2015, we launched an extensive vendor survey on sustainability as a stakeholder engagement mechanism to connect directly with our vendors and screen them against a wide array of economic, social and environmental impact issues. The questions were designed to (1) assist Cascade in choosing vendors who align with our sustainability goals, and (2) identify opportunities where we can work with vendors to improve their own sustainability efforts. We've received 500 responses to the survey since that initial launch. This survey will be revised in 2019 in response to feedback received from our sourcing partners and trends identified in the responses. The number and complexity of the questions will be reduced significantly and new questions added on the topic of diversity.

In addition to the sustainability survey, new vendors are evaluated on several factors, including:

- Compliance with environmental regulations, notices of violations, fines assessed
- Compliance with non-environmental regulations, notices of violations, fines assessed
- Conservation efforts and sustainability programs
- Financial stability
- Pricing
- Availability
- Geographic reach



## Memberships

Cascade interacts with many stakeholder groups through our involvement with professional and trade organizations. These organizations also provide valuable continuing education and skill development opportunities for our employees.

Association of Environmental & Engineering Geologists

American Exploration & Mining Association

American Institute of Professional Geologists

American Society of Professional Engineers

Arizona Hydrological Society

Association of State Dam Safety Officials

Association of Environmental Health and Sciences

Colorado Environmental Management Society

Central Pennsylvania Geotechnical Council

Colorado Mining Association

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 Groundwater Association

International Risk Management Institute

International Society of Sustainability Professionals

Interstate Technology & Regulatory Council

National Association of Environmental Professionals

National Ground Water Association

Nevada Groundwater Remediation Association

North American Tunneling Association

Northwest Environmental Business Council

Northwest Environmental Council

Oregon State Bar Association

Professional Environmental Marketing Association

Project Management Institute

Society of American Military Engineers

Society for Human Resource Management

Society Mining Engineers

Society of Economic Geologists

Society of Mining, Metallurgy, and Exploration

South Florida Remediation Association

Sustainable Remediation Forum

Tampa Bay Association of Environmental Professionals

Texas Association of Environmental Professionals

Utah Geologic Association

West Texas Geological Society

Western States Petroleum Association

# OUR STAKEHOLDERS

As a market leader, 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.

Cascade’s Sustainability Council has identified primary stakeholders as 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 October 2017 and included a social media campaign and survey. The feedback from on-going stakeholder engagement efforts are 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 2020 Corporate Sustainability Plan. We also engage in many other routine channels of on-going communication through our social media channels, website, and other open engagements like webinars, conferences, meetings, surveys, and industry-related events.

Channels of Engagement		
<p>900 employees</p>	<p>2600 vendors</p>	<p>39,000 clients</p>
<p>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 update, town hall meetings.</p>	<p>business review meetings, website, social media, contracts, surveys, participation in committees, company meetings, sponsorship opportunities, collaborative partnerships.</p>	<p>technical outreach program including webinars, local seminars and safety demonstrations, net promoter score survey, website, social media, email campaigns, advertising, newsletter, sales calls, interviews, surveys, individual meetings, social events, industry conferences, professional associations, workshops.</p>
<p><b>Other stakeholder groups:</b> 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.</p>		

# Reporting What Matters

As a market leader, 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.

There are many topics raised by our stakeholders, all varying in degrees of importance and relativity to our business. The topics raised by our stakeholder groups are used to determine material topics on which to focus reporting and improvement efforts. The most critical issues are organized under five key focus areas which Cascade's 2020 Sustainability specifically addresses.

TOPIC RAISED	FOCUS AREA					RAISED BY			RESPONSE
	Environmental Impact	Customer Service	Fleet	Employee experience	Communicating	Employee	Client	Vendor	
Communication		•		•	•	•	•	•	2020 Sustainability Plan
Customer Satisfaction		•					•		2020 Sustainability Plan, Net Promoter Score survey
Wages and Benefits				•		•			2020 Sustainability Plan, Corporate Sustainability Report
Employee Engagement				•		•			2020 Sustainability Plan, 2019 initiative, 2019 employee satisfaction survey
Environmental Issues	•					•	•	•	2020 Sustainability Plan, Corporate Sustainability Report
Invest in new technologies	•	•	•	•		•	•	•	2020 Sustainability Plan
Leadership				•		•			2020 Sustainability Plan, 2019 initiative
Operating Efficiency	•	•	•	•		•	•		2020 Sustainability Plan, 2019 initiative
Personnel				•		•	•		2020 Sustainability Plan
Quality		•				•	•		2020 Sustainability Plan, 2019 initiative
Regulations/Compliance	•	•	•			•	•	•	2020 Sustainability Plan, Corporate Sustainability Report
Safety	•	•	•	•		•	•	•	2020 Sustainability Plan, Corporate Sustainability Report
Training				•	•	•	•	•	2020 Sustainability Plan, Corporate Sustainability Report
Energy Consumption	•		•			•	•		2020 Sustainability Plan, Corporate Sustainability Report
Workforce Diversity				•		•			2020 Sustainability Plan, 2019 initiative, Corporate Sustainability Report
Transportation	•	•	•			•	•		2020 Sustainability Plan, Corporate Sustainability Report

Cascade reports on the issues that have been identified as having a significant impact on our continued success or may greatly impact our stakeholders. This report presents material issues organized in our five key focus areas.



## ENVIRONMENTAL IMPACT

Manage our operations in a way that preserves natural resources and protects the environment in which we work.

**Material issues:** energy consumption and conservation, impacts on biodiversity, significant spills, environmental compliance, supply chain management



## EMPLOYEE EXPERIENCE

Increase employee engagement and become the employer of choice.

**Material issues:** diversity, wages and benefits, employee retention, well-being, health, & safety, training and education



## CUSTOMER SERVICE

Deliver superior service every day to every client.

**Material issues:** client satisfaction



## COMMUNICATION

Advance sustainability through words and action.

**Material issues:** stakeholder engagement, reporting, internal and external communication



## FLEET

Operate Cascade's fleet of vehicles, drilling rigs and support equipment as effectively and efficiently as possible.

**Material issues:** non-environmental compliance, safety

# MANAGEMENT APPROACH

**WHY DO WE CARE?** Producing a Corporate Sustainability Report is a resource intensive, year-long 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 relationships with our employees, our clients and our 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 and it just makes 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.



# PROTECTING OUR ENVIRONMENT

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

## FUEL

Our fleet is the primary source of energy consumption. Our crews drove Commercial Motor Vehicles just over 8 million miles in 2018. We maintain more than 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.

Gallons of Fuel	Target 2020	2018	2017	2016
Diesel	1,770,000	1,607,240	1,432,487	1,220,12
Gasoline	410,000	373,709	333,043	271,466
Diesel Exhaust Fluid	4,000	3,622	3,256	1,025
<b>Total Fuel</b>	<b>2,184,000</b>	1,983,031	1,768,786	1,492,618
Projects Performed		5487	6436	5400
Fleet Assets		2016	1948	1809

Our fleet assets increased by 11% and fuel consumption rose 33% over three years. While our fuel conservation efforts remain resolute, many other external factors impact overall consumption:

- Cascade grew its national footprint and portfolio of services dramatically in 2016-17 which requires more mobilization and demobilization drive time to service our clients.
- Although our crews avoid vehicle idling when feasible, weather extremes of hot and cold temperatures result in more on-site idle time of equipment for the safety of crews and maintenance of equipment.
- Improved data capture may account for the fuel increase in 2018. This included implementation of a new fuel card provider.
- Increased fleet age in addition to increased mileage and use reduce fuel economy.
- Number of assets is not a direct correlation with fuel consumption. Type of asset, asset utilization, job type and staffing all contribute to fuel use.

We are dedicated to reducing fuel consumption and the negative impacts it can have on people and the environment. While expecting a slight increase in fuel consumption of 9% by 2020 to accommodate a growth in service delivery, we are working diligently to increase fuel efficiency and reduce idling time. Current efforts include:

- The implementation of new electronic logging devices (ELDs) will now allow our fleet managers to track idling on almost all Commercial Motor Vehicles and identify waste through the ELD application.
- A 2019 campaign on idle time reduction is planned to include general awareness of the topic, educational resources, employee training, monitoring, and accountability for compliance.
- Significant investment to replace aging trucks with new models. In addition to having better fuel economy, these trucks have pollution controls to significantly reduce the amount of particulates and NOx. The new trucks will produce 75-95% less NOx and 90% fewer particulates. To put it in perspective, 20 new trucks make about the same pollution as 1 old truck.
- Our Mineola, NY fleet includes electric rigs which accounted for 8% its total fleet utilization in 2018.



Explor 220 Electric Geotechnical Drill Rig

# SUSTAINABLE FIELD PRACTICES



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 the ASTM Greener Remediation Standard 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.

Environmental Impact	Cascade Best Management Practices
<b>Energy, Air &amp; Climate Change</b>	<ul style="list-style-type: none"> <li>• Preventative Maintenance Plan</li> <li>• Fuel Reduction</li> <li>• Carpooling</li> <li>• No Idle Policy</li> <li>• Compliance with Emission Standards</li> <li>• Dust Control &amp; Mitigation</li> </ul>
<b>Natural Resources</b>	<ul style="list-style-type: none"> <li>• Water Conservation</li> <li>• Spill Prevention</li> <li>• Habitat Protection and Restoration</li> </ul>
<b>Waste Reduction &amp; Management</b>	<ul style="list-style-type: none"> <li>• Low Volume Solvent Usage for Laboratory</li> <li>• Waste Minimization</li> <li>* Electronic Communication</li> <li>* IDW Reduction and Management</li> <li>• Waste Recycling</li> </ul>
<b>Materials</b>	<ul style="list-style-type: none"> <li>• Environmentally Preferred Purchasing &amp; Sustainable Sourcing Program</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>• Traffic Control</li> <li>• On Site Nuisance Reduction</li> <li>• Rubber tracked track rigs minimize surface disturbance</li> <li>• Brownfield Redevelopment</li> </ul>

Cascade works with our clients to establish a drilling plan to avoid negative impacts to habitat and make sure the work area is left in the same or better condition when we leave. 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 are required. Most importantly, having a trained well driller that 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 on 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 onsite and before leaving to prevent cross contamination.

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, and the environment. Equipment failure poses the greatest likelihood of spills for our operations. In order 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 onsite
- 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 all equipment, trucks and drill rigs



Our first significant spill in over 17,000 projects and three years occurred in Roseville, CA this year when an unmarked diesel fuel line was struck and 11,000 gallons of diesel fuel was released into the surrounding soil. The crew reacted immediately to contain the spill. All contaminated soil and product were removed and properly disposed.

# Environmental Compliance

At Cascade, we believe that simply complying with applicable laws and regulations doesn't go far enough. Our Environmental, Health and Safety 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.

	Target 2020	2018	2017	2016
Fines for noncompliance	0	0	0	0
Non-monetary sanctions	0	0	0	0

Our work is governed by federal, state and local laws pertaining to worker health and safety, transportation, environmental protection and employment practices. We are proud of our exemplary compliance record:

- Zero significant fines for non-compliance with environmental laws and regulations

In 2018, Cascade was involved in a thermal remediation project in the state of New Jersey. While Cascade did not directly receive any fines or sanctions, our operations did contribute to an emissions incident resulting in sanctions issued to other parties involved in the project.

Our team was operating a thermal remediation system in an area which contained a significant amount of peat, combined with a higher than expected water table. During the heating of the soil, the peat emitted a “burnt” soil odor. The odor was non-hazardous; however, it did violate local ordinances. Additionally, due to the excess peat, the surface subsided, causing a decrease in the depth of ground water. The ground water reduced the effectiveness of the scrubbers to remove odors and contaminants. To reduce emissions, the crew continued to repair the soil cap to limit emission escape. This included concrete resurfacing and odor absorbing foam, in addition to reducing the temperature.

*“Cascade has a wealth of technical experience and did a great job anticipating and preventing difficulties so that the process of in situ injections into fractured clay went smoothly in the field and stayed within budget.”*

– Project Manager, Oakland, CA

# SERVING OUR CLIENTS

Our goal is to deliver superior service every day to every client. This means providing a positive client experience through a seamless one-stop-shop for all on-site drilling and remediation needs. We start with understanding what drives our target audience and how they connect with Cascade. Then we offer valuable resources, technical support, and innovative approaches to help solve their challenges. The key to delivering this superior service lies in the internal collaboration across our lines of business and total integration of our policies, programs, and management systems.

Success is achieved when:

- our operations and systems are completely integrated
- company resources are optimized to provide seamless services to our clients
- clients have confidence in our abilities to provide solutions across all aspects of a project, no matter the complexity
- clients are avid brand ambassadors that influence those around them to do business with Cascade
- we focus on continuous improvement and investment in our people, equipment and community to ensure excellence on every level

This year, we launched a net promoter score (NPS) program to measure our performance. NPS is a proven leading indicator of client retention and predicted revenue which can be measured consistently over time. The NPS score reflects the likelihood of a client recommending our services. In addition to the retention factor, we are able to better understand the scope of our relationship with each client and receive critical feedback for improvement opportunities, drivers for buying decisions, and testimonials.

The first survey administered in April established our baseline score of 20. Our target is to reach an NPS score of 25 by the year 2020.

With the feedback received through the NPS program, we are building a comprehensive quality program which starts with improving sales efficiency and driving continuous improvement throughout our organization from field to office. Components of the program include:

- aligning sales and marketing processes with our field operations teams
- strict adherence to defined sales process including the use of Salesforce as the platform to manage the client experience
- improve convenience and response rate to outside inquiries via our website
- align our assets with market demand to keep costs down and increase capacity where clients need it most

2020 Target NPS	25
2018 NPS	20

Range of possible score -100 to 100

Our core purpose is to be the essential business partner that contributes to our clients' success and advancement in tackling even the most challenging environmental and geotechnical problems, to contribute to our industry and the betterment of our employees' careers and the communities we serve.

Superior services include helping our clients meet their sustainability goals. We do this in many ways spanning all three pillars of sustainability:

- encouraging client participation in our CORE safety program, on site safety meetings, and other safety initiatives
- implementing sustainable remediation practices in the field
- providing electronic invoices to reduce paper consumption and increase accounting efficiency
- sponsoring charitable events in partnership with our clients
- utilizing certified diversity-owned business

*“The job had a team feel. What I mean is, I felt like the field crew and I were working together to solve problems and get the job done safely, on-time, and on-budget.”*

- Senior Engineer, national

## MANAGING OUR FLEET



Our goal is to operate the Cascade fleet of vehicles, drilling rigs, and support equipment as effectively and efficiently as possible.

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 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	2018	2017	2016
Drill Rigs	343	349	321
Support Trucks	788	807	719
Trailers	425	404	382
Other Equipment	502	388	387
Total	2016	1948	1809

We've increased total fleet assets by 11% since 2016, most significantly in the 'other equipment' category which includes specialty equipment for our field operations.

*“Cascade is reliable, has well maintained equipment, gets the job done right, doesn't cut corners, and takes H&S seriously.”*

- Project Professional, California

In 2018, Cascade partnered with a third party to evaluate and provide a report on the condition of the fleet. The auditing team looked at drill rigs, support equipment, and crew trucks, ranking the vehicles' condition, usage and confirming rig classification. Our management team developed an enhanced capital equipment purchase plan through this evaluation, along with additional data collected from our fleet management system. Other important steps towards improving fleet operation and efficiency include:

- detailed analysis of operational efficiency from data collected through electronic logging devices (ELDs), including: hard acceleration, hard braking, idle time, and fault codes
- purchase of more than 150 new trucks, drill rigs, equipment trailers, and other specialty equipment
- to maintain the equipment and maximize the useful lifespan, Cascade manages a network of 15 maintenance and repair (M&R) shops and three refurbishment centers. The M&R shops are designed to perform preventative maintenance and small to medium class repairs. The three rebuild centers direct all large-scale restoration and refurbishment of rigs and support equipment
- our proprietary and highly proactive industry-leading Maintenance Advantage Program™ (“MAP”) integrates preventative maintenance with corporate health and safety and transportation compliance programs. This comprehensive fleet management program results in total fleet and equipment support with an emphasis on prevention
- our fleet is 100% compliant with stringent federal guidelines and California Air Resources Board (CARB) regulations





## Case Study: Electronic Log Devices

The Federal Motor Carrier Safety Administration (FMCSA) passed a law requiring most commercial motor vehicle (CMV) drivers to utilize an electronic logging device (ELD) beginning in December 2017. According to the FMCSA, an ELD is intended to help create a safer work environment for drivers, and make it easier and faster to accurately track, manage, and share records of duty status data. An ELD synchronizes with a vehicle engine to automatically record driving time, for easier, more accurate hours of service recording.

Cascade operates a fleet of approximately 800 commercial motor vehicles in which an ELD is required. The Company also has approximately 600 drivers of CMV's.

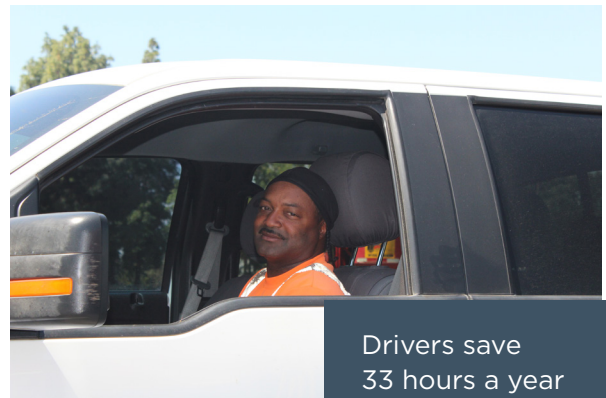
Cascade estimates significant savings and other valuable benefits including improved compliance with CMV regulations. The ELD will eliminate the ongoing need to utilize one paper log book per driver per month. It also contains a vehicle inspection module which will eliminate the need to perform inspections in the paper books.

### Benefits of Electronic Logging Devices

- \$631,250 annual savings in reduced labor
- Elimination of 10,000 paper log and DVIR books annually
- Ability to see where trucks are in real time
- Ability to determine how many hours drivers have left for scheduling purposes in real time
- Weekend/personal use of vehicle monitoring
- Documents can be uploaded into the app from the field and visible on the dashboard



Cascade operates  
800 commercial  
motor vehicles  
nationwide



Drivers save  
33 hours a year  
in reduced  
paperwork

When we take to the road, we take it seriously. Vehicle and driver compliance with U.S. Department of Transportation 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 (OSS) rate and the U.S. Department of Transportation’s BASICs scoring.

The OSS rate reflects occurrences of commercial drivers or vehicles pulled off the road and placed out of service as a result of 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. Cascade consistently ranks better than the OSS national averages.

<b>CASCADE’S OUT OF SERVICE RATE (OOS)</b>					
	<b>Target 2020</b>	<b>National Ave</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
Vehicle	10%	20.7%	14.9%	15.2%	15%
Driver	2%	5.5%	3%	2.9%	3.8%
HazMat	0%	4.5%	0%	0%	0%

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 BASIC measurements of the carrier to the measurements of other carriers in the peer group. A percentile 100 indicates the worst performance. For more information on BASICs scoring, visit: <https://csa.fmcsa.dot.gov/About/Measure>.

We are aware of the increase in unsafe driving events which have occurred over the last several months and have acted. Led by our Director of DOT Compliance, our compliance team conducted a thorough review of inspection records to evaluate the causes of infractions. We’ve determined that a combination of increased enforcement in both quantity and detail as well as changes in laws are the primary contributors. Our team takes full responsibility for the fact that the drivers are violating laws via moving violations. As a result of the negative trend, we are implementing an exhaustive driver campaign in 2019 including: awareness of the issue, training in safe driving practices, internal audits and inspections, and continued analysis of all compliance issues.

<b>BASICs Scoring for Cascade Drilling, LP (Behavior Analysis &amp; Safety Improvement Categories):</b>				
	<b>Target 2020</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
Drug and Alcohol	0%	0%	0%	0%
Crash Indicator	2%	5.5%	3%	1%
Unsafe Driving:	2%	7%	1%	2%
Vehicle Maintenance:	25%	31%	26%	33%
Hours of Service	40%	43%	37%	47%
Driver Fitness	65%	88%	NA	none

# INVESTING IN OUR EMPLOYEES

Our goal is to increase employee engagement and become the employer of choice.

Our employees are our most valuable asset. 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.

*“Most important thing I like about my job is every day is a different challenge. And I like working with the people I have working under me and the people above me. And what better way can you contribute Cascade as a whole are cleaning up the earth we stand on.”* – Operations Manager, Gardner, MA

---

## Employment



It is our obligation to ensure a safe, healthy, and satisfying work environment for our employees. We provide many opportunities for employees to earn fair wages and advance their careers, as well as programs for our employees and their families to promote health and wellness and work-life balance.

Employee retention and turnover rates are an indicator of employee engagement and help us understand if we are an employer of choice. This year, we offer a closer look into hiring and retention statistics, breaking it down by age, job type, and gender. This data is also valuable for our workforce diversity and employee recruiting strategy.

In 2018, the company redefined termination reasons for tracking purposes in order to gather more relevant data. Additionally, we implemented an employee exit survey process for employees who voluntarily leave the company. This feedback is consolidated and reported back to the respective regional management team. From these efforts, we have identified common factors of employee turnover:

1. Another job opportunity
2. Compensation
3. Too much travel

We plan to conduct an employee engagement survey early in 2019. The feedback received from this effort will be shared with all employees through multiple means of communication. Additionally, the executive management team will provide routine updates on actions and improvements implemented as a result of employee feedback. Through this initiative, we anticipate an increase in employee retention rates.

As an employer of choice, it is crucial to recruit highly qualified individuals who understand the demands of our industry and are expected to thrive in the Cascade culture. In mid-2018, the company hired a talent acquisition manager to lead these recruiting efforts. Our recruiting strategy includes:



Jessica Alexander, Cascade Talent Acquisition Manager

- More “hands-on” time spent screening candidates for the local hiring managers
- Enhanced focus on employer branding through social media, website, and other outreach activities
- 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 US for recruitment of veterans into civilian fields
- Implementation of the Cascade Hiring Policy, a formalized process for recruiting and hiring new employees with training provided to all our hiring managers
- 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 Cascade employee onboarding process to develop standardized processes addressing turnover and enhancing retention
- Outreach via Glassdoor diversity campaigns to increase brand awareness and job applications
- Increased participation in women’s organizations and associations
- Potential for in-house diversity training with hiring managers to recognize and respect diversity in employees and applicants
- Internal evaluation of career progression modeling

## 2018 New Employee Hires

New Hires by Age	Under Age 30		Age 30 - 50		Age 50 +	
	#	%	#	%	#	%
Executive & Senior Management	0	0%	0	0%	2	100%
First and Mid-Level Management	0	0%	2	67%	1	33%
Professionals	2	18%	5	46%	4	36%
Technicians	1	100%	0	0%	0	0%
Sales Workers	0	0%	2	100%	0	0%
Administrative Support	6	33%	6	33%	6	33%
Craft Workers - Skilled	12	23%	26	50%	14	27%
Operatives - Semi-Skilled	109	57%	70	37%	12	6%
<b>Grand Total</b>	<b>130</b>	<b>46%</b>	<b>111</b>	<b>40%</b>	<b>39</b>	<b>14%</b>

New Hires by Gender	Females		Males	
	#	%	#	%
Executive & Senior Management	0	0%	2	100%
First and Mid-Level Management	1	33%	2	67%
Professionals	4	36%	7	64%
Technicians	1	0%	1	100%
Sales Workers	0	0%	2	100%
Administrative Support	15	83%	3	17%
Craft Workers - Skilled	0	0%	52	100%
Operatives - Semi-Skilled	0	0%	191	100%
<b>Grand Total</b>	<b>20</b>	<b>7%</b>	<b>260</b>	<b>93%</b>

# 2018 Employee Turnover

## TOTAL COMPANY

348  
Number of Separations

925  
Average Number of Employees

37.61%  
Turnover Rate

### VOLUNTARY TERMS

257 27.78%

Number of Separations Turnover Rate

### INVOLUNTARY TERMS

69 7.46%

Number of Separations Turnover Rate

### REDUCTION IN FORCE

22 2.38%

Number of Separations Turnover Rate

### Turnover by Age

#### Under Age 30

#### Age 30 - 50

#### Age 50+

	#	%	#	%	#	%
Executive & Senior Management	0	0%	2	50%	2	50%
First and Mid-Level Management	0	0%	4	31%	1	33%
Professionals	5	13%	18	47%	15	39%
Technicians	1	50%	1	50%	0	0%
Sales Workers	0	0%	0	0%	1	100%
Administrative Support	5	29%	8	47%	4	24%
Craft Workers - Skilled	14	18%	38	49%	25	32%
Operatives - Semi-Skilled	94	48%	78	40%	24	12%
<b>Grand Total</b>	<b>119</b>	<b>34%</b>	<b>149</b>	<b>43%</b>	<b>80</b>	<b>23%</b>

### Turnover by Gender

#### Females

#### Males

	#	%	#	%
Executive & Senior Management	0	0%	4	100%
First and Mid-Level Management	2	15%	11	85%
Professionals	8	21%	30	79%
Technicians	0	0%	2	100%
Sales Workers	0	0%	1	100%
Administrative Support	13	76%	4	24%
Craft Workers - Skilled	0	0%	77	100%
Operatives - Semi-Skilled	0	0%	196	100%
<b>Grand Total</b>	<b>23</b>	<b>7%</b>	<b>325</b>	<b>93%</b>

Recognizing that compensation is among the top three drivers of employee retention, we added salary comparison to our sustainability monitoring and reporting efforts this year. As illustrated by the data, females are underrepresented in three of the job classifications. Our Diverse Workforce Initiative is working diligently to address this. It is important to note that under the company's Equal Employment Opportunity (EEO) policy, Cascade does not discriminate when making employment decisions including hiring, promotion, compensation, and benefits. The company looks at many factors when making salary decisions. These include, but are not limited to performance, experience, and tenure.

<b>2018</b>	
<b>Female Basic Salary as % of Male</b>	
Executive & Senior Management	Not applicable*
First and Mid-Level Management	90%
Professionals	89%
Technicians	Not Applicable*
Sales Workers	118%
Administrative Support	117%
Craft Workers - Skilled	Not Applicable*
Operatives - Semi-Skilled	90%

\*Not applicable indicates these are roles where there were no female representation in 2018

The company pays above minimum wage for all positions in all locations. The table below looks at the salaries for employees hired in 2018 compared to the federal minimum wage which in 2018 was \$7.25/hr. The company defines entry level position as those positions that do not require a college degree, or specialized skills or training.

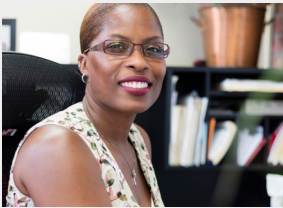
	<b>Lowest Salary Paid</b>		<b>Average Salary Paid</b>		<b>Highest Salary Paid</b>	
	Female	Male	Female	Male	Female	Male
Administrative Assistant	207%	193%	228%	200%	248%	207%
Driller Assistant	0%	179%	0%	256%	0%	448%
Environmental Field Technician	0%	221%	0%	257%	0%	290%
Field Assistant	0%	221%	0%	243%	0%	262%
Field Technician	0%	221%	0%	306%	0%	469%
HR Coordinator	365%	0%	365%	0%	365%	0%
Information Services Intern	0%	276%	0%	276%	0%	276%
Operator	0%	276%	0%	384%	0%	464%
Receptionist	234%	0%	234%	0%	234%	0%
Shop Helper	0%	193%	0%	221%	0%	276%
Shop Intern	0%	207%	0%	234%	0%	262%
Average of all Entry-Level Positions	207%	179%	246%	258%	365%	469%

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. The company provides a 25% matching contribution on the first 4% the employee contributes, with a \$3,000 cap. In response to employee feedback, we are excited to announce enhanced benefits for 2019 including an increased match of 25% on the first 6% the employee contributes, with no cap.

We offer a competitive benefits package to full-time employees including:

- Accidental death & dismemberment insurance
- Bereavement leave
- Civic leave (jury duty)
- Dental insurance
- Direct deposit
- Educational and license assistance
- Health savings account (HSA) with employer contribution
- Life insurance
- Long- and short-term disability insurance
- Maternity/Paternity leave
- Medical insurance
- Medical leave
- Military leave
- Paid vacation and paid sick leave
- 401(k) retirement plan with company match
- Vision insurance
- Workers compensation

### Employee 401(k) Retirement Participation



96.4%  
employee participation  
in 401(k)  
retirement plan

\$4M

total 401(k) employee  
contributions

\$29.5M

total 401k plan  
assets

\$558.8K

total employer  
contribution

6.07%

average employee  
deferral

### Employee 401(k) Retirement Participation

674

employees covered  
under our health  
insurance program  
assets

\$324.7K

total employer Health  
Savings Account  
contributions

903

employees entitled  
to parental leave

Females: 94 / Males: 809



We are pleased with a 100% return-to-work and retention rate regarding parental leave. In 2018, of all eligible employees, two female employees took parental leave this year. They both returned to work following leave and are still employed with Cascade. We do not currently track parental leave for male employees.

Many of the benefits offered are intended to promote worker health and well-being outside of the occupational setting. We offer a comprehensive Wellness Program for employees on a voluntary basis. In 2018, by participating in the program employees received an incentive to help employees maximize optimal health outcomes. Employees enrolled on the benefits plan received additional funding in their Health Savings Account (HSA) or their Flexible Spending Account (FSA).

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 stress management, anxiety, relationship problems, parenting concerns, caring for aging parents, drug and alcohol issues, grief, and more.

When a member of the family is sick, the last thing an employee needs to be concerned about is understanding the Explanation of Benefits as they roll in. That is why we provide a Care Navigator which is a personal service to help employees better navigate the healthcare system. The Care Navigator is there to help the employees explain confusing healthcare lingo, help the employee compare healthcare costs, and answer any detailed questions they may have about how specific healthcare services are covered by the plan.

Employees also have access to deals and discounts on things such as: fitness centers, alternative medicine, child safety, meal planning, entertainment, travel, and vacations.

## Diversity

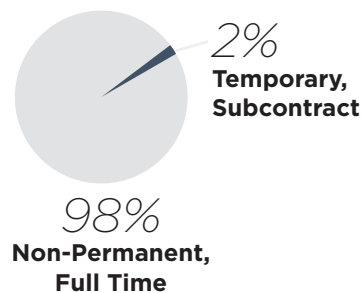
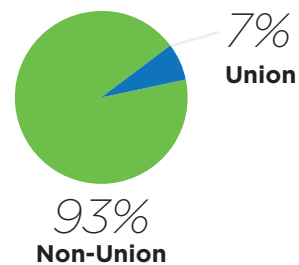
As one of our core values, we proudly celebrate diversity throughout the organization and are highly committed to promoting a working environment where individual differences are respected, valued, and embraced. The Company believes that by celebrating our differences, we become more strongly positioned to maintain an industry leadership position through our most valuable resource, our workforce.

	male	female	total
2018	814	95	<b>909</b>
2017	896	97	<b>993</b>
2016	996	101	<b>1097</b>

	Target 2020	2018	2017	2016
Female	15%	10%	10%	9%
Male	85%	90%	90%	91%

	2018	2017	2016
Under 30 years old	18%	21%	24%
30 - 50 years old	50%	51%	52%
Over 50 years old	32%	28%	23%

	Target 2020	2018	2017
Minorities	28%	24%	23%
Non-minorities	72%	76%	77%



	<b>Target 2020</b>	<b>2018</b>	<b>2017</b>
Veterans	7%	3%	3%
Non-Veterans	93%	97%	97%

	<b>Target 2020</b>		<b>2018</b>		<b>2017</b>	
	Female	Male	Female	Male	Female	Male
Executive & Senior Management	20%	80%	0%	100%	0%	100%
First and Mid-Level Management	20%	80%	15%	85%	14%	86%
Professionals	30%	70%	27%	73%	24%	76%
Technicians	0%	100%	0%	100%	0%	100%
Sales Workers	25%	75%	20%	80%	23%	77%
Administrative Support	95%	5%	95%	5%	91%	9%
Craft Workers - Skilled	2%	98%	0%	100%	0%	100%
Operatives - Semi-Skilled	4%	96%	<1%	>99%	<1%	>99%

	<b>2018</b>			<b>2017</b>		
	Under 30 years old	30-50 years old	Over 50 years old	Under 30 years old	30-50 years old	Over 50 years old
Executive & Senior Management	0%	21%	79%	0%	48%	52%
First and Mid-Level Management	0%	53%	47%	0%	50%	50%
Professionals	11%	50%	39%	10%	56%	34%
Technicians	50%	0%	50%	56%	38%	6%
Sales Workers	0%	53%	47%	0%	50%	50%
Administrative Support	19%	42%	39%	20%	51%	27%
Craft Workers - Skilled	9%	56%	34%	7%	62%	31%
Operatives - Semi-Skilled	38%	46%	15%	37%	47%	16%

	<b>2020</b>		<b>2018</b>		<b>2017</b>	
	Minorities	Non-Minorities	Minorities	Non-Minorities	Minorities	Non-Minorities
Executive & Senior Management	15%	85%	0%	100%	0%	100%
First and Mid-Level Management	15%	85%	10%	90%	10%	90%
Professionals	20%	80%	17%	83%	13%	87%
Technicians	0%	100%	0%	100%	0%	100%
Sales Workers	15%	85%	13%	87%	8%	92%
Administrative Support	30%	70%	26%	74%	34%	66%
Craft Workers - Skilled	25%	75%	23%	77%	23%	77%
Operatives - Semi-Skilled	40%	60%	34%	66%	32%	68%

Learn more about why a diverse workforce matters for the environmental services industry in this blog by Cascade's Talent Acquisition Manger, Jessica Alexander. <https://www.cascade-env.com/resources/blogs/archive/why-a-diverse-workforce-matters-for-the-environmental-services-industry>



The vast majority of services we provide are field-related, similar to the construction industry. According to the US Bureau of Labor Statistics, women comprise 9.9% of all construction employees in 2018. Recognizing that our industry has traditionally been male-dominated, we established a diversity council in 2018. The Cascade Diverse Workforce Initiative (CDWI) is a group of Cascade employees who lead, advocate for, coordinate, inform, and monitor the strategic diversity management process at Cascade. The objective of the initiative is to provide a diverse workplace where employees thrive personally and professionally. Emphasis is placed on membership, communication, outreach and education.

Participation in the CDWI is voluntary and open to all employees. The CDWI completes its work through a variety of committees. The Membership Committee is responsible for increasing awareness about our diversity values through our internal communication network, encouraging active participation from our coworkers, and educating the Cascade team about our goals. The Communication & Outreach Committee is responsible for promoting diversity through our media platforms, reaching out to the community, assisting with job fairs, advertising on diversity career boards, and assisting with preparation of diversity-related content for our Corporate Sustainability Report. The Education Committee is responsible for researching and working with the Human Resources department on promoting diverse hiring practices, creating a mentoring and training program to prepare existing employees for promotions, identifying and recommending diversity training for employees, and much more.

The company's diversity and inclusion efforts are focused specifically on attracting and retaining ethnic minorities, women, and veterans through recruiting and hiring processes. Additionally, the CDWI is evaluating career progression, employee benefit, and marketing programs to address the needs of a well-balanced workforce. Our goal is to increase engagement to become the company of choice for employees, clients, and vendors. We are looking for ways to make not just our company but the field services industry attractive to all. Our efforts focus on recruiting and increasing engagement by giving our stakeholders a voice to let us know what we can do to support them.



Mary Place, Chair of Cascade's Diverse Workforce Initiative

Learn more about why a diverse workforce matters for the environmental services industry in this blog by Cascade's Talent Acquisition Manger, Jessica Alexander. <https://www.cascade-env.com/resources/blogs/archive/why-a-diverse-workforce-matters-for-the-environmental-services-industry>

## Veteran Testimonial

### Jessica Alexander

After serving as a Traffic Manager in the United States Air Force for nine years, I gained employment at Cascade as the Talent Acquisition Manager. I've found it to be a company that truly values the contributions of its employees. Being that the majority of my professional, adult career was spent in the armed forces, I was quite concerned about how well I would get along in a "corporate setting". I was pleased to find that the morale and comradery within Cascade was very similar to that of the units I had been assigned throughout my Air Force career. Not only am I lucky enough to work with a strong, competent team of Human Resource professionals that I learn from every day, I've been given the opportunity to expand upon the skills, training, and education I developed in my military career to further my professional career. Cascade is a company in which I feel "at home", an organization that truly values the diverse experiences of its employees—this especially includes veteran employees. What I've found truly enlightening is Cascade's commitment and continued effort towards recruiting veterans and participating in community outreach with veteran organizations. Not only does Cascade make every effort to recruit veterans, but they've hired a female veteran—myself—to coordinate these efforts. The company makes a true effort to find ways in which veterans' transferable skills can be practically applied in our bread-and-butter positions throughout various departments. It is a true honor working for Cascade and I am very excited to be a part of the company's future and continued efforts in providing after-service career options to veterans.



#### **About the Author:**

Jessica Alexander is a United States Air Force veteran who served from 2006 – 2015. Jessica's Air Force Specialty Code was 2T071 – Traffic Management. She served at Seymour Johnson AFB in North Carolina, Contingency Operating Base Speicher in Tikrit, Iraq, Eskan Village in Riyadh, Saudi Arabia, and Yokota Air Base in Tokyo, Japan. She holds a Bachelor's Degree, Masters in Business Administration (MBA), and Ph.D (ABD) in Human Resource Management. Currently, Jessica is the Talent Acquisition Manager for Cascade working in Tampa, FL.

As a federal subcontractor, the company has certain specific affirmative action requirements and obligations regarding females, minorities, individuals with disabilities and veterans. The company takes specific affirmative actions to ensure equal employment opportunities in recruitment, training, policies and record-keeping. On an annual basis, the company creates affirmative action plans to determine affirmative action goals. Compliance is measured by the company's good faith efforts to achieve the results.



Seven percent (7%) of our total workforce are union employees. This segment is based in our Minneola, NY office and services the greater New York City (NYC) metropolitan area. 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.

## Health & Safety

At Cascade, every day begins and ends with safety in mind. 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 personnel 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. In addition, the Cascade Injury & Illness Prevention Plan (IIPP) was constructed to ensure our personnel in compliance with OSHA 1910.120 Hazardous Waste Training requirements.

### 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 the company





Cascade’s comprehensive CORE program addresses specific job-related risk factors identified through audits, evaluations, and professional hazard assessments to determine the risk associated with the work performed and periodic incident trend analysis.

- Air monitoring
- Barricades and signs
- Biological hazards
- Use of explosives
- 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
- Hearing conservation
- Health & safety plans
- Illumination
- Incident reporting
- Material handling
- Medical surveillance
- Protective equipment
- Proximity to utilities
- Record keeping
- Respiratory protection
- 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 do 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 & CORE. Any subcontractor working for Cascade would also be expected to comply with the Cascade IIPP & CORE™ Safety Program.

*“Cascade has industry leading quality of work and health and safety at competitive prices, plus a wide range of services to fit the need and schedule.”* – International Consulting Firm

## Hazard Identification, Risk Assessment, and Incident Investigation

Safety is our number one priority and we have 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. Our CORE program includes all seven of these elements.

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

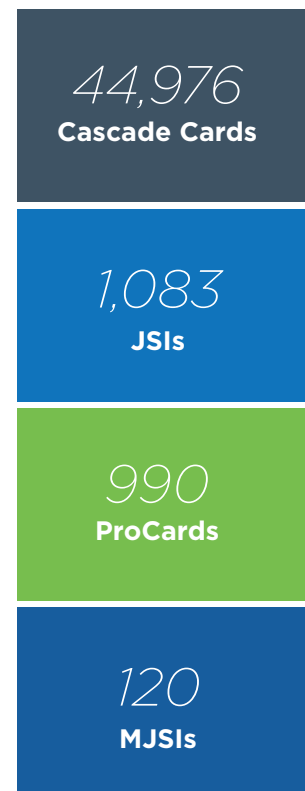
These world-class risk assessment tools are used to identify work-related hazards and assess risks on a routine and non-routine basis, and to apply the hierarchy of controls in order to eliminate hazards and minimize risks. Risk assessment tools are required by all management and field personnel. The 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.

**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 an unsafe act or condition, the type of corrective intervention, and the response time between the observation and the corrective action.

**JSIs** - Job site inspections ensure regulatory and program compliance by evaluating adequate controls, adherence to standard operating procedures, equipment standards, and crew performance.

**ProCards** - Formerly known as C3PO, Performance & Risk Observations, or PRO Cards, are a systematic, standardized tool for observing work processes and determining if work is performed according to specific standards, safety best practices, and behaviors. The objective is to identify and eliminate undesirable and at-risk behaviors, practices and conditions. As well as to coach or mentor employees in what safe behaviors are, what safety performance expectations Cascade has and how to meet or exceed those expectations.

**MJSIs** - Management Job Site Inspections (MJSIs) are for Directors, Vice Presidents, and other senior leadership. These inspections effectively monitor, verify, and validate the Company's programs and procedures to facilitate the confirmation of safety, the conformance of compliance, and the verification of procedural execution.



When risk assessment data reveals a significant potential for an existing problem area, our team of Environmental, Health, and Safety (EHS) professionals design and implement target campaigns to promote awareness of the issue and implement correction actions. Priority is assigned based on the real or potential level of severity of injury.

Policies and procedures are continually reviewed and updated by our EHS team and senior level management to reflect corrective action and improvements in the CORE program. 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.

Our Cascade Card is the most popular mechanism for hazard identification and prevention. The tool is used by both clients and employees who conveniently submit the card through our website as soon as the potential hazard is encountered. When a Cascade Card is entered, the user must choose a root cause category. Data mined from these submissions helps to 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. Below is a list of the current root cause categories, and their specific subcategories:

- Condition: environmental, physical or external
- Equipment: energy, ergonomics, mechanical or physical
- Unsafe behavior: PPE, procedure, operating, interference or driving
- Mentor opportunity: coaching, instruction, compliance

## Cascade Cards

2018

45K

2017

45K

2016

34K

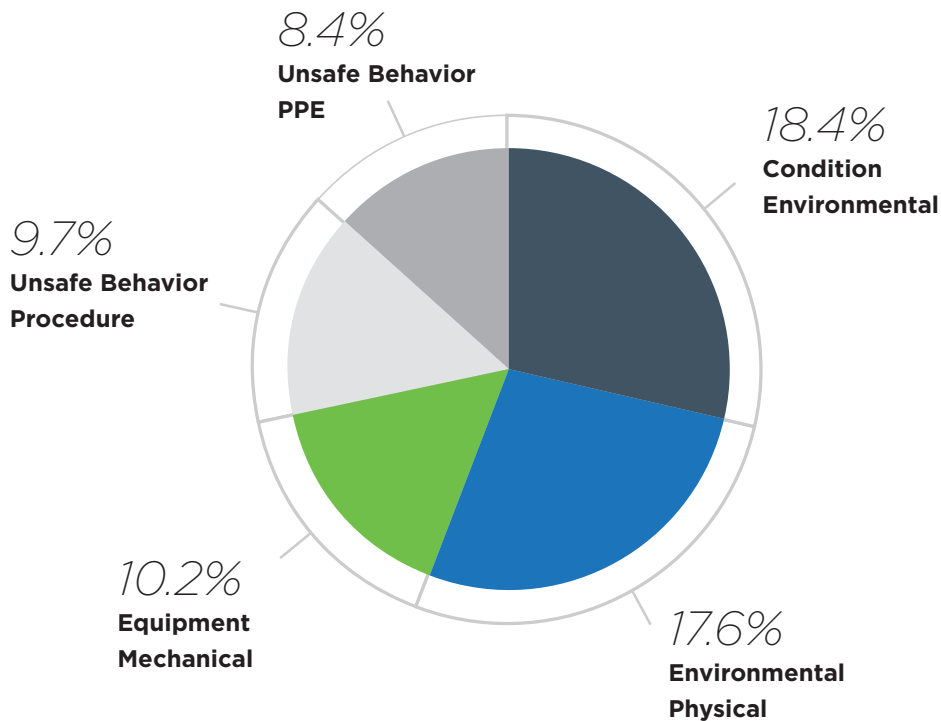
**Savings due to  
immediate  
preventative  
action:**

**\$40M**

*“We appreciate Cascades attention to H&S, continual improvement, use of observation processes and commitment to operate injury free.”*

- Regional Health and Safety Manager, international environmental and engineering firm





- 1. Condition - Environmental** These observations included heat illness, weather-related hazards such as driving in bad weather, or slips, trips and falls. Cascade experienced the lowest number of these types of injuries ever recorded, and the highest number of cards submitted in 2018.
- 2. Condition - Physical** Hazards in this category relate to struck-by, struck against, caught between, temperature related hazards, being tired, not feeling well or being unfamiliar with a procedure or piece of equipment. In all of 2018, there were “0” condition-physical related injuries reported.
- 3. Equipment - Mechanical** This subcategory is related to mechanical deficiencies like broken or loose hardware, faulty pieces, vehicle lighting or low tire pressures, and pre-operation inspection items. Every day our employees rely on equipment that must be maintained for safe working conditions, making this hazard one of the most important hazards to mitigate.
- 4. Unsafe Behavior-Procedure** 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 can eventually lead to an injury.
- 5. Unsafe Behavior - PPE** Although personal protective equipment (PPE) is the last line of defense, not wearing the proper PPE can and does result in injuries. In 2018 there were several injuries due to employees wearing the wrong type of PPE or not wearing any PPE, specifically impact and cut resistant gloves. Data shows that 8.4% of hazards recognized were related to PPE, indicating a need to re-focus on the need for proper PPE for the task.

When employees believe they are in a situation that could cause injury or ill health, Cascade’s Stop Work Authority and Loss Prevention Observation (LPO) policies ensure they have the power to immediately remove themselves, instigate proper corrective action, and report the situation immediately to the EHS team. To ensure these programs work as intended, employees are trained on hazard risk analysis, assessment, and 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.

When an incident does occur, we have the appropriate processes to ensure the proper care of employees, determine appropriate incident causes, and drive the improvement of procedures. This is covered in detail in the CORE Key Element 7- 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 that corrective actions (CAPA) are sufficient, compliant and effective
- Use 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 work-care used 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 e-mail, phone, mailers, and in person meetings are the most effective. Next year, we plan to add text messaging as a convenient way to reach crew members who are often working at remote sites for weeks at a time.

Routine extensive program audits, jobsite audits, facility audits are all conducted to ensure regulatory compliance and evaluate the effectiveness of services. Our EHS team executing these review activities is comprised of highly qualified professionals trained in safety standards and regulatory compliance.

#### **Cascade maintains compliance with:**

- Mine Safety and Health Administration (MSHA)
- Occupational Health & 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. Cascade's Human Resources staff ensures the management of employee health information complies with state and federal regulations.



### **Employee Participation in CORE Health & Safety Program**

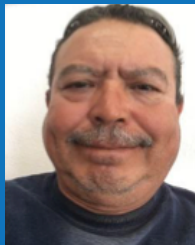
From training to recognition and even a little competition, employee engagement is an important aspect of CORE. Every employee participates in CORE. Clients and subcontracted labor (although rarely used) are strongly encouraged to participate at the job sites. In the rare case that Cascade crews manage subcontracted labor at a jobsite, those workers are expected to follow the fundamentals of the Cascade CORE safety program, Cascade IIPP & 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 in concert with suggestions and recommendations from our Field Resource Committee. Additionally, we maintain committees and work groups to focus on specific issues. Other opportunities to provide input include monthly EHS team calls, trainings, and open mic monthly safety calls.

## Field Resources Committee

The Field Resources Committee is dedicated to ensuring our workforce experiences the highest of safety standards every day. The committee is comprised of experts appointed by the executive team based on their industry proficiency and commitment to safety. The committee meets regularly to discuss and learn from recent incidents and safety concerns to continuously improve the excellence of our safety program. Care has been taken to assure that all service lines and drilling types are represented. The information this committee provides to the entire workforce is essential to our daily operations.

# 2018 Field Resource Committee



**Jose Hernandez**  
BU112 - Upland



**Dustin King**  
BU109 - Sacramento



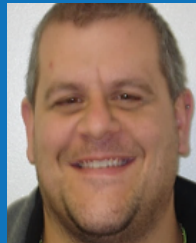
**Zane Huckins**  
BU110 - Federal Way



**Jimmy Hall, Jr**  
BU121 - Aiken



**Brook King**  
EHS Director



**Zachary Fordley**  
BU203 - Schenectady



**Rashid Malyukov**  
BU602 - Mineola



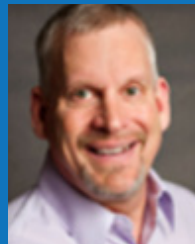
**Rob Allegranza**  
BU601 - Mineola



**Walter Moore**  
BU204 - Tampa



**Herbert Rounds**  
BU303 - Concord



**Dale Duscher**  
EHS MW Reg  
Manager



**Todd Schmalfeldt**  
BU117 - Little Falls

## INJURY RATES

Cascade is extremely proud of our strong health and safety record. Our CORE Safety Program 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 accident prevention, but more importantly means that our employees are dedicated to protecting themselves, our clients, and the communities in which we work by routinely adopting safe work behaviors. These statistics demonstrate the success of our behavior-based safety program.

	2018	2017	2016	
<b>TRIR</b>	<b>.58</b>	.57	.96	A TRIR >2.0 excludes contractors from many service opportunities
<b>DART</b>	<b>.29</b>	.19	.26	
<b>LTC</b>	<b>.15</b>	.19	.09	
<b>Fatalities</b>	<b>.00</b>	.00	.00	
<b>EMR</b>	<b>.70</b>	.75	.70	
<b>Hours Worked</b>	<b>2,748,642</b>	2,110,589	2,282,194	

### *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.

**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 the total hours worked by all employees that year.

**LTC** - the Lost Time Case Rate reflects the number of occupational injury or illness which results 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** - 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

A total of eight OSHA recordable incidents occurred in 2018. These were primarily soft tissue (back, joint, muscle) and hand injuries. As a result, related safety awareness campaigns, like Show Your Hands, were launched to promote safe work practices and reduce risk for additional injuries. Additional evaluation of 2018 data trends and performance indicators is 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 safety campaigns, increase in inspections and audits, communication of safety related events (both internal and external to Cascade), and enforcing compliance with specific CORE safety program requirements.

## Case Study: Show Your Hands Campaign

Cascade’s “Show Your Hands” or “Eye Contact with Verbal Communication” is a critical CORE Safety Program tool to reduce hand injuries. When two or more team members are working in the same area, each team member must show the palms of their hands to demonstrate they are “clear” before the other team member(s) operates the controls or works near the equipment. A nationwide “Show Your Hands” campaign was launched in Q4 of 2018 to reinforce this policy and the importance of staying out of the line of fire. Application of the CORE program, along with associated campaigns, have resulted in a reduction in hand injuries and frequency.

Hand injury rates have decreased over the last (4) consecutive years:	
2018	0.36 hand injury rate
2017	0.37 hand injury rate
2016	0.43 hand injury rate
2015	0.62 hand injury rate

**HAND SAFETY CAMPAIGN** **OCTOBER - DECEMBER 2018**



### Show Your Hands “4<sup>th</sup> Quarter Focus”




**SHOW YOUR HANDS**  
A Cascade CORE™ Safety Tool

*The Show Your Hands 4<sup>th</sup> Quarter Focus is here! As we know, the “Show Your Hands” policy is designed to prevent hand and finger injuries, using strong verbal communication & direct eye contact. The GOAL of the (October – December) Show Your Hands 4<sup>th</sup> Quarter Focus is to **INCREASE** hand injury prevention, **DECREASE** hand incidents & **ELIMINATE** hand injuries altogether. Ultimately, through our consistency & commitment, this campaign will drive us one-step closer to achieving **GOAL ZERO**.*

**What is it?** The Show Your Hands 4<sup>th</sup> Quarter Focus is designed to increase the number of opportunities that a manager will have to observe positive behaviors of their employees, thus putting a direct focus on hand and finger injury prevention.

**How does this work?** A designated number of Show Your Hands coins will be distributed to each BU Manager. During their JSI/CSPO observations, those managers will look for examples of their employees that are displaying effective use of our Show Your Hands policy & award those employees with a Cascade Show Your Hands coin.




**Timeline & Recognition?** This campaign will last 90+ Days & ALL COINS distributed to the BU managers, **MUST BE AWARDED** by the end of the campaign. At the end of the campaign, coin recipients are entered into a drawing for a 50.00 gift card & a 40” flat screen TV.

**CORE™ ELEMENTS**

- Recognition and Accountability
- Risk management
- Communication
- Management involvement

**What is the goal?** The ultimate goal of the Show Your Hands 4<sup>th</sup> Quarter Focus is the reduction in the current trend of hand injuries through compliance & direct management involvement.

**A few other desired outcomes will be:**

- Reduction & elimination of hand injuries
- Increased management involvement
- Increased engagement with field leadership
- Refresh the “Show Your Hands” policy
- Reward positive behavior

The vast majority our locations have gone one year or longer without a reportable incident or loss time accident. We celebrate these achievements each year with our Health and Safety Awards.

33  
locations that completed  
the year without a  
recordable injury

#### Our Obsidian Award Recipients

(1 year without reportable incident or loss time incident)



- Flint, MI
- Longview, WA
- Salt Lake City, UT
- Santa Ana, CA
- Schofield, WI

#### Our Granite Award Recipients

(2 years without reportable incident or loss time incident)



- Houston, TX
- Huntsville, AL
- Little Falls, MN
- Lynbrook, NY
- Medford, NJ (Panther)
- Medford, NJ (GeoSierra)
- Midland, NC
- Montpelier, VT
- New Ellenton, SC
- Peralta, NM

#### Our Marble Award Recipients

(3-4 years without reportable incident or loss time incident)



- Concord, CA
- Gardner, MA (Thermal)
- Jackson, NJ
- Littleton, CO
- Millersville, MD
- Mineola, NY
- Ocala, FL
- Schenectady, NY
- Tampa, FL

#### Our Quartz Award Recipients

(5+ years without reportable incident or loss time incident)



- Boise, ID
- Clackamas, OR
- Federal Way, WA
- Gardner, MA (Drilling)
- Marietta, OH
- Memphis, TN
- Richmond, CA
- Santee, CA
- Tacoma, WA



## Employee Training & Education

Cascade supports 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 at Cascade and continues throughout his/her career with us.

- New Employee Orientation – introduction and familiarization of company policies, procedures, and practices with an emphasis on department and job specific functions. The three-module program includes an overview of our organization, service lines, and all the resources available for new employees to assimilate into the Cascade family.
- Technical & Functional Training – acquisition and development of specific knowledge, skills, and abilities related to the job function.
- Safety Training – awareness, understanding, and adherence to company policies, procedures, and practices regarding health and safety.
- Compliance Training – awareness, understanding, and adherence to regulatory, insurance, credentialing requirements and standards, as well as the company's internal policies and procedures.
- Leadership & Development Training – awareness, understanding, and application of effective and compliance leadership practices.

Employees received  
an average of  
*37 hrs*  
of training in 2018

*33,500 hrs*  
of employee  
training conducted  
in 2018



## ALL EMPLOYEES

- Web-based Microsoft Office product training in which employees create a development plan based on their own individual needs.
- The company continues to make available to employees an educational reimbursement plan, which based on successful completion, reimburses employees for the cost of the course and fees associated with a job-related degree or certification, up to the IRS limit. In 2018, 1% of our employees utilized this benefit.
- Subject to approval from their leadership, employees may attend conferences and trainings that are specific to their role.

## FIELD EMPLOYEES

- New hire employees are instructed through the use of classroom and hands-on training in Cascade CORE safety program, Loss Prevention System (Behavior Based Safety), 40 Hour HAZWOPER, and MSHA training in addition to other courses.
- In-person instructor-led training replaced a significant portion of the computer-based training.
- An annual refresher training including: OSHA HAZWOPER, MSHA, Loss Prevention S (LPS), and Cascade CORE safety program.
- Regular local safety meetings and team calls hosted by Cascade's EHS department to review safety alerts, policy, program, and procedure updates, and address trending issues.

## MANAGEMENT

- Two-hour training through Cascade Performance Management System covering program overview and impacting employee performance.



### Performance Reviews

In 2018, the company implemented the Cascade Performance Management System. The Performance Management System has, as its primary purpose, 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. Included in the process, each employee will be given the opportunity to complete a self-assessment of their performance and identify future career development interests.

The company encourages performance feedback on an ongoing basis. Formal performance reviews are requested by March 31 for the previous year.

	Percent of Workforce	Percent of this category completing annual performance review
Female	3%	33%
Male	22%	25%

	Percent of Workforce	Percent of this category completing annual performance review
Executive & Senior Management	< 1%	11%
First and Mid-Level Management	2%	28%
Professionals	2%	21%
Technicians	0%	0%
Sales Workers	< 1%	13%
Administrative Support	3%	40%
Craft Workers - Skilled	13%	31%
Operatives - Semi-Skilled	6%	18%

# COMMUNICATING OUR PERFORMANCE

Our goal is to advance sustainability through words and action.

We are proud to share our journey with you. Over the last five years, we reached out to those who are impacted by our business and those who have the ability to influence our business. We've engaged in strategic planning to address the concerns raised through that process, conducted thorough performance reviews, and implemented change to achieve continuous improvement. These efforts are not in vain when we are adequately communicating both the effort and the results. Why? Because telling the story of our journey and sharing all those details serves as an example, a benchmark and even an inspiration.

We hope that through our collaborative efforts, the Cascade family advances sustainability in all its forms—social responsibility, environmental stewardship, and economic prosperity. When we work together, it's easy to rise to the next level.

This communication goal is new to Cascade and is included in our 2020 Sustainability Plan. It came to our attention through the 2017 stakeholder engagement survey that our communication efforts may be lacking.

How would rate Cascade's sustainability performance today, based on what you read/know?

	2017 Benchmark	2020 Goal
<b>Very Poor</b>	1%	0%
<b>Poor</b>	2%	0%
<b>Mediocre</b>	15%	10%
<b>Strong</b>	33%	55%
<b>Very Strong</b>	7%	25%
<b>I'm not Familiar</b>	42%	10%

Our 2020 Sustainability Plan details three areas of improvement that are expected to touch all our stakeholder groups.

- **Annual Reporting**

We will continue to publish a Corporate Sustainability Report annually by June 1 each year. Following publication, we will launch a full-scale marketing campaign to promote awareness of sustainability issues, offer resources, and encourage our audience to connect and collaborate with us.

- **Employee Communications**

Our Sustainability Council is committed to more frequent communication using a wide range of platforms including newsletter, email, social networking, intranet, Microsoft Teams, company meetings, webinars, blogs, social media, and training modules. Sustainability is now a mandatory component of employee on-boarding.

- **External Communications**

Every Cascade employee is considered a brand ambassador. Educating our workforce on sustainability issues and providing them with valuable resources gives them confidence to take the conversation to our external stakeholders. Additionally, we are committed to engaging directly with our external stakeholders through our Cascade Conversation newsletter, website, client presentations, social media, blogs, case studies, webinars, and active participation at industry conferences and workshops.



## THE NEXT LEVEL

Thank you for sharing in our sustainability journey. We appreciate your interest and hope to hear from you. Through the collaborative efforts of our employees, clients, and vendors, Cascade has truly risen to the next level and remains committed to Excellence on Every Level.

Connect with Cascade Environmental today, and every day.

[www.cascade-env.com](http://www.cascade-env.com)



# GRI CONTENT INDEX

## GENERAL DISCLOSURES

Number	GRI Standard	GRI Disclosure	Location and Notes	Page	Omission and Notes
102-1	Organizational Profile	Name of organization	Cascade Environmental		
102-2		Activities, brands, products, and services	Cascade Brands; Suite of Services	9; 11	
102-3		Location of headquarters	Bothell, WA		
102-4		Location of operations	Our Business; Our Markets	6; 12	
102-5		Ownership and legal form	Privately Held		
102-6		Markets served	Our Markets	12	
102-7		Scale of organization	Our Business	6	Total capitalization omitted. As a privately held firm, Cascade's financial data is not publicly disclosed
102-8		Information on employees and other workers	Diversity The organization uses temporary labor or subcontracted labor based to supplement existing staff, based on volume of projects and departmental needs.	39	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.
102-9		Supply chain	Supply Chain	15	
102-10		Significant changes to the organization and its supply chain	Supply Chain	15	
102-11		Precautionary Principle or approach	Not applicable		
102-12		External initiatives	None		
102-13		Membership of associations	Memberships	18	
102-14	Strategy	Statement from senior decision-maker	Chief Executive's Message	2	
102-15		Key impacts, risks, and opportunities	Chief Executive's Message	2	
102-16	Ethics and Integrity	Values, principles, standards, and norms of behavior	Mission, Vision, Core Values; Governance, Ethics & Integrity	7; 14	
102-18	Governance	Governance structure	Governance, Ethics & Integrity	14	
102-40	Stakeholder Engagement	List of stakeholder groups	Our Stakeholders	19	

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission and Notes
102-41		Collective bargaining agreements	Diversity	39	
102-42		Identifying and selecting stakeholders	Our Stakeholders	19	
102-43		Approach to stakeholder engagement	Our Stakeholders	19	
102-44		Key topics and concerns raised	Reporting What Matters	20	
102-45	Reporting Practice	Entities included in the consolidated financial statements	About This Report	1	As a privately held firm, Cascade does not publicly release consolidated financial statements
102-46		Defining report content and topic boundaries	About This Report	1	
102-47		List of material topics	Reporting What Matters	20	
102-48		Restatements of information	None		
102-49		Changes in reporting	None		
102-50		Reporting period	January 1, 2018 – December 31, 2018		
102-51		Date of most recent report	May 2017		
102-52		Reporting cycle	Annual		
102-53		Contact point for questions regarding the report	About This Report	1	
102-54		Claims of reporting in accordance with the GRI Standards	About This Report	1	
102-55		GRI content index	GRI Content Index	59	
102-56	External assurance	External assurance	We do not externally assure any data in this report.		

## ECONOMIC

201	<b>Economic Performance</b>				
103-1	Management Approach	Explanation of the material topic and its boundary	Management Approach	22	
103-2		The management approach and its components	Management Approach	22	
103-3		Evaluation of the management approach	Management Approach	22	
201-1		Direct economic value generated and distributed	Our Business. Reporting net sales and jobs performed.	7	As a privately held firm, Cascade's financial data is not publicly disclosed

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission and Notes
201-3		Defined benefit plan obligations and other retirement plans	Employment	33	
202	<b>Market Presence</b>				
103-1	Management Approach	Explanation of the material topic and its boundary	Employment	33	
103-2		The management approach and its components	Management Approach; Employment	22; 33	
103-3		Evaluation of the management approach	Employment	33	
202-1		Ratios of standard entry level wage by gender compared to minimum wage	Employment	33	
204	<b>Procurement Practices</b>				
103-1	Management Approach	Explanation of the material topic and its boundary	Supply Chain	15	
103-2		The management approach and its components	Management Approach; Supply Chain	22; 15	
103-3		Evaluation of the management approach	Supply Chain	15	
204-1		Proportion of spending on local suppliers	Supply Chain	15	
<b>ENVIORNOMENTAL</b>					
302	<b>Energy</b>				
103-1	Management Approach	Explanation of the material topic and its boundary	Fuel	23	
103-2		The management approach and its components	Management Approach; Fuel	22; 23	
103-3		Evaluation of the management approach	Fuel	23	
302-1		Energy consumption within the organization	Fuel	23	
302-4		Reduction of energy consumption	Fuel	23	
304	<b>Biodiversity</b>				
103-1	Management Approach	Explanation of the material topic and its boundary	Sustainable Field Practices	25	
103-2		The management approach and its components	Management Approach; Sustainable Field Practices	22; 25	

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission and Notes
103-3		Evaluation of the management approach	Sustainable Field Practices	25	
304-2		Significant impacts of activities, products, and services on biodiversity	Sustainable Field Practices	25	
306	<b>Effluents and Waste</b>				
103-1	Management Approach	Explanation of the material topic and its boundary	Sustainable Field Practices	25	
103-2		The management approach and its components	Management Approach; Sustainable Field Practices	22; 25	
103-3		Evaluation of the management approach	Sustainable Field Practices	25	
306-3		Significant spills	Sustainable Field Practices	25	A 'significant spill' is one that involved a reportable quantity under hazardous materials regulations
307	<b>Environmental Compliance</b>				
103-1	Management Approach	Explanation of the material topic and its boundary	Environmental Compliance	27	
103-2		The management approach and its components	Management Approach; Environmental Compliance	22; 27	
103-3		Evaluation of the management approach	Environmental Compliance	27	
307-1		Non-compliance with environmental laws and regulations	Environmental Compliance	27	a 'significant fine' is one that resulted in monetary penalty greater than \$10,000
308	<b>Supplier Environmental Assessment</b>				
103-1	Management Approach	Explanation of the material topic and its boundary	Supply chain	15	
103-2		The management approach and its components	Management Approach; Supply chain	22: 15	
103-3		Evaluation of the management approach	Supply chain	15	
308-1		New suppliers that were screened using environmental criteria	Supply Chain	15	
308-2		Negative environmental impacts in the supply chain and actions taken	Supply chain	15	



## SOCIAL

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission and Notes
401	<b>Employment</b>				
103-1	Management	Explanation of the material topic and its boundary	Employment	33	
103-2		The management approach and its components	Management Approach; Employment	22; 33	
103-3		Evaluation of the management approach	Employment	33	
401-1		New employee hires and employee turnover	Employment	33	
401-2		Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employment	33	
401-3		Parental leave	Employment	33	
403	<b>Occupational Health and Safety</b>				
103-1	Management Approach	Explanation of the material topic and its boundary	Health & Safety	43	
103-2		The management approach and its components	Management Approach; Health & Safety	22; 43	
103-3		Evaluation of the management approach	Health & Safety	43	
403-1		Occupational health and safety management system	Health & Safety	43	
403-2		Hazard identification, risk assessment, and incident investigation	Health & Safety Savings due to immediate preventative action calculated based on the average cost per injury related to the selected observation mitigation effort	43	
403-3		Occupational health services	Health & Safety	43	
403-4		Worker participation, consultation, and communication on occupational health and safety	Health & Safety	43	
403-5		Worker training on occupational health and safety	Health & Safety; Employee Training & Education	43; 54	
403-6		Promotion of worker health	Employment	33	

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission and Notes
403-8		Workers covered by an occupational health and safety management system	Health & Safety	43	
403-9		Work-related injuries	Health & Safety	43	
403-10		Work-related ill health	None to report. Employees are medically evaluated with a pre-employment physical and annual physical thereafter to determine medically fit to perform the work-related tasks at Cascade.		
404		<b>Training and Education</b>			
103-1	Management Approach	Explanation of the material topic and its boundary	Employee Training & Education	54	
103-2		The management approach and its components	Management Approach; Employee Training & Education	22; 54	
103-3		Evaluation of the management approach	Employee Training & Education	54	
404-1		Average hours of training per year per employee	Employee Training & Education	54	
404-2		Programs for upgrading employee skills and transition assistance programs	Employee Training & Education. Cascade does not provide transition assistance	54	
404-3		Percentage of employees receiving regular performance and career development reviews	Employee Training & Education	54	
405		<b>Diversity and Equal Opportunity</b>			
103-1	Management Approach	Explanation of the material topic and its boundary	Diversity	39	
103-2		The management approach and its components	Management Approach; Diversity	22; 54	
103-3		Evaluation of the management approach	Diversity	54	
405-1		Diversity of governance bodies and employees	Diversity	54	
405-2		Ratio of basic salary and remuneration of women to men	Employment	33	

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission and Notes
406	<b>Non-Discrimination</b>				
103-1	Management Approach	Explanation of the material topic and its boundary	Employment	33	
103-2		The management approach and its components	Management Approach; Employment	22; 33	
103-3		Evaluation of the management approach	Employment	33	
406-1		Incidents of discrimination and corrective actions taken	'Incident' is considered a legal filing. There are zero incidents of discrimination during the reporting period		