



Cascadability

2020 Corporate
Sustainability Report

May 2021

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ABOUT THIS REPORT

This year brought unprecedented challenges and tested our abilities. Our ability to cope, to focus under pressure, to persevere. These challenges helped us discover who we are and what we can do. We call it Cascadability.

Casadability is made up of our people, our technical expertise, our values. It's what we do and how we do it. It represents the collaboration and grit that solved the unforeseen challenges thrown our way. It's always been there. This year helped us put a name to it and discover the depth to which it exists in our company. You'll see throughout this report how Cascadability keeps us together, keeps us moving forward, and personifies our resiliency.

Cascade's 2020 Corporate Sustainability report has been prepared in accordance with the GRI Standards: Core option. This internationally recognized sustainability framework provides a credible platform and consistent method to measure our impact and connect with you—our most valued stakeholders.

Cascade has published an annual sustainability report since 2014. This report covers the calendar year 2020. We've included data from our two previous reports where possible 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
425.527.9700

Restatements of Information

Restatement of our supply chain spend for 2019 is located in the [Supply Chain](#) section of this report.

Restatement of EMR rates for 2018 and 2019 is located in the [Injury Rates](#) section of this report.

CHIEF EXECUTIVE'S MESSAGE



Ron Thalacker
President & CEO

Welcome to our 2020 Corporate Sustainability Report.

Without doubt, it was a strange and trying year. Despite it all, our company weathered the storm. Safety, service, and financial indicators all reflect the tireless efforts and sacrifices of our employees and business partners. We coined a new term for this resiliency, “Cascadability” and it was the clear choice for the theme of this year’s report.

I’m new to the CEO role here, and one of the first conversations I had with the Sustainability Council and Executive Leadership team was about the role sustainability plays in our organization. As you will read in our report, we define our sustainability performance in terms of economic impact, environmental stewardship, and social responsibility. These initiatives touch every aspect of our organization and are crucial to the success of the company, our employees, and all those who support our business. Sustainability isn’t a separate program, but rather a guiding principle integrated into our daily activities.

Key Impacts This Year

As reported by the Environmental Business Journal, the environmental services industry is remarkably resilient and forecasted to fare better than many sectors of the economy. On a positive note, we learned to be more lean, efficient, and improved indirect spend. Overall growth remained secure. However, there’s no denying the negative impact COVID had on our business:

- Significant workload reduction in certain geographic areas most harshly impacted by COVID
- Uncertainty related to the presidential election held up large project funding and regulatory drivers
- Decrease in revenue led to difficult decisions regarding reductions and furloughs

CHIEF EXECUTIVE'S MESSAGE *(cont'd)*

Recognizing Risk

We continue to monitor potential risks to the business and put our Cascadability to work.

- Competition is threatening marketing share in some lines of business and geographic regions
- Price of fuel has a significant impact on our operating expenses
- Aging fleet and equipment require significant capital investments
- Recruitment and retention of our field employees is a high priority in maintaining the impeccable service our clients have come to expect
- Cyberattacks are a direct threat to our financial health, reputation, the clients we serve and the partners with which we work

Achievements

We are proud to celebrate our achievements with you.

- 10 awards honoring our people and services
- 11% absolute reduction in fuel consumption
- Zero significant spills or fines for non-compliance
- 73% clients surveyed are highly likely to recommend Cascade
- Published more than 150 valuable resources to help our clients reach their goals
- Voluntary turnover decreased more than 25%, achieving our lowest turnover rate in the last four years
- \$50M estimated savings due to immediate preventative action of recognized hazards
- 44% reduction in overall incident activity and a 13% reduction in severity rate
- TRIR under 0.70 for the third consecutive year
- 70% of stakeholders rate Cascade's sustainability performance as strong or very strong
- Adopted strategies to anticipate and fight cyberthreats thus protecting our employees, business assets, and our clients

Opportunities for Improvement

There is always room for improvement, regardless of the number and height of achievement. As we move into 2021, our team will work to fill in the gaps where we fell short this year.

- Increase the overall rate of annual employee performance reviews through continued training, resources, and policy enforcement
- Increase workforce diversity in terms of gender, minority status, and veteran status
- Continue to close the gender salary gap within certain job categories and bring more female employees into leadership positions
- Recruit and retain highly qualified individuals who understand the demands of our industry

We have learned a lot this year. Those lessons will make us a stronger and smarter company. We must continue to work together and focus on the core values that define us and make us better every day: safety, diversity, excellence, passion, growth, and One Cascade.

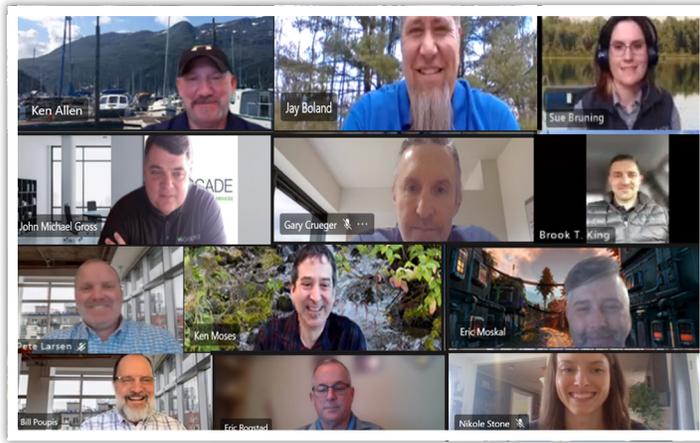
The year ahead is full of promise. I am confident that with continued focus and strong management, we will make 2021 a successful year. From our safety record to financial performance, leadership to service quality, we are poised for success. Our path forward is focused on the sharing of equipment, people, and expertise across lines of business and geographic regions. It includes updating our fleet, dedication to employee retention and hiring the best talent. Cascade will be the company of choice.

All my best,



Ron Thalacker
President & CEO
Cascade Environmental

MESSAGE FROM OUR SUSTAINABILITY COUNCIL



Cascade Sustainability Council collaborated virtually this year. Pictured left to right, top to bottom: Ken Allen, Jay Boland, Sue Bruning, John Michael Gross, Gary Crueger, Brook King, Pete Larsen, Ken Moses, Eric Moskal, Bill Poupis, Eric Rogstad and CDWI Liaison Nikole Stone. *Not pictured: Jack Twomey and Ron Thalacker*

Like so many of you, Cascade has been through a lot this year!

The year started with incredible optimism about growth and new ownership. Then COVID hit and everybody, everything had to pivot. The challenges of COVID impacted every aspect of our business.

Thanks to our Cascadability, we didn't just get through it—we thrived. There were so many acts of compassion, support, and dedication we just can't capture them all in this report. Our organization was never put on hold. We adapted to the changing landscaped and refocused. We kept going (at a social distance!) through it all.

Our Sustainability Council was no exception. We welcomed Alex Hogan and John Michael Gross. We partnered with the Cascade Diverse Workforce Initiative by welcoming Nikole Stone as CDWI Liaison to Council. We kicked off a stakeholder engagement campaign and materiality assessment to set our goals for the next three years. We announced the first recipient of the Compass Award to recognize employees for their contributions to sustainability.

Sustainability is more important than ever in these unprecedented times of global pandemic. Nearly every aspect of our personal lives, our economy, and our organizations have been impacted. How can we practice sustainability and build resilience in uncharted territory? Stick to the fundamentals.

Our sustainability efforts are about fostering conditions that nurture our employees, our clients, and our suppliers no matter what the external challenges may be. Together, we identify the issues that matter most to their well-being and the long-term resilience of our company.

Crises pass but their lessons live on. When sustainability-based actions become your habits instead of an emergency response, you are resilient. Thanks to our Cascadability, we ended the year much like it started—with optimism about our future.

Listen to the Environmental Transformation podcast and hear Sue Bruning discuss how Cascade's Compass program was founded as well as steps other organizations can take to launch their own program: <https://bit.ly/2NSf8m1>

 LISTEN ONLINE

Get to know
Cascade in less
than 4 minutes

<https://bit.ly/3rnrW1i>

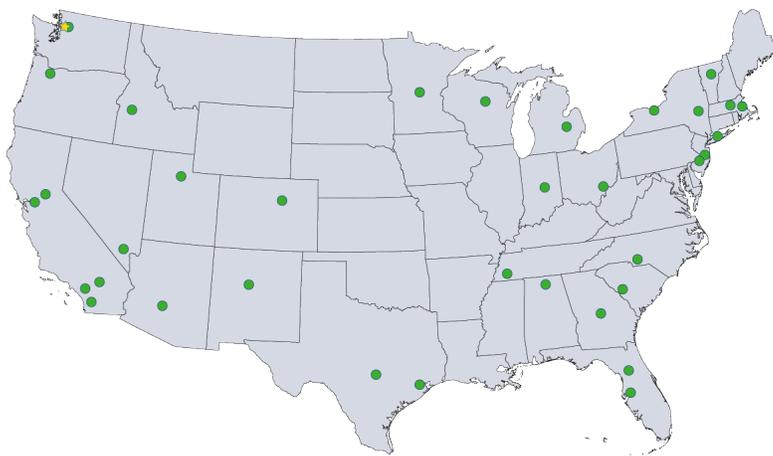
 WATCH VIDEO

OUR BUSINESS

Cascade is a field services contractor that partners with our clients to provide seamless environmental and geotechnical solutions from concept to completion. We provide a wide range of drilling, site investigation, and environmental remediation services and technologies.

Headquartered in Bothell, WA with 36 locations servicing clients throughout the United States, Cascade's breadth and depth of services and expertise are unmatched in our industry.

Cascade Locations



Visit <https://www.cascade-env.com/locations> for list of all Cascade offices.

Economic Impact

Cascade has positively impacted local communities since the company was founded in 1991. Starting out with just five employees that year, Cascade has grown from a specialized regional drilling provider to a national, full-service provider for site investigation, remediation, and drilling. We invest in our people, equipment, and technologies to grow our business and improve the communities in which we live and work.

802
employees

36
locations

\$5500+
community investments

~5,600+
jobs performed

\$193M
net sales

Cascade Cares Charitable Investment Program

The Cascade Cares Charitable Investment Program offers matching grants for our employees' individual monetary donations to eligible nonprofit organizations. This type of grant enables Cascade to support the causes that our employees care about and maximizes the impact one individual has in the local community. We've matched over \$97,500 in the last five years.



When their children's school announced a Fun Run fundraiser, Kyla Holland and Anna Hansen wanted to make the most of their donations. They used the Cascade Cares matching program to double their giving and provide local students a great year of learning.



Cascade employees banded together and raised \$1200 for the National Ataxia Foundation (NAF), in support of their friend and colleague whose family suffers from the rare disease.

We've matched over \$97,500 in the last five years.



2020 Compass Award

We introduced the Compass Award this year to recognize and celebrate excellence in sustainability. It is presented to an employee who embraces environmental stewardship, social responsibility, and economic prosperity in both professional and personal aspects. This individual is committed to advancing Cascade's Compass Sustainability Program and its ideals throughout the organization and the local community. With this award, Cascade recognizes the significant positive impact one individual has made to ensure the health and wellness of our environment and the people that live in it for future generations.

The 2020 Compass Award was presented to Will Burdette. Over the last six years, he's traveled to impoverished parts of the world to volunteer, as well as sponsored three children to ensure they get the nutrition, medical care and education needed to thrive. Will was able to double his impact for this organization through the Cascade Cares matching program. He encourages other Cascade employees to do the same.

Learn more about Will's story: <https://bit.ly/2PasOEC>

 [READ MORE ONLINE](#)

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—anywhere, 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.



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

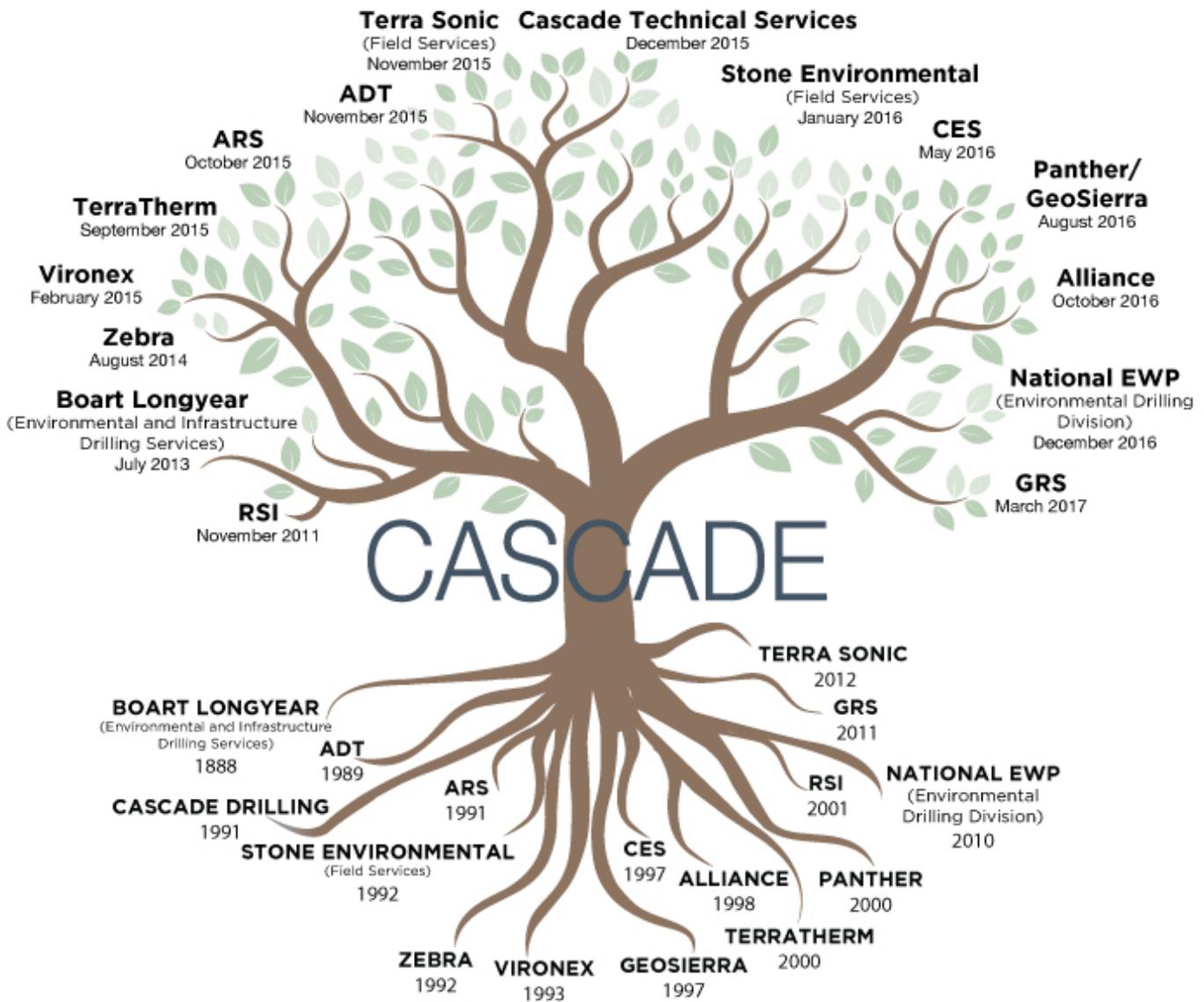
We believe in growing our business in a responsible manner through significant investment in our company, our people and our communities. Growth enables us to provide career advancement for our employees and geographical reach to best serve our clients.

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 has grown through a series of strategic acquisitions that brought together the industry's renowned technical experts and state of the science environmental technologies. Today, Cascade is the only provider of integrated national field services that characterize, investigate, and remediate environmentally contaminated sites.



Known in the marketplace simply as Cascade, our family of brands includes Cascade Drilling®, Cascade Technical Services®, TerraTherm™, 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.



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



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.



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



Cascade Drilling is in the business of setting records- like a 50-foot straight 4-inch core run including 14 feet of unbroken core.



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



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



New Jersey-based Panther Technologies provides civil and industrial environmental services



GeoSierra offers cutting-edge patented technology for installation of permeable reactive barriers (PRBs) placed via trenchless hydraulic fracturing methodology

Suite of Services

Cascade is a field services provider 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
- WaterlooAPSTM
- 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

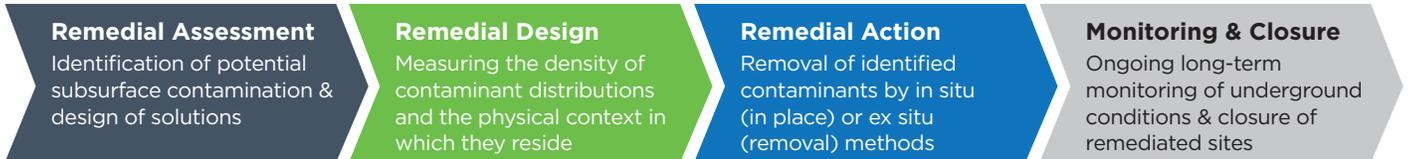
- In Situ Bioremediation
- In Situ Chemical Oxidation
- Trenchless Permeable Reactive Barriers
- Electrical Resistive Heating (ERH)
- Thermal Conduction Heating (TCH)
- In Situ/In Pile Thermal Desorption (ISTD/IPTD)
- Steam Enhanced Extraction (SEE)
- Pneumatic and Hydraulic Fracturing

Experience our full range of services in less than 5 minutes: <https://bit.ly/3cm6Tlj>

▶ WATCH VIDEO

Ability to Participate in Every Stage of the Environmental Lifecycle

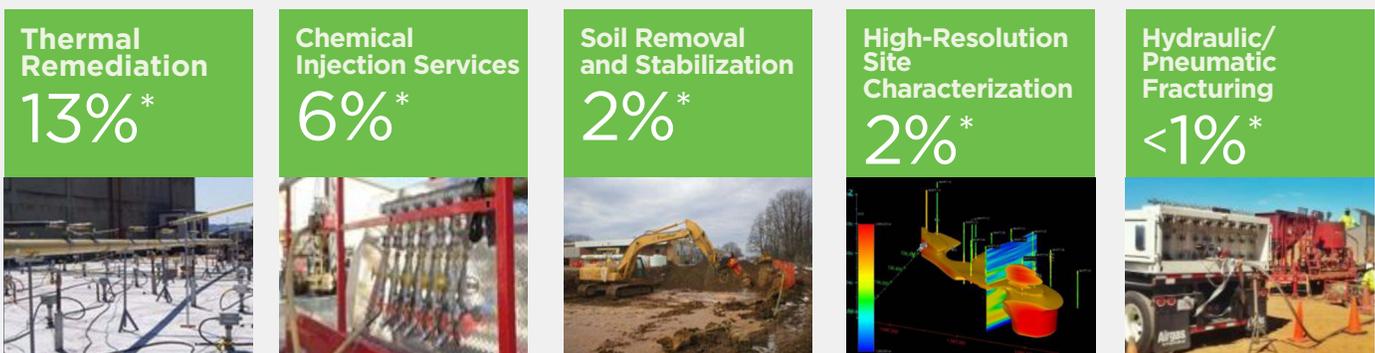
Cascade Offers a Broad Suite of Services Across the Environmental Lifecycle...



...Supported by Industry-Leading Drilling Capabilities...



...With Leading Technical Remediation Services Provided to a Loyal Customer Base

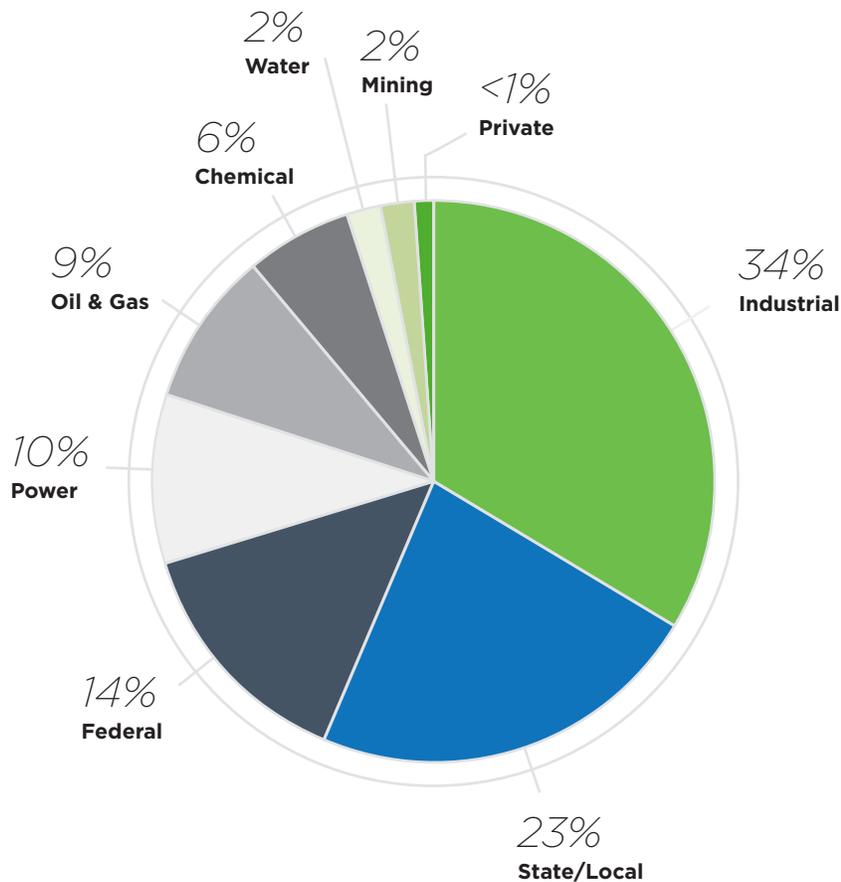


*The numbers are percentage of total revenue by major service line

Our Markets

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

Cascade serves a diverse client base



Awards and Recognition



Cascade and our employees are frequently recognized by well-respected organizations for excellence in all that we do.

This year, the Environmental Business Journal honored Cascade with three Business Achievement Awards. We are proud to be recognized for our efforts in this challenging year, both those made for our clients as well as for our internal staff. Despite many hardships, Cascade employees continued to work together and provide excellence on every project.

Other recent awards include:

- 2020 Engineering News-Record Top 200 Environmental Firms: Ranked #59
- 2020 National Drilling Association Outstanding Commitment to Drilling Safety
- Minnesota Safety Council with the Minnesota Governor’s Outstanding Achievement Safety Award
- PG&E Gold Shovel Certification



Alvin Anderson

Senior Driller Alvin Anderson was recognized by the Joseph A. Holmes Safety Association for his 40+ year career in a mining-related field without a single lost-time injury.



Ken Moses

Cascade's Chief People Officer Ken Moses was named one of the Top 50 Human Resources Professionals in the world by OnConferences.



John Michael Gross

John Michael Gross, Cascade's Chief Information Officer, was named runner-up for the Seattle CIO of the Year ORBIE Award which recognizes outstanding CIOs who developed solutions and created business value for their organizations.

Governance, Ethics & Integrity

As a privately held company, Cascade is governed by a Board of Directors. The five-member Board is comprised of Cascade's Executive Chairman, Chief Executive Officer, and three 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 Cascade's Sustainability Council. The Council operates under a shared governance model in which members have the authority to drive sustainability initiatives and are held accountable for tracking performance. The Council Charter outlines authority, process, and procedures for Cascade's Sustainability Council. Council members are formally appointed by the CEO and represent all major organizational functions. The Council meets on a regular basis to discuss the Company's environmental stewardship, social responsibility, and economic impact efforts with respect to the Global Reporting Initiative standards. The Sustainability Council is responsible for drafting and executing a three-year Sustainability Plan as well as assembling the Corporate Sustainability Report each year.

Our Cascadability is testament of our commitment to drive innovation—and our leadership team is helping make it all happen. With diverse business experience, bold vision, and a passion for getting it right every time, this team focuses on delivering results to our clients, fostering a safe and positive work environment, and driving organizational resiliency.

On November 2, 2020 John Cowdery announced his upcoming retirement and the appointment of Ron Thalacker to Chief Executive Officer. John currently serves as Executive Chairman and works closely with the Executive Team. Ron has more than 35 years of experience in the drilling industry. He joined Cascade in 2016 as Senior Vice President of Drilling Operations. He was promoted to Chief Operating Officer, Drilling Services in July 2020.

Meet our leadership at <https://bit.ly/39eYJ2A>

 [READ MORE ONLINE](#)

Ethics and Compliance Hotline

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

Employee Handbook

Our employees are held to a high professional standard as detailed in Cascade’s Employee Handbook. The Handbook includes our Code of Ethics as well as employment policies, procedures, safety responsibilities, and a description of employee benefits. In 2020, the employee handbook was rewritten to provide a more interactive experience for our employees. A copy of the Handbook is provided to all employees upon hiring. It is also available upon request through the Human Resources Department and posted to the Company’s internal website. All new employees go through comprehensive training programs unique to their job responsibilities. All employees participate in regular training updates covering key aspects of their jobs throughout the year.

- Issues covered in the Handbook include:**
- Affirmative Action
 - Americans with Disabilities Act & Amendments
 - Client Relations
 - Code of Ethics
 - Communications Policy
 - Complaint Reporting & Resolution Corrective Action
 - Discriminatory Harassment
 - Commitment to Diversity
 - Drug Free Workplace Policy
 - Employment of Minors
 - Equal Employment Opportunity
 - Job Descriptions
 - No Retaliation
 - 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
 - Worker Welfare
 - Workplace Attire & Grooming Policy
 - Workplace Harassment
 - Whistleblowing

Supply Chain

Our supply chain is comprised of the equipment, materials, and supplies procured to perform a wide array of drilling, characterization, 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.

The significant 50% decrease in total supplier spend combined with a minimal 5% decrease in net sales illustrates our Cascadability during a year filled with uncertainty. Cost controls instituted at the beginning of the pandemic remained in place through the end of the year. These included:

- Limited the purchasing of supplies to only those needed to perform scheduled work
- Limited equipment repairs to the essential units mobilized or operating on a project
- All employees refrained from or deferred non-essential travel. Travel was limited to instances that are essential to our operation, could only be completed by physically being present, and did not create an unacceptable health hazard
- Postponed, cancelled, or moved to a digital platform all in-person meetings and large group gatherings

Spend Category	Percent of Total Spend
Direct Job Costs	78%
Equipment and Materials	10%
Operations and Facilities	5%
Sales & Marketing	2%
Fuel	3%
Health and Safety	1%
Administration	1%

Total Supplier Spend

2020
\$122M

2019*
\$242M

2018
\$155M

*Indicates restatement of data from our 2019 report.

Number of suppliers providing goods and services that grow our business

2020
4141

2019
3104

2018
2900

Sourcing Partners

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

Defining Our Suppliers

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

Tier 1 - Preferred Partner with Corporate agreement(s); highest level; best terms; best overall value. Must be able to provide goods to all Company locations and operations

Tier 2 - Qualified Regional suppliers; (Preferred)

Tier 3 - Common suppliers; may be market dependent; not service or product dependent (non-preferred)

Tier 4 - Minimal priority; not market nor service or product dependent; spend is qualified and replacement directed (do not use).

Vender Type

	Number	Percent of Total Spend
Total Suppliers	4141	-
Tier 1 and Tier 2 Suppliers	240	33%
Tier 3 and Tier 4 Suppliers	3913	67%

Total Spend

	2020 Target	2020	2019	2018
Spend with certified diversity-owned business	-	\$254K	\$7.1M	\$4.17M
Percent of Spend	5%	<1%	8.2%	2.7%



*one
company*

*one
commitment*

Sourcing Strategy

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

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

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

Supplier Screening and Evaluation

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

Topics included in our supplier evaluation include:

- Compliance with regulations, notices of violations, fines assessed
- Conservation efforts and sustainability programs
- Financial stability
- Pricing
- Availability
- Geographic reach
- Diversity-related and small business certifications

Eleven percent of all suppliers were screened or re-evaluated in 2020. None of our suppliers were identified as having significant actual and potential negative environmental impacts. Many expressed interest in working with us to improve their own sustainability efforts and advance our Compass program. Other interesting trends from our supplier survey over the 2019-2020 period:

- 16% increase in suppliers reporting they have some level of sustainability program
- 6% increase in suppliers reporting they measure, evaluate, or report their environmental impact
- 2% increase in suppliers reporting they measure, evaluate, or report their social impact
- 10% increase in suppliers reporting they measure, evaluate, or report their diversity impact

Changes in our Supply Chain

The ability to respond rapidly to client needs is critical to the resiliency of our business. Our expansive resources allow Cascade to strategically position fleet assets and experienced crews where they are needed most. Our Lynbrook, NY office closed this year and its employees and equipment were consolidated with nearby offices to increase operational efficiencies. Our offices in Littleton, CO and Memphis, TN were relocated to nearby locations to accommodate our growing staff and fleet.

Memberships

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

American Council of Engineering Companies
American Exploration & Mining Association
American Institute of Professional Geologists
American Society of Professional Engineers
Arizona Hydrological Society
Association of Engineering Geologists
Association of Environmental & Engineering Geologists
Association of Environmental Health and Sciences
Association of State Dam Safety Officials
Bay Planning Coalition
Central Pennsylvania Geotechnical Council
Colorado Environmental Management Society
Colorado Mining Association
Cybersecurity and Infrastructure Security Agency (CISA)
Elk Grove Community Emergency Response Team
Engineering News Record
Environmental Professionals of Arizona
Five Towns Kiwanis
Florida Association of Environmental Professionals
Geologic Association of America
Geologic Association of Nevada
Georgia Association of Environmental Professionals
Groundwater Resource Association
Hudson Mohawk Professional Geologic Association
Idaho Department of Water Resources
Idaho Groundwater Association
Industrial Association of Contra Costa County

InfraGard
International Risk Management Institute
International Society of Sustainability Professionals
LeanIn
Long Island Association of Professional Geologists
National Association of Environmental Professionals
National Drilling Association
National Ground Water Association
Nevada Groundwater Remediation Association
New York State Council of Professional Geologists
North American Tunneling Association
Northwest Environmental Business Council
Northwest Environmental Council
Professional Environmental Marketing Association
Project Management Institute
Society for Human Resource Management
Society Mining Engineers
Society of American Military Engineers
Society of Economic Geologists
Society of Mining, Metallurgy, and Exploration
South Florida Remediation Association
Sustainable Remediation Forum
Texas Association of Environmental Professionals
Utah Geologic Association
West Texas Geological Society
Western States Petroleum Association
Women in Environment

We honor those employees who hold leadership positions and volunteer their time and talent.



Sue Bruning,
Vice President
of Marketing &
Communications,
American Advertising
Federation's Toledo
chapter Board of
Governors



Jay Boland,
Aquifer Drilling
& Testing Client
Services Manager
and National
Drilling Association
Board of Directors
member since 2013



Maryam Azad,
Technical
Services Manager,
Professional
Environmental
Management
Association Board
of Directors



**John Michael
Gross,** Cascade CIO,
Little Bit Therapeutic
Riding Center Board
of Trustees, and
volunteer mentor for
Everwise

Each month, Cascade's
Technology team

manages
200,000
login attempts

moves
600,000
emails

stores
3M
files

Technology

Technology touches every facet of our business. Technological developments increase efficiency and responsiveness. When COVID protocols restricted our workforce from their traditional office environment, it was technology that enabled our teams to continue working without interruption to the business. Yet this same technology poses serious risk. One of the most notable risks is cybersecurity, which can take numerous forms and can have very significant negative consequences for the victims. This reality makes cybersecurity a major differentiator for organizations and an essential sustainable economic development factor. It's been a key initiative of our Information Services team this year.

No organization is immune to the digital attacks that cost businesses hundreds of thousands of dollars each year. Cyberattacks are a direct threat to our financial health, reputation, the clients we serve, and the partners with which we work. Understanding how these threats attempt to breach sensitive data and critical technology systems is the first step in preventing the damage they cause. Adopting strategies to anticipate and fight cyberthreats not only protects our employees and our business assets, it also protects our clients and their security efforts.

Our Information Services team has taken dramatic steps to protect our employees, our business transactions, our suppliers, and our clients.

- We implemented a zero-trust security model that requires strict identity verification for every device trying to access resources on both our public and private clouds.
- We leverage artificial intelligence, geofencing heuristics and multiple layers of security to prevent spam, phishing, and malware.
- We continue to increase our cyber defense spending and work industry standards such as DFARS and InfraGard to insure best practice adoption.

How has COVID changed priorities for Information Technology teams?

Cascade's CIO John Michael Gross explains in a recent CRNtv interview with Bob Skelley. <https://bit.ly/3vZucQ5>

 WATCH VIDEO



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

Cascade is a Defense Federal Acquisition Regulation Supplement (DFARS) compliant company

and also is a member of InfraGard - a partnership between the Federal Bureau of Investigation (FBI) and members of the private sector for the protection of U.S. Critical Infrastructure.

Enabled seamless transition to remote work during COVID

In 2019, we focused on updating our operating systems to provide convenient, cloud-based computing and collaboration. These updates also provide employees many new functionalities and an improved user experience. Internal collaboration is easier than ever before and now doesn't require energy-intensive travel with on-line tools for video conferencing, chat, and voice meetings available to every employee for mobile and desktop access.

That transition enabled our entire workforce to seamlessly transition to a remote work environment when other business in our industry were struggling with this unforeseen challenge. The platform proved an important tool in being able to clearly and proactively implement company actions for the COVID crisis. The ease of being able to contact leadership and resolve actions in real-time has been critical in managing the business through this pandemic.

OUR STAKEHOLDERS

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

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

- very likely to be impacted by our Company
- may potentially influence Company performance in a significant way
- has frequent interaction with our Company

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

Stakeholder Engagement Channels

<p>800 employees</p>	<p>5,200 suppliers</p>	<p>40,000 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>

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

REPORTING WHAT MATTERS

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.

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

The most critical issues are organized under five key focus areas, which Cascade's 2020 Sustainability specifically addresses and which we've included in this report. These issues are identified as critical because they bear a high degree of real or potential 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, talent acquisition, employee retention, well-being, health and 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 the Cascade 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, ongoing 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.

“Sustainability” is a word that’s used a lot, but what does it actually mean? In this blog post, our Sustainability Council Chair Sue Bruning explains. <https://bit.ly/2Pwgmnj>

 READ MORE ONLINE

RELATIONSHIPS

Our business is built on relationships with our employees, our clients, and our suppliers. 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 maintain strict compliance with environmental regulation.

Fuel Consumption

Our fleet is the primary source of energy consumption. Our crews drove commercial motor vehicles more than 7 million miles in 2019. We maintain nearly 2,000 drill rigs, support vehicles, and specialty equipment nationwide, and recognize our fleet has a significant impact from fuel consumption to greenhouse gas emissions and worker health and safety. It is also the area in which we can have the most significant conservation impact.

We are proud to report our total fuel consumption is 2% below our 2020 target.

GALLONS OF FUEL	Target 2020	2020	2019	2018
Diesel	1,300,000	1,268,923	1,381,899	1,607,240
Gasoline	200,000	201,207	267,989	373,709
Diesel Exhaust Fluid	3,000	3,045	3,123	3,622
Total Fuel	1,503,000	1,473,175	1,653,011	1,983,031
Projects Performed		5,709	6000	5487
Fleet Assets		1,973	2033	2016
Gallons per Project		258	275	361
Gallons per Fleet Asset		747	813	984

Note, our 2020 fuel targets were lowered to account for the impact of COVID on our business.

Our fleet refreshment program replaces older, less fuel-efficient vehicles with new and refurbished assets. We prioritize investments like this because they directly impact our ability to serve clients and meet our annual sustainability goals.



Fuel Reduction	2020	2019	2018
YOY by gallons	179,836	330,020	-214,245
YOY by percent	11%	17%	-12%

Fuel Reduction Efforts

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

We achieved an 11% absolute reduction in fuel consumption this year. The three-year trends are positive for both absolute and normalized reductions.

- Gallons per fleet asset has declined 24%
- Gallons per project improved 29%
- Total consumption is down 26% while decline in total number of projects just 4%

Current efforts include:

- Avoidance of vehicle idling when feasible
- Improved data capture of fuel purchases as we've transitioned to a single fuel supplier
- Internal fuel spending audits
- Purchase of new vehicles with more stringent fuel and emissions controls
- Evaluation of alternative fuel sources such as natural gas

To reduce the energy requirement for thermal remediation projects, we are constantly improving our heater designs and operational methods. We have optimized our heater controls to be able to cycle energy input throughout the day, and therefore use more power in off-peak periods where the energy demand on the grid is less. Our data management system allows us to track, control and optimize the volume of extracted steam and hot water, such that the energy removed from the subsurface during operation is as low as possible. Lastly, we have developed and completed several full-scale low-temperature thermal remediation projects, where low-intensity thermal heating technology is used to stimulate enhanced bioremediation. This approach has been proven to be an effective low-energy thermal approach for remediating hydrocarbon sites to achieve the site treatment goals.

Learn more about thermal remediation options in our blog *How to Choose the Best Thermal Remediation Heating Technology for Your Site.* <https://bit.ly/2P5XHz3>

 READ MORE ONLINE

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.

Category	Potential Impacts	Cascade Best Management Practices
Energy, Air & Climate Change	<ul style="list-style-type: none"> • Climate change • Air quality • Quality of life • Operating costs • Public health 	<ul style="list-style-type: none"> • Preventative maintenance plan • Fuel reduction • Carpooling (Not during COVID) • No idle policy • Compliance with emission standards • Dust control & mitigation • Work from home: operations support teams
Natural Resources	<ul style="list-style-type: none"> • Water quality • Pollution • Public health and safety • Endangered species • Operating costs • Compliance and risk 	<ul style="list-style-type: none"> • Water conservation • Spill prevention • Habitat protection and restoration • Site-specific health and safety plan
Waste Reduction & Management	<ul style="list-style-type: none"> • Resource availability • Waste disposal • Pollution • Public health and safety • Operating costs 	<ul style="list-style-type: none"> • Low volume solvent usage for laboratory procedures • Waste minimization • Electronic communication • IDW reduction and management • Waste recycling
Materials	<ul style="list-style-type: none"> • Resource availability • Access to resources • Local communities • Supply chain risk • Operating costs 	<ul style="list-style-type: none"> • Environmentally preferred purchasing & sustainable sourcing program
Community	<ul style="list-style-type: none"> • Quality of life • Air quality • Water quality • Public health and safety 	<ul style="list-style-type: none"> • Traffic (vehicular / pedestrian) control • On site nuisance / noise reduction • Rubber tracked track rigs minimize surface disturbance • Brownfield redevelopment

The Savannah River National Laboratory team explains how they're using GeoSierra's PRB technology to address contamination at their site.

<https://bit.ly/2OXXZII>

 WATCH VIDEO

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

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

Drilling Operations

Some sustainable field practices are specific to our drilling operations. In most states, a well permit with conditions designed to prevent the escape of any contaminants and protect groundwater by mandating a casing and cementing/grouting program 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 regarding the time of year to avoid disrupting the soil that is saturated from significant rain events or entering land during species' mating periods. Equipment is cleaned prior to arriving onsite and before leaving to prevent cross contamination.

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



New York City's Green Infrastructure

plan included the installation of several thousand bioswales in right-of-way locations. They needed a drilling partner with the equipment and personnel capable of working across three boroughs in tight workspaces—and one that could commit to a three-year project. Learn how Aquifer Drilling & Testing, a Cascade Company was brought in to support NYC's Green Infrastructure program and used drive and wash rotary to successfully complete work on 4,000 bioswale investigation locations. Read more: <https://bit.ly/3soaXxq>

[READ MORE ONLINE](#)

"It's not so much about what new drilling technologies are available, but rather how the current technologies are adapting to new challenges including access restrictions, lithology, and sustainability goals." - Sr. VP of Operations Bill Poupis, when asked by EBJ about new drilling technologies. Learn how those adaptations are impacting the environmental and geotechnical industries for the better—read the rest of the article now. <https://bit.ly/3IPoQC8>

[READ MORE ONLINE](#)

High resolution site characterization (HRSC) isn't just for project planning—it

can also be used to optimize operations in real-time.

Read how using the MIP, a common HRSC tool, reduced project costs by nearly 25% for one client: <https://bit.ly/39fMIPE>

 READ MORE ONLINE

Chlorinated solvent contamination was identified at a former steel manufacturing facility.

The fractured and weathered shale bedrock complicated the remedial design. Because of the tight timeline, Cascade developed a plan to reduce the number of injection events and increase the ZVI dosage to significantly reduce contaminant mass without the use of permanent subsurface infrastructure. Learn how the full volume of delivered reagent was emplaced safely and successfully, on time and on budget: <https://bit.ly/3rqbA8e>

 READ MORE ONLINE

Selection and management of injection amendments is critical. There are many options for amendments when performing remediation. Bioremediation, the use of naturally occurring or injected microorganisms to break down contaminants, is often an effective and more environmentally preferred technology. In some projects, crews can use extracted groundwater as mixing water for the injection application. The location of injections has a significant impact on the efficacy as well. Our experienced technicians include engineering controls in the work plan to prevent the migration of contaminants. For example, amendments are injected at edges of the work area before moving to hot spot. Our Spill Prevention, Control & Countermeasures (SPCC) plan includes precautions preventing and mitigating impacts of the daylighting of contaminated groundwater and injection chemicals.

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

TerraTherm recently conducted an in-depth analysis of the sustainability of our projects as it relates to materials and equipment required for operations. In the analysis, a few major elements of a typical thermal remediation project, such as the construction of the insulating vapor cover, were found to have a major environmental footprint due to the high usage of concrete in the construction process. As a result, we have shifted our typical design to utilize a different and more sustainable cover design where possible. The findings were published in an internationally recognized paper. We continue to review our thermal system designs for opportunities to optimize and reduce the impact on the environment.



Did you know that thermal remediation is a powerful technology to clean up source zones at contaminated sites? That was confirmed recently when a client with a large Thermal Conduction Heating (TCH) site in NJ said that 10 months of thermal operations saved their client approximately 40 years' worth of existing pump and treat, with a potential cost savings of \$40M. What other technology can achieve that?

The EPA is using in situ thermal remediation at the Velsicol Chemical Superfund Site in St. Louis, Michigan.

In this video, EPA Community Involvement Coordinator Diane Russell gives a high-level explanation of the technology and explains the measures they're taking to ensure contaminants are addressed in a safe manner. <https://bit.ly/3d94Ma8>

 WATCH VIDEO

“The major shift in the last five years has been from treatment by chemical oxidation or bioremediation to the injection of sequestration amendments like activated carbon.

The amendments are applied primarily at petroleum sites, but there has been some early research and pilot testing on their applicability to the longer chain PFAS contaminants. Additionally, since contact of amendment and contaminants is critical for treatment, the industry is optimizing injection and fracturing technologies to improve amendment distribution.” Vice President of Technology Eliot Cooper was recently interviewed by EBJ about how the remediation industry is evolving. Download the full article here: <https://bit.ly/3d2B8Dk>

 READ MORE ONLINE



Jim Whitley and his field crews are implementing strict COVID protocols in addition to our standard CORE Health & Safety Program practices. Here's what our client has to say about it. "I wanted to let you know that I received more positive feedback today from the field about the excellent job your drill crew is doing with job safety under the new COVID paradigm. This feedback is in addition to my first-hand observations a couple of weeks ago when I was fortunate to get out for one of the recent well installs. The Cascade crew's serious awareness and implementation of the additional safety protocols is very much appreciated."

COVID Protection Best Practices for the Field

As the severity of the COVID pandemic quickly escalated in March, our EHS team proactively tailored our existing plans, policies, trainings, and requisite assurances for the continued safety of our employees and clients. These response actions and field practices included:

- Updates to and communication about our Business Continuity, Exposure Control, Bloodborne Pathogen, and Pandemic Preparedness Plans to include specific guidance on COVID
- Required COVID Cascade Training
- New required signage for offices and project sites
- Hazard Communication Plan updates to include COVID protocols
- Employees asked to take temperature daily
- State travel restrictions
- Journey Management Plan updates to include COVID protocols



Hydraulic hose inspection is critical in preventing leaks and broken hoses

Spill Prevention

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

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

- Documented pre-shift site and equipment inspections
- Site-specific spill prevention and response plans
- Job Safety Analyses for spill prevention and response completed before operations commence
- Hydraulic hose inspection program to prevent leaks and broken hoses
- Secondary containment for chemicals and fuels carried in trucks, equipment and stored on-site
- Ground cover used under equipment and drill rigs to safeguard sensitive habitats and prevent contamination from spills
- Job Safety Analyses for refueling and equipment service to prevent spills
- Spill kits and absorbents carried on all equipment, trucks, and drill rigs

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

	Target 2020	2020	2019	2018
Number of Significant Spills	0	0	0	1
Volume of Significant Spills	0	0	0	11,000 gallons of diesel fuel

Environmental Compliance

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

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

	Target 2020	2020	2019	2018
Fines for noncompliance	0	0	0	0
Non-monetary sanctions	0	0	0	0

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

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

- Continued education and professional development for compliance staff
- Monitoring, analysis, and communication of new and revised regulations
- Third-party support to maintain industry-leading programs

- Maintaining a comprehensive library of policies and programs to support compliance in areas of waste management, spill prevention and control, and stormwater
- Air regulations for diesel equipment are centrally managed
- Central monitoring and management of equipment for compliance at local, state, and federal levels
- Performing monthly facility inspections and compliance
- Periodic audits of job sites during operation
- Performing daily and weekly inspections of used oil and waste area storage area

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. It also means helping our clients meet their own sustainability goals. 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.

What does that mean?

- Our operations and systems are completely integrated
- Open communication across all our business functions provides efficient and coordinated responses to clients
- Company resources are optimized to provide seamless services to our clients
- We focus on continuous improvement and investment in our people, equipment, and community to ensure excellence on every level



Smiles are as common as hard hats on our project sites

What does success look like to us?

- **Confidence.** Clients have confidence in our ability to provide solutions across all aspects of a project, no matter the complexity.
- **Loyalty.** Clients are avid brand ambassadors that influence those around them to do business with Cascade.
- **Engagement.** Clients actively participate in our CORE Health and Safety Program on site safety meetings, and other safety initiatives.

What does success look like to our clients?

- **Budget.** Projects completed within the projected budget.
- **Safety.** Projects completed safely without incident or injury.
- **Seamless.** Clear and seamless communication between office and field before, during, and after site operations.
- **Timely.** Projects completed within the specified timeframe.



Giving It Our BSST

Budget, Safety, Seamless, On-Time are the expectations our clients have repeatedly expressed for our services regardless of the line of business, technology, or project location. That's the way our clients define quality service.

BSST provides a framework for quality in all that we do. We've turned these expectations into our BSST game plan which focuses on three elements: people, fleet, and sales.

People

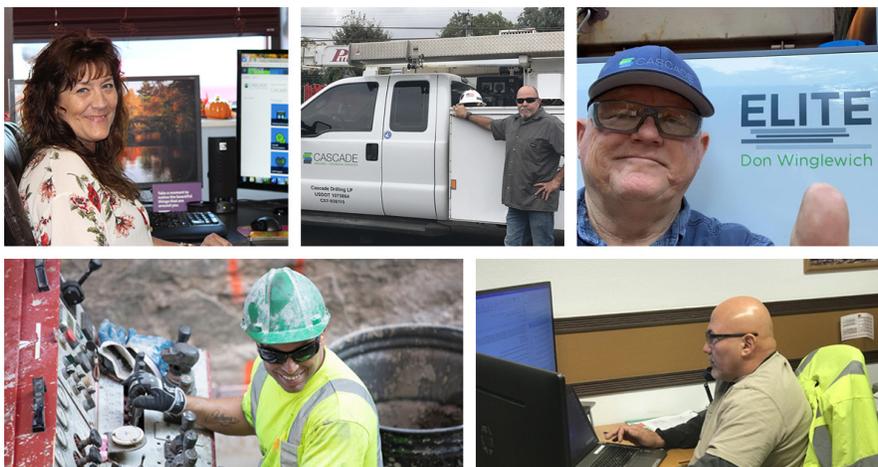
Without our employees, the company would not be successful. This element supports leaders in our efforts to attract, engage and retain our workforce.

Fleet

The fleet element equally supports sales and people. It focuses on providing the right, most updated equipment to successfully complete projects and ensures employees have the appropriate level of training and certification to operate that equipment.

Sales

The Sales Program provides employees with a clear understanding of how leads and opportunities flow through the company, the roles and responsibilities within each stage of the sales process, and key performance indicators to measure success.



Our employees are dedicated to servicing every client as if they are family

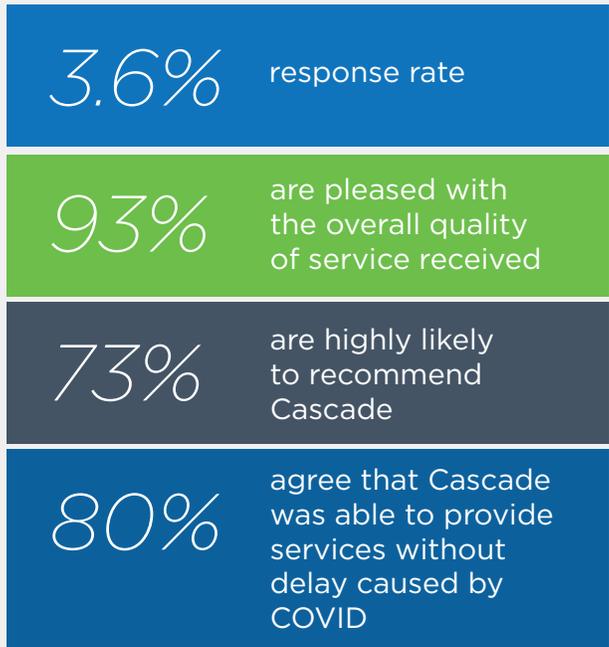
Receiving both positive and negative feedback directly from stakeholders creates a valuable opportunity to drive improvement throughout our organization and enhance the user experience. Our Qcard is a feedback mechanism that creates an objective, systematic, and real-time process to collect, analyze, and act on stakeholder feedback.

Our subject matter experts and client service managers often team up to provide clients with an in-depth look at how our technologies work and how technologies can be combined to achieve unparalleled results. They share this expertise through free educational content.

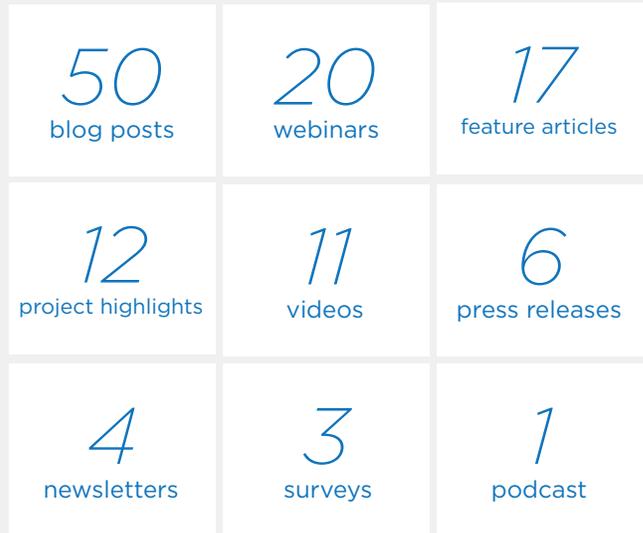
The Qcard is designed to:

- Identify fact-based opportunities for process improvement that enhance the client experience
- Encourage recognition of high-performing employees
- Provide a mechanism for convenient 24/7/365 real-time submittal
- Produce both qualitative and quantitative metrics
- Include both internal and external stakeholders

2020 Qcard Results



In 2020, we published a wide range of educational resources:



Based on the trackable data, it seems consultants were eager to use extra at-home time to learn more about drilling, site characterization and remediation technologies and best practices. This was illustrated best by a few key snapshots:

- **More people visited our website in 2020 than in 2019, and they stayed on it longer, too.** Website sessions increased by 6.7% and the bounce rate (how quickly a visitor leaves the site) decreased by 37%. That indicates our website had the content consultants were looking for and they took the time to read it.
- **More consultants downloaded content from us in 2020 than in 2019—by a lot.** Downloads increased by 31%. Our downloadable content includes survey reports, project highlights, checklists, project calculators and more.
- **Our blog—where we post new weekly educational content—is how many consultants found us.** While traffic to the blog accounts for only 6.3% of total website traffic, it is responsible for 22% of organic traffic. Organic traffic consists of visitors who found us via search engines, because our content (in this case, our blog articles) answered the questions their search queries posed.
- **2020 webinar registrations were more than double what we saw in 2019.** We went from 1,916 to 3,902, with a significant percentage of those registrations coming in for our introductory level content for new consultants.

These numbers demonstrate that consultants value and utilize the educational content we provide. Even before they engage us for a project, we've helped them succeed.

Many more ways in which we support the sustainability efforts of our clients:

- Providing electronic invoices and payment options to reduce paper consumption and increase accounting efficiency
- Sponsoring charitable events in partnership with our clients
- Utilizing certified diversity-owned business
- Encouraging client participation in our CORE Health and Safety Program, on site safety meetings, and other safety initiatives
- Implementing sustainable remediation practices in the field



We invite you to follow us on LinkedIn and take advantage of the free educational resources we share: <https://bit.ly/3w9LI9W>

FOLLOW US

This year our experts conducted proprietary research to help clients learn about industry best practices and opportunities for

improvement on their injection remediation projects. Download the report: <https://bit.ly/3fljJsk>

 READ MORE ONLINE



What Our Clients Have to Say



Panther Technologies crew based in Medford, NJ

“A big shout-out to Site Manager Steve Inzerma and his Panther crew, who was specifically praised by a leading pharmaceutical client and their national consultant for his excellent management of and adherence to crew safety on the project site. He and his team have been meticulous with their COVID protocols and PPE, keeping both our employees and the clients’ safe while continuing essential work.”



Pictured, left to right: Joshua Doty, James Goble, Wesley Kennedy

“I wanted to let you know that James, Wesley, and Josh did an outstanding job. I honestly can say that working with this team was one of the best experiences I’ve had working with a drilling subcontractor. They showed up prepared to work, were very conscious of health and safety, and communicated with our field team constantly to help us get the information we needed to complete the job. I’d also like to point out that their housekeeping and organization was excellent. They did things without me having to ask and took it upon themselves to thoroughly complete each task step-by-step. When they left the site, it looked as if they were never even there.”



Peoria-based drilling crew Isaac, Ivan, and Zach

"I wanted to take a moment to express my gratitude and appreciation for Zach, Issac and Ivan's professionalism, attention to safety, work scope, project objectives, great teamwork, attention to detail, effective communication with myself and amongst each other and their hard work ethics. It has been an extreme pleasure working with such an experienced and talented drilling crew. They never waiver when I have a specific request or concern regarding the subsurface materials to optimize core recovery."



Dave Moon and Patrick Magill ensure COVID protocols are followed at all times.

"Dave Moon and Patrick Magill did an excellent job for us on our till well drilling and development work. As you are aware, the site has very strict safety, cleanliness, and quality requirements that are enforced by the client. They did quality work on the wells and kept the work area clean and neat. Safety is a major factor for us and for our client. Dave and Patrick diligently followed all the site requirements without complaint and without needing to be reminded. This was no easy task with the additional COVID requirements. You and your crew represented your company well on this project and we look forward to working with you, Dave, and Patrick again."



New Ellenton, SC based crew

"We truly appreciate the efforts of crew members Chris Ruffer, Kelly Grant, and Corey Franklin. We are really pleased with how prepared the crew was, their knowledge of the precautions required when sampling for PFAS compounds, the steps they took to ensure safe working conditions, and their overall approach to the project. The crew followed the scope of work, followed health and safety protocols and spent additional time to meet site specific requirements."

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 the on-time, on-budget performance of every project, every day. The fleet is essential to mobilize our field crews safely, provide quality service, and drive revenue nationwide.

Total fleet size decreased 3% this year and an average of 2% over the last three years. Our fleet management team continually evaluates market demand and opportunity across the country to ensure we have the proper equipment in the right places to serve our clients.

FLEET ASSETS	2020	2019	2018
Drill Rigs	320	331	343
Support Trucks	765	780	788
Trailers	451	444	425
Other Equipment	437	478	502
Total	1973	2033	2016

When people think about jobs in the drilling or environmental services industry,

they often overlook roles like that of diesel mechanics--but not much gets done if there isn't someone to work on and maintain the equipment. Check out this blog post where Vinny Mesuda explains how he got his start as a mechanic in environmental services, and what he loves about his work. <https://bit.ly/3cC9M8h>

 READ MORE ONLINE



Check out our newly refurbished CME 55 LC

track-mounted auger rig! The process of repairing, upgrading, and painting this blue beast took two months, but was performed expertly by our friends at Rig Source. It's now ready to roll from our Aquifer Drilling & Testing yard in Mineola, NY.

Putting a drilling rig on a truck is more complicated than you might imagine.

Getting calculations right is important. For instance, the placement of the front axle and the distance between the front axle and rear axle must be properly considered to ensure correct weight distribution. Another example is confirming that components like the fuel and DEF tanks and the air system components are positioned in a manner that they do not interfere with the setting of the drill rig on the truck.



This Peterbilt truck will soon roll out as a fully equipped CME 85 auger rig.

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

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

FLEET ASSETS	
New Purchase	57
Recycled/Sold	83
Refurbished	2

Fleet Maintenance



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 Little Falls, MN location has been awarded the Golden Piston Award for the 6th time for having the highest maintenance score within the company. The scores are based on the number of completed preventative maintenance tasks performed, the total number of federal and state DOT inspections completed, along with compliance within Cascade's Maintenance Advantage Program (MAP).

Preventative maintenance includes inspections and vehicle and equipment services. Preventative maintenance tasks are set up using guidelines provided by regulatory agencies, the original equipment manufacturer and/or historic data, age, and condition of the equipment. Adhering to the program ensures equipment is maintained in a safe operating condition, helps reduce premature mechanical failures that could pose a risk to personnel and the environment, and extends the life of equipment.

To maintain the equipment and maximize the useful lifespan, Cascade manages a network of 17 maintenance and repair (M&R) shops and refurbishment centers. The M&R shops are designed to perform preventative maintenance and small to medium class repairs. The refurbishment centers direct all large-scale restoration and refurbishment of rigs and support equipment.

Our mechanics perform routine preventative maintenance and repairs and are responsible for the refurbishment of sonic heads and drill rigs. Many large capital projects which enhance safety and operations are completed by these talented individuals.



Mechanic Ken Altrichter

Having the right equipment available for your scope of work and ensuring reliable operating performance keeps your project on time and on budget. Mechanics like Ken Altrichter perform critical maintenance, repair, and refurbishment on more than 2,000 fleet assets to keep you rolling. Ken oversees one of Cascade's three rebuild centers that direct large-scale restoration and refurbishment of rigs and support equipment. Ken's been at it for over 25 years and is best known for rebuilding sonic drill heads. Anyone who knows him will testify that Ken runs a safe, clean, and well-organized shop. He is precise, takes pride in quality work and does not take short cuts. Ken is responsible for maintenance and repair of over 100 pieces of equipment based out of Cascade's Little Falls, MN location. His team is a four-time consecutive winner of our Maintenance Advantage Program award. Ken leads by example and is always willing to share his skills, which have been key in developing other mechanics and head builders for the company.

Fleet Compliance

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

CASCADE'S OUT OF SERVICE RATE (OOS)					
	Target 2020	National Ave	2020	2019	2018
Vehicle	10%	20.7%	16.7%	16.7%	14.9%
Driver	2%	5.1%	2.0%	2.6%	3%
HazMat	0%	4.4%	0%	0%	0%

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

Our HazMat and Driver OOS rates have remained consistent over the last three years. All three of our OOS ratings remained strong and steady this year.

Action taken to improve our OOS ratings include:

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

The 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 zero indicates best possible performance and 100 indicates the worst performance.

BASICs Scoring for Cascade Drilling, LP (Behavior Analysis & Safety Improvement Categories)				
	Target 2020	2020	2019	2018
Drug and Alcohol	0%	0%	0%	0%
Crash Indicator	2%	3%	0%	5.5%
Unsafe Driving	2%	9%	10%	7%
Vehicle Maintenance	25%	53%	31%	31%
Hours of Service	40%	35%	58%	43%
Driver Fitness	65%	NA*	62%	88%

For more information on BASICs scoring, visit: <https://bit.ly/3sti47L>

[➤ READ MORE ONLINE](#)

* Not enough inspections, no score.

We have reached or exceeded our 2020 target in two of the six BASICS categories and we realize there is much room for improvement. Our compliance team has implemented an internal intervention system when BASICS reach certain thresholds. If the BASICS continue to increase, additional actions and controls are put in place to reduce the BASIC category. These actions include:

- Mandatory and immediate training to specifically address deficiencies and drive compliance improvement
- Review and update of internal programming and policies
- Routine communications to all employees on inspection and compliance activity
- Monthly dashboard on DOT compliance requirements
- Supplementing our internal maintenance and repair efforts with external support
- Consolidating all fleet-related programs to drive more awareness campaigns and accountability for compliance
- Increase level of internal auditing for compliance with all fleet-related policies
- Investing in systems for better data tracking and analysis, such as a Motor Vehicle Report (MVR) monitoring service to alert the company to BASICS compliance related issues

Approximately 25% of our fleet is based in the state of California and subject to the country's most stringent emissions standards. We are proud of our compliance record with both on-road and off-road vehicles as well as portable equipment. Our fleet management team continues to drive compliance through:

- Replacing older vehicles with new, fuel efficient and lower emission models
- Removing equipment powered by lower tiered engines
- Adhering to preventative maintenance schedules



Our drivers logged more than 7 million miles this year.

Electronic Logging Devices Improve Compliance

An electronic logging device (ELD) synchronizes with a vehicle engine to automatically record driving time for easier, more accurate hours of service recording. ELDs are 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. Cascade operates a fleet of approximately 800 commercial motor vehicles in which an ELD is required.

This year we pilot tested dual facing cameras which connect to the ELD. Based on the success of the pilot, we rolled out an additional 40 cameras which will be utilized as an intervention based on driver safety scores. The cameras are just one example of the continuous improvement effort to improve the safety of our drivers.

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.

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 to promote health and wellness and work-life balance for our employees and their families. The data provided in this section is valuable for improving the entire employee experience and influences our strategy on health and safety, recruiting, retention, diversity, inclusion, and engagement.



John McAssey, Vice President of Operations, celebrated his 25th anniversary at Cascade. John's a man of great integrity, grit, and drive. He gets it done with an employee-first attitude while overseeing many employees and offices.

Employment

Our main employment-related initiative in 2020 was to ensure we were able to keep our current workforce busy, while balancing the need for additional employees in certain locations amidst the pandemic. We were able to accomplish this using furlough when necessary and bringing back employees as soon as work was available. Overall, the number of direct employees fell by 46 this year. Direct hiring was significantly below plan due to COVID-related job pushes and ensuring work for tenured employees. Our locations worked together to share labor and ensure job commitments were met and prevented the need for further furloughs.

Employee Recruitment and Retention

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

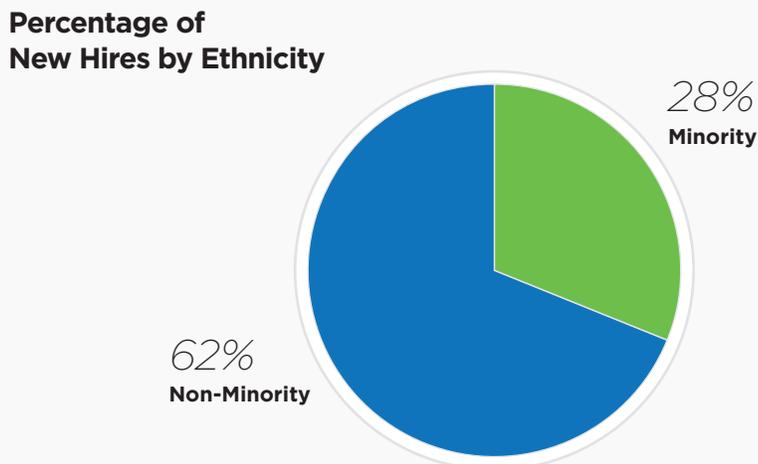
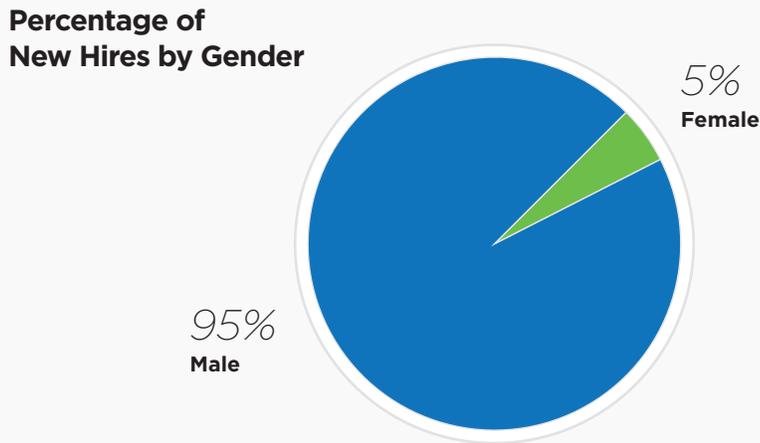
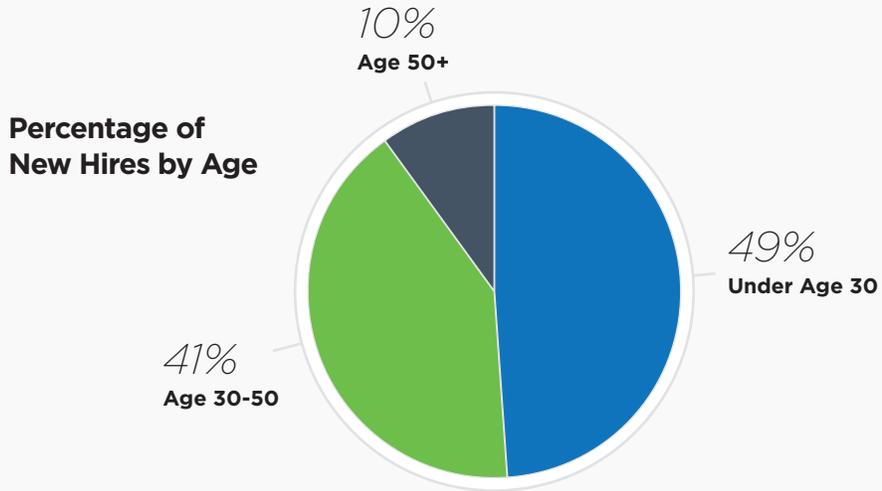
Cascade employs more than 800 employees across 36 locations.

Our newly revamped Careers hub is a resource for anyone considering a career in environmental services. It offers examples of different roles and what the work entails, real-life professionals explaining what they like most about the industry, what happens on a drilling project site, how students can get started in their career (and how faculty can help them) ... and more. If you know someone who is interested in the environmental services industry, tell them to check out <https://bit.ly/39kPxK7>

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New Hires by the Numbers

In 2020, Cascade hired 171 new employees, a 38% decline from 2019.



Please refer to [Appendix A- Workforce Profile](#) for further breakdown of hiring and turnover data.

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

- Skilled labor shortage and the competitiveness within the market
- Raising awareness about careers in the environmental services niche industry
- Identifying and onboarding talent that meets our stringent commercial driver compliance requirements

We've found success driving both recruitment and retention efforts through our employee referral program. The program brings high-quality candidates with an increased likelihood of retention and rewards current employees. In 2020, 30% of new hires came directly from employee referrals, nearly double that of the previous year.

It is crucial to recruit highly qualified individuals who understand the demands of our industry and are expected to thrive in the Cascade culture. We continue to focus our recruiting efforts on target-rich environments.

For example, in alignment with our diversity initiatives, we've developed best practices for sourcing, contacting, and recruiting veterans across the nation. We've taken the in-person and on-line approach to developing strategic partnerships with agencies and organizations that have assisted us in this initiative throughout the year. Furthermore, we are pioneering vocational school outreach as a means of generating more interest in the environmental drilling field, as well as create more opportunity for the organization to source individuals with sought after skill sets.

The environmental services industry is facing a shortage of skilled drillers,

and many companies are feeling the pinch. In this article for National Driller Magazine, Director of Talent Acquisition Jessica Alexander explains how to work with trade schools to build a talent pipeline. <https://bit.ly/3diLZcw>

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Pictured, L to R: Thomas White, Javier Duarte, Richard Hernandez

Success Requires More Than Technical Ability

Richard Hernandez, Thomas White and Javier Duarte were recently recognized by a client.

“Thank you for providing such a competent and experienced crew. Richard, Thomas, and Javier were very professional, safety conscious, team oriented, displayed a high adaptability aptitude, and a willingness to work with other contractors.

I appreciated how the drilling crew was concerned for the safety of new crew members, but also worked at training and assimilating these temporary workers into their team. This was not one of my technically difficult jobs, but it became complicated because there was a hierarchy and priority to other work we had no control over being completed adjacent to our work area. I appreciate the crew’s willingness to work with me to determine how to react to all the other work going on around us and make adjustments as required.”

In her June column for National Driller Magazine,

Cascade's Director of Talent Acquisition Jessica Alexander explains how to attract and recruit younger generations into the environmental services industry. <https://bit.ly/3fpTt06>

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Jason Williams has proudly served in the Army National Guard for the last 19 years.

“Cascade is a really good career choice for separating veterans because the crews we work with in the field are very tight knit, like the bond you share with other service members in the military. The military prepared me for my career at Cascade by providing me with discipline, structure and motivation.” - Jason Williams, Driller Assistant

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

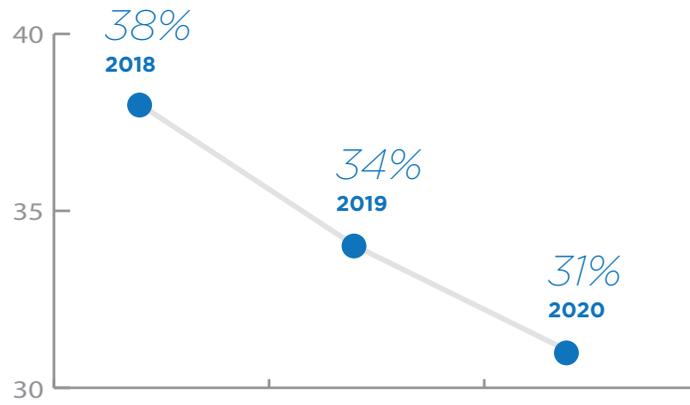
- Extensive use of social media and digital content to generate candidate leads and increase brand awareness
- Collaborative partnerships with trade schools, vocational programs, universities, colleges, and other organizations to generate student interest
- New partnership with Indeed to find more qualified candidates
- Extensive “hands-on” time spent screening candidates for the local hiring managers
- Increased involvement with trade and vocational schools to identify talent with highly transferable skills
- Participation in job fair outreach targeting military veterans and diversity segments
- Partnership with RecruitMilitary, the largest organization in the 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
- In-house diversity training with hiring managers to recognize and respect diversity in employees and applicants
- Internal evaluation of career progression modeling

Retention by the Numbers

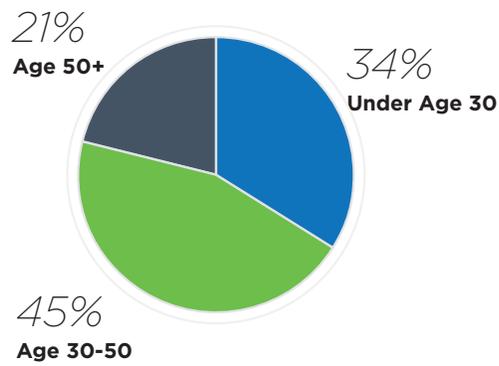
In 2020, Cascade experienced 260 employee separations, an 8% decrease in turnover from 2019.

TOTAL COMPANY	<p>260</p> <p>Number of Separations</p>	<p>31.1%</p> <p>Turnover Rate</p>	<p>837</p> <p>Average Number of Employees</p>
VOLUNTARY TERMS	<p>174</p> <p>Number of Separations</p>	<p>20.8%</p> <p>Turnover Rate</p>	<p>20%</p> <p>2020 Goal</p>
INVOLUNTARY TERMS	<p>52</p> <p>Number of Separations</p>	<p>6.2%</p> <p>Turnover Rate</p>	<p>5%</p> <p>2020 Goal</p>
REDUCTION IN FORCE	<p>34</p> <p>Number of Separations</p>	<p>4.1%</p> <p>Turnover Rate</p>	

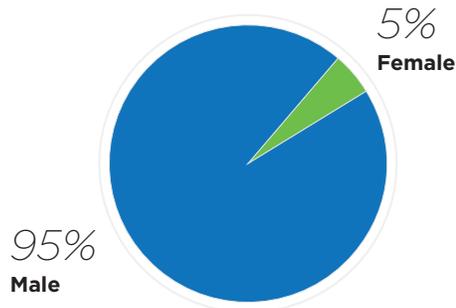
Employee Turnover Rate



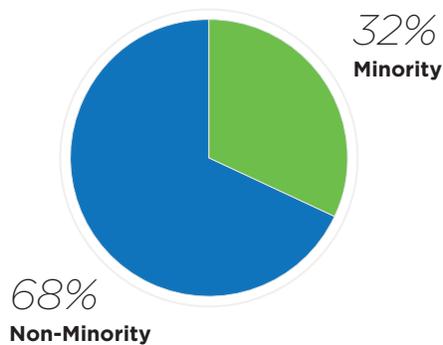
Percentage of Turnover by Age



Percentage of Turnover by Gender



Percentage of Turnover by Ethnicity



Hiring for field services is challenging, and turnover costs are high.

How can you increase the likelihood your new hires will stick it out? In this month's Hire Power column for National Driller, Director of Talent Acquisition Jessica Alexander explains how to better equip your managers for onboarding new employees and showing them why they'd want to stay. <https://bit.ly/3szV07s>

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Voluntary turnover decreased more than 25% in 2020, achieving our lowest turnover rate in the last four years. We are cautiously optimistic, and recognize the lower voluntary turnover may be attributed to lower number of job opportunities available due to COVID and employees' desire to have job security.

- Dramatic improvement over both 2019 (26%) and 2018 (27.5%)
- Voluntary turnover for direct labor in 2020 was 26.6% versus 2019 (33.7%) and 2018 (32.6%)

Involuntary turnover in 2020 was 10.2% versus goal of 5%, an increase over 2019 (8.2%) and 2018 (9.7%). The increase in our involuntary turnover is a result of actions the company took in response to COVID impact on the business.

- Low direct involuntary turnover within the first three months suggest we continue to hire more skilled and better qualified workers

Exit interviews provide valuable insight regarding turnover. We found that the reasons for leaving were consistent from the prior year.

- Better opportunity for increased compensation or bonus
- Change in profession or industry
- No show after hiring
- Geographic relocation or family obligations
- Too much travel required

This year we recognized 14 employees for their major tenure milestones

Recognizing 20 years:

Victor Martinez
Dennis Robins
Bill Armstrong
Michael Bond
Sean Tannehill
Orville Waters
Jack Twomey
Vernon Scott

Recognizing 25 years:

James Goble
Pete Larsen
John McAssey
Scott Thalacker

Recognizing 30 years:

Paul Dickinson
Larry Erdman

Benefits and Compensation

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

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

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

- Accidental death & dismemberment insurance
- Bereavement leave
- Civic leave (jury duty and voting)
- Dental insurance
- Direct deposit
- Educational and license assistance
- Flexible spending accounts (FSA)
- Health savings account (HSA) with employer contribution
- Life insurance
- Short- and long-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

**Director of Talent Acquisition
Jessica Alexander explains
why drilling companies need to
update their benefits packages
to stay competitive when
recruiting.** Read the article:
<https://bit.ly/39nqm9y>

 [READ MORE ONLINE](#)



Employees are provided paid time off to vote in local, state, and national elections.

Health Insurance Totals

	2020	2019	2018
Number of employees covered under our health insurance program	610	677	674
Percentage of employees covered under our health insurance program	76%	75%	74%
Total employer Health Savings Account contributions	\$326.4K	\$459.7K	\$324.7K

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

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. Employees are encouraged to utilize preventative healthcare and annual well-visits. They also have access to deals and discounts on things such as: fitness centers, alternative medicine, child safety, meal planning, entertainment, travel, and vacations. Employees participating in the program receive an incentive to maximize optimal health outcomes.



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

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. In response to employee feedback, we enhanced these benefits with an increased match of 25% on the first 6% the employee contributes and eliminated the matching cap.

Employee 401(k) Retirement Participation

	2020	2019	2018
Average employee deferral	6.8%	6.1%	6.07%
Total employer contribution	\$492.9K	\$699.0K	\$558.8K
Total 401(k) plan assets for 401(k)	\$34.7M	\$35.9M	\$29.5M
Total 401(k) employee contributions	\$3.8	\$4M	\$4M
Employee participation in 401(k) retirement plan	93.7%	96%	96.4%

We are pleased with the level of employee participation in the 401(k) plan which has increased slightly over the last three years. Our automatic deferral plan is a simple, convenient option for employees to take advantage of the tax-savings available and build a nest egg for their retirement. Our Benefits Administration team and Plan Sponsor expect to make additional education and support resources available in the upcoming year to increase employee contributions.

In response to COVID and the impact on our business, we made the difficult decision to temporarily freeze the 401(k) company match for a 3-month period in 2020 and delay the transition to a new plan administrator. Participation was slightly less because a small percentage of employees stopped their contributions due to COVID and the uncertainty of the market.

COVID Impacts on Employee Benefits Program

There was no business-as-usual as employees were quickly trying to navigate a new work environment, school closures, community business closures, shelter-in-place orders, curfews, and social distancing. Our EHS, Human Resources, Communications, and Management teams closely monitored these developments and evaluated the impact on our business daily. The employee compensation and benefits programs were temporarily adjusted to accommodate the period of uncertainty, slowed operations, and the eventual return to near-full capacity.

COVID related benefit enhancements

- Implemented a COVID sick policy which provided up to 10 sick days for required quarantine, in addition to regular sick and vacation allocations
- Adjusted 401(k) loan and withdrawal provisions for COVID-related loans and withdrawals
- Extended health plans eligibility to cover furloughed employees
- Offered employees opportunity to cash out up to 40 hours of vacation each month
- Covered telemedicine and video-based appointments

COVID related benefit reductions

- 25% executive compensation reduction
- 20% compensation reduction for most salaried employees
- Temporary suspension of 401(k) match, company HSA contributions, and auto allowances
- Reduction to 32-hour work week for hourly employees
- Employees with lack of work were furloughed
- All these actions were revoked in July 2020

Gender-Salary Comparison

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.

Female Basic Salary* as % of Males	2020	2019	2018
Executive & Senior Management	75%	71%	Not applicable**
First and Mid-Level Management	83%	83%	90%
Professionals	85%	85%	89%
Technicians	Not applicable**	Not applicable**	Not applicable**
Sales Workers	96%	104%	118%
Administrative Support	102%	105%	117%
Craft Workers - Skilled	66%	66%	Not applicable**
Operatives - Semi-Skilled	92%	120%	90%
Laborer / Helper	79%	Broken out in 2020	Broken out in 2020

*Based on average basic salary

**Not applicable indicates these are roles where there was no female representation

Through our many years of sustainability reporting, we have found that comparing the average of all female salaries to the average of all male salaries can be misleading. This data shows an equitable and steady distribution. The average female salary has remained at or above 100% of males for the last three years.

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

The sustainability reporting process has helped us identify an emerging gender wage gap in certain job categories. The most significant gaps occur in the job categories in which males make up 98-100% of the employees in that role (Craft Workers-Skilled and Laborer/Helper). In the last two years, we've reduced or held the gap steady in four of seven job categories. Recognizing the factors that impact wage discrepancies is the first step in rectifying it.

Factors impacting the wage discrepancy include:

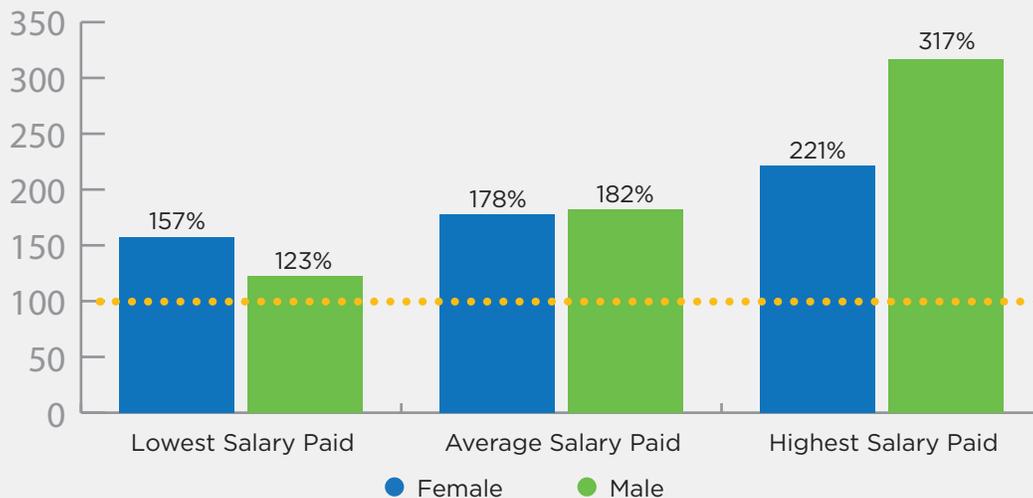
- Turnover of tenured, higher-salary employees
- Higher proportion of entry-level new hires with less experience
- Low number of females in each job category causes a dramatic shift percentage
- Lack of a formal salary increase program
- Some female employees transitioned from full time to part time status
- Change in sales compensation structure to a lower base salary with greater commission potential

We remain committed to closing the salary gap. Although the annual salary review process was postponed in 2020 due to business conditions caused by the pandemic, the company provided some targeted salary increases to females in key professional roles. Other efforts to eliminate the gender salary gap include:

- Our Talent Acquisition team continues to enhance outreach and recruiting for diversity candidates including women
- Our CDWI team is working to ensure we maintain a workplace appealing to women
- Our Human Resources team provides training for managers to help employees with career progression and professional development opportunities

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

Employee Salaries as Percentage of State Minimum Wage
2020 New Hire Salaries Compared to State Minimum Wage



Please refer to [Appendix A](#) - Workforce Profile for further breakdown of employee salary data.

The range in salary within job categories is impacted by:

- Geographic location: competitive wages vary significantly across geographic labor markets
- Employee experience: tenure with the company, industry experience, and individual skill level all impact an individual's salary potential
- Employee turnover: positions vacated by tenured, high level salary employees are often filled with entry-level or lesser experienced employees in today's tight labor market

Employee Communication and Resources

We were deeply concerned with the effect COVID and isolation could have on the mental well-being of our employees. Our COVID weekly updates to employees contained sections, articles, and suggestions on well-being. We also promoted our Employee Assistance Program (EAP) to employees.

Employees placed on furlough were given a document that provided resources available to them on a company, state, and federal level, and the HR team attempted to reach out to each employee on furlough to check-in and stay connected.

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

Approximately 1% of our workforce takes parental leave each year and 93% have returned after their leave. Paternity leave requests outpaced maternity leave requests in 2020. These were primarily driven by COVID and employees having to take care of a child or parent.

Please refer to [Appendix A- Workforce Profile](#) for further breakdown of parental leave data.



Diversity

Diversity is 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. We believe that by celebrating our differences, our organization is better suited to maintain an industry leadership position through our most valuable resource—our workforce.

Workforce Profile

Workforce Diversity by Gender	Target 2020	2020	2019	2018
Female	15%	10%	10%	10%
Male	85%	90%	90%	90%

Workforce Diversity by Age	2020	2019	2018
Under 30 years old	19%	18%	18%
30 - 50 years old	50%	50%	50%
Over 50 years old	31%	32%	32%

Workforce Diversity by Minority Status	Target 2020	2020	2019	2018
Minorities	28%	25%	24%	24%
Non-minorities	72%	75%	76%	76%

Workforce Diversity by Veteran Status	Target 2020	2020	2019	2018
Veterans	7%	4%	3%	3%
Non-Veterans	93%	96%	97%	97%

Workforce by Collective Bargaining	2020	2019	2018
Non-Union	93%	92%	93%
Union	7%	8%	7%

Workforce by Contract Type	2020	2019	2018
Permanent, Full Time	99%	99%	98%
Temporary, Subcontract	<1%	1%	2%

Please refer to [Appendix A](#) - Workforce Profile for further breakdown of workforce diversity data.

What are our challenges?

- Ensuring our jobs are reaching a diverse audience, not just with passive job board postings but through active outreach efforts
- Generating awareness and excitement internally about diversity recruitment outreach efforts

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

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

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

We felt the impacts of the COVID pandemic on our recruiting and retention efforts and believe our progress towards our diversity goals was hampered. We will continue to monitor year-over-year.



This photo was taken pre-COVID. Employees are wearing the required PPE.

Efforts to Achieve Diversity Goals

- Incorporating C-Suite training programs
- Providing individual diversity and discrimination training for all employees
- Engaging in constant communication around the topic within the Cascade Diverse Workforce Initiative (CDWI)
- Raising awareness amongst the CDWI team about issues and topics related to diversity and inclusion
- Actively reaching out to agencies and organizations that can assist us with diversity recruitment

Celebrating Our 2020 Diversity Accomplishments

- CDWI liaison joined the Cascade Sustainability Council to ensure diversity and inclusion issues are addressed at every level of the organization
- Introduced new employee resources on diversity
- Increased visibility of CDWI internally and externally
- Added CDWI representative to Jobvite Onboarding
- Incorporated learning modules into the CDWI quarterly meetings to improve member engagement
- Completed the LinkedIn Diversity & Inclusion Training Module
- Developed the Lactation Lounge Initiative
- Included more female representation on company website
- Increased female hiring 5% this year
- Executed Glassdoor Brand Spotlight campaign to appeal to women in construction related industries. The ad produced 520,096 impressions in 2020 with 699 clicks and 300 profile conversions.
- Increased veteran outreach through employee-veteran testimonials and created a veteran specific webpage where veterans can learn more about how their career can translate into environmental services.

Women make up half the population, but they don't make up 50% of the drilling industry.

Learn how companies can adapt to attract more female employees.
<https://bit.ly/3m3LFST>

 [READ MORE ONLINE](#)

Women in Environmental Services

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

3 Steps to Welcoming a Diverse Workforce

1. Overcoming Internal Stereotypes

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

2. Foster a Welcoming Company Culture

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

3. Recruit Diverse Candidates

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

Diversity & Inclusion in Recruiting

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

Our recruitment strategy includes:

- Continued partnership with third party recruiting firm specializing in diversity to cross-post all jobs to women, minority, veteran, and state workforce agencies and job boards
- Pursuing partnership with ADP's Military Recruiting Program
- Partnership with Hiring our Heroes Program to participate in Fellowships for 2021
- Ongoing partnerships with trade and vocational programs

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

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

Cascade Core Value of Diversity

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



The Cascade Diverse Workforce Initiative (CDWI) was established by a group of employees who lead, advocate for, coordinate, inform, and monitor the Strategic Diversity Management process at Cascade. The CDWI Council makes a continuous and dedicated effort towards ensuring Cascade lives up to our core value of diversity. The CDWI works closely with our Human Resources department to collect diversity statistics year over year and ensure our hiring practices are reflective of our diversity and inclusion goals.

The objective of the CDWI is to provide a diverse workplace for our employees to thrive both personally and professionally. The Council works closely with Cascade's Human Resources department to monitor applicant, hiring, and candidate demographic trends. Further, the CDWI collaborates with Cascade's Marketing team to ensure our outreach and branding strategies are aligned to achieve diversity initiative goals.

The CDWI's work is centered around three main areas:

- Increasing involvement and membership of our current employee base in our diversity and inclusion efforts
- Enhancing Cascade's diversity profile in all marketing and recruitment-based advertising
- Focusing on education, particularly in the development and implementation of diversity-focused training for Cascade employees and strategic leaders

Military Service Provides Valuable Skills and Work Ethic that Transfer to the Environmental Services Industry

"In the Navy, I learned a lot about working with machinery and I became very familiar with heavy equipment. Naturally, the type of work that Cascade does fits in well with what I learned in the service. I've enjoyed the traveling and am always impressed by how well the company takes care of us while we're on the road. Cascade's focus on safety and training are a huge perk for me, and I think a career in environmental drilling would be rewarding for any of my veteran brothers and sisters."



Christopher Koski is a Driller Assistant who served in the United States Navy.

The CDWI set new goals for 2021

- Enhance veteran outreach
- Establishing employee resource groups to increase engagement in CDWI efforts
- Facilitating “break-out” sessions with CDWI members on hot topics related to diversity and inclusion
- Form bonds with Cascade suppliers and share resources and insights related to diversity efforts
- Boost diversity and inclusion awareness for Cascade through Glassdoor Employer Profile

Affirmative Action

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. Our number one goal in implementing an affirmative action plan is to encourage and maintain a diverse work environment.

Union Labor

Seven percent (7%) of our total workforce are union employees. This segment is based in our Mineola, NY office and services the greater New York City (NYC) metropolitan area. A new collective bargaining agreement was approved and ratified in 2019. This union force allows Cascade and our clients to meet the requirements of city and state agency projects. It also allows us to work in harmony with other trades on larger union projects throughout NYC.

Health and 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 employees are safe every day and all potential risks are eliminated. Through this program, employees receive extensive classroom and on-the-job training in health and safety, compliance and risk, inspections and audits, communication, and incident investigation, along with all seven elements of CORE. In addition, the Cascade Injury & Illness Prevention Plan (IIPP) was constructed to ensure our employees are compliant with OSHA 1910.120 Hazardous Waste Training requirements. CORE is audited annually to evaluate trends, performance, and opportunities for improvement.

CORE is designed to:

1. Focus on the prevention of work-related incidents through enhanced training
2. Create a measurable behavior-based, self-sustaining safety culture that is easily articulated and comprehended
3. Assign specific responsibilities at all levels throughout the Company
4. Develop a risk assessment skill in all safety sensitive employees that empowers them to effectively mitigate recognizable hazards that may exist in the workplace



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
- 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 and 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 fall under the OSHA 1910.120 HAZWOPER regulation. Additionally, all Cascade employees, regardless of whether they work in the field, shop, or office, are required to follow the guidelines in the IIPP and CORE. Any subcontractor working for Cascade would also be expected to comply with the Cascade IIPP and CORE program.

When Cascade was brought in to provide drilling services at a 350-acre former chemical manufacturing facility, there were significant safety

concerns. Multiple contractors would be working on the site simultaneously, and Level B personal protective equipment was required for work during extreme heat conditions. Download our project highlight to learn how our crews were able to log 12,000 hours over three years without a single reportable safety incident. <https://bit.ly/3u7UrSq>

 [READ MORE ONLINE](#)

COVID Enhancements to Our CORE Program

In response to the global pandemic, we enhanced our CORE program with elements to specifically address COVID risks and protect our employees and clients. Before any employee mobilizes to a project site or work area, they must review the Company Exposure Control Plan (ECP) and ensure understanding with all Center for Disease Control (CDC) guidelines for COVID. Additionally, the site-specific health and safety plan (HASP) must be read and understood in its entirety by each onsite employee, and each employee must sign the HASP when completed. For further protection and preparation, the company also implemented the following required protocol:

- COVID Health and Safety Plan (HASP)
- COVID Job Safety Analysis (JSA)
- COVID training and exam for competency
- COVID Journey Management Plan (JMP)
- Exposure Control Plan (ECP)
- Jobsite & office signage and sanitation protocol
- 3rd party medical screening and assessment for impacted employees
- COVID exposure management instructions and medical provider information

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	Element 1.0 Training
Safety Systems & Hazard Recognition	Element 2.0 Compliance & Risk
Performance Measurement	Element 3.0 Inspection & Audits
Communication Strategy	Element 4.0 Communication
Employee Recognition	Element 5.0 Recognition & Accountability
Management Commitment	Element 6.0 Management Involvement
Causal Analysis & Corrective Action	Element 7.0 Incident Investigation

Risk Assessment Tools

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

Risk Assessment tools

2020	2019	2018
51,658 Cascade Cards	54,001 Cascade Cards	44,976 Cascade Cards
1,526 JSIs	1,308 JSIs	1,083 JSIs
2,715 ProCards	2,220 ProCards	990 ProCards

Some of the most common preventable injuries suffered in the field are pinch point, line of fire, and crush point related.

In today's blog post, Regional EHS Manager Ken Post explains three keys to keeping crews safe. <https://bit.ly/39qvqu2>

 READ MORE

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.

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

Cross functional collaboration with our team of operations, EHS, marketing, and human resource professionals has proven successful. When faced with the challenge of an incident or negative trend these teams work together to design and implement target campaigns to promote awareness of the issue, implement correction actions, and promote incident prevention. Priority is assigned based on the real or potential level of severity of injury. Several 2020 safety campaigns were used to drive awareness on the issues of hand safety, compliance initiatives, safety program recognition for employees leading in risk/hazard mitigation and participation.

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

Clients and employees are strongly encouraged to submit a Cascade Card

every time they spot a potential safety risk. Each card is carefully reviewed by our experienced team of safety professionals. Our Cascade Card is accessible on the Cascade website at <https://bit.ly/3IZaC1O>

 READ MORE ONLINE

Root Cause Categories and Subcategories:

- **Condition:** hygiene & decontamination, biological hazard, environmental, utility proximity, weather, housekeeping, site security, physical
- **Equipment:** mechanical defect, struck by or contact, vehicle related, stored energy
- **Behavior:** line of fire, PPE, procedure, mentoring opportunity, driving, ergonomics, operating equipment

2020 estimated savings due to immediate preventative action:

\$50M

Cascade Card Submittals

2020

51K

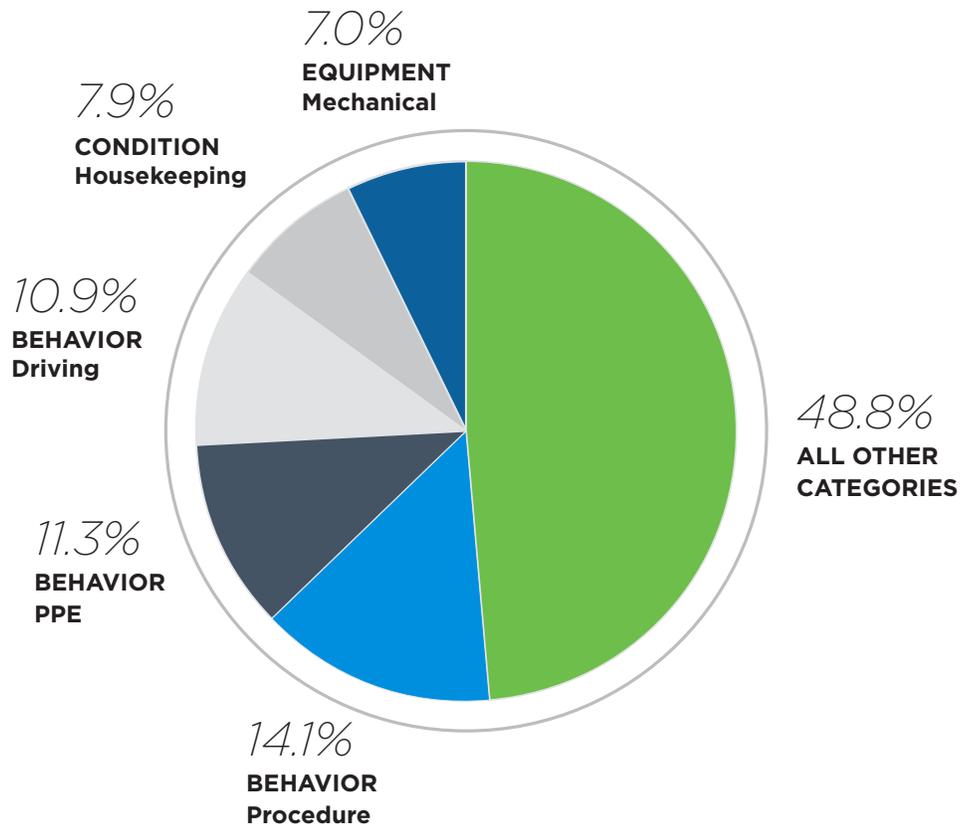
2019

54K

2018

45K

Top 5 Root Causes of Potential Hazards in 2020



1. 14.1% 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.

2. 11.3% BEHAVIOR - PPE

Although PPE is the last line of defense, not wearing the proper PPE can and does result incident or injury.

3. 10.9% BEHAVIOR - Driving

This subcategory is related to safe driving practices, DOT compliance and driver compliance. As an organization, driving is one of our largest exposures; therefore, driver safety and DOT compliance make this one of the most important hazards to mitigate.

4. 7.9% CONDITION - Housekeeping

Hazards in this category are related to jobsite, and project site organization, or cleanliness. Specifically, this category is used to mitigate hazards to ensure shops, facilities, project sites & work areas comply and safe for every task performed.

5. 7.0% 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 to safe working conditions, making this hazard one of the most important hazards to mitigate.

Stop Work Authority Prevents Tragedy

We are proud of our California-based crew for their quick action when a methane gas pocket was discovered during a routine monitoring well installation. The crew worked with the client to quickly evacuate the site and close the surrounding area to the public. Coordinating with local authorities and the EPA Emergency Response Team, within 24 hours they had developed a safe solution for halting gas flow and plugging and abandoning the borehole. The expertise and teamwork shown on the project site that day successfully prevented a more significant incident.



Pictured left to right, back to front California drilling crew Mario Romero, Jose Hernandez, Ronald Hansen, Jamie Moore, and Miguel Grijalva.

Our root cause analysis shows a shift in hazard identification and mitigation over the last year.

- Environmental Condition dropped off the Top 5 completely from its #2 spot in 2019
- Physical Condition fell from the top spot in 2019 to #3 this year
- Behavior, Procedure rose to the top of our list and increased 3.3 percentage points
- Behavior, PPE crept up to the #2 slot with a modest 1.9 percentage point increase
- Mechanical Equipment remains in the #4 spot with a 2.3 percentage point drop
- Behavior, Driving debuted on the top 5 list this year

When employees believe they are in a situation that could cause injury or negatively impact health, they have the power to immediately remove themselves and instigate the proper corrective action under Cascade's Stop Work Authority policy. 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 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 included, but not limited to policies, procedures, standards, risk assessment tools, employee engagement, training, audits, inspection, and CORE program elements

Occupational Health Services

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

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

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

Routine extensive program audits, jobsite audits and 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 and Safety Administration (OSHA)
- US Department of Transportation (DOT)
- State and local agencies

The personal health information of employees is subject to HIPAA laws and regulations and is therefore treated with the utmost respect and confidentiality. Cascade's Human Resources staff ensures the management of employee health information complies with state and federal regulations.



Employees receive a Challenge Coin to recognition exemplary safety performance. Note, this photo was taken prior to COVID face mask requirements.

Employee Participation in the CORE Health and Safety Program

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

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

One of the ways we recognize our employees is by awarding a Challenge Coin. These coins are awarded to employees for exemplary safety performance or significant proactive safety efforts. Receiving a Challenge Coin symbolizes that one is a recognized and valued member of our organization and that their accomplishments are highly regarded and valued. This year, 145 Cascade Coins were awarded to employees.

Safety Training in Action



Driller Assistant Jarred Campbell recognized for his bravery and quick response

Jarred Campbell was driving down an Atlanta highway to pick up a skid steer when an accident occurred in the lanes next to him. A vehicle rolled and landed upside down with the driver still inside. Jarred jumped into action, helping the driver escape the car and administering first aid. He noticed the rolled car had begun to burn, grabbed the fire extinguisher from his work truck, and put the fire out with the help of another truck driver who stopped to help. We are incredibly proud of Jarred's bravery and quick response and have awarded him the Outstanding Achievement Coin.

ELITE

In 2015, our leadership team realized we needed to improve how we recognize our most dedicated and skilled team members. The ELITE program was founded to showcase talent throughout the organization, and to implement a "Hall of Fame" for our very best employees. Those who are recognized demonstrate not only exceptional work performance, but also a commitment to core company values such as safety, skill, leadership, performance, and accountability.

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

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

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

Cascade ELITE Hall of Fame



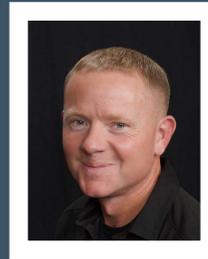
Chris Barden



Mike Bond



Mike Czech



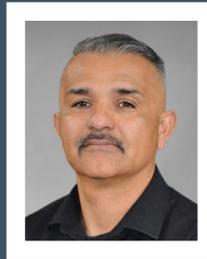
James Goble



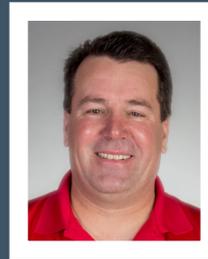
Jimmy Hall Jr.



Matt Osterberg



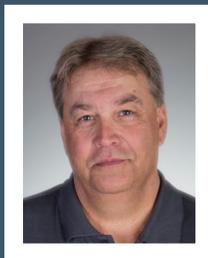
Samuel Rivera



Todd Schmalfeldt



Josh Sigler



Jon Weeks



David Wilcox



Don Winglewich

Meet the ELITEs on our website at <https://bit.ly/3sBqDxi>

 [READ MORE ONLINE](#)

INJURY RATES

We are extremely proud of our strong health and safety record. Over the last few years, statistics show an overall drop in safety related events, TRIR, and CIR, along with a consistently low EMR, which can be traced back to the influence of our CORE program. As a result of the consistent application of the CORE tools we've experienced a 44% reduction in overall incident activity and a 13% reduction in severity rate over the last 24 months. We are extremely proud of achieving a TRIR under 0.70 for the third consecutive year.

Our CORE 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.

	2020	2019	2018
TRIR	.67	.69	.68
DART	.29	.26	.34
LTC	.19	.17	.17
Fatalities	.00	.00	.00
EMR	.59	.74*	.68*
Hours Worked	2,082,591	2,307,537	2,337,638

*Restatement of data as indicated by National Council on Compensation Insurance based on claims and history.

Understanding Safety Statistics:

A TRIR >2.0 excludes contractors from many service opportunities

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

Hand Injury Rate 2016-2020

2020	.19 hand injury rate
2019	.60 hand injury rate
2018	.36 hand injury rate
2017	.37 hand injury rate
2016	.43 hand injury rate

A total of seven OSHA recordable incidents occurred in 2020. As a result, related safety awareness campaigns were launched to promote safe work practices, along with a more aggressive focus on the CORE program tools to ultimately reduce risk that could result in additional injuries. Additional evaluation of 2020 data trends and performance indicators were used to determine where corrective action is required and where adjustments to training, policy, and procedure implementation in the field may be necessary.

Responses include:

- Responsive safety campaigns
- Increased number of inspections and audits
- Communication of safety related events
- Additional enforcement of compliance with specific CORE program requirements
- Annual audit of CORE to improve program elements specific to reversing any incident trend
- Modification of the Jobsite Inspection (JSI) & Performance & Risk Observation (PRO) tools for mobile app to collect real time data from mitigated hazards in the field

Our safety campaigns have successfully reduced hand injuries severity and frequency company wide. Over the last five years we've maintained a hand injury rate under 0.62 each year and a collective average hand injury rate of 0.39 for that same period.

Safety is a Partnership

Winter weather, spring thaws, wetland challenges, poor road conditions, and other difficult site logistics... any one of these obstacles could pose a hazard to crews, but when combined they can be especially dangerous. We recently awarded our Safety Strong Challenge Coin to our client, Talon Metals, for their commitment to extremely high safety standards and dedicated support to the Cascade employees working on their site.



Pictured, left to right: Brad Swedberg, Brian Goldner, Tina Shimko, George Zugel, Dale Duscher. Note, this photo was taken prior to COVID face mask requirements.

2020 SAFETY MILESTONE AWARDS

Nearly 90% of all business units 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.

31
business units completed
the year without a
reportable incident

Our Obsidian Award Recipients

(1 year without reportable incident or loss time accident)



- Mineola, NY ADT (#602)
- Peoria, AZ
- Sacramento, CA
- Woodinville, WA
- Macon, GA

Our Granite Award Recipients

(2 years without reportable incident or loss time accident)



- Salt Lake City, UT
- Santa Ana, CA
- Schofield, WI

Our Marble Award Recipients

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



- Concord, CA
- Gardner, MA (#501)
- Houston, TX
- Huntsville, AL
- Jackson, NJ
- Little Falls, MN
- Medford, NJ
- Midland, NC
- Millersville, MD
- Mineola, NY (#601)
- Montpelier, VT
- New Ellenton, SC
- Peralta, NM
- Tampa, FL

Our Quartz Award Recipients

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



- Boise, ID
- Clackamas, OR
- Denver, CO
- Gardner, MA (#114)
- Marietta, OH
- Memphis, TN
- Richmond, CA
- Santee, CA
- Schenectady, NY

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.

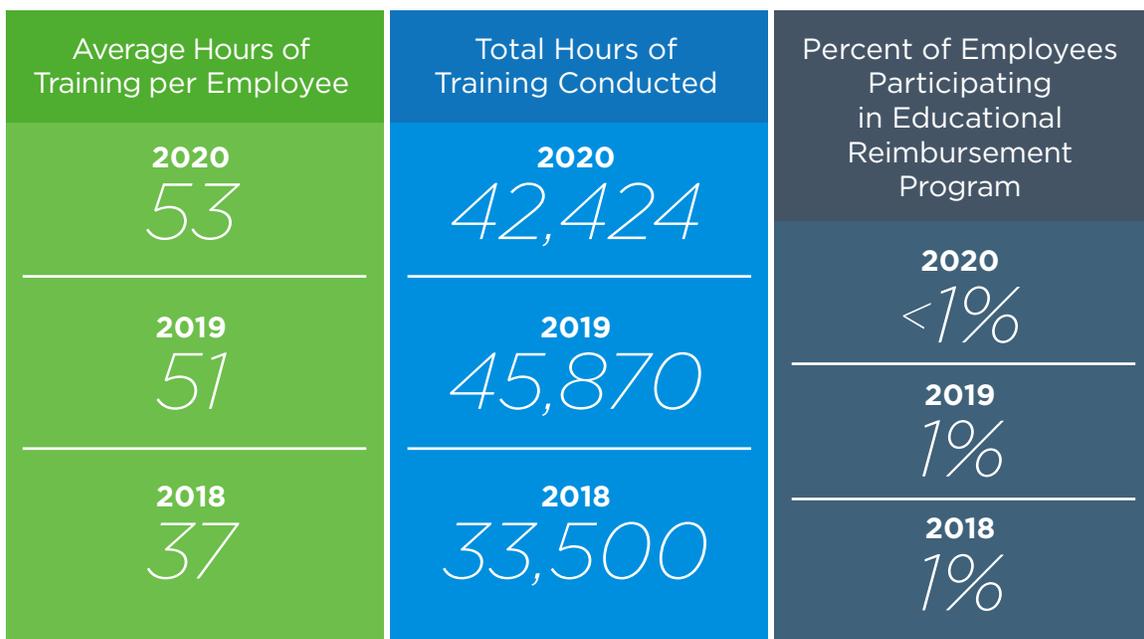
New Employee Orientation - introduction and familiarization of company policies, procedures, and practices with an emphasis on department and job specific functions. The orientation involves a three-module program that includes an overview of our organization, service lines, and all the resources available for new employees to assimilate into the Cascade family. This program was updated in 2020 to cover more than 100 hours of training. The multi-media format includes online, classroom, hands-on practical and supervisor led task and equipment training. Training topics include but are not limited to: DOT-Driving, OSHA General Topics, Show Your Hand Policy, OSHA 10 Hour Construction and 40 Hour Haz-Mat, MSHA training, Defensive Driver and First Aid/CPR training, CORE™ Safety Program introduction, Utility Proximity Safety, and equipment-specific and allied equipment operation safety training.

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. The Supervisor Training Program includes several key topics such as anti-drug and alcohol, reasonable suspicion, defensive driver, train the trainer, emergency response, root cause incident investigation, hazard analysis, and coaching employees with EHS leadership.



We invested more than

\$5M

in employee training
over last five years

\$25K

in tuition reimbursement
in the last two years.

Employee Training Curriculum & Opportunities

ALL EMPLOYEES

- Web-based Microsoft Office product training in which employees create a development plan based on their own individual needs
- Educational reimbursement plan reimburses employees for the cost of the course and fees associated with a job-related degree or certification, up to the IRS limit
- Subject to approval from their leadership, employees may attend conferences and trainings that are specific to their role
- Prevention of Sexual Harassment training provided to all employees. Managers completed a two-hour session and all other employees a one-hour session

FIELD EMPLOYEES

- New hires are instructed through classroom and hands-on training of Cascade's CORE 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 System (LPS), and Cascade's CORE 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

Cascade Webinar Series

As COVID shut down offices and reduced workloads, our clients and employees invested more time in online learning. The Cascade Webinar Series proved an important resource. Since 2018, our subject matter experts have delivered a steady cadence of valuable content through live broadcast and on-demand videos to more than 7,000 registrants in the last three years. Webinar registrations double in 2020. Each webinar is a unique opportunity for attendees to speak directly with environmental professionals on topics ranging from environmental remediation, geotechnical and environmental drilling, site characterization, safety, sustainability, and environmental field services careers. Get instant access to our webinar archives or register for future broadcasts at <https://bit.ly/3sLJq96>

 READ MORE ONLINE

New Employee Training Courses Offered in 2020

- Cascade Leadership Training- monthly live leadership seminars tailored towards managers and employees in leadership roles. Topics vary each month
- Risk Management Master Class series- covers a wide range of topics geared towards the contracting and insurance process
- Technology Brown Bag sessions
- Hiring Policy and Procedures- step-by-step live and recorded trainings for every hiring and onboarding task, from start to finish
- Diversity, Inclusion and Belonging for All- CDWI encouraged employees to participate in this training through LinkedIn
- COVID policies and procedures

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

- Compliance, expectations, and safe work practices
- Applying the seven elements of our CORE program
- Driver safety and DOT compliance
- Other environmental and safety regulations



Richard Boland trains new and current employees on a wide range of environmental, health, and safety topics.

Richard Boland is a member of Cascade's training team. He has more than 15 years of environmental, health, and safety experience. His background includes work with hazardous materials emergency response, oil and gas power plants, mining, and construction. He holds certifications in both Occupational Safety and Health Administration (OSHA) General Industry and Construction, and is a certified Mine Safety Health Administration (MSHA) instructor.

Richard is responsible for training new employees to engage in behavior-based safety. He helps them hone their skills in hazard recognition and mitigation, resulting in fewer job site injuries and the prevention of property and equipment damage.

Richard also leads online trainings about project-specific safety requirements and protocols. Clients rely on him to ensure the field services personnel who arrive on their project site are properly prepared and competently trained to work safely and without incident.

The Company encourages performance feedback on an ongoing basis. Formal performance reviews are conducted each year.



Performance Reviews



Cascade’s Performance Management System (CPMS) 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.

Performance Review Percent

Target 2020	2020	2019	2018
80%	53%	32%	25%

Please refer to [Appendix - Workforce Profile](#) for further breakdown of workforce annual performance review data.

53%

of the total workforce
received a performance
review in 2020.

There has been a steady increase in the percentage of total workforce receiving an annual review over the last three years. We are short of our 80% goal this year and remain optimistic about our continuous improvement.

Director of Talent Acquisition Jessica Alexander talks about the importance of employee recognition.

She outlines what to recognize, considerations for when to do it, and examples suitable for companies big or small. Read it: <https://bit.ly/2P9zw2V>

 READ MORE ONLINE

Performance reviews reported for a year are based on those employees who received a review in that year for performance in the preceding year. In 2020, the Human Resources team emphasized the need to complete performance reviews for employees and began to communicate and monitor compliance. Managers received resources and training on the importance of performance reviews and how to conduct both formal and informal employee reviews. Additionally, leaders were informed that compensation increases may not be processed without a completed performance review.

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

Resource topics include:

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

COMMUNICATING OUR PERFORMANCE

Our goal is to advance sustainability through words and action.

Our Company has evolved significantly over the years—from a drilling partner to a comprehensive environmental field services provider. So too has Compass™, our 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 grassroots efforts of our Green Team to the highest levels of management on our Sustainability Council.

As our efforts became more sophisticated, we embarked in large-scale stakeholder engagement efforts as well as a total reassessment of our goals and key performance indicators. 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. All of this helped align our efforts with the internationally recognized GRI Standards.

These efforts are in vain when we are not 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. 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.

Stakeholder Awareness “How would you rate Cascade’s sustainability performance today, based on what you read/know?”	2017 Benchmark	2020 Survey	2020 Goal
	Very Poor	1%	1%
Poor	2%	3%	0%
Mediocre	15%	26%	10%
Strong	33%	62%	55%
Very Strong	7%	9%	25%
I’m not Familiar	42%	N/A*	10%

*This response was not included in the 2020 survey.

We invited our stakeholders to participate in a survey in the fall of 2020. The feedback collected through this stakeholder engagement process is used for our sustainability planning and reporting. It helps us to continually align our efforts with your goals and expectations. It was very exciting to see participation nearly triple from the last survey in 2017. All our primary stakeholder groups were represented.

We gained valuable insight from this process

- 49% of stakeholders believe their organization benefits from Cascade's commitment to sustainability
- 91% of stakeholders believe sustainability is critical to success
- 70% of stakeholders rate Cascade's sustainability performance as strong or very strong
- 62% of stakeholders feel Cascade is transparent about its activities
- 58% of stakeholders feel Cascade has clear sustainability goals
- Most respondents want to learn about our efforts via email
- We received 225 suggestions on we can improve our sustainability efforts in the next three years

Our Sustainability Council focuses on 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 engage 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.

Our efforts this year to increase communication across the Cascade organization and with our external audience include:

- Sustainability is a recurring topic on the CEQ Quarterly Update call
- Our Sustainability Council added one new seat in 2020 open to any employee interested in sustainability and eager to hold a leadership position
- All lines of business and corporate service departments actively participate in compiling our Corporate Sustainability Report
- Routinely adding multi-media content, both original and curated, to help our audience define sustainability and connect the environmental, social, and economic issues to their personal and professional lives
- Specific emphasis on leveraging site characterization and remediation technologies to improve the sustainability footprint throughout every stage of the project lifecycle
- Actively engage with more than 50 volunteer brand ambassadors to increase awareness
- Conducting a more in-depth analysis of our performance under the GRI sustainability reporting framework and sharing that insight in our Corporate Sustainability Report



OUR QUARTERLY NEWSLETTER

Cascade Conversation

Our quarterly newsletter, *Cascade Conversation*, includes a segment to help our audience better understand the integrated concept of sustainability. It offers recommendations on embracing sustainability at home and in the workplace.



FROM THE SUSTAINABILITY DESK

Have you seen our compass?

A compass helps you navigate the path when you know where you want to be but aren't quite sure how to get there. We chose the Compass name for our Corporate Sustainability Program because it perfectly reflects our sustainability efforts.

Our sustainability efforts are about fostering conditions that nurture our employees, our clients, and our suppliers. We consider these people our stakeholders. Together, we identify the issues that matter most to their well-being and the long-term resilience of our company. These issues fall under the categories: environmental impact, customer service, fleet, employee experience, and communication.

We know where we want to be on these issues. Our Compass helps us get there by paving the way to connect with our stakeholders, to bring them on the journey with us, and tackle these issues whole-heartedly. Each year we prepare and share our Corporate Sustainability Report to share our progress. Take a look. Reach out to us and share your insights on the issues that matter most to you. Join us, Compass is leading the way.



More than 6,000 industry professionals have registered for our quarterly newsletter, which delivers industry news, details about upcoming events and webinars, and resources for optimizing your projects. Subscribe today: <https://bit.ly/3dw10cz>

 **SUBSCRIBE TODAY**

Communication During COVID

Communication was more important than ever during the COVID pandemic. Starting in March, our communications team issued weekly updates both internally and externally. Topics included essential work status, health and safety protocols, and resources to cope with new stresses.

Our team...

- Provided interactive content to keep employees and clients engaged and informed
- Promoted free resources like the Employee Assistance Program
- Maintained breakdown of changing restrictions and requirements across the U.S.
- Offered online Lunch & Learn opportunities with our subject matter experts in lieu of conferences, workshops, and on-site meetings
- Hosted video calls to update employees on the evolving situation in an honest and transparent way

From health & safety precautions to new communication venues- our clients didn't miss a beat.

Many environmental and infrastructure projects continued to operate under the Essential Work designation keeping our clients busy. The Cascade team remained readily available to respond to their needs whether that's happening in the field or from our office. See our client message: <https://bit.ly/3deI9Ch>



Cascadability to Thrive

Nearly every aspect of our personal lives, our economy, and our organizations have been impacted this year by the pandemic. It was the ultimate exercise in pivot planning. We witnessed incredible feats of resiliency, compassion, and perseverance. We call this incredible mix of attributes “Cascadability.” The term is new, but not the sentiment.

Cascadability is the ability to adapt to or quickly recover from change. Sustainability helps us do that by prioritizing our actions based on the positive impact they have on the world and the people around us.

How can we practice Cascadability and build resilience in uncharted territory? Stick to the fundamentals.

Social responsibility. Use your time and talents to help people in your social communities, in your neighborhood, in your workplace. Offer your employees resources to make the best of their new work situations and emotional support to deal with the anxiety that comes in these uncertain times. Follow the precautions and guidelines provided by scientific experts to protect yourself and vulnerable populations. Listen with compassion and empathy.

Environmental stewardship. Conserve resources so that the limited production and delivery capacities of our economy serve those most in need. Limit travel by combining errands and working from home when possible. Choose to walk or bike instead of drive to reap the health benefits of exercise while also reducing pollution and crowded roadways. Protect natural spaces for the strength of the ecosystem and the precious sanctuary they provide.

Economic impact. Build your community’s economy by supporting local businesses. Contribute your time, talent, and treasure to non-profits and other organizations filling critical roles in our society.

Crises pass but their lessons live on. When sustainability-based actions become your habits instead of an emergency response, you are resilient.



We appreciate your interest and hope to hear from you. Connect with Cascade!

www.cascade-env.com



APPENDIX A- WORKFORCE PROFILE

Workforce Diversity Data

Total Workforce by Gender	Male	Female	Total
2020	719	83	802
2019	812	92	904
2018	814	95	909

Total Workforce by Contract Type	2020	2019	2018
Permanent, Full Time	99%	99%	98%
Temporary, Subcontract	<1%	1%	2%

Total Workforce Diversity by Age	2020	2019	2018
Under 30 years old	19%	18%	18%
30 - 50 years old	50%	50%	50%
Over 50 years old	31%	32%	32%

Total Workforce Diversity by Minority Status	Target 2020	2020	2019	2018
Minorities	28%	25%	24%	24%
Non-minorities	72%	75%	76%	76%

Total Workforce Diversity by Veteran Status	Target 2020	2019	2018	2017
Veterans Status	7%	4%	3%	3%
Non-Veterans	93%	96%	97%	97%

Total Workforce Diversity by Job Type and Gender	Target 2020		2020		2019		2018	
	Females	Males	Females	Males	Females	Males	Females	Males
Executive & Senior Management	20%	80%	10%	90%	9%	91%	0%	100%
First and Mid-Level Management	20%	80%	21%	79%	19%	81%	15%	85%
Professionals	30%	70%	27%	73%	22%	78%	27%	73%
Technicians	0%	100%	0%	100%	0%	100%	0%	100%
Sales Workers	25%	75%	17%	83%	18%	82%	20%	80%
Administrative Support	95%	5%	93%	7%	91%	9%	95%	5%
Craft Workers - Skilled	2%	98%	0%	100%	0%	100%	0%	100%
Operatives - Semi-Skilled	4%	96%	1%	99%	<1%	>99%	<1%	>99%
Laborer / Helper			2%	98%				

Total Workforce Diversity by Job Type and Age	2020			2019			2018		
	Under 30 years old	30-50 years old	Over 50 years old	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%	20%	80%	0%	23%	77%	0%	21%	79%
First and Mid-Level Management	2%	61%	37%	0%	57%	43%	0%	53%	47%
Professionals	8.4%	55.4%	36.1%	9%		40%	11%	50%	39%
Technicians	0%	100%	0%	0%	67%	33%	50%	0%	50%
Sales Workers	0%	47%	53%	0%	53%	47%	0%	50%	50%
Administrative Support	9%	41%	50%	16%	33%	51%	19%	42%*	39%*
Craft Workers - Skilled	12%	52%	36%	9%	54%	37%*	9%	56%	34%
Operatives - Semi-Skilled	40.4%	44.3%	15.3%	39%	48%	13%	38%	46%	15%
Laborer / Helper	37.8%	55.6%	6.7%						

Total Workforce Diversity by Job Type and Minority Status	2020 Target		2020		2019		2018	
	Minorities	Non-Minorities	Minorities	Non-Minorities	Minorities	Non-Minorities	Minorities	Non-Minorities
Executive & Senior Management	15%	85%	0%	100%	0%	100%	0%	100%
First and Mid-Level Management	15%	85%	12%	88%	9%	91%	10%	90%
Professionals	20%	80%	19%	81%	19%	81%	17%	83%
Technicians	0%	100%	50%	50%	33%	67%	0%	100%
Sales Workers	15%	85%	0%	100%	12%	88%	13%	87%
Administrative Support	30%	70%	18%	82%	22%	78%	26%	74%
Craft Workers - Skilled	25%	75%	24%	76%	24%	76%	23%	77%
Operatives - Semi-Skilled	40%	60%	36%	64%	33%	67%	34%	66%
Laborer / Helper			22%	78%				

*restatement of data from the 2018 report.

2020 Hiring and Retention Data

Note- all percentages are relative to the total number of new and rehired employees hired in 2020.

New Hires by Age	Under Age 30		Age 30 - 50		Age 50 +	
	#	%	#	%	#	%
Executive & Senior Management	0	0%	0	0%	0	0%
First and Mid-Level Management	0	0%	1	50%	1	50%
Professionals	1	20%	4	80%	0	0%
Technicians	0	0%	0	0%	0	0%
Sales Workers	0	0%	0	0%	2	100%
Administrative Support	1	17%	3	50%	8	33%
Craft Workers - Skilled	5	20%	14	56%	11	24%
Operatives - Semi-Skilled	62	62%	33	33%	14	5%
Laborer / Helper	15	47%	15	47%	2	6%
Grand Total	84	49%	70	41%	17	10%

New Hires by Gender	Females		Males	
	#	%	#	%
Executive & Senior Management	0	0%	0	0%
First and Mid-Level Management	0	0%	2	100%
Professionals	1	20%	4	80%
Technicians	0	0%	0	0%
Sales Workers	1	100%	0	0%
Administrative Support	6	100%	0	0%
Craft Workers - Skilled	0	0%	25	100%
Operatives - Semi-Skilled	0	0%	100	100%
Laborer / Helper	1	3%	31	97%
Grand Total	9	5%	162	95%

New Hires by Ethnicity

	Minorities		Non-Minority	
	#	%	#	%
Executive & Senior Management	0	0%	0	0%
First and Mid-Level Management	0	0%	2	100%
Professionals	0	0%	5	100%
Technicians	0	0%	0	0%
Sales Workers	0	0%	1	100%
Administrative Support	2	33%	4	67%
Craft Workers - Skilled	11	44%	14	56%
Operatives - Semi-Skilled	40	40%	60	60%
Laborer / Helper	12	38%	20	62%
Grand Total	65	38%	106	62%

Note- all percentages are relative to the total number of employee turnover in 2020.

Turnover by Age

	Under Age 30		Age 30 - 50		Age 50+	
	#	%	#	%	#	%
Executive & Senior Management	0	0%	1	25%	3	75.0%
First and Mid-Level Management	0	0%	6	54.5%	8	45.5%
Professionals	2	11.8%	7	41.2%	7	47.1%
Technicians	0	0%	0	0%	0	0%
Sales Workers	0	0%	2	50.0%	2	50.0%
Administrative Support	3	27.3%	2	18.2%	7	54.5%
Craft Workers - Skilled	7	10.9%	36	56.3%	22	32.8%
Operatives - Semi-Skilled	60	49.6%	54	44.6%	12	5.8%
Laborer / Helper	16	57.1%	8	28.6%	44.6	14.3%
Grand Total	88	33.8%	116	44.6%	56	21.5%

Turnover by Gender

	Females		Males	
	#	%	#	%
Executive & Senior Management	0	0%	4	100%
First and Mid-Level Management	2	18%	9	82%
Professionals	1	6%	16	94%
Technicians	0	0%	0	0%
Sales Workers	1	25%	3	75%
Administrative Support	10	91%	1	9%
Craft Workers - Skilled	0	0%	64	100%
Operatives - Semi-Skilled	0	0%	121	100%
Laborer / Helper	0	0%	28	100%
Grand Total	14	5%	246	95%

Turnover by Ethnicity	Minority		Non-Minority	
	#	%	#	%
Executive & Senior Management	0	0%	4	100%
First and Mid-Level Management	0	0%	11	100%
Professionals	3	18%	14	82%
Technicians	0	0%	0	0%
Sales Workers	2	50%	2	50%
Administrative Support	4	36%	7	64%
Craft Workers - Skilled	19	30%	45	70%
Operatives - Semi-Skilled	46	38%	75	62%
Laborer / Helper	10	36%	18	64%
Grand Total	84	32%	176	68%

Employee Salary Data

Female Basic Salary* as % of Males	2020	2019	2018
Executive & Senior Management	75%	71%	Not applicable**
First and Mid-Level Management	83%	83%	90%
Professionals	85%	85%	89%
Technicians	Not applicable**	Not applicable**	Not applicable**
Sales Workers	96%	104%	118%
Administrative Support	102%	105%	117%
Craft Workers - Skilled	66%	66%	Not applicable**
Operatives - Semi-Skilled	92%	120%	90%
Laborer / Helper	79%	Broken out in 2020	Broken out in 2020

*Based on average basic salary

**Not applicable indicates these are roles where there was no female representation

The table below looks at the salaries for employees hired in 2020 compared to the state minimum wage in which they were hired to. This reflects a change from 2019 where the comparison was made to the 2019 Federal minimum wage which 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.

2020 New Hire Salaries Compared to State Minimum Wage	Lowest Salary Paid		Average Salary Paid		Highest Salary Paid	
	Female	Male	Female	Male	Female	Male
Administrative Assistant	157%	Not applicable*	168%	Not applicable*	185%	Not applicable*
Driller Assistant	Not applicable*	123%	Not applicable*	182%	Not applicable*	303%
Field Assistant	221%	70%	27%	73%	22%	317%
Field Technicians	Not applicable*	100%	0%	100%	0%	204%
Laborer	Not applicable*	75%	17%	83%	18%	200%
Shop Helper	Not applicable*	Not applicable*	Not applicable*	Not applicable*	Not applicable*	Not applicable*
Average of all Entry-Level Positions	157%	123%	178%	182%	221%	317%

*Not applicable indicates these are roles where there was no representation in 2020

2019	Lowest Salary Paid		Average Salary Paid		Highest Salary Paid	
	Female	Male	Female	Male	Female	Male
Administrative Assistant	134%	121%	181%	121%	231%	121%
Driller Assistant	110%	93%	163%	151%	215%	344%
Field Assistant	148%	107%	148%	154%	148%	245%
Laborer	Not applicable*	134%	Not applicable*	196%	Not applicable*	245%
Shop Helper	Not applicable*	93%	Not applicable*	100%	Not applicable*	107%
Average of all Entry-Level Positions	157%	123%	178%	182%	221%	317%

*Not applicable indicates these are roles where there was no representation in 2019

Parental Leave Data

Parental Leave	2020	2019	2018
Total employees entitled to parental leave	802	903	903
Male employees entitled to parental leave	719	812	809
Female employees entitled to parental leave	83	91	94
Total number of employees that took parental leave	7	6	2
Male employees that took parental leave	5	2	Do not track
Female employees that took parental leave	2	4	2
Total number of employees that return to work in the reporting period after parental leave ended	7	5	2
Male employees that returned to work in the reporting period after parental leave ended	5	1	Do not track
Female employees that returned to work in the reporting period after parental leave ended	2	4	2
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	2	5	2
Male employees that returned to work after parental leave ended that were still employed 12 months after their return to work	1	1	Do not track
Female employees that returned to work after parental leave ended that were still employed 12 months after their return to work	1	4	2

Annual Performance Review Data

CPMS by Gender	% of total workforce completing annual performance review				% of this category completing annual performance review		
	2020 Target	2020	2019	2018	2020	2019	2018
Female	80%	4%	3%	3%	33%	27%	33%
Male	80%	49%	29%	22%	55%	32%	25%
Total	80%	53%	32%	25%	88%	59%	58%

Performance Review by Job Role	% of total workforce completing annual performance review			% of this category completing annual performance review		
	2020	2019	2018	2020	2019	2018
Executive & Senior Management	3%	<1%	< 1%	30%	22%	11%
First and Mid-Level Management	4.6%	2%	2%	39.7%	25%	28%
Professionals	2.6%	3%	2%	22.4%	25%	21%
Technicians	0%	0%	0	0%	0%	0%
Sales Workers	<1%	2%	< 1%	36.4%	20%	13%
Administrative Support	2.9%	2%	3%	47.2%	32%	40%
Craft Workers - Skilled	28.4%	21%	13%	60.4%	34%	31%
Operatives - Semi-Skilled	11.2%	6%	6%	73.9%	18%	18%
Laborers	<1%	NA*	NA*	23.5%	NA*	NA*

NA = Employees were classified as Craft Workers or Operatives in those years.

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	12;15	
102-3		Location of headquarters	Bothell, WA		
102-4		Location of operations	Our Business; Our Markets	6;17	
102-5		Ownership and legal form	Privately Held		
102-6		Markets served	Our Markets	17	
102-7		Scale of organization	Economic Impact	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.	70	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	21	
102-10		Significant changes to the organization and its supply chain	Supply Chain	24	
102-11		Precautionary Principle or approach	Not applicable		
102-12		External initiatives	None		
102-13		Membership of associations	Memberships	25	
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	10; 19	

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission and Notes
102-17	Ethics and Integrity	Mechanisms for advice and concerns about ethics	Governance, Ethics & Integrity	19	
102-18	Governance	Governance structure	Governance, Ethics & Integrity	19	
102-40	Stakeholder Engagement	List of stakeholder groups	Our Stakeholders	29	
102-41		Collective bargaining agreements	Diversity	70	
102-42		Identifying and selecting stakeholders	Our Stakeholders	29	
102-43		Approach to stakeholder engagement	Our Stakeholders	29	
102-44		Key topics and concerns raised	Reporting What Matters	30	
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	30	
102-48		Restatements of information	About the Report	1	
102-49		Changes in reporting	None		
102-50		Reporting period	January 1, 2020 - December 31, 2020		
102-51		Date of most recent report	April 2020		
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	113	
102-56	External assurance	External assurance	We do not externally assure any data in this report.		

ECONOMIC

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission and Notes
201	Economic Performance				
103-1	Management Approach	Explanation of the material topic and its boundary	Economic Impact	6	
103-2		The management approach and its components	Management Approach	32	
103-3		Evaluation of the management approach	Management Approach	32	
201-1		Direct economic value generated and distributed	Economic Impact; reporting net sales, jobs performed, and community investment.	6	As a privately held firm, Cascade's financial data is not publicly disclosed
201-3		Defined benefit plan obligations and other retirement plans	Benefits and Compensation	64	
202	Market Presence				
103-1	Management Approach	Explanation of the material topic and its boundary	Employment	56	
103-2		The management approach and its components	Management Approach; Employment	32; 56	
103-3		Evaluation of the management approach	Employment	56	
202-1		Ratios of standard entry level wage by gender compared to minimum wage	Benefits and Compensation	64	
204	Procurement Practices				
103-1	Management Approach	Explanation of the material topic and its boundary	Supply Chain	21	
103-2		The management approach and its components	Management Approach; Supply Chain	32; 21	
103-3		Evaluation of the management approach	Supply Chain	21	
204-1		Proportion of spending on local suppliers	Supply Chain	21	

ENVIRONMENTAL

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission and Notes
302	Energy				
103-1	Management Approach	Explanation of the material topic and its boundary	Protecting Our Environment	33	
103-2		The management approach and its components	Management Approach; Fuel Consumption; Fuel Reduction Efforts	32; 33; 34	
103-3		Evaluation of the management approach	Fuel Consumption; Fuel Reduction Efforts	33; 34	
302-1		Energy consumption within the organization	Fuel Consumption; Fuel Reduction Efforts	33; 34	
302-4		Reduction of energy consumption	Fuel Reduction Efforts	34	
302-5		Reductions in energy requirements of products and services	Fuel Reduction Efforts	34	
304	Biodiversity				
103-1	Management Approach	Explanation of the material topic and its boundary	Sustainable Field Practices	35	
103-2		The management approach and its components	Management Approach; Sustainable Field Practices	32; 35	
103-3		Evaluation of the management approach	Sustainable Field Practices	35	
304-2		Significant impacts of activities, products, and services on biodiversity	Sustainable Field Practices	35	
306	Effluents and waste				
103-1	Management Approach	Explanation of the material topic and its boundary	Sustainable Field Practices	35	
103-2		The management approach and its components	Management Approach; Environmental Compliance	32; 42	
103-3		Evaluation of the management approach	Environmental Compliance	42	

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission and Notes
306-3		Significant spills	Spill Prevention	41	A 'significant spill' is one that involved a reportable quantity under hazardous materials regulations
307	Environmental Compliance				
103-1	Management Approach	Explanation of the material topic and its boundary	Environmental Compliance	42	
103-2		The management approach and its components	Management Approach; Environmental Compliance	32; 42	
103-3		Evaluation of the management approach	Environmental Compliance	42	
307-1		Non-compliance with environmental laws and regulations	Environmental Compliance	42	A 'significant fine' is one that resulted in monetary penalty greater than \$10,000
308	Supplier Environmental Assessment				
103-1	Management Approach	Explanation of the material topic and its boundary	Supply chain	21	
103-2		The management approach and its components	Management Approach; Supply chain	32; 21	
103-3		Evaluation of the management approach	Supply chain	21	
308-1		New suppliers that were screened using environmental criteria	Supply chain	21	
308-2		Negative environmental impacts in the supply chain and actions taken	Supply chain	21	

SOCIAL

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission and Notes
401	Employment				
103-1	Management Approach	Explanation of the material topic and its boundary	Employment	56	
103-2		The management approach and its components	Management Approach; Employment	32; 56	
103-3		Evaluation of the management approach	Employment	56	
401-1		New employee hires and employee turnover	Employee Recruitment and Retention	56	
401-2		Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits and Compensation	64	
401-3		Parental leave	Benefits and Compensation	64	
403	Occupational Health and Safety				
103-1	Management Approach	Explanation of the material topic and its boundary	Health and Safety	77	
103-2		The management approach and its components	Management Approach; Health and Safety	32; 77	
103-3		Evaluation of the management approach	Health and Safety	77	
403-1		Occupational health and safety management system	Health and Safety	77	
403-2		Hazard identification, risk assessment, and incident	Hazard Identification, Risk Assessment, and Incident Investigation	80	Savings due to immediate preventative action calculated based on the average cost per injury related to the selected observation mitigation effort
403-3		Occupational health services	Occupational Health Services	86	

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission and Notes
403-4		Worker participation, consultation, and communication on occupational health and safety	Employee Participation in CORE Health and Safety Program	87	
403-5		Worker training on occupational health and safety	Health and Safety; Employee Training & Education	77; 93	
403-6		Promotion of worker health	Benefits and Compensation	64	
403-8		Workers covered by an occupational health and safety management system	Health and Safety	77	
403-9		Work-related injuries	Injury Rates	90	
403-10		Work-related ill health	None to report		Employees are medically evaluated with a pre-employment physical an annual physical thereafter to determine medically fit to perform the work-related tasks at Cascade
404	Training and Education				
103-1	Management Approach	Explanation of the material topic and its boundary	Employee Training and Education	93	
103-2		The management approach and its components	Management Approach; Employee Training and Education	32; 93	
103-3		Evaluation of the management approach	Employee Training and Education	93	
404-1		Average hours of training per year per employee	Employee Training and Education	93	
404-2		Programs for upgrading employee skills and transition assistance programs	Employee Training and Education	93	Cascade does not provide transition assistance
404-3		Percentage of employees receiving regular performance and career development reviews	Performance Reviews	96	

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission and Notes
405	Diversity and Equal Opportunity				
103-1	Management Approach	Explanation of the material topic and its boundary	Diversity	70	
103-2		The management approach and its components	Management Approach; Diversity	32; 70	
103-3		Evaluation of the management approach	Diversity	70	
405-1		Diversity of governance bodies and employees	Diversity	70	
405-2		Ratio of basic salary and remuneration of women to men	Benefits and Compensation	64	
406	Non-Discrimination				
103-1	Management Approach	Explanation of the material topic and its boundary	Employment	56	
103-2		The management approach and its components	Management Approach; Employment	32; 56	
103-3		Evaluation of the management approach	Employment	56	
406-1		Incidents of discrimination and corrective actions taken	'incident' is considered a legal filing		There was 1 incident of discrimination during the reporting period. The Company does not comment nor discuss active cases.