



Impact

2021 Corporate
Sustainability Report

April 2022

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MESSAGE FROM THE CEO



Ron Thalacker
President & CEO

If you are new to Cascade's sustainability report, welcome! And to those that have been with us on this journey over the last eight years, welcome back. We are grateful to have you here. I hope this year's report impacts and inspires you.

Embracing sustainability as a routine way of doing business is the only way our organization will thrive. It all begins with stakeholder engagement—listening to you. Stakeholder engagement enables us to stay aligned with the issues that matter most to you and respond to changes in the broader market conditions for long-term growth. Our Sustainability Council leads this effort and provides guidance to our management teams on how to run our business in a way that maximizes positive environmental, social, and economic impacts.

Our Corporate Sustainability Report (CSR) has grown in depth and breadth each year. This year is no exception. With our 2021 CSR, we begin to incorporate a second set of sustainability reporting standards, the SASB Standards. Our CSR explains and quantifies the impacts of our daily operations. It's a resource to help educate and engage our employees, so we are driving sustainability principles at every level of our organization. It is a way to share the importance of environmental stewardship, social responsibility, and economic investment with all our stakeholders.

Each section of the report details our priorities, explains why these issues are important to us, and reveals our approach to making a positive impact.

- Environmental: fleet, fuel, field operations, and regulatory compliance
- Social: health & safety, employment conditions, diversity & inclusion, training, and technology
- Economic: supply chain, employee benefits & compensation, and community investments

MESSAGE FROM THE CEO *(cont'd)*

You will see our achievements as well as our challenges in the pages ahead. Highlights include:

- Innovative technologies to bring sustainable remediation to our clients like the Pathfinder™, the industry's first automated injection system for in situ remediation, and Cascade Chemistries to address PFAS and chlorinated solvents in groundwater and soil. The use of TerraTherm's low temperature heating technology to enhance efficacy of source zone and plume contamination can help clients meet project goals faster with lower long-term costs.
- Our nationally recognized CORE™ health & safety program, which had record levels of participation in risk assessment and mitigation tools resulting in an estimated \$55M in loss prevention, a total recordable injury rate under 0.90, and 42% reduction in overall incident activity in the last three years.
- We invested more than \$1M in employee training this year and raised salaries to more than double state minimum wage requirements to help employees grow with us in a fulfilling, gainful long-term career.
- The nationwide labor shortage is a challenge as we struggle to fill field labor and semi-skilled positions across the country and combat an unprecedented turnover rate near 36%.
- We continue to address a gender salary gap across job categories and enhance our diversity & inclusion efforts within our organization and our recruiting strategy.

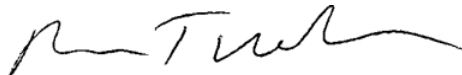
MESSAGE FROM THE CEO *(cont'd)*

There is much we can manage about the way we operate. Despite our best efforts, there will always be impacts on the company outside of our control. These broader influences include:

- COVID pandemic: health impacts, governmental mandates, inflation, and supply chain disruptions
- Government and politics: shifting regulatory and policy focus on environmental regulation, prioritizing sustainable remediation practices, funding more environmental cleanup and driving geotechnical drilling opportunities through the Infrastructure Investment and Jobs Act
- Continued consolidation within our target market of construction, engineering, and environmental consulting firms

Our sustainability program is the solid foundation that guides us forward regardless of those external forces. I'm confident that by sticking to these principles, fostering productive stakeholder engagement, and continuing our reporting process we will impact and inspire for generations to come.

All my best,



Ron Thalacker
President & CEO
Cascade Environmental

ABOUT THIS REPORT

Impact is the theme of our 2021 Corporate Sustainability Report. There's a lot of meaning behind this simple word. Our sustainability reports capture the environmental, social, and economic impacts we have on our stakeholders. It's fair to say that the reporting process also helps us to draw insights from the many ways our stakeholders and the world around us impact our organization.

Reporting Standards

This 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.

Since 2014, Cascade has published an annual sustainability report. Our report has grown each year in depth and breadth. This year we begin to incorporate an additional set of sustainability reporting standards from the Sustainability Accounting Standards Board.

This report covers the calendar year 2021. 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.

Restatement of Information

Restatement of 2020 TRIR and LTC injury rates is located in the [Injury Rates](#) section. These rates were amended following the completion of a routine case review and internal audit which led to the reclassification of an incident.

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

Reporting What Matters

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

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



ENVIRONMENTAL IMPACT

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

Material issues: fuel consumption and conservation, significant spills, environmental compliance, supply chain management, technology



SOCIAL IMPACT

We are committed to having a positive impact on the people that touch our organization.

Material issues: fleet, health & safety, non-environmental compliance, diversity & inclusion, talent acquisition, employee retention, well-being, training, education, stakeholder engagement, technology



ECONOMIC IMPACT

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

Material issues: supply chain, financial performance, community investment, benefits, compensation, fleet, technology

Management Approach

Why Do We Care?

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

Relationships

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

Business Strategy

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

Improvement

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

General Management Approach

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

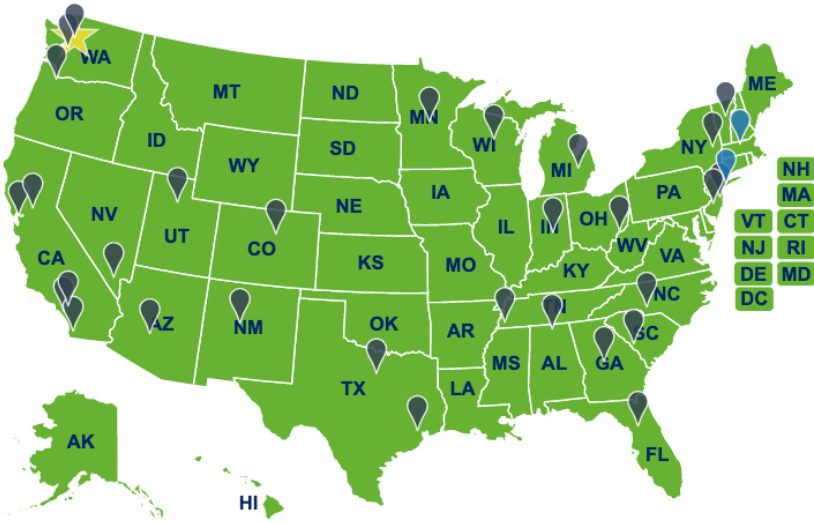
For each material aspect discussed in the following pages, we describe why it matters and how we manage the impacts. Our stakeholder engagement efforts play a crucial role in shaping our management approach, prioritizing projects, and reporting progress.

GET TO KNOW US

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 34 locations servicing clients throughout the United States, Cascade's breadth and depth of services and expertise is unmatched in our industry.

Cascade Locations



Get to know Cascade
in less than 4 minutes

 [READ MORE](#)

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



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

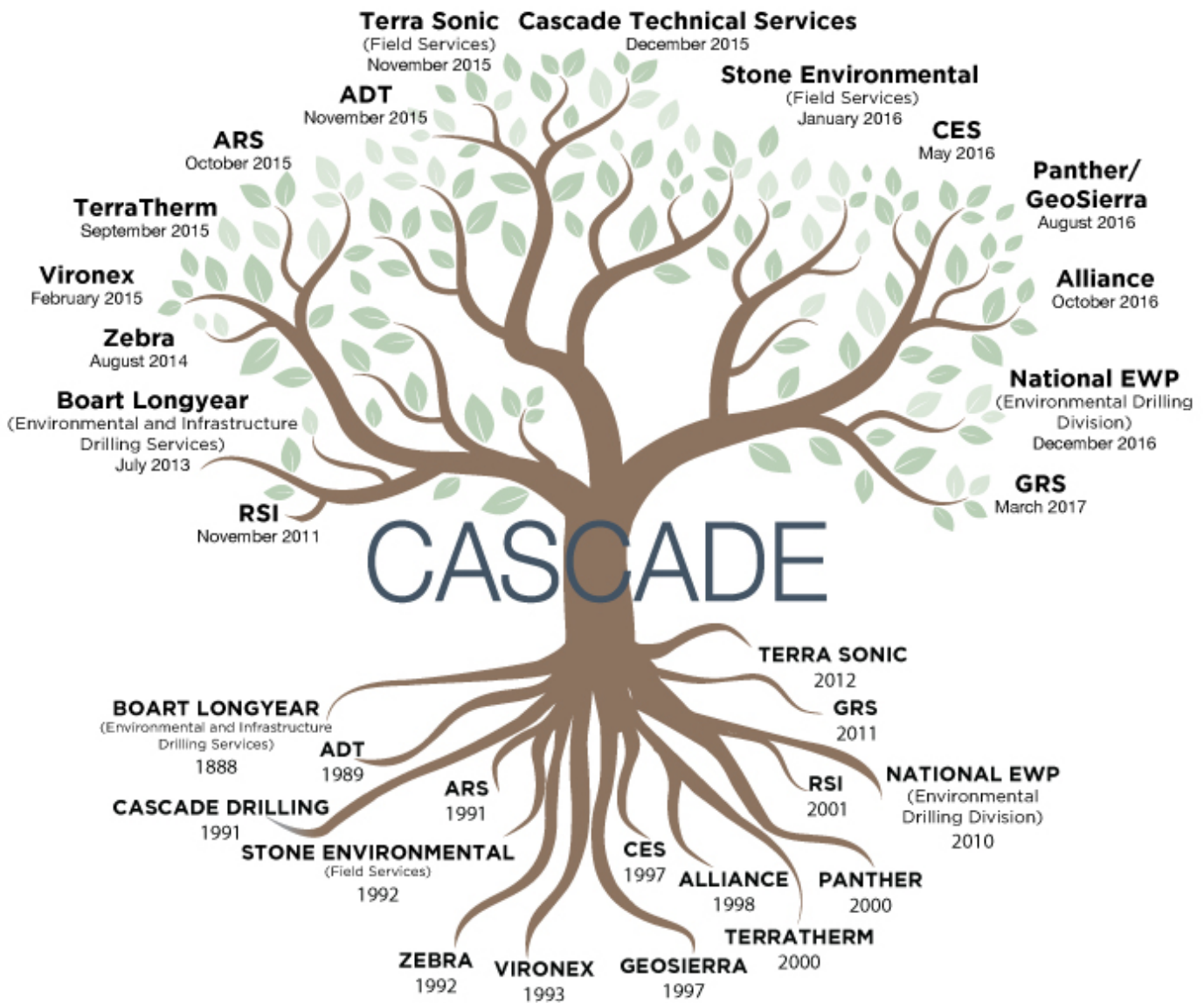
We believe in growing our business in a responsible manner through significant investment in our company, our people and our communities. Growth enables us to provide career advancement for our employees and geographical reach to best serve our clients.

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

Our roots began in 1991 when Cascade Drilling was founded 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 Environmental®, Cascade Drilling®, Cascade Remediation Services™, TerraTherm™, and Aquifer Drilling & Testing™. Our project teams and business development specialists work closely together to ensure our clients have access to the full suite of services and industry leading experts under one Cascade umbrella.



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

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

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



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



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



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



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



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



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

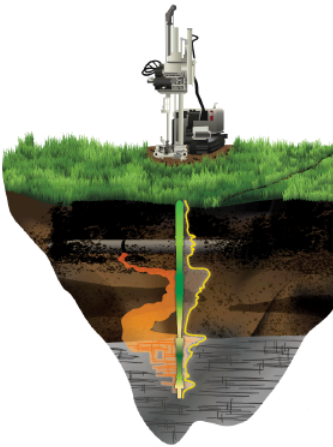
Suite of Services

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.



NATIONAL FIELD SERVICES

With an extensive drilling fleet and technical field services nationwide, Cascade offers the most depth, breadth and technical expertise in environmental and infrastructure field services in the country.



WHY CASCADE?

Working with Cascade means you have access to:

- The deepest and broadest technical expertise in environmental and infrastructure field services in the US
- Convenient access to offices nationwide
- Diverse fleet of over 2,000 assets
- Experienced field staff in drilling and field services
- Comprehensive remediation technology offerings available in-house
- A world-class safety program with industry-leading OSHA and DOT credentials

FROM CONCEPT TO COMPLETION

- Small business strategic partner to meet diversity goals
- Financial resources to stand behind our work
- Bidding support for strategic pursuits

DRILLING

- Sonic
- Rotary
- Auger
- Direct Push
- Full Size & Limited Access
- Truck, Track & Hybrid Platforms
- Sampling, Coring & Testing
- Utility Clearance / Vac Ex
- Well & Pump Services
- Heavy Infrastructure & Dams Instrumentation
- Investigation Derived Waste
- Geotechnical Drilling
- Barge & Over Water Drilling

SITE CHARACTERIZATION

- Optical Image Profiler (OIP)
- Membrane Interface Probe (MIP)
- Membrane Interface & Hydraulic Profiling Tool (MIHPT)
- Ultraviolet Optical Screening Tool (UVOST)
- Waterloo^{APS} Advanced Profiling Tool
- High Resolution Piezocone
- Soil Vapor Monitoring Probes
- 3D Data Visualization Software
- Multi-Level Monitoring Systems
- Design & Data Interpretation Support

REMEDIATION

- Bioremediation
- Chemical Injections
 - ISCO, ISCR, ISB
- Standard and Enhanced Emplacement Technologies
 - DPT / Well Injections
 - Hydraulic & Pneumatic Enhanced Emplacement
- Thermal Remediation
 - Thermal Conductive Heating
 - Electrical Resistance Heating
 - Steam Enhanced Extraction
- Excavation
- Soil Mixing
- Permeable Reactive Barriers

CASCADE CHEMISTRIES

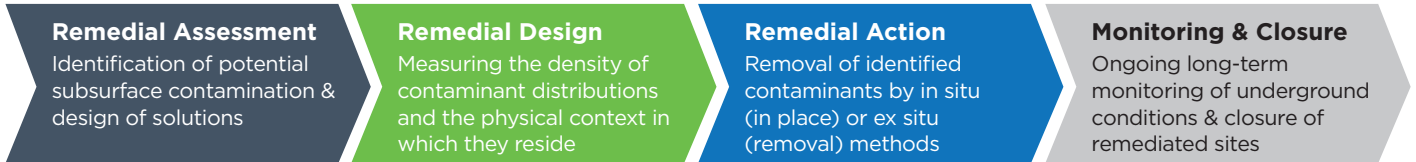
Cutting edge chemistries for advanced injection technologies

Experience our full range of services in less than 5 minutes

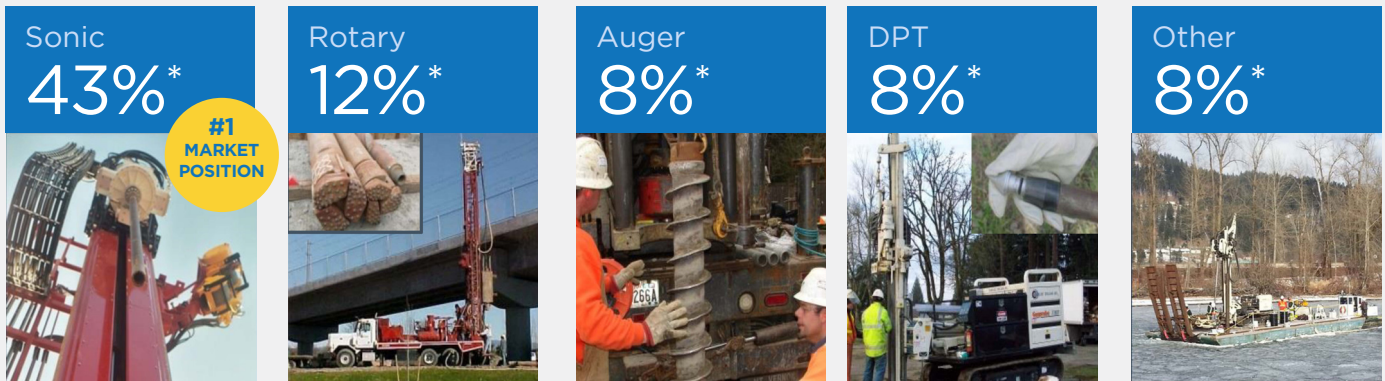
[READ MORE](#)

Ability to Participate in Every Stage of the Environmental Lifecycle

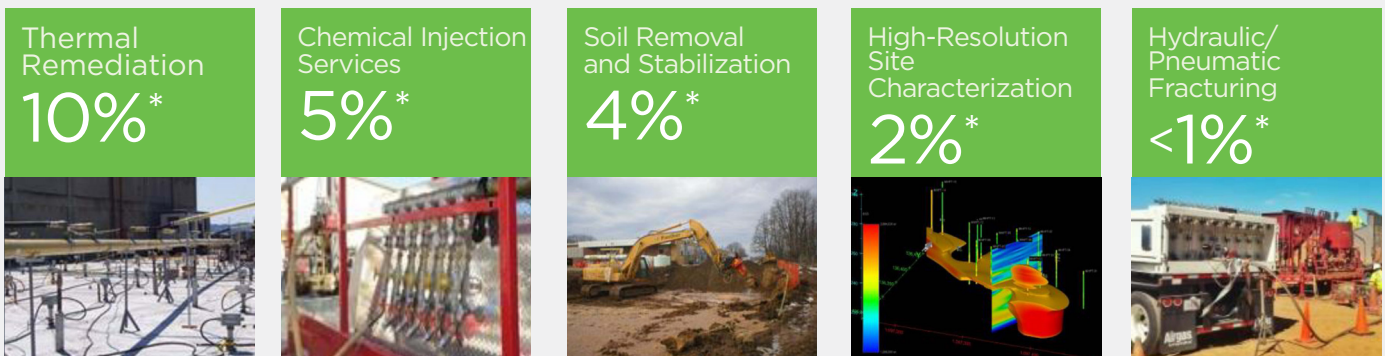
Cascade Offers a Broad Suite of Services Across the Environmental Lifecycle...



...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.

Government 	37%
Industrial 	33%
Power 	10%
Oil & Gas 	5%
Mining 	5%
Chemical 	4%
Other	4%
Water 	2%

Nearly 100% of our services are provided in the United States. Less than 0.1% of net sales comes from licensing outside of the U.S.

Awards and Recognition

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

Business Achievement

- 2021 Engineering News-Record Top 200 Environmental Firms: Ranked #73
- Environmental Business Journal® Project Merit: Manufactured Gas Plant Site Remediation
- Environmental Business Journal® Project Merit: Thermal Remediation, Contaminated Groundwater Superfund Site
- Environmental Business Journal® Project Merit: Thermal Remediation, Subsurface hydrocarbon contamination
- U.S. Department of Labor HIRE Vets Medallion Award
- Our 2020 Corporate Sustainability Report was finalist for Content Marketing Institute's Best Annual Report



Safety

- 2021 National Drilling Association Outstanding Commitment to Drilling Safety
- 2020 Minnesota Governor's Safety Award
- PG&E Gold Shovel Certification



Cascade, TerraTherm, and ADT were honored for their environmental remediation work at the 2021 Environmental Business Achievement awards.

Learn more about their innovative approaches.

[➤ LEARN MORE](#)

Professional Contributions



Cascade's Chief People Officer Ken Moses was named one of the Top 10 Influential HR Leaders of 2021 by Industry Era Magazine and among the Top 50 Human Resources Professionals in the world by OnConferences for a second consecutive year.



Bill Poupis, Senior Vice President of Operations was inducted into the Environmental Business Journal's Driller Hall of Fame and honored with a Lifetime Achievement Award.



Mike Bond, Senior Driller and Cascade ELITE was certified as a Master Sonic Driller. This certification not only recognizes Mike's extensive skill, knowledge, and years of experience, but also authorizes him to certify other sonic drillers to safely operate our rigs.

Governance, Ethics & Integrity

As a privately held company, Cascade is governed by a Board of Directors. The four-member Board is comprised of Cascade's 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.

Cascade's incredible journey of growth and transformation is testament of our commitment to driving innovation—and our leadership team is helping make it all happen. With diverse business experience, bold vision, and a passion getting it right every time, this team focuses on delivering results to our clients, fostering a safe and positive work environment, and driving organizational growth. Cascade's Executive Leadership Team is comprised of Chief Executive Officer, Chief Financial Officer, Chief Administrative Officer, and Chief Information Officer.

 [MEET OUR LEADERS](#)

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 & Amendments Act
- Client Relations
- Code of Ethics
- Communications Policy
- Complaint Reporting & Resolution Corrective Action
- Discriminatory Harassment
- Commitment to Diversity
- Drug and Alcohol-Free Workplace
- Employment of Minors
- Equal Employment Opportunity
- Job Descriptions
- No Retaliation
- Open Door Policy
- Pandemic Preparedness
- Payment of Wages
- Performance Evaluations
- Safety and Security
- Sexual Harassment
- Social Media Policy
- Standards of Business Conduct
- Tobacco Free and Smoke Free Workplace
- Training & Development
- Violence Prevention in the Workplace
- Worker Welfare
- Workplace Conduct
- Workplace Harassment
- Whistleblowing

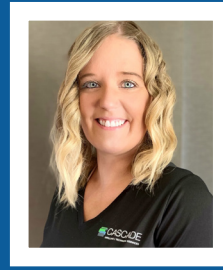
Memberships

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
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

Our employees are committed to making a difference in their local communities and within their profession by volunteer their time and talent. Here are just a few ways they are making a difference.



Jessica Alexander, Director of Talent Acquisition, serves as Chair of Cascade's Diverse Workforce Initiative and Secretary of the Parent Teacher Student Organization at Country Day School, Largo, FL



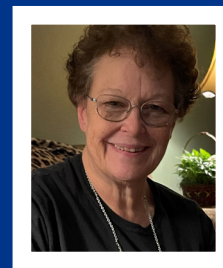
Jay Boland, Aquifer Drilling & Testing Client Services Manager and National Drilling Association Board of Directors member since 2013



Gary Crueger, Chief Operating Officer, is an Advisory Council Member for the Angel Wings Foundation



Mark Herndon, Client Services Manager, was recognized by the American Institute of Professional Geologists (AIPG) for your 35 years of service



Dianne Wilson, Administrative Assistant, serves on the Administrative Council and Women's Steering Committee for First Baptist Church in Belleview, FL

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 Corporate Sustainability Plan. We also engage in many other routine channels of on-going communication channels.

Stakeholder Engagement Channels

<p>750+ employees</p>	<p>2,000+ suppliers</p>	<p>12,000+ clients</p>
<p>channels of engagement: face-to-face daily interaction, cloud-based employee resource center with 24/7 instant access to important company information, programs and policies and support, committees, councils, open door management policy, newsletters, email, surveys, interviews, contests, training, website, social media, performance reviews, web-based meetings, CEO quarterly update, townhall meetings</p>	<p>channels of engagement: business review meetings, website, social media, contracts, surveys, participation in committees, company meetings, sponsorship opportunities, collaborative partnerships</p>	<p>channels of engagement: technical outreach program including webinars, local seminars and safety demonstrations, net promoter score survey, website, social media, email campaigns, advertising, newsletter, face-to-face meetings, interviews, surveys, individual meetings, social events, industry conferences, professional associations, workshops</p>
<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.</p>		

ENVIRONMENT IMPACT

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

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



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.

FLEET ASSETS	2021	2020	2019
Drill Rigs	315	320	331
Support Trucks	728	765	780
Trailers	439	451	444
Other Equipment	437	437	478
Total	1919	1973	2033

Total fleet size decreased 3% this year and 5% 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.

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.

This newly refurbished 7720DT track mounted Geoprobe is on its way to our Indianapolis office, and we're excited to get it out in the field. It has standard DPT capabilities, along with the ability to spin 4.25" and 6.25" hollow stem augers. The 72" stroke allows for a wide range of tool strings, making it a versatile rig.



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

FLEET ASSETS	
New Purchase	70
Recycled/Sold	99
Refurbished	1

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.

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.

Outstanding Scores in the Maintenance Advantage Program (MAP)

Our Richmond, CA and West Sacramento, CA locations were recognized this year for their outstanding scores in the Maintenance Advantage Program (MAP)



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. For more information on OOS ratings, visit <https://bit.ly/3vSD24x>

Fleet Compliance

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

Cascade's Out of Service Rate (OOS)

Our Vehicle and Driver OOS rates both improved this year. All three OOS ratings continue to outperform the national average year after year.

CASCADE'S OUT OF SERVICE RATE (OOS)					
	Target	National Avg	2021	2020	2019
Vehicle	10.0%	21.1%	15.5%	16.7%	16.7%
Driver	2.0%	5.7%	1.6%	2.0%	2.6%
HazMat	0.0%	4.5%	0.0%	0.0%	0.0%

Action taken to improve our OOS ratings include:

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

The Federal Motor Carrier Safety Administration uses a motor carrier’s data from roadside inspections, including all safety-based violations, state-reported crashes, and the Federal Motor Carrier Census, to quantify performance in the following Behavior Analysis and Safety Improvement Categories (BASICS).

Percentiles from 0 to 100 are determined by comparing the BASICS measurements of the carrier to the measurements of other carriers in the peer group. A percentile zero indicates best possible performance and 100 indicates the worst performance. For more information on BASICS scoring, visit: <https://bit.ly/36augv5>

BASICS Scoring for Cascade Drilling, LP

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

Behavior Analysis & Safety Improvement Categories				
	Target	2021	2020	2019
Drug and Alcohol	0%	0%	0%	0%
Crash Indicator	2%	0%	3%	0%
Unsafe Driving	2%	5%	9%	10%
Vehicle Maintenance	25%	34%	53%	31%
Hours of Service	40%	14%	35%	58%
Driver Fitness	65%	0%	N/A*	62%

*Not enough inspections, no score

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

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

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

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

Fuel Consumption

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

We are proud to report our total fuel consumption continues to improve each year.

ABSOLUTE FUEL CONSUMPTION				
GALLONS OF FUEL	Target	2021	2020	2019
Diesel	1,300,000	1,254,780	1,268,923	1,381,899
Gasoline	200,000	201,835	201,207	267,989
Diesel Exhaust Fluid	3,000	2,881	3,045	3,123
Total	1,503,000	1,459,496	1,473,175	1,653,011

NORMALIZED FUEL CONSUMPTION				
	2021	2020	2019	
Projects Performed	5,155	5,709	6,000	
Fleet Assets	1,919	1,973	2,033	
Gallons per Project	283	258	275	
Gallons per Fleet Asset	761	747	813	

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.

Fuel Reduction	Target	2021	2020	2019
YOY by gallons	N/A	13,558	179,836	330,020
YOY by percent	.05%	1%	11%	17%

We achieved an 1% absolute reduction in fuel consumption this year. The three-year trends are an improvement for both absolute and normalized reductions.

- Gallons per fleet asset has declined 10%
- Gallons per project improved 22%
- Total consumption is down 26% while decline in total number of projects just 6%

Our Fleet Management team is working on future fuel initiatives to reduce consumption and increase efficiency. These 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
- Replacing older model vehicles with more stringent fuel and emissions controls
- Evaluation of alternative and renewable fuel sources
- Evaluating as electric vehicles such as light and heavy commercial trucks
- Researching options for on-site fueling
- Purchase of new drilling rigs and auxiliary engines used to power drilling rigs having more stringent fuel and emissions controls to replace less efficient models
- Preventative maintenance and inspection of equipment to ensure optimum operational efficiencies
- Driver's pre- and post-trip vehicle inspections, maintaining proper tire inflation and replacing tires when needed

California Air Resources Board (CARB) Compliance

CARB is charged with protecting the public from the harmful effects of air pollution and developing programs and actions to fight climate change. CARB enforces strict fleet and fuel efficiency requirements that impact our California-based fleet. We are proud to report that our fleet exceeds these requirements for heavy duty truck and diesel off road equipment categories.

**Approximately 25% of
our fleet is based in the
state of California and
subject to the country's
most stringent
emissions standards.**



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.

Sustainable Field Operations



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

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

Category	Potential Impacts	Cascade Best Management Practices
Energy, Air & Climate Change	<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

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

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

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

[READ MORE ONLINE](#)

Building resiliency into any remediation project can help ensure its long-term success, but with so many resources and issues to consider, where do you even start?

In this webinar, panelists discuss ways to address different aspects of sustainability in remediation projects. They also answer participant questions at the end of the session during the Q&A. The panelists cover standards and benchmarks, project examples, collaborate with your contracting partners, and resources for sustainable remediation practices.

[READ MORE ONLINE](#)

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 who knows the drilling rig's capabilities and restrictions will help to avoid any negative impacts.

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

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

Site Characterization and Remediation Operations

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

- This year we introduced a new injection technology, the [Pathfinder™ Automated Injection System](#), to support our clients' sustainable remediation efforts. With the precise control of injection pressures and flow rates, this system allows for fewer injection events through better amendment distribution. It is electrically powered, with lower air emissions and energy usage over hydraulic driven systems.
- CleanER™ iZVI®, SourceKill™, and FluxSorb™ were the first products introduced this year under our [Cascade Chemistries™](#) line of injectable amendments. This is an exclusive line of amendments for in situ groundwater remediation designed to help consultants reach site closure faster and cost-effectively. These first products are designed to treat some of the most challenging contaminants like PFAS, chlorinated solvents, DNAPL, and chlorinated volatile organic compounds.

Talk about limited access! This rig had to be disassembled, carried into the basement, and reassembled on site before drilling could begin. Luckily, with our large nationwide fleet, we have drilling equipment suited for every scenario, whether it's small spaces, difficult terrains, unknown lithologies, or hard-to-reach locations.

 [READ MORE](#)

- TerraTherm’s [low temperature thermal treatment](#) gently heats the target treatment zone to enhance biological and abiotic contaminant degradation mechanisms. The increased reaction rates result in rapid removal of contaminants and reduced time to site closure.
- Our [high resolution site characterization \(HRSC\)](#) technologies such as the WaterlooAPS™ system and Optical Image Profiler (OIP) optimize the understanding of contaminant distribution and concentrations in site soil and groundwater. This allows us to target the contamination with the appropriate amendments, the required amendment, and with the best application technology for the given site formation. It also minimizes traditional sampling and well installation, which reduces the amount of soil cuttings and investigation derived waste for disposal.
- Our GeoSierra vertical inclusion technology creates permeable reactive barriers which minimize the energy usage for traditional trenching applications as uses recycled amendment products.
- In situ soil stabilization eliminates the off-site disposal of source waste material to extend the life of landfills and/or incinerators and lowers the high fuel usage and safety risks associated with waste transportation.

One of the main drawbacks to thermal remediation has been the large amounts of energy it consumes—but what if that wasn’t always necessary?

TerraTherm’s low temperature thermal technology is a viable alternative remedy on many sites. This blog post explains how low temperature thermal treatment can achieve your project’s remediation goals.

[↗ LEARN MORE](#)

Take a look at OIP in action!

On this project, we used our Optical Image Profiler (OIP) on a Geoprobe 7822 to delineate an LNAPL plume in the Pacific Northwest. The characterization data we provided will help our client develop a targeted and cost-efficient remediation strategy. If you’re curious if the OIP might be a good fit for your next project, read more about how it works.

[↗ LEARN MORE](#)

Most people think of site characterization as something you do before remediation begins, but with an adaptive management approach, continuous characterization can result in more targeted injections and better results.

The constant stream of data allows for adjustments and optimization in real-time. Want to know how this would work on a real-life project? Check out this the results we were able to achieve on this project.

[↗ READ MORE ONLINE](#)

In an industry survey conducted in 2019, 72% of consultants said managing liquid injection pressures and flow rates was “very important”—but only 16% responded they were “highly confident” in the ability of injection contractors to consistently meet design specifications for those criteria.

With today’s sophisticated remedial strategies, controlling pressure and flow rates is more important than ever. That’s why we developed the Pathfinder™, a fully automated injection system that takes human variables out of the equation. Our VP of Technology, Eliot Cooper, explains how it works in this video.

[↗ READ MORE ONLINE](#)

Curious how Cascade Chemistries work in the field?

Read how SourceKill was used to treat TCE at an active industrial facility in the Southeast.

[↗ READ MORE ONLINE](#)

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



Implementing sustainable remediation practices in the field requires a true partnership with our clients. Here's what one Project Manager had to say, "Thank you for the excellent work performing the in-situ remediation at the [project] site. The team did a great job in applying the designed material volume in a reduced amount of time and worked with us to overcome the challenging logistics."

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

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.

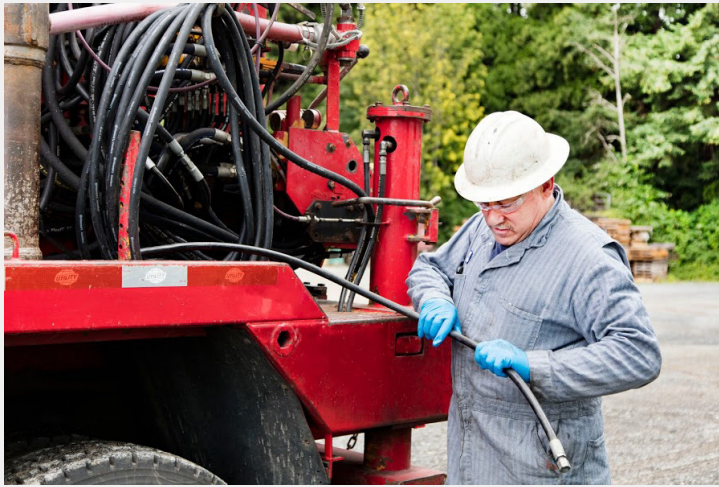
We are proud of our exemplary compliance record: zero significant fines for non-compliance with environmental laws and regulations.	Target	2021	2020	2019
	Fines for noncompliance	0	0	0
	Non-monetary sanctions	0	0	0

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 areas
- Employee testimonials, senior leadership testimonials, client testimonials



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 third consecutive year.

	Target	2021	2020	2019
Number of Significant Spills	0	0	0	0
Volume of Significant Spills	0	0	0	0

SOCIAL IMPACT

We are committed to having a positive impact on the people that touch our organization. We do this by ensuring a safe, healthy, and satisfying work environment for our employees.

This section covers the impacts related to our efforts on health and safety, recruiting, retention, diversity, inclusion, training, and technology.

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



CORE 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
- Health and safety plans
- Hearing conservation
- 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
- Use of explosives
- 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.

COVID Enhancements to Our CORE Program

In response to the global pandemic, we enhanced CORE 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 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 on-site 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, testing for competency, and badging
- 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



Congratulations to our Little Falls, MN and Schofield, WI offices—they have been awarded the Minnesota Governors Safety Award, for the second time in a row! This year, our crews in Minnesota were also singled out for the Award of Honor, which is only bestowed on organizations with safety records at least 91% better than the industry average. Their commitment to the safety of colleagues, clients and the general public is at the heart of everything they do, and we couldn't be prouder.

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. CORE includes all seven of these elements.

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

Risk Assessment Tools

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

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

Risk Assessment tools		
2021	2020	2019
57,487 Cascade Cards	51,658 Cascade Cards	54,001 Cascade Cards
1,903 JSIs	1,526 JSIs	1,308 JSIs
3,648 PROCards	2,715 PROCards	2,220 PROCards

Cascade Cards™: a convenient and effective way to drive risk-prevention behavior. Cards are completed in the field or in the office, via mobile device or hand-written. Each submittal details an unsafe act or condition, the type of corrective intervention, and the response time between the observation and the corrective action.

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

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

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.

[READ MORE ONLINE](#)

Our EHS team worked very closely with employees this year placing special emphasis on the proper use of the risk assessment tools.

As a result, we experienced:

- 21% increase in JSIs performed
- 27% increase in PROCards completed
- 11% increase in Cascade Card submittals
- Estimated \$55M in loss prevention due to immediate preventive action

Responding to Hazard Trends

Cross functional collaboration with our team of operations, EHS, marketing, and human resource professionals has proven successful. When faced with the challenge of an incident or negative trend these teams work together to design and implement target campaigns to promote awareness of the issue, implement correction actions, and promote incident prevention. Priority is assigned based on the real or potential level of severity of injury. Several 2021 safety campaigns were used to drive awareness on the issues of hand safety, driver compliance, risk assessment, line of fire hazards, and 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 CORE. Additional continued improvement efforts include supplements to employee training and increased management “felt leadership” through the review, assessment, and evaluation of positive and negative data trends.

When a Cascade Card is entered, the user must choose a root cause category. Data from these submissions helps track trends and their related root cause categories. This amount of detail allows us to compare Cascade Card data against incident activity and determine if the specific risk is being mitigated effectively. In 2021, we updated root cause categories specific to event causal factors and incident trends from the previous two years.

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

Root Cause	%	Description
Behavior / Procedure	13.5	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 incident or injury.
Behavior / Driving	12.7	This subcategory is related to safe driving practices, DOT compliance & driver compliance. As an organization, driving is one of our largest exposures; therefore, driver safety and DOT compliance make this one of the most important hazards to mitigate.
Behavior / PPE	10.9	Although PPE is the last line of defense specific to safety controls, however, not wearing the proper PPE can and does result in injuries.
Condition / Housekeeping	8.5	Hazards in this category are related to jobsite organization, along with correct project site setup and cleanliness. Specifically, this category is used to mitigate hazards to ensure shops, facilities, project sites & work areas are in compliance and safe for every task performed.
Equipment / Mechanical	7.4	This subcategory is related to mechanical deficiencies like broken or loose hardware, faulty pieces, vehicle lighting or low tire pressures, and pre-operation or equipment inspection items. Every day our employees rely on equipment that must be maintained to safe working conditions making this hazard one of the most important hazards to mitigate.
All Other Subcategories	47.0	

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



Roy Buckenberger was awarded a Safety Challenge Coin and a coveted Hard Core Safety hat for his use of Stop Work on a project in a residential area. Before setting up on a location he noticed that the electric and gas lines weren't marked going into the nearby houses. He stopped work and contacted Dig Safe, who notified the utility companies. The companies responded and came out to locate the lines, and the project was completed without incident.

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

Highlights include:

- Immediate incident reporting
- Professional incident and injury case management
- Thorough investigation completed by trained EHS professionals and investigation team
- Reporting to regulatory authorities as required
- Root cause determination and high-level causal factor evaluation
- Establish corrective actions/preventative actions (CAPA)
- Verification and validation CAPA are sufficient, compliant, and effective
- Use 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.



Every employee participates in our CORE Health and Safety program. Challenge Coins are awarded to employees for outstanding performance.

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 CORE, the Cascade IIPP, and any regulatory standard and applicable law to the work being performed.

The seven key elements of CORE ensure that all employees have the opportunity to participate in the development, implementation, and evaluation of company programs and policies. Input is gathered from our hazard observation program. Additionally, we maintain committees and work groups 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 Cascade Coin. These coins are awarded to employees for exemplary safety performance or significant proactive safety efforts. Receiving a Cascade Coin symbolizes that one is a recognized and valued member of our organization and that their accomplishments are highly regarded and valued. In the last two years, 322 Cascade Coins were awarded to employees.

Cascade's ELITE

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

The ELITE inductees serve as more than just a model for their co-workers. They also serve 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.

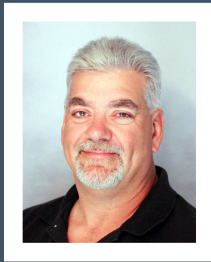
What makes the Cascade ELITE program special is that nominations for the award are made by managers and supervisors—as well as any other employee who believes their coworker meets the criteria. This means that individuals who might have fallen below our radar have an opportunity to be highlighted and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

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

Cascade ELITE Hall of Fame



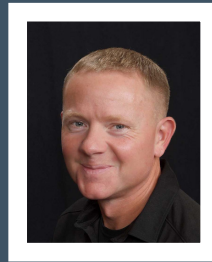
Chris Barden



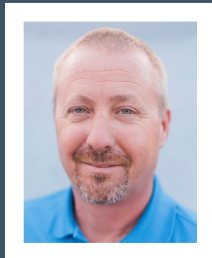
Mike Bond



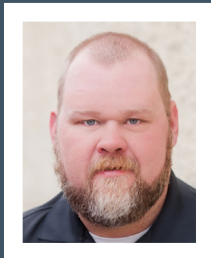
Mike Czech



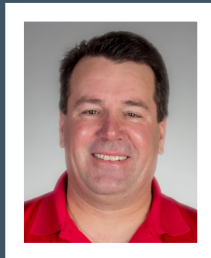
James Goble



Jimmy Hall Jr.



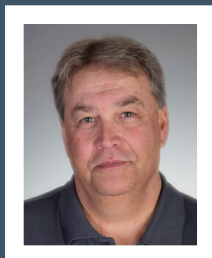
Matt Osterberg



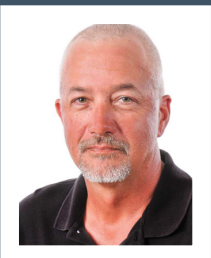
Todd Schmalfeldt



Josh Sigler



Jon Weeks



David Wilcox



Don Winglewich

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

Injury Rates

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

As a result of the consistent application of the CORE program, in the last three years we've experienced:

- 42% reduction in overall incident activity
- 26% improvement in EMR rating
- Total Recordable Injury Rate consistently under 0.90

CORE is a customized, comprehensive program designed to provide clear expectations for safety and performance and to ensure compliance with regulations. The positive long-term trend is the result of active participation in CORE across all levels of our organization, from management to field crews of every service line and location. The statistical reduction in injuries not only represents a significant cost avoidance in 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.

	2021	2020	2019
TRIR	0.86	0.77*	.69
DART	0.38	0.29	.26
LTC	0.19	0.29*	.17
Fatalities	.00	.00	.00
EMR	0.55	0.59	.74
Hours Worked	2,098,390	2,082,591	2,307,537

*Restatement of data from 2020 CSR

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.

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

Responses include:

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

Common workplace incidents are minor and typically involve:

- Hand and finger
- Line of fire
- Crush point

Our Show Your Hands safety campaign has successfully reduced hand injuries severity and frequency company-wide. Over the last five years our hand jury rate has not exceeded 0.60 with five-year average of 0.38.

Thermal technology is powerful but should inspire caution.

The same heat that can destroy contaminants can, if used inappropriately, result in personal injury or harm to the environment. In this blog post, TerraTherm's Jeff Brink shares some of the issues specific to thermal remediation sites, and what your contractor should be doing to keep the site and stakeholders safe.

[➤ READ MORE ONLINE](#)

Hand Injury Rate 2021-2017

2021	.38
2020	.19
2019	.60
2018	.36
2017	.37

2021 SAFETY MILESTONE AWARDS

24 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)
- Medford, NJ (BU 701)
- Memphis, TN
- Gardner, MA
- Marietta, OH
- Medford (BU 260)

Our Granite Award Recipients

2 years without reportable incident or loss time accident



- Indy, IN
- Tacoma, WA

Our Marble Award Recipients

3-4 years without reportable incident or loss time accident



- Macon, GA
- Peoria, AZ
- Sacramento, CA
- Salt Lake City, UT
- Santa Ana, CA
- Schofield, WI
- Woodinville, WA

Our Quartz Award Recipients

5+ years without reportable incident or loss time accident



- Clackamas, OR
- Concord, CA
- Denver, CO
- Gardner, MA (TerraTherm)
- Houston, TX
- Jackson, NJ
- Lynbrook, NY
- Santee, CA
- Schenectady, NY

Employment



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

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

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

- Enhanced recruiting efforts through sources that have proven results
- Revamped the hiring process to reduce the time it takes from application to acceptance by two weeks and provide a better candidate experience
- Streamlined new hire on-boarding process to get new employees on the job faster
- Implemented extensive new hire orientation for field employees to set them up for success starting on their first day with us



Senior Driller Alvin Anderson retired this year after 45 years of service.

He started his career as a core drill assistant and worked his way through the ranks to driller and supervisor and foreman. Alvin is widely known in the industry as one of the best diamond core drillers in the country, and is highly respected for his skill and safety record—he was recognized by the Joseph A. Holmes Safety Association for completing 40+ years without a lost time injury. Pictured left to right: Cascade CEO Ron Thalacker, Senior Driller Alvin Anderson, and Senior Vice President of Operations Steve Johnson.

Employee Recruitment and New Hires

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. We doubled the referral bonus for direct labor hires, which helped contribute to the increase in referrals year over 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.

In 2021, employee referrals accounted for almost 30% of all new hires.

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

- Extensive use of social media and digital content to generate candidate leads and increase brand awareness
- Earned media strategy including regular featured articles in the “Hire Power” column in of *The Driller* magazine, guest spots on industry related podcasts, contributions to drilling industry publications
- Collaborative partnerships with trade schools, vocational programs, universities, colleges, and other organizations to generate student interest
- New partnership with third party recruiting platform to find more qualified candidates
- Extensive “hands-on” time spent screening candidates for the local hiring managers
- Increased involvement with trade and vocational schools to identify talent with highly transferable skills
- Participation in job fair outreach targeting military veterans and diversity segments
- Partnership with RecruitMilitary, the largest organization in the 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

The COVID pandemic changed the way our talent acquisition team approached recruiting and hiring.

In this column, our Talent Acquisition Director Jessica Alexander provides guidance for pivoting from the traditional large group events and in person candidate interviews.

 [READ MORE ONLINE](#)

**This year we hired
253 employees, a
48% increase from
the previous year.**

Eighty-eight percent of these new hires were field labor roles which are semi-skilled and skilled positions. The increase in hiring volume was expected, driven by the increased number of job openings and the sunset of enhanced unemployment subsidies related to the COVID pandemic.

We are proud to report an increase in female and minority hires compared to the previous year. Females made up 6% of all new hires compared to 5% in the previous year. Self-reported minority status comprised 43% of all new hires compared to 28% in the previous year.

Please refer to [Appendix A- Hiring and Retention Data](#) for additional detail.

In spite of extensive recruiting and hiring efforts, our total headcount decreased by 46. Hiring will remain a focus in 2022 as we look forward to:

- A new partnership with the Detroit Training Center (DTC) and Michigan state employment agency to assist in the development with an innovative hybrid environmental drilling program and job placement for graduating students
- Continued trade school partnerships to expose students to opportunities afforded through a career in environmental drilling and field services
- Continued utilization of the Hiring our Heroes (HOH) Fellowship program, which allows us to hire transitioning service members and their spouses for an apprenticeship funded by the Department of Defense
- Hosting local community events to showcase the equipment, services, and people ready to welcome and on-board environmental professionals

Employee Retention

Everybody was talking about the great resignation happening in 2021 as employees reflected on the COVID pandemic and intrinsic happiness. Forecasts suggested that more than 30% of US employees would switch companies in 2021. Our data for 2021 is consistent with that.

Turnover Rate	Target	Turnover Rate
Total Company	N/A	35.8%
Voluntary	20.0%	29.9%
Involuntary	5.0%	5.9%
Reduction in Force	0%	0%

Direct labor positions account for 71% of our voluntary turnover.

When employees leave, we get hit with a double whammy. Not only do we lose their skills and expertise, but we also face the enormous cost of hiring and training a replacement. But it doesn't have to be that way. See what every leader can do to better understand what employees need in order to stay.

[➤ LEARN MORE](#)

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

2021 Voluntary Turnover Trends	
Job Related Factors	53%
Personal Factors	19%
Job Abandonment	10%
COVID Related	10%
Other	8%

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

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

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

The issue of proposed COVID vaccine mandates and reporting was another significant reason for voluntary turnover among our workforce.

It's also helpful for our management teams to dig a little deeper to understand trends among the different demographic groups.

Tenure

- 21% of new hires in our direct labor classification left within three months
- 40% of direct labor employees left within the first five years
- Among employees who leave within the first five years, 60% of reasons for leaving were related to the nature of the job like physical or environmental conditions, work/life balance, and travel requirements or simply didn't show up for the first day
- For more experienced employees, 50% left for an increase in compensation, in response to requirement for COVID vaccines to be compliant with the Federal Contractor Executive Order, and change in industry.

Referral Source

- Turnover among new hires coming to us through an employee referral was 30% compared to 58% of all other sources

Gender

- Turnover for females increased 100 basis points compared to 2020, though only 2 more females left Cascade than the prior year.
- 50% of the female employees who left reported it was for increased salary, family obligations, and more work life balance.

Minorities

- Employees self-identified as minorities represented 37% of total turnover, an increase of 500 bps compared to 2020
- 70% of minorities reported they left for increased salary, job related reasons such as travel, work conditions, physical requirements and more work life balance.

Increasing retention and reducing voluntary turnover remain a key priority in 2022. Given the limited industry-related survey data we will continue benchmarking ourselves against the construction industry, where voluntary turnover is approximately 25% per year.

Please refer to [Appendix A- Hiring and Retention Data](#) for additional detail.

Celebrating Decades of Commitment

This year we recognized 14 employees for their major tenure milestones



Alvin Anderson



Todd Schmalfeldt



Dennis Duchnowski



**Joshua Sigler
David Wilcox
William McAllister
Shawn Cain
Matthew Osterberg
Dennis Mayer**



**Leonard Rager
Herman Gunther
Benjamin Price
Jeffrey Roberts
Donald Winglewich**

It's hard to lose a good employee, and it often leaves us wondering if there's anything we could've done to prevent it.

In this blog post, learn how your performance review process can be turned into a retention tool.

[READ MORE ONLINE](#)

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.

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

Percent of Workforce Participating in Performance Review

Target	2021	2020	2019
95%	97%	53%	32%



Diversity & Inclusion

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			
Total Workforce by Gender		Total Workforce Diversity by Age	
	2021		2021
Female	11%	Under 30 years old	18%
Male	85%	30 - 50 years old	50%
		Over 50 years old	32%
Total Workforce Diversity by Veteran Status		Total Workforce Diversity by Minority Status	
	2021		2021
Veterans	3%	Minorities	26%
Non-Veterans	97%	Non-Minorities	74%

Please refer to [Appendix A- Workforce Diversity Data](#) for additional details.

What are our challenges?

- Ensuring our jobs are reaching a diverse audience through active outreach efforts
- Generating awareness and excitement internally about diversity recruitment outreach efforts

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

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

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

Efforts to Achieve Diversity Goals

- Incorporating C-Suite training programs
- Providing individual diversity and discrimination training for all employees
- Engaging in constant communication around the topic 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



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

2021 CDWI Impacts

- Enhanced veteran outreach through partnerships with veteran hiring agencies such as RecruitMilitary, Hire GI and Helmets to Hardhats to source qualified veteran candidates for job vacancies and adding career resources specifically for veterans to our Cascade Careers hub.
- Launched new employee resource groups based on employee interest: women in the workforce, generational gaps and working parents.
- Sponsored attendance for nationally recognized Leadership Summit which was focused on developing female leadership. We collected feedback from our attendees to build leadership growth and nurturing opportunities within our organization.
- Shared diversity-centered content bi-weekly on the Glassdoor Employer Profile to boost diversity and inclusion awareness. This content included, but was not limited to, the "A Day in the Life" series, and diversity and inclusion related blog posts.

Working with Veterans

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

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

- What environmental services are and what makes this an appealing industry to work in
- The types of entry and mid-level jobs available, and what is required to get and succeed in each
- How to structure their job search focusing on transferable skills
- Highlighting veterans within our organization

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

It is an honor to be recognized for these efforts by the U.S. Department of Labor. This year we were among 849 recipients of the 2021 HIRE Vets Medallion Award. The Honoring Investments in Recruiting and Employing American Military Veterans Act (HIRE Vets Act) Medallion Program is the only federal award program that recognizes employers who successfully recruit, hire, and retain veterans.



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

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

[➤ READ MORE ONLINE](#)

Highlighting Opportunities for 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. We've identified and implemented three crucial steps towards changing the perception of our industry from one that is dominated by men to one that is open and inviting to talented men and women of all races and backgrounds.

1. Overcoming Internal Stereotypes

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

2. Foster a Welcoming Company Culture

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

3. Recruit Diverse Candidates

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

Diversity & Inclusion in Recruiting

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

Our recruitment strategy includes:

- Continued partnership with 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.

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.

Union Labor

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

Please refer to [Appendix A- Workforce Diversity Data](#) for additional details.

Katelynn Shields is a scientist working in environmental remediation, and volunteers with the New Jersey chapter of the Society of Women Environmental Professionals. In this blog post, she shares her story and wisdom for other women interested in environmental services careers: "You deserve to be here."

[➔ READ MORE ONLINE](#)

Cascade Core Value of Diversity

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



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

Affirmative Action

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

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

In 2021, we created four AA plans and a total of five goals.

Job Group	Service Sector	2021 Goal		2021 Actual Placement	
		Minority	Female	Minority	Female
Drillers	Drilling		10%		0%
Driller Assistants	Drilling	44%		45%	
Technical Specialists	Remediation	48%		33%	
Field Assistants & Technicians	Remediation	53%	21%	54%	0%

We exceeded the goals for increasing minority representation in the driller assistant and field assistant and technician job groups. For the technical specialist goal, although actual placement rate was not met, progress was made based on the number of placements, so with that good faith effort the Department of Labor allows us to show the goal being met. The two goals for increasing female representation in driller assistants and field assistant and technician job groups were not met due to a limited number of openings and a lack of qualified applicants. We will continue to monitor recruiting and hiring activity and apply good faith measures designed to achieve these goals.

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

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.

	2021	2020	2019
Average hours of training per employee	65.7	53	51
Total hours of training conducted	49,700	42,400	45,900

We invested \$1.65M in employee training and education over the last three years

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 compliant 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.

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 complete 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

- One-hour monthly leadership development seminars
- Three-day leadership conference for three employees

**Each month
Cascade's
Technology Team
manages 200K login
attempts, moves
700K emails,
and protects
8TB of storage
representing
3.5M files.**

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.



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

 [LEARN MORE](#)

Technology

Technology touches every facet of our business. And while technological developments increase efficiency and responsiveness, they also increase the cyber-exposure and risk to a company. These risks can take numerous forms and can have very significant negative consequences for the victims.

Companies across the globe have been fighting cyber-attacks for years, but the sophistication, frequency and intensity of attacks is increasing. These attacks were previously focused on large organizations with the deep pockets necessary to finance a return. As the tools to execute these attacks have become more ubiquitous, the targets have trended heavily toward small to midsize companies of less than 1,000 employees and \$1B in revenue—where many environmental services companies live.

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.

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.

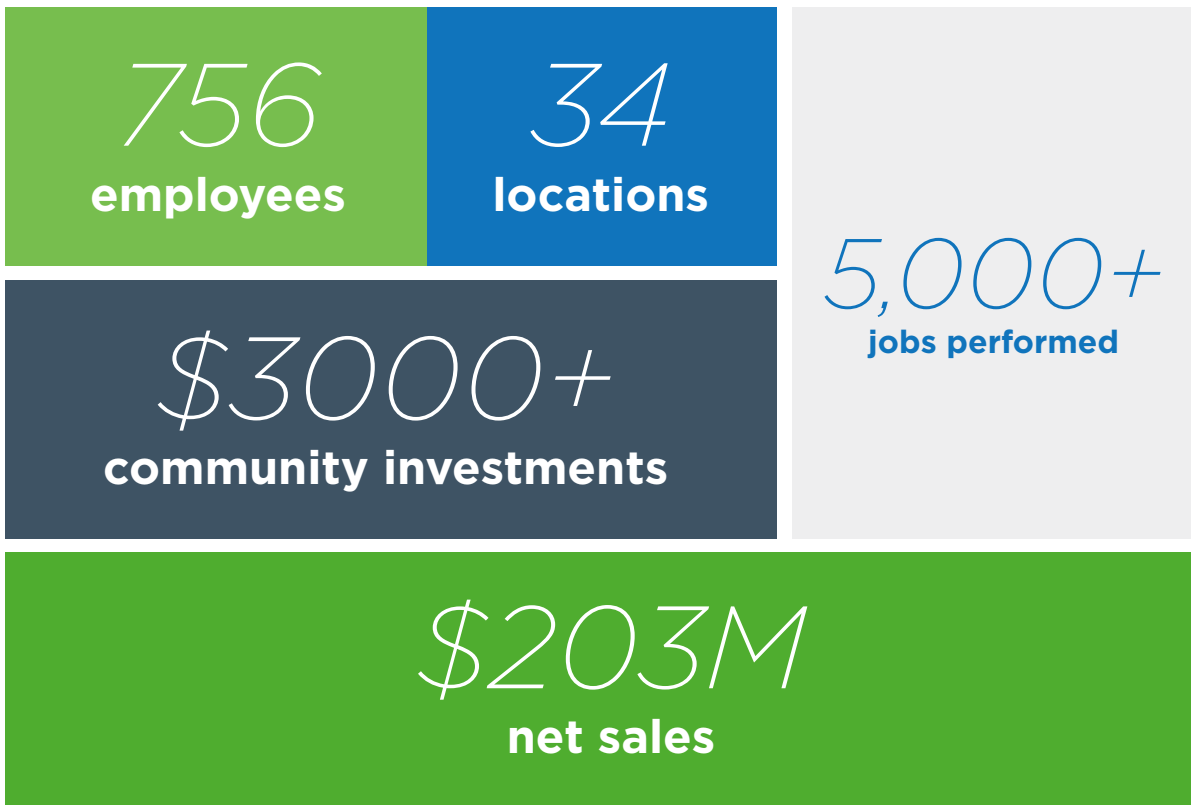
Our Information Services team has taken dramatic steps to protect our employees, our business transactions, our vendors, and our clients.

- 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 proactively detect and respond to threats as well as determine anomalies to access or computing behavior.
- We will continue to increase our cyber defense spending and work industry standards such as DFARS and CMMC to ensure best practice adoption.

ECONOMIC IMPACT

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

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





Cascade Cares Charitable Investment Program

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



When he's not working for TerraTherm, Jeff Brink coaches a club lacrosse team for elementary-aged kids. In the past, the non-profit club loaned out equipment to local schools to pique interest in the sport but due to COVID-19, schools stopped accepting loaned gear. The club decided a safer option was to donate lacrosse gear. Jeff kicked off the new initiative with a donation—then doubled his giving through the Cascade Cares matching program. These donations funded the purchase of 40 sticks, two nets and two goalie sticks for the first school, with the goal of involving additional schools each year.



Administrative Assistant Dianne Wilson organized and shipped care packages for a fellow colleague serving our country overseas. Employees from across the country contributed snacks, supplies, and notes of encouragement.



EHS Manager Ken Post and his wife Kristy made a donation to the Marion County Sheriff's Office Foundation to support their local K9 unit, using proceeds from their small hot dog business, Kenz Hot Dogs. Their gift inspired Cascade's Ocala office to donate as well, and Office Manager Dianne Wilson joined them to present a contribution from the company.

**We've matched
over \$100,000
through this
program.**

Supply Chain



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

Spend Category	Percent of Total Spend
Direct Job Costs	48%
Equipment and Materials	17%
Operations and Facilities	25%
Sales & Marketing	1%
Fuel	5%
Health and Safety	1%
Administration	3%

Total supplier spend decreased for the second year in a row both in total dollars and as a percentage of net sales.

The COVID pandemic continued to impact our operations and sourcing efforts in 2021. Many of the cost controls instituted at the beginning of the pandemic remained in place. 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
- Limited travel 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 in-person meetings and large group gatherings
- Reduction in credit card use to leverage relationships with our approved sourcing partners

We expect our operations and workforce to grow as the U.S. economy recovers from the pandemic and disruptions in the supply chain are remedied. The environmental service industry is expected to see significant growth spurred by the Infrastructure Investment and Jobs Act.

Total Vendor Spend

2021
\$102M

2020
\$122M

2019
\$242M

Number of vendors providing goods and services

2021
2011

2020
4141

2019
3104

The total number of vendors in our supply chain fell by about 50% this year.

Sourcing Strategy

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

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

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

Sourcing Partners

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

Streamlining our supply chain through enhanced screening and eligibility criteria, and leveraging national agreements for materials, equipment, supplies, and services minimizes risk of negative impact on our business.



Meeting with the owners and their employees is just one way we grow to understand the business in our supply chain. This year our management team toured the Hole Products manufacturing facility in Wausau, WI, where they watched skilled machinists manufacture drilling materials like bits and casing. We appreciated getting an inside look at how materials critical to our industry are made.

Defining Our Suppliers

The types of vendors and vendor 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) providing favorable terms and best overall value. Must be able to provide goods to all Company locations and operations

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

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

Tier 4: Non-Preferred with minimal priority

Suppliers by Vendor Type		
	Number	Percent of Total Spend
Total Vendors	2011	-
Tier 1 and Tier 2 Vendors	106	45%
Tier 3 and Tier 4 Vendors	1905	55%

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

As we reported last year, we are adding capabilities in our data management systems to allow for more detailed and consistent tracking of sourcing activity, including spend on supplier product category, local supplier spend, and diversity-owned business partnerships. Tracked classifications include:

- SBE (Small Business Enterprise)
- WBE (Women-Owned Business Enterprise)
- SDB (Small Disadvantaged Business)
- MBE (Minority-Owned Business Enterprise)
- HUB (HUB Zone Certified Enterprise)
- VBE (Veteran Business Enterprise)
- DBE (Disadvantaged Business Enterprise)
- CAB (Certified Aboriginal Business)
- SDVBE (Service-Disabled Veteran Business Enterprise)
- HUD (Housing and Urban Development)
- LGBTE (LGBT-Owned Business Enterprise)
- DVBE (Disabled Veteran Business Enterprise)
- BCORP (Certified Benefit Corporation)
- SBA 8(a) Program

We are proud to report more than \$19 million spend with diverse qualified suppliers and additional \$2.3 million spend with diverse potential companies that likely fit into one of the diversity-owned business categories but does not hold a formal certification.

Total Spend				
	Target	2021	2020	2019
Spend with certified diversity-owned business*	-	\$19.2M	\$254K	\$7.1M
Percent of Spend	5%	19%	<1%	8.2%

* Diversity spend report covers Sept 2020 - August 2021

Supplier Screening and Evaluation

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

Topics in our vendor evaluation include:

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

Fifty-four new suppliers completed our sustainability survey this year.

None of our suppliers were identified as having significant actual and potential negative environmental impacts. Many expressed interest in collaborating with us to improve their own sustainability efforts and advance our Compass program. Insights include:

- 37% indicate they have some level of sustainability program, policy, or reporting
- 26% indicate they expect to have some level of sustainability program, policy, or reporting within the next two years
- 68% indicate they provide products or services that meet Cascade's priority sustainability attributes

Changes in Supply Chain

The ability to respond rapidly to client needs is critical to the resiliency of our business. With our expansive resources, we are able to strategically position fleet assets and experienced crews where they are needed most. This year we closed our Boise, ID and Tampa, FL offices. The employees and equipment were consolidated with nearby offices to increase operational efficiencies. Our office in Montpelier, VT was relocated to nearby Barre, VT.

Supply chain disruptions have been increasing. Examples of these disruptions include.

- Micro-chip shortages. These components are needed in the production of heavy duty and light duty vehicles. Direct orders with the manufacturers have been delayed with no delivery dates set.
- Fleet dealerships have extremely limited inventories and vehicle pricing has increased.
- Unavailable electronics, sensors and various vehicle components have caused delays in new equipment builds, refurbishments, upgrades, and repairs.
- Vendors having unexpected work force reductions have caused vehicle and equipment repairs to take longer than expected.

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, has resulted in a comprehensive benefits and compensation program that appeals our workforce.

Benefits

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
- Health savings account (HSA) with employer contribution
- Legal Assistance
- Life insurance
- Long- and short-term disability insurance
- Medical and dependent Flex Spending Account (FSA)
- Medical insurance
- Medical leave
- Military leave
- Paid vacation and paid sick leave
- Parental leave
- 401(k) retirement plan with company match
- Vision insurance
- Workers' compensation

Health Insurance Totals	2021	2020	2019
Number of employees covered under our health insurance program*	613	610	677
Percentage of employees covered under our health insurance program	81%	76%	75%
Total Employer Health Savings Account Contributions	\$415.7K	\$326.4K	\$459.7K

Please refer to [Appendix A- Parental Leave Data](#) for additional detail.

Evaluating Total Compensation and Rewards

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

[READ MORE ONLINE](#)

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.

Employee 401(k) Retirement Participation	2021	2020	2019
Average employee deferral	7.2%	6.8%	6.1%
Total employer contribution	\$661.9K	\$492.9K	\$699.0K
Total 401(k) plan assets for 401(k)	\$39.9M	\$34.7M	\$35.9M
Total 401(k) employee contributions	\$4.0M	\$3.8M	\$4M
Employee participation in 401(k) retirement plan	95.5%	93.7%	96%

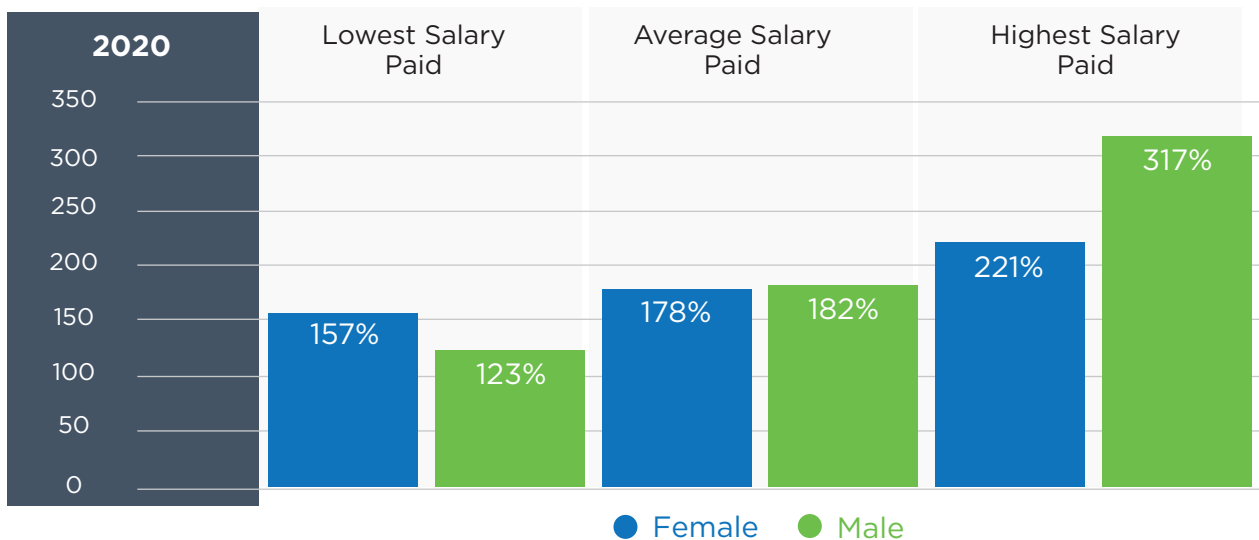
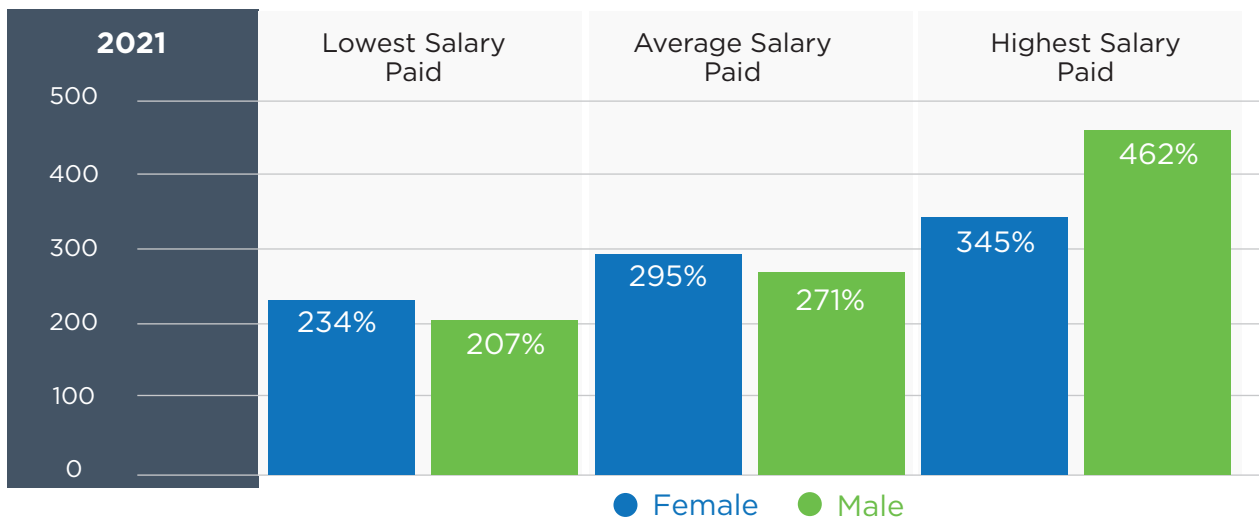
Retirement contributions this year recovered from the significant decline of 2020 which were due to impacts of the COVID pandemic. Our automatic deferral plan is a simple, convenient option for employees to take advantage of the tax-savings available and build a nest egg for their retirement. The automatic contribution rate was increased this year from three to four percent. Additionally, the company matching contribution was increased to \$0.25 on the first 6% of compensation. Finally, our Benefits Administration team and Plan Sponsor provided education and support resources to increase employee contributions.

Compensation

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

2021 New Hire Salaries Compared to State Minimum Wage

Average of all Entry-Level Positions



Please refer to [Appendix A- Employee Salary Data](#) for further breakdown by job type.

Our average entry level salaries increased significantly across the board compared to the previous year. This increase was impacted by the nationwide war on talent. In 2021, our recruiting and hiring was tailored to our local service areas ensuring our total rewards package was attractive to potential candidates.

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

Gender-Salary Comparison

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

Gender-Salary Comparison	Female Basic Salary* as % of Males		
	2021	2020	2019
Executive & Senior Management	76%	75%	71%
First and Mid-Level Management	82%	83%	83%
Professionals	86%	85%	85%
Technicians	NA**	NA**	NA**
Sales Workers	89%	96%	104%
Administrative Support	111%	102%	105%
Craft Workers - Skilled	86%	66%	66%
Operatives - Semi-Skilled	87%	92%	120%
Laborer / Helper	NA**	79%	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. Salaries for our female employees on the most part increased 300 bps compared to their male counterparts year over year. 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 this year occur in the two management job categories. We made significant progress closing the gap in one of our largest job categories, skilled craft workers.

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

Factors impacting the wage discrepancy include:

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

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

- Our Talent Acquisition team continues to enhance outreach and recruiting for diversity candidates including women
- Our 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
- Continued monitoring of salary gaps through annual salary review and salary increase program



CLOSING

Sustainability principles can guide your everyday decisions whether you manage a household of one or lead a nationally recognized organization with fifteen thousand stakeholders. The actions we take today will impact the world around us for generations to come. We hope this report inspires you to promote in word and deed the ideals of environmental stewardship, social responsibility, and economic prosperity. Join us in showing others the good that comes from embracing sustainability.

GRI CONTENT INDEX

GENERAL DISCLOSURES

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission, Notes, SASB
102-1	Organizational Profile	Name of organization	Cascade Environmental		
102-2		Activities, brands, products, and services	Cascade Brands; Suite of Services	12-16	
102-3		Location of headquarters	Bothell, WA		
102-4		Location of operations	Our Markets	17	
102-5		Ownership and legal form	Privately Held		
102-6		Markets served	Our Markets		
102-7		Scale of organization	Get to Know Us; Economic Impact	9; 71	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 & Inclusion; Appendix A- Workforce Diversity Data. The organization uses temporary labor or subcontracted labor to supplement existing staff, based on volume of projects and departmental needs.	61; 87-88	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	73-77	
102-10		Significant changes to the organization and its supply chain	Supply Chain	73-77	
102-11		Precautionary Principle or approach	Not applicable		
102-12		External initiatives	None		
102-13		Membership of associations	Memberships	22-23	
102-14	Strategy	Statement from senior decision-maker	Chief Executive's Message	2-4	
102-15		Key impacts, risks, and opportunities	Chief Executive's Message	2-4	
102-16	Ethics and Integrity	Values, principles, standards, and norms of behavior	Mission, Vision, Core Values; Governance, Ethics & Integrity	10-11; 20-21	

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission, Notes, SASB
102-17	Ethics and Integrity	Mechanisms for advice and concerns about ethics	Governance, Ethics & Integrity	20-21	
102-18	Governance	Governance structure	Governance, Ethics & Integrity	20-21	
102-40	Stakeholder Engagement	List of stakeholder groups	Our Stakeholders	24	
102-41		Collective bargaining agreements	Union Labor	66	SASB- IF-WM-310a.1: Percentage of active workforce covered under collective bargaining agreements
102-42		Identifying and selecting stakeholders	Our Stakeholders	24	
102-43		Approach to stakeholder engagement	Our Stakeholders	24	
102-44		Key topics and concerns raised	Reporting What Matters	6	
102-45	Reporting Practice	Entities included in the consolidated financial statements	About This Report	5	As a privately held firm, Cascade does not publicly release consolidated financial statements
102-46		Defining report content and topic boundaries	Reporting Standards	5	
102-47		List of material topics	Reporting What Matters	6	
102-48		Restatements of information	Restatement of Information	5	
102-49		Changes in reporting	None		
102-50		Reporting period	January 1, 2021 – December 31, 2021		
102-51		Date of most recent report	May 2021		
102-52		Reporting cycle	Annual		
102-53		Contact point for questions regarding the report	Feedback Contact	5	
102-54		Claims of reporting in accordance with the GRI Standards	Reporting Standards	5	
102-55		GRI content index	GRI Content Index	91	
102-56	External assurance	External assurance	We do not externally assure any data in this		

ECONOMIC

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission, Notes, SASB
201	Economic Performance				
103-1 (2016)	Management Approach	Explanation of the material topic and its boundary	Economic Impact	71	
103-2 (2016)		The management approach and its components	Management Approach	8	
103-3 (2016)		Evaluation of the management approach	Management Approach	8	
201-1 (2016)		Direct economic value generated and distributed	Get to Know Us; Economic Impact;	9; 71-72	Reporting net sales, jobs performed, and community investment. As a privately held firm, Cascade's financial data is not publicly disclosed
201-3 (2016)		Defined benefit plan obligations and other retirement plans	Benefits	79-80	Employer contributions to 401(k) plans come from the company's general resources. The company does not provide employee pensions and therefore has no pension liability.
202	Market Presence				
103-1 (2016)	Management Approach	Explanation of the material topic and its boundary	Benefits and Compensation	78-82	
103-2 (2016)		The management approach and its components	Management Approach; Benefits and Compensation	8;78-82	
103-3 (2016)		Evaluation of the management approach	Benefits and Compensation	78-82	
202-1 (2016)		Ratios of standard entry level wage by gender compared to minimum wage	Compensation; Appendix A- Employee Salary Data	80-82; 90	
204	Procurement Practices				
103-1 (2016)	Management Approach	Explanation of the material topic and its boundary	Supply Chain	73-77	
103-2 (2016)		The management approach and its components	Management Approach; Supply Chain	8; 73-77	
103-3 (2016)		Evaluation of the management approach	Supply Chain	73-77	

204-1 (2016)		Proportion of spending on local suppliers	Sourcing Partners	74-76	Local businesses are included in our Tier 3 and 4 classifications and typically service no more than two Cascade locations. Regional vendors service three or more Cascade locations.
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ENVIRONMENTAL

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission, Notes, SASB
302	Energy				
103-1 (2016)	Management Approach	Explanation of the material topic and its boundary	Environmental Impact	25-39	SASB: IF-WM-000.B: Vehicle fleet size
103-2 (2016)		The management approach and its components	Management Approach; Environmental Impact	8; 25-39	SASB: IF-WM-120a: Number of incidents of non-compliance associated with air emissions
103-3 (2016)		Evaluation of the management approach	Environmental Impact	25-39	
302-1 (2016)		Energy consumption within the organization	Fuel Consumption; Fuel Reduction Efforts Sustainable Operations	25-37	Purchased electricity and natural gas are de minimis for total energy consumption as Cascade leases all its facilities. SASB: IF-WM-110b.1: (1) Fleet fuel consumed, (2) percentage natural gas, (3) percentage renewable
302-4 (2016)		Reduction of energy consumption	Fuel Reduction Efforts Sustainable Operations	31-37	
302-5 (2016)		Reductions in energy requirements of products and services	Fuel Reduction Efforts; Sustainable Operations	31-37	
307	Environmental Compliance				
103-1 (2016)	Management Approach	Explanation of the material topic and its boundary	Environmental Compliance	38-39	
103-2 (2016)		The management approach and its components	Management Approach; Environmental Compliance	8; 38-39	
103-3 (2016)		Evaluation of the management approach	Environmental Compliance	38-39	

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission, Notes, SASB
307-1 (2016)		Non-compliance with environmental laws and regulations	Environmental Compliance	38-39	a 'significant' is one that resulted in monetary penalty greater than \$10,000. A 'significant spill' is one that involved a reportable quantity under hazardous materials regulations SASB: IF-WM-150a.3: Number of incidents of non-compliance associated with environmental impacts
308	Supplier Environmental Assessment				
103-1 (2016)	Management Approach	Explanation of the material topic and its boundary	Supply chain	73-77	
103-2 (2016)		The management approach and its components	Management Approach; Supply chain	8; 73-77	
103-3 (2016)		Evaluation of the management approach	Supply chain	73-77	
308-1 (2016)		New suppliers that were screened using environmental criteria	Supply Screening and Evaluation	76-77	
308-2 (2016)		Negative environmental impacts in the supply chain and actions taken	Supply Screening and Evaluation	73-77	

SOCIAL

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission, Notes, SASB
401	Employment				
103-1 (2016)	Management Approach	Explanation of the material topic and its boundary	Employment	54-59	
103-2 (2016)		The management approach and its components	Management Approach; Employment	8; 54-59	
103-3 (2016)		Evaluation of the management approach	Employment	54-59	
401-1 (2016)		New employee hires and employee turnover	Employee Recruitment and New Hires; Employee Retention; Appendix A- Hiring and Retention Data	55-57; 57-59; 84-86	The number and rate of new hires and employee turnover by region are omitted. All employees are based in the USA and the company does not segment the data regions within the United States. SASB: SV-PS-330a.2: (1) Voluntary and (2) involuntary turnover rate for employees
401-2 (2016)		Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits	78-80	
401-3 (2016)		Parental leave	Benefits; Appendix A Parental Leave Data	78-80; 89	
403	Occupational Health and Safety				
103-1 (2016)	Management Approach	Explanation of the material topic and its boundary	Health and Safety	40-53	
103-2 (2016)		The management approach and its components	Management Approach; Health and Safety	8; 40-53	
103-3 (2016)		Evaluation of the management approach	Health and Safety	40-53	
403-1 (2018)		Occupational health and safety management system	Health and Safety	40-42	
403-2 (2018)		Hazard identification, risk assessment, and incident	Hazard Identification, Risk Assessment, and Incident Investigation	43-47	Estimated value of loss prevention is calculated based on the average cost per injury related to the selected observation mitigation effort

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission, Notes, SASB
403-3 (2018)		Occupational health services	Occupational Health Services	48	
403-4 (2018)		Worker participation, consultation, and communication on occupational health and safety	Employee Participation in CORE Health and Safety Program	49	
403-5 (2018)		Worker training on occupational health and safety	Health and Safety; Employee Training & Education	40-42; 68-69	
403-6 (2018)		Promotion of worker health	Benefits	78-79	
403-7 (2018)		Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Not applicable		Employees maintain control over operations on project sites
403-8 (2018)		Workers covered by an occupational health and safety management system	Health and Safety	40	All employees are covered under the CORE Health & Safety Program
403-9 (2018)		Work-related injuries	Injury Rates; Hazard Identification, Risk Assessment, and Incident Investigation	51-53; 43-47	Data is reported for employees only. SASB: IF-WM-320a.1: (1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees
403-10 (2018)		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 (2016)	Management Approach	Explanation of the material topic and its boundary	Training and Education	68-69	
103-2 (2016)		The management approach and its components	Management Approach; Employee Training and Education	8; 68-69	
103-3 (2016)		Evaluation of the management approach	Training and Education	68-69	
404-1 (2016)		Average hours of training per year per employee	Training and Education	68	Cascade does not track training by gender or category

Number	GRI Standard	GRI Disclosure	Location and Notes	Page #	Omission, Notes, SASB
404-2 (2016)		Programs for upgrading employee skills and transition assistance programs	Training and Education	68-69	Cascade does not provide transition assistance
404-3 (2016)		Percentage of employees receiving regular performance and career development reviews	Performance Reviews	60	Cascade does not track by gender or job category. Reporting for total workforce only.
405	Diversity and Equal Opportunity				
103-1 (2016)	Management Approach	Explanation of the material topic and its boundary	Diversity & Inclusion	61-67	
103-2 (2016)		The management approach and its components	Management Approach; Diversity & Inclusion	8; 61-67	
103-3 (2016)		Evaluation of the management approach	Diversity & Inclusion	61-67	
405-1 (2016)		Diversity of governance bodies and employees	Diversity & Inclusion; Appendix A- Workforce Diversity Data	61-67 87-88	SASB - SV-PS-330a. 1: Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees
405-2 (2016)		Ratio of basic salary and remuneration of women to men	Compensation; Appendix A- Employee Salary Data	81-82; 90	
406	Non-Discrimination				
103-1 (2016)	Management Approach	Explanation of the material topic and its boundary	Diversity & Inclusion	61-63	
103-2 (2016)		The management approach and its components	Management Approach; Diversity & Inclusion	8; 61-63	
103-3 (2016)		Evaluation of the management approach	Diversity & Inclusion	61-63	
406-1 (2016)		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.

APPENDIX A

Hiring and Retention Data

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%	3	60%	2	40%
Professionals	1	17%	5	83%	0	0%
Technicians	0	0%	0	0%	0	0%
Sales Workers	0	0%	2	100%	0	0%
Administrative Support	0	0%	7	70%	3	30%
Craft Workers - Skilled	16	36%	25	55%	4	9%
Operatives - Semi-Skilled	91	58%	61	38%	6	4%
Laborer/Helper	17	63%	10	37%	0	0%
Grand Total	125	49%	113	45%	15	6%

New Hires by Gender	Females		Males	
	#	%	#	%
Executive & Senior Management	0	0%	0	0%
First and Mid-Level Management	0	0%	5	100%
Professionals	2	33%	4	67%
Technicians	0	0%	0	0%
Sales Workers	1	50%	1	50%
Administrative Support	9	90%	1	10%
Craft Workers - Skilled	0	0%	45	100%
Operatives - Semi-Skilled	2	1%	156	99%
Laborer/Helper	0	0%	27	100%
Grand Total	14	6%	239	94%

New Hires by Ethnicity	Minorities		Non-Minority	
	#	%	#	%
Executive & Senior Management	0	0%	0	0%
First and Mid-Level Management	0	0%	5	100%
Professionals	1	17%	5	83%
Technicians	0	0%	0	0%
Sales Workers	0	0%	2	100%
Administrative Support	6	60%	4	40%
Craft Workers - Skilled	15	33%	30	67%
Operatives - Semi-Skilled	73	46%	85	54%
Laborer/Helper	14	52%	13	48%
Grand Total	109	43%	144	57%

	Total Company Turnover			Voluntary Turnover		Involuntary Turnover		Reduction in Force	
	# Separations	Avg # Employees	Turnover Rate	# Separations	Turnover Rate	# Separations	Turnover Rate	# Separations	Turnover Rate
2021	278	776	36%	232	30%	46	6%	0	0%
2020	260	837	31%	174	21%	52	6%	34	4%
2019	309	913	34%	231	25%	66	7%	8	88%

Turnover by Age	Under Age 30		Age 30 - 50		Age 50+	
	# Separations	Turnover Rate	# Separations	Turnover Rate	# Separations	Turnover Rate
Executive & Senior Management	0	0%	0	0%	0	0%
First and Mid-Level Management	0	0%	5	50%	5	50%
Professionals	1	12%	4	50%	3	38%
Technicians	0	0%	0	0%	0	0%
Sales Workers	0	0%	1	50%	1	50%
Administrative Support	1	8%	7	58%	4	34%
Craft Workers - Skilled	21	25%	43	52%	19	23%
Operatives - Semi-Skilled	75	56%	52	38%	8	6%
Laborer/Helper	12	43%	14	50%	2	7%
Grand Total	110	40%	126	45%	42	15%

Turnover by Gender

	Females		Males	
	#	%	#	%
Executive & Senior Management	0	0%	0	0%
First and Mid-Level Management				
Management	1	10%	9	90%
Professionals	0	0%	8	100%
Technicians	0	0%	0	0%
Sales Workers	0	0%	2	100%
Administrative Support	11	92%	1	8%
Craft Workers - Skilled	0	0%	83	100%
Operatives - Semi-Skilled	3	2%	132	98%
Laborer/Helper	1	4%	27	96%
Grand Total	16	6%	262	94%

Turnover by Ethnicity

	Minority		Non-Minority	
	#	%	#	%
Executive & Senior Management	0	0%	0	0%
First and Mid-Level Management	3	30%	7	70%
Professionals	1	13%	7	87%
Technicians	0	0%	0	0%
Sales Workers	0	0%	2	100%
Administrative Support	4	33%	8	67%
Craft Workers - Skilled	20	24%	63	76%
Operatives - Semi-Skilled	67	50%	68	50%
Laborer/Helper	9	32%	19	68%
Grand Total	104	37%	174	63%

Workforce Diversity Data

Total Workforce by Gender	2021	2020	2019
Male, Percent of Workforce	89%	90%	90%
Male, Total Number	674	719	812
Female, Percent of Workforce	11%	10%	10%
Female, Total Number	82	83	92
Total	756	802	904

Total Workforce by Contract Type	2021	2020	2019
Permanent, Full Time	99%	99%	99%
Temporary, Subcontract	< 1%	< 1%	1%

Total Workforce Diversity by Age	2021	2020	2019
Under 30 years old	18%	19%	18%
30 - 50 years old	50%	50%	50%
Over 50 years old	32%	31%	32%

Total Workforce Diversity by Minority Status	2021	2020	2019
Minorities	26%	25%	24%
Non-Minorities	74%	75%	76%

Total Workforce Diversity by Veteran Status	2021	2020	2019
Veterans	3%	4%	3%
Non-Veterans	97%	96%	97%

Total Workforce by Collective Bargaining	2021	2020	2019
Non-Union	92%	93%	92%
Union	8%	7%	8%

Total Workforce Diversity by Job Type and Gender	2021		2020		2019	
	Females	Males	Females	Males	Females	Males
Executive & Senior Management	11%	89%	10%	90%	9%	91%
First and Mid-Level Management	20%	80%	21%	79%	19%	81%
Professionals	34%	66%	27%	73%	22%	78%
Technicians	0%	100%	0%	100%	0%	100%
Sales Workers	21%	79%	17%	83%	18%	82%
Administrative Support	95%	5%	93%	7%	91%	9%
Craft Workers - Skilled	0%	100%	0%	100%	0%	100%
Operatives - Semi-Skilled	1%	99%	1%	99%	<1%	>99%
Laborer / Helper	0%	100%	2%	98%		

Total Workforce Diversity by Job Type and Age	2021			2020			2019		
	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%	16%	84%	0%	20%	80%	0%	23%	77%
First and Mid-Level Management	2%	57%	41%	2%	61%	37%	0%	57%	43%
Professionals	7%	55%	38%	8%	56%	36%	9%	51%	40%
Technicians	0%	100%	0%	0%	100%	0%	0%	67%	33%
Sales Workers	0%	43%	57%	0%	47%	53%	0%	53%	47%
Administrative Support	5%	45%	50%	9%	41%	50%	16%	33%	51%
Craft Workers - Skilled	11%	51%	38%	12%	52%	36%	9%	54%	37%
Operatives - Semi-Skilled	39%	47%	14%	41%	44%	15%	39%	48%	13%
Laborer / Helper	47%	50%	3%	38%	55%	7%	-	-	-

Total Workforce Diversity by Job Type and Minority Status	2021		2020		2019	
	Minorities	Non- Minorities	Minorities	Non- Minorities	Minorities	Non- Minorities
Executive & Senior Management	0%	100%	0%	100%	0%	100%
First and Mid-Level Management						
Professionals	11%	89%	12%	88%	9%	91%
Technicians	16%	84%	19%	81%	19%	81%
Sales Workers	50%	50%	50%	50%	33%	67%
Administrative Support	7%	93%	0%	100%	12%	88%
Craft Workers - Skilled	26%	74%	18%	82%	22%	78%
Operatives - Semi-Skilled	25%	75%	24%	76%	24%	76%
Laborer / Helper	36%	64%	36%	64%	33%	67%
	41%	59%	22%	78%	-	-

Parental Leave Data

Parental Leave	2021	2020	2019
Total employees entitled to parental leave:	756	802	903
Male employees entitled to parental leave:	674	719	812
Female employees entitled to parental leave:	82	83	91
Total number of employees that took parental leave	0	7	6
Male employees that took parental leave	0	5	2
Female employees that took parental leave	0	2	4
Total number of employees that returned to work in the reporting period after parental leave ended	0	7	5
Male employees that returned to work in the reporting period after parental leave ended	0	5	1
Female employees that returned to work in the reporting period after parental leave ended	0	2	4
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	1	2	5
Male employees that returned to work after parental leave ended that were still employed 12 months after their return to work	0	1	1
Female employees that returned to work after parental leave ended that were still employed 12 months after their return to work	1	1	4

Employee Salary Data

The New Hire Salaries Compared to State Minimum Wage tables look at the salaries for employees hired compared to the state minimum wage in which they were hired to. The company defines entry level position as those positions that do not require a college degree, or specialized skills or training.

2021 New Hire Salaries Compared to State Minimum Wage	Lowest Salary Paid		Average Paid Salary		Highest Paid Salary	
	Female	Male	Female	Male	Female	Male
Administrative Assistant	276%	269%	308%	269%	345%	269%
Driller Assistant	234%	207%	248%	272%	262%	462%
Field Assistant	NA*	221%	NA*	266%	NA*	317%
Laborer	NA*	331%	NA*	331%	NA*	331%
Shop Helper	NA*	228%	NA*	231%	NA*	234%
Average of all Entry-Level Positions	234%	207%	295%	271%	345%	462%

*NA or not applicable indicates these are roles where there was no representation

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%	NA*	168%	NA*	185%	NA
Driller Assistant	NA*	123%	NA*	182%	NA*	303%
Field Assistant	221%	127%	221%	183%	221%	317%
Field Technician	NA*	204%	NA*	204%	NA*	204%
Laborer	NA*	200%	NA*	200%	NA*	200%
Shop Helper	NA*	NA*	NA*	NA*	NA*	NA
Average of all Entry-Level Positions	157%	123%	178%	182%	221%	317%

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