THE NEXT LEVEL

2022
CORPORATE SUSTAINABILITY REPORT *May 2023*

CASCADE

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MESSAGE FROM THE CEO

Ron Thalacker
President & CEO

Dear Stakeholders,

Thank you for your interest in our 2022 Corporate Sustainability Report. We believe sustainability is about taking care of the natural environment, investing in our communities, and growing our business in a way that positively impacts all our stakeholders. And so, we publish the report each year to strengthen our relationships throughout our value chain- with clients, vendors, employees, and all those touched by our business. I'm glad you've decided to join us on this journey.

Our sustainability vision is to integrate environmental stewardship, social responsibility, and economic prosperity into every action that drives our business. We believe that these three pillars are essential for creating long-term value and promoting a more sustainable future. To achieve this vision, we are focused on building resilience by prioritizing employee retention, fostering strong relationships with our suppliers and clients, conducting business ethically, and ensuring profitability. Our sustainability strategy includes policies and programs that promote quality execution in every aspect of our business, reinforcing our commitment to sustainable growth in the face of change.

To achieve this vision, we've set three strategic priorities.

- First and foremost, we prioritize the health and safety of our employees, customers, and communities. Our world-class CORE™ Health & Safety Program is a behavior-based program that emphasis hazard recognition and mitigation before an incident occurs.

- We also recognize the importance of growth, which means investing in our people and equipment, increasing sales, and maintaining a healthy balance sheet. By investing in our business, we can create long-term value for our stakeholders and promote sustainable growth.

- Finally, we prioritize employee retention. We are committed to fostering a diverse and inclusive workplace and providing our employees with opportunities for growth and development. By focusing on these three priorities, we are creating a sustainable business model that will continue to deliver value for our stakeholders well into the future.

We are committed to implementing our strategic priorities through Compass™, our Corporate Sustainability Program. This program empowers our employees with the training, tools, and resources they need to work safely and efficiently, while also strengthening our local communities through volunteer work, charitable partnerships, and investing in local economies. It also connects our clients with

innovative solutions for environmental remediation and resource management. Additionally, we use a globally recognized sustainability framework to measure and manage a broad range of environmental, social, economic, and governance issues. This framework has enabled us to increase the depth and breadth of our sustainability reporting every year.

We recognize that sustainability is not just the responsibility of our own company, but also of our entire value chain. Therefore, we collaborate with our suppliers and clients to prevent negative impacts and achieve positive results by focusing on continuous improvement of our policies and programs throughout every facet of the company. This includes the quality execution of our services and internal processes, as well as a systematic measure of key performance indicators that extend beyond the scope of this report.

Our sustainability efforts are influenced by broader trends that affect our organization and the sectors we serve. By staying attuned to these broader trends, we can continue to evolve our sustainability strategy and contribute to sustainable development in meaningful ways.

- There has been an enhanced regulatory focus on contamination in the United States, particularly emerging contaminants like PFAS and water quality over the last few years. The increased funding of infrastructure and remediation projects through bills like the Infrastructure Investment and Jobs Act and Inflation Reduction Act, coupled with increased regulatory enforcement, has driven more business to the environmental consulting and engineering sector we serve.

- There is a growing emphasis on Environmental, Social, and Governance reporting in our value chain, which reinforces the importance of our own sustainability program and contributes to the continued enhancement of our Compass sustainability program.

- Cybersecurity has become a significant business expense that didn't exist for us five years ago, while the COVID pandemic has forced us to become more efficient and innovative.

- Inflationary pressures on our supply chain have increased operating costs and availability, and we have seen a direct impact on our work related to brownfield redevelopment and property divestitures when interest rates rise and property transactions slow.

As you page through this report, you'll get a better understanding of the real impacts of our sustainability efforts. Highlights include:

• Total recordable industry rate consistently under 1.0 with over 2 million hours worked.

• More than 70% of our business units have completed the year without a recordable incident.

• Our first Climate Action Plan including carbon inventory, GHG emissions reporting, and a three-year roadmap for carbon reduction.

• Innovative products and services for sustainable remediation, including characterization and remediation options for PFAS contamination.
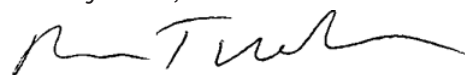
Some challenges to reaching our sustainability goals lie in the years ahead.

• Recruiting and retaining employees to replace an aging workforce in the face of national labor shortage and unprecedented low unemployment.

• Remaining competitive as the market becomes more cost-conscience amidst rising employment and operational costs throughout the value chain.

• Optimizing fleet assets and working with our supply chain to meet energy reduction targets.

In conclusion, I am proud to say we reached new heights in our commitment to sustainability in 2022. We have taken significant steps to achieve our strategic priorities of health and safety, growth, and employee retention, and our Compass sustainability program has continued to evolve to meet our stakeholders' needs and expectations.

As we move into 2023, we do so with a sense of excitement and optimism about what the future holds. While we recognize that there will be challenges ahead, we also know that we are well-positioned to meet them head-on and continue to make a positive impact on the world around us. With the support of our employees, clients, and other stakeholders, I am confident that we will take our sustainability efforts to The Next Level and beyond. Thank you for your continued partnership and dedication to our shared goals.

All my best,

Ron Thalacker
President & CEO
Cascade Environmental

ABOUT THIS REPORT

Welcome to Cascade's 2022 Corporate Sustainability Report, where we showcase our progress in advancing sustainability while staying resilient in the face of the on-going challenges presented by the COVID-19 pandemic. The theme of this year's report is "The Next Level," reflecting our commitment to pushing ourselves beyond what we thought was possible. The pandemic forced us to restructure our operations and supply chain, leading to significant optimizations and efficiencies. As we move forward, we recognize that everything in the landscape has changed, and we will never go back to the way things were. Despite these challenges, there is significant excitement heading into 2023, as 2022 brought us to the next level for efficiency, growth, and resiliency. This report highlights our progress and outlines our vision for the future as we continue to pursue our sustainability goals.

Reporting Standards

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

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

Since 2014, Cascade has published an annual sustainability report. This report covers the period January 1, 2022 - December 31, 2022 and was published in June 2023. We've included data from the two previous years where possible to help our stakeholders understand the trends in our business and our progress towards stated goals.

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

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

Cascade does not externally assure any data in this report.

Material Topics

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

There are many sustainability topics raised by our stakeholders, all varying in degrees of importance and 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.

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.

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

STAKEHOLDERS CONCERNS

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

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.

ECONOMIC IMPACT

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

Material issues: economic performance, market presence, local suppliers

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: energy, emissions, supply chain

SOCIAL IMPACT

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

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

GOVERNANCE

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

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

Management Approach

Why Do We Care?

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

Relationships

Our business is built on 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.

ABOUT CASCADE

796 EMPLOYEES

34 LOCATIONS

$229 NET SALES

~4,000 JOBS PERFORMED

Get to know Cascade in less than 4 minutes https://bit.ly/3CxIrPK

READ MORE ONLINE

Cascade Drilling was founded in 1991 as a reginal drilling company operating across three states in the Pacific Northwest. Today, Cascade Environmental is the leading field services provider of environmental and geotechnical drilling, site investigation, and remediation. We offer the full suite of drilling services with a versatile fleet that includes limited and restricted access equipment, as well as traditional and high resolution site characterization, and remediation technologies ranging from injection and fracturing to in situ stabilization and thermal remediation. We also offer a line of injectable amendments designed to help you reach site closure faster and cost effectively.

Our Brands

Cascade is a field services contractor that partners with our clients to provide seamless environmental and geotechnical solutions from concept to completion. We are the only provider of integrated national field services that characterize, investigate, and remediate environmentally contaminated sites. Headquartered in Bothell, WA with 34 locations in the United States, our breadth and depth of services and expertise is unmatched in the industry.

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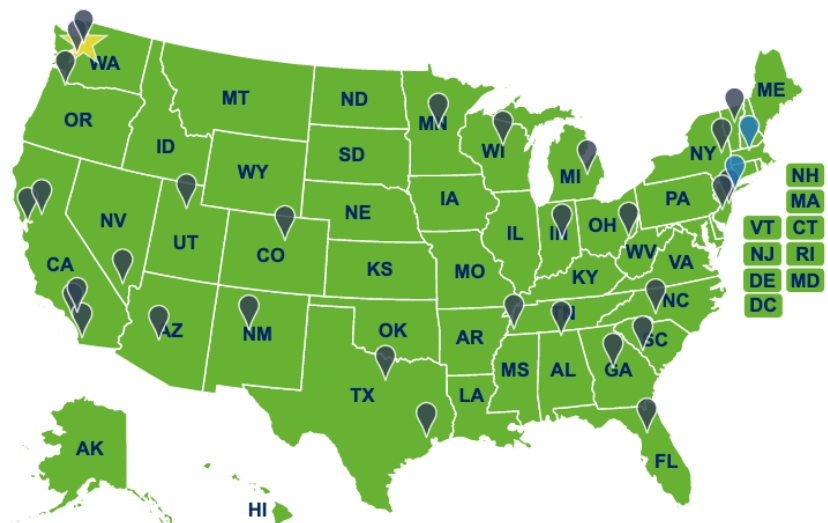
Visit https://www.cascade-env.com/locations/ for list of all Cascade offices.

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

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

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

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

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

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

THE CASCADE FAMILY OF BRANDS

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

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

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

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

Our Value Chain

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

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

Experience our full range of services in less than 5 minutes: https://bit.ly/3KD9agL

READ MORE ONLINE

SERVICES BREAKDOWN

Industry	Percent of total revenue
Industrial	**32.0%**
Government	**16.1%**
Power	**6.5%**
Chemical	**6.2%**
Mining	**6.1%**
Oil & Gas	**3.6%**
Water	**2.1%**
Other	**27.4%**
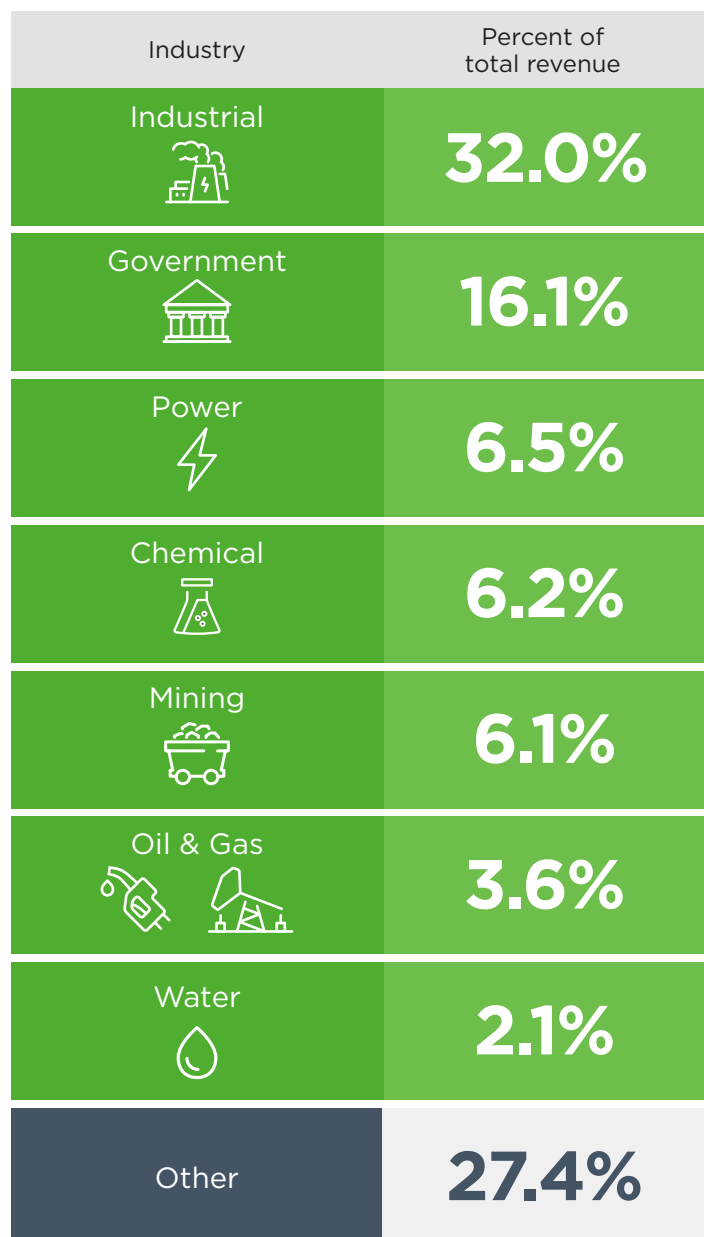
Suppliers

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

TOTAL VENDOR SPEND	2022 $153M	2021 $102M	2020 $122M

Spend Category	Percent of Total Spend
Direct Job Costs	39%
Equipment and Materials	7%
Operations and Facilities	44%
Sales & Marketing	<1%
Fuel	<1%
Health and Safety	9%
Administration	<1%

Number of vendors providing goods and services

2022
2,659

2021
2,011

2020
4,141

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.

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

Defining Our 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.

Suppliers by Vendor Type

	Number	Percent of Total Spend
Total Vendors	**2,659**	**100%**
Tier 1	365	65%
Tier 2	149	9%
Tier 3	2,145	26%

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.

We've implemented 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 $14.9 million spend with diverse qualified suppliers and additional $179 thousand spend with diverse potential companies that likely fit into one of the diversity-owned business categories but does not hold a formal certification.

	Target	2022	2021*
Vendor Spend	N/A	$153M	$107M
Spend with certified diversity-owned business*	N/A	$14.9M	$19.2M
Percent of Total Vendor Spend	10%	10%	19%
Percent Diverse Suppliers Suppliers	15%	22%	20%

* 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

Changes in Supply Chain

There have been no significant changes to our value chain compared to the previous reporting period.

$14.9M spend with certified diversity-owned businesses

STAKEHOLDER ENGAGEMENT

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

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

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

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

Stakeholder Engagement Channels

796 EMPLOYEES	2,600+ VENDORS	12,000+ CLIENTS
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	**channels of engagement:** business review meetings, website, social media, contracts, surveys, participation in committees, company meetings, sponsorship opportunities, collaborative partnerships	**channels of engagement:** technical outreach program including webinars, local seminars and safety demonstrations, net promoter score survey, website, social media, email campaigns, advertising, newsletter, face-to-face meetings, interviews, surveys, individual meetings, social events, industry conferences, professional associations, workshops

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

Collective Bargaining

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

TOTAL WORKFORCE BY COLLECTIVE BARGAINING

	2022	2021	2020
Union	7%	8%	7%
Non Union	93%	92%	93%

ECONOMIC IMPACT

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

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

Economic Performance

796
EMPLOYEES

34
LOCATIONS

$229M
NET SALES

$9,301
COMMUNITY INVESTMENTS

4,000+
JOBS PERFORMED

Cascade Cares Charitable Investment Program

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

WE'VE MATCHED OVER

$100,000

THROUGH THIS PROGRAM

Climate Resiliency

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

CASCADE CLIMATE RESILIENCY- 2022 SWOT ANALYSIS

STRENGTH

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

WEAKNESS

- Labor shortage
- Age of equipment
- Supply chain instability
- No GHG or carbon reporting process/ system in place
- Lack of internal carbon reporting experience
- Not part of cultural mindset
- Limited resources available to manage program
- Internal culture (gaining traction, will need continued education and emphasis)

OPPORTUNITY

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

THREAT

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

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

CLIMATE ACTION PLAN PRIORITIES

PROBABILITY ↑

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

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

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

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

MAGNITUDE OF IMPACT →

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

THREE YEAR ROADMAP

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

2023

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

2024

- Evaluate relevancy and feasibility of Scope 3
- Set GHG reduction goals, short and long term
- Include GHG emissions and reduction targets in corporate sustainability report
- Pursue new business opportunities related to sustainability remediation
- Update business continuity plan to address disruption of our work/projects due to natural events
- Pursue new business opportunities related to emerging markets such as water infrastructure and off-shore wind

2025

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

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.

2022 NEW HIRE SALARIES COMPARED TO STATE MINIMUM WAGE

2022	2021	2020
198%	189%	182%

2022 NEW HIRE SALARIES COMPARED TO FEDERAL MINIMUM WAGE

2022	2021	2020
282%	272%	262%

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

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

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

The range in salary within job categories is impacted by:

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

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

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

ENVIRONMENTAL IMPACT

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

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

Energy

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

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

Fleet

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

FLEET ASSETS

	2022	2021	2020
Drill Rigs	314	315	320
Support Trucks	734	728	765
Trailers	458	439	451
Other Equipment	465	437	437
Total	1971	1919	1973

Total fleet size increased about 3% this year. On average, the fleet has remained steady in the previous three-year period. Our fleet management team continually evaluates market demand and opportunity across the country to ensure we have the proper equipment in the right places to serve our clients.

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

2022 FLEET CAPITAL INVESTMENT

New Purchase	69
Recycled/Sold	93
Refurbished	2

Total Energy Use

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. It is also the area in which we can have the most significant conservation impact.

We are proud to report our total fuel consumption within our target range. This year we enhanced our fuel consumption data collection as part of our Climate Action Plan and carbon inventory. Fuel consumption reported for 2022 and moving forward is based on the time of consumption. In previous years, we had tracked based on the period in which fuel was invoiced. This change resulted in a 2.6% increase in 2022.

ABSOLUTE FUEL CONSUMPTION

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

NORMALIZED FUEL CONSUMPTION

	2022	2021	2020
Projects Performed	4,027	5,155	5,709
Fleet Assets	1,971	1,919	1,973
Gallons per Project	371	283	258
Gallons per Fleet Asset	758	761	747

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

Energy Type	Gigajoules
Electricity	40,179
Natural Gas (office)	8,128
Natural Gas (onsite equipment)	4,062
TOTAL	52,369
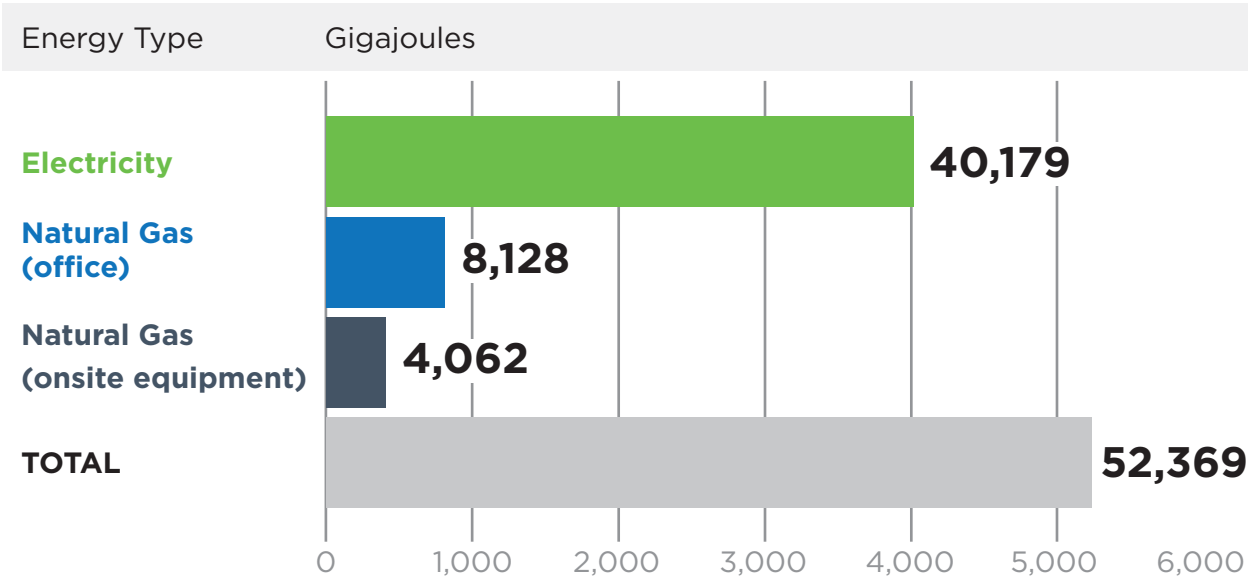
Fuel Reduction Efforts

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	2022	2021	2020	2019
YOY by gallons	N/A	**-38,509**	13,558	179,836	330,020
YOY by percent	.05%	**-2.64%**	1%	11%	17%

Summary of Reduction Efforts

- Our method of capturing fuel switched from time of invoice to time of consumption in 2022 contributed to a 38,500-gallon increase in total fuel. Total consumption is up 2.6% but remains within our target range.

- 3% increase in fleet assets coupled with 22% decline in projects performed reflects more mileage in crew mobilizations and opportunity to better align fleet assets with market demand.

- Gallons per fleet asset remained constant.

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

GHG Emissions

As part of our commitment to sustainable growth, we are pleased to present our first greenhouse gas emissions (GHG) profile. This section provides an overview of our Scope 1 and Scope 2 GHG emissions. This year's data will serve as our baseline levels, against which we will set future reduction goals.

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

2022 GHG EMISSIONS

GHG Scope	Tons (tCO2e)
Scope 1	34,696
Scope 2: Location-Based	3,896
Total Emissions	**38,592**

SCOPE 1 **10%**

SCOPE 2 **90%**
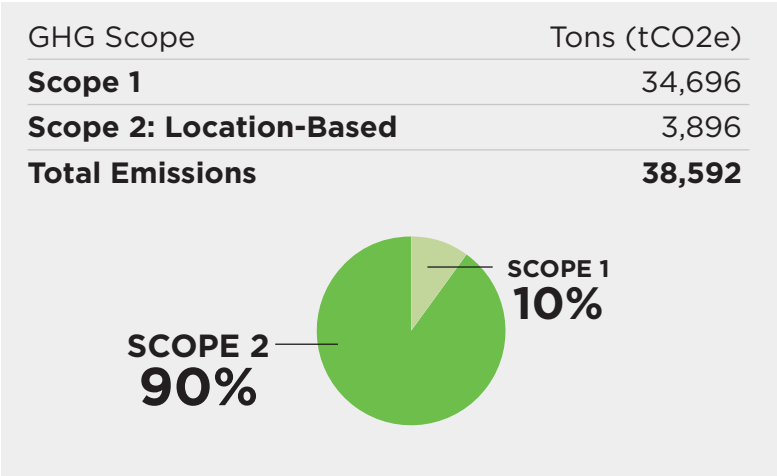
Boundary Approach

In accordance with the GHG Protocol Corporate Standard, the operational control approach was used for Cascade's 2022 GHG emissions inventory. Under the operational control approach, a company accounts for all emissions from operations over which it, or its subsidiaries, has operational control.

Global Warming Potentials

The Global Warming Potential (GWP) values from the IPCC Fifth Assessment Report, 2014 (AR5) were used to calculate Cascade's carbon footprint.

Methodology

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

Sustainable Remediation

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

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

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

https://bit.ly/3sZNSUi

DOWNLOAD

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.

https://bit.ly/3MBNyDj

READ MORE ONLINE

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

• Clearing of vegetation in designated work areas to obtain access. This is done in the best way practical to minimize the amount of clearing and maintain minimal footprint through the selection of vehicles and equipment used on site

• Adhere to our comprehensive CORE Safety Program

• Limit the duration of continuous shifts (10-day shifts or less)

• Mobilize regionally to reduce travel requirements and operational expenses

• Limit noisy operations to business hours

• Monitor for dust, odor, and VOC emissions

• Operate efficiently and in partnership with the community to reduce impact on community business

• Utilize on-site electricity where possible instead of generators

• Reuse daylighted amendments and groundwater instead of disposal wherever possible

Drilling Operations

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

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

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

Site Characterization and Remediation Operations

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

- The Pathfinder™ Automated Injection System, which was debuted in 2021, has proven to be very effective in supporting our clients' sustainable remediation efforts. Data collect from Pathfinder projects in 2022 demonstrate the unit's precise control of injection pressures and flow rates. It is electrically powered, with lower air emissions and energy usage over hydraulic driven systems.

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

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

- Our high resolution site characterization (HRSC) such as the WaterlooAPS™ system and Optical Image Profiler (OIP) optimize the understanding of contaminant distribution and concentrations in site soil and groundwater. This allows us to target the contamination with the appropriate 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 focus for 2023 is the development of new models to incorporate HRSC data directly into remediation design.

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 the results we were able to achieve on this project:

https://bit.ly/3sZi6H4

READ MORE ONLINE

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.

https://bit.ly/3KC7u6S

READ MORE ONLINE

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

- 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.

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

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.

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.

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.

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

Employee Recruitment and New Hires

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

2022 Hiring Overview

- 311 employees hired, a 19% increase from the previous year

- 285 direct field employees hired, a 25% increase from 2021

- 5% of our new hire population was female, 1% decrease from previous year

- 41.5% of new hires were self-identified as being part of a minority-based population, slightly less than a 2% decrease from 2021

TOTAL NEW HIRES BY CATEGORY

	2022	2021	2020
Executive & Senior Management	1	0	0
First and Mid-Level Management	8	5	2
Professionals	6	6	5
Technicians	0	0	0
Sales Workers	0	2	1
Administrative Support	11	10	6
Craft Workers - Skilled	56	45	25
Operatives - Semi-Skilled	177	158	100
Laborer / Helper	52	27	32
GRAND TOTAL	**311**	**253**	**171**

Additional hiring statics available in Appendix A- New Hires.

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

- Skilled labor shortage and the competitiveness within the market

- Raising awareness about careers in the environmental services niche industry

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

In 2022, we had a redefined emphasis on attracting and retaining quality candidates to hire. We developed a new partnership which allowed us to utilize outside resources to streamline our recruitment process and create efficiencies. The addition of our recruiting partnership enabled our internal team to process candidates quickly and create a more positive candidate experience.

It is crucial to recruit highly qualified individuals who understand the demands of our industry and are 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.

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

Employee Retention

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

EMPLOYEE TURNOVER RATES

	2022	2021	2020	Target
Total Company	32%	36%	31%	25%
Voluntary	25%	30%	21%	20%
Involuntary	7%	6%	6%	5%
Reduction in Force	0%	0%	4%	0%

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

Our total turnover rate decreased by 4% this year. Persistent and consistent education with our leadership teams on our retention strategy and mitigating unwanted employee turnover contributed to improvement in quality hiring and retention.

Other employee retention trends include:

• Turnover rate between male and females has remained relatively steady over the last three years.

• Our turnover rate in our minority-based population decreased by 2% in 2022, while our turnover rate in our non-minority population increased by 2%.

• Nearly half of total employee turnover is within the 30-50 age group and the under age 30 is an alarming 37% of total employee turnover.

• Within our direct labor classification, 30% of voluntary turnover was with employees who had less than 3 months of tenure and 63% was attributed to employees who had less than 1 year of service.

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

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

2022 VOLUNTARY TURNOVER INSIGHTS

	2022	2021
Job Related Factors	30%	53%
Personal Factors	10%	19%
Job Abandonment	18%	10%
Other	N/A	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.

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

Employee Benefits

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

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

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

- Legal Assistance
- Life Insurance and supplemental life insurance
- Long- and short-term disability insurance
- FSA (Medical and Dependent Flex Spending Account)
- Medical insurance
- Medical leave
- Military leave
- Paid Vacation and Sick leave
- Parental leave
- Tuition reimbursement program
- Vision Insurance
- Worker's compensation

HEALTH INSURANCE TOTALS

	2022	2021	2020
Number of employees covered under our health insurance program*	637	613	610
Percentage of employees covered under our health insurance program	80%	81%	76%
Total Employer Health Savings Account Contributions	$415.7K	$415.7K	$326.4K

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

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

We also have a generous Employee Referral Program which allows participation by all employees below the level of Manager. In 2022, the referral bonus amount was $2,000.00.

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

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

PARTICIPATING IN PARENTAL LEAVE PROGRAM

	2022	2021	2020
Total employees entitled to parental leave:	**796**	756	802
Total number of employees that took parental leave	**3**	0	7
Total number of employees that returned to work in the reporting period after parental leave ended	**0**	0	7
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	**2**	1	2

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

Retirement benefits are a valued component of our overall benefit package. We offer a 401(k) plan to help employees build a secure financial future by providing a tax-advantaged retirement savings plan. Our automatic deferral plan is a simple, convenient option for employees to take advantage of the tax-savings available and build a nest egg for their retirement. In 2022, the participation rate in the 401(k) retirement plan remained steady. Out of 796 employees 708 employees were eligible to participate in our 401(k) plan with a total of 673 participants. The employees who were not eligible, were ineligible due to their union affiliations or part time status.

EMPLOYEE 401(K) RETIREMENT PARTICIPATION

	2022	2021	2020
Average employee deferral	6.9%	7.2%	6.8%
Total employer contribution	$693.9K	$661.9K	$492.9K
Total 401(k) plan assets for 401(k)	$33.9M	$39.9M	$34.7M
Total 401(k) employee contributions	$3.8M	$4.0M	$3.8M
Employee participation in 401(k) retirement plan	95.6%	95.5%	93.7%

Health & Safety

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

CORE is designed to:

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

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

3. Assign specific responsibilities at all levels throughout our organization

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

The CORE
Safety Program

INCIDENT
INVESTIGATION

COMPLIANCE AND RISK

TRAINING

INSPECTION
AND AUDITS

MANAGEMENT
INVOLVEMENT

COMMUNICATION

EMPLOYEE
RECOGNITION

CORE addresses specific job-related risk factors identified through 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.

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 s 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		
2022	**2021**	**2020**
56,325 CASCADE CARDS	**57,487** CASCADE CARDS	**51,658** CASCADE CARDS
2,136 JSIs	**1,903** JSIs	**1,526** JSIs
4,499 PROCARDS	**3,648** PROCARDS	**2,715** 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 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:

- 12% increase in JSIs performed

- 32% increase in PRO Cards completed

- More than 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 2022 safety campaigns were used to drive awareness on topics including but not limited to: correct body position (Safety In Motion), hand safety, driver compliance, proper risk assessment of potential line of fire hazards, and safety program recognition for employees leading in risk assessment, hazard mitigation/abatement, and CORE program 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.

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	**9%**	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	**14%**	This subcategory is related to safe driving practices, DOT compliance & driver compliance. As an organization, driving is one of our largest exposures; therefore, driver safety and DOT compliance make this one of the most important hazards to mitigate.
Behavior / PPE	**11%**	Although PPE is the last line of defense specific to safety controls, however, not wearing the proper PPE can and does result in injuries.
Condition / Housekeeping	**9%**	Hazards in this category are related to jobsite organization, along with correct project site setup and cleanliness. Specifically, this category is used to mitigate hazards to ensure shops, facilities, project sites & work areas are in compliance and safe for every task performed.
Behavior / Operating Equipment	**7%**	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	**50%**	

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.

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,

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.

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 workgroups to focus on specific issues. Other opportunities to provide input include month EHS team calls, trainings, and open mic monthly safety calls.

One of the ways we recognize our employees is by awarding a 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, 511 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
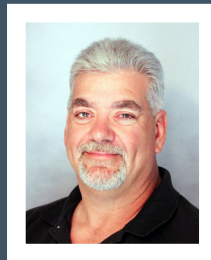
Chris Barden   **Mike Bond**   **Mike Czech**   **James Goble**
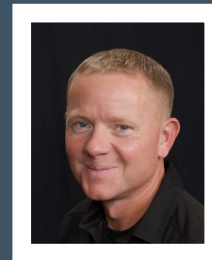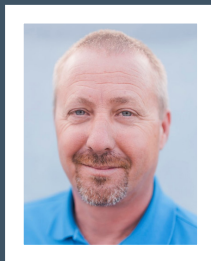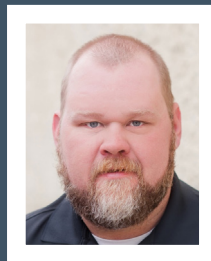
Jimmy Hall Jr.   **Matt Osterberg**   **Todd Schmalfeldt**   **Josh Sigler**
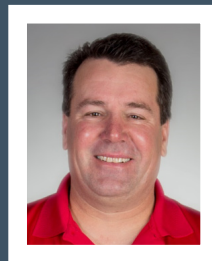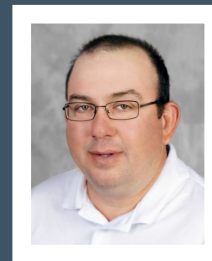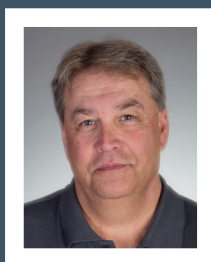
Jon Weeks   **David Wilcox**

Meet the ELITEs on our website at https://bit.ly/3t0pYYT

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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 a reduction in overall incident activity from 2019 to 2022 and a significant reduction in the company Experience Modifier Rating (EMR) over the last five years, with 2022 at (0.58).

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.

	2022	2021	2020
TRIR	0.93	0.86	.77
DART	0.84	0.38	.29
LTC	0.56	0.19	.29
FATALITIES	.00	.00	.00
EMR	0.58	0.55	.59
HOURS WORKED	2,149,339	2,098,390	2,082,591

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 0.40.

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

https://bit.ly/3w2A0Lf

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Hand Injury Rate 2022-2018

Year	Rate
2022	.46
2021	.38
2020	.19
2019	.60
2018	.36

2022 SAFETY MILESTONE AWARDS

23 business units completed the year without a reportable incident.

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

- Clackamas, OR
- Concord, CA
- Denver, CO
- Gardner, MA (TerraTherm)
- Houston, TX
- Santee, CA
- Salt Lake City, UT
- Santa Ana, CA
- Schofield, WI

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

- Gardner, MA (BU 114)
- Mineola, NY (ADT, BU 601)
- Marietta, OH

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

- Flint, MI (BU 207)
- Macon, GA
- Tacoma, WA
- Woodinville, WA

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

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

Training & Professional Development

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

EMPLOYEE TRAINING

	2022	2021	2020
Average hours of training per employee	74	66	53
Total hours of training conducted	59,000	49,700	42,400

In 2022, 6% of our direct labor classification received hourly increase as incentive pay.

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

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

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

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

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

Recent Additions to Employee Training Curriculum

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

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

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

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

- Diversity, Inclusion and Belonging for All- CDWI encouraged employees to participate in this training through LinkedIn

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

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

- Compliance, expectations, and safe work practices

- Applying the seven elements of our CORE program

- Driver safety and DOT compliance

- Other environmental and safety regulations

Performance Reviews

The success of the business and every employee working for Cascade relies heavily on setting goals and meeting or exceeding them. The Cascade 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

The company encourages performance feedback on an ongoing basis. Formal performance reviews are conducted each year. In 2022, 686 Employees were eligible for performance reviews and 52% of the eligible employees received reviews.

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.

https://bit.ly/3hWjt2X

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Percent of Workforce Participating in Performance Review:

TARGET

95%

2022

52%

2021

97%

2020

53%

2019

32%

Please refer to Appendix A- Employee Performance Reviews for additional details.

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	2022
Male	89%
Female	11%

Total Workforce Diversity by Age	2022
Under 30 years old	21%
30 – 50 years old	48%
Over 50 years old	31%

Total Workforce Diversity by Veteran Status	2022
Veterans	97%
Non-Veterans	3%

Total Workforce Diversity by Minority Status	2022
Minorities	29%
Non-Minorities	71%

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

Trends in our Workforce Profile

- The total number of permanent employees has remained relatively steady over the last three years.

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

- The minority based population increased 3% due to continued commitment to our diversity based outreach and job postings.

- We've seen a shift in our workforce toward the younger age group. The proportion of our workforce under age 30 is grew 3% while the 30-50 age group declined 2% and our 50+ population decreased 1%.

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

Diversity, Equity, and Inclusion Efforts

What are our challenges?

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

- Generating awareness and excitement internally about diversity recruitment outreach efforts

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

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

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

- Raising awareness amongst the CIEC team about issues and topics related to diversity and inclusion

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

CASCADE INCLUSION & ENGAGEMENT COUNCIL

The Cascade Inclusion & Engagement Council (CIEC) was established by a group of employees who lead, advocate for, coordinate, inform, and monitor the Strategic Diversity Management process at Cascade. The CIEC makes a continuous and dedicated effort towards ensuring Cascade lives up to our core value of diversity. The CIEC 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 CIEC 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 CIEC collaborates with Cascade's Marketing team to ensure our outreach and branding strategies are aligned to achieve diversity initiative goals.

The CIEC'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

CIEC 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 is environmental services is a good fit. These resources focus on

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

- The types of entry and mid-level jobs available, and what is required to get 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.

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 at https://bit.ly/3tOw9w8

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HIGHLIGHTING OPPORTUNITIES FOR WOMEN IN ENVIRONMENTAL SERVICES

Throughout your career challenges and successes, you need a network of people who understand and support you. Join other environmental consultants in the Women in Environmental Services group on LinkedIn.
https://www.linkedin.com/groups/14104206/

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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.

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.

Cascade Core Value
of Diversity

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

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."

https://bit.ly/3tPV44P

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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.

Our talent acquisition team has developed strategic partnerships with various trade school ls 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.

JOB GROUP

	Service Sector	2022 Goal		2022 Actual Placement	
		Minority	Female	Minority	Female
Sales Workers	Corporate	50%	40%	0%	0%
Driller Assistants	Drilling	43%	N/A	40%	N/A

We nearly met the goal for increasing minority representation in the driller assistant job group. However, we fell short of our goals in representation of female and minorities with regard to actual placement rate. 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.

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

	2022	2021	2020
Executive & Senior Management	76%	76%	75%
First and Mid-Level Management	84%	82%	83%
Professionals	87%	86%	85%
Technicians	NA**	NA**	NA**
Sales Workers	85%	89%	96%
Administrative Support	108%	111%	102%
Craft Workers - Skilled	82%	86%	66%
Operatives - Semi-Skilled	91%	87%	92%
Laborer / Helper	NA**	NA**	79%

*Based on average basic salary

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

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

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

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

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

Factors impacting the wage discrepancy include:

• Turnover of tenured, higher-salary employees

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

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

• Lack of a formal salary increase program

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

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

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

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

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

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

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

Incidents of Discrimination

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

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

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

There were no incidents of discrimination filed

GOVERNANCE

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

This section covers the impacts related to our efforts on governance structure, understanding the concerns of our stakeholders, implementing continuous improvement processes, aligning corporate values and commitments with our actions, and maintaining regulatory compliance.

Governance Structure

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

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

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

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

Communication

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

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

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

In 2022, a settlement was reached regarding a potential class action lawsuit against the Company in California regarding the compliance with the California workers' meal and break requirements.

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

Values & Commitments

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

MISSION

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.

Ethics & Integrity

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

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

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

- Conflicts of Interest

- Gifts & Entertainment

- Confidentiality & Non-Disclosure

- Health & Safety

- Business Records and Company Resources

- Reporting Questions, Concerns & Complaints

- Non-Retaliation

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

Employee Handbook

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

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
- Whistle blowing

Ethics and Compliance Hotline

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

Regulatory Compliance

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	2022	2021	2020
Fines for noncompliance	O	O	O	O
Non-monetary sanctions	O	O	O	O

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

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

- Continued education and professional development for compliance staff
- Monitoring, analysis, and communication of new and revised regulations
- Third-party support to maintain industry-leading programs
- Maintaining a comprehensive library of policies and programs to support compliance in areas of waste management, spill prevention and control, and stormwater
- 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

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	2022	2021	2020
Number of Significant Spills	0	0	0	0
Volume of Significant Spills	0	0	0	0

Fleet Compliance

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

Cascade's Out of Service Rate (OOS)

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

	Target	National Avg.	2022	2021	2020
Vehicle	10.0%	21.1%	**15.4%**	15.5%	16.7%
Driver	2.0%	5.7%	**1.2%**	1.6%	2.0%
HazMat	0%	4.5%	**0%**	0%	0%

Action taken to improve our OOS ratings include:

- Review and update of programming and policies
- Routine communications to all employees on inspection and compliance activity
- Post monthly dashboard on DOT compliance
- Supplement 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 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

READ MORE ONLINE

The Federal Motor Carrier Safety Administration uses a motor carrier's data from roadside inspections, including all safety-based violations, state-reported crashes, and the Federal Motor Carrier Census, to quantify performance in the following Behavior Analysis and Safety Improvement Categories (BASICs). Percentiles from 0 to 100 are determined by comparing the BASICs measurements of the carrier to the measurements of other carriers in the peer group. A percentile zero indicates best possible performance and 100 indicates the worst performance. For more information on BASICs scoring, visit: https://bit.ly/36auqv5

READ MORE ONLINE

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	2022	2021	2020
Drug and Alcohol	0%	0%	0%	0%
Crash Indicator	2%	13%	0%	3%
Unsafe Driving	2%	4%	5%	9%
Vehicle Maintenance	25%	28%	34%	53%
Hours of Service	40%	32%	14%	35%
Driver Fitness	65%	N/A*	0%	N/A*

*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

Memberships

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

American Council of Engineering Companies

American Exploration & Mining Association

American Institute of Professional Geologists

American Society of Professional Engineers

Arizona Hydrological Society

Association of Engineering Geologists

Association of Environmental & Engineering Geologists

Association of Environmental Health and Sciences

Association of State Dam Safety Officials

Bay Planning Coalition

Central Pennsylvania Geotechnical Council

Colorado Environmental Management Society

Colorado Mining Association

Cybersecurity and Infrastructure Security Agency (CISA)

Elk Grove Community Emergency Response Team

Engineering News Record

Environmental Professionals of Arizona

Five Towns Kiwanis

Florida Association of Environmental Professionals

Geologic Association of America

Geologic Association of Nevada

Georgia Association of Environmental Professionals

Groundwater Resource Association

Hudson Mohawk Professional Geologic Association

Idaho Department of Water Resources

Idaho Groundwater Association

Industrial Association of Contra Costa County

InfraGard

International Risk Management Institute

International Society of Sustainability Professionals

LeanIn

Long Island Association of Professional Geologists

National Association of Environmental Professionals

National Drilling Association

National Ground Water Association

Nevada Groundwater Remediation Association

New York State Council of Professional Geologists

North American Tunneling Association

Northwest Environmental Business Council

Northwest Environmental Council

Professional Environmental Marketing Association

Project Management Institute

Society for Human Resource Management

Society Mining Engineers

Society of American Military Engineers

Society of Economic Geologists

Society of Mining, Metallurgy, and Exploration

South Florida Remediation Association

Sustainable Remediation Forum

Texas Association of Environmental Professionals

Utah Geologic Association

West Texas Geological Society

Western States Petroleum Association

Women in Environment

Closing

As we bring this report to a close, we are filled pride and optimism for the future. The past year has been challenging, but it has also presented us with unique opportunities to grow and evolve. We have demonstrated that we can adapt to changes and overcome obstacles, and we have made significant progress towards our sustainability goals. Looking ahead, we are excited to continue pushing ourselves to the next level and beyond, as we strive to make a positive impact on the world around us.

We are committed to our vision of integrating environmental stewardship, social responsibility, and economic prosperity into our business decisions and actions, and we believe that with the support of our employees, clients, and stakeholders, we can achieve great things. Thank you for your continued partnership and dedication to sustainability, and we look forward to sharing our progress with you in the years to come.

GRI CONTENT INDEX

Cascade's 2022 Corporate Sustainability Report has been prepared with reference to the GRI Standards for Sustainability Reporting.

STATEMENT OF USE

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 1: Foundation	Statement of Use	Cascade's 2022 Corporate Sustainability Report has been prepared with reference to the GRI Standards for Sustainability Reporting.	77	

THE ORGANIZATION AND ITS REPORTING PRACTICES

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 2: General Disclosures 2021	2-1 Organizational details	Our Brands, owned by private equity	10	
	2-2 Entities included in the organization's sustainability reporting	Reporting Standards	5	As a privately held firm, Cascade does not publicly release consolidated financial statements
	2-3 Reporting period, frequency and contact point	Reporting Standards	5	
	2-4 Restatements of information	Restatement of information		No restatement of information
	2-5 External assurance	Reporting Standards	5	None

ACTIVITIES AND WORKERS

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 2: General Disclosures 2021	2-6 Activities, value *and other business relationships*	Our Brands; Our Value Chain	10-12; 13-14	*Total capitalization omitted. As a privately held firm, Cascade's financial data is not publicly disclosed*
	2-7 Employees	*Diversity & Inclusion; Appendix A- Total Employees by Contract Type*	56-57; A10	*Data includes all employees on active status as of the end of the cal*endar year. Since temporary employees and subcontracted labor are not on the Company's payroll, their data is not included in the report.
	2-8 Workers who are employees	Appendix A- Total Employees by Contract Type	A10	

GOVERNANCE

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Governance Structure; Appendix A- Diversity of Governance Bodies	65, A13	
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance Structure	65	
	2-13 Delegation of responsibility for managing impacts	Governance Structure	65	
	2-14 Role of the highest in sustainability reporting	Governance Structure	65	
	2-16 Communication of critical concerns	Communication	66	
	2-17 Collective knowledge of the highest governance body	Communication	66	

STRATEGY, POLICIES, AND PRACTICES

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Message from the CEO	2-4	
	2-23 Policy commitments	Values & Commitments	67-68	
	2-24 Embedding policy commitments	Values & Commitments	69-70	
	2-25 Processes to remediate negative impacts	Values & Commitments	69	
	2-26 Mechanisms for seeking advice and raising concerns	Values & Commitments	70	
	2-27 Compliance with laws and regulations	Regulatory Compliance	71-74	a 'significant fine' is one that resulted in monetary penalty greater than $10,000 A 'significant spill' is one that involved a reportable quantity under hazardous materials regulations
	2-28 Membership associations	Memberships	75	

STAKEHOLDER ENGAGEMENT

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Stakeholder Engagement	18	
	2-30 Collective bargaining agreements	Stakeholder Engagement	19	

MATERIALITY

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Topics	6	
	3-2 List of material topics	Material Topics	7-8	
	3-3 Management of material topics	Management Approach	9	

ECONOMIC PERFORMANCE

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Performance	20	Reporting net sales, jobs performed, and community investment. As a privately held firm, Cascade's financial data is not publicly disclosed
	201-2 Financial implications and other risks and opportunities due to climate change	Economic Performance	21-23	
	201-3 Defined benefit plan obligations and other retirement plans	Employment	41	Employer contributions to 401(k) plans come from the company's general resources. The company does not provide employee pensions and therefore has no pension liability.
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to minimum wage	Economic Performance; Appendix A- Entry Level Salaries;	24, A1	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Our ValueChain	16-17	Local businesses are included in our Tier 3 and 4 classifications and typically service no more than two Cascade locations. Regional vendors service three or more Cascade locations.

ENVIRONMENTAL PERFORMANCE

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 302: Energy 2016	302-1 Energy use by source	Energy	25-27	
	302-1 Energy intensity ratio	Energy	26	
	302-4 Reductions of energy consumption	Energy	28	
	302-5 Reductions in energy requirements of products and services	Energy, Sustainable Remediation	28, 30-33	
GRI 305: Emissions 2016	305-1 Direct GHG emissions (Scope 1)	GHG Emissions	29	
	305-2 Indirect GHG emissions (Scope 2)	GHG Emissions	29	
	305-4 GHG emissions intensity ratio	GHG Emissions	29	
	305-5 GHG reductions realized	GHG Emissions	29	
	305-6 Emissions of ozone-depleting substances (ODS)	GHG Emissions	29	
	305-7 Nitrogen oxide (NOx), sulfur oxides (Sox), and other significant emissions	GHG Emissions	29	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Our Value Chain	17	
	308-2 Negative environmental impacts in the supply chain and actions taken	Our Value Chain	15	

SOCIAL PERFORMANCE

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 401: Employment 2016	401-1 New employee hires	Employment; Appendix A- Employee Retention	35-38, A2-A3, A4-A9	The number and rate of new hires and employee turnover by region are omitted. All employees are based in the USA and the company does not segment the data regions within the United States.
	401-2 Benefits	Employment	39-41	
	401-3 Parental leave	Employment; Appendix A- Parental Leave Data	40-41, A9	
GRI 403: Occupational Health and Safety 2016	403-1 Occupational health and safety management system	Health & Safety	41-42	
	403-2 Hazard identification, risk assessment, and incident investigation	Health & Safety	43-47	Estimated value of loss prevention is calculated based on the average cost per injury related to the selected observation mitigation effort
	403-3 Occupational health services	Health & Safety	47	
	403-4 Roles and responsibilities of joint management-worker health and safety committees	Health & Safety	48-49	
	403-5 Worker training on occupational health and safety	Training & Professional Development	53-54	
	403-6 Promotion of worker health	Health & Safety	47	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health & Safety	43-47	Employees maintain control over operations
	403-8 Workers covered by an occupational health and safety management system			All employees are covered under the CORE Health & Safety Program
	403-9 Work-related injuries	Health & Safety	50-51	Data is reported for employees only.
	403-10 Work-related ill health	Health & Safety	50-51	Employees are medically evaluated with a pre-employment physical an annual physical thereafter to determine medically fit to perform the work- related tasks at Cascade.

SOCIAL PERFORMANCE

Standard	Disclosure	Location and Notes	Page #	Omission
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Training & Professional Development	53	Cascade does not track track training by gender or category
	404-2 Programs for upgrading employee skills and transition assistance programs	Training & Professional Development	53-54	Cascade does not provide transition assistance
	404-3 Performance and career development reviews	Training & Professional Development; Appendix A- Employee Performance Review	54-55, A10	Cascade does not track by gender or job category. Reporting for total workforce only.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Our Value Chain	17	
	414-2 Negative social impacts in the supply chain and actions taken	Our Value Chain	17	
GRI 405: Diversity & Equal Opportunity 2016	405-1 Diversity of employees	Diversity & Inclusion; Appendix A- Workforce Diversity Data	56-62, A10-A13	
	405-2 Ratio of basic salary and remuneration of women to men	Diversity & Inclusion; Appendix A- Entry Level Salaries	63-64, A1	
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination	Diversity & Inclusion	64	

SASB DISCLOSURES

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

RELEVANT ISSUES
ENVIRONMENT

Topic	SASB Metric	Code	Location in Report	Notes
Environmental Impacts of Project Development	Number of incidents of non-compliance with environmental permits, standards, and regulations	IF-EN-160a.1	Regulatory Compliance, Page 71-72	
	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	IF-EN-160a.2	Sustainable Remediation, Page 30-33	

SOCIAL CAPITAL

Topic	SASB Metric	Code	Location in Report	Notes
Structural Integrity & Safety	Amount of defect- and safety-related rework costs	IF-EN-250a.1	Not applicable	We do not have defect- and safety-related rework costs
	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	IF-EN-250a.2		$4,863 from two settlements.

HUMAN CAPITAL

Topic	SASB Metric	Code	Location in Report	Notes
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	IF-EN-320a.1	Health & Safety Page 50	

BUSINESS MODEL & INNOVATION

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

SASB DISCLOSURES

BUSINESS MODEL & INNOVATION

Topic	SASB Metric	Code	Location in Report	Notes
Lifecycle Impacts of Buildings & Infrastructure	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	IF-EN-410a.2	Sustainable Remediation, Page 30-33	Cascade offers remediation services and technologies to help our clients achieve their sustainability goals.
Climate Impacts of Business Mix	Amount of backlog for (1) hydrocarbon related projects and (2) renewable energy projects	IF-EN-410b.1	Not applicable	We do not perform this type of work.
	Amount of backlog cancellations associated with hydrocarbon-related projects	IF-EN-410b.2	Not applicable	We do not perform this type of work.
	Amount of backlog for non-energy projects associated with climate change mitigation	IF-EN-410b.3	Not applicable	We do not perform this type of work.

GOVERNANCE

Topic	SASB Metric	Code	Location in Report	Notes
Business Ethics	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index3	IF-EN-510a.1	Not applicable	We do not perform this type of work.
	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anticompetitive practices.	IF-EN-510a.2		Zero
	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in the project bidding processes	IF-EN-510a.3	Values & Commitments, Page 69-70	
	ACTIVITY METRIC	**CODE**		
	Number of active projects (active but not complete)	IF-EN-000.A	Not available	As a privately held firm, Cascade reports only on the number of completed jobs
	Number of commissioned projects (completed)	IF-EN-000.B		4027
	Total backlog	IF-EN-000.B	Not available	As a privately held firm, Cascade does not disclose total backlog

APPENDIX A

Entry Level Salaries

ENTRY LEVEL HIRE AVERAGE VS. STATE MINIMUM WAGE

	2020			2021			2022		
	FEMALE	MALE	OVERALL AVERAGE OF FED MINIMUM WAGE	FEMALE	MALE	OVERALL AVERAGE OF FED MINIMUM WAGE	FEMALE	MALE	OVERALL AVERAGE OF FED MINIMUM WAGE
ACCOUNTING CLERK	N/A	N/A	N/A	N/A	N/A	N/A	185%	N/A	185%
ADMINISTRATIVE ASST	168%	N/A	168%	213%	160%	207%	213%	N/A	213%
DRILLER ASST	N/A	182%	182%	194%	192%	192%	224%	197%	198%
FIELD ASST	221%	183%	184%	N/A	172%	172%	N/A	200%	200%
FIELD TECHNICIAN	N/A	204%	204%	N/A	N/A	N/A	N/A	283%	283%
LABORER	N/A	200%	200%	N/A	200%	200%	N/A	164%	164%
SHOP HELPER	N/A	N/A	N/A	N/A	136%	136%	N/A	144%	144%
GRAND TOTAL	**178%**	**182%**	**182%**	**209%**	**188%**	**189%**	**215%**	**197%**	**198%**

ENTRY LEVEL HIRE AVERAGE VS. FEDERAL MINIMUM WAGE

	2020			2021			2022		
	FEMALE	MALE	OVERALL AVERAGE OF FED MINIMUM WAGE	FEMALE	MALE	OVERALL AVERAGE OF FED MINIMUM WAGE	FEMALE	MALE	OVERALL AVERAGE OF FED MINIMUM WAGE
ACCOUNTING CLERK	N/A	N/A	N/A	N/A	N/A	N/A	331%	N/A	331%
ADMINISTRATIVE ASST	293%	N/A	293%	308%	269%	303%	300%	N/A	300%
DRILLER ASST	N/A	258%	258%	248%	272%	272%	266%	280%	279%
FIELD ASST	221%	270%	269%	N/A	266%	266%	N/A	287%	287%
FIELD TECHNICIAN	N/A	359%	359%	N/A	N/A	N/A	N/A	283%	283%
LABORER	N/A	303%	303%	N/A	331%	331%	N/A	294%	294%
SHOP HELPER	N/A	N/A	N/A	N/A	231%	231%	N/A	262%	262%
GRAND TOTAL	**279%**	**262%**	**262%**	**295%**	**271%**	**272%**	**288%**	**281%**	**282%**

New Hires

NEW HIRE EMPLOYEE COUNT BY GENDER*

	2020					2021					2022				
	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL
EXEC AND SR MANAGEMENT	0	0%	0	0%	0	0	0%	0	0%	0	0	0%	1	100%	1
FIRST AND MID-LEVEL MGMT	0	0%	2	100%	2	0	0%	5	100%	5	3	38%	5	63%	8
PROFESSIONALS	1	20%	4	80%	5	2	33%	4	67%	6	0	0%	6	100%	6
TECHNICIANS	0	0%	0	0%	0	0	0%	0	0%	0	0	0%	0	0%	0
SALES WORKERS	1	100%	0	0%	1	1	50%	1	50%	2	0	0%	0	0%	0
ADMIN SUPPORT WORKERS	6	100%	0	0%	6	9	90%	1	10%	10	10	91%	1	9%	11
CRAFT WORKERS - SKILLED	0	0%	25	100%	25	0	0%	45	100%	45	0	0%	56	100%	56
OPERATIVES - SEMI-SKILLED	0	0%	100	100%	100	2	1%	156	99%	158	4	2%	173	98%	177
LABORERS/ HELPER	1	3%	31	97%	32	0	0%	27	100%	27	0	0%	52	100%	52
GRAND TOTAL	**9**	**5%**	**162**	**95%**	**171**	**14**	**6%**	**239**	**94%**	**253**	**17**	**5%**	**294**	**95%**	**311**

* Gender as specified by the employee themselves

NEW HIRE EMPLOYEE COUNT BY MINORITY POPULATION*

	2020			2021			2022		
	% OF MINORITIES	% OF NON-MINORITIES	TOTAL	% OF MINORITIES	% OF NON-MINORITIES	TOTAL	% OF MINORITIES	% OF NON-MINORITIES	TOTAL
EXEC AND SR MANAGEMENT	0%	0%	0	0%	0%	0	100%	0%	1
FIRST AND MID-LEVEL MGMT	0%	100%	2	0%	100%	5	50%	50%	8
PROFESSIONALS	0%	100%	5	16%	84%	6	33%	67%	6
TECHNICIANS	0%	0%	0	0%	100%	0	0%	0%	0
SALES WORKERS	0%	100%	1	0%	100%	2	0%	0%	0
ADMINISTRATIVE SUPPORT WORKERS	33%	67%	6	60%	40%	10	18%	82%	11
CRAFT WORKERS - SKILLED	44%	56%	25	33.3%	66.7%	45	30%	70%	56
OPERATIVES - SEMI-SKILLED	40%	60%	100	46%	54%	158	42%	58%	177
LABORERS/HELPER	38%	63%	32	51.8%	48%	27	54%	46%	52
GRAND TOTAL	**38%**	**62%**	**171**	**43%**	**57%**	**253**	**42%**	**59%**	**311**

* Race/ethnicity as specified by the employee themselves.

NEW HIRE AGE COMPOSITION BY JOB CATEGORY

	2020				2021				2022			
	UNDER 30	30-50	50+	TOTAL	UNDER 30	30-50	50+	TOTAL	UNDER 30	30-50	50+	TOTAL
EXEC AND SR MANAGEMENT	0%	0%	0%	0	0%	0%	0%	0	0%	0%	100%	1
FIRST AND MID-LEVEL MGMT	0%	50%	50%	2	0%	60%	40%	5	0%	63%	38%	8
PRO-FESSIONALS	20%	80%	0%	5	17%	83%	0%	6	33%	33%	33%	6
TECHNICIANS	0%	0%	0%	0	0%	0%	0%	0	0%	0%	0%	0
SALES WORKERS	0%	0%	100%	1	0%	100%	0%	2	0%	0%	0%	0
ADMIN SUPPORT WORKERS	17%	50%	33%	6	0%	70%	30%	10	27%	36%	36%	11
CRAFT WORKERS - SKILLED	20%	56%	24%	25	36%	56%	9%	45	25%	57%	18%	56
OPERATIVES - SEMI-SKILLED	62%	33%	5%	100	58%	39%	4%	158	60%	37%	3%	177
LABORERS/ HELPER	47%	47%	6%	32	63%	37%	0%	27	52%	40%	8%	52
GRAND TOTAL	**49%**	**41%**	**10%**	**171**	**49%**	**45%**	**6%**	**253**	**49%**	**41%**	**9%**	**311**

* Gender as specified by the employee themselves

Employee Retention

TOTAL EMPLOYEE TURNOVER BY GENDER*

	2020					2021					2022				
	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL
EXEC AND SR MANAGEMENT	0	0%	4	100%	4	0	0%	0	0%	0	0	0%	2	100%	2
FIRST AND MID-LEVEL MGMT	2	18%	9	82%	11	1	10%	9	90%	10	4	31%	9	69%	13
PROFESSIONALS	1	6%	16	94%	17	0	0%	8	100%	8	2	33%	4	67%	6
TECHNICIANS	0	0%	0	0%	0	0	0%	0	0%	0	0	0%	0	0%	0
SALES WORKERS	1	25%	3	75%	4	0	0%	2	100%	2	2	67%	1	33%	3
ADMIN SUPPORT WORKERS	10	91%	1	9%	11	11	92%	1	8%	12	4	80%	1	20%	5
CRAFT WORKERS - SKILLED	0	0%	64	100%	64	0	0%	83	100%	83	0	0%	77	100%	77
OPERATIVES - SEMI-SKILLED	0	0%	121	100%	121	3	2%	132	98%	135	2	1.7%	119	98.3%	121
LABORERS/ HELPER	0	0%	28	100%	28	1	3%	27	97%	28	0	0%	28	100%	28
GRAND TOTAL	14	5%	246	95%	260	16	6%	262	94%	278	14	5%	241	95%	255

* Gender as specified by the employee themselves

TOTAL EMPLOYEE TURNOVER BY MINORITY POPULATION*

	2020			2021			2022		
	% OF MINORITIES	% OF NON-MINORITIES	TOTAL	% OF MINORITIES	% OF NON-MINORITIES	TOTAL	% OF MINORITIES	% OF NON-MINORITIES	TOTAL
EXEC AND SR MANAGEMENT	0%	100%	4	0%	0%	0	50%	50%	2
FIRST AND MID-LEVEL MGMT	0%	100%	11	30%	700%	10	23%	77%	13
PROFESSIONALS	18%	82%	17	13%	88%	8	17%	83%	6
TECHNICIANS	0%	0%	0	0%	0%	0	0%	0%	0
SALES WORKERS	50%	60%	4	0%	100%	2	0%	100%	3
ADMINISTRATIVE SUPPORT WORKERS	36%	64%	11	33%	67%	12	20%	80%	5
CRAFT WORKERS - SKILLED	30%	70%	64	24%	76%	83	26%	74%	77
OPERATIVES - SEMI-SKILLED	38%	62%	121	50%	50%	135	45%	55%	121
LABORERS/HELPER	36%	64%	28	32%	68%	28	32%	68%	28
GRAND TOTAL	32%	68%	260	37%	63%	278	35%	65%	255

* Race/ethnicity as specified by the employee themselves.

TOTAL EMPLOYEE TURNOVER BY AGE COMPOSITION

	2020				2021				2022			
	UNDER 30	30-50	50+	TOTAL	UNDER 30	30-50	50+	TOTAL	UNDER 30	30-50	50+	TOTAL
EXEC AND SR MANAGEMENT	0	25%	75%	4	0%	0%	0%	0	0%	0%	100%	2
FIRST AND MID-LEVEL MGMT	0	55%	45%	11	0%	50%	50%	10	0%	54%	46%	13
PRO-FESSIONALS	12%	41%	47%	17	12.5%	50%	37.5%	8	16.7%	50%	33.3%	6
TECH-NICIANS	0%	0%	0%	0	0%	0%	0%	0	0%	0%	0%	0
SALES WORKERS	0%	50%	50%	4	0%	50%	50%	2	0%	33%	67%	3
ADMIN SUPPORT WORKERS	27%	18%	55%	11	8%	58%	33%	12	20%	40%	40%	5
CRAFT WORKERS - SKILLED	11%	56%	33%	64	25%	52%	23%	83	19%	61%	19%	77
OPERATIVES - SEMI-SKILLED	50%	45%	6%	121	55.6%	38.5%	5.9%	135	51.2%	43.0%	5.8%	121
LABORERS/ HELPER	57%	29%	14%	28	42.9%	50%	7.1%	28	53.6%	32.1%	14.3%	28
GRAND TOTAL	**34%**	**45%**	**22%**	**260**	**39.6%**	**45.3%**	**15.1%**	**278**	**36.9%**	**47.5%**	**15.7%**	**255**

VOLUNTARY TURNOVER BY JOB CATEGORY

	2020		2021		2022	
	TOTAL INVOL TERMS	TOTAL TERMS	TOTAL INVOL TERMS	TOTAL TERMS	TOTAL INVOL TERMS	TOTAL TERMS
EXEC AND SR MANAGEMENT	3	4	0	0	1	2
FIRST AND MID-LEVEL MGMT	7	11	9	10	11	13
PROFESSIONALS	7	17	7	8	5	6
TECHNICIANS	0	0	0	0	0	0
SALES WORKERS	2	4	1	2	1	3
ADMIN SUPPORT WORKERS	6	11	8	12	3	5
CRAFT WORKERS - SKILLED	37	64	74	83	63	77
OPERATIVES - SEMI-SKILLED	92	121	109	135	95	121
LABORERS/ HELPER	20	28	24	28	21	28
GRAND TOTAL	**174**	**260**	**232**	**278**	**200**	**255**

VOLUNTARY TURNOVER BY GENDER*

	2020					2021					2022				
	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL
EXEC AND SR MANAGEMENT	0	0%	3	100%	3	0	0%	0	0%	0	0	0%	1	100%	1
FIRST AND MID-LEVEL MGMT	2	29%	5	71%	7	11%	0%	8	89%	9	3	27%	8	73%	11
PROFESSIONALS	1	14%	6	86%	7	0	0%	7	100%	7	2	40%	3	60%	5
TECHNICIANS	0	0%	0	0%	0	0	0%	0	0%	0	0	0%	0	0%	0
SALES WORKERS	0	0%	2	100%	2	0	0%	1	100%	1	0	0%	1	100%	1
ADMIN SUPPORT WORKERS	6	100%	0	0%	6	7	87.5%	1	12.5%	8	2	67%	1	33%	3
CRAFT WORKERS - SKILLED	0	0%	37	100%	37	0	0%	74	100%	74	0	0%	63	100%	63
OPERATIVES - SEMI-SKILLED	0	0%	92	100%	92	3	2.7%	106	97.3%	109	1	1%	94	99%	95
LABORERS/ HELPER	0	0%	20	100%	20	0	0%	24	100%	24	0	0%	21	100%	21
GRAND TOTAL	**9**	**5%**	**165**	**95%**	**174**	**11**	**4.7%**	**221**	**95.3%**	**232**	**8**	**4%**	**192**	**96%**	**200**

* Gender as specified by the employee themselves

VOLUNTARY TURNOVER BY MINORITY POPULATION*

	2020			2021			2022		
	% OF MINORITIES	% OF NON-MINORITIES	TOTAL	% OF MINORITIES	% OF NON-MINORITIES	TOTAL	% OF MINORITIES	% OF NON-MINORITIES	TOTAL
EXEC AND SR MANAGEMENT	0%	100%	3	0%	0%	0	100%	0%	1
FIRST AND MID-LEVEL MGMT	0%	100%	7	33%	67%	9	9%	91%	11
PROFESSIONALS	14%	86%	7	14%	86%	7	20%	80%	5
TECHNICIANS	0%	0%	0	0%	0%	0	0%	0%	0
SALES WORKERS	50%	50%	2	0%	100%	1	0%	100%	1
ADMINISTRATIVE SUPPORT WORKERS	33%	67%	6	37.5%	62.5%	8	33%	67%	3
CRAFT WORKERS - SKILLED	32%	68%	37	24.3%	75.7%	74	24%	76%	63
OPERATIVES - SEMI-SKILLED	34%	66%	92	44%	56%	109	44%	56%	95
LABORERS/HELPER	30%	70%	20	33%	67%	24	23%	%	21
GRAND TOTAL	**31%**	**69%**	**174**	**35%**	**65%**	**232**	**33%**	**67%**	**200**

* Race/ethnicity as specified by the employee themselves.

VOLUNTARY TURNOVER BY AGE COMPOSITION

	2020				2021				2022			
	UNDER 30	30-50	50+	TOTAL VOL TERMS	UNDER 30	30-50	50+	TOTAL VOL TERMS	UNDER 30	30-50	50+	TOTAL VOL TERMS
EXEC AND SR MANAGEMENT	0%	33%	67%	3	0%	0%	0%	0	0%	0%	100%	1
FIRST AND MID-LEVEL MGMT	0%	71%	29%	7	0%	44%	56%	9	0%	46%	54%	11
PRO-FESSIONALS	14%	57%	29%	7	14%	43%	43%	7	20%	40%	40%	5
TECH-NICIANS	0%	0%	0%	0	0%	0%	0%	0	0%	0%	0%	0
SALES WORKERS	0%	50%	5%	2	0%	100%	0%	1	0%	0%	100%	1
ADMIN SUPPORT WORKERS	16%	17%	67%	6	12.5%	50%	38%	8	33%	67%	0%	3
CRAFT WORKERS - SKILLED	13%	65%	22%	37	27%	54%	19%	74	21%	60%	19%	63
OPERATIVES - SEMI-SKILLED	50%	45%	5%	92	59%	36%	6%	109	52%	73%	5%	95
LABORERS/ HELPER	65%	25%	10%	20	50%	46%	4%	24	57%	24%	19%	21
GRAND	**38%**	**47%**	**15%**	**174**	**42%**	**44%**	**14%**	**232**	**38%**	**47%**	**15%**	**200**

INVOLUNTARY TURNOVER BY JOB CATEGORY

	2020		2021		2022	
	TOTAL INVOL TERMS	TOTAL TERMS	TOTAL INVOL TERMS	TOTAL TERMS	TOTAL INVOL TERMS	TOTAL TERMS
EXEC AND SR MANAGEMENT	1	4	0	0	1	2
FIRST AND MID-LEVEL MGMT	4	11	1	10	2	13
PROFESSIONALS	10	17	1	8	1	6
TECHNICIANS	0	0	0	0	0	0
SALES WORKERS	2	4	1	2	2	3
ADMIN SUPPORT WORKERS	5	11	4	12	2	5
CRAFT WORKERS - SKILLED	27	64	9	83	14	77
OPERATIVES - SEMI-SKILLED	29	121	26	135	26	121
LABORERS/ HELPER	8	28	4	28	7	28
GRAND TOTAL	**86**	**260**	**46**	**278**	**55**	**255**

INVOLUNTARY TURNOVER BY GENDER*

	2020					2021					2022				
	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL INVOL TERMS	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL INVOL TERMS	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL INVOL TERMS
EXEC AND SR MANAGEMENT	0	0%	1	100%	1	0	0%	0	0%	0	0	0%	1	100%	1
FIRST AND MID-LEVEL MGMT	0	0%	4	100%	4	0	0%	1	100%	1	1	50%	1	50%	2
PROFESSIONALS	0	0%	10	100%	10	0	0%	1	100%	1	0	0%	1	100%	1
TECHNICIANS	0	0%	0	0%	0	0	0%	0	0%	0	0	0%	0	0%	0
SALES WORKERS	1	50%	1	50%	2	0	0%	1	100%	1	2	100%	0	0%	2
ADMIN SUPPORT WORKERS	4	80%	1	20%	5	4	100%	0	0%	4	2	100%	0	0%	2
CRAFT WORKERS - SKILLED	0	0%	27	100%	27	0	0%	9	100%	9	0	0%	14	100%	14
OPERATIVES - SEMI-SKILLED	0	0%	29	100%	29	0	0%	26	100	26	1	3%	25	97%	26
LABORERS/ HELPER	0	0%	8	100%	8	1	25%	3	75%	4	0	0%	7	100%	7
GRAND TOTAL	**5**	**6%**	**81**	**94%**	**86**	**5**	**11%**	**41**	**89%**	**46**	**6**	**11%**	**49**	**89%**	**55**

* Gender as specified by the employee themselves

INVOLUNTARY TURNOVER BY MINORITY POPULATION*

	2020			2021			2022		
	% OF MINORITIES	% OF NON-MINORITIES	TOTAL	% OF MINORITIES	% OF NON-MINORITIES	TOTAL	% OF MINORITIES	% OF NON-MINORITIES	TOTAL
EXEC AND SR MANAGEMENT	0%	100%	1	0%	0%	0	100%	0%	1
FIRST AND MID-LEVEL MGMT	0%	100%	4	0%	100%	1	50%	50%	2
PROFESSIONALS	20%	80%	10	0%	100%	1	33%	67%	1
TECHNICIANS	0%	0%	0	0%	0%	0	0%	0%	0
SALES WORKERS	50%	50%	2	0%	100%	1	0%	100%	2
ADMINISTRATIVE SUPPORT WORKERS	33%	67%	5	25%	75%	4	18%	82%	2
CRAFT WORKERS - SKILLED	44%	56%	27	22%	78%	9	30%	70%	14
OPERATIVES - SEMI-SKILLED	40%	60%	29	73%	27%	26	42%	58%	26
LABORERS/HELPER	38%	63%	8	25%	75%	4	54%	46%	7
GRAND TOTAL	**38%**	**62%**	**86**	**50%**	**50%**	**46**	**42%**	**59%**	**55**

* Race/ethnicity as specified by the employee themselves.

INVOLUNTARY TURNOVER BY AGE COMPOSITION

	2020				2021				2022			
	UNDER 30	30-50	50+	TOTAL	UNDER 30	30-50	50+	TOTAL	UNDER 30	30-50	50+	TOTAL
EXEC AND SR MANAGEMENT	0%	0%	100%	1	0%	0%	0%	0	0%	0%	100%	1
FIRST AND MID-LEVEL MGMT	0%	25%	75%	4	0%	100%	0%	1	0%	100%	0%	2
PRO-FESSIONALS	10%	30%	60%	10	0%	0%	100%	1	0%	100%	0%	1
TECH-NICIANS	0%	0%	0%	0	0%	0%	0%	0	0%	0%	0%	0
SALES WORKERS	0%	50%	50%	2	0%	0%	100%	1	0%	50%	50%	2
ADMIN SUPPORT WORKERS	40%	20%	40%	5	0%	75%	25%	4	0%	0%	100%	2
CRAFT WORKERS - SKILLED	7%	44%	49%	27	11%	33%	56%	9	14%	64%	21%	14
OPERATIVES - SEMI-SKILLED	48%	45%	7%	29	42%	50%	8%	26	50%	42%	8%	26
LABORERS/ HELPER	4%	38%	25	8	0%	75%	25%	4	43%	57%	0%	7
GRAND TOTAL	**26%**	**40%**	**34%**	**86**	**26%**	**52%**	**22%**	**46**	**33%**	**51%**	**16%**	**55**

Parental Leave Data

	2022	2021	2020
Total employees entitled to parental leave:	**796**	756	802
Male employees entitled to parental leave:	**709**	674	719
Female employees entitled to parental leave:	**87**	82	83
Total number of employees that took parental leave	**3**	0	7
Male employees that took parental leave	**2**	0	5
Female employees that took parental leave	**1**	0	2
Total number of employees that returned to work in the reporting period after parental leave ended	**0**	0	7
Male employees that returned to work in the reporting period after parental leave ended	**0**	0	5
Female employees that returned to work in the reporting period after parental leave ended	**0**	0	2
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	**2**	1	2
Male employees that returned to work after parental leave ended that were still employed 12 months after their return to work	**1**	0	1
Female employees that returned to work after parental leave ended that were still employed 12 months after their return to work	**1**	1	1

Employee Performance Reviews

CATEOGRY	FEMALE	% COMPLETED	MALE	TOTAL
Exec and Sr Management	2		4	6
First and Mid-Level Mgmt	8		24	32
Professionals	7		35	42
Technicians	0		1	1
Sales Workers	1		2	3
Administrative Support Workers	16		0	16
Craft Workers - skilled	1		183	184
Operatives - semi-skilled	0		59	59
Laborers/Helper	0		13	13
GRAND TOTAL	**35**		**321**	**356**

Workforce Diversity Data

Total Employees by Contract Type

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

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

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

	Male	Female	Total
Total Employees	709	87	**796**
Full Time (Permanent) Employees	709	87	**796**
Temporary Employees	4	2	**6**

Employees by Job Category

CATEGORY	2020 TOTAL	2021 TOTAL	2022 TOTAL
Exec and Sr Management	20	19	20
First and Mid-Level Mgmt	57	65	64
Professionals	83	76	75
Technicians	2	2	2
Sales Workers	12	14	9
Administrative Support Workers	44	38	47
Craft Workers - skilled	306	310	318
Operatives - semi-skilled	203	198	213
Laborers/Helper	45	34	48
GRAND TOTAL	**802**	**756**	**796**

EMPLOYEES BY GENDER*

	2020					2021					2022				
	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL
EXEC AND SR MANAGEMENT	2	10%	18	90%	20	2	11%	17	89%	19	3	15%	17	85%	20
FIRST AND MID-LEVEL MGMT	12	21%	45	79%	57	13	20%	52	80%	65	14	22%	50	78%	64
PROFESSIONALS	22	27%	61	73%	83	26	34%	50	66%	76	19	25%	56	75%	75
TECHNICIANS	0	0%	2	100%	2	0	0%	2	100%	2	0	0%	2	100%	2
SALES WORKERS	2	17%	10	83%	12	3	21%	11	79%	14	2	22%	7	78%	9
ADMIN SUPPORT WORKERS	41	93%	3	7%	44	36	95%	2	5%	38	45	96%	2	4%	47
CRAFT WORKERS - SKILLED	1	0%	335	100%	336	1	0%	309	100%	310	2	1%	316	99%	318
OPERATIVES - SEMI-SKILLED	2	1%	201	99%	203	1	1%	197	99%	198	2	1%	211	99%	213
LABORERS/ HELPER	1	2%	44	98%	45	0	0%	34	100%	34	0	0%	48	100%	48
GRAND TOTAL	**83**	**10%**	**719**	**90%**	**802**	**82**	**11%**	**675**	**89%**	**756**	**87**	**11%**	**709**	**89%**	**796**

* Gender as specified by the employee themselves

EMPLOYEES BY MINORITY POPULATION*

	2020			2021			2022		
	% OF MINORITIES	% OF NON-MINORITIES	TOTAL	% OF MINORITIES	% OF NON-MINORITIES	TOTAL	% OF MINORITIES	% OF NON-MINORITIES	TOTAL
EXEC AND SR MANAGEMENT	0%	100%	20	0%	100%	19	0%	100%	20
FIRST AND MID-LEVEL MGMT	12%	88%	57	11%	89%	65	16%	84%	64
PROFESSIONALS	19%	81%	83	16%	84%	76	15%	85%	75
TECHNICIANS	50%	50%	2	50%	50%	2	50%	50%	2
SALES WORKERS	0%	100%	12	7%	93%	14	0%	100%	9
ADMINISTRATIVE SUPPORT WORKERS	18%	82%	44	26%	74%	38	30%	70%	47
CRAFT WORKERS - SKILLED	24%	76%	336	25%	75%	310	28%	72%	318
OPERATIVES - SEMI-SKILLED	36%	64%	203	36%	64%	198	38%	62%	213
LABORERS/HELPER	22%	78%	45	41%	59%	34	56%	44%	48
GRAND TOTAL	**25%**	**75%**	**802**	**26%**	**74%**	**756**	**29%**	**71%**	**796**

* Race/ethnicity as specified by the employee themselves.

EMPLOYEES BY AGE COMPOSITION

	2020				2021				2022			
	UNDER 30	30-50	50+	TOTAL	UNDER 30	30-50	50+	TOTAL	UNDER 30	30-50	50+	TOTAL
EXEC AND SR MANAGEMENT	0%	20%	80%	20	0%	16%	84%	19	0%	30%	70%	20
FIRST AND MID-LEVEL MGMT	1.8%	61%	37%	57	1.5%	57%	42%	65	1.56%	51.56%	46.88%	64
PRO-FESSIONALS	8.43%	55.4%	36.14%	83	6.58%	55.26%	38.16%	76	6.67%	50.67%	0%	75
TECH-NICIANS	0%	100%	0%	2	0%	100%	0%	2	0%	100%	0%	2
SALES WORKERS	0%	42%	58%	12	0%	43%	57%	14	0%	33.33%	66.67%	9
ADMIN SUPPORT WORKERS	9.1%	41%	50%	44	5.3%	44.7%	50%	38	8.51%	42.55%	48.94%	47
CRAFT WORKERS - SKILLED	12.2%	52%	36%	336	11.3%	51.3%	37.4%	310	13.52%	50.94%	35.53%	318
OPERATIVES - SEMI-SKILLED	40.4%	44.3%	15.3%	203	39.4%	46.9%	13.6%	198	45.07%	42.25%	12.69%	213
LABORERS/HELPER	37.78%	55.56%	6.67%	45	47.06%	50%	2.94%	34	41.67%	54.17%	4.17%	48
GRAND TOTAL	**19%**	**49.9%**	**31.2%**	**802**	**18.1%**	**49.7%**	**32.1%**	**756**	**21.2%**	**47.7%**	**31.0%**	**796**

PART-TIME EMPLOYEES BY GENDER*

	2020					2021					2022				
	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL
EXEC AND SR MANAGEMENT	0	0%	0	0%	0	0	0%	0	0%	0	0	0%	0	0%	0
FIRST AND MID-LEVEL MGMT	0	0%	0	0%	0	0	0%	0	0%	0	0	0%	0	0%	0
PROFESSIONALS	1	100%	0	0%	1	0	0%	1	100%	1	0	0%	0	0%	0
TECHNICIANS	0	0%	0	0%	0	0	0%	0	0%	0	0	0%	0	0%	0
SALES WORKERS	0	0%	0	0%	0	0	0%	0	0%	0	0	0%	0	0%	0
ADMIN SUPPORT WORKERS	0	0%	0	0%	0	0	0%	0	0%	0	0	0%	0	0%	0
CRAFT WORKERS - SKILLED	0	0%	4	100%	4	0	0%	0	0%	0	0	0%	1	100%	1
OPERATIVES - SEMI-SKILLED	0	0%	0	0%	0	0	0%	0	0%	0	0	0%	0	0%	0
LABORERS/ HELPER	0	0%	0	0%	0	0	0%	0	0%	0	0	0%	0	0%	0
GRAND TOTAL	**1**	**20%**	**4**	**80%**	**5**	**0**	**0**	**1**	**100%**	**1**	**0**	**0%**	**1**	**100%**	**1**

* Gender as specified by the employee themselves

TEMPORARY EMPLOYEES BY GENDER*

	2020					2021					2022				
	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL	FEMALE	% OF FEMALE	MALE	% OF MALE	TOTAL
EXEC AND SR MANAGEMENT	0	0%	0	0%	0	0	0%	0	0%	0	0	0%	0	0%	0
FIRST AND MID-LEVEL MGMT	0	0%	1	100%	1	0	0%	0	0%	0	0	0%	0	0%	0
PROFESSIONALS	1	100%	0	0%	1	1	100%	0	0%	1	1	100%	0	0%	1
TECHNICIANS	0	0%	0	0%	0	0	0%	0	0%	0	0	0%	0	0%	0
SALES WORKERS	0	0%	0	0%	0	0	0%	0	0%	0	0	0%	1	100%	1
ADMIN SUPPORT WORKERS	2	67%	1	33%	3	3	75%	1	25%	4	1	100%	0	0%	1
CRAFT WORKERS - SKILLED	0	0%	1	100%	1	0	0%	1	100%	1	0	0%	2	100%	2
OPERATIVES - SEMI-SKILLED	0	0%	0	0%	0	0	0%	0	0%	0	0	0%	1	100%	1
LABORERS/ HELPER	0	0%	0	0%	0	0	0%	0	0%	0	0	0%	0	0%	0
GRAND TOTAL	**3**	**50%**	**3**	**50%**	**6**	**4**	**67%**	**2**	**33%**	**6**	**2**	**33%**	**4**	**67%**	**6**

* Gender as specified by the employee themselves

Diversity of Governance Bodies

Board

GENDER		AGE			TENURE ON BOARD				DIVERSITY STATUS
Male	Female	<30	30-50	>50	<3	3-5	5-10	>10	
7	0	0	0	7	4	1	2	0	1 Hispanic

Executive Team

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