



# Real People

# Real Impact

2024 CORPORATE  
SUSTAINABILITY REPORT  
APRIL 2025





<b>MESSAGE FROM THE CEO</b>	<b>4</b>
<b>ABOUT THIS REPORT</b>	<b>6</b>
Reporting Standards	6
Restatement of Information	7
Material Topics	7
Management Approach	10
<b>ABOUT CASCADE</b>	<b>13</b>
Our Brands	14
Our Value Chain	16
<b>STAKEHOLDER ENGAGEMENT</b>	<b>26</b>
Channels of Engagement	27
Collective Bargaining	28
<b>ECONOMIC IMPACT</b>	<b>31</b>
Capital Investment	31
Economic Performance	32
Charitable Investment	33
Climate Resiliency	34
Compensation	37

<b>ENVIRONMENTAL IMPACT</b>	<b>40</b>
Energy	40
GHG Emissions	44
Sustainable Remediation	47
<b>SOCIAL IMPACT</b>	<b>57</b>
Employment	57
Health & Safety	68
Training & Professional Development	86
Diversity & Inclusion	90
Technology	98
<b>GOVERNANCE</b>	<b>102</b>
Governance Structure	102
Communication	103
Values & Commitments	104
Regulatory Compliance	110
Memberships	115
<b>GRI CONTENT INDEX</b>	<b>116</b>
<b>SASB DISCLOSURES</b>	<b>122</b>
<b>APPENDIX A</b>	<b>A1</b>
Entry Level Salaries	A1
New Hires	A3
Employee Retention	A9
Parental Leave Data	A15
Workforce Diversity Data	A16
Diversity of Governance Bodies	A25



**Ron Thalacker**  
President & CEO

Message from the CEO

## Welcome to Cascade's 2024 Corporate Sustainability Report.

This year's theme—*Real People, Real Impact*—is about exactly that. Sustainability isn't just about policies or programs—it's about the people who make it happen every day.

Our employees, clients, and partners drive meaningful change, and that's what keeps us moving forward.

### What's Shaping Our Business

**2024 has been a year of change and adaptation. Here's what we're navigating:**

- **Regulatory Uncertainty** - Government-funded projects are seeing delays and shifting priorities, making long-term planning more difficult.
- **PFAS Remediation** - Expanding regulations continue to drive demand for drilling, characterization, and remediation work.
- **Climate Challenges** - Heat stress is a real safety concern, and extreme weather has delayed projects—but it's also creating new opportunities in wetland mitigation, carbon capture, and water infrastructure.
- **Rising Costs** - Inflation continues to pressure wages, capital investment, and operational costs.
- **Cybersecurity Risks** - More digital threats mean bigger investments in security, training, and data protection.

Despite these challenges, we're adapting, innovating, and positioning Cascade for long-term success.

### Our Wins & Lessons Learned

**This year, we delivered strong performance in key areas, but also faced hurdles. Here's what stood out:**

- **Financial Growth** - Two divisions had record-breaking years, and we reached our highest revenue and profitability to date.
- **Sustainability Strategy** - We engaged stakeholders, assessed key priorities, and identified gaps to shape the future of our Compass™ sustainability program.
- **Leadership Development** - The Cascade Leadership Academy continues to build a stronger pipeline of future leaders and support succession planning.
- **Cybersecurity Investments** - We strengthened our defenses against digital threats with mandatory security awareness training, password management tools, cloud security solutions, and a zero-trust architecture.

**Safety remains a top priority but also an area for improvement.**

**Key takeaways include:**

- **Revamped training programs** brought back in-person safety training after two years of virtual instruction.
- **Hands-on training** is key to reducing complacency and improving accountability in the field.
- **Our Total Recordable Incident Rate (TRIR)** of 1.26 is still too high—we have work to do.

While we made great progress, there's always room to improve—especially in safety and operational efficiencies.

**Looking Ahead**

**We're focusing on three major priorities for the next few years:**

**1. Workforce Development & Retention**

- Many of our experienced drillers are retiring—we need to train and develop the next generation.
- The Cascade Leadership Academy and other workforce programs will play a big role.

**2. Fleet Investment & Equipment Upgrades**

- Aging fleet equipment is a challenge—we're prioritizing smart reinvestments and refurbishments to stay efficient.

**3. Market Expansion & Strategic Growth**

- Federal funding remains uncertain, but demand for remediation and infrastructure services is strong.
- We're exploring new markets and strategic acquisitions to drive future growth.

**Final Thoughts**

**Our success comes down to the people who make it happen—our employees, clients, and partners who turn challenges into opportunities.**

By strengthening our foundation in sustainability, reinforcing safety, and investing in our people and technology, we're building a future that's stronger, smarter, and more resilient.

Thank you for your trust and partnership. I'm proud of what we've accomplished together, and I'm excited for what's ahead.



Ron Thalacker  
President & CEO  
Cascade Environmental

# About This Report

Sustainability isn't just a corporate initiative; it's the direct result of the expertise, dedication, and problem-solving mindset of our teams in the field, in the lab, and in our offices.

Within these pages, you'll see how our people are making a difference—through innovative solutions, responsible business practices, and an unwavering commitment to environmental stewardship. We share their stories, the challenges they've tackled, and the impact they've had on communities, clients, and ecosystems. This report is more than a summary of progress—it's a testament to the power of collaboration, ingenuity, and hard work in building a more sustainable future.

**Dig in to discover how real people are creating real impact.**

## Reporting Standards

We have 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, and Aquifer Drilling & Testing. Because Cascade is a privately held company, certain financial information is not publicly released.

We have published an annual sustainability report annually since 2014. This report covers the period January 1, 2024 - December 31, 2024, and was published in April 2025. We've included data from the two previous years where possible to help our stakeholders understand the trends in our business and our progress towards stated goals.

Getting the right information to the right people is important to us. We encourage you to let us know how we are doing.

**You can provide feedback, ask questions, or request further information by contacting:**

### Sue Bruning

Sustainability Council Chair  
Vice President, Client Experience & Sustainability  
Cascade Environmental  
sbruning@cascade-env.com  
425-527-9700

Cascade does not externally assure any data in this report.

### **Restatement of Information**

The total vendor spend and diversified vendor spend as percent of total vendor spend for 2023 has been restated due to change in data collection procedures. We have improved our identification and tracking of diversified suppliers.

### **Material Topics**

The topics and data provided in this report were thoughtfully identified through extensive engagement efforts and material assessments. Our 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 impact our stakeholders. There are no changes in material topics from the previous reporting period.

# 2024 Stakeholder Concerns Table

TOPIC RAISED	GROUPED IN FOCUS AREA				RAISED BY STAKEHOLDER GROUP				RESPONSE DOCUMENTED
	Environmental	Social	Economic	Governance	Employee	Client	Vendor	Sustainability Council	
Climate	✓		✓		✓	✓	✓	✓	2025 Sustainability Plan, Annual Sustainability Report, Stakeholder Engagement Survey
Community Engagement and Impact		✓			✓			✓	2025 Sustainability Plan, Annual Sustainability Report, Stakeholder Engagement Survey
Economic Performance and Value Creation		✓	✓	✓	✓	✓		✓	2025 Sustainability Plan, Annual Sustainability Report, Employee Engagement and Pulse Surveys, Stakeholder Engagement Survey
Employee Health and Safety	✓	✓		✓	✓	✓	✓	✓	2025 Sustainability Plan, Annual Sustainability Report, CORE Health and Safety Program, Stakeholder Engagement Survey
Employment		✓			✓			✓	2025 Sustainability Plan, Annual Sustainability Report, CORE Health and Safety Program, Stakeholder Engagement Survey
Energy Consumption and Efficiency	✓			✓	✓	✓		✓	2025 Sustainability Plan, Annual Sustainability Report, Stakeholder Engagement Survey
Ethics and Compliance		✓		✓	✓	✓	✓	✓	2025 Sustainability Plan, Annual Sustainability Report, Net Promoter Score survey
Innovation	✓	✓	✓	✓	✓	✓	✓	✓	2025 Sustainability Plan, Annual Sustainability Report
Management and Communication		✓		✓	✓	✓	✓	✓	2025 Sustainability Plan, Annual Sustainability Report, Stakeholder Engagement Survey
Policies and Programs	✓	✓	✓	✓	✓	✓		✓	2025 Sustainability Plan, Annual Sustainability Report, Employee Engagement and Pulse Surveys
Regulatory Compliance	✓	✓	✓	✓	✓	✓	✓	✓	2025 Sustainability Plan, Annual Sustainability Report, Company Policies, Stakeholder Engagement Survey
Supply Chain Sustainability	✓	✓	✓	✓	✓	✓	✓	✓	2025 Sustainability Plan, Annual Sustainability Report
Technology		✓	✓	✓		✓		✓	Annual Sustainability Report, Company Policies
Training		✓			✓	✓	✓	✓	2025 Sustainability Plan, Annual Sustainability Report, Corporate Initiatives, CORE Health and Safety Program
Waste Management and Recycling	✓					✓		✓	2025 Sustainability Plan, Annual Sustainability Report
Water Use and Conservation	✓					✓		✓	2025 Sustainability Plan, Annual Sustainability Report
Workforce Diversity		✓			✓			✓	2025 Sustainability Plan, Annual Sustainability Report

# Impact and Governance



## ECONOMIC IMPACT

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

**Material issues:** economic performance, market presence, local vendors



## ENVIRONMENTAL IMPACT

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

**Material issues:** energy, emissions, supply chain



## SOCIAL IMPACT

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

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



## GOVERNANCE

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

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

# Management Approach

## **Why Do We Care?**

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

---

## **Relationships**

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

---

## **Business Strategy**

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

---

## **Improvement**

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

---

## **General Management Approach**

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

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





# Our People

---

## Kevin Bilger

### Systems Operator

Kevin Bilger, one of our well-experienced Systems Operators at TerraTherm, is primarily responsible for the maintenance and operation of equipment used in thermal remediation projects. Kevin is a crucial part in performing routine inspections, ensuring safety compliance, collaborating with project teams, and maintaining detailed documentation.

Creating Real Impact: 2 years

# ABOUT CASCADE

**830**  
EMPLOYEES

**30**  
LOCATIONS

**\$261M**  
NET SALES

**3,551**  
JOBS PERFORMED

Get to know Cascade (4 min read)

[READ MORE ONLINE](#)

Cascade Drilling was founded in 1991 as a regional drilling company operating across three states in the Pacific Northwest.

In 2013, we made a significant investment in sonic drilling technology and expanded our geographic reach across the United States. Since then, we have grown through a series of strategic acquisitions that brought together the industry's renowned technical experts and state of the science environmental technologies.

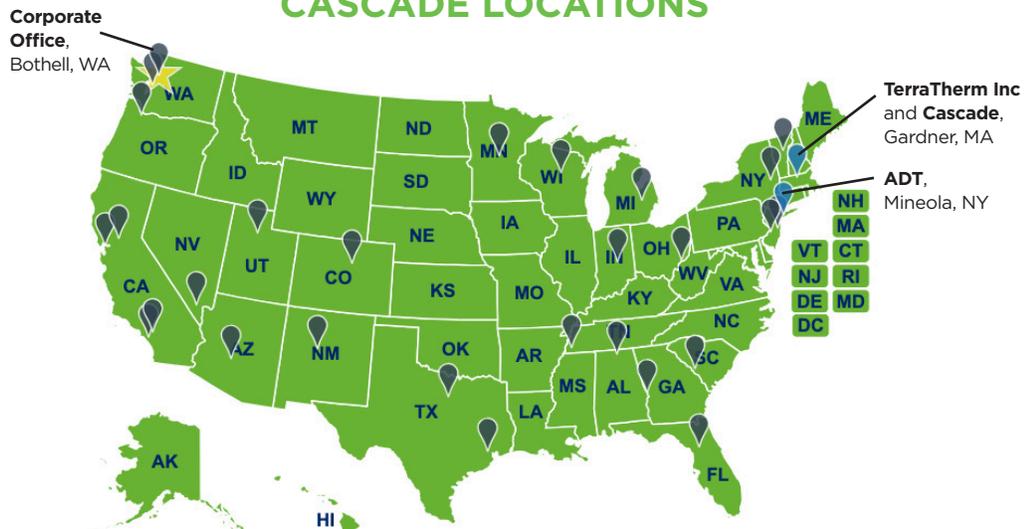
Today, Cascade Environmental is the leading field services provider of environmental and geotechnical drilling, site investigation, and remediation. We offer the full suite of drilling services with a versatile fleet that includes limited and restricted access equipment, as well as traditional and high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

### Our Brands

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

Headquartered in Bothell, WA with 30 locations in the United States, our breadth and depth of services and expertise is unmatched in the industry.

### CASCADE LOCATIONS



[VIEW THE FULL LIST OF 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](http://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](http://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 Services

---

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



## TerraTherm Services

---

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



## ADT Services

---

Provides geotechnical and environmental drilling services to the greater New York City area

---

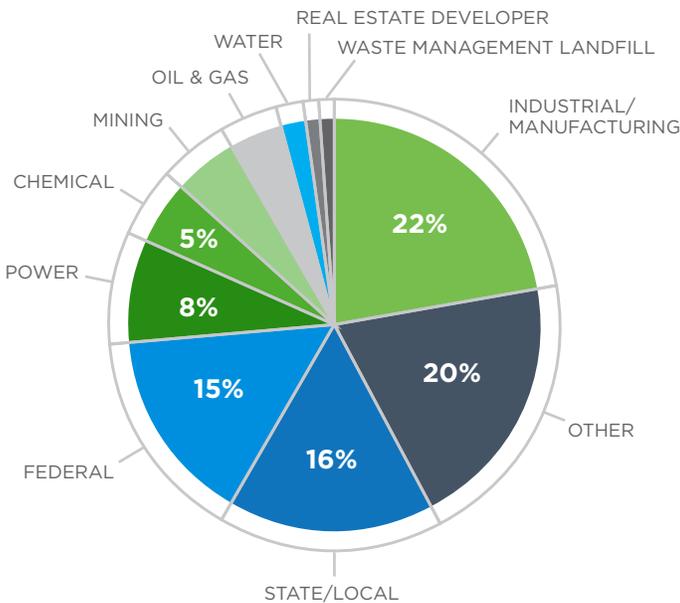
Experience our full range of services  
(5 min video)

WATCH THE VIDEO

# Our Value Chain



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



SERVICES BREAKDOWN	
Industry	Percent of Total Revenue
Industrial/Manufacturing	22%
Other	20%
State/Local	16%
Federal	15%
Power	8%
Chemical	5%
Mining	5%
Oil & Gas	4%
Water	2%
Waste Management/Landfill	2%
Real Estate Developer	1%

## Vendors

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

Spend Category	Percent of Total Spend
<b>Direct Job Costs</b>	58%
<b>Equipment and Materials</b>	16%
<b>Operations and Facilities</b>	24%
<b>Fuel</b>	2%
<b>Sales &amp; Marketing</b>	<1%
<b>Health and Safety</b>	<1%

## TOTAL VENDOR SPEND

2024  
**\$82M**

2023\*  
**\$83M**

2022  
**\$80M**

\* Restated from 2023 report

## Sourcing Strategy

Our “One Company, One Commitment” approach to sourcing and procurement aligns with our vision to create efficiencies, reduce risk, and strengthen our supply chain. Our vendor partnerships are essential to delivering reliable service and operational excellence across all locations.

By optimizing business with preferred vendors and fostering local and diverse supplier relationships, we continue to transition from transactional buying to strategic procurement. Centralizing purchasing, educating employees on vendor selection, and streamlining partnerships enhance efficiency and build long-term value. These efforts not only reduce supply chain risk but also create mutually beneficial relationships with suppliers who share our commitment to quality and sustainability.

In 2025, we’re strengthening our foundation by expanding data management capabilities to better track vendor spending, local supplier engagement, and diversity-owned business partnerships. With routine monitoring, compliance reporting, and stakeholder feedback, we’re ensuring our sourcing strategy supports smart growth, operational excellence, and long-term success—elevating our potential as an industry leader.

## 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.

## NUMBER OF VENDORS PROVIDING GOODS AND SERVICES

2024

1,681

2023

2,200

2022

1,846

### Collaborative Sourcing Partnership Drives Sustainability

We've been a *Motive* customer since 2017. Our partnership goes beyond transactions—it's a strategic collaboration that enhances fleet efficiency, cost control, and safety. By integrating fleet and spend management, we're saving 800 hours per month on reporting and unlocking exclusive fuel and maintenance discounts at 12,000+ locations.

[WATCH THE VIDEO](#)

## Defining Our Vendors

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

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

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

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

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

### Vendors by Vendor Type

	Number	Percent of Total Spend
<b>Total Vendors</b>	<b>1,681</b>	<b>100%</b>
Tier 1	50	3%
Tier 2	102	6%
Tier 3	1,333	80%
Corporate	196	11%

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

#### Tracked classifications include:

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

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

	Target	2024	2023	2022
Total vendor spend	N/A	<b>\$82M</b>	\$83M*	\$80M
Spend with certified diversity-owned business	N/A	<b>\$29M</b>	\$29M	\$27M
Diversified vendor spend as percent of total vendor spend	10%	<b>36%</b>	35%	34%
Diverse vendor as percent of total number of vendors	15%	<b>29%</b>	15%	24%

\* Restated from 2023 report

## Vendor Screening and Evaluation

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

### Topics in our vendor evaluation include:

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

## Supplier Recognition Program Update

In 2025, we are enhancing our supplier recognition program to acknowledge and reward suppliers who demonstrate excellence in key areas that align with our business priorities. Our evaluation criteria focus on long-term partnership value, operational excellence, and shared commitment to sustainability and ethical business practices.

### Evaluation Criteria:

#### Long-Term Partnership & Commitment

Recognizing suppliers with established, successful partnerships that contribute to our operational success.

#### Quality & Performance

Suppliers delivering consistently high-quality products and services that meet or exceed agreed-upon specifications.

#### Cost Efficiency & Financial Responsibility

- Competitive pricing without compromising quality.
- Demonstrated initiatives to reduce costs while maintaining product and service standards.
- Favorable and transparent payment terms.

#### Customer Service & Communication

- Prompt and effective communication, particularly in issue resolution.
- Proactive management of potential delays, keeping us informed.
- Rapid resolution of disputes to minimize operational disruptions.

#### On-Time Delivery

Consistently meeting agreed-upon delivery schedules to ensure seamless project execution.

#### Sustainability & Ethical Business Practices

- Commitment to environmental responsibility, including sustainable production, packaging, and operational practices.
- Adherence to ethical labor practices and responsible business conduct.
- Compliance with industry standards, regulations, and safety protocols.

#### Supply Chain Resilience & Flexibility

- Ability to adapt to changing order volumes, specifications, and delivery timelines.
- Effective risk management strategies to mitigate supply chain disruptions.

By implementing these enhanced criteria, we aim to foster stronger, more resilient partnerships that support our mission of delivering high-quality, sustainable, and reliable services.

## Changes in Supply Chain

The ability to respond rapidly to client needs is critical to the resiliency of our business. With our expansive resources, we can strategically position fleet assets and experienced crews where they are needed most. This year we closed our Santee, CA location.

### Awards and Recognition

Our commitment to excellence, safety, and sustainability continues to earn recognition from well-respected organizations. These awards celebrate the dedication of our employees, the strength of our operations, and the positive impact we make in our industry and local communities. Each honor reflects how we are building a stronger foundation today while driving innovation and growth for the future.

#### Business Achievement

- **2024 Engineering News-Record Top 200 Environmental Firms:** Ranked #87
- **Environmental Business Journal® Project Merit:** Site Remediation- ADT, precision drilling and collaboration to remediate complex bedrock contamination
- **Environmental Business Journal® Project Merit:** TerraTherm, thermal conduction heating with supplemental steam enhanced extraction
- **2024 National Drilling Association** Outstanding Commitment to Drilling Safety
- **Common Ground Alliance / Damage Prevention Institute Accreditation**



**Ken Moses, our Chief People Officer, has once again been recognized as a winner of the Top 50 Human Resources Professional Award.** This honor highlights yet another year of Ken's leadership and his persistent dedication to growing a people-centered workplace culture.





# Our People

---

## Marti Anderson

### Project Manager

Marti began her career in an administrative role and grew into leadership through dedication, curiosity, and a strong work ethic. In 2023, she became the first woman inducted into our ELITE Hall of Fame, recognized for her commitment to safety, leadership, and performance. As Project Manager, Marti plays a vital role supporting operations managers and HR, ensuring DOT compliance for our drillers and drivers, while mentoring team members and helping projects run smoothly behind the scenes.

Creating Real Impact: 18 years

# STAKE- HOLDER ENGAGE- MENT

---

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 2024 and included a social media campaign and survey. The feedback from on-going stakeholder engagement efforts is an important element in the development and implementation of our sustainability report and strategy. Cascade's Sustainability Council analyzed the campaign data, which was used as the foundation of our Corporate Sustainability Plan. We also routinely engage in many other ongoing communication channels with our stakeholders.

## STAKEHOLDER ENGAGEMENT CHANNELS

**830**  
EMPLOYEES

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

**1,600+**  
VENDORS

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

**4,000+**  
CLIENTS

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

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

## Collective Bargaining

Eight percent of our total workforce are union employees. This segment is based in our Mineola, NY office and serves the greater New York City (NYC) metropolitan area. The current collective bargaining agreement was approved and ratified in 2023. 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

	2024	2023	2022
Union	8%	8%	7%
Non Union	92%	92%	93%





# Our People

---

## Thomas Wiker

### Project Manager

In his role as Project Manager, Tom oversees environmental construction projects, ensuring they are completed safely, on time, and within budget. He has shown great success in managing project planning, team leadership, client communication, financial oversight, and compliance with safety regulations. This is all due to his strong leadership skills and experience in environmental remediation and construction project management.

Creating Real Impact: 2 years

# ECONOMIC IMPACT

## Maximizing Impact While Minimizing Remediation Costs

Environmental consultants face the challenge of delivering effective remediation solutions while managing costs and project complexities. We support consultants with cost-effective, high-impact remediation strategies, like our ColloidalChem® solutions, which enhance contaminant degradation and reduce treatment time. By leveraging advanced injection techniques, data-driven design, and expert field execution, we help consultants optimize project outcomes, minimize risk, and improve budget efficiency.

[READ MORE ONLINE](#)

Our economic success is driven by real people making real impact—from the investments we make in our employees to the value we create in the communities where we live and work.

By prioritizing strategic growth, responsible spending, and long-term sustainability, we strengthen our foundation and expand opportunities for our workforce, partners, and local economies.

This section highlights our economic impact, showcasing how our decisions drive meaningful, lasting impact for both our business and the people who rely on us.

## Capital Investment

### Capital Dollars at Work

Our capital investment strategy balances growth and sustainability by acquiring new assets and extending the life of existing equipment through strategic refurbishments. In 2024, we invested \$8.9 million in new equipment, ensuring we have the latest technology to enhance efficiency and performance. At the same time, we dedicated \$4.4 million to refurbishing existing assets, reinforcing our commitment to maximizing value, reducing waste, and improving reliability.

By combining new investments with refurbishment efforts, we ensure our fleet remains high-performing, cost-effective, and aligned with our sustainability objectives. Every capital dollar spent strengthens our ability to deliver safe, efficient, and innovative solutions, making a real impact for our clients and communities.

	2024
<b>Growth-new equipment</b>	<b>\$8.9M</b>
<b>Maintenance-refurbishment</b>	<b>\$4.4M</b>
<b>Property</b>	<b>\$0.9M</b>



## ECONOMIC PERFORMANCE

**830**

EMPLOYEES

**30**

LOCATIONS

**\$261M**

NET SALES

**\$37,000**

COMMUNITY INVESTMENTS

**3,551**

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 nearly \$37,000 through this program.

**We've matched nearly \$37,000 through this program.**



## Meet Ryan Kirk, a true hero in our community.

Ryan went above and beyond to support those affected by the devastating floods in East Tennessee earlier this year.

He organized a donation drive and personally transported a trailer full of essential supplies to the flood-stricken area, embarking on a 12-hour round trip to make it happen. In recognition of his extraordinary efforts, Ryan has been honored with a President's Award Coin, a prestigious symbol of excellence and leadership. His compassion and commitment to helping others are truly inspiring.

## Climate Resiliency

As climate risks continue to evolve, we are committed to building resilience into our operations, projects, and partnerships. Our teams work every day to develop and implement sustainable solutions that help communities and businesses adapt to climate challenges, mitigate risks, and reduce environmental impact.

We recognize that climate resiliency is not just about reducing emissions—it's about preparing for the future. More frequent extreme weather events, shifting environmental regulations, and changing site conditions require us to be agile, proactive, and solutions-driven. By integrating climate-conscious strategies into our site characterization, remediation, and infrastructure services, we help our clients navigate these challenges effectively.

From reducing emissions in our fleet to enhancing operational efficiencies that improve environmental performance, we continue to take meaningful action to protect people, natural resources, and the future of our industry. Through collaboration, innovation, and responsible stewardship, we are making a real impact in the fight against climate change.

Our Sustainability Council met in October 2022 to identify the strengths, weaknesses, opportunities, and threats we face with respect to climate change. This SWOT analysis is the foundation for the Climate Action Plan (CAP) and our roadmap to resiliency. Once the SWOTs were detailed, Council prioritized the issues based on the probability and magnitude of impact to the company.

## CLIMATE ACTION PLAN PRIORITIES



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

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

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

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



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

# 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

## 2024

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

## 2025

- Pursue new business opportunities related to response from natural events (fire, hurricane, flood, etc.)
- Develop cost recovery models for insurance expenses in vulnerable areas (NY, coastal, fire zone, drought areas)
- Diversify services, operations, and target audience to protect against economic downturn
- Monitor regulations regarding new contaminants of concern (PFAS, emerging contaminants) then position service and product offerings to address characterization and remediation
- Monitor emerging stringent air quality regulations and proactively invest in fleet upgrades and maintenance to ensure compliance
- Evaluate relevancy and feasibility of Scope 3
- Set GHG reduction goals, short and long term

# Compensation

We know that competitive wages and benefits are essential in attracting quality talent but more importantly, we understand the role they play in an employee's quality of life and personal investment in our organization. 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.

<b>2024 NEW HIRE SALARIES COMPARED TO STATE MINIMUM WAGE</b>	<b>2024</b>	2023	2022
	<b>197%</b>	201%	198%
<b>2024 NEW HIRE SALARIES COMPARED TO FEDERAL MINIMUM WAGE</b>	<b>2024</b>	2023	2022
	<b>309%</b>	302%	282%

Please refer to [Appendix A-New Hire Salaries](#) for additional details.

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

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

**The range in salary within job categories is impacted by:**

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





# Our People

---

## De'Andre Morris

### Field Assistant IV

Field assistants like De'Andre are crucial to the success of our work. In this position, De'Andre supports environmental remediation projects by assembling and operating equipment, performing system maintenance, and ensuring safety compliance. He, like many of our other field employees, exemplifies strong technical skills, teamwork, and knowledge of our CORE safety program.

Creating Real Impact: 2 years

# ENVIRONMENTAL IMPACT

We are committed to protecting the environment and preserving natural resources through the way we operate every day. Our teams take real action to minimize our footprint by managing fuel consumption, implementing energy conservation initiatives, and using mechanical and behavioral controls to reduce environmental impacts—all while maintaining strict regulatory compliance.

This section highlights how we are reducing our environmental impact across our fleet, energy use, field operations, and regulatory compliance efforts. By continuously improving our practices, we are creating real impact for a more sustainable future.

## Energy

With growing concerns about climate change and resource depletion, responsible energy use is more important than ever. Companies have a critical role to play in reducing greenhouse gas emissions, and we are committed to real action through energy efficiency, conservation, and smart resource management.

This section highlights our energy management strategy, key achievements in reducing consumption and emissions, and our plans for continuous improvement. By making intentional choices today, we are creating real impact for a more sustainable future.

## 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

	2024	2023	2022
<b>Drill Rigs</b>	311	313	314
<b>Support Trucks</b>	730	775	734
<b>Trailers</b>	417	436	458
<b>Other Equipment</b>	403	401	465
<b>Total</b>	1861	1925	1971

**Total fleet size decreased 3% this year.** On average, the fleet has increased more than 5% 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.

## 2024 FLEET CAPITAL INVESTMENT

<b>New Purchase</b>	29
<b>Recycled/Sold</b>	88
<b>Refurbished</b>	5

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



**Our newly refurbished full-size sonic crawler drill rig** in Arlington, TN is looking sharp with a brand-new engine, fresh paint, and enhanced capabilities. A perfect blend of power, efficiency, and reliability—ready to tackle the toughest jobs while supporting our commitment to sustainability and operational excellence.

## Total Energy Use

Our fleet is the primary source of energy consumption. Our crews drove commercial motor vehicles more than 7.26 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.

Our total fuel consumption is well below our target range with reductions in both absolute and normalized consumption (gallons per fleet asset).

### ABSOLUTE FUEL CONSUMPTION

GALLONS OF FUEL	Target	2024	2023	2022
Diesel	1,300,000	1,264,645	1,310,247	1,279,448
Gasoline	200,000	169,461	198,608	215,676
<b>Total</b>	<b>1,503,000</b>	<b>1,434,106</b>	1,508,855	1,495,124

### NORMALIZED FUEL CONSUMPTION

	2024	2023	2022
Jobs Performed	3,551	4,930	4,027
Fleet Assets	1,861	1,925	1,971
Gallons per Project	404	306	371
Gallons per Fleet Asset	771	784	758

**We've included our purchased energy and process energy consumption in accordance with the GHG Protocol Corporate Standard starting in 2022.**

We are in the process of finalizing reduction targets using the 2022 data as our baseline. Additionally, our Sustainability Council is evaluating the most practical approach for monitoring our Scope 3 energy data throughout 2025.

### ABSOLUTE OFFICE ENERGY CONSUMPTION

Energy Type	2024 Gigajoules	2023 Gigajoules	2022 Gigajoules
<b>Electricity</b>	<b>41,205</b>	55,285	40,179
<b>Natural Gas</b> (office)	<b>7,345</b>	4,535	8,128
<b>Natural Gas</b> (onsite equipment)	<b>5,648</b>	555	4,062
<b>Total</b>	<b>54,198</b>	<b>60,375</b>	<b>52,369</b>

### NORMALIZED OFFICE ENERGY CONSUMPTION

	2024	2023	2022
<b>Energy Consumption</b> (Gigajoules)	<b>54,198</b>	60,375	52,369
<b>Employee Headcount</b>	<b>830</b>	809	796
<b>Energy Consumption per Employee</b> (Gigajoules)	<b>65.3</b>	74.6	65.8

### ENERGY REDUCTION

	2024	2023	2022
<b>Absolute Annual Fuel Consumption</b> (Gallons)	<b>-74,749</b>	13,731	38,509
<b>Absolute Annual Fuel Consumption</b> (Percentage)	<b>-5%</b>	1%	3%
<b>Absolute Annual Energy per Employee</b> (Gigajoules)	<b>-6,177</b>	8,006	N/A
<b>Absolute Annual Energy Consumption</b> (Percentage)	<b>-10%</b>	15%	N/A

**3%**

decrease in fleet assets

**28%**

increase in jobs performed

**5%**

reduction in absolute fuel consumption

**10%**

reduction in absolute energy consumption

# GHG Emissions

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

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

## GHG EMISSIONS

GHG Scope	2024 Tons (tCO <sub>2</sub> e)	2023 Tons (tCO <sub>2</sub> e)	2022 Tons (tCO <sub>2</sub> e)
Scope 1	17,845	19,069	34,696
Scope 2	4,210	5,939	3,896
<b>Total Emissions</b>	<b>22,055</b>	<b>25,009</b>	<b>38,592</b>

## REDUCTION OF GHG EMISSIONS

	2024 Tons (tCO <sub>2</sub> e)	2023 Tons (tCO <sub>2</sub> e)	2023 Tons (tCO <sub>2</sub> e)
Scope 1	-1,224	-15,627	-45%
Scope 2	-1,729	2,043	52%
<b>Total Emissions</b>	<b>-2,954</b>	<b>-13,583</b>	<b>-35%</b>

### Boundary Approach

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

### Global Warming Potentials

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

### Methodology

This year, we used the EPA Simplified GHG Emissions Calculator to calculate our greenhouse gas emissions. This is a free tool provided by the US Environmental Protection Agency available at <https://bit.ly/4icmN7N>.

### Location Based Scope 2 Emissions

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

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





# Our People

---

## Dennis Minnich

### Senior Systems Operator

As the lead operator, Dennis oversees all daily activities to ensure the thermal systems are running smoothly at a site, including routine maintenance, operational adjustments to optimize operation, and training of less experienced team members. He works closely with the assigned Project Manager and the Engineering team to ensure the project is being implemented in the safest and most effective way.

Creating Real Impact: 10 years

# Sustainable Remediation

Sustainable remediation balances community goals, economic impacts, and environmental effects of remediation activities from project planning through design and implementation. We work 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
----------	-------------------	-----------------------------------

<b>ENERGY, AIR &amp; CLIMATE CHANGE</b>	<ul style="list-style-type: none"> <li>• Climate change</li> <li>• Air quality</li> <li>• Quality of life</li> <li>• Operating costs</li> <li>• Public health</li> </ul>	<ul style="list-style-type: none"> <li>• Preventative maintenance plan</li> <li>• Fuel reduction</li> <li>• Carpooling (not during COVID)</li> <li>• No idle policy</li> <li>• Compliance with emission standards</li> <li>• Dust control &amp; mitigation</li> <li>• Work from home: operations support teams</li> </ul>
---	--	---






<b>NATURAL RESOURCES</b>	<ul style="list-style-type: none"> <li>• Water quality</li> <li>• Pollution</li> <li>• Public health and safety</li> <li>• Endangered species</li> <li>• Operating costs</li> <li>• Compliance and risk</li> </ul>	<ul style="list-style-type: none"> <li>• Water conservation</li> <li>• Spill prevention</li> <li>• Habitat protection and restoration</li> <li>• Site-specific health and safety plan</li> </ul>
--------------------------	--	--






<b>WASTE REDUCTION &amp; MANAGEMENT</b>	<ul style="list-style-type: none"> <li>• Resource availability</li> <li>• Waste disposal</li> <li>• Pollution</li> <li>• Public health and safety</li> <li>• Operating costs</li> </ul>	<ul style="list-style-type: none"> <li>• Low volume solvent usage for laboratory procedures</li> <li>• Waste minimization</li> <li>• Electronic communication</li> <li>• IDW reduction and management</li> <li>• Waste recycling</li> </ul>
---	---	---






<b>MATERIALS</b>	<ul style="list-style-type: none"> <li>• Resource availability</li> <li>• Access to resources</li> <li>• Local communities</li> <li>• Supply chain risk</li> <li>• Operating costs</li> </ul>	<ul style="list-style-type: none"> <li>• Environmentally preferred purchasing &amp; sustainable sourcing program</li> </ul>
------------------	---	---






<b>COMMUNITY</b>	<ul style="list-style-type: none"> <li>• Quality of life</li> <li>• Air quality</li> <li>• Water quality</li> <li>• Public health and safety</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic (vehicular / pedestrian) control</li> <li>• On site nuisance / noise reduction</li> <li>• Rubber-tracked track rigs minimize surface disturbance</li> <li>• Brownfield redevelopment</li> </ul>
------------------	---	--

**We work 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

## **Integrating Sustainability in Remediation**

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

[DOWNLOAD](#)

## 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 to protect groundwater by mandating a casing and cementing/grouting program is required. Most importantly, having a trained well driller who knows the drill 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 as temporary injection/sample points or to install 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.

### Drilling Technology Advances Sustainability

One of the most impactful advancements in our drilling operations is the implementation of Measure While Drilling (MWD) technology. These sensor-based systems, integrated directly into our drill rigs, provide real-time data throughout the drilling process. By continuously monitoring key parameters such as penetration rate, torque,

and lithology changes, MWD enhances subsurface understanding and optimizes sample collection. This technology has the potential to reduce the number of required borings, minimize environmental disturbance, and improve overall project efficiency.

## 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](#) has proven to be very effective in supporting our clients' sustainable remediation efforts. Data collected from Pathfinder projects demonstrate the unit's precise control of injection pressures and flow rates. It is electrically powered, with lower air emissions and energy usage over hydraulic driven systems.
- Our [Cascade Chemistries™](#) exclusive line of injectable amendments includes ColloidalChem™, Colloidal iZVI™, Colloidal S-iZVI™, and SourceKill™. These remediation chemistries for in situ groundwater remediation 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.
- TerraTherm's [low temperature thermal treatment](#) gently heats the target treatment zone to enhance biological and abiotic contaminant degradation mechanisms. The increased reaction rates result in rapid removal of contaminants and reduced time to site closure.
- Our [high resolution site characterization \(HRSC\)](#) such as the WaterlooAPS™ system and Optical Image Profiler (OIP) optimize the understanding of contaminant distribution and concentrations in site soil and groundwater. This allows us to target the contamination with the appropriate amendment and with the best application technology for the given site formation. It also minimizes traditional sampling and well installation, which reduces the amount of soil cuttings and investigation derived waste for disposal.

- 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](#) limits the off-site disposal of source waste material to extend the life of landfills and/or incinerators and lowers the high fuel usage and safety risks associated with waste transportation.

Selection and management of injection amendments impact a project's sustainability footprint. 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 potential sustainability implication. 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.

### **Selection and management of injection amendments impact a project's sustainability footprint.**

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 potential sustainability implication. 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.

### **Employee-Designed Innovation Drives Project Success**

Our employee-designed in situ injection platform is delivering real-world results in the field. Built from the ground up by our remediation experts, this system was engineered to address common challenges encountered during injection projects—batch size limitations, flow rate restrictions, and compatibility concerns.

Crews in the mid-summer Texas heat struggled to inject amendments efficiently with an older, smaller system, causing delays. As soon as manufacturing was complete, the new injection platform was mobilized to the site. With increased batch capacity, higher flow rates and pressures, and seamless switching between ZVI slurry and oxidizer slurry, the team quickly caught up on production and successfully completed the project on schedule.

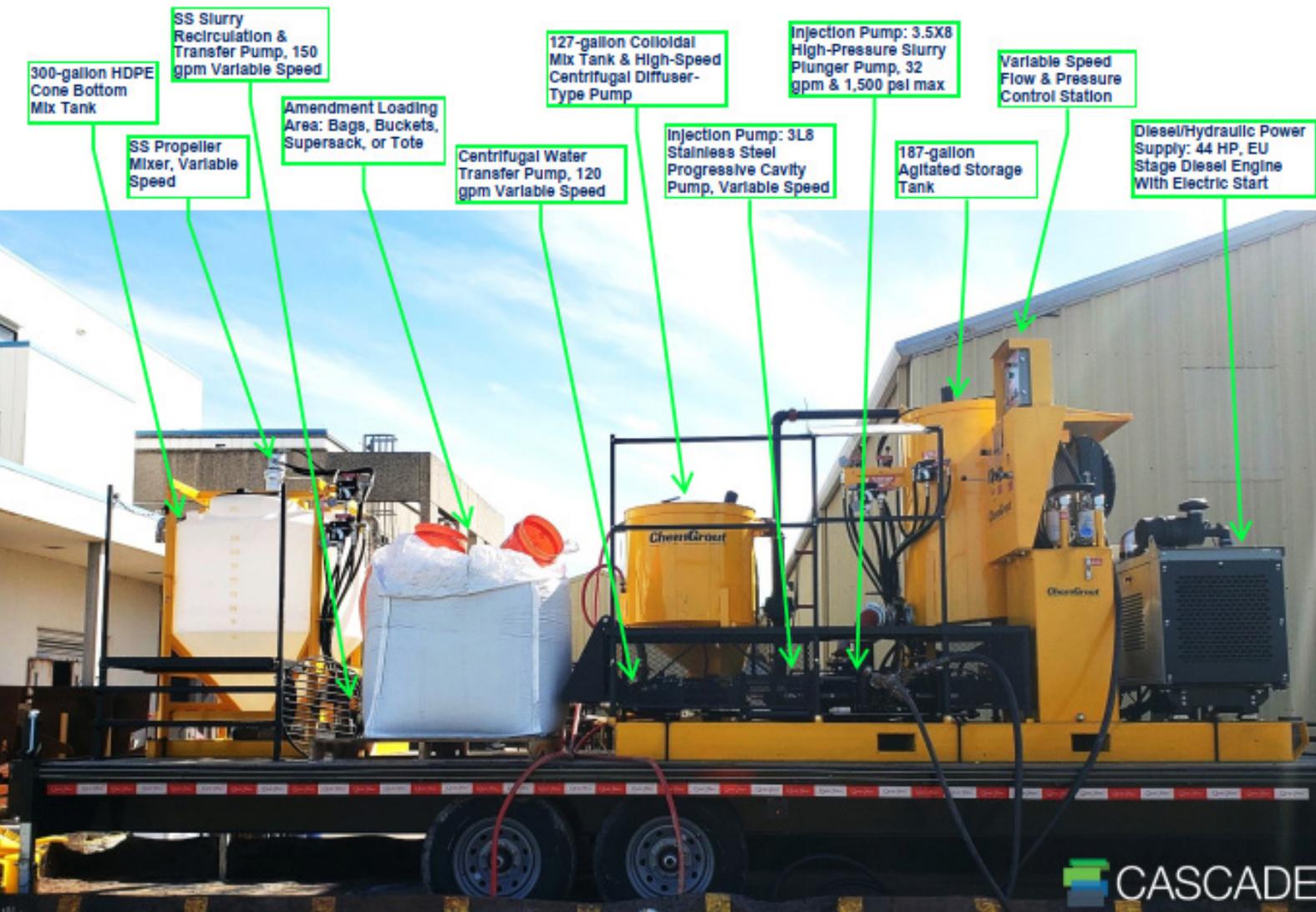
Following its proven success in the field, we plan to manufacture additional units in 2025 to expand our remediation capabilities nationwide.

### **Innovative Solutions for Complex Remediation**

Every project is unique and deserves a tailored approach. When faced with complex site logistics, extreme weather conditions, and the handling of strong oxidants, our crews were up to the challenge. From bench-scale testing to full-scale field implementation, our remediation experts developed a new formulation of injectable amendments to treat elevated petroleum concentrations in groundwater. In phase 1 of this project, our crews successfully injected 300,000 gallons of treatment solutions across 122 injection points, ensuring thorough contaminant treatment.

The project team demonstrated exceptional teamwork and problem-solving to keep operations running safely and efficiently. Their professionalism, quality, and commitment to safety earned outstanding client feedback, reinforcing our reputation for delivering high-performance remediation solutions in challenging environments.

## Mixing & Injection Platform: CGST1 Trailer-Mounted Injection System



### Frequently Asked Questions about Low Temperature Thermal Remediation

Thermal remediation is a powerful technology, but you might be concerned about the amount of infrastructure and energy required to produce the level of heat required to mobilize the contaminants and the capture and treatment system required to treat mobilized contaminants prior to discharge. Low temperature thermal remediation is a more sustainable alternative that can be an effective option for many sites. With low temperature thermal, contaminated soil is gently heated to temperatures between 30 and 90°C, below the boiling point of water, accelerating aerobic degradation, anaerobic degradation, and/or abiotic degradation of a contaminant. In this blog post, we share some of the questions we often hear about low temperature thermal remediation.

[READ MORE ONLINE](#)

### Managing PFAS Risk with Integrated Solutions

With over 5,000 confirmed PFAS-contaminated sites in the U.S. and tens of thousands of suspected sources, addressing PFAS contamination requires advanced, efficient, and scalable solutions. In most cases, PFAS compounds migrate from soil into groundwater, creating long-term environmental and regulatory challenges.

Effective PFAS remediation demands a multi-faceted approach. By integrating innovative treatment chemistries, advanced site characterization, and proven field implementation strategies, environmental professionals can better manage risks and mitigate long-term liabilities. As regulatory pressure increases, adopting comprehensive, science-driven remediation strategies will be critical to tackling PFAS contamination at scale.

[READ MORE ONLINE](#)

## Sustainable Remediation: Restoring Natural Wetlands

This 55-acre wetland restoration project demonstrates the power of sustainable remediation by transforming an overgrown freshwater marsh into a thriving saltwater ecosystem. Through precision excavation, invasive species removal, and strategic tidal channel construction, the project enhanced habitat biodiversity, improved water flow, and supported natural ecosystem recovery. Careful planning minimized environmental disturbance, protected endangered plant species, and ensured excavated materials were responsibly transported to a recycling facility.

Early signs of ecological success—including egrets and herons hunting saltwater prey—confirm the site's transformation and long-term environmental benefits.

[READ MORE ONLINE](#)



## Enhancing Remediation with Automated Injection

Automation is another way for us to work smarter. Automated injection is the way to go when precise control or injection pressures and flow rates are needed to ensure contact with site contaminants. It more accurately distributes remediation amendments and records data continuously to prove injection flow rate and pressure parameters were achieved. Automated injection is the next generation of injection technology that builds on the benefits of manifolding. Get the detailed scoop on what automated injection is here.

[READ MORE ONLINE](#)





# Our People

---

## Ricky Davis

### VP of Operations

Ricky is the Vice President of Drilling Operations in the Southeast, where he is dedicated to helping clients identify appropriate and cost-effective drilling technologies for their environmental or geotechnical projects. He started as a driller assistant and worked up through the ranks as a driller, project manager, operations manager, and regional director throughout his 30+ years in the industry. Ricky's combined field and management experience enable him to put together the right teams and technologies for every project.

Creating Real Impact: 8 years

# SOCIAL IMPACT

Our success is built on real people—our employees, partners, and communities—and we are committed to making a real impact in their lives. That means fostering a safe, healthy, and rewarding work environment, embracing diversity and inclusion, and investing in training, technology, and career growth to empower our teams.

This section highlights our efforts in health and safety, recruiting, retention, diversity, inclusion, training, and technology, showcasing how we support our people and create lasting, positive change.

## 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 continues to face 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 gauge our standing as an employer of choice. In this tight labor market, a successful recruiting and retention strategy is critical.



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

- Enhanced recruiting efforts through sources that have proven results
- Streamlined new hire on-boarding processes to get new employees on the job faster
- Revamped the hiring process to reduce the time it takes from application to offer acceptance by two weeks and provide a seamless candidate experience
- Implemented extensive new hire orientation for field employees to set them up for success from Day 1



## Employee Recruitment and New Hires

Our recruitment strategy is to attract and hire the most qualified and best suited candidates. We strive to create a culture and an environment where drilling is seen as a lifestyle and a career, not just a job. We will continue to utilize a wide range of recruitment marketing opportunities, from the 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.

**223 employees hires, a 17% decrease from the previous year**

### 2024 Hiring Overview

- **Total Hires:** 223 employees, a 17% decrease from the previous year
- **Direct Field Hires:** 199 employees, a 19% decrease from 2023
- **Female Representation:** 6% of new hires were female, compared to 7% in 2023
- **Diversity:** 36% of new hires self-identified as part of a minority-based population, a slight decrease from 2023
- **Age Demographics:**
  - 50% were under the age of 30
  - 39% were between the ages of 30-50
  - 11% were over the age of 50

**Talent acquisition remains a top human resources priority.**

**Our challenges are:**

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

In 2024, we continued our emphasis on attracting and retaining quality candidates including an extended partnership which allowed us to utilize outside resources to streamline our recruitment process and create efficiencies. Our internal team was able to process candidates quickly and create a more positive candidate experience.

**TOTAL NEW HIRES BY CATEGORY**

	2024	2023	2022
Executive & Senior Management	1	1	1
First and Mid-Level Management	1	6	8
Professionals	8	10	6
Technicians	0	0	0
Sales Workers	1	2	0
Administrative Support Workers	13	7	11
Craft Workers - Skilled	57	48	56
Operatives - Semi-Skilled	112	140	177
Laborer / Helper	30	55	52
<b>GRAND TOTAL</b>	<b>223</b>	<b>269</b>	<b>311</b>

Additional hiring statics available in [Appendix A- New Hires](#).

*“If I had known this industry was here, I would have jumped on it immediately”*

What’s it like to be a driller? Sean Opland explains it all in The Driller’s Emerging Series. Sean talks about the opportunities to advance from direct push to sonic rigs, the importance of safety, and the excitement of travel.

WATCH THE VIDEO

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

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

- Extensive use of social media and digital content to generate candidate leads and increase brand awareness
- Earned media strategy including regular featured, guest spots on industry related podcasts, and contributions to drilling industry publications
- Extensive employee value messaging resources provided to hiring managers to assist with recruiting and retention
- Total compensation statements created to help candidates understand the value of employment beyond a paycheck
- Collaborative partnerships with trade schools, vocational programs, universities, colleges, and other organizations to generate student interest
- Partnership with third party recruiting platform to find more qualified candidates
- Extensive “hands-on” time spent screening candidates for the local hiring managers
- Increased involvement with trade and vocational schools to identify talent with highly transferable skills
- Participation in job fair outreach targeting military veterans and diversity segments
- Partnership with RecruitMilitary, the largest organization in the U.S. for recruitment of veterans into civilian fields
- Continuous monitoring and reporting on dashboard metrics and analytics to determine the greatest return on investment for all our recruiting efforts
- On-going evaluation of our employee onboarding process to develop standardized processes addressing turnover and enhancing retention
- Increased participation in women’s organizations and associations
- In-house diversity training with hiring managers to recognize and respect diversity in employees and applicants
- Internal evaluation of career progression modeling



## Employee Retention

By prioritizing employee retention, we can reduce employee turnover, which not only saves costs but also promotes continuity, stability, and knowledge retention within our organization. Retaining experienced employees also ensures that we maintain a 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. Our employees' retention is key to our long-term success and contributes to our overall goal of sustainable development.

### EMPLOYEE TURNOVER RATES

	Target	2024	2023	2022
<b>Total Company</b>	<b>25%</b>	<b>24%</b>	32%	34%
<b>Voluntary</b>	<b>20%</b>	<b>16%</b>	25%	27%
<b>Involuntary</b>	<b>5%</b>	<b>8%</b>	7%	7%

Please refer to [Appendix A- Employee Retention](#) for additional employee retention detail.

When struggling with a 34% turnover rate in 2019, we set a goal of reducing turnover to under 25%. In 2024, we achieved that goal. This is the lowest rate of turnover (in a non-COVID year) since we began tracking this metric in 2017.

#### Retention trends we've observed include:

- 16% voluntary turnover rate this year is the lowest we've experienced since tracking started in 2017
- Turnover in the group of employees under the age of 30 decreased from last year by 2%, with steady retention within the age groups of 30-50 and over 50
- The number of females decreased by 2% and males increased by 2% from 2023. While the rates based upon minority status have increased by 1.5% since 2023
- While total voluntary turnover decreased significantly, we saw an increase in voluntary turnover among direct field labor roles for employees with less than one year of service, rising to 69%. However, voluntary turnover for those with less than three months of service improved, decreasing from 21% to 19%.

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.

## Employee Engagement Surveys

In 2024, we conducted a pulse survey to measure employee engagement across our workforce. This survey, identical to the one used in 2023, included 29 questions assessing nine engagement factors and achieved an 83% response rate—our highest participation rate to date. The overall composite score was 80 out of 100, compared to 84 in 2023, with the difference considered statistically insignificant. Consistent with previous surveys, employees who feel their manager genuinely cares about them reported significantly higher engagement levels, with an average score of 88. Moving forward, we will continue reinforcing our employee-centric culture through leadership development and targeted engagement initiatives.

For the first time since 2019, we also conducted an engagement survey for Indirect and Overhead employees. This newly designed survey included 35 questions measuring the same nine engagement factors and provided a valid assessment of engagement within this group. The survey achieved an exceptional 94% response rate, with an overall composite score of 84 out of 100. Key insights indicate a strong need for career path development tools to support long-term growth. Similar to our direct employee survey, engagement levels were highest among employees who felt supported by their managers.

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.

## 2024 VOLUNTARY TURNOVER INSIGHTS

	2024	2023	2022
<b>Job Related Factors</b>	<b>40%</b>	44%	44%
<b>Personal Factors</b>	<b>42%</b>	43%	36%
<b>Job Abandonment</b>	<b>14%</b>	9%	17%
<b>Other</b>	<b>4%</b>	4%	3%

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. Given limited industry related survey data we will continue benchmarking ourselves against the construction industry, where voluntary turnover remains lower than 25% per year.

## Celebrating Decades of Commitment

This year we recognized 25 employees for their major tenure milestones

### 20 years

Miguel Alvarado  
Christopher Barden  
Quynh Bui  
Albert Grant Jr.  
Anatoliy Kholodilin  
Leonid Malyukov  
Joseph McGill  
Christopher Migliore  
Eric Moskal  
Efelito Rauch  
Charles Terry  
Richard Tustin

### 25 years

Roy Buckenberger  
David Carter  
Jason Frederick  
James Hall Jr.  
Larry Hunsberger  
Yousri Kamel  
Ethan Plank  
Thomas Sigler

### 30 years

Dale Duscher  
James Goble  
Jared Plank

### 35 years

Steve Johnson  
Timothy Mattmiller

## Employee Benefits

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

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

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

- 401(k) retirement plan with company match
- Accidental death & dismemberment insurance
- Accident insurance (Low and High plans)
- Bereavement Leave
- Charitable Investment Program with employer matching contributions
- Civic leave (jury duty and voting)
- Critical illness
- Dental insurance
- Employee discount programs
- HRA (Health Reimbursement Account) with employer contribution
- HSA (Health Savings Account) with employer contribution
- Legal assistance
- Life insurance and supplemental life insurance
- Long-and short-term disability insurance
- FSA (Medical and Dependent Flex Spending Account)
- Medical insurance
- Medical leave
- Military leave
- Paid jury duty
- Paid vacation and sick leave
- Parental leave
- Tuition reimbursement program
- Vision insurance
- Worker's compensation
- Jury duty -paid leave up to five (5) days
- Vacation donation
- Expanded wellness program

### **New Benefits In 2024**

- Expanded offering through Employee Assistance Program
- Voluntary hospital indemnity insurance option
- New health advocacy program
- Free biometric screening home test kits and lab vouchers

## HEALTH INSURANCE TOTALS

	2024	2023	2022
Number of employees covered under our health insurance program	675	630	637
Percentage of employees covered under our health insurance program	84%	83%	80%
Total Employer Health Savings Account Contributions	\$392K	\$436K	\$416K

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

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

We also have a generous Employee Referral Program which allows participation by all employees below the level of Manager. We offer eligible employees a significant referral bonus for successful employee referrals.

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

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

## PARTICIPATING IN PARENTAL LEAVE PROGRAM

	2024	2023	2022
Total number of employees entitled to parental leave	830	809	796
Total number of employees that took parental leave	8	7	3
Total number of employees that returned to work in the reporting period after parental leave ended	7	7	0
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	6	5	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.

## EMPLOYEE 401(K) RETIREMENT PARTICIPATION

	2024	2023	2022
Average employee deferral	8%	7%	7%
Total employer contribution	\$792.9K	\$741.0K	\$693.9K
Total 401(k) plan assets for 401(k)	\$50.4M	\$41.0M	\$33.9M
Total 401(k) employee contributions	\$4.9M	\$4.52M	\$3.8M
Employee participation in 401(k) retirement plan	95%	95%	96%

Retirement benefits are a valued component of our overall benefit package. We offer a 401(k) plan to help employees build a secure financial future by providing a tax-advantaged retirement savings plan. Our automatic deferral plan is a simple, convenient option for employees to take advantage of the tax-savings available and build a nest egg for their retirement. Employee participation rate in the 401(k) retirement plan has remained steady over the last three years. 95% of eligible employees participate in our 401(k) plan, well above the 85% benchmark. The employees who were not eligible, were ineligible due to their union affiliations or part time status.





# Our People

---

## Kevin Crowder

### Project Engineer

As a Project Engineer, Kevin has been responsible for the design, oversight, and implementation of over two dozen projects for the remediation of a wide range of chemicals, in both sedimentary and fractured bedrock settings. In addition, Kevin has performed evaluations, preliminary designs, and cost estimates for dozens of sites located around the globe.

Creating Real Impact: 5 years

# Health & Safety

Safety is more than a priority for us—it’s a core value that defines how we work. Every day, our teams take ownership of their own safety and the safety of those around them, ensuring that everyone goes home safe.

Our CORE™ Health & Safety Program reinforces this commitment by focusing on incident prevention, proactive decision-making, and continuous improvement.

- **Employees receive hands-on training** in health & safety, compliance, risk management, inspections, audits, and incident prevention.
- **Our Injury & Illness Prevention Plan (IIPP)** ensures compliance with OSHA 1910.120 Hazardous Waste Training requirements.
- **Annual CORE audits** help track performance, identify trends, and drive meaningful improvements.

Real safety means real impact. By embracing safety as a core value, our people are not just following procedures—they are building a culture where looking out for one another is second nature.

## 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



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

**Safety initiatives are dedicated in many areas, including but not limited to:**

- Air monitoring
- Barricades and signs
- Biological hazards
- Cold/heat stress
- Confined space
- Cranes and rigging
- Daily safety meeting
- Emergency response
- Energy isolation
- Ergonomics
- Excavations
- Fall protection
- Fire prevention
- First aid
- Hazard communication
- Hazard recognition
- Hazardous substances
- Health and safety plans
- Hearing conservation
- Illumination
- Incident reporting
- Line of Fire
- Loss prevention
- Material handling
- Medical surveillance
- Moving parts and equipment
- Protective equipment
- Proximity to utilities
- Record keeping
- Respiratory protection
- Safety in motion & body position
- Severe weather
- Spill prevention
- Substance abuse
- Tool selection
- Transportation compliance
- Ventilation
- Welding & hot work
- Working near water

Our operations and field crews perform a wide range of drilling and field service tasks every day. The services we provide 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 us would also be expected to comply with the IIPP and CORE.

## Hazard Identification, Risk Assessment, and Incident Investigation

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

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

### Risk Assessment Tools

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

In 2024, our employees processed a record number of Cascade Cards, reflecting our teams’ ongoing commitment to hazard awareness and proactive safety. These smartphone-friendly tools continue to support real-time safety observations, compliance inspections, and audits. As participation grows, we’ll focus on boosting JSI engagement to strengthen field-level risk assessment and hazard mitigation.

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

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

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

Risk Assessment Tools		
2024	2023	2022
61,991 CASCADE CARDS	60,945 CASCADE CARDS	56,325 CASCADE CARDS
1,999 JSIs	2,205 JSIs	2,136 JSIs
4,636 PROCARDS	4,518 PROCARDS	4,499 PROCARDS

## Strengthening Safety Through CORE Participation

CORE safety program participation continues to have a strong impact on loss prevention and the continued development of employee risk assessment and hazard mitigation skill.

**Cascade Cards:**  
62,000 submissions,  
up 10% since 2022

- **Cascade Cards:** 62,000 submissions, up 10% since 2022.
- **JSIs:** 2,000 submissions, a slight decline from 2023, highlighting an opportunity for re-engagement in hazard identification.
- **PROCards:** 4,600—a steady increase, reaching a three-year high.
- More than estimated \$75M in loss prevention due to immediate preventive action

## You Can Participate in Safety

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

[LEARN MORE](#)

## **Responding to Hazard Trends**

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

Several 2024 safety campaigns were used to drive awareness on topics including but not limited to: correct body position (Safety in Motion), hand safety, driver compliance, proper risk assessment of potential line of fire hazards, and safety program recognition for employees leading in risk assessment, hazard mitigation, hazard abatement, and CORE program participation.

## **2024 Focus on Safety Campaign**

Our 2024 Focus on Safety Campaign evaluated how each business unit applied risk assessment and hazard mitigation through the CORE Safety Program tools. The campaign specifically targeted line of fire (LOF) hazards and soft tissue injury prevention, reinforcing proactive risk assessment and eliminating potential workplace hazards.

**We leveraged our Cascade Card Program to capture those invaluable safety mitigation and mentorship moments, especially focusing on our newer, safety-sensitive team members in the field.**

It wasn't just about guidance; it was about recognition too. The Cascade Coin became a symbol of achievement during the campaign, celebrating those who went above and beyond. And through our Cascade EHS scorecard, we could see the impact, team by team, turning our commitment to safety into a measurable, shared success.

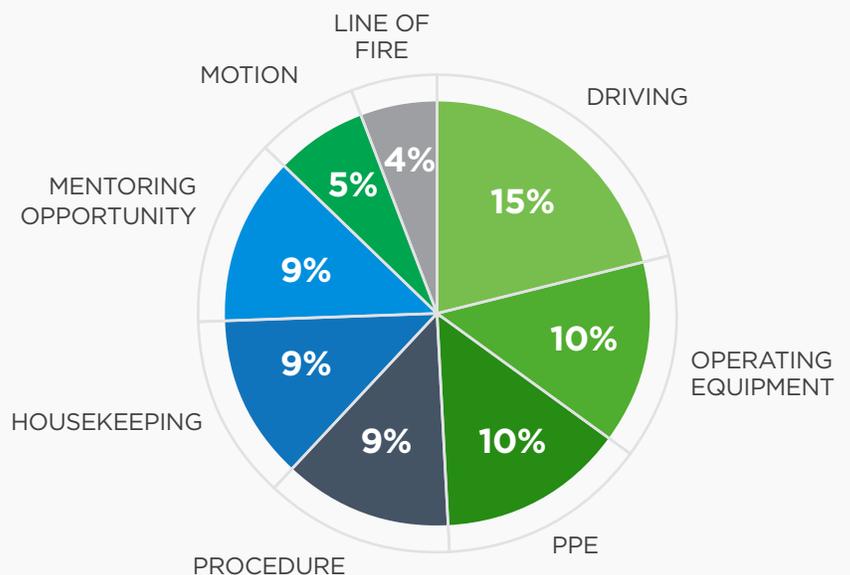


Policies and procedures are continually reviewed and updated by our EHS team and senior level management to reflect corrective action and improvements CORE. Additional continued improvement efforts include supplements to employee training and increased management “felt leadership” through the review, 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, safety in motion



Top 8 Root Causes		Description
Behavior / Driving	15%	Safe driving and DOT compliance are critical to reducing risk, as driving is one of our biggest exposures. Proper vehicle operation and adherence to DOT regulations help prevent accidents and ensure safety on the road.
Behavior / Operating Equipment	10%	Mechanical issues such as faulty hardware, vehicle lighting, or low tire pressure can create serious hazards. Regular inspections and maintenance are essential to keeping equipment in safe working condition.
Behavior / PPE	10%	PPE is the last line of defense in safety controls, but failing to wear the proper gear increases the risk of injury. Ensuring compliance with PPE requirements helps prevent avoidable incidents.
Behavior / Procedure	9%	Many at-risk behaviors are identified through peer observation. Addressing unsafe actions immediately prevents hazards from escalating into incidents or injuries.
Condition / Housekeeping	9%	A well-organized jobsite reduces trip hazards and improves safety. Maintaining clean work areas ensures compliance and a safer environment for all tasks.
Behavior / Mentoring Opportunity	9%	Senior crew members play a key role in training and evaluating new employees. Effective mentoring ensures our newest team members follow safety protocols and build the skills needed for long-term success.
Behavior / Motion Risk Factors	5%	Poor ergonomics and repetitive motions can lead to strain and injury. Adjusting workspaces, using proper lifting techniques, and optimizing jobsite setup help reduce these risks.
Behavior / Line of Fire	4%	Onsite crews must assess hazards related to equipment and tooling before starting work. Identifying and mitigating these risks prevents injuries caused by unexpected movement or impact.
All Other Subcategories	29%	

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

### Stop Work Authority Protects the Entire Site

The protection of our Stop Work Authority (SWA) extends beyond the crews on the project site.

While setting up to drill, a crew member spotted a protected duck nest just two feet from their rig. Without hesitation, they paused the job, called U.S. Fish and Wildlife, and safeguarded the nest—ultimately abandoning the borehole to avoid disturbance. SWA empowers our teams to do the right thing, whether it’s for people, wildlife, or the environment.



Thanks to Stop Work Authority, this momma duck and her eggs got the protection they needed.

## 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.

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

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

- 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. We ensure the management of employee health information complies with state and federal regulations.

## Employee Participation in the CORE Health and Safety Program

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

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

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

In the last three years,

**1,094  
Cascade  
Coins**

were awarded to  
employees.



---

## Cascade's ELITE

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

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

Founded in 2015 to showcase talent throughout the organization, and to implement a “Hall of Fame” for our most exceptional representatives

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

---

## **Marti Anderson**

Project Manager Associate,  
Cascade, Flint MI

---

## **Chris Barden**

Senior Driller, Cascade,  
Flint, MI

---

## **Bill Beuning**

Senior Driller, Cascade,  
Little Falls MN

---

## **Mike Bond**

Senior Driller, Cascade,  
Flint, MI

---

## **Mike Czech**

Field Supervisor, Cascade,  
Little Falls, MN

---

## **Roberto Estrada**

Senior Probe Operator,  
Cascade, Richmond CA

---

## **James Goble**

Field Supervisor, Cascade,  
Woodinville, WA

---

## **Jimmy Hall**

Jr, Field Supervisor,  
Cascade, New Ellenton, SC

---

## **Brian Karshick**

Driller, ADT, Mineola NY

---

## **Scotty Manning**

Construction Foreman,  
TerraTherm, Gardner MA

---

## **Matt Osterberg**

Senior Driller, Cascade,  
Gardner, MA

---

## **Todd**

## **Schmalfeldt**

Senior Driller, Cascade,  
Little Falls, MN

---

## **Josh Sigler**

Senior Driller, Cascade,  
Marietta, OH

---

## **James Smith**

Field Supervisor, Cascade,  
Arlington TN

---

## **Jon Weeks**

Senior Driller, Cascade, Little  
Falls, MN

---

## **David Wilcox**

Field Supervisor, Cascade,  
New Ellenton, SC

---

MEET THE ELITE  
on our website

## Injury Rates

CORE is a customized, comprehensive program that sets clear expectations for safety, performance, and regulatory compliance. In 2024, the EHS team revised and enhanced the program based on safety performance data, incident trends, and corrective actions. These updates were finalized and deployed in early 2025 to strengthen loss prevention and safety efforts across Cascade.

As part of this review, the EHS and management teams assessed the effectiveness of program elements, refining them to better support safety initiatives and mitigate future risks. Several new CORE safety initiatives will be introduced in 2025 to enhance field safety and performance.

## Key CORE Enhancements for 2025:

- **CORE+ Implementation:** A streamlined, more focused version of CORE for management and field teams.
- **Jobsite Safety Inspections (JSI) & Risk Observations (PRO):** Improved structure with more targeted questions and enhanced trend analysis.
- **Cascade Card / Behavior-Based Safety (BBS) Updates:** Expanded focus on hand/finger safety, ergonomic improvements, and loss prevention.
- **Field Program Updates:** Enhancements to the Mentor Program and Short Service Employee (SSE) protocol.
- **Safety in Motion (SIM):** Upgraded ergonomic safety and risk management practices.
- **Training Enhancements:** Improved safety training protocols, requirements, and overall employee learning experience.

	2024	2023	2022
TRIR	1.26	0.91	0.93
DART	1.08	0.73	0.84
LTC	0.72	0.45	0.56
FATALITIES	0.00	0.00	0.00
EMR	0.71	0.65	0.57
<b>HOURS WORKED</b>	<b>2,215,274</b>	<b>2,197,848</b>	<b>2,149,339</b>

## Understanding OSHA Safety Statistics:

- **TRIR:** the Total Recordable Incident Rate reflects the number of OSHA recordable injuries during the total hours worked by all employees that year. A TRIR >2.0 excludes contractors from many service opportunities.
- **DART:** the Days Away, Restricted, and Transfer case rate reflects the number of cases which involve days away from work, days of restricted work activity, and/or days of job transfer during that year.
- **LTC:** the Lost Time Case rate reflects the number of occupational injuries or illnesses which result in an employee being unable to work a full assigned work shift during the total hours worked by all employees that year.
- **Fatalities:** the number of workplace incidents that result in death of an employee.
- **EMR:** the Experience Modification Rate is a number used by insurance companies to gauge both past cost of injuries and future chances of risk. An EMR of 1.0 is considered the industry average.

A TRIR >2.0 excludes contractors from many service opportunities.

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

**Responses include:**

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

**Workplace incidents that can occur include but are not limited to:**

- Hand and finger
- Line of fire
- Pinch and Crush point
- Ergonomic related

Our Show Your Hands safety policy has successfully contributed to reduced hand injuries, severity and frequency companywide. Over the last five years our hand injury rate has averaged 0.40.



**Hand Injury Rate  
2024-2020**

<b>2024</b>	<b>.63</b>
2023	.36
2022	.46
2021	.38
2020	.19

# 2024 SAFETY MILESTONE AWARDS

21 business units completed the year without a reportable incident.

## Quartz Award Recipients

### 5+ years

without reportable incident or lost time accident

- Concord, CA (BU 303)
- Santa Ana, CA
- Santee, CA
- Denver, CO
- Houston, TX
- West Jordan, UT
- Barre, VT
- Woodinville, WA

## Marble Award Recipients

### 3-4 years

without reportable incident or lost time accident

- Gardner, MA (BU 114)
- Flint, MI (BU 119)
- Little Falls, MN
- Peralta, NM
- Las Vegas, NV
- Mineola, NY (ADT, BU 601)

## Granite Award Recipients

### 2 years

without reportable incident or lost time accident

- Ocala, FL
- Arlington, TN

## Obsidian Award Recipients

### 1 year

without reportable incident or lost time accident

- Peoria, AZ
- Macon, GA
- Jackson, NJ
- Marietta, OH
- Schofield, WI





# Our People

---

## Andrew Whitsell

### Director of Operations

Andrew develops accurate, competitive estimates for environmental and geotechnical projects. He analyzes project specs, collaborates with managers and engineers, and evaluates labor, equipment, and material needs. Andrew also maintains client and subcontractor relationships and continuously improves estimating processes to support our high-quality service delivery. Andrew is a graduate of our 2024 Cascade Leadership Academy.

Creating Real Impact: 10 years

# Training & Professional Development

We believe that real growth happens when we invest in our people. That’s why we provide ongoing training and development to build the knowledge, skills, and capabilities that drive both individual and team success. From day one and throughout every stage of their career, our employees have access to comprehensive learning opportunities that empower them to excel, grow, and make a real impact in their roles and beyond.

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

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

## EMPLOYEE TRAINING

	2024	2023	2022
Average hours of training per employee	80	79	74
Total hours of training conducted	57,990	64,000	59,000

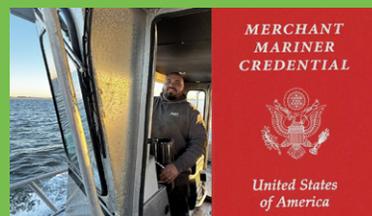
offered to who have been employed with us for a year or more.

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.



**Drillers Jason Williams and Joey Lester completed the Terra Sonic University Sonic Driller Training & Certification program this year**, where they mastered the skill of sonic rig operation and equipment maintenance.



**Driller Nick Marmolejo earned his Merchant Mariner Credential from the US Coast Guard.** Captain Nick leads crews on complex over-the-water drilling projects along the eastern seaboard.

## Recent Additions to Employee Training Curriculum

- DiSC® personal assessment and development training for management and emerging leaders throughout our organization.
- Cascade Leadership Training- monthly live leadership seminars tailored towards managers and employees in leadership roles.
- Sales Enablement Training- self-paced video modules presented by our internal subject matter experts to help employees better understand our services, technologies, and brand positioning.
- Text based employee communication app to push notifications regarding training modules, corporate policy updates, and other relevant information to employees.
- Risk Management Master Class series- covers a wide range of topics geared towards the contracting and insurance process.
- Technology Brown Bag sessions to help employees understand the use of our information systems platforms, cybersecurity, and best practices for use of technology at home and work
- Hiring Policy and Procedures- step-by-step live and recorded trainings for every hiring and onboarding task, from start to finish.
- Driller license preparation course gives employees an edge in preparing for 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



## Cascade Leadership Academy

In 2024, we launched the Cascade Leadership Academy (CLA) to cultivate the next generation of leaders within our company. This immersive program provided emerging leaders with the skills, knowledge, and mentorship needed to grow their careers and drive meaningful impact.

The CLA's curriculum is designed around building an employee-centric culture, enhancing leadership from the inside out, and equipping leaders with the skills needed for strategic problem solving and operational excellence. By focusing on topics such as communication strategies, team building, and change management, the CLA prepares leaders to tackle the environmental challenges of tomorrow.

By empowering our employees with real leadership opportunities, we are building a stronger, more capable workforce—one that's ready to lead and make a lasting impact.

## 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 ongoing 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 reviews
- Holding career conversations
- Implementing corrective actions
- Setting performance goals
- Managing performance
- Impacting employee performance
- Providing constructive feedback
- Administering performance improvement plans
- Conducting stay interviews

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

# Diversity & Inclusion

We believe that our strength comes from our people—their diverse backgrounds, perspectives, and experiences. That’s why we are committed to fostering a work environment where individual differences are respected, valued, and embraced. By celebrating what makes each of us unique, we create a more inclusive, innovative, and dynamic workforce that drives real impact in our industry and beyond.

Workforce Profile			
Total Workforce	2024	2023	2022
	830	809	796
Total Workforce by Gender		Total Workforce Diversity by Age	
	2024		2024
Male	89%	Under 30 years old	23%
Female	11%	30 - 50 years old	47%
		Over 50 years old	30%
Total Workforce Diversity by Veteran Status		Total Workforce Diversity by Minority Status	
	2024		2024
Veterans	4%	Minorities	30%
Non-Veterans	96%	Non-Minorities	70%

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

### Trends in our Workforce Profile

- The total number of permanent employees grew by 2% this year.
- Gender composition remains consistent for the last three years at 11% female and 89% male despite the fluctuation in total employees.
- The minority based population has remained steady over the last year.
- There was a slight shift in workforce age, the under 30 years old category increased by 1% while the 30-50 years old category dropped 1%.

## 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 offering equal opportunity employment. The Human Resources and Marketing departments have teamed up to create engaging content to highlight women in our industry and provide job search resources for veterans transitioning into the civilian workforce. Our teams continue to execute strategies tailored to recruiting and promoting across diversity categories.

As part of our ongoing effort to foster a dynamic and engaging workplace, we rebranded our HR department as the Center for People and Culture. This change reaffirms our commitment to creating and promoting a people-centric work environment that aligns with our company's vision and strategic objectives. Our enhanced focus is on nurturing our most valuable asset—our employees. The Center for People and Culture remains dedicated not only to supporting our workforce but also to cultivating an environment where every employee can thrive and contribute to our shared success.

### Efforts to Promote Equal Opportunity Employment

- Incorporating C-Suite training programs
- Providing individual diversity and discrimination training for all employees
- Engaging in constant communication around the topic
- Raising awareness about issues and topics related to diversity and inclusion
- Utilizing pulse surveys to understand if we are meeting the needs of our diversity groups
- Providing comprehensive manager training and support to foster an employee-centric culture that prioritizes inclusivity and engagement
- Actively reaching out to agencies and organizations that can assist us with diversity recruitment

## Working with Veterans

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

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

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

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



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

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

[READ MORE ONLINE](#)

# Highlighting Opportunities for Women in Environmental Services

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

## **1. Overcoming Internal Stereotypes**

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

## **2. Foster a Welcoming Company Culture**

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

## **3. Recruit Diverse Candidates**

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

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

JOIN US

## Diversity & Inclusion in Recruiting

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

Our recruitment strategy includes:

- Enhancing veteran recruitment efforts by providing job search resources and structured career pathways for transitioning service members
- Partnership with Hiring our Heroes Program to participate in Fellowships
- Ongoing partnerships with trade and vocational programs

## Real Women, Real Impact in Environmental Careers

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

[READ MORE ONLINE](#)

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 demonstrations, job fairs, and school events, we showcase the talented women in our organization who have contributed to successful projects and advanced their careers. By highlighting their achievements, we aim to inspire women already enrolled in vocational programs to pursue careers with us while also encouraging those not yet enrolled to consider entering a skilled trade field.



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

## Affirmative Action

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

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

Due to the Executive Order 14173 introduced by the current Administration Cascade does not yet have results or information on our Affirmative Action plans. We do not intend to report on placement goals until further notice.

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, we do 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	2024	2023	2022
Executive & Senior Management	79%	79%	76%
First and Mid-Level Management	90%	85%	82%
Professionals	83%	82%	86%
Technicians	N/A**	N/A**	N/A**
Sales Workers	76%	79%	89%
Administrative Support	110%	104%	111%
Craft Workers - Skilled	89%	83%	86%
Operatives - Semi-Skilled	100%	N/A%	87%
Laborer / Helper	97%	99%	N/A**

\*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 and address an emerging gender wage gap in certain job categories. In 2024, we closed the pay gap in First and Mid-Level Management by 5%, with women now earning 90% of what men earn in this category. We also made notable progress among Skilled Craft Workers, where women's pay increased 6% from the previous year to 89% of the average male salary. However, the pay gap widened slightly in the Sales Workers category, highlighting an area for continued focus. Additionally, in 2023, there were no women in the Operatives (Semi-Skilled) category, but with new hires in 2024, we achieved pay parity, with women earning the same as their male counterparts. These improvements demonstrate our commitment to closing wage gaps and promoting pay equity across all job categories.

In 2024, we closed the pay gap in First and Mid-Level Management by 5%, with women now earning 90% of what men earn in this category.

**Recognizing the factors that contribute to wage discrepancies is the first step toward addressing them.**

**Key factors influencing these gaps include:**

- Turnover of tenured, higher-salaried employees
- A higher proportion of entry-level new hires with less experience
- Low female representation in certain job categories, causing percentage shifts in wage comparisons
- Absence of a formal salary increase program
- Transition of some female employees from full-time to part-time roles
- Changes in the sales compensation structure, shifting from a higher base salary to a lower base with greater commission potential

We remain committed to closing the gender pay gap. Our Human Resources team actively monitors salaries to ensure equity based on experience, skills, and performance.

**Key efforts to eliminate wage disparities include:**

- Expanding diversity recruitment efforts, with a focus on increasing female representation
- Fostering an inclusive workplace through initiatives led by the Center for People and Culture
- Providing manager training to support employee career progression and professional development opportunities
- Continuously monitoring salary trends through annual reviews and a structured salary increase program

---

## Incidents of Discrimination

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

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

**The policy addresses:**

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

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

# Technology

Technology is at the core of how we operate, innovate, and stay ahead in an evolving industry. From cutting-edge field solutions to robust cybersecurity measures, our people are driving real impact by harnessing technology to work smarter, protect our business, and enhance service to our clients.

As we embrace new advancements to improve efficiency and responsiveness, we also recognize the growing cyber risks that come with them. Cyber threats are evolving in scale and sophistication, and no organization is immune. Protecting our systems, data, and clients is a shared responsibility—one that our Technology Team takes seriously.

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

## Defending Our Digital Frontlines

Each week, our team proactively monitors and defends against threats, validating **over 58 million firewall events, securing 20,000 login attempts across 150+ applications, processing 250,000 emails, and safeguarding 8 terabytes of storage representing 3 million files.** Their expertise ensures that the technology powering our operations remains secure, resilient, and effective. We've experienced zero data breaches.

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

### Cybersecurity Initiatives

- Adoption of a zero-trust architecture security model that requires strict identity verification for every device trying to access resources on both our public and private clouds.
- Implementation of advanced geofencing heuristics and a secure access service edge (SASE) network to further fortify our digital perimeters.
- Utilization of artificial intelligence and layered security technologies to proactively identify and neutralize threats, ensuring the integrity of our digital environment.
- Commitment to bolstering our cyber defense capabilities in alignment with industry standards such as DFARS and CMMC, enhancing our cybersecurity posture.
- Run automation pen testing and password audits weekly across our entire environment.
- Mandatory cybersecurity training for all employees.
- External storage drives ban and total application control on company equipment.
- Password security and management software provided to all employees for work and home use
- Automating and digitalizing work-related forms

### Strengthening Cybersecurity Through Strategic Partnerships

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

[READ MORE ONLINE](#)



**InfraGard**  
Partnership for Protection

### The IS Team is always looking for partnership ideas

The team visited a job site in SeaTac, WA, to learn about on-site activities from our field crews. Such visits help improve tech tools and build partnerships.







# Our People

---

## Christine Jurczak

### Operations Manager

Christine is the definition of a team player. As Operations Manager, she oversees daily scheduling, project management, crew logistics, and financials—ensuring every job runs efficiently and safely. Christine also leads bidding, cost analysis, recruitment, and training, all while maintaining strong communication with clients and internal teams. As a seasoned leader in a male-dominated industry, Christine serves as a mentor and role model, inspiring the next generation of female environmental professionals.

Creating Real Impact: 5 years

# GOVERNANCE

## Governance Structure

Cascade is a privately-held company and is governed by a Board of Directors. The seven-member Board is comprised of our 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.

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

The Compass Corporate Sustainability Program is led by our 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 our 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.

### DIVERSITY OF GOVERNANCE BODIES

#### BOARD

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

#### EXECUTIVE TEAM

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

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.

**There were zero critical concerns reported during the 2024 calendar year.**

A prompt and thorough investigation is completed for all reports of known or suspected violations of our 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 Code of Ethics is strictly prohibited. Violations of applicable laws may not only entail serious legal sanctions but can also lead to disciplinary actions up to and including separation.

We are proud to report that there were zero critical concerns reported during the 2024 calendar year.

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

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

## Mission, Vision, Core Values

In an industry that is constantly evolving—shaped by new technologies, shifting business practices, and regulatory changes—our mission, vision, and core values serve as our guiding principles, ensuring we stay focused on what matters most.

In 2023, we took the important step of realigning these foundational pillars to reflect who we are today and where we aspire to be. But a set of values only matters if it's embraced by the people who live it every day. Over the past year, we've seen our teams bring these principles to life in real and meaningful ways—from the field to the office, in the way we solve challenges, support each other, and deliver results for our clients.

**Real People** - Our mission is more than words on paper—it's the daily work of our field teams, project managers, and technical experts who are committed to environmental investigation and remediation to create a more sustainable future.

**Real Impact** - Our vision isn't just aspirational—it's evident in the way we continuously push industry standards, leveraging safety, employee expertise, technology, and sustainability to outperform expectations.

**Living Our Values** - Whether it's collaborating across teams, investing in leadership development, prioritizing safety, or driving continuous improvement, our core values shape how we work and the impact we create.

These principles are not just displayed in our offices or project sites—they are the foundation of our culture and the key to our success. As we move forward, we remain committed to ensuring that our values guide every decision, every action, and every interaction, proving that when real people commit to a shared purpose, the real impact speaks for itself.

---

# MISSION

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

---

# VISION

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

---

# CORE VALUES



## SAFETY

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



## SUSTAINABLE GROWTH

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



## EXCELLENCE

We believe in exceeding expectations in everything we do.



## COLLABORATION

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

## Ethics & Integrity

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

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

### **Our Code of Ethics consists of the following ethical principles:**

- Conflicts of Interest
- Gifts & Entertainment
- Confidentiality & Non-Disclosure
- Health & Safety
- Business Records & Company Resources
- Reporting Questions, Concerns & Complaints
- Non-Retaliation

We adhere 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, we comply 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 our intranet. 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:

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

## Ethics and Compliance Hotline

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





# Our People

---

## Devon Phelan

Vice President of Projects,  
TerraTherm

As the leader of TerraTherm's Project Management Team, Devon is responsible for successful project completion of all thermal projects, managing safety, design, construction, operation, sampling, and demobilization. Devon has managed projects using all major thermal technologies-Thermal Conduction Heating (TCH), Electrical Resistance Heating (ERH) and Steam Enhanced Extraction (SEE) as well as combinations of the three.

Creating Real Impact: 22 years

# 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. 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	2024	2023	2022
<b>Fines for noncompliance</b>	0	0	0	0
<b>Non-monetary sanctions</b>	0	0	0	0

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

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

**These activities include:**

- Continued education and professional development for compliance staff
- Monitoring, analysis, and communication of new and revised regulations
- Third-party support to maintain industry-leading programs
- Maintaining a comprehensive library of policies and programs to support compliance in areas of waste management, spill prevention and control, and stormwater
- Air regulations for diesel equipment are centrally managed
- Central monitoring and management of equipment for compliance at local, state, and federal levels
- Performing monthly facility inspections and compliance
- Periodic audits of job sites during operation
- Performing daily and weekly inspections of used oil and waste area storage 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 fifth consecutive year.

	Target	2024	2023	2022
<b>Number of Significant Spills</b>	0	0	0	0
<b>Volume of Significant Spills</b>	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.

### Out of Service Rate

We continue to outperform the national average in all three Out of Service (OOS) categories, reinforcing our commitment to fleet safety and compliance. However, this year, our performance slipped in two key areas—Vehicle and Driver OOS rates.

	Target	National Avg.	2024	2023	2022
Vehicle	10.0%	21.4%	19.1%	16.9%	15.4%
Driver	1.5%	6.0%	2.5%	1.2%	1.2%
HazMat	0%	4.5%	0%	0%	0%

- Vehicle OOS Rate: Increased from 16.9% to 19.1%, still well below the 21.4% national average, but moving in the wrong direction.
- Driver OOS Rate: Rose from 1.2% to 2.5%, exceeding our 1.5% target yet remaining significantly better than the 6.0% national average.
- HazMat OOS Rate: Maintained at 0%, a testament to our strong compliance measures and hazardous materials handling protocols.

While we remain a leader in fleet compliance, this year's results highlight areas for improvement. Moving forward, we will focus on preventative maintenance, enhanced driver training, and stricter pre-trip inspections to drive our numbers back in the right direction and ensure continued excellence in fleet safety.

### Action taken to improve OOS ratings:

- Reviewed and updated programming and policies.
- Launched 2025 compliance campaigns and updated incentive programs.
- Implemented routine employee communications on inspection and compliance activities.
- Published a quarterly dashboard on DOT compliance.
- Supplemented internal maintenance and repair efforts with external support.
- Consolidated all fleet-related programs to enhance awareness and accountability.
- Increased internal audits to ensure compliance with fleet-related policies.

### What's an Out of Service Rate?

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

[READ MORE ONLINE](#)

**BASICs Scoring for Cascade Drilling, LP**

We significantly improved our BASICs scores in 2024, meeting or exceeding our targets in four out of six categories—a major improvement from last year. These results reflect our commitment to safe driving practices, crash prevention, and driver fitness.

**BEHAVIOR ANALYSIS & SAFETY IMPROVEMENT CATEGORIES**

	Target	2024	2023	2022
<b>Drug and Alcohol</b>	0%	0%	0%	0%
<b>Crash Indicator</b>	5%	1%	7%	13%
<b>Unsafe Driving</b>	3%	3%	5%	4%
<b>Vehicle Maintenance</b>	25%	43%	36%	28%
<b>Hours of Service</b>	10%	31%	27%	32%
<b>Driver Fitness</b>	10%	0%	0%	N/A*

\*Not enough inspections, no score

**What’s a BASICs Score?**

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

Categories (BASICs). Percentiles from 0 to 100 are determined by comparing the BASICs measurements of the carrier to the measurements of other carriers in the peer group. A percentile zero indicates best possible performance and 100 indicates the worst performance.

[READ MORE ONLINE](#)

**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:**

- Conduct mandatory, immediate training to address deficiencies.
- Review and update internal programs and policies.
- Maintain routine employee communications on inspections and compliance.
- Publish a quarterly dashboard on DOT compliance.
- Supplement internal maintenance and repair efforts with external support.
- Consolidate fleet-related programs to enhance awareness and accountability.
- Strengthen internal audits to ensure compliance with fleet policies.
- Invest in data tracking systems, including Motor Vehicle Report (MVR) monitoring for proactive issue alerts.

**Our fleet management team continues to drive compliance through:**

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

### Driving Compliance with Smart Technology

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

[WATCH THE VIDEO](#)

## Memberships

Actively participating in professional, industry, and non-profit organizations empowers our employees to grow, collaborate, and make a difference beyond their daily roles. These memberships provide opportunities to share expertise, build meaningful relationships, and contribute to the broader industry and communities we serve. We're proud to support our employees as they step up, get involved, and create lasting impact.

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

# GRI CONTENT INDEX

## STATEMENT OF USE

Standard	Disclosure	Location and Notes	Page #	Omission
<b>GRI 1: Foundation</b>	Statement of Use	About This Report	6	

## THE ORGANIZATION AND ITS REPORTING PRACTICES

Standard	Disclosure	Location and Notes	Page #	Omission
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	Our Brands; owned by private equity	13-15	
	2-2 Entities included in the organization's sustainability reporting	Reporting Standards	6	As a privately held firm, Cascade does not publicly release consolidated financial statements.
	2-3 Reporting period, frequency and contact point	Reporting Standards	6	
	2-4 Restatements of information	Restatement of information	7	
	2-5 External assurance	Reporting Standards	7	

## ACTIVITIES AND WORKERS

Standard	Disclosure	Location and Notes	Page #	Omission
<b>GRI 2: General Disclosures 2021</b>	2-6 Activities, value chain and other business relationships	Our Brands; Our Value Chain	13-23	Total capitalization omitted. As a privately held firm, Cascade's financial data is not publicly disclosed.
	2-7 Employees	Diversity & Inclusion; Appendix A-Workforce Diversity Data	90-95; A16- A24	Data includes all employees on active status as of the end of the calendar year. Since temporary employees and subcontracted labor are not on the Company's payroll, their data is not included in the report.
	2-8 Workers who are employees	Appendix A-Total Employees by Contract Type	A16	

## GOVERNANCE

Standard	Disclosure	Location and Notes	Page #	Omission
<b>GRI 2: General Disclosures 2021</b>	2-9 Governance structure and composition	Governance Structure; Appendix A-Diversity of Governance Bodies	102	
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance Structure	102	
	2-13 Delegation of responsibility for managing impacts	Governance Structure	102	
	2-14 Role of the highest governance body in sustainability reporting	Governance Structure	102	
	2-16 Communication of critical concerns	Communication	103	
	2-17 Collective knowledge of the highest governance body	Communication	103	

## STRATEGY, POLICIES, AND PRACTICES

Standard	Disclosure	Location and Notes	Page #	Omission
<b>GRI 2: General Disclosures 2021</b>	2-22 Statement on sustainable development strategy	Message from the CEO	4-5	
	2-23 Policy commitments	Values & Commitments	104-105	
	2-24 Embedding policy commitments	Values & Commitments	104-105	
	2-25 Processes to remediate negative impacts	Values & Commitments	104-105	
	2-26 Mechanisms for seeking advice and raising concerns	Values & Commitments	104-105	
	2-27 Compliance with laws and regulations	Regulatory Compliance 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.	110-114	
	2-28 Membership associations	Memberships	115	

## STAKEHOLDER ENGAGEMENT

Standard	Disclosure	Location and Notes	Page #	Omission
<b>GRI 2: General Disclosures 2021</b>	2-29 Approach to stakeholder engagement	Stakeholder Engagement	26-27	
	2-30 Collective bargaining agreements	Collective Bargaining	28	

## MATERIALITY

Standard	Disclosure	Location and Notes	Page #	Omission
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Material Topics	7-8	
	3-2 List of material topics	Material Topics	9	
	3-3 Management of material topics	Management Approach	10	

## ECONOMIC PERFORMANCE

Standard	Disclosure	Location and Notes	Page #	Omission
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	Economic Performance	32	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	34-36	
	201-3 Defined benefit plan obligations and other retirement plans	Employment; Compensation	65; 37	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.
<b>GRI 202: Market Presence 2016</b>	202-1 Ratios of standard entry level wage by gender compared to minimum wage	Economic Performance; Appendix A New Hire Salaries;	37: A1-A2	
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	Defining Our Vendors	20-21	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
<b>GRI 302: Energy 2016</b>	302-1 Energy use by source	Energy	40-43	
	302-1 Energy intensity ratio	Energy	40-43	
	302-4 Reductions of energy consumption	Energy	40-43	
	302-5 Reductions in energy requirements of products and services	Energy, Sustainable Remediation	40-43; 47-54	
<b>GRI 305: Emissions 2016</b>	305-1 Direct GHG emissions (Scope 1)	GHG Emissions	44	
	305-2 Indirect GHG emissions (Scope 2)	GHG Emissions	44	
	305-4 GHG emissions intensity ratio	GHG Emissions	44	
	305-5 GHG reductions realized	GHG Emissions	44	
	305-6 Emissions of ozone-depleting substances (ODS)	GHG Emissions	44	
	305-7 Nitrogen oxide (NOx), sulfur oxides (SOx), and other significant emissions	GHG Emissions	44	
	<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	Our Value Chain	21-22
308-2 Negative environmental impacts in the supply chain and actions taken		Our Value Chain	21-22	

## SOCIAL PERFORMANCE

Standard	Disclosure	Location and Notes	Page #	Omission
<b>GRI 401: Employment 2016</b>	401-1 New employee hires	Employment; Appendix A-Employee Retention	57-62; A9-A14	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	63-65	
	401-3 Parental leave	Employment; Appendix A- Parental Leave Data	64-65; A15	
<b>GRI 403: Occupational Health and Safety 2016</b>	403-1 Occupational health and safety management system	Health & Safety	68-69	
	403-2 Hazard identification, risk assessment, and incident investigation	Health & Safety Estimated value of loss prevention is calculated based on the average cost per injury related to the selected observation mitigation effort.	70-76	
	403-3 Occupational health services	Health & Safety	77	
	403-4 Roles and responsibilities of joint management-worker health and safety committees	Health & Safety	78-80	
	403-5 Worker training on occupational health and safety	Health & Safety	86-87	
	403-6 Promotion of worker health	Health & Safety	78	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health & Safety Employees maintain control over operations on project sites.	70-76	
	403-8 Workers covered by an occupational health and safety management system	Health & Safety All employees are covered under the CORE Health & Safety Program.		
	403-9 Work-related injuries	Health & Safety	81-82	Data is reported for employees only.
	403-10 Work-related ill health	Health & Safety 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.	81-82	

## SOCIAL PERFORMANCE

Standard	Disclosure	Location and Notes	Page #	Omission
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Training & Professional Development	86	Cascade does not track training by gender or category.
	404-2 Programs for upgrading employee skills and transition assistance programs	Training & Professional Development	86-88	Cascade does not provide transition assistance.
	404-3 Performance and career development reviews	Training & Professional Development	89	Cascade does not track by gender or job category. Reporting for total workforce only. The number of performance reviews conducted in 2024 was not recorded due to the transition to a new human capital management software system.
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	Our Value Chain	21-22	
	414-2 Negative social impacts in the supply chain and actions taken	Our Value Chain	21-22	
<b>GRI 405: Diversity &amp; Equal Opportunity 2016</b>	405-1 Diversity of employees	Diversity & Inclusion; Appendix-A Workforce Diversity Data	90; A16-A24	
	405-2 Ratio of basic salary and remuneration of women to men	Diversity & Inclusion; Appendix-A Entry Level Salaries	95-97	
<b>GRI 406: Non-Discrimination 2016</b>	406-1 Incidents of discrimination	Diversity & Inclusion	97	

# 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 110-111	
	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	IF-EN-160a.2	Sustainable Remediation, Page 47-54	

### 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		Zero for the reporting period

### HUMAN CAPITAL

Topic	SASB Metric	Code	Location in Report	Notes
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	IF-EN-320a.1	Health & Safety, Page 81	

### 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 47-54	Cascade offers remediation services and technologies to help our clients achieve their sustainability goals.
Climate Impacts of Business Mix	Amount of backlog for (1) hydrocarbon related projects and (2) renewable energy projects	IF-EN-410b.1	Not applicable	We do not perform this type of work.
	Amount of backlog cancellations associated with hydrocarbon-related projects	IF-EN-410b.2	Not applicable	We do not perform this type of work.
	Amount of backlog for non-energy projects associated with climate change mitigation	IF-EN-410b.3	Not applicable	We do not perform this type of work.

## GOVERNANCE

Topic	SASB Metric	Code	Location in Report	Notes
Business Ethics	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index 3	IF-EN-510a.1	Not applicable	Cascade operates solely in the United States of America.
	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anticompetitive practices.	IF-EN-510a.2	Ethics & Integrity, Pages 106-107	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	Ethics & Integrity, Pages 106-107	

### ACTIVITY METRIC

### CODE

Number of active projects (active but not complete)	IF-EN-000.A	Not available	As a privately held firm, Cascade reports only on the number of completed jobs.
Number of commissioned projects (completed)	IF-EN-000.B	Economic Performance, Page 32	3551
Total backlog	IF-EN-000.B	Not available	As a privately held firm, Cascade does not disclose total backlog.

# APPENDIX A

## NEW HIRE SALARIES

### 2024 NEW HIRES FOR ENTRY LEVEL POSITION SALARIES: AVERAGE VS. STATE MINIMUM WAGE

	FEMALE			MALE			TOTAL	TOTAL	TOTAL
	MIN OF % OF STATE MIN	AVERAGE OF % OF STATE MIN	MAX OF % OF STATE MIN	MIN OF % OF STATE MIN	AVERAGE OF % OF STATE MIN	MAX OF % OF STATE MIN	MIN OF % OF STATE MIN	AVG OF % OF STATE MIN	MAX OF % OF STATE MIN
ADMINISTRATIVE ASST	160%	184%	276%	N/A	N/A	N/A	160%	184%	276%
CLIENT EXPERIENCE COORDINATOR	431%	431%	431%	223%	223%	223%	223%	327%	431%
DRILLER ASST	N/A	N/A	N/A	138%	226%	330%	138%	226%	330%
DRILLER ASST I	138%	138%	138%	125%	196%	352%	125%	195%	352%
DRILLER ASST II	N/A	N/A	N/A	303%	303%	303%	303%	303%	303%
DRILLER ASST III	N/A	N/A	N/A	223%	223%	223%	223%	223%	223%
FIELD ASST	N/A	N/A	N/A	163%	163%	163%	163%	163%	163%
FIELD ASST I	N/A	N/A	N/A	138%	187%	303%	138%	187%	303%
FIELD TECHNICIAN	N/A	N/A	N/A	160%	242%	331%	160%	242%	331%
INTERN	N/A	N/A	N/A	107%	109%	113%	107%	109%	113%
LABORER	N/A	N/A	N/A	132%	189%	345%	132%	189%	345%
MGR -PROJECT ASSOCIATE	240%	240%	240%	N/A	N/A	N/A	240%	240%	240%
SHOP HELPER	N/A	N/A	N/A	164%	196%	349%	164%	196%	349%
<b>GRAND TOTAL</b>	<b>138%</b>	<b>210%</b>	<b>431%</b>	<b>107%</b>	<b>197%</b>	<b>352%</b>	<b>107%</b>	<b>197%</b>	<b>431%</b>

### 2023 NEW HIRES FOR ENTRY LEVEL POSITION SALARIES: AVERAGE VS. STATE MINIMUM WAGE

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

## 2022 NEW HIRES FOR ENTRY LEVEL POSITION SALARIES: AVERAGE VS. STATE MINIMUM WAGE

	FEMALE			MALE			TOTAL	TOTAL	TOTAL
	MIN OF % STATE MIN	AVERAGE OF % OF STATE MIN	MAX OF % STATE MIN	MIN OF % OF STATE MIN	AVERAGE OF % OF STATE MIN	MAX OF % STATE MIN	MIN OF % OF STATE MIN	AVG OF % OF STATE MIN	MAX OF % OF STATE MIN
ACCOUNTING CLERK	185%	185%	185%	N/A	N/A	N/A	185%	185%	185%
ADMINISTRATIVE ASSISTANT	157%	213%	283%	N/A	N/A	N/A	157%	213%	283%
DRILLER ASST	164%	224%	262%	133%	197%	386%	133%	198%	386%
FIELD ASST	N/A	N/A	N/A	133%	200%	331%	133%	200%	331%
FIELD TECHNICIAN	N/A	N/A	N/A	276%	283%	290%	276%	283%	290%
LABORER	N/A	N/A	N/A	158%	164%	173%	158%	164%	173%
SHOP HELPER	N/A	N/A	N/A	136%	144%	152%	136%	144%	152%
<b>GRAND TOTAL</b>	<b>157%</b>	<b>215%</b>	<b>283%</b>	<b>133%</b>	<b>197%</b>	<b>386%</b>	<b>133%</b>	<b>198%</b>	<b>386%</b>

# New Hires

## NEW HIRE EMPLOYEE COUNT BY GENDER\*

\* Gender as specified by the employee themselves

### 2024 GENDER

	FEMALE		MALE		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	1	100%	1
FIRST AND MID-LEVEL MGMT	1	100%	0	0%	1
PROFESSIONALS	2	25%	6	75%	8
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	1	100%	0	0%	1
ADMINISTRATIVE SUPPORT WORKERS	9	69%	4	31%	13
CRAFT WORKERS - SKILLED	0	0%	57	100%	57
OPERATIVES - SEMI-SKILLED	1	1%	111	99%	112
LABORER / HELPER	0	0%	30	100%	30
<b>GRAND TOTAL</b>	<b>14</b>	<b>6%</b>	<b>209</b>	<b>94%</b>	<b>223</b>

### 2023 GENDER

	FEMALE		MALE		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	1	100%	1
FIRST AND MID LEVEL MGMT	1	17%	5	83%	6
PROFESSIONALS	5	50%	5	50%	10
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	2	100%	0	0%	2
ADMINISTRATIVE SUPPORT WORKERS	7	100%	0	0%	7
CRAFT WORKERS - SKILLED	0	0%	48	100%	48
OPERATIVES - SEMI-SKILLED	0	0%	140	100%	140
LABORER / HELPER	5	9%	50	91%	55
<b>GRAND TOTAL</b>	<b>20</b>	<b>7%</b>	<b>249</b>	<b>93%</b>	<b>269</b>

## 2022 GENDER

	FEMALE		MALE		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	1	0%	1
FIRST AND MID LEVEL MGMT	3	38%	5	63%	8
PROFESSIONALS	0	0%	6	100%	6
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	0	0%	0	0%	0
ADMINISTRATIVE SUPPORT WORKERS	10	91%	1	9%	11
CRAFT WORKERS - SKILLED	0	0%	56	100%	56
OPERATIVES - SEMI-SKILLED	4	2%	173	98%	177
LABORER / HELPER	0	0%	52	100%	52
<b>GRAND TOTAL</b>	<b>17</b>	<b>5%</b>	<b>294</b>	<b>95%</b>	<b>311</b>

## NEW HIRE EMPLOYEE COUNT BY MINORITY POPULATION\*

\* Race/ethnicity as specified by the employee themselves.

### 2024 ETHNICITY

	MINORITY		NON-MINORITY		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	1	100%	1
FIRST AND MID LEVEL MGMT	0	0%	1	100%	1
PROFESSIONALS	0	0%	8	100%	8
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	0	0%	1	100%	1
ADMINISTRATIVE SUPPORT WORKERS	4	31%	9	69%	13
CRAFT WORKERS - SKILLED	20	35%	37	65%	57
OPERATIVES - SEMI-SKILLED	46	41%	66	59%	112
LABORER / HELPER	11	37%	19	63%	30
<b>GRAND TOTAL</b>	<b>81</b>	<b>36%</b>	<b>142</b>	<b>64%</b>	<b>223</b>

### 2023 ETHNICITY

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

## 2022 ETHNICITY

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

## NEW HIRE AGE COMPOSITION BY JOB CATEGORY

### 2024 AGE

	UNDER AGE 30		AGE 30 - 50		AGE 50+		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	1	100%	0	0%	1
FIRST AND MID LEVEL MGMT	0	0%	1	100%	0	0%	1
PROFESSIONALS	2	25%	0	0%	6	75%	8
TECHNICIANS	0	0%	0	0%	0	0%	0
SALES WORKERS	0	0%	0	0%	1	100%	1
ADMINISTRATIVE SUPPORT WORKERS	5	38%	7	54%	1	8%	13
CRAFT WORKERS - SKILLED	14	25%	30	53%	13	23%	57
OPERATIVES - SEMI-SKILLED	74	66%	35	31%	3	3%	112
LABORER / HELPER	17	57%	12	40%	1	3%	30
<b>GRAND TOTAL</b>	<b>112</b>	<b>50%</b>	<b>86</b>	<b>39%</b>	<b>25</b>	<b>11%</b>	<b>223</b>

### 2023 AGE

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

## 2022 AGE

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

# Employee Retention

## TOTAL EMPLOYEE TURNOVER BY GENDER\*

\* Gender as specified by the employee themselves

### 2024 GENDER

	FEMALE		MALE		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	2	100%	2
FIRST AND MID LEVEL MGMT	2	20%	8	80%	10
PROFESSIONALS	1	20%	4	80%	5
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	1	33%	2	67%	3
ADMINISTRATIVE SUPPORT WORKERS	6	100%	0	0%	6
CRAFT WORKERS - SKILLED	0	0%	49	100%	49
OPERATIVES - SEMI-SKILLED	0	0%	105	100%	105
LABORER / HELPER	0	0%	23	100%	23
<b>GRAND TOTAL</b>	<b>10</b>	<b>5%</b>	<b>193</b>	<b>95%</b>	<b>203</b>

### 2023 GENDER

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

## 2022 GENDER

	FEMALE		MALE		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	2	100%	2
FIRST AND MID-LEVEL MGMT	4	31%	9	69%	13
PROFESSIONALS	2	33%	4	67%	6
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	2	67%	1	33%	3
ADMIN SUPPORT WORKERS	4	80%	1	20%	5
CRAFT WORKERS - SKILLED	0	0%	77	100%	77
OPERATIVES - SEMI-SKILLED	2	2%	119	98%	121
LABORERS/HELPER	0	0%	28	100%	28
<b>GRAND TOTAL</b>	<b>14</b>	<b>5%</b>	<b>241</b>	<b>103%</b>	<b>255</b>

## TOTAL EMPLOYEE TURNOVER BY MINORITY POPULATION\*

\* Race/ethnicity as specified by the employee themselves.

### 2024 ETHNICITY

	MINORITY		NON-MINORITY		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	2	100%	2
FIRST AND MID LEVEL MGMT	3	30%	7	70%	10
PROFESSIONALS	0	0%	5	100%	5
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	0	0%	3	100%	3
ADMINISTRATIVE SUPPORT WORKERS	1	17%	5	83%	6
CRAFT WORKERS - SKILLED	15	31%	34	69%	49
OPERATIVES - SEMI-SKILLED	48	46%	57	54%	105
LABORER / HELPER	9	39%	14	61%	23
<b>GRAND TOTAL</b>	<b>76</b>	<b>37%</b>	<b>127</b>	<b>63%</b>	<b>203</b>

### 2023 ETHNICITY

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

## 2022 ETHNICITY

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

## TOTAL EMPLOYEE TURNOVER BY AGE COMPOSITION

### 2024 AGE

	UNDER AGE 30		AGE 30 - 50		AGE 50+		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	1	50%	1	50%	2
FIRST AND MID LEVEL MGMT	0	0%	3	30%	7	70%	10
PROFESSIONALS	0	0%	3	60%	2	40%	5
TECHNICIANS	0	0%	0	0%	0	0%	0
SALES WORKERS	0	0%	0	0%	3	100%	3
ADMINISTRATIVE SUPPORT WORKERS	0	0%	2	33%	4	67%	6
CRAFT WORKERS - SKILLED	9	18%	31	63%	9	18%	49
OPERATIVES - SEMI-SKILLED	57	54%	40	38%	8	8%	105
LABORER / HELPER	11	48%	10	43%	2	9%	23
<b>GRAND TOTAL</b>	<b>77</b>	<b>38%</b>	<b>90</b>	<b>44%</b>	<b>36</b>	<b>18%</b>	<b>203</b>

### 2023 AGE

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

## 2022 AGE

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

# Parental Leave Data

	2024	2023	2022
Total employees entitled to parental leave:	830	809	796
Male employees entitled to parental leave:	735	717	709
Female employees entitled to parental leave:	95	92	87
Total number of employees that took parental leave	8	7	3
Male employees that took parental leave	7	6	2
Female employees that took parental leave	1	1	1
Total number of employees that returned to work in the reporting period after parental leave ended	7	7	0
Male employees that returned to work in the reporting period after parental leave ended	6	6	0
Female employees that returned to work in the reporting period after parental leave ended	1	1	0
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	6	5	2

# 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.

2024	Male	Female	Total
<b>TOTAL EMPLOYEES</b>	<b>735</b>	<b>95</b>	<b>830</b>
FULL TIME (PERMANENT) EMPLOYEES	735	95	830
TEMPORARY EMPLOYEES	1	12	13

## Employees by Job Category

CATEGORY	2024	2023	2022
Exec and Sr Management	21	22	20
First and Mid-Level Management	71	74	64
Professionals	75	72	75
Technicians	1	1	2
Sales Workers	6	9	9
Administrative Support Workers	45	37	47
Craft Workers - skilled	349	321	318
Operatives - semi-skilled	218	215	213
Laborers/Helper	44	58	48
<b>GRAND TOTAL</b>	<b>830</b>	<b>809</b>	<b>796</b>

## Employees by Gender\*

\* Gender as specified by the employees themselves

### 2024 GENDER

	FEMALE		MALE		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	2	10%	19	90%	21
FIRST AND MID LEVEL MGMT	18	25%	53	75%	71
PROFESSIONALS	26	35%	49	65%	75
TECHNICIANS	0	0%	1	100%	1
SALES WORKERS	3	50%	3	50%	6
ADMINISTRATIVE SUPPORT WORKERS	39	87%	6	13%	45
CRAFT WORKERS - SKILLED	2	1%	347	99%	349
OPERATIVES - SEMI-SKILLED	2	1%	216	99%	218
LABORER / HELPER	3	7%	41	93%	44
<b>GRAND TOTAL</b>	<b>95</b>	<b>11%</b>	<b>735</b>	<b>89%</b>	<b>830</b>

### 2023 GENDER

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

## 2022 GENDER

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

## Employees by Minority Population\*

\* Race/Ethnic background as specified by the employees themselves

### 2024 ETHNICITY

	MINORITY		NON-MINORITY		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR	0	0%	21	100%	21
FIRST AND MID LEVEL MGMT	14	20%	57	80%	71
PROFESSIONALS	11	15%	64	85%	75
TECHNICIANS	0	0%	1	100%	1
SALES WORKERS	0	0%	6	100%	6
ADMINISTRATIVE SUPPORT WORKERS	13	29%	32	71%	45
CRAFT WORKERS - SKILLED	98	28%	251	72%	349
OPERATIVES - SEMI-SKILLED	90	41%	128	59%	218
LABORER / HELPER	24	55%	20	45%	44
<b>GRAND TOTAL</b>	<b>250</b>	<b>30%</b>	<b>580</b>	<b>70%</b>	<b>830</b>

### 2023 ETHNICITY

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

## 2022 ETHNICITY

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

## Employees by Age Composition

### 2024 AGE

	UNDER AGE 30		AGE 30 - 50		AGE 50+		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	1	5%	7	33%	13	62%	21
FIRST AND MID LEVEL MGMT	1	1%	34	48%	36	51%	71
PROFESSIONALS	8	11%	37	49%	30	40%	75
TECHNICIANS	0	0%	1	100%	0	0%	1
SALES WORKERS	0	0%	3	50%	3	50%	6
ADMINISTRATIVE SUPPORT WORKERS	6	13%	19	42%	20	45%	45
CRAFT WORKERS - SKILLED	35	10%	189	54%	125	36%	349
OPERATIVES - SEMI-SKILLED	113	52%	81	37%	24	11%	218
LABORER / HELPER	25	57%	17	39%	2	4%	44
<b>GRAND TOTAL</b>	<b>189</b>	<b>23%</b>	<b>388</b>	<b>47%</b>	<b>253</b>	<b>30%</b>	<b>830</b>

### 2023 AGE

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

## 2022 AGE

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

## Temporary Employees by Gender\*

\* Gender as specified by the employees themselves

### 2024 GENDER

	FEMALE		MALE		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	0	0%	0
FIRST AND MID-LEVEL MGMT	0	0%	0	0%	0
PROFESSIONALS	1	100%	0	0%	1
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	0	0%	0	0%	0
ADMINISTRATIVE SUPPORT WORKERS	0	0%	1	100%	1
CRAFT WORKERS - SKILLED	0	0%	7	100%	7
OPERATIVES - SEMI-SKILLED	0	0%	1	100%	1
LABORER / HELPER	0	0%	3	100%	3
<b>GRAND TOTAL</b>	<b>1</b>	<b>8%</b>	<b>12</b>	<b>92%</b>	<b>13</b>

### 2023 GENDER

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

## 2022 GENDER

	FEMALE		MALE		GRAND TOTAL
	NUMBER	PERCENT	NUMBER	PERCENT	
EXEC AND SR MGMT	0	0%	0	0%	0
FIRST AND MID-LEVEL MGMT	0	0%	0	0%	0
PROFESSIONALS	1	100%	0	0%	1
TECHNICIANS	0	0%	0	0%	0
SALES WORKERS	0	0%	1	0%	1
ADMINISTRATIVE SUPPORT WORKERS	1	100%	0	100%	1
CRAFT WORKERS - SKILLED	0	0%	2	100%	2
OPERATIVES - SEMI-SKILLED	0	0%	1	100%	1
LABORER / HELPER	0	0%	0	0%	0
<b>GRAND TOTAL</b>	<b>2</b>	<b>33%</b>	<b>4</b>	<b>67%</b>	<b>6</b>

# Diversity of Governance Bodies

## 2024 BOARD

GENDER		AGE			TENURE ON BOARD				DIVERSITY STATUS
Male	Female	<30	30-50	>50	<3	3-5	5-10	>10	
7	0	0	0	7	0	5	1	1	None

## 2024 EXECUTIVE TEAM

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

## 2023 BOARD

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

## 2023 EXECUTIVE TEAM

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

## 2022 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

## 2022 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

