



# POWERFUL SERVICES. SUSTAINABLE SOLUTIONS.

2020 ENVIRONMENTAL,  
SOCIAL AND GOVERNANCE  
(ESG) REPORT





## OVERVIEW

- 1 Mission, Vision & Values
- 2 Letter From Steve Tritch - Chairman of the Board of Directors
- 3 Letter From Scott Sewell - President and CEO
- 5 ESG At A Glance



## ENVIRONMENTAL

- 9 Environmental Sustainability Services
- 11 Sustainability. It's What We Do.
- 15 Efficiency-Driven Cost Savings
- 17 The Future Of Our Business
- 19 Environmental Compliance
- 20 2021 Environmental Goals
- 20 2021 Data Acquisition And Reporting Capabilities Goals



## SOCIAL

- 23 Our People
- 26 Diversity And Inclusion
- 28 2021 Diversity And Inclusion Goals
- 29 Health And Wellness
- 30 Safety Leadership
- 34 2021 Safety Goals
- 35 Employee Experience Survey
- 36 Charah Solutions Is Career Forward
- 37 Our Communities
- 38 Recognition



## GOVERNANCE

- 43 Governance
- 47 Sustainability Accounting Standards Board (SASB) Index
- 54 Appendix A: 2021 ESG Goals
- 57 Appendix B: UN Sustainable Development Goals (SDGs)

# CONTENTS



## MISSION

Charah Solutions is a total solutions company providing unparalleled service and innovation.

## VISION

Charah Solutions is and will continue to be the leader in customer service, safety and innovation. We do this by hiring and developing great talent and working together to challenge and inspire each other to be the very best.

## VALUES

We focus daily on the following core values:

**Customer**

**Exceed Expectations**

**Safety**

**Never Compromise**

**Innovation**

**Rethink Routine, Identify New Solutions**

**Sustainability**

**Take Responsibility And Take Action**

**Teamwork**

**Accountable To Each Other**

**Integrity**

**Always Do The Right Thing**



## LETTER from Stephen Tritch | Chairman of the Board of Directors



The Charah Solutions Board is excited to present to you our first annual Environmental,

Social and Governance (ESG) Report to showcase our Company's significant milestones in fulfilling our ESG commitments and sustainably preserving our natural resources for the betterment of our planet, our communities, and our customers.

Sustainability is what we do. It is who we are. Charah Solutions is truly one of America's best examples of resource conservation and recovery through the beneficial recycling of coal ash, ash impoundment closure services, and the remediation and redevelopment of land for community and commercial use.

Today, the importance of sustainability has never been greater or more widely respected. ESG is increasingly a priority of both companies and institutional investors driven by the growing interest of consumers, employees, policymakers, and supply chain partners to assess the commitment to ESG initiatives at the company with which they work with and invest.

Dedication to environmental responsibility, investing in our employees, and giving back to the community have been key value drivers at Charah Solutions since its founding. The arrival of COVID-19 has underscored the importance of our dedication to safety and taking every precaution necessary to ensure our employees' continued wellbeing. These are the values that we live every day, so we welcome the ever-growing significance of ESG values in measuring corporate performance throughout the industry.

We believe that our outstanding ESG track record is one of our greatest assets. As a leading provider of mission-critical environmental services and byproduct sales to the power generation industry for over 30 years, Charah Solutions is dedicated to preserving natural resources in an environmentally-conscious manner. As a result, we want to make sure that our impressive story is told so that our customers, partners, employees, and investors can clearly see all the data behind the highly positive environmental and social impact that Charah Solutions and our people are delivering.

As the Board Chair, I am delighted with the way our corporate leadership, led by President and CEO Scott Sewell and CFO and Treasurer Roger Shannon, has assembled a high-performance, cross-functional team to lead our formal sustainability program and ESG reporting effort. This reporting demonstrates our commitment to environmental stewardship, employee wellbeing, corporate diversity, and strong governance. With members from finance, HR, operations, IT, legal, communications, investor relations, environmental compliance, and safety, the ESG Leadership Team brings a balanced perspective as it evaluates key issues affecting both our Company performance and the unbiased reporting of our ESG data.

Our ESG actions and goals are the blueprints for achieving a cleaner environment and a more sustainable future. As this first annual ESG Report illustrates, we are committed to taking a leadership stance that investors recognize for value creation, that our partners recognize for aligning with their sustainability goals, and that our employees recognize for creating a great place to work.

**Stephen Tritch**  
Chairman of the Board of Directors  
Charah Solutions, Inc.





Sustainability has never been more vitally important than it is today to both companies and investors who share a growing focus on ESG in evaluating corporate performance. We are pleased to communicate the full story of Charah Solutions' outstanding environmental leadership in this inaugural ESG Report. Together, Charah Solutions' management and employees are united in our firm commitment to environmental responsibility, and we demonstrate that commitment daily. As a leading provider of mission-critical environmental remediation and compliance services, byproduct sales, fossil services and Environmental Risk Transfer (ERT) services to the power generation industry, practicing environmental responsibility, investing in employees, and serving our communities are all part of our mission. ESG reporting gives us the opportunity to share our story and demonstrate the sustainability commitment that we practice daily on the job to our customers, partners, and shareholders.

For most companies, sustainability is a byproduct of what they do. At Charah Solutions, sustainability is integral to what we do and who we are. Our work, mission, and Company culture are directly aligned with providing the powerful services and sustainable solutions to solve the power industry's most complex environmental challenges.

With the new administration kickstarting its tenure by placing climate action at the top of its priority list with multiple executive orders including rejoining the Paris Climate agreement, and by committing to 100% clean electricity by 2035, we expect to see a steady change in the American electric power sector in the immediate future with increased focus on coal ash remediation that provides significant business opportunities for our core service offerings, including remediation services and byproduct recycling, and will positively impact future growth.

Our recovery of coal ash enables environmental recycling, as this coal ash is beneficially used in the production of concrete to satisfy the growing infrastructure demands that utilize millions of tons of coal ash every year, thus preserving natural resources while dramatically reducing the need for landfill space. The beneficial recycling of ash in concrete production replaces Portland cement, a significant contributor to CO<sub>2</sub> emissions, thus significantly decreasing CO<sub>2</sub> and other greenhouse gases that would otherwise be emitted into the atmosphere. Substituting recycled ash to make "Green Concrete" also makes it a stronger product for use in bridges, highways, and buildings.

We are an industry leader in quality, safety, and compliance, and we are committed to reducing greenhouse gas emissions and preserving our environment for a cleaner energy future. This is what we do at Charah Solutions. We live it. We breathe it. And the purpose of this ESG Report is to demonstrate just that. At Charah Solutions, we know that ESG matters.

Our cross-functional ESG Leadership Team has worked intensively to gather the measurement data captured from our field activities to demonstrate our high level of commitment to environmental and community responsibility and employee wellbeing.

We have chosen to structure our ESG Report using the respected and accepted guidelines of the internationally recognized Sustainability Accounting Standards Board (SASB) and UN Sustainable Development Goals (SDGs) due to continued investor focus on acquiring better ESG reporting and better data. The importance of our ESG ranking, and the underlying ESG data, is meaningful as it provides our customers, shareholders, and potential investors with additional information that can impact decisions.

In this ESG Report, we focus on the real differences we are making, with key performance metrics that are relevant business drivers and value creators for our business while enhancing the environment. Our actions and efforts have produced ESG results that highlight this value creation:

- Our proven sustainability efforts conserve virgin resources and water, reduce greenhouse gases, and decrease landfill disposal, all while recycling and providing essential byproducts that contribute to the growth of our national economy.
- Our use of recycled ash in structural fill projects in which we return the land to the community for recreational or commercial use allows thousands of acres of land to be reclaimed each year.
- Our beneficial use of 2.58 million tons of coal combustion residuals (CCRs), including fly ash and other supplementary cementitious materials (SCMs) in concrete and other products not only eliminates the need to dispose of fly ash in landfills but also reduces the overall carbon footprint and conserves our virgin natural resources by substituting materials that would typically be mined.
- Our innovative industry-leading EnviroSource™ beneficiation technology (formerly MP618®) improves fly ash quality so that significantly more tons of fly ash can be recycled and marketed for reuse. This technology significantly reduces the environmental carbon footprint created by Portland cement and provides a superior product at lower costs for ready mix concrete producers.

- Our commitment to employees with a work environment characterized by considerate treatment of others, open and honest communication, personal accountability, trust, and mutual respect to provide superior service and sustainable solutions for our customers.
- Our commitment to diversity in the workforce has grown even stronger, and we have implemented specific diversity initiatives and programs to accelerate this growth for minorities and women at all levels of the Company.
- Our Safety Record is all about making sure that our people get home in the same physical condition as they came to work in the morning. In 2020, we accomplished a remarkable 0.36 Total Recordable Incident Rate (TRIR) with no lost time or restricted time injuries in comparison to the most recent Recordable Incident Rate industry average of 3.1.
- Our concern for the wellbeing of our communities is genuine, as demonstrated by the number of community and charitable organizations that our Company and employees support.

Going forward, we will continue integrating ESG values into the Company's strategy at every level, and we will continue to set trackable goals to keep improving.

This ESG Report presents an incredible track record that we are justifiably proud of. And yet, we have only begun this journey. There is no finish line.

**Scott Sewell**  
President  
Chief Executive Officer  
Charah Solutions, Inc.





12.45 MILLION  
TONS OF CCRs HANDLED

2.58 MILLION  
TONS OF CCRs  
BENEFICIATED AND RECYCLED



\*CO<sub>2</sub> savings are generated for lifecycle GHG calculations using the EPA WARM Model: MTCO<sub>2</sub>e = Metric Tonnes of CO<sub>2</sub>e Greenhouse Gas (GHG); EPA WARM Model evaluates total lifecycle of GHG rather than site specific GHG calculations. Lifecycle GHG values are typically greater than those of site-specific activities; The EPA WARM model was ran using default settings.



2.24 MILLION  
TONS OF CO<sub>2</sub> SAVED FROM  
ENTERING THE ATMOSPHERE

2.58 MILLION  
TONS OF MATERIALS DIVERTED  
FROM LANDFILL DISPOSAL

34,215 TONS  
OF GYPSUM RECYCLED

12 PONDS  
CLEANED AND  
CLOSED AND 1  
MINE RECLAIMED  
SINCE THE EPA 2015 CCR RULE  
TOOK EFFECT

APPROXIMATELY  
300 ACRES  
OF LAND RECLAIMED SINCE THE EPA  
2015 CCR RULE TOOK EFFECT

42.34 MILLION  
GALLONS OF WASTEWATER TREATED

0.36 TOTAL  
RECORDABLE  
INCIDENT  
RATE

(INDUSTRY AVERAGE IS 3.1)

A THREE-YEAR AVERAGE  
EXPERIENCE MODIFICATION  
RATE (EMR) OF  
LESS THAN 0.7

ZERO  
LOST TIME  
OR RESTRICTED TIME INJURIES

10,400 SAFETY  
INSPECTIONS  
PERFORMED; 524,000 SAFETY  
OBSERVATIONS PERFORMED; 261  
COMPLIANCE AUDITS; 344 FINDINGS

ZERO  
INCIDENTS  
OF NON-COMPLIANCE  
ASSOCIATED WITH  
AIR EMISSIONS AND OF  
NON-COMPLIANCE WITH  
OTHER ENVIRONMENTAL  
DISCIPLINES



10%  
DIVERSE WORKFORCE

3.8%  
MILITARY VETERAN WORKFORCE

49 EMPLOYEES WITH  
10 OR MORE  
YEARS OF  
SENIORITY

OVER \$780,000  
IN CHARITABLE DOLLARS DONATED  
OVER THE LAST 5 YEARS

12  
CHARITABLE ORGANIZATIONS  
SUPPORTED

17 EMPLOYEES  
PROVIDED  
GRANTS  
THROUGH CHARAH CARES PROGRAM

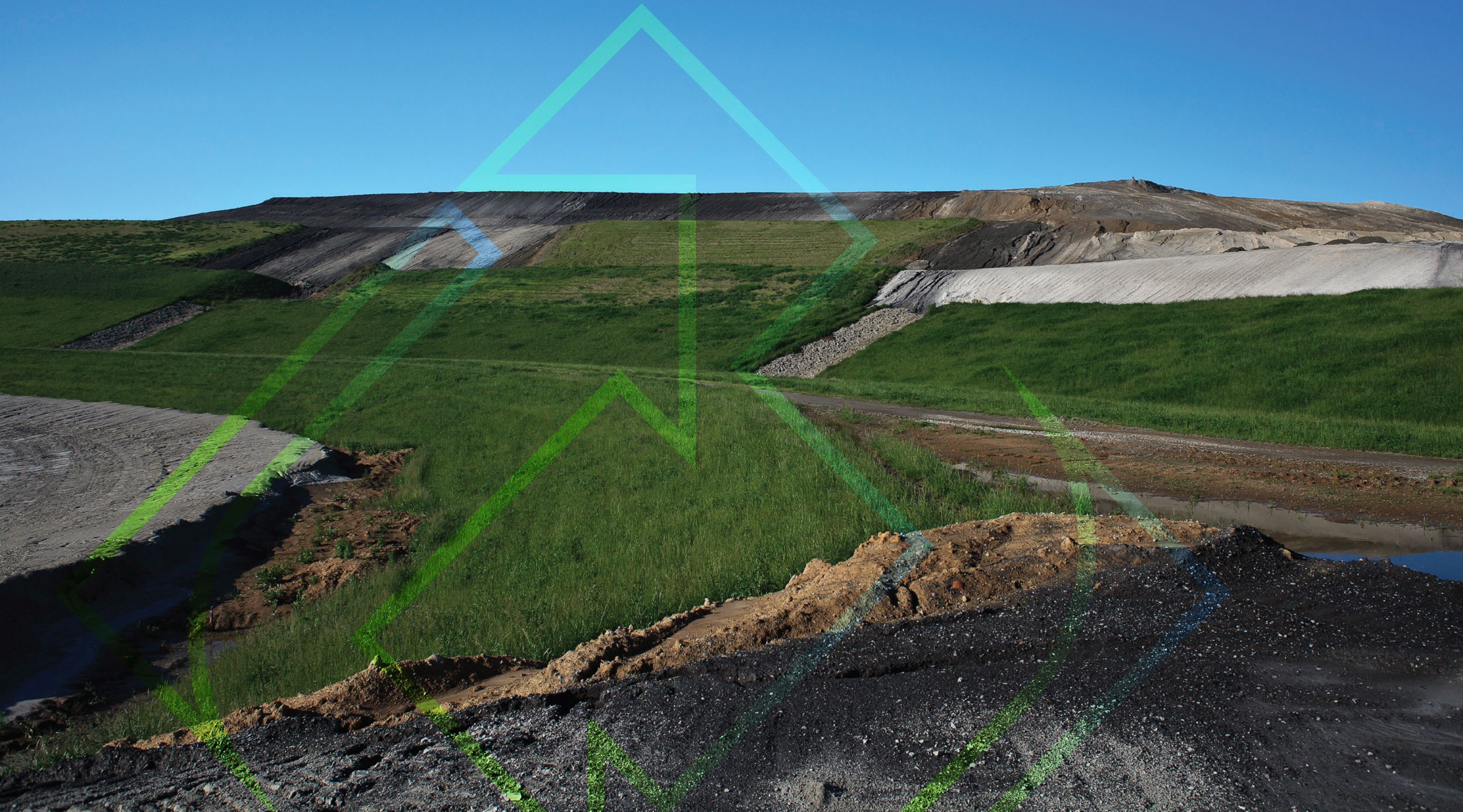
AMERICAN RED CROSS BLOOD DRIVES

60 DONORS  
53 UNITS  
COLLECTED  
159 POTENTIAL  
LIVES SAVED





# ENVIRONMENTAL





ENVIRONMENTAL SUSTAINABILITY SERVICES

Sustainability is central to everything we do at Charah Solutions. Our core business is centered on coal ash byproduct management, the beneficial recycling of ash products, and environmental remediation and compliance. We develop innovative sustainable solutions to complex environmental issues for the betterment of the planet and the communities in which we operate.



**WE SAVED 2.24 MILLION TONS OF CO<sub>2</sub> FROM ENTERING THE ATMOSPHERE IN 2020**

Charah Solutions fly ash improves concrete durability, strength, mixability, and finish. This concrete is used to build infrastructure to keep the economy moving.

ROADS

BRIDGES

CONCRETE PIPE

PRECAST PRODUCTS

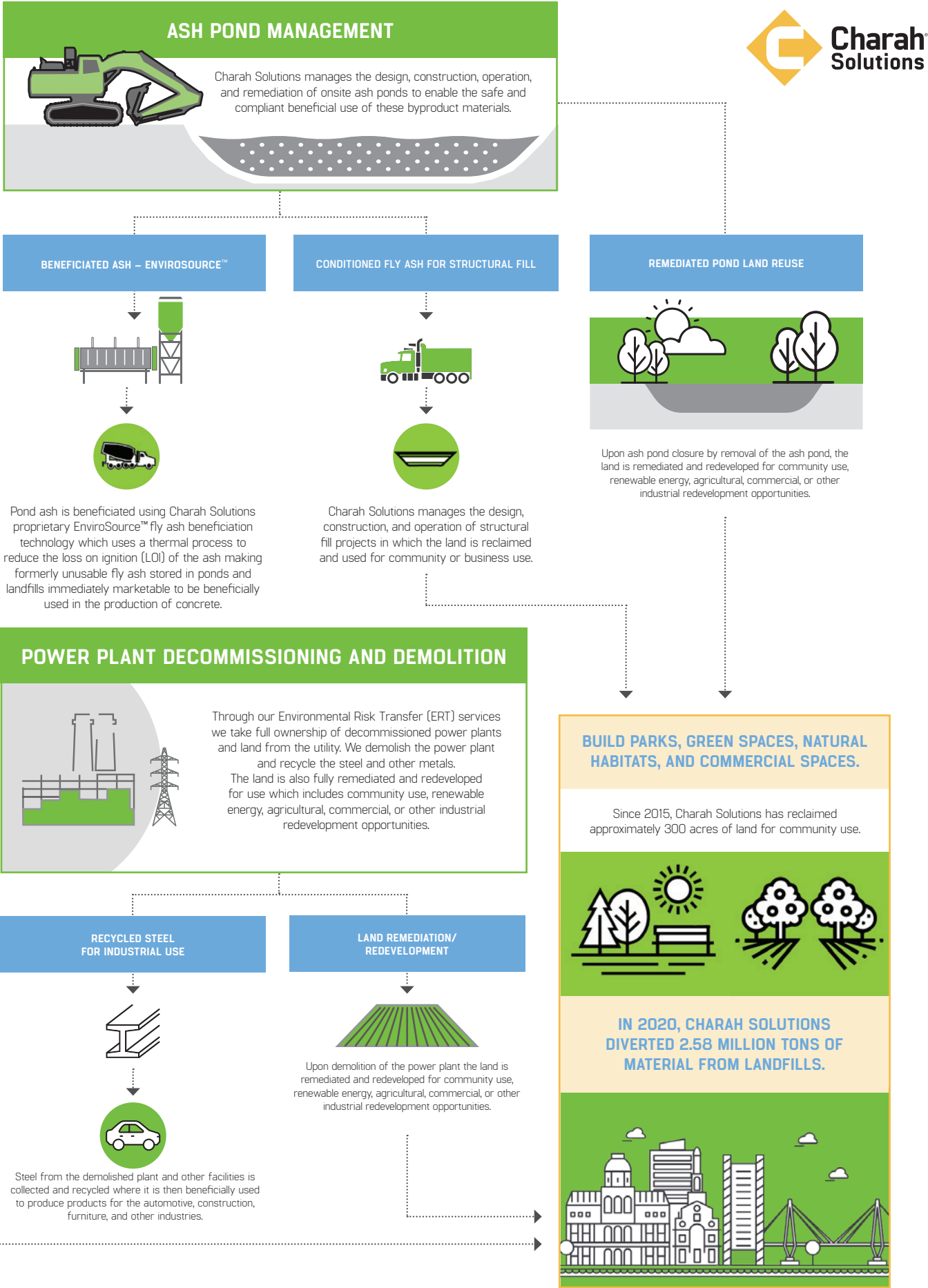
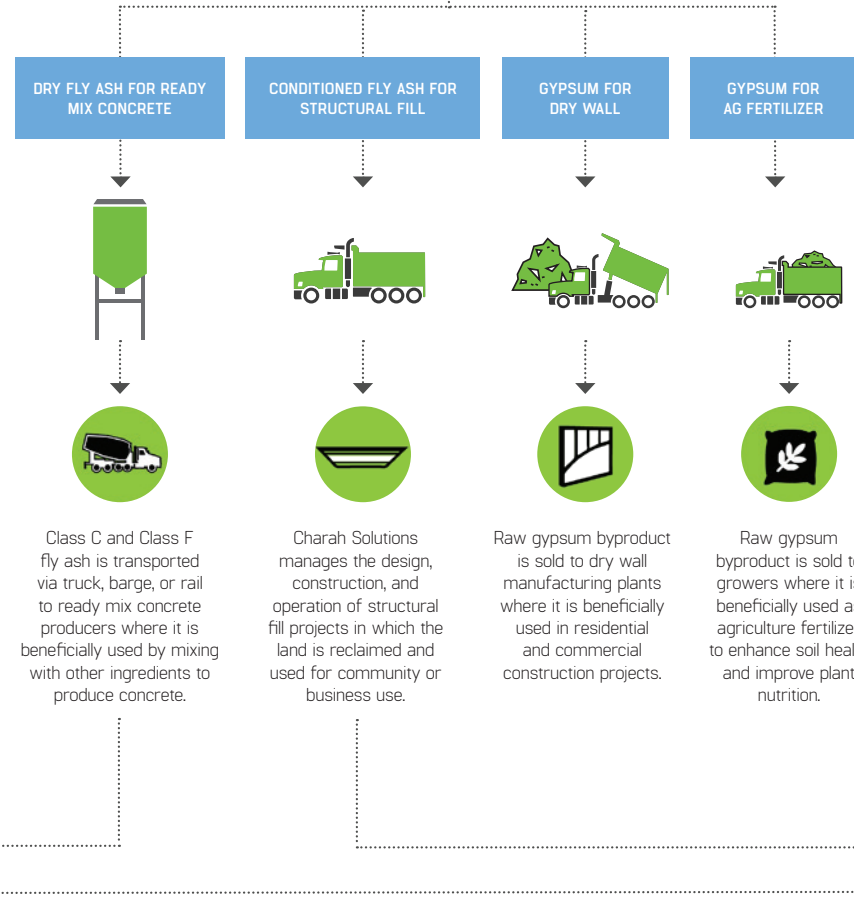
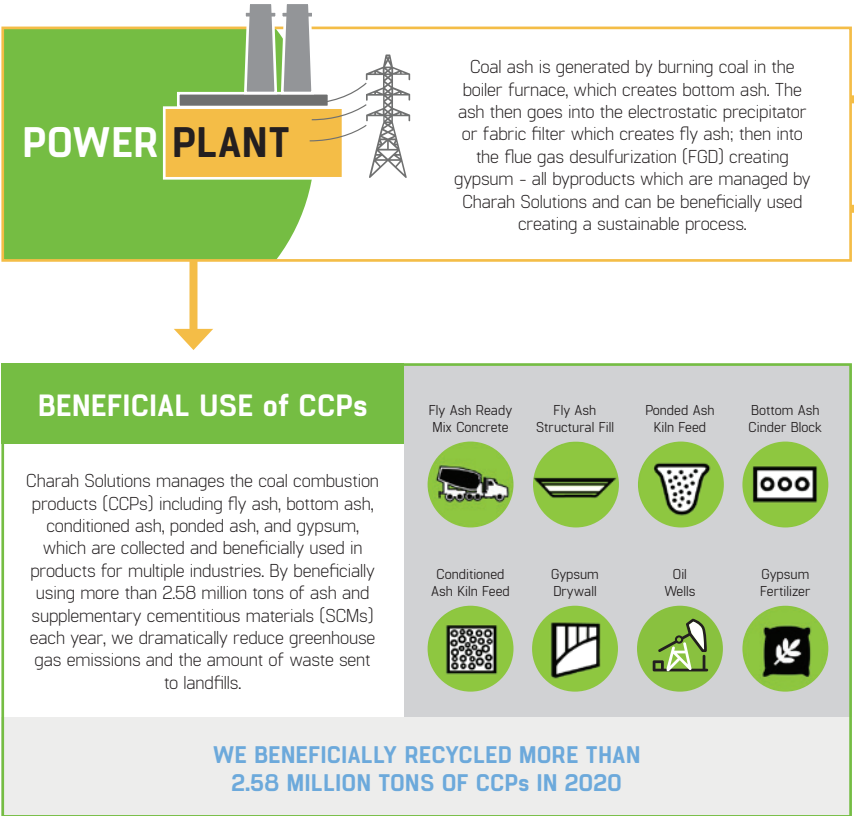
DAMS

BUILDINGS

CONCRETE BLOCK

READY MIX CONCRETE

**FOR EVERY TON OF FLY ASH USED TO REPLACE TRADITIONAL CEMENT, .87 TONS OF CO<sub>2</sub> IS SAVED FROM ENTERING THE ATMOSPHERE**





SUSTAINABILITY. IT'S WHAT WE DO.

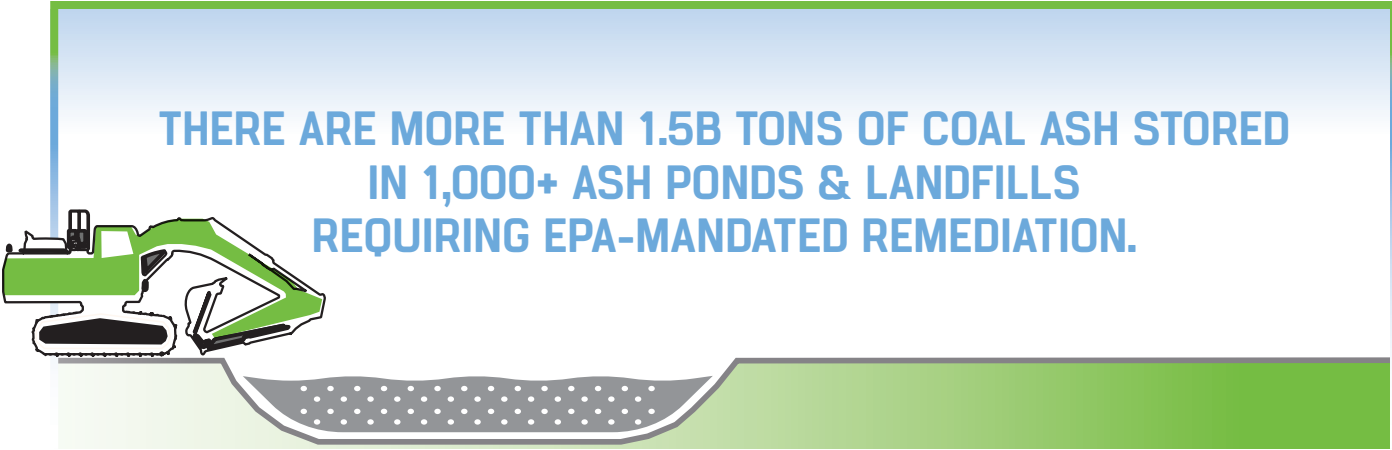
Sustainability is central to everything we do at Charah Solutions. Our core business is centered on coal ash byproduct management, the beneficial recycling of ash products, and environmental remediation and compliance. We develop innovative sustainable solutions to complex environmental issues for the betterment of the planet and the communities in which we operate. In fact, our purpose for being in business is to practice sound Environmental, Social and Governance as we provide mission-critical environmental services and byproduct sales to the power generation industry. Our sustainability efforts conserve virgin resources and water, reduce greenhouse gases, and decrease landfill disposal, all while providing essential recycled-products that contribute to the growth of our economy and land remediation for the community.

There are over 1,000 ash ponds and landfills in the U.S. requiring Environmental Protection Agency (EPA) mandated closures or remediation. Utilities across the country face growing state legislation that is increasingly prescriptive in regulation mandates with timing expectations that extend beyond the scope of EPA guidance. We see this as a clear opportunity to do the right thing for the environment and our communities by fully remediating these impoundments and recycling as much of the ash as possible to reuse the land and protect our waterways.

The fly ash that we manage and beneficially use on behalf of power companies would otherwise be a waste product that would need to be disposed of, turning what could become healthy lands into wastelands, and that would result in continually adding tons of CO<sub>2</sub> into the environment due to the manufacture of Portland cement. Fortunately, Charah Solutions provides a sustainable solution.



The United Nations Sustainable Development Goals (SDGs) are the blueprint to achieve a better and more sustainable future for all. These goals address global challenges, including poverty, inequality, climate change, environmental degradation, peace and justice. The nature of our services, our core values, and our ESG commitments align with many of the UN SDGs. We are proud that our Company and our employees are making a daily impact in each of the UN SDGs outlined throughout this ESG Report.



On an annual basis, our beneficial use of ash

**SAVES OVER 2.24 MILLION TONS OF CO<sub>2</sub> FROM ENTERING THE ATMOSPHERE.**

By recycling more than 2.58 million tons of ash and other supplementary cementitious materials (SCMs) as well as over 34,000 tons of gypsum each year, we dramatically reduce the amount of waste sent to landfills. We beneficially recycle gypsum to produce drywall and recycle ash into environmentally-sound structural fill projects where we return thousands of acres of land to the community for recreational or commercial use. Since the 2015 CCR Rule issued by the EPA took effect, we've reclaimed approximately 300 acres of land.

America needs new infrastructure, but not at the expense of the environment. Our efforts ensure that infrastructure built with concrete will not tax the environment or the concrete producers but rather enhance the environment by decreasing our carbon footprint and providing a higher standard product at a lower cost than using virgin materials. You will hear more and more about "Green Concrete," which is produced from recycled ash.



Increased investment in our nation's vital infrastructure

is driving increased demand for fly ash and other SCMs critically needed to produce concrete. Concrete producers nationwide need the improved concrete performance provided by adding recycled fly ash and other SCMs to their cement mixes. In doing so, concrete not only lasts longer, is more durable and better performing, but also is more sustainable, eliminating ash that would otherwise be stored in landfills or ponds.

Our reuse of CCR materials saves enough landfill space annually to

**OFFSET THE WASTE GENERATED BY NEW YORK CITY AND BOSTON FOR 200 DAYS.**



### Turning Carbon Into Cash

Per the EPA WARM model, for every ton of fly ash used to replace traditional cement, 0.87 tons of CO<sub>2</sub> is saved from entering the atmosphere. And when utilities think of contracting with Charah Solutions to sell fly ash to concrete producers instead of disposing of it, they think of savings for their customers. They can turn their carbon byproducts into cash.

Approximately 25 million tons of ash byproducts are used annually in the U.S. These recycled, beneficial use materials contribute to the long-term durability of concrete used in America's network of roads, bridges, and infrastructure while also preserving virgin raw materials and resources. In fact, more states are now requiring the substitution of fly ash as a replacement for traditional cement.



### EnviroSource™ Ash Beneficiation Technology

What is even more impressive about our work in the beneficial use of fly ash is the innovative ways we are raising the quality of fly ash so that a far greater percentage of it reaches the quality standards required for use in concrete and cement production. Our proprietary EnviroSource (formerly MP618®) fly ash technology beneficiates ash – making formerly unusable fly ash stored in ponds or landfills immediately marketable, reducing the need for landfills, ponds, or other disposal methods. Through this proprietary technology, we will significantly increase the tonnage of fly ash used in concrete production while vastly decreasing the use of natural resources. This technology will help our power industry customers across the nation as they address the more than 1,000 regulatorily-mandated surface impoundment closures resulting from tightening federal and state environmental regulations.



*Our MultiSource® Materials Network with over 40 locations nationwide ensures quality fly ash supplies for beneficial use by concrete and cement producers.*



It is also important to note that better access to quality fly ash is a significant factor in its usage by concrete and cement producers. If they can't get access to the fly ash they need, they can't use it in their production, and the ash has to be placed into landfills. At Charah Solutions, we have solved the problem of accessibility through our MultiSource materials network, a unique distribution system of nearly 40 nationwide locations with international sourcing and distribution, serving ready mix concrete producers, cement producers, and other materials customers. The MultiSource network has grown to become an important strategic advantage of Charah Solutions and one that benefits the environment. For utilities, it helps keep their fly ash moving more efficiently for faster sales and marketing and keeps it out of landfills, and materials customers count on it for a consistently reliable supply of high-quality SCMs when and where they need it.

With a proven track record of performance, it is not surprising that Charah Solutions is the partner of choice for solving power generation industry customers' most complex environmental challenges and as an industry leader in quality, safety, and compliance.





EFFICIENCY-DRIVEN COST SAVINGS

Environmental Risk Transfer Services

Charah Solutions is also an industry leader in providing Environmental Risk Transfer (ERT) services. Through our ERT services, we provide innovative solutions to large-scale, complex environmental issues facing utilities. With the growing shutdown of coal-fired power plants around the country, many utilities have an increased need to retire and decommission older generating assets while minimizing their costs and improving the environment in the process. These large-scale projects typically involve shutting down, decommissioning and demolishing the existing coal-fired power plant, remediating onsite ash ponds and landfills, and restoring the land.

Charah Solutions' ERT services provide a custom, environmentally-friendly approach to these large-scale projects, which removes the liability from the utility through the acquisition of the property. Charah Solutions provides environmental remediation of the ash ponds and landfills to meet all local, state and federal regulations, recycles the steel and other metals through the demolition of the plant and other facilities on the property, and redevelops the property upon project completion for public use. The redevelopment of the property typically includes natural habitat restoration for marine and other wildlife. The ash from remediated ponds and landfills is also beneficially recycled in the production of "Green Concrete."

This ERT approach not only benefits the environment but also provides economic benefits as it creates local professional and trade jobs, contributes to local business activity, supports the tax base, and lowers the costs for the utility and its ratepayers.

Few companies can combine the environmental expertise and the financial scale to provide utilities with Environmental Risk Transfer services, but this turnkey service pays big dividends for the environment as well as for the power companies and the ratepayers who no longer have to support these older, inefficient plants financially.



*"Our Environmental Risk Transfer services represent an innovative solution for many utilities that need to retire and decommission older or less economically viable generating assets while minimizing costs, maximizing the value of the assets, and improving the environment."*

**Scott Sewell**  
Charah Solutions President and CEO

Big Synergies And Big Savings

A recent example of our ERT services in action is seen in our agreement with the Texas Municipal Power Agency (TMPA) for the acquisition, remediation and redevelopment of Gibbons Creek Steam Electric Station and Reservoir in Grimes County Texas. Charah Solutions is providing turnkey ERT services to remediate existing ash ponds and landfills and redevelop the property after the coal plant was shut down and decommissioned in 2018 after operating since 1982.

As part of this agreement, Charah Solutions, through its subsidiary Gibbons Creek Environmental Redevelopment Group, LLC (GCERG), took ownership of the 6,166-acre area, including the closed power station, the 3,500-acre reservoir, dam, and spillway. GCERG assumed responsibility for the demolition of the coal power plant as well as performing all environmental remediation work for the site landfills and ash ponds and providing redevelopment opportunities for renewable energy, agricultural, commercial, or industrial redevelopment while creating jobs.

*"The transaction will save member cities millions in expenses associated with decommissioning and environmentally remediating the plant site."*

**Bob Kahn**  
TMPA General Manager





# THE FUTURE OF OUR BUSINESS

As we build our strategic 5-year and 10-year plans for the future of our business, we believe Charah Solutions is well-positioned to continue to thrive under multiple scenarios for the future of coal-fired power plants. While the long-term future of coal-fired power plants remains to be seen, it will likely change with new government administrations and state and local regulations as well as with a better understanding of how extreme weather affects a future “green grid” over the next 10 to 20 years. However, whether coal-fired power plants are rapidly decommissioned or their lifecycles are extended beyond current predictions, Charah Solutions’ services will continue to be in high demand and will most likely be needed even more in the future than currently projected, serving our utility partners for many years to come.

Under the scenario where the approximately 241 currently existing coal-fired power plants in the U.S. are decommissioned at a rapid rate over the next 10 to 15 years for those that are planning to close, the shutdown of these plants and the remediation required at the federal EPA and local and state levels would mean a decrease in our overall routine ash management opportunities but would provide for a significant increase in demand for many of our other services. Including:

- Increased demand for our Environmental Risk Transfer (ERT) services where we provide innovative turnkey solutions for these large-scale, complex environmental projects, including the acquisition of the property, shutdown, decommissioning, and demolishing of the coal-fired power plant, remediation of the onsite ash ponds and landfills, and restoration of the land. A typical ERT project is 2 to 5 years in duration.
- Increased demand for remediation of the more than 1,000 regulatorily-mandated surface impoundments in the U.S., accelerating our business growth vs. current expectations.
- A much-needed influx for the byproducts and fly ash we market to concrete and cement producers around the country today for beneficial use in the production of Portland cement and “Green Concrete,” as there is currently a shortage in the market today.
- An increase in the amount of reclaimed ponded ash that we could recycle and market to cement kiln feed producers.
- An increase in the amount of gypsum that we could handle and beneficially market to drywall manufacturers.
- An increase in the amount of conditioned ash that would be immediately available for use in large scale structural fill projects where the land is reclaimed and used for community or business use.
- Immediate accelerated demand for our proprietary EnviroSource fly ash beneficiation technology, which makes unusable fly ash stored in ponds or landfills immediately marketable. As many state and local regulations are mandating that a percentage of the ash in pond and landfill closure projects has to be beneficially used, this would provide many years of ongoing ash beneficiation projects and would create a 10 to 15 year supply of Class C and Class F fly ash we would sell to concrete producers for “Green Concrete.”

Under a scenario where the life of existing coal-fired power plants in the U.S. remains on track with today’s estimates of steady shutdowns over the next 20 to 30 years or these lifecycles are extended beyond current predictions, Charah Solutions is well-positioned for increased business and revenue opportunities with a steady stream of large scale pond and landfill remediation, ERT, and byproduct sales projects given regulatorily-mandated surface impoundment remediation needs as well as the ongoing need for our ash management services. In this scenario, a larger portion of the overall services we provide to our utility partners will be in play for a more extended period, leading to increased business including:

- An uptick in the need for our ERT services as plants will be decommissioned over this 20 to 30 year period.
- An ongoing stream of additional business in the marketing of byproduct and SCMs sales as plants remain open for the predicted or longer time.

- Increased demand for our proprietary EnviroSource fly ash beneficiation technology as many state and local regulations are mandating that a percentage of the ash in pond and landfill closure projects be recycled.
- Under this scenario our strategic planning and the needs for our services play out much like we have seen our business unfold in the last 12 to 18 months. Namely, increased demand for our broad platform of services due to the need for utilities to meet federal and state environmental regulations across the U.S. drives the needs of electric utilities for larger and more complex remediation solutions, with increased size and scope of projects.

It is also important to note that there are over 6,000 coal-fired power plants in operation outside of the U.S., over 350 currently under construction outside of the U.S., and another 1,000+ outside of the U.S. that have been permitted for construction. Charah Solutions’ leadership and expertise as a provider of environmental remediation and compliance services and byproduct sales to the power generation industry makes us well-positioned to expand our services outside of the U.S. and to take advantage of these markets where coal-fired power plants are expanding.





ENVIRONMENTAL COMPLIANCE

As part of our Environmental, Engineering, and Quality (EEQ) program, our continued implementation of CCR-focused regulations, including the Coal Ash Management Act in North Carolina and the requirements of the EPA's CCR rules, and regulatory agency involvement with Charah Solutions site operations continue to increase. We routinely engage with state and federal regulatory agencies, including MSHA, OSHA, U.S. Army Corps of Engineers, as well as state and federal environmental protection agencies. We continue to meet regulatory monitoring and reporting requirements to comply with the Clean



Water Act, Clean Air Act, RCRA, CERCLA, TSCA, ELG, and various state regulations related to CCR management. Charah Solutions implemented an



internet-based environmental and quality auditing program in late 2017 to promote the growth of our environmental compliance program to meet the compliance needs of an increasing number of project sites as well as provide tools to our site operations to manage better and take ownership of site compliance at the site level. Our EEQ teams provide site training at each project site to interact and participate in site auditing on a monthly or quarterly basis.

The Charah Solutions EEQ group has performed periodic and frequent site audits at each of our site operations, which provides a site-specific comprehensive review of environmental, quality, and engineering compliance regarding a set standard of compliance and methods of improvement.

Our site operations' compliance trends in each business unit, identifying both areas of improvement and need are evaluated throughout the year and reported annually. Charah Solutions successfully met expectations as no Notice of Violation (NOV) was received by Charah Solutions during the 2020 analysis period. Our EEQ group continues to expand the use of our online environmental and quality auditing program, VelocityEHS.

VelocityEHS provides EEQ and site operational teams compliance tools to measure project compliance with environmental and quality requirements specified by Charah Solutions' environmental and quality programs. The VelocityEHS program incorporates key components of our Corporate Quality Program (CQP) and revised EEQ's site auditing program. The VelocityEHS auditing program provides a framework and tools for EEQ to support project teams to ensure a project satisfies the customers' expectations and requirements for environmental compliance as well as standardization of CQP project management practices key to Charah Solution's continued growth and success.

The total number of EEQ findings at all of Charah Solutions' sites decreased during the audit period of 2019-2020. We attribute the decrease in findings to our CQP strict controls, completion of several significant projects, and impacts to site visitation due to COVID-19. Participation by site operations improved in 2020 from 2019 and will continue to increase in order to integrate better environmental compliance and quality initiatives and documentation into the overall operational program. We will continue to build on the success of the environmental management program, corporate quality program, continuing field training, and assistance to site operations as needed to maintain the highest level of service to our customers to ensure all site compliance as required.

2021 ENVIRONMENTAL GOALS AND 2021 DATA ACQUISITION AND REPORTING CAPABILITIES GOALS

Being the best possible stewards to the environment is extremely important. We know that we must keep improving and we set goals across the Company to make sure we are innovating and benefiting the environment at every step. We have established short-term and long-term goals in the following areas:

2021 Environmental Goals

1-YEAR GOALS	5-YEAR GOALS
90% of land owned will be remediated and returned to its natural habitat or redeveloped sustainably	Remediate and return over 1,000 acres of land for natural habitat or redevelopment
Maintain operations free of a Notice of Violation or Notice of Deficiency	Increase the amount of CO <sub>2</sub> saved from entering the atmosphere by 10%
	Increase the percentage of CCRs that are beneficially used or recycled by 10%
Improve the number and quality of site audits and inspections through updates to the program	Increase the amount of CCRs handled by 10%
	Increase the volume of recycled water used in site operations by 10%
Evaluate water consumption for ways to reduce or replace with recycled water	Achieve ISO compliance for Charah Solutions Environmental & Quality Program

2021 Data Acquisition And Reporting Capabilities Goals

1-YEAR GOALS	5-YEAR GOALS
Increase tracking of operational water usage to include recycled water	Implement resource tracking to report Scope 3 emissions
Develop a method to track actual electrical energy usage by site to refine Scope 2 Emission estimates	Implement Life Cycle Assessment (LCA) analysis for all Charah Solutions business units
Develop a method to track fuel usage by site to refine and validate fuel consumption calculations with field data	Leverage information provided by Business Intelligence (BI) initiative to optimize equipment idling and reduce fuel usage
Develop methods to track waste disposal, including domestic waste, recycling, and industrial waste	



# SOCIAL





OUR PEOPLE

Since our founding, we have operated under the Charah Way defined by our firm commitment to excellence, safety, customers, and each other. Our customers expect the best from us, and we as an organization expect and demand the best from each other. We are accountable to each other. To understand our performance in following Environmental, Social and Governance, one must examine how our Company, our culture, and our people follow our core values without compromise.

Guided by core values of exceeding customer expectations, safety, innovation, teamwork, sustainability, and integrity, Charah Solutions is an industry leading provider of mission-critical environmental services and byproduct sales to the power generation industry. With our proven team approach, we promote a work environment characterized by considerate treatment of others, open and honest communication, personal accountability, trust, and mutual respect to provide superior service and sustainable solutions for our customers. Each day is filled with opportunities for our employees to make an immediate contribution to the thinking, planning, and execution of our business and the services we provide our customers. Our employees are not just empowered but expected to speak up and participate. We are open to any and all ideas, thoughts, or concerns that will help Charah Solutions continue to be the Company that sets high standards in the workplace.

At Charah Solutions, we believe in:

- A workplace that is harassment free, safe, and provides growth and development opportunities
- An Open Door policy where all employees can speak to anyone across the business
- Accountability as we are each held accountable for our actions and to each other
- A Rewards program with pay and benefits that meet the needs of our employees and their families
- A Health and Wellness program that places the health and safety of our employees first



Best Place to Work

Even during the COVID-19 period, we were named to Louisville Business First's 2020 list of the "Best Places to Work in Greater Louisville," an annual program recognizing Louisville-area companies who are creating positive work environments for their employees. Charah Solutions was recognized as one of the top 16 companies in the category of 25 – 150 local employees, representing employees at our corporate headquarters and those who work at the LG&E Mill Creek Generating Station site.

*"We are honored to be named one of the 'Best Places to Work' in Louisville and are pleased that our employees have voted us a rewarding place to build their careers. Charah Solutions has built a unique culture over the past 30 years, and I join my colleagues in celebrating our commitment to each other in delivering excellence and 'Service Above All' to our customers every day while having some fun while we do it."*



**Jeremy Sochol**  
Senior Vice President of  
Human Resources



Coming Together To Fight COVID-19

An excellent example of our team spirit is seen in our recent company-wide response to COVID-19. As the COVID-19 pandemic became evident in March 2020, Charah Solutions quickly stepped up to the challenge as our employees' safety at our sites around the country remains our number one priority. Our mission-critical utility operations made it imperative to immediately implement COVID-19-specific safety protocols across our entire organization and with our customers to keep our teams safe and our projects moving.

We quickly established a dedicated Safety Response Team which implemented company-wide COVID-19 internal reporting and safety procedures for all sites, prohibited all non-essential travel, and implemented a work from home program. Social distancing measures and increased sanitization practices were instituted across the Company.

Our ability to adapt as one team quickly has always made Charah Solutions successful, and our field and office units have adapted exceptionally well during this challenging period. We believe our immediate safety response results and our team's commitment to safety and communication during this pandemic have been extremely successful in keeping our employees, customers, and communities safe.





Policies And Training

Our employees are critical to our success as well as the culture of our Company. We strive to establish fair policies and provide annual training to all employees as well as new employee onboarding training so we can achieve success together.

POLICIES						
Equal Opportunity Employment and Anti-Discrimination Policy	Diversity Policy	No Harassment Policy	Discrimination and Harassment Complaint Reporting Procedures	Commitment to Diversity, Equality and Inclusion	Anti-Corruption Policy	Open Door Program Policy

ANNUAL TRAINING				
Anti-Harassment Training	Safety Training	Environmental Training	Quality Training	New Hire Training

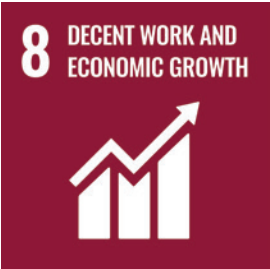
Open Door Program

Our Open Door Program promotes a positive work environment by encouraging employees, site/field leaders, and management to work together collaboratively to address and resolve workplace matters. This program provides options through which employees can go directly to their site/field leader with work-related questions and seek resolutions to workplace concerns.

- Employees are encouraged to have conversations with their site/field leader at any time regarding their goals, work-related concerns, or constructive feedback professionally and respectfully.
- Site/field Leaders and management members are encouraged to have conversations with employees in a collaborative, constructive, and respectful manner and to work together to reach the most appropriate resolution.

- All of our sites and offices are required to display our Open Door materials, including contact information for Human Resources, regional leader, and our Ethics Hotline.
- Employees may anonymously contact our Compliance Hotline to communicate issues and concerns associated with allegedly inappropriate, unethical, or illegal activities safely and honestly.

Our Open Door Program policy prohibits retaliation against employees for reporting their work-related questions, concerns, and suggestions to management, including alleged discrimination or harassment complaints. We demonstrate our commitment to employees by responding effectively to all employee concerns.



DIVERSITY AND INCLUSION

What makes Charah Solutions truly exceptional goes way beyond our response to exceptional times. It's what we do every day that sets us apart. We are committed to cultivating and preserving a culture of diversity, equality and inclusion, and strive to ensure that all employees are treated fairly. We all have a responsibility to treat others with dignity and respect at all times.

We know that diversity and inclusion are keys to our success, and we strive to hire a wide variety of backgrounds, ethnicities, talents, and viewpoints while creating equal opportunities for females and minorities. We are very proud that 10% of our workforce is diverse and that this number continues to grow, but we also understand that we have more work to do in order to provide increased opportunities for minorities and women at all levels of the Company. We recognize that diversity, inclusion, and belonging makes us a stronger team and more successful, and we are committed to continuing the development of an organizational culture that champions equality by fostering a supportive work culture and business practices free from barriers and biases.



We understand that this investment will not only provide needed opportunities for minorities and females but also make us a stronger team and more successful.

Workforce Diversity

We have set clear goals as a company to increase the diversity our workforce by 30% over the next three years, and we are also putting initiatives into place in order to ensure that we meet or exceed these goals. We believe it is the responsibility of all companies to set clear goals and action plans to increase diversity and we know it starts with us. The initiatives we have put into place to increase our diverse hiring by 30% over the next three years include:

- **Diversity Scholarship Program** – We are instituting a scholarship program (or tuition repayment program) at heavy equipment training schools in which we will pay the tuition costs or reimburse tuition costs for diverse candidates in order to hire ten entry-level diverse equipment operators within the next year.
- **Diverse Apprenticeship Program** – This apprenticeship program will provide the opportunity for new diverse hires to train and acquire the skills needed for trade/craft careers at our sites around the country. This program will include onsite skills training and classroom learning and professional development training and education to ensure a successful career at Charah Solutions.



Board Diversity

Our commitment to diversity and inclusion must go beyond our project sites – into our corporate offices and the Board Room. Our Board of Directors represents 14.3% diversity with one minority female, and we have set a goal to better align our Board of Directors diversity with our workforce diversity goal. By the end of 2021, our intention is to increase the diversity membership of our Board of Directors.

Supplier Diversity

As a part of our diversity and inclusion initiatives, we strive to ensure the suppliers we do business with represent a diverse group to assist with economic development among diverse companies and within our communities. We are providing expanded opportunities for diverse businesses to bid on projects at both our existing and new sites around the country as we develop a pool of diverse supplier partners who share our commitment to provide industry-leading services to the power generation industry.



The Charah Solutions Supplier Diversity Program uses the following diversity classifications:

- Minority-Owned Businesses (African American, Asia Pacific, Hispanic, Native American)
- Veteran-Owned Businesses
- Woman-Owned Businesses
- LGBTQ-Owned Businesses
- Service-Disabled Veteran-Owned Businesses
- HubZone Businesses (Historically Underutilized Business Zones as designated by the U.S. Small Business Administration)

Over the last 3 years, we have increased our average supplier diversity spend to 6% of procurement managed expenditures. Through a new partnership with Avetta, we are establishing greater visibility into our complete supply chain. With this improved insight, we will be implementing clear goals to increase the diversity spend managed through our procurement process.

Service To Country, Service To Environment

We have a strong commitment to our nation's service men and women and believe in the leadership and values that experienced veterans bring to our teams as they have unique skills and talents that thrive in our team environment. Currently, 3.8% of our workforce is comprised of military veterans, and we continue to recruit veterans heavily.

We have also established a 1-year goal to increase our military veteran workforce by 30% as their military



background is an excellent fit with our teams of industry-leading experts, given their discipline, work ethic, and expertise to plan and execute large projects.



Charah Solutions is an active member of Hard Hat Heroes, a group of military-friendly companies committed to supporting veterans seeking construction-related careers. Hard Hat Heroes is a not-for-profit 501(c)(3) education foundation through the National Center for Construction Education and Research (NCCER), which provides veterans free training to receive their NCCER construction credentials, so they are more qualified to find careers in the construction industry and earn higher wages.

2021 DIVERSITY AND INCLUSION GOALS

Being the best possible employer to our people and providing growth opportunities are essential values that we work to accomplish every day. We know that we must keep improving, and we set goals across the Company to make sure we are always progressing, innovating, and providing our employees opportunities to grow.

1-YEAR GOALS	3-YEAR GOALS
Increase the diversity of our Board of Directors	
Create an apprenticeship program for new diverse employees in our trades/crafts jobs	Increase the diversity of our workforce by 30%
Institute a Diversity Scholarship Program (tuition repayment program) at heavy equipment training schools to hire ten entry-level diverse equipment operators	Hire 40 diverse heavy equipment operators
Increase our military veteran workforce by 30%	Increase diverse supplier spend to 15%
Finalize tracking for diverse supplier spend to categorize suppliers not currently tracked as a part of diverse supplier spend	Establish needed Employee Resource Group based upon results of employee survey



HEALTH AND WELLNESS



We provide a robust health and wellness plan for all of our 600+ employees, which we are very proud of as our employees' health and safety will always be our number one priority. Our health and wellness plan includes multiple medical, dental and vision plan options, 100%-paid routine preventive health options for our employees, and their covered dependents, including screenings, annual preventive/wellness exams, COVID-19 testing and immunizations.

We also provide paid time off for all employees to ensure they have the time needed to complete their annual preventive exam. To encourage our employees in getting their 100% employer paid physical, we subsidize 85% of the cost of our medical premiums. We provide discounted medicines for chronic conditions like asthma, cholesterol, diabetes, and heart disease to our employees at a significant cost reduction, as well as telehealth care. We covered over \$374,000 in costs for preventive care visits and maintenance medicines for our employees and their family members in 2020.

- All employees are provided the following coverages, at no cost:
- Basic Life insurance coverage equal to their base salary
  - Basic Accidental Death and Dismemberment (AD&D) protection equal to their Basic Life coverage amount; Short-Term Disability coverage; Long-Term Disability coverage
  - 401(k) Employee Savings Plan with Company contribution
  - Employee Assistance Program, which provides access to professional counseling, 24 hours a day, 365 days a year

We also provide additional voluntary coverage options that include:

- Supplemental Life and AD&D insurance options to all employees, spouses, and children
- Critical Illness insurance
- Accident insurance
- Legal assistance



**WE COVERED OVER  
\$374,000 IN COSTS**

*for preventive care visits and  
maintenance medicines for our employees  
and their family members in 2020.*

SAFETY LEADERSHIP



Safety is one of our core values. We are dedicated to maintaining a safe working environment and training our employees and subcontractors to perform their jobs safely while proactively contributing to a safe workplace.

A vital principle of the Charah Way involves actively caring for those around us and working together as one team. Caring for our coworkers and acting as a team is a crucial part of working safely. It requires us to coach and be coached when unsafe behaviors are identified or observed. Safety is not one person's responsibility; safety is everyone's responsibility as well as being there for one another in times of crisis, which was recently evidenced by our company-wide response to the COVID-19 pandemic.

How A True Safety Culture Responds to COVID-19

A real example of our culture of safety was seen in how our management and our teams responded to the arrival of COVID-19.

As the COVID-19 pandemic hit in March 2020, Charah Solutions moved quickly to take steps to secure the safety of our employees and operations. Our mission-critical utility operations made it imperative to immediately implement COVID-19-specific safety protocols across our entire organization and in concert with our customers to keep our teams safe, projects moving, and employees working.

Beyond the guidance received from the Centers for Disease Control and Prevention (CDC) and other federal and state-level guidance, a dedicated Safety Response Team was established, which implemented company-wide COVID-19 internal reporting procedures for our sites and our Environmental Health and Safety department. We conducted COVID-19 updates company-wide daily. We prohibited all non-essential travel, implemented a work-from-home program, and instituted social distancing and increased sanitization practices at every level.

Managers were required to participate and report any safety or COVID-19 related updates during an 8:00 am call every morning that included Regional Managers, Site Managers and Department Heads, followed with a brief to Executive Leadership. By 9:30 am, a full report was sent to all sites where all COVID-19 safety items that need to be addressed were outlined for immediate action. These calls and reports took place seven days a week from March through July, then moved to five days a week through the end of December and starting in January 2021, are two days a week, dependent upon the health and safety needs of the sites and employees.



Specialized safety and health procedures communication materials were also created for our employees, which included:

- COVID-19 Pandemic Response Plan
- COVID-19 Employee Absence Flowchart
- COVID-19 Keeping The Workplace Safe Procedures
- COVID-19 Keeping Your Home Safe Procedures
- Equipment Cleaning Guidelines
- Working Remotely Overview & IT Procedures
- Work From Home Tips During COVID-19 Policies
- Tips to Improve Your Work From Home Routine

We increased sanitization practices across the Company, provided disposable surgical masks to all job sites, and increased the number of hand sanitizing stations. We implemented screening procedures at the sites that include temperature check stations and the stocking of all offices, conference rooms, heavy equipment, and trucks with disinfectant wipes/spray and hand sanitizer. All equipment is wiped down before

the morning shift starts and after the shift ends, and then again before the afternoon shift starts and at the end of the day. We also provided hand sanitizer and masks to anyone who needed them at home.

**3 GOOD HEALTH AND WELL-BEING**



Increased social distancing measures include staggered shift start/end times and break times with additional break spaces established. Safety meetings are held outside of the site trailers so that the 6-foot social distancing requirement is never compromised, and employees are asked to eat lunch in their vehicles. Our ability to adapt as a team quickly has always been a crucial part of Charah Solutions' success, and our field and office units have adapted exceptionally well during this challenging period.



**Establishing A Safety Culture**

Our successful response to the challenge of COVID-19 was made possible by our Culture of Safety. Our commitment to the safety of our team members and the environment will never waver. Simply stated, our work does not go forward unless our people can proceed safely. And we will not go forward with any project that puts the environment at risk. There is no room for compromise in any of these critical areas.

We take a very comprehensive approach to ensure that all employees advance our Culture of Safety. We stress that safety is not just the responsibility of the Safety Department; in fact, it is each team member's responsibility to deliver a Culture of Safety.

We have made it the responsibility of every team member, regardless of rank or position, to call "All Stop" and take preventive action when safety is at risk. Every team member has the right to challenge our leaders/management, whether they have been on our team for 30 years or 30 minutes. Our safety policy protects every team member from fear of repercussions, as it is non-punitive and non-judgmental because safety is always our #1 priority.

**Safety Excellence Is A Must**

Charah Solutions recently passed a one-year safety milestone with 1.19 Million person-hours of work without an Occupational Safety and Health Administration (OSHA) recordable incident. This significant achievement is a result of the commitment of all personnel to put safety first.

Our record in safety excellence also includes the following achievements:

- In 2020 we accomplished a 0.36 Total Recordable Incident Rate (TRIR) with no lost time or restricted time injuries in comparison to the most recent industry Total Recordable Incident Rate industry average of 3.1
- An impressive three-year average Experience Modification Rate (EMR) of less than 0.7

We know it's imperative that we continuously assess our Safety performance and that quality of safety performance is a behavior that can be regularly measured. Our Managers and Safety Specialists utilize an advanced predictive analytics tool to document, monitor, and track behaviors and conditions. This tool utilizes observations, incidents, and historical event data to provide valuable information that we thoroughly assess. We provide our site, regional, and executive leadership "dashboards" that detail incident and observation data from the previous week, month, and year and identify particular trends in that data. We use this information to customize plans to mitigate hazards and reverse any negative trends aggressively.

We also use this data, along with other analytical data, at the project level to compare statistical data across regions and job sites. Over the last four years, our team has completed over 30,000 inspections and 1.3 million observations, with more than 12,000 opportunities for improvement identified.

**Behavioral Based Observations**

YEAR	INSPECTIONS	OBSERVATIONS	AVERAGE #/INSPECTION
2020	10,433	524,102	50

With our employees compiling more than 100,000 person-hours of work per month, we take a proactive approach to safety training and procedures. Our in-house Safety Department is comprised of a team of professionals who hold a multitude of advanced degrees in their respective fields and have earned the highest and most highly respected professional certifications in the industry. These include Board of Certified Safety Professional designations of Certified Safety Professional (CSP), Associate Safety Professional (ASP), Occupational Safety and Hygiene Technologist (OSHT), Construction Health and Safety Technician (CHST), as well as several team members who are Authorized Outreach Trainers for the U.S. Department of Labor in both Construction and General Industry. Our in-house Safety Department also includes professionals who are accredited Occupational Safety and Health Administration (OSHA) trainers, along with full-time transportation specialists in both over-the-road (OTR) and rail operations.





Transportation audits are conducted on all road trucks used by our contractors, as well as company-owned units. Each vehicle must be inspected and meet U.S. Department of Transportation (DOT) and Charah Solutions requirements before traveling on public roadways. Charah Solutions has a zero-tolerance policy for substance abuse, and we oversee random drug tests on every employee and every contracted driver to ensure compliance.



ALL SITE MANAGERS  
ARE REQUIRED TO  
COMPLETE OSHA  
SAFETY TRAINING  
CLASS



Safety Training

We take the utmost measures to train, equip, and ensure that our team members can perform at the highest standards, complying with all local, state, and federal regulations, plus our own Charah Solutions safety policies.

All site managers are required to complete an OSHA 30-hour Safety Training class. We train each of our employees in both general construction safety and areas specific to the risks related to the type of work being performed. Each new employee receives a minimum of six hours of mandatory safety training, followed by compliance training and additional site-specific training for his or her assignment. Safety is never static. We're always exploring new ways to analyze and improve our worksites and our employees' attention to safety.



Safety Leadership Recognition.

Recent award recognition for our unrelenting focus on Safety Leadership includes:

- AGC Willis Towers Watson Construction Safety Excellence Award for the third straight year
- Seven Employee Gold-Level Certificates of Safety Achievement from the North Carolina Department of Labor
- Construction Safety Leader Award from Coalition for Construction Safety for our proprietary Basin Excavation Strategies Training (BEST) program
- Event-Free Safety Award from Duke Energy for the Crystal River Energy Complex in Citrus County, Florida



By design, our Charah Solutions Safety Culture keeps getting stronger day in and day out. As a Company, we have established and will keep safety as one of our Core Values, both in the office and on the worksite. And we'll never stop talking about it.

2021 SAFETY GOALS

Keeping our employees safe will always remain our top priority as it is a core value we live every day. We know that we must keep improving on our industry-leading safety record, and we have set short-term and long-term goals in the following areas:

1-YEAR GOALS	5-YEAR GOALS
Maintain a Total Recordable Incident Rate (TRIR) of 0.46 or better	Achieve ISO compliance for Charah Solutions Health & Safety Program
Maintain a three-year average Experience Modification Rate (EMR) of less than 0.7	Require Construction Health and Safety Technician (CHST) Certification for safety professionals within 12 months of meeting certification eligibility, promoting this certification for all safety professional staff
Maintain 0 Lost Time Injuries	Develop and maintain certification program for heavy equipment operators and track operator credentials
Improve the quality of site inspections and observations through updates to the program where “near miss” reporting and unsafe observations are incentivized	
Improve incident reporting through the increased use of Incident Assessment toll every quarter and identify any behavioral trending or re-training that may be needed	



EMPLOYEE EXPERIENCE SURVEY

Our annual Employee Experience Study measures many dimensions that comprise a healthy workplace, including our Company’s culture, focus on our core values and our commitments to our customers and each other. Our 2020 survey saw participation by 95% of our employees, which far exceeded the industry average.

Results: A significant majority of our employees:

- Go home knowing they have contributed to the needs of our customers
- Report their supervisors hold their teams to a high standard of performance
- Feel comfortable bringing safety issues to their supervisor
- Recognize their opinions at work are valued
- Are inspired to do their best work every day

Each year, we communicate the results of this survey to all employees, and we use their feedback to take action and make changes according to what is most important to our employees. We are always exploring new ways to do things, improve our culture, and enhance our attention to safety.

It is in our DNA to perform our work with discipline, personal accountability and to continuously “Rethink the Routine” to make us each better and to make Charah Solutions an even better place to work. After sharing the results with our employees, each manager works with their team members to identify at least one area to improve for the next year.



CHARAH SOLUTIONS IS CAREER FORWARD

We encourage our employees to grow their skills, and we invest in providing opportunities to help our employees reach their career goals. Our positions require individuals who demonstrate initiative, take ownership, and exhibit a high level of personal accountability while thriving in a team environment. In fact, one of our most senior leaders began his career at Charah Solutions working in an ash landfill over 23 years ago. As of December 31, 2020 we had 49 employees (over 8.5% of all employees) with 10 or more years of seniority working at the Company.

Whether on a professional management or a technical career track, our employees find advancement opportunities at Charah Solutions with a culture that is all about engagement, education, training, and advancement from within.

Professional/Management Leadership Training

We are always looking to educate, advance, and promote our talent internally. Career training such as our “Leading from the Frontline” program combines management education and leadership training so that all of our employees understand the importance and impact of leadership in our organization, and we pride ourselves in providing reimbursement for continuing education.



Construction Trade Career Advancement

We provide career skills education to support our construction trade employees in mastering current skill areas as well as future areas of development. These programs include direct sessions with team leaders in safety protocol, specified skills, hands-on training sessions, equipment know-how, heavy equipment training and certification, and sessions on emerging trends impacting and changing the construction skillsets of the future. We offer construction trade professionals an attractive pathway for career advancement, with the potential to work on different projects and locations.

The Benefits of Equal Opportunity

Charah Solutions, an equal opportunity employer, is committed to equal opportunity for all employees and applicants. The Company recruits, hires, trains, promotes, pays, and administers all personnel actions without regard to race, color, religion, sex (including pregnancy, childbirth, and medical conditions related to pregnancy, childbirth, or breastfeeding), sex stereotyping (including assumptions about a person’s appearance or behavior, gender roles, gender expression, or gender identity), gender, gender identity, gender expression, national origin, age, mental or physical disability, ancestry, medical condition, marital status, military or veteran status, citizenship status, sexual orientation, genetic information, or any other status protected by applicable law. We interpret these protected statuses broadly to include both the actual status and also any perceptions and assumptions made regarding these statuses.





OUR COMMUNITIES

Since our founding in 1987, we have focused on creating a work environment consistent with the Company’s values and beliefs, which includes giving back to the community. Charah Solutions and its employees support many worthy charitable causes through our Charah Cares program and the efforts of our sites and employees around the country. The Company has donated over \$780,000 to charitable organizations in the last 5 years.

Our Charah Cares program was developed to support those in need, both internal to the Company and external programs and nonprofit organizations. Employees have the option to donate directly to the Charah Cares program or have a portion of their pay set aside expressly for Charah Cares. Charah Solutions matches all employee contributions 100% and supports the program with funding at the corporate level. The Charah Cares program funds are used to support those in need when they need it most. Internally, funds are provided to employees who may be going through a health issue and cannot work. It provides them with monetary funds during their time of need to ensure they can always provide for themselves and their families.

The Charah Cares program also supports selected nonprofit organizations in the communities where we operate, as we believe it is vital to give back to those in need and support the communities in which we live and work. One such example is a recent company-wide effort made during the early stages of the COVID-19 pandemic. Recognizing that food banks across the country faced rapidly increasing demand since food donations from groceries, restaurants and farms declined due to no longer having extra food to provide, Charah Solutions made donations through Charah Cares. The Company matched employee donations to food banks in five communities to help provide food for those that were in need:

- Dare To Care in Louisville, KY
- Second Harvest Food Bank of Metrolina in Charlotte, NC
- Greater Baton Rouge Food Bank in Baton Rouge, LA
- Mexico Food Pantry in Mexico, NY
- City of Peru COVID-19 Relief Fund in Peru, IL



St. Vincent de Paul  
LOUISVILLE

We encourage our employees to get involved at a local level and provide the time off from work

needed to contribute and help others in need. This includes the annual support of St. Vincent de Paul Louisville and their “Gifts from the Heart” program, where employees donate toys, clothing, and gift cards to 25 local families in need during the holiday season. These families are invited to “Santa’s Shop,” where they select gifts and enjoy a festive celebration.

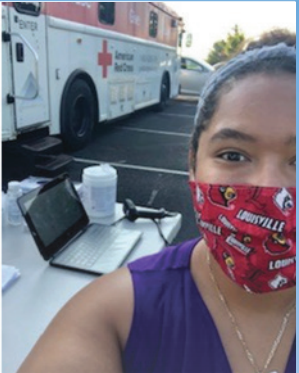
We also partner quarterly with the American Red Cross to hold blood drives at our corporate office in Louisville, KY, where employees volunteer to donate blood for those in need. In the last 14 months alone, 60 volunteers have donated 53 total units of blood, providing the potential to save 159 lives.

In addition to the COVID-19 related donations above, other charitable and community programs Charah Solutions supported in 2020 include:

- YMCA of Greater Louisville
- Manna House
- Written Epistle
- Javanon Futbol Club – Title sponsor of the Javanon Futbol Club which provides youth soccer scholarships for underprivileged boys and girls ages 7-18



LOUISVILLE BUSINESS FIRST  
B P L W  
2020 BEST PLACES TO WORK  
IN GREATER LOUISVILLE



60 VOLUNTEERS  
53 UNITS OF BLOOD  
159 POTENTIAL LIVES SAVED

3 GOOD HEALTH AND WELL-BEING



- Technical and Project Solutions Charity Clay Shoot – Supports the Salvation Army Angel Tree program
- National Kidney Foundation
- Leukemia & Lymphoma Society
- Mental Health Association in New York State, Inc. – Not-for-profit organization that works to end the stigma against mental illness and promotes mental health wellness in New York State



*“During these challenging times, it is more important than ever to support our communities and give back for the greater good. We as a Company need to make sure we do our part.”*

Roger Shannon  
CFO and Treasurer





Charah Solutions has a longstanding track record of excellence in all phases of Environmental, Social and Governance. Some of the earliest awards we received recognized our contributions to improving the environment.

## RECOGNITION

As our Company grew and evolved, we began to be equally recognized for our contributions in the broader areas of safety, engineering, human resources, and philanthropy. This breadth represents a Company that is working hard to excel in all phases of corporate performance. These milestones include:

### Environmental

- **2020 Capital Finance International Best Sustainable Environmental Management Solutions USA Award** - Capital Finance International (CFI) is a print journal and online outlet reporting on global business, economics, and finance. The CFI Best Sustainable Environmental Management Solutions USA Award recognizes Charah Solutions for its sustainable practices as a leading provider of mission-critical environmental services and byproduct sales to the power generation industry.

### Social

- **Louisville Business First “Best Places To Work”** – Charah Solutions was named to Louisville Business First’s 2020 list of the “Best Places to Work in Greater Louisville,” an annual program recognizing Louisville-area companies who are creating positive work environments for their employees. Charah Solutions was recognized as one of the top 16 companies in the category of 25 – 150 local employees.
- **Hard Hat Heroes** - Charah Solutions is an active member of Hard Hat Heroes, a group of military-friendly companies committed to and demonstrating a strong commitment to supporting veterans seeking construction-related careers. Hard Hat Heroes is a not-for-profit 501(c)(3) education foundation through the National Center for Construction Education and Research (NCCER), which provides veterans free training to receive their NCCER construction credentials, so they are more qualified to find careers in the construction industry and earn higher wages.

- **High Ranking in Engineering News-Record’s List of Top Contractors in Power Sector** – We received a #11 ranking in the 2019 Top 20 list of Power Sector Contractors by Engineering News-Record (ENR) as part of ENR’s annual list of the Top 400 Contractors in the U.S.

- **One Year Safety Milestone With 1.19 Million Man Hours Of Work Without Recordable Incident** – This marks one year since the Company’s last Occupational Safety and Health Administration (OSHA) recordable incident or lost time injury.

- **Winner of AGC Willis Towers Watson Construction Safety Excellence Award For The Third Straight Year** – Charah Solutions was selected as the 2020 Second Place winner in its divisional category for exceptional leadership in safety as part of the annual Associated General Contractors of America (AGC) Construction Safety Excellence Awards in the Specialty Contractor Division’s 1.2 Million to 2 Million Work Hour category.

It is great for our people and our Company to be recognized for these achievements in reaching and exceeding goals. Yet, our quest for continuous improvement demands that we not only set trackable goals to measure our progress but that we keep raising the bar to keep improving.

With the mission to provide sustainable solutions shared by everyone at Charah Solutions, our entire Company is engaged in improving every area of our business and the services we provide. In the future, we will continue our efforts to integrate the values of sound Environmental, Social and Governance into every area of the Company’s business execution. We will continue to see exciting progress in the days ahead, yet we know that we have only just begun.



# GOVERNANCE





GOVERNANCE

ESG Governance








Charah Solutions has adopted a management approach to ESG that engages all levels of the Company including the Board of Directors, President and Chief Executive Officer, Chief Financial Officer, and our employees. Our ESG initiatives and governance are led by our Nominating and Corporate Governance Committee of the Board of Directors, while our cross-functional management team manages the daily activities, policies, and procedures of our ESG program. We also strive to embed sustainable business practices throughout the Company. Our cross-functional ESG team consists of:



- The cross-functional ESG team was formed to coordinate and execute the Company's ESG disclosure streams. With representatives from finance, HR, operations, IT, legal, communications, investor relations, environmental compliance, and safety, the ESG team:
- Evaluates potential ESG disclosure platforms and templates and makes recommendations to management
  - Reviews peer company disclosures for best practices
  - Collects internal ESG data and drafts disclosure documents in consultation with relevant business units
  - Incorporates input from management and the Nominating and Corporate Governance Committee of the Board
  - Interacts with investors and stakeholders to communicate our key ESG accomplishments, results, goals, and objectives

Corporate Governance

Charah Solutions is committed to effective, transparent, and accountable corporate governance practices. Our Corporate Governance Guidelines were approved by the Board of Directors as a set of guiding principles by which the Company's affairs are governed. Charah Solutions is governed by a Board of Directors that includes seven members and is guided by Corporate Governance Guidelines, a Code of Business Conduct and Ethics and Financial Code of Ethics applicable to all directors, officers, and employees.

 <b>Stephen Tritch</b> Chairman of the Board	 <b>Scott Sewell</b> Director, President and Chief Executive Officer	 <b>Tim Poché</b> Director	 <b>Mignon Clyburn</b> Director
 <b>Robert Flexon</b> Director	 <b>Jack A. Blossman</b> Director	 <b>Mark Spender</b> Director	



# GOVERNANCE

## Corporate Governance Guidelines

The business of the Company is conducted by management under the direction of the Chief Executive Officer. The Board's responsibility is to oversee, on behalf of stockholders, the conduct of the Company's business, provide advice and counsel to the CEO and senior management, protect the Company's best interests, and foster the creation of long-term value for stockholders. In carrying out their responsibilities, Board members exercise their business judgment and act in ways that they reasonably believe will serve the best interests of the Company and its stockholders. As appropriate, the Board may also consider other stakeholders' interests, including employees, customers, lenders, and the members of the communities in which the Company operates. [Our full Corporate Governance Guidelines can be downloaded from our website.](#)

## Business Conduct and Ethics

Our Code of Business Conduct and Ethics provides a framework for making ethical business decisions in the course of the business, to establish the importance of exercising sound, ethical judgment and to recognize the shared values we have with our customers, stockholders, employees, suppliers, and other third parties with whom we do business. All directors, officers, employees, and agents of the Company, and their immediate family members are subject to the Code. [Our complete Code of Business Conduct And Ethics can be downloaded from our website.](#)

## Financial Code of Ethics

Our Financial Code of Ethics is applicable to all directors, officers, employees, and agents of the Company and its subsidiaries. The Financial Code covers ethical conduct, including conflicts of interest and compliance with the law. Also, the Chief Executive Officer, the Chief Financial Officer, the principal accounting officer or controller and all persons performing similar functions for the Company are subject to our Financial Code of Ethics. [Our full Financial Code of Ethics can be downloaded from our website.](#)

## Board Committees

Our Board Committees consist of:

- Audit Committee who meets with independent and internal auditors regularly
- Nominating and Corporate Governance Committee comprised entirely of independent directors
- Compensation Committee who meets with an independent compensation advisor

## Audit Committee

Our Audit Committee is comprised of two members and the Chairman, who are recommended by the Nominating and Governance Committee and appointed by the Board of Directors. Each member of the Committee is "independent" within the meaning of the applicable listing rules of the New York Stock Exchange, Section 10A of the Securities Exchange Act of 1934, as amended, and the rules and regulations of the Securities and Exchange Commission, as determined by the Board. [Our Audit Committee Charter is available on our website.](#)

## Nominating and Corporate Governance Committee

Our Nominating and Corporate Governance Committee is comprised of three members and the Chairman, and their primary purpose is to identify individuals qualified to become Board members and recommend that the Board select such individuals to be presented for stockholder consideration at the annual meeting or to be appointed by the Board to fill a vacancy, make recommendations to the Board concerning committee appointments, develop, recommend to the Board and annually review the Corporate Governance Guidelines of the Company and oversee corporate governance matters as well as oversee an annual evaluation of the Board and its committees. Our ESG initiatives and governance are also led by this Committee. [Our Nominating and Corporate Governance Committee Charter is available on our website.](#)

## Compensation Committee

Our Compensation Committee is governed by the Board of Directors and is composed of two members and the Chairman. Each member is an independent director, satisfying all requirements under the standards established by the New York Stock Exchange and standards of independence under the federal securities and tax laws.

The Compensation Committee may act only upon approval of a majority of its members, and it reports on its activities to the Board. The Committee makes compensation recommendations and findings as it deems appropriate, and the Chief Executive Officer may not be present during the Committee's voting or deliberations on the Chief Executive Officer's compensation. The Committee may request any directors, officers, or employees of the Company, or other persons whose advice and counsel are sought by the Committee, to provide such information as its members may request.

The Committee has sole authority and discretion to retain and terminate such legal, accounting, or other consultants or advisors at the Company's expense, including compensation consultants as it deems necessary in the performance of its duties and without having to seek the approval of the Board. Prior to selecting or receiving any advice from any Compensation Advisor (other than in-house legal counsel), the Committee assesses any Compensation Advisor's independence, taking into consideration specific independence factors identified in the listing two standards established by the New York Stock Exchange.

The Committee's primary purpose and responsibilities are to review and approve corporate goals and objectives relevant to the Chief Executive Officer's compensation, evaluate the Chief Executive Officer's performance according to these goals and objectives and determine and approve the Chief Executive Officer's compensation level based on this evaluation. The Committee may consider the Company's overall performance, the value of similar incentive awards to chief executive officers at comparable companies, the awards given to the CEO in past years and such other factors as the Committee shall determine to be appropriate. The Committee will structure the CEO's compensation to consist of an appropriate mix of salary and incentive-based opportunities, both in a mix of cash and equity, to provide stability and promote the long-term growth of the Company. The Committee also screens and recommends to the Board for approval individuals qualified to become Chief Executive Officer of the Company, including succession in the event of an emergency or crisis, as well other key officers and key employees, after considering recommendations from management. [Our complete Compensation Committee Charter can be downloaded from our website.](#)

The Company's Executive and Director compensation are published annually in the Company's Proxy Statement. You can see our [2020 Proxy Statement here](#) and the 2021 Proxy Statement will be published in April 2021.





SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

The Sustainability Accounting Standards Board's (SASB) mission is to establish industry-specific disclosure standards across Environmental, Social, and Governance (ESG) topics that facilitate communication between companies and investors about financially material, decision-useful information. The SASB framework is designed to enable the disclosure of Company data and information clearly and consistently so that many different stakeholders can use it. This year marks Charah Solutions' first year mapping our disclosure to the SASB Standards. Our response reflects year-end 2020 performance. Our business's nature directs us to consult the Infrastructure Sectors of Waste Management, Engineering and Construction Services, and Water Utilities and Services.

ENGINEERING AND CONSTRUCTION SERVICES

TOPIC	CODE	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	RESPONSE/COMMENT
ENVIRONMENTAL IMPACTS OF PROJECT DEVELOPMENT	IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards, and regulations	Quantitative	Number	375
	IF-EN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	Discussion and Analysis	n/a	The Charah Solutions Environmental, Engineering, and Quality (EEQ) group has performed periodic and frequent site audits at each of our site operations which provides a site-specific comprehensive review of environmental, quality, and engineering compliance in regard to a set standard of compliance and methods of improvement. This reporting further identifies the compliance trends of our site operations in each business unit identifying both areas of improvement and need. Charah Solutions has been successful in meeting expectations as no Notice of Violation (NOV) have been received by Charah Solutions during the 2020 analysis period. Our EEQ group continues to expand the use of our online environmental and quality auditing program VelocityEHS. VelocityEHS provides EEQ and site operational teams compliance tools to measure project compliance with environmental and quality requirements specified by Charah Solutions' environmental and quality programs. The VelocityEHS program incorporates key components of our Corporate Quality Program (CQP) and revised EEQ's site auditing program. The VelocityEHS auditing program provides a framework and tools for EEQ to support project teams to ensure a project satisfies the customers' expectations and requirements for environmental compliance as well as standardization of CQP project management practices key to Charah Solutions continued growth and success.
STRUCTURAL INTEGRITY & SAFETY	IF-EN-250a.1	Amount of defect-and safety-related rework costs	Quantitative	Reporting currency (Manhours)	2,750 Manhours
	IF-EN-250a.2	Total amount of monetary losses as a result of legal proceedings associated with defect-and safety-related incidents	Quantitative	Reporting currency	0
WORKFORCE HEALTH & SAFETY	IF-EN-320a.1	Total Recordable Incident Rate (TRIR) for direct employees	Quantitative	Rate	0.36
	IF-EN-320a.1	Total Recordable Incident Rate (TRIR) for contract employees	Quantitative	Rate	0
	IF-EN-320a.1	Fatality Rate for (a) direct employees	Quantitative	Rate	0
	IF-EN-320a.1	Fatality Rate for (b) contract employees	Quantitative	Rate	0



ENGINEERING AND CONSTRUCTION SERVICES *(continued)*

TOPIC	CODE	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	RESPONSE/COMMENT
LIFECYCLE IMPACTS OF BUILDINGS & INFRASTRUCTURE	IF-EN-410a.1	Number of commissioned projects certified to a third-party multi-attribute sustainability standard	Quantitative	Number	0
	IF-EN-410a.1	Number of active projects seeking such certification	Quantitative	Number	0
	IF-EN-410a.2	Discussion of process to incorporate operational phase energy and waste efficiency considerations into project planning and design	Discussion and Analysis	D & A	Charah Solutions anticipates completing a Life-Cycle Analysis as part of our 5-Year sustainability goals.
CLIMATE IMPACTS OF BUSINESS MIX	IF-EN-410b.1	Amount of backlog for hydrocarbon related projects	Quantitative	Reporting currency	\$0
	IF-EN-410b.1	Amount of backlog for renewable energy projects	Quantitative	Reporting currency	\$0
	IF-EN-410b.2	Amount of backlog cancellations associated with hydrocarbon-related projects	Quantitative	Reporting currency	\$0
	IF-EN-410b.3	Amount of backlog for non-energy projects associated with climate change mitigation	Quantitative	Reporting currency	\$0
BUSINESS ETHICS	IF-EN-510a.1	Number of active projects in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Quantitative	Number, Reporting currency	0 projects in countries that have the 20 lowest rankings in the CPI.
	IF-EN-510a.1	Backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Quantitative	Number, Reporting currency	Charah Solutions has \$0 of backlog in countries that have the 20 lowest rankings in the CPI as the U.S. is currently ranked 25th on the CPI.
	IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of bribery or corruption	Quantitative	Reporting currency	\$0
	IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of anti-competitive practices	Quantitative	Reporting currency	\$0 - No legal proceedings for anti-competitive practices.
	IF-EN-510a.3	Description of policies and practices for prevention of bribery and corruption	Discussion and Analysis	n/a	See our Code of Ethics and Business Conduct - Pages 2 and 6
	IF-EN-510a.3	Description of policies and practices for prevention of anti-competitive behavior in the project bidding processes	Discussion and Analysis	n/a	<u>See our Code of Business Conduct and Ethics</u>
ACTIVITY METRICS	IF-EN-000.A	Number of active projects	Quantitative	Number	136
	IF-EN-000.B	Number of commissioned projects (completed projects)	Quantitative	Number	27 completed projects

WASTE MANAGEMENT

TOPIC	CODE	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	RESPONSE/COMMENT
GREENHOUSE GAS EMISSIONS	IF-WM-110a.1	Gross global Scope 1 emissions	Quantitative	Metric tons (t) CO <sub>2</sub> -e	18,575
	IF-WM-110a.1	Gross global Scope 1 emissions, percentage covered under emission limited regulations	Quantitative	Percentage (%)	100%
	IF-WM-110a.1	Gross global Scope 1 emissions, percentage covered under emission-reporting regulations	Quantitative	Percentage (%)	0
	IF-WM-110a.2	(1) Total landfill gas generated, (2) percentage flared, (3) percentage used for energy	Quantitative	Million British Thermal Units (MMBtu), Percentage (%)	(1) 0, (2) 0, (3) 0
	IF-WM-110a.3	Discussion of long-term and short-term strategy or plan to manage Scope 1 and lifecycle emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	n/a	GHG emissions are reported as standard practice in three categories which represent emission sources from our different business practices. Based on available data for 2020, we calculated Scope 1 Gross Global GHG emissions which represents the GHG emissions created directly by business operations that are wholly owned or controlled by Charah Solutions. This included GHG emissions of CO <sub>2</sub> and CO <sub>2</sub> equivalent (CO <sub>2</sub> e) emissions calculated for methane (CH <sub>4</sub> ) and Nitrous Oxides (N <sub>2</sub> O) in accordance with EPA and industry methods. Charah Solutions has set a goal for 2025 to complete Scope 2 and Scope 3 emissions as part of Lifecycle Analysis for our operations. Future reports will also include performance analysis and progress made on short and long term sustainability goals. Our efforts to expand sustainability reporting are outlined in this report on page 20 as key opportunities and targeted goals over the next 1 to 5 years.
FLEET FUEL MANAGEMENT	IF-WM-110b.1	(1) Fleet fuel consumed, (2) percentage natural gas, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	(1) 260,010 GJ (2) 0% (3) 0%
	IF-WM-110b.2	Percentage of alternative fuel vehicles in fleet	Quantitative	Percentage (%)	0%
AIR QUALITY	IF-WM-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	Quantitative	Metric tons (t)	(1) 1.674 NOx, (2) 0.111 SOx, (3) 0.147 VOCs, (4) 0.066 HAPs
	IF-WM-120a.2	Number of facilities in or near areas of dense population	Quantitative	Number	1
	IF-WM-120a.3	Number of incidents of non-compliance associated with air emissions	Quantitative	Number	0



WASTE MANAGEMENT *(continued)*

TOPIC	CODE	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	RESPONSE/COMMENT
MANAGEMENT OF LEACHATE & HAZARDOUS MATERIALS	IF-WM-150a.1	Total Toxic Release Inventory (TRI) releases	Quantitative	Metric tons (t)	0
	IF-WM-150a.1	Percentage of TRI releases released to water	Quantitative	Percentage (%)	0%
	F-WM-150a.2	Number of corrective actions implemented for landfill releases	Quantitative	Number	0
	IF-WM-150a.3	Number of incidents of non-compliance associated with environmental impacts	Quantitative	Number	0
LABOR PRACTICES	IF-WM-310a.1	Percentage of active workforce covered under collective bargaining agreements	Quantitative	Number of employees	63 (Union/AMS), 573 (Total), 11%
	IF-WM-310a.2	Number of work stoppages	Quantitative	Number	0
	IF-WM-310a.2	Total days idle	Quantitative	Days idle	0
WORKFORCE HEALTH & SAFETY	IF-WM-320a.1	Total Recordable Incident Rate (TRIR) for direct employees	Quantitative	Rate	0.36
	IF-WM-320a.1	Total Recordable Incident Rate (TRIR) for contract employees	Quantitative	Rate	0
	IF-WM-320a.1	Fatality Rate for direct employees	Quantitative	Rate	0
	IF-WM-320a.1	Fatality Rate for contract employees	Quantitative	Rate	0
	IF-WM-320a.1	Near Miss Frequency Rate (NMFR) for direct employees	Quantitative	Rate	7.6
	IF-WM-320a.1	Near Miss Frequency Rate (NMFR) for contract employees	Quantitative	Rate	0.9
	IF-WM-320a.2	Safety Measurement System BASIC percentile for Unsafe Driving	Quantitative	Percentile	0
	IF-WM-320a.2	Safety Measurement System BASIC percentile for Hours of Service Compliance	Quantitative	Percentile	0
	IF-WM-320a.2	Safety Measurement System BASIC percentile for Driver Fitness	Quantitative	Percentile	0
	IF-WM-320a.2	Safety Measurement System BASIC percentile for Controlled Substances/ Alcohol	Quantitative	Percentile	0
	IF-WM-320a.2	Safety Measurement System BASIC percentile for Vehicle Maintenance	Quantitative	Percentile	0
	IF-WM-320a.2	Safety Measurement System BASIC percentile for Hazardous Materials Compliance	Quantitative	Percentile	0
	IF-WM-320a.3	Number of road accidents and incidents	Quantitative	Number	0

WASTE MANAGEMENT *(continued)*

TOPIC	CODE	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	RESPONSE/COMMENT
RECYCLING & RESOURCE RECOVERY	IF-WM-420a.1	Amount of waste incinerated (Ash Managed)	Quantitative	Metric tons (t)	11,291,463 metric tons ash (CCR) handled
	IF-WM-420a.1	Amount of waste incinerated - percentage hazardous	Quantitative	Percentage (%)	0%
	IF-WM-420a.1	Amount of waste incinerated - percentage used for energy recovery	Quantitative	Percentage (%)	0%
	IF-WM-420a.2	Percentage of customers receiving recycling services	Quantitative	Percentage (%)	100% commercial
	IF-WM-420a.2	Percentage of customer receiving composting services	Quantitative	Percentage (%)	0% - Ash (CCR) in not offered as a composted material
	IF-WM-420a.3	Amount of material - recycled	Quantitative	Metric tons (t)	2,340,064 metric tons of ash (CCR) is beneficiated and recycled as Coal Combustion Products (CCPs) in the production of cement and concrete.
	IF-WM-420a.3	Amount of material - composted	Quantitative	Metric tons (t)	0 - Ash (CCR) in not offered as a composted material .
	IF-WM-420a.3	Amount of material - processed as waste-to-energy	Quantitative	Metric tons (t)	Not applicable
ACTIVITY METRICS	IF-WM-420a.4	Amount of electronic waste collected, percentage recovered through recycling	Quantitative	Metric tons (t), Percentage (%)	0; 0% - Charah Solutions does not collect or recycle electronic waste.
	IF-WM-000.A	Number of customers by category: (1) municipal, (2) commercial, (3) industrial, (4) residential, and (5) other	Quantitative	Number	(1) 0 (2) 0 (3) 26 (4) 0 (5) 470 Sales
	IF-WM-000.B	Vehicle fleet size	Quantitative	Number	619
	IF-WM-000.C	Number of: (1) landfills, (2) transfer stations, (3) recycling centers, (4) composting centers, (5) incinerators, and (6) all other facilities	Quantitative	Number	(1) 3 (2) 58 (3) 0 (4) 0 (5) 0 and (6) 0
	IF-WM-000.D	Total amount of materials managed, by customer category: (1) municipal, (2) commercial, (3) industrial, (4) residential, and (5) other	Quantitative	Metric tons (t)	(1) 0 (2) 0 (3) 11,294,189 (4) 0 (5) 0



TOPIC	CODE	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	RESPONSE/COMMENT
EFFLUENT QUALITY MANAGEMENT	IF-WU-140b.1	Number of incidents of non-compliance associated with water effluent quality permits, standards, and regulations	Quantitative	Number	0
NETWORK RESILIENCY & IMPACTS OF CLIMATE CHANGE	IF-WU-450a.1	Wastewater treatment capacity located in 100 year flood zones	Quantitative	Cubic Meters (m3) per day	21,804 m3/day (4000 gpm)

Any SASB disclosure topics and/or metrics omitted are because they are not applicable to our business.



APPENDIX A: 2021 ESG GOALS

Being the best possible employer to our people and vigilant stewards to the environment are fundamental values that we work to accomplish every day. We know that we must keep improving, and we set goals across the Company to make sure we are innovating, providing our employees opportunities to grow, and benefiting the environment at every step.

We have established short-term and long-term goals in the following areas:

- Environmental
- Improving data acquisition and reporting capabilities to strengthen future Charah Solutions ESG Reports in the years ahead
- Diversity And Inclusion
- Safety

2021 ENVIRONMENTAL GOALS

1-YEAR GOALS	5-YEAR GOALS
90% of land owned will be remediated and returned to its natural habitat or redeveloped sustainably	Remediate and return over 1,000 acres of land for natural habitat or redevelopment
Maintain operations free of a Notice of Violation or Notice of Deficiency	Increase the amount of CO <sub>2</sub> saved from entering the atmosphere by 10%
	Increase the percentage of CCRs that are beneficially used or recycled by 10%
Improve the number and quality of site audits and inspections through updates to the program	Increase the amount of CCRs handled by 10%
	Increase the volume of recycled water used in site operations by 10%
Evaluate water consumption for ways to reduce or replace with recycled water	Achieve ISO compliance for Charah Solutions Environmental & Quality Program



2021 DATA ACQUISITION AND REPORTING CAPABILITIES GOALS

1-YEAR GOALS	5-YEAR GOALS
Increase tracking of operational water usage to include recycled water	Implement resource tracking to report Scope 3 emissions
Develop a method to track actual electrical energy usage by site to refine Scope 2 Emission estimates	Implement Life Cycle Assessment (LCA) analysis for all Charah Solutions business units
Develop a method to track fuel usage by site to refine and validate fuel consumption calculations with field data	Leverage information provided by Business Intelligence (BI) initiative to optimize equipment idling and reduce fuel usage
Develop methods to track waste disposal, including domestic waste, recycling, and industrial waste	

2021 DIVERSITY AND INCLUSION GOALS

1-YEAR GOALS	3-YEAR GOALS
Increase the diversity of our Board of Directors	
Create an apprenticeship program for new diverse employees in our trades/crafts jobs	Increase the diversity of our workforce by 30%
Institute a Diversity Scholarship Program (tuition repayment program) at heavy equipment training schools to hire ten entry-level diverse equipment operators	Hire 40 diverse heavy equipment operators
Increase our military veteran workforce by 30%	Increase diverse spend to 15%
Finalize tracking for diverse supplier spend not currently tracked as a part of diverse supplier spend	Establish needed Employee Resource Group based upon results of employee survey

2021 SAFETY GOALS






1-YEAR GOALS	5-YEAR GOALS
Maintain a Total Recordable Incident Rate (TRIR) of 0.46 or better	Achieve ISO compliance for Charah Solutions Health & Safety Program
Maintain a three-year average Experience Modification Rate (EMR) of less than 0.7	Require Construction Health and Safety Technician (CHST) Certification for safety professionals within 12 months of meeting certification eligibility, promoting this certification for all safety professional staff
Maintain 0 Lost Time Injuries	Develop and maintain certification program for heavy equipment operators and track operator credentials
Improve the quality of site inspections and observations through updates to the program where “near miss” reporting and unsafe observations are incentivized	
Improve incident reporting through the increased use of Incident Assessment toll every quarter and identify any behavioral trending or re-training that may be needed	

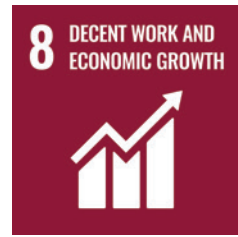









The United Nations Sustainable Development Goals (SDGs) are the blueprint to achieve a better and more sustainable future for all. These goals address global challenges, including poverty, inequality, climate change, environmental degradation, peace and justice. The nature of our services, our core values, and our ESG commitments best align with these nine UN SDGs and represent the areas where Charah Solutions can have the greatest impact.

	UN SDG Description	Commitments From Our Goals
	<b>Make cities and human settlements inclusive, safe, resilient and sustainable</b>	<ul style="list-style-type: none"><li>■ Increase the percentage of CCRs that are beneficially used or recycled by 10% in 5 years</li><li>■ Increase the amount of CO<sub>2</sub> saved from entering the atmosphere by 10% in 5 years</li></ul>
	<b>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</b>	<ul style="list-style-type: none"><li>■ 90% of land owned will be remediated and returned to its natural habitat or redeveloped sustainably in 1 year</li><li>■ Remediate and return over 1,000 acres of land for natural habitat or redevelopment in 5 years</li></ul>
	<b>Take urgent action to combat climate change and its impacts</b>	<ul style="list-style-type: none"><li>■ Increase the percentage of CCRs that are beneficially used or recycled by 10% in 5 years</li><li>■ Increase the amount of CO<sub>2</sub> saved from entering the atmosphere by 10% in 5 years</li></ul>
	<b>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</b>	<ul style="list-style-type: none"><li>■ Increase the percentage of CCRs that are beneficially used or recycled by 10% in 5 years</li><li>■ Achieve ISO compliance for Charah Solutions Environmental &amp; Quality Program in 5 years</li></ul>
	<b>Conserve and sustainably use the oceans, seas and marine resources for sustainable development</b>	<ul style="list-style-type: none"><li>■ Evaluate water consumption for ways to reduce or replace with recycled water in 1 year</li><li>■ Increase the volume of recycled water used in site operations by 10% in 5 years</li></ul>

	UN SDG Description	Commitments From Our Goals
	<b>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</b>	<ul style="list-style-type: none"><li>■ Increase the amount of CCRs handled by 10% in 5 years</li><li>■ Increase our military veteran workforce by 30% in 1 year</li><li>■ Increase diverse supplier spend to 15% in 3 years</li></ul>
	<b>Achieve gender equality and empower all women and girls</b>	<ul style="list-style-type: none"><li>■ Increase the diversity membership of our Board of Directors in 1 year</li><li>■ Increase the diversity of our workforce by 30% in 3 years</li></ul>
	<b>Ensure healthy lives and promote well-being for all at all ages</b>	<ul style="list-style-type: none"><li>■ Maintain a Total Recordable Incident Rate (TRIR) of 0.46 or better</li><li>■ Maintain a three-year average Experience Modification Rate (EMR) of less than 0</li><li>■ Maintain 0 Lost Time Injuries</li><li>■ Achieve ISO compliance for Charah Solutions Health &amp; Safety Program in 5 years</li></ul>
	<b>End hunger, achieve food security and improved nutrition and promote sustainable agriculture</b>	<ul style="list-style-type: none"><li>■ Continue to give back to the community by supporting worthy charitable causes through our Charah Cares program and the efforts of our sites and employees around the country, including our ongoing support of food banks</li></ul>



# 2020 ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) REPORT

## Forward-Looking Statements

This report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. All statements, other than statements of historical facts, included in this report that address activities, events or developments that the Company expects, believes or anticipates will or may occur in the future are forward-looking statements. These forward-looking statements are identified by their use of terms and phrases such as “may,” “expect,” “estimate,” “project,” “plan,” “believe,” “intend,” “achievable,” “anticipate,” “will,” “continue,” “potential,” “should,” “could,” and similar terms and phrases. These statements are based on certain assumptions made by the Company based on management’s experience and perception of historical trends, current conditions, anticipated future developments, and other factors believed to be appropriate. Such statements are subject to a number of assumptions, risks, and uncertainties, many of which are beyond the control of the Company, which may cause actual results to differ materially from those implied or expressed by the forward-looking statements. See the Company’s Form 10-K for the fiscal year ended December 31, 2019 and other periodic reports as filed with the Securities and Exchange Commission for further information regarding risk factors.

Any forward-looking statement speaks only as of the date on which such statement is made, and the Company undertakes no obligation to correct or update any forward-looking statement, whether as a result of new information, future events or otherwise, except as required by applicable law.

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**Charah<sup>®</sup>  
Solutions**