

COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY

TO ALL EMPLOYEES OF MICHAEL BAKER INTERNATIONAL HOLDCO CORPORATION AND ITS SUBSIDIARIES (“MICHAEL BAKER INTERNATIONAL”):

At the core of any dynamic, driven company are its people. At Michael Baker International, we know that our people – their passions, experience, capabilities, and talent – will propel us to new heights as a client-focused, employee-driven company engineered for continuous growth. They will discover the next innovation to solve our clients’ pressing challenges. They will apply their passion and dedication to making a difference in their work and in the communities where they live and work.

Part of our strength comes from our ongoing commitment to attracting, training, and retaining a diverse workforce that represents the diversity of both our industry and our communities.

It is the policy of Michael Baker International and my personal commitment that equal employment opportunity be provided in the employment and advancement for all persons regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity, or status as a protected veteran and/or individual with a disability at all levels of employment, including the executive level. Michael Baker International does not and will not discriminate against any applicant or employee regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity, or status as a protected veteran and/or individual with a disability to any position for which the applicant or employee is qualified. In addition, Michael Baker International is committed to a policy of taking affirmative action to employ and advance in employment qualified protected veteran employees. Such affirmative action shall apply to all employment practices, including, but not limited to hiring, upgrading, demotion or transfer, recruitment, recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship and on-the-job training. Decisions related to personnel policies and practices shall be made on the basis of an individual’s capacity to perform a particular job and the feasibility of any necessary job accommodation. Michael Baker International will make every effort to provide reasonable accommodations to any physical and mental limitations of individuals with disabilities and to disabled veterans.

Michael Baker International is also committed to retaining a work environment free from harassment, including sexual harassment or other conduct that has the effect of interfering with job performance or otherwise creating an intimidating, hostile, or offensive work environment. Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in or may engage in any activity protected by federal, state, or local anti-discrimination laws including the following activities:

(1) Filing a complaint;

(2) Assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of the affirmative action provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (VEVRAA) or any other Federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or Section 503 of the Rehabilitation Act of 1973, as amended (Section 503) or any other federal, state, or local law requiring equal opportunity for disabled persons;

(3) Opposing any act or practice made unlawful by VEVRAA or its implementing regulations or any other federal, state, or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans or section 503 or its implementing regulations or any other federal, state, or local law requiring equal opportunity for disabled persons; or

(4) Exercising any other right protected by VEVRAA or Section 503 or their implementing regulations.

Any employee or applicant who believes he/she has been discriminated against, harassed, or retaliated against in violation of any of Michael Baker International's policies as stated above should immediately contact Michael Baker International's Human Resource Department or use Michael Baker International's anonymous Ethics and Compliance Hotline by calling 1-855-828-3822 (domestic US) or 1-704-526-1163 (international).

Our obligations in these areas stem from not only adherence to various state and federal regulations, but also from our commitment as an employer in this community to provide job opportunities to all persons regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity, or status as a protected veteran and/or an individual with a disability. Michael Baker International's EEO policy and affirmative action obligations include the full support from me, Brian A. Lutes, as Michael Baker International's President & Chief Executive Officer.

Michael Baker International will also continually design and implement audit and reporting systems that will measure the effectiveness and the compliance of the AAP, identify the need for remedial actions, determine if objectives were attained, and determine if opportunities to participate in Company-sponsored activities were extended to all employees and applicants.

Michael Baker International is committed to abiding by the Pay Transparency Nondiscrimination Provisions. We will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. Michael Baker International employees who have access to the compensation information

of other employees or applicants as a part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with Michael Baker's legal duty to furnish information.

If you have any questions regarding our equal employment opportunity, harassment policies or the complaint procedure, you may contact the Human Resources Department. Parts of the Affirmative Action Plan may be reviewed, as appropriate, by making an appointment with the Human Resources Department during regular business hours (9:00 AM EST – 5:00 PM EST).

A diverse workforce creates energy and innovation, helping to make Michael Baker International a great place to work. I urge everyone to work together as one Michael Baker International so that We Make a Difference in all we do.

MICHAEL BAKER INTERNATIONAL



Brian A. Lutes
President & Chief Executive Officer

04/13/2023