



OUR INAUGURAL SUSTAINABILITY REPORT
THE JOURNEY FORWARD



Contents.

INTRODUCTION	3	GOVERNANCE	6-13	SOCIAL	20-36
▶ About Us		▶ Our Governance Strategy and Objectives	6	▶ Our Social Strategy and Objectives	20
▶ About This Report		▶ Our Governance Structure.....	7	▶ A Great Place To Work.....	21
▶ Reporting Standards and Framework		– Corporate Governance		▶ Diversity, Equity, and Inclusion.....	22
▶ Materiality		– Sustainability Oversight	7	– Our Employee Diversity Baseline.....	23
▶ Safe Harbor		▶ Doing Business Responsibly	8	– Listening and Learning.....	24
▶ Further Information		– Managing Risks	8	– Leading By Example Taking A Stand	24
FROM OUR CEO	4-5	– Responsible Procurement and Supplier Diversity	8	– Employee Resource Groups: Fostering Understanding and Employee-Led Change	25
		– Political Contributions and Lobbying Activities	9	▶ Safety Health, and Well-being.....	26
		– Compliance Program	9	– Our Journey To Zero Incidents.....	26
		– Human Rights	10	– World-Class Safety Performance.....	26
		– Business Continuity	10	– Representative HSE Awards and Recognition	27
		– Data Privacy and Cybersecurity	10	– An Extraordinary Response To An Unprecedented Pandemic.....	28
		▶ Engaging Our Stakeholders	13	– Benefits Designed for Health and Well-being	29
		ENVIRONMENTAL	14-19	– Office-based Employee Retention Rate	29
		▶ Our Environmental Strategy and Objectives	14	– An Emphasis on Mental Health.....	30
		▶ Managing Our Carbon Footprint	15	▶ Training and Development.....	31
		– Laying the Groundwork.....	15	– Building a Strong Culture of Continuous Learning	31
		• Scope 1 - Direct GHG Emissions.....	15	– Compliance Training A Foundation of Ethics and Integrity	32
		• Scope 2 - Purchased Electricity	16	– Sharing Our Expertise with the Industry.....	32
		• Scope 3 - Other Indirect Emissions.....	16	▶ Giving Back	33
		– Setting Future GHG Targets	16	– Caring for Our Communities.....	33
		– Reducing Our Environmental Footprint.....	16	– Employee Emergency Relief.....	35
		– Environmental Stewardship on Critical Infrastructure Projects That Support Quality of Life.....	17	– Preparing Future Generations.....	35
		▶ Water and Waste	18	– Matrix Scholarship Program.....	35
		– Water Stewardship.....	18	– Supporting the Technical Trades	35
		– Waste Minimization.....	18	– Partnering with Our Clients.....	36
		– Ways We are Seeking To Reduce, Reuse, and Recycle	18		
		– Future Improvements in Water Efficiency and Minimization of Waste	19	SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) DISCLOSURES	37
		– Donating and Recycling Our E-Waste.....	19		

Introduction.

ABOUT US. Matrix Service Company (Nasdaq: MTRX) is a leading North American industrial engineering, construction, and maintenance contractor headquartered in Tulsa, Oklahoma, with offices located throughout the United States and Canada, as well as Sydney, Australia and Seoul, South Korea. Matrix reports its financial results in three key operating segments: Utility and Power Infrastructure, Process and Industrial Facilities, and Storage and Terminal Solutions.

With a focus on sustainability, building strong Environmental, Social, and Governance (ESG) practices, and living our Core Values, Matrix is ranked by Engineering-News Record among its Top Contractors, has been recognized for its Board diversity by 2020 Women on Boards, is an active signatory to CEO Action for Diversity & Inclusion, and is consistently recognized as a Great Place to Work®.

ABOUT THIS REPORT. This, our first Sustainability Report, has been prepared under the direction of the Matrix Service Company Board of Directors and executive leadership. It is a summary of the performance of Matrix Service Company and its subsidiaries — Matrix PDM Engineering, Matrix NAC, Matrix Service Inc. and Matrix Applied Technologies (collectively, “Matrix.” “the Company,” “We,” or “Our”) and includes our approach to sustainability, environmental stewardship, social impact, and corporate governance. Unless otherwise noted, all information in this Report is presented as of the fiscal year ended June 30, 2021, and data is specific to Matrix and not its suppliers or clients. All currency amounts are in U.S. dollars.

REPORTING STANDARDS AND FRAMEWORK. Consistency and transparency are critical for ESG planning and reporting and, as such, Matrix will use the reporting standards of the Sustainability Accounting Standards Board (SASB) to guide reporting of key sustainability targets. Matrix will also begin reporting under the Financial Stability Board’s Task Force on Climate-related Financial Disclosure (TCFD) in fiscal 2022.

By following SASB and TCFD, Matrix will continue to improve and increase its reporting of climate related financial information and strive to simply and efficiently identify, disclose, and communicate material sustainability information to all stakeholders.

MATERIALITY. In this Report, materiality refers to the relative significance of ESG efforts and their impact on our business and our stakeholders. It does not refer to the overall impact on Matrix business, operations, or market value.

SAFE HARBOR. This report may contain forward-looking statements that are made in reliance upon the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. These statements are generally accompanied by words such as “anticipate,” “continues,” “expect,” “forecast,” “outlook,” “believe,” “estimate,” “should” and “will” and words of similar effect that convey future meaning, concerning our operations, economic performance and management’s best judgment as to what may occur in the future. Future events involve risks and uncertainties that may cause actual results to differ materially from those we currently anticipate. The actual results for the current and future periods and other corporate developments will depend upon a number of economic, competitive and other influences, including the successful implementation of our business improvement plan and the factors discussed in the “Risk Factors” and “Forward Looking Statements” sections and elsewhere in our reports and filings made from time to time with the Securities and Exchange Commission. Many of these risks and uncertainties are beyond the control of the Company, and any one of which, or a combination of which, could materially and adversely affect the results of our operations and financial condition. We undertake no obligation to update information contained in this release, except as required by law.

FURTHER INFORMATION. Questions about this Sustainability Report should be directed to:

Kellie Smythe, Senior Director of Investor Relations

ksmythe@matrixservicecompany.com or ir@matrixservicecompany.com

918 359 8267

PHOTOS. The photos in this Report are of Matrix employees and members of its Board of Directors. Some photos were taken in prior years or in the early stages of COVID-19 and may not reflect the extensive health and safety protocols Matrix implemented and has maintained in response to the pandemic.

TRADEMARKS. The trademarks, designs, and logos appearing in this Report related to Matrix are owned by Matrix Service Company. All other trademarks, designs, and logos are owned by third parties which do not necessarily share the opinions expressed in this Report.



JOHN R. HEWITT
PRESIDENT AND CHIEF EXECUTIVE OFFICER
MATRIX SERVICE COMPANY

From Our CEO.

Fiscal 2021 was a year defined by unprecedented challenges:

- ▶ A global pandemic that forced sudden and dramatic changes in the ways we live and work;
- ▶ A steep decline in energy demand and market confidence that, for Matrix Service Company, resulted in delayed project awards and starts and reduced maintenance work volumes;
- ▶ Economic uncertainty and global supply chain disruptions that further exacerbated overall business decision making and operations; and
- ▶ Multiple acts of societal racism that further solidified the need for social justice and a focus on equity and inclusion.

These challenges have served as a catalyst for transformational change for society, our clients, and Matrix. They have further strengthened our resolve to build sustainability into everything we do — resolve that is embedded in our Purpose, Vision, and Values. And they serve to remind us that it is during challenging times such as these that Purpose, Vision, and Values matter more than ever.

Since our inception, Matrix has worked hard to earn a reputation built on our Core Values. We are uncompromising in our ethics, integrity, and respect and in our commitment to safety and quality. We remain dedicated to continuous improvement across every aspect of our business. And we strive to make positive, lasting impacts that leave the communities where we live and work better than we found them.

THE JOURNEY FORWARD.

As we continue our transformation to support the changing needs of our business, our clients, and our world, we are proud of our reputation for living up to our brand promise to **MOVE TO A HIGHER STANDARD**, a promise we make every day to our stakeholders, and to ourselves.

Our Purpose

Working to build a better future, improve quality of life, and create long-term value for our people, business partners, shareholders, and communities.

Our Vision

To be the company of choice for engineering, constructing, and maintaining the energy and industrial infrastructure that people rely on around the world.

Our Values

Commitment to Safety

Integrity

Positive Relationships

Stewardship

Community Involvement

Deliver the Best

In this, our inaugural Sustainability Report, we share our efforts and accomplishments in the areas of ESG. While this is our first formal Report, our journey has been ongoing and, like our commitment to zero-incident safety performance, is one that will not end.

Among this fiscal year's milestones are:

ESTABLISHMENT OF BASELINE METRICS.

Across the pillars of ESG, including carbon emissions, water and waste, safety, and employee diversity, we established baseline metrics. In fiscal 2022, we expect to further improve our data collection processes, set clear targets, and establish programs for continuous improvement.

ACHIEVEMENT OF A TOTAL RECORDABLE INCIDENT RATE (TRIR) OF 0.28.

This record performance, which our teams achieved while adhering to rigorous COVID-19 protocols, represents world-class safety as we strive to attain and maintain zero-incident safety performance throughout our operations.

ONGOING COMMUNITY SERVICE.

Just as our employees, clients, and Company have faced unprecedented challenges during the pandemic, so have our communities. In these times, they have needed the strength and support of companies such as Matrix more than ever. Throughout the pandemic, our

Company and our employees have continued to give back, doing what we can to support the building blocks that lead to better quality of life and improve the communities where we live and work.

CONTINUATION OF EFFORTS TO EMBED DIVERSITY, EQUITY, AND INCLUSION (DEI) INTO OUR CULTURE.

We have done so through a number of initiatives including employee learning, participation in the CEO Action for Diversity & Inclusion and other conferences, commitment to pay equity, establishment of our Employee Resource Groups (ERGs) framework, and use of our social media channels and mobile apps to publicly stand against racism and reinforce our zero-tolerance policy.

SUPPORT OF OUR CLIENTS' ACCELERATED TRANSITION TO CLEAN ENERGY.

Our industry-leading storage and project infrastructure expertise supports:

- ▶ Bridging fuels such as natural gas and LNG;
- ▶ Development of standardized hydrogen solutions for liquefaction plants, marine bunkering, fueling stations, plant and storage expansions, spaceship fueling, and other hydrogen facilities;
- ▶ Renewable energy infrastructure including conversion of fossil fuel plants to renewable fuels, such as biodiesel and biojet fuel;

- ▶ Mining and minerals with a focus on metals such as copper, lithium, nickel, and cobalt, needed to support the growing demand for storage batteries and renewable power; and

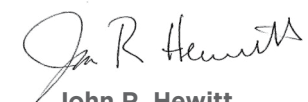
- ▶ Electrification of everything investments supported by our electrical infrastructure offering.

IN CLOSING, Albert Einstein once said, "In the middle of difficulty lies opportunity."

Throughout our history, Matrix employees have found opportunity where others might see only adversity, and in doing so, we have become a diversified North American Engineering, Procurement, and Construction (EPC) service provider.

As we move forward on our journey to build sustainability into all we do, we will continue to transform our organization to meet the changing needs of our world and our stakeholders.

I am proud to share this first Sustainability Report with you, and look forward to providing future updates about our progress.



John R. Hewitt
President and Chief Executive Officer



GOVERNANCE

At Matrix, the most important promise we make to our clients, investors, business partners, and communities — and to ourselves — is to uphold the highest standards of ethics, integrity, and respect. We know our success depends on our people and our word — on doing the right thing, every time, without exception.

OUR GOVERNANCE STRATEGY AND OBJECTIVES.

- ▶ Enforce the highest ethical standards through our Code of Business Conduct and Ethics
- ▶ Manage the business under best-in-class governance standards, our Corporate Governance Guidelines, and Board Committee Charters
- ▶ Operate our business responsibly
- ▶ Ensure strong risk management, business continuity, and emergency preparedness
- ▶ Enhance and protect long-term shareholder value, and the interests of all stakeholders
- ▶ Engage our stakeholders including our employees, clients, suppliers, communities, and shareholders

Our Core Values

Commitment to Safety

Integrity

Positive Relationships

Stewardship

Community Involvement

Deliver the Best

IN THIS SECTION

[Our Governance Strategy and Objectives](#)

[Our Governance Structure](#)

[Doing Business Responsibly](#)

[Engaging Our Stakeholders](#)

Our Governance Structure.

CORPORATE GOVERNANCE.

Matrix's Corporate Governance framework is designed to promote and protect shareholder interests, support Board and management accountability, and drive a culture of excellence that will result in continued growth and sustainable long-term value. As such, our Board of Directors sets high standards for themselves, our Officers, and employees, and serves as a judicious fiduciary for shareholders and in overseeing the management of our business.

To fulfill its responsibilities and discharge its duty, the Board of Directors follows the procedures and standards set forth in our [Code of Business Conduct and Ethics](#), [Corporate Governance Guidelines](#), and [Board Committee Charters](#).

These documents are posted on our [Investor Relations website](#).

Further, our Corporate Governance Guidelines and Board Committee Charters are reviewed annually to ensure best-in-class governance practices.

Our leadership structure and strategy focus on operational excellence, financial strength, and disciplined management of our balance sheet and other assets.

SUSTAINABILITY OVERSIGHT.

Our Board of Directors selected the Nominating and Governance Committee to oversee our sustainability work and to ensure that ESG is integrated into our overall business strategy. As such, our Senior Director of Investor Relations, under the direction of an ESG Executive Steering Committee, works with functional leaders across the organization to establish ESG policies, strategy, and goals.

In this, our first Sustainability Report, the team has focused on establishing baselines.

In fiscal 2022, we will further formalize our sustainability structure by establishing our ESG Charter to address, among other things, stakeholder feedback and insight on emerging issues to establish ongoing priorities and measure performance. We will also establish specific ESG goals.



BOARD PROFILE

Number of directors (6 independent)	7
Independent Board Director diversity	33%
Two of four leadership positions are held by women	50%
Average Board tenure	5.3 Years
Number of Board and Committee meetings held in fiscal 2021	30
Percentage of attendance at Board and Committee meetings	99%

SUSTAINABILITY OVERSIGHT STRUCTURE



Doing Business Responsibly.

At Matrix, our employees are entrusted with engineering, constructing, and maintaining the complex, critical infrastructure that supports modern daily living and quality of life. Ethics and integrity are foundational in our ability to do so and are engrained in our culture and Core Values. Across all areas of our business, we maintain focus on compliance and doing the right thing.

Integrity is essential to every aspect of our business, in both policy and practice. Accordingly, we are committed to ensuring compliance with all applicable laws and regulations, and to maintaining the highest standards of ethical conduct. Our Code of Business Conduct and Ethics serves as our guiding document for making decisions and determining when we should ask for further direction to support a policy or procedure.

MANAGING RISKS.

Our Risk Management Committee (RMC) is comprised of executive leadership representing all functional and operational areas, as well as each of our subsidiaries, and is chaired by our Vice President and General Counsel.

Integral to the duties of the RMC is promotion of open discussion regarding risks, integration of risk management into our overall strategy and objectives, and employee education about how to identify and help manage risks.

The RMC assesses and analyzes internal and external organizational risks and sets policies, procedures, and practices to mitigate those risks.

The RMC also:

- ▶ Establishes our Delegation of Authority;
- ▶ Oversees our Business Continuity Plan;
- ▶ Monitors bid proposal and contract development and project risk;
- ▶ Conducts assessments relative to the RMC's purpose, duties, and responsibilities; and
- ▶ Monitors governance rating agencies and their assessments of our risk and proxy advisory services policies.

The RMC is authorized to conduct investigations and to obtain advice and assistance from third-party advisors with specialized expertise to ensure a complete understanding of a risk and formulate strategies for mitigation or avoidance.

RESPONSIBLE PROCUREMENT AND SUPPLIER DIVERSITY

At Matrix, we expect our suppliers, subcontractors, and vendors to adhere to the same high standards to which we hold ourselves.

Our [Supplier Code of Conduct](#) is an extension of our [Code of Business Conduct and Ethics](#), and is based on recognized standards, including the United Nations Universal Declaration of Human Rights and the International Labor Organization's Conventions.

We also strive to provide certified small, disadvantaged, minority, and women-owned business enterprises with opportunities to support our projects and offices.



The Board of Directors reviews risk management on a quarterly and as-needed basis to discuss the key activities and actions of the RMC. In addition, the Audit Committee of the Board of Directors oversees our accounting and financial reporting processes and the audit of our financial statements. The Audit Committee relies on management for the preparation and accuracy of our financial statements and for establishing effective internal controls and procedures to ensure we comply with applicable accounting standards, financial reporting procedures, laws, and regulations.

The Audit Committee also relies on our internal auditors to test and report on the internal controls and control environment, and for an unbiased diligent audit or review, as applicable, of our financial statements and the effectiveness of our internal controls.

We review our key corporate governance documents on a routine basis to ensure proper oversight and management of its business affairs for the best interest of our stakeholders.

Our Certificate of Incorporation, Bylaws, Board Committee Charters, Corporate Governance Guidelines, Code of Conduct and Business Ethics, and certain other key policies can be

found under [Governance Overview](#) on our Investor Relations website.

POLITICAL CONTRIBUTIONS AND LOBBYING ACTIVITIES.

Matrix does not engage in direct lobbying, maintain a Political Action Committee, or make political contributions.

COMPLIANCE PROGRAM.

Communication and training are essential tools we employ for maintaining a culture of compliance. We leverage various communication channels to share important messages across the Company, including our internal and external websites, mobile apps, email, and online and in-person training.

In addition to our Code of Business Conduct and Ethics, our Compliance Program comprises policies and related training on:

- ▶ [Antitrust](#);
- ▶ [Anti-Corruption Compliance](#);
- ▶ [Antiboycott](#);
- ▶ Delegation of Authority;
- ▶ [Environmental](#);
- ▶ [Export Compliance](#);
- ▶ [Supplier Code of Conduct](#); and
- ▶ Data Security and Cybersecurity.



MATRIX SERVICE COMPANY

USE THE **CONFIDENTIAL HOTLINE** TO REPORT

Violations of company policy or the law
Fraud / Bribery | Discrimination
Harassment | Theft | Safety

CONFIDENTIAL CONTACTS:

✉ Matrix Service Company
Attn: Hotline
5100 E. Skelly Dr., Ste. 100
Tulsa, OK 74135

📞 855 414 0002 (US/Canada)
1800 784 326 (Australia)
00308 133 050 (S Korea)

📧 hotline@matrixservicecompany.com

In fiscal 2021, 84% of assigned compliance-related training courses were completed. Additionally, in fiscal 2021, our Vice President and General Counsel, along with our Manager of Global Compliance provided virtual, interactive ethics and compliance training enterprise-wide.

Our Compliance Program is supported by consistent processes and reporting channels for raising and resolving concerns, including a confidential 365/24/7 hotline, email, and contact via standard mail sent directly to the Chair of the Audit Committee of the Board of Directors.

Additional information on compliance courses is included in the [Training and Development](#) section of this Report.

Our Vice President and General Counsel serves as our Corporate Compliance Officer and reports directly to the Audit Committee Chair regarding violations of our Code of Business Conduct and Ethics.

HUMAN RIGHTS.

Our culture, Core Values, and other compliance practices encompass our commitment to the health and safety of all people.

As a leading North American EPC contractor, we understand the influence we have on the end-markets we serve and locations where we work. We conduct our business in a manner that protects human rights within our sphere of influence. As such, in fiscal 2021, having engaged in more international work, we formalized our [Human Rights Policy](#) to further underscore our affirmation to upholding the highest possible human rights standards.

Matrix is committed to respecting human rights and believes in the “Protect, Respect and Remedy” framework established by the United Nations Guiding Principles on Business and Human Rights.

As established in this document, as well as by our Core Values and policies, we believe that all people are entitled to human rights without discrimination and that every person shall be treated with dignity; that human rights are inherent in all human beings, whatever their nationality, place of residence, sex, national or ethnic origin, color, religion, language, or other status and that these rights are all interrelated, interdependent, and indivisible.

We expect the same commitment from those with whom we work, including suppliers, vendors, and clients.

BUSINESS CONTINUITY.

In fiscal 2019, the RMC overhauled the framework for its Business Continuity Plan, taking into account the potential risks and differences specific to each of our geographic office locations. These location-specific plans will be reviewed and updated annually.

On an ongoing basis, the framework will serve as the foundation for each location’s individual Business Continuity Plan, with coordination and support provided by a Crisis Management Team that includes the Local Response and Recovery Team, Business Continuity Management Team, and Corporate Resource Group. Further support is provided through a separate Information Technology Disaster Recovery Plan.

Our Business Continuity Plan served as the framework for our response to COVID-19 and allowed us to develop a pandemic-specific response plan quickly and efficiently.

DATA PRIVACY AND CYBERSECURITY.

Data protection is engrained throughout our business operations and procedures, which are designed to provide a disciplined approach to safeguarding all stakeholder data and business assets. Foundational to these efforts are comprehensive cybersecurity policies and standards which have been developed collaboratively with input from our Information Technology, Legal and Compliance, and Operations teams, among others. These policies and standards are supported by sophisticated technologies and tools including, but not limited to, multifactor authentication, firewalls, intrusion detection and prevention systems, and identity management systems.

To reduce organizational risk from cybersecurity threats, Matrix has undertaken several initiatives in recent years, including:

- ▶ Strengthening our identity and access management capabilities to include multifactor authentication;
- ▶ Increasing threat detection efficiencies within our security information and event management capacity; and
- ▶ Completing projects designed to detect the threat of external attacks.

In fiscal 2020, as part of our transition to a remote work environment during COVID-19, we recognized the cyber risks associated with such an environment and further

assessed and strengthened our technology infrastructure and cybersecurity.

Twice a year, the RMC reports to the Board of Directors regarding data security and cyberattacks. Additionally, on an annual basis, Matrix self-assesses our internal policies and security controls implementation using the [National Institute of Standards and Technology \(NIST\) Cybersecurity Framework](#). This allows us to advance data security awareness and assess the effectiveness of data governance and responsiveness to evolving data management protocols.

SECURITY AWARENESS TRAINING. We educate our employees through various methods, including mandatory new hire training, online training, presentations, intranet articles, and emails. Security awareness training at Matrix covers a range of security topics including password protection, social engineering, privacy, and compliance.

We recently updated our curriculum by implementing quarterly mandatory recurring training requirements and launched periodic phishing campaign assessments. In addition, we developed targeted training and informa-

tion on topics such as phishing and use of social media and fraud.

PERSONAL INFORMATION. Central to the privacy principles that guide our actions related to personal information, are:

- ▶ **Notice.** We give notice to individuals about the purposes for which Matrix collects, processes, stores, and discloses personal information.
- ▶ **Collection and Use.** We strive to limit collection of personal information that is necessary to accomplish intended purposes. We use personal information collected only for purposes consistent with the context of the interaction and/or with consent.
- ▶ **Disclosure.** Matrix takes steps to protect personal information from being disclosed to third parties for other than legitimate business reasons.
- ▶ **Cross-Border Data Transfer.** Matrix takes steps to ensure that any transfer of personal or business information across country borders is made in accordance with the local laws of the countries from and to which the information is being transferred.



PROTECTING AGAINST CYBERATTACKS AND OTHER SECURITY RISKS

In a world where cyber attacks and other security risks are more and more frequent, Matrix is unrelenting when it comes to protecting our people, facilities, operations, and business data. We do so using preventive measures that include policies, annual training, awareness campaigns, and advanced facility access and systems technology.

We perform regular internal assessments of cyberthreats and respond accordingly. A third-party advisory firm evaluates our networks, and we further employ third-party experts to stress test

our procedures and systems through tactics that include simulated phishing emails.

We also benchmark ourselves against the [National Association of Corporate Directors \(NACD\) Key Cybersecurity Metrics](#) and report performance and any identified risks to the Board of Directors annually.

In fiscal 2021, cybersecurity efforts resulted in **zero data breaches** and **blockage of 153,000** emails, internet-based hacking attempts, and malicious actions.

► **Retention and Destruction.** We maintain policies related to record management, including record retention schedules, and purge and deletion procedures. When information is disposed of, we employ secure methods to ensure the information is unreadable and irrecoverable.

► **Information Quality and Integrity.** Matrix takes reasonable steps to ensure that the information it uses is accurate, relevant, complete, and up to date for the purposes for which it is intended.

► **Security.** Matrix understands that cybersecurity is essential for protecting information and employs physical, technical, and administrative measures to safeguard and secure personal and business information. In the event the security of certain personal information has been compromised, we have a formal process to manage and mitigate any associated risks and notify individuals when required or appropriate.

► **Training and Awareness.** Matrix provides appropriate and ongoing training to all individuals with access to personal and business-sensitive information provided through training on our Code of Business

Conduct and Ethics, Delegation of Authority, Cybersecurity and other policies and procedures. See the [Compliance Training](#) section of this Report for more information.

For additional information regarding how we collect, use, share, and protect personal information, see the [Privacy Policy](#) on our Corporate website.

THIRD-PARTY VENDORS AND SUPPLIERS.

Matrix maintains an IT Supplier Relationships Policy to govern third-party management. We classify service providers, include security requirements in our contracts, assess the security posture of service providers, and monitor compliance.

Our policy does not grant standing access to our network and systems; rather we grant access as required and rescind it after any work is performed.



Engaging Our Stakeholders.

Matrix seeks active engagement with all stakeholders, including clients, employees, labor unions, suppliers, industry associations, communities, and shareholders. We use various communication channels, and strive to build constructive relationships respectful of stakeholder ESG expectations.

STAKEHOLDERS	SELECT EXAMPLES OF ENGAGEMENT
Clients	<ul style="list-style-type: none"> ▶ Project alignment on client ESG objectives, with focus on environmental stewardship, community involvement, and DEI ▶ Support of client-led community education and development opportunities in project site communities ▶ Participation at client vendor events and tradeshows
Employees	<ul style="list-style-type: none"> ▶ Great Place To Work® and other employee engagement surveys ▶ Behavior-based and other safety bulletins ▶ New employee onboarding supported by peer advisors ▶ Company-wide quarterly town halls with all levels of leadership on topics including company results, ESG, and DEI ▶ Regular use of internal websites and mobile apps to share news and information, including video messaging from leadership and employees ▶ Company-wide email communications ▶ Interactive and in-person learning and development opportunities ▶ Field-level pre-task planning and toolbox talks led by project site supervisors ▶ Face-to-face as well as online interactive meetings and collaboration
Labor Unions (Through applicable operating subsidiaries)	<ul style="list-style-type: none"> ▶ Active membership in national, provincial, and local construction labor associations; participation in meetings, conferences, and other activities ▶ Ongoing development of positive, constructive relationships with building trade unions
Suppliers	<ul style="list-style-type: none"> ▶ Actively seek out local suppliers in the communities where we do business, giving opportunity to those with diverse certification whenever possible ▶ Development of proper long-term relationships with our suppliers through supply contracts and service level agreements
Industry Associations	<ul style="list-style-type: none"> ▶ Membership in the Construction Industry Institute (CII), including participation on its recently formed ESG Committee as well as various research teams to develop industry best practices ▶ Leadership roles and membership in organizations such as the Hydrogen Council, American Petroleum Institute (API), American Concrete Institute (ACI), and American Society of Safety Professionals (ASSP) Construction Practice Specialty
Communities	<ul style="list-style-type: none"> ▶ Board and leadership participation in civic and nonprofit organizations ▶ Extensive community service by employees and the Company ▶ Active community engagement on social media channels and Company websites

INVESTOR RELATIONS AND SHAREHOLDER ENGAGEMENT



Matrix is actively engaged in maintaining an Investor Relations program, beginning with enhancement of our [Investor Relations website](#), which we completed in fiscal 2020.

In addition to our quarterly and annual reports, we are committed to continuous improvement through:

- ▶ Virtually hosting our Annual Shareholders meeting, which we began during COVID-19 as both a safety precaution and to create an opportunity for greater shareholder participation
- ▶ Regularly reporting on ESG performance
- ▶ Hosting investor meetings and participating in conferences where we can share our strategy and educate investors about our end-markets
- ▶ Participating in more one-on-one communications with our investors
- ▶ Communication about the strategy behind our market diversification and operating model, which makes MTRX a solid investment
- ▶ Press releases and updates on our external websites and social media channels

ENVIRONMENTAL

Across our organization, as our clients and the world accelerate a transition to clean energy, we support these efforts in the engineering, construction, and maintenance expertise we provide. We understand the importance of environmental stewardship and also recognize the influence we have in promoting environmental stewardship to our suppliers, clients, employees, and other constituents.

OUR ENVIRONMENTAL STRATEGY AND OBJECTIVES.

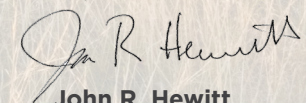
As we move forward in formalizing our strategy and reporting framework, we will:

- ▶ Continue to identify and drive improvement in the areas we control
- ▶ Establish specific targets and objectives addressing future Greenhouse Gas (GHG) emissions, water, and waste
- ▶ Proactively work with our clients to support their GHG reduction targets and sustainability initiatives
- ▶ Pursue and support our clients' legacy and new businesses as they advance the world's move toward clean energy
- ▶ Regularly review and improve our policies and procedures related to identification and management of environmental risks, as needed
- ▶ Ensure compliance with all environmental laws and regulations, including the review of emerging regulations or policies designed to reduce GHG emissions

Our Commitment

“We are committed to continually improving our environmental performance and reducing the potential impacts of our operations on the environment.

It is my responsibility, along with all of the employees of Matrix, to be good stewards of the environment and ensure the successful implementation of our [Environmental Policy Statement.](#)”



John R. Hewitt
President and Chief Executive Officer

IN THIS SECTION

Our Environmental Strategy and Objectives

Managing Our Carbon Footprint

Water and Waste

Managing Our Carbon Footprint.

As we manage our carbon footprint and work to reduce GHG emissions, we will transparently report on our performance and progress in those areas we control.

LAYING THE GROUNDWORK.

In this inaugural Sustainability Report, we established estimated baselines for Scope 1 and 2 emissions in accordance with the [GHG Protocol Corporate Standard](#) for areas primarily related to our Corporate and regional offices. Scope 3 emissions will be addressed in fiscal 2022.

As we continue our ESG journey, we will begin tracking GHG emissions in other areas to further reflect our business operations.

SCOPE 1 – Direct GHG Emissions. In fiscal 2021, our Direct GHG Emissions include onsite combustion of natural gas for space and water heating (Stationary Combustion) at our office, fabrication facilities, and warehouses, and diesel and gasoline consumption in Company-owned fleet vehicles (Mobile Combustion). Matrix owns the majority of its fleet vehicles, and maintains strict maintenance protocols to

ensure top running condition. As vehicles reach the end of their useful life, we will explore incorporation of electric or other alternative fuel vehicles into our fleet.

Areas included in our fiscal 2021 Scope 1 and 2 baselines, along with our method of calculation, are defined below.

For **Scope 1 Stationary Combustion** (natural gas), the majority of our offices are leased, and accordingly, consumption data is not always available. As such, we have estimated our usage at each location based on average cubic feet per square foot for office or warehouse space as defined by the U.S. Energy Information Administration (EIA). Total cubic feet was converted to McF, and total GHG emissions were determined using the U.S. EPA Greenhouse Gas Equivalencies Calculator.

Total GHG emissions from **Scope 1 Mobile Combustion** were determined for Company-owned fleet vehicles by converting total miles driven by vehicle type to tons of CO₂ using the U.S. EPA Greenhouse Gas Equivalencies Calculator.



QUANTIFIED GHG EMISSIONS BASELINES FISCAL 2021

Scope 1	Stationary Combustion (Natural Gas)	1,299 MTCO ₂
	Mobile Combustion (Diesel and Gasoline)	4,346 MTCO ₂
Scope 2	Electricity	9,073 MTCO ₂
FY 2021 QUANTIFIED GHG EMISSIONS		14,718 MTCO₂

Due to COVID-19 protocols, business travel was prohibited except for absolutely essential client or project site visits; as such Scope 3 emissions will be reported beginning in fiscal 2022.

SCOPE 2 — Purchased Electricity usage at each of our locations has also been estimated based on the average kilowatt hour per square foot for office, fabrication facilities, or warehouse space as defined by the EIA. GHG emissions were then determined by using the U.S. EPA Greenhouse Gas Equivalencies Calculator.

SCOPE 3 — Other Indirect Emissions. Reporting of Other Indirect Emissions, which is voluntary, considers emissions for Company activities resulting from sources not owned or controlled by Matrix.

Examples of areas we deem to be material to our operations are Business Air Travel and car rental, both of which were significantly reduced in fiscal 2021 as a result of [safety protocols](#) implemented in response to COVID-19. These protocols brought travel by our employees to a near standstill.

As such, Matrix has chosen not to report emissions related to these activities until fiscal 2022, to better reflect our actual operations. While we expect to see increases in emissions resulting from these activities as pandemic-related risks to our professionals are reduced, we will also employ our communications infrastructure to minimize business travel where appropriate.

SETTING FUTURE GHG TARGETS.

As an industrial engineering and construction contractor, our GHG emissions can fluctuate year to year based on project volumes which are impacted by economic and other market dynamics that drive client decision-making.

In fiscal 2022, we will work toward completing an enterprise-wide assessment to ensure we have identified material Scope 1, 2, and 3 emissions across our organization.

We will then begin to establish the targets and related processes for tracking and reporting GHG emissions using intensity-based metrics tied to revenue, as defined in the GHG Protocol Corporate Standard. We believe this will enable us to provide more consistent, comparable, and meaningful reporting.



REDUCING OUR ENVIRONMENTAL FOOTPRINT

During fiscal 2020 and 2021, we reduced our environmental footprint by nearly 120,000 square feet through more efficient use of office space and consolidation.

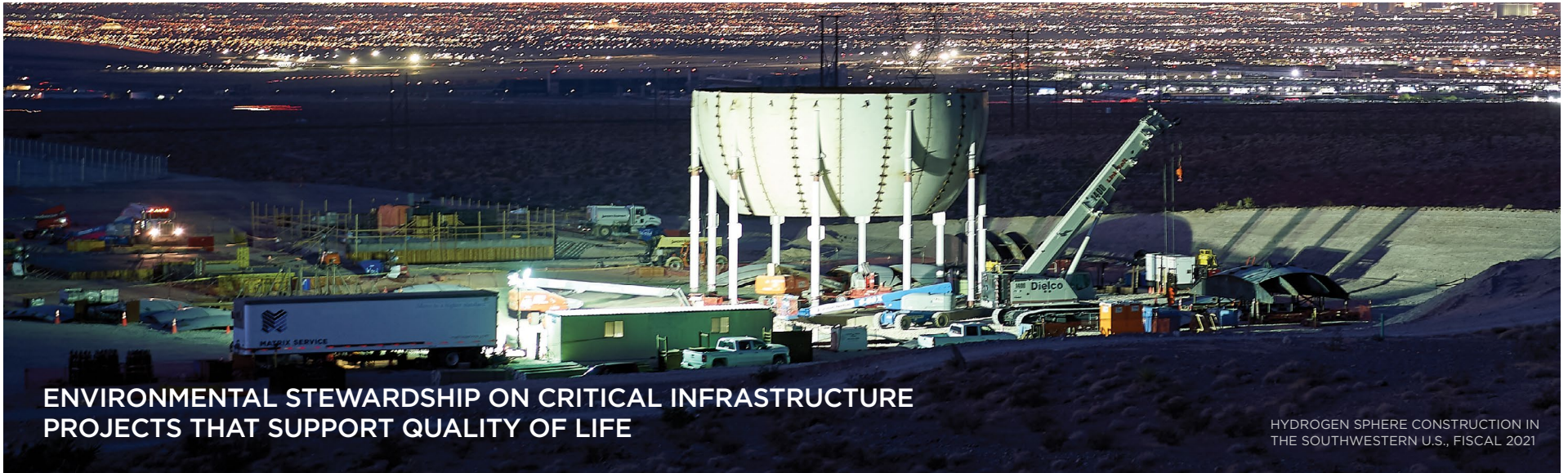
Where remodeling was required, we installed energy saving features such as motion-sensing LED lighting and thermostat timers to control energy use during non-work hours, as well as automatic water faucets and eco-friendly toilets.

We continue to take steps to reduce energy consumption by finding better ways to perform our work;

promoting use of technology in lieu of printing; and ensuring printers, copiers, and other devices are set for maximum energy efficiency.

As office leases expire, we should also see additional improvements in Scope 1 (Stationary Combustion) and Scope 2 emissions as a result of no longer carrying currently unoccupied space.

See [Water and Waste](#) to learn more about our efforts to further minimize environmental impacts of our office operations.



ENVIRONMENTAL STEWARDSHIP ON CRITICAL INFRASTRUCTURE PROJECTS THAT SUPPORT QUALITY OF LIFE

HYDROGEN SPHERE CONSTRUCTION IN THE SOUTHWESTERN U.S., FISCAL 2021

ON OUR PROJECT SITES. As requested by our clients, we develop project-specific environmental plans ahead of mobilization to the site.

These plans may address the reduction of emissions where possible; responsible sourcing of materials through Environmentally Preferable Purchasing (EPP); conservation of energy and water; management of hazardous and non-hazardous materials; prevention of stormwater, dust, and noise pollution; recycling of scrap and other materials; and protection of habitat and wildlife.

We also welcome the opportunity to collaborate and work with our clients' site-specific sustainability committees.

SUPPORTING THE CLEAN ENERGY TRANSITION. As our clients and the world accelerate the transition to clean energy, we offer:

- ▶ Storage and terminal expertise for bridging fuels such as natural gas and LNG;
- ▶ Standardized hydrogen solutions;
- ▶ Best-in-class domes, floating roofs, and other tank products designed to minimize emissions releases;
- ▶ Mining and minerals expertise in metals used for storage batteries and renewable power; and
- ▶ Expertise supporting electrification of everything investments.

In fiscal 2021, Matrix received **no non-compliance letters or citations** from state or federal regulators for environmental permitting, regulations, or environmental audits and inspections.

Water and Waste.

WATER STEWARDSHIP.

Among the most precious shared resources in the world — one essential to all life — is water. As such, it is imperative that we do what we can to be good stewards of its use, in our offices, and on our project sites.

IN OUR OFFICES. We have estimated our usage at each location based on the average gallons per square foot for office or warehouse space as defined by the EIA. Accordingly, we estimated consolidated usage across our offices, fabrication facilities, and warehouses in fiscal 2021 to be 10,618,641 gallons.

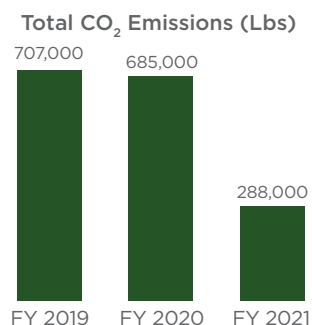
ON OUR PROJECT SITES. We develop and maintain stormwater pollution plans that protect the environment and prevent contamination of lakes, streams, and groundwater supplies from construction activities. We also perform dust suppression through the use of water trucks which contain non-potable recycled water.

WASTE MINIMIZATION.

Matrix has historically acted to reduce, reuse, and recycle items including paper, plastics, and electronic devices.

Based on enterprise-wide paper usage by our Corporate, regional, and project location offices, we determined the total CO₂ emissions generated in its manufacture, as follows, using the Paper Calculator provided by the Environmental Paper Network.

PAPER USAGE



The reduction from fiscal 2019 to fiscal 2020 is primarily the result of setting standards and implementing other processes including:

- ▶ Two-sided versus single-sheet printing;
- ▶ Required use of identification badges for printer access, which limits access and results in paper savings for documents that may be sent to a printer, but never actually printed;



MORE WAYS WE ARE SEEKING TO REDUCE, REUSE, AND RECYCLE

As we seek more ways to minimize waste, we will look for opportunities to:

- ▶ Further leverage technology to reduce or eliminate the use of paper, copiers, and printers in our offices and on our project sites
- ▶ Install in-line filtration systems to replace plastic water bottles
- ▶ Recycle allowable items
- ▶ Minimize or eliminate printing of marketing and other business materials, as appropriate
- ▶ Research and implement ways to minimize waste in our offices and on our project sites
- ▶ Eliminate single-use plastics, Styrofoam, and paper products

- ▶ Digital / e-signature capabilities, eliminating the need to print most documents that require signature(s); and
- ▶ Use of technology for sharing engineering drawings as well as collaboration and other document sharing, minimizing the need for paper output.

The reduction of paper from fiscal 2020 to fiscal 2021 is primarily due to the majority of our office-based employees temporarily working remotely during the height of the COVID-19 pandemic. Considered essential workers, our project sites and fabrication facilities continued their daily operations.

Collectively, in addition to reductions in CO₂ emissions, from fiscal 2019 to fiscal 2021, decreased paper usage eliminated approximately 419,000 pounds of CO₂ and 498,000 gallons of water, and saved 558 trees.

In other parts of our business, we are transitioning some paper-based processes to technology-based solutions.

For example, previously our behavior-based safety observation system was managed using a paper-based card system. In fiscal 2020

and fiscal 2021, we transitioned to a safety observations system that not only provides near real-time insight into safety activities, but is entirely paperless, instead allowing use of a mobile app or QR code.

The same is true for our Jobsite Safety Assessments.

FUTURE IMPROVEMENTS IN WATER EFFICIENCY AND MINIMIZATION OF WASTE.

As we continue our efforts to improve efficiency in our water usage and minimization of waste, the organization will focus on researching and identifying opportunities across the organization to develop specific water and waste minimization efforts.



DONATING AND RECYCLING OUR E-WASTE

Matrix donates or recycles decommissioned computer equipment to:

- ▶ Prevent e-waste from entering landfills or leaching toxic contaminants into soil and groundwater;
- ▶ Do our part to reduce the need to manufacture new electronics and conserving the water, energy, and rare earth metals needed to do so.

Equally important, by donating and recycling our e-waste through non-profit organizations, we give those who might otherwise not have access to technology the tools needed in today's world.

In fiscal 2020 and 2021, we donated or recycled in excess of 8,800 pounds of e-waste.

SOCIAL

At Matrix, we know fulfilling our purpose means offering a diverse, inclusive environment where our people can thrive. And we know that doing so benefits our employees, our clients, our suppliers, our partners in the communities where we live and work, and our shareholders.

OUR SOCIAL STRATEGY AND OBJECTIVES.

As we move forward:

- ▶ Continue to build our reputation as an employer of choice
- ▶ Broaden our reach to include greater diversity in our recruiting efforts
- ▶ Create a culture that values diversity and inclusion, and promotes fair and equitable treatment for all people
- ▶ Focus on the safety, health, and wellness of our employees and our communities through culture, policies, practice, and programs
- ▶ Promote a culture of learning that allows for personal and professional development

Our Purpose

Working to build a better future, improve quality of life, and create long-term value for our people, business partners, shareholders, and communities.

IN THIS SECTION

Our Social Strategy and Objectives

A Great Place to Work®

Diversity, Equity, and Inclusion

Safety, Health and Well-being

Training and Development

Giving Back



CEO **ACT!ON** FOR
DIVERSITY & INCLUSION



HEALTHIEST
EMPLOYERS®



A Great Place To Work.

Our people are at the center of everything we do. They define who we are and how we are perceived. Their expertise, together with their commitment to our culture and Core Values, differentiates Matrix from others in the marketplace. And, through integrity and dedication to safety and quality, together we fulfill our brand promise to **MOVE TO A HIGHER STANDARD** in everything we do.

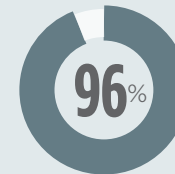
Our people are our greatest resource, which makes our certification as a Great Place To Work® — for the fifth consecutive year — both a point of pride and an invaluable tool for continuous improvement supporting our mission of always being an employer of choice.



2020-2021 EMPLOYEE FEEDBACK SURVEY HIGHLIGHTS

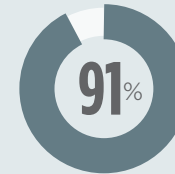
SAFETY

This is a physically safe place to work.



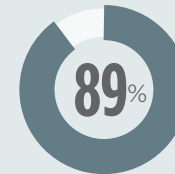
HEALTH & WELLNESS

I believe the Company values my health and well-being.



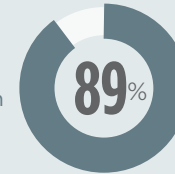
WORK/LIFE BALANCE

I am able to take time off when necessary.



COVID-19 RESPONSE

There has been sufficient and effective communication concerning the pandemic.



Diversity, Equity, and Inclusion.

At Matrix, we believe when we treat one another with mutual respect, regardless of the differences between us, anything is possible. That when we value each other's differences and encourage everyone's voice to be heard, it creates an atmosphere of innovation and opportunity for everyone. At Matrix, we believe that diversity and inclusion fuel innovation, enrich our experiences, and drive our success — together, they make us stronger and result in a higher standard of service to our clients.

WE'RE BETTER TOGETHER.

In 2018, under the leadership of our President and CEO, John R. Hewitt, we formalized our DEI efforts through the creation of a DEI Committee to identify and lead activities to improve our own DEI performance, and support DEI efforts across our industry and society as a whole.

Members of the Committee represent all areas of our business and the communities where our employees live and work, and each brings their own diversity and life experiences to this important work.

AN ONGOING JOURNEY.

We recognize that building a strong, successful DEI culture is an ongoing journey, and one that flows from the top of the organization. As such, we are proud to have been recognized for our

Board diversity, where 33% of our Independent Board of Directors are female.

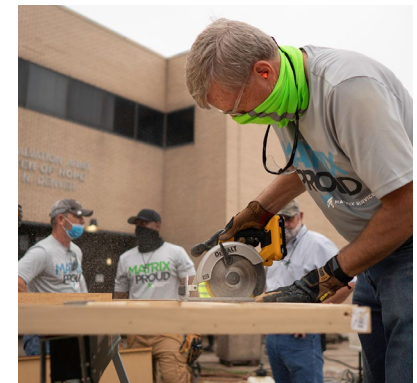
Further solidifying our commitment, in 2019, our President and CEO signed the pledge for [CEO Action for Diversity & Inclusion](#), binding Matrix Service Company and its subsidiaries to:

- ▶ Cultivating a workplace where diverse perspectives and experiences are valued;
- ▶ Expanding education about unconscious bias;
- ▶ Learning from and sharing practices aimed at creating an inclusive work environment; and
- ▶ Engaging our Board of Directors in developing and implementing action plans to drive accountability around inclusion and diversity.

In fiscal 2020, Matrix engaged a third-party organization to conduct a pay equity study which produced positive results, revealing no systemic pay inequity due to gender or race. Our President and CEO also signed the Pay Equity Pledge issued by the Tulsa Mayor's Commission on the Status of Women, pledging to:

- ▶ Ban questions about previous salary history to candidates for hire or promotion;
- ▶ Commit to ongoing DEI training for those responsible for recruiting, hiring, onboarding, and promoting; and
- ▶ Review employee pay to ensure compliance with the Equal Pay Act.

CEO **ACT!ON** FOR
DIVERSITY & INCLUSION



OUR EMPLOYEE DIVERSITY BASELINE.

We established our employee diversity baseline to identify areas for improvement and help shape our recruiting efforts, succession planning, and professional development. It will serve as a baseline against which we will continue to measure our efforts, and to which we will add other self-reported data as we advance our work.



WORKFORCE STATISTICS	FY 2019	FY 2020	FY 2021
Total full- and part-time office-based employees	1,040	834	689
Total field/craft employees	3,515	1,939	2,028

WORKFORCE DEMOGRAPHICS	FIELD			OFFICE		
	FY 2019	FY 2020	FY 2021	FY 2019	FY 2020	FY 2021
ETHNIC DIVERSITY AS A PERCENT OF WORKFORCE						
▶ White	64.9%	61.3%	52.1%	82.2%	82.4%	83.2%
▶ Black/African American	6.8%	7.1%	6.5%	2.4%	2.5%	2.3%
▶ Hispanic/Latinx	21.8%	24.0%	28.6%	6.6%	6.8%	6.0%
▶ Asian	0.5%	0.8%	1.6%	3.6%	3.0%	3.4%
▶ American Indian/Alaska Native	4.3%	5.1%	8.7%	2.6%	2.5%	2.5%
▶ Native Hawaiian/Other Pacific Islander	0.6%	0.5%	0.8%	0.3%	0.4%	0.4%
▶ Two or More Races (not Hispanic or Latino)	1.1%	1.2%	1.7%	2.3%	2.4%	2.2%
FEMALES/NON-WHITES AS A PERCENT OF WORKFORCE/MANAGEMENT	FY 2019	FY 2020	FY 2021	FY 2019	FY 2020	FY2 021
▶ Females as a percent of workforce	5.2%	5.0%	6.0%	27.2%	28.4%	28.0%
▶ Females as a percent of management	1.7%	2.3%	1.0%	15.5%	16.0%	18.0%
▶ Non-whites as a percent of workforce	35.1%	38.6%	47.9%	17.8%	17.6%	16.9%
▶ Non-whites as a percent of management	16.1%	17.0%	15.3%	12.6%	13.1%	13.2%

MULTI-GENERATIONAL DIVERSITY.

At the crossroads of diverse perspectives lives innovation: endless ideas that stem from individual experiences and imagination, historical knowledge, and infinite possibilities. At Matrix, we value the diverse perspectives of our multi-generational workforce.

18.0% Baby Boomers — Born between 1946 and 1964
41.6% Generation X — Born between 1965 and 1981
34.0% Millennials — Born between 1982 and 1995
6.4% Generation Z — Born between 1996 and 2015

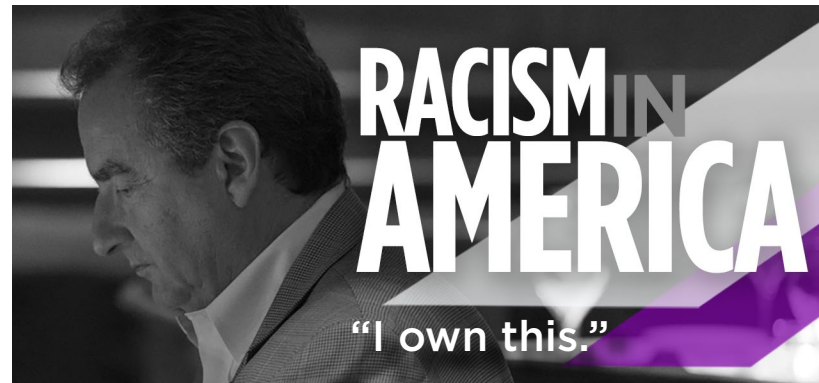
Additional information is provided in our [EEO-1 Report](#), posted on the Matrix Service Company Investor Relations website.

LISTENING AND LEARNING.

We sponsor Days of Understanding and other events covering topics such as implicit and unconscious bias, living with disabilities, racism and the Tulsa Race Massacre, uncomfortable conversations, LGBTQ+ history and inclusion, and more.

Our executives also lent their support to advancing diversity and inclusion at community and industry events including:

- ▶ Participation at the **CEO Action for Diversity & Inclusion Annual Summits**
- ▶ Participation at the **Chief Human Resources Officer (CHRO) and Chief Diversity Officer (CDO) Summits** hosted by CEO Action for Diversity & Inclusion
- ▶ Panelist for **ROI Reimagined: How Inclusive Leadership Thrives in Adversity**
- ▶ Keynote speaker for the **Inclusion and Diversity Consortium** and their discussion about the culture of inclusion and leading a workforce through a time of transformation
- ▶ Industry panelist for the **ECC Mid-Year Meeting** discussion about DEI issues and challenges in the engineering and construction industry



LEADING BY EXAMPLE | TAKING A STAND

In calendar year 2020, following the killing of George Floyd, Ahmaud Arbery, Breonna Taylor, and others, America and the world once again came face-to-face with the hate, violence, and implicit biases that exist in the undercurrents of our society. In that moment, as a business leader in America and as our President and CEO, John R. Hewitt affirmed our Company's zero-tolerance stand against racism or harassment of any kind, directed at anyone for any reason — a truth embedded in our Company's culture and Core Values.

“It is time for all of us to acknowledge that racism exists across our country. It's time to learn from the past and build a better future for everyone.”

This stand has been visible across our social media channels including [Facebook](#) and [LinkedIn](#); in on-site and online training and development; through enterprise-wide Days of Understanding focused on key DEI issues; and through enforcement of our employee policies and Code of Business Conduct and Ethics.

ATTRIBUTES OF A MATRIX LEADER

Clear and compelling vision with a strategic focus on organizational success

Passion, commitment, and enthusiasm for what we do

Demonstrates confidence, leads by example, and personifies our Core Values

Open, positive communication to encourage employee engagement and foster teamwork, creativity, and collaboration

Earns trust and respect through integrity, ability, humility, courage, conviction, and accountability

Genuine interest in people — active and dedicated coach and mentor to encourage, support, and develop employees



ERGS: FOSTERING UNDERSTANDING AND EMPLOYEE-LED CHANGE.

ERGs are a critical part of our DEI strategy.

In late fiscal 2021, we established the framework to support ERGs and, with input from employees across the organization, identified the following communities to be our initial ERGs:

- ▶ Asian
- ▶ Black/African American
- ▶ Hispanic/Latinx
- ▶ LGBTQ+
- ▶ Women
- ▶ Veterans

We believe the establishment of ERGs will benefit our employees and our business on multiple fronts:

- ▶ They will help us strengthen a culture of diversity and inclusion, aligned with our overall Purpose, Vision, and business strategy.
- ▶ They will help attract and retain diverse talent, generate stronger employee engagement, provide professional and leadership development opportunities, and foster innovation.

- ▶ They will create additional opportunities for our employees to be heard, problem-solve and collaborate together, and to showcase their leadership skills, regardless of seniority or managerial status.

Supported by an executive sponsor, each of our ERGs will be employee-led and open to all employees, with organic efforts centered around opportunities for networking and mentoring, idea generation, problem solving, professional development, and community service.



MATRIX ERG FOCUSED ON WOMEN EMERGES AT LONG-STANDING REFINERY MAINTENANCE SITE

In fiscal 2021, at one of North America's largest refineries, a Matrix employee-led **Women in Construction** ERG has begun to take root organically from a simple need for things like properly sized Personal Protective Equipment (PPE) and more secure restrooms.

Still in its early stages, the group is a forum for open discussion about issues that female employees face

on construction sites, and a channel through which its members can work together toward solutions.

On a daily basis, the project site is home to approximately 400 Matrix employees who provide onsite maintenance and repair services year-round. They are joined by an additional 600 to 700 Matrix employees during turnarounds.

Safety, Health, and Well-being.

Across Matrix, we are proud of our work designing, engineering, constructing, and maintaining some of the world's most critical and complex energy, electrical, and industrial infrastructure — infrastructure we all rely on for everyday conveniences and quality of life.

Foundational to this work is our commitment to making sure our employees are safe. Equally important is our ability to attract, develop, and retain a diverse, engaged workforce that knows their work matters, and that they will be provided opportunities to achieve their maximum potential.

OUR JOURNEY TO ZERO INCIDENTS.

Ensuring the safety of our employees and those around us is integral to who we are and paramount to our success and sustainability.

The journey to achieving and maintaining a zero-incident TRIR requires comprehensive training and policies, processes, and systems to plan, perform, report, measure, review, and improve our performance. It is a journey that has no end.

Among the elements we employ are:

- Integration of safety beginning with Front End Loading through detailed design and engineering, constructibility reviews, project planning, and execution.
- Life Saving Rules meant to keep everyone safe and ensure we hold ourselves and our leadership accountable — zero compromises.
- Pre-task planning and toolbox talks.
- A robust Health, Safety and Environment (HSE) system that includes real-time report-

ing to mitigate any potential trends in unsafe practices.

- Increasing use of technology such as drones for visual inspections, as well as hands-free tools to keep people from harm's way.
- Use of Stop Work Authority by anyone on our job sites or in our offices.
- TapRooT® investigations if an incident does occur to ensure we understand and correct the underlying root cause.
- Access to confidential reporting channels for use by anyone in our offices or on our project sites to report any ethical or safety concern.
- Supervisor Training in Accountability and Recognition Techniques (START) to help frontline managers drive accountability and maximize safety performance.
- Incorporation of safety as a key performance metric in our incentive compensation plan.



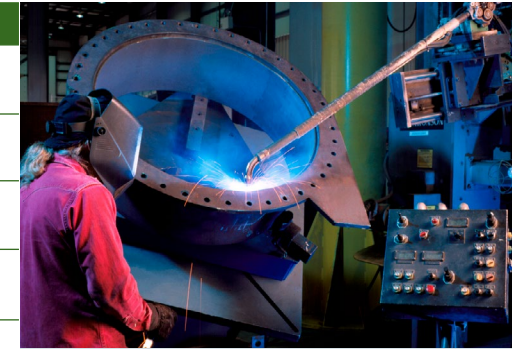
TRIR is calculated by multiplying the number of recordable incidents by 200,000 and dividing that number by the total hours worked each year.

LEADERSHIP PLEDGE ■ A Matrix Leader will never ask another person to violate the Life Saving Rules.

- FALLS**: I will follow fall protection requirements when above the applicable working height.
- DRIVING**: I will operate vehicles, mobile equipment, and heavy equipment only when properly trained and authorized.
- ENERGY**: I will follow the procedures required to protect against energy sources such as electrical, hydraulic, pneumatic, stored energy or gravity.
- DROPS**: I will secure tools and equipment when working at elevation and never enter a defined danger zone where objects are suspended or could fall from above, without specific authorization.
- PERMITS**: I will follow all permit procedures for confined spaces, hot work or other activity where permits are required.

REPRESENTATIVE HSE AWARDS AND CLIENT RECOGNITION.

YEAR	SUBSIDIARY	AWARD OR RECOGNITION	CLIENT/ORGANIZATION	PROJECT
2021	Matrix Service Inc.	Client Recognition	Kern Oil	Tank Mechanical Repairs, Bakersfield, California
2021	Matrix NAC	Client Recognition	Marathon Petroleum	Tank Maintenance, Los Angeles Refinery
2021	Matrix NAC	Client Recognition	Appalachian Power	Ice Storm Power Restoration
2021	Matrix NAC	Client Recognition	PECO	Eddystone 3 - 4
2020	Matrix NAC	Thomas J. Reynolds Award for Excellence in Construction Safety & Health	TAUC	Zero DART Rate for over 1.0 million work hours
2020	Matrix Service Inc.	American Fuel and Petroleum Manufacturers (AFPM)	Marathon Petroleum	Anacortes, Washington Refinery
2020	Matrix NAC	TAUC, Thomas J. Reynolds Safety Award	TAUC	Maintenance of DART rate 25% below the Bureau of Labor Statistics National Average
2020	Matrix Service Inc.	Client Recognition	Shell	Tank Integrity Program Mechanical Repairs, Chicago, Illinois
2020	Matrix Service Inc.	Client Recognition	ExxonMobil	Tank rebuilds and floor replacements, Joliet, Illinois
2019	Matrix NAC	Thomas J. Reynolds Award for Excellence in Construction Safety & Health	TAUC	Maintenance of DART rate 25% below the Bureau of Labor Statistics National Average
2019	Matrix NAC	NMAPC Zero Injury Safety Award	Public Service Enterprise Group	Bridgeport Generating Station
2019	Matrix Service Inc.	AFPM	LyondellBasell Industries	Houston, Texas Refinery
2019	Matrix Service Inc.	AFPM	Marathon Petroleum Corporation	Robinson, Illinois and Louisiana Refineries
2019	Matrix Service Inc.	AFPM	ExxonMobil Refining & Supply	Joliet, Illinois Refinery
2019	Matrix Service Inc.	AFPM	CITGO Petroleum Corporation	Lake Charles, Louisiana Manufacturing Complex and Corpus Christi, Texas Refinery
2019	Matrix Service Inc.	AFPM	Chevron Corporation	Salt Lake City, Utah and El Segundo, California Refineries



Our fabrication facility in Catoosa, Oklahoma, is

1 of only 2

heavy metal fabrication facilities in the U.S. to achieve OSHA's VPP Star status.

This designation recognizes that Matrix has implemented effective safety and health management systems, maintaining injury and illness rates below national Bureau of Labor Statistics averages for our industry. It also demonstrates our facility's successful implementation of management leadership and employee involvement, worksite analysis, hazard prevention and control, and safety and health training.



AN EXTRAORDINARY RESPONSE TO AN UNPRECEDENTED PANDEMIC.

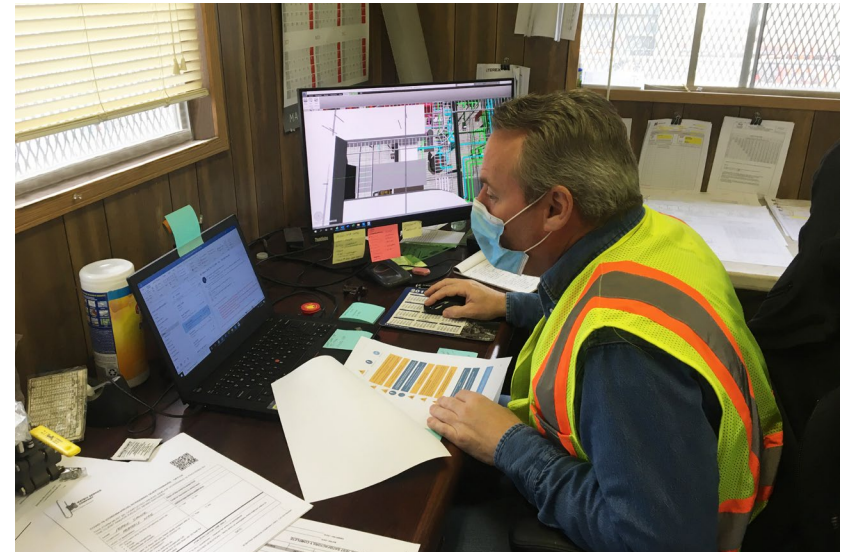
In March 2020, the world came face-to-face with a pandemic, the magnitude of which had not been seen for more than a century: COVID-19.

Relying on our Business Continuity Plan, Matrix took swift, immediate action across our network of offices and on our project sites to help protect our people and those with whom we work.

- ▶ We seamlessly transitioned approximately 1,000 office-based employees and related technology to remote working status.
- ▶ We provided our clients with our COVID-19 Mitigation Plan and Infectious Disease Response Program, both of which also address supplier requirements.
- ▶ Enterprise-wide, we implemented guidelines consistent with the Center for Disease Control (CDC), including increased cleaning and hygiene, employee and visitor screening, social distancing, face coverings and, in the case of exposure or confirmed infection, contact tracing and mandatory quarantine.
- ▶ We coordinated regular COVID testing on our project sites, as appropriate.

- ▶ We worked proactively with our clients to ensure proper protocols were in place and followed.
- ▶ We restricted travel to essential personnel, using video technology for all other meetings where appropriate.
- ▶ We limited access to our offices and project sites by outside suppliers, vendors, and others to include only essential guests.
- ▶ We maintained continuous contact with our suppliers and vendors to mitigate workflow or supply chain disruption.
- ▶ We enhanced already robust communications to keep our employees and all those we work with well-informed.
- ▶ As vaccines became available, we worked quickly to ensure employees knew how to access the vaccines and, where possible, offered on-site vaccination clinics in our offices and on our project sites.

We are proud to have received accolades from our clients and others for the quick response and thoroughness of our business continuity processes, which in some cases allowed our teams to work in advance of other contractors on certain project sites.



BENEFITS DESIGNED FOR HEALTH AND WELL-BEING.

Our employees benefit from a total rewards package that includes:

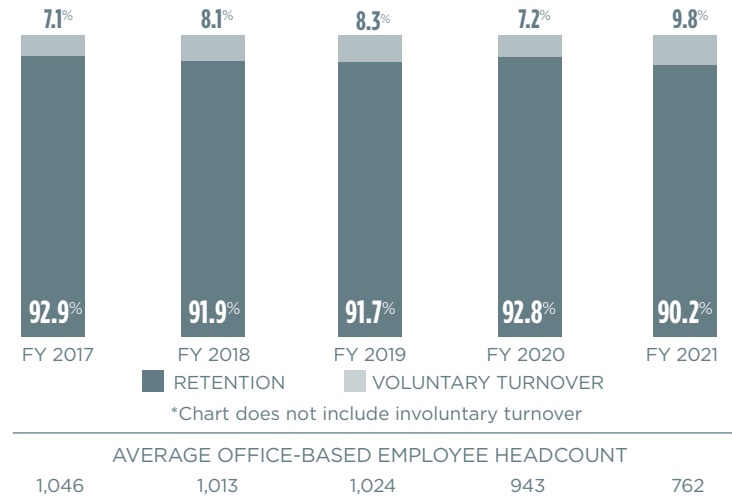
- ▶ Market competitive base compensation, regularly benchmarked to ensure pay equity
- ▶ Up to 30 days of discretionary paid time off
- ▶ Ten paid holidays
- ▶ Company-matched retirement plans
- ▶ Comprehensive healthcare coverage including medical, dental, prescription, and vision
- ▶ Pre-tax flexible spending plans for health and dependent care expenses
- ▶ Life insurance, coverage for accidental death and dismemberment, and short- and long-term disability
- ▶ Flexible work schedules where possible
- ▶ Eight paid hours to support a nonprofit organization of the employee's choice
- ▶ Family adoption assistance
- ▶ Tuition assistance
- ▶ Child scholarship program
- ▶ Employee Stock Purchase Plan

Additional benefits when working for Matrix include:

- ▶ Matrix HealthMatters, our wellness program, which also provides resources and education to help employees and their families get and stay healthy, focusing holistically on physical, mental, and financial health

- ▶ Near site low-cost or no-cost medical clinics where possible
- ▶ Annual biometric screenings and vaccinations where possible
- ▶ On-site fitness centers where available
- ▶ Expense reimbursement related to weight-loss programs
- ▶ Tobacco cessation assistance
- ▶ No-cost Employee Assistance, a confidential program to assist employees and their families navigate life's challenges and hardships
- ▶ Opportunities to participate in health-related Company-sponsored community events

OFFICE-BASED EMPLOYEE RETENTION RATE CONSISTENTLY ABOVE 90%



PROUD TO BE RECOGNIZED AS ONE OF THE HEALTHIEST 100 WORKPLACES IN AMERICA



At Matrix, we give employees the tools to take responsibility for their physical, mental, and financial well-being, because everyone wins when our employees are healthy.

HEALTHIEST EMPLOYERS®

AN EMPHASIS ON MENTAL HEALTH.

According to the CDC, the construction industry ranks among the highest in the United States for suicide. Factors impacting these rates include, among others:

- ▶ Physical exhaustion and long working hours;
- ▶ Seasonal layoffs; and
- ▶ Long periods away from home.

In fiscal 2020 and 2021, additional safety protocols, along with physical and psychological impacts brought on by the COVID-19 pandemic, created even greater stress, especially for essential workers including our field and craft workers.

OFFERING HELP, 365/24/7. To address this critical industry issue, Matrix offers 365/24/7 access to resources and help where our employees and their families have access to a wealth of valuable information organized into three key categories:

- ▶ Mental and Emotional Health
- ▶ Self-care and Family Time
- ▶ Physical Fitness and Well-being

Webinars, and other resources also offer tools and resources on topics that include:

- ▶ Managing Stress
- ▶ Addressing Sleep Disorders
- ▶ Overcoming Depression
- ▶ Sleep Health
- ▶ Integrating Mental Health and Safety
- ▶ Financial Well-being

Employees also benefit from Lifestyle Management Coaching, an additional resource with no eligibility requirements. This resource gives employees access to help in areas that are important to them, and includes access to informational articles and interactive online courses followed by additional guidance and support provided by an assigned coach.

Finally, Matrix employees and their families have access to our **confidential Employee Assistance Program** available anytime, day or night. This valuable service offers help with almost any personal or work-related issues or challenges that can arise related to life, family, money, work, or health and well-being.



Training and Development.

Investment in continuous learning is essential to providing industry-leading expertise and service to our clients, driving continuous improvement across our organization, and fueling meaningful career development opportunities for our people.

From in-person to online courses, formalized and other specialized training, our employees benefit from opportunities to strengthen their leadership abilities, improve communication and interpersonal skills, improve existing skill sets and learn new skills, and advance their technical proficiency.

BUILDING A STRONG CULTURE OF CONTINUOUS LEARNING.

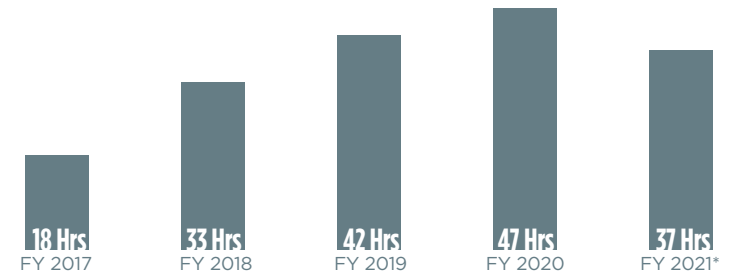
Day one, new employees benefit from a robust **Onboarding Program** that introduces them to our Company's culture and Core Values, as well as our history and service offerings. Each employee is also assigned a peer advisor who serves as a guide.

Enterprise-wide, office-based employees have historically been encouraged to complete at least 40 hours of training and development annually, including continuing professional education. Beginning in fiscal 2022, this training goal has been enhanced to include an employee-specific Targeted Training Plan that

will provide greater focus on quality and align with learning culture best practices.

Through Matrix University, our people also have access to resources that include:

- ▶ A robust **Learning Management System** (LMS) that provides enterprise-wide access for employees to an ever-increasing number of online learning modules and support tools.
- ▶ Regularly-scheduled **learning opportunities** to support personal and professional growth.
- ▶ Quarterly **Days of Understanding** focused on DEI, along with ongoing employee and leadership learning opportunities focused on unconscious bias, the value found in diversity, and building an inclusive culture.
- ▶ **Leadership Development** that provides increasingly complex leadership training. This program also serves as an integral part of our proactive approach to succession planning for both field and office-based employees.



Compared to fiscal 2017, in fiscal 2021, the average number of training and development hours per office-based employee has increased by **more than 100%**

*Due to COVID-19, training hours in FY 2021 were limited to online training courses only.

Employees also benefit from sponsorships in external programs such as the **Construction Industry Institute's Executive Leadership Program**, a premier industry program for development of the future leaders in the capital projects industry.

Additionally, our **Emerging Leaders Program** (ELP) introduces graduating college seniors and recent graduates in Construction Management, Engineering, and other related fields to every aspect of our business. Over the course of this nearly two-year rotational program, our ELPs acquire industry knowledge, business acumen, and experience working alongside construction industry professionals. They complete the program qualified to take positions in many different areas of our business.

Tuition assistance helps employees reach their educational goals by reimbursing them for tuition and books for relevant undergraduate and graduate coursework.

Our employees also benefit from the **Matrix Performance Development Program**, which encourages collaboration between employees and supervisors in setting annual performance goals, and promoting continuous, constructive, and transparent year-round engagement and conversation.

COMPLIANCE TRAINING A FOUNDATION OF ETHICS AND INTEGRITY

Annually, our employees complete compliance courses that cover:

- ▶ Code of Business Conduct and Ethics
- ▶ Global Anti-Bribery and Corruption
- ▶ Delegation of Authority
- ▶ Inclusive Leadership
- ▶ Anti-Harassment
- ▶ Cybersecurity

97%

of employees completed training on the Code of Business Conduct and Ethics

92%

of employees working on international business completed training on Global Anti-Bribery and Corruption

90%

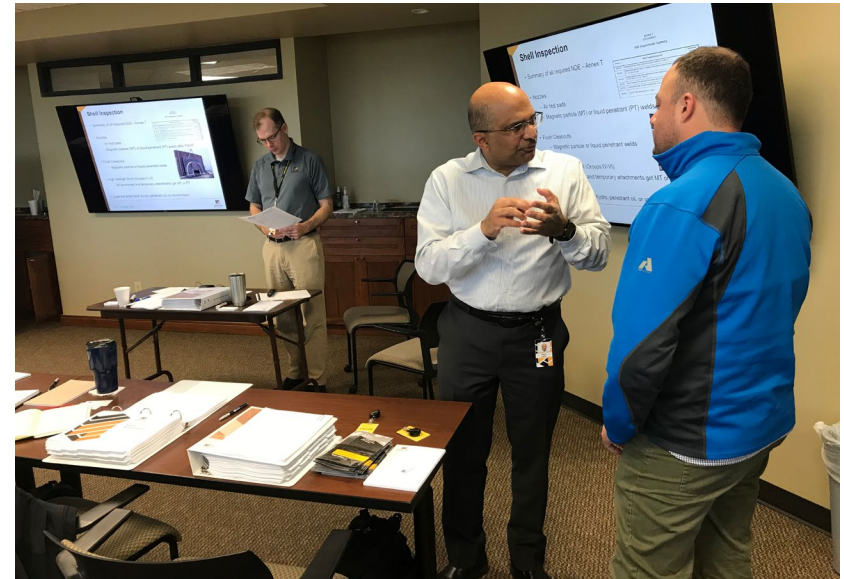
of employees completed training on Anti-Harassment

87%

of employees completed training on Cybersecurity

76%

of employees completed training on Inclusive Leadership



SHARING OUR EXPERTISE WITH THE INDUSTRY

With multiple employees who serve in leadership positions for organizations such as the **Construction Industry Institute (CII)**, **American Petroleum Institute (API)**, **Hydrogen Council**, **Institute of Supply Management (ISM)** and **American Concrete Institute (ACI)**, Matrix employees help guide industry and other related standards and share their knowledge and expertise with owner/operators and others.

Our employees also share their technical knowledge and expertise through specialized training. One such example is the widely-respected **Matrix PDM Engineering Aboveground Storage Tank (AST) Technical Training** which covers storage tank design, construction, and best-in-class operating practices. The course also addresses life-cycle maintenance and repair to mitigate environmental issues and minimize release of any carbon emissions including CO₂ and methane.

Giving Back.

Matrix is proud to be a part of the communities where we live and work, and to give back in ways that build healthier, stronger communities for today and tomorrow. Doing so is at the very core of our Company's purpose, and is something our employees are passionate about.

CARING FOR OUR COMMUNITIES.

We empower our employees to give their time, talent, and treasure through Company-led initiatives, employee matching, and paid volunteer time off.

Among the organizations that benefit from numerous Company-sponsored campaigns or

events are those focused on social services, education, health, and well-being.

Our employees are also encouraged to support the organizations that matter most to them, and to engage with nonprofit and other service organizations to learn more about challenges faced by people in their own communities.



Representing just a few of the organizations Matrix and its employees support, our people are proud to know they are helping those served achieve a better quality of life. We also know the benefits volunteer work brings to our employees, helping frame alternate perspectives, strengthen listening and leadership skills, and work even better together.



In fiscal 2021, our office-based employees collectively logged

thousands of individual community service hours

in addition to those invested by serving on boards and participating in Company-sponsored charitable events

In addition to the thousands of individual hours our employees invest personally and in support of Board service and Company-sponsored events, we also provide financial support to nonprofit organizations in the communities where we live and work.

From fiscal 2019 to fiscal 2021, the Company raised more than \$1.8 million in third-party donations, corporate, and employee giving. During this time period, we, along with the rest of the world, endured an unprecedented pandemic. While this period has been challenging for Matrix, we know that it is in times like these our Core Values matter most and our communities need us more than ever.

Matrix also supports local nonprofits through donations of fixed assets. For example, in our Corporate hometown, in fiscal 2020 and 2021, we donated decommissioned IT equipment to 501Tech.net, a nonprofit that provides technology support and equipment to other nonprofits across Oklahoma, as well as other organizations that support those in need across the country.

Doing so benefits receiving organizations by providing technology needed to impact more lives, while also supporting our own commitment to community support and environmental stewardship.



EMPLOYEE EMERGENCY RELIEF.

Matrix employees are no strangers to the devastating impact natural disasters can have on a community and the people who live there. In fact, our employees are often dispatched during or following these major events to assist our utility clients and others restore operations. They have also, on occasion, been in need of assistance themselves, and in those times Matrix is proud to provide employee emergency relief.

PREPARING FUTURE GENERATIONS.

Across our organization, Matrix employees know the value of education in building strong, vibrant communities and have an affinity for giving back through educational initiatives.

Our employees provide one-on-one mentoring and classroom instruction through organiza-



tions such as Junior Achievement, Reading Partners, and Street School. We are also active in organizations such as Girl Scouts and the Tulsa Regional STEM Alliance, both of which promote science, technology, engineering, and math (STEM) education and careers. And, through participation in Junior Achievement's JA Inspire, we get to introduce today's youth to careers in engineering and construction.



MATRIX SCHOLARSHIP PROGRAM.

In fiscal 2020, we established the Matrix Employee Child Scholarship Program to help employees pay for the higher education of their children, whether at a vocational or technical school, or a two- or four-year college or university. The Program is administered by Scholarship America® and, in our first year, we awarded five scholarships to children of employees from across Matrix.

SUPPORTING THE TECHNICAL TRADES

At Matrix we are proud to support technical trade schools that help future generations develop the necessary skills for careers in construction. We do so through:

- ▶ Donation of equipment and materials to provide students with hands-on training
- ▶ Development of curriculum
- ▶ Service on advisory boards
- ▶ Student scholarships
- ▶ Fundraising sponsorships
- ▶ Guest teaching

- ▶ "Try a Trade" events and job fairs promoting construction trades to indigenous and other groups
- ▶ Student mock interview training
- ▶ Assistance connecting under-represented students with job opportunities
- ▶ Through our appropriate subsidiary, strong relationships with Union Industry organizations that support national and local apprenticeship programs
- ▶ Direct recruiting



PARTNERING WITH OUR CLIENTS.

With our focus on making positive, lasting impacts that leave communities better than we found them, our teams regularly partner with our clients, suppliers, and others on community development and service initiatives at our project sites. For example:

- ▶ We support local economies and work hard to recruit and retain local labor, subcontractors, vendors, and suppliers, wherever possible.
- ▶ We participate in community Town Halls to educate and inform local constituents.
- ▶ We have partnered with our clients to provide local scholarships and program expansions at community colleges that support fields such as industrial technology, welding, and HVAC.
- ▶ We have donated welding and other equipment to provide students with hands-on experience and expand educational programs.
- ▶ We have hosted fundraising events for local charities, partnered with our clients on special projects like the restoration of a historical building, and more.

From our offices to our project sites, our employees take pride giving back to the people and communities where we live and work.



PHOTO COURTESY OF THE ROBESONIAN

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) DISCLOSURES

TOPIC	METRIC	CODE	FY 2021 RESPONSE
Environmental Impacts of Project Development	Number of incidents of non-compliance with environmental permits, standards, and regulations	IF-EN-160a.1	Zero. See page 17, Environmental Stewardship On Critical Infrastructure Projects , for additional information.
	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	IF-EN-160a.2	See Managing Risks on page 8; Environmental Stewardship On Critical Infrastructure Projects on page 17.
Structural, Integrity, & Safety	Amount of defect- and safety-related rework costs	IF-EN-250a.1	Not included in this inaugural Sustainability report.
	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	IF-EN-250a.2	Not included in this inaugural Sustainability report.
Workforce Health & Safety	(1) Total recordable incident rate (TRIR)	IF-EN-320a.1	(1) TRIR: 0.28
	(2) Fatality rate for (a) direct employees and (b) contract employees		(2)(a) Zero; 2(b) Zero See additional information under Safety, Health, and Well-Being on page 26.
Lifecycle Impacts of Buildings & Infrastructure	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	IF-EN-410a.1	Certification as described is determined by our client and Matrix is not always made aware of such certification. As such we are not able to provide the data requested.
	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	IF-EN-410a.2	Not included in this inaugural Sustainability report.
Climate Impacts of Business Mix	Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects	IF-EN-410b.1	Not disclosed. Processes will be implemented to begin reporting this information in fiscal 2022.
	Amount of backlog cancellations associated with hydrocarbon-related projects	IF-EN-410b.2	Not disclosed. Processes will be implemented to begin reporting this information in fiscal 2022.
	Amount of backlog for non-energy projects associated with climate change mitigation	IF-EN-410b.3	Not disclosed. Processes will be implemented to begin reporting this information in fiscal 2022.
Business Ethics	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	IF-EN-510a.1	(1) Zero (2) Zero
	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices	IF-EN-510a.2	(1) \$0.00 (2) \$0.00
	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in the project bidding practices	IF-EN-510a.3	Matrix maintains separate Anti-Corruption and Antitrust policies which are posted on our internal website and on our Investor Relations Website . All office-based employees are required to complete annual Code of Conduct Training, including anti-corruption. We also recently provided live and virtual Ethics and Compliance training. Further, employees engaged in and supporting our sales efforts are required to complete online anti-corruption training. Business development employees also are provided anti-corruption and antitrust (competitive bidding guidelines to prevent antitrust matters) training. See Doing Business Responsibly on page 8, Compliance Program on page 9, and Key Governance Documents and Company Policies under Governance on our Investor Relations Website .
No. of Active Projects		IF-EN-000.A	Approximately 600.
No. of Commissioned Projects		IF-EN-000.B	Not disclosed. Processes will be implemented to begin reporting this information in fiscal 2022.
Total Backlog		IF-EN-000.C	\$463 million (U.S.) at June 30, 2021.

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NASDAQ: MTRX



Matrix Service Company is an Equal Opportunity/Affirmative Action employer and does not discriminate against any employee or applicant for employment because of race, color, religion, gender, sexual orientation, national origin, age, genetic information, disability, veteran status, marital status, or any other legally protected characteristic or category.

