

CULTURE AND INCLUSION POLICY

At Matrix, we believe that a thriving workplace culture is built on inclusion, respect, and shared purpose. Our commitment to Culture and Inclusion reflects our core values: safety, positive relationships, stewardship, integrity, community involvement and delivering the best. Our employees are the most valuable resource we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of not only our culture, but also our reputation and Company's achievements, as well.

Mission

Our mission is to cultivate a workplace where every individual feels valued, supported and empowered. We thrive to ensure fair treatment in practices, procedures and policies, as well as the identification and elimination of any barriers that prevent all employees from having access to the resources and opportunities they need to succeed.

Vision

We generate power when we value each other's differences and encourage everyone's voice to be heard. Together, we build a culture that sparks ideas and innovation, enriches our experiences, and drives our success. Done well, the result is A CULTURE OF INCLUSION – ensuring that all employees have access to the resources and opportunities they need to succeed.

House Rules

Matrix's Culture and Inclusion principles are demonstrated by fair treatment in practices, procedures and policies, the identification and elimination of barriers that prevent fair treatment, and representation and access in the workplace.

Matrix has developed the following House Rules to help us work together, hold each other accountable and drive consistency among our employees:

- Lead by example and personify our core values
- Show genuine interest in people and believe the best in others
- Actively work to encourage, support and develop each other
- Create an environment where people feel safe to share ideas and express concerns
- Welcome creativity, collaboration, and teamwork
- Recognize and appreciate each other's differences
- Seek ideas and input from others to help make better decisions
- Value respectful disagreement
- Look for ways to engage with others outside of our immediate circle of trust
- Earn trust and respect through our behaviors
- Willingly share our own experiences and allow others to do the same without judgment

We embrace and encourage our employees' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical

and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and any other characteristics that make our employees unique.

Matrix's culture and inclusion initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs and terminations. We support the ongoing development of a work environment built on the culture of inclusion that encourages and enforces:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives.
- Work/life balance through flexibility wherever possible to accommodate employees' varying needs.
- Employer and employee contributions to the communities where we live and work to promote a greater understanding and respect for diversity.

Who Is Covered?

All employees whether during work, at work functions, or at Company-sponsored and participative events are covered under this policy. This includes all employees regardless of position, title, grade, seniority or function. All employees are expected to uphold our culture of inclusion and report behaviors that do not align with these principles.

Employee Responsibilities

Culture and Inclusion present shared responsibilities. All employees are expected to always treat others with dignity and respect, exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other Company-sponsored and participative events. Employees are also required to complete annual -Culture and Inclusion awareness training to enhance their knowledge in fulfilling this responsibility. Any employee found to have exhibited any inappropriate conduct or behavior against others may be subject to disciplinary action, up to and including termination of employment. For issues or concerns, please reach out to a manager or HR representative.

Manager Responsibilities

Managers play a vital role in shaping our culture. They are responsible for creating a safe, constructive work environment and ensuring that employment-related decisions are free from discrimination. By engaging in conscious inclusion, managers mitigate potential unconscious bias in employment decisions and practices, thereby creating a safe and inclusive environment that encourages process improvement through open dialogue free from discrimination, harassment and bullying.