

Diversity, Equity, and Inclusion Policy

The Company is committed to fostering, cultivating and preserving a culture of Diversity, Equity and Inclusion (DEI).

At Matrix, DEI are the foundation of 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.

DEI Mission

Our mission is to create equity, which is demonstrated by fair and equitable 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.

DEI Vision

DIVERSITY AND INCLUSION are the power we generate when we value each other's differences and encourage everyone's voice to be heard. Together, they fuel ideas and innovation, enrich our experiences, and drive our success. Done well, the result is EQUITY – ensuring that all employees have access to the resources and opportunities they need to succeed.

House Rules

Diversity, Equity, and Inclusion are demonstrated by fair and equitable treatment in practices, procedures and policies, the identification and elimination of barriers that prevent equitable treatment, 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 diversity 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

OUR CORE VALUES

SAFETY

Put safety first for yourself and others. Create a zero-incident environment through leadership.

INTEGRITY

Do the right thing every time, ethically and honestly.

STEWARDSHIP

Safeguard all that is entrusted to us.

POSITIVE RELATIONSHIPS

Be respectful, promote collaboration and build lasting relationships.

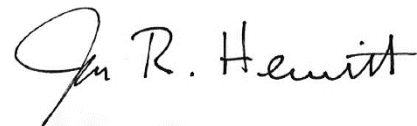
COMMUNITY INVOLVEMENT

Make a difference in the communities where we live and work.

DELIVER THE BEST

Strive for excellence in all we do

We are committed to continually improving our performance and to maintaining a culture committed to Diversity, Equity, and Inclusion. It is my responsibility, along with all the employees of Matrix, to ensure the successful implementation of this Policy.



John R. Hewitt
President & Chief Executive
Officer

work environment built on the premise of diversity and equity 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. Employees must abide by the policy in respecting people's differences and reporting any behavior that does not align with this policy. This includes all employees regardless of position, title, grade, seniority or function.

Employee Responsibilities

Diversity, Equity, and Inclusion are everyone's responsibility at Matrix. All employees have a responsibility to always treat others with dignity and respect. All employees are expected to 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 diversity 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

Additionally, managers 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.

The Company is committed to supporting supply chain diversity and participates in various DBE focused councils and minority focused chambers of commerce at local, regional and corporate levels.

Responsibilities. All employees of the Company and its subsidiaries who are directly or indirectly involved in the sourcing of goods and services are charged with the task of utilizing DBEs will consider factors such as, the supplier meets all applicable qualifications, which may include safety performance, technical capability, quality of workmanship, schedule adherence, and/or commercial competitiveness. Designated Supply Chain management representatives will lead their teams to help achieve the goals of this program. Operations support and alignment is critical to overall goal achievement.

The DEI Steering committee will support our overarching Supply Chain initiative from a Corporate perspective. The Company's Diversity Council will provide programming and day to day support and guidance for the initiative.

Supplier Nondiscrimination. No potential supplier will be precluded from consideration based on race, color, religion, sex, gender, sexual orientation, national origin, age, mental or physical disability, veteran status, ancestry, marital status or other legally protected characteristic or category. The Company policy requires that suppliers themselves prohibit all such discrimination in hiring and employment practices. Please reference our Supplier Code of Conduct Policy for further details.