

February 2017

**COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY**

**TO ALL EMPLOYEES OF MICHAEL BAKER INTERNATIONAL, LLC**

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

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

Michael Baker does not and will not discriminate against any applicant employee, customer or vendor on the basis of race, religion, color, national origin, sex, age, sexual orientation/gender identity, status as a protected veteran, an individual with a disability, or any other category protected by applicable federal, state, or local laws at all levels of employment. In addition, Michael Baker is committed to a policy of taking affirmative action to employ and advance in employment qualified protected veteran employees. Such affirmative action shall apply to all employment practices, including (but not limited to) hiring, upgrading, demotion or transfer, recruitment, recruitment advertising, layoff or termination, rates of pay or other forms of compensation. This policy also applies to selection for training, including apprenticeship and on-the-job training. Decisions related to personnel policies and practices shall be made on the basis of an individual's capacity to perform a particular job and the feasibility of any necessary job accommodation. Michael Baker will make every effort to provide reasonable accommodations to any physical and mental limitations of individuals with disabilities and to disabled veterans.

Michael Baker is also committed to retaining a work environment free from harassment, including sexual harassment or other conduct that has the effect of interfering with job performance or otherwise creating an intimidating, hostile or offensive work environment. It is Michael Baker's policy to prohibit any retaliation against an individual who files a complaint or participates in any action or investigation regarding an allegation of discrimination or harassment. Any applicant or employee who believes he/she has been discriminated against, harassed or retaliated against in violation of any of Michael Baker's policies as stated above should immediately contact Michael Baker's Human Resource Department or use Michael Baker's anonymous Ethics and Compliance Hotline by calling 1-855-828-3822 (domestic US) or 1-704-526-1163 (international calls).

As a federal contractor, Michael Baker develops and maintains affirmative action programs for minorities, females, protected veterans and individuals with disabilities and seeks compliance with all related laws, rules and regulations pertaining to these initiatives. We also participate in the E-

Verify program to validate the legal work authorization of all newly hired and current employees to ensure our compliance with immigration policies.

Michael Baker's Human Resources Department is responsible for the implementation and monitoring of our equal employment opportunity and affirmative action programs. It is the responsibility of every manager and employee to make sure that these programs are adhered to and executed in a duly faithful, reasonable and responsible manner.

Michael Baker is committed to abiding by the Pay Transparency Nondiscrimination Provisions. We will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. Michael Baker employees who have access to the compensation information of other employees or applicants as part of their essential job functions are informed and trained to not disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) a response to a formal complaint or charge; (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer; or (c) consistent with Michael Baker's legal duty to furnish the information.

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

A handwritten signature in black ink, appearing to read "Brian A. Lutes". The signature is stylized with a large initial "B" and a long horizontal stroke.

Brian A. Lutes  
Chief Executive Officer  
Michael Baker International, LLC