

COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY

TO ALL EMPLOYEES AND APPLICANTS OF MICHAEL BAKER INTERNATIONAL HOLDCO CORPORATION AND ITS SUBSIDIARIES ("MICHAEL BAKER INTERNATIONAL"):

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

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

It is the policy of Michael Baker International, and my personal commitment, that equal employment opportunity be provided in the employment and advancement for all persons, at all levels of employment, including the executive level, regardless of race, religion, color, national origin, sex, age, sexual orientation/gender identity, protected veteran status, disability, and/or any other lawfully protected class. Michael Baker International does not, and will not, discriminate against any applicant or employee based on their race, religion, color, national origin, sex, age, sexual orientation/gender identity, protected veteran status, disability, and/or any other lawfully protected class, for any position which the applicant or employee is qualified. In addition, Michael Baker International maintains non-discrimination programs in accordance with the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended by the Jobs for Veterans Act of 2002 and its implementing regulations (VEVRAA), Section 503 of the Rehabilitation Act of 1973, as amended, and its implementing regulations (Section 503), and any other applicable federal, state, and/or local laws. Such non-discrimination programs apply to all employment practices, including, but not limited to hiring, upgrading, demotion or transfer, recruitment, recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship and on-the-job training. Decisions related to personnel policies and employment practices under these non-discrimination programs, whether in the form of affirmative steps or otherwise, are based on legitimate job-related criteria, an individual's capacity to perform a particular job, the feasibility of any necessary job accommodation, and are at all times compliant with applicable law. Michael Baker International will make every effort to provide reasonable accommodations to any physical and mental limitations of individuals with disabilities and to disabled veterans.

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

- (1) filing a good faith complaint or otherwise engaging in any lawfully protected activity under applicable federal, state, or local anti-discrimination laws;
- (2) assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of the non-discrimination program provisions of VEVRAA or any other federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or armed forces service medal veterans or Section 503, or any other federal, state, or local law requiring equal opportunity for disabled persons;
- (3) opposing any act or practice made unlawful by VEVRAA or any other federal, state, or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or armed forces service medal veterans, or Section 503, or any other federal, state, or local law requiring equal opportunity for disabled persons; or
- (4) exercising any other right protected by VEVRAA, Section 503, or any applicable federal, state, or local anti-discrimination law.

Employees or applicants who believe they have been discriminated against, harassed, or retaliated against in violation of any of Michael Baker International's policies as stated above should immediately contact Michael Baker International's Human Resource Department or its Compliance Officer or use Michael Baker International's anonymous Ethics and Compliance Hotline at mbakerintl.alertline.com or by calling 1-855-828-3822.

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

Michael Baker International will also continually design and implement audit and reporting systems that will measure the effectiveness and the compliance of its non-discrimination programs, identify the need for remedial actions, determine if legally-compliant objectives were attained, and determine if opportunities to participate in company-sponsored activities were extended to all employees and applicants, regardless of their lawful protected class status.

If you have any questions regarding our equal employment opportunity practices, anti-harassment and anti-discrimination policies, or the complaint procedure, you may contact the Human Resources Department. As required by law, non-privileged parts of certain non-discrimination programs may be reviewed, as appropriate, by making an appointment with the Human Resources Department during

regular business hours (9:00 AM EST – 5:00 PM EST).

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

MICHAEL BAKER INTERNATIONAL



Christopher Peters
Chief Executive Officer

4/28/2026