

DIVERSITY
EQUITY &
INCLUSION

DIFFERENT
PEOPLE,
ONE GRAHAM.

GRAHAM



DIVERSITY

The presence of differences or variations within a group, team or organization.

Diversity can come from a variety of perspectives, experiences, skills, education and points of view or varying characteristics such as race, gender, ethnicity, sexual orientation and age, for example.



EQUITY

The fair treatment, access to opportunity, and advancement of people, including the identification and elimination of barriers that prevent the full participation of some groups. Rather than focusing on quotas, equity requires adaptability and willingness to address discrepancies that may prevent the equal result. Equity is recognizing what individuals need to show up, do their work, feel supported, and make an equal impact. Equity is the process; equality is the result.



INCLUSION

The degree to which each person feels welcomed, respected, supported, and valued. An inclusive culture ensures all people feel that they belong, they are recognized, and they have a voice. Inclusion is about seeing employees' whole selves and providing an environment in which they can thrive.

DIVERSITY, EQUITY AND INCLUSION COMMITMENT STATEMENT

GRAHAM IS COMMITTED TO CREATING, CULTIVATING, AND PRESERVING A CULTURE OF DIVERSITY, EQUITY, AND INCLUSION. We will work collectively to foster an inclusive culture, ensuring fair treatment, access, and opportunity. The purpose of this document is to emphasize and communicate this commitment, ensuring alignment with our values and throughout our organization.

Graham's people are its most valuable asset. Our individual differences and unique capabilities across our organization represent our culture, character and achievement. Our track record of safe and successful project delivery reflects the quality and skill of our people. Graham will strive to seek out and retain a diverse talent pool to enable the best possible business decisions, strong financial performance, and a united drive for results.

EQUITY IS
THE PROCESS
EQUALITY IS
THE RESULT

GRAHAM IS THEREFORE COMMITTED TO:

- » Building a thriving diverse and inclusive workforce;
- » Providing access to a safe, fair environment in which every employee is able to participate and contribute using their full potential;
- » Developing a workplace in which every employee seeks to understand one another, rather than to be understood;
- » Challenging our own prejudices and biases, both conscious and unconscious;
- » Fostering a work environment that has zero tolerance for discrimination, racism and prejudice;
- » Creating a framework that supports equitable practices, programs, policies and standards;
- » Ensuring all employees have a safe, confidential and trustworthy communication channel through which to express their concerns and to be heard; and
- » Leveraging diversity and inclusion in the marketplace in partnership with clients, our supply chain and all communities.

THIS DIVERSITY, EQUITY AND INCLUSION COMMITMENT IS APPLICABLE, BUT NOT LIMITED, TO OUR PRACTICES AND POLICIES, including those surrounding recruitment and selection; compensation and benefits; development and training; promotion; transfer; and layoff and termination; as well as the ongoing development of a work environment built on the premise of inclusion that encourages:

- Respectful communication, teamwork and participation, encouraging the representation of all groups and perspectives;
- Employer and employee contribution to the communities we serve to promote a greater understanding of and respect for diversity;

- Consideration of occupational requirements, where it has been established that reasonable accommodation of the needs of an individual or group of individuals is in order.

As a result, we will have an open, learning-based culture, respectful of individual differences, characterized by an inclusive mindfulness which encourages the sharing of experiences and perspectives and results in more productive and innovative ways of working and understanding. We will gain a deeper understanding of our communities, clients, partners, stakeholders and shareholder groups to foster and build upon long-term relationships with them.

AN INCLUSIVE CULTURE
ENSURES ALL PEOPLE
FEEL A SENSE
OF BELONGING

DIVERSITY CAN COME FROM
A VARIETY OF
PERSPECTIVES; EXPERTISE
& POINTS OF VIEW

ACCOUNTABILITY

Graham holds itself accountable to drive our initiatives toward meeting our Diversity, Equity and Inclusion commitment. Accountability ensures progress.

Please refer to the Respectful Workplace Policy; the Code of Business Ethics and Conduct Policy; the Whistleblower Policy; Graham's Equal Employment Opportunity (EEO) Statement; and Affirmative Action Statement (US) for additional information and support.



ANDY TREWICK
PRESIDENT & CEO

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