



May 01, 2023

To: All Employees

Subject: **EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION**

The continued success of Garratt Callahan depends heavily on the full and effective utilization of qualified people, regardless of race, color, religion, sex, age, national origin, disability, pregnancy, medical condition, family care status, marital status, sexual orientation, veteran status and any other basis protected by federal or state law. We have a continuing obligation to hire and develop the best people we can find, basing our judgment on their job-related qualifications, not only because it is legally required but also because it is morally right and good business.

We will continue to direct our employment and personnel practices toward ensuring truly equal opportunity for everyone.

We intend that all matters relating to recruiting, hiring, training, compensation, benefits, promotions, transfers, layoffs, recall from layoffs, Company-sponsored educational, social and recreational programs and all treatment on the job will be free of discriminatory practices.

As opportunities for transfer, advancement and promotions occur, periodic reviews and analysis of personnel records will be made to ensure that all minority and female employees continue to receive equal consideration and that only valid requirements are imposed for these opportunities.

The Director of Human Resources, Lia Maafu, will have overall responsibility for the implementation of our Affirmative Action Plan and is designated as the EEO Coordinator. With the cooperation and assistance of appropriate staff and operating personnel, the EEO Coordinator will monitor the Company's performance and report to me periodically on the results. Please contact Ms. Maafu regarding any equal employment opportunity questions or concerns. She may be reached at 650-697-5811.

We intend to measure ourselves against specific objectives that will continue to move our total employment practices forward with full and equal participation of all employees in the opportunities available at Garratt Callahan.

Thank you for your cooperation.

A handwritten signature in blue ink, appearing to read "Jeffrey L. Garratt", is positioned above the typed name.

Jeffrey L. Garratt
President
Garratt Callahan