Culture and Engagement Policy

The policies, procedures and/or work processes set forth in this document are intended to represent Matrix Service Company and all Operating Companies, herein referred to as the "Company".

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Culture and Engagement Policy

1. POLICY STATEMENT

At Matrix, we believe that a thriving workplace culture is built on respect, trust, collaboration, and a shared commitment to our success. Our commitment to workplace engagement reflects our core values: safety, positive relationships, stewardship, integrity, community involvement, and delivering the best.

Our employees are our most valuable resource. The knowledge, experience, skills, creativity, innovation, and dedication that employees bring to their work are critical to our culture, reputation, and continued success. By fostering a respectful and engaging work environment, we create opportunities for individuals and teams to perform at their highest potential..

2. MISSON

Our mission is to cultivate a workplace where employees feel valued, supported, and empowered to contribute their best work. We are committed to promoting a positive work environment that encourages teamwork, professional growth, open communication, accountability, and mutual respect.

3. VISION

We believe that strong relationships, engaged employees, and effective collaboration drive innovation and business success. By encouraging open communication, sharing ideas, and working together toward common goals, we strengthen our culture and create an environment where employees can grow, contribute, and succeed.

4. HOUSE RULES

Matrix's workplace culture is demonstrated through respect, professionalism, accountability, collaboration, and a commitment to our shared values.

Matrix has developed the following House Rules to help us work together, hold each other accountable, and drive consistency throughout the organization:

- Lead by example and personify our core values.
- Show genuine interest in people and believe the best in others.
- Encourage, support, and develop one another.
- Create an environment where employees feel comfortable sharing ideas and raising concerns.
- Welcome creativity, collaboration, and teamwork.
- Treat others with dignity, professionalism, and respect.
- Seek ideas and input from others to help make better decisions.
- Value constructive discussion and respectful disagreement.
- Build productive relationships across departments and teams.
- Earn trust and respect through our actions and behaviors.
- Share knowledge, experiences, and perspectives to help each other succeed.
- Communicate openly, honestly, and professionally.

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5. WORKPLACE PRACTICES

Matrix is committed to maintaining employment practices and policies that support employee engagement, professional development, fair treatment, and business success.

These principles apply to, but are not limited to our practices and policies on recruitment and selection, compensation and benefits, professional development and training, promotions and career advancement, transfers and job opportunities, employee and team engagement activities, performance management, workforce reductions and terminations. We support the ongoing development of a work environment that encourages and promotes:

- Respectful communication and cooperation among all employees.
- Strong teamwork and employee participation.
- Open and constructive dialog that supports continuous improvement.
- Work-life balance through flexibility whenever reasonably possible.
- Employee development, learning, and career growth.
- Positive contributions to the communities where we live and work..

6. WHO IS COVERED?

All employees whether during work, or at Company-sponsored and participative events are covered under this policy. This includes all employees regardless of position, title, grade, seniority, or function. All employees are expected to uphold the standards outlined in this policy and report conduct that is inconsistent with these expectations.

7. EMPLOYEE RESPONSIBILITIES

Maintaining a positive workplace culture is a shared responsibility. All employees are expected to always treat others with dignity, professionalism, and respect; demonstrate conduct that supports collaboration, teamwork, and engagement; contribute to a safe, productive, and respectful work environment; participate in required training and development programs; and raise concerns regarding inappropriate workplace conduct through appropriate channels. Any employee found to have engaged in inappropriate conduct, harassment, discrimination, bullying, or other behavior inconsistent with Company standards may be subject to disciplinary action, up to and including termination of employment. Employees who have questions or concerns should contact their manager or Human Resources representative.

8. MANAGER RESPONSIBILITIES

Managers play a vital role in shaping and maintaining our workplace culture. Managers are expected to foster a safe, productive, and respectful work environment; lead by example and demonstrate the Company's core values; encourage open communication, employee engagement, and collaboration; support employee development, coaching, and performance improvement; make employment-related decisions based on legitimate business considerations and job-related factors; address concerns promptly and appropriately; promote a workplace free from discrimination, harassment, retaliation, and bullying; and encourage constructive dialogue and continuous improvement within their teams. By creating an environment built on trust, accountability, and respect, managers help employees perform at their best and contribute to the success of the organization.

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