



Anti-Harassment & Nondiscrimination

Equal Employment Opportunity and Affirmative Action

As an equal opportunity employer, McCarthy is committed to equal opportunity for all employees and applicants. The Company recruits, hires, trains, promotes, pays, and administers all personnel actions without regard to race, color, religion, sex (including pregnancy, childbirth, and medical conditions related to pregnancy, childbirth, or breastfeeding), sex stereotyping (including assumptions about a person's appearance or behavior, gender roles, gender expression, or gender identity), gender, gender identity, gender expression, national origin, age, mental or physical disability, ancestry, medical condition, marital status, military or veteran status, citizenship status, sexual orientation, genetic information, or any other status protected by applicable law. We interpret these protected statuses broadly to include both the actual status and also any perceptions and assumptions made regarding these statuses.

This policy applies to all areas of employment, including recruitment, testing, screening, hiring, selection for training, upgrading, transfer, promotions, recalls, rates of pay, apprenticeship, demotion, layoff, discipline, termination, compensation, benefits, and all other privileges, terms, and conditions of employment. This policy and the law prohibit employment discrimination against any employee or applicant on the basis of any legally protected status outlined above. McCarthy ensures that employment decisions are based only on valid job requirements.

McCarthy also maintains affirmative action programs to implement our equal employment opportunity policy for individuals with disabilities and protected veterans. Employees or applicants who wish to review the full narrative portion of McCarthy's affirmative action program for individuals with disabilities or protected veterans may schedule an appointment to do so by contacting their Regional Human Resources Department.

The Company also makes reasonable accommodations for qualified applicants and employees with disabilities who require accommodation to perform the essential functions of the job, unless such accommodation imposes an undue hardship on the Company. If you require an accommodation, contact your Regional Human Resources Department to request accommodation, so that your Regional HR can work with you to attempt to identify reasonable accommodations that will not impose an undue hardship on the Company.

Employees and applicants of McCarthy will not be subjected to any form of harassment or discrimination for exercising rights protected by, or because of their participation in an investigation or compliance review related to, the Americans With Disabilities Act, Section 503 of the Rehabilitation Act of 1973, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, the Veterans



Employment Opportunities Act of 1998, or any other federal or state non-discrimination law, rule, or regulation.

McCarthy 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. However, employees who have access to the compensation information of other employees or applicants as a part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in 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 McCarthy's legal duty to furnish information.

All employees must follow this policy. Any employee who violates this policy will be subject to disciplinary action, up to and including termination of employment. Any conduct inconsistent with this statement should be reported immediately to McCarthy's Director of Corporate Governance, your Regional Human Resources Department, or to the [Ethics Helpline](#) so that an investigation may be undertaken. You can reach the Helpline via phone at 888-371-4687 or through the [Ethics Helpline](#) website. If you do not feel comfortable identifying yourself, both options allow you to remain anonymous.

Please see the Company's Anti-Harassment Policy for information about the Company's policy regarding investigation and resolution of complaints.

Anti-Harassment

McCarthy is committed to providing a work environment free of unlawful harassment, discrimination and retaliation. As part of its commitment to equal opportunity, McCarthy strictly prohibits discrimination and harassment of employees in the workplace based on race, color, religion, sex (including pregnancy, childbirth, and medical conditions related to pregnancy, childbirth, or breastfeeding), sex stereotyping (including assumptions about a person's appearance or behavior, gender roles, gender expression, or gender identity), gender, gender identity, gender expression, national origin, age, mental or physical disability, ancestry, medical condition, marital status, military or veteran status, citizenship status, sexual orientation, genetic information, or any other classification that is protected under applicable federal, state, or local laws. We interpret these protected statuses broadly to include both the actual status and also any perceptions and assumptions made regarding these statuses. The Company is thus committed to providing a work environment that is free of unlawful discrimination, including harassment that is based on any legally protected status. McCarthy will not tolerate any form of harassment that violates this policy.



McCarthy's anti-harassment policy and the law forbid any employee, manager, supervisor, officer, director, client, vendor, or any other third party that an employee encounters in connection with Company business, to harass, discriminate, or retaliate against any Company employee, applicant, contractor, intern, or volunteer, on the basis of any legally protected status or activity. This policy also prohibits offensive conduct that does not rise to a violation of law, as explained below.

The conduct prohibited by this policy, whether verbal, physical, or visual, includes any discriminatory employment action and any unwelcome conduct that is inflicted on someone because of that individual's protected status. Offensive conduct or sexual or other harassment may take many forms, including but not limited to:

- **Verbal Conduct** – such as epithets, derogatory or offensive jokes, negative stereotyping, slurs, innuendos or comments about a person's age, race, disability, national origin, religious beliefs or practices, or other protected characteristics, name calling, or unwanted sexual advances.
- **Visual Conduct or Display** – such as leering, derogatory and/or sexually-oriented posters, photography, cartoons, drawings, calendars, graffiti, electronic mail, or gestures.
- **Physical Conduct** – such as intimidating acts, assault, unwanted or offensive touching, intentional blocking of normal movement or interference with work because of sex, race or any other protected characteristic.
- **Threats, Demands or Expectations** – to submit to sexual requests as a condition of employment status or preferential treatment.
- **Retaliation** for having reported or threatened to report harassment.

McCarthy prohibits such conduct in the workplace, even if the conduct is not sufficiently severe or pervasive to constitute unlawful harassment.

Sexual harassment deserves special mention. Harassing conduct based on gender is often sexual in nature but sometimes is not. This policy forbids harassment based on gender regardless of whether the offensive conduct is sexual in nature. Any unwelcome conduct based on gender is also forbidden by this policy regardless of whether the individual engaged in harassment and the individual being harassed are of the same or are of different genders. According to the U.S. Equal Employment Opportunity Commission (EEOC), sexual harassment also includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment (also known as "quid pro quo" harassment); or
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or



- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment; or
- Such conduct may include behavior involving the same gender, which may not traditionally be thought of as "sexual harassment."

This policy forbids harassment based on gender regardless of whether it rises to the level of a legal violation. Examples of gender-based harassment forbidden by this policy include (1) offensive sex-oriented verbal kidding, teasing or jokes, (2) repeated unwanted sexual flirtations, advances or propositions, (3) verbal abuse of a sexual nature, (4) graphic or degrading comments about an individual's appearance or sexual activity, (5) offensive visual conduct, including leering, making sexual gestures, displaying offensive sexually suggestive objects or pictures, cartoons or posters, (6) unwelcome pressure for sexual activity, (7) offensively suggestive or obscene letters, notes or invitations, (8) offensive physical contact such as patting, grabbing, pinching, or brushing against another's body, and (9) sexual favoritism.

Everyone is expected to avoid any behavior or conduct that could reasonably be interpreted as prohibited harassment. No employees, not even the highest-ranking individuals in the Company, are exempt from the requirements of this policy. Every employee is expected to inform the Company of any person in the workplace whose conduct the employee finds unwelcome.

All incidents of alleged discrimination, harassment, retaliation, or other conduct inconsistent with this policy must be reported immediately.

As an employee, if you experience or observe conduct believed to constitute harassment, discrimination or retaliation, you must report the situation as soon as possible. Supervisors and managers are also obligated to report any acts of discrimination, harassment or retaliation of which they are aware or any complaints that are brought to their attention. Any conduct inconsistent with this policy should be reported immediately to McCarthy's Director of Corporate Governance, your Regional Human Resources Department, or to the [Ethics Helpline](#) so that an investigation can be undertaken. You can reach the helpline via phone at 888-371-4687 or through the webpage. If you do not feel comfortable identifying yourself, you may report anonymously.

Complaints of harassment, discrimination and retaliation will be investigated promptly, thoroughly and impartially. To that end, parties involved in the situation (including the reporting party, anyone identified as the target of the behavior \[if different than the reporting party\] and anyone who allegedly violated this policy) will be offered an opportunity to be interviewed or to otherwise respond to a report under this policy. The Company may put certain interim measures in place, such as a leave of absence or a transfer, while the investigation proceeds. McCarthy will take further appropriate action once the report has been investigated. That action may be a conclusion that a violation occurred, as explained immediately below. The Company might also conclude, depending on the circumstances, either that no violation of policy occurred or that the Company cannot conclude whether or not a



violation occurred. McCarthy has a compelling interest in protecting the integrity of its investigations and will strive to keep the investigation confidential to the extent that the situation permits.

If McCarthy determines that harassment, discrimination or retaliation has occurred, effective remedial action will be taken in accordance with the circumstances involved. Any employee determined by McCarthy to have engaged in unlawful harassment, discrimination or retaliation will be subject to appropriate disciplinary action, up to and including dismissal, reassignment, changes in reporting relationships, training, or other measures the Company deems appropriate under the circumstances, regardless of the job titles of the parties involved. Involved parties will be advised of the general results of the investigation, to the extent appropriate. The Company may take corrective action for any inappropriate conduct discovered in investigating reports made under this policy, regardless of whether the conduct amounts to a violation of law or even a violation of this policy. If the person who engaged in harassment is not employed by the Company, then the Company will take whatever corrective action is reasonable and appropriate under the circumstances.

McCarthy forbids that any employee treat any other employee, former employee or applicant adversely for reporting harassment, discrimination, or retaliation; for assisting another employee or applicant in making a report; for cooperating in an investigation into the alleged conduct; or for filing an administrative claim with the EEOC or a state governmental agency. Any conduct inconsistent with this statement should be reported immediately to McCarthy's Director of Corporate Governance, your Regional Human Resources Department, or to the [Ethics Helpline](#) so that an investigation may be undertaken. You can reach the Helpline via phone at 888-371-4687 or through the [Ethics Helpline](#) website. If you do not feel comfortable identifying yourself, both options allow you to remain anonymous.

The most important thing is that you immediately report any incidents of harassment, discrimination or retaliation so that it can be investigated and the conduct stopped, if inappropriate. Please do not "suffer in silence," but rather, let the Company know of a concern immediately so it may be addressed.