



EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY STATEMENT

Michael Best & Friedrich LLP ("the Firm") is steadfastly committed to providing equal employment opportunity and maintaining a workplace for partners, employees, and applicants for employment that is free from discrimination or harassment based on age, race, color, religion, sex (including pregnancy, childbirth or related condition), sexual orientation, gender identity or expression, national origin, physical or mental disability, genetic characteristics, medical conditions, family care or medical leave status, military service or status as a protected veteran, or any other basis protected by applicable federal, state or local laws ("Protected Characteristics"). This policy applies to all jobs at the Firm and to all employment practices provided the individual is qualified, with or without reasonable accommodations, to perform the essential functions of the job. The Firm does and will continue to take affirmative action to employ and advance in employment women, minorities, individuals with disabilities, and protected veterans. As the Managing Partner, I fully support this EEO policy and the Firm's Affirmative Action Programs.

Employment decisions at the Firm are based on legitimate, job-related criteria. All personnel actions or programs including recruitment, hiring, training, promotion, termination, compensation, benefits, and/or other terms, conditions, or privileges of employment are made without discrimination because of any Protected Characteristic. Employees may choose to voluntarily disclose their sex, race/ethnicity, disability, and protected veteran status at any time by contacting Human Resources. Such information will be maintained in a confidential manner and will not be used against an individual when making any employment decisions. Employees and applicants with disabilities and disabled veterans are encouraged to inform Human Resources if they need a reasonable accommodation to perform a job for which they are otherwise qualified. The Firm makes, and will continue to make, reasonable accommodations to the known physical or mental limitations of an otherwise qualified applicant or employee to promote the employment of qualified individuals with disabilities and disabled veterans, unless such accommodations would impose an undue hardship on the operations of the Firm's business. The Firm also makes reasonable accommodations for sincerely held religious beliefs.

I have appointed Andie Gebert, Chief Talent Officer, as the Affirmative Action Officer for the Firm. Ms. Gebert is responsible for designing and implementing the Firm's affirmative action activities. The Affirmative Action Officer has the full support of top management and the staff necessary to fully implement these Programs. Michael Best will conduct training to prevent any harassment.

Our Affirmative Action Programs include an audit and reporting system. The Affirmative Action Officer has been assigned responsibility for conducting the audit and annually reports our progress toward achieving the objectives of our EEO and affirmative action commitments to the Management Committee and Diversity and Inclusion Committee. The Firm's Affirmative Action Programs for Individuals with Disabilities and Protected Veterans, respectively, are available for inspection in the Human Resources Department during regular business hours upon request.

In addition, employees and applicants will not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in, or may have engaged in, activities such as filing a complaint, assisting or participating in an investigation, compliance review or hearing, or opposing any act or practice made unlawful, or exercising any other right protected by Section 503 of the Rehabilitation Act of 1973, as amended, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, Executive Order 11246, and/or any other federal, state or local law or regulation regarding Equal Employment Opportunity.

A handwritten signature in dark ink, appearing to read 'D. Krutz', written over a horizontal line.

David Krutz, Managing Partner
2020