



MEMORANDUM

TO: Astbury Management Team

FROM: Chrissy Astbury, VP of Legal/Compliance

DATE: April 27, 2022

RE: ASTBURY'S DIVERSITY & INCLUSION PLAN

Astbury believes in the benefit of all forms of diversity and teamwork in its business and is committed to providing a workplace conducive to collaboration between individuals of all backgrounds.

Astbury embraces differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, or any other characteristics that make our employees unique.

To this point, Astbury's employees represent a wide variety of diverse ethnicities, identities, traits, and backgrounds. Additionally, its executive and management staff consists roughly evenly of males and females.

The following initiatives are aimed at ensuring that Astbury's beliefs are applied in fact and not just in theory:

- Astbury is and always has been an Equal Opportunity Employer, the details of which are outlined in our Employee Handbook.
- Astbury prohibits bullying of any kind, the details of which are outlined in our Employee Handbook.
- Astbury administers standardized Performance Reviews and Self-Assessments to each employee annually on the anniversary of their hire date, which inform compensation decisions. This process is aimed to minimize bias and promote diversity and inclusion in the following ways:

Headquarters Office/Lab
5940 West Raymond Street
Indianapolis, Indiana 46241
Office: 317-328-7153 x111
Fax: 317-290-1670
AstburyWater.com

Northwest Regional Office/Lab
South Haven Sewer Works
305 West 700 North
Valparaiso, Indiana 46385
Office: 219-364-8375
Fax: 219-364-8386

Northeast Regional Office/Lab
601 West 400 North
Angola, Indiana 46703
Office: 260-668-8900
Fax: 260-668-8900

South Regional Office/Lab
2500 Lincoln Drive, Suite A
Clarksville, Indiana 47129
Office: 812-282-8481
Fax: 812-282-8554

- Astbury's Performance Review and Self-Assessment promote and place value the principles of teamwork and communication among our employees, who are diverse.
- The Performance Review asks the employee's direct manager to rate their performance in certain areas on a scale from one to four. Each level of this scale is defined in detail in order to standardize the review of each employee and minimize unconscious bias.
- The Performance Review asks the manager to provide context for the score given by citing specific examples of the employee's performance that substantiates the score given. Citing specific examples of performance-related behaviors help managers avoid generalizations that may be informed by unconscious bias.
- Astbury solicits input from both an employee's direct manager on the Performance Review and the employee themselves on a Self-Assessment. Evaluating two perspective and providing the employee an opportunity to highlight strengths and weaknesses to their manager and the individuals making compensation decisions is intended to minimize and/or, at times, even highlight any bias in the manager's review, which would be addressed with that manager should it come to light.
- Astbury encourages those with hiring and interviewing responsibilities to ask a standard set of unbiased questions of each applicant to minimize unconscious bias in the hiring process.