

# Responsible Workforce & Labor Engagement Principles

## Our Belief

At Charlesbank Capital Partners (“Charlesbank”), we believe that long-term value creation depends on investing in people. A skilled, fairly treated, and engaged workforce strengthens operational performance, resilience, and sustainable growth. Respect for workers’ rights, constructive engagement with labor representatives, and investment in training and career development are aligned with our fiduciary duty to our investors and our responsibility as stewards of capital.

We recognize that private equity ownership presents both responsibility and opportunity: responsibility to uphold high standards for workforce practices, and opportunity to expand economic mobility, shared success, and long-term value creation.

Charlesbank places the utmost strategic importance on workforce-related issues across our investment lifecycle, including enhanced diligence, oversight, and partnership with management teams.

## I. SCOPE AND LIMITATIONS

Charlesbank expects its portfolio companies to adopt and maintain workforce management practices consistent with the following principles:

### 1. Investment in Training and Career Development

We work proactively with portfolio company management teams to increase investment in workforce training and skill development at all levels. This includes:

- Expanding onboarding, technical training, and upskilling programs.
- Supporting leadership development for frontline supervisors and middle management.
- Investing in reskilling initiatives where technological or strategic shifts alter job requirements.
- Encouraging clear career pathways that provide employees opportunities for advancement.
- Committed to providing management teams with third-party union and business conduct training as appropriate

We believe enhanced training strengthens competitiveness, improves retention, and drives operational excellence.

## 2. Respect for Labor Rights and Constructive Union Engagement

Charlesbank respects employees' right to freedom of association and collective bargaining consistent with applicable laws.

Where employees choose union representation, portfolio companies must:

- Negotiate in good faith.
- Maintain open, respectful, and constructive dialogue with union representatives.
- Prohibit retaliation, intimidation, threats or interference related to lawful organizing activity.
- Seek collaborative solutions that support both workforce stability and long-term business performance.

We believe that constructive labor relationships contribute to business continuity and operational success.

## 3. Competitive Compensation and Shared Success

Our portfolio companies are responsible for providing market-competitive wages, incentive opportunities, and benefits consistent with industry standards and local market conditions.

## 4. Compliance and Legal Standards

Portfolio companies must comply with all applicable national, state, and local laws, including those governing:

- Wages and hour requirements
- Health and worker safety
- Labor relations
- Anti-discrimination and harassment protections
- Pensions, insurance and employee benefits
- Human rights and supply chain standards

## 5. Health, Safety, and Wellbeing

Portfolio companies should prioritize occupational health and safety, maintain appropriate safety management systems, and promote a culture of injury prevention and wellbeing.

## 6. Dignity, Inclusion, and Equal Opportunity

Portfolio companies should:

- Prohibit discrimination, harassment, and retaliation in the workplace.
- Promote diversity of backgrounds and perspectives.
- Recruit from broad and high-quality talent pools, including historically underrepresented communities.
- Treat employees with dignity and respect.

## 7. Responsible Change Management

In connection with M&A, restructurings, or other significant corporate transactions, portfolio companies should consider potential workforce impacts and, where practicable, pursue thoughtful transition planning and transparent communication.

## 8. Human Rights and Ethical Labor Standards

Portfolio companies are responsible for respecting the human rights of workers, and prohibiting illegal underage labor, forced labor, and trafficking in their operations and, where feasible, in their supply chains.

## 9. Open Communication and Reporting

Charlesbank is committed to ensuring that portfolio companies maintain mechanisms that allow employees to raise concerns safely and without fear of retaliation, including confidential reporting channels concerning any violations of these principles where appropriate.

### II. CHARLESBANK GOVERNANCE & OVERSIGHT

Recognizing the growing importance of workforce considerations to long-term value creation, Charlesbank will:

- Integrate workforce diligence more systematically into pre-investment review processes, including assessment of labor relations, safety performance, and workforce engagement risks.
- Increase board-level engagement on human capital strategy and workforce matters where appropriate.
- Encourage regular reporting from portfolio companies on workforce metrics, including turnover, safety, training investment, and employee engagement indicators.
- Work more closely with management teams post-investment to identify opportunities for operational improvement through workforce development.
- Incorporate workforce-related considerations into value creation planning and operational playbooks.

Workforce matters will receive heightened strategic emphasis as part of our broader commitment to responsible ownership.

### III. CHARLESBANK PARTNERSHIP WITH MANAGEMENT TEAMS

As active owners of our portfolio companies, Charlesbank believes it is of utmost importance to:

- Partner with management teams to design and implement workforce development initiatives.
- Share best practices across our portfolio and train management teams on these topics pre-investment to ensure alignment.
- Support investments in training infrastructure and leadership development.
- Encourage proactive and constructive engagement with employees and labor representatives.
- Promote long-term, sustainable approaches to workforce management aligned with company performance objectives.

### IV. ALIGNMENT WITH LONG-TERM VALUE CREATION

We believe that:

- Investing in people enhances productivity and innovation.
- Stable and constructive labor relations reduce operational risk.
- Training and career mobility improve retention and engagement.
- Shared success models can strengthen alignment and long-term outcomes.
- By elevating workforce considerations within our investment approach, Charlesbank seeks to support strong businesses, durable employment, and long-term value for our investors.

### V. CONTINUOUS IMPROVEMENT

Charlesbank recognizes that responsible workforce practices are dynamic and must evolve alongside regulatory developments, market conditions, and stakeholder expectations. We are committed to ongoing learning and improvement in this area and to working constructively with portfolio companies, employees, and, where applicable, labor representatives to promote sustainable growth and shared success.