D.A. COLLINS CONSTRUCTION CO., INC.

September 11, 2026

Carpenters Local 291
14 Corporate Circle
Albany, New York 12203
(518) 438-1905

Re: Global Foundries Fab 8.2 Early Sitework
Saratoga County

Minority Labor Goal – 3.2%; Female Labor Goal – 6.9%

To Whom It May Concern:

D.A. Collins Construction Co., Inc. (DAC) is firmly dedicated to providing equal employment opportunities for all its employees and applicants. Accordingly, DAC prohibits discrimination based on race, color, religion, sex, pregnancy, national origin or ancestry, creed, age, sexual orientation, veteran status, mental or physical disability, and any other category protected by applicable law. By providing equal employment opportunities to all applicants and employees and by judging them based upon experience, skills and other qualifications, DAC achieves its goal of promoting the progress of meritorious individuals. To these ends, DAC strictly adheres to the following guidelines:

- use merit, qualifications (such as education, experience and skills) and other job-related criteria and business goals as the sole basis for all employment-related decisions affecting employees and applicants;
- recruit, hire, train, compensate, promote and provide other conditions of employment without regard to any characteristics protected by law;
- provide a work environment free of unlawful harassment based on any of these protected classifications; and
- prohibit retaliation against any individual who reasonably and in good faith raises any concern regarding a possible violation of this policy with management or an appropriate government agency or court, who participates in an investigation into such concern, or who provides testimony in any proceeding regarding a claim of unlawful discrimination.

Additionally, D.A. Collins Construction Co., Inc. (DAC) is strongly committed to providing a working environment free from harassment of any kind, including sexual harassment and harassment based on race, color, religion, sex, pregnancy, national origin or ancestry, creed, age, sexual orientation, veteran status, mental or physical disability, or any other basis proscribed by applicable nondiscrimination laws. This policy applies to all employees of DAC as well as those with whom DAC does business (e.g., temporary workers, consultants, independent contractors, and vendors).

Please furnish a written statement on union letterhead indicating the labor union's policy regarding nondiscrimination on the basis of race, creed, color, national origin, sex, age, disability, marital status, or any other category protected by applicable law and that union will affirmatively cooperate in the implementation of Contractor's obligations herein.

Respectfully,

Suzanne Olden
Corp. Compliance Manager/EEO / DMWBE / SDVOB Officer

D.A. COLLINS CONSTRUCTION CO., INC.

September 11, 2026

Iron Workers Union – Local 12
17 Hemlock St
Latham, NY 12110
(518) 435-0470

Re: Global Foundries Fab 8.2 Early Sitework
Saratoga County

Minority Labor Goal – 3.2%; Female Labor Goal – 6.9%

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Respectfully,

Suzanne Olden

Suzanne Olden
Corp. Compliance Manager/EEO / DMWBE / SDVOB Officer

D.A. COLLINS CONSTRUCTION CO., INC.

September 11, 2026

Laborers' Union – Local 157
348 Duanesburg Rd.
Schenectady, NY 12306
(518) 374-6704

Re: Global Foundries Fab 8.2 Early Sitework
Saratoga County

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Suzanne Olden

Suzanne Olden
Corp. Compliance Manager/EEO / DMWBE / SDVOB Officer

D.A. COLLINS CONSTRUCTION CO., INC.

September 11, 2026

IUOE – Local 158, District 106
27 Hannay Lane
Glenmont, NY 12077
(518) 431-0600

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Saratoga County

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