

A NOTICE AND INVITATION TO ALL EMPLOYEES AND APPLICANTS

AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

Kaman Corporation has been and will continue to be an equal opportunity employer. To assure full implementation of this equal employment policy, we will take steps to assure that:

- a. Persons are recruited, hired, assigned and promoted without regard to race, national origin, religion, age, color, sex, sexual orientation, gender identity, disability, or protected veteran status, or any other characteristic protected by local, state, or federal laws, rules, or regulations.
- b. All other personnel actions, such as compensation, benefits, transfers, layoffs and recall from layoffs, access to training, education, tuition assistance and social recreation programs are administered without regard to race, national origin, religion, age, color, sex, sexual orientation, gender identity, disability, or protected veteran status, or any other characteristic protected by local, state, or federal laws, rules, or regulations.
- c. Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have: (1) filed a complaint; (2) assisted or participated in an investigation, compliance review, hearing or any other activity related to the administration of any federal, state or local law requiring equal employment opportunity; (3) opposed any act or practice made unlawful by any federal, state or local law requiring equal opportunity or (4) exercised any other right protected by federal, state or local law requiring equal opportunity.

I have appointed Kristina Leonard to take on the responsibilities of EEO Coordinator. The EEO Coordinator will be responsible for the day to day implementation and monitoring of the Company's Affirmative Action Plan. As part of that responsibility, the EEO Coordinator will periodically analyze the Company's personnel actions and their effects to ensure compliance with our equal employment policy and administer the audit and reporting system.

If you, as one of our employees or as an applicant for employment, have any questions about this policy or would like to view portions of the Affirmative Action Plan, please contact Kristina Leonard during regular business hours. This is also a reminder that employees may update their disability status at any time by contacting Kristina Leonard.

I have reviewed and fully endorse our Affirmative Action and Equal Employment Opportunity program. In closing, I ask the continued assistance and support of all of the Company's personnel to attain our objective of equal employment opportunity for all.

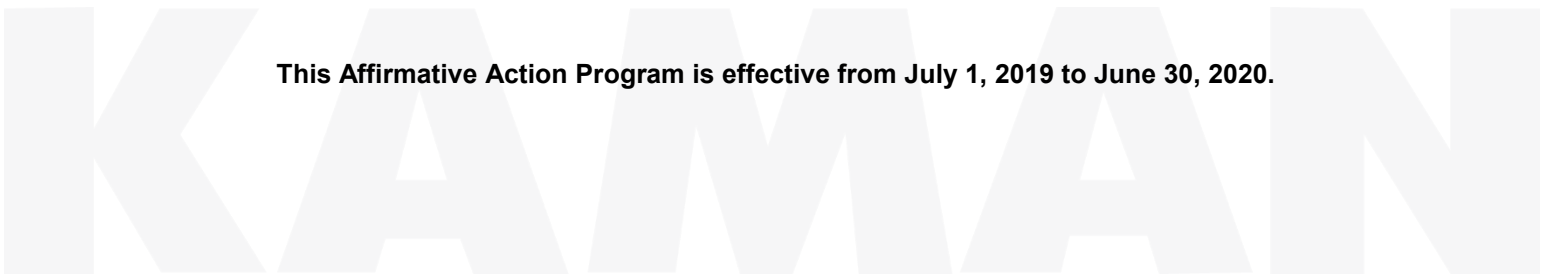
Sincerely,



Neal J. Keating

Chairman of the Board, President and Chief Executive Officer

This Affirmative Action Program is effective from July 1, 2019 to June 30, 2020.



INVITATION TO COVERED VETERANS TO SELF IDENTIFY

The Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA) requires government contractors, including Kaman Corporation, to take affirmative action to employ and advance in employment qualified disabled veterans, veterans of the Vietnam era and veterans who served on active duty in the Armed Forces during a war or in a campaign or expedition for which a campaign badge has been authorized; veterans who while serving on active duty on the Armed Forces, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order No. 12985; or recently separated veterans. If you are eligible and would like to be considered under the affirmative action program, please contact the Human Resources Department. You may inform us of your desire to benefit under the program at this time and/or at any time in the future. Submission of this information is voluntary and will be kept confidential. Failure to provide the information will not subject you to adverse treatment. The information provided will be used in accordance with VEVRAA.

Employees and applicants will not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any of the following activities: (1) filing a complaint; (2) assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of the affirmative action provisions of VEVRAA or any other Federal, state or local law requiring equal opportunity for disabled veterans, veterans of the Vietnam era or other covered veterans; (3) opposing any act or practice made unlawful by VEVRAA or its implementing regulations or any other Federal, state or local law requiring equal opportunity for disabled veterans or veterans of the Vietnam era or other covered veterans; or (4) exercising any other right protected by VEVRAA or its implementing regulations.

The affirmative action plan for disabled veterans, veterans of the Vietnam era and active duty wartime or campaign badge veterans may be viewed during regular business hours in the Human Resources Department. An appointment must first be made with Kristina Leonard, EEO Officer. She may be reached at (860) 243-7920.

This notice is a general statement of policy and no more. It does not constitute a term or provision of any contract of employment or implied contract of employment between the Company and any individual employee, nor does it create contractual obligations on behalf of the Company to any person.



Neal J. Keating
Chairman of the Board, President and Chief Executive Officer

INVITATION TO INDIVIDUALS WITH DISABILITIES TO SELF IDENTIFY

Section 503 of the Rehabilitation Act of 1973 requires government contractors, including Kaman Corporation to take affirmative action to employ and advance in employment qualified individuals with a disability. If you have a disability and would like to be considered under the affirmative action program, please contact the Human Resources Department. You may inform us of your desire to benefit under the program at this time and/or at any time in the future. Submission of this information is voluntary and will be kept confidential. Failure to provide the information will not subject you to adverse treatment. Information provided will be used in accordance with Section 503 of the Rehabilitation Act of 1973.

Employees and applicants will not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any of the following activities: (1) filing a complaint; (2) assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of these affirmative action provisions or any other Federal, state or local law requiring equal opportunity for individuals with a disability; (3) opposing any act or practice made unlawful by Section 503 or its implementing regulations or any other Federal, state or local law requiring equal opportunity for individuals with a disability; or (4) exercising any other right protected by Section 503 or its implementing regulations.

The Company's affirmative action plan for individuals with a disability may be viewed during regular business hours in the Human Resources Department. An appointment must first be made with Kristina Leonard, EEO Officer. She may be reached at (860) 243-7920.

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Neal J. Keating

Chairman of the Board, President and Chief Executive Officer

