

## COMMITMENT TO EMPLOYEES

Graham Holdings recognizes the importance of attracting, developing, and retaining highly qualified employees throughout each of its businesses and promote human capital within its organization. The Company employs approximately 21,446 people worldwide, of which approximately 12,871 are employed in the U.S. and approximately 8,575 are employed outside the U.S. across the enterprise.

The following is a description of the Company's efforts to manage and promote human capital within our organization:

**Oversight and Management.** The Company's human resources organization and the human resource organizations of its various businesses manage employment-related matters, including recruiting and hiring qualified employees, training and development, compensation, workplace safety, performance management, support for specific needs including supporting employees who are caregivers or working remotely, and ensuring a talented and inclusive workforce where all employees can be successful. The Compensation Committee of the Board of Directors provides oversight of certain human capital matters, including compensation and benefits, executive development, employee inclusion and retention initiatives, and succession planning.

**Ethics and Integrity.** The Company's culture of trust and integrity is led and driven by senior management and supported by our internal practices, regular communications, and ongoing training efforts. Employees and stakeholders are encouraged to address any concerns with their managers and business leaders. The Company also provides a dedicated communication channel, the Ethics Hotline, to report possible violations of the Code of Business Conduct or concerns about ethics or integrity in the workplace. The Company's Ethics Hotline is

independently operated by a third party and anonymity is ensured upon request. Reports are forwarded to appropriate individuals within the Company for investigation. Every allegation is professionally and confidentially handled.

**Attracting and Retaining Employees.** The Company strives to recruit, hire and promote the most talented and qualified individuals for roles in all its businesses. Focusing on identifying and considering a broad group of highly qualified applicants from all backgrounds for employment fosters a culture of excellence and drives positive outcomes for the Company's businesses. The Company is committed to a culture in which its talented employee base can thrive in an inclusive and respectful environment.

The Company's businesses have various initiatives to support their inclusion strategies in ways that are tailored to their employees, customers, and products. These include training and other education opportunities, venues for employees to come together to create community, and efforts to continually gather feedback from our employees to ensure we are a workplace in which our diverse group of talented employees can thrive.

**Training and Talent Development.** The Company is committed to the continued growth and development of its employees across all businesses. While development opportunities vary across businesses, the Company seeks to offer a variety of learning opportunities, including virtual learning, on-the-job mentoring and coaching. U.S. employees complete core harassment and discrimination training and ethics training and all employees are offered specific skills training designed to support the growth and advancement of their professional skills.

For example, at GMG, employees have access to several development and training programs, including Boss School, a management training session, PROduce! for high potential producers to enhance their innovative GRAHAM HOLDINGS COMPANY 25 mindset and leadership skills, and access to several other resources that provide individual learning and group activities on a variety of leadership and workplace collaboration topics. In 2024, GMG continued with its organizational culture improvement program called Up Your Culture, providing all people leaders with monthly workshops and coaching sessions to effectively lead their teams. Additionally, leaders have access to tools in their survey management platform that provide actionable tactics that can be traced and aligned with employee survey score outcomes. At Joyce/Dayton, leadership teams attended a multi-day training program to focus on strategic planning. Executives attended training to focus on how to work together most effectively. Kaplan offers personalized and immersive learning experiences to support employees, managers, and leaders in building capabilities and driving personal and business growth. In 2024, Kaplan International Australia & New Zealand ran a leadership basics training for the Admission team leaders in Kaplan Business School. At Hoover, they their Annual Leadership Development Training as well as their Annual Safety & Leadership Conference.

**Compensation and Benefits.** The Company offers strong compensation and benefits programs to its employees. Depending on the business unit, employee benefits may include healthcare and insurance benefits, health savings and flexible spending accounts, paid time off, family leave, adoption assistance plans, employee assistance programs, tuition assistance programs, transportation benefits programs, a matching gifts program, bonuses, long-term incentive compensation plans, Company-paid pension contributions and a 401(k) Plan. The Company offers discounts on courses and programs offered by Purdue Global to all full-time employees through the Gift of Knowledge Program.

The Company also offers a small group of eligible employees certain equity based grants under the Company's Incentive Compensation Plan with vesting and performance conditions to facilitate the attraction, retention, motivation and reward of key employees and to align their interests with those of the Company's stockholders.