



Mechanical, Electrical, and Site Design by Mason & Hanger at the U.S. Embassy Campus in Pristina, Kosovo.

An award-winning project with numerous sustainability features that integrate energy and water systems. The site utilizes harvested rainwater and treated effluent to serve as a heat sink for a central ground-source heat pump system. The campus is operating at nearly net zero for annual water use and is almost 40% more energy efficient than typical, code-compliant buildings. This project is pending LEED® Gold certification by the U.S. Green Building Council.

Photos courtesy of Davis Brody Bond



Introduction

As a company who has been around for more than 120 years, we've seen many changes - none more important than a focus on helping our planet. While we have been working at it for years, we are pleased to report on our current efforts with our first Environmental, Social and Governance (ESG) report.

We know how important it is to shed light on all the ways that we can work together to build a brighter future for our company, employees, customers, communities and the world.

Throughout the process of developing this report, we've identified areas where more data collection is necessary and we are working to put additional mechanisms and programs in place to increase our efforts. In the meantime, we hope that you enjoy the first glimpse into the many ways that Day & Zimmermann empowers our people, protects the environment, acts with integrity and impacts our communities.

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A Message from our Chair and CEO

Welcome to the 2022 ESG report for Day & Zimmermann. I am proud of the progress we are making and I'm pleased to share some of the things we have been doing around the Environment, Sustainability and Governance. In short, D&Z puts people to work, we protect our freedoms and we help our customers power and improve the world. That's our purpose, and included in that is our pledge to engage our employees in meaningful work; work that provides dignity, and protects and improves the world we share.

We are a family-owned, values-based company, and our values guide everything we do. Our company has also been around for more than 120 years, including its ownership through multiple generations of my family. I take seriously the responsibility entrusted to me and my family to be good stewards of our company, our employees and our communities. Part of this is a commitment to leave things better than they were before, (we are the original Betterment company) and to do our part to pass on a healthy, vibrant planet for future generations. And when we say we are committed, it's reflected in our brand promise: We do what we say®.

Lastly, our vision is "To Accelerate the Next Generation of Innovation." This focus reflects our long-term commitment, not just to what we have done in the past, or what we are doing today. It's a vision of the future, and our goal of leveraging innovation and our vast enterprise to do better every day and lead our customers, our employees and our company into our shared future.

I realize this is a journey and our first report represents several different efforts we are making across the enterprise, and we acknowledge there is more to do. I pledge to continue to commit resources and our collective efforts to our ESG efforts and invite any comments, suggestions or ideas that can help us on this journey.

Thanks for taking a look. Here's to working together to help make our planet better for everyone.

– Hal Yoh, Chair and CEO



Who We Are

We are The Original Betterment Company® — a family-owned diversified business founded more than a century ago by Charles Day, whose betterment reports helped modernize American factories.

Today, we specialize in construction & engineering, operations & maintenance, staffing, security and defense for leading corporations and governments around the world.

With 51,000 employees working around the world, we dedicate ourselves to putting people to work, protecting our freedoms, and helping our customers power and improve the world every day. Each one of these is worth fighting for.

“What makes Day & Zimmermann truly unique is our promise—We do what we say.® — which embodies how we operate and how we have performed for our customers for more than 120 years.”

—Hal Yoh, Chair and CEO



Our Purpose

We put people to work, we protect our freedoms, and we help our customers power and improve the world.

Our Values

These four values have become our corporate DNA. They serve as a steady guide as we take on new challenges, responsibilities and roles.



Our Vision

To accelerate the next generation of innovation

Our History

The company is founded in when Charles Day, joins in a partnership with Kern Dodge.



1901



D&Z designs the Hershey Chocolate foil wrapping machines for the company's famous Kisses.

1914

D&Z helps design and engineer the U.S. Marine Corp Depot of Supplies in Philadelphia.



1946

D&Z is purchased by the H.L. Yoh Company, a Philadelphia-based technical staffing firm.

1961

Spike Yoh takes over the helm of D&Z, focusing on growth through acquisition and diversification.



1976

D&Z celebrates their 100 year anniversary.



2001

Mason Hanger, which was acquired in 1999, announces acquisition of architecture and engineering firm Hankins Anderson to further expand their services.

2016



Yoh provides thousands of workers to support the COVID19 response for vaccine distribution and testing.

2020

During the building of the Gatun Lock system in the Panama Canal, Dodge & Day break the world record for hauling concrete.



1908



D&Z builds electric transmission lines for a massive project to bring electricity to the United States' rural areas.

1936

D&Z awarded a contract to manage Lone Star Army Ammunition Plant in Texarkana, Texas.

1951

D&Z is chosen as the construction manager for Veterans Stadium in Philadelphia.



1971

Harold Yoh, III succeeds Spike Yoh as Chairman and CEO.

1999

D&Z acquires The Atlantic Group, forming one of the largest maintenance and modification firms serving the power industry.



2006

Maintenance and Construction (formerly ECM) ranks as the #1 O&M Contractor in Power for the 10th year in a row.

2017

D&Z celebrates their 120 year anniversary and \$2.7 billion in revenue.

2021



D&Z Today



Global Workforce
51,000



Founded in **1901**



\$2.7 Billion Annual Revenue



150+ Worldwide Locations



Footprint at 54% of the
U.S. nuclear fleet



Ranked in the **Top 100**
Defense Companies



#1 Ranked Operations &
Maintenance Contractor for
10 consecutive years (ENR)










Ranked #165 on the
Forbes America's Largest
Private Companies List



DZConneX Named to **HRO Today's**
MSP & RPO Baker's Dozen list

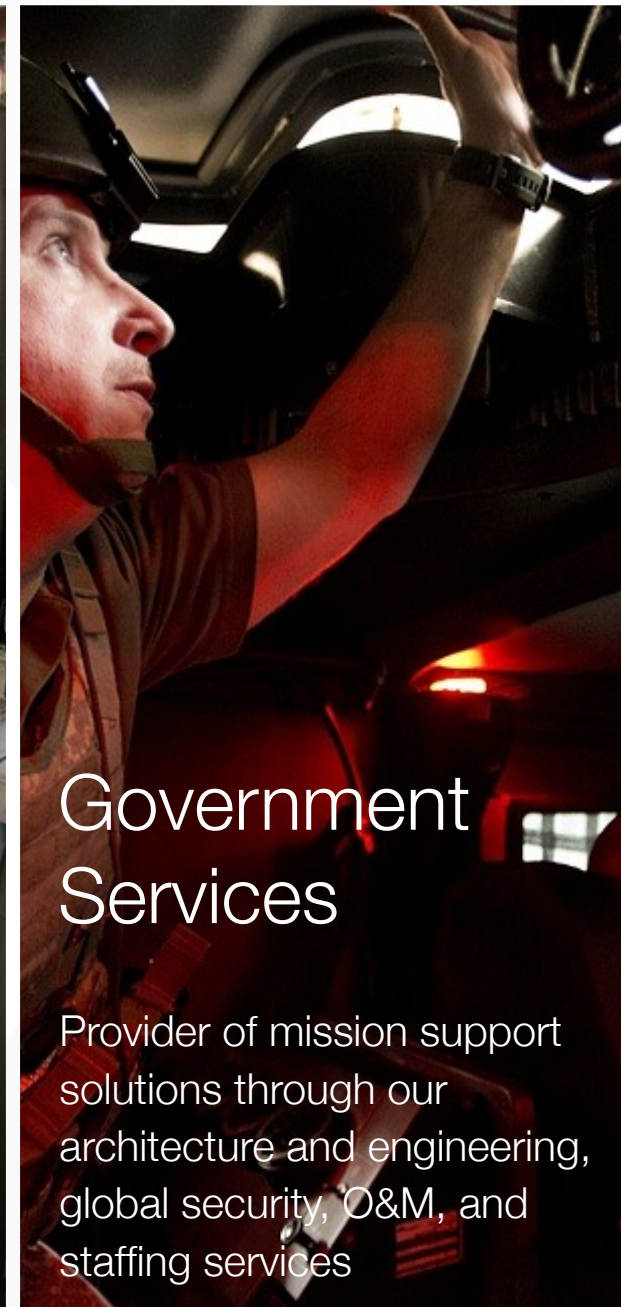
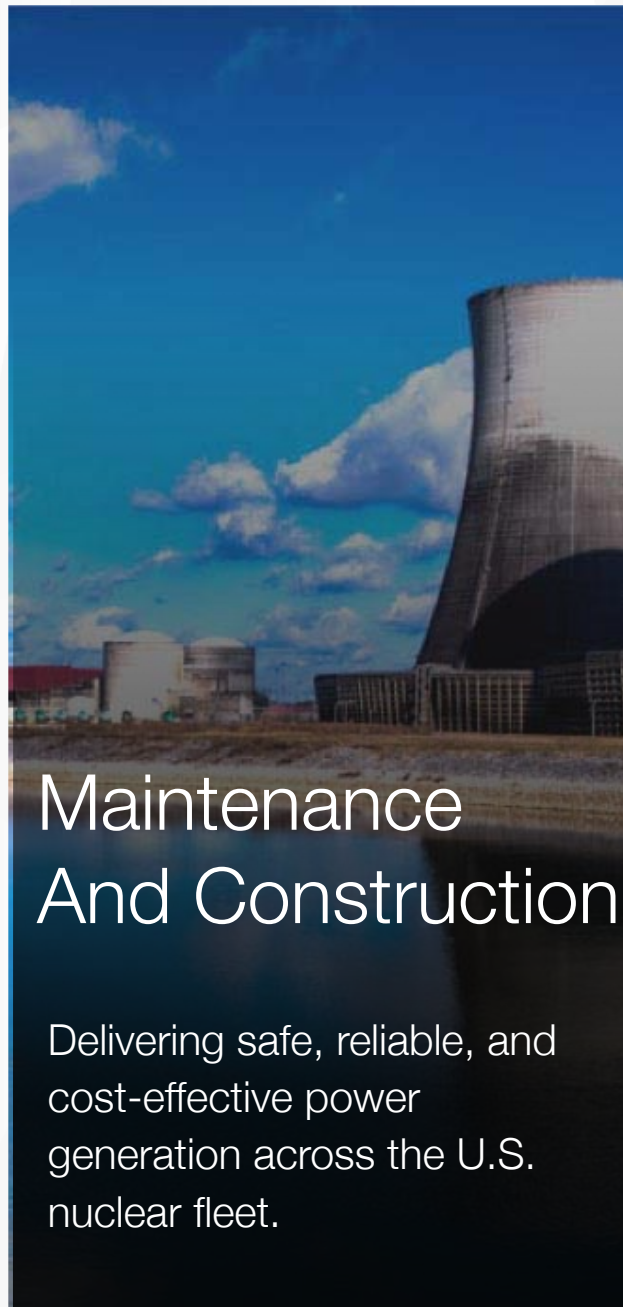
One Enterprise—Unlimited Opportunity

Our Enterprise is one of largest privately owned companies in the U.S. with operations across the country and internationally. The enterprise is comprised of multiple brands that allow us to provide services and solutions to a multitude of industries.

BRAND ARCHITECTURE			
MAINTENANCE AND CONSTRUCTION	MUNITIONS	GOVERNMENT SERVICES	RECRUITING / WORKFORCE SOLUTIONS
<p>Delivering innovative maintenance and construction services to industrial plant owners in the Nuclear, Fossil, and Process industries.</p> <hr/> <div>  <p>Day&Zimmermann</p> </div> <div>  <p>EMC</p> </div>	<p>Leading provider of munitions including close combat, medium to large caliber direct fire, large caliber indirect fire, and energetics and devices.</p> <hr/> <div>  <p>Day&Zimmermann</p> </div> <div>  <p>American Ordnance</p> </div>	<p>Provider of architecture, engineering, global security, operations & maintenance, and staffing services to the U.S. Government and commercial clients.</p> <hr/> <div>  <p>Day&Zimmermann</p> </div> <div>  <p>Mason&Hanger</p> </div> <div>  <p>A DAY & ZIMMERMANN COMPANY</p> </div>	<p>Helping companies find workforce solutions and the professional talent they need to fill their most critical jobs for short or long-term engagements.</p> <hr/> <div>  </div> <div>  <p>A Day & Zimmermann Company</p> </div>

Core Business Units

D&Z is a leading provider of construction and engineering, staffing and defense solutions for corporations and governments around the world.



Our Leadership



Hal Yoh
Chair and CEO



Joseph Ritzel
Senior VP Finance and CFO



Lisa Ann Cooney
SVP, General Counsel and
Corporate Secretary



**Sankara 'Vishi'
Viswanathan**
Senior VP and CIO



Dan Ross
SVP, HR, CHRO



Kathleen King
VP, Corporate Development



Mike Yoh
President, Munitions &
Government



John McCormick
President, Maintenance and
Construction



Steve Selfridge
President, Government
Services



Emmett McGrath
President, Yoh

Our People



I was looking for an organization that held similar values to what I gained in the Air Force. D&Z's values are closely aligned and the work we do has given me a sense of inclusion and has enabled me to grow!

Launia Terry

VP, Talent Acquisition



One of the most challenging, and rewarding, parts of my job is building a high-performing team. The diversity of the team is critical to bringing innovation to the project and delivering success.

Gene Thompson

Director of Operations,
Maintenance and Construction



My favorite memories at Mason & Hanger involve good meals with fun coworkers on travel, or watching F-22 raptors take off at Tyndall Air Force base, or working on a facility for something that's never been put in a building before.

Bari

Senior Mechanical Engineer
Mason & Hanger



I am fortunate to be involved with innovative technological initiatives at D&Z. These innovations help us become more efficient with our engineering and architecture design work. Inclusion and innovation are welcomed here and I am happy to be involved

Mark Mates

Design Technology Manager, Mason & Hanger



Developing innovative technology helps to put D&Z in the driver's seat for the next generation of detonators. Our exploding foil initiators (EFI) initiative merges energetics and microchips providing reliable initiation devices.

David Carter

Engineer, Lead Manufacturing,
Line Quality Control



I want to make sure that whatever I'm providing the customer with is the best option, practice or opportunity for them. I feel that my sincerity in my job is shown through my performance and results.

Marcia Hagood

VP, MSP, DZConnex

ENVIRONMENTAL RESPONSIBILITY

Our Commitment to Sustainability

Day & Zimmermann is proud to participate in the Business Roundtable—an association of America’s CEOs working to promote a thriving U.S. economy. Together, they continue to facilitate sustainable practices across their businesses through investments, innovation and strategic decisions, leading the way towards a more environmentally and economically sustainable future.

Our CEO has been featured in the Business Roundtable report detailing our achievements in creating a more sustainable world and a better quality of life for all Americans.

**READ OUR CEO'S
SUSTAINABILITY STATEMENT**



Environmental Responsibility

Day & Zimmermann is committed to environmental responsibility as we strive to make a difference in our world. One of the most important ways we believe can have an impact is through careful environmental management and preservation.

“Continuing to focus on a more sustainable environment clearly provides us with a higher purpose and is one of the most important ways Day & Zimmermann can have an impact on helping future generations thrive.”

— Hal Yoh, Chair and CEO

18 MEGAWATTS

of photovoltaic and thermal renewable energy systems we've incorporated into our designs

54%

D&Z's footprint of the U.S. nuclear fleet

55

Leadership of Energy and Environmental Design (LEED) certified projects.

WITH NEARLY 40 MORE PENDING CERTIFICATIONS

Energy & Sustainability

We're finding ways to control, clean, and recycle wastewater in our production processes to eliminate or reduce the probability of potential environmental contamination.

Mason & Hanger, a division of Day & Zimmermann, specializes in Energy and Sustainability services and helping clients achieve energy savings with proven sustainability management practices.

LEARN MORE ABOUT MASON & HANGER'S SERVICES

OUR DESIGN AND RETROFIT
PROJECTS HAVE SAVED

600,000,000

kilowatt-hours of energy

and

320 MILLION

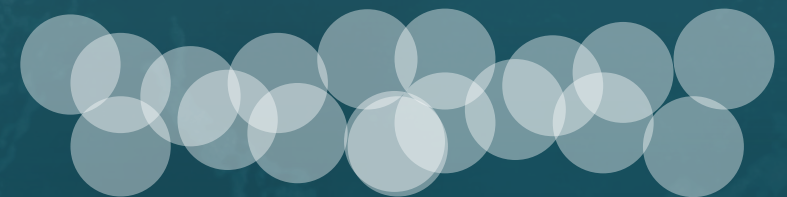
LITERS OF WATER



RESULTING IN A CUMULATIVE
REDUCTION OF MORE THAN

380 THOUSAND
METRIC TONS

OF GREENHOUSE GAS



Helping Power the World Cleanly, Efficiently and Safely

While nuclear energy is often left out of the 'clean energy' conversation, it is currently the second largest source of low-carbon electricity in the world behind hydropower. And as other clean sources are developed and come on line, the world we do helps keep this clean energy source running efficiently and safely.

Day & Zimmermann currently provides maintenance and modification services to more than half of the nuclear fleet.



Some quick facts about nuclear energy:

NUCLEAR ENERGY

PROTECTS AIR QUALITY

Nuclear is a zero-emission clean energy source. According to the Nuclear Energy Institute, (NEI) the U.S. avoided more than 476 million metric tons of carbon dioxide emissions in 2019. That's the equivalent of removing 100 million cars from the road and more than 11 other clean energy sources combined.

NUCLEAR ENERGY

PRODUCES MINIMAL WASTE

Nuclear fuel is extremely dense. It's about 1 million times greater than that of other traditional energy sources and because of this, the amount of used nuclear fuel is not as big as you might think. All of the used nuclear fuel produced by the U.S. nuclear energy industry over the last 60 years could fit on a football field at a depth of less than 10 yards.

Source: [energy.gov](https://www.energy.gov) — Office of Nuclear Energy

Promoting Green Suppliers

Day & Zimmermann's procurement of materials, goods and services is extensive and globally far-reaching. This presents a significant opportunity to support our environmental priorities and objectives by instituting purchasing policies that give preference to environmentally friendly products and environmentally responsible suppliers and partners.

Our efforts in this area focus on embedding environmental performance criteria into our supplier selection and evaluation processes, and working with existing suppliers to develop more environmentally friendly product and service options.



**2021 PRIME SUPPLIER
OF THE YEAR**



Innovation: Quarterly Innovation Awards and Corporate Innovation Council

Each business group is responsible for fostering innovation in their groups to help us be more efficient, create innovative solutions for our customers and our corporate functions, and make the most of our limited resources. There is also a corporate Innovation Council that helps to develop a culture of innovation.

The solutions proposed and implemented by employees have reduced the carbon footprint of our customers' operations as well as our corporate offices. While innovation is not limited to environmental responsibility, it's a key part of our overall commitment to our vision of accelerating the next generation of innovation – which focuses on our future; a future that can only be realized through an innovative response to climate change.



At Day & Zimmermann, we foster an environment of idea sharing through our enterprise, which resulted in entrepreneurial innovation incubators like Mason & Hanger's Idea Lab. It's underlying foundation is to develop open-source process of collecting ideas from all staff levels. This has the benefit of casting a wide net for ideas, and empowering all employees to contribute to success and innovation.

SOCIAL RESPONSIBILITY

Our Commitment to Safety—Our #1 Value

We take on high-risk work in hazardous environments for some of the largest companies and government groups and are relentless in our commitment to preventing injuries and accidents.

For more than a century, we have shared a personal and professional commitment to protect the safety of our employees, customers, partners, contractors, communities and environments we serve. Safety as a value takes many forms. It can be as simple as pointing out a potential hazard in a project and discussing alternatives, or as complex as drafting new safety standards in industrial operating environments. Even the smallest efforts can make a big impact.



Why Not Zero is our shared campaign to eliminate incidents and make sure all employees are safe at work and at home.



Our Safety Performance

In 2021, we had the best year of collective safety performance with an overall 0.29 TRIR, a 50% improvement from 2020.

Our Open Shop nuclear division led the way, accumulating 4.6 million hours with zero recordable injury performance. The rest of our Maintenance and Construction group accomplished zero recordable performance at 115 of 126 customer and office locations, accounting for an additional 10.5 million hours worked.

These extraordinary achievements were accomplished in complex, hazardous environments with the support of a dedicated Environmental Health and Safety team who constantly asks and reinforces our shared goal of ‘Why Not Zero?’

NUCLEAR DIVISION

4.6 MILLION

HOURS WORKED WITH

ZERO

RECORDABLE
INJURY PERFORMANCE

AT CUSTOMER AND OFFICE LOCATIONS

10.5 MILLION

HOURS WORKED WITH

ZERO

RECORDABLE
INJURY PERFORMANCE

Joseph J. Ucciferro Safety Award

The Joseph J. Ucciferro Safety Award is named for the former President and CEO of the Day & Zimmermann commercial and public sector who was the driving force behind establishing the dynamic safety culture within our company. His tireless commitment to increasing safety awareness has shaped our culture and will endure through the many employees he has influenced over the years.

This award is bestowed annually upon a D&Z business unit for their outstanding safety record.



2021
Joseph J. Ucciferro
Safety Award

for

Exceptional Commitment to the Health
and Safety of Employees, Clients and the
Public



Presented to

Maintenance and Construction

Our Response to COVID-19

Safety is our number one value, especially when it comes to the safety of our people. While the COVID-19 pandemic presented many challenges this past couple years, our leadership adapted quickly to ensure our employees were top priority.

In March 2020, we established an internal COVID-19 task force that analyzed the pandemic situation and provided insight on the immediate impact that the virus would have on our worksites and office locations. The task force, along with the executive management team, developed a comprehensive Playbook and strategic plan that ensured the safety of our employees. We reinforced our safety protocols and developed special COVID-19 procedures that included prevention efforts, detailed steps in the event of an exposure and much more.



62,560

FACE COVERINGS

64,640

OUNCES OF HAND SANITIZER

20,500

NITRILE GLOVES

**PURCHASED AND DISTRIBUTED
TO EMPLOYEES NATIONWIDE**

Helping Put America Back to Work During Covid-19

Yoh, Day & Zimmermann's Staffing and Workforce Solutions group, had a significant role in supporting our nation's COVID-19 response during the pandemic. Yoh was able to provide the support needed to prepare and deliver Covid-19 testing kits. They also hired countless nurses to administer temperature screening.

17,813

OF EMPLOYEES HIRED TO SUPPORT
THE FIGHT AGAINST COVID-19

7,431

OF ESSENTIAL WORKERS HIRED TO
CONDUCT TEMPERATURE CHECKS

ONE MILLION+

OF COVID-19 TESTS WE
PROCESSED—PER WEEK!



**DIVERSITY &
INCLUSION**
DAY & ZIMMERMANN

Our Diversity Vision

To be a company that embraces diversity, is inclusive, and thrives on learning so that our employees feel respected and invited to contribute to the success of our company, clients, suppliers and communities.

We value diversity because it is the key to building a culture that enables our employees to collaborate and generate innovative ideas for our customers.



What Our Employees Say About D&Z

At D&Z, we realize that it is imperative that our employees have the support and structure necessary to feel empowered, productive and happy at work. We strive to understand how employees view what is happening within the organization and ask that they provide insight on how we can improve.

Every two years, we conduct an employee engagement survey to assess how engaged and enabled our employees feel. With an employee participation score above the average benchmark, we find that our employees feel that their work environments are safe and that the company is ethical in its business dealings. We also find that our employees feel heard and that they are encouraged to share their innovative ideas.

SAFETY

93%

FEEL THAT THEIR WORK AREA IS SAFE

87%

FEEL THAT D&Z ALWAYS WORKS IN SAFE WAYS, EVEN WHEN TRYING TO MEET DEADLINES OR REDUCE COSTS

INNOVATION

84%

FEEL THAT THEIR DIRECT MANAGER ENCOURAGES SUGGESTIONS FOR INNOVATION

CULTURE

84%

FEEL THAT D&Z IS CUSTOMER FOCUSED, ALWAYS SEEKING TO UNDERSTAND AND MEET THEIR NEEDS

TRUST

86%

HAVE TRUST AND CONFIDENCE IN THEIR DIRECT MANAGER

Diversity & Inclusion Governance

The Executive Diversity & Inclusion Board (EDIB) is a governing body that establishes the Company's strategies for diversity and inclusion. The Board's mission is to build upon the Company's diversity and inclusion strategy and operationalize our diversity action plans across D&Z.

All employees are expected to understand diversity as our core company value and recognize the Company's commitment to creating an inclusive culture.

Additionally, two divisional Diversity & Inclusion Steering Committees, along with our Employee Resource Groups, round out our network of diversity and inclusion leadership and governance.

Building an Inclusive Culture

At Day & Zimmermann we foster a culture that allows employees to bring their whole selves to work. Over the years we have worked with our Human Resources benefits teams and Executive Diversity & Inclusion Board to look at ways to help our employees with their lives both inside and outside of work. This includes a variety of support and benefits such as same-sex parental benefits, a cost-free Employee Assistance Program (EAP), flexible paid time off to celebrate cultural holidays, and innovative benefits like the availability of pet insurance. These are just a few ways we have responded to the needs of our employees.



Employee Resource Groups (ERGs)

D&Z ERGs originated in 2002 and are organized around common communities of interest in support of the Company’s business objectives. ERGs are open to all employees and support the company’s diversity and inclusion programs.



Build a Better You Program

Our Build a Better You program is designed to discuss expectations for various elements of culture, work and rewards to ensure that potential employees understand all the facets of our benefits and the unique advantages of a career at Day & Zimmermann.

During our hiring process, we take the steps needed to ensure that candidates are aligned with our vision and are committed to creating Betterment for both themselves and our customers. Once hired, we continue to have these conversations so that our employees have the opportunity to grow and develop and to Build A Better You.

**LEARN MORE ABOUT OUR
HIRING PROCESS**



Opening Doors to Teamwork and Collaboration

We are an inclusive company that embraces diversity in everything we do. At D&Z, fostering diversity helps build a culture that enables our employees to collaborate and generate their best ideas. We also believe that diversity is a key factor for employees at every level of our organization to feel empowered to do their best work.

To help us achieve this goal, we have embraced the concepts in the book *Opening Doors to Teamwork & Collaboration: 4 Keys That Change Everything* and have integrated this framework into our work environment.

Opening Doors to Teamwork & Collaboration: 4 Keys That Change Everything authored by Judith H. Katz and Frederick A. Miller



Giving Back

We're passionate about giving back. One of our top priorities is supporting student education and initiatives promoting science, technology, engineering and math (STEM) for those in need. We sponsor annual Engineering Scholarships for high school seniors and we are involved in the Cristo Rey High School Work Study Program in Philadelphia.

D&Z employees from locations across the world are also dedicated to giving back to their communities. At our corporate office in Philadelphia, our leadership team volunteers their time to support local high schools and partners with Metropolitan Area Neighborhood Nutrition Alliance (MANNA), an organization whose mission is to improve health and wellness for people with serious illnesses.

And, as a premier provider of munitions support services within the US and Internationally, we take pride in supporting our U.S. Veterans through programs such as Toys For Tots and Wreaths Across America.



GOVERNANCE

Ethics & Compliance Governance

The mission of the Ethics and Compliance Committee is to promote an organizational culture that encourages ethical conduct and to support the Company and its operating leaders in their commitment to comply with applicable laws and regulations.

[Read more from our Chair & CEO Hal Yoh](#) about his commitment to our Ethics and Compliance program.

“Every time you report a concern regarding a violation of our Code of Ethics, you are making a difference for everyone at Day & Zimmermann and you have my full support and appreciation.”

—Hal Yoh, Chair and CEO

Ethics and Compliance Program

Our Ethics and Compliance Program is founded on Day & Zimmermann's Code of Ethics and Standards of Business Conduct. It includes a comprehensive training program that consists of both classroom and online courses that help our employees meet their responsibilities in conducting business in an ethical manner, thereby preserving and enhancing our reputation.

Our program is supported by a network of Ethics Officers throughout our office locations, an Ethics Help Line, an Ethics Violation web site to report any issues, and an Ethics Committee that provides general oversight, issues resolution and program guidance.

**89% OF D&Z
EMPLOYEES**

**FEEL THAT THEIR DIRECT MANAGER
PLACES A HIGH PRIORITY ON ETHICS
AND INTEGRITY**



Ethics and Business Conduct Policies

Employees receive mandatory ongoing ethics training and reminders of our policies and practices. Our ethics and business conduct policies are made available to all employees. These policies are issued to employees to guide the relationship between an employee and the company.

Our policies on Anti-Corruption and Policy Development and some ethics and compliance related documents are listed **on our website**.



The screenshot shows the 'Integrity' section of the Day & Zimmermann website. The header includes the company logo and navigation links: Who We Are, What We Do, Careers, Our Values, and Success Stories. Below the header, a navigation bar lists various policy areas: INTEGRITY, Code of Ethics, Ethics & Compliance Governance, No Retaliation Policy, Anti-Corruption Policies, Ethics Audits, Letter from CEO, and More. The main content area features a large image of a tunnel with the word 'Integrity' overlaid. To the right, a list of links is provided for various policies and documents.

Ethics and Business Conduct Policies

Employees are responsible for reading and understanding the contents of the various policies. These policies are issued to employees to guide the relationship between an employee and the Company. They are not intended to cover every situation; state and federal law will prevail as necessary.

Our policies on Anti-Corruption and Policy Development and some ethics and compliance related documents are listed here.

- [Policy Development](#)
- [International Sales and Services](#)
- [International Business Relationships](#)
- [International Travel](#)
- [Foreign Corrupt Practices Act](#)
- [Imports/Exports Compliance](#)
- [Supplier Anti-Corruption](#)
- [Human Trafficking](#)
- [Whistleblower](#)
- [Non-Discrimination](#)
- [Equal Employment Opportunity](#)
- [Government Contract Reporting](#)
- [Time Management](#)
- [Business Travel](#)
- [Giving and Receiving Gifts /Meals](#)
- [Procurement Card](#)
- [Segregation of Duties](#)
- [Participation in Political Causes](#)
- [Government Relations](#)
- [Compliance with FAR Disclosure Requirement](#)
- [Annual Letter to Suppliers](#)
- [Help Line Complaint Investigation Report](#)
- [Conflict of Interest-Second Job Disclosure Statement](#)
- [Ethics Org Chart](#)
- [Investigation Checklist](#)
- [Business Representative Agreement](#)
- [Supply Chain Policy](#)
- [Purchase Order and Subcontracts Processing](#)
- [Joint Venture Review](#)
- [Supplier Master Database Management and Controls](#)
- [Subcontractor Agreement Template](#)

No-Retaliation Policy

It's Never Wrong to do What's Right.

It's often said that doing what's right isn't always easy. At its most basic form, ethics is about doing what's right, and we strive to equip employees with the knowledge and tools needed to do what's right.

Our comprehensive Ethics & Compliance Program is built on our values—particularly integrity—and include our Code of Ethics, in-person and online training and 22 Ethics Officers at Company locations across the country.

We hold ourselves and each other accountable for how we conduct business, including reporting unethical behavior. Every concern reported is properly investigated and addressed appropriately. We have a strict zero tolerance policy against retaliation against any employee who reports a concern in good faith.

93%

OF D&Z EMPLOYEES

are aware of how and where to report any sexual harassment or harassment of any kind.

Inquiry and Reporting Mechanisms

Calls to the Ethics Help Line are answered by a trained third party communications specialist who will document caller concerns or questions and get them to the Chief Ethics Officer and the Ethics and Compliance Administrator.

Risk Assessments

On an annual basis, each business unit will conduct a compliance risk assessment that will be presented to the Ethics and Compliance Committee at a quarterly meeting.



Ethics Audits

Our Ethics Officers participate in annual Ethics audits of other operations, and support audits of their own sites by other Ethics Officers. The purpose of these audits is to ensure that the Ethics Program is being implemented in accordance with the Company's guidelines. The Corporate Ethics Program office makes the audit assignments in such a way that no two Ethics Officers audit each other's Program in the same Program Year. Audit procedures and guidelines are published each year before the beginning of Ethics Audits.

**DOWNLOAD OUR CODE OF ETHICS AND
STANDARDS OF BUSINESS CONDUCT**



Defense Industry Initiative on Business Ethics and Conduct

With significant business in the defense sector, Day & Zimmermann is an active member of the Defense Industry Initiative on Business Ethics and Conduct (DII). DII is a nonprofit association of responsible U.S. defense companies committed to conducting business affairs at the highest ethical level and in full compliance with the law. Through regular meetings and conferences, members share information and best practices on the latest issues in ethics and compliance, as well as provide training on how to comply with contracting laws both at home and abroad.

Proud member of

DII

Defense Industry Initiative
ON BUSINESS ETHICS AND CONDUCT

Chair & CEO Hal Yoh: Defense Industry Initiative (DII) Best Practices Forum

Our Chair & CEO Hal Yoh spoke about the value that the DII provides to our organization and reaffirmed his commitment to ensuring a culture of integrity at Day & Zimmermann in his Opening Remarks at the 2018 Defense Industry Initiative (DII) Best Practices Forum.

Transparency International Defense Companies Anti-Corruption Index

Day & Zimmermann has continuously ranked on the DII's Transparency International's Defense Companies Anti-Corruption Index. D&Z is among a select number of companies to receive a ranking based on ethics and anti-corruption programs of 137 defense companies from 47 countries around the world.



Companies are ranked from A – F according to their evaluated commitment to ethics in 10 rigorous areas. D&Z is ranked in the top 27% of all defense companies according to this scale.

Awareness Training

All regular full- and part-time new employees receive an initial orientation to the Code of Ethics and Standards of Business Conduct.

Employees also receive an annual refresher to the Code of Ethics beginning their second year with the Company.

Ethics and Compliance Training

Online ethics and compliance training is mandatory for all exempt and certain non-exempt employees. Selected courses have been organized into two curricula (Government and Commercial), are assigned as follows:

- Senior Executives (SE) - 7 courses per year
- Senior Managers and Executives (SME) - 6 courses per year
- Team Leaders, Supervisors and Managers (TSM) - 4 courses per year
- All other exempt employees (AOE) - 3 courses per year
- All non-exempt employees - 2 courses per year

We electronically monitor completions of the training by all employees. 100% completions of the required courses is mandatory for all employees.

Offline training is for all regular full- and part-time employees who are not enrolled in online training. These are generally non-exempt employees. We select a new course each year. Course will be delivered by one of the following two methods:

- **By Facilitator** to employees who do not have computer and Internet access.
- **By Self-Study Booklet** to employees who do not have computer and Internet access and who cannot be trained in a group setting.

Communication Plan and Awareness Initiatives

Our communication plan to increase awareness of the Ethics and Compliance Program includes the following:

The Program is described in detail on the following websites:

- Accelerate – Our internal employee intranet
- [dayzim.com](https://www.dayzim.com) – Our external website
- We publish Ethics Blogs from Business Unit leaders on a quarterly basis in our employee newsletter.
- We provide Ethics Awareness short videos in our employee newsletter a quarterly basis.
- We have published our Code of Ethics in 6 languages. (English, Arabic, Hindi, French, Spanish and German) and they are all listed on www.dayzim.com
- Our Ethics posters are posted at all of our business locations. The posters include contact info of the appropriate Ethics Officer.
- We have an Ethics and Compliance tab on our employee intranet. This lists the names and contact info of all Company Ethics Officers.

CLOSING

Thank you for reading our inaugural ESG report. We welcome and appreciate any feedback or ideas on how we can improve our efforts. Contact information is provided at the right and we look forward to continuing to update our employees, our customers, our partners and the public on our progress.

This document was prepared in April of 2022 with information available at the time of publication. The information presented is accurate to the best of our knowledge and corrections may be made at a later date. This report is provided for informational purposes only and does not constitute an official document of record.

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Explore Our Company

To get a real time peek into our company, take a look at our social media channels.



Day&Zimmermann

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[LinkedIn](#)

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