

THE VALUE OF INTEGRITY

"DPR is a company built on trust. We trust that everyone makes decisions based on our core values and that we take responsibility for our actions. We trust that everyone is always working in the best interest of the project, the customer and our company."

- Excerpt from the DPR Point of View

DPR exists to build great things. Our strong purpose and guiding principles of integrity, enjoyment, uniqueness and ever forward have served us well over the years. They provide both the freedom and the discipline that have made DPR the successful, well-respected company it is today. They also establish a solid foundation from which to grow, especially in what has become an increasingly complex business environment.

We have worked hard to build a company with a great reputation, and we want to make sure that legacy endures as we continue to expand and advance in our 2030 mission to be a most admired company. The information that follows has been developed as a guide to help us navigate the journey ahead and address some of the issues that may arise during the course of business.

As part of a national organization, each of us has a responsibility to understand all of the rules and regulations that businesses must follow, particularly when working with Government agencies. As a company dedicated to the highest standards of honesty and fairness, we must also continuously evaluate our ethical behaviors and practices to make sure we are honoring our commitments and taking the right actions—maintaining the credibility and trust we have worked so hard to earn.

To some, a document of this nature may feel somewhat counter-cultural. However, it is really quite the opposite. Integrity has always been a cornerstone of the DPR culture. This guide now clearly outlines for all what we stand for as a company and how we like to operate in every aspect of our business—from the way we treat each other, our subcontractors and business partners to the open communication and transparency we bring to all our projects.

Thank you for your dedication to building great things and for bringing our core values to life in your daily thoughts, words and actions. Your ongoing commitment to doing what is right will ensure that DPR continues to serve as a beacon of integrity and maintain our position as a leader in the industry.

Ever forward,



Doug



Peter



Ron

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INTEGRITY

We conduct all business with the highest standards of honesty and fairness; we can be trusted.

INTEGRITY IN ACTION

Working at DPR Construction is about being part of something bigger than you. It is about contributing to the growth and success of a national organization deeply committed to serving customers and driving change in the industry. It is about building great things with integrity, enjoyment, uniqueness and ever forward.

DPR has developed The DPR Code to help guide employees through the many rules and regulations of today's complex business environment. We have worked hard over the years to build great things, including a company with a great reputation. As we move ever forward in our mission to be a most admired company by 2030, we must continue to raise the level of dialogue of ethics and integrity within DPR to protect the reputation and credibility that we have worked so hard to build and further demonstrate our commitment to doing what is right for our employees, customers and the industry.

The DPR Code of Conduct:

- Conduct all business with the highest standards of honesty and fairness
- Follow the letter and spirit of the law and uphold all contractual agreements
- Maintain a culture where doing the right thing is not only professed, but prized and practiced by all employees
- Avoid conflicts of interest and circumstances that may lead to even the appearance of a conflict
- Create a safe workplace and uphold a commitment to environmental responsibility
- Exercise common sense and good judgment

Although much of what is contained in this Code goes without saying, we want to be clear about what DPR stands for and how that translates into what we do or don't do as a company.

HIGHEST STANDARDS OF HONESTY AND FAIRNESS

DPR Compliance Program

The DPR Code is an integral part of DPR's Compliance Program, which has been adopted to assist employees in better understanding DPR's business behavior and complying with the legal, regulatory and ethical obligations of the company and its personnel. The program conveys DPR's commitment to the highest standards of integrity.

The program involves:

- setting ethics and integrity compliance standards,
- communicating those standards through written policies,
- providing a mechanism for employees to report issues of a compliance or legal concern, including the formation of an Ethics and Integrity Compliance Team (EICT),
- monitoring and auditing employee practices, and
- maintaining an organizational structure that supports the furtherance of the program.

DPR will make periodic changes to The Code as laws change and issues evolve as our business grows and expands.

Individual Responsibility

The DPR Code applies to all DPR officers, employees, agents, interns, representatives, consultants and anyone else working for or on behalf of DPR or any of its subsidiaries.

We ask that every employee read, understand and comply with The DPR Code. Those who fail to follow this Code, the Compliance Program, and all laws and regulations put themselves, their colleagues and DPR at risk, and may face disciplinary action up to and including termination.

Employee responsibilities under this Code include:

- Seeking assistance or clarification of The Code prior to taking any questionable action to avoid unethical or illegal business conduct
- Reporting any potentially improper, unethical or illegal behavior

Language proficiency shall not be a barrier for employees. To this effect, DPR will translate this Code into the languages its employees speak and understand. DPR will provide employees with additional translations as it expands into new areas.

Q: Who is in charge of ethics and conduct at DPR? If I have questions, is there someone I can ask?

A: We are all responsible. Additionally, DPR has formed an Ethics and Integrity Compliance Team (EICT) to proactively ensure that we operate at the highest standards of ethics and integrity in all of our dealings. The committee is chaired by DPR's HR leader, Jorinne Jackson, and is comprised of representatives from the Management Committee and Regional Leadership. You are welcome to direct any questions to any EICT member. Also remember that your peers and direct managers are great ethical sounding boards.

DPR managers and leaders are responsible for assuring that The DPR Code is understood and followed by all employees under their supervision. DPR managers and leaders must:

- Create an environment where employees feel comfortable asking questions and raising concerns
- Establish procedures and provide opportunities for employees to attend training.

Enforcing the Code is impossible without the participation and support of all employees at all levels. DPR may be unaware of a serious breach of The Code until an employee brings that matter to the attention of DPR leadership or the Compliance Committee. DPR has a strict non-retaliation policy and any retaliation for a raised concern is grounds for immediate dismissal.

Raising a Concern

If you have questions or concerns regarding possible misconduct or a compliance issue, you should discuss the issue with any of the following:

- Your Manager (PM, PX, etc.)
- Ethics and Integrity Compliance Team (EICT) member
- Member of the Regional Management Team or Management Committee

You can also submit your concern to DPR's Business Ethics toll-free hotline at 855-DPR-CODE (377-2633), or in writing via e-mail to integrity@dpr.com, and remain anonymous. You will also have the option to provide your name and request a return call or message, and you will be contacted within 24 hours. Please note that any concern will be handled with the utmost confidentiality and information will only be shared with individuals who are involved in helping to resolve the issue or concern.

DPR will not tolerate an employee retaliating against another employee who in good faith reports an alleged violation of this Code or participates in the investigation of any complaint. If you believe you or someone else is facing retaliation for reporting suspected misconduct or participating in an investigation, please report the matter to the EICT leader.

Ethics Check

If after reading The DPR Code, you are still in doubt about whether an action was or a potential action is ethical, ask yourself the following questions:

- Will the action violate either the law or a company policy? (The answer should be no.)
- Will the action damage or be unfair to any of the parties involved? (The answer should be no.)
- Will the action make me feel ashamed or uncomfortable looking at myself in the mirror, describing it at a staff meeting, explaining it to my family, or reading about it in a newspaper? (The answer should be no, no, no and no.)

If the answer to any of these questions is "yes" or "maybe," you have likely identified an issue that must be either avoided or reported.

1. FOLLOW THE LETTER AND SPIRIT OF THE LAW

DPR takes very seriously our responsibility to follow both the letter and the spirit of all local, state and federal laws and regulations, and we expect our employees to do the same. Although we realize it's impossible for every employee to know every detail of every law and regulation that applies to DPR's business, we ask that employees understand the laws and regulations that apply specifically to your work, job duties and location (i.e., different locales may have different laws and regulations).

DPR is further committed to honoring contractual obligations. All business shall be conducted in a manner which is consistent with DPR's strong commitment to the highest standards of ethics and integrity. Also, be aware that just because an action or decision is legal does not necessarily mean it's the right one take. We must also look beyond the letter and spirit of all laws and regulations—acting ethically and with the utmost integrity.

When there is a question or an uncertainty regarding the interpretation of any laws or regulations, employees are responsible for seeking guidance from a manager or an EICT member. It is also contrary to DPR policy for any person to request, pressure, or direct a DPR employee to act in violation of law, regulation, contract requirement, company policy or any other obligation. Any such request or direction should be brought to the immediate attention of the EICT leader.

2. DO WHAT IS RIGHT

DPR exists to build great things and trusts that every employee is dedicated to performing his/her job functions at the highest levels of quality. As a best practice, managers should provide opportunities for employees to attend training to increase their understanding of (black, white and gray) ethical behaviors and the DPR Code. Furthermore, DPR employees have a duty to ensure that services and products supplied by consultants, subcontractors, suppliers and other entities doing business with DPR meet our high level of behavioral expectations.

2.1 Raise Industry Standards

As a construction company, DPR must adhere to certain standards that may not be applicable to other businesses, or even some of our competitors who do not always practice ethical behaviors. As a member of the Construction Industry Ethics and Compliance Initiative (CIECI), a nonprofit association dedicated to the promotion of integrity and ethical conduct in the construction industry, DPR has joined other leading contractors to identify, comply and share best ethical and compliance practices within our industry, demonstrating our leadership when it comes to integrity.

Q: *The superintendent of a project told me that the last batch of concrete he ordered didn't technically meet the project's specifications. I am unsure. What should I do if anything?*

A: *Stop the pour. Consult an informed source and proceed with the pour if and when we know that the concrete meets the specifications. It may not be the most convenient thing, but do what is right.*

2.1.A Practice Good Faith and Fair Dealing

In all of our business ventures, DPR shall always act in good faith and deal fairly. That means staying true to our word and meeting obligations. DPR is committed to honoring its contractual obligations. In addition, all employees and parties with whom DPR contracts work must be faithful to contract requirements and the interests of the project.

2.1.B Treat Subcontractors and Suppliers Fairly

DPR employees must treat all subcontractors, vendors and suppliers fairly. Employees should not discriminate against any subcontractor, vendor or supplier because of race, sex, age, national origin, citizenship, ancestry, religion, disability, veteran status and any other protected status by anti-discrimination laws.

Antitrust laws are also in place to preserve competition that is essential to fair trade practices and the U.S. economy. Do not engage in any actions or arrangements with competitors, customers or suppliers that would inhibit or could be interpreted as inhibiting competition.

For example, never agree with competitors to fix prices or other commercial terms or restrict the availability of supplies or services in the market.

In addition, be aware of appearances. DPR employees should only accept gifts or gratuities from current or potential subcontractors or suppliers that are appropriate and do not create the appearance of impropriety or inhibit competition, and we should only offer gifts and entertainment to subcontractors and suppliers on the same basis. *(Please refer to Section 3.2 for more information on gifts.)*

2.2 Be Socially Responsible

As a company working with world-class customers and operating in the global economy, DPR has a duty to be a solution to—rather than contributing to or turning our back on—the problems and challenges in our industry and the world. For example, DPR is committed to minimizing our impact on the environment and waste, conserving natural resources, supporting the use of more sustainable practices and products, respecting rights of individuals, improving workplace conditions and eliminating corruption.

2.2.A Drive Environmental Responsibility

DPR complies with all applicable environmental laws and regulations, including cooperating with all law enforcement and regulatory agencies that are conducting inspections or investigations into possible violations of such laws and regulations. All employees must take steps to ensure that such laws and regulations are followed. In addition, DPR goes beyond simply complying with environmental laws. DPR is committed to sustainability, including green construction practices, identifying ways for reducing emissions and waste, and using resources efficiently.

2.2.B Stand Up to Corruption

DPR is dedicated to playing a part in ending corruption in our industry and strictly prohibits engaging in or tolerating bribery, collusion or any other form of corruption. While it is hard to believe that corruption still exists, this is something that may be encountered in the industry. DPR strives to compete for projects and do business based on the merits of our work, performance standards, and the value we offer as one of the nation's top technical builders.

Q: *One of the subcontractors on a project I'm working on is procuring materials from a supplier that violates EPA standards when it produces its materials.*

A: *The supplier is getting an unfair advantage by breaking the law and is likely harming its own employees and the environment. Alert the supplier that its material will be rejected. Prepare to replace the supplier with one that conforms to EPA regulations in the event the original supplier does not make the necessary changes to conform to regulations.*

Q: *I'm an unpaid board member of a charitable organization that is looking to build a new headquarters building. Is it acceptable for me to help put together DPR's proposal to be the general contractor on that project?*

A: *Yes, as long as you make sure that the appropriate disclosures are made to the other board members of the organization.*

Q: *A plumbing subcontractor sent me a really nice bottle of Cabernet (a \$150 to \$200 value) as a gift. May I accept it?*

A: *Yes (but only if it is a good vintage). In all seriousness, it depends on whether or not you can accept the gift and remain impartial when it comes to awarding work or doing business. Also important is that the subcontractor has no expectation that they will receive favorable consideration as a result of the gift.*

3. AVOID CONFLICTS OF INTEREST

DPR's reputation relies on the integrity and action of our employees, who should always act in the best interests of our customers and company. Avoid any activities or relationships that might compromise or even appear to compromise your ability to make fair and impartial decisions.

3.1. Disclose Personal Activities and Interests

A conflict of interest may occur if an employee's outside activities, personal financial interests, or other personal interests influence or appear to influence his or her ability to make objective decisions in the course of doing his or her job. DPR employees are obligated to remain free of actual or perceived outside influences in the performance of workplace duties and responsibilities.

Some examples of situations in which conflicts of interest may arise:

- When an employee or their relative has a significant financial interest in or obligation to an actual or potential competitor, subcontractors, supplier or customer of DPR.
- When a DPR employee transacts business with another entity, at which a relative of the DPR employee is a principal, officer or representative.
- When a DPR employee responsible for awarding work, change orders, etc., accepts a significant gift or favorable treatment from a subcontractor, vendor or supplier.

These situations should be avoided. Also be aware and mindful that conflicts of interest—either actual or potential—are not always readily apparent.

If you have any question about whether an outside activity or personal interest might constitute a conflict of interest, ask your manager, supervisor, or EICT member before pursuing the activity, or cultivating or retaining the interest.

3.2 Use Judgment when Giving/Receiving Gifts, Entertainment and Other Courtesies

Appropriate business courtesies, such as gifts (including hats, coffee mugs, pens, "DPR stuff" or gift baskets), entertainment (including, for example, meals, wine bar events, sporting events, theater tickets, golf, fishing or hunting outings), customer and subcontractor appreciation events, services, or favors can generate goodwill and improve working relationships. A strong relationship with customers,

architects and engineers, third-party managers, subcontractors, vendors, and others within our business network is highly desirable. When extended appropriately, these business courtesies are an acceptable normal part of business and are encouraged.

However, such business courtesies—collectively referred to as “gifts”—should not be used in any improper way. Gifts offered to commercial customers or other business associates should be appropriate, nominal, legal, and offered in a way that does not create the appearance of impropriety or inhibit appropriate competition.

In determining whether a gift is appropriate, remember:

- Never give or accept a gift to persuade an individual to take a particular action in favor of DPR. We want to be treated fairly. We want any decisions made in favor of DPR to be made on the basis of merit and the strength of our position or proposal.
- Never accept a gift if it could appear that your judgment might not be objective as a result of that gift. DPR strives to treat all subcontractors and vendors fairly, and wants decisions made in favor of a particular subcontractor, vendor, or consultant to be made on the basis of merit and the strength of their position or proposal. Our customers and projects are best served by engaging the best value subcontractor—bringing the highest qualification for a project, at the best price.

Be especially cautious when extending courtesies to any current or potential government customers or representatives. There are additional restrictions on DPR’s ability to offer or accept gifts and courtesies in connection with potential local, state and federal government customers or U.S. and foreign representatives. (See section 6.2.B for guidelines on gifts to government entities)

Some of our commercial customers also have rules limiting what their employees may accept, and we should be aware of and not violate them.

Employees should obtain advice from their manager, local leadership, or an EICT member when unsure about the appropriateness of giving or receiving a gift and/or if the gift is more than what is generally considered “nominal.”

Q: *I know that Sub A would be best for the project, but Sub B has the lowest price. Who should I award to?*

A: *If Sub A is the best qualified for the project, then you should recommend to the customer that we award to Sub A, and be prepared to justify our selection. Price is not by itself the best determinant of the right subcontractor for a job. Qualifications, experience, availability of the right team and other factors, when combined with price, all contribute to the best value for the project.*

Q: *Okay, so what if the customer asks us to reduce our overall price for budgetary reasons, by an amount that will require adjustments to some subs’ numbers?*

A: *This does happen, and sometimes we and the subs all have to review our estimates and make adjustments if appropriate to help the customer with their budgetary issue. If you have determined a sub to be technically qualified, you can negotiate. You can ask for the Sub’s best offer or even ask if they will do the job for a certain number, or provide a discount. The decision to reduce their bid price is theirs and this negotiation should be conducted with only that Sub; not still in competition with other bidders.*

Q: *If I worked 30 hours on a project during a week and 20 hours on a proposal for another customer, how do I code my time?*

A: *You should code 30 hours to the project and 20 hours to the proposal. The important thing is that you code time in accordance with our contract terms and the time you actually worked.*

Q: *What if I worked 40 hours on one project and another 10 hours on another project for either the same or a different customer?*

A: *Good question. You can code 40 hours to your main job/project, and 10 hours to the other job/project, because that is what you worked. Again, you should charge the time where you worked it, but only if it is consistent with the contract terms on both of the projects.*

4. PROTECT DPR'S REPUTATION AND ASSETS

DPR has earned a reputation for unyielding integrity. It's vital to the stability of DPR to maintain that hard-earned reputation. DPR assets—including time, data, materials, facilities, equipment, proprietary information and services—should be used for authorized business purposes unless a specific exception has been approved. Under no circumstances should DPR resources be used in a manner that harasses or intimidates anyone, or for any other illicit or illegal purposes.

4.1 Accurate Time-Keeping and Records

The accuracy of DPR's billing systems depends on the accuracy of time-keeping and other records. Improperly shifting costs from one contract or project to another, or improperly charging labor or materials and falsifying time-keeping or other records is strictly prohibited and may be illegal.

4.2 Respect the Use of DPR Property

DPR facilities and company-owned equipment, including vehicles, telephones, fax machines, copiers and computers, should be used for business purposes. While limited personal use of DPR equipment and communications systems is permitted, DPR employees should assume such communications are not private. For instance, DPR may be required by a subpoena or warrant to access, disclose or monitor the contents of computer files, e-mail and voicemail.

The unauthorized removal of DPR property may be considered theft.

Employees may not use DPR communication channels or access the Internet at work to post, store, transmit, download or distribute any threatening materials, knowingly, recklessly, or maliciously transmit false materials, obscene materials, or anything constituting or encouraging the violation of any laws.

4.3 Be Truthful in Marketing and Advertising

In preparing, using or discussing DPR marketing and advertising materials, we must ensure that

- no false, misleading or unsubstantiated statements are used;
- all DPR proprietary data is properly marked; and
- when the trademarks of another company are used, they are used correctly and their owners are given proper attribution.

4.4 Be Selective of Consultants and Subcontractors

DPR can be held accountable for the acts of its agents, and therefore could have exposure to penalties and sanctions for any illegal acts committed by consultants, subcontractors, suppliers and other entities doing business with DPR.

DPR employees should inform consultants, subcontractors, suppliers and other entities doing business with DPR of all applicable laws, regulations and DPR policies to which their conduct should adhere. This is usually accomplished by flowing down our Prime Contract to subcontractors, consultants and suppliers. DPR employees must also ensure that the services and products supplied by these entities meet the high ethical and quality standards on which DPR has built its reputation.

DPR's reputation also depends on doing business only with subcontractors and suppliers that deal with their workers and treat the environment responsibly.

Q:

A customer employee accidentally copied me on an e-mail that included cost detail and owner analysis and comments on four proposing contractors for a project DPR is not pursuing. What should I do?

A:

Call the customer and tell them what happened. Advise that you will delete it from your e-mail and not share it with anyone else. This has happened before, and it is a great opportunity to show our Integrity in action - and probably improve the relationship and trust with that customer.

5. SAFEGUARD INFORMATION

While DPR believes sharing information, knowledge and experiences improves our ability to find the best solutions or make the right choices, some of DPR's business information—as well as that of the companies and individuals with which DPR does business or has a relationship—must be protected. If such sensitive information were to leak out to competitors or the media, DPR's competitive advantage may be impaired or eliminated, and our contracts and relationships may be jeopardized.

5.1 Be Mindful of Proprietary Information

The information, knowledge and know-how that gives DPR a competitive advantage is considered intellectual property and is an asset as valuable as money, property, time or skill. As a result, DPR's intellectual property can only be used for authorized business purposes.

Employees must protect DPR's proprietary or private information, which may include technical designs, strategy, software, employee records or information learned in a partnership or teaming arrangement. Be especially cautious when providing such information to an outside entity and take proper steps to ensure that the receiving party will protect both DPR's proprietary information. Quotations and bids received from prospective subcontractors, vendors and suppliers are considered confidential and proprietary and only for internal use, except when disclosure is mandated by law.

DPR's intellectual property, including data and information systems, customer lists, and other trade secrets, will remain with DPR when an employee leaves the company. Use of DPR's intellectual property by a former employee may be a violation of law.

5.2 Respect Confidentiality Agreements

Some customers require DPR to sign confidentiality or non-disclosure agreements, either within our contracts or separately. DPR employees must comply with the requirements of these confidentiality or nondisclosure agreements by not intentionally revealing protected information. In addition, it is important to communicate these requirements to the entire project team, including subcontractors and vendors to ensure the agreements are upheld.

5.3 Maintain Accurate Documents and Records

DPR maintains and retains documents and records according to all legal, contractual and company policy requirements. Do not improperly destroy, improperly alter, make false entries on, or recklessly fail to make correct entries on any DPR documents or records. Also, it is the responsibility of employees to ensure that this policy is understood and implemented consistently throughout the company.

Information provided to outside parties also must be accurate and truthful. When DPR is asked to provide information to a government or other regulatory authority, inaccuracies or falsehoods could result in severe legal and financial consequences for DPR; therefore, extra care must be given to any statements, certifications, representations and submissions made to a government, government employee, government representative or regulatory authority. Employees are responsible for knowing DPR's records retention and maintenance policies, which are covered on the DPR Toolbox.

Q: *I went to dinner with a vendor that does business with DPR under a Government contract, to discuss doing business beyond the Government project. The dinner tab came to nearly \$200, due in large part to what the vendor ordered and consumed. Am I in violation of Government regulations if I pick up the bill?*

A: *You are not in violation of Government regulations, as the vendor is not a Government employee and the fact that we work together on a Government contract does not preclude us from relationship-building expenditures. If the relationship is of value to DPR and your manager or regional leader would support picking up the tab, then do so.*

Q: *The code of conduct of a federal agency with which DPR has a contract states that a gift to an agency employee should not exceed \$20 per person per occasion or \$50 annually. Would it be okay to invite the employee to a lunch meeting and pick up the tab if the employee's portion of the bill with tax and tip doesn't exceed \$20?*

A: *You should always allow the Government employee the opportunity to pay for his/her meal. Regulations govern their ability to accept meals, and it is their responsibility to be compliant. However, if the amount is within Government regulations, it would be permissible to pick up the lunch if the employee allowed it.*

6. DOING BUSINESS WITH THE UNITED STATES GOVERNMENT – SPECIAL GUIDELINES

The United States Government imposes a strict set of rules and regulations on companies with whom it does business under both a direct contract and a subcontract or as a result of a third-party relationship. These rules and regulations can differ substantially from those that DPR operates under when it does business with commercial customers or foreign governments, and therefore requires extra diligence in ensuring compliance.

6.1 Recognizing When These Special Guidelines Apply

DPR may contract directly with the U.S. Government or as a subcontractor to a prime contractor who is performing a contract for the U.S. Government. As such, even if DPR does not hold a contract directly with the Government, many of the special rules may nonetheless apply to DPR because the U.S. Government ultimately pays for DPR's services. In addition, there are rules that apply to DPR's relationships with third parties, such as Joint Venture and teaming partners, vendors, and suppliers, who are working to meet the U.S. Government's needs and requirements.

6.2 Adhere to Special U.S. Government Guidelines

DPR employees who serve government clients must know and understand these federal rules and regulations and diligently comply with them. Employees of the Federal Government are subject to rigorous ethical standards. DPR employees must respect those standards and avoid putting federal employees in compromising positions.

6.2.A Accepting Gifts and Gratuities

Two basic rules govern gifts and favors *offered* to DPR personnel by vendors, suppliers, and subcontractors who do business with DPR under U.S. Government contracts:

- Never solicit anything of value
- Never accept cash or cash equivalents

An occasional meal or gifts of nominal value, such as a note pad with a company's logo printed on it offered during the course of a business meeting, is permitted.

6.2.B Offering Gifts and Gratuities

DPR employees who serve U.S. Government clients are responsible for ascertaining the rules of the specific Government agency with which they are working.

Some federal agencies allow their employees to receive gifts or other business courtesies of nominal value—not to exceed \$20 per person per occasion or \$50 per person annually—such as pens and caps with company logos, plaques and certificates of recognition, and coffee or other non-alcoholic beverages provided during a business meeting. However, other federal agencies prohibit their employees from accepting all gifts and business courtesies.

With respect to prime contractors or higher tier subcontractors, it is DPR policy to only offer items of nominal value or an occasional working meal, whose value does not exceed \$50 per person per occasion other than government employees.

Employees who have questions regarding the propriety of a gift should consult a supervisor, manager or the EICT Leader, *prior* to offering a gift to any federal employee or contractor or subcontractor working with the Federal Government.

6.2.C Hiring Current or Former Federal Employees

To avoid an actual or perceived conflict of interest, the Federal Government restricts the timing of employment discussions between current and former federal personnel and private-sector employers, such as DPR, and restricts the activities that former personnel can perform in the private sector. Because of the risks associated with these discussions, DPR's EICT Leader and Human Resources Manager must approve any employment negotiations with all current and former U.S. Government employees before they begin.

DPR personnel should never promise employment to a Government employee to gain a competitive advantage or obtain something of value from the U.S. Government. Moreover, never discuss employment with Government employees who are involved in any matter relating to DPR.

Q:

I previously worked for a federal agency that's currently a DPR customer. Before coming to work for DPR, I was involved with making decisions regarding one of DPR's bids on a project for that agency.

Can I meet with employees of my former agency to discuss DPR's bid on another agency project? Can I work on a project bid DPR is planning to submit to my former agency?

A:

Yes you can, provided that you waited the prescribed time between Government employment and coming to work for DPR.

6.2.D Procurement Integrity

The competitive process for procuring business from the U.S. Government is more restrictive than the process for procuring business from commercial customers, primarily due to concerns over one competitor having an unfair advantage over another.

During a U.S. Government competitive procurement process, certain types of information may not be requested or obtained by DPR from anyone unless the information is obtained through public resources that are available to everyone. In addition, certain other information about DPR's competitors, including pricing data, proprietary information, and trade secrets, is off limits irrespective of any legends or other markings. An example of a violation would be persuading a Government official to send us the details of how a competitor has responded to a Government solicitation, including the rates that the competitor has proposed to the Government.

6.2.E Purchasing and Subcontracting

Because the value of subcontracts and purchase orders awarded by the U.S. Government can be substantial, the Government exercises expansive control over a contractor's subcontracting process, including the type of subcontract used, how subcontracts are awarded, and the terms and conditions that are included in vendor and subcontract agreements. DPR will fully comply with all such requirements.

6.2.F U.S. Government Property

DPR is required to establish and maintain a system in accordance with federal requirements to control, protect, preserve, track and maintain all U.S. Government property. Damage to or misappropriation of U.S. Government property can result in a breach of contract charge, civil penalties or criminal charges.

6.2.G Contract Certifications and Representations

The U.S. Government requires prospective contractors to certify that they meet the qualifications of the Government contract. During performance of the work, contractors are required to produce and maintain, including conformance reports, time and material records, and other documents and records that support invoices for payment and negotia-

tions of change orders. DPR employees are responsible for ensuring that all documents and records are truthful, accurate and complete.

6.3 Meet Performance Obligations

Contractors must be in strict compliance with all the terms of a Government contract, such as strictly adhering to specifications, delivery schedules, milestones and other performance commitments. Any and all arrangements that deviate from the letter of the contract must be approved in writing by the Government Contracting Officer.

Exercise the utmost care when submitting an invoice to the Federal Government. When a DPR employee requests payment from the Federal Government, he or she is attesting that DPR has met *all* of its contractual obligations.

6.4 Penalties and Sanctions

The U.S. Government has a long list of legal sanctions and penalties available for violations of the requirements imposed by law, regulation, and contract. The consequences of running afoul of the Government contracting rules range from criminal fines and imprisonment to civil fines, exclusion from the procurement process, contract cancellation or termination, and suspension or debarment of DPR from receiving future contracting opportunities awarded by the U.S. Government. These penalties and sanctions apply with equal force to DPR as an entity and to those employees and agents involved in the improper activity.

6.5 Excluded Parties List – Prohibiting Business with Certain Individuals and Entities

The U.S. Government maintains an Excluded Parties List System that lists companies and individuals that are either suspended or debarred from doing business with the U.S. Government. DPR shall not knowingly employ, engage or accept the services of any individual or entity whose name is on the Excluded Parties List System.

DPR CONSTRUCTION

www.dpr.com