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At Day & Zimmermann (D&Z), our people are our greatest asset. Our vision for diversity and inclusion is to be a company that embraces diversity, is inclusive, and thrives on the learning and innovation that come from these principles. Diversity and inclusion remains a core value that helps ensure our people feel respected and invited to contribute to the success of our company, clients, suppliers and communities.

Thriving in a “Speak-Up Culture”

Culture is unique to every organization and includes our interactions with each other, how we listen and share feedback, and how we ensure everyone is able to fully contribute. We all aspire to work for leaders who truly value our input within the kind of speak-up workplace where we feel welcomed and included. Having the confidence to know that everyone is free to express his or her own views and that ideas will be heard and recognized can bring out the best in anyone. Everyone benefits from an inclusive workplace culture.

We are an organization that is working hard to facilitate a diverse, open and accepting work environment — every day, we strive to strengthen this within our culture so that our people can feel respected and

valued. Keeping our employees highly engaged and encouraging them to be collaborative requires a common framework within which to work and communicate. The book *Opening Doors to Teamwork & Collaboration*, written by D&Z Board of Advisors member Frederick A. Miller and his consulting partner Judith H. Katz, provides such a framework for how we need to work together. D&Z uses what is known internally as *Opening Doors* because it provides simple tools and a common language that “opens doors and opportunity” to communicate freely, without judgment at any level. It helps us to guide meaningful interactions amongst one another, and we have worked hard to infuse the principles and techniques of the book throughout our offices, plants and operations. By being better communicators and listeners, we are able to connect in more meaningful ways — leading to more effective teamwork and a more inclusive environment.

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Diverse Talent: A Mindset and a Must-Have

As an organization, we are focusing on many different dimensions of diversity and inclusion and have established governance, goals and key performance metrics to help D&Z measure the impact of a diverse workforce as a must-have for our success. Our Executive Diversity & Inclusion Board, which I chair, is a governing body at D&Z that establishes the company's strategies for diversity and inclusion. Since we believe that engaged employees are a key element to our customers' success and our strategic growth, we measure feedback on our diversity and inclusion goals and our employees' level of trust in leaders via our Employee Engagement Survey. Engagement metrics tell us the extent to which employees are motivated to contribute to organizational success and apply additional discretionary effort. But also, as a Deloitte study found, when diversity practices and trust co-exist in an organization, employee engagement increases — yet another reason to continually build on our culture and mindset of diversity and inclusion.

D&Z strives to attract, recruit and retain diverse talent from across many different backgrounds, experiences and locations. As part of our hiring process, we take a diverse slate approach, which sets the expectation and mindset that hiring managers will consider candidates from underrepresented backgrounds when interviewing for an open position. Within our annual performance reviews, employees are appraised on their

ability to bring our core value of diversity to action. They are also appraised on competencies and leadership behaviors. Particularly relevant to diversity and inclusion is the core competency of “valuing differences,” which we need people to be able to do to ignite synergistic, innovative thinking within our culture.

A Unique, Competitive Advantage with a Multiplier Effect on Innovation

When we are sharing our voices and ideas, and working within a diverse group of people, we drive innovation, create better solutions and improve productivity for our clients. Making diversity and inclusion a foundation of our strategy provides us with a multiplier effect that fosters innovation; it creates unique solutions proposed in respectful environments in which people can synergize on new ideas — those that no individual alone could have created. Our diverse workforce helps our customers, suppliers and business partners achieve their business goals in a way that reflects the many cultures and backgrounds they support and helps us to successfully deliver on our promises as well. There is tremendous power and betterment that results from this kind of diversity.

Creating a more diverse and inclusive workplace is and will remain a key driver for D&Z as our vision is to accelerate the next generation of innovation. Diversity and inclusion is a part of our collective DNA but still requires continuous hard work and relentless commitment. When it's truly authentic, a focus on diversity and inclusion fosters mutual respect and a synergistic work environment. It's nothing less than a blueprint for success.

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