

2024

# SUSTAINABILITY

## REPORT

950

1960

1970

1980

1990

2000

2010

2020



ENVIRONMENTAL  
STEWARDSHIP

SOCIAL  
RESPONSIBILITY

CORPORATE  
GOVERNANCE

DANOS.COM

\$2.51

\$2.77

\$2.84

\$2.91

\$2.98

\$3.05

A privately owned energy services company, Danos' purpose, vision, and values are the framework for our ESG efforts and the key to our successful operations since 1947.

We are guided at every step by our purpose:  
**“Honor God. Develop great people to solve big challenges for our customers and communities.”**  
From our corporate offices to every platform and well pad where we work, the Danos team is committed to servicing our customers safely and with integrity.



# INTRODUCTION

The following ESG report is a comprehensive view of Danos' environmental stewardship, social responsibility, and corporate governance (ESG) related activities through 2023. We have taken a proactive approach to address shared challenges and are proud to be in step with our customers who are leading the way on ESG action. Danos is a founding member of NOIA's ESG network, where together, we aim to advance ESG initiatives.

At Danos, we define **environmental stewardship** as efforts to sustain and preserve the natural environment and actions to reduce or mitigate impacts to the environment. This includes a shift to renewable energy sources, increased efficiencies to minimize environmental impact, and other steps deliberately taken to protect and preserve natural resources.

**Social responsibility** describes the many ways in which our core values guide us in our treatment of employees, customers, communities, and supply chain relationships. From our charitable work to our diversity and inclusion initiatives, we live our value of respect and the promotion of human dignity.

We believe effective **corporate governance** is essential to our success. Therefore, we intentionally structured our board of directors and leadership team to provide us with accountable, transparent, and purpose-focused decision making and vision-setting. Underpinned by our internal policies and standards, we seek to meet or exceed customer and government reporting requirements and safety standards.

Danos' commitment to ESG principles is not only consistent with our values-based approach to doing business but is fundamental to our success. We are committed to continued **innovation, investment, and partnership** to advance sustainability for the benefit of our company, industry, communities, and society.

ENVIRONMENTAL  
STEWARDSHIP

SOCIAL  
RESPONSIBILITY

CORPORATE  
GOVERNANCE

INNOVATION  
INVESTMENT  
PARTNERSHIP

# ENVIRONMENTAL STEWARDSHIP





Danos' commitment to **preserving and protecting the environment** is a natural extension of the company's purpose: "to solve big challenges for its customers and communities." Danos sees an excellent opportunity to leverage its expertise and competencies to help its customers meet today's energy demands without compromising the environment for tomorrow. Danos has identified three key pillars of focus regarding the environment, in which it will act both independently and in partnership with customers:

- **Protect, preserve, and restore the natural environment.**
- **Reduce the environmental impact of Danos' operations.**
- **Support renewable energy business opportunities.**



## ARTICLES OF INTEREST

- [Danos Establishes Resilience Center of Excellence Featuring 3D Innovative Technology](#)
- [Danos Teams Up with CCA to Build 3D-Printed 'Cajun Coral'](#)
- [Construction completes coastal restoration project](#)

# ENVIRONMENTAL STEWARDSHIP

## ENVIRONMENTAL PROTECTION

Danos is leading the way in wetlands and coastal **environmental restoration and protection** through several key initiatives:

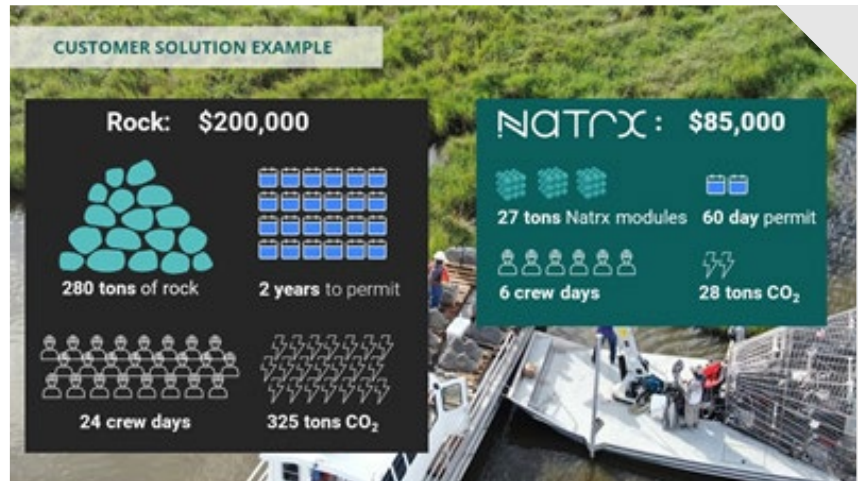
In 2023, Danos expanded its portfolio to offer coastal restoration services to customers throughout the Gulf South. In addition to providing the materials and workforce to restore or replace barriers in marine environments, the company is producing and installing artificial reefs tailored to the local habitat. Most recently, Danos partnered with the Coastal Conservation Association to develop 128, 3D-printed concrete modules installed at South Marsh Island 235.

A significant driver of Danos' investment in coastal restoration services is its partnership with Natrx, a technology firm developing bioengineering solutions for wetland conservation. Through Natrx's 3D printing technology, Danos impacts coastal resiliency and restoration by designing, manufacturing, and installing innovative **nature-based infrastructure** solutions that lower carbon output. The revolutionary process cuts material usage by up to 70-percent, generates up to 300-percent higher protective biomass, and increases habitat by 650-percent per linear foot of infrastructure versus rock or solid concrete structure.

Danos is fabricating two Natrx innovations: the patented Oysterbreak pre-cast concrete modules and the 3D-printed ExoForm™ (nicknamed "Cajun Coral") tailored concrete units. Both products represent significant improvements over existing options — such as riprap or bulkheading — saving time and money while offering greater protection and supporting the growth of landmass and marine habitats.

Danos can mass-produce and store Oysterbreak and Cajun Coral at its Amelia, Louisiana, fabrication facility. In addition, the company will deploy a second 3D printer serving as a mobile unit to locations worldwide.

Oysterbreak and Cajun Coral are designed and storm-tested to deliver maximum protection of coastal areas while also growing native oyster, coral and fish populations.



Danos' first joint project with Natrx involved the placement of "Cajun Coral" to establish a new reef in Catfish Lake, part of the Golden Meadow marshland area. The installation has provided more substantial protection from storms and has become home to a growing population of oysters and other sea life.

Danos' work with coastal restoration provides solutions that combat erosion while providing ongoing resilience through the growth of oysters and marshes. The structures are optimized to allow a controlled flow of water to pass, providing a healthy, new habitat for oysters. As water flows through the barriers, oysters are nourished, and sediments are deposited that encourage new marsh growth, support marine life and provide protection that grows stronger and more resilient over time.

For example, Danos installed Cajun Coral in one project to reverse bayou erosion and promote wetland creation. The project resulted in new oyster habitats after just one season. Additionally, the potential for new growth is 30,000 oysters and 9.6 acres of net new wetlands. (Read more from Natrx [here](#).)


Danos actively participates in various wetland conservation groups, including **Partnership for our Working Coast (POWC)**, **Coalition to Restore Coastal Louisiana**, **Coastal Conservation Association** and **Restore or Retreat**. As a member of POWC, an alliance of industry and environmental entities led by the Water Institute of the Gulf, Danos supports efforts to protect vital infrastructure in Port Fourchon. With planned improvements to the Port expected to produce millions of cubic yards of dredged materials, POWC is dedicated to identifying the most beneficial ways to use this material to contribute to



## ARTICLES OF INTEREST

### Danos employs technology solutions to increase customers' efficiency:

- [Collaboration and Simplification](#)
- [Scaffolding Software Increases Efficiency](#)
- [Data Drives Safety and Improvement](#)
- [Powering Shell Supply Chain Readiness](#)
- [Coatings Solve Challenges with Technology](#)
- [Technology Focus: Total Station](#)
- [Danos Strengthens Fleet Management](#)



Louisiana's coastal sustainability efforts, protect coastal communities, and support America's Working Coast.

## INDUSTRY ENVIRONMENTAL IMPACT

Reducing environmental impact is a top priority for Danos and its customers, several of whom have set goals to become carbon neutral within 20 to 30 years. Danos is committed to sustaining and preserving our natural environment and is leveraging proprietary technology solutions to meet the challenge. By utilizing technology-based solutions such as iCAN, computer-based training (CBT), and virtual reality (VR), Danos expects to reduce its carbon footprint by more than 200 metric tons over the next 10 years.



iCAN Technologies LLC is Danos' exclusive provider for competency assessments. The computer-based assessments use 3D-modeling technology, VR and augmented reality to

deliver hands-on learning in an immersive real-world atmosphere. The CBTs improve training outcomes while substantially decreasing or eliminating travel time, fuel usage and emissions, resulting in a notable carbon footprint reduction. For example, by eliminating just 10 offshore flights, **the carbon footprint can be reduced by more than 22,000 metric tons**. Utilizing CBT courses instead of in-person courses can lower the carbon footprint by **243 metric tons** annually.



Danos is helping customers achieve greater efficiency in their materials management operations through its i2ms intelligent integrated materials solution. By providing accurate, visible, and up-to-date

information, this technology solution enables businesses to manage stock levels better, optimize resources and avoid unnecessary costs and waste. These more sustainable practices allow customers to reduce warehouse space, monitor machine utilization, and handle repairs, preservation, fleet, and quality management while enabling just-in-time inventory with the zero-inventory mindset. These efforts add up to a smaller footprint, decreased carbon emissions, money savings and increased utilization.





## DANOS' ENVIRONMENTAL IMPACT

In addition to its drive for greater efficiency through **innovative technology solutions**, Danos has taken action to reduce its environmental impact. Actions include:

- Reducing vehicle commuting and fuel consumption for employees
- Incorporating responsible, low-impact supplies and materials at its facilities
- Using recycled products whenever possible

The construction of **Danos' headquarters** in Gray, Louisiana, in 2015 was the result of careful planning and consideration. The design met many LEED (Leadership in Energy and Environmental Design) standards, including LED lighting, low-flow restrooms, lighting sensors, and high SEER-rated mechanical systems. Natural elements were incorporated throughout the facility, from natural light to reclaimed wood and other materials responsibly sourced 30-miles from the site. Low volatile organic compound paints were used during construction, including careful waste and recycling management.

## ARTICLES OF INTEREST

- [Danos Completes Solar Installation Project](#)
- [Danos Works With Tulane Energy Institute Graduates](#)
- [Danos and Energy Transition](#)
- [Promoting Sustainability and Giving Back](#)



## RENEWABLES

The **Renewables** share of the market is rapidly increasing, and many Danos customers are actively exploring these green technologies. The energy addition is presenting many opportunities for the industry, and Danos is embracing its role in reaching carbon neutrality.

The owners of Danos are preparing for the future by diversifying their energy portfolio through strategic acquisitions, establishing Danos Ventures (DV) to lead this effort. DV is dedicated to building an energy-sector portfolio that increases its ability to service customers and provide career development opportunities for employees. DV pursues opportunities in the energy sector –spanning traditional oil and gas energy transition, including renewables, carbon sequestration, clean hydrogen and emissions reduction.

Since 2021, Danos has proudly **supported renewable energy through solar projects across the country**, including California, Arizona, Utah, New Mexico, Texas and Louisiana. In addition to routine maintenance and inspection, our teams provide energy services for solar energy projects through power quality monitoring, electrical conductor testing, building automation management systems and more.





# BOYS & GIRLS CLUBS OF ACADIANA JACKIE UNIT



1947  
Date: 1/11/24

**danos** FOUNDATION

PAY TO THE ORDER OF Boys + Girls Club of Acadiana \$ 10,000<sup>00</sup>

ten thousand dollars <sup>00/100</sup> DOLLARS

MEMO: Danos Gives Danos Foundation

# SOCIAL RESPONSIBILITY



# SOCIAL RESPONSIBILITY

## GIVING BACK

**With the steady leadership of three generations and the company-wide value of service, Danos is charting its unique path of social responsibility.**

**From its charitable work to its safety culture, Danos strives to be a place where all employees feel respected, welcomed, and appreciated.**

The **Danos Foundation** is a manifestation of the company's purpose: "Honor God. Develop great people to **solve big challenges for our customers** and **communities.**" The Foundation's focus area, the care of others, is based on Matthew 25:35-36, 40.

*<sup>35</sup> For I was hungry, and you gave me something to eat, I was thirsty and you gave me something to drink, I was a stranger and you invited me in, <sup>36</sup> I needed clothes and you clothed me, I was sick and you looked after me, I was in prison and you came to visit me. <sup>40</sup> "The King will reply, 'Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me.'*

The Foundations **guiding principles** are:

We care for and serve others because we believe that all people are created in the image of God.

We invest in organizations that build strong families and create sustainable solutions for the vulnerable, hurting, and disadvantaged.

We develop long-term partnerships with organizations run with excellence.

We invest in organizations our employees are passionate about and impact communities where we live and work.



Funded primarily through employee donations and Danos corporate contributions, the Foundation has given over **\$1.6 million** to help over **280 nonprofit organizations** since its launch in 2017. In addition, Danos employees have logged nearly **12,000 hours** of service to deserving groups. Through Danos CARES, more than **560 employees** have received assistance in times of need such as natural disasters, home fires or family illnesses.

Foundation activities are managed by an employee-led committee with guidance from its board of directors – Chairman Mark Danos and members Hank, Eric and Paul Danos. The Foundation leverages four programs to support the communities where Danos employees live and work.



danos  
gives

The **GIVES** grant program awards funding to approved non-profit organizations that help solve community challenges.



danos  
works

The **WORKS** program donates money to approved non-profit organizations where Danos employees volunteer their time.



danos  
cares

The **CARES** program is an employee-driven, internal initiative through which funds are distributed to employees with needs arising from unexpected events.



danos  
roots

The **ROOTS** program gives employees access to resources that support strengthening the family unit.



# FOCUS ON PEOPLE

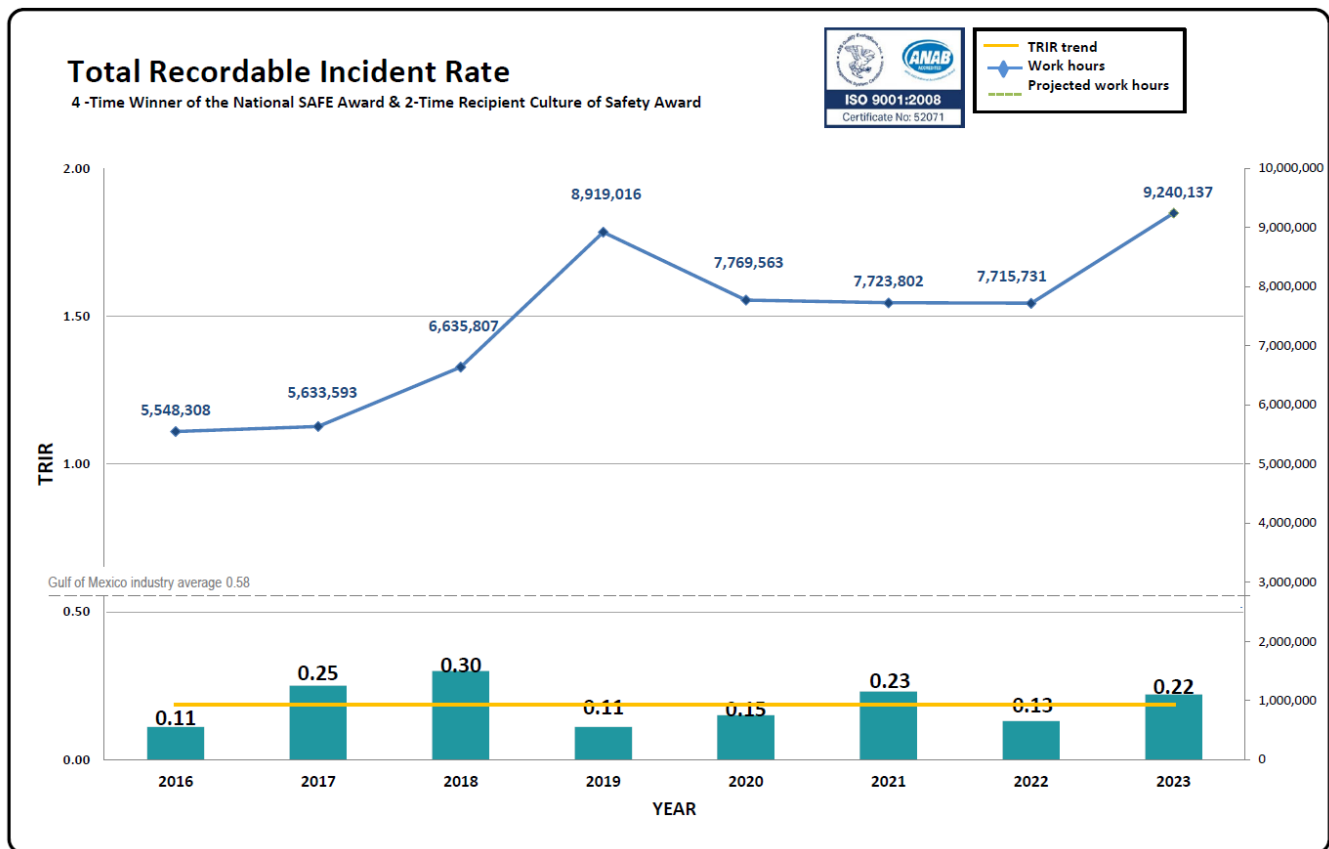
Danos' focus on people is rooted in its **value of safety**. Nothing is more paramount than bringing every employee home safely every day. Danos has created a culture where everyone operates with safety as a value mindset by establishing robust and ongoing training procedures and reinforcing vital safety messages with all employees. Systematic analysis of past experiences and tracking leading and lagging indicators are the cornerstones of Danos' behavior-based safety program. The results speak for themselves:

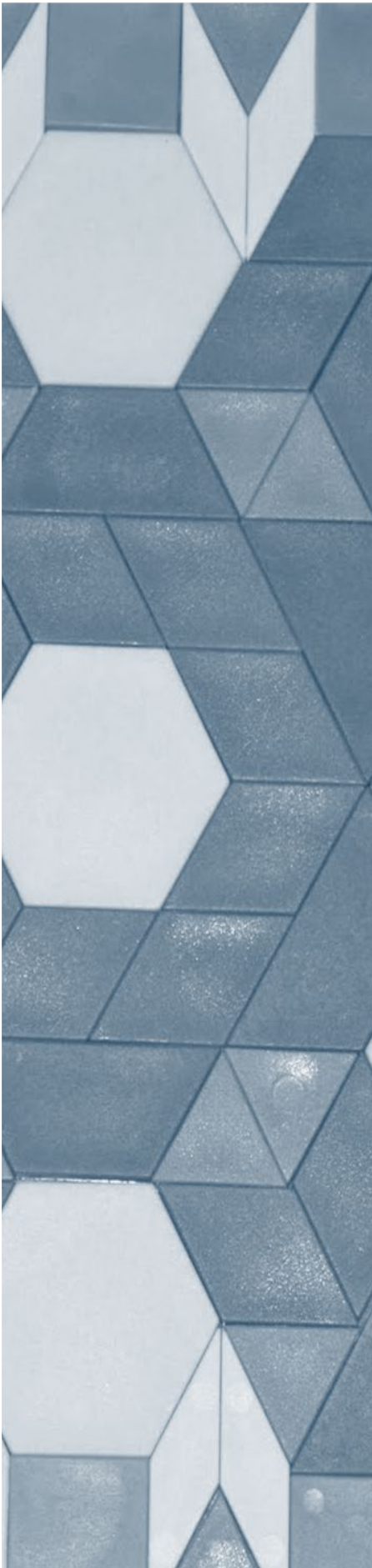
- Industry-leading TRIR
- Four-time winner of the US Department of Interior's SAFE Award
- Two-time winner of NOIA's Culture of Safety Award
- Multiple finalist for the Center for Offshore Safety Leadership Award



## ARTICLES OF INTEREST

- Scaffolding Works 1 Million Hours IFO
- PMF Celebrates 9 Years IFO
- 22 Years IFO
- Harvey Terminal Celebrates 20 Years IFO





## DIVERSITY AND INCLUSION

The industry is responding to the changing needs of an increasingly complex world in many ways. In addition to focusing on the environment and innovation, industry leaders have prioritized diversity and inclusion.

### WHY IT MATTERS

The company's purpose drives Danos to empower the greatness and value inherent within each team. This happens best when employees reflect the diverse communities in which everyone in the company lives and works, and the workplace fosters a culture of diverse perspectives and opinions. Danos' goal is to create a space where all employees feel a sense of belonging.

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**The company strives to ensure that all employees and constituents experience the company's value of respect where people are treated in a way that preserves and builds their dignity.**

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### DIVERSITY IN RECRUITMENT

Danos aims to connect with a broader range of potential employees to **communicate the opportunities** for a career in the industry. Addressing any misconceptions, demonstrating the company's commitment to inclusivity, and valuing different perspectives can make a difference in attracting new people to join the industry.

Danos invests in the next generation of workers through **partnerships with several technical and community colleges** that offer degrees in process technology, production technology, instrumentation, and electrical. In addition, Danos is working with customers to review course curricula at select schools to ensure students are receiving the relevant preparation to meet industry needs. This arrangement also helps to increase awareness of the career opportunities available in the industry. It further strengthens partnerships with schools as coursework is being planned with a focus on future needs, such as energy transition and multi-skilled workers.

In addition to expanding the talent pipeline to include more women, people of color, or others in underrepresented groups, Danos is **recruiting veterans through a partnership with NextOp**, an organization focused on helping veterans transition from military service to civilian careers. By reviewing job descriptions with NextOp, Danos is working to identify essential, transferrable skills that would enable veterans to find new careers in the industry.

## CULTURE OF INCLUSIVITY

Danos' commitment to diversity includes all employees regardless of race, nationality, sex, age, disability status, or other minority categories. Individual differences are inherently valuable, providing the company with a richer and broader base of knowledge, experience, and talent.

## EMPLOYEE EXPERIENCE

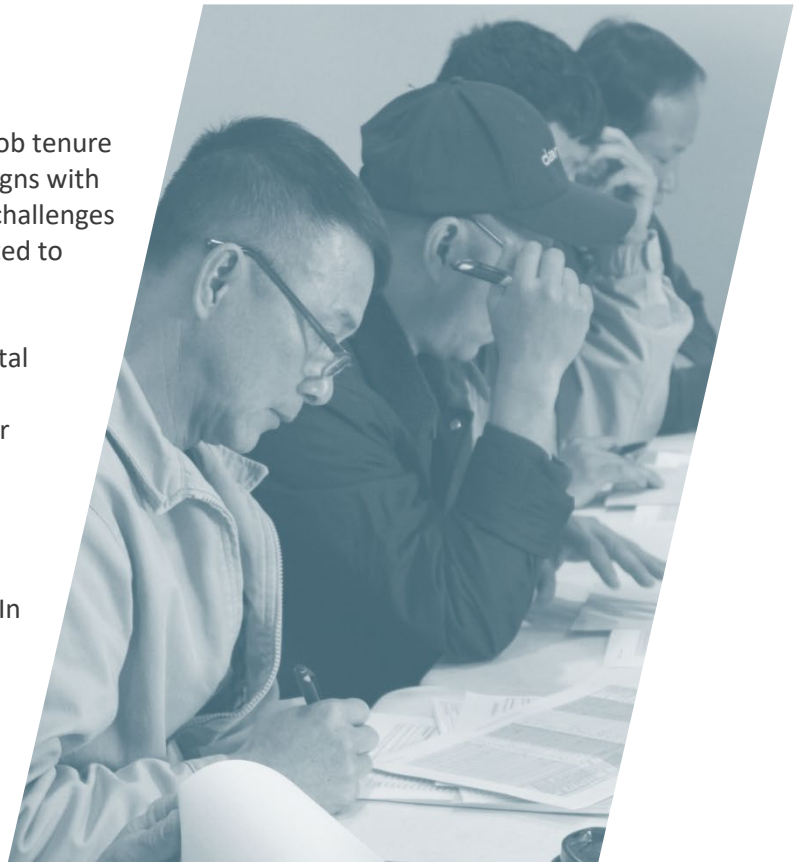
Danos has long been focused on the **employee experience**, and **industry** leaders have recognized Danos for providing a caring, employee-centered experience. Danos has initiatives to live the company value of improvement and create a positive employee experience through personalized touchpoints with employees.

- One example is the **employee stay interview initiative**, a series of one-on-one discussions with employees designed to learn more about why employees choose to work at Danos, what support they have on the job, inclusion opportunities they have been provided, and uncover any concerns the employee may have. The information learned from employees is vital to building on the practices that have worked well and making plans to address opportunities for improvement.
- Beyond individual conversations, Danos' HR team has established a **confidential reporting channel** for employees and others in the workplace. Danos empowers people to help protect the company's Value of Integrity and is committed to ensuring all team members can comfortably share their concerns.
- Our employee assistance program (EAP) is called LifeMatters. This is a free benefit for all existing employees along with their dependents. LifeMatters offers round-the-clock assistance, every day of the year, no matter how big or small the issue may be. It has professional counselors ready to assist in areas like stress and emotional wellbeing, legal or financial issues, relationships, substance use, and more.

## PERFORMANCE DEVELOPMENT

A significant contributor to employee satisfaction and job tenure is the opportunity for growth and advancement that aligns with Danos' purpose to "**Develop great people** to solve big challenges for our customers and communities." Danos is committed to helping workers achieve their full potential by actively supporting their journey through targeted assessments, competency assessments and supplemental training. Since early 2018, more than 560 Danos employees have experienced promotions in positions or developmental work assignments.

- Employees have access to a **development tool** that accounts for employee career aspirations and the vision and goals of Danos. In addition, the tool challenges employees and managers to create actionable steps so employees may take ownership of their personal development while progressing with Danos.



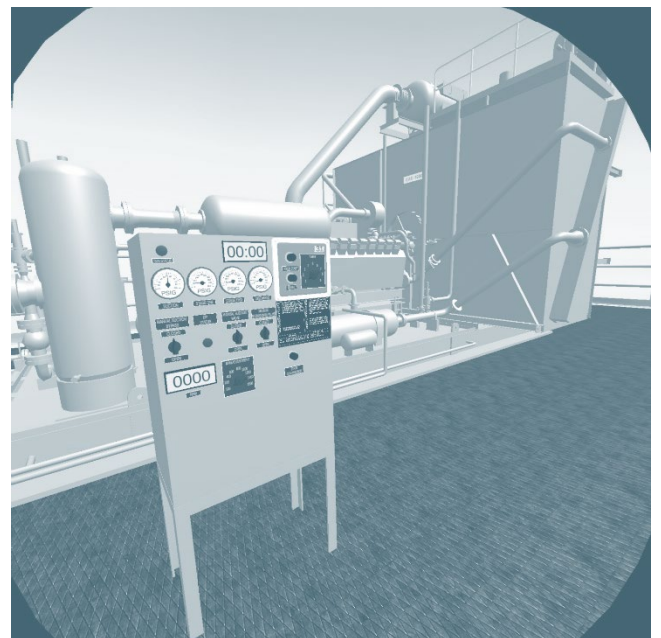
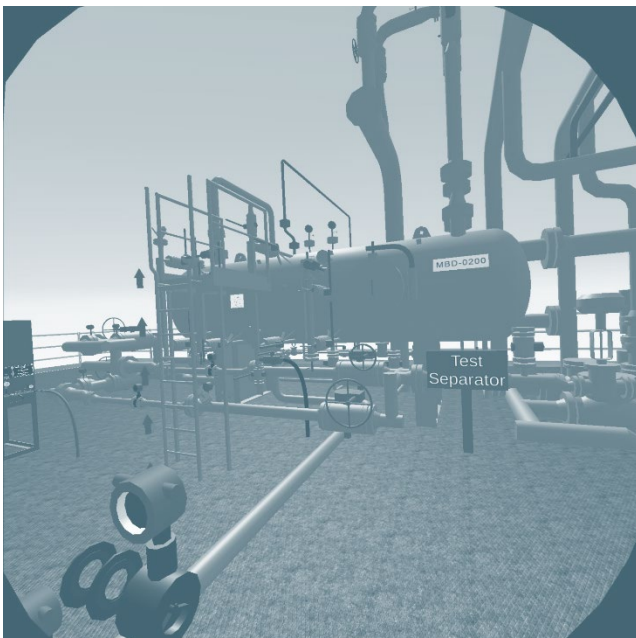
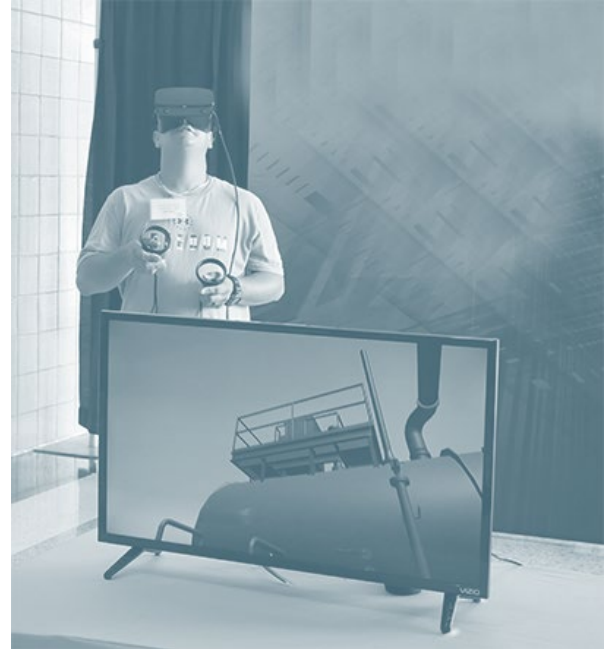


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**The Danos leadership team is provided with development opportunities to ensure they are prepared to support the company's purpose, vision, values and strategic priorities.**

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- In collaboration with technology partners, Danos developed a field-focused competency management program to identify knowledge and technical understanding of employees in operations. The Danos Competency Assurance Program (CAP) integrates educational resources to assist employees in achieving competency for their current position as well as future positions. The CAP manages both instructor-led and computer-based education and training activities that not only help in satisfying management-directed competencies but also encourages continuous employee improvement.
- Industry-centric CBTs are used to expedite learning and development, and training modules are storyboarded by our in-house subject matter experts and developed using the latest e-learning course development technology. Working with technology partners, Danos developed a state-of-the-art interactive VR offshore platform designed to measure specific competencies. This interactive platform allows the user to immerse in a virtual environment, perform tasks, identify equipment and explain theories to a qualified assessor. As a result, VR minimizes and, in some cases, eliminates the need for on-site competency assessments.



HONOR GOD

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DEVELOP GREAT

**PEOPLE**

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TO SOLVE BIG CHALLENGES

FOR OUR

**CUSTOMERS**

AND COMMUNITIES

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**CORPORATE  
GOVERNANCE**

# CORPORATE GOVERNANCE

As a third-generation, family-owned company founded in 1947, Danos has firmly established a robust leadership framework that combines a clear purpose and vision, shared values, industry expertise and accountability. Company leaders ensure that Danos acts ethically, in line with its purpose, and with consideration for the well-being of employees and the wider community.

## LEADERSHIP

Danos' management structure has two primary components: a **board of directors** and an **executive leadership team**.

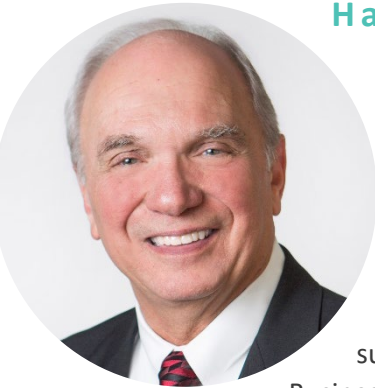
## BOARD OF DIRECTORS

The board of directors has six members, Chairman Hank Danos and members Eric Danos, Paul Danos, Mark Danos, Edward "Jed" DiPaolo and Greg Guidry. Hank, Eric, Paul and Mark Danos are second and third-generation owners, respectively. Jed and Greg are highly respected industry professionals with extensive executive expertise.

### Hank Danos

#### Owner and Chairman of the Board

For over four decades, Hank Danos has been the leader at the helm of Danos' global success. In 1962, he joined the company his father and uncle founded, and from his first job as a roustabout to his current role as Chairman of the Board, Hank has been a hands-on leader and the driving force behind the company's values-based approach to business.



Hank has been actively involved in professional organizations, including the executive subcommittee of the Offshore Operators Committee (OOC), the Louisiana Association of Business & Industry (LABI), the LSU Board of Supervisors, the National Ocean Industries Association (NOIA), and the LA 1 Coalition.

Hank served in the Louisiana National Guard and earned a Bachelor of Science in Business Administration from Louisiana State University.

### Paul Danos

#### Owner and CEO of Danos LLC

As CEO of a people first, purpose driven company, Paul is primarily responsible for ensuring the organization is living its purpose and values. He provides overall leadership for the company's operations with a focus on strategy development and long-term growth. He supports the highly capable team of executives who lead the execution of the strategy and operations.



Paul joined Danos in 2005 as project manager of the offshore construction and fabrication division and later served as vice president of US operations. From 2010 to 2017, he held the role of executive vice president. From 2018 to 2020, Paul served as Co-CEO over strategic planning, business



development and the production operations service line. He moved to his current role as CEO in 2020. Before joining Danos, Paul worked at Stonehenge Capital, Arthur Andersen and Plains All American Pipeline.

Paul is past chairman and on the board of the National Oceanic Industries Association (NOIA), recently served as president and board member of the South Central Industrial Association (SCIA), and is a graduate of the Council for a Better Louisiana (CABL) Leadership Louisiana program. In addition, he is active in his community with leadership roles at his church and serves on the board of Hope Extreme. He earned a Bachelor of Science in Finance from Louisiana State University and an MBA from Stanford Graduate School of Business.



## Eric Danos

### Owner and CEO of Danos Ventures

Eric Danos oversees the Danos Ventures (DV) portfolio. Established to strategically diversify the organization's energy and develop additional channels to express the company's purpose, DV Ventures was founded in 2020. Eric began his career at Danos in 2004 as an operations manager for the international labor division. In 2008, he was promoted to vice president of international and was responsible for Danos' activities in Nigeria, Equatorial Guinea, Angola, Cameroon, China and Malaysia. Eric served as executive vice president from 2010 to 2017, then Co-CEO from 2018 to 2020

before

assuming leadership of Danos Ventures in 2020.

Before joining Danos, Eric gained extensive financial experience working with Simmons & Company International as an associate of corporate finance, with Stonehenge Capital as an associate of a \$500 million private equity/mezzanine fund and with Chemical Americas Group at ExxonMobil Corporation as a financial analyst.

Eric earned a Bachelor of Science in Marketing from Louisiana State University and an MBA from Stanford Graduate School of Business. Eric currently serves on the board of Second Harvest Food Bank of New Orleans, the New Horizons Foundation and the Louisiana Association for Business and Industry (LABI).



## Mark Danos

### Owner and CEO of Danos Family Investments

Mark is responsible for leading the Danos Foundation, developing the family's non-operational business and community interests, and leveraging those to express Danos' purpose and values fully.

Mark joined Danos in 2013 as a project manager in the construction and fabrication divisions and was later promoted to vice president of project services. Mark served as Co-CEO of Danos from 2018 through 2020 before transitioning to his current role.

Before joining the Danos organization, Mark worked for ExxonMobil for nine years. He supported operations and large capital project development in the US and internationally, both in the upstream and downstream markets. For one year, Mark also lived in Kenya as part of a mission outreach project with Africa Inland Mission. He earned a Bachelor of Science Degree in Mechanical Engineering from Louisiana State University.

Mark currently serves on the board of Fletcher Technical College, Young Life of Houma, South Central Industrial Association, and is a graduate of the Council for a Better Louisiana Leadership Louisiana program.



### Edward "Jed" DiPaolo

Jed is a senior advisor for Duff & Phelps, LLC with over 40 years of energy industry experience, including 27 years at Halliburton Company. Jed is chairman and CEO of JNDI Corporation, a private international consulting firm he founded in 2002. In addition, Jed serves on the board of directors of public companies Evolution Petroleum Corporation and Willbros Group Inc. He is board chairman of Seventy Seven Energy, a public spinout of Chesapeake Energy's service business. He also sits on several private company boards in addition to Danos.

Jed earned his undergraduate degree in agricultural engineering from West Virginia University, where he also received an honorary doctorate in science. He serves on the advisory board for WVU's College of Engineering and is a member of the Society of Petroleum Engineers.



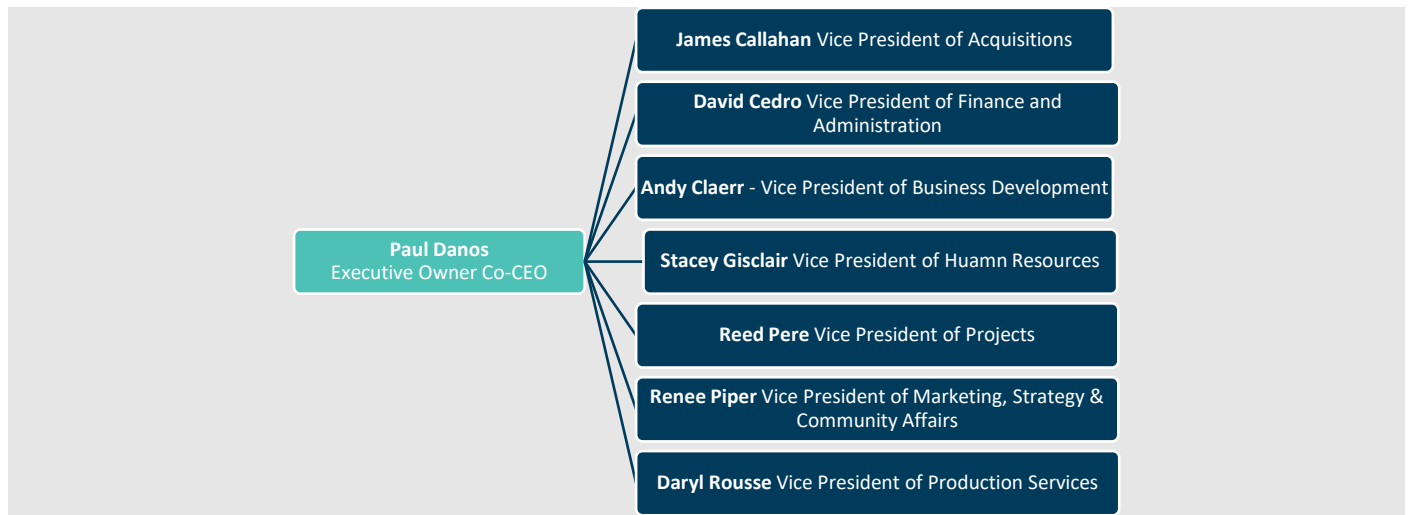
### Greg Guidry

Greg is a senior adviser to Oaktree Capital and director of portfolio companies Northstar Midstream and Blackbear Midstream. He retired from Royal Dutch Shell in 2018 after serving six years as executive vice president-unconventionals and nearly 37 years with the company. Greg has extensive expertise in unconventionals, where he helped lead Shell's improvement and increased profitability in that market. He previously headed Shell's upstream businesses across Europe. His industry expertise includes offshore and deepwater, along with shale plays and midstream.

Greg holds a bachelor's degree in mechanical engineering from the University of Louisiana Lafayette (ULL) and is a registered professional petroleum engineer in Louisiana. He serves on the Dean's advisory council of the ULL College of Engineering and the Dean's advisory board for LSU's Honors College.

## EXECUTIVE TEAM

Danos' **executive leadership team** is composed of seven industry veterans engaged in the management of day-to-day business operations and strategic planning for the company's future. In addition to leading strategy and operational execution, this core group is responsible for ensuring Danos stays true to its purpose, vision, and values and provides industry-leading service and innovation to its customers.



# PURPOSE, VISION, VALUES AND POLICIES

Danos' commitment to ethical operations and full compliance with all applicable laws and regulations is a natural extension of the company's core values and has established policies to guide business practices to ensure that commitment is upheld.

## PURPOSE

Honor God. Develop great people to solve big challenges for our customers and communities.

## VISION

Set the standard for operational excellence, customer service and care for people.

## VALUES

 <b>SERVICE</b> <i>A DANOS VALUE</i> We will seek to meet or exceed the expectations of our customers by developing strong partnerships, addressing their needs with urgency, and by providing excellent service.	 <b>SAFETY</b> <i>A DANOS VALUE</i> We believe every person working with Danos should return home safely to their families every time.
 <b>IMPROVEMENT</b> <i>A DANOS VALUE</i> We develop creative solutions to challenging business problems so that we may offer the most value to our customers.	 <b>INTEGRITY</b> <i>A DANOS VALUE</i> We strive to create trust through honest and ethical conduct in everything we do.
 <b>RESPECT</b> <i>A DANOS VALUE</i> We treat others in a way that preserves and builds their dignity.	 <b>IMPROVEMENT</b> <i>A DANOS VALUE</i>

## BUSINESS ETHICS AND COMPLIANCE POLICY

The company sets a high bar for integrity-based decision-making and accountability at all levels of the organization. Danos' Business Ethics and Compliance Policy covers the following key areas:



### Misuse of Company Assets

- Company personnel shall only use money, property or other assets belonging to the company for legitimate business purposes.



### Conflicts of Interest

- Company personnel shall not engage in any conduct or enter any arrangement that might create an actual or potential conflict of interest.



### Foreign Corrupt Practices

- The Foreign Corrupt Practices Act (FCPA) is a federal statute with two major components: anti-bribery prohibitions and record-keeping requirements. Company personnel may not pay, give, offer, promise to pay, lend, or authorize the payment or giving any money or anything of value, directly or indirectly, to or for the use or benefit of any government official.



### Gift Meals, Entertainment, and Travel

- Exchanging gifts and providing meals, entertainment, and other forms of hospitality can promote goodwill in business relationships and are accepted practices in many countries. However, these practices can also be subject to abuse. Company personnel and representatives must comply with established guidelines to avoid the appearance or creation of improper influence.



### Books and Records

- The company shall maintain complete books, records and accounts that fairly and accurately represent the receipt and disposition of company revenues. Company personnel must record all assets, liabilities, receipts and expenditures in accordance with the company's standard business practices and generally accepted accounting principles.



### Agents and Third Parties

- The prohibitions in this policy against corrupt payments, extravagant gifts, entertainment expenses, and improper record-keeping also apply to agents, representatives, consultants, joint venture partners, and any other third parties acting on behalf of the company.



### Political Contributions

- Company personnel may not contribute to US or foreign political parties or candidates for public office using company funds or assets unless such contributions are approved in advance by the CEO.

## FINANCIAL POLICIES



Throughout its history, Danos has always endeavored to hold itself to the highest standards, continuously reviewing and monitoring its activities to ensure they are operating in a fashion that reflects its fundamental purpose and values and doing the right thing for its customers and community.

The company maintains rigorous practices regarding financial integrity to assure employees, customers, regulators, and the industry that Danos is a **secure, responsible, forward-looking and trustworthy** business enterprise. These practices include external **financial audits** and board-approved delegation of authority. Danos also employs stringent **prequalification policies** for all new vendors and customers.



## INDUSTRY REGULATORY COMPLIANCE



In addition to developing its internal policies and procedures, Danos is dedicated to meeting or exceeding all applicable energy industry state and federal regulations. This requires that Danos maintain up-to-date knowledge of rules, regulations and any changes, especially those required by the Bureau of Safety and Environmental Enforcement (BSEE). Danos recognizes the importance of strict compliance with all relevant safety and conservation rules to partner with its customers effectively.

Danos fabrication is fully certified to **ISO 9001:2015 Quality Management System** standards and conducts rotating internal process audits to ensure compliance. Created by the International Organization for Standardization, the certification establishes Danos as a company that uses resources efficiently and has the right processes and people to deliver on and exceed customer expectations consistently.

Danos' **exemplary safety record** is just one example of the company's focus on **accountability**. The company is a **multi-year winner of the NOIA Culture of Safety Award** for establishing an institutional safety culture through behavior-based

safety programs and innovation, including virtual reality for enhanced worker training and augmented reality to improve work processes. In 2023, Danos employees logged **9.2 million work hours** with a **0.22 total recordable incident rate (TRIR)**, 260% below the 2022 industry average of 0.80!

On many occasions, Danos has also been recognized by **BSEE for its high standards of safety** and proactive approach to ensuring its operations are consistent with industry best practices.



### ARTICLES OF INTEREST

- [Stones Crew INC Free](#)
- [A Job Well Done for Who Dat Crew](#)
- [Employees Shine in BSEE Inspection](#)
- [2022 Annual BSEE Inspection](#)
- [Ursa Goes INC Free](#)
- [Way to be INC free](#)
- [BSEE INC Free](#)



## *Cybersecurity*

At Danos, cybersecurity remains ever-important due to the evolving threat landscape, regulatory pressures, remote work trends, supply chain risks and the potential for significant financial and reputational damage in the event of a breach. Danos invests in robust cybersecurity measures to safeguard itself in the digital age, including appointing an information security officer.

Risk assessments, vulnerability management and penetration tests help Danos **identify** risks. Multi-factor authentication, data leak prevention, email security, user awareness training and simulated phishing are a few of the measures that **protect** the organization.

Managed services and tools **detect** anomalies, monitor events and collect intelligence to provide 24/7 coverage with low mean time to detection. Risk mitigation and incident response planning ensure Danos is prepared to **respond** if an incident occurs. Tier data centers, cloud services and offsite backups allow Danos to **recover** quickly during a disaster or significant security incident.

