

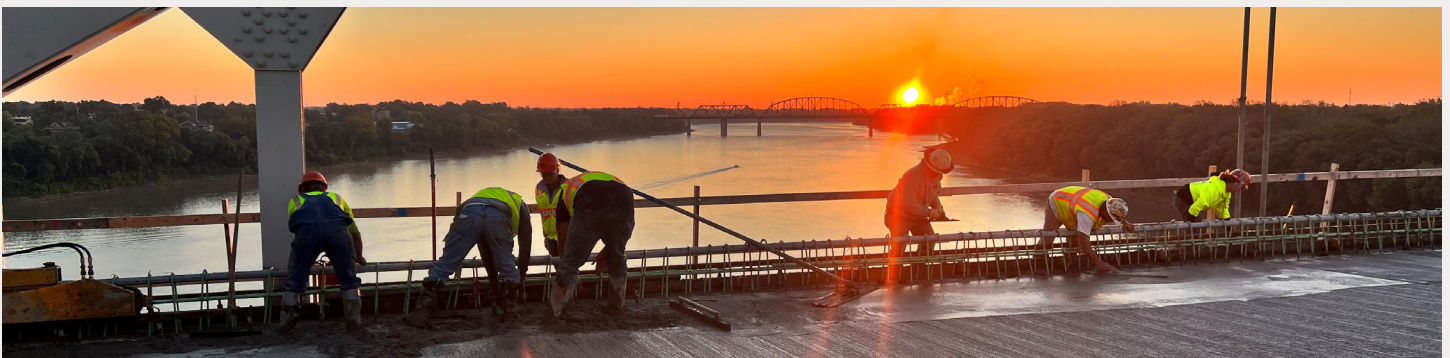


# CODE of ETHICS & BUSINESS CONDUCT



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# A Message from Brett & Bryce Burgett

## Team:

We are proud to introduce the updated Kokosing Code of Ethics & Business Conduct (the "Code"). The updated Code reflects our continued commitment to having an ethical culture that, for over seven decades, has been guided by our Core Value: "Operate with Honesty and Integrity."

Since our founding in 1951, this principle has been the bedrock of every project we undertake, every relationship we build, and every decision we make. As we navigate the challenges and opportunities of our diverse industries, it is essential that we have a clear and consistent framework to ensure our actions align with these values.

This document is more than just a set of rules – it's a reflection of our Company's identity, our mission, and the legacy we are committed to upholding. It provides guidance on how we can each contribute to a workplace where respect, trust, and integrity are part of everything we do. Our Code applies to everyone who works for Kokosing.

We encourage each of you to read the Code carefully and think about how you can integrate these principles into your work. We ask you to live by these principles every day – even when things get complicated. And when they do get complicated, any Team Member can speak with their supervisor, Ethics & Compliance, the Legal Department, or Team Member Resources at any time for advice, guidance, or to raise concerns.

The work we do is important and so is the way we do it. No amount of profit or personal gain is worth compromising our integrity or Core Values. Our success has always been, and will continue to be, built on the trust we earn through our actions. By committing to these ethical standards, we ensure that Kokosing remains a place where team members are proud to work, where clients and our communities have confidence in our capabilities, and where we continue to set the standard for integrity in our industry.



*Wm Brett Burgett*

**Brett Burgett**

President & Co-CEO

*Wm. Bryce Burgett*

**Bryce Burgett**

Co-CEO



# Core Values

Our Core Values have remained constant over the years. They are based on our company's highest priorities and deeply held beliefs stemming from our founder, Bill Burgett. Our Core Values are the essence of the people who work here and the blueprint for how we operate.



## SAFETY FIRST

We are passionate about our Safety 24/7 culture. Safety First is paramount in every task we do. We expect every Team Member to be a safety leader by stopping any unsafe operation and taking personal responsibility for their own safety and the safety of those around them.



## HAVE CONCERN FOR THE WELL-BEING OF EVERY TEAM MEMBER

We want Team Members to be fulfilled, engaged, and supported in an atmosphere that reflects our values and culture. We are committed to inclusion and diversity. Team Members who help make us a better company are the core of our organization.



## OPERATE WITH HONESTY AND INTEGRITY

Our business practices are rooted in unwavering morals. We expect our Team Members to uphold our organization's beliefs and values through their words and actions by always "doing the right thing."



## BE A GOOD MEMBER OF THE COMMUNITY

Together with our Team Members, we invest our time and financial resources in the communities where we live and work. We strive to be socially and environmentally responsible and make a meaningful impact.



## CUSTOMER FOCUSED

Customers are essential Team Members. We are passionate about building long-term customer relationships. Our culture allows us to respond to our customers with turnkey solutions and quality results. Our goal is to exceed expectations.



## CONTINUOUSLY IMPROVE AND TAKE ON NEW CHALLENGES

We constantly strive to be the most efficient and best at what we do. Our determination, innovative thinking, and approach to solving challenges drives our continuous improvement efforts. We excel at complex endeavors that engage and grow our Team Members and organization.



## SHIRT-SLEEVE MANAGE

We believe "None of Us Is as Smart as All of Us." We have a leadership mindset that together we can accomplish anything. We collectively roll up our sleeves and deliver quality results safely and on time.



## FINANCIALLY STRONG

We make decisions for the long term. We analyze risk and implement smart strategies that allow us to reinvest profits back into the company and secure resources that help make us a better construction partner and industry leader.



## Our Commitment

No matter what job we perform, we are committed to always doing the right thing and complying with all laws, rules, and regulations that apply to our business.

## Accountability and Discipline

We respond to inquiries and investigate reports of potential Code violations thoroughly and thoughtfully. If we determine a violation of the Code has occurred, we will take appropriate corrective action.

## Our Responsibilities

Acting with integrity is everyone's responsibility, even when it requires making tough decisions. Upholding this commitment protects our reputation for integrity and drives our long-term success and growth. It is impossible to anticipate every question you may have or situation you might face. So, we rely on you to understand the Code, use good judgment, and seek help when you need it.

### TEAM MEMBER RESPONSIBILITIES

Each of us has a responsibility to:

- ▶ Be fair, honest, ethical, and trustworthy in all work-related activities and business relationships.
- ▶ Comply with the Code and its underlying policies.
- ▶ Complete all required Team Member training on time and stay up-to-date on current standards and expectations.
- ▶ Seek advice when unclear about what to do in a questionable situation.
- ▶ Speak up and promptly report concerns about possible violations of our Code, our policies, or the law.
- ▶ Cooperate and tell the truth when responding to an investigation or audit and never alter or destroy records in response to an actual or anticipated investigation.

### ADDITIONAL RESPONSIBILITIES OF SUPERVISORS

- ▶ Lead by example: encourage your Team Members to ask questions or raise any ethical concerns, and ensure there is no retaliation for doing so. Make sure your Teams know all the different ways they can speak up.
- ▶ Communicate often with Team Members and business partners about how the Code and other policies apply to their daily work.
- ▶ Look for opportunities to discuss and address ethical dilemmas and challenging situations with others and coach your Team Members on the importance of doing the right thing – always.
- ▶ Take all reports seriously, respond quickly, and escalate when appropriate.

**Remember: Nothing, not even the drive to meet short-term profit goals or tight schedules, justifies violating our Code, policies, or the law.**

**“Ethics is knowing the difference between what you have a right to do and what is right to do.”**

– Potter Stewart, Associate Justice, United States Supreme Court 1959–1981

**Q: I'm a supervisor and not clear about what my obligations are if someone comes to me with an allegation of misconduct – and what if it involves a senior supervisor?**

**A:** No matter who or what the allegation involves, you must report it. Kokosing provides several options for reporting concerns or escalating as needed.

# Making the Right Decision

Making the right decision isn't always easy. There may be times when you'll be under pressure or unsure of what to do. Always remember that when you have a tough choice to make, you are not alone. There are resources available to help you.



## FACING A DIFFICULT DECISION?

Take **CARE** to address the issue:

It may help to ask yourself:

- C Conscience Check**  
Does it feel morally right to you?  
Is it okay with your conscience?
- A Aligned with Our Core Values**  
Does it align with our Core Values?
- R Reputation**  
Would I be comfortable if people in my community or senior management and others in my Company knew about it?
- E Ethical and Legal**  
Even if we can do something, should we?

If the answer to any question is **"no"** or **"I am not sure,"** stop and seek guidance.

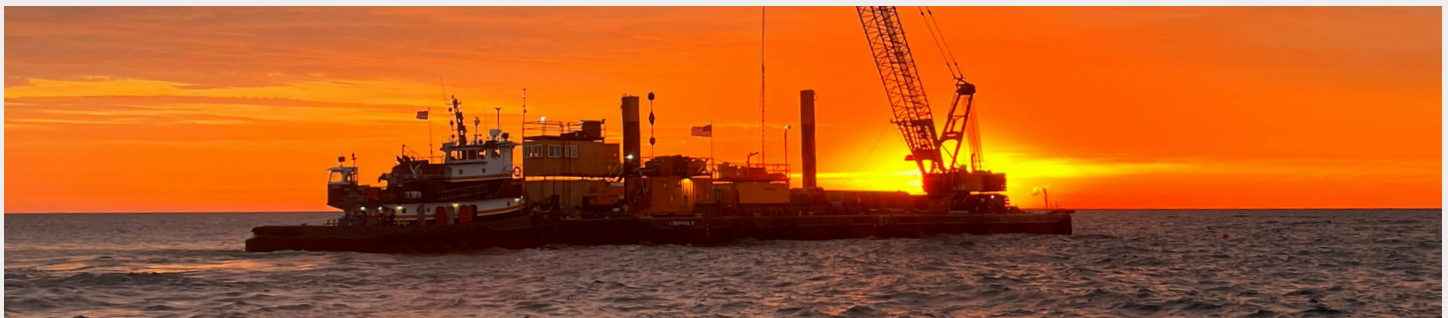
Remember, in any situation, under any circumstances, it is always appropriate to **ask for help**.

# Speaking Up

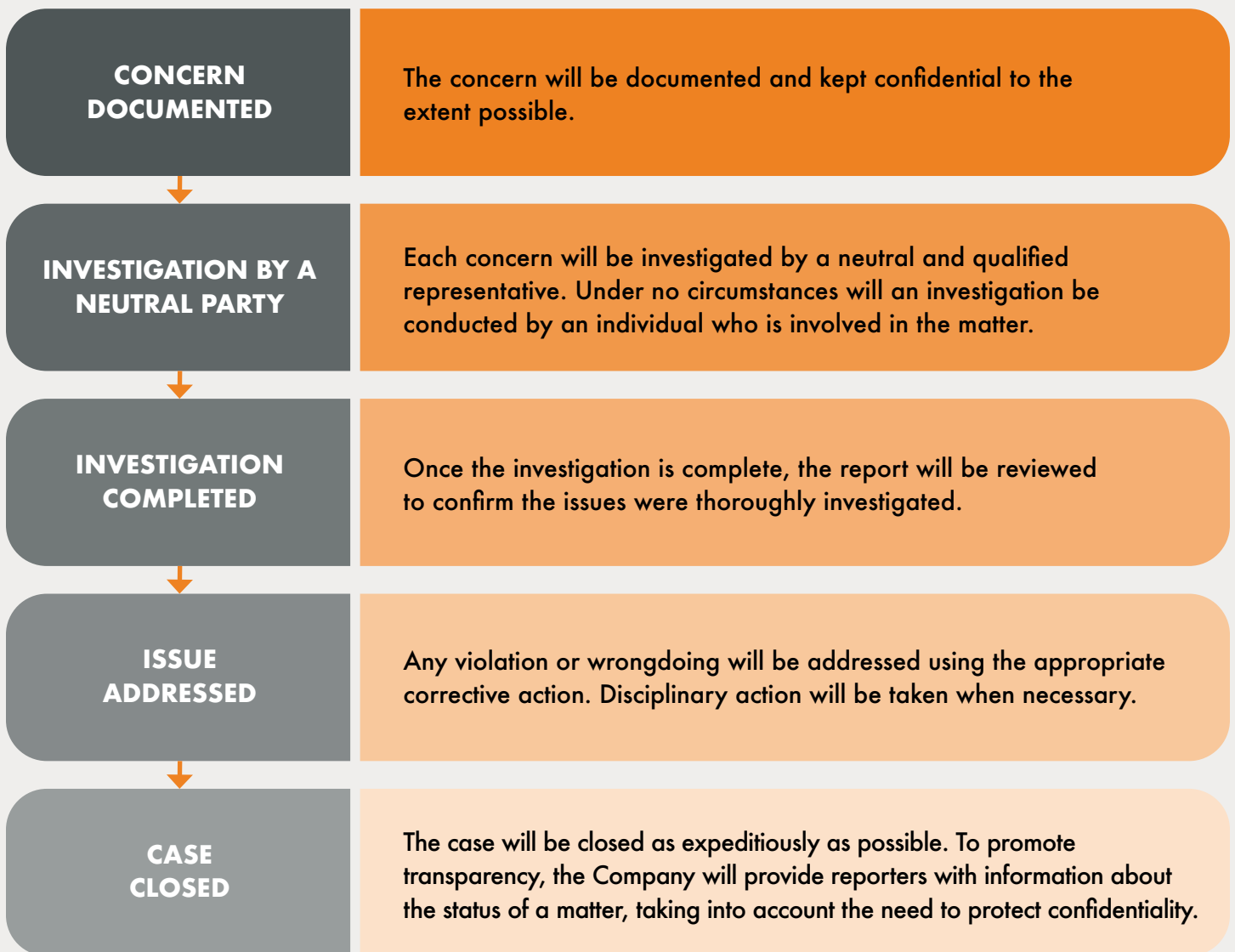
Every situation is different, and no policy or standard can cover everything. If you aren't sure about the right thing to do in a given situation or if you become aware of possible misconduct, we expect you to speak up. We commit to you that your questions will be answered and your concerns addressed promptly and effectively. We urge you to speak with your supervisor about any issues but if you aren't sure what to do, the Company provides several options for you to get your questions answered or for you to report any concerns. In these situations, apply the following steps:







 INVESTIGATION PROCESS



## Our Policy Against Retaliation

Speaking up takes courage but sometimes the fear of retaliation prevents us from acting. Kokosing prohibits any kind of retaliation (direct or indirect) against anyone for raising or reporting an issue in good faith (i.e., you have a reasonable belief that it's true). If you suspect retaliation, speak up and report your concern.

# Equal Employment Opportunity

Kokosing helps bring together Team Members with a wide variety of backgrounds, skills, and cultures. We are committed to ensuring that everyone in our workplace – Team Members, job applicants, and business partners – feels welcome and valued and is given opportunities to grow, contribute, and develop with us. To uphold that commitment, we comply with all laws and regulations prohibiting discrimination and provide equal opportunity for employment, income, and advancement in all areas of the Company.

Kokosing is an equal opportunity employer and does not tolerate discrimination against any Team Member or applicant for employment based on race, color, religion, sex (including pregnancy, sexual orientation, or gender identity), national origin, age, disability, genetic information, veteran status, or any other characteristic protected by law.

## LEARN MORE

[Related Policies & Procedures](#)



# Harassment-Free Workplace

We all have the right to work in an environment free from intimidation, harassment, bullying, and abusive conduct. Kokosing does not tolerate verbal or physical conduct by any Team Member that harasses another, disrupts another's work performance, or creates an intimidating, offensive, abusive, or hostile work environment.

If you see, suspect, or feel you have been the victim of harassment (including sexual harassment), report it immediately. Any kind of harassing behavior weakens our culture and will not be tolerated, regardless of whether you are working at a Kokosing office, plant, or at a project site.



## SEXUAL HARASSMENT

Sexual harassment in general occurs when:

- ▶ Actions that are unwelcome — such as a request for a date, a sexual favor, or other similar conduct of a sexual nature — are made a condition of employment or used as the basis for employment decisions.
- ▶ An intimidating, offensive, or hostile environment is created by unwelcome sexual advances, insulting jokes, unwelcome emails or text messages, or other offensive verbal or physical behavior of a sexual nature.

## DO THE RIGHT THING

- ▶ Help each other — speak out when someone's conduct makes others uncomfortable.
- ▶ Be professional — do not visit inappropriate internet sites or share sexually explicit or offensive pictures.
- ▶ **Speak up** — report all incidents of suspected harassment, bullying, or intimidation.

## WATCH OUT FOR:

- ▶ Threatening remarks, taunting, obscene emails or text messages, stalking, or any other form of harassment.
- ▶ Any unwelcome verbal or physical conduct of a sexual nature as well as any sexual or offensive comments.
- ▶ The display or sharing of sexually explicit or offensive pictures or other materials.

**Q: My coworker who is not my supervisor asked me out on a date once. But he never asked again. Was that harassment?**

**A:** *Simply asking a coworker out on a date would not be considered sexual harassment, but if a coworker repeatedly asks you out or makes other unwanted sexual advances, or if the coworker is in a position of authority, it could be harassment. If that happens, report the problem.*

**Q: I frequently hear a colleague making derogatory comments to another Team Member. These comments make me feel uncomfortable, but I feel like it's none of my business, and the person they're directed at will speak up if they are offended. Should I ignore this?**

**A:** *No, you shouldn't ignore this. It's up to each of us to help maintain a work environment where people feel welcome, valued, and included. If you feel you can, speak to your colleague and politely ask that this behavior stop. If you feel you can't or the comments continue, talk to your supervisor or another available resource.*

## LEARN MORE

Related Policies & Procedures



# Health and Safety

Our Core Value "Safety First" is an integral requirement of every task we perform. We recognize that safety is a personal choice, at work and at home – Safety 24/7. For this reason, each of us is required to be a leader of our vision, values, and the guiding principles outlined in our Safety and Health Management System.

The Company provides Safety and Health Training to help ensure that Team Members possess the required knowledge, skills, and abilities to perform their assigned duties injury- and incident-free. It is everyone's responsibility to ensure that they are trained and are authorized to perform assigned tasks, and operate tools and equipment.

Supervisors are responsible for ensuring compliance with the applicable laws, regulations, and company safety and health policies and procedures applicable to the work activities and operations they are tasked with supervising.

Each of us is responsible for conforming with the Company's safety and health requirements and acting in a way that protects ourselves and others from harm. We expect you to demonstrate a genuine concern for the safety and well-being of your fellow Team Members, by looking out for each other, speaking up, and using your Stop Work Authority. A failure to speak up or to participate in the active leadership of safety can have serious repercussions for you, your family, your teammates, and our Company. You must resolve or report any situations that may pose a health, safety, or security risk to your supervisors or safety representative immediately.

**Q:** I've noticed some work practices that don't seem safe. Who can I speak to? I'm new here and don't want to be considered a troublemaker.

**A:** Discuss your concerns with your supervisor or designated safety representative. There may be very good reasons for the practices, or you may be bringing to light an issue that needs to be addressed. In either case, raising a concern about safety does not make you a troublemaker. It makes you a responsible team member who is concerned about the safety of others.

**Q:** A subcontractor commits a violation of a safety requirement. Are subcontractors expected to follow the same health and safety procedures that we are? What should I do?

**A:** Absolutely they are. Notify your supervisor or safety representative of any incidents.

## LEARN MORE

### Safety SharePoint

Questions that arise should be referred to your supervisor, safety representative, or the Speak Up Line.



# Company Assets and Information Systems

Kokosing entrusts Team Members with assets and resources that enable us to do our jobs effectively. Physical assets include Kokosing facilities, materials, and equipment. Electronic assets include computer and communication systems, software, and hardware. Files and records are also Company assets, and we have a responsibility to ensure their confidentiality, security, and integrity.

Company resources should always be used responsibly and for legitimate business purposes — never for personal gain or other unauthorized uses.

Each of us is personally responsible for using these assets with care and protecting them from fraud, waste, and abuse. Be aware that any information you create, share, or download onto Company systems belongs to Kokosing, and we have the right to review and monitor system use at any time, without notifying you, to the extent permitted by law.

## Confidential Information

Kokosing relies on Team Members to be vigilant and protect confidential information. This means keeping this information secure, limiting access to those who need to know to do their job, and only using it for authorized purposes. Confidential information is any nonpublic information about Kokosing business, Team Members, customers, or suppliers. It includes business plans, marketing plans, bid information, pricing, costs, internal financial information, and any other competitive information.

Do your part to safeguard confidential information. Be aware that this obligation continues even after your employment at Kokosing ends.

### DO THE RIGHT THING

- ▶ Be careful about where and with whom you talk about confidential information, and where and how you store it.
- ▶ Ensure you have permission to use third-party confidential information.

## Data Privacy

We respect the privacy and personal information of others. We follow our policies and all applicable laws and regulations in collecting, accessing, using, storing, sharing, and disposing of sensitive information.

Make sure you know the kind of information that is considered personal information. It includes anything that could be used to identify someone, directly or indirectly, such as a name, email address, phone number, or credit card number. Only use personal information — and share it with others outside of Kokosing — for legitimate business purposes.





# Responsible Use of Artificial Intelligence

We embrace new technologies, including Artificial Intelligence (AI), which are rapidly changing the way our industry collects, uses, and analyzes data. AI is also empowering us to improve efficiency, safety, and decision-making throughout our Company.

Because AI learns and operates in a human-like way, issues involving discrimination, equity, and privacy can arise. That's why it's critical for us to use, design, and develop these tools ethically from the start. Falling short in this effort can expose us to regulatory, legal, and reputational risks. If your work involves AI, data analytics, or other digital technologies, be sure to follow all applicable laws and regulations and use new technologies ethically, fairly, and transparently.

## DO THE RIGHT THING:

- ▶ Maintain human oversight at all stages of AI use.
- ▶ Avoid AI tools and uses that could create or spread bias, discrimination, or unfair outcomes.
- ▶ Verify the accuracy of AI outputs and reference source material to minimize outdated or unreliable information.
- ▶ Protect intellectual property and confidential information, customer data, and the security of our systems – never input proprietary data into an AI tool without prior approval from your Company President.

## WATCH OUT FOR:

- ▶ Data bias and inaccuracy that could lead to inaccurate project planning, safety assessments, or resource allocation.
- ▶ Lack of transparency in decision-making processes.
- ▶ Unintended ethical violations inadvertently caused by AI systems not understanding ethical guidelines or regulations.

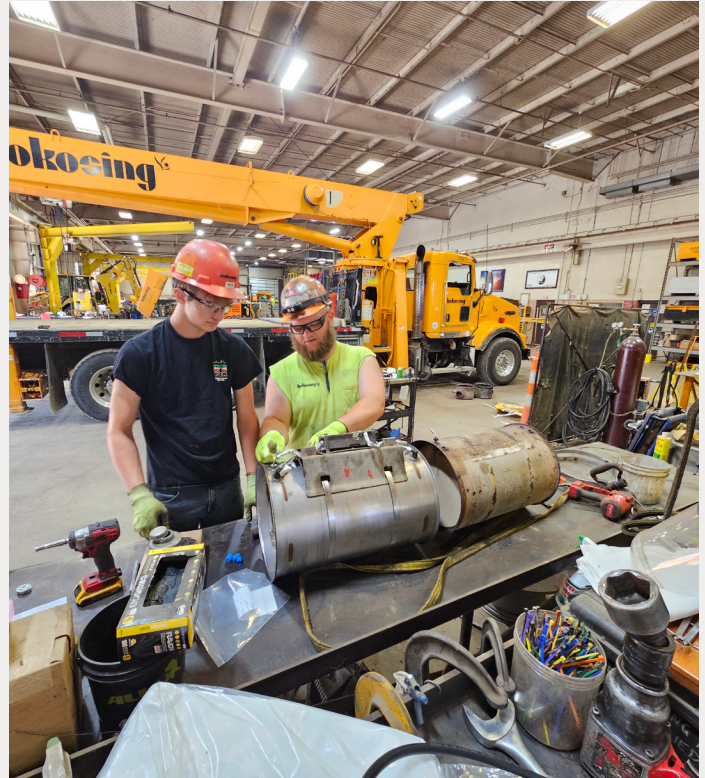




## Accurate Reporting and Records

The accuracy and completeness of our business records and financial disclosures are essential to making informed decisions, paying our Team Members, and supporting our shareholders, regulators, and others. We are committed to the prevention and detection of any sort of fraud or dishonesty. Our books and records must accurately and fairly reflect our transactions in sufficient detail and in accordance with our accounting practices and policies.

Some Team Members have special responsibilities in this area, but all of us contribute to the process of recording business results or maintaining records. For example, you contribute to our reporting and record-keeping when you complete your timesheet or expense report and when you order and receive services and supplies on behalf of the Company. Ensure that any information you record is accurate, timely, complete, and maintained consistent with our internal controls, disclosure controls, and legal obligations.



### RECORDS MANAGEMENT

Documents should only be disposed of in compliance with Kokosing policies and should never be destroyed or hidden. You must never conceal wrongdoing or permit others to do so. Never destroy documents in response to – or in anticipation of – an investigation or audit.

If you have any questions or concerns about retaining or destroying corporate records, please contact Ethics & Compliance or the Legal Department.

**Q:** At the end of the last quarter reporting period, my supervisor asked me to record additional expenses, even though I had not yet received the invoices from the supplier and the work has not yet started. I agreed to do it, since we were all sure that the work would be completed in the next quarter. Later I realized that the owner only allows the project to bill for work completed and now I wonder if I did the right thing.

**A:** Costs must be recorded in the period in which they are incurred. Because the work was not started, and the costs were not incurred by the date you recorded the transaction, it could be a misrepresentation and, depending on the circumstances, could amount to fraud. You should report this as soon as you become aware of the problem.

## Our Reputation

Kokosing is committed to protecting our reputation by maintaining honest, professional, and lawful communications.

We need a consistent voice when making disclosures or providing information to the public and must ensure that only authorized persons speak on behalf of Kokosing.

Refer any communications with, or outreach from, the media to your Company President.

### WATCH OUT FOR:

- ▶ Giving public speeches or writing articles for professional journals or other public communications that relate to Kokosing without appropriate management approval.
- ▶ The temptation to use your title or affiliation outside of your work for Kokosing without it being clear that the use is for identification only.
- ▶ Invitations to speak “off the record” to journalists who ask you for information about Kokosing or its customers or business partners.

## SOCIAL MEDIA

Every communication about our Company affects our reputation and our brand, so we take care when engaging with others online or on social media. Although you have the right to post about Kokosing in your personal posts, all posts should be honest and accurate. Never post confidential information about Kokosing, our projects, Team Members, clients, or suppliers. Never post anything that could be viewed as harassing or discriminatory.

When you are posting online, never give the impression that you are speaking on behalf of Kokosing.

## LEARN MORE

[Team Member Employment Guide \(Social Media\)](#)





# Conflicts of Interest

A conflict of interest can occur whenever a Team Member has an interest or activity that may interfere with their responsibility to Kokosing. Conflicts of interest may be actual, potential, or even just a matter of perception.

Each of us is expected to use good judgment and avoid situations that can lead to even the appearance of a conflict, because the perception of a conflict undermines the trust others place in us and can damage our reputation. Conflict of interest situations are not always clear-cut, so fully disclose them to your supervisor so they can be properly evaluated, monitored, and managed.



**POTENTIAL CONFLICTS OF INTEREST**

The following are some common examples of potential conflicts of interest. Always disclose potential conflicts to your supervisor so that they can be evaluated:

**CORPORATE OPPORTUNITIES**  
If you learn about a business opportunity because of your job, it belongs to Kokosing first.

**FRIENDS AND RELATIVES**  
You may find yourself in a situation where you are working with a close friend or relative who works for a customer, business partner, competitor, or even our Company.

**OUTSIDE EMPLOYMENT**  
Engaging in employment, consulting, or other businesses outside of the Company.

**PERSONAL INVESTMENTS**  
Having a significant ownership or other financial interest in a competitor, business partner, or customer.

**Q: My brother wants to set up a landscaping business to bid on a subcontract for Kokosing Construction. I won't do any work for the business, but I will be an investor. Is that a potential conflict of interest?**

**A:** *Yes, it may be a conflict. When you or your brother (or any close personal relative) set up a business to do work for Kokosing, there could be a concern about your ability to put Kokosing's interest first in your decision-making. Disclose the potential conflict to your supervisor before taking any action.*

**Q: My spouse and I are considering opening a small store in my hometown. I may need to spend some time during the workday handling orders for equipment and inventory and to secure a good location. Could this be a conflict?**


**A:** *Yes, it is a conflict of interest if you are pursuing a personal business venture while working on Company time. Although you are not barred from engaging in activities to supplement your income, you should disclose this to your supervisor and come up with a plan to ensure that you do not use Company resources (such as time) for personal gain and that the time spent opening the store does not interfere with your ability to do your job for Kokosing.*



# Gifts and Entertainment

Kokosing is committed to making fair and transparent business decisions. Doing so protects our reputation and builds trust with our business partners.

A modest gift may be a thoughtful “thank you,” or a meal may offer an opportunity to discuss a new business opportunity. If not handled carefully, however, the exchange of gifts and entertainment could be improper or create a conflict of interest. This is especially true if an offer is extended frequently, or if the value is large enough that someone may think it is being offered to improperly influence a business decision.



**GOVERNMENT OFFICIALS**

We do not offer gifts or entertainment of any kind to public officials. This includes government employees and consultants, elected officials, political parties, candidates for office, employees of public organizations, and government-owned entities. Offering gifts and entertainment to public officials may raise concerns about conflicts of interest, improper influence, or violations of governmental ethics rules.



## DO THE RIGHT THING

- ▶ Only offer or accept gifts and entertainment that (1) are reasonable complements to business relationships, (2) do not create the appearance of preferential treatment, and (3) are consistent with any value limits contained in the Company's Gifts & Entertainment Policy. Disclose any such items in a manner consistent with Company guidelines.
- ▶ Never offer gifts to – or accept them from – a business partner with whom you are involved in contract negotiations.
- ▶ Make sure anything given or received complies with the policies of both the giver and the recipient.
- ▶ Never give or accept cash or cash equivalents (e.g., gift cards or discounts not available to everyone).
- ▶ Do not request or solicit any gifts or entertainment.

**Q: A project vendor offered to allow me and my family to use their beach house for a week next summer, free of charge. Can I accept?**

**A:** *You should politely refuse the offer and let your supervisor know as soon as possible. That is an excessive gift and could be viewed as an attempt to improperly influence your decision-making.*

**Q: I would like to invite a client to an NFL playoff game. Is that acceptable?**

**A:** *Before making the offer, you should speak with your supervisor and disclose whether this would be a gift (tickets given to the client for personal use) or a business courtesy (you would accompany the client to the game). The value of an NFL playoff ticket could be viewed as excessive in either circumstance and would almost certainly be over our policy limits.*

## Business Partner Relations

Kokosing evaluates and engages with qualified business partners on an objective basis grounded in fairness and merit. When selecting partners, we assess their ability to satisfy our business and technical needs and requirements. All agreements must be negotiated in good faith.

We expect our business partners to be trustworthy and accountable, and our business dealings with them will always be based on the principles of honesty, fairness, and respect. Do your part to hold our business partners to our high standards and ensure they operate ethically, in compliance with the law, and in a way that's consistent with our Code, our policies, and our Core Values.



## Interacting With the Government

A large portion of our business involves contracting with public entities at the federal, state, and local level. We are committed to meeting the many special legal, regulatory, and contractual requirements that apply to our government contracts. These requirements may apply to bidding, accounting, invoicing, subcontracting, employment practices, cybersecurity, contract performance, gifts and entertainment, purchasing, and other matters. These requirements may also flow down to individuals and companies working on our behalf.

If you are responsible for conducting business with the government on behalf of Kokosing, make sure you know and comply with what's contractually required as well as all laws and regulations that apply to our government-related work. If you are unsure of what is contractually or legally required, contact the Legal Department.

The submission of false or misleading information to a governmental customer may be considered a false statement or a false claim, which could have significant legal implications for the Company and, in some cases, the people submitting that information. We expect our Team Members to always submit complete and accurate information to our customers and stakeholders. Team Members are responsible for ensuring that all certifications and representations made to any governmental entity are truthful and accurate, and that all pay applications, billings, change order requests, and claims are accurate, comply with the requirements of the governmental entity, and do not include any amounts to which Kokosing is not entitled.

## Fair Dealing

We treat our customers and business partners fairly. We work to understand and meet their needs and seek competitive advantages through superior performance, never through unethical or illegal practices.

Tell the truth about our services and capabilities and never make claims that aren't true. In short, treat our customers and business partners as you would like to be treated.

### DO THE RIGHT THING

- ▶ Be responsive to customer requests and questions. Only promise what you can deliver and deliver on what you promise.
- ▶ Never take unfair advantage of anyone by manipulating, concealing, or misrepresenting material facts, abusing privileged information, or any other unfair dealing practice.
- ▶ Never grant a customer's request to do something that you regard as unethical or unlawful.
- ▶ Speak with your supervisor if you have concerns about any error, omission, undue delay, or defect in quality or our customer service.

### WATCH OUT FOR:

- ▶ Pressure from colleagues or supervisors to cut corners on quality or delivery standards.
- ▶ Engaging in "bid shopping" – using the bids from various subcontractors or vendors to pressure another to lower their price further.
- ▶ Temptations to tell customers what you think they want to hear rather than the truth; if a situation is unclear, begin by presenting a fair and accurate picture as a basis for decision-making.



## Product Quality and Safety

We are dedicated to earning and maintaining the trust of our customers by ensuring the quality, safety, and performance of our products.

All of us, as well as our business partners, are expected to meet all product quality and safety specifications and our customers' expectations.

### DO THE RIGHT THING

- ▶ Adhere to the highest standards and never take shortcuts or make exceptions that could compromise the quality or safety of our products.
- ▶ Do your part to ensure complete and accurate quality testing and performance reporting.
- ▶ Routinely check equipment and processes to ensure they conform to specifications and expectations – work toward continuous improvement.
- ▶ If you believe there is a safety issue or product defect that might endanger a customer, report the issue to your supervisor immediately.

**Q:** I think there may be an issue with a piece of equipment that is slowing down our asphalt production and potentially impacting product quality, but we are already behind schedule and if I say anything, we will be delayed further as the Company investigates. What should I do?

**A:** Kokosing never sacrifices quality to meet a Company deadline or target. You should report the matter immediately.



## Anti-bribery and Corruption

Kokosing is committed to complying with all applicable anti-corruption laws. We believe that all forms of bribery and other corrupt practices are an inappropriate way to conduct business regardless of local customs.

Do not pay or accept bribes or kickbacks, at any time for any reason. This applies equally to any person or business partner representing our Company. Our partners must understand that they are required to operate in strict compliance with our standards and to maintain accurate records of all transactions. Never ask them to do something that we are prohibited from doing ourselves.



## Global Trade

Kokosing does business with suppliers around the world. We must comply with all applicable laws that govern the import of our supplies and with the laws of the countries where our supplies are manufactured or repaired. Any violation of these laws, even through ignorance, could have damaging and long-lasting effects on our business.

If your job duties include receiving imported products, you are responsible for screening customers, suppliers, and transactions to ensure that we follow all applicable import requirements. For more information, contact the Legal Department.





# Antitrust and Competition Law

We believe in free and open competition and never engage in practices that may limit competition or try to gain competitive advantages through unethical or illegal business practices. Agreements (written or unwritten) among competitors can have very serious consequences – including criminal penalties for companies and individuals. Actions that violate antitrust laws can include things like agreements to fix prices, rig bids, or not recruit each other's employees.

Do not engage in conversations with competitors about competitively sensitive information or engage in any anti-competitive behavior, including setting prices or wages, or dividing up customers, suppliers, or markets.

Information about competitors is a valuable asset in today's competitive business environment, but in collecting business intelligence, we – and those who work on our behalf – must always live up to the highest ethical standards.

Obtain competitive information only through legal and ethical means, never through fraud, misrepresentation, deception, or the use of technology to “spy” on others.

Antitrust laws are complex, and compliance requirements can vary depending on the circumstances, so seek help with any questions about what is appropriate and what is not.

## DO THE RIGHT THING

- ▶ Be careful when accepting information from third parties. You should know and trust their sources and be sure that the information they provide is not protected by trade secret laws, nondisclosure, or confidentiality agreements.
- ▶ Respect the obligations of others to keep competitive information confidential.
- ▶ While Kokosing may employ former employees of competitors, recognize and respect the obligations of those Team Members not to use or disclose the confidential information of their former employers.
- ▶ Immediately report any conversations with competitors that could have involved anticompetitive behavior or competitively sensitive information.

## WATCH OUT FOR:

- ▶ **Collusion.** When companies secretly communicate or agree on how they will compete. This could include agreements or exchanges of information on pricing, terms, wages, hiring, or allocations of markets.
- ▶ **Bid-rigging.** When competitors or service providers manipulate bidding so that fair competition is limited. This may include comparing bids, agreeing to refrain from bidding, or knowingly submitting noncompetitive bids.
- ▶ **Tying.** When a company with market power forces customers to agree to services or products that they do not want or need.
- ▶ **Predatory pricing.** When a company with market power sells a service below cost to eliminate or harm a competitor, with the intent to recover the loss of revenue later by raising prices after the competitor has been eliminated or harmed.
- ▶ Retaining papers or computer records from prior employers in violation of the law or contracts.
- ▶ Using anyone else's confidential information without proper approvals.
- ▶ Using job interviews to collect confidential information about others.

## LEARN MORE

[Antitrust Competition Law Compliance Guidelines](#)

**Q: I received sensitive pricing information from one of our competitors. What should I do?**

**A:** *You should contact the Legal Department without delay and before any further action is taken. It is important, from the moment we receive such information, that we demonstrate respect for antitrust laws, and we make it clear that we expect others to do the same.*

**Kokosing proudly serves the communities in which we work by making investments that improve the quality of life in those communities. We do this by:**

- ▶ Volunteering on community projects
- ▶ Raising money for charities
- ▶ Playing an active role in preserving our environment
- ▶ Using Company resources wisely
- ▶ Protecting sensitive information
- ▶ Speaking honestly and transparently about the work we do



## Preserving Our Environment

We recognize our activities have an impact on the environment in the communities we serve. We are committed to conducting business sustainably and minimizing environmental damage and any potential harm to the health and safety of Team Members, customers, and the public. We strongly believe that when we make business or even personal choices, those are not just about today and not just about us or our clients – they are about the legacy we leave for those who follow.

Read and understand all the information provided by our Company that is relevant to your job and operate in full compliance with environmental laws and regulations. These are laws that regulate air or surface vehicle emissions, water quality, solid and hazardous waste disposal, and the prevention of spills and releases.

## Human Rights

We conduct our business in a manner that respects the human rights and dignity of all, and we support international efforts to promote and protect human rights, including an absolute opposition to slavery and human trafficking.

Each of us can help support efforts to eliminate abuses such as child labor, slavery, human trafficking, and forced labor.

## Charitable Activities

Corporate social responsibility and charitable giving are integral parts of Kokosing's culture and history. We believe in making a positive difference in people's lives and engaging responsibly in charitable activities improving the communities where we live and work. As a Company, we contribute funds, time, and talent to support Company-wide programs and local causes. We encourage (but do not require) you to take part in the many initiatives we support.

Kokosing also encourages you to make a difference on a personal level, supporting charitable and civic causes that are important to you. Be sure your activities are lawful and consistent with our policies and that you're participating on your own time and at your own expense.

## Political Involvement

At Kokosing, everyone is free to voluntarily participate in the political process, including making personal political contributions, campaigning, or volunteering personal time to candidates or causes. However, as Team Members, we must always make it clear that our personal views and actions are not those of Kokosing. They may not be conducted on Company property or time or involve the use of Company resources like money, equipment, vehicles, computers, or supplies.

Make it clear that your political views and activities are your own. You don't represent Kokosing.

There will be no pressure on or coercion of Team Members, officers, or directors to personally contribute to, or otherwise support, any political candidate or activity. The Company will not reimburse or advance any such contributions.

It is the responsibility of Company management to advise Team Members, shareholders, customers, and the public about the Company's position on local, state, and national affairs that affect the welfare of the organization. Although the Company is not allowed to contribute to federal candidates, it may, in certain instances, legally contribute to state and local candidates or ballot initiatives and will do so when it would be in the interests of its stakeholders and/or the public. Any such contributions will only be made by the corporate office and only after review and approval by the Company CEO, as well as the Legal and Ethics & Compliance Departments.

**Q: I will be attending a fundraiser for a candidate running for local office. Is it okay to mention my position at Kokosing as long as I don't use any Company funds or resources?**

**A:** *No. It would be improper to associate our name in any way with your personal political activities.*

**Q: I would like to invite an elected official to speak at an upcoming Company event. Would that be a problem?**

**A:** *You must get approval from the co-CEOs before inviting an elected official or other government official to attend a Company event. If the invitee is in the midst of a reelection campaign, the Company event could be viewed as an endorsement of the candidate, or the use of our facilities could be considered an in-kind contribution.*



# Helpful Resources

RESOURCE:	CONTACT:
Team Member Resources	Scott Erick, SVP Team Member Resources: <a href="mailto:sbe@kokosing.biz">sbe@kokosing.biz</a>
Ethics & Compliance	Dan LaFrance, Chief Compliance Officer: <a href="mailto:dan.lafrance@kokosing.biz">dan.lafrance@kokosing.biz</a>
Speak Up Line	Web Intake Site: <a href="http://www.speakup.kokosing.biz">www.speakup.kokosing.biz</a> Compliance Hub: <a href="http://www.compliance.kokosing.biz">www.compliance.kokosing.biz</a> Toll-Free Number: 1-833-208-0079 
Legal Department	Gabe Roehrenbeck, General Counsel: <a href="mailto:gjr@kokosing.biz">gjr@kokosing.biz</a>
Corporate Headquarters	1-800-800-6315

The Company may grant specific waivers to the Code but will not grant any waivers for violations of the law. Any waiver of the Code for executive officers or directors may be approved only upon notice to the Chief Compliance Officer and by the express written consent of the Board of Directors or a Board committee. All such waivers will be promptly disclosed to shareholders as required. Any waiver of the Code for any other Team Member may be made only with the approval of the Chief Compliance Officer.

Kokosing supports a Team Member's right to speak out publicly about matters of public concern and to participate in concerted activities and communications related to terms and conditions of employment. Nothing in any section of our Code or in any of our policies is intended to limit or interfere with that right.

Nothing in this Code prevents you from reporting possible violations of law or regulation to any governmental agency or entity, including but not limited to the U.S. Department of Justice, Congress, and any agency Inspector General, or making other disclosures that are protected under the whistleblower provisions of federal law or regulation. You do not need the prior authorization of the Legal

Department to make any such reports or disclosures, and you are not required to notify Kokosing that you have made such reports or disclosures.

Our Code (and the policies it references) may be modified without notice. For the most current version, please see the Company's Policy Library.

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## ONE MORE THING ...

We value your feedback. If you have suggestions for ways to enhance our Code, our policies, or our resources to better address a particular issue, bring them forward. Promoting an ethical culture at Kokosing is a responsibility we all share.

**kokosing**

