



**DRC EMERGENCY SERVICES LLC ("DRC ES") STANDING COMPLIANCE POLICIES**

**ESCP No. 001, Ethics and Compliance as an Element of Performance Standards**

1. The DRC ES Code of Ethics and Business Conduct establishes the baseline for ethical conduct and compliance with the law for all DRC ES personnel. DRC ES additionally expects its managers and supervisors to affirmatively promote ethical behavior and compliance with the law by all employees within their sphere of responsibility. *How* managers and supervisors achieve results is as important as the results themselves.
2. Studies have uniformly shown that employees tend to behave as they perceive the "boss" really wants them to behave; and that this perception is an even stronger factor than a written rule for employee conduct. This sets the obligation for managers and supervisors to consistently show their real expectation for compliance and ethical behavior, both by their personal conduct and by their messages for employees.
3. Accordingly, promotion of and adherence to the DRC ES compliance and ethics program is an element of each manager's and supervisor's performance standard. Annually, each DRC ES manager and supervisor will be evaluated on their promotion of and adherence to the DRC ES compliance and ethics program as a factor in compensation and personnel actions.

Thomas M. Stafford

A handwritten signature in blue ink, appearing to read "T.M. Stafford", with a long horizontal line extending to the right.

Chief Executive Officer

September 17, 2014