



**DWD**  
DISCOUNT WINDOW AND DOOR



## Problem

Too many employers see their workers merely as profit-making devices, neglecting their worth as integral contributors to the company. This mindset promotes a culture of exploitation, prioritizing revenue over employee welfare and personal growth. Such short-sightedness treats employees as insignificant parts of a bigger machine, disregards their aspirations, and undermines their dignity, leading to an unhappy workforce and high turnover.

Caring leaders, conversely, know that investing in their team equates to investing in the company's future. They champion an environment that encourages continuous learning, fair compensation, financial literacy, and life-work balance. These practices cultivate a motivated workforce and attract top talents, thus building a sustainable and successful business.

Richard Branson's ideology of putting staff first, customers second, and shareholders third encapsulates this sentiment. A widespread 'business owners' mentality often overlooks employee's personal growth and financial stability, considering them merely as means to achieve company objectives. This perspective is not only morally unacceptable but also counterproductive. It traps employees in a cycle of financial dependency and fosters a culture of financial ignorance, causing them to make poor financial decisions and extend their economic hardships.

Businesses must address this issue for their employees' sake and the company's longevity. It is the right thing to do, but it also encourages employee welfare, creating a win-win scenario leading to a dedicated workforce and a thriving business. Ignoring this principle results in a demotivated workforce and hampers a company's capacity to retain skilled personnel, consequently impacting the company's financial health and market competitiveness.



# At Discount Window and Door, our purpose is to elevate our employees.

**We recognize that socio-economic empowerment  
is not just a goal; it's a responsibility.**

We commit to providing continuous learning opportunities, fostering a culture of accountability, and prioritizing the well-being of our team. These opportunities are crucial for our organization's success and essential for the growth, fulfillment, and prosperity of everyone within our company. Investing in people creates a positive ripple effect extending far beyond our company walls, impacting our communities.



## Continuous learning

The additional knowledge and skills that our employees gain while working for DWD are opportunities to help our employees be the best they can be and impact our society positively. DWD continuously seeks out educational opportunities or skills training for our employees to learn more to help them achieve the goals they are seeking. Whether it is paying off debt, saving to buy their first home, or promotion to another position at DWD. Providing education and resources to our team to learn more about accomplishing these goals elevates our employees to the next level in multiple aspects of their lives.



## Accountability

Here at DWD, we are imperfect and make mistakes. But, when errors happen, we see these as opportunities to learn, understand, and determine how to avoid repeating them and improve in the future. Creating an accountable culture is embraced versus being constantly reprimanded, which makes a team of individuals strive for excellence in everything they do. Perfection is impossible 100% of the time, but pursuing excellence all the time as individuals, a team, and a company leads to amazing results.



rest eat snack break  
TIME OUT TALK  
RELAX collaborate FRESH

## Well-being

We at DWD believe that our employees' well-being is our organization's foundation. By nurturing their mind, body, and spirit, we foster growth in every aspect of our culture, community, and company. Whether it's celebrating Employee Appreciation Day with a deep-sea fishing trip, sharing laughs with the CEO while decorating a teammate's office for their birthday, offering vacation time to a coworker recovering from surgery, or seeking guidance from our corporate Chaplain during challenging times, our Walker Windows family extends beyond the confines of our offices and regular business hours.



## **Our Values**

- Team
- Ever-Forward
- Honor
- Es-Tuyo (Own-it)
- Wellness
- (Strong) Foundation
- Communication



# Team

- > You value every voice**
- > You help your teammates when help is needed**
- > You are stronger as a unit than you are individually**
- > You consider how your actions will affect others (your department and other departments)**
- > You never ask someone to do something that you would not do yourself**

Teamwork at DWD, the leading provider of windows and doors in Southern California, is not merely a buzzword—it is the lifeblood that fuels our diverse and dynamic workforce. As a DWD employee, living out the value of teamwork means fostering an atmosphere of collaboration where every voice matters, and everyone's strength is recognized and utilized.

Our diversity is our strength, with every team member bringing unique experiences, skills, and perspectives. We believe in leveraging this diversity to create innovative solutions for our customers and continually elevate our standards of quality and service.

Being a team player at DWD means going beyond your job description to help a colleague in need, pitching in when a project requires extra hands, or offering a fresh perspective that could enhance the project's outcome.

For example, our team takes pride in constantly communicating and helping each other with urgent tasks and scheduling challenges. We also respect each other's boundaries and check in to ensure we all stay on top of our responsibilities. And we do this intentionally!

**“** The culture at DWD is centered around the principle that we are stronger together. **”**

Effective teamwork is critical to maintaining our high-performance standards in the fast-paced, customer-centric world of selling windows and doors. It enables us to be agile, adapt quickly to change, and always deliver on our promise of quality, so communication is essential. Speaking of which, we use technology and specific messaging at work to help each other ensure that we are pushing tasks forward correctly and collaboratively.




Our healthy working environment is a testament to our commitment to teamwork, where mutual respect, open communication, and shared objectives are embedded in our day-to-day interactions. These principles make DWD a great workplace and a strong competitor in our industry. We understand that when we support each other, we inevitably support the success and growth of our employees and company.









# Ever-Forward

-  **You are a relentless learner**
-  **You have a growth mindset**
-  **You anticipate, resolve, and adjust as needed to accomplish the goal**

-  **You embrace and adapt to change**
-  **You take a proactive approach**

At DWD, living out the value of “Ever-forward” is at the core of our operations. This belief touches every aspect of our business, from supplying high-quality windows and doors to engaging with and serving our esteemed clients in Southern California. “Ever-forward” means continuously seeking out opportunities for improvement. We are committed to innovation, investing in the latest technology to refine our product offerings and streamline our processes. It means not resting on our accolades or becoming complacent with past successes but pushing the boundaries to exceed our customers’ expectations.

Moreover, “Ever-forward” guides our approach to employee growth. We value our diverse workforce and strive to provide them with ample opportunities for professional development. We can foster a dynamic, versatile, and forward-thinking team by nurturing their skills and abilities.

Finally, “Ever-forward” extends to our unwavering commitment to customer satisfaction. We respond promptly and efficiently to our customers’ needs, providing customer-specific solutions that cater to their unique requirements. We continuously seek to elevate the standard of service we deliver, reinforcing our position as a trusted supplier of windows and doors in Southern California. Essentially, “Ever-forward” encapsulates our determination to pursue excellence in every endeavor relentlessly.

One of our sales representatives spoke directly to this. He said, “I constantly seek opportunities to enhance the customer’s service experience. This mindset involves gathering client feedback to understand what went well and areas for improvement. Similarly, I proactively inquire from clients who decide not to proceed with us, aiming to learn why they choose and identify future improvement opportunities.”


We work hard to raise the bar and continue growth, and we mean it. Most companies make process improvements once a year, but we do it WEEKLY! Our meetings, planning, and process changes within the company are scheduled and structured to reflect our ever-forward mentality.



 **You have high integrity**

 **You take your responsibilities seriously**

 **You can be trusted by others to do the right thing**

 **You are reliable**

 **You value trust and loyalty**

Honor is pivotal in shaping DWD's corporate identity and operations. As a value, it encapsulates our commitment to conduct business with the utmost integrity, prioritizing employee growth and customer satisfaction more than anything else. We strive to provide products and services that meet and exceed expectations. Each window and door we sell embodies our dedication to quality, performance, and safety. By honoring our commitments, we earn trust and loyalty.

Moreover, our diverse workforce is a testament to our belief in the importance of honor. We strive to create an inclusive environment where employees feel valued and respected. We honor their unique perspectives and contributions, understanding that this diversity drives our success.

Furthermore, DWD's leadership exhibits an unwavering commitment to honor. They lead by example, setting a high standard for ethical conduct. Their guiding philosophy is deeply rooted in the conviction that doing the right thing is an option and an obligation. This commitment to honor fosters a culture of mutual respect and integrity, influencing every decision we make. We take our responsibilities seriously, and our people do what we say we will do. We see everyone come to work with this mentality.

**“** If we say we will do something, we will commit to it and hold each other accountable.

At DWD, honor is more than just a value; it is the cornerstone of our existence. It shapes how we interact with our customers, treat our employees, and run our business. By keeping honor at the forefront of all we do, we continue to build a company that our customers, employees, and leaders can be proud of. One of our employees stated, “I missed updated pricing on a specific product, but instead of going back to requote the customer, we took the loss, and I used the lesson to make us better in the future.”





# Es-Tuyo (Own-it)

**> You look inward to evaluate yourself before blaming anyone or anything else**

**> You hold yourself and others accountable**

Es-Tuyo, aka 'You own-it,' is a value that embodies a sense of responsibility, accountability, and dedication. Living out this value as an employee at DWD means embracing the ethos of personal ownership in every aspect of one's work. It involves taking responsibility not just for one's tasks and performance but also for the team's success and our customers' satisfaction, being accountable for our actions, and always striving to serve our customers and each other to the best of our abilities.

This attitude is deeply ingrained within DWD. Our leaders, individuals of exceptional integrity and character, set the bar high. They demonstrate through their actions what it means to truly 'own' their roles, fostering an environment that encourages each workforce member to strive for excellence.

Our hardworking employees genuinely care about serving our customers and supporting each other, reflecting the spirit of Es-tuyo. This mutual support and dedication to service are evident in the diligence with which we approach our responsibilities and the absence of excuses — we understand that accountability is vital to personal growth and the company's progression.

Furthermore, the multi-lingual nature of our workforce and customers, with many speaking Spanish, underscores our commitment to diversity, inclusivity, and providing exceptional service to all customers. The ability to communicate effectively in multiple languages is another way we 'own' our role as a customer-focused organization.

**> You are committed to excellence**

**> You take ownership**

**> You take pride in everything you do**

Living out the Es-Tuyo value at DWD is about understanding that our actions impact the company. It is about taking pride.

As one of our employees said, "When I make a mistake, I OWN IT. Everyone makes mistakes, but we ALL own it. We do not cast blame on other individuals. We are proactive and plan when something is ours to ensure we drive it to completion. It is not just about taking blame or 'taking a bullet,' it is about taking responsibility even when things might not go right or may be frustrating."

This is another example of how we have taken value in our company employee discretion to make things right. One time, communication fell short with a homeowner. We did not provide the homeowner with an update, and they were not pleased. Rather than making an excuse or trying to explain what happened, we told them it was our fault, we would make it right, and we would be better moving forward. The homeowner was disarmed at the end of the call and incredibly happy moving forward.

This attitude comes straight from the top. Our owner says, "Ultimately, we must put our money where our mouth is if this is to be authentic. And let me say, sometimes, these can be painful checks to sign! But it is the right thing to do and truly 'owning it' for the right reason. That is DWD."



# Wellness



**You have a work-life balance**



**You take a proactive approach for the safety of yourself and others**



**You promote a culture of well-being where everyone's physical and mental health is valued**



**You act with purpose**



**You lead by example**

At DWD, we deeply value wellness as an integral part of our corporate philosophy, understanding it as a holistic approach to health that encompasses physical, emotional, and spiritual well-being. Living out this value as a DWD employee means first being safe at work and then fostering a balanced lifestyle, mindful of all these aspects, acknowledging that our productivity and effectiveness are inevitably linked to our overall well-being.

Physically, wellness could mean maintaining a healthy lifestyle through regular exercise, balanced nutrition, and sufficient rest. Emotionally, it involves nurturing positive relationships, managing stress effectively, and seeking professional help. Spiritually, it might mean taking time for reflection, connecting with nature, or practicing mindfulness, depending on one's beliefs and practices.

Our leaders set the tone for this value, demonstrating integrity and character in every interaction. They do not just 'talk the talk' but 'walk the walk,' offering support and understanding and setting an example through their actions. This genuine care extends beyond our team, influencing how we interact with our customers and is reflected in our hard-working and dedicated workforce.

At DWD, we ensure that our wellness initiatives are inclusive and accessible. Our commitment to wellness fosters a supportive and caring work environment where every employee can thrive. We have regular events promoting team building, including solid culture group gatherings, employee contests, and celebrations. One employee stated, "Participating in employee appreciation activities helps me enjoy my job more. I also stay active outside of work, which helps me manage my stress and stay focused on the job."

DWD provides additional support through a partnership with Marketplace Chaplains, providing a professional and reliable resource for employees' mental and spiritual well-being. All employees are trained and reminded regularly to ensure they are moving/working only briefly or in an unsafe environment.

**“ Participating in employee appreciation activities helps me enjoy my job more. I also stay active outside of work, which helps me manage my stress and stay focused on the job.**





# (Strong) Foundation



**You are reliable to get the job done**



**You are honest**



**You set clear company expectations and goals**



**You build trust**



**You understand the importance of processes and procedures**

At DWD, our strength lies in our commitment to doing the right thing, supported by fundamentally sound business practices. A robust business foundation is not just about profit margins or market shares but also about a culture of integrity, transparency, and accountability. This commitment forms the cornerstone of our organization, guiding our decision-making processes and shaping our interactions with clients.

As an employee at DWD, living out this value means embodying these principles in every aspect of our work. It means making decisions that uphold the interests of our clients and the organization over personal gains. It means being transparent with our strategies and actions and accountable for our outcomes. It also means advocating for ethical standards and practices, not just within our organization but within our industry at large.

A strong commitment to sound business practices also fosters a work environment that encourages growth, learning, and innovation. We view our employees as our greatest asset and strive to provide them with professional and personal development opportunities. When our employees thrive, so does our business.

In summary, at DWD, a sound business foundation is about more than just the bottom line. It is about building a culture of integrity and respect and promoting a work environment that empowers every employee to excel. Living out this value as an employee means embodying these principles in our day-to-day work and striving to uphold the high standards set by our organization. It is our foundation.

**“ At DWD, a sound business foundation is about more than just the bottom line.**





# Communication



**You are transparent with others**



**You embrace open, fair, and honest communication, making sure everyone's voice is heard**



**You understand the importance of clarity**



**You know and believe our communication is critical to our success with our customers**



**You always communicate with the customer regardless of the type of news, whether "good or bad"**

Effective communication is a cornerstone of success within any organization. It requires a commitment to present ideas concisely and persuasively and, equally important, the willingness to listen and appreciate diverse perspectives. It means a conscious effort to bridge any communication gaps and facilitate a seamless flow of information across the organization.

At DWD, communication holds extra significance. Living out the value of effective communication implies a commitment to clear, open, and honest dialogues, fostering a culture of transparency and collaboration. The value of effective communication is much more than just professional competency; it is an underlying ethic that guides our actions and decisions, shaping the positive and inclusive work environment that defines our organization.

We recognize that effective communication is also about being receptive to feedback. Embracing positive and negative feedback and learning from it is a significant aspect of our company culture. Through this process, we improve as individuals and strengthen our collective capacity as a team.

Living out the value of communication at DWD also extends to our client interactions. We aim to ensure all our communications are professional, respectful, and aligned with our company values. This approach enhances our relationships and builds trust and loyalty with our clients. One customer-care employee said, "Communication with customers is paramount. I can trace back if needed by keeping accurate, written communications of client changes and requests. I can

go back to reread details instead of calling customers. I always try to be clear and transparent with customers, even if there is bad news! That way, the customer will know we are working hard for them."

Overcoming obstacles, meeting structures, and understanding how our decisions affect others (or the customer) are essential. Identifying barriers, creating solutions, and having aligned objectives are also important. It is a mantra to "stop emailing, pick up the phone, and get the people together to figure it out."





DISCOUNT WINDOW AND DOOR

**We commit to providing continuous learning opportunities,  
fostering a culture of accountability, and prioritizing the  
well-being of our team.**