

ZACHRY

Zachry

Editorial Style Guide

June 2009

Using the Editorial Style Guide

The intent of this guide is to build on the Zachry brand by achieving a consistent, company-wide writing style. Whether you are writing a proposal, a memo or a brochure, using the editorial style guide will ensure that a consistent image is presented, both internally and externally. Our written communications may be the only way that potential customers, partners and employees perceive the Zachry identity.

This guide is meant to be used in conjunction with the brand style guide found on the brand center of www.zhi.com, which contains specific guidelines on color, logo and tagline usage. The editorial style guide draws from *The Associated Press (AP) Stylebook*, www.apstylebook.com, which is a standard for all communications. Company-specific and industry-specific entries are also included in the guide to give a comprehensive listing. Entries are set up alphabetically in a manner similar to a dictionary. The text explains the usage of the entry. Examples of incorrect and correct usage are set off by italics.

Please review the tips for better writing located on Page 3 of this guide. Remember to always spell check documents and read your writing out loud to catch grammar mistakes. If it doesn't sound right, it probably isn't right. This guide is continually updated as new style issues are presented. Look for updates in subsequent editions. For style questions not addressed in this guide or to add an entry, please email Lydia Adams, corporate communications specialist, at adamslr@zhi.com.

Tips for Better Writing

Use the active voice.

Active voice is stronger than passive voice. In an active sentence, the person or agency who is taking an action is the subject of the sentence. In a passive sentence, the person or item that is acted upon is the subject of the sentence. Passive sentences often do not identify who is performing the action.

Passive: *The Progress Energy plant was built by Zachry.*

Active: *Zachry built the Progress Energy plant.*

Use short words.

Shorter words are more powerful and easy to understand.

in order to	to
accordingly	so
utilize	use
prior to	before
discontinue	stop

Use dense words.

The fewer words used to express an idea, the more impact it will have.

once a week	weekly
all of a sudden	suddenly
prior to	before
subsequent to	after
has the ability to	can

Keep sentences short.

Shorter sentences are easier to read. Don't try to squeeze too much into one sentence.

Get rid of little qualifiers.

Words such as *somewhat, quite, rather* or *very* undermine the author's authority.

Don't start a sentence with *There are* or *There were*.

There are many Zachry craft workers with vast experience.

Change to: *Zachry craft workers bring vast experience.*

-A-**abbreviations / acronyms**

On first reference, do not use an abbreviation or acronym that a reader would not quickly recognize. Do not begin a sentence with an abbreviation and avoid overuse of abbreviations. Write out the full name with the abbreviation in parentheses. Use the abbreviation for all subsequent references. Well-known industry terminology does not have to be spelled out when used on a resume. When making an acronym plural, do not use an apostrophe. Right: *RFQs, RFPs*. Wrong: *RFQ's, RFP's*.

- *nitrogen oxide (NO_x)*
- *selective catalytic reduction (SCR)*
- *sulfur dioxide (SO₂)*

academic degrees

If mention of degrees is necessary to establish someone's credentials, the preferred form is to avoid an abbreviation and use instead a phrase such as: *Steve holds a Master of Business Administration from Texas A&M University. John received his management degree from the University of Texas*. Use an apostrophe in *bachelor's degree, a master's* etc. but there is no possessive in *Bachelor of Science, Master of Arts*. Use the abbreviations *B.A., M.S.* only when identification of many individuals by degree on first reference would be cumbersome. Use these abbreviations only after a full name. Do not capitalize majors or minors in text.

addresses

Use the abbreviations *Ave., Blvd.* and *St.* only with a numbered address when standing alone: *1600 Pennsylvania Ave.* Spell out the above words and other similar address names in text: *The job site is located on Dunn Street on the left-hand side.* Spell them out and capitalize when part of a formal street name without a number: *Pennsylvania Avenue*. Lowercase and spell out when used alone or with more than one street name: *Massachusetts and Pennsylvania avenues*. All similar words (*alley, drive, road, terrace, etc.*) always are spelled out. Capitalize them when part of a formal name without a number; lowercase when used alone or with two or more names. Always use figures for an address number: *9 Morningside Circle*. Spell out and capitalize *First* through *Ninth* when used as street names; use figures with two letters for *10th* and above: *7 Fifth Ave., 100 21st St.* Abbreviate compass points used to indicate directional ends of a street or quadrants of a city in a numbered address: *2222 E. 42nd St., 562 W. 43rd St., 600 K St. N.W.* Do not abbreviate if the number is omitted: *East 42nd Street, West 43rd Street Northwest*. Use periods in the abbreviation *P.O.* for P.O. Box numbers. **See highway designations.**

affect, effect

Affect, as a verb, means to influence: *The game will affect the standings.*

Effect, as a verb, means to cause: *He will effect many changes in the company.*

Effect, as a noun, means result: *The effect was overwhelming. He miscalculated the effect of his actions.*

alliances / joint ventures

Spell out the full name of the venture or alliance on first reference and abbreviate on subsequent references.

a.m., p.m.

Lowercase, with periods. Avoid the redundant *10 a.m. this morning*.

among, between

Between introduces two items and *among* introduces more than two items: *The funds were divided among Ford, Carter and McCarthy*. However, *between* is the correct word when expressing relationships of three or more items considered as a pair: *Negotiations are under way between the network and the Ford, Carter and McCarthy committees*.

and/or

Do not use *and/or*. Use one or the other, not both.

annual

An event cannot be described as *annual* until it has been held in at least two successive years. Do not use the term *first annual*. Instead, note that the event will be held annually.

another

Another is not a synonym for *additional*; it refers to an element that somehow duplicates a previously stated quantity.

Right: *Ten people took the test; another 10 refused*.

Wrong: *Ten people took the test; another 20 refused*.

Right: *Ten people took the test; 20 others refused*.

anticipate, expect

Anticipate means to expect and prepare for something; *expect* does not include the notion of preparation: *They expect a record crowd. They have anticipated it by adding more seats to the auditorium*.

assistant, associate

Do not abbreviate and only capitalize when part of a formal title **before** a name: *Assistant Secretary of State George Ball*. The preferred reference would be *George Ball, assistant secretary of state*. See **titles**.

awhile, a while

He plans to stay awhile. He plans to stay for a while.

-B-**balance of plant**

BOP may be used on second reference.

because of, due to

Because of is used when matching cause to effect. It is used when the writer can ask why in the sentence: *He resigned because of ill health.* (Why did he resign?) *Due to* should be used with a linking verb. *Due* is an adjective; its preposition *to* relates to the condition of the subject: *Her success was due to talent and hard work.* (Linking verb: *is*. *Due to* modifies success.)

because, since

Use *because* to denote a specific cause-effect relationship: *He went because he was told.* *Since* is acceptable in a causal sense when the first event in a sequence led logically to the second but was not the direct cause: *They went to the game, since they had been given tickets.*

biofuels, biodiesel (one word, no hyphen)

board of directors, board of trustees

Always lowercase.

brownfield construction (*brownfield* is one word, no hyphen)

-C-**capitalization**

In general, avoid unnecessary capitals. Use a capital letter only in certain instances:

- **Proper Nouns:** Capitalize nouns that constitute the unique identification for a specific person, place or thing: *John, America, Boston.*
- **Proper Names:** Capitalize common nouns such as *street, river* and *west* when they are part of a full name of a person place or thing: *Mississippi River, Fleet Street.* Lowercase these nouns when they stand alone: *the river.*
- **Popular Names:** Some places and events lack officially designated proper names but have popular equivalents: *the South Side* (of Chicago), *the Series* (the World Series). Only capitalize when referencing the specific noun, not the common noun.
- **Derivatives:** Capitalize words that are derived from a proper noun and still depend on it for their meaning: *American, English, Christian.*
- **Titles:** Capitalize formal titles when used immediately **before** a name. Lowercase when used alone or set off by commas: *Chief Nuclear Officer Ken Ewell said... Ken Ewell, chief nuclear officer, said...*
- **Departments / groups:** Capitalize all Zachry departments and groups, unless part of a title. Lowercase the word *department* when it stands alone. *The department is pleased*

with the results. Capitalize when it refers to the department only. The preferable reference includes the word department: *The Employee Relations Department is pleased to announce...* For questions, please call the Marketing Department.

- Construction Group but: *Brauer, construction group president, said...* See **titles**.
 - Engineering Group (preferably use *Zachry Engineering*)
 - Industrial Services Group
 - Nuclear Group (preferably use *Zachry Nuclear*)
- **Documents:** Do not capitalize a reference to a document within text. *Please refer to the crane safety manual for more details.*
 - **Industries:** Do not capitalize industries such as *power and process* in text.

Certified Administrative Professional®

Spell out on first reference, abbreviate (CAP®) on subsequent references. Include for all CAP® certified personnel.

Certified Professional Secretary®

Spell out on first reference, abbreviate (CPS®) on subsequent references. Include for all CPS® certified personnel.

cities & states

Spell out the names of U.S. cities and states. Only use the two-letter state abbreviations with addresses on letter and envelopes.

client/customer

Use *customer* instead of *client* for all references to Zachry customers.

combustion turbine

May be used to refer to a gas turbine. May also be referred to as a combustion gas turbine.

comma usage

In all marketing materials including brochures, proposals, Web content, SOQs, etc., do not use a comma before *and* in a series: *We offer services in engineering, construction and maintenance.* If omitting the comma causes confusion as to the meaning of the sentence, a comma may be inserted in the series: *Our markets include solar, petrochemical, nuclear, and power and process.* (Power and process are linked items in this case and constitute the use of a comma).

craft worker (two words)

-D-**dates**

Use the standard format, *month day, year*. Always use Arabic figures without *st, nd, rd* or *th*: *August 8, 2010*. Capitalize the names of months in all uses. When a month is used with a specific date, abbreviate only Jan., Feb., Aug., Sept., Oct., Nov. and Dec. Spell out when using alone, or with a year alone. When a phrase lists only a month and a year, don't separate the year with commas. When a phrase refers to a month, day and year, set off the year with commas.

Examples: *We broke ground in January 2004. Jan. 2 was the coldest day of the month. His birthday is May 8. Feb. 14, 2008, was the target date.*

decades

Use an apostrophe to indicate numerals that are left out; show plural by adding the letter *s*. Don't put an apostrophe between the year and the *s* when referring to decades: *the 1890s, the '90s, the mid-1930s*.

differ from, differ with

To *differ from* means to be unlike. To *differ with* means to disagree.

direct-hire

Direct-hire should be used to describe Zachry when referring to our ability to self-perform versus a subcontracting approach. *Direct-hire* is not the same as *merit-shop*. See **merit-shop**.

directions and regions

In general, lowercase *north, south, northeast, northern*, etc. when they indicate compass direction; capitalize these words when they designate regions. Some examples: COMPASS DIRECTIONS: *He drove west. The cold front is moving east.* REGIONS: *A storm system that developed in the Midwest is spreading eastward. It will bring showers to the East Coast by morning and to the entire Northeast by late in the day. High temperatures will prevail through the Western states. The Northeast depends on the Midwest for its food supply. She has a Southern accent.* WITH NAMES OF NATIONS: Lowercase unless they are part of a proper name or are used to designate a politically divided nation: *northern France, eastern Canada, the western United States.* BUT: *Northern Ireland, South Korea.* PROPER NAMES: *the South Pole, the Western Hemisphere, the Middle East.*

dollars

Always use lowercase. Use figures and the \$ sign in all except casual references or amounts without a figure: *The book cost \$4. Please give me a dollar. Dollars are flowing overseas. He said \$500,000 is what they want.* For amounts less than \$1 million: *\$4, \$25, \$650,000.* For amounts of more than \$1 million, use the \$ symbol and numerals up to two decimal places. *It is worth \$4.35 million. He proposed a \$300 million budget. The project is worth exactly \$4,351,242.*

-E-**either**

Use it to mean one or the other, not both.

Right: *She said to use either door.*

Wrong: *There were lions on either side of the door.*

e-mail

Not E-mail or email.

Engineer in Training or Engineering Intern

Spell out on first reference, abbreviate (E.I.T. or E.I.) on subsequent references, Include for all E.I.T. or E.I. certified personnel.

Environmental Protection Agency

EPA is acceptable on second reference.

every day, everyday

She goes to work every day. He wears everyday shoes.

every one, everyone

Two words when it means each individual item: *Every one of the clues was worthless.* One word when used as a pronoun meaning all persons: *Everyone was happy to see me.*

-F-**FAQs**

Not FAQ's. See **abbreviations/acronyms**.

farther, further

Farther refers to physical distance. *Further* refers to an extension of time or degree.

following

The preferred word is *after*. *He spoke after dinner.* Not: *He spoke following dinner.* But: *Please review the following.*

forward

Not *forwards*.

full time, full-time

Hyphenate when used as a compound modifier: *He works full time. She has a full-time job.*

-G-**gas turbine**

A turbine or turbine-generator unit that uses hot gas to rotate a turbine, regardless of the fuel used. Common synonyms are combustion turbine and combustion gas turbine.

greenfield construction (*greenfield* is one word with no hyphen)

-H-**highway designations**

Use these forms, as appropriate in the context, for highways identified by number: *U. S. Highway 1, U.S. Route 1, U.S. 1, state Route 34, Route 34, Interstate Highway 495*. On second reference only for *Interstate: I-495*. When a letter is appended to a number, capitalize it but do not use a hyphen: *Route 1A*. Use *F.M.* instead of *Farm to Market*. For highway interchanges, use a slash to separate roadways: *U.S. 75/I-635 interchange*. See **addresses**.

Home Office

Capitalize *Home Office* when referring to Zachry's corporate headquarters in San Antonio.

-I-**input**

Do not use as a verb in describing the introduction of data into a computer.

intranet

A private network inside a company or organization only for internal use. Lowercase *intranet*.

Internet

Capitalize *Internet*.

it's, its

It's is a contraction for *it is* or *it has*: *It's up to you. It's been a long time.*

Its is the possessive form of the neuter pronoun: *The company lost its assets.*

-J-**jobsite, job site**

Use *jobsite* as an adjective. Use *job site* as a noun: *The jobsite signage directs visitors to the trailer. The job site held a fundraiser barbecue.*

-K-**kick-off**

One word with hyphen when used as a noun. If used as a verb, separate to *kick off*. *Welcome to the United Way kick-off*. But: *Let's kick off the year right*.

-L-**-ly**

Do not use a hyphen between adverbs ending in *-ly* and adjectives they modify. Right: *highly effective practices, badly damaged goods, easily remembered*.

-M-**manhours**

Use *workhours* instead.

media

In the sense of mass communication such as newspapers, magazines, television and radio, the word is plural: *The national media are resisting attempts to limit their freedom*. Medium is the singular form.

megawatt

Use figures with *MW* even if the number is below 10. Use *MW* as an adjective with a hyphen between the number and *MW*. *The 100-MW plant opened June 1, 2007*. Spell out *megawatt* when used as a noun. *The plant will produce 100 megawatts of power*.

merit-shop

Use instead of *open-shop*. Although these terms are synonymous, it is Zachry policy to use *merit-shop* when referring to our use of non-union labor. Do not use the term *non-union* to describe our merit-shop hiring approach.

million, billion

Use figures with million or billion in all except casual uses. *Zachry completes 40 million workhours per year. The town has 1 million citizens. The project cost \$7 million to complete*. But: *I want a billion dollars*. Do not abbreviate million as M or MM. Do not abbreviate billion as B or BB. Do not capitalize million or billion. Do not go beyond two decimal places: *7.51 million people, \$256 billion*. Decimals are preferred when practical: *1.5 million*. Not: *1 ½ million*. Do not mix millions and billions in the same figure: *2.6 billion*. Not: *2 billion, 600 million*. Do not drop the word million or billion in the first figure of a range: *He is worth from \$2 million to \$4 million*. Not: *He is worth \$2 to \$4 million*, unless you mean \$2. Note that a hyphen is not used even in this type of phrase: *The president submitted a \$300 million budget*.

more than

Always use the term *more than* to describe amounts. Do not use the word *over* to describe amounts. *We have been in business for more than 80 years.*

-N-**names**

Use a person's full name on first reference. Use only the last name on subsequent references. Do not use courtesy titles such as *Mr., Mrs. or Ms.* See **titles.**

No.

Use the abbreviation for *number* in conjunction with a figure to indicate rankings and in place of the symbol, #. Use figures even if number is below 10. *ENR ranked Zachry No. 9 in the Top 50 Power Contractors 2008. David Starr drove the Zachry No. 11 Toyota Tundra in the last race of the 2008 Craftsman Truck Series.*

numbers

Spell out whole numbers below 10, use figures for 10 and above. *They had three sons. They had a fleet of 10 buses and two trucks.* Spell out *first* through *ninth*. Use figures for 10th and above unless 1st etc. is part of a name: *1st Sgt.* Always spell out a numeral at the beginning of a sentence unless it is a calendar year. Use numerals for ratios and scores: *a ratio of 2-1, a score of 4-3.* Spell out casual uses: *A thousand times no! Thanks a million.*

-O-**online**

One word in all cases in reference to computer connection.

on-site, on site

Hyphenate as an adjective before a noun. No hyphen is needed otherwise. *The on-site trailer. The trailer is on site.*

one Zachry (not One Zachry)

The term *one Zachry* refers to our unity as a company and our strong integration between groups and departments. This is an internal phrase and is not meant for external communications. The term does not describe a Zachry EPC project. For a project that uses Zachry Engineering and the Construction Group, use the term *Zachry EPC* or *EPC*.

open-shop

Use merit-shop instead. See **merit-shop.**

over

Over refers to spatial relationships: *The plane flew over the city.* Do not use *over* in reference to numbers: *The cost totaled more than \$20 million.*

-P-**page numbers**

Use figures and capitalize page when used with a figure. When a letter is appended to the figure, capitalize it but do not use a hyphen: *Page 1, Page 10, Page 20A.*

P.E.

Include for all licensed professional engineers after a name.

percent (not %)

Use figures even if numbers are below 10. For amounts less than 1 percent, precede the decimal with a zero: *The cost of living rose 0.6 percent.*

pipefitter (one word, no hyphen)**power plant descriptors**

- coal-fired, gas-fired (hyphenated)
- combined cycle, simple cycle (no hyphens)
- gas turbine-generator, combustion turbine-generator, steam turbine-generator
- 2-on-1 configuration (hyphenated and use numerals)

precast (one word, no hyphen)**professional organizations** (spell out on first reference)

- Associated Builders and Contractors (ABC)
- Associated General Contractors (AGC)
- Construction Industry Institute (CII)
- National Center for Construction Education and Research (NCCER)

Project Management Professional

Spell out on first reference, abbreviate (PMP®) on subsequent references. Include for all PMP® certified personnel.

project manager, site manager

Site manager refers to the highest ranking manager assigned to a continuous presence contract. Maintenance jobs have site managers. Projects, which are of a fixed duration in times, have engineering or construction *project managers*.

-Q-**quotations**

All direct quotations require attribution. Punctuation marks (periods, commas, etc.) go within quotation marks. Avoid the use of partial quotations. Do not use a comma before the use of partial or indirect quotations. Do not use quotation marks in paraphrased quotations.

-S-**safety terminology** (spell out on first reference)

- OSHA recordable incidence rates (ORIR)
- injury incidence rates (IIR)
- lost work day incidence rate (LWDIR)
- recordable injury rate (RIR)
- lost work day cases (LWD cases)
- standard industrial classification (SIC)

startup

One word, no hyphens when used as a noun. If used as a verb, separate to *start up*. *Our service offerings include engineering and startup*. But: *We plan to start up the unit in February 2011*.

subcontract, subcontractor (one word, no hyphens)**-T-****that, which**

Use *that* and *which* when referring to inanimate objects and animals without names. Use *that* for essential clauses, important to the meaning of a sentence, and without commas. Use *which* for nonessential clauses, where the pronoun is less necessary and with commas: *I remember the day that we met*. *The team, which finished last a year ago, is in first place*.

their, there, they're

Their is a possessive pronoun: *They went to their house*. *There* is an adverb indicating direction: *We went there for dinner*. *There* is also used with the force of a pronoun for impersonal constructions in which the real subject follows the verb: *There is no food on the table*. *They're* is a contraction for *they are*.

titles

Confine capitalization to formal titles used before an individual's name in text. Lowercase and spell out titles when set off from a name by commas: *The vice president, Nelson Rockefeller, declined to run again*. *Steve Bridges, vice president of business development, said*. Only capitalize

titles in text that are directly before a name or titles that stand alone, such as in a signature line:

Executive Vice President Keith Manning said. Sincerely, Keith Manning, Executive Vice President.

COURTESY TITLES: Do not use courtesy titles *Mr., Miss., Ms.,* or *Mrs.* except in direct quotations.

ABBREVIATED TITLES: The following formal titles are capitalized and abbreviated as shown when used before a name outside quotations: *Dr., Gov., Lt. Gov., Rep.* and *Sen.*

PAST AND FUTURE TITLES: A formal title that an individual formerly held, is about to hold or holds temporarily is capitalized if used before a person's name. But do not capitalize the qualifying word: *former President Ford, deposed King Constantine, Attorney General-designate Griffin B. Bell, acting Mayor Peter Barry.*

toward

Not *towards*.

-U-

under way

Two words. *The project is under way.*

United States

Spell out *United States* unless it is used as an adjective, and then use the abbreviation, *U.S.* (with periods). *Zachry is one of the largest merit-shop contractors in the United States. The cost of U.S. oil is rising.*

-W-

Web

Short form of *World Wide Web*, it is a service or set of standards that enables the publishing of multimedia documents on the Internet. The *Web* is not the same as the Internet, but is a subset; other applications such as e-mail, exist on the Internet. *Web, Web site* and *Web page* use the capitalized form of *Web* with a space between, but *webcam, webcast* and *webmaster* are one word, not capitalized.

workday (one word, no hyphen)

workforce (one word, no hyphen)

workhours (one word, no hyphen)

Do not use *manhours* or *people hours* to describe *workhours*.

workplace (one word, no hyphen)

work site

Use job site.

-Z-**Zachry Engineering Corporation**

The official name should be used on first reference. Use *Zachry Engineering* or *Zachry* on subsequent references, depending on the situation. The abbreviation, *ZEC*, should only be used in certain circumstances as *Zachry* or *Zachry Engineering* is the preferred reference. Do not use *ZEC Corporation* when referencing the company name in text.

Zachry Holdings, Inc.

Do not use *Zachry Holdings, Inc.* to describe *Zachry* in any instance, due to legal ramifications. Also, although the abbreviation *ZHI* appears in both our Web address and email addresses, *ZHI* is not to be used in any other communications. Use simply *Zachry* to describe the company. *Zachry Holdings, Inc.* is a parent company that does not employ people or perform work. When describing a *Zachry Industrial, Inc.* and *Zachry Engineering Corporation* joint project, use the two company names that are actually performing work. This type of project is referred to as a *Zachry EPC project*.

Zachry Industrial, Inc.

Use only if necessary. The abbreviation, *ZII*, should also only be used if necessary. The preferable reference is to use *Zachry* or break down further to *Construction Group* or *Industrial Services Group*.

Zachry Nuclear, Inc.

The official name should be used on first reference. Use *Zachry Nuclear* or *Zachry* on subsequent references. The abbreviation, *ZNI*, may be used on second reference only if necessary.

Zachry Nuclear Construction, Inc.

The official name should be used on first reference. Use *Zachry Nuclear Construction* or *Zachry* on subsequent references. The abbreviation, *ZNC*, may be used on second reference only if necessary.

Zachry Nuclear Engineering, Inc.

The official name should be used on first reference. Use *Zachry Nuclear Engineering* or *Zachry* on subsequent references. The abbreviation, *ZNE*, may be used on second reference only if necessary.

Zachry Project Execution Planning Process

Spell out on first reference, abbreviate (*ZPEPP*®) on subsequent references. Do not use *ZPEPP*® *process*, as this is redundant. Please note that only the acronym is a registered trademark.