

☐ Check this box if no longer subject to Section 16. Form 4 or Form 5 obligations may continue. See Instruction 1(b).

☐ Check this box to indicate that a transaction was made pursuant to a contract, instruction or written plan for the purchase or sale of equity securities of the issuer that is intended to satisfy the affirmative defense conditions of Rule 10b5-1(c). See Instruction 10.

STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or Section 30(h) of the Investment Company Act of 1940

OMB APPROVAL	
OMB Number:	3235-0287
Estimated average burden hours per response:	0.5

1. Name and Address of Reporting Person* <u>Parker Zachary</u> (Last) (First) (Middle) <u>DLH HOLDINGS CORP</u> <u>3565 PIEDMONT ROAD, NE</u> (Street) <u>ATLANTA</u> <u>GA</u> <u>30305</u> (City) (State) (Zip)	2. Issuer Name and Ticker or Trading Symbol <u>DLH Holdings Corp.</u> [<u>DLHC</u>] Foreign Trading Symbol	5. Relationship of Reporting Person(s) to Issuer (Check all applicable) ☒ Director 10% Owner Officer (give title below) Other (specify below)
	3. Date of Earliest Transaction (Month/Day/Year) <u>10/01/2026</u>	
	4. If Amendment, Date of Original Filed (Month/Day/Year)	

Table I - Non-Derivative Securities Acquired, Disposed of, or Beneficially Owned

1. Title of Security (Instr. 3)	2. Transaction Date (Month/Day/Year)	2A. Deemed Execution Date, if any (Month/Day/Year)	3. Transaction Code (Instr. 8)		4. Securities Acquired (A) or Disposed Of (D) (Instr. 3, 4 and 5)			5. Amount of Securities Beneficially Owned Following Reported Transaction(s) (Instr. 3 and 4)	6. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	7. Nature of Indirect Beneficial Ownership (Instr. 4)
			Code	V	Amount	(A) or (D)	Price			
Common Stock ⁽¹⁾	10/01/2026		A		17,119	A	\$0	747,118 ⁽²⁾	D	
Common Stock ⁽³⁾	10/01/2026		A		142,857	A	\$0	889,975 ⁽²⁾	D	

Table II - Derivative Securities Acquired, Disposed of, or Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)

1. Title of Derivative Security (Instr. 3)	2. Conversion or Exercise Price of Derivative Security	3. Transaction Date (Month/Day/Year)	3A. Deemed Execution Date, if any (Month/Day/Year)	4. Transaction Code (Instr. 8)		5. Number of Derivative Securities Acquired (A) or Disposed of (D) (Instr. 3, 4 and 5)		6. Date Exercisable and Expiration Date (Month/Day/Year)		7. Title and Amount of Securities Underlying Derivative Security (Instr. 3 and 4)	8. Price of Derivative Security (Instr. 5)	9. Number of derivative Securities Beneficially Owned Following Reported Transaction(s) (Instr. 4)	10. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	11. Nature of Indirect Beneficial Ownership (Instr. 4)
				Code	V	(A)	(D)	Date Exercisable	Expiration Date	Title	Amount or Number of Shares			

Explanation of Responses:

1. Grant of restricted stock units pursuant to the Company's 2025 Equity Incentive Plan, as amended, for service as a non-employee director. Each Restricted Stock Unit represents a contingent right to receive one share of common stock. The award vests in full on September 30, 2027.
2. Amounts reported in Column 5 of Table I of this Form 4 reflect the reporting person's transfer of 252,390 shares pursuant to a domestic relations order. Amounts reported also include (i) an aggregate of 58,176 shares issued to the reporting person upon the vesting of time-based restricted stock units which vested September 30, 2026 and (ii) an aggregate of 122,229 unvested time-based restricted stock units previously granted to the reporting person under the Company's equity incentive plans.
3. Grant of restricted stock units pursuant to the Company's 2025 Equity Incentive Plan, as amended, for service pursuant to the consulting agreement between the reporting person and the issuer effective as of October 1, 2026. Each Restricted Stock Unit represents a contingent right to receive one share of common stock. Of the total number of shares covered by the award, 50% of the award vested on October 1, 2026 and 50% will vest on September 30, 2027.

Remarks:

/s/ Zachary C. Parker
** Signature of Reporting Person

10/05/2026
Date

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

* If the form is filed by more than one reporting person, see Instruction 4 (b)(v).

** Intentional misstatements or omissions of facts constitute Federal Criminal Violations See 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, see Instruction 6 for procedure.

Persons who respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB Number.