



## Affirmative Action Program Concerning Women and Minorities

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Arbor Research is a Government contractor subject to Executive Order 11246 which requires Government contractors to take affirmative action to employ and advance in employment women and minorities.

If you are a woman and/or minority, we would like to include you under our affirmative action program. If you would like to be included under the affirmative action program, please tell us. You may inform us of your desire to benefit under the program at this time and/or at any time in the future.

Submission of this information is voluntary and refusal to provide it will not subject you to any adverse treatment. The information provided will be used only in ways that are not inconsistent with Executive Order 11246. The information you submit will be kept confidential, except that Government officials engaged in enforcing laws administered by OFCCP may be informed.

Arbor Research is committed to the goal of equality of opportunity in employment. Arbor Research shall not discriminate because of race or gender and shall take affirmative action to employ and advance in employment women and minorities at all levels of employment, including the executive level. Such action shall apply to all employment actions including but not limited to recruitment, hiring, promotion, transfer, demotion, layoff, termination, compensation, and selection for training, at all levels of employment.

A written copy of Arbor Research's Affirmative Action Program is available for inspection by any employee or applicant for employment, during normal business hours, in the Human Resources Department. Interested personnel should contact the Human Resources Manager at 734-369-9370 for assistance.



## Equal Opportunity Policy Concerning Employment of Disabled Persons and Protected Veterans

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Arbor Research Collaborative for Health ("Arbor Research") is a covered federal contractor subject to the requirements of the Vietnam Era Veterans Readjustment Assistance Act (VEVRAA), as amended, and Section 503 of the Rehabilitation Act of 1973 (Section 503), as amended. As such, Arbor Research is bound by the terms of VEVRAA and Section 503, and shall not discriminate against protected veterans and individuals with disabilities, and is committed to take affirmative action to employ and advance in employment protected veterans and individuals with disabilities.

As President, I have designated Courtney Erickson, Human Resources Manager, as the Arbor Research employee who will ensure dissemination and implementation of equal employment opportunity and affirmative action programs at Arbor Research. Ms. Erickson will establish and maintain an internal audit and reporting system to manage Arbor Research's equal employment opportunity and affirmative action programs.

Arbor Research is committed to the goal of equality of opportunity in employment. Arbor Research shall not discriminate because of status as an individual with a disability or as a protected veteran and shall take affirmative action to employ and advance in employment qualified individuals with disabilities and protected veterans at all levels of employment, including the executive level. Arbor Research will recruit, hire, train and promote persons in all job titles and will ensure that all other personnel actions are administered without regard to disability or status as a protected veteran. The Company will ensure that all employment decisions are based only on valid job requirements.

Employees and applicants of Arbor Research will not be subject to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in filing a complaint, assisting or participating in an investigation, compliance evaluation, hearing, or any other activity, opposing any act or practice made unlawful by, or exercising any other right protected by or related to administration of Section 503, the affirmative action and any other provisions of VEVRAA, or any other Federal, State or local law requiring equal opportunity for individuals with disabilities or protected veterans.

Arbor Research has developed a written Affirmative Action Program which sets forth the policies, practices and procedures to which the Company is committed in order to ensure that its policy of nondiscrimination and affirmative action for qualified individuals with disabilities and qualified protected veterans is accomplished. This Affirmative Action Program is available for inspection by any employee or applicant on request. Interested individuals should contact Courtney Erickson at 734-369-9370 between the hours of 9:00 a.m. and 5:00 p.m. to arrange for inspection.

*Robert Merion, MD, FACS*

President, Arbor Research Collaborative for Health