

**Contractor Policy on
Equal Employment Opportunity
41 CFR 60-2.20**

TO: All Employees

FROM: Kate Paul

DATE: January 15, 2009

It is the ongoing policy and practice of Delta Dental to provide equal opportunity in employment to all employees and applicants. No person shall be discriminated against in any condition of employment because of race, color, national origin, sex, religion, age, sexual orientation, disability or veteran status.

The policy of equal employment opportunity (EEO) shall apply to all terms, conditions, and privileges of employment, including hiring, probation, testing, training and development, promotion, transfer, compensation, benefits, educational assistance, termination, layoffs, social and recreational programs, and retirement. Delta Dental is committed to making employment decisions based on valid requirements, without regard to race, color, national origin, sex, religion, age, sexual orientation, disability, or veteran status. Delta Dental will analyze its personnel actions rigorously to ensure compliance with this policy.

Delta Dental's EEO Coordinator is Janet Burkard at the Delta Dental's facility located at 4582 South Ulster, Suite 800, Denver, CO 80237. She is responsible for compliance with state and federal EEO laws and affirmative action regulations. She is also responsible for implementing the Delta Dental Affirmative Action Plan (AAP), including equal employment practices, monitoring, and internal reporting. If you believe you have not been treated in accordance with this policy, please contact the EEO Officer. Our AAP for Veterans and the Disabled is available to you in her office during regular office hours or by appointment. All employees and applicants for employment are protected, by both company policy and equal employment opportunity/affirmative action regulations and law, from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation.

I personally endorse the policy of equal employment opportunity. I ask your continued assistance and support in maintaining an environment that reflects Delta Dental's commitment to equal employment opportunity and affirmative action. All personnel with responsibility for employment and personnel decisions are directed to perform their duties in accordance with this policy.