



HCR ManorCare Policy Statement

Equal Employment Opportunity

This statement reaffirms HCR ManorCare's strong commitment to a continuing policy of Equal Employment Opportunity (EEO). We will recruit, employ, train and promote individuals in all job titles and administer all other human resources programs without regard to race, color, religion, sex/gender, age, national origin, physical or mental disability, citizenship or veteran status, or any other legally protected category.

We will review and monitor our policies, practices and procedures to ensure full compliance that all applicants for employment and all current employees will be judged on the basis of their abilities and skills alone. The only criteria for evaluating applicants and candidates for employment or promotion are those qualifications which bear a direct relationship to job performance.

Additionally, we want to maintain an environment that fosters employee respect and promotes harmonious, productive working relationships. That means that those relationships must be free of harassment or any other form of discrimination. Any harassment, therefore – be it based on race, color, religion, sex, national origin, age, disability or veteran status – will not be tolerated and should be immediately reported to your supervisor, administrator or other member of management.

Should any employee or applicant find it necessary to file a complaint, assist or participate in an investigation, or take other similar actions protected under applicable federal, state or local laws, he or she will not be subject to harassment, intimidation, threats, coercion or discrimination because he or she has engaged in such activities.

All officers, managers and supervisors will be held responsible for application of this policy and for ensuring a harassment-free work environment. This includes initiating and supporting programs and practices designed to develop understanding, acceptance, commitment and compliance within the framework of this policy. Performance in the achievement of objectives in Equal Employment Opportunity will be a major factor in the evaluation of officers, managers and supervisors.

In addition to reaffirming this corporate commitment, I would like to express my personal support for our EEO programs. Without equality of opportunity, we cannot hope to provide the necessary environment to enable all HCR ManorCare people to reach their full potential.

The Vice President of Human Resources is responsible for developing, coordinating and directing EEO programs throughout HCR ManorCare and will report to me on the

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progress of such programs. However, every employee is obligated to make equality of opportunity a reality throughout HCR ManorCare.

A handwritten signature in black ink that reads "Paul A. Ormond". The signature is written in a cursive style with a large initial "P" and "O".

Paul A. Ormond
Chairman, President and CEO