



**A NOTICE AND INVITATION TO ALL EMPLOYEES AND APPLICANTS**  
**David Coleman, Chief Executive Officer**  
**AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT**

College Board has been and will continue to be an equal opportunity employer. To assure full implementation of this equal employment policy, we will take steps to assure that:

College Board complies with federal law requirements to provide equal employment opportunities to all employees and applicants for employment without regard to age, race, color, national origin, ancestry, religion, sex, sexual orientation, gender identity, pregnancy (including childbirth, lactation, and related medical conditions), disability, genetic information (including testing and characteristics), veteran status, uniformed service member status, or any other status protected by federal, state, or local laws. College Board also complies with applicable state and local laws governing nondiscrimination in employment in every location in which we have facilities. This policy applies to all terms and conditions of work, including, but not limited to, recruiting, hiring, placement, promotion, termination, layoff, transfer, leaves of absence, compensation, and training.

Any form of workplace harassment, discrimination, or retaliation because of age (40 and older), race, color, national origin, ancestry, religion, sex, sexual orientation, gender identity, pregnancy (including childbirth, lactation, and related medical conditions), disability, genetic information (including testing and characteristics), veteran status, uniformed service member status, or any other status protected by federal, state, or local laws is prohibited. Furthermore, employees and applicants shall not be subject to harassment, intimidation, threats, coercion, or discrimination because they have: (1) filed a complaint; (2) assisted or participated in an investigation, compliance review, hearing or any other activity related to the administration of any federal, state or local law requiring equal employment opportunity; (3) opposed any act or practice made unlawful by any federal, state or local law requiring equal opportunity or (4) exercised any other right protected by federal, state or local law requiring equal opportunity.

I have appointed Abbey Pelavin to take on the responsibilities of EEO Coordinator. The EEO Coordinator will be responsible for the day-to-day implementation and monitoring of the Company's Affirmative Action Plan. As part of that responsibility, the EEO Coordinator will periodically analyze the Company's personnel actions and their effects to ensure compliance with our equal employment policy and administer the audit and reporting system.

If you, as one of our employees or as an applicant for employment, have any questions about this policy or would like to be considered under our Affirmative Action Plan, please contact Abbey Pelavin at [talent@collegeboard.org](mailto:talent@collegeboard.org) during regular business hours. This is also a reminder that employees may update their disability status at any time by contacting the EEO Coordinator.

I have reviewed and fully endorse our Affirmative Action and Equal Employment Opportunity program. In closing, I ask the continued assistance and support of all the Company's personnel to attain our objective of equal employment opportunity for all.

Sincerely,

A handwritten signature in black ink, appearing to read "D Coleman", written over a horizontal line.

David Coleman  
Chief Executive Officer