

## AFFIRMATIVE ACTION & EQUAL OPPORTUNITY

It is the policy of West, including all its divisions or subsidiaries, to provide attractive and rewarding employment. Our recruitment and personnel policies and practices are administered on the basis of merit, regardless of race, color, religion, sex, national origin, age, marital status, veteran status, condition of mental or physical disability, genetic information, gender identity, pregnancy, sexual orientation or any other factor not related to job requirements and sound business practice.

The continuous development of an inclusive work environment yields great returns, not just in our organizational effectiveness and efficiency, but also to our bottom line. We take affirmative action to employ and advance in employment all persons regardless of race, color, religion, sex, national origin, age, marital status, veteran status and condition of mental or physical ability, genetic information, gender identity, pregnancy, sexual orientation, or any other factor not related to job requirements. A solid Affirmative Action Program strengthens our workforce with a greater breadth of talent and viewpoints within West. Additionally, it provides us with hiring practices and strategies, improved community relations and allows us to compete for federal government contracts.

West does a terrific job of hiring the right people. As CAO, I am committed to the principles of Affirmative Action and Equal Employment Opportunity. I have selected our Senior Director, Employee Relations as our EEO Manager. One of the duties of this position is to establish and maintain an internal audit and reporting system to allow for effective measurement of West's programs. I ask that each of you share in meeting these responsibilities by incorporating the EEO and AAP policies into your own day-to-day decisions and activities.

West has a written policy regarding Affirmative Action and Equal Employment Opportunity that sets out the policies, practices and procedures we are committed to follow to ensure nondiscrimination and affirmative action of protected groups. Our AAP is available for review by any Employee or applicant upon request, during normal business hours, in the Human Resources Office; (800) 232-0900.

I know that I can personally count on your support for this program. Through our mutual efforts, we can promote West Corporation's continued market leadership and excellence.

Nancy Disman  
Chief Administrative Officer