

ATTACHMENT 3

EQUAL OPPORTUNITY POLICY

Brookdale Senior Living, Inc. is in compliance with the equal opportunity policy and standards of the Department of Workforce Development, Department of Health Services and all applicable state and federal statutes and regulations relating to nondiscrimination in employment and service delivery.

No otherwise qualified person shall be excluded from employment, be denied the benefits of employment or otherwise be subject to discrimination in employment in any manner on the basis of age, race, religion, color, sex, national origin or ancestry, disability or association with a person with a disability, arrest or conviction record, sexual orientation, marital status or pregnancy, political belief or affiliation, military participation, genetic information or use or non use of lawful products off the employers premises during working hours. All employees are expected to support goals and programmatic activities relating to nondiscrimination in employment.

No otherwise qualified applicant for service or service participant shall be excluded from participation, be denied benefits, or otherwise be subject to discrimination in any manner on the basis of race, color, national origin or ancestry, age, sex, genetic information, disability or association with a person with a disability. Under the Food Stamp Act and USDA policy, discrimination is prohibited also on the basis of religion, political beliefs or affiliation. This policy covers eligibility for the access to service delivery, and treatment in all of the programs and activities.

To assist us in complying with all applicable equal opportunity rules, regulations and guidelines, I have

appointed Jack Leebron, (Title) Vice-President Legal Services as Equal Opportunity Coordinator. You are encouraged to discuss any perceived discrimination problems in employment or service delivery with this employee.

Mr. Jack Leebron may be reached on (Days) Monday-Friday
from (Hours) 8:30am to 5:00pm at (Telephone Number) (615) 564-8095

Information about discrimination complaint resolution process is available to you upon request.

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| Signature of Director or Chief Executive | Signature Date |
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