



A NOTICE AND INVITATION TO ALL TEAM MEMBERS AND APPLICANTS
EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION POLICY STATEMENT

Pilot Travel Centers LLC (Pilot) is an equal opportunity employer. To ensure full implementation of this equal opportunity policy, we will take steps to ensure that:

- a. Persons are recruited, hired, assigned and promoted without regard to race, national origin, religion, age, color, sex, disability, or protected veteran status, or any other characteristic protected by local, state, or federal laws, rules, or regulations.
- b. All other team member actions, such as compensation, benefits, transfers, layoffs and recall from layoffs, access to training, education, tuition assistance and social recreation programs are based on only job requirements and administered without regard to race, national origin, religion, age, color, sex, disability, or protected veteran status, or any other characteristic protected by local, state, or federal laws, rules, or regulations.
- c. Team members and applicants shall not be subjected 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.

Leslie Ampey, Federal Contractor Program Manager, has been assigned the overall responsibility to implement Pilot's legally required affirmative action programs related to individuals with a disability and protected veterans. As part of that responsibility, Mrs. Ampey will implement and administer an audit and reporting system to ensure compliance with Pilot's affirmative action obligations, periodically measure the effectiveness of the affirmative action programs, and identify any areas for potential remedial action, as appropriate.

If you, as one of our team members or as an applicant for employment, have any questions about this policy or would like to view portions of Pilot's affirmative action programs for individuals with a disability or protected veterans, please contact Leslie Ampey at Leslie.ampey@pilotttravelcenters.com during regular business hours. This is also a reminder that team members may update their disability status at any time.

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

Sincerely,

A handwritten signature in blue ink, appearing to read "Adam Wright", written over a horizontal line.

Adam Wright, CEO