

Exhibit 3

APPOINTMENT AFFIDAVITS

Expert / Consultant
(Position to which Appointed)

3/4/25
(Date Appointed)

Dept. of HHS Office of the Secretary
(Department or Agency) (Bureau or Division) (Place of Employment)

I, Amy Gleason, do solemnly swear (or affirm) that--

A. OATH OF OFFICE

I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God.

B. AFFIDAVIT AS TO STRIKING AGAINST THE FEDERAL GOVERNMENT

I am not participating in any strike against the Government of the United States or any agency thereof, and I will not so participate while an employee of the Government of the United States or any agency thereof.

C. AFFIDAVIT AS TO THE PURCHASE AND SALE OF OFFICE

I have not, nor has anyone acting in my behalf, given, transferred, promised or paid any consideration for or in expectation or hope of receiving assistance in securing this appointment.

Amy Gleason
(Signature of Appointee)

Subscribed and sworn (or affirmed) before me this 4 day of March, 2025

at Washington DC
(City)

(SEAL)

Commission expires _____
(If by a Notary Public, the date of his/her Commission should be shown)

Supervisory HR Specialist
(Title)

Note - If the appointee objects to the form of the oath on religious grounds, certain modifications may be permitted pursuant to the Religious Freedom Restoration Act. Please contact your agency's legal counsel for advice.